

The cover features a central white circle with a blue and orange border. Surrounding this circle are eight triangular segments, each containing a different image: pink cherry blossoms in the top-left, a cracked stone floor in the top, an industrial port with ships in the top-right, a coastal landscape in the right, a group of workers in orange safety gear giving thumbs up in the bottom, a pond with industrial buildings in the bottom-right, a cloudy sky in the bottom-left, and a large industrial facility with smokestacks in the left. The background is a solid blue color.

AKÇANSA

Sustainability Report

2020



Table of Contents

About the Report	3
Message from the Chairman of the Board of Directors and the CEO	4
About Akçansa	6
Organizational Management and Economic Performance	8
Transition to low Carbon Future	19
Stakeholder Relations	30
Environmental Performance & Best Practices	38
Annexes	44

ABOUT THE REPORT

As Çimento Sanayi ve Ticaret A.Ş., we have been transparently sharing the details about our economic, environmental and social performance since 2010. Our Sustainability Report 2020 covers all the activities we carried out in Turkey under the brands Akçansa, Akçansa Çimento, Agregasa and Betonsa in the cement, ready-mix concrete and aggregate industries for the period January 1, 2020 – December 31, 2020. The export activities of HC Trading, a subsidiary of HeidelbergCement Group, one of the main shareholders of Akçansa, and the information concerning Karçimsa, a subsidiary of Akçansa, are not included in the scope of this report.

This report has been prepared in accordance with the GRI Standards: Core option and it includes Akçansa's 2030 Sustainability Goals. Our Report, which includes the progress on the United Nations Global Compact (UNGC) and the United Nations Women's Empowerment Principles (WEPs), also demonstrates our contribution to the Sustainable Development Goals.

You can send your questions and comments about the report to surdurulebilirlik@akcansa.com.tr.

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS AND THE CEO

Dear stakeholders,

Akçansa has managed to emerge stronger from the global crisis caused by the pandemic which became a part of our lives in 2020 thanks to its know-how and experience gained over 25 years. This period, when we focused on creating value for our all stakeholders and the national economy and a safe environment for our employees and their families, showed the importance of our compliance efforts against the climate crises once again. Despite the contraction observed in our sector in the first half of 2020, cement production in our country increased by 27 percent compared to the preceding year as a result of the normalization process that began in June and the upturn observed in the building industry. Domestic sale of cement increased by 23 percent while cement exports expanded by 37 percent in 2020 and approximately 22 percent of cement produced was exported. Pressing forward with its activities based on its vision of “sustainable growth beyond all borders,” Akçansa produced 6.7 million tons of clinker and 4.9 million tons of cement at its plants in Büyükkçekmece, Çanakkale, and Ladik in 2020. Our total cement and clinker sales rose to 7.5 million tons in 2020 and total exports was up 12 percent as against the preceding year and reached 4.1 million tons, the highest figure in its history. Leading supplier of special cement for the US market, Akçansa ranked first in the list of “Champions of Exports” and received an award from the Turkish Exporters’ Assembly (TIM).

RENEWABLE ENERGY, INCLUDING WIND AND WASTE HEAT, ACCOUNTED FOR 14 PERCENT OF TOTAL ELECTRIC ENERGY WE USED FOR CEMENT PRODUCTION IN 2020 AND OUR TARGET FOR 2030 IS SET AS 22 PERCENT.



Burak Turgut Orhun

Chairman of the Board of Directors



Mehmet Zeki Kanadıkırık

CEO

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS AND THE CEO

Our investments in the fields of “Innovation and Digitalization,” one of the components of our management structure, ensures that Akçansa takes part in signature projects in our country as a strategic solution partner. Last year, we continued with the production of concrete for the approach viaducts that will connect 1915 Çanakkale Bridge, which will be a suspended bridge with the widest central span in the world. A total of 480 thousand cubic meters of concrete was used for the project, including the construction of bridge deck for approach viaducts.

We have begun reaping the fruits of major steps that Akçansa took regarding “Innovation and Digitalization”. Once again we led the way by digitalizing the sampling process with our Smart Concrete product, which was a result of lengthy R&D efforts. Sensors are used to determine the quality of Smart Concrete and our customers have the opportunity to remotely control the quality of concrete used on a real-time basis. We focus not only on the product, but also on production. We continue to boost production efficiency without losing momentum through our smart plant systems that we have developed, through data analytics, and energy efficiency projects.

It is our priority and goal to maintain continuous growth based on the strategy and values of Sabancı Holding and HeidelbergCement, our main shareholders. Our achievements in 2020, which was a particularly challenging year, were the results of our approach to sustainable management, which we strategically performed with active involvement of our decision-making mechanisms by also taking account of environmental and social priorities. In 2010, we unveiled the first long-term sustainability goals in our industry.

Our greenhouse gas emissions were reduced by 24 percent from 2017 levels as a result of efforts made in the field of sustainability. Alternative fuels and biomass utilization played a key role in this improvement. We are justifiably proud of informing our all stakeholders about our 2030 Sustainability Goals. In this context, transitioning to a low-carbon economy is our number one priority as part of our efforts to combat climate change. In order to reduce our emissions, we have increased the percentage of alternative fuel consumption to 18 percent, hence using the highest amount of alternative fuels in the Turkish cement industry. While contributing to reduction of emissions, we have become a solution partner regarding waste problem in Istanbul and we are recovering energy by burning dried treatment sludge generated at ISKI's water treatment plants in Istanbul as well as liquid waste taken from ships in the Marmara Sea as part of our cooperation with ISTAÇ as fuels at Akçansa's Büyükçekmece Plant. Our achievement was crowned by the first prize in the “Lean Transformation and Continuous Development Category” at the Sabancı Golden Collar Awards. Our goal for 2030 is to increase alternative fuel use to 35 percent while almost doubling the amount of biomass used to 12 percent.

We also continue our investments in renewable energy. In 2020, 14 percent of total power we used for cement production was supplied from renewable resources, including wind and waste heat, and we have set our goal for 2030 as 22 percent. We are nurturing our efforts to make a positive impact in our value chain through strong R&D projects. We are focusing on reducing our natural resource consumption and minimizing the environmental impact of our products based on our life cycle approach to our production and products. The environmental impact of 1803 Concrete, one of our special products, was reduced by 55 percent as compared with conventional products as a result of using recycled alternative raw materials. We transparently shared these data for the first time in the ready-mix concrete industry in Turkey as part of our environmental footprint project and we were qualified to receive the Environmental Product Declaration Certificate (EPD) from the Global Cement and Concrete Association (GCCA). In 2020, we were the first company to receive a certificate for the 6th Generation after being included in Gold Standard category by Investors in People (IIP), which is a human resources management and development standard and it was another source of pride for us. Akçansa opposes all kinds of discrimination based on its all human resources policies for years and particularly the “Gender Equality Policy” pioneers efforts to ensure an inclusive and equal working environment in its sector. Ensuring equality outside of the company and increasing the public's life quality is another priority of ours. We have digitalized our mobile education center, which brought together more than 35 thousand students, teachers, and parents, under the umbrella of “My Neighborhood” for four years in order to allow students to make efficient use of their time because education was interrupted during the pandemic. The students consolidated their knowledge through online education provided by specialized teachers.

We thank all our esteemed stakeholders, including our shareholders, employees, customers, and suppliers, who have supported Akçansa's aim for “Sustainable Growth,” and helped in achieving its goals in 2020.



ABOUT AKÇANSA

Akçansa is Turkey's leading construction materials company, powered by Sabancı Holding's experience of over 50 years and the industry knowledge of HeidelbergCement. With the vision of "sustainable growth beyond all borders", we aim to be "the best in production and service" in order to meet the expectations of both domestic and international customers and be able to compete through differentiation beyond the price factor.

In addition to cement and clinker production in our three plants in Büyükçekmece, Çanakkale and Ladik, Samsun, we have a total of seven cement terminals in Ambarlı (Istanbul), Aliağa (Izmir), Yalova, Yarımca, Hopa, Derince and Marmara Ereğlisi as well as two ports.

Following the merger with our affiliate Betonsa in 1998, we conduct ready-mix concrete production in approximately 25 plants spread over the Marmara, Aegean and Black Sea regions under the brand Betonsa and realized 2.1 million m3 of sales as of the end of 2020.

Following the merger with another affiliate of ours, Agregasa Agregas, in 2002, we conduct aggregate production in four different plants in Kemerburgaz, Saray, Bursa and Samsun under the brand Agregasa and 1,1 million tons of sales in 2020.

Shareholding Structure

39.72%

Hacı Ömer Sabancı Holding A.Ş.

39.72%

HeidelbergCement AG

20.56%

Other - Publicly-held

Production Capacity

9.2 (million tons)
cement

7 (million tons)
clinker

HIGHLIGHTS IN THE REPORTING PERIOD

Akçansa completed the work on determining long-term sustainability goals and published the "Sustainability Goals 2030".

Akçansa won "Turkey's Most Admired Company" award in the cement industry for the 19th time in the "Turkey's Most Admired Companies 2020" survey conducted in collaboration with the Capital Magazine.

Akçansa won the first prize in clinker exports at the 'Export Champions' award ceremony held by the Turkish Exporters Assembly (TIM).

Akçansa's Alternative Fuel Project won the first prize in the "Lean Transformation" category at the 11th Sabancı Golden Collar Awards.

Akçansa ranked 141st in Istanbul Chamber of Industry's (ISO) 2020 survey, 'Turkey's Top 500 Industrial Enterprises', a list created by analyzing the companies' data, and listed first among its sector.

All plants, Karşımsa and ports received the Zero Waste Certificate issued by the Ministry of Environment and Urbanization.

Akçansa plants were entitled to receive the COVID-19 Safe Production Certificate issued by the Ministry of Industry and Technology.

With the Let's Shape the Future Together recruitment program launched in 2018, Akçansa was awarded the Future of Development Oscar in Haute Couture 2020.

My Neighborhood Social Responsibility Project received the gold prize in the Quality Education category at the Sustainable Development Goals Awards in the 12th Corporate Social Responsibility Summit.

Akçansa became one of the top five successful companies in the 'Leadership and Management' and 'Social Responsibility' categories at The Investors in People Awards 2020, in which 300 companies from all over the world competed, being the first and only company from Turkey to make it to the finals in two categories.

For the first time in Turkish Ready-Mix Concrete Industry, the environmental footprint was fully disclosed, and Environmental Product Declarations (EPD) were made along with declarations on infrastructure approved by the Global Cement and Concrete Association.

Çanakkale Plant became the first plant in Turkey and the sixth plant in the world to receive the globally recognized 'Responsible Land Use Gold Certification', delivered by the International Concrete Sustainability Council.

Akçansa has received B- for both CDP Climate Change and Water Security rating.



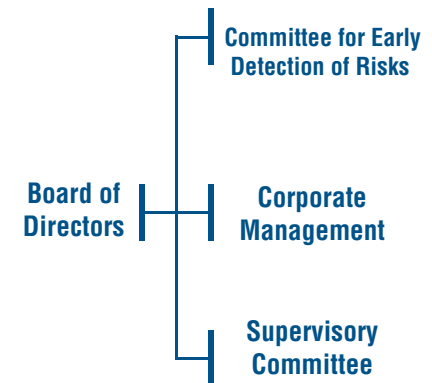
THE BOARD OF DIRECTORS AND THE SUBORDINATE COMMITTEES



Strategic management practices are an important factor underlying Akçansa's successful business outcomes. In the period of transition to a low-carbon economy, environmental, social and economic parameters have been integrated within the management system and the decision-making mechanisms have been strengthened. With this governance structure, we value being a company that assures all stakeholders, especially its shareholders, customers and suppliers.

Under the leadership of the Chairman of the Board of Directors, the entire Board of Directors strategically manages Akçansa's transition to a low-carbon economy by assuming utmost responsibility in sustainability management. The company's long-term and annual interim sustainability goals are also regularly monitored by the Board of Directors, and risks and opportunities arising from climate change are evaluated.

Among the committees subordinate to the Board of Directors, the Corporate Governance Committee is responsible for monitoring the sustainability practices within Akçansa and determining the issues that need to be evaluated by the Board of Directors. Sustainability practices, risks and opportunities and investment plans within and outside the organization are conveyed to this committee by the sustainability committee.

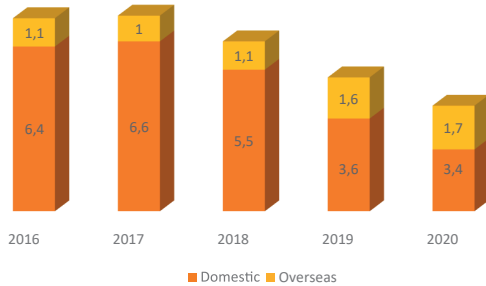


FINANCIAL INDICATORS

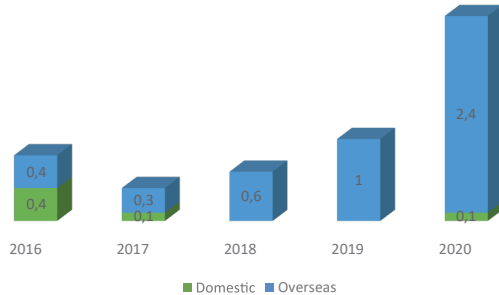
Our strategic management practices and our production activities in high-tech facilities conforming to global quality standards are reflected in our strong financial results.

One of the major goals we have set upon advancing our sustainability practices is to assess the impact of the climate change risks and opportunities we have defined on our financial results. The aim of the study, the results of which we aim to share in the coming years, is to strengthen the resilience of our corporate strategy against alternative climate-related scenarios, particularly the 2°C scenario, taking into account the requirements of the Task Force on Climate Related Financial Disclosures (TCFD).

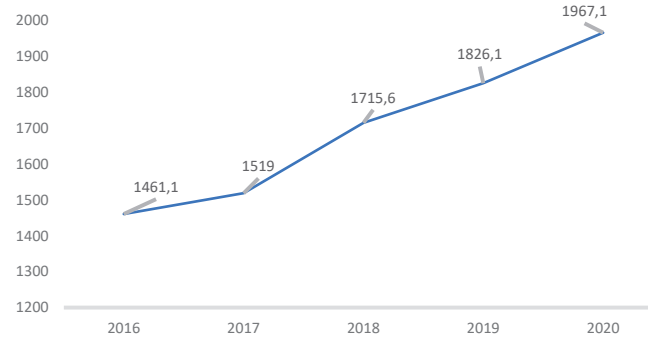
Cement Sales (Million tons)



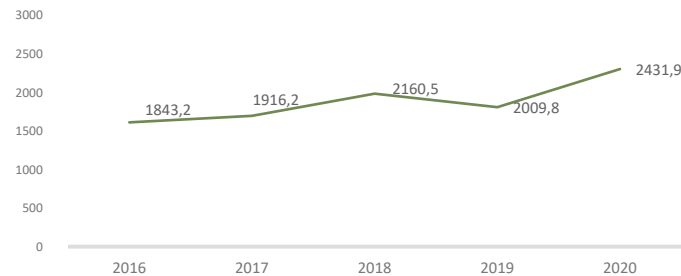
Clinker Sales (Million tons)



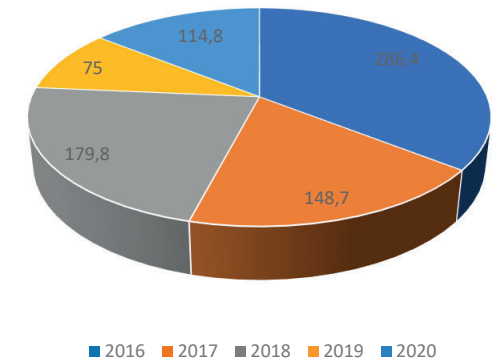
Net Sales (Million tons)



Total Assets (TL million)



Net Profits (Million tons)

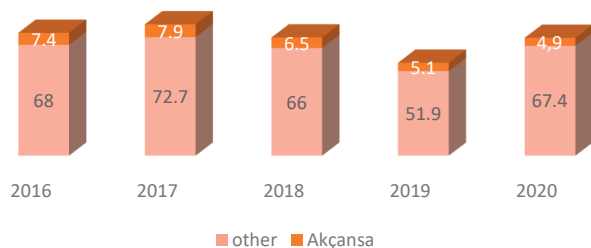


Total Assets (TL million)

Year	2016	2017	2018	2019	2020
MILLION TONS	1843,2	1916,2	2160,5	2009,8	2431,9

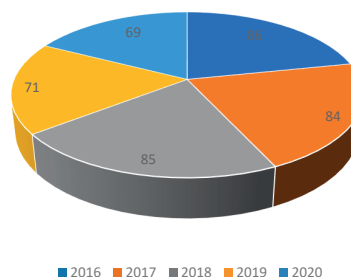
OVERVIEW OF THE CEMENT INDUSTRY AND AKÇANSA'S POSITION

**Total Cement Production in Turkey
(Million tons)**



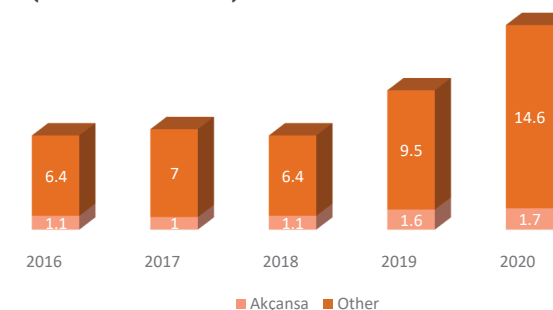
* Data from other companies than Akçansa include data of producers that are a member of the Turkish Cement Manufacturers' Association

**Ratio of Akçansa's Cement Domestic
Sales to Production**



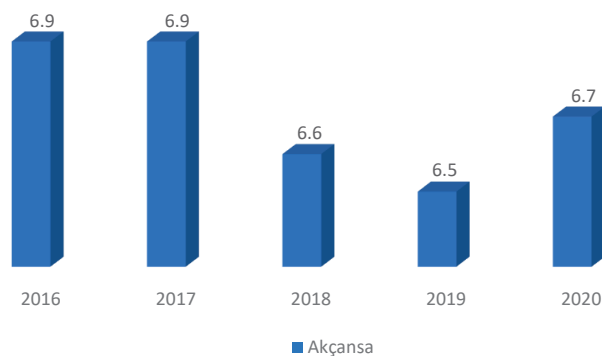
* Data from other companies than Akçansa include data of producers that are a member of the Turkish Cement Manufacturers' Association.

**Total Cement Export by Turkey
(Million tons)**



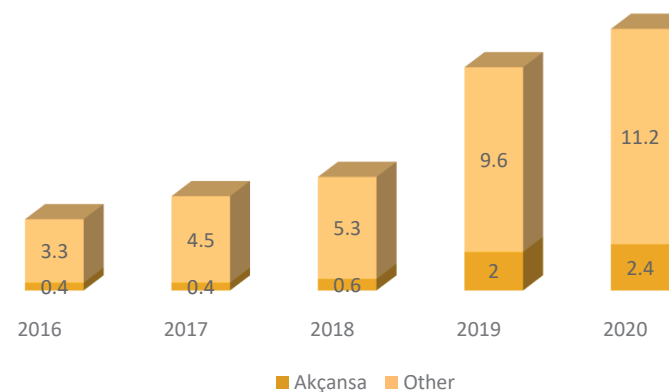
* Data from other companies than Akçansa include data of producers that are a member of the Turkish Cement Manufacturers' Association

Akçansa's Clinker Production (Million tons)



■ Akçansa

Total Cement Export by Turkey (Million tons)



■ Akçansa ■ Other

* Data from other companies than Akçansa include data of producers that are a member of the Turkish Cement Manufacturers' Association

Ethics Management

In all our activities, we adhere to business ethics, which is among our core values, and act according to the Code of Business Ethics, which includes corporate principles, ethical values and standards. These rules serve as a guide for all Akçansa employees, ensuring that their duties are performed fully and in a timely manner in accordance with legal obligations, internal regulations and contracts as well as setting the boundaries to avoid any behavior that may harm the company by prioritizing the company's interests. The Code of Business Ethics concerns all our operations and business processes and is binding for everyone, including members of the Board of Directors and all employees. We also expect all our suppliers, subcontractors, dealers and business partners to act in compliance with these principles. In addition to the Code of Business Ethics, the Supplier Code of Business Conduct includes the rules that suppliers are required to follow in their business dealings. We provide every new recruit with the Akçansa Code of Business Ethics and deliver Sabancı Code of Business Ethics (SA-ETIK) information and digital training on an annual basis, which is based on the values and working principles of the

You can access our Code of Business Ethics and Supplier Code of Business Conduct by clicking [here](#).

annual basis, which is based on the values and working principles of the Sabancı Group, in order to maintain the employees' awareness about business ethics. In 2020, a total of 353 employees attended this training and the participation rate was 100%. Our Code of Business Ethics also includes the subject of preventing unfair competition. In this context, we also provide competition training to our employees. In 2020, a total of 60 employees attended eight hours of training per person. In case of a suspicion of non-compliance with the Code of Business Ethics, employees or stakeholders can communicate it to the Human Resources Department, the Code of Ethics Advisor, Sabancı Holding Ethics Committee or the HeidelbergCement Ethics Line via telephone or e-mail, adhering to the principle of confidentiality. Cases of non-compliance can be reported via e-mail to etik@akcansa.com.tr and etik@sabanci.com or by filling out a form on <https://www.speakupfeedback.eu/web/heidelbergcement/tr> or by calling 0216 571 31 00 and 00800 448824369. All complaints and notifications are evaluated adhering to the principles of confidentiality. A total of three cases reported via these channels in 2020 were reviewed by the Internal Audit department, following which the relevant reports were escalated and necessary actions were taken to prevent their reoccurrence.

Anti-corruption and Anti-bribery

We carry out efforts to combat corruption and bribery in the light of our policy which was developed to ensure that we do our job reliably and protect our reputation. Our Anti-Bribery and Anti-Corruption Policy is an integral part of:

- Corporate Governance Principles approved and publicly disclosed by the Board of Directors of Akçansa Çimento A.Ş. and Sabancı Holding Code of Business Ethics implemented in Akçansa Çimento A.Ş.;
- Principles that we undertake to comply with by ratifying the United Nations Global Compact; and
- Human Resources Practices.

Our practices within this scope are carried out under authorization and responsibility of the Board of Directors. In 2020, we provided a total of 3 person*3 hour of training on Anti-Corruption and Bribery. We assess our operations by means of the internal audit team in terms of ethics and corruption risks under annual audit plans.

You can access our Anti-Bribery and Anti-Corruption Policy by clicking [here](#).

Violations of the policy can be reported to Akçansa Çimento A.Ş. Ethics Representative and Sabancı Holding Ethics Committee, and necessary sanctions are imposed if any inappropriate behavior is detected. In addition, we deliver HeidelbergCement's training on Prevention of Corruption in English e-learning format to our employees.

Internal Audit Processes

Akçansa's Internal Audit Department periodically carries out scheduled and thematic audits in line with the standards prepared by the International Institute of Internal Audit, periodically reports the results of these audits to the Audit Committee and offers feasible and reasonable improvement suggestions to the management regarding the findings obtained.

The Internal Audit Department prepares a risk-based plan that determines the internal audit activities every year, taking into account the Company's objectives, designs the audit processes accordingly and carries them out successfully. Internal Audit Department reports the results of their meticulous work for this process to the senior management. In this context, it is possible to address the internal audit process in four main phases:

- Preparation (planning)
- Execution
- Reporting
- Monitoring results

Internal Audit System is periodically assessed and its effectiveness is inspected by the Internal Audit Department. Ten process audits were completed in 2020, and the "Continuous Monitoring" project was launched as part of digitalization of internal audit. Continuous monitoring is a method that allows the preparation of internal audit reports simultaneously or immediately after the events occur.

The internal audit team commenced big data analyses after creating SQL queries in 2020. In addition, preparations for the installation infrastructure of the internal audit software started in 2020.

In 2020, a total of six ethical non-compliances were reviewed by the Internal Audit Department, following which the relevant reports were escalated and necessary actions were taken to prevent their reoccurrence.



Risk Management

At Akçansa, risk is defined as “a situation in which a new internal and/or external phenomenon arises, leading to unexpected effects on current goals during the company's operations”. These situations are managed by means of Integrated Risk Management practices adopted by Sabancı Holding and HeidelbergCement Group companies. Using this model, we aim to manage environmental, social, economic and governance risks holistically and develop preventive approaches. Our Corporate Risk Procedure defines our risk management rules, and is intended to carry out the following:

- Risk Identification
- Risk Assessment
- Appropriate Risk Management

Risks are usually divided into 4 main categories:

- Financial
- Operational
- Strategic
- External Environment

We conduct scenario-based sensitivity analyses, which are among our effective risk management practices, in the following areas:

- Foreign Currency Position
- Budget Realization Scenarios
- Fuel Prices
- Climate Change-related 2°C Scenario

Compliance, Transparency, Accountability

Akçansa management and employees undertake to strictly comply with the law, which is also addressed in the Sabancı Code of Business Ethics to which we adhere. Akçansa also attaches great importance to global values and standards such as the United Nations' Universal Declaration of Human Rights, OECD's Guidelines for Multinational Enterprises and ILO's Declaration on Fundamental Principles and Rights at Work. The Compliance Procedure implemented in this context sets the framework for fulfillment of Akçansa's commitments.

Akçansa works together with HeidelbergCement's Compliance Department and Sabancı's Ethics and Compliance Department.

At Akçansa, the CEO has the utmost responsibility for ensuring compliance. Establishment, development and continuous control of the compliance organization throughout the company, and coordination of HC and Sabancı Compliance activities are carried out by the Internal Audit and Compliance Department.

Climate Change Risks and Opportunities

Akçansa defines risks related to transition to a low carbon economy due to climate change and physical risks as part of operational risks. The relevant committees, at least once a year;

- Define the needs and expectations of the value chain,
- Have interviews with company employees,
- Conduct surveys,
- Evaluate the operating results of the company,
- Evaluate risk definitions, magnitude of risks, potential effects and actions in the light of international research reports and related climate scenarios.

These assessments also reveal opportunities for Akçansa as a result of its pioneering work in the fields of R&D, Innovation and Digitalization.

DEFINED RISKS AND ACTIONS IN OUR VALUE CHAIN:

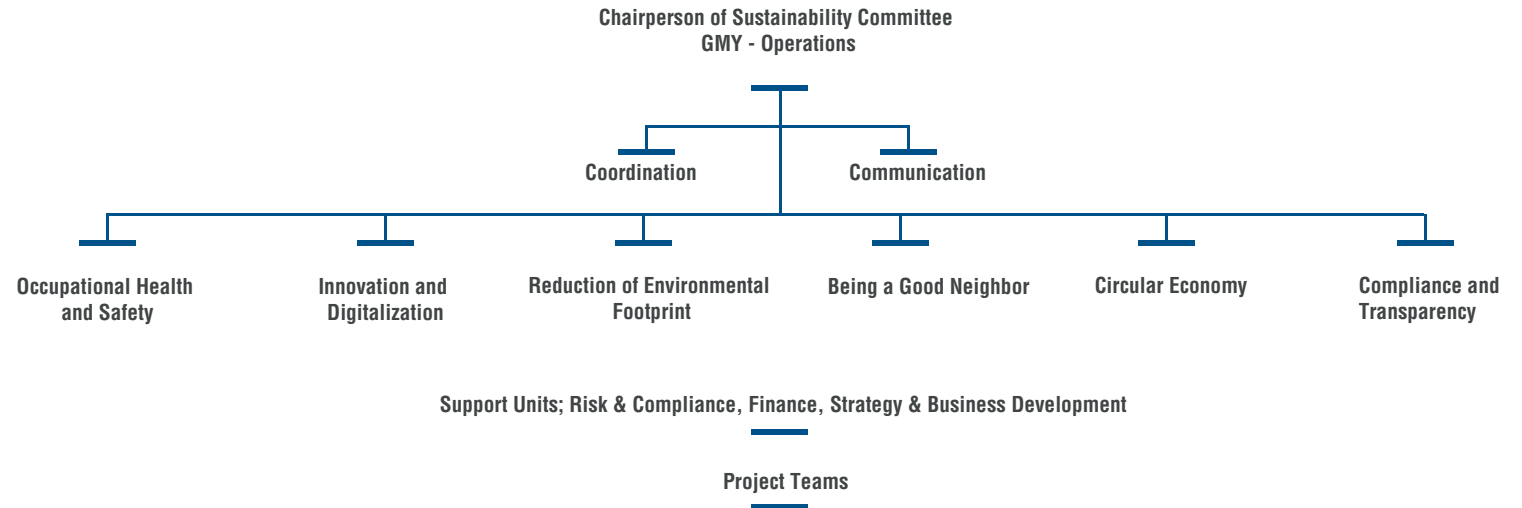
Production	
Risk	Action
Increasing production costs due to Carbon Pricing Mechanisms EU Green Deal and Carbon Border Tax	Reducing CO ₂ emissions by using alternative fuels. Particularly using alternative fuels with a high biomass ratio to K reduce use of coal and petroleum coke
Reduction in water resources due to decreased precipitation and associated adverse effects on production processes	Reducing water use in production, detection and prevention of loss and leakage, monitoring water use digitally
Increased severity of extreme weather events (floods, extreme heat, wildfires) and resulting potential loss of our assets	Neutralizing the risks arising from fluctuations in sales volumes due to weather conditions and market trends by expanding our regional presence
Supply Chain	
Risk	Action
Interruption of production due to fluctuations in prices and supply of raw materials and fuels, caused by climate change	Identifying alternative resources, increasing efficiency, focusing on regional resources
Disruptions in obtaining/renewing the licenses of our quarries due to changing environmental / climatic policies, causing production shutdowns and thus cost increases	Identifying and commissioning alternative mining areas
Customer	
Risk	Action
Potential loss of revenue due to substitution of our existing products and services with low-carbon alternatives	Currently, low-emission building materials are not play a competitive role in our existing portfolio
Production	
Opportunity	Action
The most significant potential for the entire cement industry in the transition to a low carbon economy is the use of alternative fuels and maximization of biomass (such as sewage sludge) in the fuel mixture	Reducing CO2 emissions by using alternative fuels. Particularly using alternative fuels with a high biomass ratio to K reduce use of coal and petroleum coke
Resource efficiency to be achieved by increasing the rate of alternative fuel use, which is 5% in the Turkish cement industry.	
Customer	
Opportunity	Action
Increase in revenues as customers demand low-emission products	Environmental Product Declarations (EPD) have been prepared proactively for some of our concrete products
Increase in revenue due to growing demand for sustainable products by green projects targeting LEED, BREEAM certificates	R&D studies are carried out for the transition to low-emission products

SUSTAINABILITY MANAGEMENT

At Akçansa, we integrate sustainability into all business processes from raw material production to after-sales dealings, in line with our understanding of sustainability and the life cycle of cement. We aim to make sustainable business models an integral part of our corporate culture and to ensure the continuity of our business in the future.

In line with the vision of our sustainability organization, which we restructured in 2019, we set our 2030 Sustainability Goals in 2020.

Our Goals supporting the UN Global Compact Principles and the UN Sustainable Development Goals, as a signatory to both, consist of a total of 36 key indicators in six focus areas, namely, Occupational Health and Safety, Reduction of Environmental Footprint, Innovation and Digitalization, Circular Economy, Being a Good Neighbor, and Compliance and Transparency. We accordingly developed our sustainability management structure based on these six focus areas.



The information flow and decision-making mechanism was defined to ensure effective consolidation of information within Akçansa's organizational structure of both sustainability and corporate governance and to integrate the sustainability principles with all management activities of the organization. The main topic of the sustainability committee meetings in 2020 was the evaluation of the extent to which the 2020 goals have been achieved and the setting of the goals for 2030. One of the main agenda items of the meetings held every two months by the Corporate Governance Committee (CGC), a committee under the Board of Directors, is the evaluation of recent sustainability-related updates. Issues about Investor Relations are presented by the Vice General Manager of Finance and other issues by the Chairperson of the Sustainability Committee, and following assessments, necessary decisions and actions are determined. At the Board of Directors meetings, the General Manager of the Company and the Chairman of the Sustainability Committee regularly presents critical sustainability issues, the latest status of sustainability goals, and the decisions and actions taken by the CGC.

As Akçansa, we were proud to announce the first long-term sustainability goals in the industry in 2010 and to publish a sustainability report in the same year. Now we continue to lead the Turkish cement industry by publishing our Goals for 2030. For each of our sustainability goals, interim annual targets are also set, thus developing a long-term roadmap. This roadmap involves annual action plans to reach the annual interim targets and therefore represents the investment needs. Investment needs are assessed by the Sustainability Executive Committee and short-medium and long-term investment plans are devised. In addition, the annual interim sustainability goals are imposed on all our employees as annual performance targets within the framework of their duties and responsibilities, starting from the GM and covering all employees who adopt the sustainability goals, make direct contributions, and at the same time. By doing so, the sustainability culture is spread throughout the company and developed further over the years.

AKÇANSA SUSTAINABILITY ORGANIZATION



Akçansa leads the industry in adopting sustainable and responsible business models, and formulates its business strategies accordingly. By integrating sustainability into the business model, it is recognized as a task to take a step for a better world today. Akçansa continues to reduce its environmental footprint from concrete production via use of low-clinker cement and higher mineral additives, while lowering its carbon footprint through initiatives such as higher use of alternative fuels and biomass, as well as energy efficiency in the production stages for a low-carbon future.

In cement production, which is energy-intensive and dependent on natural raw materials, we take advantage of opportunities to reduce our impact on climate change, and take necessary action against climate change adaptation risks.

Through our environmental sustainability goals for 2030, we reduce our environmental footprint by:

- Reducing our carbon and other emissions to air as well as water consumption;
- Focusing on investments guided by the principle of continuous improvement;
- Recycling and recovering wastes generated during our operations;
- Increasing use of renewable energy sources;
- Restoring biodiversity at the mining sites through rehabilitative work.

Our Material Sustainability Topics

The year 2020 marked the beginning of a new era in Akçansa's sustainability journey. The period in which the goals set for 2020 in 2010 would be achieved and came to an end while efforts were made to set the goals for 2030. A materiality analysis was carried out to accurately define the needs and expectations of stakeholders that changed during this period and to prioritize them among the material issues of Akçansa.

Materiality Analysis approach involves the following:

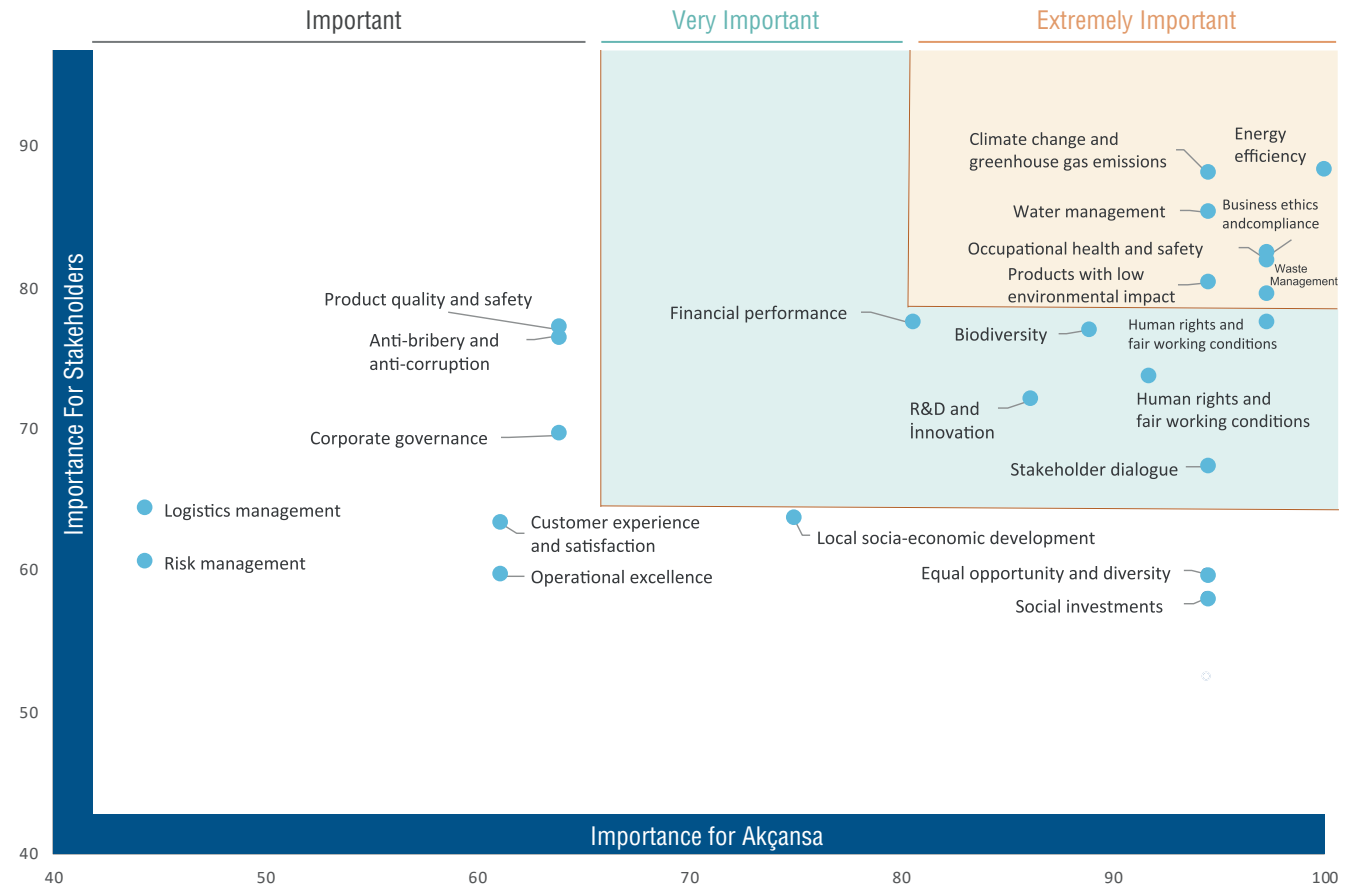
- Review of detailed industry and good sustainability practices
- Determination of exhaustive topic lists
- Obtaining stakeholder opinions through surveys and direct interviews
- Analysis of results


























We paid strict attention to ensure that the topics assessed were compatible with global targets, expectations and practices.

Reports evaluated as part of our materiality analysis:

- World Economic Forum 2021 Global Risks Report
- United Nations Sustainable Development Goals
- 11th Development Plan
- Global Cement & Concrete Association
- SASB Industry Specific Material Topics Map

The materiality analysis brought forth various high priority topics, including energy efficiency, climate change and greenhouse gas emissions, water management, occupational health and safety, business ethics and compliance, low environmental impact products and waste management. The outputs of the analysis played a significant role in finalization of the Sustainability Goals for 2030 and development of the roadmap for 2030.

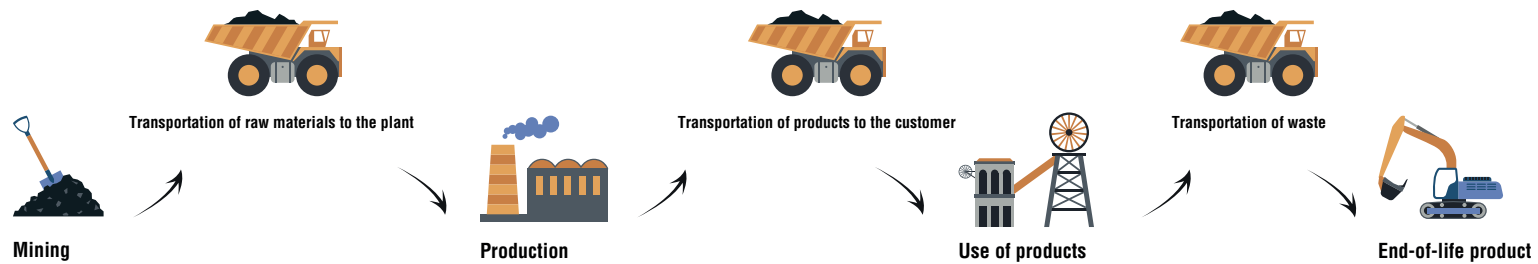


AKÇANSA 2030 SUSTAINABILITY TARGETS					
SUSTAINABILITY PILLARS	KPI	BL	UNIT	2020	TARGET 2030
ACHIEVING EXCELLENCE IN HEALTH AND SAFETY   	Fatal accidents	ALL	#	0	0
	LTI	ALL	#	20	0
	TCIFR	ALL	(Fat+LTI+MTI)/1 M work hr	7.1	0
	Occupational diseases	ALL	#	0	0
	CO2 emissions - net	CEM	kg/t cementitious	753	649
REDUCING OUR ENVIRONMENTAL FOOTPRINT       	Emissions at stacks	CEM	mg/Nm3	NOx: 566 SOx:12 Dust:10	NOx:200, SOx:50 Toz:10
	Environmental complaints	ALL	#	26	0
	Environmental investment budget (based on average of 2021-25)	ALL	% Env.Inv/Net Sales	0.9	1.3
	Mitigation in water consumption (based on 2017-20 average => 0,231 m3/t cementitious)	CEM	%	-	13
	Energy recovery from waste of own operations	CEM	%	20.4	100
	Energy from own and renewable sources	CEM	%	14.2	22
	Quarries with biodiversity action plans	CEM	#	0	5
	Rehabilitated quarry areas	CEM, AGG	ha	26	50
	Clinker in domestic cement sales	CEM	%	87.3	72
	Clinker in concrete	RMC	kg/m3 concrete	257.2	200
INNOVATION AND DIGITALIZATION    	Low CO2 products in domestic cement sales	CEM	%	26.1	100
	Value added products in concrete sales	RMC	%	10.7	25
	Digital maturity score	ALL	%	-	70
	AI coverage in production assets	ALL	%	-	90
	Energy consumption in cement production	CEM	kWh/t cement	103.5	99
	AF in fuel mix (in calorific base)	CEM	%	17.6	35
	Biomass in fuel mix (in calorific base)	CEM	%	6.5	12
ENABLING THE CIRCULAR ECONOMY    	ARM in clinker	CEM	%/t clinker	3.3	15
	Recycled aggregates in concrete	RMC	%/m3 concrete	0	10
	Volunteering activities	ALL	hour	96	520
	CSR programs	ALL	#	2	5
BEING A GOOD NEIGHBOUR   	Social impact analysis of CSR programs	ALL	%	25	100
	Community dialogue events	ALL	# of sites	0	8
	Community investment	ALL	% in revenue	4	4
	Employee engagement score	ALL	%	-	75
	Employee having ethic trainings	ALL	%	36	100
PEOPLE, COMPLIANCE AND TRANSPARENCY    	Gender diversity	ALL	%	M:80, F:20	M:70, F:30
	Sucession pipeline fullness	ALL	%	87	90
	Women in sucession pipeline	ALL	%	33	40
	Suppliers with ISO standards (80% of annual procurement spend quadrile)	ALL	%	5	80
	Supplier audits per year (85% of annual procurement spend quadrile)	ALL	#	0	150

Our Life Cycle Approach

At Akçansa, we integrate sustainability into all business processes from raw material production to after-sales dealings, in line with our understanding of sustainability and the life cycle of cement.

RAW MATERIAL AND ENERGY CONSUMPTION



Process Stages	<p>Extraction/processing of fossil fuels</p> <p>Extraction of raw materials from mines</p> <p>Crushing of Raw Materials</p> <p>Grinding of Raw Materials</p>	<p>Mixing</p> <p>Preheater</p> <p>Rotary Kiln</p> <p>Clinker Cooler</p> <p>Grinding</p> <p>Product Storage</p> <p>Packaging</p>	<p>Use of products in construction</p> <p>Use in maintenance of structures</p>	<p>Demolition of expired buildings</p> <p>Classification of excavation</p> <p>Disposal</p> <p>Recycling</p>
Impacts	<p>Land use</p> <p>Biodiversity</p> <p>Emissions</p> <p>Wastes</p>	<p>Wastewater discharge</p> <p>Emissions</p> <p>Wastes</p>	<p>Emissions</p> <p>Wastes</p>	<p>Land use</p> <p>Emissions</p> <p>Wastes</p>
Impact mitigation	<p>Alternative Raw Material Use</p>	<p>Transition to low carbon economy</p> <p>R&D</p> <p>Alternative fuel use</p> <p>Environmental Management</p>	<p>Special products</p> <p>Low-clinker cement</p> <p>Low-cement Concrete</p> <p>Environmental Management</p>	<p>Recovery of excavation waste</p> <p>Environmental Management</p>
Akçansa's good practices	<ul style="list-style-type: none"> - Strategic agreements with local suppliers to ensure security of supply - Subcontractor supplier evaluation process - In 2020, 93,299 tons of waste was used as alternative raw materials at Büyükçekmece Plant 	<ul style="list-style-type: none"> - Alternative fuel ratio has increased to 18% - 12.5% reduction in energy intensity between 2018-2020 - 3,298 MWh energy savings and more than 1.4 million TL financial savings via transition to energy-efficient equipment, optimizations and improvements in logistics, energy-efficient equipment, optimization and logistics -Energy saving has increased by 64% in the last three years -We increased the use of biomass by 73% and alternative fuel by 67% 	<ul style="list-style-type: none"> -Low clinker cement and higher mineral additive use - Vodafone Business and Betonsa -Activation of Calcined Clays for Gray cement replacement LC4 - Our Special Low Carbon Cement Products: SOLIDCEM; DUOCEM; ACTIONCEM - Our Special EPD Certified Cement Products 1803CONCRETE, KRATOSBETON, A+ CONCRETE 100+CONCRETE, VISKOBETON, YEŞİLŞAP 	<ul style="list-style-type: none"> - Akçansa's ready-mix concrete brand, Betonsa, provides a first-ever concrete solution using Vodafone Business technologies, enabling momentary monitoring of the concrete class.

STAKEHOLDER RELATIONS

One of the key elements of our sustainable business model is our active stakeholder communication. Through streamlined communications, we identify the needs and expectations of our stakeholders. We actively use the suggestions and feedback we receive to create long-term strategies, and aim for sustainable growth.

Stakeholders	Communication Channels and Frequency
Employees	At Various Intervals: Questionnaires and Surveys;
	Continuously: Training activities, SA-ETHICS Principles, Akçansa Code of Business
	Conduct, corporate portal, announcements and bulletins, social media, Facebook, linkedin, Instagram notifications;
	Instantaneous: Recommendation and Reward System;
	Monthly: OHS committees, function-based meetings;
	At least Six Times a Year: Study groups and committees; At least Biannually: Career
	Development and Performance Management Meetings, social events;
	Annually: Management meetings, communication meetings, Family Day, annual report, Environment Day, Sustainability Report;
Shareholders and investors	Biennially: Employee Life Assessment Questionnaire;
	Periodical: We are listening to you
	Upon Request: Investor presentations, one-to-one meetings;
	Annually: Ordinary general assembly meeting, Annual report, Sustainability Report, CDP
	Climate Change and Water Security programs
	Biannually: Analysts Meeting
	Quarterly: Board of Directors meetings, financial performance reports;
	When necessary: Announcements on Special Occasions;
Dealers	Upon Request: One-to-one meetings;
	Annually: Foreign Dealers Meeting, Domestic Subsidiaries Meeting, Annual report,
Suppliers	Sustainability report Continuously: Social media, Facebook, linkedin, Instagram, notifications
	Upon Request: One-on-one meetings;
	Once a Month: OHS committees;
	Annually: Annual report, Sustainability report
	Continuously: Supplier Codes of Business Conduct
Customers	Biannually: Akçansa Harcı Magazine, business ethics information meetings
	Once a Year: Cement Day, Neighborhood Council
Local governments	Upon Request: Meetings and discussions, support for infrastructure investments, festival and social event sponsorships;
	Once a Year: Annual report, Neighborhood Council, Sustainability report

Stakeholders	Communication Channels and Frequency
Non-governmental organizations	Continuously: Memberships
	Periodical: Working groups, committees and Board memberships;
	Upon Request: Joint project and initiatives, meetings and discussions;
	Once a Year: Annual report, Sustainability report
Neighboring organizations (Other industrial establishments near factories)	Upon Request: Meetings and discussions;
	At Various Intervals: Informational reports;
	At Various Intervals/Instantaneous: Public audits
	Once a Year: Annual report, Sustainability report
Product end users	Biennially: Neighborhood Council
	Continuously: Product labels, marketing communication studies;
	Several Times a Year: Participation to trade fairs, product information training courses;
Employee families	Once a Year: Annual report, Sustainability report
	Continuously: Informative studies, brochures
	At Least Twice a Year Social events
Local community	Once a Year: Environment Day, Open Door Events
	Upon Request: Grievance system, community projects, donations and sponsorships;
	When necessary: Informative meetings, care packages
Media	Once a Year: Annual report, Sustainability report, Neighborhood Council,
	Continuously: Interviews and conversations, Neighborhood Council, newspaper and magazine ads
	Upon Request: Meetings and discussions;
	When necessary: Press releases, press conferences, special occasion announcements
Universities	Once a Year: Annual report, Sustainability report
	Continuously: Participation to academic congresses and seminars;
	Upon Request: R&D project partnerships, sponsorship and support, support for academic research and publications, meetings and c
	Once a Year: Annual report, sustainability report, the Concrete Ideas Project Competition, scholarship and internship opportunities
Thought leaders	Upon Request: Meetings and discussions
	Once a Year: Annual report, Sustainability report

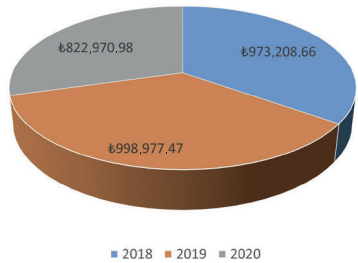


**TRANSITION
TO LOW
CARBON FUTURE**

TRANSITION TO LOW CARBON FUTURE

In achieving sustainability management, as Akçansa, we identify our focus as the transition to a low carbon economy in the sector. towards this direction, our goal is to lead the way in R&D, Innovation and Digitalization areas.

R&D Expenditures - Environmental Benefits



Climate Change

The World Economic Forum 2021 Global Risks Report, cited the environmental degradation as the biggest long-term risk for the second year in a row. Even though the pandemic related restrictions implemented throughout the world, have led to a decrease in the global emissions in the first half of 2020, but climate change - which no one is immune to - continues to be a global risk.

The world economy's continuous growth results in an increased demand for construction materials. It is estimated that the global cement production in 2030 will increase by approximately 5 billion tonnes globally, nearly five times higher than in 1990.

To contribute to the 2015 Paris Climate Change Agreement's goal of limiting global warming to well below 2°C, preferably at 1.5°C, the full and consistent participation of the cement sector, which accounts for 7-8%* of global emissions, is crucial. In light of these international and scientific reports and information on the climate crisis, Akçansa develops scenarios in regions we operate in, determining the risks and opportunities that may be posed by new conditions.

The actions to be devised against climate scenarios that are directly linked to the success of long-term strategies, are being assessed by the Board of Directors. Akçansa integrates its sustainable business model into its decision-making mechanisms with the awareness that adaptation, as well as the combat against climate change, is important.

Carbon Management

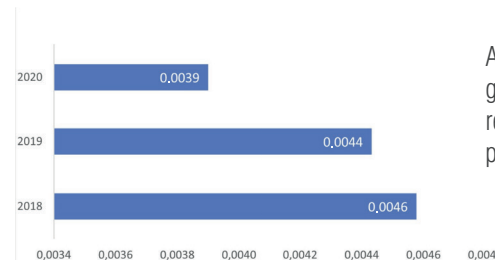
Cement production causes emissions mainly resulting from the release of CO₂ during the calcination of limestone. Furthermore, cement production is an energy-intensive process.

In 2019, Turkey's clinker production amounted to 57,800 kton (94% of the capacity was utilized), resulting in 30,423 kt of CO₂ emissions. The cement industry accounted for 6% of Turkey's greenhouse gas emissions in 2019. (Reference: Turkey 2021 National Greenhouse Gas Inventory Report)

We have taken very important steps towards reducing our carbon emissions while monitoring the effects of Climate Change with ever rising temperatures and increasing extreme weather events. We have increased the rate of alternative usage in our 3 factories to 18%. In 2020, 73,291 tons of CO₂ were prevented from being released by the use of Istanbul urban treatment sludges at the Büyükçekmece plant alone.

We now transparently share the product carbon footprints available with our customers with the international EPD certificate we received for 2 of our Ready-Mix Concrete products. As part of our Scope 1 and Scope 2 emissions calculation resulting from our operations, we comply with the Energy and Carbon Dioxide Inventory Protocol, which has been drafted by the WBCSD Cement Sustainability Initiative (CSI), and are taking mitigation measures accordingly.

GHG intensity (Total GHG / Total Turnover)



Additionally, we decreased our greenhouse gas emissions per unit revenue (including Scope 1 and 2) by 14 percent over the last three years.

*Technology Roadmap - Low-Carbon Transition in the Cement Industry (IEA & CSI & WBCSD)

TRANSITION TO LOW CARBON FUTURE

Net-kg CO₂ / Ton Cement Products (total)



We intend to be prepared in advance for the carbon pricing system that is planned to be implemented in our country. We closely follow the PMR (Partnership of Market Readiness) project carried out by the Republic of Turkey Ministry of Environment and Urbanization with support from the World Bank. We are in continuous communication with the Ministry and other institutions in the industry and convey our proposals and recommendations regarding the simulation and legislation drafts being developed as part of the project.

Climate Change and Adaptation

In addition to our efforts to reduce emissions in combatting climate crisis, our efforts to adapt to climate change emerge as a subject, which is monitored by the Board of Directors, and is prioritized to be integrated into Akçansa's long-term strategies.

Adaptation to climate change is part of our planned actions in establishing the issues which may pose long-term risks and opportunities. Among these actions, our strategy for regional expansion can be mentioned as a measure against the increasing severity of extreme weather events (floods, extreme heat, wildfires) and the consequent damages that may occur for our assets.

Alternative Fuel Usage

Chemical processes associated with cement production, as well as drying procedures are energy-intensive and require high temperatures. Therefore, most of the time, fossil fuels are preferred to produce energy; however, some hard-to-dispose wastes and miscellaneous biomass wastes can also be used as alternative fuel.

Producers in the sector should save energy by using it efficiently, which means increasing alternative fuel utilization ratio and boosting production performance with less fuel consumption are significant steps to be taken. That being the case, one of our company's main objectives is to reduce energy intensity and lean towards alternative fuels. **With the alternative fuel project developed in Akçansa's factories, the rate of alternative fuel increased to 18%. With this alternative fuel project, Akçansa won the first prize in the "Lean Transformation and Continuous Development Category" at the Sabancı Golden Collar Awards.** The alternative fuel usage at the İstanbul Büyükçekmece plant increased to 20% in 2020 from 13% in 2018, an increase of 50% over two years. With the increase in alternative fuel usage, cooperation projects have gained importance for our company regarding the disposal of the solid and liquid waste in the operation regions. As result of the cooperation with İSKİ, 71,678 tons of dried treatment sludge have been used as alternative fuel in 2020. Through a tender bidding process, the right to receive the liquid wastes İSTAÇ collected from the ships in the Bosphorus, has been obtained and these wastes have been used as alternative fuel in our Büyükçekmece plant. By participating in these projects, while reducing energy costs AKÇANSA contributes to preventing pollution at sea and on land.

While integrating the alternative fuels into the processes, feeding systems in the plants can be activated and moved automatically from the central controller to the PID system up and thus, the feed rate is optimized. As a result, the project, specific risks have been eliminated at zero cost, and environmental and financial benefits have been achieved without compromising on quality.

Renewable Energy Use

As an energy-intensive sector, we are transitioning towards alternative and renewable energy sources. In 2020, we obtained 14% of the total electricity consumption for cement production from renewable sources, including wind and waste heat. Waste heat constituted 93% and wind constituted 7% of the renewable energy sources we used.

In 2020, we have met approximately 2% of the plant's electricity demand from the wind turbine installed at our Çanakkale coastal plant having a capacity of 2.5 MW, and by doing so we prevented 4,500 tons of greenhouse gas emissions. With a waste heat recovery system with a capacity of 15 MW at the Çanakkale main site, we met 22% of the total energy demand and avoided 55,000 tons of greenhouse gas emissions.



DIGITALIZATION

We are committed to offering low-carbon products to our customers and continuously improving our operational excellence with digital applications.

Across its transformation journey, Akçansa has defined its digitalization roadmap under three main topics:

- Life Cycle Management
- Autonomous Production
- Digitization of Operations

Life Cycle Management

This approach aims to ensure uninterrupted operation of existing activities incorporating the latest technologies. Infrastructure investments were largely completed by the end of 2020. The IT infrastructure of the integrated cement production process on which the Çanakkale and Büyükçekmece plants run, the second rotary kiln production line of the Çanakkale plant and the SCADA automation systems at the coastal facility have been renewed as part of these investments.

Autonomous Production

The implementation of decision support systems that will assist process engineers and operators during cement production process, has been initiated in stages. As part of this, the autonomous production system of raw meal mill, rotary kiln and cement mill in the second rotary kiln production line at the Çanakkale plant. The development process is ongoing at the second rotary kiln system of the Büyükçekmece plant. With the integration of autonomous production systems, our aim is to reduce manufacturing errors, increase capacity, and reduce fuel costs.

Digitization of Operations

New business and work models are being developed to improve employee experience and reinforce employee agility in a workplace where dynamics are rapidly changing. This topic covers the initiatives which promotes the implementation of various steps such as digitalization of processes, management of digital footprint and transition to artificial intelligence applications.



DIGITALIZATION

Production Infrastructure Improvement Project

The aim was to transform the IT infrastructures at the Çanakkale and Büyükçekmece plants into highly reliable structures that are centrally managed and integrated with the current IT systems of Akçansa by upgrading those IT infrastructures on which the production automation systems run. With this structure, the physical and cyber security levels of the production system have been increased, and the production system has become more resilient for disaster scenarios.

Autonomous Production System at 2nd Production Line of Çanakkale Plant

With the expert optimization system, which is the first step of the autonomous production processes of the second rotary kiln, raw meal mill and cement mills at the Çanakkale plant, uninterrupted operation of these systems has been targeted. The production system has enabled the uninterrupted operation of the system controlled by the production operators in a way that does not require constant human supervision. With the implementation of this system, stabilization of production has been achieved and this indirectly led to an increase in the production capacity and savings in energy costs.

IQB Development Project

With this project, the goal was to implement upgrades that will encourage new usage areas for the IQB systems (at IOT platforms) that are located at the Çanakkale and Büyükçekmece plants. With this purpose, various upgrades have been initiated to enhance the user experience, connection interfaces that will make the sensor data meaningful and enable integration with the cross systems have been identified; and screen layouts and “dashboards” for production tracking have been developed. As an outcome of the project, the real-time tracking of production via mobile devices and computers, has become easier.

Green Chimneys Reporting Project

The goal of this project was to monitor the real-time legal compliance of the gases released to the atmosphere through the chimneys of rotary kiln incinerators. With the implementation of the project, seven incinerator chimneys in the Akçansa inventory have become monitorable through the continuous emission monitoring system towards all of the legal requirements set out by regulations for plant using alternative fuels. As a result, the analysis and management of limit overruns, future projections and various production scenarios have become possible.

BetonBoard Project

The goal of this project was to develop a “dashboard” system for monitoring the key indicators in production, shipment and production in the ready mixed concrete operations that will also enable benchmarking with other operations within HeidelbergCement. Within the scope of the project, critical data such as cycle time, mixer occupancy and usage rate in the ready mixed concrete operations can be visualized based on location and plant, and areas require improvement can be determined. Consequently, the operational efficiency could be sustained continuously through the implementation of the project.

SmartBeton Project

SmartBeton (SmartConcrete) product is a special application used to determine the strength of the concrete used in constructions without sampling. With the help of a sensor and a phone application, it provides the opportunity to monitor instantly if the concrete reaches the desired strength or not.



R&D and Innovation

In collaboration with universities, public institutions, sectoral NGOs, and Heidelberg Technology Center, Akçansa, has been carrying out various activities on topics such as new product development, product optimization projects, pre/post-sales technical support, training activities, organizing lectures and seminars on cement and concrete technologies at universities, technical visits for university students, promoting research on cement and concrete at universities, participation to fairs and preparation of brochures, as well as national/international scientific publications (proceedings).

Major Completed R&D Projects:

- Investigation of Mineralizer Use in Clinker Production (Tübitak Teydeb Project)
- Investigation of Reactions and Effects in Hydration of Cement (in collaboration with Sabancı University)
- Determination of Use Criteria for Products Recovered from Construction and Demolition Wastes (Tübitak Teydeb Project)
- Investigation of Microalgae Use as Additional Fuel and CO₂ Sequestration in Cement Production Process (Tübitak Teydeb Project)
- Development of High Performance Cement and Concrete Products for the 3rd Bosphorus Bridge (Yavuz Sultan Selim Bridge) Project
- Development of High-Consistency and Performance Cement and Concrete Products for Large Scale Infrastructure Projects
- Development of High-Consistency and Performance Concrete Products for High-Rise Buildings
- Development of High Performance Cement and Concrete Products for the 1915 Çanakkale Bridge Project

- The Project of Tracking Concrete Samples with RFID Tags (in Cooperation with Ankaref and Vuruşkan Companies)
- Macro Synthetic Fiber Reinforced Roller Compacted Concrete Road Project (in Collaboration with Boğaziçi University and Kordsa)
- Cement and Concrete with Improved Thermal Properties Design Project
- Instant Digital Monitoring of Concrete Strength with Sensors (with Tablet or Smartphone) (SmartBeton)

Major R&D Projects Completed in 2020:

- Monitoring of Quality Control Parameters in Cement Production with Advanced Data Analytics
- Performance Analysis of Cement Grinding Aids
- Life Cycle Analysis for Standard and Special Ready-Mixed Concrete Products and Obtaining EPD (Environmental Product Declaration) Certifications

Major Ongoing R&D Projects:

- Use of Activated Natural Materials as Cement Replacement (in collaboration with Sabancı University)
- Cement with Radiation Shielding Performance Project (in Cooperation with Turkish Atom Energy Agency)
- Estimation of Quality Control Parameters in Cement Production with Advanced Data Analytics
- Investigation of the Use of Alternative Mineral Additives and Low Carbon / Clinker Production Technologies in Cement and Concrete Production

Betonsa Technology Center Laboratory:

In 2020, a total of 1,652 concrete tests were carried out for R&D projects, raw material performance in the concrete phase, optimization and special product projects, at the Betonsa Technology Center Laboratory. The tests performed consists of the following;

- Special Product Tests,
- Cement Performance Tests,
- Aggregate Performance Tests,
- Chemical Additives Tests,
- Mineral Additives Tests and
- Project Specific Solution Tests.

R&D and Innovation

As a result of the projects carried out in the laboratory towards new product development and optimization, we achieved cost advantages while improving the product quality with the tests performed on aggregate, mineral and chemical additives. Using our raw materials in a smart way provides us with benefits for a more sustainable future and competitiveness.

The 2020 agenda of Betonsa Technology Center Laboratory covers topics such as development of environmental product declarations for our ready-mixed concretes within Standard C30/37 strength class that we consider as special product, reuse of waste glass as fine aggregate in concrete, producing both strong and aesthetic concretes by adding industrial color pigments to the concrete, improvement of performance and costs by working on chemical additives, investigation of Akçansa produced cements with various minor additives in the concrete phase and use of mineral additives in concrete in high quantities.

Leading the industry in adopting sustainable and responsible business models, Akçansa completed the Environmental Product Declaration (EPD) process for ready-mixed concrete products carried out by the Global Cement and Concrete Association for ready-mixed concrete products and became the first ready-mixed concrete producer in Turkey to receive this certificate. Thus, all product-related processes starting from the dispatching of raw materials to the launch of the product, are transparently presented to our business partners.

Vodafone Business ve Betonsa

The 'Smart Beton' project, in which Vodafone Business and Betonsa joint their forces, enables real-time monitoring of the quality and durability of the concrete used in buildings with a mobile application. Thanks to the technology provided to Betonsa by Vodafone Business, the quality of the concrete is measured with the embedded digital concrete sensors. For the classification of the quality parameters of the produced concrete, many data is being stored in the system. These records can also be shared securely with Betonsa's customers.

Akçansa – Sabancı University Joint Research Project for a Better World for Our Children: Activation of Calcined Clays for Gray Cement Replacement LC4

Committed to the development of more eco-friendly substitutes, we have been working on the development of supplementary cementitious materials (SCM) since 2015, as an alternative to Portland cement clinker production. Among our major projects concluded in 2020, we can mention this project in which we have achieved the activation of shale type raw materials containing Calcined Clay. Thanks to the activation process developed, shales containing more than 40% clay can be used in composite Portland cement without compromising strength values. The most significant eco-friendly feature of the newly developed product is that it can be prepared with processes only around 800 C, instead of 1500 C, unlike Portland cement clinker production. As a result, compared to clinker, much less hydrocarbon resources are burned and much less carbon dioxide (CO₂ gas) is released into the environment during production.



Special Products

CEMENT SPECIAL PRODUCTS:

Special Products	Features
DUOCEM (CEM II/A-LL 42,5R) More Eco-Friendly and Higher Quality Buildings	DUOCEM releases 10% less greenhouse gas emissions compared to Portland cement, thanks to its mineral additive content of up to 20%. DUOCEM is an eco-friendly cement, that is also structure-friendly. Superior Features of DUOCEM: Sustainable, Stable performance, with High Fineness (space filling effect), Easier processing and consistency preservation performance, Resistance and durability performance equivalent to Portland cement (CEM I 42.5 R), Lower hydration temperature (especially for mass concretes and hot weather applications)
SOLIDCEM (CEM IV/A-P 42,5 SR) Cement's Inspiring Power, Endurance Is Strength	SOLIDCEM contains 21-35% mineral additives. It is environmentally friendly as it causes less greenhouse gas emissions. It has high resistance to harmful environmental effects, especially sulfated environments. It provides convenience to the developers with its superior properties such as easy processability and long-term strength development. Environmentally friendly product with 15% less emissions. Superior Features of SOLIDCEM: With high-fineness, ideal for ground reinforcement (injection) applications, non-foaming during injection, resistant to sulfate, resistant to alkali-silica reactions, with optimum setting time, low hydration temperature and low risk for thermal cracks
Actioncem Highly Resistant Eco-Friendly Cement	Contains 36-45% mineral additives. It is environmentally friendly as it causes less greenhouse gas emissions. It has high resistance to harmful environmental effects, especially sulfated environments. It provides convenience to the developers with its superior properties such as easy processability and high early strength.
Actioncem+: Turkey's Highest Performing Eco-Friendly Cement	Contains 21-35% mineral additives. It is environmentally friendly as it causes less greenhouse gas emissions. It has high resistance to harmful environmental effects, especially sulfated environments. It provides convenience to the developers with its superior properties such as easy processability and long-term strength development.
100+CEMENT	Specially developed for the 3rd Bosphorus Bridge (Yavuz Sultan Selim Bridge) project and manufactured at the Büyüçekmece Plant; it is a low alkaline (LA) CEM I 52.5 N cement product with limited properties such as C3A, mgo, acid-soluble chloride content. It was used along with the slag ingredient in the production of the 100+BETON, developed for meeting the requirement of minimum 100 years of service life in the YSS Bridge project.
1803 CEMENT	Specially developed for the 1915 Çanakkale Bridge project and produced at the Çanakkale Plant; it is a low alkaline (LA) CEM I 52.5 N cement product having properties such as C3A, mgo, acid-soluble chloride content, limited. It was used along with the slag ingredient in the production of the 1803 BETON, which was developed for meeting the requirement of minimum 100 years of service life in the 1915 Çanakkale Bridge project.



Special Products

SPECIAL CEMENT PRODUCTS:

Special Products	Features
VİSKOBETON: SELF-LEVELING READY-MIXED CONCRETE	Viskobeton, is BETONSA's self-compacting concrete product that has many advantages over conventional concrete. Viskobeton, developed for all reinforcement projects and other projects requiring strength classes C40/50 and above, provides a defect-free cross-section by smoothly pouring through the reinforcements with a minimum spread of 65 cm with no segregation despite its flowability eliminating the need for using a vibrating compactor.
VİSKOTEMEL	Viskotemel, is BETONSA's self-compacting concrete product designed to be used in foundation concretes. Produced in C30/37 and C35/45 strength classes, Viskotemel, thanks to its low water/binder ratio, provides cost advantage and ease of application with its minimum spread of 50 cm in projects essentially requiring impermeability.
VİSKOKAT	Viskokat, is BETONSA's self-compacting concrete product designed to be used in foundation concretes. Produced in C30/37 and C35/45 strength classes, Viskokat provides ease of application and cost advantage with its minimum spreading rate of 55 cm without requiring surface smoothing work.
VİSKOPERDE	Viskoperde, is a self-compacting concrete product designed to be used in vertical structural elements of BETONSA. Produced in C30/37 and C35/45 strength classes, Viskoperde provides an ease of application by pouring through dense reinforcements smoothly with a minimum spreading of 65 cm and with its increased fine aggregate percentage, eliminating the need for the use of a vibrating compactor.
VİSKOŞAP	Viskoşap is BETONSA's self-leveling screed product. Thanks to its special design, it does not shrink and prevents the formation of cracks. It saves time and labor with fast implementation in projects.
İZOŞAP	İzoşap is the 'Lightweight Ready-Mixed Screed' compound produced by BETONSA. İzoşap, thanks to the special chemical additives used in its production, has an entrained air content of up to 25% and a low unit weight at this rate. İzoşap, is a product that provides a complete solution in screed production with easy pumping application and practical use. Yeşilşap, which has ended the need for applications such as transportation of sand, cement and water to construction sites, eyeballing of the ingredients at the construction site and preparation of screed using traditional methods. Yeşilşap is being produced with a homogeneous and standard consistency under BETONSA's quality assurance.
YEŞİLŞAP	Yeşilşap is an 'Environmentally Friendly, Lightweight Ready Mixed' screed compound produced by BETONSA. Thanks to the special mineral-added cements used in its production, Yeşilşap has up to 35% lower CO2 footprint, and less entrained air content up to 25% thanks to special chemical additives, and a lower unit weight at this ratio. Yeşilşap is a new generation product that provides a complete solution in screed production with its easy pumping application and practical use. Yeşilşap, which has ended the need for applications such as transportation of sand, cement and water to construction sites, eyeballing of the ingredients at the construction site and preparation of screed using traditional methods. Yeşilşap is being produced with a homogeneous and standard consistency under BETONSA's quality assurance.
DRABETON: STEEL WIRE REINFORCED CONCRETE	Drabeton is BETONSA's steel fiber reinforced concrete product. Using Dramix steel wires, it is produced in Betonsa Ready-Mixed Concrete plants by. In a controlled and secure manner, steel fibers are distributed through all directions of the concrete, including the surface and edges. This enables a three-dimensional reinforcement system to be achieved within the Drabeton. Consequently, a concrete that is able to endure complex loading scenarios with significantly reduced cracking risk, obtained.
FORTABETON: MACRO SYNTHETIC FIBER REINFORCED CONCRETE	Fortabeton, Betonsa's 'Macro Synthetic Fiber Reinforced Concrete' composition, is produced at BETONSA ready-mixed concrete facilities by using Forta-Ferro macro synthetic fibers. Especially offering a complete solution especially in industrial floor concretes, Fortabeton, is a composite material consisting of a combination of concrete and reinforcement. Offers optimized ductility. It has high bending, impact and abrasion resistance.

Special Products

SPECIAL CEMENT PRODUCTS:

Special Products	Özellği
FİBERBETON: POLYPROPYLENE FIBER CONCRETE PREVENTING CRACK AT EARLY STAGES	It is the polypropylene fiber concrete prepared at the BETONSA Ready-Mixed Concrete Facilities. Polypropylene fiber is the up-to-date application of reinforcement (like horse hair and hay) used in antique mortar and plaster for centuries. A better internal structure is obtained by homogeneously mixing the polypropylene fibers to the concrete, and the resistance against fresh concrete cracks is increased.
KRATOSBETON:MACRO / MICRO SYNTHETIC FIBER REINFORCED CONCRETE	Kratosbeton is the new generation fiber reinforced concrete of Betonsa. It is produced in the Betonsa Ready-Mixed Concrete facilities by using Kordsa Global macro and micro synthetic fibers. Kratosbeton brings ease of application to the projects, is supplied as suitable to any and all classes and concrete consistencies, and completely eliminates the labor need for placing and clinging wire mesh for concrete reinforcement. With the advantage of direct reinforced concrete application, it offers up to 40% times advantage and total usage cost reduction depending to the application types. It is applied on industrial grounds, tunnel coatings, shotcrete coatings, screed, coating, and field concretes.
POLARBETON: GREENER BUILDINGS WITH NEW GENERATION FLOOR INSULATION	Polarbeton is a cement-based construction material produced with Polarfox special agent and has high thermal insulation property. Produced in cooperation with BETONSA and Forta İnşaat, Polarbeton is particularly used for the insulation of the floors of high-rise buildings, and becomes an indispensable construction material of high quality structures with several advantages it brings.
A+BETON: TURKEY'S ENVIRONMENT-FRIENDLY CONCRETE	A+BETON is a high-quality concrete product group with low carbon emission developed for environment-friendly and sustainable structures. With less carbon emission through being produced by substituting cement with up to 70% Ground Blast Furnace Cinder (GBFC), A+BETON is the best solution for Green Buildings. A+BETON product group is constituted of three essential categories: A+BETON Foundation, A+BETON Road and Coating, A+BETON Structural A+Beton is a product adding value to the environment by containing recycled materials produced with advanced technology. It is the most ideal solution for durable, efficient, and sustainable structures.
100+BETON: HIGH DURABILITY CONCRETE FOR A SERVICE LIFE OF 100 YEARS AND MORE	Specially developed for the 3rd Bosphorus Bridge project by Turkey's leader construction materials company Akçansa, 100+ Beton is a special product produced with low alkali special cement and mineral additive, and developed for the projects with a service life of 100 years and more. Since the YSS Bridge's design included pylons with reinforced-concrete, this product was specially developed that will enable pumping at a height of 330 m, thus, breaking the Turkey's record.
1803 BETON	The 1803 Beton concrete, specially developed for the 1915 Çanakkale Bridge, is formulated to have a service life of minimum 100 years. In order to adapt to the offshore casting conditions of the 1915 Çanakkale Bridge project, 1803 Beton was produced to offer processability at a record time of six hours. Furthermore, it remains self-consolidating for a duration of 6 hours which was required for the construction of shafts connecting the reinforced concrete foundations to the steel piles.
YOLBETON	Yolbeton is an easily applicable and durable concrete produced by Betonsa as an alternative to asphalt roads. The construction of new generation roads with the roller compacted concrete method started under the leadership of Betonsa. Yolbeton, unlike traditional concrete roads, is applied with asphalt equipment such as heavy vibrating steel drums and rubber wheel rollers.Yolbeton, having similar strength characteristics with the traditional concrete material used in the construction of rigid superstructure, offers a fast, economical, robust and reliable solution that can be applied in a similar way to asphalt, also can be used for many years without requiring any maintenance.
WINTERMIX	Wintermix, is Betonsa's concrete product specially developed for the winter season, that is resistant to cold weather and freezing. Thanks to the short setting time provided by its value-adde While preventing time losses in production, wintermix also contributes to the improvement of the physical and mechanical properties of the concrete.
DEKOBETON: THE DANCE OF AESTHETICS WITH CONCRETE	Dekobeton offers both a beautiful appearance and an ease of application with its stamped concrete technology. Our stamped concrete brand Dekobeton can be applied in various colors and patterns, and gives the appearance of natural stones like granite, and does not cause collapsing, slipping, stain, and color fading. Dekobeton is “a technology respecting the traditions and culture” by giving an old and used appearance to the ground by applying antique effect chemical to the surface. Dekobeton's fields of applications include gardens, parks, pool sides, city recreation fields, landscaping, roads, marinas and piers, shopping malls, parking lots, and gas stations.
İZOBETON: LIGHTWEIGHT CONCRETE OUTSTANDING INSULATION	It is a light product of Betonsa for insulation. In comparison to regular concrete and screeds, it is 50% to 75% lighter. When fresh, it is in fluid form that can be pumped with screed or concrete pump. İzobeton consists of cement, fine aggregate (sand), lightweight aggregate, and chemical additives. Expanded polystyrene (EPS) is used to provide the lightweight aggregate ingredient. Cellular structure of EPS brings both lightness and thermal insulation and sound absorption to İZOBETON.
SMART BETON	Smart Concrete, the latest innovative product developed by Akçansa, is a special application used to determine the strength of the concrete used in constructions without sampling. With the he The project related development and promotion activities are being carried out in cooperation with Vodafone company.

STAKEHOLDER RELATIONS



STAKEHOLDER RELATIONS

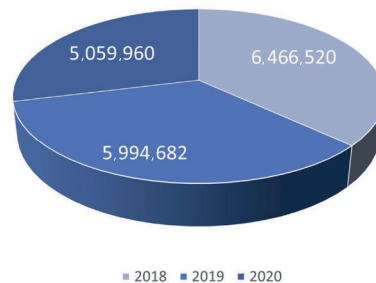
Occupational Health and Safety

The safety of our employees, who are among the most important stakeholders in our value chain, as well as our subcontractors who work in our manufacturing facilities and all other stakeholders, is one of our top priorities. Despite the fact that the cement industry in which we operate presents significant risks in terms of occupational health and safety (OHS), we at Akçansa strive to achieve a zero accident target in our facilities, plants covering all operations in order to manage these risks in the most efficient and effective manner possible. We invest in the technology and infrastructure necessary to enhance OHS standards. We want to lead the cement industry and set an example in the sphere of occupational health and safety through innovative methods.

The Occupational Health and Safety Manager, who is responsible for ensuring that all occupational health and safety operations are carried out with the highest leadership, reports directly to the CEO of the company. Our OHS committee meet monthly, including subcontractor representatives, to discuss problems such as reviewing the hazards and precautions associated with OHS and determining the safeguards. The committee is Chaired by the employer representative and the committee secretary role is undertaken by occupational health and safety specialists. Employees have a 30% representation rate in OHS committee, and the decisions made and announced in the committee are binding on employers and employees.

As for all material topics, we have comprehensive risk management procedures in place for OHS, as well as risk mapping. Physical risks such as falling from a height, working in a confined space, lifting operations, working with fire, ergonomic risks, and risks deriving from machinery and equipment are the prominent risks in our mapping studies. When it comes to the management of such occupational health and safety concerns, we adhere to national and international rules and regulations. In 2020, we successfully completed the transition to the ISO 45001 Occupational Health and Safety Management System in all our facilities, as planned.

Funds earmarked for OHS and Investment



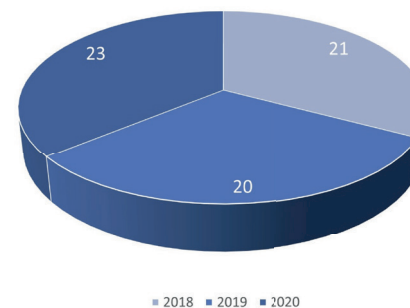
Our OHS objectives for the medium and long term are as follows:

1. Reducing the accident frequency rate by 15% compared to the previous year,
2. Increasing the Near Miss notifications by 5%,
3. Ensuring managers to receive IOSH occupational safety training,
4. Providing OHS Leadership training to managers, technicians and supervisors.

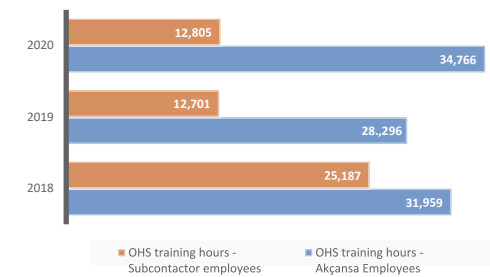
We are well aware that OHS training and awareness initiatives have a significant impact on our overall OHS performance. The "Akçansa Occupational Health and Safety Week" was held at all Akçansa sites in 2020. Due to the pandemic, the second event was held on an online platform with interactive involvement to communicate what has been done and what has to be done for effective distribution of occupational safety culture to subcontracted employers.

After a year of no lost time accidents at the Akçansa Ladik Plant, an online "Golden Helmet" award ceremony and achievement awards were held at the plant.

OHS Training hours per employee



Total OHS Training Hours



Safe and Economical Driving Project

The performance of the operators in terms of safe and economical driving is being continuously monitored in the project, which aims to achieve customer satisfaction and reduce fuel consumption, using data gathered from the vehicle tracking, camera, and security equipment system investments.



Our Employees

In the cement sector, effective human resource management relies heavily on the development of staff capabilities and the accurate appraisal of talents. A fair, equal, and safe working environment must be provided in order for employees to perform at their best. OHS therefore becomes a priority in this industry owing to the usage of machinery and the physically intensive nature of operations. At Akçansa, we strive to grow alongside our employees, assisting them in all aspects of their work in order to meet the requirements of the era, maintain industry leadership, and remain to be the top choice. We consider human rights, fair working conditions, and occupational health and safety as our material topics.

Other areas of emphasis in the human capital management strategy are as follows:

- Making a positive impact on employee experience,
- To facilitate the growth of leaders,
- Constantly gaining knowledge through experience,
- Developing a work culture that is adaptable, collaborative, and data-driven,
- Facilitating the acquisition of talents and their commitment to the organisation.

We provide a working atmosphere that encourages growth, promotes diversity, equal opportunity and inclusion in order to achieve maximum potential for workers.

As of 2020, we have a staff of around 1,000 employees working on our projects and initiatives. Our office personnel account for 36% of our total workforce, while on-site employees account for 64%.

Framework of the Collective Bargaining Agreement signed between the Turkish Cement, Ceramics, Pottery and Glass Industry Workers' Union (Çimseleş) and the Cement Industry Employers' Association (ÇEİS) covering the period from January 1, 2020 to December 31, 2021.

Employee Engagement and Dialogue

We provide a work environment in which employees feel respected and comfortable, where there is open communication between functions and senior management, and where projects and applications are implemented voluntarily. We foster employee satisfaction and loyalty through creative approaches that promote work-life balance and offer flexible working conditions. We benefit from the leverage of digitalization to revolutionize corporate operations and improve employee collaboration.

Through communication meetings and We Are Listening applications, we routinely bring employees and senior management together and conduct communication activities in which mutual knowledge, thoughts, and suggestions are shared. Additionally, all plants and facilities are visited by "HR" personnel on the site, through one-on-one interviews, the necessary steps are determined and implemented.

In 2020, we enhanced our channels of continuous communication with;

- 117 Site Visits
- 1038 Online Communication Activity

Employee Ambassadors Council and Happiness Workshop, both of which were founded and participated in voluntarily by Akçansa employees, ensure that employees' mutual communication is robust, reliable, and open. Sports activities, cultural events and social events are also organized upon request.

Flexible Moves, an application that allows employees to adjust to changing working conditions, was previously implemented in order to better meet such conditions going forward. We pioneered ideas such as two days of remote work each month, flexible work hours, birthday leave, and a casual clothing policy for our staff, all of which helped us promote the flexible working culture.

In accordance with the "Flexible Moves" program, we provide our employees with benefits such as remote working, flexible working hours, and paid birthday leave.

We hold initiatives and competitions to encourage employees to come up with new ideas, stimulate in-house entrepreneurship, and enrich the employee experience by fostering collaborations. The Nugget by Nugget Project Competition and Continuous Improvement Projects-CIP, which we began with this purpose in mind, are still going strong. Along with these applications, our workers who graduated from the Sabancı Advanced Data Analytics Academy as data scientists and data engineers spearhead the company's digitalization initiatives. Every two years, we use the Work Life Evaluation Questionnaire to assess the impact of activities that boost employee communication, motivation, and sense of belonging, and to identify areas for improvement. Furthermore, with a score of 3.95 out of 5, we observed that our efforts were reflected in our employees as a result of the pulse check, in which we measured employee satisfaction with the measures and actions taken during the pandemic period when uncertainty increased.

Performance Management

In accordance with the performance management method that promotes fairness and growth, we combine business strategy and goals with individual and team objectives based on individual competences and continue the process throughout the year.

The performance management process consists of 3 steps;

- Goal setting
- Continuous performance
- Goal evaluation

In order to build a high-performance and feedback culture, the Perf-x Performance System, a more flexible and user-friendly platform, was introduced in 2020. With the latest generation performance management system Perf-x, quick and 360-degree feedback can be provided, target milestones can be recorded, and year-end performance evaluation results can be evaluated in comparison to previous years.

The results of performance evaluations are effectively applied during the period of remuneration review, promotion and assignment processes, as well as while forming employee development plans. We employ the "Career Line" procedure to conduct performance evaluations for field workers and successfully apply the results in promotion and appointment decisions. The procedure is performed on a regular basis and fosters continual development by establishing individual and corporate goals with the participation of employees and the management.

Every one of our white-collar employees (100%) was evaluated as part of our routine performance and career development evaluation process in 2020.

We adhere to a fair wage policy that promotes superior performance and does not discriminate on the basis of an employee's level of responsibility or scope of task. In order to sustain competitiveness, the policy is produced using internationally valid evaluation procedures, with special consideration dedicated to compatibility with market and economic conditions. Based on the outcomes of the performance management process, total compensation packages may vary depending on the amount of bonus or seniority acquired.

We provide a wide range of perks and benefits to our employees, who can use the Bflex program to adjust their rights in accordance with their needs, allowing them to reap the greatest possible benefit. To recognize and honor exceptional personnel or teams, we host events such as One Night from Akçansa, Performance Special Awards, Seniority Plaques, Executive Committee Special Appreciation Awards, and OHS Awards of the Year.



Employee Development

In response to global changes such as technology and digitalization, demographic changes in the workforce, and changing consumer behavior, businesses must have an effective human resources strategy. Training a well-equipped and skilled human capital with latest competencies is critical for effectively manage the risks and opportunities associated with these developments.

When it comes to training and development, Akçansa invests in programs that help employees attain their full potential and pursue the jobs of their dreams. We also invest in developing applications that attract new talents and train leaders. We assist our employees in achieving their career objectives through the use of a fair and impartial performance management system. All of these investments and procedures enable us to be resilient to the cement industry's changes and to maintain our position as the preferred business.

Skills Management

In accordance with our talent management approach, which is crucial in accomplishing our company's strategic goals, we ensure that employees' personal and professional capabilities are developed and steered towards roles that are a good fit for their capabilities.

In order to embrace cutting edge competences and train leaders, we develop programs that integrate project-based learning, talent mobility, aptitude and development tools in technical domains. We are committed to providing several career development programs. Along these programs we can mention the EMCC-accredited Kariyer Çınarı Internal Mentoring Program, that brings together the young generations with experienced leaders. We also conduct the Leadership Development Programs in partnership with ÇEİS, Koç University and Sabancı University, focus on strengthening the leadership skills of young people. Furthermore, with the X-Celerate, X-Posure and TP-X growth programs we are supporting the development of future leaders. Additionally, through the Industry Leaders Training Program developed in collaboration with Sabancı University EDU, we enhance our personnel in technical jobs in terms of team and process management, incorporating technology and our business model into consideration.

In 2020, we provided a total of 31,224 person*hours of training to Akçansa employees. The amount of training hours per employee was estimated to reach 31 in 2020.

The notion of "Right Task, Right Choice," which we pioneered to position talents in the most appropriate units, is critical during the recruitment process. A selection procedure based on various observations and objective criteria, including value-based interviews, inventory, and foreign language exams, is used to determine whether or not the candidates possess the competencies required by the relevant function. Those who participate in the "We Shape the Future Together" recruitment and rotation program, ongoing since 2018, have a six-month period to learn about the operations and structures of all Akçansa departments. **When it comes to filling vacant positions within the company, we prioritize Akçansa employees. As a result, we filled 27% of 2020 job openings with internal applicants.** Within the context of talent management, we strive to develop future leaders. In order to achieve this, we want to train leaders with the ability to work on the Akçansa Family's development, to communicate openly and consistently, to coach, to be visionary, and to manage with values in mind. We assist managers in their leadership journeys through annual Leadership Meetings, a Leadership Style Survey, and Leadership Development Programs. We have a variety of development programs that we implement within our company which were created in collaboration with partners:

1. Career Tree (Akçansa Internal Mentoring Program with EMCC accreditation)
2. Top Level Leadership Development Program conducted in cooperation with ÇEİS and Koç University
3. Leadership Development Program in partnership with ÇEİS and Sabancı University
4. In collaboration with Sabancı Holding, we provide X-Posure and T-PEX leadership development programs for senior management and future leaders.



Diversity and Equal Opportunity

The Akçansa Gender Equality Policy ensures that diversity and equal opportunity are maintained within the organization.

We adopt a company culture that is impartial, fair, and safe, that does not tolerate any type of violence or harassment, and is nourished by diversity; mindful of raising awareness on gender equality.

We provide a work environment in which characteristics such as religion, language, color, sect, gender, conditions and preferences are not in any way questioned nor discriminated against.

In 2013, we became a signatory of the United Nations Global Compact (UNGC), one of the most important global private-sector initiatives, and in 2014, we signed the Women's Empowerment Principles (WEPs), which were developed in collaboration with the United Nations Entity for Gender Equality and Women's Empowerment (UN Women). As Akçansa, following the search conference held to transform the Business Against Domestic Violence (BADV) project implemented by Sabancı University with the support of UNFPA, into a sustainable structure by member companies, we have taken our place among the 12 companies in the Founding Committee.

Women and disadvantaged groups are underrepresented in the business world today, regardless of their function.¹ On the other hand, increasing diversity in the business environment benefits all business operations, particularly innovation, potential to result in a 19% increase in revenues.² Ensuring equal opportunity in the cement industry, which has a low female employment rate, also presents significant potential. **In 2020, women have accounted for 20% of white-collar employees and 15% of those in managerial positions.**



OUR NEIGHBORS

MY NEIGHBORHOOD SOCIAL RESPONSIBILITY PROJECT

In locations where we operate, we engage in initiatives that add value to the community and improve the overall quality of life for its members.

Akçansa's mobile education center brings truckloads of education to kids, parents, and instructors.

With the announcement of the 'pandemic' in 2020, the necessary foreign language education for children has continued online under the name of 'My Home.'

Akçansa Volunteers;

As part of the "My Profession Your Choice" project, we worked with 800 high school students from 10 different schools to encourage them in their career decisions.

Volunteers from Akçansa contributed to the care of stray animals in collaboration with Book Koala. Secondhand books provided by volunteers were sold on Book Koala shelves. The proceeds from the book sale have been put to use in the treatment of stray animals.

"Being a Good Neighbor" is one of the 6 organizational components of Akçansa's sustainability framework. In both our neighborly relationships with the society and our neighborly relationships within the industry, open communication is a fundamental concept that we adhere to.

Akçansa, committed to making a contribution towards the fulfillment of the goal of creating a safer and more prosperous future through improving the quality of life among the society, is conscious of the responsibility that being the leading player in the Turkish cement industry requires going beyond to creating economic added value.

As a responsible corporate citizen, Akçansa supports social projects that contribute to the creation of value in areas such as health, culture, art, education, sports, and the environment. Under the title of "being a good neighbor," one of the six components of Akçansa's sustainability organizational structure, it takes into account the requirements of the people in the region by creating close relationships with the people in regions where it operates. It develops and executes initiatives with the goal of improving the quality of life in the society in which it operates and contributing to the development of a more secure and prosperous world.

Our Customers

With growing demands from stakeholders, particularly consumers, for companies to practice responsible growth, transparency, and social benefit, the cement industry is also focusing on low-impact products and process efficiency.

In order to achieve its aim of being a leading and exemplary firm in the building materials market, Akçansa focuses not only on product sustainability, but also on business sustainability, customer relations management, and customer benefit.

As a trailblazing company Akçansa combines the principle of quality-driven production with the principle of client orientation and serves with the pre- and post-sales philosophy of customer happiness. Customer-oriented approach and continuous improvement covering all operations are priorities for the company, aligned with its purpose, vision, and values. For these reasons, even though 2020 has proven to be a difficult year in many aspects, we have always endeavored to stand by our clients with goods and services that provide value and make their jobs easier.

In 2020, customer complaints about cement products fell by 33%, while customer complaints about ready-mix concrete decreased by 20%.

NPS (Net Promoter Score)

Our goal with online customer surveys is to develop an end-to-end structure and collect regular feedback via a continuous communication channel so that customers may benefit from all the procedures through which they receive service. We received a score of 47%, above the construction industry average of 2% percent, in the satisfaction survey performed with 115 consumers, representing 92 businesses. With this study, that is carried out within the scope of customer-oriented working approach, the root causes leading to complaints were determined. It is aimed to increase satisfaction by focusing on the identified improvement areas with the customer centric actions implemented in regions of operation. The identification of improvement areas was accomplished through one-on-one interactions with consumers.



Education Bridge

By hosting numerous Education Bridge events throughout 2020, we were able to communicate up-to date knowledge and technology to our stakeholders about technical challenges involving ready-mixed concrete. The following are the topics of Prof. Dr. Mehmet Ali Taşdemir's (ITU) 2020 trainings:

- Critical Issues in Concrete Technology,
- Latest Developments in Concrete Technology,
- Concrete Defects, Cracks, and Joints - Current Repair Methods

Our Suppliers

One of the most critical components in ensuring the continuity of our operations in the event of a pandemic in 2020 is our robust supply chain management standards. With the lifelong quality improvement approach adopted within our sustainable business model, the action of "Creating alternative resources, focusing on regional resources", which we outlined against the possible risks that the climate crisis pose on our supply chain, allowed us to maintain our competitive edge.

Extensive research was done to build a roadmap for a sustainable supply chain and to determine and follow the basic indicators while determining our 2030 targets in line with Akçansa's vision. In this context, in 2020;

- For various scenarios, the supply chain was assessed, continuous raw material and service continuity were guaranteed through the creation of alternatives to riskier sources.
- Strategical agreements were signed with local suppliers to ensure security of supply, as a result of which, of all the payments made to suppliers, the share of local suppliers reached 90% in 2020, which was 85% in 2019.
- Sub-contractor supplier assessment process was updated considering current risk factors.
- Thanks to the coordination with Operations Function, alternative fuel ratio reached 18 percent in 2020, which was 14 percent in 2019, and 218,000 tons of alternative fuel was supplied.
- To extend the useful life of Muratbey Limestone Quarry, 1.2 million tons of alternative fuel and stone dust were supplied as an alternative.

Investor Relations

First offered to public in 1996 by Borsa İstanbul (BIST, Istanbul Stock Exchange), Akçansa shares, also known as "AKCNS", are now traded under Borsa İstanbul BIST Stars. Of all the Akçansa shares, 20.56 percent is public, approximately 16 percent of which is owned by 99 international investors, while the rest is owned by more than 8,000 local individual and institutional investors.

Akçansa became one of the long-term investment items in the sector thanks to its robust business model, strong financial

structure, transparency, and the value it constantly creates via regular dividend payments. As of the end of 2020, Akçansa is listed under BIST Stars, BIST Industrial, BIST 100, and BIST Nonmetal Min. Product indices.

Due to the pandemic, the company began using digital platforms for investor relations, and brought together its senior management and investment world in 2020. In this period, local investors showed greater interest in our company, and during the meetings we had with our investors we specifically focused on Akçansa's successful operations and Covid-19 measures we took to safeguard our employees.

Furthermore, our investors were informed about the financial measures we took during Covid-19 pandemic, including limiting fixed asset investments and fixed costs, and maintaining a strong cash position and a low net debt level, and financial results were presented in a more transparent manner by sharing detailed sectoral data about market growth expected during pandemic and its possible impacts on the sector.

Accordingly, in 2020, Investor Relations attended 9 investor conferences and roadshows and organized 13 meetings, during which the value created is conveyed in a transparent and consistent manner.

	2018	2019	2020
On-site Visits	9	10	2
Teleconference	1	2	5
Online International Calls	-	-	1 (5 meetings)
International Conference Calls	1	1 visit (13 meetings)	-
Meetings with Analysts	-	1	1
Total	11	14	9

Akçansa publishes its financial results, including prospective forecasts, at least twice a year. Investor Relations publishes analyst presentations and financial statements in English on the website on a quarterly basis in order to provide international investors with all the information they need.

Akçansa is one of the two cement companies scrutinized by Turkish stock research units. In 2020, four institutes regularly participated in expectation surveys about Akçansa, and published stock research reports. As of the end of 2020, one analyst recommended to "BUY" Akçansa stocks, while three others recommended to "HOLD" them.



ENVIRONMENTAL PERFORMANCE AND BEST PRACTICES

ENVIRONMENTAL PERFORMANCE AND BEST PRACTICES

As of the 2020, all of our facilities are covered by ISO 14001 Environmental Management System, while ISO 50001 Energy Management System is applied in our 3 plants. Furthermore, by concentrating on our leadership and managing risks and opportunities effectively, we have managed to take several steps forwards in our continuous development journey.

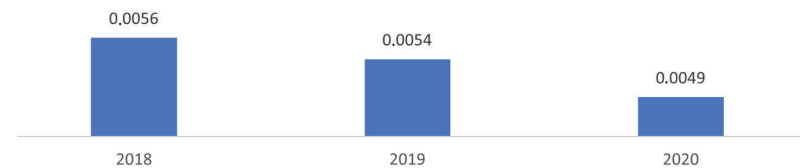
Akçansa fights against climate change at both regional and global level with its sourcing and efficiency practices, and thanks to this strategy our Büyükçekmece Plant became the first Turkish company to receive Responsible Sourcing Certificate from CSC, while Çanakkale Plant became the first in Turkey and sixth at the global scale to receive a Gold Certificate.

Energy Management

Chemical processes associated with cement production, as well as drying procedures are energy-intensive and require high temperatures. Therefore, fossil fuels are needed to produce the energy needed; however, some hard-to-dispose wastes and miscellaneous biomass wastes can also be used as an alternative to fossil fuels. Producers in the sector should save energy and use it efficiently, which means that increasing alternative fuel utilization ratio and boosting production performance with less fuel are significant steps to be taken. That being the case, one of our company's main objectives is to reduce energy intensity and lean towards alternative fuels.

In line with this objective, we managed to reduce our energy intensity by 13% between 2018 and 2020.

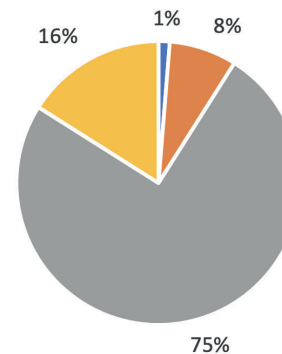
Energy Intensity
(MWh/TL)



We continue using energy efficient equipment in the plants, conducted optimization procedures and improved our logistics processes, in 2020 saving 3,298 MWh of energy corresponding to TRY 1.4 million in financial terms. In the last three years, our energy savings increased by 64%, and our biomass and alternative fuel utilization rates increased by 73% and 67%, respectively.

As of 2020, our three-year energy savings increased by 64%.

Total Energy Consumption - Distribution of Sources
(MWh%)



• Renewable Energy • Electricity • Conventional fuels • Alternative fuels

Air Management and Dust Emission

Emissions and dusts associated with cement production are constantly monitored.

- Dust,
- Combustion gasses (nitrogen oxides (NOx), sulphur oxides (SOx), carbon monoxide (CO)),
- Organic compounds (TOC),
- Heavy Metals,
- Hydrogen Fluoride (HF),
- Hydrogen Chloride (HCl),
- Dioxin / Furan

Constantly monitored by the Ministry of Environment and Provincial Directorates, our factories' and facilities' emission levels are far below the threshold values mentioned in the environmental legislation.

In 2020, we continued our environmental investments and spent TRY 14.8 million on environmental improvements, including dedusting and filter modifications.

To reduce dust emissions, i.e. one of the main emission types associated with the raw materials used and production processes in the cement sector, we use one of the best available techniques, namely bag filtering. Furthermore, our chimneys are monitored through CEMS (Continuous Emission Measurement System), while non-chimney sources are being improved as well.

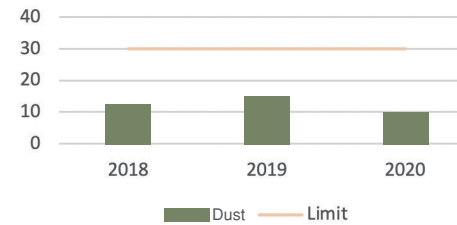
Thanks to the CEMS installed in all main chimneys in the plants, dust and combustion gas levels are measured 24/7, and the results are monitored simultaneously by Republic of Turkey Ministry of Environment and Urbanization as well as by relevant Provincial Directorates. Furthermore, all legal requirements associated with the filters and dust/gas emissions in the main chimneys are regularly checked by accredited organizations through annual measurements. Quarterly measurements associated with waste incineration, on the other hand, are reported to the Ministry. Other pollutant emissions are recorded via instantaneous measurement devices installed in the chimneys, and the results are reported to the Ministry and the Provincial Directorates of Environment to be monitored simultaneously.

The Selective Non-catalytic Reduction (SNCR) systems installed in all of our plants, enable us to reduce NOx gasses associated with the incineration process, while also reducing ammonia that reacts with incineration gasses, and lowering NOx release to the atmosphere.

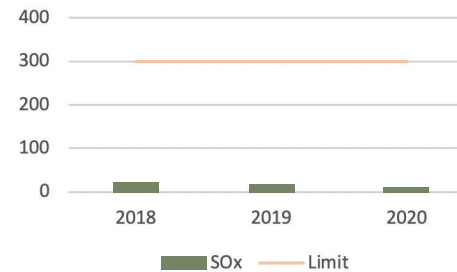
Optimized carefully, our furnaces operate with the highest combustion efficiency, while also avoiding other pollutants. None of our factories exceeded relevant limits during the reporting period.

Environmental Permits and Licenses of all of our factories were renewed.

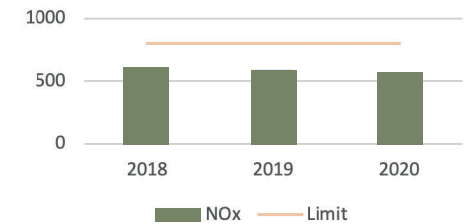
Dust (mg / Nm³)



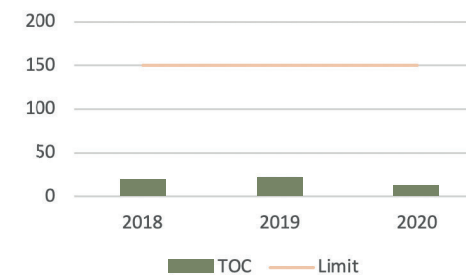
SOx (mg / Nm³)



NOx (mg / Nm³)



TOC (mg / Nm³)



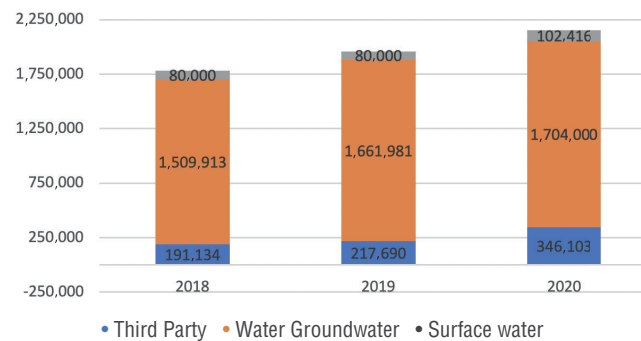
Water Management

Reducing water consumption is a significant topic we address as part of our climate change adaptation plans. Our goal is to support effective water management in the basins we operate, and to manage our water risks by monitoring and reducing the amount of water used in cooling, dedusting, and washing processes, as well as for irrigation and domestic purposes, and by recovering the water consumed.

We use closed cycle systems for cooling purposes, which provide us with the highest level of water recovery, and in aggregate production we recycle and reuse the water used in dedusting and washing processes.

All lines of works, which were overlooked in our previous calculations, were included in the 2020 water report, which creates the false illusion that our water consumption has increased lately. Our goal is to complete water roadmap in 2021.

Water Consumption



As part of the improvements to be made within the scope of Environmental Management, a significant part of sustainability policy, Akçansa continued to invest in its ready-mixed concrete and aggregate facilities in 2020. Accordingly, a recycle unit was installed in Esenkent ready-mixed concrete facility, and improvement works were carried out in Bursa, Bandırma, and Edremit facilities. Thanks to all these investments, the ratio of recovered water used in production reached 82% in 2020, which was 69% in 2019. During the year we recovered 252,000 tons of water, and managed to protect limited natural resources.

“The ratio of recovered water used in production of ready-mixed concrete reached 82% in 2020, which was 69% in 2019.”

On the other hand, we recovered 88% of the total water consumed during cement production in 2020.



Waste Management

Akçansa follows the Sustainable development Goals in all of its activities, and undertakes protection of nature and use of alternative fuels and raw materials as a social responsibility. To create a sustainable future, and in line with its goal of creating value from waste, Akçansa is reducing its carbon footprint by using alternative fuels and biomass, and leads the sector in terms of responsible use of sources.

Within the scope of the 'liquid waste' project conducted with İstaç in 2020, a total of 13,952 tons of fuel waste collected from ships in Bosphorus by Istanbul Metropolitan Municipality was incinerated and turned into energy in our Istanbul plant, meaning that we disposed of Istanbul's solid wastes generated on land and liquid wastes generated in the sea, and became a solution partner to solve environmental problems.

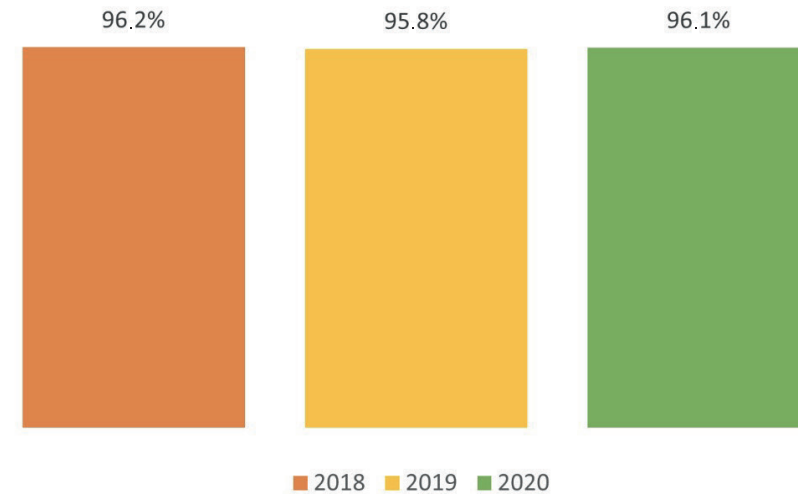
Furthermore, in line with our collaboration with İSKİ (Istanbul Water and Sewerage Administration), we use dried sewage sludge coming from advanced biological treatment facilities as a fuel in Istanbul factory, and recover energy.

Apart from domestic and industrial wastes, Akçansa İstanbul, Samsun and Çanakkale plants burn shredded tires and dispose of approximately 100,000 tons of end of life tires annually.

We effectively manage our wastes in accordance with the waste hierarchy. Apart from the domestic wastes, we recycle all hazardous and non-hazardous wastes, and contribute to the economy through energy recovery.

In 2020, three of our plants and Ambarlı Port received Zero Waste Certificate.

Ratio of Waste Recovered (%)



Conservation of Biodiversity

Today, 75% of non-glacier zone is anthropologically changed, and as a result of such a destructive impact we lost 64% of all creatures and 84% of marine creatures between 1970 and 2016*. This change, which sacrificed habitats and species, is one of the greatest risks our world face. And, cement sector is one of the actors that change land use with the mining activities conducted to supply raw materials.

We are aware that it is our corporate responsibility to minimize the environmental impacts associated with our activities. Therefore, our top priority is to create minimum environmental impact during our activities and leave the land we operate on in the best manner possible in environmental terms.

To reach our goals, we primarily go through an Environmental Impact Assessment (EIA) process to assess social and environmental risks, and then act in accordance with the improvement criteria and the timetable approved by public institutions. Once our operations are completed at particular location, we try to implement the most comprehensive and participatory projects to remedy our environmental impacts as much as possible and to protect biodiversity.

In 2020, a total of 1,500 trees were planted.

*Living Planet Report, Bending the Curve of Biodiversity Loss, WWF,2020



A wide-angle photograph of a large group of people, likely emergency responders or workers, gathered in a paved area. They are wearing bright orange and yellow safety vests and uniforms. The background is filled with tall, dark evergreen trees. In the foreground, there is a grassy area with several small, conical evergreen shrubs. A large, semi-circular graphic overlay with a white center and blue and orange borders is positioned on the left side of the image. The word "ANNEXES" is written in bold, red, sans-serif capital letters within the white center of the graphic.

ANNEXES

Corporate Memberships

Turkish Industry and Business Association (TÜSİAD)

Foreign Economic Relations Board of Turkey (DEİK)

European Round Table of Industrialists (ERT)

Plastic Initiative from the Business World

World Economic Forum (WEF)

Economic Development Foundation (İKV)

Turkish Ethics and Reputation Society (TEİD)

Corporate Governance Association of Turkey (TKYD)

Business World and Sustainable Development Association (SKD Turkey)

Private Sector Volunteers' Association (ÖSGD)

The Institute of Internal Auditing - Turkey (TİDE)

Turkish Investor Relations Society (TUYİD)

İstanbul Chamber of Commerce (ITO)

United Nations Global Compact (UNGC)

The Board Directors Association (BDA)

People Management Association of Turkey (PERYÖN)

American Turkish Society

International Turkish Ukrainian Businessmen Association (TÜİD)

Association of Construction Material Producers (İMSAD)

Turkish Marine Environment Protection Association (TURMEPA)

Women's Empowerment Principles (WEP)

Turkish Green Building Council (ÇEDBİK)

Turkish Miners Association (TMD)

Port Operators Association of Turkey (TÜRKLİM)

Corporate Risk Management Association (KRYD)

Turkish Cement Manufacturers' Association (TÇMB)

Aggregate Producers Association (AGÜB)

Turkish Ready-Mixed Concrete Association (THBB)

International Organization for Standardization (ISO)

Chambers of Industry and Trade

Turkish Artificial Intelligence Initiative

Foundation of Environmental Protection and Recycling
Packaging Waste (ÇEVKO Foundation)

Total number of employees

2018		2019		2020	
Female	Male	Female	Male	Female	Male
8.16%	91.84%	8.24%	91.76%	7.76%	92.24%
86	968	81	76	76	904

Number of disabled employees

2018		2019		2020	
Female	Male	Female	Male	Female	Male
1	25	1	24	1	20

Number of white-collar employees

2018		2019		2020	
Female	Male	Female	Male	Female	Male
83	291	78	271	73	284
22.19%	77.81%	22.35%	77.65%	20.45	79.55

Number of blue-collar employees

2018		2019		2020	
Female	Male	Female	Male	Female	Male
3	677	3	631	3	620
0.44%	99.56%	0.47%	99.53%	0.48%	99.52%

Number of employees subject to collective bargaining agreement

2018		2019		2020	
Female	Male	Female	Male	Female	Male
2	561	2	524	2	520

Managers by Age and Gender

	2018		2019		2020	
	Female	Male	Female	Male	Female	Male
30 years of age	29	146	27	126	26	110
30 - 50 (including 30 and 50 years)	55	774	52	729	47	736
50 years of age	2	48	2	47	3	58

Environmental Performance Indicators

Air Emissions (Mass)	2018	2019	2020
Nox (ton)	10,494.20	10,877.40	9,415.70
Sox (ton)	373.2	268.9	202.5
Persistent Organic Pollutants (POP)(kg)	0.000156	0.000036	0.000086
Total Organic Compounds (TOC)(ton)	323	406	226.4
Hazardous Air Pollutants (HAP)(kg)	0.24	0.68	1.52
Particulate Matters (PM)(ton)	205.7	272.8	161.1

GHG Emissions (ton CO ₂)	2018	2019	2020
Scope 1	5,611,429	5,623,598	5,680,999
Scope 2	246,137	304,140	262,191
Total	5,857,566	5,927,738	5,943,190

Water Use (m ³)	2018	2019	2020**
Municipal Water	35,033	38,866	49,068
Ground Water	1,509,913	1,661,981	1,704,000
Surface Water / Rain Water	80,000	80,000	102,416
Purchased Water	156,101	178,824	297,035
Total	1,781,047	1,959,671	2,152,519

** Including all business lines including harbor, terminal, ready-mixed concrete and aggregate.

Energy Consumption by Fuel Type (MWh)	2018*	2019*	2020
Natural Gas	5,300	4,890	4,871
Electricity	725,384	682,899	675,395
Coal	1,194,164	762,690	1,001,933
Fuel-Oil	15,368	7,046	10,556
Petroleum Coke	4,375,984	4,798,337	4,561,795
Alternative Fuels (Total)	840,206	914,500	1,190,563
Total Energy Consumption (MWh)	7,156,406	7,170,362	7,445,112

*Data given for these years has been restated as a result of enhanced calculation method.

Hazardous Waste (ton)*	2018	2019	2020
Reused Waste	226	451	893
Recycled Waste	1,046	60	418
Waste Sent to Interim Storage	0	0	0
Total	1,272	511	1,311

Non-hazardous Wastes (ton)	2018	2019	2020
Reused Waste	0	0	16
Recycled Waste	2,131	2,832	2,960
Waste Sent to Interim Storage	1,113	0	176
Total	3,244	2,832	3,152

GRI 101: Foundation 2016			
GRI 102: General Disclosures 2016		Indicators	Direct Answers or Page Numbers
Organizational Profile	102-1	Name of the organization	3
	102-2	Activities, brands, products, and services	6
	102-3	Location of headquarters	http://www.akcansa.com.tr/bayi-ve-uretim-tesisi-bilgilerimiz/#genel-mudurluk
	102-4	Location of operations	6
	102-5	Ownership and legal form	6
	102-6	Markets served	6,9
	102-7	Scale of the organization	6-8,
	102-8	Information on employees and other workers	31,32
	102-9	Supply chain	13,37
	102-10	Significant changes to the organization and its supply chain	No significant restatements of information given in previous reports are made
	102-11	Precautionary Principle or approach	11,12
	102-12	External initiatives	46
	102-13	Membership of associations	46
Strategy	102-14	Statement from senior decision-maker	4,5
	102-15	Key impacts, risks, and opportunities	12,13
Ethics and Integrity	102-16	Values, principles, standards, and norms of behavior	11
	102-17	Mechanisms for advice and concerns about ethics	11
Governance	102-18	Governance structure	8,14,15,16
	102-19	Delegating authority	14,15,16
Stakeholder Engagement	102-40	List of stakeholder groups	18
	102-41	Collective bargaining agreements	47
	102-42	Identifying and selecting stakeholders	18
	102-43	Approach to stakeholder engagement	18
	102-44	Key topics and concerns raised	16
Reporting Practice	102-45	Entities included in the consolidated financial statements	3
	102-46	Defining report content and topic Boundaries	3
	102-47	List of material topics	16
	102-48	Restatements of information	3
	102-49	Changes in reporting	Energy calculation methodology has changed.
	102-50	Reporting period	3
	102-51	Date of most recent report	3
	102-52	Reporting cycle	3
	102-53	Contact point for questions regarding the report	3
	102-54	Claims of reporting in accordance with the GRI Standards	3
	102-55	GRI content index	49-54
	102-56	External assurance	Sustainability Limited Assurance Report 2020

GRI 200: Economic			Direct Answers or Page Numbers
Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	9,10
	103-2	The management approach and its components	9,10
	103-3	Evaluation of the management approach	9,10
Economic Performance 2016	201-1	Direct economic value generated and distributed	9,10
	201-2	Financial implications and other risks and opportunities due to climate change	13
GRI 300: Environmental			Direct Answers or Page Numbers
Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	39
	103-2	The management approach and its components	39
	103-3	Evaluation of the management approach	39
Energy 2016	302-1	Energy consumption within the organization	48
	302-3	Energy intensity	39
	302-4	Reduction of energy consumption	39
Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	41
	103-2	The management approach and its components	41
	103-3	Evaluation of the management approach	41
Water and Effluents 2018	303-3	Water withdrawal	48
	303-4	Water discharge	48
	303-5	Water consumption	48
Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	44
	103-2	The management approach and its components	44
	103-3	Evaluation of the management approach	44
Biodiversity 2016	304-2	Significant impacts of activities, products, and services on biodiversity	44
	304-3	Habitats protected or restored	44
Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	40
	103-2	The management approach and its components	40
	103-3	Evaluation of the management approach	40
Emissions 2016	305-1	Direct (Scope 1) GHG emissions	48
	305-2	Energy indirect (Scope 2) GHG emissions	48
	305-5	Reduction of GHG emissions	48
Management Approach 2016	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	40,48
	103-1	Explanation of the material topic and its Boundaries	42
	103-2	The management approach and its components	42
Waste 2020	103-3	Evaluation of the management approach	42
	306-1	Waste generation and significant waste-related impacts	43
	306-2	Management of significant waste-related impacts	43
Management Approach 2016	306-3	Waste generated	42,48
	306-4	Waste diverted from disposal	42,48
	306-5	Waste directed to disposal	42,48
Environmental Compliance 2016	103-1	Explanation of the material topic and its Boundaries	40
	103-2	The management approach and its components	40
	103-3	Evaluation of the management approach	40
Management Approach 2016	307-1	Non-compliance with environmental laws and regulations	40

GRI 400: Social			Direct Answers or Page Numbers
Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	34,35
	103-2	The management approach and its components	34,35
	103-3	Evaluation of the management approach	34,35
Employment 2016	401-1	New employee hires and employee turnover	47
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	47
	401-3	Parental leave	47
Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	31
	103-2	The management approach and its components	31
	103-3	Evaluation of the management approach	31
Occupational Health and Safety 2018	403-1	Occupational health and safety management system	31
	403-2	Hazard identification, risk assessment, and incident investigation	32
	403-3	Occupational health services	32
	403-4	Worker participation, consultation, and communication on occupational health and safety	31
	403-5	Worker training on occupational health and safety	31
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	31
	403-9	Work-related injuries	32
	403-10	Work-related ill health	32
Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	34
	103-2	The management approach and its components	34
	103-3	Evaluation of the management approach	34
Training and Education 2016	404-1	Average hours of training per year per employee	34
	404-2	Programs for upgrading employee skills and transition assistance programs	34
	404-3	Percentage of employees receiving regular performance and career development reviews	33
Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	35
	103-2	The management approach and its components	35
	103-3	Evaluation of the management approach	35
Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	35
Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	35
	103-2	The management approach and its components	35
	103-3	Evaluation of the management approach	35
Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	36,46

LEGAL DISCLAIMER

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SEEM Turkey – Sustainability Culture

Design

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