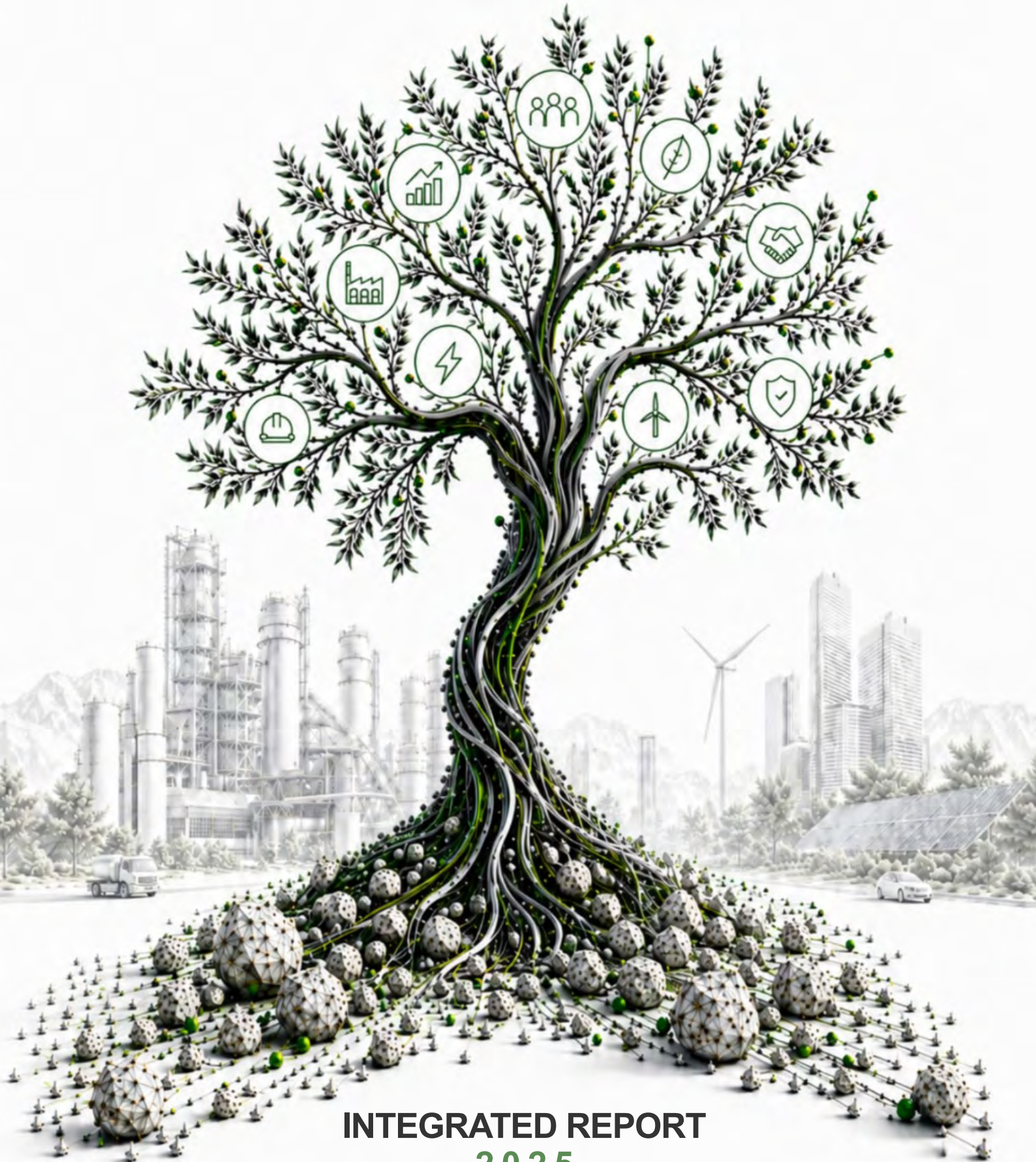




CEMENT

Green is the new gold

BUSINESS
AMBITION FOR **1.5°C**  



INTEGRATED REPORT
— 2025 —

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ABOUT THE REPORT

This report has been prepared to present OYAK Çimento Fabrikaları A.Ş.'s (hereinafter referred to as “OYAK Cement” or “the Company”) sustainability approach, strategic priorities, and environmental, social and governance (ESG) performance for the period 1 January 2025-31 December 2025 to its stakeholders.

Within the scope of this report, the Company's operations, strategic priorities, governance structure and sustainability performance are addressed collectively, with the aim of communicating the value created in the short, medium and long term to its stakeholders. The data included in this report has been determined in line with the Company's organizational structure and areas of operation and has been compiled within the framework of the relevant internal control mechanisms.

The report has been prepared in accordance with the GRI Standards. The information disclosed in accordance with the GRI Standards is set out in the report's **GRI Content Index** section. The 2025 Integrated Report has been prepared in accordance with the International Financial Reporting Standards (IFRS) Foundation's International Integrated Reporting Framework (IIRC), which defines six key capital elements: financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital and natural capital.

The report is available at www.oyakcimento.com.

For any questions, comments or suggestions regarding the report: iletisim@oyakcimento.com.



Capital Elements



Financial
Capital



Manufactured
Capital



Natural
Capital



Intellectual
Capital



Social and
Relationship
Capital



Human
Capital



Message from the Chairman of the Board of Directors

The year 2025 has been a period in which growth momentum in the global economy remained limited, and in which geopolitical developments, tight financial conditions and fluctuations in energy costs played a decisive role in the business world. During this period, as inflationary pressures gradually eased, financial discipline, agile decision-making, operational resilience and a management approach focused on sustainability became even more crucial to corporate success.

As OYAK Cement, we concluded 2025 as a period in which we demonstrated our resilience and transformed our business model into a more agile, efficient and sustainable structure. During this period, our key priorities were to steer the transformation within our sector, generate lasting benefits at every stage of our value chain, and represent our country's industrial strength on a global scale.

At a time when global competition is being reshaped, the ability to produce with low carbon emissions has become one of the most critical factors determining competitiveness in the cement sector. In line with our 2050 Net-Zero targets, which are approved by the Science Based Targets initiative (SBTi), we have resolutely continued our work in the areas of energy efficiency, the use of alternative fuels and raw materials, renewable energy and digitalization.

Our environment and climate-focused investments in 2025 reached TRY 3.49 billion. Through these investments, we have reinforced our objective of transforming OYAK Cement into more than just a cement-producing company. Today, OYAK Cement is moving resolutely towards becoming an integrated industrial company that develops solutions for sustainable cities, is powered by technology, enhances its

low-carbon production capabilities, and meets the future needs of the construction materials sector.

The steps we have taken in the areas of renewable energy, digitalization, energy efficiency and operational continuity have not only strengthened our current performance but also shaped the production model of the future. As part of our renewable energy investments, we commissioned the largest solar power plant for on-site consumption in the industrial sector for the first time at the end of the year. We aim to reach a significant milestone in our energy transition by bringing the solar power plant online at full capacity in the first quarter of 2026. Whilst enhancing our operational efficiency through AI and sensor-based applications such as FIZIX, we have further advanced our low-carbon production performance.

For us, technology is not merely a supporting tool. It is an integral part of our approach to production, our competitive strength and our vision for sustainable growth. With this approach, we are not only improving today's operations; we are also shaping the future of the cement and building materials sector. Because for us, every success achieved is not a final destination, but a new milestone in preparing for even greater goals.

In line with our "We are Integrated, We are Global, We are Pioneers" approach, CIMPOR and OYAK Cement, as part of TCC Group Holdings ("TCC"), are joining forces to extend our expertise, technological capabilities and operational experience to wider geographical areas. With our vision of 'being a local player on a global stage', we accurately assess local needs in every market in which we operate, thereby further strengthening our ability to create value on a global scale.

Global uncertainties are expected to persist in the coming period. However, with our strong financial structure, our focus on sustainability, our investments in digitalization, our operational discipline and our skilled workforce, we are ready for the future. Through our approach, which involves effectively managing risks, capitalising on opportunities in a timely manner and aiming to create long-term value at every step, we will continue to deliver reliable and sustainable results for our shareholders, customers, business partners, suppliers and all our stakeholders.

As OYAK Cement, we believe that every step we take contributes to a stronger Turkish economy, more sustainable cities and a more habitable world. With this sense of responsibility, we will continue to focus on excellence in production, technological leadership, a commitment to sustainability and a culture of achieving success together with our stakeholders.

I would like to take this opportunity to thank all my colleagues for their hard work, sense of responsibility and dedication throughout 2025; and our shareholders, customers, business partners, suppliers and all the organisations and individuals with whom we have created value together for their trust and support.

Best regards,

Suat ÇALBIYIK

CIMPOR & OYAK Cement
Chairman of the Board of Directors





Message from the CEO

Dear Stakeholders,

As OYAK Cement, we have concluded 2025 as a year in which we transformed our operational strength into tangible results, continued to put our sustainability commitments into practice, and raised the profile of our corporate achievements on both national and international platforms. Through our strong financial structure, with net sales revenue of TRY 56.5 billion and net profit for the period of TRY 8.76 billion, we continued to create value. Whilst maintaining our presence in international markets with direct overseas sales revenue of TRY 3.7 billion, our effective cost management and strong cash generation capacity underpinned our resilience in the face of volatile market conditions. Our retention of sector leadership for four consecutive years in Capital Magazine's 'Most Admired Companies in the Business World' survey, and our once again securing the top spot in the ISO 500 ranking within our sector, served as key indicators of our approach to sustainable growth.

This strong performance is underpinned not only by financial discipline, but also by our holistic approach, which places sustainability at the heart of our strategy. The enforcement of the Climate Law in Türkiye, the acceleration of preparations for the Emissions Trading System, and the transition to the final implementation phase of the EU (European Union) Carbon Border Adjustment Mechanism (CBAM) have made low-carbon production a strategic necessity for our sector. As one of the pioneering cement companies to announce a net-zero commitment, we have continued our work in line with our SBTi-approved 2030 and 2050 targets; we have verified our greenhouse gas emissions for our cement and grinding plants through TS EN ISO 14064-1 certification.

The year 2025 marked a significant period in which we brought our concrete investments in the renewable energy transition online. We

completed and commissioned our planned large-scale solar power plant project in Beypazarı. Alongside our investments in energy efficiency, the use of alternative fuels, alternative raw material applications and digitalization, we continued to strengthen our low-carbon production infrastructure.

Digitalization has become one of the key elements of our operational efficiency and our ability to comply with global regulations such as CBAM. We have continued to implement our innovative applications as part of the OYAK Cement 4.0 ecosystem, which we developed in line with our vision for green and digital transformation. Through the FIZIX Machine Health Monitoring Project, we are able to monitor equipment health in real time via an IoT (Internet of Things) network comprising 10,600 sensors spanning all the regions in which we operate; by utilising AI-powered predictive maintenance applications, we are reducing unplanned downtime whilst achieving measurable gains in energy efficiency and operational continuity. Our workforce is the most important element of our journey towards sustainable growth. Whilst carrying out our operations with 3,287 colleagues, we continued to support staff development by delivering 138,486 hours of training. We view health and safety at work not merely as an operational requirement, but as a fundamental part of our corporate culture. In line with our 'zero accidents' target, whilst strengthening our safety culture across all our sites, we won awards for three of our projects at the '2025 Awards for Those Adding Value to Occupational Health and Safety', organized by the Cement Industry Employers' Association (ÇEİS), thereby raising the profile of our approach in this area across the sector as a whole.

The year 2025 also marked a period in which our environmental, social and governance performance was recognised in concrete terms both in the capital markets and on independent assessment platforms. By being included in the BIST (Borsa İstanbul) Sustainability Index and the BIST Sustainability 25 Index, we have placed our sustainability performance on a more comparable footing for investors,

whilst our work in the areas of environmental and social responsibility was also recognised on an international scale with the EcoVadis Bronze Medal. The initiatives we implemented in the areas of human resources development, corporate governance and organizational development were also recognised with various awards throughout the year. The number of female employees in STEM fields increased by 18%, whilst the number of female managers increased by 44%.

In this year's **TSRS Aligned Sustainability Report**, we transparently present our climate-related governance structure, strategic priorities, risks and opportunities to our stakeholders, supported by concrete metrics and targets. With CBAM entering its financial reporting period, establishing a traceable and verifiable framework for our product-based embedded emissions has been one of the key steps in strengthening our approach to transparent reporting.

In the coming period, our focus will be on simultaneously enhancing our operational excellence, sustainability performance, digital capabilities and people-centred approach, whilst maintaining our financial strength. As OYAK Cement, through the steps we are taking in the areas of low-carbon production, digitalization, resource efficiency and people-centred transformation, we aim to contribute not only to today's needs but also to the future ecosystem of sustainable building materials.

The true architects of these achievements are our colleagues, our business partners and all our stakeholders who place their trust in us, and who help drive OYAK Cement forward every day. As we present the 2025 Integrated Report for your consideration, I would like to thank everyone who has contributed to this journey.

Best regards,

Murat İdris SELA
Country CEO





Message from the Alternative Resources and Environmental Director

Dear Stakeholders,

In today's world, where the transition to sustainability is gathering pace, the steps to be taken to reduce the cement sector's environmental impact are more critical than ever. As OYAK Cement, we view our environmental responsibility not merely as part of our operational processes, but as a strategic priority that shapes the future of our business model. In line with this, our key areas of focus include the use of alternative resources, the conservation of natural resources, the transparent disclosure of our products' environmental performance, and the support of biodiversity.

As one of the key players in a carbon-intensive sector, we regard the use of alternative fuels and alternative raw materials (ARM) as a critical lever in achieving our emissions reduction targets. As part of our industrial symbiosis approach, we integrate waste generated by different sectors into our production processes, thereby both returning waste to the economy and reducing our use of natural resources. This approach represents one of the most concrete examples of how we have integrated the principles of the circular economy into our production model.

As a result of the work we have carried out as part of our SBTi-aligned emissions reduction roadmap, our alternative fuel substitution rate reached 27.95% in 2025. A total of 701,057 tonnes of alternative fuel was used throughout the year; this amount corresponds to approximately 30% of the total alternative fuel used in the Turkish cement sector. This result demonstrates that OYAK Cement ranks among the sector leaders in the use of alternative sources and is making a significant contribution to the transition process.

Our initiatives regarding the use of alternative raw materials have also been another key area that has strengthened our environmental performance. In 2025, the use of decarbonised alternative raw materials enabled an approximate reduction of 25,000 tonnes of CO₂ emissions, while the use of decarbonised alternative raw materials also resulted in savings of approximately 300,000 tonnes of natural raw materials. These achievements support our committed approach to enhancing resource efficiency whilst simultaneously reducing the environmental impact of our production processes.

In line with our commitment to transparency and accountability, we have completed our Environmental Product Declaration (EPD) processes for all our product groups. In doing so, we have demonstrated the environmental impacts of our products throughout their life cycle in accordance with international standards, thereby enabling the sharing of reliable data with our customers and all our stakeholders. This initiative has also been a significant step in responding to the growing demand for low-carbon building materials.

Our environmental approach is not limited solely to our production facilities; we also place great importance on developing projects that will contribute to the conservation of ecosystems in the regions where we operate. As part of this, through the "In the Footsteps of Life: Marine Habitats" project, which we launched in collaboration with Kocaeli Metropolitan Municipality on World Biodiversity Day, we have taken a significant step towards supporting marine life in the Sea of Marmara. By installing 100 artificial reefs, produced using our low-carbon cement, onto the seabed, we aim to create safe

habitats for marine life and contribute to the revitalisation of the underwater ecosystem. We are monitoring the impact of this project, which is supported by academic partnerships, in the light of scientific data; we continue to develop our sustainability initiatives through tangible outcomes. This is because we believe that environmental transformation requires us to take responsibility not only for our production processes but also for the protection of the natural world in which we live.

In the coming period, we will continue with determination to increase the use of alternative resources, support the reintegration of waste into the economy, reduce the consumption of natural resources and continuously improve our environmental performance, in line with our science-based targets. As OYAK Cement, we view every step we take as a significant opportunity to help our sector achieve a more sustainable, more efficient and lower-carbon future.

Best regards,

Galip TEKİNER

Alternative Resources and
Environmental Director



KEY DEVELOPMENTS

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KEY DEVELOPMENTS

The year 2025 was a period in which OYAK Cement further advanced its operational efficiency, low-carbon production capability and capacity to create sustainable value while maintaining its financial strength. As changing global market conditions, increasing competitive pressure and the need to transition to a low-carbon economy accelerated the transformation agenda in the cement industry, OYAK Cement maintained its stable performance throughout the year with its strong production network, integrated operational structure and sustainability-focused investments.

During the reporting period, significant progress was achieved in the areas of financial resilience, production strength, energy efficiency, alternative fuel use, circular economy, water management, low-carbon product portfolio and human-focused transformation. In line with its 2050 Net-Zero target, OYAK Cement continued its efforts throughout the year with determination to transform its production processes into a more efficient, more resilient and lower-carbon structure.

OYAK Cement at a Glance

Financial Performance



TRY 63 billion Shareholders' Equity	TRY 56.5 billion Net Sales Revenue	TRY 3.7 billion Direct Export Revenue	TRY 192 million R&D Expenditure
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Operational Performance



Production Across 3 Continents	6 Geographical Regions	Sales in 7 Regions
13,804,550 tonnes/year Clinker Production Capacity	21,557,979 tonnes/year Cement Production Capacity	275,000 tonnes/year Lime Production Capacity
10,193,201 tonnes Clinker Production	14,200,000 m ³ /year Concrete Production Capacity	1,754,400 tonnes/year Slag Production Capacity
7,377,579 m ³ /year Concrete Production	12,725,880 tonnes Cement Production	149,387 tonnes Lime Production

Environmental Performance



8,865,709 tonnes CO ₂ e Scope 1 Emissions	579,936 tonnes CO ₂ e Scope 2 Emissions	1,884,152 tonnes CO ₂ e Scope 3 Emissions
80,222 MWh Electricity Generation from WHR*	TRY 3.49 billion Environment-Focused Investment	SBTi-Approved 2050 Net-Zero Target
27.95% Alternative Fuel Utilization Rate	17% Recovered Water / Total Freshwater Withdrawal	Included in the BIST Sustainability Index, BIST Sustainability 25 Index and BIST Corporate Governance Index**
11.4% Reduction in Energy Intensity		

* Waste Heat Recovery

**Based on the 2024 score, for the index period of 01.01.2026–31.03.2026 (PDP disclosure dated 19.12.2025)

Social Performance



3,272* employees Total Number of Employees	17.4% Share of Women Managers	2.4% Share of Employees with Disabilities
138,486 hours Total Training	2,190 person-hours Environmental and Sustainability Training	8,469 person-hours Management Development Training
Sector Leadership in Fortune 500 Türkiye	Award in 3 Categories ÇEİS "Those Who Add Value to OHS" Competition	

*The disclosed total number of employees refers only to employees working under OYAK Cement Factories Inc. Accordingly, including 4 employees in Cyprus and 11 employees at Cimpor Romania, the Company's total number of employees is 3,287.



Sectoral Developments and Trends

Macroeconomic Developments

In 2025, the global economy presented a cautious outlook under the influence of geopolitical developments, tight financial conditions, policy uncertainties and regional growth disparities. Recent assessments published by the organization for Economic Co-operation and Development (OECD) and the International Monetary Fund (IMF) indicate that global growth continues to remain below historical averages, inflationary pressures have gradually eased, yet vulnerabilities persist.

The IMF's World Economic Outlook (WEO) assessments indicate that the global economy delivered a growth performance in 2025 that remained below historical averages yet was relatively resilient. According to IMF projections, the global economy grew by approximately 3.4% in 2025, while China's economy grew by approximately 5%¹ and the European Union (EU) economy by approximately 1.6%.² Tight financial conditions, pressure from energy costs and the impact of geopolitical developments on economic activity were among the key factors limiting growth in Europe.

Although inflation rates declined globally, divergences among advanced economies persisted. In the United States, inflation remaining above target levels led to the continuation of a cautious monetary policy stance, while weak growth and cost pressures in European economies limited policy space. This outlook had a direct impact on demand, costs and financing conditions in energy-intensive sectors that are sensitive to investment cycles, such as cement.

¹ [IMF Executive Board Concludes 2025 Article IV Consultation with China](#)

² [IMF World Economic Outlook Projections](#)

Developments in the Chinese economy continue to be decisive for the global cement sector. In China, which accounts for a significant share of global cement production and consumption,³ the contraction in the real estate sector and the slowdown in infrastructure investments have put pressure on cement demand. Weakening demand in China's domestic market strengthens competition in international markets through excess capacity and an increasing export tendency, making cost management, efficiency and low-carbon production capabilities more important for sector players.

The macroeconomic outlook in 2025 affected the cement sector particularly through demand, energy costs, financing conditions and carbon cost channels. While limited construction and infrastructure investments in advanced economies put pressure on demand, public infrastructure spending and urban transformation projects in emerging economies continued to support demand. At the same time, the expansion of carbon pricing mechanisms such as the EU Emissions Trading System (ETS) and CBAM has made the transition to low-carbon production a strategic necessity for cement producers.

Global Outlook

The global cement sector maintains its long-term growth potential, driven by urbanization, infrastructure investments and the need for construction in emerging economies. According to current projections, the global cement market is expected to grow at a compound annual growth rate of approximately 4.7% during the 2025–2034 period. The market size, estimated to be around USD 410 billion in 2024, is projected to reach approximately USD 649 billion by 2034.⁴

³ [Global cement industry - statistics & facts | Statista](#)

⁴ [United Kingdom Market News, Cement Market With US Tariff Impact](#)

Over the past 10 years, global cement production has averaged around 4.1 billion tonnes annually. Production and consumption dynamics are largely shaped by infrastructure investments, housing needs and economic growth in emerging countries. However, due to its high energy use and carbon-intensive production structure, the sector is facing increasing regulatory and environmental pressures.

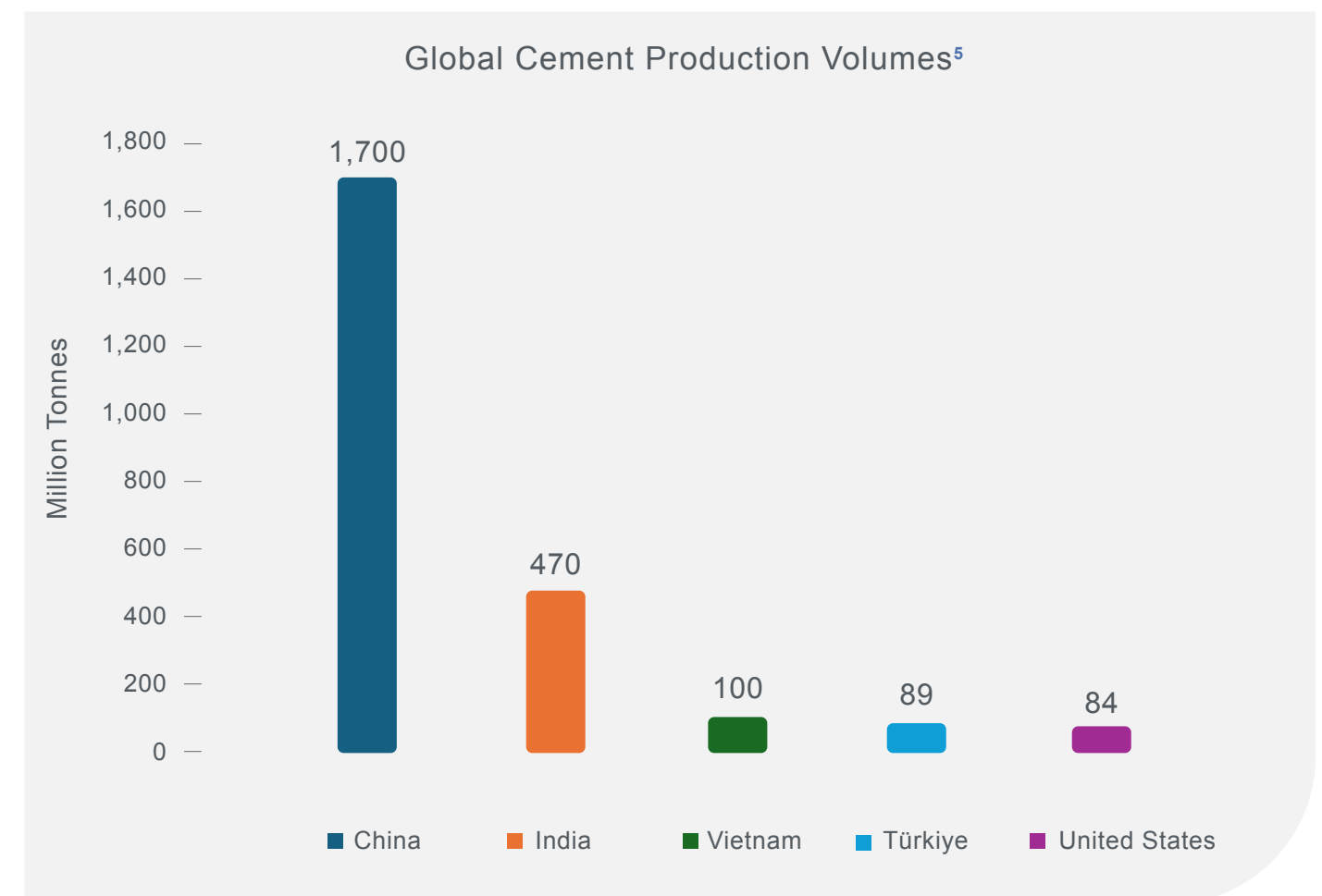
Low-carbon cement solutions, alternative binders, reducing the clinker ratio, using recycled materials, expanding the use of alternative fuels and circular economy practices stand out in the sector's transformation agenda. Resource efficiency,

⁵ [Mineral Commodity Summaries 2026](#)

water stress, energy supply security and carbon costs are among the key topics accelerating innovation in production processes.

The cement sector is directly affected by fluctuations in energy prices, supply chain vulnerabilities, geopolitical developments and risks arising from climate change. The key themes highlighted in the World Economic Forum's (WEF) 2026 Global Risks Report, including climate change, pressure on natural resources and geoeconomic fragmentation, are becoming decisive for cost management and competitiveness in energy-intensive sectors exposed to international trade.⁶

⁶ [The Global Risks Report 2026](#)





European Union Outlook

The cement sector in the European Union is at the center of a comprehensive transformation process carried out as part of the fight against climate change. In line with the Paris Agreement, the goal of limiting the increase in global temperature to 1.5–2°C has become a commitment for the EU to transition to a climate-neutral economy by 2050. Supported by the European Green Deal, this transformation requires the restructuring of production models in energy-intensive sectors with high process emissions.

The EU Emissions Trading System⁷ directly reflects carbon costs into production processes in the cement sector, creating significant cost pressure on carbon-intensive

activities such as clinker production. The gradual reduction of free emission allowances is steering the sector toward solutions such as the use of alternative fuels, reducing the clinker ratio, energy efficiency, low-carbon product development and carbon capture technologies.

The Carbon Border Adjustment Mechanism (CBAM)⁸, developed by the EU to reduce the risk of carbon leakage and balance competitive conditions, envisages the application of carbon costs to cement and related products imported from outside the EU. This regulation makes it more critical for producers exporting to the EU market to reduce product carbon footprints, transparently monitor emissions data and develop low-carbon production capabilities.



⁷ [EU Emission Trading System](#)

⁸ [Carbon Border Adjustment Mechanism](#)

Türkiye Outlook

Türkiye's cement sector holds an important position globally with its high production capacity, strong export capability and strategic role within the national economy. At the same time, the sector is undergoing a comprehensive transformation process due to the need to adapt to international climate policies, carbon pricing mechanisms and the transition to low-carbon production technologies.

As of 2025, 56 integrated facilities and approximately 21–22 grinding facilities are operating in Türkiye. The sector's annual clinker production capacity is approximately 101 million tonnes, while its cement production capacity is around 149.3 million tonnes. With this production volume, Türkiye ranks among the world's leading cement producers. Within the scope of cement production activities in 2025, Türkiye is estimated to have produced approximately 89 million tonnes of cement.⁹

Cement production is responsible for approximately 7% of global CO₂ emissions, and the sector's carbon reduction performance is becoming increasingly decisive in terms of international competitiveness. Emissions arise from different sources, including process emissions from clinker production, direct emissions from fuel use and indirect emissions from electricity consumption. To reduce these emissions, Türkiye's cement sector is carrying out efforts in areas such as increasing energy efficiency, expanding the use of alternative fuels, reducing the clinker-to-cement ratio, and developing carbon capture, utilization and storage technologies.¹⁰

⁹ [OYAK Cement Board of Directors Report](#)

¹⁰ [Turkish Cement Manufacturers' Association \(TürkÇimento\) - Climate Change](#)

One of the prominent topics on the sectoral agenda in 2025 has been calcined clay-based low-carbon cement technology, known as LC3. Due to its potential to reduce the clinker ratio, LC3 is considered one of the key technologies in the transition to low-carbon production. In addition, ETS, alternative fuels, hydrogen use, digitalization, AI-based process optimization and carbon capture technologies are among the main transformation areas shaping the future of the sector.¹¹

Alongside its strong production capacity and export potential, Türkiye's cement sector is entering a new era of competition driven by the need to adapt to the regulatory framework shaped around climate change. In this period, low-carbon production capability, resource efficiency, energy management, circular economy practices and transparent emissions reporting will be key success factors for the sector's long-term sustainability.

As of 2025, the prominent trends in the cement sector are concentrated around low-carbon production, energy efficiency, the use of alternative fuels and alternative raw materials, adaptation to carbon pricing mechanisms, digitalization, circular economy and resource efficiency.

When global and regional developments are assessed, the sector is expected to proceed with a focus on cautious growth and cost management in the short term, while accelerating the transition to low-carbon, resource-efficient and technology-enabled production models in the medium and long term. In this context, sustainability performance carries strategic importance not only in terms of environmental compliance, but also in terms of competitiveness, access to finance, export capability and long-term value creation.

¹¹ [Yeşil Haber, TÜRKÇimento Colleagues Meeting](#)

ABOUT OYAK CEMENT



Financial
Capital



Manufactured
Capital

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ABOUT OYAK CEMENT

The integration of Adana Cement Factory, which commenced production in 1957, into the OYAK Group marked the starting point of the Company's journey toward becoming a sector leader. With an integrated structure comprising Aslan Cement, Türkiye's first cement factory, together with the Ankara, Bolu, Denizli, Ünye and Mardin cement factories, the İskenderun Plant and OYAK Concrete, the Company is positioned among the leading industrial groups in the sector. With its extensive production network, comprising 59 ready-mix concrete plants and 5 aggregate production facilities, OYAK Cement operates as a strong market player in the production and marketing of cement, ready-mix concrete and aggregate.

Operating across three continents on a global scale, OYAK Cement ranks among the domestic leaders in terms of capacity and market share; it carries out production in six geographical regions and sales activities in seven regions. Furthermore, as one of the first Turkish cement companies to announce a Net-Zero commitment, it plays an active role in the transition towards sustainability.

Value Creation in the Global Market

With its long-standing industrial heritage and operational structure that is expanding on a global scale, TCC Group Holdings is positioned as a group that creates value in international markets within the cement and building materials sector. Through the corporate transformation it undertook in 2024, the Group is restructuring its operations under an integrated framework that extends beyond cement production to encompass low-carbon building materials, sustainable energy and circular economy initiatives.

Operating in numerous markets, particularly in Europe, Asia and Africa, TCC Group Holdings is enhancing its global competitiveness through its geographical diversity and large-scale operations, whilst

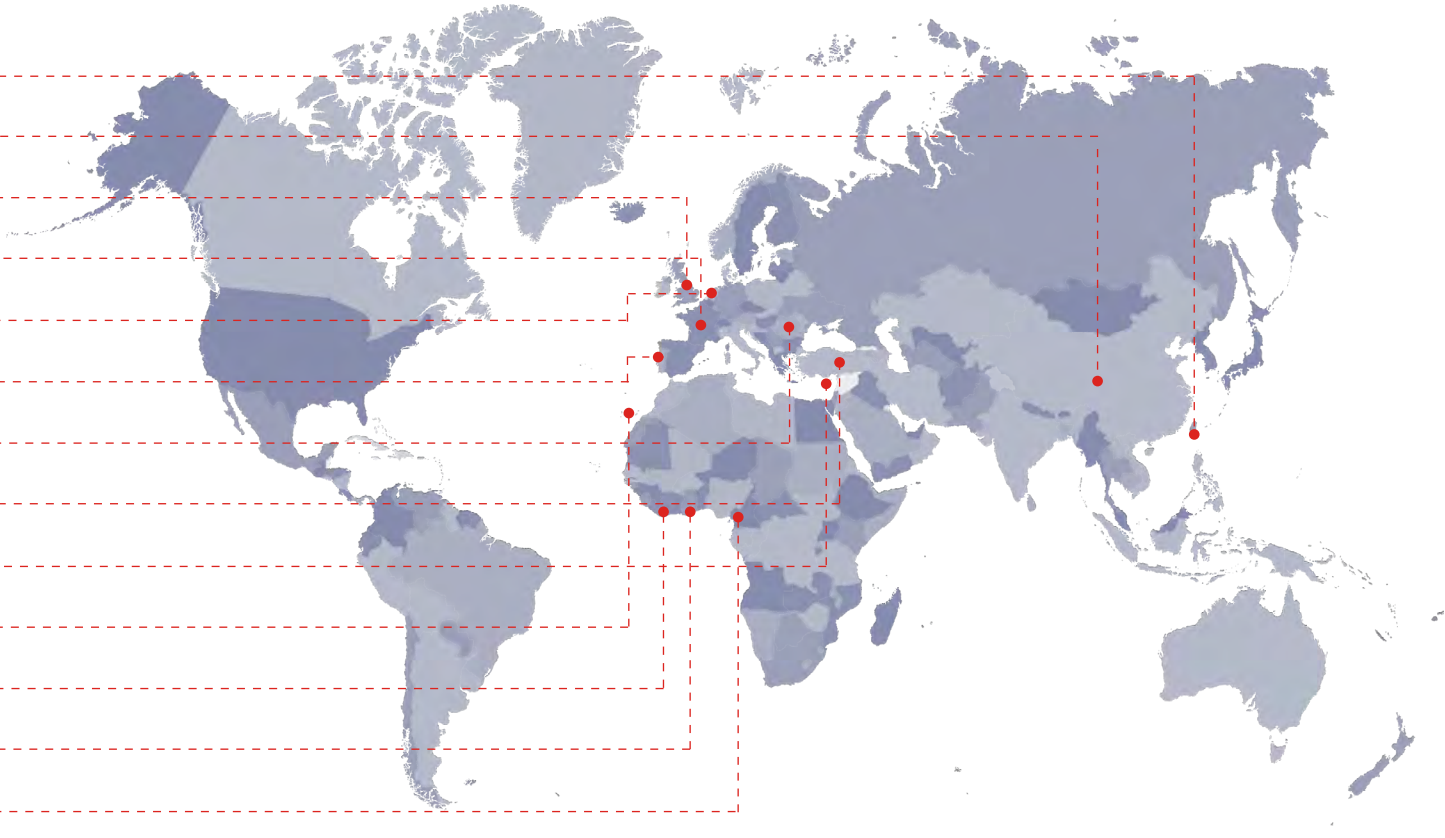
pursuing a growth model that is resilient to economic fluctuations in different markets. Low-carbon production technologies, energy efficiency measures and alternative fuel solutions form the cornerstones of the group's approach to sustainable growth.

Through the strategic partnership established with the OYAK Group in Türkiye and its investments in CIMPOR, the Group is building a strong operational infrastructure in the European and African markets; this structure further strengthens TCC Group Holdings' position within the global value chain. This approach supports the group's long-term value creation objectives and its sustainable competitiveness in international markets.

Group's Global Footprint

TCC Group	Cement Capacity		Clinker Capacity	
	77 million tonnes		65.8 million tonnes	
CIMPOR	Cement Capacity		Clinker Capacity	
	35 million tonnes		18 million tonnes	
	Integrated Facility	Grinding Facility	Calcined Clay Facility	Ports
	10	7	3	4
	Ready-Mix Concrete	Aggregates	Paper & Paper Bag	Terminals
	104	24	1	10

- Taiwan
- China
- United Kingdom
- France
- Netherlands
- Portugal
- Romania
- Türkiye
- KKTC
- Cape Verde
- Ivory Coast
- Ghana
- Cameroon





Our Mission



To ensure sustainable profitability by working as an efficient and productive company that respects society and the environment and has a high sense of responsibility.

Our Vision



To be a reputable, leading, and trustworthy company that plays an important role in international markets and extends the usage areas of cement.

Our Values



Creativity

Transparency

Integrity

Respect for
Humans and the
Environment

Customer and
Employee
Wellbeing

Excellence

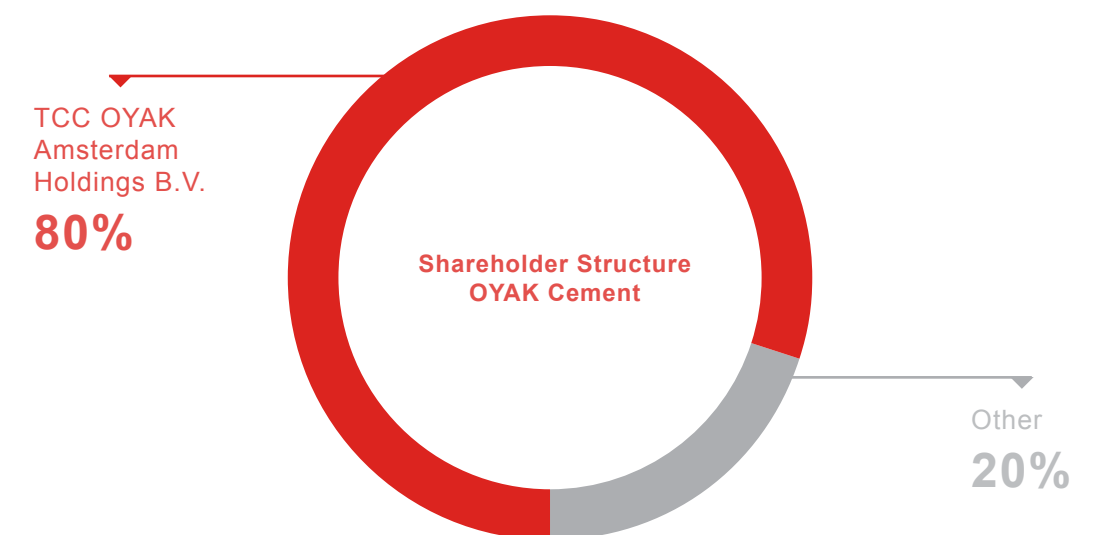
Competitiveness

Trustworthiness

Corporate Overview

Prior to the merger dated 28 December 2023, a preliminary agreement was signed between OYAK and TCC on 27 November 2023 regarding the conduct of negotiations for the transfer of a 20% stake in OYAK Denizli Çimento A.Ş., the Company's main shareholder, to TCC; on 10 December 2023, binding agreements were signed, and the process of obtaining the necessary approvals from the relevant authorities was initiated.

As a result of the share transfer transactions carried out, a 75.81% stake in CGH was transferred to TCC OYAK Amsterdam Holdings B.V.; this percentage subsequently rose to 80.05% following the mandatory share purchase offer process announced to the public on 6 March 2024. Taking into account the shareholding structure of TCC OYAK Amsterdam Holdings B.V. (60% TCC, 40% OYAK), the Company's ultimate controlling shareholder is TCC, with a 48.03% stake, whilst the other shareholder is OYAK, with a 32.02% stake.



Subsidiaries	Place of Incorporation and Operations	Field of Activity	Ownership Interest
Northern Cyprus CIMPOR Sanayi Ltd.	Cyprus	Sale of cement, clinker, and ready-mix concrete	100%
Northern Cyprus CIMPOR Free Port Trading Ltd.	Cyprus	Sale of cement, clinker, and ready-mix concrete	100%
Cimpor Romania Terminal SRL	Romania	Sale of cement	100%
Marmara Madencilik San. Tic. Ltd. Şti	Türkiye	Mining	98.90%
T1C3 Teknoloji ve Yazılım Geliştirme A.Ş.	Türkiye	Information Technology	100%
CIMPOR Yapı Malzemeleri A.Ş.	Türkiye	Production and sale of ready-mix concrete	100%



OYAK Cement has a diversified operational structure through its subsidiaries, which operate across a wide geographical area. These companies are wholly owned by OYAK Cement. CIMPOR Yapı Malzemeleri A.Ş., which operates in the production and sale of ready-mix concrete in Türkiye, is also wholly owned by OYAK Cement.

Cimpor Romania Terminal SRL, which operates in Romania, is active in the cement sales sector; the company is wholly owned

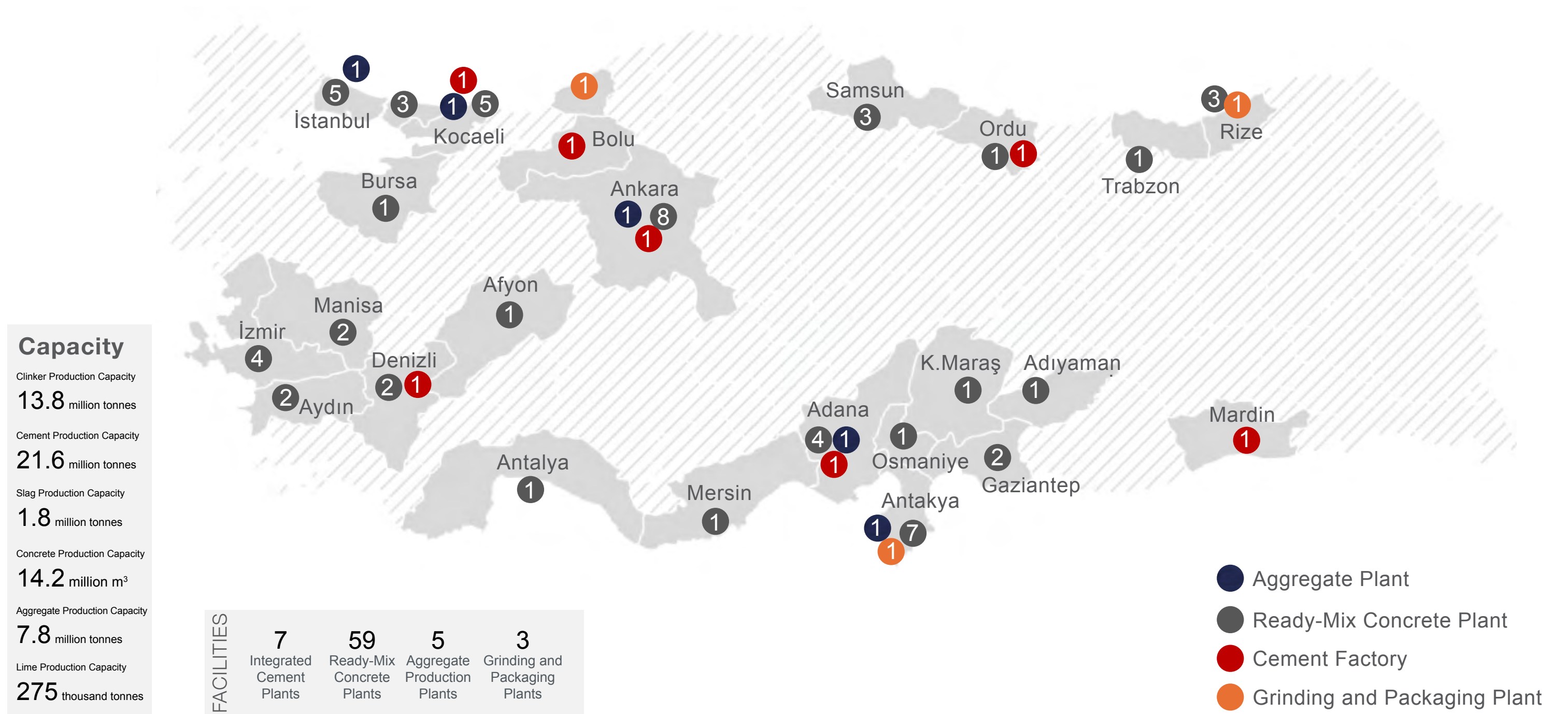
by OYAK Cement. Among the subsidiaries operating in Türkiye, Marmara Madencilik San. Tic. Ltd. Şti. continues its operations in the mining sector, with OYAK Cement holding a 98.90% stake.

T1C3 Teknoloji ve Yazılım Geliştirme A.Ş., which operates in the fields of digitalization and software development, operates as a wholly-owned subsidiary and contributes to the Group's information technology-focused transformation initiatives.

Branches

OYAK Cement operates with a strong position in the cement and building materials sector, thanks to its production network spanning the whole of Türkiye and its extensive product portfolio. Through its production facilities located in various geographical regions, the company ensures rapid access to local markets whilst effectively utilising its logistical advantages.

In this context, OYAK Cement carries out its production activities through 7 integrated cement plants, 3 grinding and packaging plants, 59 ready-mix concrete plants, 5 aggregate production plants, a lime plant and a marble plant across Türkiye. This extensive network of facilities enables the Company to control the entire value chain, from clinker production to the final product, and enhances operational efficiency.





Adana Cement Branch

Adana Cement was established in 1954 under the name Çukurova Cement Industry T.A.Ş., spearheaded by Türkiye Emlak Bank, Akbank and Türkiye İş Bankası. The factory, which commenced production in 1957, became part of the OYAK group in 1963 as the Adana Cement Factory.

Grey Cement Production Capacity: 2.8 million tonnes

Grey Clinker Production Capacity: 3.3 million tonnes

White Cement Production Capacity: 0.8 million tonnes

White Clinker Production Capacity: 1.1 million tonnes



Ankara Branch

Established in 1996, the plant initially began operations by packaging cement supplied from the Bolu Plant in bulk and bags. The plant's production capacity was realised through investments in ball mills and Polycom equipment made in 1998; thanks to these investments, cement grinding processes were commissioned and production commenced. The kiln investment, a significant milestone in the plant's transition to a fully integrated structure, was launched in 2014. Following the successful completion of the process, the first clinker production took place in 2015; with the vertical mill also coming on stream that same year, the cement production infrastructure reached its current robust status.

Cement Production Capacity: 2 million tonnes

Clinker Production Capacity: 1.3 million tonnes

Aslan Cement Branch

Founded in 1910 as the first cement factory in the Turkish cement sector, Aslan Cement commissioned its first kilns operating on the wet process in 1953. Aslan Cement, which became the first factory to switch to the dry process in 1969, reached an annual production capacity of 1 million tonnes with a single kiln in 1978. A significant milestone in its history came in 1989 when Aslan Cement became the first cement factory to be privatized; it operated under Lafarge's management for 20 years before joining the OYAK Group in 2010. The factory demonstrates a performance in the use of alternative fuels that exceeds the sector average, and as such ranks among the facilities with the lowest carbon footprint.

Cement Production Capacity: 2 million tonnes

Clinker Production Capacity: 1.3 million tonnes

Slag Production Capacity: 0.4 million tonnes



Bolu Cement Branch

A 25% stake in Bolu Cement, established in 1968 under the name Bol-Bak Gıda ve Sanayii Ticaret A.Ş., was transferred to the Turkish Cement Industry and the Ordu Yardımlaşma Kurumu (OYAK), whilst a 16% stake was transferred to the Turkish Cement Industry (ÇİSAN). In 1990, OYAK's stake in Bolu Cement rose to over 50%.

The Bolu Cement Factory, the foundations of which were laid in 1969, commenced operations in 1974 following the completion of trial production. Having continued to make regular investments since its establishment, Bolu Cement also stands out for its ability to design and produce cement for specialised projects.

Cement Production Capacity: 2.5 million tonnes

Clinker Production Capacity: 1.5 million tonnes





Denizli Cement Branch

The foundations of the Denizli Cement Branch of OYAK Cement Factories Inc. were laid in 1976, and the plant commenced operations in 1988. Acquired by Modern Cement as part of the privatisation process at the end of 1992, the plant began operating under a 50% Eren Holding and 50% CRH joint venture following a partnership with the Ireland-based firm CRH in 2007.

As of November 2014, all shares were acquired by the OYAK Cement Group, and the plant became part of the OYAK Cement Group. The plant also saw the commissioning of the ATY Preparation and Feeding Plant in 2017, the R&D Center in 2019 and the Lime Production Plant in 2024.

Cement Production Capacity: 2.3 million tonnes

Clinker Production Capacity: 1.8 million tonnes



Mardin Cement Branch

The Mardin Cement Branch was established in 1969 and joined the OYAK Cement group in 2015. The plant, which continues to invest in line with the development of Türkiye and the region, is diversifying its product portfolio whilst taking evolving market conditions into account. A significant step forward in green energy production was taken with the commissioning of a 9 MW solar power plant in 2025.

Cement Production Capacity: 3.3 million tonnes

Clinker Production Capacity: 2 million tonnes

Ünye Cement Branch

The Ünye Cement Branch was established in Ünye in 1969 and commenced production in 1974. Whilst the aim is to reduce its carbon footprint through investments in renewable energy and the use of alternative fuels, its logistics and export capabilities have been strengthened through the operation of the Port of Ünye.

Cement Production Capacity: 2.6 million tonnes

Clinker Production Capacity: 1.6 million tonnes



İskenderun Grinding and Packaging Facility

Grinding Capacity

İskenderun Facility -1: 2 million tonnes

İskenderun Facility -2: 1.2 million tonnes

Slag Production Capacity: 0.8 million tonnes



Ereğli Grinding and Packaging Facilities

Grinding Capacity: 0.2 million tonnes

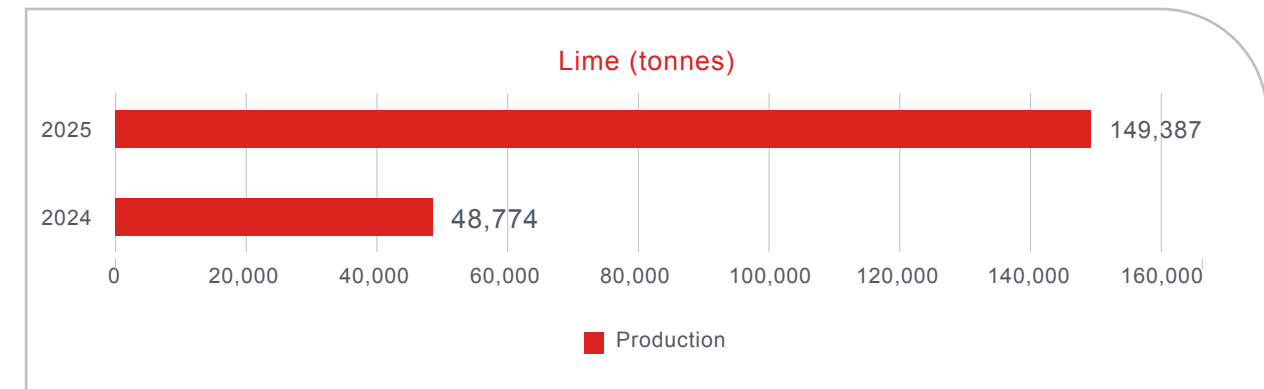
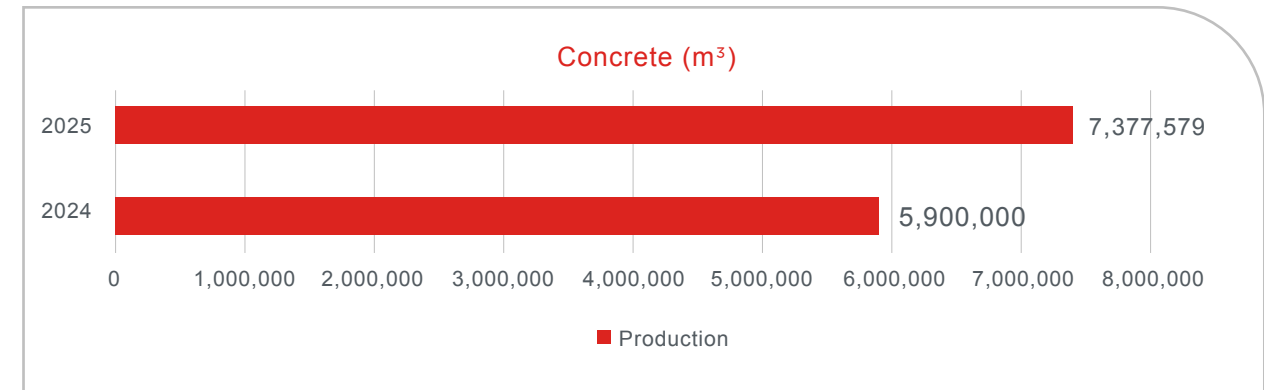
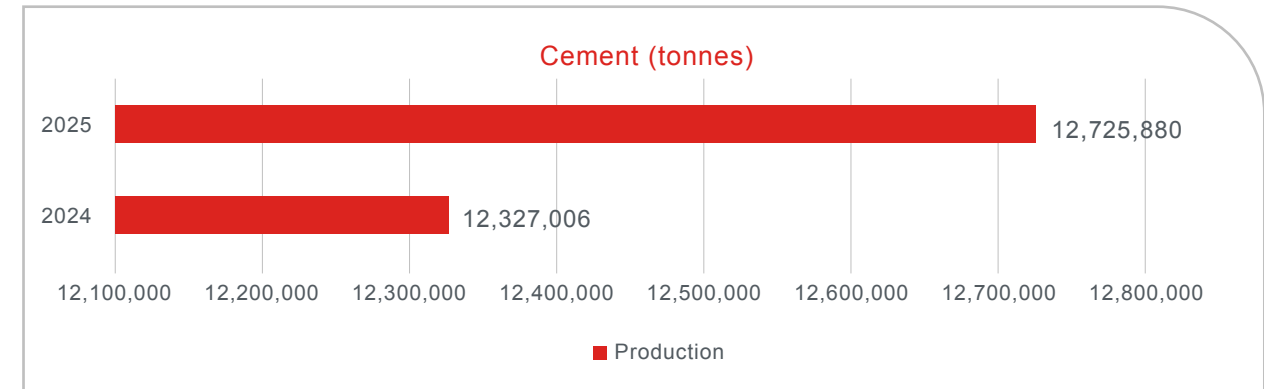
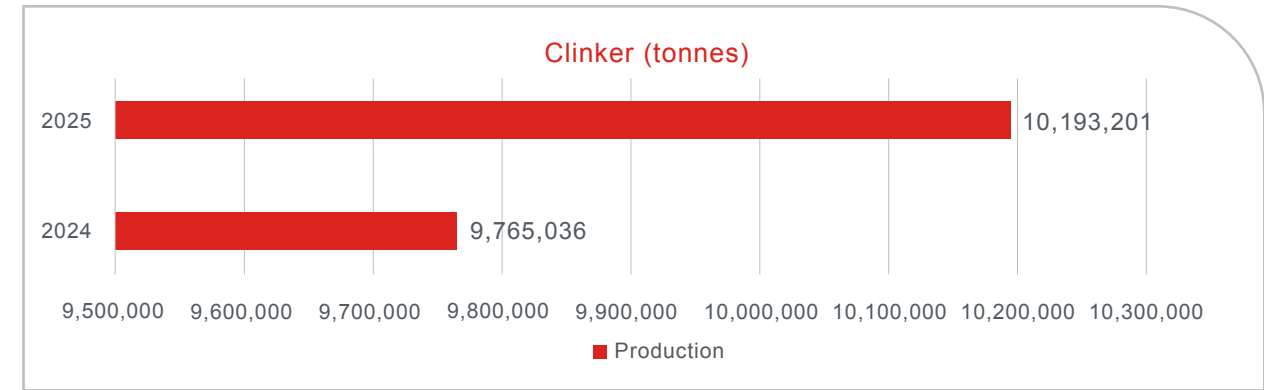
Slag Production Capacity: 0.6 million tonnes

OYAK Cement’s production structure has been designed to support high capacity and product diversity. The company’s total clinker production capacity stands at approximately 13.8 million tonnes, whilst its cement production capacity is 21.6 million tonnes.

Furthermore, with a slag production capacity of approximately 1.8 million tonnes, a concrete production capacity of 14.2 million m³ and a lime production capacity of 275 thousand tonnes, OYAK Cement continues to demonstrate its strong production capabilities in the cement and construction materials sector.

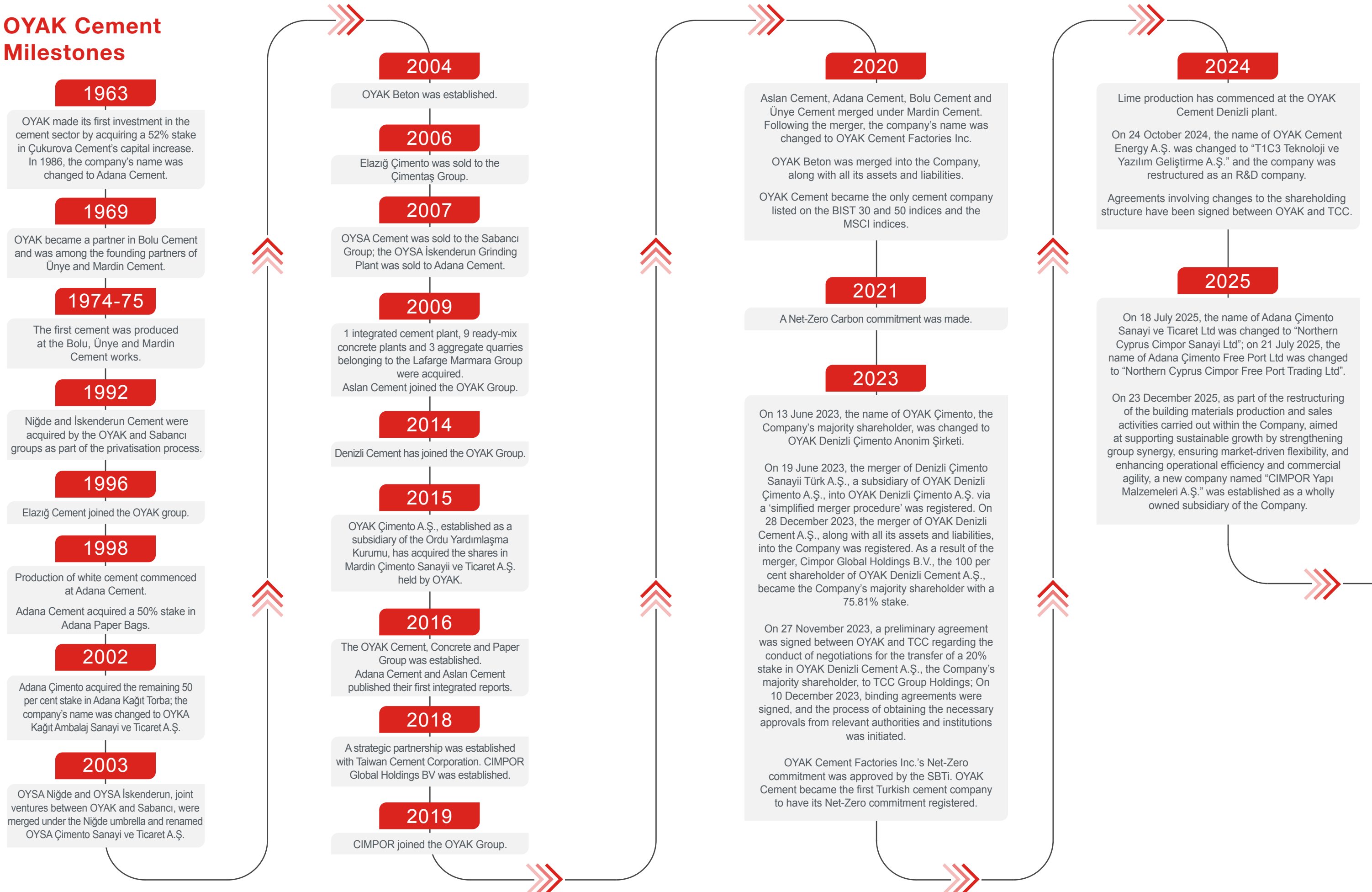
Operations	Locations
Cement - Clinker Production and Sales	Adana Cement Branch
	Bolu Cement Branch
	Ankara Branch
	Aslan Cement Branch
	Ünye Cement Branch
	Mardin Cement Branch
	Denizli Cement Branch
Cement – Ground Slag and Sales	İskenderun Facility -I
	İskenderun Facility -II
	Ereğli Branch
Production and Sale of Ready-Mix Concrete	Ready-Mix Concrete Plants (Mersin, Adana, Hatay, Osmaniye, Gaziantep, Kahramanmaraş, Zonguldak, Kocaeli, İstanbul, Samsun, Ordu, Rize, İzmir, Aydın, Manisa, Denizli, Antalya, Ankara, Afyon)
Aggregate Production Plants	Aggregate Production Plants (Ayaş, Çerkeşli, Cendere, Akarca, Misis)
Lime Production	Denizli Lime Production Plant
Marble - Waste Rock Production	Marmara Island Marble Plant
Stock and Sales	Turkish Republic of Northern Cyprus
	Romania

Product	Capacity (Tonnes/Year)	Capacity Utilisation Rate (%)	Production
Clinker (tonnes)	13,804,550	73.83%	10,193,201
Cement (tonnes)	21,557,979	59.03%	12,725,880
Concrete (m³)	14,200,000	51.96%	7,377,579
Lime (tonnes)	275,000	54.32%	149,387





OYAK Cement Milestones



Awards

OYAK Cement has maintained its position as the sector leader in the **Fortune 500 Türkiye** ranking, securing the top spot in the cement sector for five consecutive years.

In the **Türkiye's 500 Largest Industrial Enterprises 2024** survey published by the Istanbul Chamber of Industry (ISO), the company has retained its position in the top 50, thereby maintaining its status as the only company in its sector to feature in the top 50.



OYAK Cement was awarded a bronze medal under the **EcoVadis** assessment in February 2026.

As part of the 'Those Who Add Value to OHS' Awards 2025, organized by the Cement Industry Employers' Association (ÇEİS), awards were won in three different categories: 'Those Who Add Value to Occupational Safety', 'Those Who Add Value to Health' and 'Leaders in OHS'.

OYAK Cement was recognized with an award in the Construction category of the Platin Global 100 Awards under the theme 'Impact Economy'.



The company won the 'Company with the Highest Increase in Exports' award in the White Cement category at the 2025 Export Champions Awards, organized by the **Cement, Glass, Ceramics, and Soil Products Exporters' Association**.

At the "**Sustainability Leaders Awards**" organized by **InBusiness Magazine**, the company was recognized for its environmentally friendly product portfolio and its commitments to reducing carbon emissions.



Thanks to investments in staff development and hybrid learning solutions provided by **Enocta**, the company was awarded the 'Star of Hybrid Learning' prize.



OYAK Cement was honoured with an award in the 'Corporate Awareness' category at the '15th Awareness Awards' organized by the Institute of Internal Auditing – Türkiye (TİDE).



Through the **CEMSTART Engineer Development Program**, the company was named a finalist in the 'Employer Brand for Talent Acquisition' category at the PERYÖN Human Value Awards.





Financial Performance

In 2025, OYAK Cement maintained its strong financial structure despite changing market conditions, cost pressures and the competitive environment within the sector; it continued to support its sustainable growth strategy through a solid equity base, disciplined cost management and a focus on operational efficiency. As of 2025, the Company’s financial performance continues to show a strong trend. In this context, during the reporting year;

During the same period, the Company’s market capitalization stood at approximately TRY 98–156 billion; trading under the ticker symbol OYAKC, it ranks among the leading industrial companies on Borsa İstanbul.

R&D investments, capacity management, cost optimization and efficiency-focused initiatives are among the key areas underpinning OYAK Cement’s long-term value creation. By managing its financial performance through an integrated approach that aligns with its sustainability objectives, the company assesses its strong balance sheet, operational capabilities and investments in the transition to low-carbon production as a whole.

Net sales revenue of

TRY **56.5** billion

was generated,

and a net profit of

TRY **8.76** billion

was reported.

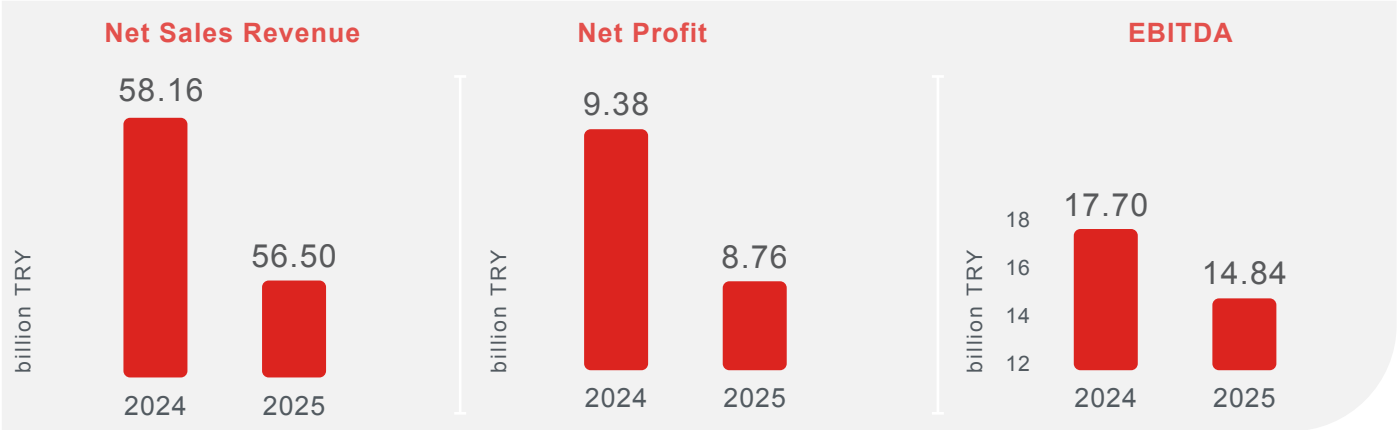
Financial Performance* (thousand TRY)	31/12/2023	31/12/2024	31/12/2025
Current Assets	27,982,288	29,639,337	32,616,470
Non-Current Assets	38,871,647	44,231,464	47,680,815
Total Assets	66,853,934	73,870,801	80,297,285
Short-Term Liabilities	12,596,312	12,553,788	14,527,572
Long-Term Liabilities	3,863,789	1,602,188	2,817,506
Equity	50,393,833	59,714,825	62,952,207
Total Liabilities and Equity	66,853,934	73,870,801	80,297,285

*The figures for 2023 and 2024 are reported based on purchasing power as at 31 December 2025.

Summary Statement of Profit or Loss* (TRY thousand)	31/12/2023	31/12/2024	31/12/2025
Revenue	58,016,554	58,156,190	56,502,601
Operating Profit	14,570,711	14,260,473	11,347,996
Profit Before Tax	18,436,286	14,577,206	11,720,974
Net Profit for the Period	15,360,144	9,381,523	8,762,754

*The figures for 2023 and 2024 are reported based on purchasing power as at 31 December 2025.

Financial Indicators



*TMS 29 inflation accounting has been applied; figures are expressed in terms of purchasing power as at 31 December 2025.

Value Created for Shareholders and Investors

OYAK Cement Factories Inc., a publicly traded company, is listed on Borsa Istanbul under the ticker symbol OYAKC. The company went public on July 17, 1987, and its long history in the capital markets supports its commitment to corporate transparency, accountability, and sustainable communication with investors.

OYAKC shares are traded on the Borsa Istanbul’s Star Market. The company’s shares are included in the BIST 500, BIST 100, BIST 100-30, BIST 50, BIST All, BIST Star, BIST Industrial, BIST Construction & Materials, BIST Ankara, BIST Sustainability, BIST Sustainability 25, and BIST Corporate Governance indices.

The company conducts its investor relations activities in accordance with the principles of transparency, accountability, and regular disclosure. Stakeholders’ access to up-to-date and comparable information regarding the company’s performance is supported through financial results, activity reports, special situation announcements, general meeting information, corporate governance compliance reports, sustainability compliance reports, and investor presentations.

The 2025 Sustainability Compliance Report is available [here](#).

As part of these informational sessions, regular communication is maintained with investors and stakeholders; the Company’s financial results, strategic priorities, operational developments, sustainability approach, and current activities are shared transparently. These communication activities help investors gain a comprehensive understanding of OYAK Cement’s value creation model, growth strategy, and sustainability performance.

Strategic Vision Sharing Meeting as Part of Investor Relations

Information sessions were held for shareholders and investors to transparently share OYAK Cement’s long-term strategic direction and vision for the future with its stakeholders.

During the meetings, the Company’s strategic goals, growth priorities, and sustainability approach were discussed, with particular emphasis placed on its long-term environmental impact commitments and the principle of transparency.

Additionally, during meetings with portfolio managers, sustainability-focused initiatives were evaluated, and the Company’s approach to managing its environmental and social impacts was shared in detail.

CORPORATE GOVERNANCE AND EFFECTIVE RISK MANAGEMENT



Intellectual Capital



Manufactured Capital



Social and Relationship Capital

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CORPORATE GOVERNANCE AND EFFECTIVE RISK MANAGEMENT

Corporate Governance

Corporate Governance at OYAK Cement is shaped in line with the principles of transparency, accountability, responsibility and stakeholder focus. The Company conducts its operations and decision-making processes with a long-term value creation approach, and considers stakeholder expectations, legal obligations and sustainability priorities in an integrated manner. Within the scope of its integrated management approach, risks are systematically monitored and compliance with applicable legal regulations and relevant legislation is taken as a basis.

At OYAK Cement, shareholders' rights are protected within the framework of the Turkish Commercial Code, Capital Markets Legislation and the Company's Articles of Association, and equal rights are granted to all shareholders. Ordinary and extraordinary General Assembly meetings are held in accordance with the relevant legislation, ensuring that shareholders can exercise their rights effectively, equally and transparently. Shareholders are entitled to voting rights in proportion to their shareholding (each share carries one voting right) and may exercise these rights at General Assembly meetings. The principles regarding the remuneration of Board members are determined and such remuneration is put into effect with the approval of the General Assembly. Practices regarding shareholder rights are communicated to stakeholders through publicly disclosed documents.

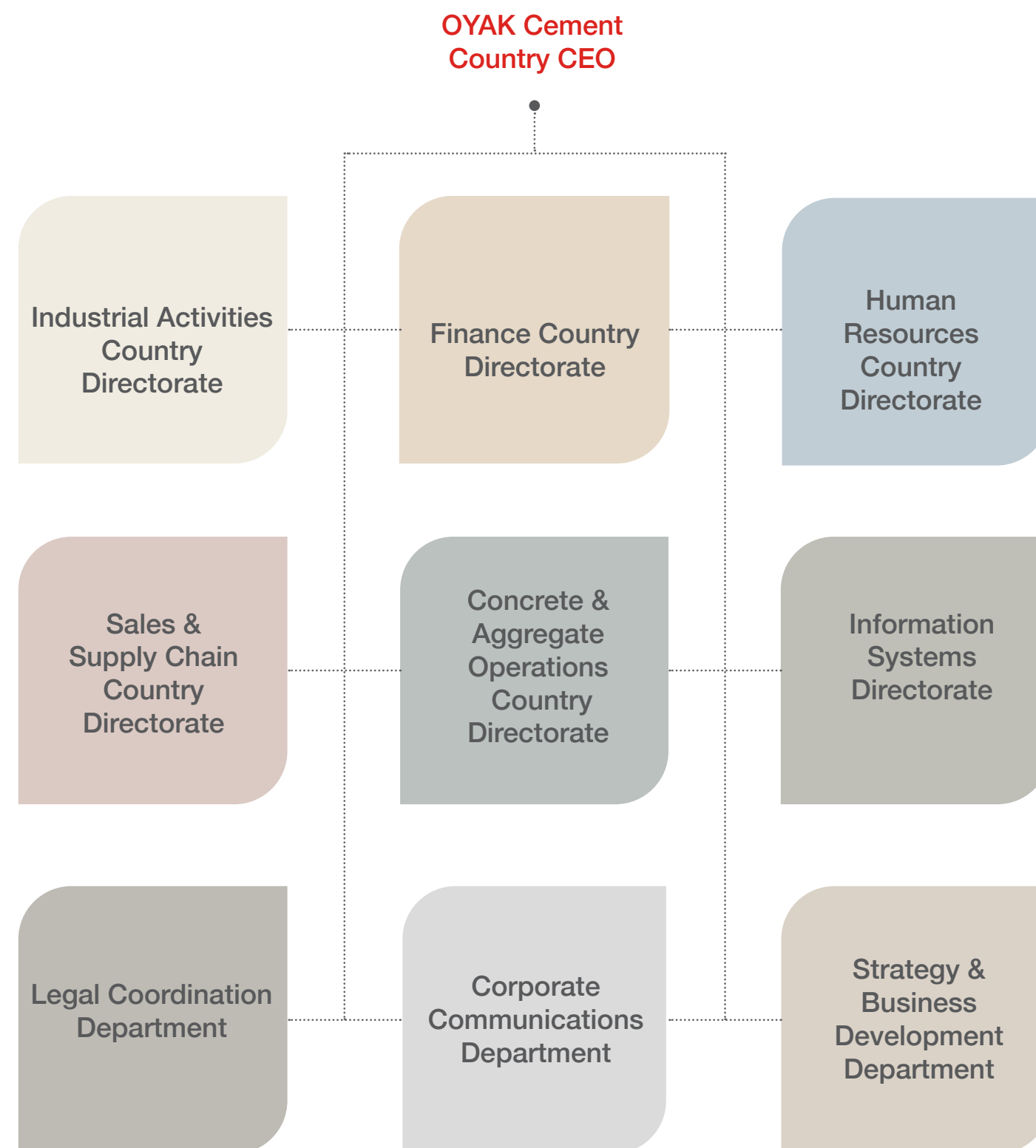
The effectiveness of corporate governance practices is enhanced through committees operating under the Board of Directors. In this context, the Audit Committee, the Corporate Governance Committee and the Early Detection of Risk Committee have been established. The duties, authorities and responsibilities of these committees are carried out in line with their defined terms of reference. The working procedures of the committees are publicly disclosed on the Company's corporate website, oyakcimento.com.

OYAK Cement conducts its operations in compliance with the Corporate Governance Communiqué issued by the Capital Markets Board. As a result of the rating assessment carried out within this scope, OYAK Cement's Corporate Governance Rating Score for the period 01.01.2025 – 31.12.2025 was determined as 9.44 / 94.39. Based on this evaluation, the Company was included in the BIST Corporate Governance Index as of 20.11.2025.

The OYAK Cement 2025 Corporate Governance Compliance Report can be accessed [here](#).

The OYAK Cement 2025 Corporate Governance Information Form can be accessed [here](#).

Organizational Structure of OYAK Cement





Board of Directors and Committees

Board of Directors

The Board of Directors of OYAK Cement is responsible for determining the Company's strategic direction, evaluating priority matters, and reviewing and approving reported information. The primary duty of the Board of Directors is to safeguard the long-term interests of the Company and its shareholders by overseeing the Company's activities.

As the highest governing body of the Company, the Board of Directors is established and elected by the General Assembly in accordance with the Turkish Commercial Code, Capital Markets Legislation, the Company's Articles of Association and relevant regulations, and consists of a minimum of 5 and a maximum of 12 members. Roles, authorities and responsibilities within the Board are clearly defined, and the principles of effectiveness, transparency and accountability are observed in decision-making processes. The separation of the roles of Chair of the Board and executive functions supports the establishment of a balanced and effective governance structure.

As of the end of 2025, 40% of the total 10 Board members are independent members, while the share of women members on the Board is 10%. The roles of Chair of the Board and OYAK Cement Country CEO are held by different individuals. The term of office is 1 year for independent Board members and 3 years for other Board members.

During the period 01.01.2025 – 31.12.2025, the Board convened 25 times and adopted a total of 74 resolutions. The attendance rate of all Board members at meetings was 100%.

At OYAK Cement, succession planning processes are conducted under the coordination of Human Resources and senior management to ensure continuity in management and to safeguard institutional knowledge related to critical positions. Within this framework, critical roles, the potential talent pool and organizational needs are reviewed on a regular basis.

Suat ÇALBIYIK

Chair of Board of Directors

Eralp TUNÇSOY

Deputy Chair of the Board of Directors

Murat İdris SELA

Member of the Board of Directors

İsmail DOĞAN

Member of the Board of Directors

Volkan ÜNLÜEL

(Acting on behalf of ATAER Holding Inc.)

Member of the Board of Directors

Gözde ERKOÇ

(Acting on behalf of OYAK Birleşik Enerji Inc.)

Member of the Board of Directors

Sezai Afif ENSARİ

Independent Member of the Board of Directors

Abdurrahman ÇELİKER

Independent Member of the Board of Directors

Cem ÇAKMAK

Independent Member of the Board of Directors

Kadri ÖZGÜNEŞ

Independent Member of the Board of Directors

The roles of Board members within and outside the Company, their representation of legal entities and related responsibilities are monitored in accordance with the relevant legislation and corporate governance principles. Within this scope, information regarding the roles and affiliations of Board members is disclosed through publicly available documents and corporate governance reporting.

The selection and re-election of Board members are carried out in line with the relevant legislation, the Articles of Association and General Assembly processes. The appointment of members is submitted for the approval of the General Assembly, and the term of office for each member is determined in accordance with applicable regulations.

Board Committees

The Audit Committee, the Corporate Governance Committee and the Early Risk Detection Committee operate under the Board of Directors. The committees perform their duties in line with the relevant legislation, Capital Markets Board regulations and their respective terms of reference. Within the framework of the Corporate Governance Communiqué of the Capital Markets Board, the duties and responsibilities assigned to the Nomination Committee and the Remuneration Committee have also been delegated to the Corporate Governance Committee.

All committee chairs, as well as all committee members who serve on the Board of Directors, are independent members of the Board of Directors. The Corporate Governance Committee also includes the Investor Relations Manager. During 2025, the Audit Committee convened 5 times, the Corporate Governance Committee 5 times, and the Early Risk Detection Committee 6 times. Committee members regularly attended the meetings.

Committee Name	Committee Members			Meeting Frequency
	Role	Name-Surname	Title	
Audit Committee	Chair	Cem ÇAKMAK	Independent Member	At least 4 times a year at quarterly intervals
	Member	Abdurrahman ÇELİKER	Independent Member	
Corporate Governance Committee	Chair	Abdurrahman ÇELİKER	Independent Member	At least 4 times a year at quarterly intervals
	Member	Kadri ÖZGÜNEŞ	Independent Member	
		Sena ATAY	Investor Relations Manager	
Early Risk Detection Committee	Chair	Sezai Afif ENSARİ	Independent Member	At least 6 times a year at bi-monthly intervals
	Member	Cem ÇAKMAK	Independent Member	

Board committees may, when deemed necessary within the scope of their responsibilities, benefit from independent expert opinions, consultancy services or

external expert support. This structure enables committees to draw on technical expertise and independent assessments in their decision-making processes.



Senior Management

At OYAK Cement, senior management is responsible for the daily operational management of the Company, the effective execution of business processes and the sustainable improvement of corporate performance, in line with the strategic direction and targets set by the Board of Directors. The senior management structure is organized to cover industrial activities, sales and supply chain, finance, concrete and aggregate operations and human resources functions.

Murat İdris SELA
Chief Executive Officer

Kadir Serdar MEHTER
Industrial Activities Country
Directorate

Ozan ERİNÇKAN
Sales & Supply Activities
Country Directorate

Ali Onur AYGÜN
Finance Country Directorate

Erhan TURAN
Concrete & Aggregate
Operations Country Directorate

Eda GÜZELDEMİR DEMİRAY*
Human Resources Activities
Country Directorate

**Ms. Eda GÜZELDEMİR DEMİRAY was appointed as OYAK Cement Human Resources Country Directorate as of June 16, 2025.*

Ethics and Compliance

OYAK Cement conducts its business processes in line with the principles of transparency, accountability, integrity and compliance with legislation. The Company's governance structure is designed in alignment with the Cimpor Global Compliance Program, and this approach is integrated across all operations. Ethical values are treated as an integral part of decision-making processes and day-to-day business practices. The ISO 37001 Anti-Bribery Management System and ISO 37301 Compliance Management System certifications support the Company's structured approach to ethics, compliance and anti-corruption in line with international standards.

|| The Code of Business Ethics Booklet can be accessed [here](#).

The strengthening of an ethical culture, effective management of compliance risks, monitoring of reporting tendencies and the effectiveness of control mechanisms are regularly assessed. Relevant matters are monitored through periodic compliance reporting, risk assessments, internal audits and management reviews conducted within the scope of ISO management systems, and are addressed in an integrated manner with corporate risk management and certification processes.

The Board of Directors and senior management assume a guiding role in fostering an ethical culture. The Board of Directors plays an active role in approving the Code of Business Ethics and core compliance policies, ensuring that the compliance function is provided with adequate resources, authority and independence, overseeing the effectiveness of reporting and compliance mechanisms, and regularly evaluating ethical risks. Executives with expertise in corporate governance, regulatory compliance, risk management and sustainability contribute to the effective execution of evaluation processes and the implementation of necessary corrective and preventive actions.

OYAK Cement's corporate culture is built on the principles of integrity, transparency, accountability, compliance with legislation, fair competition, adherence to sanctions, and zero tolerance for bribery, corruption and any form of unethical conduct. These principles are disseminated across the organization through the Code of Business Ethics, compliance policies, mandatory training programs, continuous communication activities and digital approval processes.

The Company's code of conduct covers areas such as corruption and bribery, discrimination, confidentiality of information, conflicts of interest, anti-competitive practices, money laundering and/or insider trading, environment, health and safety, and whistleblowing. Ethics-related impacts, risks and opportunities are assessed using a risk-based approach, taking into account geographical location, regulatory environment, sector-specific risks, the nature of activities, interactions with public authorities, use of third parties, transaction types, sanctions, competition law and sustainability-related regulations.

The key policy and procedure documents that strengthen the ethics and compliance framework are as follows:

- Compliance Management System Policy
- Personal Data Protection and Processing Policy
- Anti-Bribery and Anti-Corruption Policy
- Ethics Reporting Policy
- Conflict of Interest Policy
- Compliance Management System Handbook
- Compliance Management Procedure
- Competition Law Compliance Procedure
- Non-Retaliation Procedure
- Gifts and Hospitality Procedure
- Internal Audit Procedure
- Human Rights Procedure

The Code of Business Ethics Booklet is implemented across all geographies in which OYAK Cement operates, covering all employees, managers and subsidiaries. The rules are established in line with national and international anti-bribery and anti-corruption legislation, competition law, sanctions and export control regulations, as well as widely accepted governance and compliance principles. These rules are regularly reviewed and updated, taking into account employee feedback, reporting trends, regulatory developments and compliance risk assessments.

Within the scope of the Competition Law Compliance Policy, commercial activities are conducted in line with the principles of fair competition and supported by employee training, monitoring mechanisms and awareness initiatives. Legal and compliance functions provide support to processes related to regulatory compliance, ethical principles, contractual obligations and corporate risks. Where necessary, relevant matters are evaluated at the level of senior management and the Board of Directors, and developments related to legal and compliance risks are integrated into decision-making processes.

To strengthen the culture of ethics and compliance, employees are provided with mandatory and risk-based training. Training is delivered through digital platforms, and participation and completion are monitored digitally via the SAP SuccessFactors system. All white-collar employees are expected to complete the mandatory "Introduction to Ethics and Compliance" training that supports the ethics and compliance culture. Training content covers topics such as the Code of Business Ethics, anti-bribery and anti-corruption principles, gifts and hospitality practices, conflicts of interest, third-party risks, compliance with sanctions, prevention of financial crimes, reporting and whistleblowing mechanisms, and protection against retaliation. Training is provided during the onboarding process through mandatory e-learning modules and is supported by periodic refresher training throughout employment.



Training Name	Number of Participants	Total Training Duration (person-hours)
Personal Data Protection Law (PDPL), Compliance and Competition Training	1,016	2,246.98
Anti-Corruption and Anti-Bribery	147	60.10
Human Rights	106	159

Reporting processes for unethical conduct are based on the principles of confidentiality, trust, anonymity and protection against retaliation. Employees and third parties can report illegal activities, violations of the code of conduct and other ethical or compliance-related concerns through the **Speak Up (Ethi.co)** reporting mechanism. Operated by an independent external service provider, the Speak Up system is accessible 24/7 via web, mobile application and telephone channels, and offers multilingual reporting options. The mechanism is available to various stakeholder groups, including employees, suppliers, customers and communities.

All reports received are handled in line with the principles of confidentiality, anonymity, protection of personal data and protection against retaliation. Reports are assessed, investigated and resolved based on their severity and potential risks. These processes are conducted under the supervision of the Compliance Directorate, with regular reporting to senior management. This structure supports enhanced transparency, early identification of risks and the continuous improvement of the ethical culture.

In 2025, a sanctions screening platform was implemented to support the digitalization of compliance processes and strengthen third-party risk management. The platform enables the creation of digital questionnaires based on the risk profiles of third parties, the direct completion of these questionnaires within the system, the monitoring of risk levels through dashboards, and the continuous tracking of risk indicators such as sanctions exposure, adverse media, ownership structure and organizational changes. Thanks to AI-powered translation and optical character recognition capabilities, the effectiveness of sanctions screening processes is enhanced, supporting faster and more real-time monitoring of third-party risks.

Through continuous monitoring, escalation mechanisms and performance tracking processes, principles of business ethics are embedded as an integral part of strategic decision-making processes, operational practices and long-term sustainability objectives. Within this scope;

- > Dissemination of the Competition Guide and Code of Business Ethics to all employees and the collection of formal acknowledgements from employees are digitally tracked.
- > It is aimed to ensure that white-collar employees receive training on anti-bribery and anti-corruption, competition law, compliance with sanctions, conflicts of interest, gifts and hospitality practices, and ethical reporting mechanisms.
- > To enhance the effectiveness and accessibility of the reporting mechanism, collaboration with a new external service provider has been initiated and a transition has been made to an enhanced Speak Up platform equipped with case management features. The platform is accessible 24/7 to internal and external stakeholders via web, telephone and mobile application channels.

In 2026, it is planned to further strengthen ethical reporting processes through the development of practices such as an ethics reporting toolkit, additional awareness initiatives and face-to-face training sessions.

Anti-Bribery and Anti-Corruption

The fight against bribery and corruption is considered one of the fundamental elements of OYAK Cement’s corporate governance approach. In this context, activities are managed within a structured governance framework aligned with the Cimpor Global Compliance Program. The anti-bribery and anti-corruption approach is built on systematic processes aimed at preventing risks, identifying them at an early stage, investigating them and addressing them effectively. Requirements related to anti-corruption for employees and managers are governed through the Code of Business Ethics and the Anti-Bribery and Anti-Corruption Policy.

Preventive measures to mitigate bribery and corruption risks are supported by procedures related to gifts and hospitality, donations and sponsorships, conflicts of interest and third-party management. These practices are reinforced through mandatory training programs, periodic corruption risk assessments, sanctions and third-party screenings, internal control mechanisms and continuous awareness activities, thereby establishing an effective control environment at the corporate level.

Anti-corruption policies and procedures are communicated to employees and management through the Code of Business Ethics, dedicated anti-bribery and anti-corruption policies, centralized internal platforms, onboarding processes, digital approval mechanisms, mandatory training delivered via SAP SuccessFactors, periodic refresher training, awareness campaigns and targeted training programs. In relationships with third parties, including suppliers, contractors and business partners, anti-corruption principles are communicated through the Supplier Code of Conduct, contractual provisions and due diligence processes conducted prior to establishing business relationships. Third parties are informed about the Company’s zero-tolerance approach to bribery and corruption and are subject to sanctions screening and continuous monitoring mechanisms.



A risk-based and structured framework is implemented to prevent, detect, investigate and address allegations or cases of bribery and corruption. As part of detection mechanisms, the Speak Up reporting platform, which is accessible 24/7 to employees and external stakeholders, is used, allowing for confidential and anonymous reporting. In addition, the early identification of potential violations and risk indicators is supported through automated controls, third-party screening tools, internal control systems and internal audit activities.

No cases of bribery or corruption were identified during the reporting period. In the same period, there were no disciplinary actions against employees due to corruption, no dismissals on the grounds of corruption, no termination or non-renewal of contracts with business partners due to corruption-related violations, and no public legal cases related to corruption.

No cases of bribery or corruption were identified during the 2025 reporting period.

Corruption risk assessments are carried out using a risk-based approach, taking into account country risk, sector characteristics, areas of operation, types of transactions and interactions with public officials. For geographies with higher risk, dedicated Anti-Bribery and Anti-Corruption Risk Assessments are conducted. These efforts are supported by continuous monitoring activities and country-specific legal and compliance risk assessments.

The results of risk assessments are used in the design of control mechanisms supported by enhanced due diligence practices, mandatory approval processes, segregation of duties, targeted training, digital monitoring tools, and continuous oversight by the Compliance and Internal Audit functions. Through this structure, it is aimed to proactively identify, assess and mitigate corruption risks across the organization.



Internal Control and Internal Audit Processes

At OYAK Cement, internal control and internal audit activities are carried out under the oversight of the Board of Directors within a structured governance framework, based on a risk-driven and integrated approach. This structure enables the regular monitoring of factors that may affect the Company's performance and continuity, with the aim of identifying risks at an early stage and managing them effectively.

Processes are continuously monitored through periodic measurements, preventive maintenance practices, specific energy monitoring reports, daily production tracking tables and monthly activity reports, and are supported by a management-by-objectives approach and committee work.

An Internal Audit Unit operates within the cement and concrete group. The Company implements its internal control system within business processes through the activities and reports of the Audit Committee. The Early Risk Detection Committee convenes to identify at an early stage factors that may endanger the existence and development of the Company, to implement necessary measures and remedies, and to manage risks, and submits its reports to the Board of Directors accordingly.

Through the Internal Audit Unit, compliance of activities with applicable legislation, internal policies and procedures and corporate strategies is evaluated. In this context, all units, facilities and subsidiaries of the Company are periodically audited based on a risk-based approach. During audits, the effectiveness of the internal control environment, the adequacy of risk management practices, the efficiency of resource utilization, and the reliability of financial and operational information are assessed holistically. Identified control weaknesses, process deficiencies, non-

compliance issues and potential fraud risks are reported, and the implementation of corrective and preventive actions is systematically monitored.

In line with internal audit plans prepared based on up-to-date risk assessments, all significant risk areas, including climate-related risks, are regularly reviewed and reported to senior management through monthly management meetings.

The Internal Audit Unit operates in accordance with international internal audit standards and the **three lines of defense model**. Within this framework, as the first line of defense, management controls and internal control measures integrated into business operations are applied; as the second line of defense, the effectiveness and adequacy of processes and risk management systems are independently evaluated. As the third line of defense, the Internal Audit Unit provides independent and objective assurance on the functioning of the first and second lines of defense, thereby supporting the effectiveness of the corporate governance structure.

Accordingly, the accuracy, reliability and timeliness of financial and operational processes, accounting records and statutory and managerial reporting are tested. In addition, the compliance of strategic and operational activities with legislation and internal policies and procedures is audited.

The results of audit activities are submitted to the Chair of the Board of Directors, and meetings are also held with the Independent Audit Firm within the scope of risk-based audits. Due to rotation requirements, it has been decided that the accounts and transactions for the 2026 financial year will be audited by a different independent audit firm.

Following audits, concrete recommendations are developed to address identified deficiencies, errors and potential fraud risks, and areas for improvement that support the effective and efficient use of Company resources are presented to senior management. In line with internal audit plans prepared based on annual risk assessment results, process and risk management structures are periodically reviewed, and when necessary, special audits, reviews and investigations are conducted upon the request of senior management, contributing to the strengthening of the corporate governance structure.

In 2025, a total of 12 planned audits were conducted by the Internal Audit Department, and the results of these audits were submitted to the Chair of the Board of Directors.

As part of strengthening internal audit capacity, a total of 315 hours of training was provided to audit personnel. These trainings covered topics such as the use of artificial intelligence in audit activities, the development of audit competencies and a mini MBA program.

Integrated Risk and Business Continuity Management

At OYAK Cement, risk management is structured as an integrated management approach in which risks and opportunities that may affect the Company's ability to achieve its strategic and operational objectives are systematically addressed and embedded into corporate decision-making processes. While aiming to mitigate potential adverse impacts, the approach also ensures the identification and evaluation of opportunities that can support the Company's long-term value creation capacity.

This approach is handled within an integrated framework with business continuity management, aiming to ensure preparedness for potential disruption scenarios, maintain the continuity of critical activities and enhance the ability to respond effectively in crisis situations. Through business continuity management, operational resilience is strengthened and the impacts of unexpected events are minimized.

The Company conducts its risk management processes through an integrated approach within the scope of the Enterprise Risk Management Framework and the Risk Management Policy. The Enterprise Risk Management Framework is structured by taking into account ISO 31000 Risk Management requirements, the COSO framework, internationally recognized risk management standards and best practices, applicable regulations and the dynamics of the sector in which the Company operates. At OYAK Cement, risk management is considered an integral part of strategic planning, investment decisions and operational processes.

Business continuity management, on the other hand, is structured in line with the ISO 22301 standard and is based on principles such as business impact analysis (BIA), risk assessment, the development of business continuity plans, the execution of tests and drills and continuous improvement. This structure operates in alignment with risk management processes and contributes to enhancing corporate resilience.

The Risk Management Framework supports the following processes within the scope of governance:

- > Understanding how risk is currently managed within operations
- > Identifying areas where existing risk management can be improved
- > Assessing priority areas where risk management efforts should be focused
- > Defining the future target level of OYAK Cement's risk management
- > Determining the steps required to improve current practices from a risk management perspective
- > Ensuring continuous monitoring and evaluation of progress
- > Supporting the development of corporate governance performance definitions

On September 26, 2025, CIMPOR and OYAK Cement were awarded the "Corporate Awareness" prize at the 15th Internal Audit Awareness Awards organized by the Institute of Internal Auditing Türkiye. This award reflects the importance that the companies place on transparency, trust and a culture of awareness in their governance practices. This achievement supports OYAK Cement's commitment to conducting its internal audit activities in alignment with international audit standards, based on an independent and objective assurance approach.





Within the Company, the coordination of change management, continuous improvement, communication, incentive and training practices is ensured to maintain the continuity and effectiveness of risk management activities. Through enterprise risk management, it is aimed to provide reasonable assurance in achieving the Company's strategic, operational, reporting and compliance objectives.

Within the scope of business continuity management, efforts are made to increase awareness across the organization, establish crisis management structures, ensure the effective use of emergency communication systems, and continuously improve preparedness levels through regular tests and drills.

The enterprise risk management process is carried out within a structure that is integrated with the Company's strategic direction and based on continuity, and is built on three main steps. In the first stage, the Company's strategy, strategic decision-making mechanisms and business objectives are reviewed annually; where necessary, strategies and targets are updated in line with risk assessments. In this context, all strategic and operational risks associated with the defined strategies and business objectives are systematically identified and updated. In the second stage, the continuity of governance structures with clearly defined ownership and responsibilities is ensured to enable the effective and sustainable execution of risk management activities.

In the third stage, the business processes and process controls that enable the implementation of strategies are evaluated. The connection points between risk management activities and process management are identified, and these two structures are positioned to complement each other. The Company's risk management approach reflects its enterprise risk management culture through its existing infrastructure, resources and practices. Risk management activities are carried out in continuous interaction with business operations, objectives and strategic goals. The continuity and effectiveness of these activities are supported through the coordinated implementation of change management, continuous improvement, communication, incentive and training practices.

The Enterprise Risk Management Framework aims to provide reasonable assurance in achieving strategic, operational, reporting and compliance objectives, while also enabling climate-related risks and opportunities to be addressed systematically within this structure. The framework seeks to establish a risk management system that supports growth strategies and business objectives, considers stakeholder expectations and is based on regulatory compliance. All employees are expected to identify, understand and manage risks and opportunities within their areas of responsibility, including climate-related issues. Therefore, risk management is considered an integral part of strategic and operational planning processes.

The Enterprise Risk Management Framework is reviewed at least once a year. Necessary updates in line with changes in the risk environment and developments in practices are implemented upon the approval of the Corporate Risk Management Committee (CRMC). The preparation, updating and dissemination of the framework are carried out under the responsibility of the Compliance and Enterprise Risk Manager, while its implementation is overseen by the Group Internal Audit, Risk, Compliance and Investment Review Directorate.

In 2025, the expansion of the scope of the Corporate Governance Risk Management (CGRM) system was planned to enhance the effectiveness of risk management processes and strengthen corporate resilience. The system is expected to continue to be used globally in a more comprehensive form in the coming periods.

As an integrated management platform, CGRM enables the systematic identification and assessment of risks and opportunities across the Company through a structured methodology. The system increases the visibility of risks and enables actions to be assigned, responsible parties to be designated and progress to be monitored regularly. Through this structure, monitoring, evaluation and reporting mechanisms for climate risks as well as strategic, financial, operational and compliance risks have been further strengthened. Decision-making processes have also become more data-driven.

The global use of CGRM also supports standardization across operations in different geographies. It contributes to the widespread adoption of a risk culture, the enhancement of early warning capabilities and the adoption of a proactive risk and business continuity management approach that is aligned with sustainable growth objectives and integrated with business continuity management structured with reference to ISO 22301.

OYAK Cement and Cimpor's Integrated Risk and Business Continuity Management Program was granted the "Innovation of the Year" award at the European Risk Management Awards in 2025. This award represents international recognition of an approach that integrates operational risks with strategic resilience, establishes a common risk management framework across Türkiye and Portugal operations, and links field-level risk insights with senior management decision-making processes.

The program is designed as a scalable model that combines enterprise risk management, business continuity management and real-time risk intelligence within a single structure. Governance mechanisms such as the Fizix system for risk monitoring processes, the ADIS platform for emergency communication, EXCOM-level risk assessments, business continuity committees and Fire Risk Monitoring Committees are used within this framework.

In addition, search and rescue teams aligned with the Disaster and Emergency Management Authority (AFAD), crisis simulations and organization-wide awareness activities strengthen operational preparedness and crisis response capacity. This structure enhances resilience against complex disruptions, supports cross-functional alignment and offers an innovative approach to enterprise risk management.



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**Manufactured
Capital**



**Intellectual
Capital**



**Social and
Relationship Capital**



Sustainability Approach and Implementation Model

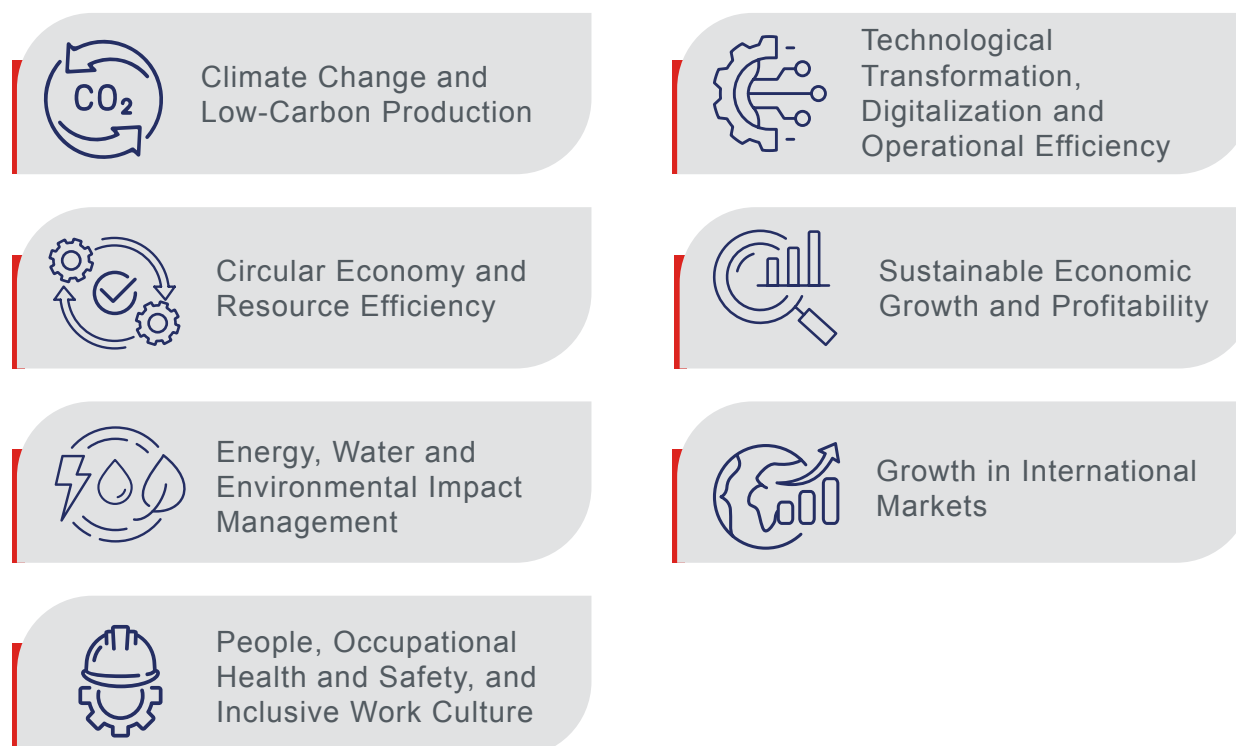
OYAK Cement Sustainability Strategy

OYAK Cement positions sustainability as an integral part of its business model and corporate strategy, and addresses global environmental and socioeconomic developments, particularly climate change, from a long-term value creation perspective. Within the framework of its responsible governance structure, the Company aims to generate sustainable value in the short, medium and long term across ESG dimensions, and considers this approach one of the key elements of corporate resilience and competitiveness.

OYAK Cement carries out its sustainability strategies with all stakeholders in a transparent, accountable and long-term collaboration-oriented manner, and adopts stakeholder engagement and open communication as integral components of its corporate governance approach.

Within this framework, OYAK Cement's sustainability strategy is shaped around 7 key focus areas:

OYAK Cement Sustainability Focus Areas:



2025 Sustainability Workshop

In November 2025, a Sustainability Workshop was held with the participation of the Global CTO, Country CEO, Country Directors, Directorates, Plant Directorates, Plant Production Managers and representatives from relevant departments, with the aim of reviewing and updating OYAK Cement's 2030, 2040 and 2050 Sustainability Targets, and defining action plans and responsibilities.

The participant structure was designed to cover a wide range of functions, including finance, legal, human resources, corporate communications,

information technologies, procurement, logistics, strategy and business development, sales, marketing, quality, process, maintenance, alternative resources, environment, occupational health and safety, raw materials, investment and technology.

As an outcome of the workshop, a structured evaluation platform was established to support ownership of sustainability targets at the functional level. Sustainability practices, focus areas, potential actions and areas of responsibility were assessed for each department.

Identification of Climate-Related Risks and Opportunities

OYAK Cement manages climate-related risks and opportunities by integrating them into its sustainability strategies. In this context, TSRS Aligned Sustainability Reports were published in 2024 and 2025.

- > The OYAK Cement 2024 TSRS Aligned Sustainability Report can be accessed [here](#).
- > The OYAK Cement 2025 TSRS Aligned Sustainability Report can be accessed [here](#).

Climate-related risks and opportunities are addressed in line with relevant assessments and materiality analyses. In 2025, climate risks and opportunities were reassessed in consideration of current conditions, sectoral expectations and regulatory developments.

Climate change-related risks are categorized into two main groups based on their nature and mode of occurrence, namely physical risks and transition risks.

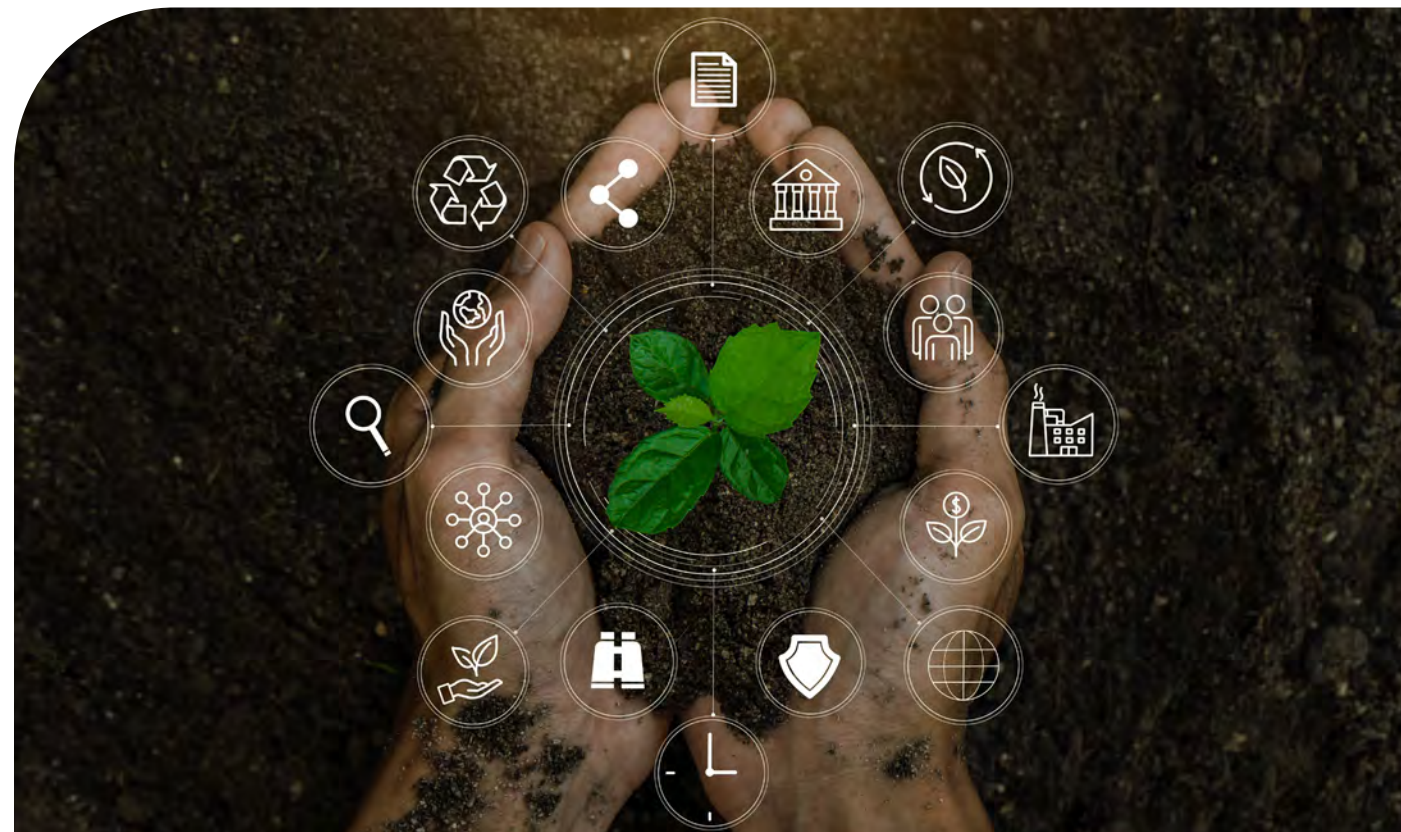
- > Physical risks arise from the direct impacts of changes in the climate system and include both acute weather events and long-term structural chronic changes.
- > Transition risks refer to the legal, financial and reputational impacts arising from changes in the regulatory framework, market conditions, technological transformation and stakeholder expectations during the transition to a low-carbon economy.



The findings obtained from the stakeholder analysis, SWOT study, and near- and long-term environment analyses conducted in 2024 were integrated, and the Company's areas of impact and strategic priorities were reviewed in 2025. Within this scope, the climate-related risk and opportunity inventory was revisited, and the Company's physical risks, transition risks and climate-related opportunities were reassessed in line with current developments. The inventory reflects a scenario in which transition risks are high and physical risks remain limited under a low-emission pathway, while the high-emission scenario represents a period where existing policies continue and physical climate risks become more widespread and their impacts more pronounced. The IPCC's RCP2.6 low-emission scenario represents a future in which strong global climate policies are implemented, greenhouse gas emissions are rapidly reduced and the transition to a low-carbon economy accelerates. In this scenario, the impacts of physical climate risks are expected to remain relatively limited, while transition risks arising from regulatory changes, carbon costs and transformation processes are expected to

become more prominent. In contrast, the IPCC's RCP8.5 scenario presents a high-emission projection where current policies largely continue, greenhouse gas emissions remain at high levels and the impacts of physical climate risks are more widespread and severe. Based on both scenarios, identified risks and opportunities were evaluated, prioritized and analyzed both qualitatively and quantitatively through financial modeling, and the outcomes were presented in the report.

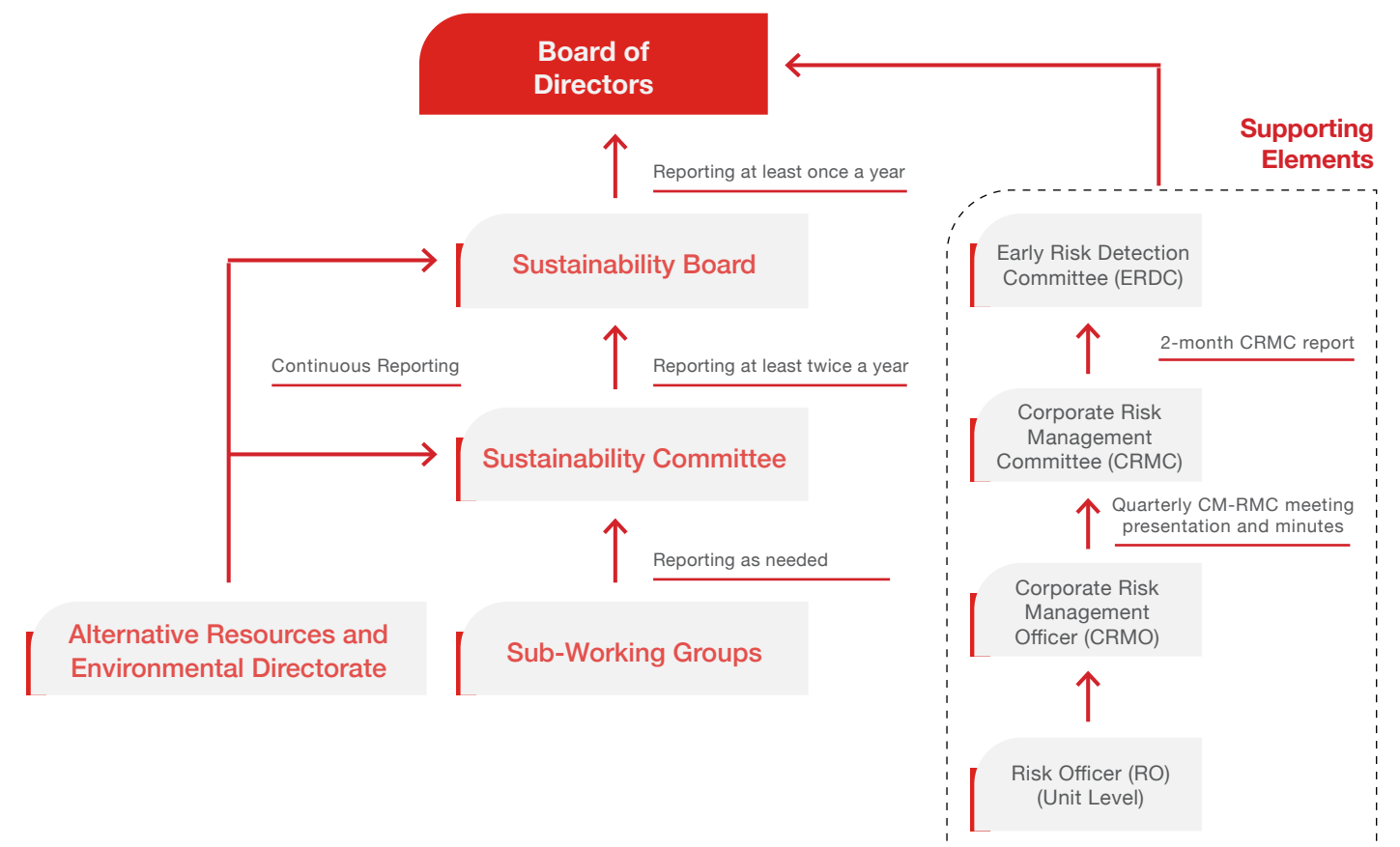
At OYAK Cement, strategic time horizons are defined as short term for 0–5 years, medium term for 5–10 years, and long term for periods exceeding 10 years. Potential impacts are analyzed separately for each time horizon, and risks and opportunities are consolidated and assessed accordingly, with specific strategic actions defined for each period. These time horizon definitions serve as a key reference in strategic processes such as investment decisions, transformation of production technologies and diversification of the energy portfolio and support the integration of climate-related matters into corporate planning processes.



Sustainability Management at OYAK Cement

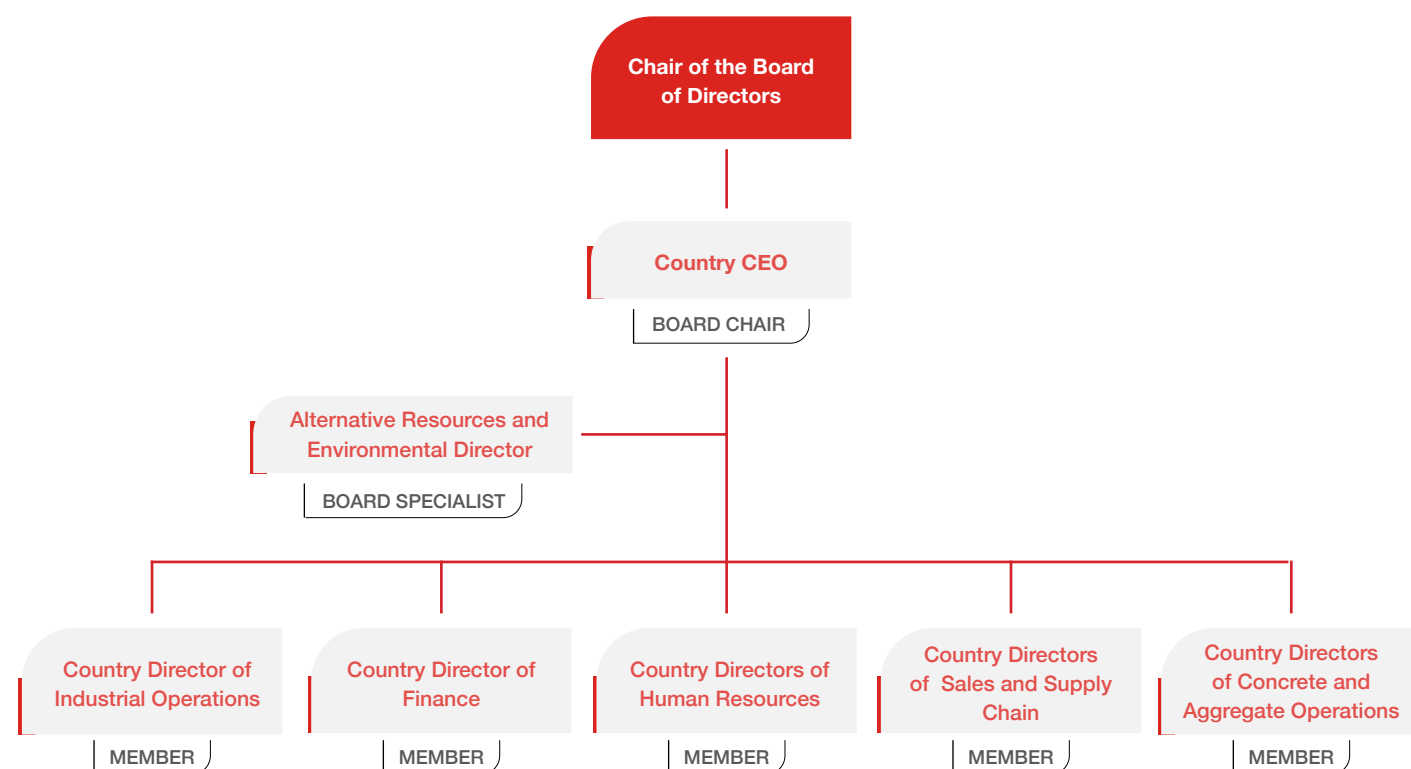
At OYAK Cement, the highest level of responsibility for sustainability-related matters at the governance level is undertaken by the Board of Directors. Sustainability management is strategically planned through integration into business processes; developments regarding sustainability and climate performance are regularly reported to the Board, and approval

from the Chair of the Board is obtained for critical decisions and strategic direction. The management of the Company's climate-related risks and opportunities is structured through a two-tier model. In this framework, relevant processes are carried out at the senior management level by the Sustainability Board, while at the operational level they are managed by the Sustainability Committee.





Sustainability Board



The Sustainability Board operates directly under the Chair of the Board of Directors and is chaired by the Country CEO. The Board consists of the Alternative Resources and Environmental Director, the Country Director of Industrial Operations, the Country Director of Finance, the Country Director of Human Resources, the Country Director of Sales and Supply Chain, and the Country Director of Concrete and Aggregate Operations. The Alternative Resources and Environmental Director is responsible for ensuring coordination between the Sustainability Board and the relevant units. Sustainability Board meetings are held at least once a year. The meeting agenda is prepared by the Alternative Resources and Environmental Director and approved by the Country CEO before being communicated to the relevant parties.

The Sustainability Board defines the Company's sustainability vision and policy framework, including climate-related matters, and conducts strategic decision-making and performance evaluation processes accordingly. The Board also manages internal and external stakeholder communication on sustainability and considers stakeholder views where relevant. Sustainability and climate-related risks and opportunities are evaluated at the corporate level and integrated into the Company's strategic decision-making processes.

Sustainability Committee

Operating at the operational level under the Sustainability Board, the Sustainability Committee consists of executives at directorate and department management levels who represent different units of the Company. The Committee prepares the annual sustainability roadmap in line with the strategic priorities determined by the Sustainability Board and coordinates the implementation of this roadmap. Within this scope, the Committee defines sustainability and climate-related performance indicators, regularly monitors their progress and evaluates performance results. The Committee also manages the activities of sub-working groups and ensures alignment across different units.

Under the expertise of the Alternative Resources and Environmental Director, the Committee also supports the processes for identifying, analyzing and updating climate-related risks and opportunities, with each member contributing in line with their respective area of expertise. The findings and performance results obtained through meetings held at least twice a year are reported to the Sustainability Board once a year.

The monitoring of climate-related matters at the management level and the coordination of the Sustainability Committee's activities within the Company are carried out under the responsibility of the **Alternative Resources and Environmental Directorate**. The Alternative Resources and Environmental Director coordinates the work of the Sustainability Committee, consolidates the outputs received from sub-working groups within an integrated framework and presents them to the Sustainability Committee.

The Directorate monitors performance against sustainability and climate targets, communicates the defined climate targets to the relevant business units, and ensures integration among functions such as human resources, finance, strategy and production. Sub-working groups operating under the Sustainability Committee contribute to

the management of capital-based climate-related matters and carry out their activities in alignment with the relevant functions. These sub-working groups support the integration of the sustainability and climate strategy into business processes and provide technical and operational contributions to the identification and assessment of climate-related risks and opportunities.

Roles of Internal System Functions

Early Risk Detection Committee (ERDC):

The Early Risk Detection Committee operates under the Board of Directors and is composed of independent Board members, with the Committee chaired by an independent member. The Committee has been established to ensure timely identification, assessment, and effective management of risks related to OYAK Cement's operations.

Convening on a bi-monthly basis, the Committee evaluates proposed changes to the Company's risk policy, strategy, and framework as presented by the Corporate Risk Management Officer. It reviews the Company's current risk profile and forward-looking risk strategies and submits its assessments and recommendations to the Board of Directors. Climate-related risks are also addressed within this scope, including the evaluation of their potential impacts, as well as associated control measures and action plans.

The Committee regularly monitors the effectiveness of the risk management infrastructure and internal control mechanisms, assessing risk management practices based on findings from internal and independent audits. It also tracks the implementation of actions defined for identified risks, ensures that necessary control measures are taken for newly emerging critical risks, and oversees the integration of these actions into planning and budgeting processes.



Corporate Risk Management Committee (CRMC):

The Corporate Risk Management Committee consists of the Country CEO, Country Directors, the Group CFO, the Risk, Compliance, Internal Audit and Investment Projects Control Director, the Internal Audit Manager, the Cost Accounting Manager, the Credit Risk Manager, and the Treasury Manager. The Committee meets quarterly and regularly evaluates the Company's current risk profile based on reports presented by the Corporate Risk Management Officer (CRMO). Within this framework, the Committee prioritizes risks and, when deemed necessary, requests the preparation of action plans from relevant departments.

Development of Corporate Sustainability Competencies

The roles and responsibilities of employees forming the Sustainability Board and Sustainability Committee have been defined in order to oversee and monitor the strategies developed to address climate-related risks and opportunities within the Company.

To enhance and maintain the knowledge of the Board of Directors and senior management on sustainability and climate-related matters, various training programs are provided covering topics such as

sustainability and green transformation, environmental and energy management systems, zero waste practices, climate awareness, and individual sustainability. These trainings are delivered through a digital academy platform accessible to all employees of OYAK Cement. In addition to these programs, structured training activities are conducted at relevant management levels to support the effective implementation of the corporate risk management approach. Through these efforts, the integration of sustainability considerations into decision-making processes and the strengthening of a shared awareness across the organization are targeted.

Setting Climate Targets, Performance Management, and Compensation Processes

Climate-related targets at OYAK Cement are incorporated into the Company's performance evaluation mechanisms and tracked as part of individual employee objective sets. These indicators, determined in alignment with the corporate strategy, cascade from senior management to the entire organization, being considered in performance measurement processes and directly influencing compensation and incentive practices.

Individual performance targets are defined in a way that aligns with the organization's strategic direction and departmental goals, considering the employee's job description, authority, and responsibilities. These targets cover expected output during the performance period and are structured in a clear and measurable manner with qualitative and quantitative criteria.

Strategic priorities set at the corporate level are translated into departmental objectives through business plans by senior management and then further detailed by department managers into individual employee targets. In this way, a measurable and consistent link is established between organizational objectives and individual contributions.

Climate-related indicators are included in the total performance criteria with a weight of 12% for all employees and 10.48% for managerial level and above. The defined indicators are integrated into target cards and compensation policies, and progress is monitored during annual performance review discussions.



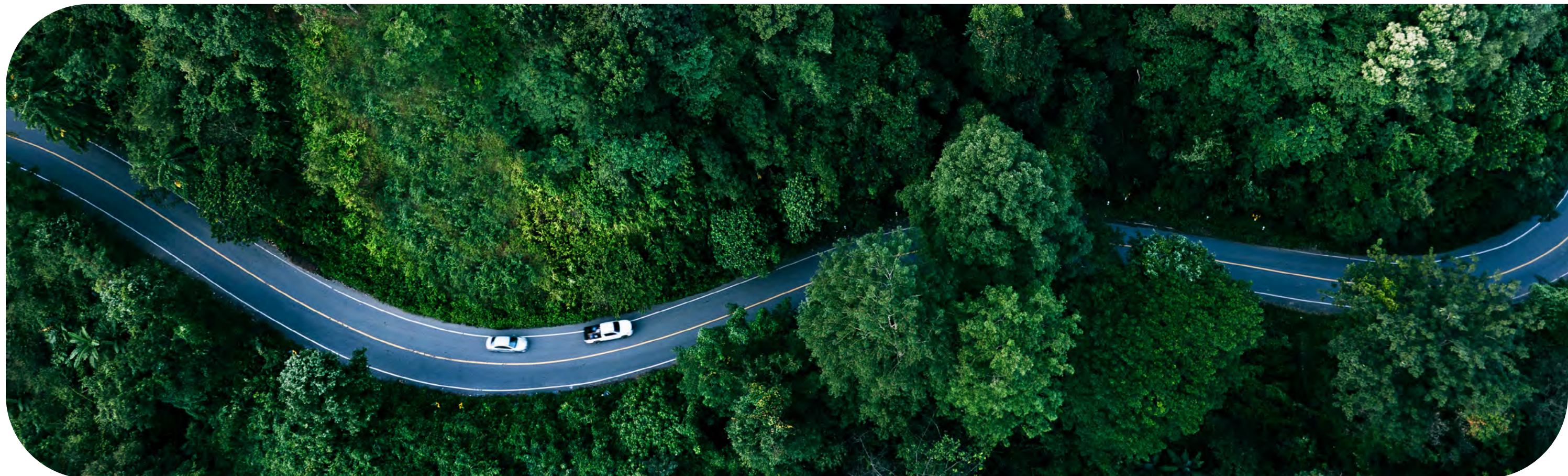
OYAK Cement Sustainability Targets and Performance

SBTi Targets

OYAK Cement structures its climate strategy around science-based emission reduction targets in line with the transition to a low-carbon economy and its Net-Zero ambition. By committing to the Science Based Targets initiative (SBTi) in line with limiting global temperature increase to 1.5°C, the Company became the first cement company in Türkiye to make a Net-Zero commitment. Within the scope of its SBTi efforts initiated in 2020, OYAK Cement defined its 2030 and 2050 emission reduction targets based on 2021 as the base year, supporting the transition to a low-carbon economy. The Company's science-based targets were validated and approved by SBTi in 2023.



Target Description	Unit	Base Year	Target Year
Reduce gross Scope 1 and 2 GHG emissions per ton of cementitious product by 22.8%	kg CO ₂ e/tonne cementitious product	2021	2030
Reduce gross Scope 1 emissions per ton of cementitious by 20.5%	kg CO ₂ e/tonne cementitious product	2021	2030
Reduce gross Scope 2 emissions per ton of cementitious by 56.3%	kg CO ₂ e/tonne cementitious product	2021	2030
Reduce gross Scope 3 emissions from purchased cement and clinker by 22.9% per ton purchased	tCO ₂ e/tonne purchased cement and clinker	2021	2030
Reduce Scope 3 emissions from fuel- and energy-related activities by 51.6% per ton of fuel purchased	tCO ₂ e/tonne purchased fuel	2021	2030
Reduce gross Scope 1 and 2 GHG emissions per ton of cementitious product by 95.8%	tCO ₂ e/tonne cementitious product	2021	2050
Reduce absolute gross Scope 3 GHG emissions by 90%	tCO ₂ e	2021	2050





2025 Value Creation Model

Capital Elements	Inputs	Outputs	Financial Capital
Financial Capital 	- Strong balance sheet, capital adequacy, and market discipline - Sales revenue and operating cash flow - Financial risk management (foreign exchange, interest rate, liquidity) - Stakeholder trust and access to financing - Financing sources - Assets - Equity	- TRY 14.84 billion EBITDA - TRY 8.76 billion net profit for the period - TRY 2.67 billion taxes paid - TRY 62.95 billion equity - TRY 56.5 billion revenue - TRY 3.7 billion export revenue	- Financial stability and long-term value creation - Maintaining production continuity and competitiveness through investments - Economic contribution provided to stakeholders (shareholders, suppliers, public institutions) and investor confidence - Strong financial structure supporting sustainable growth
Manufactured Capital 	- Integrated production facilities and a strong operational infrastructure - Equipment, maintenance and technology investments - Local and global supply network 59 ready-mix concrete plants, lime plant, marble plant, and 3 terminals 7 integrated cement plants 3 grinding and packaging plants 5 aggregate production plants	10,193,201 tonnes of clinker production 12,725,880 tonnes of cement production 7,377,579 m³ of concrete production 149,387 tonnes of lime production 5 low-emission products	- Operational excellence - Strong production infrastructure supporting growth and export targets - Global supply chain - Competitive market position
Human Capital 	3,272 total employees - Working environment that supports gender equality - Human resources and training budget - Planned training hours per employee - Occupational health and safety investments and projects - Human resources practices that enhance employee well-being - Employee development programs	6.4% share of women employees 17.4% share of women employees in managerial positions 138,486 total training hours 42.88 average annual training hours per employee 0% occupational disease rate (ODR) 0 fatal accidents 76 employee satisfaction score 8.19% voluntary employee turnover rate 46.71% share of blue-collar employees covered by collective bargaining agreements 100% participation rate of OYAK Cement employees in performance and development reviews 2.4% share of employees with disabilities	- Operational efficiency through a people-oriented approach - Sustainable production supported by an occupational health and safety culture - Long-term increase in corporate capacity through competency development - Stable employment as a result of equitable practices
Social and Relationship Capital 	- Effective stakeholder management - Social investment and corporate social responsibility - Collaborations with non-governmental organizations (NGOs) - University / public institution collaborations - Initiatives to improve customer experience - Memberships in sectoral organizations	- TRY 21,184 thousand* Expenditures for donations, sponsorships and grant practices carried out in 2025 *Inflation-adjusted amount. 98.2% share of local suppliers 81% customer satisfaction score* *The customer satisfaction survey is conducted every two years, with the most recent survey carried out in 2024. - Feedback collected through the i-Deal system	- Stakeholder trust and long-term business relationships - A sustainable business model that grows together with society - Increased customer satisfaction
Natural Capital 	2050 net zero commitment - OYAK Cement 4.0 Project - TRY 3.49 billion in environment- and climate-focused investments - Decarbonization strategy and net zero roadmap - Green energy generation through Solar Power Plants (SPPs) - Energy efficiency projects - Waste Heat Recovery (WHR) practices - Use of alternative fuels and raw materials - Biodiversity practices - Water management activities	17,229 MWh of renewable energy generated through SPPs 13.64% reduction achieved against the target of reducing Scope 1 and Scope 2 emissions per cementitious product by 22.8% compared to the 2021 base year 27.95% alternative fuel use rate 2.29% alternative raw material use rate 7.2% renewable electricity use rate resulting from electricity generation through WHR and SPPs specifically in grey cement production 80,222 MWh of electricity generated through Waste Heat Recovery (WHR) 5 products with Environmental Product Declarations (EPDs) - Plan to obtain 18 EPD certificates in 2026 - Rehabilitation works carried out across 19.31 hectares in the Antalya Rehabilitation Area 4,316 trees planted	- Reduction of carbon and water footprint - Operational sustainability through efficient use of resources - Production structure aligned with climate change adaptation - Minimizing impacts on the ecosystem - Increased awareness of natural capital across the organization
Intellectual Capital 	- Fizix project - AI-based analysis methodologies - Trademark-registered innovative products - TRY 192 million in R&D expenditures - Collaborations with universities	14 trademark-registered products - TRY 192 million in R&D expenditures 34.8% share of revenue from sustainable products in total revenue	- Innovation capacity that provides competitive advantage - Technology-driven operational excellence - Corporate knowledge that creates long-term value



In line with our strategic priorities, we conduct our activities in alignment with the Sustainable Development Goals and aim to create lasting value for future generations.



OYAK Cement’s 2030 and 2050 Sustainability Targets

OYAK Cement translates its sustainability approach into concrete and measurable targets, setting out a medium- and long-term transformation roadmap across environmental, social, and governance dimensions, and monitors its priorities through defined performance indicators. The Company’s sustainability targets are structured around key areas including the transition to low-carbon production, reducing reliance on fossil resources, improving energy and water efficiency, expanding circular economy practices, ensuring occupational

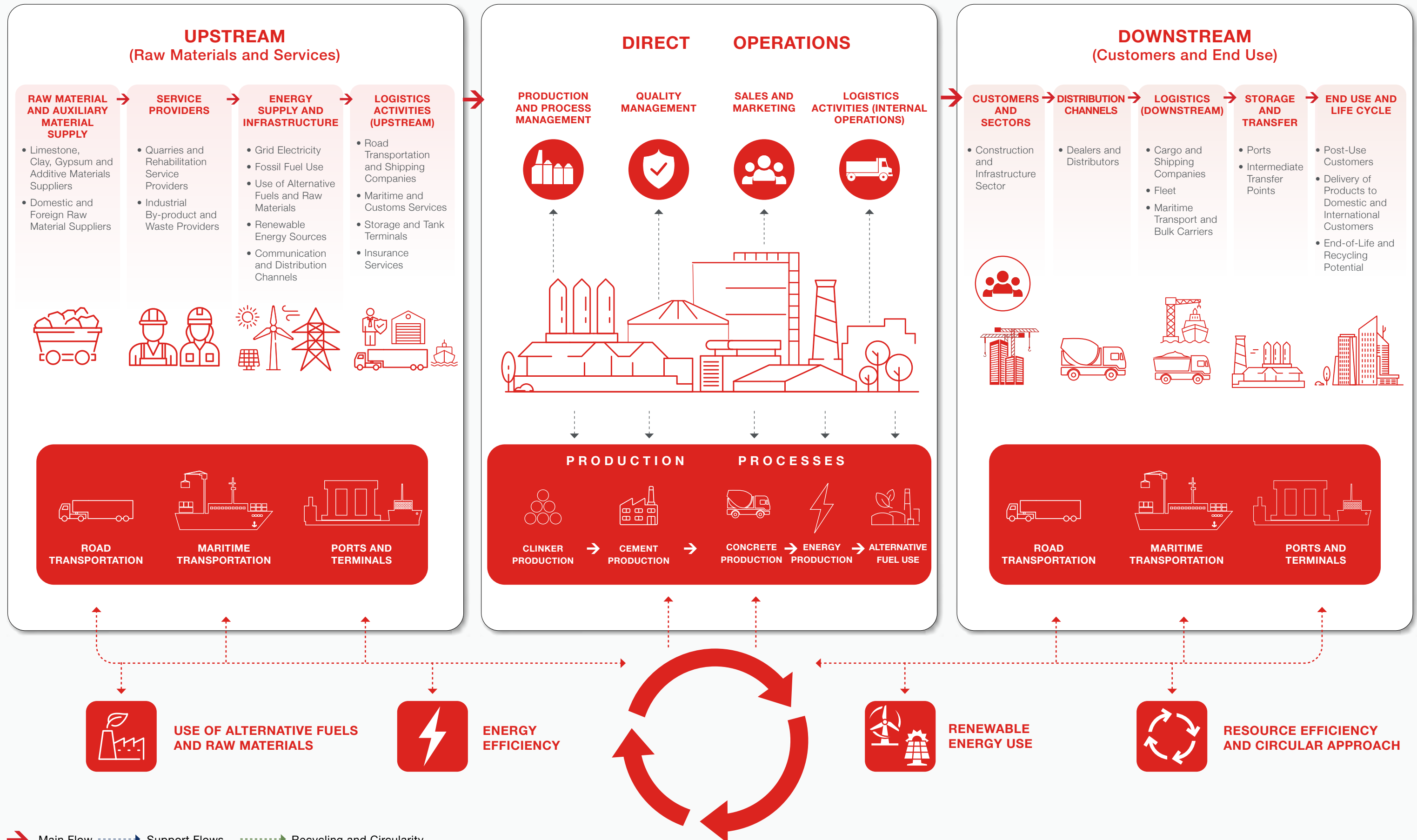
health and safety, fostering an inclusive working environment, promoting responsible supply chain practices, and delivering social value. OYAK Cement’s climate- and environment-focused targets, together with its SBTi-approved emission reduction commitments, also encompass operational transformation and resource efficiency initiatives. The targets presented in the table exclude those defined under the SBTi framework; SBTi-related targets are provided separately under the “**SBTi Targets**” section.

Target Title	Target Description	Unit	Target Year	Priority Topics
Reduction of Fossil Resource Use	Reducing the use of fossil resources by 58% through alternative fuel utilization (grey cement)	Alternative fuel use (%)	2030	Energy transition
Reduction of Electricity Consumption–Related Carbon Emissions	Reducing carbon emissions from electricity consumption by 70%	Electricity consumption (%)	2030	Energy transition
Recycled Water Use	Ensuring that 30% of the water used in ready-mix concrete production is supplied from recycled sources	Recycled water in concrete production (%)	2030	Water management
	Reducing water consumption per ton of cementitious product by 5% (compared to 2024 base year)	Water consumption intensity (m³)	2030	Water management
Use of Alternative Raw Materials	Achieving 5% use of alternative raw materials without compromising quality	Alternative raw material use (%)	2030	Alternative fuels and raw materials
Production of Low Clinker Content Products	Increasing the production of products with low clinker content	Share of products with low clinker content (%)	2030	Alternative fuels and raw materials
Thermal Energy Efficiency	Improving thermal energy efficiency	Thermal energy efficiency (%)	2030	Energy transition
Increase in Energy Efficiency	Gradually improving energy efficiency in line with defined targets	Energy efficiency (%)	2030	Energy transition





OYAK CEMENT VALUE CHAIN



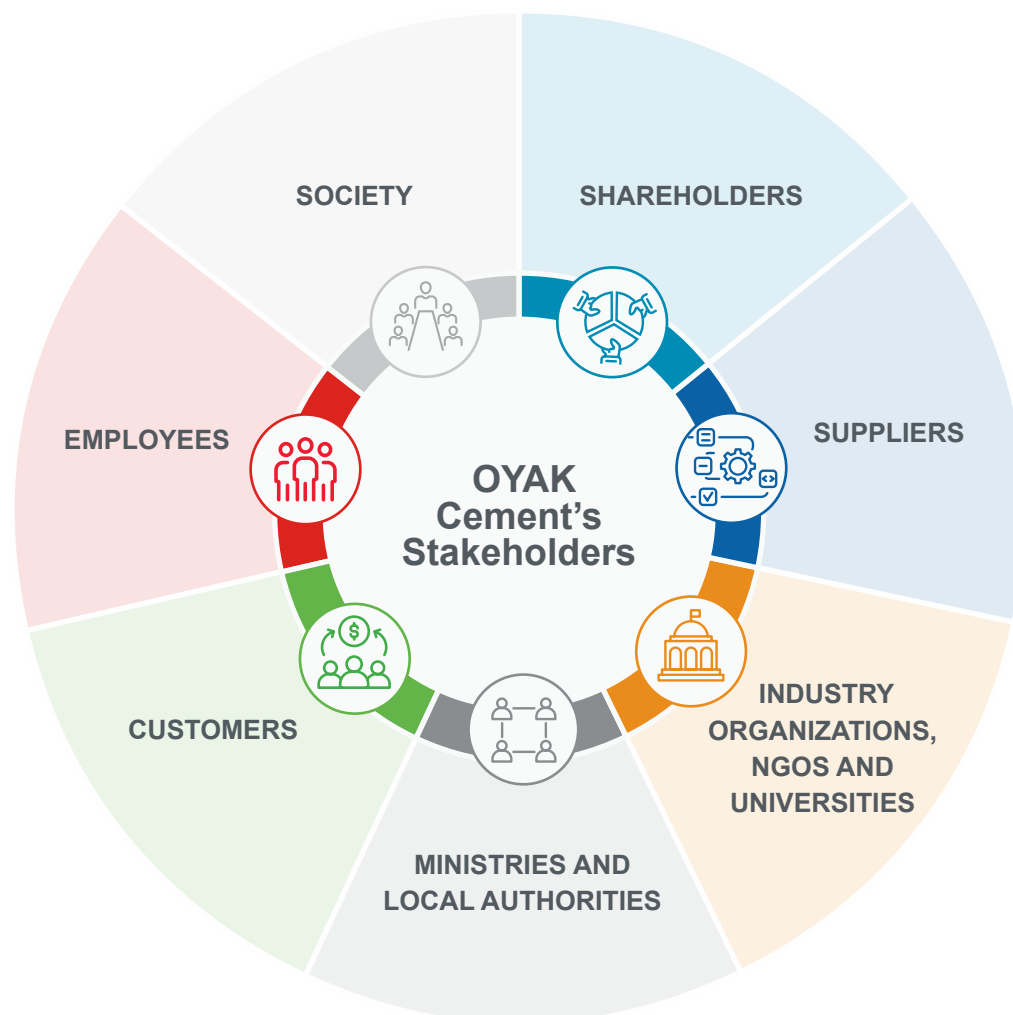
Sustainability Materialities and Stakeholder Engagement

OYAK Cement analyzes the needs and expectations of its stakeholders in line with the responsibilities arising from its multi-stakeholder structure and regularly reviews the impacts, risks, and opportunities identified within this scope. The Company revised and updated its double materiality study, originally conducted in 2024, by incorporating various data sources and sector analyses.

In 2025, a comprehensive materiality survey was conducted to update sustainability priorities, and the materiality analysis was revised in line with the feedback obtained. During this process, existing topics were reassessed and the materiality approach was restructured by taking into account corporate strategic materialities as well as insights from various internal and external sources.

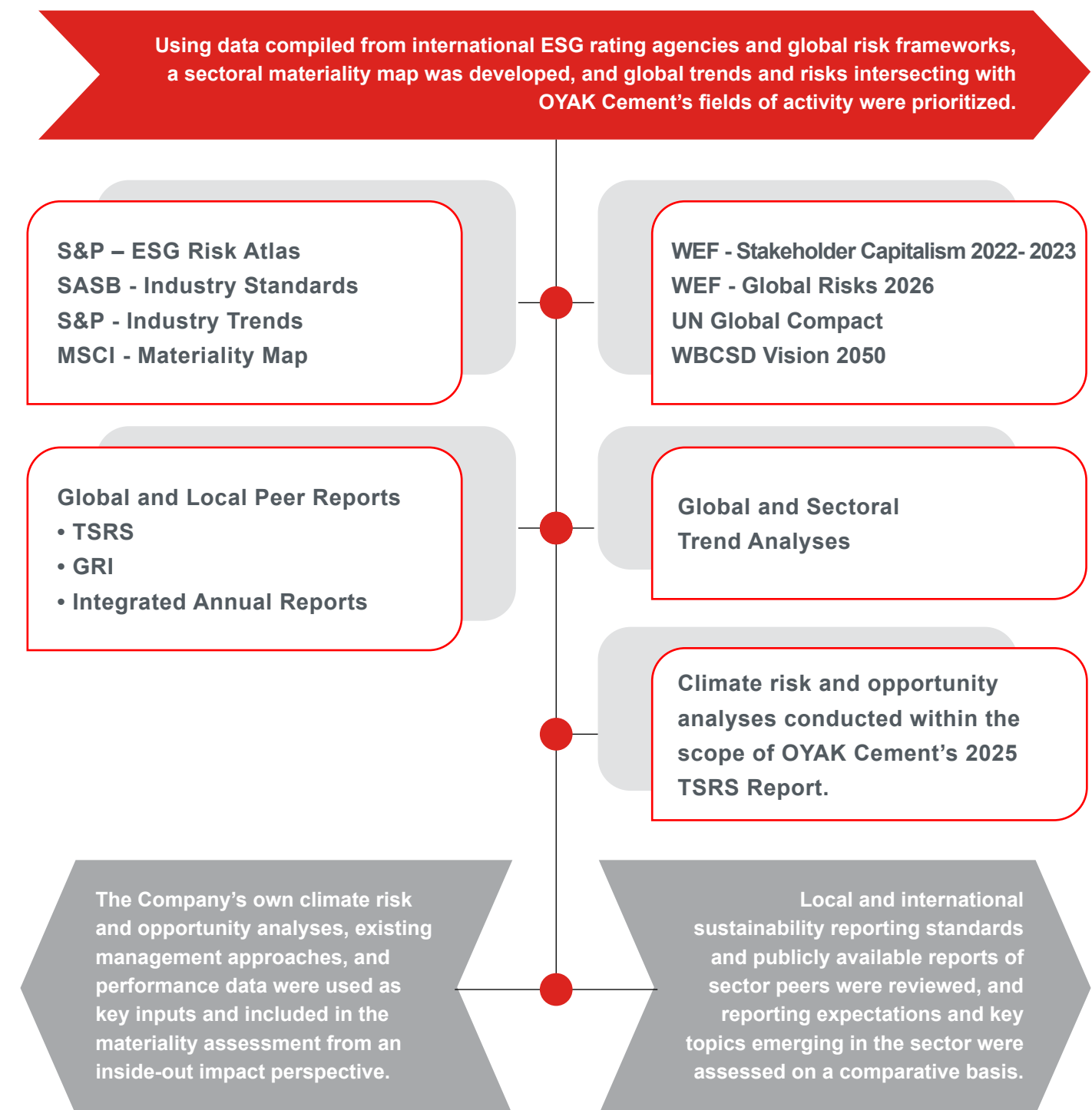
The survey was carried out with the participation of a broad range of stakeholders, including employees, customers, suppliers, investors, and shareholders, as well as public institutions, local authorities, business partners, and academic and industry organizations. The views and evaluations collected from different stakeholder groups were considered as key inputs in the prioritization of sustainability topics.

Within this scope, the main stakeholder groups included in the materiality analysis and survey process are presented below.



The financial impact dimension of the materiality analysis was subsequently addressed with the participation of senior management. The potential financial impacts of the identified sustainability topics on the Company's operations were assessed in detail.

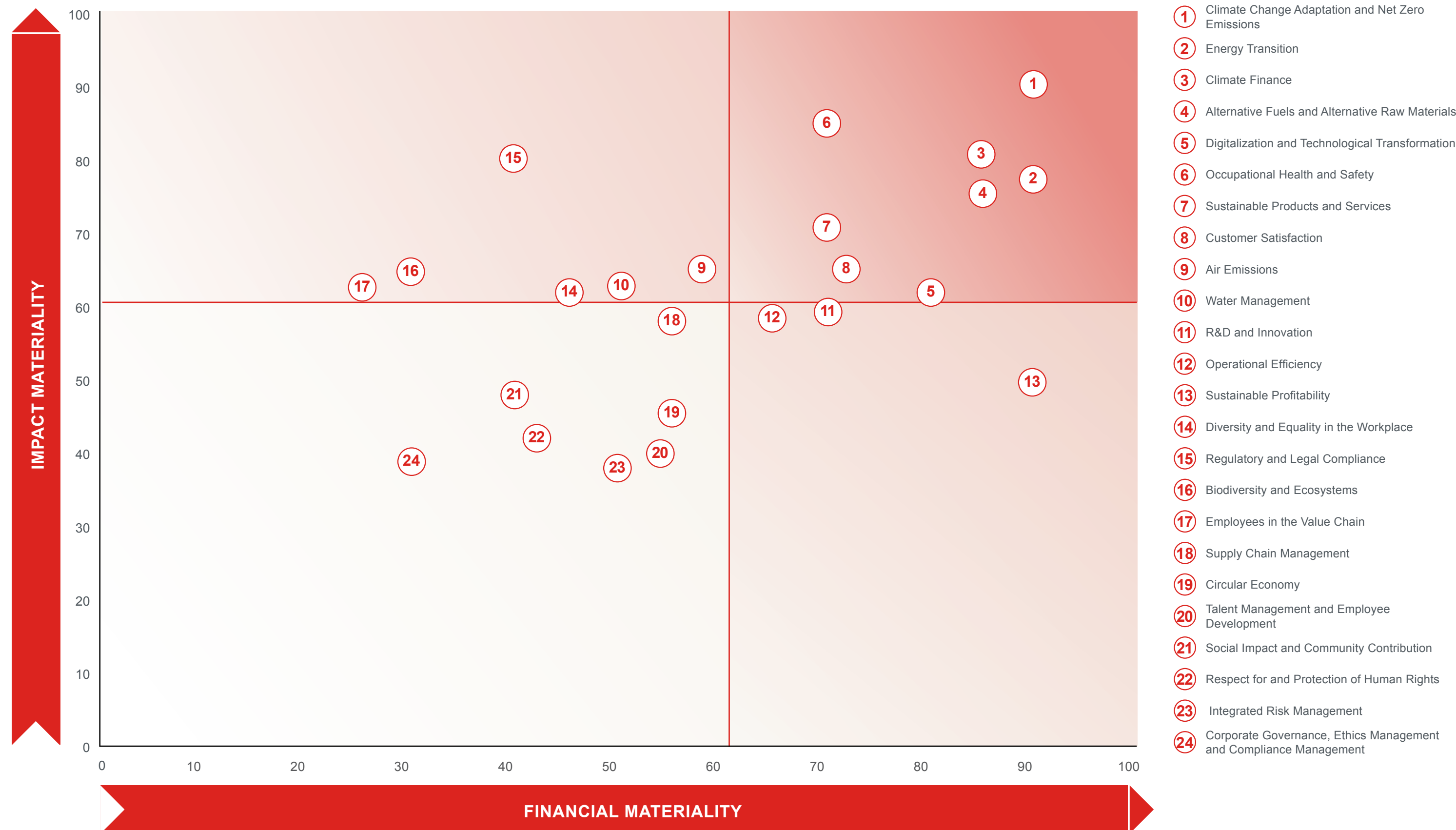
The main sources referenced within the scope of the materiality analysis and survey include:



Market dynamics, regulatory developments, and technological transformation trends specific to the cement and building materials sector were analyzed to identify topics expected to gain importance in the medium to long term.



Double Materiality Analysis



According to the results of the prioritization matrix, the topics identified as high priority are:

Priority Level	Material Topics	SDG Linkage
Very High Priority	Climate Change Adaptation and Net-Zero Emissions	13 CLIMATE ACTION
	Climate Finance	13 CLIMATE ACTION
	Energy Transition	7 AFFORDABLE AND CLEAN ENERGY
	Occupational Health and Safety	3 GOOD HEALTH AND WELL-BEING
	Alternative Fuels and Alternative Raw Materials	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Sustainable Products and Services	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Digitalization and Technological Transformation	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
	Customer Satisfaction	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Priority Level	Material Topics	SDG Linkage
High Priority	Air Emissions	3 GOOD HEALTH AND WELL-BEING 13 CLIMATE ACTION
	Water Management	6 CLEAN WATER AND SANITATION
	Biodiversity and Ecosystems	15 LIFE ON LAND 14 LIFE BELOW WATER
	Regulatory and Legal Compliance	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	Diversity and Equality in the Workplace	5 GENDER EQUALITY 10 REDUCED INEQUALITIES
	Operational Efficiency	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
	R&D and Innovation	8 DECENT WORK AND ECONOMIC GROWTH
	Sustainable Profitability	8 DECENT WORK AND ECONOMIC GROWTH
	Workers in the Value Chain	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



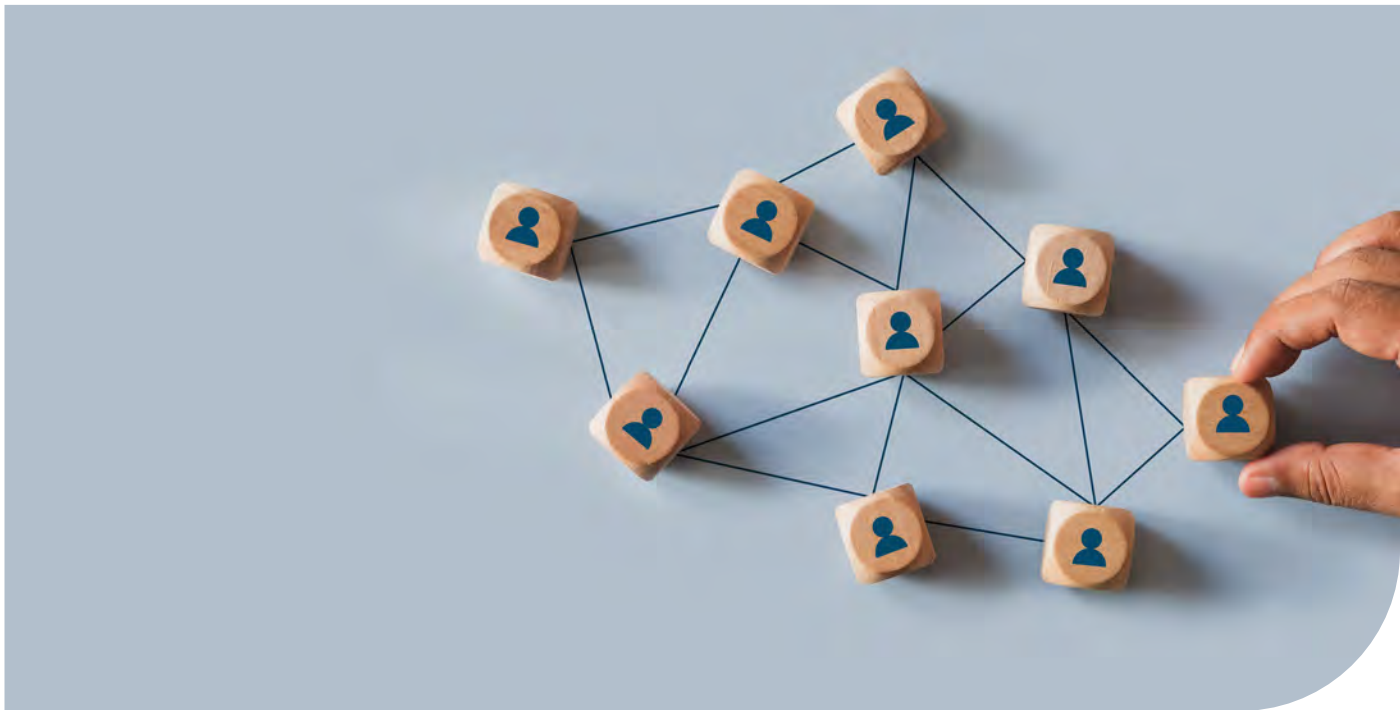
Priority Level	Material Topics	SDG Linkage
Priority	Supply Chain Management	
	Respect for and Protection of Human Rights	
	Social Impact and Community Contribution	
	Circular Economy	
	Corporate Governance, Ethics Management and Compliance Management	
	Talent Management and Employee Development	
	Integrated Risk Management	



Stakeholder Communication Channels

OYAK Cement conducts its stakeholder communication in line with the principles of transparency, accessibility, and mutual trust. In addition to face-to-face meetings, the Company regularly collects stakeholders’ views, expectations, and feedback through digital channels. Through this multi-channel communication approach, stakeholder insights are reflected in decision-making processes and continuous improvement is supported.

Stakeholder Group	Communication Methods	Communication Frequency
Employees	Internal communication meetings, training programs, employee satisfaction surveys, union meetings	Daily / Monthly / Annually
Shareholders	General Assembly meetings, investor relations meetings, financial reports, integrated report	Quarterly / Annually
Customers	Customer visits, customer satisfaction surveys	Continuous / Annually
Society	Local stakeholder meetings, social responsibility projects	Regular
Suppliers	Supplier meetings, contracts, audits	Continuous / Annually
Ministries and Local Authorities	Official correspondence, audits, permit and licensing processes, sectoral meetings	Regular / Regulatory-based
Industry Organisations, NGOs and Universities	Sectoral platforms, working groups, conferences and symposiums, joint projects	Regular



CLIMATE-DRIVEN TRANSFORMATION AND VALUE CREATION



Natural
Capital



Manufactured
Capital



Intellectual
Capital

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CLIMATE-DRIVEN TRANSFORMATION AND VALUE CREATION

Climate Finance

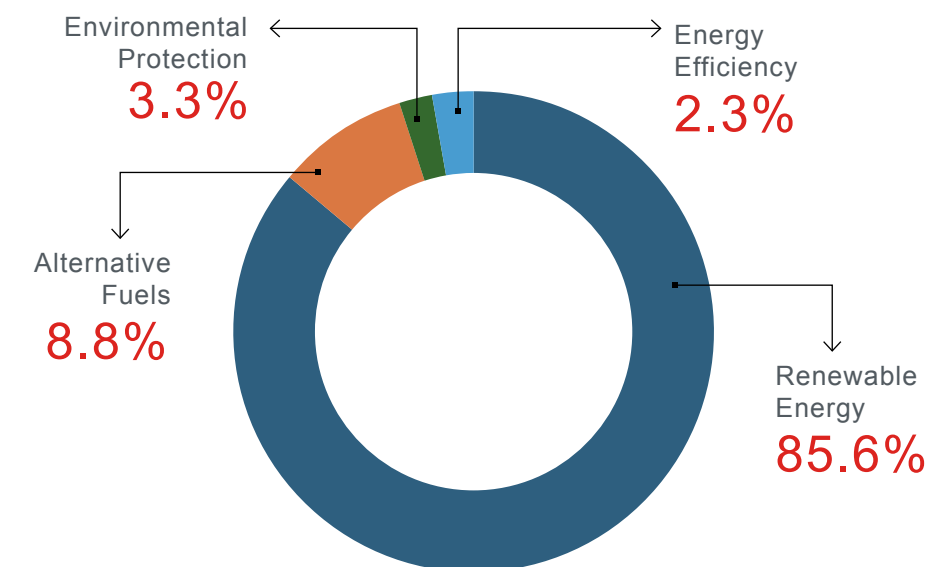
OYAK Cement treats investments that support the transition to a low-carbon economy as a key component of its financial planning, taking into account the potential impacts of climate change on the cement sector. On a global scale, the cost pressures and potential impacts on exports that could result from the EU's Carbon Border Adjustment Mechanism (CBAM); and on a national scale, Türkiye's 2053 net-zero target, preparations for the Turkish Emissions Trading System (T-ETS), and developments related to carbon pricing are creating additional compliance obligations and investment needs across the sector.

OYAK Cement links climate-related risks and opportunities to its investment decisions in line with its SBTi-approved emissions reduction targets as part of its low-carbon transition. The Company structures its capital allocation processes by taking into account priority climate-related issues, primarily water stress, carbon pricing, CBAM and fluctuations in energy supply, and plans its investments in low-carbon production, renewable energy, energy efficiency, alternative fuels and water efficiency within this framework.

OYAK Cement's environment- and climate-focused investments represent concrete areas of implementation for its low-carbon transition goals. Environment-focused investments, which totaled TRY 622 million in 2024, reached approximately TRY 3.49 billion in 2025. These investments focus on reducing exposure to carbon costs, strengthening energy supply security, optimizing water consumption, supporting regulatory compliance, and ensuring business continuity.

Investment Area	Amount (2025)
Renewable Energy	TRY 2.99 billion
Alternative Fuels	TRY 308 million
Environmental Protection	TRY 116 million
Energy Efficiency	TRY 80 million
Total	TRY 3.49 billion

Distribution of Environment- and Climate-Focused Investments (%)



As seen in the investment portfolio, the majority of resources have been directed toward renewable energy projects; investments in alternative fuels, environmental protection, and energy efficiency have also been positioned as components of a comprehensive decarbonization strategy. Environment and climate-focused investments are integrated into the Company's annual budget and medium-term capital planning processes; they are implemented using equity and operational cash flow, as well as external financing sources when necessary.

In 2025, the company signed a major climate finance partnership with the Industrial Development Bank of Türkiye (TSKB). Under

this partnership, a EUR 75 million investment loan was provided to finance the 115 MW solar power plant planned for Beypazarı, Ankara, as well as the Waste Heat Recovery (WHR) facilities to be implemented at the Company's factories in Adana, Ankara, and Mardin. The projects are projected to generate approximately 237,000 MWh of energy annually.

Considering all these investments, financing partnerships, and strategic priorities as a whole, OYAK Cement's approach to climate finance reflects a proactive vision that goes beyond mere compliance with regulatory requirements and makes the transition to a low-carbon economy an integral part of its business model.





Digitalization and Technological Transformation

The WEF identifies risks such as cybersecurity threats, data governance issues, and workforce transformation, all stemming from artificial intelligence and digitalization, as top priorities on a global scale.¹² OYAK Cement, acting with full awareness of these risks, approaches digital transformation as a strategic area of transformation that supports preparing production processes for the future, increasing operational efficiency, strengthening business continuity, and reducing environmental impacts. The company supports its R&D and innovation activities with field-ready digital solutions; its goal is to ensure that the developed applications are not limited to pilot studies but are integrated into production processes to generate measurable benefits.

In 2025, OYAK Cement focused its digital transformation investments particularly on predictive analytics, AI-driven process optimization, machine health monitoring systems, and strengthening its communications infrastructure. Thanks to the integration of digital technologies into production processes, equipment performance, product quality, energy consumption, and maintenance processes are being monitored more effectively, and operational decision-making processes are being transformed into a data-driven framework.

The Machine Health Monitoring Project, carried out under the OYAK Cement 4.0 project, was implemented in collaboration with FİZİX. As part of the project, data on sound, vibration, magnetic flux, and heat obtained from machines is analyzed using an IoT infrastructure, smart sensors, and AI-powered software, enabling real-time monitoring of equipment performance. This enables the early prediction of potential failures, prevents unplanned downtime, and ensures that equipment operates under optimal conditions. The project helps reduce maintenance costs, minimize unplanned downtime, and improve efficiency in spare parts management.

As part of the project, site surveys were completed at all factories, and network installations were carried out in accordance with the specified infrastructure and communication protocols. The first phase of the project, consisting of 885 sensors out of a total of 10,600, was commissioned at the Ankara Plant in the first half of 2025. Installation and commissioning work at all other production facilities was completed in the second half of the year.

¹² [WEF Global Risk Report 2026](#)



The Automation Upgrade Project, which represents another important step in the digital transformation journey, is updating the automation systems that form the foundation of production processes. Automation hardware and software used in factories across Türkiye, for which technical support has ended, are being replaced with up-to-date and sustainable solutions. This ensures the continuity of production processes and enables a seamless, cyber-secure data flow between existing PI systems and future digital platforms such as Advanced Process Control (APC) and Energy Monitoring and Management Systems.

The Automation Upgrade Project has been successfully implemented at its 6 integrated plants and on the rotary kiln lines at the Adana Plant.

The Cement Mill Automation Upgrade Project at the Adana Plant is scheduled to be completed in 2026.

Through work conducted in predictive quality processes, an AI-supported strength optimization application is being implemented in factories, resulting in significant improvements in final strength and reductions in production losses. The application, which began in clinker production processes, has been gradually rolled out in cement production processes as well, yielding results from advanced analytics using the company's own resources. Energy savings have been achieved through continuous optimization of free lime in clinker production and in cement production, and production consistency has been improved. Through these applications, reductions in clinker usage rates have been made, and results from next-generation optimization processes, which will lead the industry, have been obtained in efforts toward the net-zero target.

AI-driven insight reports are generated for the clinker production processes and shared with the plants on a daily basis; in this way, OYAK Cement's extensive body of knowledge is made available to support its employees on a regular basis through next-generation technologies. With its multi-agent architecture, the application integrates statistical, cement, and predictive data to support sustainable quality and performance through both real-time support and daily reports.





The APC Project aims to enhance process control capabilities in production processes, support operational decisions with real-time data analytics, and increase production efficiency. The goal is to maintain operations within optimal ranges by simultaneously monitoring variables in the rotary kiln process.

The APC Project will begin at the Ankara Plant and is scheduled to start operating in the first half of 2026. At the Adana Plant, the APC implementation is expected to begin in the second half of 2026 and be completed in 2027.

Occupational health and safety (OHS) is one of the material topics for OYAK Cement, both in terms of financial priorities and impact. Integrating OHS with digitalization and artificial intelligence to minimize potential negative consequences is among the Company's top priorities. Detailed information regarding the OHS Focus Project and the OHS Focus Initiative, which were implemented in this context, is provided in the **Occupational Health and Safety section** of the report.

In addition to the opportunities brought by digital transformation, cybersecurity threats also constitute a critical management area for the Company. OYAK Cement frames its approach in this area through its Information Security Policy, Security Management Procedure, and Data Security Procedure; it implements a comprehensive protection system against risks such as cyberattacks, unauthorized access, and data breaches. The information security management system has been certified in accordance with the **ISO/IEC 27001:2022** standard to cover clinker and cement production and sales activities at the Bolu Cement Branch. The IT infrastructure and information security management systems were also audited by external auditors during the last fiscal year, and third-party security vulnerability analyses were conducted on a regular basis.

Business continuity and emergency plans, along with incident response procedures, are tested at least once a year to ensure that our level of preparedness for potential disruptions is continuously updated. To enhance employee awareness, the Information Security Policy is shared with all employees, regular awareness training sessions are conducted, and clear processes for reporting suspicious activities are in place. In addition, information security is addressed as a component of employee performance evaluations. In 2025, 12 social engineering drills (phishing, vishing, smishing, etc.) were conducted, with 3,352 employees participating. No information security breaches, customer data leaks, or data loss incidents were identified during the reporting period.

T1C3, a subsidiary of OYAK Cement, began operations at Marmara University Technopark with the aim of developing software and digital solutions that focus primarily on internal needs and will provide sustainable added value to the Company, in line with OYAK Cement's vision for digitalization and technological transformation. Through the innovative software and digital solutions it develops, T1C3 supports OYAK Cement's technological transformation journey, contributing to enhanced efficiency, sustainability, and data-driven decision-making capabilities across business processes ranging from production to the supply chain. The projects being carried out support operational excellence while also serving the goals of optimizing resource use and reducing environmental impacts.

As part of the CMOS 4.0 Project led by T1C3, end-to-end digitalization of ready-mix concrete production processes is being achieved through a concrete production automation system and centralized management applications developed using 100% internal resources. Thanks to these systems, production activities are monitored, analyzed, and optimized in real time. The goal is to maintain quality standards while keeping natural resource consumption and the carbon footprint at optimal levels; process automation helps reduce paper consumption, thereby supporting energy efficiency and a sustainable production approach.

Sustainable Products and Services

Low-Carbon Cement Product Portfolio

OYAK Cement places product development with a low carbon footprint at the core of its sustainability strategy. Under its strategy, guided by the motto “**Green is the new gold**” the company is working to develop high-performance, low-emission products while maintaining product strength. While using raw materials with reduced environmental impact, the company is working toward the goal of laying the foundations for infrastructure that will last for generations.

OYAK Cement aims to gradually reduce the clinker ratio in its white and gray cement portfolio; to achieve this goal, it is implementing technical approaches such as increasing the use of cementitious additives, optimizing process parameters, and rebalancing additive formulations. To maintain product performance, the company is implementing grinding strategies, optimizing additive-clinker interactions, and conducting recipe-based performance validations; solutions validated through pilot trials are being rolled out in a controlled manner.

In 2025, as a tangible reflection of the low-carbon product approach, product development projects were launched to support the transition from high-clinker-content CEM I products to CEM II/A and CEM II/B products. As part of this effort, low-clinker-content formulations were developed, and R&D studies were conducted to maintain product performance through additive and process optimizations. Solutions suitable for commercial production were implemented, taking into account early and ultimate strength, standard deviations, and market expectations. The impact of this transition on sales figures is also clearly evident. In 2025, the share of the CEM I product group in domestic gray cement sales declined to 7.6%, while the low-clinker CEM II product group accounted for 78.7% of total sales.



Product	Facility	(kg CO ₂ /tonne cement)	
		Gross	Net
Cementum	Bolu	794	781
Powercem	Aslan	690	650
Duracem	Ünye	368	357
Alfacem	Adana	570	546
Duracem+	Ereğli	309	-

*A1: It includes the raw material procurement, A2: transportation, and A3: production stages.

The company is continuing its R&D efforts, which include alternative binders, additive optimization, and pilot-scale trials, for new low-emission products planned for inclusion in its product catalog, and is moving solutions that have undergone technical validation into the commercialization and widespread adoption phases.



Under the Communiqué on the Promotion of the Use of Low-Carbon Green Cement in Public Procurement Contracts, which will enter into force in 2025, the clinker ratio in cement used in public tenders is planned to be capped at 80% by 2030 and reduced to 75% after 2030. OYAK Cement aims to protect the Company's economic profitability and reduce its environmental impact by developing products with low clinker content in compliance with the relevant regulations.

34.8%

Ratio of Revenue from Sustainable Products to Total Revenue

Environmental Product Declarations (EPD)

In addition to operational improvements, OYAK Cement manages its product portfolio using a transparent, accountable, and life-cycle-focused approach. Life Cycle Assessment (LCA) studies are conducted to holistically evaluate the environmental impacts of products, from raw material sourcing through production and use.

The LCA analyses conducted provide a foundation for presenting the environmental performance of products in a manner that is compliant with international standards, verifiable, and comparable. In this context, EPDs were prepared in 2024 for five products manufactured at the Adana and Iskenderun facilities.

EPD documents transparently disclose the environmental impacts of products throughout their life cycle and are verified by independent third-party organisations.

The products covered under this scope are as follows:

Super White
Iskenderun and Adana



Super White+
Adana



ProWhite
Adana



Duracem
Iskenderun

Following the initial certification process, efforts to expand the scope of EPDs to the entire product portfolio were launched in 2025. As of 2025, the data infrastructure and LCA studies have been strengthened, and the goal is to publish a total of 18 EPDs in 2026.

OYAK Cement plans to continue positioning areas such as reducing the clinker ratio, using new binding materials, developing low-carbon clinker options, and maintaining product performance as well as whiteness and early strength properties as key elements of its low-carbon product strategy.

As part of our R&D activities, we focus on developing sustainable products and production technologies.

Customer-Centric Value Creation

For OYAK Cement, the philosophy of continuous improvement and creating added value forms the cornerstone of its customer relationships. While the company prioritizes providing high durability and technical excellence for the community's infrastructure projects through its products, it manages the customer experience within a transparent, traceable, and data-driven framework.

OYAK Cement implements quality assurance systems, product safety controls, and integrated management processes to ensure product quality and safety and to guarantee that the products it brings to market comply with relevant standards. The company's trademarked products are certified to TS EN standards; this approach contributes to bringing reliable, compliant, and high-performance products to market that support customer health and safety.

Customer satisfaction surveys are conducted every two years to monitor and improve customer satisfaction; these surveys help identify issues that lead to customer satisfaction or dissatisfaction, the company's strengths, areas for improvement, and opportunities to enhance service quality. In the most recent customer satisfaction survey conducted in 2024, OYAK Cement's overall customer satisfaction score was measured at 81%, while its Net Promoter Score (NPS) was 52%.

Year*	Customer Satisfaction (%)	NPS
2022	77	50
2024	81	52

*The survey is conducted every two years.

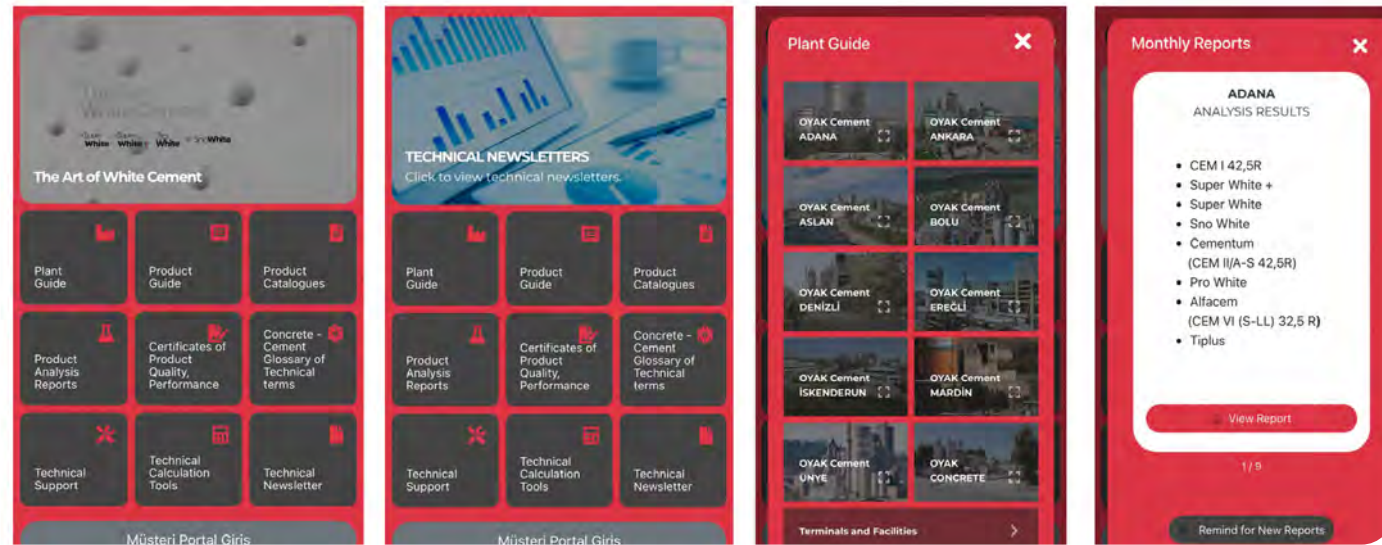
Based on the results of the 2024 survey, significant improvements were implemented in customer feedback processes in 2025. General and plant-specific feedback submitted through the i-Deal mobile app began to be systematically recorded by the relevant teams. With the app, direct communication with customers at every stage of a complaint and regular updates on the process have become standard practice; this ensures transparency in the resolution process and prevents dissatisfaction caused by uncertainty.

i-deal



A Customer Relationship Management (CRM) system has been implemented to manage dealer and customer data in an organized, up-to-date, and accessible manner. Dealer and customer contact information, visits, visit notes, lead records, industry insights, and opportunities are now being tracked by recording them in the relevant modules within the system. Additionally, integration with SAP-QDMS (Quality Document Management System) has been implemented; customers added to the SAP system are automatically transferred to the QDMS system. This eliminates the need for manual data entry and ensures that customer information is consistently up to date.

The feedback workflow on the QDMS system has been redesigned from the ground up; data quality has been improved by modeling the 5W1H methodology during the entry of feedback into the system. A root cause analysis



approach has been integrated into the system for evaluating customer feedback; teams designated for each factory evaluate incoming feedback on a weekly basis, analyze root causes using the “why-why” method, and ensure that relevant actions are recorded in the system. Target dates are set for closing out feedback in the system, and the timeline is tracked through the system.

In line with the vision of end-to-end digitalization of the customer experience, the Customer Portal system has been launched. Through this digital platform, all operational processes for dealers and customers, from order placement to shipment, have been streamlined into a dynamic and seamless structure.

In addition, we launched the Concrete Technologies Theoretical and Practical Training Program, which we developed for our business partners' new technical staff. Through this accelerated and comprehensive program, specifically designed by our Customer Technical Support Department, we enabled technical teams to adapt more quickly, strengthened their field and laboratory knowledge, and supported improvements in the quality of on-site applications.

Information on products' technical specifications, applications, and sustainability is communicated to customers through product brochures, product catalogs, the mobile app, the corporate

website, social media posts, and regional technical meetings. In marketing and customer communications, the sharing of verifiable, up-to-date, and non-misleading information is the guiding principle within the framework of

ethical marketing; all content regarding product performance, technical specifications, and applications is prepared based on product performance and quality certificates that are compliant with standards and verifiable. At OYAK Cement, all responsibilities related to the processing of customer data are carried out within the framework of the Data Protection Law (PDPL) Governance Structure, established under the Personal Data Protection Law No. 6698 (PDPL). The PDPL Committee coordinates policies, procedures, and compliance processes related to the processing of all personal data, including customer data. Access to customer data is restricted in accordance with role- and task-based authorization principles; user accounts and permissions are reviewed periodically. Data processing activities are carried out in accordance with privacy notices, the Personal Data Retention and Destruction Policy, the Information Security Policy, and related

procedures; regular reporting is conducted within the scope of the PDPL Committee and relevant internal audit/compliance processes. During 2025, no incidents occurred that required reporting to regulatory authorities or notifying customers, such as personal data breaches, unauthorized access, or data leaks related to customer privacy. Incident management, notification, and remediation processes for potential data breaches are defined under the Data Breach Response Procedure, coordinated by the PDPL Committee; control and monitoring activities aimed at preventing similar incidents are conducted on a regular basis.

Osmangazi Bridge

OYAK Cement is a leader in the industry with its high-performance concrete solutions used in strategic infrastructure projects such as the Osmangazi Bridge and has established itself as a reliable supplier for large-scale projects.



Registered Trademark Products

As a result of its various initiatives, OYAK Cement has developed innovative, trademarked products to offer tailored solutions for diverse project requirements within the industry. Its portfolio of trademarked products is structured

around products that deliver high sustainability performance and have the potential to differentiate themselves in the market.

The list of trademarked products, along with their descriptions, is provided below:

Brand	Product Name	Type and Class	Explanation
 DURABET	High-Durability Concrete	C8/11 - C80/95	Durabet is a special concrete that is resistant to severe environmental effects and freeze/thaw effects, is impermeable, has a low risk of cracking, has heat development control, and does not require maintenance for a very long time.
 SMARTBET	Self-Compacting Concrete	LC 8/9 - LC 35/38	Smartbet is a self-compacting special product that allows more freedom in design with better surface, minimum segregation, easy placement and workability, superior placement quality.
 AQUABET	Concrete with Reduced Water Permeability	HC8/10 - HC 50/60	Aquabet is a special concrete with increased water impermeability, designed to be used in wet and humid areas.
 SKYBET	Concrete Pumpable to High Floors	Special Product	Skybet is a special product that can be produced within the pressure strength limits of C 50 - *C100, which can be easily transferred to very long distances vertically and horizontally in multi-storey office and residential buildings.
 IZOBET	Insulating Concrete	Special Product	Izobet is a lightweight concrete with low heat and sound conductivity coefficient, which has many different applications, and whose unit volume weight can be selected in the range of 800 < .. < 2000 kg/m3 depending on the place and need.
 FIBRABET	Fibre Reinforced Concrete	Special Product	Fibrabet is a concrete product reinforced with Polypropylene Fibers against premature shrinkage cracks in concrete.
FIBROSHOT®	Fiber-Reinforced Shotcrete	Special Product	Fast, practical, fiber-reinforced specialty shotcrete product used in tunnel and slope reinforcement projects, among others.
 WHITEBET	White Colour Concrete	Special Product	Whitebet, produced by using special white cement with a minimum whiteness rating of 82 and light-coloured raw materials, WHITEBET is a special product that can be used safely with its superior performance in strength and durability features as well as aesthetic and decorative features.

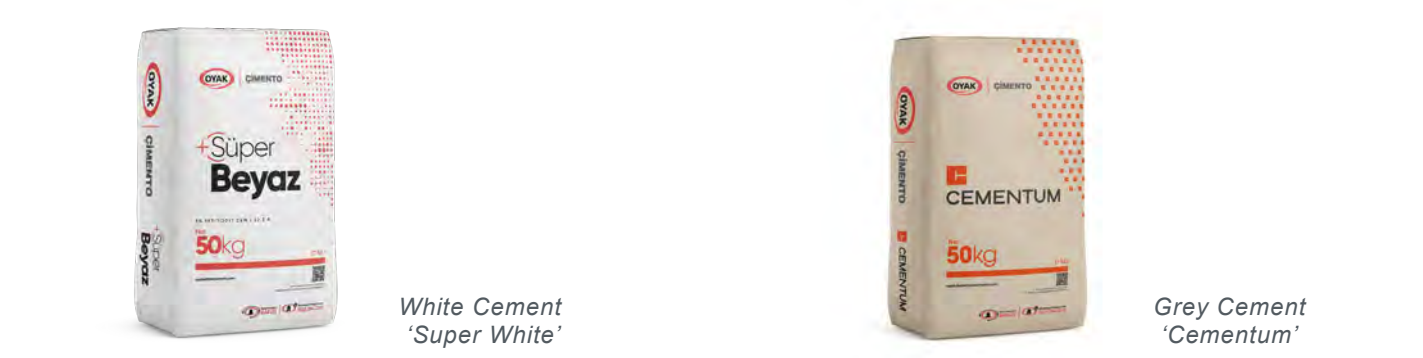
Brand	Product Name	Type and Class	Explanation
 REPABET	Fibre Repair Concrete	Special Product	Repabet is a product that is used in the repair of factory floor concretes, road, apron and runway concretes subject to heavy traffic, and shortens the repair and service time.
VIABET®	Sliding Mould Concrete	Special Product	Specialized product designed in accordance with the operating principles of sliding formwork systems for viaduct concrete.
 POROZBET	Permeable Concrete	Special Product	Unlike conventional concrete, Porozbet is a specially mixed concrete containing interconnected cavities, also called permeable concrete or porous concrete.
 DUALBET	Road Concrete	Special Product	Special type of road concrete that can be compacted with a roller and/or cast using formwork.
DOZBET®	Dose Concrete	Special Product	Custom product designed based on the binding ratio in accordance with the customer's request.
FLEKSBET®	Fixed and Flex Line Concrete	Special Product	Custom-designed product that can be easily pumped over long distances using either rigid or flexible hoses, tailored to meet customer needs.

Quality Assurance and Stakeholder Communication

OYAK Cement considers providing high strength and added value to the community's infrastructure projects through its products to be one of its top priorities. The ISO 9001 Quality Management System is implemented at all facilities; ready-mix concrete production is carried out in accordance with the TS EN 206 standard. The company continuously monitors customer satisfaction through its Integrated Management Systems and continues to use customer feedback as a key input in the improvement of its business processes.

Products

The company manufactures product lines designed for various applications, such as blended cement and white cement. In addition, high-performance, low-carbon products developed specifically for projects play a significant role in its portfolio. In the ready-mix concrete sector, the company offers solutions for different strength classes and specialized applications, and develops products that can be customized to meet customer needs.



Product	Standard / Type	Whiteness Value	Key Feature
SuperWhite	CEM I 52,5R White (BPÇ 52.5 R-85)	85%	High whiteness and high compressive strength; a premium aesthetic advantage in architectural designs; high early and ultimate strength; superior whiteness performance; stable color and high-quality appearance.
SuperWhite+	CEM II A-LL 52.5R White	86%	Türkiye's first CEM II type 52.5R strength class low-carbon white cement: Lower carbon footprint through low clinker content; high ultimate strength; ideal for aesthetic and decorative applications; a premium solution for architectural concrete applications; sustainable and eco-friendly cement technology.
ProWhite	CEM II/B-LL 42.5R White	85%	Long workability time, low-clinker content, low-carbon, low carbon footprint, an eco-friendly solution with an optimized clinker structure, high performance in decorative and architectural applications, an economical and sustainable white cement solution, optimal whiteness, sustainability, and cost advantages.
SnoWhite	CEM II/B-LL 32.5R White	86%	A low-carbon, eco-friendly product with the highest whiteness value on the market; it offers an aesthetic appearance thanks to its high whiteness, stable color, and uniform surface quality, as well as high performance in decorative applications, and features an optimized clinker structure that contributes to lower carbon emissions.

Product	Content / Class	Key Feature
CEMENTUM	12%–20% mineral additive	High strength, resistance to environmental effects, low carbon emissions, contribution to a low carbon footprint, long-lasting concrete performance, low heat of hydration, high efficiency in ready-mix concrete applications, enhanced resistance to aggressive environmental conditions
POWERCEM	21%–35% mineral additive	Low hydration heat, high resistance to environmental effects, lower carbon footprint thanks to a low clinker ratio, a sustainable and efficient cement solution, high efficiency in ready-mix concrete applications, and durable, long-lasting concrete performance
NOVOCEM	36%–50% mineral additive	High resistance to environmental effects; suitable for mass concrete applications
DURACEM	36%–65% ground blast furnace slag	High resistance to sulfate and seawater; ideal, sustainable, and eco-friendly cement technology for structures expected to have a long service life; low carbon emissions due to a high slag content; controlled temperature development thanks to low hydration heat; the ideal solution for sustainable infrastructure projects
DURACEM +	66%–80% ground blast furnace slag	High sulfate resistance, low carbon emissions
STARCEM	36%–55% mineral additive	High durability, low carbon emissions
ALFACEM	51%–65% mineral content	Carbon footprint below 350 kg CO ₂ /metric ton; suitable for mass concrete
WELLCEM	API Spec 10 A standard	Suitable for use in oil drilling wells at 260°C and 20,000 psi
TIPLUS	Nanotechnology product	Self-cleaning and air-purifying cement; it converts NO _x gases in the air into harmless compounds

Category	Product	Content	Key Feature
Other Products	Sulfate-Resistant Portland Cements	CEM I 42.5R-SR5	Low C ₃ A content, high sulfate resistance
		CEM I 42.5R-SR3	Low C ₃ A content, suitable for use in sulfate-containing soil and seawater applications
	Mineral Supplement	Ground Blast Furnace Slag (GBFS)	It is produced by granulating and grinding the molten slag generated during the production of pig iron from iron ore in blast furnaces; it is used in the production of concrete and blended cement.

LOW-CARBON AND CIRCULAR FUTURE



**Natural
Capital**



**Intellectual
Capital**



**Manufactured
Capital**

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LOW-CARBON AND CIRCULAR FUTURE

Considering the high carbon intensity and natural resource use of the cement sector, the transition to a low-carbon and circular production model is positioned as one of the priority strategic focus areas. In line with the Company's "**Green is the new gold**" approach, a low-carbon and circular future is integrated at the core of the business model as a strategic priority guiding the entire value chain.

While operational processes focus on key action areas such as reducing the clinker ratio, increasing the use of alternative fuels and raw materials, and improving energy efficiency, the transition to a low-carbon and circular production model is also reflected in product development and innovation processes. Within the framework of the circular economy approach,

industrial symbiosis is supported, natural resource consumption is reduced, and waste is reintegrated into the economy.

OYAK Cement's commitments to combating climate change and achieving Net-Zero emissions, together with its energy management practices, air quality performance, effective water resource management, biodiversity efforts, and ecosystem protection activities, are addressed as complementary elements of its environmental approach within an integrated framework. Low-carbon and circular transformation is positioned not only as an environmental responsibility, but also as a key strategic priority that supports the Company's long-term competitiveness and sustainable growth.



Environmental Management

Environmental and sustainability activities are carried out through an integrated structure that combines central coordination with site-level implementation. At the headquarters level, these processes are coordinated by the Environmental and Sustainability Management unit under the Alternative Resources and Environmental Directorate. The unit is responsible for developing sustainability strategies, coordinating climate change and carbon management processes, monitoring environmental performance, managing reporting processes, and implementing integrated management system activities. At the facility level, compliance with environmental legislation, operational environmental management, site practices, and monitoring and reporting processes are carried out through the OHS and Environment Management units reporting to factory directorates.

The governance structure is supported by a management system framework aligned with international standards. OYAK Cement's operations are managed through a measurable and traceable approach within the framework of the ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 50001 Energy Management System, and ISO 45001 Occupational Health and Safety Management System. Within these management systems, the monitoring and continuous improvement of environmental performance are ensured through the ISO 14001 Environmental Management System. The system is implemented across all facilities within OYAK Cement, and processes for identifying, prioritizing, and reducing environmental impacts are addressed through an integrated approach.

Within the framework of the Integrated Management Systems Policy, quality, energy efficiency, reduction of environmental impacts, and protection of employee health and safety are addressed together. A transparent management approach is presented for all stakeholders, and the policy is shared on the Company's website in a publicly accessible manner. The Integrated Management Systems Policy can be accessed via the relevant link.

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Regular training programs are conducted to increase employees' awareness of environmental issues and improve their technical competencies. These trainings are planned under the coordination of the relevant units and disseminated across the Company. During the 2025 reporting period, employees received a total of 2,189.97 hours of training on environmental and sustainability topics. By reaching 1,236 employees, OYAK Cement supported the enhancement of environmental awareness, the dissemination of its sustainability approach, and the strengthening of employees' knowledge and skills in relevant areas.



Environmental and Sustainability Trainings

2025

Environmental and Sustainability Trainings (person-hours)

2,189.97

Total Number of Participants

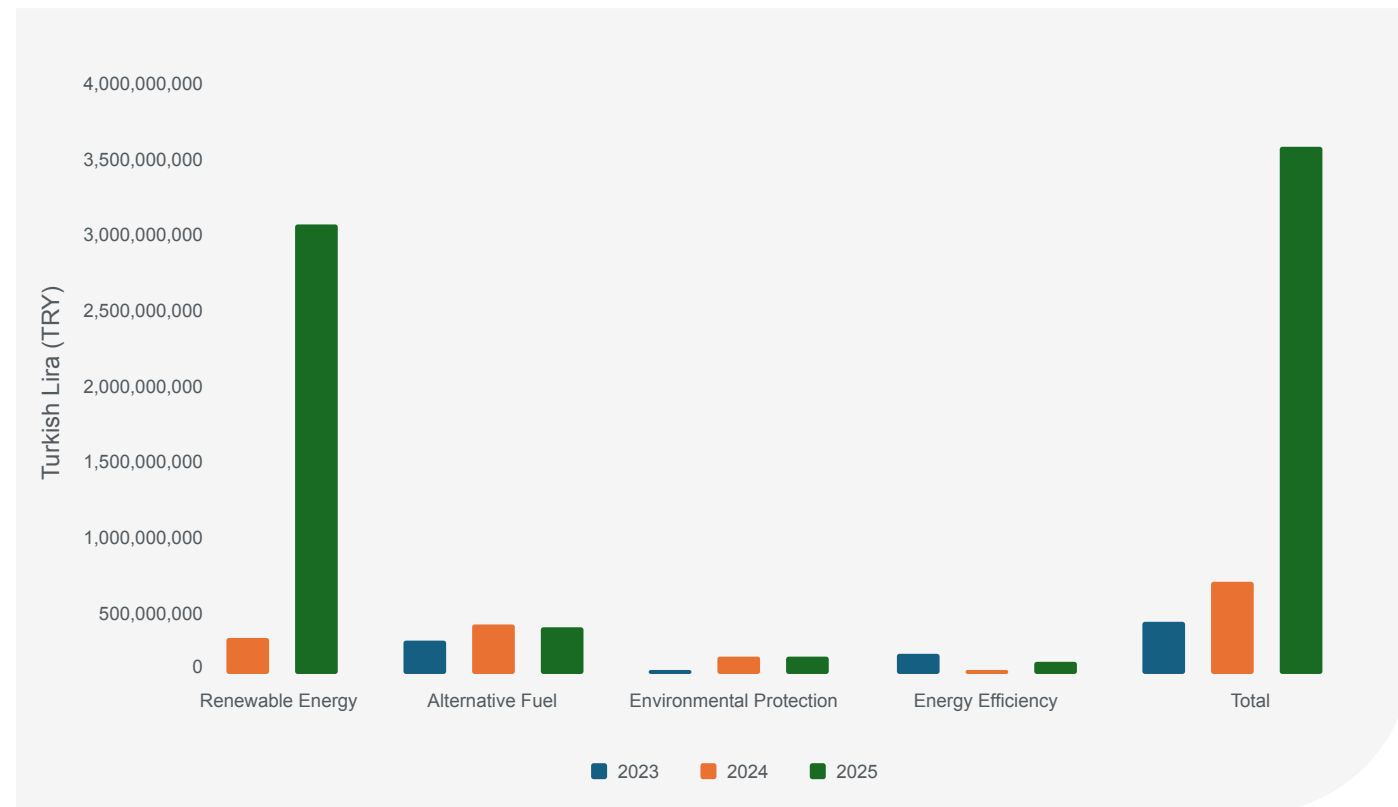
1,236



Environmental expenditures are managed from a strategic perspective to reduce the environmental impacts arising from operations, improve resource efficiency, and support the transition to low-carbon production processes. In 2025, total investments focused on environment and low-carbon initiatives amounted to TRY 3.49 billion. Renewable energy investments accounted for the largest share of environment- and sustainability-focused investments, with 85.56%, corresponding to TRY 2.99 billion invested in renewable energy practices. Projects

aimed at expanding the use of alternative fuels received TRY 308.24 million, representing 8.82% of total investments, while TRY 115.93 million, or 3.32% of total investments, was allocated to environmental protection investments. Energy efficiency projects accounted for TRY 80.31 million, corresponding to 2.30% of total investments. Through these investments, OYAK Cement aims to reduce dependence on fossil fuels in production processes, decrease greenhouse gas emissions, improve energy and resource efficiency, and strengthen environmental performance.

Environment and Sustainability-Focused Investments

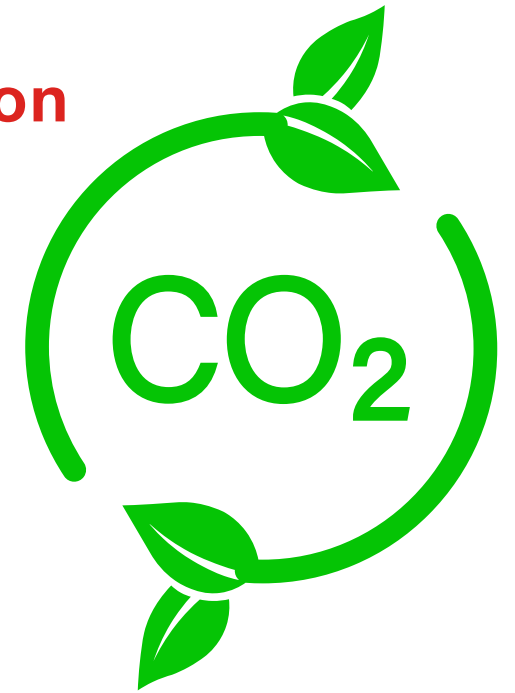


Climate Change Adaptation and Net-Zero Emissions

For OYAK Cement, combating climate change is positioned at the center of its environmental strategy and is addressed as one of the main transformation areas in the transition to a low-carbon production model. Accordingly, international climate requirements, particularly the Paris Agreement, as well as national obligations, are closely monitored. In line with Türkiye's Nationally Determined Contribution (NDC), coordinated by the Ministry of Environment, Urbanization and Climate Change, and the 2053 Net-Zero emissions target, efforts continue to align operations with the transition to a low-carbon economy. As legislative work on climate policies and carbon regulations continues in Türkiye, this transformation is considered a strategic tool that strengthens the business model.

At the international level, the European Green Deal, CBAM and carbon pricing mechanisms led by the EU are integrated into the Company's sustainability and climate journey. In this context, the ETS is expected to play an important role in the transition to a low-carbon economy and to have significant impacts on the value chain and export activities. OYAK Cement assesses the risk dimensions of these developments and implements projects aimed at reducing greenhouse gas emissions within the scope of transition risks.

To achieve its SBTi-approved Net-Zero target, OYAK Cement focuses on key action areas such as increasing the use of alternative fuels, reducing the clinker ratio, improving energy efficiency and expanding the use of renewable energy. In addition, low-carbon product development efforts and investments in innovative technologies are among the important components of this transformation.



Within the scope of climate change adaptation, the physical and transition risks to which operations may be exposed are systematically assessed. Through analyses conducted under different climate scenarios, the potential impacts of these risks on operations are identified and action plans are developed to strengthen operational resilience.

OYAK Cement carries out its greenhouse gas emissions calculation, monitoring and reporting processes in line with the ISO 14064-1 standard and the principles of the Greenhouse Gas Protocol (GHG Protocol). Scope 1 and Scope 2 emissions are calculated on a monthly basis, regularly reported within the Company and monitored to track emissions performance.

The Company also conducts verification activities gradually to strengthen the reliability and traceability of emissions data. Emissions data for the 2024 reporting period were verified at a reasonable level of assurance in accordance with the TS EN ISO 14064-3 standard, covering OYAK Cement's grinding and packaging plants. The TS EN ISO 14064 verification processes for 2025 emissions data are planned to be completed during the year.

The table below presents the 2025 greenhouse gas emission data for OYAK Cement and its subsidiaries*. During the reporting period, Scope 2 greenhouse gas emissions were calculated and reported using both location-based and market-based methods. To ensure the transparent verification of renewable energy use in line with

international standards, International Renewable Energy Certificates (I-RECs) representing 14,795.039 MWh of electricity consumption generated from renewable sources were purchased and reflected in the market-based calculations.

**The emission calculation was carried out by taking into account the operations of OYAK Cement's subsidiaries, namely Northern Cyprus Cimpor Sanayi Ltd., Northern Cyprus Cimpor Free Port Trading Ltd., Cimpor Romania Terminal S.R.L., Marmara Madencilik San. Tic. Ltd. Şti., T1C3 Teknoloji ve Yazılım Geliştirme A.Ş. and CIMPOR Yapı Malzemeleri A.Ş., as well as Ankara Head Office, İstanbul Headquarters, Adana Cement, Ankara Cement, Aslan Cement, Denizli Cement, Denizli Lime, Mardin Cement, Ünye Cement, Ereğli Plant, İskenderun Plant, Çayeli Plant, OYAK Concrete, OYAK Aggregate Plants and Marmara Island Facilities.*

Greenhouse Gas Emissions	Unit	2025
Scope 1	tonnes CO ₂ e	8,865,709
Scope 2 (Location-Based Emissions)	tonnes CO ₂ e	579,936
Scope 2 (Market-Based Emissions)	tonnes CO ₂ e	572,997
Scope 3	tonnes CO ₂ e	1,884,152
Total (Location-Based)	tonnes CO ₂ e	11,329,797
Total (Market-Based)	tonnes CO ₂ e	11,322,858
Emission Intensity (Scope 1)	kg CO ₂ e/tonne of cementitious product	640.34
Emission Intensity (Scope 1 and 2)	kg CO ₂ e/tonne of cementitious product	682.22

Emission performance is monitored and reported annually in line with SBTi targets. In the 2025 reporting year, a 13.58% reduction was reported against the target of reducing gross Scope 1 emissions per ton of cementitious product by 20.5% by 2030, compared to the 2021 base year. Against the target of reducing gross Scope 1 and Scope 2 emissions per ton of cementitious product by 22.8% by 2030, compared to the 2021 base year, a 13.64% reduction was reported.

Emission Intensity
(tonnes CO₂e/revenue):

7,917

tonnes CO₂e/USD million

Low-Carbon Cement Production Project

The Low-Carbon Cement Production Project was implemented at the Aslan Cement Branch operating under OYAK Cement, in line with the Company's 2050 Net-Zero Vision and SBTi commitments. Targeting the reduction of fuel- and process-related emissions in carbon-intensive cement production processes, the project was carried out through a two-stage transformation model.

In the first stage, fossil fuels used in clinker production were substituted with refuse-derived fuel (RDF) and end-of-life tires (ELT), reducing fuel-related CO₂ emissions. In the second stage, blast furnace slag was integrated into the production process, thereby reducing the clinker ratio. The use of slag sourced from the iron and steel sector strengthened industrial symbiosis and supported the establishment of a production model aligned with circular economy principles.

As a result of the project, clinker emission intensity was reduced from 872 kgCO₂/tonne to 793 kgCO₂/tonne, while the clinker ratio in CEM V/A S-P 32.5 N cement production was decreased to 41%. While fossil fuel consumption was reduced, the use of biomass-containing alternative fuels supported the biogenic carbon cycle, and tangible gains were achieved in waste management and resource efficiency.

A total investment of TRY 271.7 million was allocated to reducing clinker emissions, while TRY 9.9 million was allocated to mill modernization. The project was successfully implemented by a multidisciplinary technical team. The outcomes achieved contributed to positioning Aslan Cement as a leading practitioner in the sector in both emission reduction and low-carbon product development.





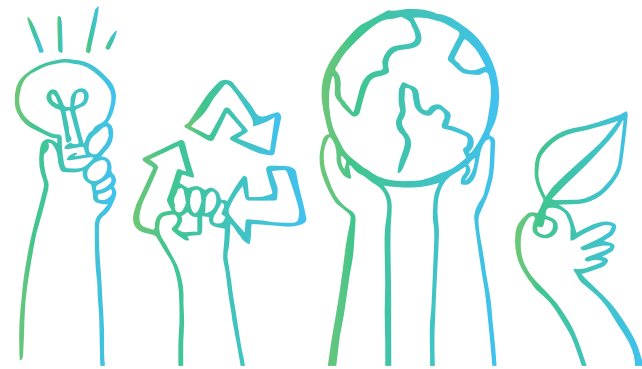
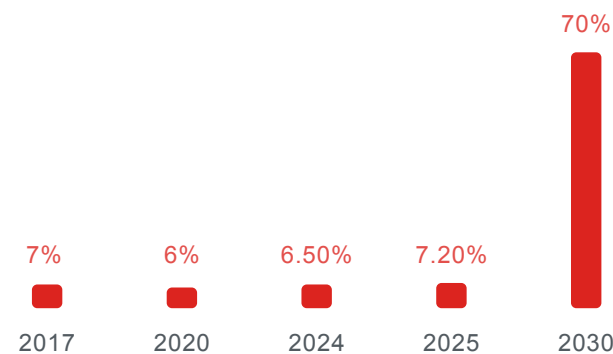
Energy Management

Energy management is regarded as an integral component of environmental performance. Activities are managed within the framework of the ISO 50001 Energy Management System, with continuous improvement in energy performance taken as a core principle. Energy performance-related processes are carried out in coordination with the energy management units of the factories, while the relevant data are regularly monitored, analyzed, and reported by the Project Management units at headquarters.

Within the scope of the Company's energy management strategy, OYAK Cement aims to strengthen its low-carbon production structure by improving energy efficiency, investing in renewable energy, and expanding WHR systems. In line with the Group's strategic targets, the share of electricity use from renewable energy and WHR sources is planned to be increased to 70% by 2030. Investments, procurement activities, and improvement initiatives are ongoing to achieve this target.

Renewable + WHR Energy Use

(Renewable Electricity Consumption (in Grey Cement)
/ Total Electricity Consumption)



Non-Renewable Energy Consumption (GJ)	2023	2024	2025
Direct Energy Consumption	38,870,906	36,843,541	38,488,270
Indirect Energy Consumption	3,504,533	4,418,435	4,634,501
Total	42,375,439	41,261,976	43,122,771
Energy Intensity (GJ/tonne cementitious product)	3.51	3.17	3.11

Energy intensity is calculated by dividing total energy consumption by the amount of cementitious products produced. Although total energy consumption increased in 2025, energy intensity decreased compared to 2024 due to the increase in cementitious product production, falling to 3.11 GJ/tonne cementitious product.

11.4%

Reduction achieved in energy intensity during the 2023–2025 period

Thanks to energy efficiency investments, renewable energy practices, and process optimization efforts, energy intensity was reduced by 11.4% in 2025 compared to 2023.

Within the scope of OYAK Cement's renewable and alternative energy generation activities, electricity is generated through WHR and SPP systems. Renewable energy generation is carried out at Adana SPP in Adana and at Mardin SPP-1 and Mardin SPP-2 in Mardin.

As of 2025, a total of 2,546 MWh of gross electricity was generated at Adana SPP and Mardin SPP-1. This generation is supplied to the grid within the framework of the relevant legislation and commercial model and is not included in the Company's own electricity consumption.

During the reporting period, 14,683 MWh of net electricity was generated at Mardin SPP-2, and this generation was used for self-consumption in OYAK Cement's own operations.

Facility	2025 Generation (MWh)
Adana SPP	1,123
Mardin SPP-1	1,423
Mardin SPP-2	14,683
Total	17,229

Within the scope of alternative energy generation, the electricity generated at the Aslan and Bolu WHR facilities, which were commissioned in 2014, is used for self-consumption in OYAK Cement's own operations. In 2025, a total of 80,222 MWh of electricity was generated through WHR systems, including 42,950 MWh at the Aslan facility and 37,272 MWh at the Bolu facility.

Electricity Generation from Waste Heat (MWh)	2023	2024	2025
Aslan	43,771	45,571	42,950
Bolu	31,074	38,145	37,272
Total	74,845	83,716	80,222



Renewable Electricity and WHR Consumption Ratio (%)	2025
Aslan	25.18
Bolu	25.60
Mardin	8.43

In addition to the existing facilities, three WHR projects are planned to be carried out at the Adana, Ankara, and Mardin facilities for use in the Company’s own operations. Each of the three facilities is designed to have an installed capacity of 4,500 kWe, with the projects planned to be commissioned gradually in 2026 and 2027. Through these investments, the Company aims to improve energy efficiency by converting waste heat generated in production processes into energy, reduce the need for externally sourced energy, and minimizing environmental impacts.

The share of electricity generated from renewable sources in total energy consumption is regularly monitored, and efforts are carried out to increase this share. Within this scope, as a result of electricity generation through WHR facilities and SPPs, the renewable electricity use rate specifically in grey cement production reached 7.2%*.

*Calculation: Total SPP and WHR Electricity Consumption / Total Electricity Consumption × 100

Energy Intensity
(Total energy consumption/revenue) =

28,833

GJ/USD million

Beypazarı SPP

Beypazarı SPP, which gradually started production in 2025 and is planned to be commissioned at full capacity in the first quarter of 2026, stands out **as the largest renewable energy investment in Türkiye carried out by an industrial company at a single location for self-consumption purposes**, with an installed capacity of 97.8 MWe / 115.5 MWp.

Established on an area of approximately 1.5 million square meters, Beypazarı SPP includes more than 210,000 solar panels, with an annual electricity generation capacity calculated at approximately 182,000 MWh. Thanks to this generation capacity, the facility is expected to provide an environmental contribution **equivalent to the carbon absorption of approximately 3.9 million trees**.

With the Beypazarı SPP investment, the share of renewable energy in the Company’s total energy consumption is expected to reach **25%**. The energy input provided within the scope of the project creates an advantage in operational costs, supports efficiency improvements, and contributes to strengthening energy supply security.

In line with the principle of continuous improvement, energy efficiency projects are implemented across operations, with the aim of ensuring more efficient energy use through process optimization, equipment modernization, and digital monitoring systems.

In line with its energy management approach, OYAK Cement continued its efforts in 2025 to improve energy efficiency across its operations. Within this scope, practices were implemented including process optimization, equipment modernization, line simplification, the expansion

of automation and digital control systems, LED lighting conversions, and more efficient operation of auxiliary equipment.

Through the initiatives carried out at the plants, the Company aimed to reduce electricity and thermal energy consumption, increase efficiency in production processes, and lower operational costs. In addition, practices supporting the use of alternative fuels contributed to reducing fossil fuel consumption and lowering greenhouse gas emissions.





Air Quality and Management

Protecting air quality is among the priority environmental issues globally in terms of safeguarding human health, maintaining ecosystem integrity, and combating climate change. Effective monitoring and control of emissions from industrial facilities is one of the key components of environmental management practices aimed at improving air quality.

At the national level, the management of air emissions from industrial activities is regulated by Environmental Law No. 2872 and the Regulation on the Control of Industrial Air Pollution issued under this law, as well as the Regulation on Waste Incineration for Cement Plants Using Alternative Fuels as Supplementary Fuels. The relevant legislation requires emissions released into the atmosphere from industrial and energy production facilities to be controlled, emissions to be measured regularly, and impacts on ambient air quality to be monitored.

Air emissions arising from cement production activities are managed in compliance with national environmental legislation and monitored

systematically. Flue gas emissions are monitored in real time through Continuous Emission Monitoring Systems installed at the plants, and measurement data are simultaneously transmitted to the Ministry of Environment, Urbanization and Climate Change, ensuring regulatory compliance and transparency. In addition, periodic emission measurements are carried out every two years in line with the provisions of the Regulation on the Control of Industrial Air Pollution, including emission and immission measurements at the stacks and within the facility impact area. For rotary kiln stacks where alternative fuels are used as supplementary fuels, four periodic waste incineration measurements are conducted annually within the scope of the Regulation on Waste Incineration.

All emission parameters are kept under control based on the limit values set out in applicable national legislation. In line with the continuous improvement approach, efforts to improve air emissions performance, reduce environmental impacts, and protect air quality continued during the 2025 reporting period.

2025 OYAK Cement Air Emissions

Parameter	Air Emissions (tonnes)	Specific Air Emissions (g/tonne clinker)
NO _x	10,367	1,017
SO _x	424	41.6
PM	289	28.4
VOC	416	40.9
TOC	552	54.2

During the 2025 reporting period, emissions of ozone-depleting substances amounted to 0.01413 tonnes of CFC-11 equivalent*.

*Calculated by multiplying the emission amounts of R22/HCFC-22 and R21/HCFC-21 by the relevant ODP coefficients.

NO_x Intensity (NO_x/revenue) =

7.25

tonnes/USD million

The Company continues its digital transformation efforts in processes related to the monitoring of air emissions with determination. Emission monitoring systems are integrated into automation infrastructures to enable real-time data tracking, while alarm and pre-alarm mechanisms are enhanced to allow early intervention against the risk of exceeding limit values. Automatic notification systems have been established for the relevant units, and quality control and verification processes have been strengthened to improve the accuracy and consistency of emission data.

SO_x Intensity (SO_x/revenue) =

0.30

tonnes/USD million

In addition, within the scope of the Company's IndustrAI Digital Transformation Project, an infrastructure has been developed to predict flue gas emissions, enabling emission levels to be monitored proactively and continuously.

VOC Intensity (VOC/revenue) =

0.29

tonnes/USD million





Air Emission Reduction Practices

Control of NO_x Emissions:

Controlled ammonia injection is applied to reduce NO_x in flue gas through Selective Non-Catalytic Reduction (SNCR) systems installed across all facilities. Through control mechanisms integrated with automation systems, NO_x reduction processes have been enhanced to operate in a more precise and dynamic manner.

Control of SO_x Emissions:

The natural composition of the raw materials used in cement production, particularly the chemical structure of limestone, provides an inherent control mechanism for reducing air emissions. During the combustion process, the interaction of flue gases with these raw materials creates a reducing environment, contributing to the effective reduction of SO_x emissions. In addition to this natural mechanism, operational improvements have also been implemented at the facilities, and the raw material composition has been optimized to limit the formation of SO_x.

Control of VOC/TOC Emissions:

During the cement production process, volatile organic compound (VOC) emissions are largely monitored and managed through the total organic carbon (TOC) parameter. To reduce VOC/TOC emissions, alternative fuel feeding systems are managed under a continuous control and improvement approach. The distribution of waste-derived fuels within the kiln, combustion efficiency, and process conditions are regularly monitored, and operational parameters are kept under control to limit the formation of organic compounds that may result from incomplete combustion. The performance of waste input points is evaluated periodically, and necessary technical optimizations are implemented. In addition, emission risks are continuously monitored by operating alternative fuel storage areas as closed systems and tracking moisture conditions.

Control of Dust and Particulate Matter Emissions:

Modern dust collection systems and bag filters are used in production lines, and periodic maintenance and inspections of these systems are carried out regularly. Continuous monitoring via automation systems enables early detection of potential increases, ensuring that emission levels are kept under control through timely maintenance activities. To prevent dust generation in storage areas, sprinkler systems have been implemented, natural barriers have been established through tree planting around stock areas, and additional enclosures have been installed. Furthermore, process-related dust emissions are controlled through the use of closed conveyor belt systems along transfer lines.





Water Management

OYAK Cement positions the protection and efficient use of water resources as one of the key priorities of its sustainability approach. The effective and efficient use of water resources not only improves resource efficiency in operational processes but also strengthens operational resilience against risks such as climate change, drought and water stress. Water management processes are carried out in line with the ISO 14001 Environmental Management System within the framework of OYAK Cement's Integrated Management Systems Policy and are integrated into all operations.

To ensure water security and minimize environmental impact, monitoring, measurement and continuous improvement principles are applied with determination. Water consumption is regularly monitored at the facilities, water use in processes is optimized, and efforts continue to expand recovery and reuse opportunities. Based on the data obtained, areas for improvement are identified and the necessary actions are implemented.

OYAK Cement considers water stress as a priority issue and includes water efficiency within its 2025–2030 targets. In the short term, the Company aims to reduce water consumption intensity per ton of cementitious product by 5% across the Company compared to 2024. In ready-mix concrete production processes, the Company targets sourcing 30% of the total water used in production activities from recycling systems by 2030. **In 2025, water intensity was recorded as 0.22 m³/tonne cementitious product. This represents a 4.8% decrease compared to 2024.**

Within the framework of climate change scenarios, rising temperatures and irregular precipitation patterns make water stress a structural physical risk in the regions where operations are located. The WRI Aqueduct Global Water Tool developed by the World Resources Institute (WRI) and IPCC scenarios

are used in the analysis of these risks, and regional water risk variables are included in the assessments.

In 2025, as part of a comprehensive study conducted in the field of water management, water risks were analyzed on the basis of facilities and operational processes. Sensitivities related to water use were assessed and high-risk regions were identified. As a result of the assessments, the factories located in Adana, Ankara, Mardin and Denizli, where clinker and cement production facilities are located, were identified as being in “very high” water risk areas, while Aslan Cement in Kocaeli and the İskenderun facility in Hatay were identified as being in “high” water risk areas. Against these risks, a determined protection and efficiency strategy is followed to secure operational continuity.

Based on the findings obtained during the analysis process, the current situation was assessed in detail, and areas open to improvement and potential gaps in water management were identified. Accordingly, action recommendations were developed on how these areas could be improved, and measures and applicable project alternatives that could contribute to reducing water consumption and increasing water efficiency were examined in detail. Within the scope of the project, a survey was also conducted to assess the current status of water management practices and measure employee awareness. The data obtained enabled the effectiveness of current practices to be analyzed and development areas to be identified more clearly.

To place the project outputs within a corporate framework, a Water Management Procedure was prepared. The procedure aims to standardize water management processes, ensure that practices are structured sustainably, and adopt a common management approach across all facilities. The procedure covers all water supply points, including groundwater, surface water, network water and water supplied by tanker, as well as water use activities in production processes, auxiliary operations, social facilities and environmental practices.

Multifaceted actions are implemented to mitigate water-related risks and ensure water security:

- > **Stakeholder Engagement and Strategy:** Stakeholders’ views on water stress are measured through surveys, and these data are incorporated into strategic plans.
- > **Monitoring and Early Warning:** Through measurement mechanisms integrated into the facilities, flow controls are carried out in real time, minimizing water loss and waste.
- > **Closed-Loop Recovery:** Recovery systems installed at production plants enable the majority of process water to be circulated in closed-loop systems, significantly reducing water withdrawal.
- > **Development of Alternative Sources:** Water sources are diversified through rainwater harvesting projects, while grey water sources are planned as backup options for operational processes.

Technological Transformation: Air-cooled designs are prioritized to reduce dependence on water at Waste Heat Recovery (WHR) facilities. In 2025, WHR systems accounted for approximately 82.3% of total electricity generation.

In 2025, total water withdrawal amounted to 18,391,666 m³, while total water consumption was 3,082,349 m³. Total water withdrawal decreased by **approximately 20.4% compared to the previous year. OYAK Cement’s water consumption practices demonstrate that the Company has strengthened recovery and reuse practices aimed at reducing pressure on water resources.**

Water Withdrawal and Consumption (m³)	2023	2024	2025
Third-Party Water - Municipal Water	125,004	163,843	102,116
Groundwater	2,225,276	2,597,875	3,119,841
Surface Water - Rainwater / Spring Water	13,739	24,040	14,061
Surface Water - Rivers	40,521	58,080	66,566
Other - Discharged Reclaimed Water	320,681	329,618	31,429
Seawater	17,888,553	19,928,908	15,057,654
Total Freshwater Withdrawal	2,679,326	3,164,368	3,302,584
Total Water Withdrawal	20,613,775	23,102,364	18,391,666
Total Water Consumption	2,840,272	3,042,576	3,082,349



Water Discharge (m³)	2023	2024	2025
Surface Water	211,919	48,259	113,575
Groundwater	0	71,021	0
Seawater	17,888,553	19,928,908	15,155,347
Third-Party Water	12,600	12,600	40,396
Total Water Discharge	18,113,072	20,060,788	15,309,318

Water Consumption (m³)	2023	2024	2025
Process-Related Reclaimed Water	320,681	329,618	490,210
Other Reclaimed Water	20,885	32,559	57,731
Total Reclaimed Water	341,566	362,177	547,941

Water Management Project

In 2025, OYAK Cement carried out a comprehensive Water Management Project in line with its objectives of protecting water resources, ensuring their efficient use, and reducing water consumption. The project aimed not only to improve operational efficiency but also to contribute to the sustainability of water ecosystems in the regions where the Company operates. Within the scope of the project, the main focus areas were defined as reducing water consumption, increasing recovery rates, and supporting the protection of natural water resources. These objectives were addressed systematically through an integrated management approach and implemented throughout the year.

Advanced technologies were used during the implementation phase. Water consumption was monitored in real time through dedicated software, enabling the effectiveness of processes to be continuously controlled. In addition, rainwater harvesting and reuse systems were commissioned, expanding the circular use of water.

Closed-loop practices were also increased in cooling and process water systems, helping to reduce water losses. Through projects focused on wastewater recovery and reuse, the Company aimed to reintegrate water into the economy, achieving significant progress in this area.

Water Intensity
(Total water consumption/net sales)

1,748
m³/USD million

Circular Economy Management

At OYAK Cement, the reduction of waste generation at source at every stage of production processes and the recovery of generated waste into production processes in line with technical and environmental suitability criteria are taken as fundamental principles. The circular economy approach is shaped around reducing the use of natural resources, reintegrating waste into the economy, increasing the use of alternative raw materials and alternative fuels, and strengthening resource efficiency in production processes.

Waste suitable for recycling is reintroduced into production processes as raw material, while waste that cannot be directly recovered is utilized as alternative fuel within the scope of energy recovery, contributing to the reduction of fossil fuel use. The integration of alternative raw materials and secondary resources into processes improves raw material efficiency while also strengthening the sustainability of the supply chain.

A 7.9% reduction in CO₂e per product is targeted by 2030 through the use of alternative raw materials and alternative fuels.





Alternative Fuel Use

Alternative fuel use is addressed as one of the key application areas in OYAK Cement’s journey toward low-carbon production and Net-Zero targets. Through the integration of refuse-derived fuel (RDF), tire-derived fuel (TDF), liquid waste and biomass resources into production processes, fossil fuel consumption is reduced, while circular economy practices are strengthened by recovering energy from waste.

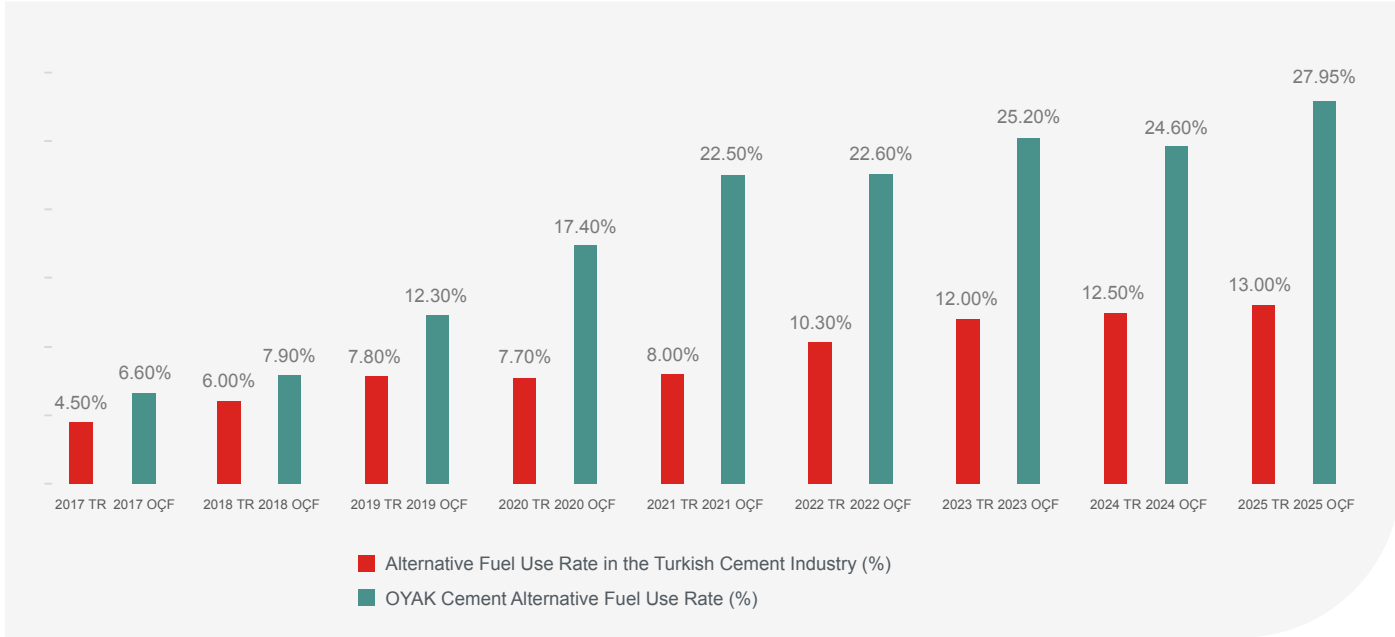
The strategy to maximize alternative fuel performance is structured around two main pillars:

Within the scope of increasing technological capacity and utilization volume, the specific waste structure, geographical conditions and production dynamics of each facility are assessed, new RDF feeding systems are commissioned, and existing systems are regularly upgraded.

Within the scope of quality and efficiency-oriented improvements, fuel quality is considered a key determinant of operational performance. Through waste characterization and analysis laboratories established on site and at facilities, critical parameters of alternative fuels such as moisture, ash, volatile matter, lower heating value (LHV), chlorine, sulfur and heavy metal content are regularly monitored, standardized and optimized in line with process requirements.

Thanks to the investments made by OYAK Cement in this area in recent years, the Company has demonstrated a notable performance in alternative fuel use within the sector. In 2025, the TSR (Thermal Substitution Rate), which indicates the alternative fuel use rate, increased to **27.95%** across the Group. As of year-end, **701,057 tonnes** of alternative fuels were used, preventing the consumption of **275,386 tonnes** of fossil fuels. Among alternative fuel types, RDF had the highest share with 435,794 tonnes, while the highest facility-based consumption was recorded at the Aslan Cement Branch with 173,655 tonnes.

Comparison of Alternative Fuel Use Rates in the Turkish Cement Sector and OYAK Cement



Total Alternative Fuel (tonnes)	2025
Refuse-Derived Fuel (RDF)	435,794
Tire-Derived Fuel (TDF)	92,741
Liquid Fuel	2,398
Biomass	170,124
Total	701,057

In line with its 2030 sustainability vision, OYAK Cement aims to minimize dependence on fossil fuels and accelerate the transition to a low-carbon production model. Within the scope of this strategic target, the Company commits to reducing fossil resource use in grey cement production processes by 58% through substitution with alternative fuels. As of 2025, 275,386 tonnes of

fossil fuel savings were achieved through quality- and efficiency-focused initiatives. By systematically increasing alternative fuel use rates, OYAK Cement aims to structure its energy consumption with more environmentally responsible and sustainable resources by 2030 and to take further steps toward resource savings.



Aslan Cement Rocket Mill Shredder Project: The Rocket Mill Shredder, commissioned at Aslan Cement in March 2025, is a shredding unit that produces RDF from industrial waste. The system produces RDF in the size range of 0–30 mm, enabling RDF feeding through the burner pipe. From the commissioning date to year-end, 21,464 tonnes of RDF were produced at the facility, resulting in 6,027 tonnes of fossil fuel savings. The project contributed an additional 4.55% to the existing substitution rate of the Aslan Cement Branch.

Adana Cement Corn Stalk Preparation and Feeding Project: The project, which aims to reduce corn stalks sourced from the Adana region to sizes below 10 mm and feed them through dosing systems via the calciner and burner pipe, represents an important step toward expanding the use of biomass-based alternative fuels. With the project operating at full capacity, it is planned to use 80,000 tonnes of corn stalks annually, enabling the substitution of approximately 27,000 tonnes of fossil fuel per year. In 2025, the procurement, installation and commissioning of corn stalk crushing equipment were completed. Crushed corn stalks began to be blended with RDF and fed through the mechanical system.

Alternative Raw Materials

The pioneering approach adopted in the field of alternative fuels is also reflected in raw material processes. The circular economy approach is integrated into the supply chain by transforming industrial by-products and waste from different sectors into production inputs. Within this scope, industrial by-products such as iron and steel industry waste, including blast furnace slag and steel slag, as well as fly ash, bottom ash, desulphogypsum and similar materials, together with alternative raw materials with lower carbon intensity, are incorporated into production processes. This creates a strong industrial symbiosis structure between different sectors.

The most critical contribution of alternative raw materials is their direct role in reducing the carbon intensity of cement production by

lowering the clinker factor. In addition to emission reduction, their use also directly contributes to the protection of natural resources.

Reducing dependence on primary raw materials such as limestone and clay decreases pressure on raw material quarries and limits land use and ecosystem impacts.

The use of alternative raw materials, and the resulting reduction in clinker use, is positioned as one of the key elements of OYAK Cement’s low-carbon product strategy. During the 2023–2025 period, the clinker use rate in grey cement decreased by 1.8 percentage points, from 80.1% to 78.3%. In the same period, the clinker use rate in white cement declined from 90.8% to 88.5%. This performance is considered one of the concrete outcomes of efforts to reduce the carbon intensity of products.

Clinker Use Rate (%)	2023	2024	2025
OYAK Cement (Grey)	80.1	79.5	78.3
OYAK Cement (White)	90.8	89.1	88.5

Alternative raw materials are incorporated into cement production processes in a controlled manner, in line with technical suitability and quality criteria. In 2025, a total of 443,455 tonnes of alternative raw materials were procured within the scope

of alternative raw material use, and the alternative raw material use rate reached 2.29%. By 2030, OYAK Cement aims to increase the use rate of carbon-free alternative raw materials in grey cement production to 5%.

Alternative Raw Material and Clinker Use	2023	2024	2025
Amount of ARM Used in Raw Meal Production (tonnes)	420,377	295,967	417,546
Total Amount of Raw Materials (tonnes)	13,319,934	14,279,994	15,812,758
Amount of ARM Used in Cement Production (tonnes)	0	24,457	25,909
Amount of Raw Materials Used in Cement Production Excluding Clinker (tonnes)	1,994,166	2,399,650	2,675,290
Clinker-to-Cement Ratio (%)	78.01	79.49	78.86
ARM Use Rate (%)	2.46	1.86	2.29



In 2025, the use of decarbonized alternative raw materials enabled a reduction of 25,008 tonnes of CO₂ emissions and saved

299,103

tonnes of natural raw materials.



Waste Management

OYAK Cement's waste management strategy is integrated into all stages of operations with a focus on circularity and resource efficiency. Waste management is addressed not only as a legal requirement, but also as an integral and strategic component of production processes. Accordingly, waste is considered not merely as an output, but as a resource that can be reintroduced into the production cycle.

Within the scope of the Zero Waste Management System, priority is given to reducing waste generation at source, ensuring effective separation, and reintroducing recyclable materials into the production cycle as secondary raw materials. All OYAK Cement integrated plants hold Zero Waste Certificates. The Company aims to recover all hazardous and non-hazardous waste generated in production processes through recycling or energy recovery and develops integrated solutions for the use of waste in recovery and energy generation.

Generated waste is stored under appropriate environmental conditions in temporary storage areas designated according to waste type and

hazard class, and is then directed to licensed recovery, recycling or disposal facilities. Recycling and recovery practices are prioritized in the waste management process, with the aim of reintroducing waste into the economy at the highest possible rate. Waste movements at site level are monitored in real time through MOTAT, the Mobile Waste Tracking System of the Ministry. Waste generation in production processes is assessed regularly to identify opportunities for operational improvement and process optimization.

In 2025, a total of 93,081 tonnes of waste was generated across OYAK Cement operations. Of this amount, 2,785 tonnes consisted of hazardous waste and 90,296 tonnes consisted of non-hazardous waste. Hazardous waste accounted for approximately 3% of total waste. In terms of waste management performance, 91,942 tonnes of waste was directed to recycling and recovery processes in 2025. Accordingly, the recycling/recovery rate across OYAK Cement reached 98.78%.

Total Amount of Waste by Type (tonnes)	2025
Hazardous Waste	2,785
Non-Hazardous Waste	90,296
Total Waste	93,081

Waste Intensity
(Total waste/net sales) =

65
tonnes/USD million

Hazardous Waste Intensity
(Total hazardous waste/net sales) =

1.95
tonnes/USD million



59.6%

of hazardous waste and

99.9%

of non-hazardous waste are sent for recycling.

Recycled Waste Rate:

98.78%



Biodiversity and Ecosystem Management

At OYAK Cement, biodiversity and ecosystem management is addressed with a focus on reducing the impacts of operations on the natural environment, protecting ecosystems, rehabilitating quarry sites, and supporting habitat integrity. Considering raw material supply and the use of mining areas in cement production, site-based assessment of biodiversity risks and systematic monitoring of ecological impacts constitute an important part of environmental management processes.

Biodiversity monitoring and assessment studies are carried out in operational areas and potential impact zones to determine the current status of flora, fauna, and habitat structures. These studies are conducted to identify the ecological characteristics of operational areas, determine sensitive species and habitats, assess potential environmental impacts, and provide scientific data for future rehabilitation and restoration activities.

Accordingly, in 2025, biodiversity monitoring and assessment studies were carried out at the Darıca and Bolu sites, while an ecological assessment study covering flora and fauna components was conducted for the SPP planned to be established in Beypazarı.



At the Darıca site, the study covers a 4.47-hectare licensed quarry area located in Kocaeli, which has not yet been commissioned, together with its impact area within an approximately 1 km radius. Considering that the site and its surroundings are influenced by industrial, residential, coastal and green areas, the study aimed to identify existing ecological values and define measures to reduce potential future impacts.

At the Bolu site, biodiversity monitoring studies were carried out in a 49.28-hectare licensed marl area and its impact zone. For the section where open-pit mining had previously been conducted and operations had been terminated, ecological data were assessed to provide a basis for potential future restoration practices. Within this scope, flora and fauna components were examined by considering forest vegetation, open areas and transition habitats.

Within the scope of the SPP project planned in Beypazarı, a flora and fauna assessment was also conducted in parallel with the legal processes. The study evaluated the current ecological status of the project site and its impact area, and identified measures to reduce risks such as dust, noise, light pollution, habitat fragmentation and chemical use during the construction and operation phases.

Within the framework of plans to rehabilitate quarry sites and reintegrate them into nature, afforestation activities are carried out regularly every year. In this context, the distribution of afforestation activities conducted to revitalize ecosystems by branch as of 2025 has been reported.

Locations	Number of Trees Planted	Tree Species
Adana Cement	1,188	Flame Tree
		Thuja Tree
		Rose
		Araucaria
Ankara Cement	28	Sour Cherry Tree
		Apple Tree
Aslan Cement	900	American Sweetgum
		Maple
		American Oak
		Alder
		Plane Tree
		Judas Tree
Bolu Cement	500	Oak Acorn
Denizli Cement	500	Cedar Tree
		Pine Tree
Mardin Cement	500	Fruit Tree
		Pine Tree
Ünye Cement	500	Mixed Fruit Trees
OYAK Concrete Akarca Aggregate Facility	100	Cypress Tree
Bolu Cement Ereğli Facility	100	Oak Tree
Total	4,316	

In the Footsteps of Life: Marine Habitats

Within the scope of its vision to protect biodiversity, OYAK Cement continues its efforts for the underwater ecosystem with determination. As part of the project carried out in cooperation with Kocaeli Metropolitan Municipality on World Biodiversity Day, an important initiative was implemented to support marine life in the Marmara Sea. Within this scope, a total of 100 artificial reefs were placed on the seabed to create safe breeding and sheltering areas for marine species. These specially designed artificial reefs were positioned to contribute to the revitalization of the underwater ecosystem, improve water circulation, and increase biodiversity. The structures used in the project were manufactured using a special concrete technology produced with OYAK Cement's low-carbon cement, offering high durability, low permeability, and long service life. In this way, environmental impact was minimized while providing a long-term solution that does not harm the marine ecosystem.

To scientifically assess the effectiveness of the project, the impacts of the artificial reefs on underwater biodiversity are regularly monitored through academic collaborations. Within this scope, data obtained through field studies to be conducted by expert teams will provide concrete outputs on the development of the marine ecosystem and serve as a reference for future projects.



Antalya Rehabilitation Area Activities

OYAK Cement places its ecosystem-sensitive approach at the center of all production activities and carries out initiatives that create a difference across the sector. In line with its responsibility toward future generations and its vision of protecting wildlife, rehabilitation efforts in the Antalya Rehabilitation Area continue with determination.

Rehabilitation processes are being managed across a 19.31-hectare area where mining activities were carried out between 2004 and 2017. As the first rehabilitation initiative conducted in an area designated for wildlife, the project involves the careful arrangement of slope angles and bench dimensions to ensure the long-term stability of the land.

Suitable conditions for sapling planting are being created on hard ground, while the ecosystem is supported through a 12,000-meter drip irrigation system to promote plant growth. In addition, water ponds constructed to meet the water needs of wildlife in the region contribute to the sustainability of natural life.

PEOPLE AND SOCIETY-CENTERED VALUE CREATION

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Human Capital



Social and Relationship Capital



PEOPLE AND SOCIETY-CENTERED VALUE CREATION

Human Resources Management

At OYAK Cement, human resources management is viewed as one of the key elements supporting the organization's long-term development. The focus of the human resources approach is on developing employees' knowledge, skills, and competencies to ensure the sustainability of the company's institutional capital. **The Human Resources Policy** established through this approach is based on fair, transparent, and inclusive practices aimed at enhancing the employee experience and providing equal opportunities for all employees. OYAK Cement refuses to engage in discrimination in its hiring and employment

processes, adopts the provision of equal opportunities to all candidates and employees as a fundamental principle, and applies a zero-tolerance policy toward all forms of discrimination. The Company prioritizes filling open positions through internal evaluations and promotions; this approach aims to support employees' career development and preserve the organization's internal knowledge base. Within this framework, human resources management is structured around three core pillars: developing employees' competencies, systematically managing performance and career processes, and ensuring equal opportunity.

Components of Human Resources Management at OYAK Cement



Skills Development

The company's workforce structure reflects a balanced distribution across different age groups, job levels, and areas of expertise.



Equal Opportunity

This structure supports both the retention of operational experience and the integration of young talent into the organization.



Performance and Career Evaluation

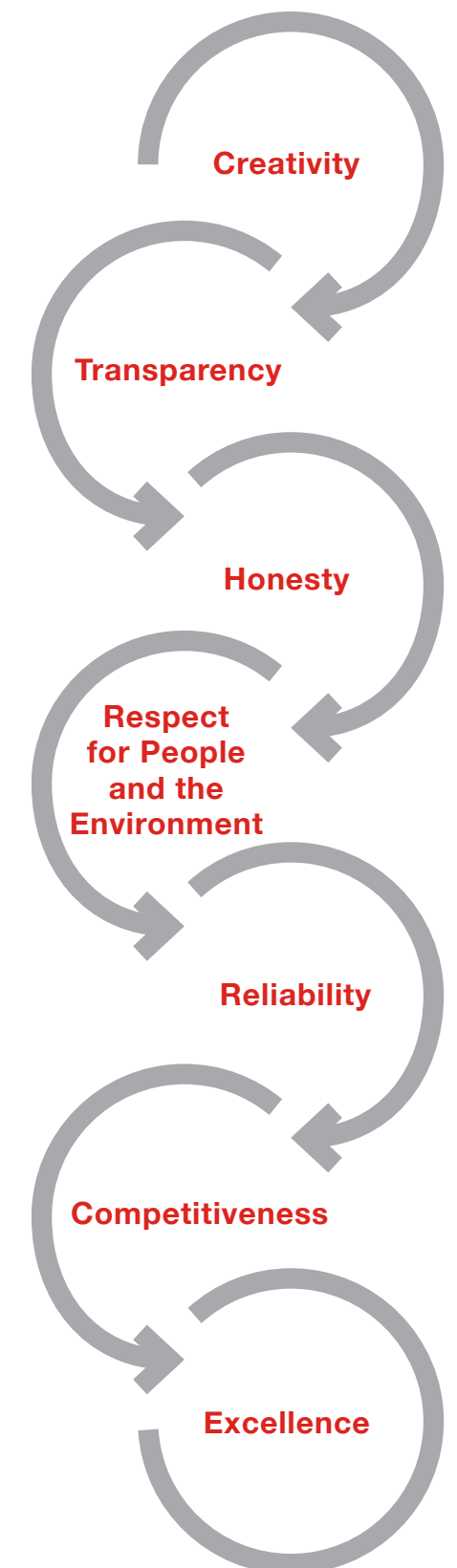
OYAK Cement's Human Resources Values

Human resources practices at OYAK Cement are shaped by the values of creativity, transparency, integrity, respect for people and the environment, reliability, competitiveness, and excellence. These values are upheld at every stage of the employee experience and contribute to the development of a shared work culture throughout the organization.

Human resources processes, from hiring procedures and performance evaluation practices to career development and daily work practices, are carried out in accordance with these values. While fostering a work environment based on transparency and trust, the company adopts a structure that supports employee participation and strengthens communication. The company supports the maintenance of a work environment where employees can develop their competencies, express different perspectives, and contribute to organizational goals. The values that guide human resources practices are also reflected in the organizational structure and management levels. The management structure exhibits a balanced distribution that represents different levels of experience.

There are a total of 321 managers serving in various management levels, comprising 7 senior managers, 92 middle managers, and 222 first-line managers. By age, 266 of the managers are between the ages of 30 and 50, 51 are 50 and older, and 4 are under 30. At OYAK Cement, having employees from different age groups work together supports the incorporation of diverse experience and different perspectives into business processes.

The number of employees working in STEM positions, covering science, technology, engineering and mathematics as well as related roles, is 1,703, of whom 192 hold managerial positions. Roles requiring technical expertise hold a significant place within the organizational structure.



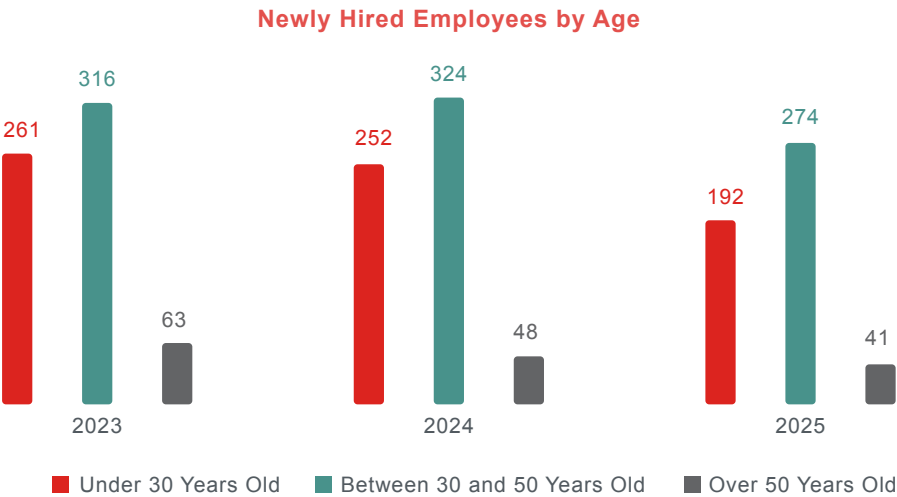


Number of Managers by Level	2023	2024	2025
Senior Executive	7	6	7
Female	0	0	1
Male	7	6	6
Mid-Level Managers	71	81	92
Female	4	9	12
Male	67	72	80
First-Line Managers	172	200	222
Female	31	35	43
Male	141	165	179
Total Number of Female Executives	35	44	56
Total Number of Male Executives	215	243	265
Total Number of Managers	250	287	321

Detailed information on attracting and retaining talented human resources and the related practices is provided under the heading “Talent Management and Employee Development”.

At OYAK Cement, recruitment and career development processes are conducted with the aim of developing the competencies required by the organization and supporting the professional

growth of current employees. By evaluating internal talent, the company supports employees’ career journeys and strengthens its organizational structure through new hires.



New hires are being recruited from a range of age groups; in particular, the organization is supporting the participation of young talent in the workforce by bringing on employees under the age of 30. This helps ensure that the organization’s structure incorporates both experience and fresh perspectives.

To ensure the sustainability of the workforce structure, employee turnover is regularly monitored in addition to recruitment processes. At OYAK Cement, employee turnover rates are tracked and evaluated as part of efforts to ensure workforce continuity. As of 2025, the total employee turnover rate stood at 15.25%, while the voluntary turnover rate was 8.19%.

At OYAK Cement, performance management is structured to align employees’ individual goals with company strategies. As part of the performance evaluation processes, which are conducted at least once a year, employees are evaluated based on their annual goals. Development and career plans are shaped in line with the results obtained. In 2025, the number of employees who participated in regular performance and career development evaluations was 1,993.

100% of OYAK Cement employees undergo performance evaluations.

Number of Employees Participating in the 2025 Performance Evaluation

Total White-Collar	949
White-Collar (Cement)	787
White-Collar (Concrete)	162
Blue-Collar (Cement)	1,126

* The total number of employees reported refers solely to those employed by OYAK Cement Factories Inc. Within this scope, the total number of employees across the Company is 3,287, including 4 in Cyprus and 11 at Cimpor Romania.



Human resources processes, ranging from recruitment and performance management to career development, employee mobility tracking and development initiatives, are managed in alignment with the organization’s long-term goals. The company supports the development of employees’ skills, strengthens their commitment to the organization, and ensures a balanced representation of different experience levels within the organizational structure. OYAK Cement positions its human resources as a strategic asset and aims to maintain a strong and sustainable organizational structure capable of adapting to changing business conditions.



Human Rights, Equality, and Diversity

At OYAK Cement, the approach to human rights, equality, and diversity plays a fundamental role in shaping employee experience and designing corporate practices. Operating within the framework of the OYAK Cement Code of Business Ethics, the OYAK Cement Shared Values, and the Human Rights Procedure, the company ensures that all employees fully comply with the code of business ethics and established ethical standards while performing their duties. The Human Rights Procedure is based on international standards such as the United Nations Universal Declaration of Human Rights, the United Nations Global Compact, the ILO Declaration on Fundamental Principles and Rights at Work, the United Nations Guiding Principles on Business and Human Rights, and the European Convention on Human Rights; It supports respect for human rights in all countries and regions where OYAK Cement operates. Ethical principles built on core values strengthen decision-making processes.

In accordance with these principles, discrimination on any grounds, including race, ethnic origin, nationality, religion or gender, is strictly prohibited, and equal opportunities under equal conditions are guaranteed for all employees. Under the Human Rights Procedure, the prevention of discrimination, the elimination of child labor, the prevention of forced or compulsory labor, the recognition of freedom of association and the right to collective bargaining, the provision of a safe and healthy work environment, fair compensation, and the principle of equal pay for work of equal value are addressed as fundamental human rights issues.

OYAK Cement regularly monitors the proportion of female employees, the proportion of female managers, and the promotion processes for female employees with the aim of strengthening diversity, inclusion, and equal opportunity at the corporate level; it aims to increase the representation of female employees. The participation of employees with disabilities in the workforce is also monitored, and an inclusive work environment that supports equal employment opportunities is being created. Incorporating employees with diverse experiences

and competencies into the organizational structure is among the key monitoring priorities for 2025.

Implementations aimed at protecting employee rights are also supported by compensation and benefits processes. At OYAK Cement, compensation and benefits processes are conducted in accordance with the Compensation Policy, which is based on the principle of fair and equitable compensation. The compensation system is structured by taking into account the value of the work from the organization's perspective, the country's economic indicators, the Company's financial results, and developments in the labor market.

In this context, market salary surveys are conducted regularly; salary offer and raise processes are carried out in line with a compensation management approach supported by the Kornferry grade system. Under the benefits program, employees are offered health insurance, individual retirement plans, life insurance, and personal accident insurance.

At OYAK Cement, the representation of female employees within the organization continues to increase across various employee categories. As of 2025, the total number of female employees rose by 11.2% compared to the previous year, reaching 208. During the same period, the number of female managers rose by 27.3% to 56, while the number of female non-managerial employees increased by 5.7% to 130.

In 2025, compared to the previous year:

- > The number of women **employees** in STEM positions **increased by 18%.**
- > The number of women **managers** in STEM positions **increased by 44%.**

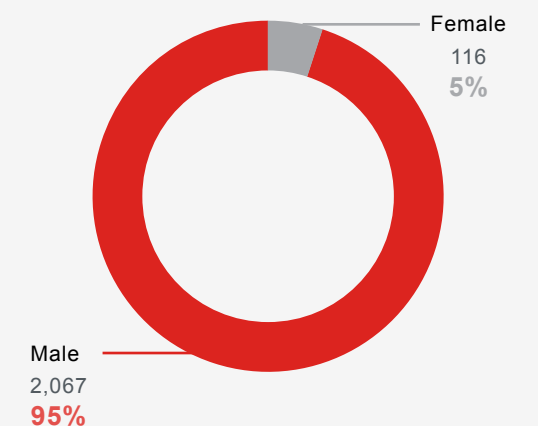


As part of the company's approach to equality and diversity, initiatives aimed at strengthening the representation of female employees in various functions and positions are ongoing. In particular, an increase in the number of female employees was recorded in 2025 in STEM fields, which primarily encompass technical and engineering roles. At OYAK Cement, the company supports both the participation of female employees in the workforce and their advancement to management positions.

Work-life balance for employees is also addressed as part of human resources practices. Maternity and parental leave processes are administered in accordance with employees' legal rights and are supported by measures designed to facilitate the return-to-work process following leave. As of 2025, all 141 employees who took maternity and parental leave have returned to work.

100% Return to Work Rate

Number of Subcontracted Workers





One of the key elements in protecting workers' rights is supporting the right to organize. Through practices implemented under collective bargaining agreements, workers' union rights are safeguarded, and processes related to working life are managed within a specific framework. 46.71% of blue-collar workers are covered by a collective bargaining agreement; issues related to the workforce are regularly addressed through employee representation mechanisms.

The company regularly monitors data on different employee groups with the goal of maintaining and enhancing diversity in its workforce. The employment of employees with disabilities is considered an important part of the company's inclusive approach. The participation of employees with disabilities in the workforce is supported, and their integration into the organizational structure is ensured. As of 2025, the number of employees with disabilities has reached 80, representing an increase compared to the previous year.

Number of Employees with Disabilities		2024	2025
Gender	Female	5	7
	Male	61	73
Total		66	80

Initiatives in the areas of human rights, equality, and diversity are carried out as part of OYAK Cement's employee-focused approach and contribute to the development of a more inclusive, balanced, and sustainable organizational structure.

During the reporting period, no human rights cases involving employees, value chain workers, communities, or customers were reported.



Employee Engagement and Well-Being

Employee engagement and well-being are among the key elements of sustainable human resources management. Employee engagement surveys are conducted regularly to monitor employees' levels of satisfaction, engagement, and motivation; identify areas for improvement; and develop action plans. These surveys help inform the planning of initiatives aimed at enhancing the employee experience.

Employee engagement surveys are conducted every two years; activity plans are developed by measuring employees' levels of satisfaction, engagement, and motivation. The key focus areas considered in these assessments are listed below:

Satisfaction

Commitment

Motivation

The employee engagement survey conducted in 2025 was administered to cover directorates, factories, and various organizational units. The survey gathered employees' assessments on topics such as job satisfaction, motivation, senior management, communication, teamwork, and corporate image. The survey results enable an analysis of employee engagement across various dimensions.

The employee satisfaction score for 2025 was 76. A total of 905 employees were contacted during the survey process, and 828 employees participated in the survey.

Based on the survey results, employees are evaluated under different categories according to their levels of engagement. This classification enables the monitoring of employee engagement across various dimensions, the identification of areas for improvement, and the development of action plans for those areas.

At OYAK Cement, employee well-being is not limited to employee satisfaction alone but also encompasses addressing employees' physical, social, and economic needs. The compensation and benefits offered to employees continue to be structured in a way that supports their standard of living.

One of the practices that supports employee engagement and well-being is enabling employees to share their opinions, suggestions, and complaints through safe, fair, and structured channels. In this context, OYAK Cement implements a Complaint Procedure to address employees' questions, concerns, and complaints regarding employment relationships, working conditions, workplace relationships, bullying and harassment, new work practices, the work environment, organizational changes, discrimination, and other work-related issues.

Key principles of the procedure include handling complaints fairly and transparently, evaluating them as quickly as possible, ensuring employees can receive representative support during formal complaint meetings, conducting a thorough investigation before a decision is made, maintaining confidentiality, and protecting employees who report issues in good faith from retaliation. Employees are also provided with the opportunity to submit reports via the Ethi.co Ethics Helpline, email, mail, telephone, and the SpeakUp mobile app.



Talent Management and Employee Development

At OYAK Cement, talent management and employee development are approached with a focus on supporting sustainable growth and strengthening organizational capabilities. The goal is not only for employees to effectively perform their current duties but also to acquire new skills that will enable them to adapt to changing business requirements. Development processes are managed using a comprehensive and phased approach, with programs tailored to different levels of duties and responsibilities.

Human resources practices are conducted in accordance with common standards across all locations; learning and development, performance, and career management processes are supported by relevant procedures and process documents. In line with its competency development approach, OYAK Cement aims to create value through highly competent, motivated, and high-performing employees; it continuously supports the individual and organizational development of its employees.

Training needs are determined by taking into account company strategies, organizational goals, performance objectives, industry dynamics, technological advancements, assessment and evaluation results, management requests, and legal requirements. Employees prepare Individual Development Plans in line with their career and job goals and submit their plans for approval by their managers via the Digital Human Resources Platform. As part of the annual training planning process, the development needs of departments are assessed; training requests are addressed by Human Resources in accordance with the budget and priorities. Approved annual training plans are shared with employees, and the implementation process is monitored by the relevant teams.

Learning and development tools include a variety of resources such as in-class and live classroom training, seminars, project-based work, coaching, mentoring, development programs, e-learning

courses, videos, book summaries, training notes, and digital content. The training approach includes behavioral competencies, leadership development, professional and technical training, internal knowledge sharing, and digital learning platforms. Training on corporate priority areas such as occupational health and safety (OHS), the environment, ethics and compliance, information security, and human rights is also conducted on a regular basis. Training content also includes modules on integrity and ethics, discrimination and harassment, and the roles of procurement teams and relevant internal stakeholders in supplier ESG programs.

In 2025, a total of 138,486 hours of training were provided to employees; the average annual training duration per employee was 42.9 hours. During the same period, TRY 38 million was allocated for training and development programs; the average annual training expenditure per employee was TRY 11.96 thousand. These training programs covered the following topics: occupational health and safety (OHS), professional and technical development, personal development, leadership, environment and sustainability, information security, the Law on the Protection of Personal Data (PDPL), compliance and competition, human rights, orientation, and anti-corruption and anti-bribery.



		2025	
Trainings Type		Female	Male
Integrity and Ethics Training	hour	660	1,648
	person	204	812
Information Security	hour	305	943
	person	182	957
Occupational Health and Safety	hour	3,444	78,443
	person	219	3,203
Human Rights	hour	26	135
	person	17	90
Audit Staff Training	hour	0	315
	person	0	2
Supplier ESG Program Training Sessions	hour	1,013	4,842
	person	120	1,254
Other Trainings	hour	8,698	38,016
	person	202	1,329
Total Hours			138,486
Total Number of People			8,591

The Learning and Development Procedure supports employees in realizing their potential and advancing their career journeys through transparent, structured processes. The company implements structured employee development programs tailored to different job levels and competency needs. These programs are conducted in areas such as mentoring, reverse mentoring, leadership development, transition to management, high-potential leadership development, and technical employee development. The impact of these programs is tracked through metrics linked to company operations, such as training and development hours per employee, employee turnover rate, employee engagement, competency development, and strengthening the talent pool.





Program	Target Audience / Learning Approach	Training Topic	Program Content	Number of Participants
Mentoring and Reverse Mentoring	Mentoring	Structured Development Program	By bringing together experienced employees and those focused on professional development, the program supports the growth of technical knowledge, competencies, and leadership skills. While mentoring strengthens the sharing of experience, reverse mentoring helps foster an understanding of the younger generation's perspective and reduces hierarchical barriers. All employees are eligible to participate in the program.	13
Leaders of the Future	Directors and senior leaders	Leadership Development Program	Designed for directors and senior leaders, the program aims to strengthen advanced managerial skills, strategic thinking, and decision-making competencies at the executive level.	36
Post-Promotion Development Program	Employees who have recently assumed managerial roles	Leadership Development Program	Supports new managers in effectively demonstrating leadership behaviors, developing their communication skills, coaching their teams, and successfully managing conflicts and new responsibilities.	31
Leadership 4.0	Potential leaders in the roles of specialists, engineers, and supervisors	Leadership Development Program	The program aims to equip potential leaders with the skills and competencies necessary for effective leadership, foster a leadership mindset, and develop new leaders who will strengthen the organizational culture.	15
PROTEK Technical Leadership Development Program	Technicians	Leadership Development Program	Aims to develop the leadership skills of employees in technician positions, promote effective teamwork, strengthen their communication skills, and foster a culture of feedback.	36

OYAK Cement implements structured intergenerational inclusion initiatives through Mentoring and Reverse Mentoring Programs to manage workforce competency gaps, strengthen collaboration across different generations, and support the transfer of organizational knowledge. The Mentoring Program enables experienced employees to support less experienced colleagues by sharing their knowledge and experience. The program focuses on career development, professional guidance, leadership development, and the transmission of corporate culture. The Reverse Mentoring Program, on the other hand, supports younger employees or those with strong digital skills in offering new perspectives to senior management. This approach increases awareness of digital trends and the

expectations of new generations, encourages innovation and agility, and ensures that insights into the evolving work culture are conveyed to senior management.

At OYAK Cement, when open positions arise due to reasons such as rotation, promotion, or employee departure, the principle is to fill these positions primarily through internal evaluation and appointments. This approach supports employees' career development while also contributing to the strengthening of the leadership pipeline.

In 2025, 118 employees participated in leadership development programs; during the same period, 54 employees were assigned to new roles through internal promotions.

CEMSTART Engineer Development Program

The **CEMSTART Engineer Development Program**, implemented at OYAK Cement to develop young talent, aims to support young engineers' adaptation to the industry and enhance their technical and personal competencies.

The CEMSTART Engineer Development Program has been implemented using a structured and sustainable model since 2023. The program runs in two cycles per year, and each group undergoes a comprehensive development journey lasting approximately 5.5 months. As part of the program, participants receive support across a broad range of competencies, including technical expertise, digital skills, communication, teamwork, and foreign language skills.

In 2025:

17 people were accepted into the program.

16 people were employed after completing the program.



The program is not limited to theoretical training alone; it offers hands-on experience through real-world business projects carried out under the guidance of mentors. The goal is for participants to actively engage in operational processes, reinforce their theoretical knowledge with practical applications, and accelerate their adaptation to the professional world.

The CEMSTART program lasts approximately 5.5 months in total, and **17 people** were accepted into the program during the reporting period. Of the participants who completed the program, 16 were hired by OYAK Cement after graduation.

Throughout the program, the development of engineering candidates is closely monitored, and they are supported during the early stages of their career journeys. **CEMSTART** helps young talents get a strong start to their careers while also contributing to the development of the Company's talent pool.

The CEMSTART Engineer Development Program has also gained recognition across the industry. The program was selected as a finalist in the "Employer Brand for Talent Acquisition" category at the 2025 PERYÖN Human Value Awards; it also won second place in the Talent Acquisition category at the 2024 ÇEİS Development Stars Awards. In the coming period, it is planned to scale and enhance CEMSTART in alignment with the Company's sustainability and digital transformation agenda.



CEMENTA - Social Responsibility Project for the Employment of Young Women and the Development of Technical Skills

The **CEMENTA Project** was launched to break traditional gender stereotypes in the industrial sector, place equality at the heart of production, and expand women's representation across the Company's factories in line with its sustainability goals.

Guided by the belief that "Women Build the Future," this project aims to contribute to social development by creating an inclusive employment model in heavy industry; it was launched as a pilot program with the participation of 14 young women in the provinces of Ankara, Mardin, and Adana. The goal is for highly motivated, open-minded, and dynamic recent graduates—who are eager to pursue careers in technical fields—to take on roles across a broad spectrum of activities, ranging from production to maintenance and repair, and from digital line management to technical expertise. To identify the right talent, strategic partnerships are being established with local educational institutions, and

selections are made based on criteria such as professional aptitude and openness to professional development.

OYAK Cement offers new employees a comprehensive development journey that includes technical training in areas such as modern production technologies, occupational health and safety, and operational excellence, as well as modules on personal competencies such as communication and leadership. Supported by mentorship from experienced managers, this process transforms **CEMENTA** from merely a recruitment initiative into a transformative movement deeply rooted in the company's culture.

Ultimately, the goal is to enrich the talent pool, break down the perception of a "male-dominated" industry, set an example across the sector, and enable young women to gain economic independence and rise to decision-making positions in the industry.

Breast Cancer Awareness Training Sessions

As part of Breast Cancer Awareness Month in October, awareness training sessions were organized to enhance employees' health awareness. Through these sessions, held at all factories and headquarters across Türkiye, the importance of early detection of breast cancer was emphasized.

To support a healthy work life and contribute to sustainable social development, efforts to raise awareness among employees and their families continue.



Theoretical and Practical Training Program in Concrete Technologies

The **Concrete Technologies Theoretical and Practical Training Program**, designed for new technical staff at partner companies, has been launched. Designed specifically by the Customer Technical Support Department, this accelerated and comprehensive program aims to expedite the onboarding process for technical teams, enhance their field and laboratory knowledge, and support the quality of on-site applications. In line with this, efforts continue to contribute to the development of business partners, increase the agility of business processes, and support sustainability.



Enocta Catalog: Hybrid Learning Star Award

OYAK Cement's approach to learning and development—which involves the effective and sustainable implementation of a hybrid model, the strategic use of digital learning technologies, and high employee engagement and ownership—is recognized as a standout practice and has been honored with the Hybrid Learning Star Award as part of the Enocta Catalog. Through its hybrid learning strategy, the company aims to enhance the continuity and accessibility of learning by integrating in-person and digital learning experiences into a holistic framework. In this context, training content is structured under the headings of Excellence at Work, Personal Awareness, Personal Excellence, New World Skills, and Managerial Excellence, thereby supporting the development of both individual and managerial competencies.



Occupational Health and Safety

At OYAK Cement, occupational health and safety is at the heart of all operations, guided by a vision of continuous improvement. The foundation of OHS management is the ISO 45001:2018 integrated management systems implemented across all branches, along with the Integrated Management System (IMS) Policy published within the Company. This well-established and robust system ensures full compliance with current national and international regulations, thereby fostering a proactive work environment. A healthy and safe working environment is a top priority for OYAK Cement. The scope of the ISO 45001 Occupational Health and Safety Management System is maintained to cover all of the company's integrated cement production facilities.

At OYAK Cement, the OHS philosophy is based on the principle that all accidents and occupational diseases are preventable. All risks at work sites are continuously monitored through a comprehensive and robust management system, digital infrastructure, and employee collaboration, and the OHS culture continues to evolve with an awareness that grows stronger

every day. Employee participation, internal awareness enhanced through training, and a culture of safe behavior are among the most critical factors in the journey toward OHS improvement.

OYAK Cement carries out its OHS activities through the OHS organization established at each of its facilities. This structure is supported by the H&S Committees and subcommittees at each branch. In addition, the process is coordinated by the Health and Safety (H&S) Committee, which is supported by local OHS teams. OHS teams are responsible for implementing the Company's health and safety strategy on-site and managing daily operations. As part of this, they conduct on-site inspections, investigate incidents, recommend corrective and preventive actions, carry out safety drills, and ensure that safety procedures are effectively communicated to all employees.

The H&S Committee meets quarterly to evaluate health and safety performance. Following its evaluations, the Committee reports directly to senior management, thereby supporting the continuous improvement process.

The S&G Committee is responsible for the following areas:

- > Implementation of the IMS Policy,
- > Carrying out activities aimed at achieving established targets,
- > Ensuring that workplace activities comply with legal regulations,
- > Identifying strengths and areas for improvement in OHS,
- > Identifying and monitoring risks and opportunities in the OHS field,
- > Keeping abreast of national and international best practices and developments in the sector,
- > Conducting innovative work to optimize processes

At OYAK Cement, OHS management is supported by complementary mechanisms that ensure continuity on-site, in addition to projects, campaigns, and audits. The **OHS Monitoring Mechanism** implemented as part of this effort plays a significant role in establishing a culture of safe behavior.

The OHS Observer Mechanism is a monitoring and feedback structure that directly engages with the field to support employees in adopting and promoting safe behaviors. OHS Observers, selected from among the employees, not only monitor whether work is carried out in accordance with the company's OHS rules and legal regulations but also actively encourage safe behavior and best practices. Positive and negative observations made by the observers are recorded in real time; the results of these observations are regularly reported to H&S Committees, providing input for evaluation and improvement processes. Through this mechanism, on-site risks become visible at an early stage, and employee participation is strengthened.

Employees at OYAK Cement are encouraged to report hazards, risky situations, near-miss incidents, and safety concerns related to occupational health and safety without any hesitation or fear of retaliation. Reports are evaluated by OHS teams and relevant committees; where necessary, corrective and preventive actions are identified and tracked. This approach supports the early identification of on-site risks and strengthens a safety culture based on employee participation.

Progress in the field of occupational health and safety is regularly measured through annual targets and key performance indicators (KPIs). These measurements are supported by risk assessments, on-site inspections, DOST, Broken Windows Theory, and thematic cross-inspections.

In addition, continuous monitoring is conducted from headquarters via OHS ODAK, the Company's digital platform for action management, and any identified nonconformities and areas for improvement are systematically addressed. Collaborations with employees are also continuously monitored through H&S Committees and Subcommittees, observation mechanisms, Broken Windows Theory, Safety Coaches, and mentoring programs (İZGEM) and training activities that include Safety Buddies.



- It operates under the supervision of the Vice President of Industrial Operations.
- It is responsible for implementing the OHS Strategy and Policy.
- It sets OHS goals and evaluates decisions made by the Health and Safety Committee.



- It continues its activities under the supervision of the chairperson appointed by the Vice President of Industrial Operations, with the participation of workplace representatives.
- It continues its activities in accordance with the Working Procedures of the H&S Committee and the Environment and Sustainability Committee.

Total Number of Employees Evaluated

3,272



OYAK Cement addresses the adverse effects identified under OHS through multi-layered, preventive, and innovative solutions. Systematic risk assessments are conducted in accordance with regulations; specific procedures, checklists, and permit systems are implemented for high-risk activities such as working at heights, confined space work, lifting operations, and hot work. Job Safety Risk Analysis procedures are

conducted at job sites to control risks before work begins. In this context, the STOP (Stop-Think-Observe-Proceed) model and the ORAN5 (5-Minute OYAK Risk Analysis) approach are used. The ORAN5 approach is implemented by all employees before work begins, and activities are supported by the STOP system. Within the framework of these methods, 1,458 Broken Windows Theory were conducted in 2025; comprehensive inspections were completed with the participation of blue-collar workers.

OHS Roadmap

To manage occupational health and safety a planned and strategic manner under the OYAK Cement umbrella, an OHS Roadmap is developed annually at the branch level. The roadmap is continuously monitored through relevant KPIs, and necessary updates are

implemented to achieve the targets. As was the case in 2024, the same six main objectives remain valid for 2025, and relevant actions have been defined for the branches in line with these objectives.

OYAK Cement

Number of Fatal
Accidents

0

Number of Deaths Due to
Illness

0

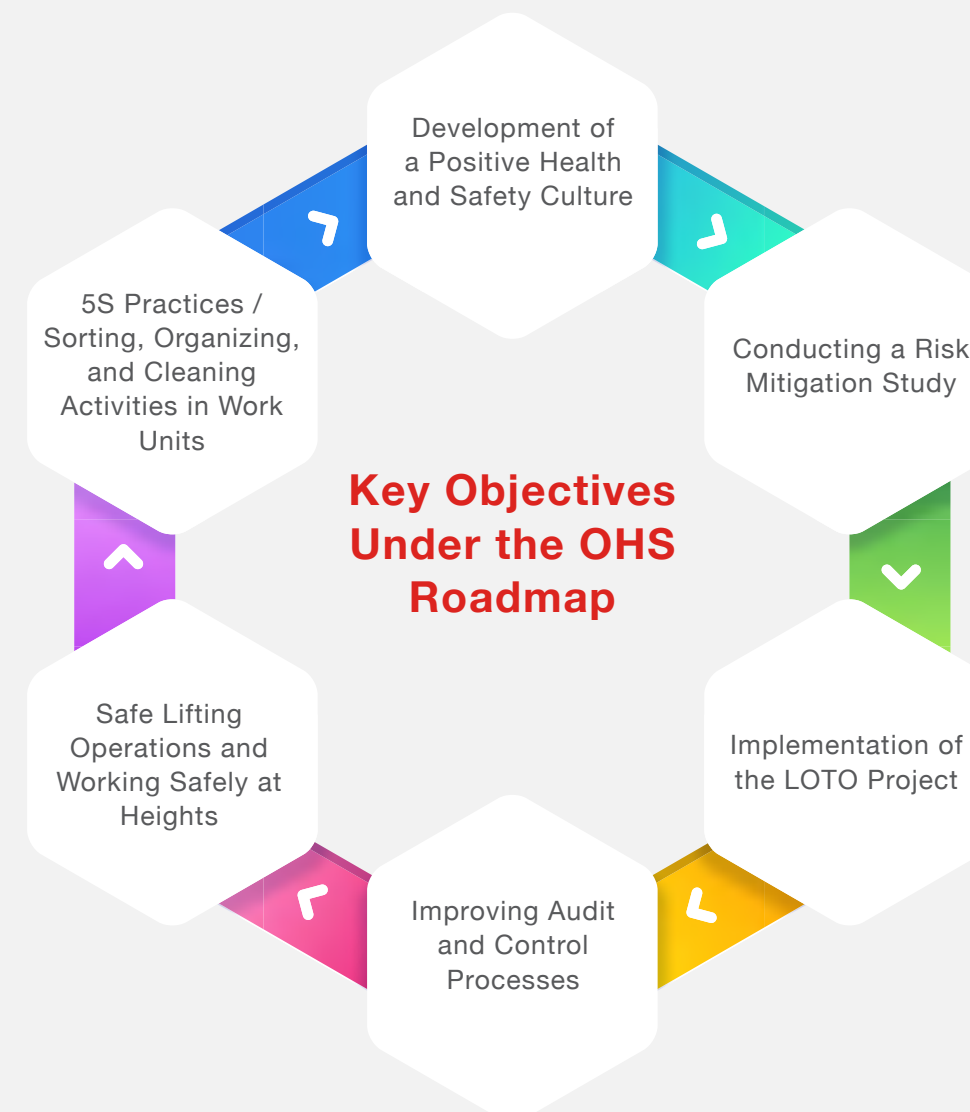
Number of Days Lost
Due to Disabling Work-
Related Accidents

0

Number of Occupational
Diseases

0

Key Objectives Under the OHS Roadmap





Projects

Enhancing OHS through digitalization, data analytics, and AI-powered applications is among the top priorities of OYAK Cement's OHS strategy. The company is implementing various projects and initiatives to identify potential adverse impacts in the OHS field before they arise, manage on-site risks more effectively, and instill a culture of safe behavior among employees.



PROJECT 24 25

> Project 2425

Project 2425, launched by OYAK Cement on February 1, 2023, continued into 2025. As part of the project, concrete steps are being taken to achieve the Company's primary goal of zero accidents. In line with the objective of reducing the accident frequency rate by the end of 2025 compared to 2024, initiatives such as the DOST and OHS Focus Projects have been implemented.

In 2025, OHS performance indicators showed significant improvements compared to 2024, particularly in terms of accident frequency,

accident severity, and behavior-based preventive indicators. These results demonstrate that the cultural transformation approach implemented under Project 2425 has translated into on-site performance.

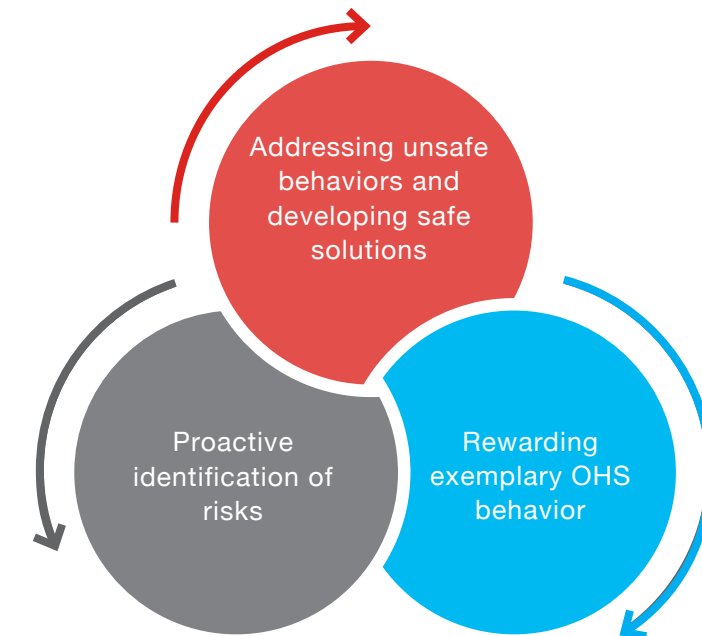
The Accident Frequency Rate (AFR), which stood at 3.29 at the end of 2024, fell to 2.50 in 2025. This represents both a significant improvement compared to the previous year and strong progress toward the 2030 targets. An analysis of long-term trends reveals that the structural shift that began in 2022 became permanent in 2025.

Zero-Accident Goal

24% by the end of 2024

25% by the end of 2025

Within the scope of this study, three elements are systematically targeted;



A positive trend has also emerged in the indicators reflecting accident severity. The total number of lost workdays due to workplace accidents decreased from 1,157 to 847, while the Accident Severity Rate (ASR) fell from 0.100 to 0.061. The data indicates that the severity of accidents has decreased and that the effectiveness of improvement measures has increased. Furthermore, the increase in the number of consecutive accident-free days from 10 to 21, and the rise in the maximum consecutive accident-free period from 106 to 108 days, indicate that consistency in on-site discipline has been maintained.

In terms of behavior-based and preventive indicators, 2025 also demonstrated strong performance. Near-miss incident reports rose from 178 to 199; this increase indicates that employees' awareness of reporting risks at an earlier stage has improved. Conversely, the decrease in the number of reported hazardous/risky situations from 14,133 to 12,288 demonstrates that fundamental risks in the field have been brought under control and that

sustainable improvements have been achieved. Furthermore, the 14,590 DOST safety interviews conducted in 2025 confirm the widespread adoption and continuity of behavior-focused observation and feedback mechanisms.

KPI results paint a generally positive picture compared to 2024, with a lower accident frequency, fewer lost days, less severe accidents, and stronger behavioral preventive indicators. This performance demonstrates that the behavior-based safety culture targeted under Project 2425 is taking root in the field and that steady progress is being made on the long-term journey toward zero accidents.



> Behavior-Based Site Tours (DOST) Project



The DOST project, launched in 2023 and still ongoing, is also a significant initiative aimed at strengthening the OHS culture. As part of the project, a total of 14,590 safety conversations were conducted in 2025, exceeding the set target. The safety interviews conducted through the DOST Project strengthen collaboration with employees and play a key role in achieving the zero-accident goal.



Through these interviews:

**Communication
of company
policies to
employees and
contractors**



**Strengthening
Managers' OHS
Capacity**



**By reinforcing
safe behaviors,
unsafe
behaviors are
prevented.**



As part of this initiative, the DOST Adaptive Software has been developed to monitor observation data in real time and manage improvement actions digitally.



> OHS Life-Saving Rules Campaigns

At OYAK Cement, the “Life-Saving OHS Rules” campaigns are not merely temporary initiatives aimed at raising awareness; they are a comprehensive tool for cultural transformation designed to make behavioral change permanent and turn safety into an organizational reflex. In line with this approach, the campaigns conducted in 2024 and 2025 have yielded tangible benefits that directly translate into employee engagement, competency development, and on-site practices.

In 2024, a comprehensive LOTO (Tag, Lock, Secure, Test) campaign was launched to ensure the correct and effective implementation of LOTO processes in the field. As part of the campaign, three-day theoretical and hands-on LOTO training sessions were organized at each factory, and LOTO trainers were certified through these sessions. Following the completion of the training process, an LOTO Knowledge Contest was organized under the motto “Your life is in your hands—be aware.” The contest format was designed to strengthen employee participation and interaction between teams; teams composed of blue-collar and white-collar workers were formed at each factory, and in-house contests were held simultaneously both in person and online.

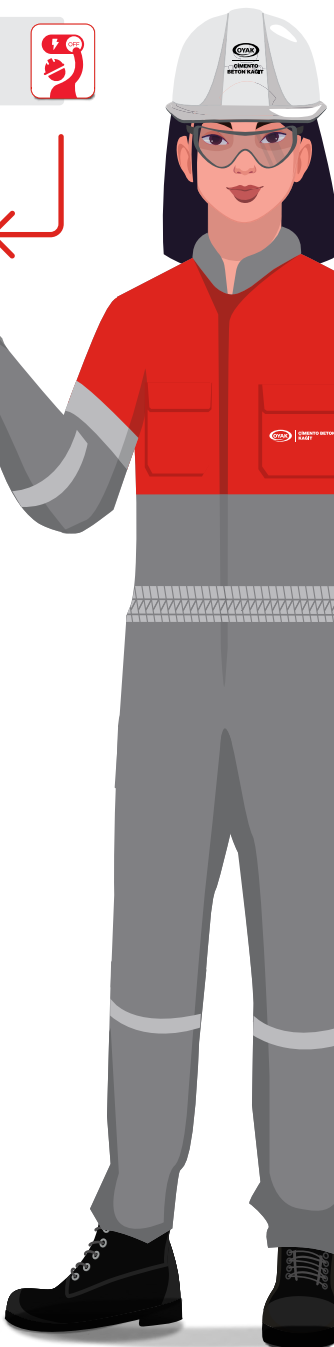
The teams that placed first in the within-factory competitions participated in the LOTO inter-factory final competition held at the Cement Industry OHS Training Center (ÇİSİEM) in Darica. The final process consisted of a theoretical knowledge exam and practical on-site stages; thus, it assessed not only knowledge but also proper application and reflexes. Thanks to this structure, LOTO has gone beyond being merely a procedural requirement to become a natural part of employees’ daily work routines. At the same time, the campaign has laid a strong foundation and raised awareness for the e-LOTO applications planned to be rolled out in the future.

In 2025, OYAK Cement further expanded its “Life-Saving Rules” approach by launching three separate OHS campaigns focused on operations with high-risk potential: “Working Safely at Heights,” “Working Safely in Confined Spaces,”

7 LIFE SAVING RULES

OCCUPATIONAL HEALTH AND SAFETY

- 1 Energy Isolation**
Interrupt, block and verify the absence of any type of energy before starting your work
- 2 Confined Spaces**
Obtain authorization and follow procedures for working in confined spaces
- 3 Working at Height**
Protect yourself from falls whenever working at height
- 4 Safe Mechanical Lifting**
Plan properly lifting operations and control the area of intervention
- 5 Work Authorization**
Make sure you work with a valid special work permit, when required
- 6 Line of Danger**
Keep yourself and others out of the way of danger
- 7 Safe Driving**
Follow safe driving rules





and “Working Safely in Welding Operations.” The campaigns were designed not merely as traditional training sessions based on information transfer, but with an approach aimed at behavioral change, grounded in on-site realities, and centered on employee participation. Training materials specifically developed for each theme—including informative videos, updated checklists, toolbox talks, and practical examples applicable on-site—were used to integrate safe work practices into daily work routines.

As part of the “Working Safely at Heights” and “Working Safely in Confined Spaces” campaigns, trivia contests and practical assessments were organized to encourage employees’ active participation in the process; in this way, the learning process was reinforced through competition, team spirit, and knowledge-sharing. Following the in-plant competitions, the inter-plant final competitions—held at ÇİSİEM with the participation and support of senior management—served as a powerful motivational tool for highlighting safe behaviors, sharing best practices, and recognizing teams that set an example on the job site. The visibility of the campaigns was increased through posters, banners, digital announcements, and other communication materials designed specifically for the campaign; OHS messages were made a constant reminder on the job site.

The “Safe Work with Pressurized Cylinders” campaign, launched at the end of 2025, builds on the experience gained from previous campaigns. With training materials, informational videos, updated checklists, toolbox talks, and campaign-specific corporate communication materials, this new theme has been designed to achieve strong visibility in the field. By including contractor employees in the scope, the campaign’s reach has been expanded.

Through this holistic approach, the goal is for employees to internalize not only “what needs to be done” but also “why they need to work safely.” The campaign results have shown an increase in awareness regarding critical issues such as falls from heights, confined space hazards, and risks associated with welding operations; employees now recognize risks earlier and have developed

stronger reflexes to intervene; and their knowledge of safe behaviors has deepened. As a result, by 2025, the “Life-Saving Rules” have become more than just a set of rules at OYAK Cement; they have established themselves as a living element of the safety culture that guides behavior on the job site.

> OHS Cross-Inspections

OYAK Cement has been conducting OHS Cross-Audits since 2020. The audits are carried out in accordance with the OHS Cross-Audit Procedure; action plans are prepared based on the audit results and are followed up on. This practice ensures that the processes of continuous monitoring, identification, and improvement are carried out effectively.

In 2025, site monitoring practices were expanded to include cross-checks, resulting in a more in-depth and thematic approach. As part of this effort, teams assigned from various locations conducted and reported on cross-checks in the following areas:

- > Legal Compliance Audits,
- > Machinery and Equipment Inspections for Mobile Equipment,
- > Lifting Operations Inspections,
- > Inspections of Work in Hot Areas,
- > Fire Safety Inspections,
- > Lime Plant Inspections,
- > Port Facility Inspections (KKTC Terminal, Ünye Port Facility, and Aslan Port Facility).

As a result of the audits, findings regarding regulatory compliance, equipment safety, operational discipline, and critical risk areas were documented in detailed reports. Corrective and preventive actions addressing these findings were tracked through the central system and implemented. The cross-audit approach has contributed to reducing blind spots between facilities, promoting best practices, and addressing risks in a more comprehensive manner.

The common outcomes of on-site monitoring activities are summarized as follows:

- > Unsafe behaviors and hazardous environmental conditions have become more visible.
- > Response times have been reduced.
- > Employee participation and ownership have been strengthened.
- > Improvements in accident frequency rates have been achieved in line with targets.

As a result, as of 2025, OYAK Cement’s OHS field supervision practices have evolved into a proactive and sustainable risk management model that addresses behavioral, environmental, and regulatory risks within a single framework. This structure is positioned as one of the key management tools that ensures the “zero-accident culture” is effectively implemented on-site.

The cross-audits conducted in 2025 provided significant additional benefits to OYAK Cement’s OHS management system—not only in terms of regulatory compliance but also in terms of early risk detection, operational standardization, and organizational learning. Conducted by teams of experts assigned from various locations, these audits helped identify blind spots across facilities and facilitated the dissemination of best practices.

One of the most outstanding audits conducted in this context was the Lifting Procedures and Operations Compliance Audit. While best practices were identified at some plants as a result of the audits, areas requiring improvement were also identified—particularly regarding the preparation of lifting plans, the documentation of personnel competencies, pre-operation inspection processes, and the management of lifting equipment. The findings demonstrated that lifting operations require not only technical expertise but also organizational discipline, and that deviations from standard procedures can pose critical risks to worker safety. In line with

the audit findings, corrective and preventive actions were prioritized, and the preparation and implementation of action plans at the plants were centrally monitored.

Another key area of inspection has been machine safety regarding moving and rotating equipment. Despite improvements made in some areas during the relevant inspections, a need for further improvement was identified—particularly regarding the adequacy of protective guards on conveyor belts and rotating equipment, the effectiveness of emergency stop systems, and issues related to cleanliness, order, and workshop safety. The findings indicate that machine safety is sustainable not only through investment in technical equipment but also through maintenance, organization, monitoring, and disciplined on-site management. Accordingly, in addition to addressing technical deficiencies, actions have been planned to strengthen the machine safety management approach.

The findings from other cross-check categories (compliance with legal regulations, work in hot areas, fire safety, and inspections of lime plants and port facilities) similarly highlighted differences in practices across facilities, the extent to which standards are implemented on-site, and priorities for improvement. Thanks to these audits, best practices have been brought to light; recurring areas of non-compliance have been analyzed at the central level and translated into systemic actions.





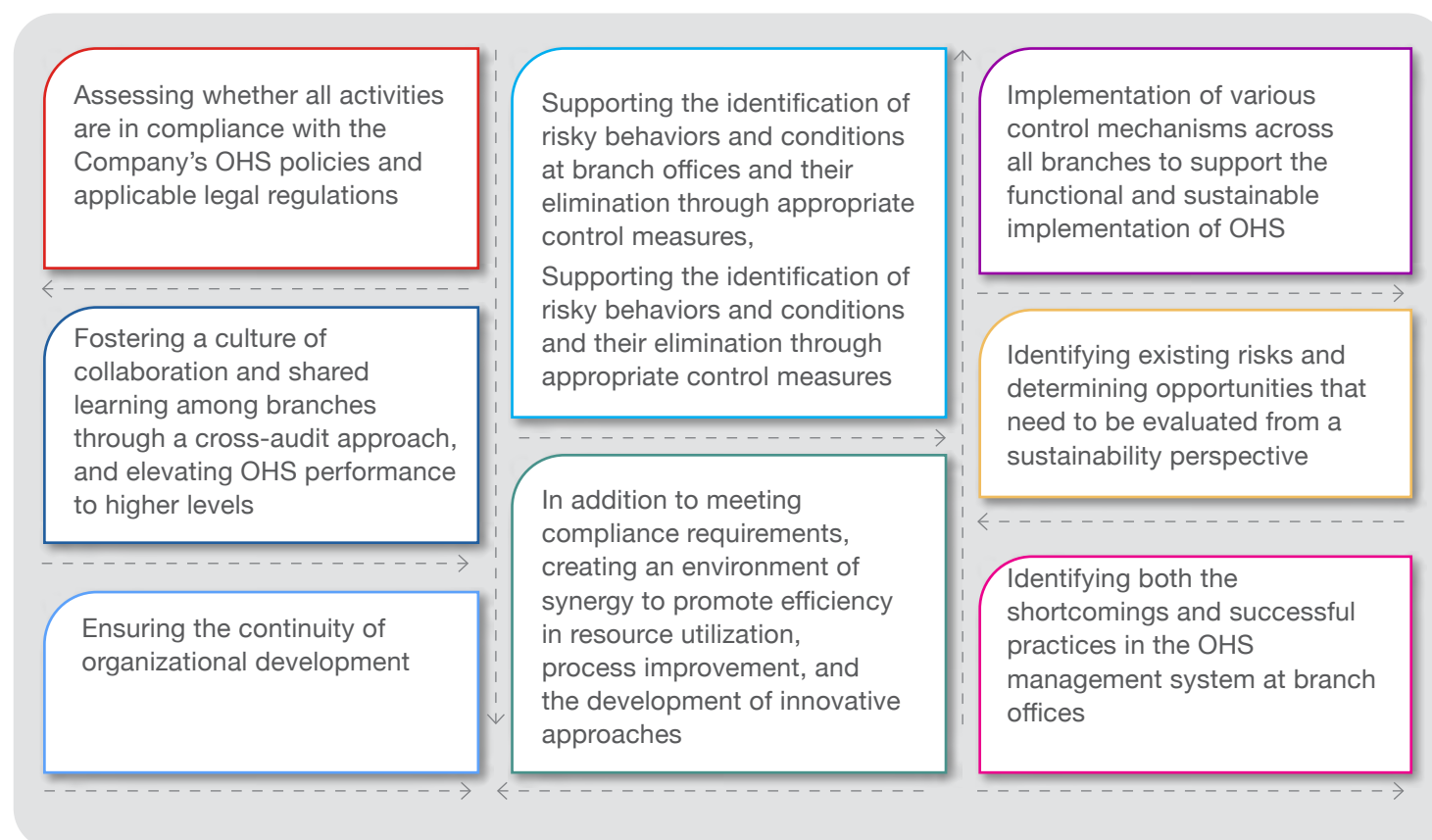
Based on the findings of the cross-checks, the following plans have been developed for the future:

- > Conducting thematic audits at regular intervals for critical risk areas,
- > Updating standard operating procedures based on audit findings,
- > Expanding targeted training programs in areas such as competency, planning, and equipment management,

- > More closely tracking actions through the ODAK OHS Software and monitoring closure times,
- > Systematically sharing best practices across facilities.

In conclusion, the cross-audits conducted in 2025 were viewed as a strategic tool that not only ensured the monitoring of OHS practices at OYAK Cement but also facilitated their development and refinement. This approach will continue to serve as one of the cornerstones of a risk-focused, learning, and continuously improving OHS management system in the future.

The following objectives are aimed to be achieved through cross-checks.



Employee health remains one of OYAK Cement's top priorities. At all facilities, health monitoring for all individuals—including subcontractor employees—is conducted in accordance with industry-specific legal requirements, ranging from pre-employment physicals to periodic checkups. Work-related illnesses, high-risk groups, and occupational diseases are monitored on an individual basis according to the risks to which the employee is exposed.

All branches are fully stocked with OEDs, patient monitors, burn hydrogels, and first-aid rescue equipment, and all first-aid personnel receive training on how to use this equipment.

> OHS Trainings

One of the key tools for ensuring the sustainability of the OHS culture is OHS training and events. At OYAK Cement, all employees undergo regular OHS training in accordance with legal requirements. Under the Occupational Safety and Health Law No. 6331 and related regulations, employees working in cement production facilities classified as "high-risk" receive 16 hours of OHS training annually, while those working in ready-mix concrete plants classified as "hazardous" receive 12 hours of OHS training annually. The training sessions are conducted interactively and in person by professional instructors. Training content is updated to directly address on-site risks, and employee participation is actively encouraged. Thanks to these practices, OHS at OYAK Cement is approached as a management philosophy that is not limited to specific projects but is integrated into daily work practices, centered on employee participation, and supported by continuous learning.

OHS Trainings

2025

Female

Person

219

Hour

3,444

Male

Person

3,203

Hour

78,443

Total

Person

3,422

Hour

81,887



> Incentive-Based OHS Approach

OYAK Cement organizes annual award programs that include not only its own employees but also employees of subcontractors and contractors, interns, customers, and visitors. In this way, all stakeholder groups are actively involved in OHS processes, creating an incentive-based mechanism.

Employee achievements are evaluated by the OHS and Environmental Awards Evaluation Committee and approved by the OHS Board. The awards are presented in three different cycles: monthly, quarterly, and annually. In 2025, the “OHS Employee of the Month” award, the “Accident-Free Days” OHS performance awards, and the annual OHS performance awards were presented to their recipients.

OHS Employee of the Month Award

At the end of each month, OHS performance for the previous month is evaluated, and the “OHS Employee of the Month” is selected from among engineers and support staff.



Accident-Free Days OHS Performance Awards



Every four months, workplaces hold a recognition event.

Annual OHS Performance Awards

Every January, based on an evaluation of the previous year’s performance, the “OHS Hero of the Year” and the “Environmental Hero of the Year” are selected.



> Emergency Management

At OYAK Cement, being prepared and having contingency plans in place for all types of emergencies is of the utmost importance. To this end, predefined emergency categories and action plans for each scenario are in place



FIRE



EARTHQUAKE



SABOTAGE



FLOOD

MASS
POISONINGENVIRONMENTAL
IMPACT

To prepare employees for such situations through practical exercises, a total of 155 emergency drills were successfully completed in 2025. In addition, in 2025, some of the drills were conducted under the supervision of and with training support from competent organisations such as AFAD and the fire department; this helped increase the realism of the scenarios and the teams’ response capabilities. These drills are as follows:

Firefighting and evacuation drill

Unplanned emergency drills

Search, protection, rescue,
alarm, and evacuation drills

Work accident and first aid drill

Environmental spill and leak drill

Marine Pollution Drills under
Law No. 5312

ATY Facility fire suppression and
evacuation drill

Radiation emergency drill

ODAK Project Groups

As part of efforts to analyze and assess the distribution of workplace accidents that occurred in the past, training programs and project-based initiatives are planned to be implemented with the aim of preventing similar incidents from recurring or minimizing their occurrence.

In line with this objective, ODAK Project Groups have been established to address the most common types of workplace accidents. Group leaders and designated team members have developed comprehensive action plans by addressing health and safety measures alongside preventive actions. As part of the efforts coordinated by the Directors at the relevant plants, the root causes of accidents were thoroughly investigated; based on the findings, training sessions were planned for implementation at all Company locations.





> Fire Safety Practices

During the 2025 reporting period, firefighting practices were strengthened not only by an increase in the number of drills compared to 2024, but also through a comprehensive fire safety governance model in which risks are managed centrally, actions are standardized, and the model is supported by investment. OYAK Cement addresses fire safety not only in production areas but also in high-occupancy areas such as administrative buildings, cafeterias, social spaces, and employee housing.

By 2025, fire safety management had been structured more clearly within a centralized framework and made sustainable. In this context,

- > Through risk engineering visits—an integral part of the insurance process—fire risks at sites are analyzed at regular intervals; the findings in the reports are translated into action plans based on risk priority. Since this mechanism directly affects not only the level of safety but also insurance costs and the coverage structure, these actions are treated as mandatory work packages that must be completed.
- > Risks and actions related to fire safety are managed centrally through the Risk Tracking Platform; automatic notifications are sent to the responsible parties, closure performance can be monitored on a monthly basis, and comparisons can be made across facilities. This enables the implementation of measurable performance management.

- > In 2025, the Central Fire Risks and Investment Monitoring Committee was established to strengthen this structure. The committee meets regularly each month to assess the progress of fire safety initiatives, remaining budgets, new investment needs, and updated risk analyses. Work to be carried out at the factories is handled in accordance with common specifications and standards, and the survey and design processes are managed under the same framework.
- > Implementation projects were planned as Phase 1, Phase 2, and Phase 3, and a phased investment roadmap was developed based on risk level and facility capacity. This approach has also enabled proactive preparation for risks that may arise in the future.
- > Regional differences have also been incorporated into the management model; additional measures have been implemented, particularly in areas at risk of wildfires. As part of these efforts, detection systems have been strengthened, safety corridors have been established, firefighting infrastructure has been improved, and external threat scenarios have been updated more frequently in emergency plans and tested through drills.



> Fire Safety Activities

In 2025, fire safety improvements were managed in an action-oriented manner using the OHS Roadmap approach. Under the heading “Fire Safety Initiatives,” a high level of implementation was achieved for the following actions at all facilities:

- > Completion of the fire risk analysis study,
- > Installation of detection and suppression systems in areas with high occupancy, ensuring they are appropriate and in working order,
- > Prioritization and budgeting based on the results of the risk analysis,
- > Conducting theoretical and practical drills through qualified organisations.

To improve organizational competence in the field of fire safety, representatives from the maintenance teams at each factory participated in the “Testing, Maintenance, Operation, and Inspection of Fire Protection Systems” training program held at the Allianz Technical Earthquake & Fire Testing and Training Center from August 27–29, 2025. During the three-day training, active and passive fire protection systems, sprinkler and foam suppression systems, fire pumps, alarm valve stations and automatic detection systems, as well as the testing, maintenance, operation and inspection processes for these systems, were covered both theoretically and practically in accordance with local regulations and international standards. Participants’ competency levels were assessed through an exam administered at the end of the training. This initiative was regarded as a critical capacity-building step toward ensuring the proper on-site operation of fire safety investments, standardizing maintenance processes, and improving the quality of inspections.

By 2025, firefighting practices at OYAK Cement had transitioned to a model that is centrally managed, strengthened through investment, monitored via KPIs, and supported by expertise. The increase in the number of drills is one of the visible outcomes of this model; the truly critical progress, however, lies in the systemic transformation whereby risks are mitigated through engineering measures and actions are resolved with organizational discipline.

> We Don’t Allow Business Processes to Be Disrupted: Broken Windows Theory



THE BROKEN
WINDOW
AUDIT

OYAK Cement has adopted the “Broken Windows Theory” in its business processes. Developed by social scientists in 1982, this theory posits that if negligent behavior and unsafe conditions are not addressed in a timely manner, they can lead to larger problems and a chain of triggering events.

The “Broken Windows Theory” initiative, created based on this theory, aims to intervene immediately when hazards arise and to prevent even the first broken window, the first piece of litter that could pollute the environment, or the first instance of graffiti. In this way, the initiative prevents a decline in OHS awareness on-site from the very beginning.

In 2025

1,458

Broken Windows Theory were
conducted.

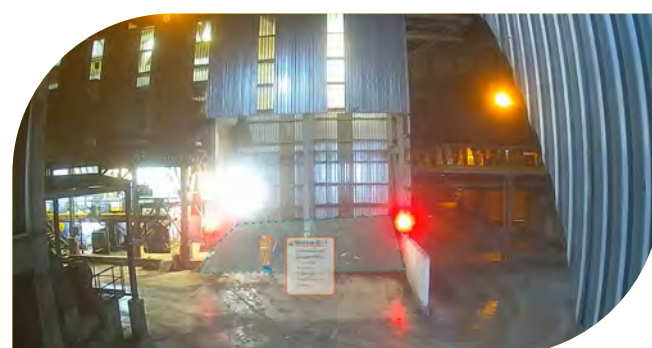


> OHS Focus Project – Integration of OHS with Artificial Intelligence

Maximizing the transformative potential of digitalization and artificial intelligence in the area of workplace safety is among the Company's top priorities. In this regard, the goal is to make digitalization and artificial intelligence an integral part of health and safety processes in order to manage workplace risks more effectively, enhance employee safety, and reinforce our commitment to the zero-accident goal.

The OHS Focus Project, launched within the framework of this vision, enables the integration of digital technologies and data analytics into occupational safety and health practices, as well as the early detection of hazards and rapid intervention through AI-powered solutions. OYAK Cement, one of the founding

members of both the Turkish Confederation of Employer Associations (TİSK) and ÇEİS, has continued to breathe new technological life into the occupational safety culture through the "Occupational Safety and Health Technologies Dissemination Project," carried out in collaboration with the TİSK Microsurgery and Reconstruction Foundation. Through the OHS Focus Project, positioned as an AI-based OHS video analysis software platform, OHS rules are defined specifically for each camera and actively implemented across factories.



FOCUS

The Benefits of the OHS Focus Project for the Company

7/24 Monitoring

Workplace activities are continuously monitored via IP cameras; real-time alerts regarding suspicious behavior are sent to security leaders and relevant teams, enabling a rapid response. Employee privacy is strictly protected throughout this entire process.

Identifying Hidden Hazards

The artificial intelligence system automatically detects potential hazards—such as crane zone violations and electrical risks—before they become serious problems.

Data-Driven Security Decisions

By providing OHS leaders with video footage and analyses, we support them in making informed decisions that will enhance workplace safety.

Benefits of the OHS Focus Project

Reduction in Injuries:
Proactive hazard identification has led to a significant decrease in workplace injuries.

Improved Compliance:
Safety compliance rates are being increased across all facilities.

High-Accuracy Artificial Intelligence:
By minimizing false alarms, it provides a reliable and efficient monitoring infrastructure.

Reducing Hazardous Incidents:
Overall safety and risk management are strengthened by effectively preventing incidents.

Employee Privacy:
Personal privacy is protected under all circumstances during the monitoring process.

Operational Efficiency:
Possible interruptions are minimized while improving overall facility efficiency.

Insurance Benefit:
Proactive safety measures can have a positive impact on insurance premiums.

Resource Management:
By reducing the burden of manual monitoring, resources are being redirected to more strategic areas.

Cost Savings:
By preventing workplace accidents, legal proceedings, and insurance costs, the company benefits from direct financial savings.



> Everything Under Control: Digital Visitor Management System

To ensure full compliance with health and safety standards during visits to OYAK Cement facilities, the Digital Visitor Management System, provided through the OHS ODAK software platform, was launched on August 1, 2024, and continued to be used in 2025.

As part of the system, “OHS Welcome” videos tailored specifically for each factory and facility are shown to visitors. Before entering the site, visitors are briefed on safety rules and procedures through these videos, enabling them to enter the facility with full awareness.

The Digital Visitor Management System was implemented to ensure that visitors enter factories and facilities in compliance with occupational health and safety requirements, to digitize entry and exit processes, and to make these processes faster, more controlled, and traceable. Thanks to the system, gate security procedures are accelerated, and potential disruptions in the processes are minimized. To address potential communication gaps during visitor check-in, approval processes and training tracking have been streamlined through SMS-based notifications.

In conclusion, the OHS ODAK Software – Visitor Management System stands out as a strategic investment that strengthens the safety culture in the workplace, drives digital transformation in visitor management processes, and directly contributes to the prevention of workplace accidents.

OYAK Cement OHS Standards Guide

Adopting and continuously improving the highest standards in the field of OHS is one of OYAK Cement’s most fundamental responsibilities. Prepared in line with this approach and announced to all employees in 2024, the OYAK Cement OHS Standards Guide remains in effect in 2025. This guide is a comprehensive reference document that brings together OHS policies, procedures, and implementation guidelines.

The goal is to enhance the knowledge and awareness of employees regarding OHS, prevent workplace accidents and occupational diseases, and ensure that safe working environments become the norm. In addition, the aim is to further strengthen the Company’s OHS culture by ensuring full compliance with legal regulations and international standards.

OHS Awards

OYAK Cement has been honored with awards in three different categories as part of the “2025 Awards for Those Who Add Value to Occupational Health and Safety,” organized by ÇEİS. OYAK Cement, which has implemented numerous initiatives to make occupational health and safety a lasting value and ensure it remains a constant top priority in the workplace, has won awards for three of its projects under the ÇEİS Occupational Health and Safety Value-Adders Awards 2025. Following an evaluation process in which a total of 91 projects implemented by 14 different companies in 2023 and 2024 competed, the company emerged as the winner in the “Value-Adders to Workplace Safety,” “Value-Adders to Health,” and “Leaders in OHS” categories.

OYAK Cement’s award-winning projects and categories are listed below:

OYAK Cement Headquarters - “Effective Workplace Monitoring:

The ‘Broken Window Inspections’ Project / Those Who Add Value to Workplace Safety: The “Broken Windows Theory” Project was designed based on the Broken Windows Theory, which posits that if seemingly minor hazards in the workplace are not identified and corrected in a timely manner, they can lead to greater safety risks and workplace accidents. The project is being implemented on a broad scale, covering all facilities within OYAK Cement. It is carried out using a risk-focused internal audit approach across the entire organization, encompassing not just a specific department but all areas and processes within the facilities.

Ünye Cement

“**CEMHEALTH360 | Occupational Health Monitoring and Preventive Medicine Program from an Industrial Hygiene Perspective**” Project / **Those Who Add Value to Health:** Launched in 2024 to minimize occupational health risks for factory workers and strengthen the concept of preventive medicine, the project focuses particularly on high-risk groups such as welders, machine maintenance personnel, and workers in rotary kilns and waste incineration units.

OHS Leaders:

Mustafa Turan, Plant Director in Adana, has distinguished himself not only through his managerial responsibilities but also as an OHS leader who is actively involved on the shop floor. He has taken the lead of the OHS ODAK Group, which focuses on “Preventing Hand Injuries from Moving Equipment” and “Reducing Accidents in Industrial Cleaning Activities.” In line with this responsibility, the work he carried out in coordination with the teams operating within the Group has brought about systemic transformation across a wide range of areas—from root cause analyses of workplace accidents to revised work instructions, and from pocket guides to hands-on training.





Responsible Supply Chain

Supply chain management is one of the cornerstones of OYAK Cement's sustainability approach. The company does not view the supply chain as a structure limited solely to operational processes, but rather approaches it as a holistic process that encompasses stakeholders, employees, suppliers, and business partners. OYAK Cement operates within the Cimpor Group and communicates its expectations regarding supply chain management through the Cimpor **Group Supplier Code of Conduct**.

By 2030, in line with its sustainable supply chain goals, OYAK Cement is committed to reducing the Scope 3 greenhouse gas emissions intensity resulting from purchased cement and clinker by 22.9% per metric ton purchased. The company also aims to reduce the Scope 3 greenhouse gas emissions intensity resulting from fuel and energy procurement activities by 51.6% per metric ton of fuel purchased.

Within the framework of sustainable supply chain management, priority is given to transparency, ethical business practices, the reduction of environmental impacts, and social responsibility principles. The Cimpor Group Supplier Code of Conduct covers the fundamental principles and expectations in the areas of the environment, occupational health and safety, ethical business practices, anti-corruption, human rights, and working conditions. OYAK Cement aims to advance its sustainability goals in collaboration with its supply chain by encouraging its suppliers to comply with relevant standards.

Suppliers are subject to evaluation processes based on environmental and social criteria. In this context, key topics such as child labor, working conditions, occupational health and safety, anti-corruption, and conflicts of interest are addressed. During the supplier selection phase, all approved suppliers are required to submit the necessary environmental documents

and complete self-assessment questionnaires covering environmental and occupational health and safety criteria. The environmental requirements that suppliers are obligated to comply with, along with the associated risks, are periodically assessed and documented. The Company terminates its business relationships with suppliers who fail to meet the environmental and social criteria expected of them.

Additionally, the Company aims to strengthen compliance obligations on a contractual basis by incorporating the Supplier Code of Conduct into supplier contracts. **The Supplier Code of Conduct** defines the fundamental principles and expectations regarding ethical business practices, anti-corruption, human rights, working conditions, environmental protection, and occupational health and safety, and aims to secure a commitment from suppliers to comply with these principles.

Suppliers' environmental and social performance is monitored in accordance with the Supplier Evaluation Procedure and the Supplier Code of Conduct. Supplier performance is evaluated using a scoring system based on criteria such as quality, delivery time, documentation, environmental factors (such as emissions, energy, and waste management), and occupational health and safety (OHS) performance. Environmental nonconformities directly lower a supplier's score. Suppliers with an average score in the 60–70 range are formally notified and expected to submit a Corrective Action Plan. If no improvement is observed, the supplier is removed from the Approved Supplier List. Suppliers with a score below 60 are immediately removed from the list and required to submit a Corrective Action Plan. For service providers, scores in the 55–70 range trigger a warning and a process to address deficiencies, while scores below 55 result in removal from the list and suspension of the business relationship.

All suppliers are reviewed during the first quarter of each year; in evaluations conducted by the Procurement Department at the end of the contract period, non-compliance or consistently poor performance may result in the contract not being renewed or being terminated. In line with its responsible supply chain approach, OYAK Cement systematically integrates OHS requirements into its Supplier Code of Conduct.

Within this framework, all suppliers are expected to provide a healthy and safe working environment for their employees and to fully comply with applicable minimum OHS standards. In this way, the company aims to promote a culture of safe work practices throughout the supply chain and to strengthen sustainable business practices.

The Company's governance structure for supply chain management operates under the supervision of the Board of Directors, and sustainability and ethical compliance processes are monitored at the senior management level. Reports and complaints received through the OYAK Cement Ethics Hotline also cover suppliers.

The goal is to reduce workplace accidents across the entire value chain and promote the "zero workplace accidents" approach. To this end, initiatives are being implemented to encourage suppliers to improve their occupational health and safety performance. Incentive mechanisms are in place for suppliers that achieve the goal of having no workplace accidents during the contract period.

As part of its responsible supply chain approach, the company evaluates all employee groups within the value chain from an inclusive perspective. In this context, employee categories are classified as follows:

- > **Direct employees:** Blue-collar and white-collar employees working within the company
- > **Contractor and subcontractor employees:** Contractor and subcontractor employees working on factory premises and in operational activities
- > **Supplier employees:** Employees working for suppliers of raw materials, fuel, equipment, maintenance, services, and logistics

Key risk areas across the value chain include occupational health and safety, workplace accidents, occupational diseases, and risks related to non-compliance with human rights and labor standards in the supply chain. In addition, the failure to retain a qualified workforce and the inability to effectively manage social risks throughout the supply chain—which could negatively impact production and delivery continuity—are also among the major risk areas.

The negative impacts on employees within the Company's value chain are assessed in terms of occupational health and safety, working conditions, and human rights performance across all areas where the Company operates and maintains supply relationships. As a result of these assessments, no widespread or systemic findings related to serious human rights violations—such as child labor or forced labor—were identified across the value chain.

The positive impacts generated along the value chain include sustainable procurement practices, occupational health and safety practices, training and capacity-building activities, and support for the use of local suppliers. These practices directly benefit employees, subcontractors, and supplier employees, and contribute to long-term value creation by strengthening social and operational capacity. Additionally, as part of monitoring the climate impacts of the supply chain, primary data obtained from stakeholders is used wherever possible in the calculation of Scope 3 greenhouse gas emissions.

Ethics and compliance management processes are carried out across the entire supply chain using a comprehensive and systematic approach. As part of this, reports of potential unethical conduct submitted through the ethics hotline are documented and reviewed as part of the internal audit process.

Category	Amount (TRY)
Locally Sourced Raw Materials	9,224,659,419
Locally Sourced Non-Raw Materials	27,539,120,829
Raw Materials Classified as Green	774,401,857
Non-Raw Materials Classified as Green	37,636,213,394

These figures demonstrate that the Company gives significant priority to local sources in its procurement processes. When evaluated from a sustainability perspective, the total value of raw materials classified as “green” amounted to TRY 774.40 million. Furthermore, the fact that

As of the end of 2025, the total number of suppliers in the Company’s supply chain is 5,270. Of these suppliers, 307 are classified as critical suppliers. When considering the entire supply chain, it is notable that local suppliers hold a dominant position. Domestic suppliers account for approximately 98.2% of the total supplier network.

This distribution shows that the supply chain is largely based on a local and regional structure and that operations are conducted in close integration with the local supply ecosystem.

An analysis of procurement expenditures as of 2025 shows that the Company has strongly embraced both a local and a sustainable procurement approach. The total value of locally sourced raw materials amounted to TRY 9.22 billion, while the value of non-raw material local procurement was recorded at TRY 27.54 billion.

non-raw material procurement items classified as “green” reached a high level of TRY 37.64 billion indicates a strong orientation toward sustainable products and services.

Number of Suppliers	2023	2024	2025
Number of Foreign Suppliers	63	59	95
Number of Domestic Suppliers	4,752	4,898	5,175
Total	4,815	4,957	5,270

In line with its supply chain structure, OYAK Cement offers comprehensive training programs on ESG topics to its subcontractors and suppliers. In 2025, a total of 59,404 hours of ESG-related training was provided to subcontractors and suppliers.

These training sessions cover the following topics:

- > Environmental Awareness Training
- > Waste Management Training
- > Sustainability Training
- > Hands-On Alternative Fuel Analysis Training
- > Product Management Training
- > API SPEC Standards Training
- > Energy Management Training
- > OHS Training

As a result of efforts to expand the supplier network in 2025, a total of

313

new suppliers were added to the system.

Social Value Creation

OYAK Cement considers society to be one of its most important stakeholders and conducts its operations with a commitment to generating social benefits, rather than limiting itself solely to creating economic value. The company aims to build strong and sustainable relationships with the community by developing projects that support social, environmental, and economic development in the regions where it operates.

Various projects are being implemented in the areas of education, the environment, social development, sports, and local development, in line with an approach focused on social benefit. Through these initiatives, the company contributes to improving the well-being of society, strengthening environmental awareness, and fostering the development of local communities. OYAK Cement bases its socially responsible activities on the principles of inclusivity, sustainability, and impact; it adopts a value-creation approach that considers not only today’s needs but also the expectations of future generations.

As part of the education- and awareness-focused corporate social responsibility projects carried out by OYAK Cement, various activities are organized for children and local communities in different regions. These initiatives, carried out with the participation of volunteer employees, include activities based on play, art, environmental awareness, and interaction that support children’s social development.

Aslan Cement and Kocaeli Municipality World Environment Day Event

The corporate social responsibility event organized by Aslan Cement as part of World Environment Day was designed as a participant-focused art workshop aimed at raising environmental awareness. The event, which drew approximately 300 participants, offered an interactive experience focused on linking environmental awareness to everyday practices.

Throughout the workshop, participants had the opportunity to explore the concept of sustainability through marine ecosystems and create artistic works using recycled materials. Information sessions on various marine species helped strengthen awareness of the need to protect ecosystems.

The event's primary focus was on reducing waste generation, fostering habits of reuse, and making the culture of recycling more visible in daily life. The aim was to support environmental responsibility in a more lasting and effective way through the use of art.

As part of World Environment Day, tree-planting activities were organized in various operational regions. These efforts aimed to support biodiversity, contribute to carbon sequestration, and strengthen environmental awareness.

OYAK Cement's "Colorful Collars" program, based on employee volunteerism, was established to support social development in the regions where the Company operates. The program aims to create social value beyond business performance in the areas of education, the environment, sports, and social solidarity.

As of 2025, the Colorful Collars program has been actively implemented with the voluntary participation of employees. One of the projects carried out under the program—the transformation of the Ünye İnönü Elementary School playground into a modern sports field—is a concrete example of how the initiative contributes to children's development and the social life of local communities. OYAK Cement aims to expand the program across all regions where it operates and enhance its positive social impact by strengthening employee participation.

Ünye Cement "Colorful Collars"

As part of OYAK Cement's "Colorful Collars" project, which relies on employee volunteerism, the playground at Ünye İnönü Elementary School in the Ünye district of Ordu was renovated and transformed into a modern and safe sports area.

With the contributions of volunteer teams composed of Ünye Cement employees, the project involved landscaping the Ünye İnönü Elementary School playground, installing new sports equipment, and redesigning the area as a multipurpose sports field. The improvements were aimed at enabling students to participate in sports in a safer, more modern, and more accessible environment.

Through the "Colorful Collars" volunteer initiative, OYAK Cement continues to create social benefits and contribute to local development in various areas—from education and the environment to sports and social solidarity—in the regions where it operates.



In line with its approach to supporting gender equality and contributing to the empowerment of women in sports, OYAK Cement has provided sponsorship support to WBF World Champion and professional boxer Dilara Yücel. This support helps increase the visibility of female role models in sports and promotes women's achievements in various fields.

As part of the social contribution and corporate responsibility initiatives carried out by OYAK Cement in 2025, in-kind and monetary support was provided to public institutions, local governments, educational and social welfare organisations, and local communities. The total pre-inflation value of donations, sponsorships, and grants made during the reporting period was **TRY 19.20 million**, while the post-inflation value was **TRY 21.18 million**. These contributions have helped increase social benefit, strengthen social solidarity, and support local development.

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Performance Indicators

Operational Performance Indicators

Capacity	2025
Clinker (tonnes)	13,804,550
Cement (tonnes)	21,557,979
Slag (tonnes)	1,754,400
Concrete (m³)	14,200,000
Lime (tonnes)	275,000

Production	2023	2024	2025
Clinker (tonnes)	9,051,141	9,765,036	10,193,201
Cement (tonnes)	11,360,913	12,327,006	12,725,880
Cementitious Product Amount (tonnes)	12,089,223	13,006,114	13,845,394
Concrete (m³)	4,758,735	5,898,622	7,377,579
Lime (tonnes)	15,640	48,774	149,387

Clinker Use Rate (%)	2023	2024	2025
OYAK Cement (Grey)	80.1	79.5	78.3
OYAK Cement (White)	90.8	89.1	88.5

Environmental Performance Indicators

Environmental and Sustainability Investments (TRY)	2023	2024	2025
Renewable Energy	-	235,113,836.79	2,988,866,340.83
Alternative Fuel	223,200,000	336,570,757.15	308,243,857.59
Environmental Protection	13,500,000	37,682,601.66	115,926,941.73
Energy Efficiency	117,000,000	12,597,680.43	80,307,538.54
Total	353,700,000	621,964,876.03	3,493,344,678.69

Greenhouse Gas Emissions	Unit	2025
Scope 1	tonnes CO ₂ e	8,865,709
Scope 2 (Location-Based Emissions)	tonnes CO ₂ e	579,936
Scope 2 (Market-Based Emissions)	tonnes CO ₂ e	572,997
Scope 3	tonnes CO ₂ e	1,884,152
Total (Location-Based)	tonnes CO ₂ e	11,329,797
Total (Market-Based)	tonnes CO ₂ e	11,322,858
Emission Intensity (Scope 1)	kg CO ₂ e/tonne of cementitious product	640.34
Emission Intensity (Scope 1 and 2)	kg CO ₂ e/tonne of cementitious product	682.22



Scope 3 Emissions (tonnes CO ₂ e)	2023	2024	2025
Category 1: Purchased Goods and Services	679,749	602,309	737,259
Category 2: Capital Goods	23,406	19,616	23,284
Category 3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	457,072	447,971	501,974
Category 4: Upstream Transportation and Distribution	619,676	415,160	367,800
Category 5: Waste Generated in Operations	73	54	57
Category 6: Business Travel	136	1,340	1,400
Category 7: Employee Commuting	1,229	949	921
Category 8: Upstream Leased Assets	-	-	-
Category 9: Downstream Transportation and Distribution	510,573	249,272	171,661
Category 10: Processing of Sold Products	57,202	51,901	58,273
Category 11: Use of Sold Products	-	-	-
Category 12: End-of-Life Treatment of Sold Products	25,787	14,244	21,524
Category 13: Downstream Leased Assets	-	-	-
Category 14: Franchises	-	-	-
Category 15: Investments	-	-	-
Total	2,374,905	1,802,817	1,884,152

Non-Renewable Energy Consumption (GJ)	2023	2024	2025
Direct Energy Consumption	38,870,906	36,843,541	38,488,270
Indirect Energy Consumption	3,504,533	4,418,435	4,634,501
Total	42,375,439	41,261,976	43,122,771
Energy Intensity (GJ/ton cementitious product)	3.51	3.17	3.11

Electricity Generation from Waste Heat (MWh)	2023	2024	2025
Aslan	43,771	45,571	42,950
Bolu	31,074	38,145	37,272
Total	74,845	83,716	80,222

Air Emissions (tonnes)	2023	2024	2025
NO _x	8,885	11,901	10,367
SO _x (SO ₂)	404	90	424
PM	180	222	289
TOC	571	668	552



Water Withdrawal and Consumption (m³)	2023	2024	2025
Third-Party Water - Municipal Water	125,004	163,843	102,116
Groundwater	2,225,276	2,597,875	3,119,841
Surface Water - Rainwater / Spring Water	13,739	24,040	14,061
Surface Water - Rivers	40,521	58,080	66,566
Other - Discharged Reclaimed Water	320,681	329,618	31,429
Seawater	17,888,553	19,928,908	15,057,654
Total Freshwater Withdrawal	2,679,326	3,164,368	3,302,584
Total Water Withdrawal	20,613,775	23,102,364	18,391,666
Total Water Consumption	2,840,272	3,042,576	3,082,349

Water Discharge (m³)	2023	2024	2025
Surface Water	211,919	48,259	113,575
Groundwater	0	71,021	0
Seawater	17,888,553	19,928,908	15,155,347
Third-Party Water	12,600	12,600	40,396
Total Water Discharge	18,113,072	20,060,788	15,309,318

Water Consumption (m³)	2023	2024	2025
Process-Related Reclaimed Water	320,681	329,618	490,210
Other Reclaimed Water	20,885	32,559	57,731
Total Reclaimed Water	341,566	362,177	547,941

Recycled Water Ratios	2023	2024	2025
Recycled Water / Total Freshwater Withdrawal	12.75	11.45	16.59
Recycled Water / Total Water Withdrawal*	1.66	1.57	2.98

*Includes the source used as WHR cooling water.

Total Alternative Fuel (tonnes)	2025
RDF (Refuse-Derived Fuel)	435,794
TDF (Tire-Derived Fuel)	92,741
Liquid Fuel	2,398
Biomass-Based Waste	170,124
Total	701,057

Alternative Raw Material and Clinker Use	2023	2024	2025
Amount of ARM Used in Raw Meal Production (tonnes)	420,377	295,967	417,546
Total Amount of Raw Materials (tonnes)	13,319,934	14,279,994	15,812,758
Amount of ARM Used in Cement Production (tonnes)	0	24,457	25,909
Amount of Raw Materials Used in Cement Production Excluding Clinker (tonnes)	1,994,166	2,399,650	2,675,290
Clinker-to-Cement Ratio (%)	78.01	79.49	78.86
ARM Use Rate (%)	2.46	1.86	2.29



Locations	Number of Trees Planted	Tree Species
Adana Cement	1,188	Flame Tree, Thuja Tree, Rose, Araucaria
Ankara Cement	28	Sour Cherry Tree, Apple Tree
Aslan Cement	900	American Sweetgum, Maple, American Oak, Alder, Plane Tree, Judas Tree
Bolu Cement	500	Oak Acorn
Denizli Cement	500	Cedar Tree, Pine Tree
Mardin Cement	500	Fruit Tree, Pine Tree
Ünye Cement	500	Mixed Fruit Trees
OYAK Concrete Akarca Aggregate Facility	100	Cypress Tree
Bolu Cement Ereğli Facility	100	Oak Tree
Total	4,316	

Social Performance Indicators

Number of Employees by Gender	2023	2024	2025
Women	158	187	208
Men	2,558	2,875	3,064
Total	2,716	3,062	3,272*

**The reported total number of employees refers only to employees employed within OYAK Cement Factories Inc. Within this scope, including 4 employees in Cyprus and 11 employees at Cimpor Romania, the total number of employees across the Company is 3,287.*

Number of Employees by Employment Type	2023	2024	2025
Women (Full-Time)	158	187	208
Men (Full-Time)	2,558	2,875	3,064
Total (Full-Time)	2,716	3,062	3,272
Women (Part-Time)	0	0	0
Men (Part-Time)	0	0	0
Total (Part-Time)	0	0	0

Number of Employees by Age	2023	2024	2025
Under 30 Years Old	473	574	620
Women	42	58	60
Men	431	516	560
Between 30 and 50 Years Old	1,942	2,088	2,179
Women	113	122	139
Men	1,829	1,966	2,040
Over 50 Years Old	301	400	473
Women	3	7	9
Men	298	393	464



Number of Managers by Level	2023	2024	2025
Senior Executives	7	6	7
Women	0	0	1
Men	7	6	6
Middle Managers	71	81	92
Women	4	9	12
Men	67	72	80
First-Line Managers	172	200	222
Women	31	35	43
Men	141	165	179
Total Number of Women Managers	35	44	56
Total Number of Men Managers	215	243	265
Total Number of Managers	250	287	321

Number of Managers by Age	2023	2024	2025
Under 30 Years Old	3	3	4
Women	0	1	2
Men	3	2	2
Between 30 and 50 Years Old	207	240	266
Women	35	41	51
Men	172	199	215
Over 50 Years Old	40	44	51
Women	0	2	3
Men	40	42	48

Number of Employees by Contract Type	2023	2024	2025
Indefinite-Term Employment Contract	2,715	2,845	2,865
Women	158	183	205
Men	2,557	2,662	2,660
Fixed-Term Employment Contract	1	217	407
Women	0	4	3
Men	1	213	404

Number of Employees with Disabilities	2023	2024	2025
Women	4	5	7
Men	54	61	73
Total	58	66	80

Education Level by Employee Category	2023	2024	2025
High School Education and Below	2,103	2,357	2,482
Women	24	22	23
Men	2,079	2,335	2,459
Undergraduate Degree	464	525	588
Women	89	106	114
Men	375	419	474
Master's Degree	148	178	198
Women	45	59	71
Men	103	119	127
PhD	1	2	4
Women	0	0	0
Men	1	2	4



Number of Employees in STEM Positions	2023	2024	2025
Women	34	51	60
Men	1,431	1,533	1,643
Total Number of Employees in STEM Positions	1,465	1,584	1,703
Women	7	9	13
Men	140	163	179
Total Number of Managers in STEM Positions	147	172	192

Employees in Revenue-Generating Functions	2023	2024	2025
Women	9	12	13
Men	73	74	74
Total Number of Employees in Revenue-Generating Functions	82	86	87
Women	2	5	5
Men	32	33	34
Total Number of Managers in Revenue-Generating Functions	34	38	39

Number of Employees Promoted	2023	2024	2025
Women	2	13	16
Men	29	42	38
Total	31	55	54

Positions Filled During the Year	2023	2024	2025
Women	40	48	37
Men	600	576	470
Total	640	624	507

Number of New Hires by Age	2023	2024	2025
Under 30 Years Old	261	252	192
Women	21	25	14
Men	240	227	178
Between 30 and 50 Years Old	316	324	274
Women	19	21	22
Men	297	303	252
Over 50 Years Old	63	48	41
Women	0	2	1
Men	63	46	40
Total Number of New Hires	640	624	507

Number of Employees Leaving Voluntarily by Age	2023	2024	2025
Under 30 Years Old	66	95	79
Women	7	4	5
Men	59	91	74
Between 30 and 50 Years Old	205	144	168
Women	6	8	17
Men	199	136	151
Over 50 Years Old	134	36	21
Women	2	0	0
Men	132	36	21
Total Number of Employees Leaving Voluntarily by Age	405	275	268

Number of Employees Leaving by Age	2023	2024	2025
Under 30 Years Old	88	124	130
Women	7	4	6
Men	81	120	124
Between 30 and 50 Years Old	238	227	312
Women	8	15	19
Men	230	212	293
Over 50 Years Old	131	54	57
Women	2	0	0
Men	129	54	57
Total Number of Employees Leaving by Age	457	405	499

Number of Employees Leaving Excluding Retirement by Age	2023	2024	2025
Under 30 Years Old	88	124	130
Women	8	4	6
Men	80	120	124
Between 30 and 50 Years Old	173	209	295
Women	7	14	19
Men	166	195	276
Over 50 Years Old	38	39	53
Women	0	0	0
Men	38	39	53

Number of Employees Leaving Among Employees Hired in the Last 1 Year	2023	2024	2025
Women	3	3	7
Men	196	205	246
Total	199	208	253

Board Members by Age	2023	2024	2025
Under 30 Years Old	0	0	0
Women	0	0	0
Men	0	0	0
Between 30 and 50 Years Old	0	1	1
Women	0	0	0
Men	0	1	1
Over 50 Years Old	4	4	4
Women	0	0	0
Men	4	4	4



Number of Workers in the Organization's Own Workforce Other Than Employees	2023	2024	2025
Cleaning Personnel	203	216	243
Women	13	18	26
Men	190	198	217
Security Personnel	269	277	294
Women	5	7	5
Men	264	270	289
Cooks	34	35	36
Women	5	3	5
Men	29	32	31
Landscaping Workers	23	23	23
Women	0	0	0
Men	23	23	23
Other	1,475	1,641	1,587
Women	60	75	80
Men	1,415	1,566	1,507

Maternity/Parental Leave	2023	2024	2025
Employees Entitled to Maternity/Parental Leave	85	103	141
Women	2	6	13
Men	83	97	128
Employees Who Applied During the Year	85	103	141
Women	2	6	13
Men	83	97	128
Employees Expected to Return to Work During the Year	85	103	141
Women	2	6	13
Men	83	97	128
Employees Who Returned to Work After Maternity/Parental Leave Ended	84	103	141
Women	1	6	13
Men	83	97	128

Employee Training Expenditures (TRY)	2023	2024	2025
Total Expenditures	9,101,657	17,231,976	38,636,358
Average Annual Training Expenditure per Employee	3,645	6,011	11,964



Employee Training Information (hours)	2023	2024	2025
Total Training Hours	84,678	115,308	138,486
Average Annual Training Hours per Employee	89	40	43

Training Hours by Age (hours)	2023	2024	2025
Under 30 Years Old	15,119	28,499	33,278
Women	2,698	5,584	5,616
Men	12,421	22,915	27,662
Between 30 and 50 Years Old	62,673	75,620	90,398
Women	6,569	7,268	8,107
Men	56,104	68,352	82,291
Over 50 Years Old	6,886	11,189	14,810
Women	87	165	422
Men	6,799	11,024	14,388
Total	84,678	115,308	138,486

Annual Total Training Hours by Employee Position (hours)	2023	2024	2025
Senior Executives	26	49	185
Women	0	0	37
Men	26	49	148
Middle Managers	4,876	4,722	4,581
Women	321	361	551
Men	4,555	4,361	4,030
First-Line Managers	16,696	14,715	17,799
Women	2,581	2,289	3,204
Men	14,115	12,426	14,595
Non-Managerial Employees	24,187	38,692	43,473
Women	6,064	9,852	9,773
Men	18,123	28,840	33,700
Direct Employees	38,893	57,131	72,448
Women	388	516	580
Men	38,505	56,615	71,868
Total	84,678	115,308	138,486



Trainings Provided to Employees		2023		2024		2025	
		Women	Men	Women	Men	Women	Men
Integrity and Ethics Trainings	hours	188	1,119	527	2,257	660	1,648
	people	170	2,517	169	851	204	812
Information Security	hours	107	516	107	502	305	943
	people	99	726	116	722	182	957
Occupational Health and Safety	hours	2,837	49,991	3,786	65,735	3,444	78,443
	people	139	2,403	145	2,887	219	3,203
Human Rights	hours	0	0	0	0	26	135
	people	0	0	0	0	17	90
Audit Personnel Trainings	hours	0	26	25	335	0	315
	people	0	5	0	9	0	2
Supplier ESG Program Trainings	hours	300	2,864	824	6,197	1,013	4,842
	people	63	752	86	937	120	1,254
Other Trainings	hours	5,922	20,808	7,748	27,264	8,698	38,016
	people	155	912	179	1,155	202	1,329
Total Training Hours	hours	84,678		115,308		138,486	

Training Participation by Function	2023	2024	2025
Sales and Marketing (Total)	5,898	5,476	7,016
Women	520	803	866
Men	5,378	4,673	6,150
Purchasing (Total)	3,951	3,189	2,892
Women	1,814	1,587	1,316
Men	2,137	1,602	1,576
Human Resources (Total)	3,259	3,987	4,443
Women	2,003	2,327	2,332
Men	1,256	1,660	2,111
Finance (Total)	2,241	1,965	2,465
Women	1,188	1,084	1,586
Men	1,053	881	879
Public Relations (Total)	3,141	1,983	6,378
Women	470	563	879
Men	2,671	1,419	5,500
Total	18,490	16,600	23,194



Employee Satisfaction*

	2023	2025
Employee Satisfaction Score	79	76
Number of Employees Participating in the Employee Satisfaction Survey	662	828

*The Employee Satisfaction Survey is conducted every two years.

Year	Customer Satisfaction (%)	NPS
2022	77	50
2024	81	52

Information Security Controls and Exercises

	2023	2024	2025
Total Number of Information Security Controls/Audits Conducted in the Reporting Year	2	2	2
Total Number of Social Engineering Exercises Conducted (Phishing, Vishing, Smishing, etc.)	12	12	12
Number of Employees Participating in Exercises	16,339	18,893	3,352
Number of Individuals Taking Non-Compliant Actions / Failing the Exercises	745	686	209
Number of New Employees Hired in the Reporting Year Who Signed the Information Security Commitment	156	276	134

OHS Performance Indicators – Including All Contractor Employees

	2023	2024	2025
Number of Fatal Accidents	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	3.66	3.29	2.50
Number of Occupational Diseases	0	0	0
Accident Severity Rate	0.100	0.100	0.061
Number of Reported Near-Miss Incidents	212	178	199
Number of Reported Hazardous / Risky Conditions	12,002	14,133	12,288
Work Request – CAPA Closure Rate (%)	97.70	97.38	95.81
Occupational Disease Rate (ODR)	0.00	0.00	0.00

Category

2025 Amount (TRY)

Locally Procured Raw Materials	9,224,659,419
Local Procurement Excluding Raw Materials	27,539,120,829
Raw Materials Classified as Green	774,401,857
Non-Raw Material Procurement Classified as Green	37,636,213,394

Number of Suppliers

	2023	2024	2025
Number of Foreign Suppliers	63	59	95
Number of Domestic Suppliers	4,752	4,898	5,175
Total	4,815	4,957	5,270



GRI Content Index



As part of the GRI Content Index – Essentials service, GRI Services has conducted a review to confirm that the GRI Content Index is consistent with the reporting requirements of the GRI Standards and that the information presented in the index is clearly and accessibly communicated to stakeholders within the report. This service has been provided for the Turkish version of the report.

Statement Of Use: OYAK Cement has reported the information included in this GRI Index in accordance with the GRI Standards for the period between 1 January 2025 and 31 December 2025.

GRI 1 Used: GRI 1: Foundation 2021

Applicable GRI Sector Standard(S): As of the reporting period, there is no GRI Sector Standard published specifically for the cement industry.

GRI STANDARD	DISCLOSURE	TITLE	REQUIREMENTS NOT INCLUDED		EXPLANATION	PAGE NUMBER
				REASON		
General Disclosures						
GRI 2: General Disclosures 2021	2-1 Organisational details	About the Report				4-13
	2-2 Entities included in the organisation's sustainability reporting	About OYAK Cement				22-41
	2-3 Reporting period, frequency and contact point	About the Report				4-13
	2-4 Restatements of information	About the Report				4-13
	2-5 External assurance	No external assurance has been obtained for the report.				
	2-6 Activities, value chain and other business relationships	Corporate Overview Branches Value Creation Model Value Chain				27-28, 29-35, 70-71, 74-75
	2-7 Employees	Human Rights, Equality and Diversity Employee Engagement and Well-Being Talent Management and Employee Development Social Performance Indicators				132-135, 136-138, 139, 140-147, 182-197
	2-8 Workers who are not employees	Human Rights, Equality and Diversity				136-138
	2-9 Governance structure and composition	Corporate Governance				44-48
	2-10 Nomination and selection of the highest governance body	Corporate Governance				44-48
	2-11 Chair of the highest governance body	Corporate Governance				44-48
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance				44-48
	2-13 Delegation of responsibility for managing impacts	Corporate Governance				44-48
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance				44-48
	2-15 Conflicts of interest	Ethics and Compliance Internal Control and Internal Audit Processes				48-50, 51-52

GRI STANDARD	DISCLOSURE	TITLE	REQUIREMENTS NOT INCLUDED			PAGE NUMBER
			REASON	EXPLANATION		
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Ethics and Compliance Internal Control and Internal Audit Processes				48-50, 53-54
	2-17 Collective knowledge of the highest governance body	Sustainability Management at OYAK Cement				63-67
	2-18 Evaluation of the performance of the highest governance body	Sustainability Management at OYAK Cement				63-67
	2-19 Remuneration policies	Sustainability Management at OYAK Cement				63-67
	2-20 Process to determine remuneration	Sustainability Management at OYAK Cement				63-67
	2-21 Annual total compensation ratio		2-21 a; 2-21 b; 2-21 c	Confidentiality Constraints	No public disclosure is made due to the absence of a legal obligation to disclose compensation information and the risk that sharing such information may create a competitive disadvantage.	
	2-22 Statement on sustainable development strategy	OYAK Cement Sustainability Strategy Sustainability Management at OYAK Cement				60-62, 63-67
	2-23 Policy commitments	Corporate Governance				44-48
	2-24 Embedding policy commitments	Corporate Governance Sustainability Targets and Performance				44-48, 68-69
	2-25 Processes to remediate negative impacts	Ethics and Compliance Internal Control and Internal Audit Processes				48-50, 53-54
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Compliance Anti-Bribery and Anti-Corruption Internal Control and Internal Audit Processes				48-50, 51-52, 53-54
	2-27 Compliance with laws and regulations	Ethics and Compliance				48-50
	2-28 Membership associations	Memberships and Collaborations				210
	2-29 Approach to stakeholder engagement	Sustainability Priorities and Stakeholder Engagement				76-82
	2-30 Collective bargaining agreements	Human Rights, Equality, and Diversity				136-138



GRI STANDARD	DISCLOSURE	TITLE	REQUIREMENTS NOT INCLUDED	REASON	EXPLANATION	PAGE NUMBER
MaterialTopics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Priorities and Stakeholder Engagement				76-82
	3-2 List of material topics	Sustainability Priorities and Stakeholder Engagement				76-82
ClimateChangeAdaptationand Net-Zero Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Climate Change Adaptation and Net-Zero Emissions Air Quality and Management Environmental Performance Indicators				76-82, 105-107, 112-115, 177-182
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate Change Adaptation and Net-Zero Emissions Environmental Performance Indicators				105-107, 177-182
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Change Adaptation and Net-Zero Emissions Environmental Performance Indicators				105-107, 177-182
	305-3 Other indirect (Scope 3) GHG emissions	Climate Change Adaptation and Net-Zero Emissions Environmental Performance Indicators				105-107, 177-182
	305-4 GHG emissions intensity	Climate Change Adaptation and Net-Zero Emissions Environmental Performance Indicators				105-107, 177-182
	305-5 Reduction of GHG emissions	Climate Change Adaptation and Net-Zero Emissions Air Quality and Management Environmental Performance Indicators				105-107, 112-115, 177-182
	305-6 Emissions of ozone-depleting substances (ODS)	Climate Change Adaptation and Net-Zero Emissions Air Quality and Management Environmental Performance Indicators				112-115, 177-182
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Climate Change Adaptation and Net-Zero Emissions Air Quality and Management Environmental Performance Indicators				112-115, 177-182

GRI STANDARD	DISCLOSURE	TITLE	REQUIREMENTS NOT INCLUDED		EXPLANATION	PAGE NUMBER
			REASON	REASON		
EnergyTransition						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Energy Management Environmental Performance Indicators				76-82, 108-111, 177-182
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Energy Management Environmental Performance Indicators				108-111, 177-182
	302-2 Energy consumption outside of the organisation	Energy Management Environmental Performance Indicators				108-111, 177-182
	302-3 Energy intensity	Energy Management Environmental Performance Indicators				108-111, 177-182
	302-4 Reduction of energy consumption	Energy Management Environmental Performance Indicators				108-111, 177-182
	302-5 Reductions in energy requirements of products and services	Energy Management Environmental Performance Indicators				108-111, 177-182
Alternative Fuels and Alternative Raw Materials						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Circular Economy Management Alternative Raw Materials Environmental Performance Indicators				76-82, 119, 122-123, 177-182
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Circular Economy Management Alternative Raw Materials Environmental Performance Indicators				119, 122-123, 177-182
	301-2 Recycled input materials used	Circular Economy Management Alternative Raw Materials Environmental Performance Indicators				119, 122-123, 177-182
	301-3 Reclaimed products and their packaging materials	Circular Economy Management Alternative Raw Materials Environmental Performance Indicators				119, 122-123, 177-182



GRI STANDARD	DISCLOSURE	TITLE	REQUIREMENTS NOT INCLUDED	REASON	EXPLANATION	PAGE NUMBER
AirEmissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Air Quality and Management				76-82, 112-115
Water Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Water Management Environmental Performance Indicators				76-82, 116-118, 177-182
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management Environmental Performance Indicators				116-118, 177-182
	303-3 Water withdrawal	Water Management Environmental Performance Indicators				116-118, 177-182
	303-4 Water discharge	Water Management Environmental Performance Indicators				116-118, 177-182
	303-5 Water consumption	Water Management Environmental Performance Indicators				116-118, 177-182
Biodiversity and Ecosystems						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement				76-82, 126-129
		Biodiversity and Ecosystem Management				
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	Biodiversity and Ecosystem Management				126-129
	101-3 Access and benefit-sharing	Biodiversity and Ecosystem Management				126-129
	101-4 Identification of biodiversity impacts	Biodiversity and Ecosystem Management				126-129
	101-5 Locations with biodiversity impacts	Biodiversity and Ecosystem Management				126-129
	101-8 Ecosystem services	Biodiversity and Ecosystem Management				126-129

GRI STANDARD	DISCLOSURE	TITLE	REQUIREMENTS NOT INCLUDED	REASON	EXPLANATION	PAGE NUMBER
Circular Economy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Circular Economy Management Alternative Fuels Alternative Raw Materials Environmental Performance Indicators				76-82, 119, 120-122, 122-123, 177-182
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Circular Economy Management Alternative Fuels Alternative Raw Materials Environmental Performance Indicators				119, 120-122, 122-123, 177-182
	306-2 Management of significant waste-related impacts	Circular Economy Management Alternative Fuels Alternative Raw Materials Environmental Performance Indicators				119, 120-122, 122-123, 177-182
	306-3 Waste generated	Circular Economy Management Alternative Fuels Alternative Raw Materials Environmental Performance Indicators				119, 120-122, 122-123, 177-182
	306-4 Waste diverted from disposal	Circular Economy Management Alternative Fuels Alternative Raw Materials Environmental Performance Indicators				119, 120-122, 122-123, 177-182
	306-5 Waste directed to disposal	Circular Economy Management Alternative Fuels Alternative Raw Materials Environmental Performance Indicators				119, 120-122, 122-123, 177-182



GRI STANDARD	DISCLOSURE	TITLE	REQUIREMENTS		PAGE NUMBER
			NOT INCLUDED	REASON	
Occupational Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Occupational Health and Safety Social Performance Indicators			76-82, 148-167, 182-197
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety Social Performance Indicators			148-167, 182-197
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety Social Performance Indicators			148-167, 182-197
	403-3 Occupational health services	Occupational Health and Safety Social Performance Indicators			148-167, 182-197
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety Social Performance Indicators			148-167, 182-197
	403-5 Worker training on occupational health and safety	Occupational Health and Safety Social Performance Indicators			148-167, 182-197
	403-6 Promotion of worker health	Occupational Health and Safety Social Performance Indicators			148-167, 182-197
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety Social Performance Indicators			148-167, 182-197
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety Social Performance Indicators			148-167, 182-197
	403-9 Work-related injuries	Occupational Health and Safety Social Performance Indicators			148-167, 182-197
	403-10 Work-related ill health	Occupational Health and Safety Social Performance Indicators			148-167, 182-197
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Providing training to employees on human rights policies and establishing procedures			148-167, 182-197

GRI STANDARD	DISCLOSURE	TITLE	REQUIREMENTS NOT INCLUDED	REASON	EXPLANATION	PAGE NUMBER
Sustainable Products and Services						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Sustainable Products and Services				76-82, 91-92
Customer Satisfaction						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Customer-Centric Value Creation Sustainable Products and Services				76-82, 91-92, 93-95
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Customer-Centric Value Creation Sustainable Products and Services				91-92, 93-95
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Customer-Centric Value Creation Sustainable Products and Services				91-92, 93-95
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer-Centric Value Creation				93-95
Operational Efficiency						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Climate-Driven Transformation and Value Creation				76-82, 84-99



GRI STANDARD	DISCLOSURE	TITLE	REQUIREMENTS NOT INCLUDED	REASON	EXPLANATION	PAGE NUMBER
Supply Chain Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Environmental Management Responsible Supply Chain				76-82, 103-104, 168-171
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Environmental Management Responsible Supply Chain				103-104, 168-171
	308-2 Negative environmental impacts in the supply chain and actions taken	Environmental Management Responsible Supply Chain				103-104, 168-171
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible Supply Chain				168-171
	414-2 Negative social impacts in the supply chain and actions taken	Responsible Supply Chain				168-171
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Responsible Supply Chain				168-171
Talent Management and Employee Development						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Talent Management and Employee Development Social Performance Indicators				76-82, 140-147, 182-197
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Talent Management and Employee Development Social Performance Indicators				140-147, 182-197
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management and Employee Development Social Performance Indicators				140-147, 182-197
	404-3 Percentage of employees receiving regular performance and career development reviews	Talent Management and Employee Development Social Performance Indicators				140-147, 182-197

GRI STANDARD	DISCLOSURE	TITLE	REQUIREMENTS NOT INCLUDED		PAGE EXPLANATIONNUMBER
			REASON		
Diversity and Equality in the Workplace					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Human Rights, Equality and Diversity Social Performance Indicators			76-82, 136-138, 182-197
GRI 406: Non- discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Human Rights, Equality and Diversity Social Performance Indicators			136-138, 182-197
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Human Rights, Equality and Diversity Social Performance Indicators			136-138, 182-197
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Rights, Equality and Diversity Social Performance Indicators			136-138, 182-197
	401-3 Parental leave	Human Rights, Equality and Diversity Social Performance Indicators			136-138, 182-197
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Human Rights, Equality and Diversity Social Performance Indicators			136-138, 182-197
Social Impact and Community Contribution					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Social Value Creation			76-82, 171-173
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Social Value Creation			171-173
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social Value Creation			171-173



GRI STANDARD	DISCLOSURE	TITLE	REQUIREMENTS NOT INCLUDED	REASON	EXPLANATION	PAGE NUMBER
Respect for and Protection of Human Rights						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Responsible Supply Chain Human Rights, Equality and Diversity				76-82, 136-138, 168-171
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Responsible Supply Chain Human Rights, Equality and Diversity				136-138, 168-171
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights, Equality, and Diversity				136-138
Employees in the Value Chain						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Human Resources Management				76-82, 132-135
Regulatory and Legal Compliance						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Ethics and Compliance				76-82, 48-50
Integrated Risk Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Integrated Risk and Business Continuity Management				76-82, 54-57
Corporate Governance, Ethics Management and Compliance						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Ethics and Compliance Anti-Bribery and Anti-Corruption Internal Control and Internal Audit Processes				76-82, 48-50, 51-52, 53-54
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Ethics and Compliance Anti-Bribery and Anti-Corruption Internal Control and Internal Audit Processes				48-50, 51-52, 53-54
	205-2 Communication and training about anti-corruption policies and procedures	Ethics and Compliance Anti-Bribery and Anti-Corruption Internal Control and Internal Audit Processes				48-50, 51-52, 53-54
	205-3 Confirmed incidents of corruption and actions taken	Ethics and Compliance Anti-Bribery and Anti-Corruption Internal Control and Internal Audit Processes				48-50, 51-52, 53-54

GRI STANDARD	DISCLOSURE	TITLE	REQUIREMENTS NOT INCLUDED	REASON	EXPLANATION	PAGE NUMBER
Climate Finance						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Climate Finance				76-82, 86-87
Digitalization and Technological Transformation						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Digitalization and Technological Transformation				76-82, 88-90
Sustainable Profitability						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement OYAK Cement at a Glance Climate-Driven Transformation and Value Creation				76-82, 16-17, 84-99
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	OYAK Cement at a Glance Climate-Driven Transformation and Value Creation				16-17, 84-99
	201-2 Financial implications and other risks and	Climate-Driven Transformation and Value Creation				84-99, 86-87, 54-57
	opportunities due to climate change	Climate Finance Integrated Risk and Business Continuity Management				
	201-3 Defined benefit plan obligations and other retirement plans	Human Rights, Equality, and Diversity				136-138
R&D and Innovation						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Priorities and Stakeholder Engagement Digitalization and Technological Transformation				76-82, 88-90



Certificates

ISO STANDARDS	Adana Cement	Ankara Cement	Aslan Cement	Bolu Cement	Denizli Cement	Mardin Cement	Ünye Cement	OYAK Concrete
ISO 9001 - Quality Management System	●	●	●	●	●	●	●	●
ISO 14001 - Environmental Management System	●	●	●	●	●	●	●	●
ISO 14064-1:2018 - Greenhouse Gas Emissions Calculation and Reporting Standard*	●	●	●	●	●	●	●	
ISO 27001 - Information Security Management System				●				
ISO 37001 - Anti-Bribery Management System	●	●	●	●	●	●	●	
ISO 37301 - Compliance Management System	●	●	●	●	●	●	●	
ISO 45001 - Occupational Health and Safety Management System	●	●	●	●	●	●	●	●
ISO 50001 - Energy Management System	●	●	●	●	●	●	●	

*The certificate was obtained in 2024, and the certification process for 2025 is ongoing.

Memberships and Collaborations

Institution Name	Abbreviation
Ankara Chamber of Commerce	ATO
Cement Industry Employers’ Association	ÇEİS
Cement Workers’ Union	ÇİMSE-İŞ
All Waste and Environmental Management Association	TAYÇED
Turkish Cement Manufacturers’ Association	TÜRKÇİMENTO
Turkish Ready Mixed Concrete Association	THBB
World Cement Association	WCA

Abbreviation List

A

AFAD: Disaster and Emergency Management Authority
AFR: Accident Frequency Rate
APS: Announced Pledges Scenario
AR6: IPCC 2006 Sixth Assessment Report
ARM: Alternative Raw Material
ASR: Accident Severity Rate

B

BIST: Borsa İstanbul

C

CAPEX: Capital Expenditure
CBAM: Carbon Border Adjustment Mechanism
CCUS: Carbon Capture, Utilization and Storage
CEMS: Continuous Emission Monitoring Systems
CGRM: Corporate Governance Risk Management
CO2: Carbon Dioxide
COSO Approach: A model that provides an integrated framework for identifying, assessing and managing risks, aiming to enhance the effectiveness of internal control, risk management and corporate governance processes in Organisation
CRM: Customer Relationship Management
CRMC: Corporate Risk Management Committee
CRMO: Corporate Risk Management Officer

Ç

ÇEİS: Cement Industry Employers' Association
ÇİSIEM: Cement Sector OHS Training Center

D

DEFRA: Department for Environment, Food and Rural Affairs
DOST: Behavior-Based Safety Field Tours

E

EBITDA: Earnings Before Interest, Taxes, Depreciation and Amortization
ELT: End-of-Life Tires
EPD: Environmental Product Declaration
ERDC: Early Risk Detection Committee
ESG: Environmental, Social and Governance
ESRS: European Sustainability Reporting Standards
ETS: Emissions Trading System
EU: European Union

G

GHG Protocol: Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard

H

H&S Committee: Health and Safety Committee

I

IEA: International Energy Agency
IEA NZE: Net-Zero Emissions Scenario
IFRS: International Financial Reporting Standards
IIRC: International Integrated Reporting Council
IMF: International Monetary Fund
IMS: Integrated Management System
IPCC: Intergovernmental Panel on Climate Change
IPCC RCP: Representative Concentration Pathways
I-REC: International Renewable Energy Certificate

K

kg: Kilogram

L

LCA: Life Cycle Assessment
LED: Light Emitting Diode
LHV: Lower Heating Value
LOTO: Lockout, Tagout, Secure and Try

N

NDC: Nationally Determined Contribution
NGFS: Network for Greening the Financial System
NPS: Net Promoter Score

O

OECD: Organisation for Economic Co-operation and Development
OHS: Occupational Health and Safety
ORAN5: 5-Minute OYAK Risk Analysis

P

PDPL: Personal Data Protection Law

Q

QDMS: Quality Document Management System

R

RCP: Representative Concentration Pathways
RDF: Refuse-Derived Fuel
RO: Risk Owners

S

SBTi: Science Based Targets initiative
SDGs: Sustainable Development Goals
SKKHY: Regulation on the Control of Industrial Air Pollution
SNCR: Selective Non-Catalytic Reduction
SPP: Solar Power Plant
STEM: Science, Technology, Engineering and Mathematics
SWOT Analysis: A strategic assessment tool used to systematically analyze an organisation's internal strengths and weaknesses, as well as external opportunities and threats.

T

TCC: TCC Group Holdings
TCFD: Task Force on Climate-related Financial Disclosures
TDF: Tire-Derived Fuel
TFRS: Turkish Financial Reporting Standards
TİDE: Institute of Internal Auditing - Türkiye
TİSK: Turkish Confederation of Employer Associations
TMS: Turkish Accounting Standards
TOC: Total Organic Carbon
TRIR: Total Recordable Incident Rate
TSR: Thermal Substitution Rate
TSRS: Turkish Sustainability Reporting Standards
TR-ETS: Türkiye Emissions Trading System
T1C3: Teknoloji ve Yazılım Geliştirme A.Ş.

U

UN: United Nations

V

VOC: Volatile Organic Compound

W

WEO: World Economic Outlook
WEF: World Economic Forum
WHR: Waste Heat Recovery
WRI: World Resources Institute



About
the Report

Key
Developments

About
OYAK Cement

Corporate Governance and
Effective Risk Management

Sustainability Approach and
Implementation Model

Climate-Driven Transformation
and Value Creation

Low-Carbon and
Circular Future

People and Society-
Centered Value Creation

Appendices



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CEMENT