

AKÇANSA

BERABERİZ

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AKÇANSA

2025

Integrated Annual Report

For a More Sustainable Future

WE'RE TOGETHER





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# Akçansa 2025 Integrated Annual Report





## ABOUT THE REPORT (ESRS BP-1, BP-2)

As Akçansa, we consider working toward a sustainable future as one of our top priorities in all our operations. In this report, we present our value creation approach across a broad spectrum, ranging from our strong governance structure to our practices that generate value in environmental and social areas, and from our efforts to combat climate change to our solutions based on circular economy and innovation. Throughout this journey, we remain committed to "We're Together" toward our shared goals.

We do not view sustainability as being limited to environmental performance indicators. Instead, we address it through a holistic approach that places people, corporate culture, and stakeholder engagement at its core. We position our employees as one of the most important stakeholders in this transformation and aim to foster the

adoption and shared ownership of our sustainability-focused initiatives across the organization through communication and information sessions held at different locations.

Prepared under the concept of "We're Together" our report stands as a strong reflection of the efforts we have demonstrated throughout the year, the collective wisdom that has grown through the contributions of our employees, and the value we have created together. Our report provides an evaluation of the period we have left behind while reflecting our corporate culture, which is built on learning together, developing together, and acting with a shared sense of responsibility. As we shape our future goals, it underscores our commitment to further strengthening our sustainable impact through trust-based collaborations with our stakeholders and our approach of moving forward together.



### Compliance and Legislation

Akçansa's 2025 Integrated Annual Report has been prepared in compliance with the minimum requirements for activity reporting set by the Capital Markets Board (CMB). This report has been prepared in accordance with the Türkiye Sustainability Reporting Standards (TSRS), the European Sustainability Reporting Standards (ESRS), the Integrated Reporting Framework of the Value Reporting Foundation (IFRS), and the 2021 Standards of the Global Reporting Initiative (GRI).

In addition, the Company's environmental, social and governance performance has been shared transparently with stakeholders, and progress toward Akçansa's sustainability targets has been presented. The report also includes the outcomes of the company's initiatives carried out within the scope of the United Nations Sustainable Development Goals (SDGs) and the Women's Empowerment Principles (WEPs).

### Reporting Period and Scope

The information presented in the report covers the operations carried out in Türkiye between 1 January 2025 and 31 December 2025 under the Akçansa, Akçansa Cimento, Agregasa and Betonsa brands across the cement, ready-mix concrete, port and aggregates business lines.

#### Cement Plants

3 Facilities Across Türkiye

#### Ready-Mix Concrete Plants

26 Facilities Operating Under the Betonsa Brand

#### Aggregates Plants

3 Facilities Operating Under the Agregasa Brand

#### Ports and Terminals

4 Terminals and 2 Ports

Our data have been collected and analyzed through specialized data forms used to effectively monitor the company's sustainability performance.

### Audit and Verification

The financial and non-financial information included in the report has been audited and verified by independent third parties. The findings related to these audits can be found in the "Appendices" section.

### Communication

We continuously strive to enhance our sustainability efforts and carefully evaluate the feedback received from our stakeholders.

You may share your views, questions and suggestions regarding the report and our sustainability activities with us via the email address [surdurulebilirlik@akcansa.com.tr](mailto:surdurulebilirlik@akcansa.com.tr).



## MESSAGE FROM THE CHAIR OF THE BOARD



### Dear Valued Stakeholders,

2025 was marked by global economic uncertainties and ongoing transformations across industries.

Our company completed the year with resilient financial and operational performance, supported by its strong corporate structure, disciplined cost management and balanced business model. Our sales revenue reached TL 24 billion, while EBITDA amounted to TL 3.3 billion.

### Sustainability at the Core of Our Focus

Sustainability remained an integral part of the way we do business in 2025, as in every year.

In line with our responsible production strategy, we entered into a significant 10-year collaboration agreement for the establishment of a Refuse-Derived Fuel (RDF) facility with an annual capacity of 60,000 tons to support the transition to alternative fuel use. The fuel to be produced is expected to help avoid 130,000 tons of carbon dioxide emissions. Through our consistent performance in environmental, social and governance areas, we achieved leadership scores in the CDP Climate and Water Programs and reached the top tier globally in the evaluation conducted by Refinitiv. These results are of great importance as tangible indicators of our approach to creating value for a sustainable future and our commitment to strong corporate governance.

Our initiatives in occupational health and safety, employee development and social contribution, carried out as part of our social responsibility approach, strengthened our relationships with our stakeholders.

We continued to prioritize a people-centered approach across our entire value chain. Through our "My Volunteering Journey" social responsibility project, we continued to support young people in science, technology, engineering and mathematics by engaging with students across many different cities in Türkiye.

I would like to thank all Akçansa employees and our stakeholders for their contributions to the work carried out throughout the year.

Yours sincerely,

**Umut Zenar**  
Akçansa Chair of the  
Board of Directors



## MESSAGE FROM THE VICE CHAIR OF THE BOARD



Dear Valued Stakeholders,

Guided by our operational and financial discipline, innovative solutions, strong collaborations and environmental responsibility, we concluded the year having created long-term value for both our country and our stakeholders. Despite the ongoing market contraction in the regions where we operate, strong demand from international markets drove a 20% year-on-year increase in our total cement-based product exports in 2025.

In the area of occupational health and safety, which we consider one of our core values, our Çanakkale Plant achieved a significant milestone by completing a full year without a lost-time injury. This important achievement is highly valuable as it reflects the maturity our safety culture has reached.

2025 was a year in which we achieved significant results with a strong focus on sustainability and efficiency. Our Büyükçekmece Plant achieved a significant milestone in operational excellence. The three kilns at our plant reached the best performance level in the plant's history through their uninterrupted operational performance throughout 2025. In addition, while increasing our alternative fuel rate compared to 2024, we carried out initiatives in water management, one of our key focus areas, to enhance digital monitoring, reduce consumption and increase the use of alternative water sources. We also succeeded in increasing the production and sales volumes of our sustainable products compared to the previous year.

### Effective Projects for a Sustainable Future

To enhance the efficiency of the operations carried out at our Çanakkale port, we initiated efforts to replace one of our loaders with a capacity of 10,000 tons per day with a new loader capable of loading 15,000 tons of cement and clinker per day. With our Ladik Cement Plant also receiving the Gold-level CSC Certification, we became the first and only building materials producer in Türkiye whose all cement plants hold this distinction. By publishing Türkiye's first TSRS-compliant accessible integrated annual report, we continued to support an inclusive and sustainable future. In addition, being recognized as a Low Carbon Leader by the rating agency Sustainalytics serves as international recognition of our green transformation journey aligned with the Paris Climate Agreement. I would like to thank all our employees and business partners who contributed to our journey in 2025.

Yours sincerely,

**Hakan Gürdal**  
Akçansa Vice Chair of the  
Board of Directors

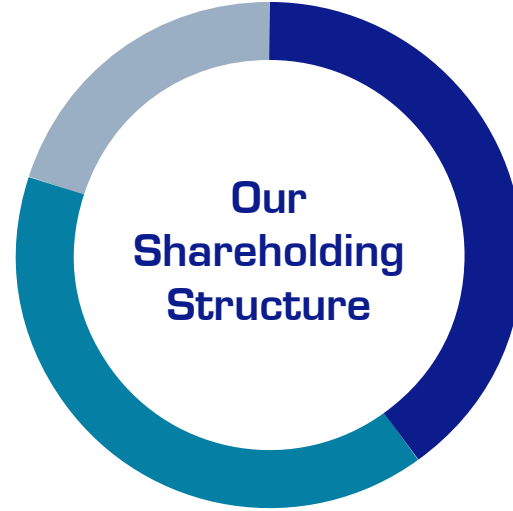


## AKÇANSA AT A GLANCE (ESRS BP-1)

Since our journey began with the merger of Akçimento and Çanakkale Çimento in 1996, we have been moving forward as one of the strongest players in the building materials sector. Operating under the joint ownership of Sabancı Holding and Heidelberg Materials and with a publicly listed shareholding structure, we place long-term value creation for our country and our stakeholders at the core of all our activities.

Through our products and responsible production approach, we meet 6% of Türkiye's cement demand and account for 13% of the country's total cement and clinker exports. We reinforce our strong position in the sector through our commitment to service excellence, our efficient production infrastructure and our environmentally responsible approach, while managing our operations through an integrated production, logistics and sales network spanning the Marmara, Aegean and Black Sea regions. We carry out our operations with a strong sense of environmental and social responsibility, creating value for the future. While we conduct our cement and clinker production activities through our integrated plants located in İstanbul Büyükçekmece, Çanakkale and Samsun-Ladik, we support our production and shipment processes with a robust logistics infrastructure. Through our port operations in Çanakkale and İstanbul-Ambarlı, we ensure the efficient distribution of our products, while our terminals in İzmir-Aliğa, İstanbul-Ambarlı, Yalova and Kocaeli-Yarımca support the seamless and efficient management of our supply chain.

We carry out our ready-mix concrete operations through 26 plants under the Betonsa brand, which we incorporated into our organization in 1998. We carry out our aggregates production through the Agregasa brand, which became part of our organization in 2002, at our facilities in Tekirdağ (Saray), Edremit and Bursa. With this diversified structure across different business lines, we adopt a holistic approach at every stage of our value chain. We carry out all our operations in line with international management system standards, viewing environmental and social risk management, quality, occupational health and safety, and energy and resource efficiency as integral to the way we do business. With our sustainable production approach and strong operational infrastructure, we continue to be a reliable and responsible partner in our sector.



**Guided by our vision of becoming the sustainable building materials company that creates the highest stakeholder value in Türkiye, we work toward a more sustainable future.**

# 39.72%

Hacı Ömer Sabancı Holding A.Ş.

# 39.72%

Heidelberg Materials

# 20.56%

Other - Free Float

### Our Vision

To become the sustainable building materials company that creates the highest stakeholder value in Türkiye.



### Our Mission

Guided by a corporate culture rooted in social, environmental, legal and ethical values, we aim to:

- deliver value to our customers through innovative products, services and solutions;
- create sustainable value for our shareholders through strong financial performance;
- support our employees through our management approach that prioritizes occupational health and safety and through continuous development opportunities;
- contribute to recovery processes and the protection of biodiversity through the use of alternative fuels and raw materials; and
- create value for all our stakeholders while enhancing the quality of life in society as a leading building materials company.





## ACTIVITIES (ESRS BP-1)

Guided by our commitment to creating value for our country and society, we carry out our operations across the Marmara, Aegean and Black Sea regions. We produce cement and clinker at our three integrated plants located in İstanbul Büyükçekmece, Çanakkale and Samsun-Ladik. Our port operations are conducted at the Çanakkale and İstanbul-Ambarlı ports. In addition, we operate four terminals, three active aggregates plants and twenty-six ready-mix concrete plants.\*

At all our facilities, production processes are carried out in line with the ISO 45001 Occupational Health and Safety Management System, ISO 9001:2015 Quality Management System, ISO 50001 Energy Management System and ISO 14001 Environmental Management System standards.

**Through our port operations, which deliver high-quality and fast solutions, we continue to create value for the future of our country.**



\* Our portfolio includes 31 ready-mix concrete plants and 4 aggregates plants. Of these, 26 ready-mix concrete plants and 3 aggregates plants are actively operating for Akçansa. The remaining facilities are either leased to other operators or did not carry out production during the year.

### Our ports

By continuously enhancing our service approach focused on quality, speed and solution-oriented operations through our İstanbul-Ambarlı and Çanakkale ports, we steadily increase our operational volume year after year.

Established in 1993 solely to handle Akçansa's cargo operations, our İstanbul Ambarlı Port has evolved over time into a strong port structure that delivers comprehensive and reliable services, driven by its strategic location and growing customer demand. Today, our facility, located within Türkiye's largest port complex, has become one of the most important ports in the region by providing bulk cargo, general cargo, liquid cargo, container and Ro-Ro handling services on the European side of İstanbul. With a quay length of 930 meters, our port

can serve up to seven vessels simultaneously, with a maximum vessel size of 80,000 DWT.

With an annual capacity of 45,000 TEU of containers, 3 million tons of bulk cargo and 150,000 vehicles for Ro-Ro operations, it is the largest bulk cargo and Ro-Ro port on the European side of İstanbul.

We further strengthened our position as the only port on the European side of İstanbul with a Ro-Ro ramp through the investments we made in 2024. Within this scope, we continue to carry out our global Ro-Ro operations. Currently, three regular Ro-Ro sailings per week are operated to the Port of Trieste. These operations provide significant advantages for

our customers in terms of time savings, operational efficiency and environmental sustainability. With this development, our customs area has expanded by 25%, while our vehicle storage capacity has increased by 60%.

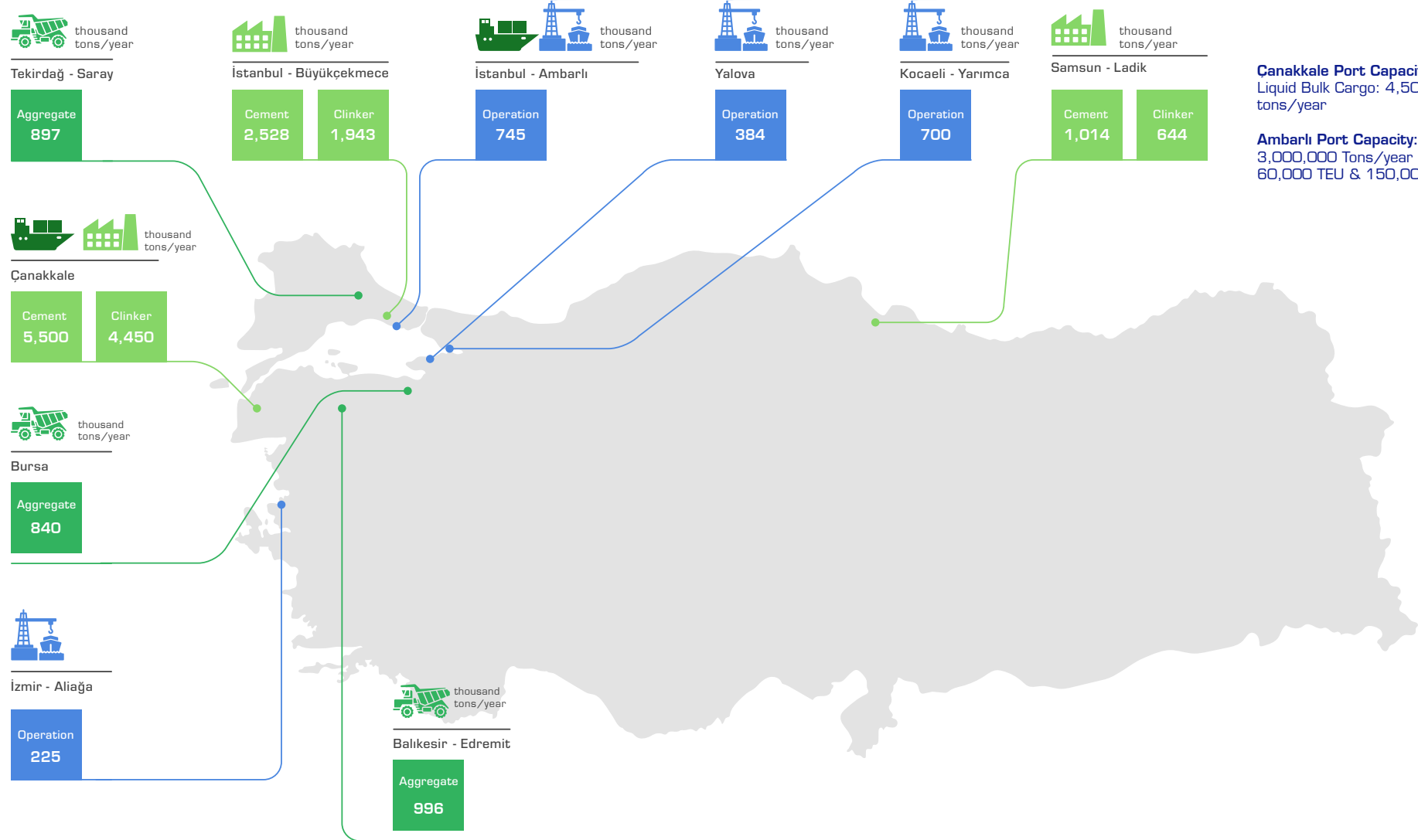
In 2023, our capacity to offer more accessible and scalable solutions to our customers was further strengthened when our Çanakkale Port began serving third-party cargo. Third-party operations at our Çanakkale Port continue on a regular basis.

As of 2025, we have taken our port operations a step further by launching Pilotage and Towage services at our Çanakkale Port. This development enhances safety standards in our maritime operations while further strengthening our position in the sector.

Name of the Certificate	Year First Obtained	Number of Facilities Covered	Scope
<b>ISO 14001</b> Environmental Management System	2003	<ul style="list-style-type: none"> <li>Cement Plant: 3</li> <li>Terminal Operations: 1</li> <li>Port Services: 1</li> <li>Head Office Management Activities: 1</li> <li>Number of Ready-Mix Concrete Plants: 31 and Aggregates Plants: 3</li> </ul>	<ul style="list-style-type: none"> <li>Clinker and Cement Production</li> <li>Management of Terminal and Port Operations (Head Office Management Activities)</li> <li>Design, Production, Sales and Marketing of Ready-Mix Concrete</li> <li>Processing, Marketing and Sales of Aggregates</li> </ul>
<b>ISO 50001</b> Energy Management System	2013	<ul style="list-style-type: none"> <li>Cement Plant: 3</li> <li>Head Office Management Activities: 1</li> </ul>	<ul style="list-style-type: none"> <li>Clinker and Cement Production (Energy management processes for clinker and cement production activities managed by the head office)</li> </ul>
<b>ISO 45001</b> Occupational Health and Safety Management System	2004	<ul style="list-style-type: none"> <li>Cement Plant: 3</li> <li>Terminal Operations: 3</li> <li>Port Services: 1</li> <li>Head Office Management Activities: 1</li> <li>Number of Ready-Mix Concrete Plants: 31 and Aggregates Plants: 3</li> </ul>	<ul style="list-style-type: none"> <li>Clinker and Cement Production</li> <li>Terminal Operations and Port Services (Head office administrative activities)</li> <li>Design, Production, Sales and Marketing of Ready-Mix Concrete</li> <li>Processing, Marketing and Sales of Aggregates</li> </ul>
<b>ISO 9001</b> Quality Management System	Samsun-Ladik: 2015 İstanbul-Büyükçekmece: 1994 Çanakkale-Ezine: 1987 Ready-Mixed Concrete and Aggregates Plants: 2001	<ul style="list-style-type: none"> <li>Cement Plant: 3</li> <li>Number of Ready-Mix Concrete Plants: 31</li> <li>Aggregates Plants: 3</li> </ul>	<ul style="list-style-type: none"> <li>Design, Production, Sales and Marketing of Ready-Mix Concrete</li> <li>Processing, Marketing and Sales of Aggregates</li> <li>Clinker and Cement Production</li> </ul>



## PLANT CAPACITIES AND PRODUCTION INFORMATION (ESRS BP-1)



**Çanakkale Port Capacity:**  
Liquid Bulk Cargo: 4,500,000 tons/year

**Ambarlı Port Capacity:**  
3,000,000 Tons/year & 60,000 TEU & 150,000 Vehicles



### Ready-Mixed Concrete \*

**3,747**  
thousand m<sup>3</sup> /year

\* Reflects the capacity of ready-mix concrete plants that were actively operating during the year.



### Ready-Mixed Concrete



Terminal



Cement



Port



Aggregate

## HIGHLIGHTS OF 2025

In 2025, in line with our strategic priorities shaped around sustainability, we continued to strengthen our operational capabilities, financial performance and environmental and social impact together.



### CDP Climate Change Program A Score (Global A List)

By achieving an A score in the CDP Climate Change Program, one of the world's most prestigious assessments in climate action, we were included in the Global A List. This score demonstrates that::

- our emission reduction plans are aligned with science-based targets;
- our investments in energy efficiency are delivering tangible results, and
- our alternative fuel use and clinker reduction strategies have been recognized at the highest level by an internationally respected authority.

### CDP Water Security Program A - (Leadership Level)

Improving our water performance from a B score in 2024 to an A- Leadership level in 2025 strongly demonstrates the impact of the water efficiency projects we have implemented in regions experiencing high water stress.

### LSEG (Refinitiv) Sustainability Score 89 Points (Sector Leadership)

With a score of 89 in the LSEG assessment, we advanced to a leading position in the building materials sector. This achievement demonstrates that our sustainability performance is transparent, reliable and competitive at the international level.



### Sustainalytics Low Carbon Transition Leader Designation

Being recognized by the sustainability rating agency Sustainalytics with the Low Carbon Transition Leader designation confirms that our transformation capacity ranks among the highest among global players in carbon-intensive sectors.



### Integrated Reporting Award Innovative Reporting Approach

Within the scope of the Integrated Reporting Awards organized for the first time by the Integrated Reporting Association Türkiye (ERTA), we received the "Innovative Reporting Approach" award for our integrated report, which is the first in the cement sector to be prepared in alignment with ISSB and TSRS standards. This achievement represents a strong recognition of our pioneering approach to sharing our sustainability performance in a transparent manner and in alignment with international reporting standards.

## HIGHLIGHTS OF 2025

### Certificate of Appreciation for Environmentally Friendly Practices

Receiving a Certificate of Appreciation from the Cement, Glass, Ceramics and Soil Products Exporters' Association in recognition of our environmentally responsible production practices and sustainability-focused projects demonstrates that our environmental performance is also acknowledged by our industry stakeholders.



### Construction Industry Technology Integration Award Global 100 Index

In the Global 100 Index, prepared in collaboration with Platin Magazine and Ipsos, we were honored with the "Construction Industry Technology Integration Award". This award highlights the tangible impact of our digital transformation initiatives in the field, including:

- smart factory applications;
- process automation;
- the Planner project; and
- data analytics-based budgeting and planning systems.



### 16th Altinyaka Awards Digitalization and Continuous Improvement Category

The recognition of the Planner Project demonstrates the successful implementation of smart management models across all operational processes, from production to shipment.

### 7th Export Champions – Multi-Category Achievement

At the 7th Export Champions Awards Ceremony, organized by the Cement, Glass, Ceramics and Soil Products Exporters' Association, we received several awards:

- 3rd place among the companies with the highest exports in the grey cement sector;
- 4th place in the overall cement category (including clinker); and
- 5th place in the clinker sector.

These achievements reflect our operational efficiency, strong global competitiveness and solid position in export markets.





## HIGHLIGHTS OF 2025

### Türkiye's 50 Most Innovative HR Leaders CHRO Award

The inclusion of our Vice General Manager of Human Resources and Corporate Communications in this prestigious list announced by Fast Company reflects the impact of our people-focused transformation approach and our talent management practices within the sector.



### Women-Friendly Brands - Women's Employment and Equal Opportunity Award

This award, received for the GençİZ Women Internship Program, reflects our structural policies that support women's participation in the workforce and our inclusive corporate culture.



### Youthall Youth Awards

We Are One of the Top 3 Most Preferred Industrial Companies to Work For!

Being recognized among the industrial companies preferred by young talents demonstrates the strong appeal of our employer brand among the younger generation.



### Türkiye's Most Admired Companies - 2nd Place in the Sector

According to the results of the Türkiye's Most Admired Companies Survey 2025, our ranking second among the most admired companies in the cement sector demonstrates the strengthening of our employer brand and the trust we have built among our stakeholders. This result reflects the positive impact of our practices in employee experience, corporate culture and career development across the business community.

## HIGHLIGHTS OF 2025



### Adding Value to OHS Awards

First Prize in the Training and Development Category

At the "Adding Value to OHS Awards" organized by the Cement Industry Employers' Association, our "Safety Coaching" project, aimed at strengthening the occupational health and safety culture, received first place in the Training and Development category. This award represents an important outcome of our systematic approach to promoting a zero-accident culture.



### Golden Plumb Awards

First Prize in the Social Responsibility Category

Winning first place with the STEM Workshop project is a strong indicator of the social impact we have created in promoting equal opportunities in education and expanding young people's access to science and technology.



### Toptalent

Türkiye's Most Admired Talent Program

Our GençİZ long-term internship program for female students, which has now reached its fourth term, was ranked first in the construction category in the Türkiye's Most Admired Talent Programs 2025 list announced by Toptalent.co. This achievement reflects our strong commitment to engaging with young talent and offering inclusive career opportunities.



### Türkiye İMSAD Investment in the Future Awards

Environment, Economy and Social Categories

Receiving awards in three different categories demonstrates that our sustainability approach is not one-dimensional, but built on a balanced and holistic impact across environmental, economic and social dimensions.

### TİSK Common Tomorrows Award

Green Transformation Category

The Marmara Islands Artificial Reef Project receiving an award in this category demonstrates that our efforts in ecosystem restoration and biodiversity are recognized at the national level.





## HIGHLIGHTS OF 2025

### Success Stories of 2025



#### Global Leadership with a CDP A Score

Thanks to the comprehensive climate strategy we implemented in 2025, we achieved a top-tier position at the global level. Through our investments in alternative fuels, efforts to reduce the clinker ratio, energy efficiency projects and transparent carbon reporting, we succeeded in being included in the CDP Global A List for the first time. This achievement goes beyond reporting performance and stands as a strong indicator of the transformation we are pursuing with determination in line with our 2050 Net Zero targets.



#### CSC Gold Certification Across All Cement Plants

With our Ladik Plant also receiving CSC Gold certification in 2025, we achieved the distinction of becoming the first and only company in Türkiye whose all cement plants hold CSC Gold certification. This achievement reflects how our commitment to sustainability has been fully embedded across our corporate culture, particularly in the areas of responsible production, supply chain management and engagement with community stakeholders.



#### Investing in the Future with the STEM Workshop

The sectoral award we received with our STEM Workshop project demonstrates that our goal of creating long-term positive social impact is not merely an intention, but a strategic approach supported by measurable and tangible outcomes.



#### Continuous Development and Knowledge Sharing through the KAPSÜL Training Program

With the launch of the "KAPSÜL Internal Trainer Academy" this year, we took an important step toward making knowledge transfer more sustainable by developing our internal trainers. Built around the principles of "collaboration" and "knowledge sharing", the program supports internal trainer candidates through a variety of learning methodologies. It offers a comprehensive development journey that includes classroom training, interactive sessions designed to encourage experience sharing, and action-learning workshops. As a continuation of the program, further efforts are underway to develop training resources that will enrich the mentoring capabilities of our internal trainers.



## SECTORAL DEVELOPMENTS

Türkiye's cement production increased by 10.5% in 2025 compared to the previous year.

# 9.7%

Increase in Domestic Cement Sales in 2025

In the cement sector in which we operate as Akçansa, cement production increased by 10.5% year-on-year in the first twelve months of 2025. During this period, approximately 16% of total cement production was exported. Cumulative domestic cement sales rose by 9.7%, while cement exports increased by 15.5%.

According to data from the Turkish Statistical Institute (TURKSTAT), Romania was the country where cement and clinker exports increased the most in 2025. Exports were also carried out to countries such as the United States, Italy, Syria, Romania and Albania. In 2025, Türkiye's cement sector exports reached 22.84 million tons in volume and USD 1.308 billion in value.

Following an approximate 9% growth recorded in 2024, the sector entered 2025 with an upward trend in both the domestic market and exports. However, production and domestic sales declined in February and March, partly due to base effects. Sales recovered in April, and May marked the highest domestic sales level in history. The sector continued its growth in the following five-month period.

Production and domestic sales recorded double-digit growth

in November, and the sector reached the highest levels of production and domestic sales in its history in 2025. On a regional basis, however, domestic sales declined in the Marmara and Aegean regions.

Developments in the construction sector also supported cement demand during this period. According to building permits issued by municipalities, in the fourth quarter of 2025 the number of buildings increased by 5.5%, total floor area by 2.6%, and the number of housing units by 13.8% compared with the same period of the previous year. In the same period, occupancy permits showed a 0.1% decline in the number of buildings and a 1.5% decrease in total floor area, while the number of housing units increased by 3.1%. Meanwhile, housing sales rose by 14.3% year-on-year in 2025, reaching 1,688,910 units.

According to data from the Turkish Cement Manufacturers' Association, total cement production in Türkiye reached 93.7 million tons in 2025, while domestic cement consumption amounted to 77.9 million tons. During the same period, total cement and clinker exports reached 21.9 million tons, consisting of 15.0 million tons of cement and 6.9 million tons of clinker.

Cement Production and Consumption in Türkiye (million tons)

Year	Production	Domestic Consumption
2020	72.3	55.7
2021	78.9	60.2
2022	73.7	54.6
2023	81.5	65
2024	85.8	71.0
2025	93.7	77.9

Cement and Clinker Exports in Türkiye (million tons)

Year	Cement	Clinker
2020	16.3	13.6
2021	17.7	11.8
2022	18.5	8.5
2023	15.2	4.0
2024	13.0	5.2
2025	15.0	6.9

According to building permits issued by municipalities, in the fourth quarter of 2025, compared with the same period of the previous year



## 5.5%

Increase in the number of buildings



## 2.6%

Increase in total floor area



## 13.8%

Increase in the number of housing units



## 0.1%

Decrease in the number of buildings



## 1.5%

Decrease in total floor area



## 3.1%

Increase in the number of housing units

According to occupancy permits issued by municipalities, in the fourth quarter of 2025, compared with the same period of the previous year

Housing sales increased in 2025, compared to the last year,

# by 14.3% reaching 1,688,910

## SECTORAL DEVELOPMENTS

**In 2025, sales revenue reached TL 24,609 million, while net profit amounted to TL 726 million\***

Considering Türkiye's population of 86,092,168, cement consumption per capita was calculated at 891 kg. This indicator highlights the strong link between the cement sector and construction and infrastructure activities, as well as the importance of domestic demand.

As Akçansa, we navigated a challenging market environment in 2025 with a balanced performance. Despite the contraction in domestic demand, we succeeded in increasing our total sales volume thanks to our efficient operational structure and export-focused strategy.

In 2025, our total domestic cement and clinker sales amounted to 4.67 million tons, representing a 3.5% decrease compared to 2024. During the same period, our total export sales increased by 20.3% year-on-year, reaching 2.99 million tons. As a result, our total cement and clinker sales rose by 4.6% in 2025 to 7.7 million tons. Supported by our strong export performance, we achieved a 13% share in the sector's exports in 2025.

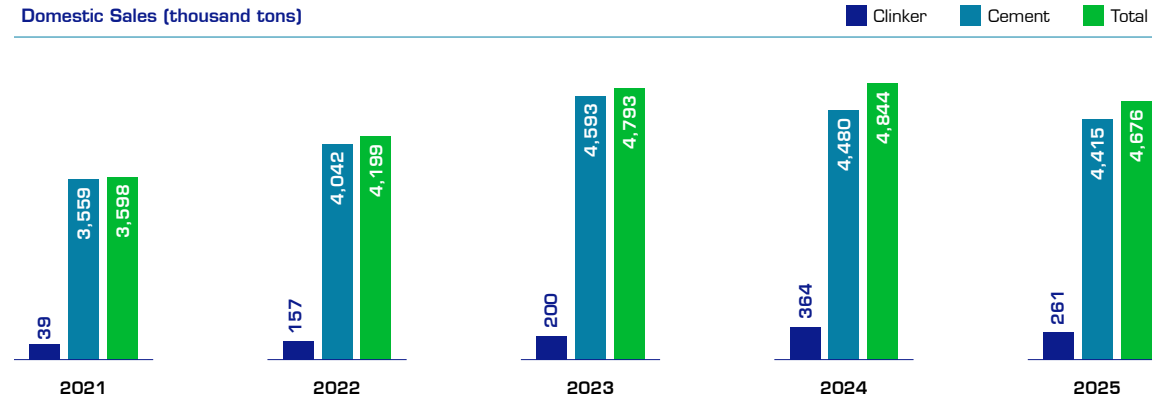
Akçansa concluded 2025 with resilient financial and operational performance, despite the ongoing market contraction in its core operating regions. Our disciplined cost management, focused product portfolio and strong commitment to sustainable growth played a key role in maintaining this balanced performance. Our operational network, which allows us to dynamically balance domestic sales and exports, together with our cost discipline, helped us navigate the year with stability. In 2025, net sales reached TL 24.6 billion, while EBITDA amounted to TL 3.3 billion. Net profit stood at TL 726 million, mainly reflecting the adverse price-cost dynamics driven by inflationary pressures. Nevertheless, our continued focus on financial discipline delivered significantly stronger financial results compared to 2024, partially mitigating the negative operational impacts.

In line with our focus on operational efficiency, we initiated investments to increase loading capacity at the Çanakkale Port. During the same period, with our Ladik Cement Plant receiving CSC Gold certification, we became the first and only building materials producer in Türkiye whose all cement plants hold CSC Gold certification.

(million TL)	2023	2024	2025
<b>Net Sales</b>	<b>35,385.6</b>	<b>28,291.3</b>	<b>24,608.5</b>
EBITDA	7,427.0	5,050.6	3,336.8
EBITDA Margin (%)	21.0	17.9	13.6
EBIT	5,887.3	3,390.4	1,616.5
EBIT Margin (%)	16.6	12.0	6.6
<b>Net Profit</b>	<b>4,481.1</b>	<b>2,189.2</b>	<b>726.2</b>
Net Financial Position	-1,315.9	-2,598.7	-1,101.5
Shareholders' Equity	26,074.8	26,904.6	25,040.6
<b>Total Assets</b>	<b>37,061.5</b>	<b>36,784.9</b>	<b>36,439.5</b>
Earnings per share %	23.4	11.4	3.8

\* Our comparative financial statements as of December 31, 2025 have been prepared in accordance with IAS 29 'Financial reporting in high-inflation economies' standard. EBITDA and other income and expenses forming the basis of EBITDA calculations are not included.

Domestic Sales (thousand tons)



## FINANCIAL PERFORMANCE

Production Volume by Main Product Group (2025)

Cement (thousand tons)  
**6,331**

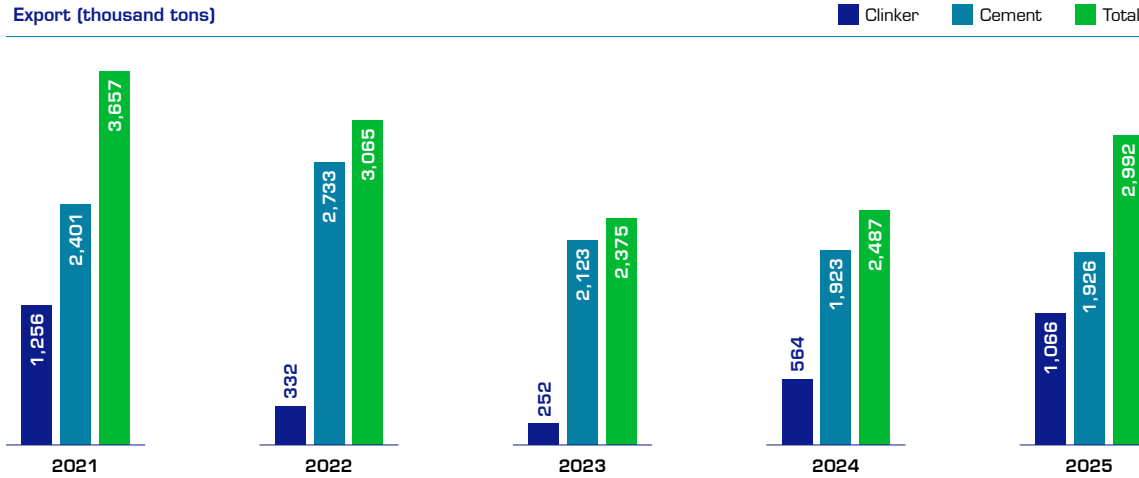


Clinker (thousand tons)  
**6,478**

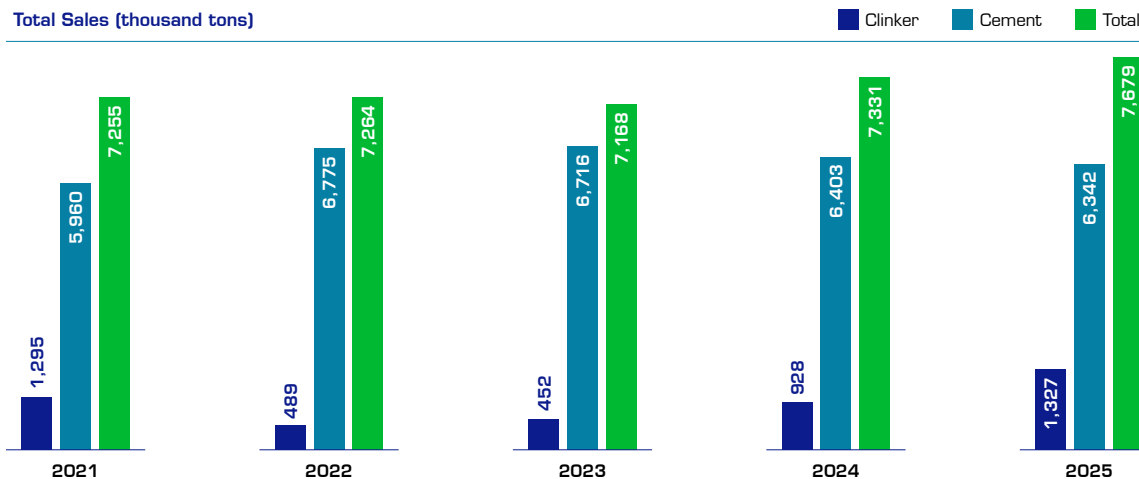


Concrete (thousand m<sup>3</sup>)  
**2,463**

Export (thousand tons)



Total Sales (thousand tons)



### Sales at Betonsa

We carry out our ready-mix concrete production and sales activities under our Betonsa brand through five regional directorates: North Marmara, East and South Marmara, Thrace and Mega Projects, Aegean, and Black Sea. In 2025, our operating plant network allowed us to remain close to projects across different regions, helping us maintain operational flexibility. In 2025, our ready-mix concrete sales reached 2.7 million m<sup>3</sup>. Despite a slight decline compared to the previous year, we maintained our position in the market thanks to our broad geographic presence and our involvement in major projects. Throughout the year, we managed our operations effectively in response to fluctuating demand conditions, ensuring continuity in service delivery.

Ready-Mixed Concrete Sales (million m<sup>3</sup>)



### Sales at Agregasa

We carry out our aggregates production and sales activities under the Agregasa brand. In 2025, our aggregates sales reached 2.9 million tons, continuing the upward trend. Our aggregates sales volume, which has grown steadily in recent years, was further supported by demand driven by infrastructure and construction activities. As of 2025, we continued our operations through our aggregates plants located in Bursa, Saray and Edremit. Thanks to the strategic location of our facilities, we supported our Betonsa operations while also ensuring efficient supply to regional markets.

Aggregate Sales (million tons)



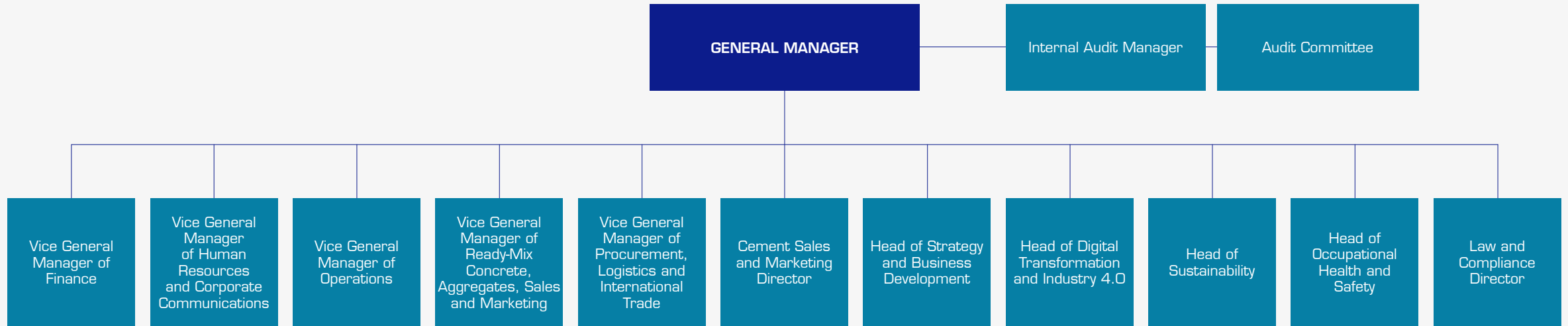


# **WE'RE TOGETHER** for Good Governance





## FINANCIAL PERFORMANCE





## BOARD OF DIRECTORS AND ITS COMMITTEES (ESRS GOV-1)

**At Akçansa, our corporate governance approach is built on the principles of fairness, transparency, accountability and responsibility.**

At Akçansa, our corporate governance approach is built on the principles of fairness, transparency, accountability and responsibility. Across all our operations, we aim to contribute to a sustainable future while creating long-term value for all our stakeholders. Through our integrated management approach, we seek to minimize risks while ensuring full compliance with all legal requirements.

Our Board of Directors, the highest governing body of our Company, consists of six members. Two independent members serve on the Board, contributing to a transparent and impartial governance structure. All Board members are elected by the General Assembly based on their qualifications and expertise. The roles of Chair of the Board and General Manager are held by different individuals, ensuring a clear separation of duties.

At both Ordinary and Extraordinary General Assembly meetings, our shareholders are entitled to one vote for each share they hold, and votes are cast openly. In line with our senior management remuneration policy, the remuneration of Board members is determined through voting at the General Assembly.

Committees operating under the Board of Directors support effective and transparent governance. In accordance with Capital Markets legislation and the Turkish Commercial Code, Akçansa has established Corporate Governance, Early Detection of Risk and Audit Committees.

The Corporate Governance and Audit Committees meet four times a year at minimum quarterly intervals, while the Early Detection of Risk Committee convenes at least six times a year at two-month intervals to carry out its responsibilities.

The Internal Audit Department, which provides independent and objective assurance and advisory services to enhance company activities and create value, is represented in the extended Executive Committee and operates under the Audit Committee composed of independent Board members.

» You can access the working procedures and principles of the committees [here](#).





## OUR BOARD OF DIRECTORS (ESRS GOV-1)



### Umut Zenar

Chairperson of Board of Directors

#### Bachelor's Degree

Boğaziçi University, Department of International Relations

#### Master's Degree

Boğaziçi University, Executive MBA in Business Administration

Umut Zenar has been appointed as the Strategic Investments and Operations President at Sabancı Holding, effective January 1, 2026.

He holds a bachelor's degree in International Relations from Boğaziçi University. He subsequently completed the Executive MBA programme at Boğaziçi University. Joining the Sabancı Group in 2004, Zenar held senior positions in Strategy, Business Development and Marketing at Akçansa until December 2016, serving as Deputy General Manager of Sales and Marketing and CEO of Akçansa. Between December 2016 and June 2018, he served as the General Coordinator at Oyak Cement, Concrete and Paper Group. Umut Zenar was appointed CEO of Akçansa in July 2018 and held this position until 2020, alongside his role as the Chairman of the Board of Directors at Karçimsa A.Ş.

Zenar began his role as CEO of Çimsa in 2020 and held this position until December 2025. He led Çimsa's Global Growth and Transformation process.

Umut Zenar is a member of the Board of Directors of the Global Cement and Concrete Association (GCCA) and the Association of Turkish Construction Material Producers (İMSAD), as well as a member of the Supervisory Board of the Cement Industry Employers' Union (ÇEİS).



### Hakan Gürdal

Vice Chair of the Board of Directors

#### Bachelor's Degree

Yıldız Technical University, Department of Mechanical Engineering

#### Master's Degree

International Business at Istanbul University

Hakan Gürdal embarked on his professional career in 1992 at Çanakkale Çimento. In 1996, he joined Akçansa as Head of Strategy and Business Development and later assumed a number of senior leadership roles, serving as Vice General Manager of Trade, Ready-Mix Concrete & Aggregates and Procurement. Gürdal was appointed General Manager of Akçansa on 1 August 2008, later served as Head of Cement Group at Sabancı Holding from September 2014 to October 2015.

He was appointed to the Managing Board of Heidelberg Materials on 1 february 2016 and was responsible for the Africa-Eastern Mediterranean Group area from April 2016.

In January 2024, he also assumed responsibility for Kazakhstan and Russia and he continues his role as a Member of the Managing Board responsible for the Africa-Mediterranean-Western Asia Region.

#### In accordance with the resolutions of the Board of Directors dated 30 December 2025,

Mr. Umut Zenar was appointed as a Member of the Board of Directors, effective 1 January 2026, to fill the vacancy created by the resignation of Ms. Sebnem Önder, subject to the approval of the first General Assembly; and

Mr. Umut Zenar was also elected as Chair of the Board of Directors, effective 1 January 2026, while Mr. Burak Orhun continues to serve as a Member of the Board of Directors.



### Burak Orhun

Member of the Board of Directors

#### Bachelor's Degree

Boğaziçi University, Department of Economics

#### Master's Degree

Finance at George Washington University, USA, and Business Administration at Wharton School, University of Pennsylvania

Burak Orhun embarked on his professional career as a Financial Planning and Analysis Specialist at Mercedes-Benz Türk A.Ş. He later continued his career in the United States, where he held various executive and management roles such as Finance Manager at Thomson Corporation/Reuters, Director of Portfolio Management and Director of Corporate Development at Capital One Financial, and CFO at CadenceQuest, Inc. From 2009 to 2018, he played a key role in mergers and acquisitions at Oyak Group. Burak Orhun joined Sabancı Group in 2019 as Head of Strategy and Business Development. He served as Head of the Building Materials Group at Sabancı Holding from May 2021 to April 2024, and then assumed the role of Head of the Materials Technologies Group between April 2024 - December 2025. Burak Orhun was appointed as President of Strategic Investments at Sabancı Holding effective January, 1 2026.



## OUR BOARD OF DIRECTORS (ESRS GOV-1)



**René Aldach**

Member of the Board of Directors

### Bachelor's Degree

Westfälische Wilhelms-Universität, Department of Business Studies

René Aldach began his career at Heidelberg Materials in 2004. In 2015, he was appointed CFO of Cement Australia, a joint venture in Australia. In 2018, he expanded his responsibilities as CFO of Hanson and a Board Director of Hanson & Cement Australia, overseeing the financial operations of the entire Australian organization. Since September 2020, he has been responsible for all accounting, control, and reporting functions as the Group Director of Reporting, Control, and Consolidation at Heidelberg Materials Group. Since 1 September 2021, he has served as CFO of Heidelberg Materials, and from January 2024, he also oversees the company's operations in Australia.



**Ali Aynacı**

Independent Board Member

### Bachelor's Degree

Boğaziçi University, Faculty of Business Administration

Ali Aynacı held various managerial positions at Sabancı Holding's affiliated companies from 1975 to 1986. From 1986 to 1991, he served as the General Manager of Çanakkale Çimento Ticaret A.Ş., and from 1991 to 2012, he was the CEO of Rota Liman Hizmetleri A.Ş. Between 2002 and 2013, he served as the Vice Chair of the Board at Star İhracat A.Ş., and from 2013 to 2015, he held the position of Chair of the Board at Seament Dış Ticaret A.Ş. Since 2015, Ali Aynacı has continued to serve as the Chair of the Board at MERAY Dış Ticaret A.Ş.



**Bülent Bozdoğan**

Independent Board Member

### Bachelor's Degree

Middle East Technical University, Department of Business Administration

In 1980, Bülent Bozdoğan started working with PwC as an auditor. He worked for Unilever Türkiye in a variety of managerial capacities from 1982 to 1991. He joined Brisa Bridgestone Tire Co. in October 1991 as Vice President of Finance, Planning, and Control. He then continued his career as Global CFO and Vice President at KordSA Global A.Ş. starting in January 2001. After serving as the Chief Audit Executive responsible for auditing and coordinating the audit works of Sabancı Group companies in 2009, he retired at the end of 2017. In January 2018, he became the CEO of Dedeman Holding, where he was responsible for the Mining and Tourism businesses for two years, before concluding his tenure. Since July 2020, he has been serving as an Independent Board Member and Audit Chairperson at Borusan Mannesmann Boru A.Ş. In October 2020, he became an Independent Member of the Board of Directors at Kordsa Indonesia, and in September 2021 at CarrefourSA, and he continues to serve in these roles.



## OUR BOARD OF DIRECTORS (ESRS GOV-1)

	AUDIT COMMITTEE	CORPORATE GOVERNANCE COMMITTEE	EARLY RISK DETECTION COMMITTEE
SCOPE	<ul style="list-style-type: none"> <li>Oversees the functioning and effectiveness of the Company's internal control and internal audit systems.</li> <li>Submits recommendations regarding the appointment of the Independent Auditor.</li> </ul>	<ul style="list-style-type: none"> <li>Works to enhance corporate governance practices.</li> <li>Oversees the activities of the Investor Relations function.</li> <li>Responsible for the evaluation and nomination of Board of Directors candidates.</li> <li>Provides recommendations regarding the remuneration principles of the Board of Directors and senior executives.</li> <li>Oversees sustainability-related activities and provides recommendations for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies potential risks that the Company may face.</li> <li>Carries out activities to establish risk management systems and support the effective management of risks.</li> <li>Reviews the risk management systems at least once a year.</li> </ul>
MEETING/ REPORTING FREQUENCY AND AGENDA	At least four times a year, at quarterly intervals	At least four times a year, at quarterly intervals	At least six times a year, at two-month intervals
MEMBERS	Bülent Bozdoğan, Chair Ali Aynacı, Member	Bülent Bozdoğan, Chair Ali Aynacı, Member Dinçer Bulan, Member	Ali Aynacı, Chair Bülent Bozdoğan, Member



## THE SENIOR MANAGEMENT (ESRS GOV-1)



### Ülgen Eryürek Aslan

Vice General Manager - Human Resources and Corporate Communications

#### Bachelor's Degree

Boğaziçi University, Department of Economics

#### Master's Degree

Marmara University, Faculty of English Business Administration, Department of Accounting and Finance

Ülgen Eryürek Aslan graduated from Boğaziçi University, Faculty of Economics and Administrative Sciences, Department of Economics in 1998. She began her professional career as a Management Trainee at Bayındır Holding Finance Group Presidency, and subsequently worked as Financial Planning Supervisor at HEAŞ. In February 2004, following the completion of her Master's degree in Finance and Accounting at Marmara University, Faculty of Business Administration, she joined Akçansa as a Financial Planning, Reporting and Analysis Specialist.

Since joining Akçansa, she has held a number of key managerial and leadership roles, including:

Financial Planning, Reporting and Analysis Manager

Financial Planning, Reporting, Analysis and Investor Relations Manager

Strategy and Business Development Manager

Cement and Ready-Mixed Concrete Sales Planning & Marketing and Export Operations

Director

Strategy and Corporate Performance Director

As of December 15, 2023, Ülgen Eryürek Aslan has been appointed as Vice General Manager of Human Resources and Corporate Communication at Akçansa.

Mr. Vecih YILMAZ, who had been serving as General Manager of our Company since 1 December 2022, stepped down from his position effective 31 December 2025. As of the 2025 reporting period, no new appointment has yet been made to the position of General Manager.



### Ömer Sinan Genç

Vice General Manager - Operations

#### Bachelor's Degree

Ege University, Chemical Engineering

#### Master's Degree

Izmir Institute of Technology, Department of Chemical Engineering

Ömer Sinan Genç has held several roles within our Company since 2007, including Production Engineer at the Ladik Plant, Semi-Finished Products Chief at the Büyükçekmece Plant, Production Manager at the Büyükçekmece Plant, Plant Manager at the Ladik Plant, and Plant Manager at the Çanakkale Plant. As of January 2025, he has been appointed Vice General Manager of Operations.



### Thomas Gerstenhauer

Vice General Manager - Finance

#### Bachelor's Degree

International Partnership of Business Schools (Reutlingen/London), European Business Administration

#### Master's Degree

Friedrich Schiller University (Jena) Executive MBA

Thomas Gerstenhauer began his professional career in 1998 with Schroder Salomon Smith Barney in London, later taking on assignments in Melbourne and New York. Between September 2003 and 2007, he served as Deputy Head of Leverage Finance at HSH Nordbank. From November 2007 to December 2009, he worked as Senior Vice President Investment Banking at Sal. Oppenheim Jr. & Cie. KGaA. Between April 2011 and September 2014, he ran his own Corporate Finance Advisory business and served amongst others as a member of the creditors' committee of IVG Immobilien AG. In September 2014, he joined Heidelberg Materials and later held the roles of Chief Financial Officer and Deputy General Manager at Mibau Stema Group. As of November 2024, Thomas Gerstenhauer was appointed Vice General Manager of Finance.



## THE SENIOR MANAGEMENT (ESRS GOV-1)



### İlker Koç

Vice General Manager - Ready-Mix Concrete, Aggregates, Sales and Marketing

#### Bachelor's Degree

Middle East Technical University, Department of Civil Engineering

#### Master's Degree

Sabancı University, Business Administration (Executive MBA)

İlker Koç began his professional career in 1994 as a Site Engineer at Rizzani de Eccher and later served as a Site Manager at Astaldi and Sinta between 1995 and 1998. He joined Akçansa in September 1998 as a Specialist in the Marketing Planning and Sales departments. Between 2008 and 2012, he worked as a Senior Engineer at Heidelberg Cement Technology Center in Germany. He later continued his career at Akçansa, holding positions including Quality and R&D Manager, Marketing and Special Products Manager, and Technical Sales Support and Special Products Manager. From December 2020 to November 2021, he served as the Company Manager at Karçimsa. As of December 2021, İlker Koç has been appointed as Vice General Manager of Ready-Mix Concrete, Aggregates Sales, and Marketing.



### Sinan İnaç

Vice General Manager - Procurement, Logistics and International Trade

#### Bachelor's Degree

Dokuz Eylül University, Department of Business Administration (English)

Sinan İnaç began his professional career in 2003 at Çimentoaş, where he held a series of roles. Between 2003 and 2007, he worked as a Budget and Cost Control Specialist, followed by Planning, Budget and Control Supervisor (2007-2011) and Planning, Budget and Control Manager (2011-2015). He later served as Strategy and Marketing Manager (Cement and Ready-Mix Concrete) between 2015 and 2017, Planning, Budget and Control Eastern Mediterranean Region Leader between 2017 and 2019, and most recently as Planning, Budget and Control Director. Since 2019, he has held positions at Akçansa as Head of Strategy and Business Development and Strategy and Business Development Group Manager, respectively, and as of 1 December 2021, he was appointed Akçansa Vice General Manager of Procurement and Logistics.



### Akin Hasbay

Cement Sales and Marketing Director

#### Bachelor's Degree

Dokuz Eylül University, Department of Civil Engineering

Akin Hasbay worked as a Civil Engineer at Ülker İnşaat between 2000 and 2003. Between 2003 and 2017, he held several positions at Akçansa, including Customer Representative in İzmir; Ready-Mix Concrete Sales and Marketing Specialist in İzmir; Cement Sales Planning Specialist in İstanbul; Sales Supervisor for the Northern Region; Cement Marketing Specialist; Ready-Mix Concrete Regional Manager for Eastern Marmara; and Cement Sales Regional Manager for Eastern Marmara. From 2017 to 2019, he served as Sales Director for Denizli Cement at Oyak Çimento. Since 2019, he has continued his career at Akçansa, taking on roles such as Ready-Mix Concrete Regional Manager for Northern and Eastern Marmara and Cement Sales Group Manager. On 26 June 2024, Akin Hasbay was appointed as the Cement Sales and Marketing Director at Akçansa.



## POLICIES (ESRS BP-1)

The corporate values, ethical principles and sustainability approach we adopt in conducting our activities are implemented through a defined set of policies and rules. The key policies guiding Akçansa's way of doing business are listed below:

- Biodiversity Policy
- Human Rights Policy
- Sustainability Communication Policy
- Gender Equality Policy
- Anti-Bribery and Anti-Corruption Policy
- Remuneration Policy for Members of the Board of Directors and Senior Executives
- Disclosure Policy
- Dividend Distribution Policy
- Supplier Code of Business Ethics
- Donations and Grant Policy
- Sustainable Supply Chain Policy
- Code of Ethics
- Board Diversity Policy
- Environment and Energy Policy
- Quality Policy
- Occupational Health and Safety Policy

» You can access all our policies [here](#).



## VALUE CREATED FOR SHAREHOLDERS AND INVESTORS

Following our initial public offering in 1996, our shares began trading on Borsa İstanbul under the ticker "AKCNS." As of today, 39.72% of our shares are held by Hacı Ömer Sabancı Holding A.Ş., 39.72% by Heidelberg Materials, while the remaining 20.56% constitutes our free float. As of the end of 2025, approximately 13% of the publicly traded shares (2024: 16%) were held by foreign investors, while the remainder was owned by around 36,000 domestic individual and institutional investors (2024: 58,000).

Our shares are included in several Borsa İstanbul indices, primarily the Industrial, BIST 500, BIST Stars, BIST İstanbul and BIST Stone and Soil indices. Thanks to our sustainable dividend distribution policy, we also continue to be included in the BIST Dividend indices. By maintaining our focus on sustainability initiatives, we steadily improve our scores on the LSEG platform (formerly Refinitiv) and retain our place in the BIST Sustainability Index.

In 2025, we achieved a score of 89 on the LSEG platform, maintaining our position in the highest relative performance category. By continuing to lead among 135 international companies in the building materials sector, we further strengthened investor confidence.

We also continued to be listed in the Extel (Institutional Investor) Sector Comparison ranking, which recognizes our investor relations performance at the international level.

In all our engagements with investors, we continue to share the Company's strengths and sustainability-focused investments through concrete examples. By offering a broad perspective ranging from developments in energy costs to the expected transformation in the cement sector, we aim to present all our stakeholders with an open, reliable and long-term investment story.

Our corporate identity, sustainable financial stability and commitment to operational excellence position Akçansa as a preferred long-term investment in our sector. We continue to be one of the cement companies in Türkiye most transparently followed by equity research teams. In 2025, 11 research institutions regularly participated in expectation surveys and published equity research reports on Akçansa. By the end of the year, 7 analysts rated our shares as "Buy/Outperform", while 4 analysts evaluated them as "Hold/Market Perform."

**Throughout 2025, 62 investor meetings were held, enabling one-on-one engagements with more than 100 analysts and investors.**

Transparency and accessibility remain key pillars of our investor relations approach. We share our financial results and sector assessments with stakeholders through digital platforms at least four times a year. In addition, we publish quarterly analyst presentations and summary financial information in both Turkish and English on our corporate website. During 2025, we held 62 investor meetings (2024: 44), engaging directly with more than 100 analysts and investors. To support the diversification of our global investor base, we also participated in international conferences and investor roadshows both in Türkiye and abroad.



## ETHICS AND COMPLIANCE (ESRS G1-1)

We conduct all our business processes with a transparent and accountable management approach, in close cooperation with the Legal and Compliance Departments of Heidelberg Materials and Sabancı Holding. In this context, we adopt the Sabancı Group Code of Business Ethics (SA-ETİK) and define our corporate principles, ethical values and standards across the Company accordingly. SA-ETİK serves as a guiding framework, supported by our internal policies, ensuring that our employees avoid actions that could harm the Company and fulfill their responsibilities fully in the Company's best interest in compliance with applicable laws, internal regulations and contractual obligations.

All members of our Board of Directors, managers and employees are required to act in accordance with the Code of Business Ethics. Similarly, all our suppliers, subcontractors, dealers and business partners are expected to comply with these principles. Employees are informed about the Code of Business Ethics when they join the Company and receive the necessary training. These trainings are reinforced through refresher sessions and periodic reminders. In this context, all our managers and employees have made a formal commitment to comply with laws in line with the Sabancı Group Code of Business Ethics. Ethics and compliance provisions are embedded in all third-party contracts, with our business partners committing to adhere to these principles both now and in the future. In addition, the "Akçansa Supplier Code of Business Ethics" is included in agreements signed with suppliers, and suppliers are expected to comply with these provisions upon signing the contract.

To promote the adoption and widespread implementation of ethical values, regular training programs are provided to our employees. In 2025, a total of 1,050 hours of training covering topics such as competition law and the protection of personal data was delivered, with 525 employees participating. In addition, 995 employees participated in ethics training, totaling 550.35 hours. In 2024, 395 employees received ethics training, with a total training duration of 229.5 hours. Furthermore, our Audit teams participated in various trainings and seminars organized by the Company, the Cement Industry Employers' Association and the Institute of Internal Auditors Türkiye, enabling them to enhance their professional and managerial competencies while closely following current developments in the field.

A transparent reporting system is in place to prevent and address ethical violations. Multiple channels have been established to enable our employees, customers, suppliers and other stakeholders to easily report ethics-related concerns. During the year, Navex EthicsPoint, a digital platform for ethics reporting, was also introduced. Information and announcements regarding the platform were shared to encourage its effective use. The platform allows for fully anonymous reporting, and such reports are handled in accordance with appropriate procedures. Internal ethics notifications are collected through several channels, including the Navex EthicsPoint digital platform, the Akçansa ethics hotline, the Sabancı Group ethics reporting channels, and email. Employees are regularly informed about the accessibility and use of these reporting channels. Ethics reports received are evaluated by the Vice General Manager of Human Resources and Corporate Communications, and the Audit Department is involved in the process when necessary. In addition, reports concerning employees involved in ethics processes, or cases where a resolution cannot be reached, may be escalated to the Sabancı Holding Ethics Committee. The Vice General Manager of Human Resources and Corporate Communications serves as the Company's "Ethics Rule Advisor" on matters related to the Code of Business Ethics. Employees seeking guidance on ethical matters may consult this function.

Ethics reports are reviewed and investigated by the Ethics Rule Advisor, and the findings and recommendations are subsequently shared with the Board of Directors for evaluation.

**As of 2025, the participation rate in business ethics training was recorded at 100%.**



As of 2025, no cases of ethical violations were identified. There were no reported incidents related to bribery and corruption, discrimination or harassment, customer data privacy breaches, conflicts of interest, or money laundering. In terms of environmental performance, 15 environmental complaints were received in 2025, all of which were resolved within the same year. Reported issues and any resulting actions are regularly monitored, and the relevant departments continue to implement improvement measures aimed at preventing environmental and ethical risks.

To ensure the protection of individuals who report concerns, Akçansa does not tolerate retaliation against employees who report ethical violations, and appropriate safeguards are in place to protect whistleblowers. During the handling of ethics reports, transparency and fairness are maintained to ensure that all notifications are assessed objectively.

All our activities are carried out in compliance with local regulations and international legal frameworks, in accordance with the relevant communiqués of the Capital Markets Board of Türkiye. SA-ETİK supports transparent, honest and reliable communication in the management of shareholder relations and across all decision-making processes, while also ensuring that ethics-related matters are handled with due diligence. In addition to the training programs organized within the Company to support the implementation of ethical principles, audit processes are conducted regularly. Our training programs also include

dedicated modules on ethics to strengthen employees' awareness on adherence to ethical standards.

In addition, as of 2025, the participation rate in business ethics training reached 100%.

All our activities are carried out in alignment with global standards such as the United Nations Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, and the International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. In this context, the Compliance Procedure, which sets out our commitments to legal compliance and the expectations placed on employees, forms a key component of our corporate policies.

An assessment carried out in 2025 to determine whether any violations occurred within the scope of Akçansa's compliance processes confirmed that no penalties or sanctions were imposed in relation to competition law, personal data protection legislation or international sanctions.

Akçansa continues to uphold its commitments in ethics and compliance through a framework based on transparency, training, and adherence to international standards. By sharing these values with all stakeholders, the Company continues to lead the sector through exemplary practices in ethics and compliance.

» You can access all our policies [here](#).



## ANTI-BRIBERY AND ANTI-CORRUPTION (ESRS G1-1, G1-3, G1-4, S1-17)

**Akçansa has not been involved in any activities that have been subject to human rights reviews or ethical assessments.**

At Akçansa, our Anti-Bribery and Anti-Corruption Policy covers all employees, including the Board of Directors, as well as the organizations and business partners with whom we maintain business relationships. Within the scope of this policy, corruption and bribery, defined as the abuse of authority for personal gain or any form of undue benefit, are considered criminal offenses and are strictly prohibited. The Board of Directors is responsible for the implementation and updating of our Anti-Bribery and Anti-Corruption Policy.

Various training programs are organized to inform our employees about bribery and corruption and to raise awareness on these issues. These topics are also addressed indirectly within the ethics training programs delivered under the Sabancı Group Code of Business Ethics. In 2025, 247 employees received training on anti-bribery and anti-corruption, with a total of 247 training hours recorded. Ethics training programs generally focus on core principles such as integrity, transparency and compliance with laws, while providing a broader ethical framework that also encompasses the prevention of bribery and corruption.

Our employees are required to report any violations of our established policies or any suspicious situations they may observe. Employees are encouraged to report such concerns, and reports can be made through the Akçansa Ethics Committee, the Sabancı Holding Ethics Committee, and the Heidelberg Materials Ethics Line. All reports received are handled in accordance with the principle of confidentiality. Alleged violations are reviewed objectively while respecting employee privacy, and where necessary, appropriate disciplinary measures are applied.

In 2025, no disciplinary actions were taken due to corruption. In addition, Akçansa has not been involved in any activities that have been subject to human rights reviews or ethical assessments. Our Anti-Bribery and Anti-Corruption Policy also covers our suppliers. In line with our Sustainable Supply Chain Policy, all our business partners are expected to act in compliance with ethical standards and applicable laws.

In 2025, no reports related to bribery or corruption were received, no investigations were initiated, and no contracts with business partners or suppliers were terminated due to corruption. Furthermore, there were no cases of bribery or corruption subject to public litigation.

As Akçansa, we adopt a zero-tolerance approach to bribery and corruption and conduct our operations in line with the principles of transparency, ethical values, and accountability. To ensure the maintenance of high ethical standards for all our employees and business partners, we continue to implement audit and awareness-raising activities. We will also continue to carry out initiatives aimed at increasing awareness of anti-bribery and anti-corruption practices in the coming periods.

» You can access Akçansa's Anti-Bribery and Anti-Corruption Policy [from here](#).





## INTERNAL AUDIT (ESRS GOV-5)

**At Akçansa, audit and advisory activities are carried out with an independent and objective approach and based on a risk-based methodology.**

Since its establishment, we have structured our Internal Audit Department to report to the Audit Committee, which is composed of independent members of the Board of Directors. Through this structure, we aim to add value to our Company and support the continuous improvement of our operations.

We carry out our audit and advisory activities with an independent and objective approach and based on a risk-focused methodology. At the initial stage of the audit process, we perform comprehensive analyses for each business function, taking into account both national and international risks. During this process, we also evaluate the opinions and recommendations of our stakeholders and members of the Executive Committee through various meetings. Based on the findings obtained, we establish our annual audit plan.

Within the scope of our audit activities, we test the adequacy of our internal control system and also conduct assessments

regarding the functioning of our risk management and corporate governance processes.

The findings identified as a result of our audits are reported to the Audit Committee together with the action plans received from the audited units. In addition, our recommendations for improvement are communicated to the relevant senior management through comprehensive audit reports.

All audit activities are conducted in full compliance with the international quality standards established by the Institute of Internal Auditors (IIA), as also confirmed by the independent audit firm.

In 2025, in line with our annual audit plan, we conducted a total of 15 process audits. Five of these audits were carried out in collaboration with the audit teams of our key stakeholders, enabling us to evaluate the processes from a more holistic perspective. In addition, three process audits were completed

using digital tools and big data analytics techniques.

Within the scope of ethical reviews, we conducted detailed evaluations under four different topics and provided advisory services in two areas aligned with our strategic priorities. The findings and recommendations derived from all audit and advisory activities are regularly shared with senior management, the Audit Committee, and the Board of Directors. We closely monitor the progress of improvement initiatives launched based on these findings and provide periodic progress reports.

In 2025, we held a total of 12 committee meetings, including meetings of the Board of Directors and the Audit Committee. In addition, alongside our existing big data analytics tools, we initiated new collaborations with technology companies to support the automation and digital transformation of our audit processes and carried out initiatives aimed at digitalizing certain stages of our audit activities.

# 15

Total number of audits in 2025

# 12

Total number of internal audits in 2025  
Number of meetings





## SUSTAINABILITY GOVERNANCE (ESRS GOV-1, GOV-2)

**At Akçansa, the management of sustainability strategy and performance is carried out under the direct responsibility of the Board of Directors, our highest governing body.**

Our Board of Directors periodically reviews and approves our sustainability vision, strategies and policies, as well as the risks and opportunities related to environmental, social and governance (ESG) matters. All sustainability-related practices are overseen by the Corporate Governance Committee under the authorization of the Board of Directors. The Board convenes twice a year to evaluate priority ESG agenda items, while developments related to sustainability are regularly reported to the Board throughout the year through committees and working groups.

The Sustainability Executive Committee, Sustainability Committee, Working Groups, and the Sustainability Directorate are responsible for ensuring the aligned implementation of our corporate strategy and sustainability strategy. These structures operate in coordination to ensure the effective implementation of the sustainability strategy across the Company.

Chaired by our General Manager and composed of members of the Executive Committee, the Sustainability Executive Committee is responsible for developing sustainability-related policies, submitting them for the approval of the Board of Directors, and preparing business plans in line with these policies. The Committee reviews and approves sustainability plans, targets, projects, and investments in detail. It also evaluates sustainability-related risks and opportunities and ensures that these considerations are integrated into strategic decision-making processes. In these evaluations, economic, environmental, and social impacts, as well as potential trade-offs among these elements, are taken into account. The Sustainability Executive Committee meets four times a year to regularly review key ESG targets, roadmaps for achieving these targets, and performance outcomes.

Risk and opportunity analyses are regularly discussed during committee meetings. Within this framework, topics such as national and international developments, global sustainability standards, sectoral trends,

emerging technologies, and digitalization are evaluated comprehensively, while stakeholder expectations, regulatory changes, and market dynamics are integrated into our decision-making mechanisms. Through this approach, we aim not only to manage existing risks but also to effectively identify and leverage long-term opportunities.

The Sustainability Committee operates under the chairmanship of the General Manager and is responsible for overseeing operational sustainability activities. The coordination and agenda management of the Committee are carried out by the Sustainability Manager. The Committee determines sustainability plans and targets, monitors progress, and ensures the implementation and follow-up of projects through working groups. It also carries out initiatives aimed at increasing sustainability awareness within the Company and among our stakeholders. The Sustainability Committee meets six times a year to evaluate progress toward the defined targets.

Sustainability focus areas determined in alignment with our corporate strategy are addressed and regularly updated by the relevant working groups. These groups are responsible for the implementation of sustainability projects and for monitoring progress. The results achieved are reported periodically and analyzed by the Akçansa Sustainability Directorate, after which they are integrated into the Company's overall strategy. These analyses serve as key inputs in the development of action plans. Our sustainability activities are carried out in line with the principles of transparency and effectiveness.

To support sustainability management, we develop various policies and practices. The effectiveness of this management system is regularly evaluated through internal audit processes and external audit services received once a year. These audits ensure the effectiveness of our sustainability policies and practices and their compliance with applicable legislation.

In addition, our sustainability performance is monitored and

evaluated within the scope of the Borsa İstanbul Sustainability Index and international sustainability indices.

To understand our stakeholders' expectations regarding sustainability and to develop strategies aligned with these expectations, we use various engagement mechanisms such as regular meetings, workshops, and surveys. We collect feedback from a wide range of stakeholder groups, including employees, customers, communities, and suppliers, and maintain continuous dialogue by actively utilizing our stakeholder communication channels. Through local partnerships and social responsibility projects, we also aim to directly address the expectations of the communities in which we operate.

### Sustainability Communication Policy

At the core of our sustainability approach lies our policy of transparent and reliable communication. As Akçansa, we adopt the principles of accuracy and openness in all our communications with stakeholders. While openly sharing our sustainability-related activities, we ensure that the information we provide is complete and up to date. In this process, we avoid misleading or exaggerated statements and regard presenting realistic and verifiable data as a key responsibility.

Our commitment to combating Greenwashing constitutes one of the cornerstones of our sustainability communication. By supporting not only our environmental commitments but also our economic and social commitments with concrete indicators, we aim to maintain the trust of our stakeholders. In the projects we implement and the reports we publish, we present our sustainability performance in a transparent manner and support our sustainability claims through independent evaluation and assurance processes.

In this way, we prioritize sincerity and credibility in our sustainability communication and aim to set an example within our sector.

» You can access the relevant policy [here](#).



## SUSTAINABILITY GOVERNANCE (ESRS GOV-1, GOV-2)

Organizational Structure	Board of Directors	Audit, Corporate Governance and Risk Committee	Sustainability Executive Committee	Sustainability Committee	Sustainability Working Groups
<b>Scope</b>	Defines the sustainability vision and strategy, as well as related risks and opportunities. Approves policies and frameworks.	Ensures the implementation and oversight of sustainability policies and frameworks.	Develops sustainability-related policies and frameworks and submits them for the approval of the Board of Directors. Reviews and approves sustainability plans, targets, projects, and investments. Evaluates sustainability-related risks and opportunities.	Determines sustainability plans and targets, monitors progress, and reports regularly. Establishes and coordinates working groups. Monitors the implementation of projects. Plans initiatives aimed at enhancing sustainability awareness among company stakeholders.	Three working groups operate within this structure: the Biodiversity Working Group, the Circular Economy Working Group, and the Water Working Group. These groups develop action plans to improve sustainability performance. They are responsible for the implementation, monitoring, and, when necessary, updating of projects.
<b>Meeting Frequency and Agenda</b>	Four times per year – Discussion and review of progress on key ESG matters, sustainability strategy, risks, and opportunities; approval of relevant policies and frameworks.	Four times per year – Review of key ESG matters and provision of guidance to the Sustainability Executive Committee on critical issues.	Four times per year – Review of key ESG targets and performance; review and approval of roadmaps for achieving targets; review of annual progress.	Six times per year – Review of target status and ongoing projects and practices; preparation of the Mid-Year and Annual Sustainability Progress Reports to be submitted to senior management.	Monthly – Monitoring and reporting of project status and progress; providing guidance on project implementation; preparation of the Semi-Annual Action Plan Progress Report to be submitted to the Sustainability Committee.
<b>Member</b>	Board Members	Corporate Governance Committee Members	Chair: General Manager Chief Executive Members: A Board Member, Executive Committee Members, Sustainability Manager	Chairs: General Manager Vice General Manager of Operations, Vice General Manager of HR Members: Vice General Manager of Finance, Vice General Manager of Procurement, Sales Director, Advisory Members, All Directors Coordinator: Sustainability Manager	Coordinator: Sustainability Manager; Working Group Leaders: Focus Area Leaders Members: Group/Plant Managers, Directors, Executives

### EXPANDED EXECUTIVE COMMITTEE MEMBERS





## SENIOR MANAGEMENT

### Duties and Responsibilities of the Sustainability Directorate

- Ensure the integration of the Company's sustainability strategy with its overall corporate strategy.
- Report sustainability developments to senior management at least once a month, and inform the Board of Directors, the General Manager, and senior management about necessary strategies, solution mechanisms, and roadmaps related to sustainability-related regulations and developments within the Company's national and international sphere of influence, including the Carbon Border Adjustment Mechanism.
- Develop networks and business relations with relevant NGOs (TÜRKÇİMENTO, THBB (Turkish Ready Mixed Concrete Association), TÜSİAD, Turkish Cement Manufacturers' Association (TÇMB), Miners' Association of Türkiye (TMD), and ÇEVKO Foundation) and industry associations in order to support the Company's sustainability strategy and represent the Company in these platforms.
- Ensure the participation of the Sustainability Manager in Board of Directors meetings held four times per year, as well as in the Sustainability Executive Committee and the Audit, Corporate Governance and Risk Committee meetings held four times per year.
- Fulfil the sustainability targets and expectations of the Company's main shareholders, Sabancı Holding and Heidelberg Materials; benchmark and evaluate current operations, and develop roadmaps to further integrate sustainability across the Company through close collaboration with these shareholders.
- Establish sustainability targets, revise them when necessary, and monitor related Key Performance Indicators (KPIs).
- Organize Sustainability Committee meetings six times per year, with the participation of members of the Extended Executive Committee.
- Identify the impacts of sustainability- and climate change-related physical and transition risks and opportunities on the Company, and coordinate climate-related matters, risks, and associated KPIs.
- Establish and coordinate Sustainability Working Groups.
- Follow up with national and international legislation and engage with relevant authorities and stakeholders within the scope of these regulations.
- Monitor national and international sustainability reporting standards (CSRD, ESRS, GRI, TSRS, IFRS), and prepare the Integrated Annual Report each year before the General Assembly in alignment with these standards.
- Provide regular reporting to sustainability indices (Refinitiv, Sustainalytics, and CDP), as well as to the CoP disclosures required under the UNGC, of which the Company is a signatory.
- In collaboration with the Risk Directorate, identify climate and sustainability-related risks (both transition and physical risks) and assess their potential impacts.
- Monitor national and international green transformation grant and loan programs and either submit applications for suitable projects or support relevant teams in the application process.
- Participate in national and international sustainability certification programs (CSC, EPD etc.), and coordinate relevant departments in line with the requirements of audit teams.
- Organize training sessions and seminars to inform and develop stakeholders, promote internal participation, and increase awareness among employees and suppliers regarding company policies in order to drive performance outcomes.
- Support the development and implementation of corporate social responsibility projects, monitor the effectiveness and alignment of the corporate sustainability program, and identify improvement opportunities in line with the Company's strategy, market dynamics, customer expectations, and regulatory developments.
- Monitor sustainability-linked financing mechanisms, funds, grants, and incentives, facilitate the evaluation of national and international financing opportunities that support low-carbon transformation, energy efficiency, and sustainability investments, and contribute to application and implementation processes in coordination with relevant departments.

## CLIMATE CHANGE GOVERNANCE

- At Akçansa, the ultimate responsibility for all sustainability- and climate-related matters rests with the Board of Directors. The Board ensures the holistic management of sustainability governance by approving the climate strategy, policy frameworks, risk and opportunity assessments, as well as related targets and action plans.
- Climate-related matters are addressed in an integrated manner within risk management, strategic planning, and financial decision-making processes. The Board of Directors and senior management closely monitor performance through regular reporting.
- The Sustainability Executive Committee, operating under the chairmanship of the General Manager, is responsible for developing sustainability policies and strategies, submitting them for the approval of the Board of Directors, and ensuring their implementation across the Company.
- Senior management, including particularly the CEO, CFO, and Sustainability Manager, assumes active responsibility for the implementation of the climate strategy, including emission reduction projects, sustainable finance initiatives, risk analyses, and reporting processes.
- 20% of senior management's performance incentives are linked to sustainability targets. CO<sub>2</sub> emission reduction, the use of alternative fuels, energy efficiency, reduction of the clinker ratio, and occupational health and safety indicators constitute the core components of these incentive criteria.
- Across the entire organization, performance targets are aligned with sustainability KPIs such as emission reduction, energy and resource efficiency, renewable energy use, water management, and biodiversity management. These indicators are integrated into financial incentive mechanisms.
- The achievement level of climate-related performance targets for the General Manager, Executive Committee members, and the Sustainability Manager is considered a direct determining factor within incentive mechanisms.





## CORPORATE RISK MANAGEMENT (ESRS IRO-1, ESRS 2, BP-2, GOV-5)

### We structure our enterprise risk management framework based on the Three Lines of Defense model.

We approach enterprise risk management through a holistic framework that supports the achievement of our strategic objectives, strengthens our decision-making processes, and promotes long-term value creation. Rather than addressing risks only after they occur, we adopt a proactive approach by assessing them together with their potential impacts. In line with this approach, we evaluate environmental, social, governance, operational, strategic, financial, and regulatory compliance risks from an integrated perspective.

We structure our enterprise risk management framework based on the Three Lines of Defense model. Through this model, we aim to ensure the effective identification, management, and monitoring of risks across the organization, while strengthening the effectiveness of our internal control and governance processes.



Within the first line of defense, operational units that are the direct owners of risks are responsible for managing risks within the scope of their daily activities, implementing internal controls, and ensuring the effectiveness of processes. Operations, plants, ready-mix concrete facilities, ports, and terminals, together with the managers responsible for these areas, constitute the main components of the first line of defense.

The second line of defense includes risk management, compliance, internal control, and related support functions. By monitoring the practices of the first line, these functions strengthen risk management processes through frameworks, policies, procedures, and guidelines. Within this scope, functions such as financial control, risk management, compliance controls, information technologies, information security, physical security, legal affairs, human resources, supply chain, and quality assurance contribute to the effectiveness of the second line of defense.

The third line of defense consists of the internal audit function, which provides an independent and objective evaluation of risk management and internal control processes. This line reviews the effectiveness of the first and second lines of defense, provides recommendations for improvement, and offers assurance to senior management and relevant committees.

Within the scope of our risk management processes, we identify risks, conduct impact and likelihood analyses, define control mechanisms, and monitor risks on a regular basis. In this process, we utilize various analytical methods and reporting tools to ensure the effective management of risks.

In our corporate reporting, we also integrate environmental, social, and governance (ESG) dimensions into our risk management approach. Topics such as the transition to a net-zero economy, the efficient use of natural resources, climate change, biodiversity, water, and marine resources are addressed within the framework of risks and opportunities, and developments in these areas are monitored on a regular basis.

In the assessment of climate-related risks and opportunities, we make use of national and international data sources as well as sector analyses. Within this scope, while continuing our efforts to determine the financial impacts of sustainability-related risks and opportunities, we address the risks and opportunities identified under topics such as climate change, air quality, resource use, circularity, water management, and biodiversity in alignment with our reporting frameworks. Detailed information regarding the management of climate-related risks and opportunities, as well as their impacts on our business strategies and financial planning, is presented in the Risk Management and Strategy sections of the Akçansa TSRS-Aligned Sustainability Report.

Within our risk assessment processes, we apply both qualitative and quantitative analysis methods and prioritize risks with significant financial and strategic impacts. By conducting location-based assessments, we also incorporate the environmental and social conditions surrounding our facilities into our analyses. Through this approach, we aim to effectively manage existing risks while identifying and leveraging long-term opportunities.

As part of our business continuity management approach, we focus on strengthening the resilience of our operations against potential disruptions. Based on the ISO 22301 Business Continuity Management System standard, we evaluate risk scenarios and regularly review our recovery and continuity plans. Our efforts to strengthen disaster management and operational resilience are integrated into our risk management processes.

To promote a strong enterprise risk management culture, we conduct training and awareness activities aimed at increasing employees' risk awareness, and we continuously enhance practices covering risk, crisis, and business continuity management. Through this approach, we aim not only to manage risks but also to establish a robust risk management framework that supports the sustainable growth objectives of Akçansa.



## CORPORATE RISK MANAGEMENT (ESRS IRO-1, ESRS 2, BP-2, GOV-5)

Risk Category	Risk Type	Risk Description	Time Horizon	Actions Taken
Sea Level Rise	Physical Risk	Hazard zones were identified using Intergovernmental Panel on Climate Change (IPCC) sea level rise data together with high-resolution elevation data corresponding to the relevant projection year and RCP scenarios. The model is based on storm surge events with a return period of 100 years. Scenarios assessed for 2100 include SSP1-/RCP2.6, SSP2-/RCP4.5, and SSP5-/RCP8.5. No hazards were identified for any of the 36 facilities assessed.	Longer Term (10 years and above)	Insurance policies have been updated, and infrastructure investments to protect facilities against potential sea level rise are being evaluated. Insurance expenses are reflected in the financial statements under other operating expenses.
Substitution of existing products and services with low-carbon alternatives	Market Risk	Profit margins may decline as existing products and services are substituted with low-carbon alternatives, particularly where customers continue to prefer traditional products	Longer Term (10 years and above)	Through the existing Sales Technical Support Team, technical guidance is provided to customers on low-carbon alternative products, and sustainable products are actively promoted.
High investment costs required for technological transformation	Technology Risk	Potential increase in costs resulting from investments and R&D activities required to develop new technologies necessary for the decarbonization of the cement industry	Longer Term (10 years and above)	R&D and innovation activities, as well as internal entrepreneurship initiatives, are carried out. Collaborations are encouraged, and multi-stakeholder projects are implemented.
Failure of sustainability-focused technology investments to achieve expected performance	Technology Risk	Risks arising from the trial of new technologies during the transition to a low-carbon economy and the possibility that such technologies may not achieve the expected level of success in the market	Longer Term (10 years and above)	Evaluations regarding technologies and related investments are conducted with the support of external consultants during the transition to a low-carbon economy. Projects with higher technological maturity levels are prioritized and implemented in line with established plans.
Inability to effectively manage increasing stakeholder sensitivity regarding climate-related issues	Reputation Risk	Potential concerns or sensitivities among stakeholders arising from possible negative impacts associated with raw material quarries and the regions in which we operate	Medium Term (1-5 years)	ESG performance is continuously improved through regular participation in sustainability and climate-related indices, thereby strengthening stakeholder confidence. Active stakeholder dialogue is maintained through initiatives such as neighborhood councils, press visits, and similar engagement activities.
Failure to achieve sustainability targets	Reputation Risk	Potential damage to the Company's reputation due to negative feedback from certain stakeholders if the expected performance under sustainability targets is not achieved within the planned timeframe.	Medium Term (1-5 years)	Performance indicators have been defined for sustainability targets, and 2030 targets have been established for each indicator. Roadmaps have been developed to achieve these targets. Annual action plans are prepared for each performance indicator, and progress is monitored periodically.
Potential negative impact of the sector's high carbon emissions on employer brand perception among current and potential employees	Reputation Risk	Difficulty in attracting new talent due to weak environmental perception of the sector within society	Medium Term (1-5 years)	Participation in university promotion days to inform students about the sector, the Company's activities, and sustainability-related improvements and measures. Collaboration with universities to present the Company's sustainability practices within course programs. Internship opportunities are provided to students, and supported interns receive compensation and additional benefits.
Potential decline in market value due to investors' shift toward low-emission sectors	Reputation Risk	Potential loss of investors resulting from a decrease in market value as investors increasingly direct their investments toward low-emission sectors	Medium Term (1-5 years)	Regular dialogue is maintained with investors to understand their expectations and priorities, and initiatives are implemented to address these expectations. In line with the Company's transparency principle, transition plans and investments related to the shift toward a low-carbon economy are regularly reported to stakeholders.

The risks presented in the Akçansa Risk Table reflect the risks assessed as relevant for our Company.

Risks exceeding the financial materiality threshold are additionally disclosed in the [Sustainability](#) Report prepared in alignment with TSRS.



# **WE'RE TOGETHER** for a Sustainable Future





# Sustainability Strategy

(SBM-1)



Sustainability continues to be one of the four main strategic pillars of Akçansa's vision. Since our establishment nearly 30 years ago, we have carried out our activities in line with sustainability principles with the aim of creating value for our stakeholders and contributing to societal development. This approach has become an integral part of the way we conduct our business.






In 2025, within the scope of our sustainability strategy, we continued to contribute to the United Nations Sustainable Development Goals. In the new period, we aimed to respond effectively to the expectations of all our stakeholders and to share our sustainability performance transparently through clear, simple, and internationally aligned indicators. We strengthened our processes by benefiting from numerous local and global standards. In this context, the United Nations Global Compact (UNGC), UN CEO Water Mandate, the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD), as well as the European Sustainability Reporting Standards (ESRS), relevant index indicators, and the Sustainability Principles

Compliance Framework of Capital Markets Board of Türkiye constituted our key reference sources.

Throughout 2025, we comprehensively reviewed and assessed all sustainability-related risks and opportunities.

Akçansa's sustainability strategy is built on five core focus areas. These areas represent key pillars that support our sustainability objectives and form an integral part of our long-term business strategy. In 2024, taking into account our stakeholders' expectations regarding sustainability, we reviewed the key performance indicators and targets defined for each of our focus areas. In this context, we updated our "2030 Sustainability Targets" and expanded our existing focus areas by incorporating "Sustainability-Linked Finance and Reporting" into our strategy.

In 2025, we continued to carry out our initiatives in line with our updated targets. Within this framework, we remain committed to integrating sustainability into all our business processes in the areas identified to achieve our sustainability goals, while continuously improving our processes.

 <p><b>Climate Leadership</b></p> <ul style="list-style-type: none"> <li>Reduction of direct and indirect CO<sub>2</sub> emissions.</li> <li>Increasing the use of renewable energy</li> <li>Transition to sustainable products</li> </ul>	 <p><b>Nature and Environment</b></p> <ul style="list-style-type: none"> <li>Reducing impacts on air quality</li> <li>Efficient management of water resources</li> <li>Protection of biodiversity</li> </ul>	 <p><b>Circular Economy and Innovation</b></p> <ul style="list-style-type: none"> <li>Advancing R&amp;D and innovation activities in engineering and production technologies</li> </ul>	 <p><b>Safe and Inclusive Value Chain</b></p> <ul style="list-style-type: none"> <li>Establishing a strong occupational health and safety culture</li> <li>Fostering an inclusive corporate culture</li> <li>Creating value for society</li> <li>Ensuring transparent dialogue with stakeholders</li> <li>Sustainable supplier management</li> </ul>	 <p><b>Sustainability-Linked Finance and Reporting</b></p> <ul style="list-style-type: none"> <li>Improving ESG (Environmental, Social and Governance) ratings</li> <li>Increasing access to sustainability-linked financial instruments</li> <li>Adopting innovative reporting approaches</li> </ul>
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# Climate Change

(ESRS1)



**As Akçansa, we believe in the transformative power of collaboration and collective action in climate action. We remain committed to transparently reporting all climate-related impacts arising from our operations and to actively participating in voluntary initiatives.**

As Akçansa, we believe in the transformative power of collaboration and collective action in advancing climate action. We remain committed to transparently reporting all climate-related impacts arising from our operations and to actively participating in voluntary initiatives. In line with this approach, we regularly disclose our performance on climate and water management on national and international platforms and aim to achieve a strong position in relevant indices and assessment systems. In this context:

- since 2011, we have regularly reported our climate-related risk and opportunity management under the CDP Climate Change program, one of the world's largest environmental disclosure platforms.
- Since 2016, we have continued our reporting under the CDP Water Security program.
- In 2025, we reported in detail our climate change- and water-related risks, opportunities, impacts, and dependencies under the CDP framework. Our [2025 CDP report](#) is accessible through our corporate website.
- According to the 2025 assessment results, we achieved an A score in the CDP Climate Change Program and were included in the A List. In the CDP Water Security Program, we improved our score from B (Management) to A- (Leadership).

- On the London Stock Exchange Group (LSEG) platform (formerly Refinitiv), we increased our sustainability performance score to 89, achieving the highest score in our history and ranking 1st among 135 international companies evaluated in the construction materials sector.
- While continuing our commitment to the 10 principles of the United Nations Global Compact (UNGC), to which we have been a signatory since 2014, we completed our reporting under the updated Communication on Progress (CoP) framework.
- In 2024, we signed the UN CEO Water Mandate, further strengthening our global commitments in the field of water stewardship.
- Following the entry into force of the Climate Law in our country in 2025, we continued to share our views and recommendations during the development of regulations related to the Emission Trading System and Carbon Offsetting mechanisms established under the new framework. In this context, we actively contributed to the work of the Carbon Market Board and the Advisory Board, and participated in working groups addressing regulatory topics that directly affect our sector.

Through these efforts, we are improving our performance in climate and water management in line with international standards, strengthening our strong position in global sustainability assessment platforms, primarily CDP and LSEG (formerly Refinitiv), and continuing to provide transparent and comparable data for all our stakeholders, especially investors.

In 2024, we reviewed our sustainability targets and revised our emission reduction targets to align with the Paris Climate Agreement, submitting the updated targets for senior management approval.

Within this framework, our 2030 emission intensity reduction targets have been determined in line with science-based methodologies and global climate goals. Throughout 2025, we continued to implement emission reduction initiatives in line with these targets. Guided by the established roadmap, we continue to advance our operations in support of the transition to a low-carbon economy.



## CLIMATE CHANGE (ESRS1)

We closely monitor developments related to the Carbon Border Adjustment Mechanism (CBAM) of the European Union, which will enter into force in 2026. Since 2024, we have regularly reported the emission values of the products we export to Europe, thereby fulfilling our regulatory obligations. In 2025, we also completed the final quarterly reporting of the transition period. Within this process, we conduct CBAM Impact Analysis studies, regularly update our projections regarding carbon costs, and integrate the outcomes into our corporate strategy. In addition, within the scope of the Climate Law and related secondary legislation enacted in our country, we continue to enhance our emission monitoring, reporting, and verification processes. We also closely monitor the potential impacts of the Emission Trading System and carbon regulations on our operations and continue our compliance efforts.

Through the international Environmental Product Declarations (EPD) prepared for our cement and ready-mix concrete products, we transparently share the environmental impacts of our products with our customers. While successfully completing independent audits conducted by the Türkiye Ready Mixed Concrete Association Quality Assurance System (QAS), we continued to maintain the Concrete Sustainability Council Certification (CSC) Responsible Sourcing Certificate across all eligible facilities.

In 2025, we renewed the Gold-level CSC Certification for our Gebze Ready-Mix Concrete Plant. Following our Çanakkale and Büyükçekmece plants, our Ladik Cement Plant also obtained Gold-level CSC Certification for the first time. As a result, we became the first building materials company in Türkiye whose all cement plants hold Gold-level CSC certification.



### Akçansa Climate Transition Plan

At Akçansa, we address the transition to a low-carbon economy through a comprehensive climate transition plan aligned with the 1.5°C scenario and designed to support long-term value creation. This plan, shaped in line with the methodologies of international sustainability rating agencies and roadmaps aligned with the 1.5°C pathway, enables us to manage our climate performance in a transparent and globally comparable manner. The plan brings together our strategic priorities for emission reduction, low-carbon products and production processes, as well as our investment and financing approaches within an integrated framework.

Within the scope of our transition plan, reducing fossil fuel consumption and lowering carbon emissions constitute key priorities. Increasing the use of alternative fuels, reducing the clinker ratio, implementing energy efficiency investments, modernizing or phasing out aging equipment, and investing in low-carbon cement production form the core elements of our strategy. We also aim to expand the use of renewable energy across all our facilities, while continuing to develop projects related to carbon capture, utilization and storage (CCUS) technologies. In addition, we are developing product- and customer-focused strategies to support the wider market adoption of low-carbon cement and ready-mix concrete products.

Our climate transition plan is implemented under the regular oversight of our Board of Directors and is closely monitored by representatives of Sabancı Holding and Heidelberg Materials. Developments under the plan are reviewed at least quarterly, and annual emission reduction targets are monitored at the facility level to ensure effective performance tracking.

In line with Türkiye's 2053 net-zero target, interim and sectoral targets were announced during the COP29 Climate Change Conference in 2024. Akçansa's climate transition plan is implemented in alignment with Türkiye's Long-Term Climate Strategy.

For the Turkish cement sector, emission reduction targets have been set at 30% by 2040 and 93% by 2053. Akçansa's emission reduction targets, however, are positioned to go beyond these national ambitions with a more ambitious trajectory. As also highlighted in analyses conducted by international ESG assessment organizations, we continue to strengthen our regional and sectoral leadership through our climate strategy and emission reduction performance.

In line with our sustainable finance approach, we prioritize access to financing sources that support low-carbon investments and the green transition. By evaluating sustainable and green financing instruments, we invest in projects with strong environmental performance and effectively manage financial risks and opportunities by aligning with carbon pricing mechanisms.

Through this comprehensive climate transition plan, we aim to align with the net-zero economy, promote leading practices within our sector, and support our sustainable growth over the long term. We will continue to transparently inform our stakeholders about our climate-related performance and progress and provide disclosures aligned with international reporting frameworks.

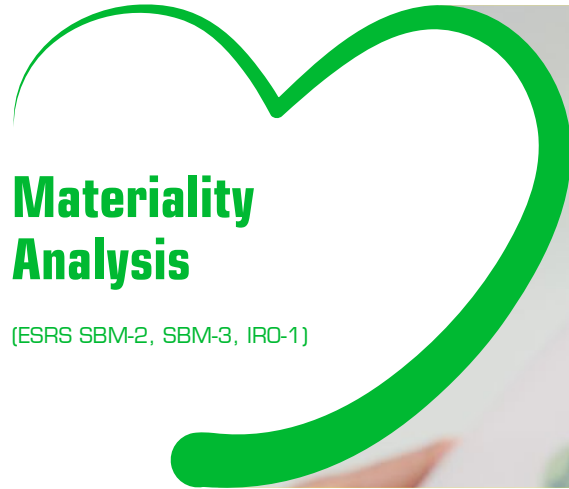
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Number of facilities with Gold-Level CSC Certification



# Materiality Analysis

(ESRS SBM-2, SBM-3, IRO-1)



In 2025, we conducted our materiality analysis process in alignment with the guidelines of the ESRS (European Sustainability Reporting Standards). The independent assurance process related to the materiality analysis was successfully completed.

This year, Akçansa conducted its materiality analysis in line with the double materiality approach. Within this framework, we systematically evaluated both the impacts of our activities on the environment and society, and the potential financial implications of these factors on our business performance. Our analysis process was carried out in alignment with the guidelines of the European Sustainability Reporting Standards (ESRS).

While conducting our materiality analysis, we developed a comprehensive pool of topics based on our corporate strategy, global and sectoral trends, international standards, and regulatory requirements. During this process, we also considered peer company analyses, sectoral research, and various sustainability initiatives in order to identify the most critical topics relevant to Akçansa's operations.

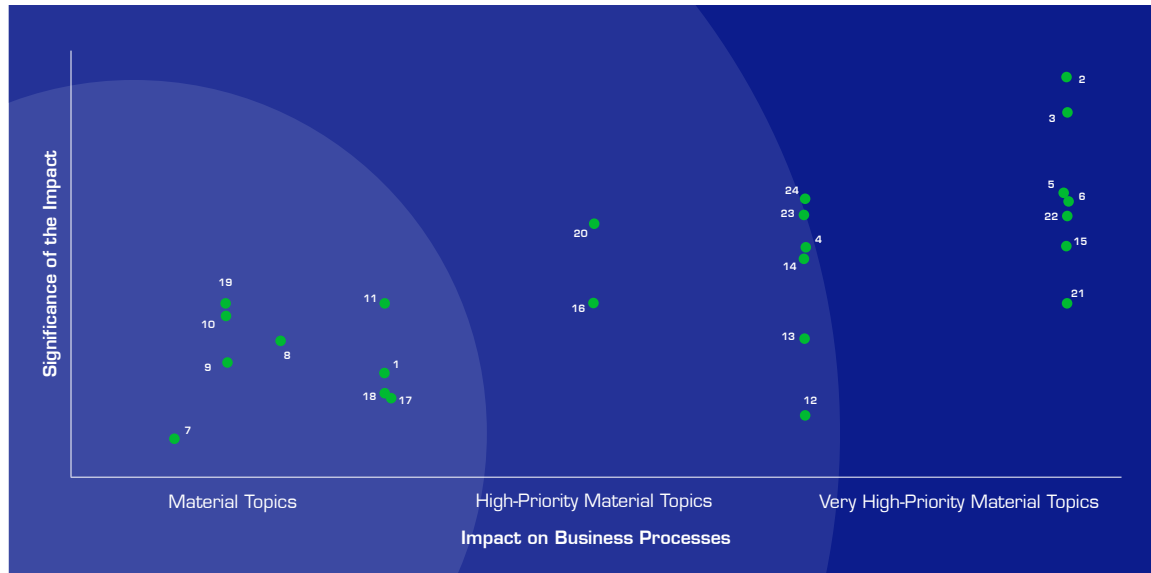
The data obtained through this process were assessed using both qualitative and quantitative analysis methods and ranked according to their level of significance. As a result, we developed our double materiality matrix, enabling us to evaluate financial impacts (risks and opportunities) alongside environmental and social impacts. This matrix contributes to defining our Company's long-term strategic direction while providing a holistic framework that encompasses risk management, opportunity analysis, and impacts across the value chain.

<p>✓</p> <p><b>Desk Research and Data Collection</b></p> <p>In the first phase of our study, we developed a comprehensive list of topics by taking into account global and sectoral trends, national and international sustainability standards (SASB, ESRS and TSRS, etc.), as well as ESG ratings (S&amp;P Global and MSCI, etc.) and competitor analyses. We reviewed sectoral requirements, regulatory developments, and the approaches adopted by peer companies. The list of topics developed through these analyses formed the foundation of our materiality assessment process.</p>	<p>✓</p> <p><b>Strategic Meetings with Executives</b></p> <p>We conducted one-on-one interviews with managers from different departments to evaluate the impact of sustainability topics on our business strategy, financial objectives, and operational processes. These discussions enabled us to identify the material sustainability areas that will create value for our Company in the short, medium, and long term.</p>	<p>✓</p> <p><b>Stakeholder Engagement and Feedback Process</b></p> <p>Through online surveys conducted with the participation of our key stakeholder groups, we gained valuable insights into Akçansa's impacts on its stakeholders as part of the stakeholder analysis process. A total of 224 responses from internal and external stakeholders were incorporated into the analysis.</p>	<p>✓</p> <p><b>Global and Sectoral Trends and Peer Company Analysis</b></p> <p>By closely monitoring national and international sustainability trends, we conducted comparative analyses with peer companies. These studies enabled us to better assess our position within the sector and identify strategic opportunities that would help maintain our competitive advantage in sustainability. At the same time, we analyzed the impacts of regulatory developments on our business processes and focused on managing our compliance processes more effectively.</p>	<p>✓</p> <p><b>Risk and Opportunity Analysis</b></p> <p>We evaluated the risks and opportunities associated with sustainability topics through detailed desk-based analyses. We assessed the potential impacts of environmental and social risks on our operations, financial performance, and long-term strategies. At the same time, by examining opportunities across different areas, we analyzed how we could further strengthen our environmental, social, and economic performance.</p>	<p>✓</p> <p><b>Impact Analysis</b></p> <p>We evaluated the environmental and social impacts of our priority sustainability topics through a comprehensive impact assessment. The positive and negative impacts arising from our operations and value chain were assessed based on criteria such as scale, severity, and reversibility. The insights obtained from this analysis contributed to shaping our strategic roadmap.</p>
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# MATERIALITY ANALYSIS (ESRS SBM-2, SBM-3, IRO-1)

- 1. Air Quality
- 2. Climate Change
- 3. Water
- 4. Biodiversity and Land Use
- 5. Use of Resources
- 6. Energy Management
- 7. Equality, Diversity and Inclusion
- 8. Occupational Health and Safety
- 9. Employee Satisfaction and Well-being
- 10. Human Rights
- 11. Responsible Procurement
- 12. Social Impact
- 13. Customer Relations and Satisfaction
- 14. Ethics and Compliance
- 15. Sustainable Products and Solutions
- 16. Product Quality & Safety
- 17. R&D and Innovation
- 18. Digital Transformation
- 19. Stakeholder Engagement
- 20. Inclusive Development
- 21. Carbon Pricing and Taxation
- 22. Disaster Preparedness and Response
- 23. Supply Chain Management
- 24. Access to Sustainable Finance





## 2030 SUSTAINABILITY TARGETS AND PROGRESS STATUS

Within the scope of our sustainability strategy, we have defined performance indicators for all our focus areas.

Last year, we reassessed and updated our 2030 targets, taking into account science-based approaches, international methodologies, and global best practices, and structured them in a way that enables effective monitoring of our performance indicators.

Performance Indicator	Unit	2023	2024	2025	2030 Target	Progress status	Relationship with SDGs
<b>İklim Liderliği</b>							
Scope 1 CO <sub>2</sub> emission intensity - net	ton CO <sub>2</sub> /ton of cementitious material	701	705	692	585	In Progress	
Scope 1 CO <sub>2</sub> emission intensity - gross	ton CO <sub>2</sub> /ton of cementitious material	742	736	728	626	In Progress	
Scope 2 Emissions (Market-Based)	ton CO <sub>2</sub> e	0	0	0	0	Target Achieved / Implementation Will Continue	
Product-Specific Scope 3 CO <sub>2</sub> Emissions Intensity and Reduction (Compared to the 2023 Base Year)	tCO <sub>2</sub> e/ ton of production	0.103	0.103	0.108	0.07 (-25%)	Behind Target vs. Previous Year	
Alternative Fuel Usage Rate	%, calorific basis	23.3	20.3	21.9	35	In Progress	
Clinker usage ratio	%	87.5	85.8	83.7	75	In Progress	
Share of sustainable cement sales (GreenForCement) in total cement sales	%	27	40.3	18.7*	75	In Progress	
Share of sustainable ready-mix concrete sales (GreenForConcrete) in total ready-mix concrete sales	%	27	34	39.4	75	In Progress	
<b>Nature and Environment</b>							
NOx emissions	mg/Nm <sup>3</sup>	509.9	544.71	520.4	<400	In Progress	
SOx emissions	mg/Nm <sup>3</sup>	5.5	4.48	5.3	<50	Target Achieved / Implementation Will Continue	
Particulate Matter (PM)	mg/Nm <sup>3</sup>	7.8	3.9	5.3	<10	Target Achieved / Implementation Will Continue	
Quarries with Biodiversity Management Plans	unit	0	2	2	All mining facilities	In Progress	
Reduction in Water Withdrawal Intensity (Compared to the 2022 Base Year)	m <sup>3</sup> /ton product, % change	-6.6%	-15%	-16.1%	-%20	In Progress	

\* Due to the regulation titled "Communiqué on the Promotion of the Use of Low-Carbon Emission Green Cement in Public Procurement Contracts," cement products with a clinker ratio below 80% are classified as green cement. As a result, the ratio has decreased compared to the previous year.










## 2030 SUSTAINABILITY TARGETS AND PROGRESS STATUS

Performance Indicator	Unit	2023	2024	2025	2030 Target	Progress status	Relationship with SDGs
<b>Circular Economy</b>							
Alternative raw material ratio in cementitious material	%	4.2	5.1	5.7	10	In Progress	
Alternative raw material ratio in ready-mix concrete products	%	3.4	3.8	4.3	10	In Progress	
<b>Safe and Inclusive Value Chain</b>							
Number of fatal accidents (All employees, subcontractors, contractors, visitors, interns, and third parties)	unit	0	0	1	0	Behind Target vs. Previous Year	
Lost-time injuries (All employees, subcontractors, visitors, interns, and third parties)	unit	11	12	10	0	Closer to the target compared to the previous year	
Average ESG training hours per employee (hours)	hours	17.5	22	24.7	25	In Progress	
Ratio of female employees (All employees)	%	8.2	8.5	8.2	12	Behind Target vs. Previous Year	
Percentage of critical suppliers subject to sustainability risk assessment and audit (%) (local and global basis)	%	0	0	4	100	In Progress	
Volunteer hours per employee	Volunteer hours/Number of employees	2.57	2.36	2.41	6	In Progress	
Percentage of facilities with a Stakeholder Engagement Plan	%	0	0	100	100	Target Achieved / Implementation Will Continue	
<b>Sustainability-Linked Finance and Reporting</b>							
Share of ESG investments in total investments	%	5	33	36	50	In Progress	









# VALUE CREATION MODEL

Capital elements	Unit		Outputs	Value Created	Relevant KPI's
<b>Financial</b>	<ul style="list-style-type: none"> <li>Equity and capital</li> <li>Strong financial structure</li> <li>Investment capacity</li> <li>Sustainable finance</li> </ul>	<div style="text-align: center;"> <p><b>OUR VISION</b> To become the sustainable building materials company that creates the highest stakeholder value in Türkiye.</p> <p><b>OUR BUSINESS STRATEGY</b> Commercial Excellence, Operational Excellence, Asset Efficiency, Sustainability</p>  <p><b>OUR BUSINESS ACTIVITIES</b> Raw material production activities Clinker and cement production activities Ready-mix concrete production activities Storage and sales Transportation activities</p> <p><b>Our Sustainability Strategy</b> Climate Leadership    Circular Economy and Innovation    Nature and Environment    Safe and Inclusive Value Chain    Sustainability-Linked Finance and Reporting</p> </div>	<ul style="list-style-type: none"> <li>3.3 billion TL EBITDA</li> <li>36.4 billion TL total assets</li> <li>7.7 million tons of total cement and clinker sales</li> <li>2.7 million m³ of ready-mix concrete sales</li> <li>2.9 million tons of aggregate sales</li> </ul>	<ul style="list-style-type: none"> <li>Long-term and stable growth</li> <li>Increased investor confidence</li> </ul>	
<b>Manufactured</b>	<ul style="list-style-type: none"> <li>3 integrated cement plants</li> <li>14 cement raw material quarries, 3 aggregate quarries</li> <li>2 ports</li> <li>26 ready-mix concrete plants</li> <li>3 aggregates plants</li> </ul>		<ul style="list-style-type: none"> <li>3.7 million m³ ready-mix concrete production capacity</li> <li>2 million tons terminal handling capacity</li> <li>60% increase in vehicle storage capacity in Ro-Ro operations, supported by a 25% increase in customs area compared to 2024</li> <li>9 million tons cement production capacity</li> <li>7 million tons clinker production capacity</li> </ul>	<ul style="list-style-type: none"> <li>High production capacity</li> <li>Strong market position</li> <li>Extensive export network</li> <li>Access to international markets</li> </ul>	
<b>Intellectual</b>	<ul style="list-style-type: none"> <li>49.9 million TL investment in R&amp;D and innovation</li> <li>100% sustainability-focused R&amp;D and innovation investment</li> <li>85 employees in STEM positions</li> <li>Innovation and digitalization initiatives</li> <li>R&amp;D collaborations</li> <li>Sustainable products movement</li> </ul>		<ul style="list-style-type: none"> <li>Total of 56 registered trademarks, including 2 new trademark registrations</li> <li>GreenForConcrete sustainable ready-mix concrete products</li> <li>GreenForCement sustainable cement products</li> <li>21.7% share of sustainable product sales in total sales</li> </ul>	<ul style="list-style-type: none"> <li>Increased efficiency through AI-based production processes</li> <li>Operational efficiency through digitalization</li> <li>Durable product portfolio with low environmental impact</li> <li>Product quality and safety in line with international standards</li> </ul>	
<b>Human</b>	<ul style="list-style-type: none"> <li>990 Akçansa employees</li> <li>TL 10,482,132 investment in employee training and development</li> <li>Gender equality approach</li> <li>Policies to increase female employment</li> <li>Safe and inclusive workplace culture</li> <li>Akçansa digital academy</li> <li>Sustainability leaders development program</li> <li>Volunteering activities with 498 employees</li> <li>Social benefits supporting employee well-being</li> </ul>		<ul style="list-style-type: none"> <li>8.2% female employee ratio</li> <li>Internship opportunities for 1,000 female students through GençİZ</li> <li>10 social clubs with more than 350 participants</li> <li>45,821 hours of OHS training for Akçansa employees and 35,074 hours for subcontractors</li> <li>10 lost-time injuries / 1 fatal accident</li> <li>2,500 employees participated in 28 internal communication activities</li> <li>123 volunteering projects, 2,432 volunteer hours</li> <li>92% succession coverage ratio</li> <li>24.7 hours of ESG training per employee</li> </ul>	<ul style="list-style-type: none"> <li>Female employee ratio above the industry average</li> <li>Increase in employer brand value</li> <li>Increased employee satisfaction and engagement</li> <li>Increased interaction between employees and local communities</li> </ul>	
<b>Social and Relational</b>	<ul style="list-style-type: none"> <li>Effective stakeholder communication</li> <li>TL 45 million in community investments</li> <li>Community investment projects</li> <li>Customer satisfaction initiatives across the entire value chain</li> <li>Membership in industry and international initiatives</li> </ul>		<ul style="list-style-type: none"> <li>Sustainability Communication Policy</li> <li>3 CSR projects implemented in 2025</li> <li>2,504 complaints received during the year</li> <li>100% resolution rate for complaints received during the year</li> <li>Concrete customer satisfaction rate: 93.6%</li> <li>Share of facilities with a stakeholder engagement plan: 100%</li> </ul>	<ul style="list-style-type: none"> <li>Increased stakeholder confidence</li> <li>Increased customer satisfaction</li> <li>Contribution to the communities in which we operate</li> </ul>	
<b>Natural</b>	<ul style="list-style-type: none"> <li>TL 200 million environmental investment</li> <li>Decarbonization roadmap</li> <li>Dust control master plan</li> <li>Emission and energy management</li> <li>Alternative raw material use</li> <li>Alternative fuel use</li> <li>Renewable energy use</li> <li>Effective water management through water master plans</li> <li>Biodiversity impact assessments and biodiversity management plans</li> </ul>		<ul style="list-style-type: none"> <li>5.7% alternative raw material use rate</li> <li>21.9% alternative fuel use rate</li> <li>100% renewable electricity supply certified with I-REC / YEK-G</li> <li>Total carbon emissions of 7,167,512 tons CO<sub>2</sub>e</li> <li>110,201 m³ annual rainwater recovery</li> <li>Total rehabilitated mining area of 29.15 hectares as of 2025</li> <li>Marmara Islands artificial reef project</li> </ul>	<ul style="list-style-type: none"> <li>Contribution to the fight against climate change</li> <li>Low-carbon production</li> <li>Effective emission management</li> <li>Contribution to the circular economy through reduced natural resource use and the reintegration of waste into the economy</li> <li>Reduced biodiversity impacts and ecosystem restoration</li> </ul>	



### VALUE CHAIN (SBM-1)

	Mining	Production	Use of Products	End-of-life Products
	 <p>Transportation of Raw Materials to the Facility</p>		 <p>Transportation of Products to Customers</p>	
<b>Production Stages</b>	<ul style="list-style-type: none"> <li>Extraction of raw materials from the quarries</li> <li>Raw material crushing</li> </ul>	<ul style="list-style-type: none"> <li>Crushing and homogenization of raw materials</li> <li>Raw material grinding and storage</li> <li>Clinker production and storage</li> <li>Cement grinding</li> <li>Filling and/or packaging</li> <li>Dispatch</li> <li>Ready-mix concrete production</li> <li>Loading and dispatch to the construction site</li> </ul>	<ul style="list-style-type: none"> <li>Use of products in construction</li> <li>Use and maintenance of structures</li> </ul>	<ul style="list-style-type: none"> <li>Demolition of end-of-life buildings</li> <li>Classification of excavation materials</li> <li>Disposal</li> <li>Recycling</li> </ul>
<b>Impacts</b>	<ul style="list-style-type: none"> <li>Land use</li> <li>Biodiversity</li> <li>Dust emissions</li> <li>Wastes</li> </ul>	<ul style="list-style-type: none"> <li>Natural resource use</li> <li>Wastewater discharge</li> <li>Greenhouse gas emissions</li> <li>Other emissions</li> <li>Waste</li> </ul>	<ul style="list-style-type: none"> <li>Natural resource use</li> <li>Greenhouse gas emissions</li> <li>Other emissions</li> <li>Waste</li> </ul>	<ul style="list-style-type: none"> <li>Land use</li> <li>Greenhouse gas emissions</li> <li>Dust emissions</li> <li>Waste</li> </ul>
<b>Impact Mitigation</b>	<ul style="list-style-type: none"> <li>Alternative raw material use and dust control</li> <li>Rehabilitation</li> <li>Waste reduction</li> <li>Supply chain management</li> </ul>	<ul style="list-style-type: none"> <li>R&amp;D and Innovation</li> <li>Energy management</li> <li>Alternative resource use</li> <li>Environmental investments</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable products</li> </ul>	<ul style="list-style-type: none"> <li>Management of construction and demolition waste</li> <li>Environmental management</li> </ul>
<b>Relevant Section of the Report</b>	 <ul style="list-style-type: none"> <li><a href="#">Biodiversity and Land Use Management Approach and Strategic Framework</a></li> <li><a href="#">Resource Use and Circular Economy</a></li> <li><a href="#">Supply Chain Management</a></li> </ul>	 <ul style="list-style-type: none"> <li><a href="#">Greenhouse Gas Emissions Management</a></li> <li><a href="#">Energy Management</a></li> <li><a href="#">R&amp;D and Innovation</a></li> </ul>	 <ul style="list-style-type: none"> <li><a href="#">Sustainable Products and Solutions</a></li> </ul>	 <ul style="list-style-type: none"> <li><a href="#">Resource Use and Circular Economy</a></li> <li><a href="#">Environmental Management</a></li> <li><a href="#">Supply Chain Management</a></li> </ul>



# WE'RE TOGETHER for Climate Action





# Greenhouse Gas Emissions Management

We manage our greenhouse gas emissions within a framework aligned with international standards and based on a measurable and traceable approach. Our emission calculations are carried out in accordance with the TS EN ISO 14064-1:2018 standard and the Greenhouse Gas Protocol.

We manage our greenhouse gas emissions within a framework aligned with international standards and based on a measurable and traceable approach. Our emission calculations are carried out in accordance with the TS EN ISO 14064-1:2018 standard and the Greenhouse Gas Protocol. Adopting the operational control approach, we address emissions arising from our activities in a comprehensive manner.

We calculate our Scope 1 emissions based on production processes, fuel consumption, and process-related emissions, while our Scope 2 emissions are calculated based on electricity consumption using both location-based and market-based methods. For our Scope 3 emissions, we assess categories arising from the supply chain and other indirect activities from a materiality perspective. To ensure the accuracy of our emission data, our calculations undergo independent assurance processes.

In line with our climate action objectives, we prioritize initiatives aimed at reducing emission intensity, including energy efficiency improvements, increased use of alternative fuels, and operational optimization efforts. These initiatives are implemented in alignment with our corporate strategy and long-term climate targets, with our progress regularly monitored and reported.

Greenhouse Gas Emissions	Unit	2023	2024	2025
Scope 1 Emissions (gross)	ton CO <sub>2</sub> e	5,309,000	5,484,834	5,484,015
Scope 1 Emissions (net)	ton CO <sub>2</sub> e	5,011,227	5,259,903	5,215,726
Scope 2 Emissions (Location-based)	ton CO <sub>2</sub> e	300,057	296,562	282,405
Scope 2 Emissions (Market-based)	ton CO <sub>2</sub> e	0	0	0
Scope 3 Emissions	ton CO <sub>2</sub> e	1,718,887	1,758,743	1,683,497
Total Greenhouse Gas Emissions	ton CO <sub>2</sub> e	7,027,887	7,243,577	7,167,512



# Energy Management

(ESRS E1-3, E1-4, E1-5)

**At Akçansa, we consider energy management a critical priority both for the efficient use of natural resources and for achieving our carbon reduction targets.**

We manage our energy performance through a holistic approach that prioritizes improving energy efficiency across our production processes and all areas of our operations, optimizing resource use, and supporting our carbon reduction targets. Within this framework, we monitor and measure our energy consumption under the ISO 50001 Energy Management System and develop actions aimed at continuous improvement.

Based on the energy performance results achieved in 2024, we prioritized energy efficiency-focused investments for 2025 and the following periods. In our clinker and cement production lines, we planned and implemented projects aimed at reducing energy intensity, including process optimization, equipment modernization, and initiatives supporting the use of alternative fuels and raw materials.

# 79 thousand MWh

Renewable electricity generated in 2025



Projects planned for implementation during the 2025-2026 period include improvements to grinding systems, clinker cooling units, fuel feeding lines, fan and motor systems, as well as the waste heat recovery infrastructure. Through these projects, we aim to improve facility-level energy performance indicators, reduce energy consumption per unit of product, and enhance operational efficiency.

At the same time, we continue our efforts to increase the use of renewable energy. A core element of our energy management approach is meeting our electricity consumption through renewable sources. Through our waste heat recovery system and wind turbine, we generated a total of 79 thousand MWh of electricity, meeting 10% of our total electricity demand. In addition, through I-REC / YEK-G certificates, we source all the electricity we consume from renewable energy sources. Alongside our production processes, solutions that enhance energy efficiency are also implemented in administrative buildings and supporting operations. All projects under our energy management framework are evaluated and monitored based on expected energy savings, investment payback periods, facility performance indicators, and emission impacts. Through this approach, we aim to continuously improve our energy performance and contribute to our low-carbon production objectives.



## Alternative Fuel Use

(ESRS E1-3, E1-4, E1-5)



Considering the high energy demand of the cement sector, we focus on reducing our fossil fuel consumption and minimizing the environmental impact of our production processes.

**65** thousand Tons

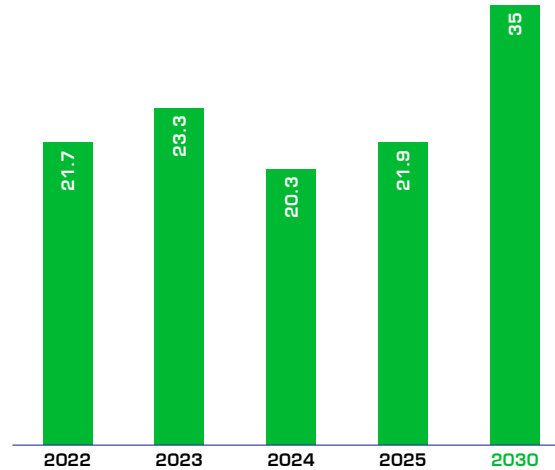
Biomass waste converted into energy in 2025

Taking into account the high energy demand of the cement production process, we continue to implement alternative fuel applications aimed at reducing fossil fuel use and minimizing our environmental impact. In this context, we prioritize the use of waste-based fuels in our production processes, including industrial waste, treatment sludge, biomass-based waste, and end-of-life tires.

Through alternative fuel applications, we not only reduce fossil fuel consumption but also contribute to bringing waste back into the economy instead of disposing of it. This approach supports the reduction of natural resource use and greenhouse gas emissions while also enhancing the effectiveness of waste management processes.

During the 2025 reporting period, our infrastructure and process improvement efforts related to alternative fuel use continued. In particular, technical and operational evaluations were carried out to increase the use of biomass-based alternative fuels, and projects related to alternative fuel supply and feeding systems were planned across our facilities. With these initiatives, we aim to increase our alternative fuel use rate in the medium and long term. In line with these plans, our alternative fuel use rate improved compared to the previous year, reaching 21.9%. With these initiatives, we aim to increase our alternative fuel use rate in the medium and long term.

Alternative Fuel Use (%)



In 2025, we established a 10-year strategic partnership with Akademi Çevre, a company operating in the fields of recycling and environmental management, to build a refuse-derived fuel (RDF) preparation facility with an annual capacity of 60,000 tons. With the facility, which began operations in October 2025, our alternative fuel supply infrastructure has been strengthened, and approximately 130,000 tons of carbon dioxide emissions are expected to be avoided over the duration of the agreement. This collaboration supports the integration of waste into our production processes through a circular economy approach while contributing to our low-carbon production objectives. Our use of alternative fuels is aligned with sectoral roadmaps and low-carbon production targets, and a phased transition approach has been adopted to achieve the targets set for 2030. In this context, we aim to reduce dependence on fossil fuels in energy-intensive processes and expand low-carbon production practices.

In the coming period, we will continue our efforts to increase the use of alternative fuels by evaluating technical investments alongside supply continuity, operational efficiency, and environmental performance considerations.



## Sustainable Products and Solutions

(ESRS E1-3, E1-4, E1-5)



**At Akçansa, we continue to develop nature-friendly, high-efficiency, and innovative products through the use of innovative technologies.**

We continue to develop products and solutions with reduced environmental impact, high efficiency, and added value by leveraging innovative technologies. In line with this approach, we continuously enhance our product portfolio for the cement and ready-mix concrete sectors in alignment with our sustainability goals, while addressing both environmental performance and customer expectations.

We offer our sustainable products under the "Green For Cement" brand, which includes low-carbon cement solutions, and "Green For Concrete," which encompasses ready-mix concrete products designed with reduced environmental impact. In addition to our low-carbon, environmentally resilient cement products, we respond to project-specific needs with ready-mix concrete solutions developed using sustainable technologies and optimized carbon footprints.

We evaluate the environmental performance of our products from a life cycle perspective and transparently share their environmental impacts. In this context, we continue to provide our customers with information on the carbon footprint and environmental impacts of our products through Environmental Product Declarations (EPDs). Updated EPD documents also support the eligibility of our products in sustainable building certification processes.

During the 2025 reporting period, our R&D and product improvement efforts aimed at enhancing our sustainable product portfolio continued. These initiatives focus on expanding low-carbon cement and ready-mix concrete solutions, maintaining product performance, and reducing environmental impacts, thereby supporting our long-term sustainability goals.

As part of our activities carried out under the principle of "working responsibly for the future," we made significant progress in the production of sustainable products with lower carbon emissions. Without compromising technical properties and quality standards, we transitioned to the CEM II/A-M (P-L) 42.5R product with a lower clinker content, and all products were certified as sustainable products. Through this transformation, the share of green products at our Ladik Plant increased to 98% in 2025, further strengthening our environmentally responsible production approach.

Within the scope of TÜBİTAK-supported R&D studies conducted in collaboration with Sabancı University, a calcined clay technology applied for the first time in our sector was successfully developed. This innovative method enables the activation of natural clay using waste heat from the kiln process. As a result, it has been verified that natural clay with low-carbon binding

properties can replace clinker by up to 5%, revealing a potential annual reduction of approximately 25,000 tons of clinker use, 20,000 tons of CO<sub>2</sub> emissions, and 4,000 tons of fossil fuel consumption.

The emission reductions achieved through the Lâdik Calcined Clay Project correspond to approximately 4% of the plant's annual carbon emissions, while also generating a cost advantage of around USD 1 million per year. Developed with Akçansa's technical expertise, this method represents one of the first applications of its kind in Türkiye and globally and offers a scalable solution within Heidelberg Materials and the Sabancı Group.

Through our sustainable products and solutions, we aim to contribute to the transformation of the sector and continue delivering environmentally responsible, durable, and innovative building solutions to our customers.

Within the scope of our sustainability-focused product development approach, we offer innovative solutions for diverse project needs with our low-carbon footprint and high-performance products. In this context, our key products and applications are presented below.

# 21.7%

**Share of sustainable product sales revenue in total revenue in 2025**



## Sustainable Products

### ACTIONCEM

#### ACTIONCEM

ActionCem contains 35–50% mineral additives and features a low clinker ratio and reduced carbon footprint, contributing to the reduction of greenhouse gas emissions.

It has high resistance to harmful environmental conditions, particularly in sulfaterich environments. With excellent characteristics such as easy workability and long-term strength development, it provides practical advantages to applicators.

### SOLIDCEM

#### SOLIDCEM

Solidcem is a fine ground cement ideal for ground reinforcement (injection) applications. It does not foam during injection and offers resistance to sulfates and alkalisilica reactions. It has an optimal setting time, low heat of hydration, and a reduced risk of thermal cracking. Containing 21–35% mineral additives, it results in approximately 15% fewer greenhouse gas emissions during production. Its high durability, especially in sulfate-rich conditions, along with its ease of application and long-term performance, makes Solidcem a low-emission, user-friendly product.

### DUOCEM

#### DUOCEM

Duocem contributes to sustainability with its stable performance, high fineness (voidfilling effect), improved workability and slump retention, and low heat of hydration (particularly suitable for mass concrete and hot weather applications). With up to 20% mineral additives, Duocem has a 10% lower carbon footprint than traditional Portland cement. This makes it both environmentally-friendly and effective in supporting emissions reduction.

## Cement Custom Products

### 1803 ÇİMENTO

#### 1803 CEMENT

1803 Cement is a specially engineered product for the 1915 Çanakkale Bridge project. It is a low-alkali (LA) CEM I 52.5 N cement with strict limits on C3A, MgO, and soluble chloride content. Produced at the Çanakkale Plant, the product was used together with slag in the production of 1803 Concrete, which was designed to meet the minimum 100-year service life requirement for the 1915 Çanakkale Bridge Project.

### 100+ÇİMENTO

#### 100+ CEMENT

100+ CEMENT was developed specifically for the Yavuz Sultan Selim Bridge project. It is a low-alkali (LA) CEM I 52.5 N cement with strict limits on C3A, MgO, and soluble chloride content. Produced at the Büyükçekmece Plant, the product offers long service life and high durability. It was used together with slag in the production of 100+ Concrete, which was designed to meet the minimum 100-year service life requirement for the Yavuz Sultan Selim Bridge Project.

### PRATİK ÇİMENTO

#### PRACTICAL CEMENT

Practical Cement is a packaged retail product (CEM I 42.5 R) sold in 5 kg bags at building supply stores. It is suitable for household repairs, renovations, wall and floor repairs, plastering, bricklaying, and ceramic applications. Designed to reduce waste from unused cement, it offers an environmentally-conscious alternative for small-scale use.



## Ready-Mix Concrete Custom Products

### A+BETON

#### A+ Concrete

A+ Concrete is a high-quality, low-carbon concrete developed for sustainable and ecofriendly buildings. Durable and high-performing against environmental impacts, A+ Concrete is produced by replacing a minimum of 35% of cement with ground granulated blast furnace slag (GGBFS), significantly reducing its carbon emissions. Manufactured using advanced technologies and incorporating recyclable materials, A+ Concrete adds environmental value while maintaining a low carbon footprint. Ideal for sustainable construction, the product offers a durable, efficient, and environmentally resilient solution, making it a suitable choice for green building applications.

### HIDROMIX

#### Hidromix

HydroMix is a specialized concrete designed to ensure structural waterproofing for applications requiring low water permeability. It incorporates a proprietary water-repellent chemical additive and custom mix design, minimizing water penetration depth. It also self-heals early-stage cracks, preventing the ingress of water and harmful chemicals.

### SOLIDMIX

#### Solidmix

Solidmix is a high-performance concrete resistant to sulfate attacks from groundwater and subsoil water. Depending on the sulfate ion concentration in the harmful environment to which the structural element will be exposed, the product enables the construction of durable and long-lasting structures through the use of different raw materials and tailored mix designs. Tailored for specific project needs, Solidmix ensures durability and longevity in aggressive sulfate conditions.

### 100+BETON

#### 100+ Concrete

Developed for the Yavuz Sultan Selim Bridge, 100+ Concrete is a specialized concrete designed for structures requiring a 100+ year service life. It was designed for projects requiring a service life of 100 years or more, using low-alkali special cement and mineral additives. Thanks to its long service life, the product helps reduce the need for additional materials and maintenance costs, thereby supporting more sustainable and resilient structures. It was produced with workability characteristics that allow pumping up to a height of 330 meters, with which Akçansa set a record in Türkiye in this field.

### YOLBETON

#### Yolbeton

Produced under our Betonsa brand as an alternative to asphalt roads, Yolbeton is a durable and easy-to-apply product. In Yolbeton applications, unlike traditional concrete roads, equipment typically used for asphalt paving such as heavy vibratory steel drums, pneumatic tire rollers, or specialized concrete finishers is utilized. Roadcrete demonstrates strength characteristics similar to conventional concrete used in rigid pavement construction. Since it can be applied similarly to asphalt and used for many years without requiring maintenance, it provides a fast, economical, durable, and reliable solution.

### PERFORMIX

#### Performix

Performix is a nextgeneration fiber-reinforced concrete produced at Betonsa ready-mix concrete plants using macro and micro synthetic fibers. Providing ease of application for projects, Performix can be supplied for all concrete classes and consistencies, while completely eliminating the labor required for placing and tying welded wire mesh used in concrete reinforcement, and thus positively affecting labor costs. Thanks to its direct fiber-reinforced concrete application advantage, Performix can provide up to 40% time savings, depending on the type of application, and offers overall cost efficiency in total usage. The use of synthetic fibers eliminates the need for welded wire mesh, resulting in reduced steel consumption.

### ecocrete®

#### Ecocrete

Ecocrete is a low-carbon ready-mix concrete developed under our "Green for Concrete" initiative. It incorporates eco-friendly and low-carbon cement types and mineral additives to reduce clinker content. A part of the nextgeneration concrete family, Ecocrete reduces carbon emissions by at least 15% while maintaining high durability and performance. Instead of traditional CEM I type cements, its formulation prioritizes more sustainable cement types and/or mineral additives such as fly ash, ground granulated blast furnace slag, and microsilica, aiming to lower the clinker ratio in the concrete mix.



## Custom Products



### Smart Beton

Smart Beton is one of our innovative solutions that enables the strength of concrete used in structures to be determined without the need for physical sampling. By using a sensor and a mobile application, the solution allows the concrete to be monitored in real time until it reaches the required strength level. The quality of the concrete is measured through digital sensors embedded within the concrete.



### Wintermix

WinterMix is a product specifically developed for the winter season to help protect concrete against freezing in conditions where mild frost persists throughout the day and sudden temperature drops may occur, as well as in situations where early formwork removal is required. Produced at Betonsa ready-mixed concrete plants and delivered to project sites, WinterMix enables concrete placement even in very cold weather conditions by maintaining superior strength performance and product quality through its value-added formulation and short setting time. By preventing time losses during construction processes, WinterMix also contributes to the improvement of the concrete's physical and mechanical properties, enhancing its overall strength.



### Pratikbeton

PratikBeton is a specialized product developed by Betonsa that provides an effective solution for long-distance concrete placement through a flexible piping system. Within the dynamic conditions of construction sites, PratikBeton provides practical solutions in situations where concrete pumps cannot reach the casting location, enabling customers to achieve greater ease and speed during concrete placement operations.



### Tunnelmix

TunnelMix was developed to supply products for infrastructure projects from our existing plants without requiring the installation of new facilities, while supporting the construction of long-lasting structures. Through the use of ground granulated blast furnace slag in its formulation, the clinker content in the concrete has been reduced. Produced in accordance with the XS2 environmental exposure class, TunnelMix achieves 35% of its final strength within 5.5 hours under curing conditions of 60°C and 95% relative humidity.



### Viskobeton

ViskoBeton is a self-compacting concrete compliant with TS EN 12350, designed for high-strength (C40/50 and above) and structural strengthening applications. Despite its high fluidity, it flows easily between reinforcements without segregation and achieves a void-free cross-section without the need for vibration during placement. In practice, Viskobeton reduces noise risks within the scope of occupational health and safety. Its impermeable structure, which does not require plastering, provides long service life. By limiting the need for additional materials, it also contributes to the efficient use of resources.



### Yeşilşap

Yeşilşap is an environmentally friendly, lightweight ready screed with up to 35% lower CO<sub>2</sub> footprint thanks to the use of special mineral additive cements in its production. Thanks to the special chemical admixtures in its composition, which provide approximately 25% entrained air by volume, Yeşilşap is 25% lighter than conventional screeds and contributes to thermal insulation in buildings. Its insulation properties support energy efficiency during building use. Due to its lower unit weight, Yeşilşap also provides a positive contribution in terms of seismic performance and helps reduce labor costs in on-site construction applications.



# WE'RE TOGETHER for Circular Economy and Innovation





# Resource Use and Circular Economy

(ESRS E5-1, E5-6)

**In line with our 2030 Sustainability Targets, we work to optimize resource use, integrate circular economy principles into our production processes, and reduce the consumption of natural resources.**

In our cement and ready-mixed concrete production activities, we improve our waste management processes by expanding the use of alternative raw materials and alternative fuels. We implement practices aimed at reducing the amount of waste generated and seek to manage waste more efficiently by increasing recycling rates.

To enhance resource efficiency, we adopt practices that reduce the use of raw materials, promote the use of alternative and secondary materials, and support the principles of the circular economy. The integration of alternative raw materials into production, the use of recycled materials, and the zero-waste approach are among our priority focus areas. Our resource management and circular economy policies are shaped in alignment with the United Nations Sustainable Development Goals and the Paris Climate Agreement.

Accordingly:

- We aim to increase the share of alternative raw materials used in order to reduce the consumption of natural resources;
- In cement production, we lower the clinker ratio by utilizing mineral additives such as fly ash, slag, and similar materials, limiting our environmental impacts.
- In ready-mixed concrete production, we focus on increasing the use of recycled aggregates and other secondary raw materials.
- Across all our production processes, we adopt an integrated waste management approach that reduces waste generation at the source and promotes recycling.



## Recycling at Ready-Mixed Concrete Plants

At our ready-mixed concrete plants, we ensure the recovery of waste in line with the circular economy approach. The recycling of unused concrete originates from two main sources. The first source consists of materials returned due to customers ordering more concrete than required. The second source consists of waste generated during cleaning operations carried out in mixers and mobile pumps. As of 2025, recycling units are in operation at 25 of our 26 active ready-mixed concrete plants. In these recycling units, returned concrete is washed with water and converted into aggregate, which is then reused in production. In addition, the number of filter press units currently installed at eight plants is planned to increase to eleven by the end of 2026. Water generated from mixer cleaning is processed through filter presses. During this process, solid materials are separated while the remaining water is reused in concrete production. At plants where recycling units are not yet available, efforts are ongoing to convert returned concrete into aggregate through the use of mineral additives.

Through the recycling units at our ready-mixed concrete plants, a total of 42,598 tons of aggregate was recovered in 2025.





## RESOURCE USE AND CIRCULAR ECONOMY (ESRS 2 IRO-1)

### Risk, Opportunity, and Strategy Areas Related to Resource Use and Circular Economy

In order to identify risks and opportunities related to resource use and the circular economy, we utilize life cycle analyses, periodic environmental impact assessments, and stakeholder feedback mechanisms. By examining resource flows within our production processes, we regularly assess existing and potential impacts, risks, and opportunities across our operations and value chain.

Our approach to managing risks and opportunities related to resource use is continuously updated through data analyses, stakeholder insights, and continuous improvement efforts. During the risk identification process, waste classes are determined based on the waste and by-product codes defined by the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye, and are evaluated in collaboration with the Environmental Directorate. The source of the waste and other potential sources in its vicinity that may influence the waste are also analyzed. In addition, potential environmental impacts arising from the use of waste following production, particularly flue gases, are assessed with the contributions of the Production, Quality, Environment, and Procurement departments. Within the scope of opportunity analyses, the extent to which relevant waste streams can be used as substitute raw materials after undergoing specific processes within the framework of the circular economy is examined. Following cost-benefit analyses and environmental assessments, the necessary approvals are obtained for applications identified as opportunities, and the related waste management and disposal processes are carried out accordingly.



The main risk areas we monitor in the short, medium, and long term within the scope of resource use and the circular economy are summarized below:

- **Depletion of natural resources:** A decline in reserves of key raw materials such as limestone, clay, and aggregates, as well as difficulties in accessing these resources, may cause disruptions in the supply chain. This situation may lead to financial impacts such as cost increases, productivity losses, and potential decreases in revenue.
- **Regulatory and compliance risks:** Legal changes in export markets and new regulations entering into force under national legislation require compliance with carbon taxation mechanisms and sustainability standards. In this context, practices such as the use of alternative raw materials and the production of low-clinker cement are becoming increasingly important. Failure to comply may result in additional costs and reputational risks.
- **Access to alternative raw materials and cost risk:** Uncertainties in the supply of alternative raw materials such as fly ash and slag, as well as price fluctuations, may adversely affect cost management.
- **Alternative fuel supply and price volatility:** Fluctuations in the availability and pricing of alternative fuels such as end-of-life tires and biomass fuels may make it more difficult to expand their use.
- **Challenges related to waste management:** Ineffective management of the disposal and recycling processes for waste generated during production may lead to increased operational costs.

To mitigate these risks, we implement sustainable supply chain practices, develop strategies for the use of alternative raw materials, and carry out product development initiatives focused on circular economy principles. In addition, we aim to manage risks effectively by investing in resource efficiency and strengthening our waste reduction policies.

The key opportunities we assess in the short, medium, and long term within the scope of resource use and the circular economy are presented below:

- **Achieving cost advantages through the use of alternative raw materials:** The use of alternative raw materials such as fly ash, slag, and recycled aggregates in cement and concrete production may reduce raw material costs and provide financial benefits.
- **Generating additional revenue through the development of waste recycling processes:** The reuse of by-products and waste generated during production activities in different sectors may create new revenue opportunities.
- **Enhancing competitiveness by responding to demand for low-carbon and sustainable products:** As demand for products with lower carbon emissions and recycled content increases, and as regulations evolve in this direction, our sustainable product portfolio may strengthen our market position and contribute to revenue growth.

In order to realize these opportunities, we increase the share of alternative raw materials in our production processes, invest in low-carbon production technologies, and further develop our waste management practices in line with the zero-waste approach.

In 2025, a workshop focusing on alternative fuels and alternative raw materials was organized. With the participation of the Clinker Utilization Ratio Committee and the Alternative Fuel Committee, the current situation was evaluated and roadmaps for the upcoming period were developed.

In addition, potential collaborations with industrial organizations that generate high volumes of waste are being assessed. Through these collaborations, waste generated in different sectors is recovered and utilized within our operations, supporting the circular economy and reducing environmental impacts while also providing cost advantages for partner organizations.



# Alternative Raw Material Use

(ESRS E5-3, E5-4)

As Akçansa, we position the increase in the use of alternative raw materials as one of our priority targets in line with our 2030 Sustainability Targets. By expanding the use of alternative raw materials and mineral additives in our cement production processes, we reduce the consumption of natural resources and limit our carbon dioxide emissions by lowering the clinker ratio.

Within this scope, we integrate various alternative materials into our production processes, including foundry sand, grid, marble fragments, concrete waste, industrial sludge, excavation soil, fly ash, pyrite ash, and copper flotation waste. In this way, we contribute to the circular economy while also reducing waste generation through the utilization of industrial by-products.

As part of our efforts to increase the use of alternative raw materials, an important collaboration was initiated in 2024 with ODAŞ.

By integrating fly ash supplied from the Çan 2 Thermal Power Plant owned by ODAŞ into our cement production processes, we aim to both reduce natural resource consumption and contribute to the circular economy. According to 2025 data, 150,000 tons of fly ash supplied by ODAŞ were utilized in cement production under this collaboration.

Similarly, in addition to the fly ash supplied by ODAŞ, approximately 130,000 tons of fly ash per year are procured from other thermal power plants as alternative sources. As a result, our total annual fly ash supply reaches approximately 300,000 tons. Within this framework, considering the 2 million tons of total contracted volume defined for this long-term supply arrangement, our current procurement structure is assessed to be progressing in line with the contractual provisions. These supply volumes indicate that the obligations envisaged under the agreement are being fulfilled as planned. Through the development of alternative sources, we aim to further reduce the use of natural resources.

In order to increase our alternative raw material utilization capacity, we have completed investments in new silo and feeding systems that support the use of fly ash at our Çanakkale and Büyükçekmece plants. Through these investments, we increased the share of fly ash in blended cement production and reduced natural resource consumption. In addition, we continue to conduct new material research and industrial-scale trials to reduce greenhouse gas emissions arising from clinker and cement production and to enhance resource efficiency.

## Waste Management Performance Indicators

We aim to increase the use of alternative raw materials in the cement and concrete products we produce in line with industry best practices. In this context, our 2030 targets include increasing the share of alternative raw materials in both cementitious products and concrete.

In 2025, our alternative raw material usage rate in cementitious products was 5.7%. We also continue our efforts to increase the use of alternative raw materials in ready-mixed concrete production. In 2025, we used a total of 82,290 tons of mineral additives in ready-mixed concrete production. Of this amount, 63,177 tons consisted of fly ash and 19,113 tons consisted of slag. Through this high level of mineral additive use, we optimized cement and clinker consumption while producing durable concrete with lower environmental impact.

Performance Indicator	Unit	2024	2025	2030 Target
Alternative raw material usage rate in cement products	%	5.1	5.7	10
Alternative raw material usage rate in ready-mixed concrete products.	%	3.8	4.3	10

## Alternative Fuel and Raw Material Scenarios

The use of alternative fuels and raw materials is at the core of our strategy to reduce carbon emissions. However, as the global transition to a low-carbon economy accelerates, demand for these resources is increasing and supply conditions are changing. Limitations in the supply of alternative fuels and raw materials may lead to cost increases in the long term.

In particular, as demand rises for fuels derived from waste and alternative raw materials sourced from industrial by-products, increased competition may drive prices upward. This development is directly linked to the strengthening of policies aimed at reducing carbon emissions across the sector.

According to climate scenarios, under the <2°C scenario, demand for alternative fuels will increase rapidly in line with global net-zero targets, and supply constraints and price increases may occur for certain raw materials. Under the 3.5-4°C scenario, demand is expected to grow more slowly due to lower regulatory pressure; however, in the long term, resource scarcity is likely to continue driving price increases.

In 2025, compared to the previous year, we increased the use of alternative raw materials in cement products by 12% and in concrete products by 14%. By 2030, we aim to raise the share of alternative raw materials to 10% in both product groups. In addition, in 2025 we diverted 752,310 tons of waste used as alternative resources from disposal sites and recovered them for use in the economy.

» [“More detailed information on the raw materials used can be found in the Environmental Performance Indicators section of the Annexes of this report.”](#)



# Waste Management

(ESRS E5-1, E5-2, E5-3, E5-5)



**At Akçansa, through the circular economy and waste management practices we adopt within the scope of our sustainability strategy, we aim to ensure that waste generated from our operations is recovered and reintegrated into the economy in the most effective manner.**

We support the circular economy through collaborations for waste disposal and recycling projects, and regularly assess waste generation across all our production processes within the framework of the ISO 14001 Environmental Management System standard.

By ensuring compliance with Zero Waste regulations, we manage all waste generated as a result of our activities and carry out periodic reporting to the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye through the Zero Waste Information System. We aim to recover all hazardous and non-hazardous waste generated during our production processes through recycling or energy recovery, and we develop integrated solutions for the recovery of waste and its use in energy generation.

# 93.4%

**Our waste recovery rate in 2025**



To reduce waste generation at the source, we implement operational improvements and process optimizations while continuously monitoring our waste management processes to enhance their effectiveness. By reducing waste generation in our operations and aligning our processes with circular economy principles, we continue to strengthen our sustainable production approach. In 2025, our waste recovery rate reached 93.4%. At Akçansa, all waste except municipal waste is directed to recycling or recovery processes. In the coming period, we aim to maintain this performance by further improving our waste management practices. As of 2025, the total amount of hazardous and non-hazardous waste generated was 3,960 tons, of which 75% consisted of non-hazardous waste and approximately 25% consisted of hazardous waste. With the exception of e-waste, all hazardous waste is recovered through energy recovery or recycling, and no hazardous waste is sent to landfill sites.



# R&D and Innovation

(ESRS E5-1, E5-3, E5-4)

**At Akçansa, through our R&D and innovation activities, we aim to reduce our environmental impact and contribute to both our company and the sector.**

As Akçansa, through our R&D and innovation activities, we aim to reduce our environmental impact by integrating advanced technologies into our production systems and to create value for both our company and the sector through our "growing together" approach. By taking customer demands and market expectations into account, we optimize our business processes and develop innovative, value-added products without compromising production and quality standards.

Akçansa carries out activities such as new product development, product optimization studies, pre- and post-sales technical support, training programs, lectures and seminars on cement and concrete technologies at universities, technical field trips for university students, support for academic research on cement and concrete, and national and international scientific publications. These activities are conducted in collaboration with universities, public institutions, sectoral NGOs, and the Global R&D unit of Heidelberg Materials.

Among the key R&D activities we have recently completed are studies on the application of carbon capture, utilization and storage (CCUS) technologies in building materials, the prediction of quality control parameters in cement and concrete production through advanced data analytics, and the assessment of the usability of construction and demolition waste in concrete production and construction applications. In addition, several R&D projects are currently ongoing. These include research on the use of alternative mineral additives and low-carbon production technologies in cement and concrete production, the observation of the upcycling of construction and demolition waste as a carbon-sequestering material for use in cement and concrete production, and the investigation of the feasibility of using hydrogen and oxygen in the fuel mix.

Our key R&D achievements in 2025 include the completion of artificial intelligence model updates for the autonomous production system at our Çanakkale and Ladik cement plants. At our Çanakkale plant, improvements made to the No. 1 rotary kiln cooling unit increased the operational rate of the autonomous system by 24%, while the waste disposal process in the rotary kiln unit at our Samsun plant was integrated into the artificial intelligence control system. These improvements contributed to increased heat recovery and energy efficiency, supporting our sustainability and operational excellence objectives.

## An Important Initiative for a Green Future: "Sustainable Product Movement"

As Akçansa, we support our responsible approach aligned with our climate targets through the sustainable product movement initiative. Under this new initiative announced with the "Green Formulation" concept, we have grouped our sustainable cement products, where respect for climate and the environment is combined with performance, under "Green for Cement", and our low-carbon sustainable ready-mixed concrete products under "Green for Concrete". Under the "Green for Cement" category, "Actioncem", a low-carbon cement product; "Solidcem", which is resistant to environmental impacts; and "Duocem", which offers high strength and durability, are positioned as sustainable cement product categories. Under the "Green for Concrete" category, the new generation ready-mixed concrete product category "Ecocrete" is presented, targeting the lowest possible carbon footprint through the use of sustainable technologies.

In 2025, the share of revenue generated from sustainable products was approximately 19% for cement products and around 40% for ready-mixed concrete products. In achieving this target, sustainable alternatives were offered for each existing product by taking our customers' needs and expectations into account, while optimization was carried out without compromising the core performance parameters of production and quality.





## R&D AND INNOVATION (ESRS E5-1, E5-3, E5-4)

As Akçansa, we entered into a 10-year strategic partnership with Akademi Çevre, a company operating in the fields of recycling and environmental management, for the establishment of a Refuse-Derived Fuel (RDF) facility with an annual capacity of 60,000 tons. Through the fuel to be produced at this facility, 130,000 tons of carbon dioxide emissions savings are targeted.

Within the scope of the Calcined Clay Pilot Trials, experimental studies were conducted at our Ladik and Çanakkale plants. Successful results were achieved in calcination trials carried out at the Ladik plant with 7% clay feeding during the clinker cooling stage. Based on this project concept, an application was submitted to the TÜBİTAK TYSP 1832 support program, and the project was accepted. With the project commissioned in December 2025, annual CO<sub>2</sub> savings of 20,000 tons are targeted.

We also develop advanced technology R&D projects that will support our long-term net-zero target. One of these projects is "CIRCULATE," which focuses on the recovery of construction and demolition waste through CO<sub>2</sub> utilization. The project was selected among the first 10 projects from Türkiye accepted into the Climate Finance Acceleration Program supported by the UK Government, and it successfully completed the program. Due to the significant potential for construction and demolition waste arising from urban transformation in Istanbul, the project is planned to be implemented primarily in Istanbul.

The project is planned to be implemented in two phases. In the first phase, the installation of pre-separation and basic recycling units is targeted. Through this phase, it is projected that approximately 1 million tons of recycled products per year will be produced, including RCA (recycled concrete aggregate), RS (recycled sand), and RCF (recycled concrete fines).

In Phase 2, an advanced recycling unit will be established to separate recycled concrete paste (RCP) from construction and demolition waste. This RCP will be utilized as a carbon utilization material through the carbonation (mineralization) process, and CO<sub>2</sub> captured from the flue gas of the Büyükçekmece Plant is planned to be used directly in the carbonation of RCP. The technical and financial feasibility studies for the project have been completed by Türkiye Technology Development Foundation (TTGV) and Akçansa with consultancy support from Özyeğin University.

Within the scope of this project, 20,000 tons of CO<sub>2</sub> per year will be utilized. By replacing clinker with carbonated RCP (cRCP), 120,000 tons of CO<sub>2</sub> emissions will be avoided, resulting in a total annual reduction of 140,000 tons of CO<sub>2</sub>.

Hydrogen is another strategic focus area in Akçansa's carbon reduction efforts. In this context, work is ongoing on the Green Methanol Production Project at the Çanakkale Plant within the framework of the HYSouthMarmara Hydrogen Valley project, which is supported by the EU with a €7.5 million grant under the Clean Hydrogen Partnership 2022 call, and the South Marmara Hydrogen Coast Platform. The project is being carried out together with academics from Turkish-German University, with support from experts and officials of the South Marmara Development Agency (GMKA).

In general terms, the project aims to produce green hydrogen through electrolysis using seawater or wastewater, and subsequently produce green methanol in a reactor by combining the hydrogen with CO<sub>2</sub> from cement plant flue gases. Under this project, the annual production target is 50,000 tons of green methanol. To achieve this, approximately 70,000 tons of CO<sub>2</sub> will be utilized annually, and 9,400 tons of H<sub>2</sub> will be required.

### Innovation Activities



To keep the innovation culture continuously active by integrating it into our corporate strategies, enhance the innovation capabilities of the company and our employees, increase maturity in innovation management, and implement value-creating innovative approaches, we launched İnovasyol, our internal entrepreneurship and innovation program, three years ago at Akçansa. To date, 35 ideas and 8 projects, developed by 30 internal entrepreneurs, have contributed to shaping Akçansa's future under the İnovasyol program.

In 2025, a call for ideas was announced for the third round of the İnovasyol initiative, which will continue in 2026. Prior to the development of projects in the focus areas defined in our strategic roadmap, Akçansa employees came together in a knowledge-sharing session and entrepreneurship training, where past participants shared their experiences to inspire new ideas.

In the upcoming rounds of the İnovasyol initiative, we will continue to collect new ideas, prioritize and implement promising ones, and reward successful initiatives.

**TL 49.9** Million\*

Total R&D Expenditures

**TL 5.3** Billion

Sustainable products and services revenues

**24**

Number of sustainable products and services

**22%**

Share of sustainable products and services in total revenue

**100%**

Share of sustainability-focused R&D and innovation investments in total R&D and innovation investments

**2** Trademarks  
New trademarks registered

**56** Trademarks  
Total number of registrations

\* This includes R&D investments and operational expenses.



## R&D AND INNOVATION (ESRS E5-1, E5-3, E5-4)

### KEY COMPLETED R&D PROJECTS

Investigation of the Use of Mineralizers in Clinker Production (TÜBİTAK TEYDEB Project)
Investigation of Hydration Reactions in Cement and Their Effects (in collaboration with Sabancı University)
Determination of Utilization Criteria for Products Recovered from Construction and Demolition Waste (Tübitak Teydeb Project)
Investigation of the Use of Microalgae as an Additional Fuel and CO <sub>2</sub> Capture Medium in the Cement Production Process (Tübitak Teydeb Project)
3. Development of High-Performance Cement and Concrete Products for the Bosphorus Bridge (Yavuz Sultan Selim Bridge) Project
Development of High-Performance Cement and Concrete Products for the 1915 Çanakkale Bridge Project
Real-Time Digital Monitoring System for Concrete Strength Using Sensors (SmartBeton) (accessible via tablet or smartphone)
Monitoring of Quality Control Parameters in Cement Production (E-Factory Quality Application)
Life Cycle Assessment of Standard and Custom Ready-Mix Concrete Products and Obtaining Environmental Product Declarations (EPD)
Establishment of a CO <sub>2</sub> Road Map in Line with the 2030 Sustainability Targets and Development Plan for New Low-Carbon / Low-Clinker Products
Use of Activated Natural Materials (Calcined Clay) as a Cement Substitute (in collaboration with Sabancı University)
Development of a Waterproof Concrete Product (Hidromix) that meets the structural waterproofing requirements defined in the Water Insulation Regulation
Development of a Tool to Calculate the Load-Bearing Capacity and Equivalent Reinforcement of Macro Synthetic Fiber-Reinforced Floor Concretes (Kratosbeton)
Research on Carbon Capture, Utilization, and Storage (CCUS) Technologies (Sabancı X-Teams Project)
Research on Applications of Carbon Capture and Utilization (CCU) Technologies in Building Materials (Sabancı X-Teams Project)
Evaluation of Construction and Demolition Waste in Concrete Production and Construction Applications (in collaboration with YTU)
Development of a High-Durability Concrete Product (Solidmix) for sulfate-resistant and long-life infrastructure projects
Technology Assessment, Prioritization of Alternative Technologies, and Feasibility Studies within the Scope of the Decarbonization Strategy (in collaboration with KPMG)
Characterization of Construction and Demolition Waste Generated in the Urban Transformation Process in Istanbul (in collaboration with İSTAÇ and YTU)

### KEY ONGOING R&D PROJECTS

Research on the Use of Alternative Mineral Additives (Pozzolans) in Cement and Concrete Production and on Low-Carbon/Low-Clinker Production Technologies
Research on the Upcycling of Construction and Demolition Waste as a Carbon-Sequestering Material for Use in Cement and Concrete Production (In collaboration with Türkiye Technology Development Foundation (TTGV) and Özyeğin University)
Research on the Feasibility of Using Hydrogen and Oxygen in the Fuel Mix (within the scope of the South Marmara Development Agency (GMKA) Hydrogen Valley Platform)
Research on the Use of Hydrogen Combined with CO <sub>2</sub> from Cement Plant Flue Gas for Ethanol/Methanol Production (within the scope of the South Marmara Development Agency (GMKA) Hydrogen Valley Platform, in collaboration with Turkish-German University)
Production and Use of Metakaolin (Calcined Kaolin) at the Çanakkale Plant for the Development of Low-Carbon Cement / Supplementary Cementitious Materials (SCM) (in collaboration with Kale Group, under the consultancy of Hasan Ergin from Istanbul Technical University)





# Digital Transformation

(ESRS E5-1, E5-3, E5-4)

**We invest in digital transformation projects, and contribute to this field through our membership in the “Türkiye Artificial Intelligence Initiative”.**

By placing digital technologies at the center of our business processes, we aim to build a comprehensive transformation culture that encourages innovation, increases agility, and strengthens the employee experience. By promoting a data-driven decision-making approach across the organization, we develop digital solutions that support operational excellence and create long-term value. In line with our Industry 4.0 vision, we approach digital transformation not merely as a technology investment but as a strategic journey that encompasses capabilities, governance, and cultural transformation. Through workshops and training programs conducted in collaboration with the Türkiye Artificial Intelligence Initiative, we systematically enhance our in-house artificial intelligence capabilities. We manage our digital transformation journey end to end through the “Digital Transformation Management System” methodology, which is specifically designed to address our organizational needs. Within this framework, the phases of “Issue Pool”, “Business Case Analysis”, “Project and Innovation Phase”, and “Operational Phase” are carried out within a continuous and integrated structure. As part of this journey, our digital transformation initiatives are supported by a broad set of capabilities and services ranging from business analysis and project management to data engineering, automation, and data visualization; from software development and artificial intelligence and machine learning solutions to DevOps practices. Through this holistic approach, we deliver fast and scalable solutions to meet the needs of our business units while ensuring the sustainability and operational continuity of the digital products and services developed.

## DIGITAL TRANSFORMATION STRATEGY

Our Long-Term Strategic Objectives in Digital Transformation:



To actively monitor strategy and performance and manage their communication in a digital and transparent manner



To develop new services and products for customers and sales channels with the aim of market differentiation



To enable the effective use of data through data lakes, business intelligence, and advanced analytics



To enable employees to transform their own work experience through the digitalization of operations, automation, and the development of new capabilities



## DIGITAL TRANSFORMATION (ESRS E5-1, E5-3, E5-4)



### Issue Pool

Key issues and challenges across the company are recorded and evaluated through detailed business analyses as part of this process. If the issue is clearly defined and potential solution approaches can be developed, it is transferred to the next stage. In this context, studies were conducted in 2025 across the finance, procurement, human resources, and sales functions. Through five workshops, 223 issues were identified, and four potential projects were prioritized and moved to the business case stage. The prioritization process considered criteria such as strategic alignment, potential impact, feasibility, and data/infrastructure readiness.



### Business Case Analysis

At this stage, where preliminary assessments of potential projects are conducted, business problems are validated through stakeholder consultations, process analyses, and data analyses, and alternative solution approaches are evaluated. As a result of these studies, the scope, objectives, and solution methodology for projects moving to the implementation phase are clarified. Within this framework, business case analyses for a total of seven potential projects have been completed, and these projects have been prepared for the next stage of evaluation and prioritization. Of the seven business case analyses completed during this period, four were informed by the Issue Pool workshops held in 2025, while the remaining analyses were based on the existing problem inventory carried over from previous periods and identified strategic needs. Projects with completed analyses will be evaluated in 2026 based on strategic alignment, potential impact, and feasibility criteria.



### Proje ve İnovasyon Fazı

During the year, the commissioning and scaling of projects launched in the previous period continued, while new projects and pilot implementations were also introduced. The main initiatives carried out within this scope are summarized below:

- **Ready-Mix Concrete CRM Project:** Implemented in collaboration with Salesforce to manage ready-mix concrete sales processes and customer interactions more effectively, the customer relationship management (CRM) project digitalized lead and opportunity management. Sales teams can track the progress of new construction site opportunities independently from the field through mobile devices and create a digital record of sales activities. Through this project, transparency, traceability, and field efficiency in sales processes have been enhanced. In the next phase of the project, it is planned to manage all commercial and operational processes of construction site projects through a single integrated digital portal, improving process efficiency and the level of digital maturity.
- **digiFabrika – Planner Project:** Following the MVP phase, detailed electricity consumption monitoring and production planning functions were developed. This enables both real-time and historical performance to be monitored by facility and area of responsibility. The Planner project was awarded first place in the "Digitalization and Continuous Improvement" category at the Altinyaka Awards, organized annually by Sabancı Holding. Through this project, the accuracy of energy planning has been improved and operational decision-making processes have been strengthened. With the Planner application, which aims to optimize energy consumption through digital solutions, the goal is to reduce electricity imbalance costs by 30%.

- **Çanakkale – Rotary Kiln 2 Autonomous Production System Modernization Project:** The fuzzy logic-based algorithm controlling the plant has been upgraded to an "Advanced Process Control" infrastructure in line with the current standards of Akçansa. With this improvement, system effectiveness has been enhanced and artificial intelligence-supported control mechanisms have been enabled to operate using predictive data. As a result, process stability has improved and sustainable gains in production performance have been achieved.
- **Employee Safety RTLS Pilot Project:** With the Real-Time Location System (RTLS) implemented at the Rotary Kiln 2 unit of the Büyükçekmece Plant, it has become possible to determine the location of personnel working in the area during emergency situations. The system includes immobility detection, emergency notification, and alert mechanisms. Through this pilot application, employee safety has been enhanced and the capacity to respond to emergencies has been strengthened.



### Operational Phase

Operational phase activities were carried out continuously throughout the year to ensure the sustainability of the business value created by digital products and services. The main objective of this phase is to prevent the impact of implemented digital solutions from diminishing over time, safeguard the benefits achieved through previous investments, and ensure the continuity of the financial value generated. Within this scope, lifecycle improvements were implemented for existing digital products and platforms, including infrastructure upgrades and technology and version transitions. In addition, errors and issues that could affect operational continuity were resolved, and corrective, improvement, and enhancement activities were carried out based on user feedback and requests from business units. The operational phase is considered a critical component that ensures that digital transformation projects continue to generate value not only during their implementation stage but throughout their entire lifecycle. Through this approach, the business outcomes and financial contributions of projects implemented in previous years are preserved, while digital solutions continue to evolve in line with changing business needs.



# Information Technologies

Through our investments in digitalization and information technologies, we continuously advance our operational excellence.

In 2025, within the scope of sustainable IT operations, we renewed the technology infrastructure in our data centers and factories, doubling our processing speed. Within the same framework, and with a focus on sustainability in information and cybersecurity, we completed our NIS2 assessment, a globally recognized information security standard, along with the related improvement actions. According to the assessment results, Akçansa achieved a score above the Türkiye average.

We also completed our compliance efforts with the Communiqué on the Procedures and Principles of Information Systems Management published by the Capital Markets Board (CMB) in March. In addition, we carried out preliminary audit activities to evaluate our level of compliance, achieving sustainable improvements in Akçansa's information security standards.

# 10x

Increase in data communication speed

# 40x

Increase in data backup speed

## Business Continuity Service

Ensuring business continuity is among our priorities in order to prevent disruptions to our company's reputation and operational processes during emergencies and extraordinary circumstances. In this context, in 2022 we renewed our OT servers, data storage, and network systems, establishing an infrastructure that enables real-time triple backup of OT systems at our plants. A portion of our data is securely stored in our data center, while the remainder is maintained at our disaster recovery center (DRC). In addition, we increased data communication speed by ten times and backup transfer speed by forty times, significantly improving users' data access performance. To support our IT/OT transformation process, we established a team of automation engineers and ensured smooth service delivery in these areas through targeted training programs. By focusing on continuous improvement of our IT infrastructure, we are enhancing our storage and processing power in line with Akçansa's five-year growth projection.

## Cyber-Security

Cyber-security is not only a requirement for a company with a broad operational and technological infrastructure such as Akçansa, but also a cornerstone for protecting our operational continuity and corporate reputation. To strengthen our information security against increasing geographic and geopolitical risks, we implement comprehensive cybersecurity processes on the OT side in line with IT standards. To enhance our cybersecurity maturity level, we conduct regular penetration tests, identify potential risks in advance, and reassess our user equipment in line with current requirements. In addition, we have upgraded our wireless network infrastructure, improving both performance and network security. Through these efforts, we have aligned our OT services with global IT standards. According to information security maturity assessments conducted by independent audit organizations, our IT and OT systems provide a level of security above the averages of both Türkiye and the global manufacturing sector.



# WE'RE TOGETHER for a Sustainable Environment and Nature





## Environmental Management

**As Akçansa, while carrying out our operations, we consider reducing our environmental footprint a core objective, guided by our focus areas of climate leadership, nature, and environment within the framework of our sustainability strategy.**

We consider reducing our environmental footprint to be one of our core responsibilities. Within the scope of our environmental sustainability strategy, we aim to minimize our environmental impacts by focusing on the key areas of Climate Leadership, Nature and Environment, and Resource Use and Circular Economy. In this context, we carry out initiatives across all our operations to improve energy efficiency, increase the use of alternative resources and clean energy, reduce greenhouse gas and air pollutant emissions, manage water resources effectively, decrease the consumption of natural resources, and minimize impacts on biodiversity.

We conduct all our activities in accordance with the ISO 14001 Environmental Management System standard. At our plants, we carefully implement the requirements of the ISO 50001 Energy Management System. We evaluate stakeholder expectations within the framework of environmental compliance and regularly monitor environmental risks and opportunities through a transparent reporting approach. Through our management systems, we prioritize these risks and opportunities and take strategic, measurable, and continuous actions within the scope of our master plans.

» You can access the Akçansa Environmental and Energy Policy [here](#).

As of 2025, we carried out environmental and climate investments totaling TL 372 million, including projects focused on energy efficiency, increasing alternative resource utilization capacity, dust control and emission reduction, the transition to low-carbon products, water efficiency, and the use of alternative water resources. In addition to these investments, through the sustainable operation of our activities across their entire life cycle, we achieved energy savings of 83,094 kWh and emissions reductions of 202,563 tons of CO<sub>2</sub>e. When calculated financially, the total savings amounted to TL 449 million. Our total operational environmental expenditures reached TL 112 million.

In line with our strategy for managing environmental sustainability risks and opportunities, we have developed short-, medium-, and long-term financial projections:

- **Short term:** Increasing investments in energy efficiency and emission reduction
- **Medium term:** Expanding the portfolio of sustainable products and services and increasing revenue diversification
- **Long term:** Transitioning to a production structure aligned with the low-carbon economy.

We calculate, monitor, and report our direct and indirect greenhouse gas emissions on a monthly basis. In addition to the national Monitoring, Reporting, and Verification (MRV) activities, our greenhouse gas emission data for 2025 also completed the independent verification process together with our sustainability key performance indicators. All greenhouse gas emissions under Scope 1, Scope 2, and Scope 3 successfully passed the verification process. To mitigate the impacts of climate change, we continue to implement our previously established decarbonization roadmap, which we regularly update in line with sectoral and technological developments.

In addition to maintaining air pollutant emissions well below current regulatory limits, we aim to use NO<sub>x</sub> reduction technologies and advanced dust control systems in the most efficient manner. We conduct continuous control analyses during the acceptance and use of fuels, raw materials, and substituted waste, and carefully carry out process optimizations to minimize emissions generated during combustion at the source.

We also measure noise levels regularly each year and continue to implement modernization upgrades and sound insulation applications for high-emission areas and equipment in line with the action plans we have previously developed.



## ENVIRONMENTAL MANAGEMENT

In line with our water management plans, we closely monitor water consumption and continue our efforts to optimize water use. Our digitalized water monitoring systems enable water consumption at each point to be tracked and compared using various parameters. Through initiatives that have delivered significant gains, we have not only reduced our water consumption but have also continued implementing projects aimed at minimizing the use of natural resources.

We recognize the important role of wastewater recovery in reducing pressure on natural water resources. Our projects in this area are ongoing.

The use of waste to reduce the consumption of fossil fuels and natural raw materials is an integral part of our Environmental Sustainability strategy. At the same time, we recognize that waste generated from our operations also has the potential to be utilized across different industries.

We adopt the zero-waste approach and work to ensure that operational waste is recycled and recovered at the highest possible level within the waste management hierarchy. In 2025, we continued to manage all our waste in a manner that maximizes both environmental and economic benefits.

To contribute to the protection of ecosystems, we carry out biodiversity-focused initiatives. As of 2025, we completed Biodiversity Management Plan reports for two of our mining sites. Within this scope, efforts to reduce habitat impacts, plan rehabilitation activities, and establish monitoring indicators continue to be implemented.

Ultimately, under the broader framework of Environmental Management, we regularly monitor and audit the environmental compliance performance of all these activities on an annual basis.

\* Includes energy savings achieved through electricity efficiency, renewable energy, and alternative fuels.

At the locations where we receive outsourced services, we renewed our evaluation activities in 2025 for environmental consultancy firms providing services in the Quarry, Terminal, Port, Ready-Mix Concrete, and Aggregate business lines.

During the audits, we continued to improve our environmental performance by sharing audit findings, root-cause analyses, and corrective and preventive actions with our employees through electronic systems.

We also updated all our legal requirement matrices and compliance checklists in line with national and international regulations. As in previous years, we continued to conduct Environmental Training programs to enhance competence across all our activities.

### Pollution Prevention

In cement production processes, air emissions represent our main area of environmental impact. Comprehensive policies and technologies are implemented to control dust and pollutant emissions.

In contrast, there are no high-risk processes in terms of water and soil pollution. Approximately 80% of wastewater is domestic in nature. Since industrial water consumption occurs through closed-loop systems, only site waters are discharged. All discharged wastewater is analyzed at two-, three-, and four-month intervals.

We are also considered to be in the low-risk category for soil pollution. Substances of Very High Concern (SVHC) are neither used nor produced in our operations. According to assessments conducted by the Ministry of Environment, Urbanization and Climate Change, all our locations are classified as out of scope within the "contaminated sites notification framework".

Accordingly, our primary pollution management focus is air quality, and we continue to invest in this area as part of our environmental sustainability strategy.

**As a result of our energy management initiatives, we achieved CO<sub>2</sub>e emission reductions of 202,563 tons within the same year and sourced 1,486,153 MWh of energy\* from our sustainable activities.**





# Air Quality

(ESRS E2-1, E2-2, E2-5)

**As Akçansa, we consider improving air quality by minimizing the environmental impacts of our activities among our key priorities.**

As Akçansa, we consider minimizing the impacts of our activities and improving air quality among our key priorities. To reduce combustion gases and dust emissions generated during our production processes, we adopt a continuous improvement approach supported by digital monitoring and reporting infrastructures.

We carry out all our activities in accordance with the ISO 14001:2015 Environmental Management System standard and ensure full compliance with applicable environmental legislation and regulations.

All our plants hold valid environmental permits, and our air quality performance metrics are regularly monitored and reported in full compliance with national legislation.

We implement our air quality protection practices in line with the Akçansa Environmental and Energy Policy, aiming to maintain our emission levels significantly below regulatory limit values.

We focus on achieving the highest environmental performance across all processes. We regularly assess potential environmental, financial, and reputational risks related to air emissions. Based on our current practices, risks related to air quality are not expected to have a significant impact on our financial performance in the short, medium, or long term.

In our cement production activities, combustion processes taking place in six rotary kilns generate gas emissions such as NOx, SOx, CO, TOC, HF, and HCl. To reduce these emissions, we utilize technologies and optimization practices that ensure the highest level of combustion efficiency in our kiln operations.

Across all our areas of activity, environmental impacts have been assessed within the scope of the ISO 14001 Environmental Management System. Comprehensive environmental analyses have been conducted by considering the location of our facilities, process scope, physical conditions, and applicable regulations.

In addition, we ensure full compliance with all national and international regulations, particularly the Regulation on the Control of Industrial Air Pollution.

To understand the needs and expectations of our stakeholders and maintain communication as part of our risk management approach, we hold Neighbor Council meetings. Feedback received from local communities is integrated into our operational improvement processes, and necessary updates are implemented accordingly.

At all our kiln stacks, emission values are monitored 24/7 through Continuous Emission Monitoring Systems (CEMS), and the data are transmitted in real time to the Continuous Monitoring Center (SIM) of the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye. In addition, our devices, which already hold Quality Assurance Level 1 certification, undergo Quality Assurance Level 2 tests or annual validity tests each year.



## AIR QUALITY (ESRS 2 IRO-1, ESRS E2-6)

In addition, at all our kiln and process stacks,

- Quarterly periodic dust and gas emission measurements;
- Semiannual special pollutant measurements (Heavy Metals, PAH, Dioxin/Furan); and
- Biennial measurements of PM10, NO<sub>2</sub>, SO<sub>2</sub>, and settling dust

are carried out and reported by accredited organizations. In addition, the reported data are verified by independent verifiers. To prevent pollution, we utilize technologies defined in the Best

Available Techniques (BAT) guidelines. Within the scope of capital expenditure (CapEx) plans prepared regularly each year, the following initiatives are reviewed and implemented in line with our master plans:

- Dust control and impact mitigation projects
- Water efficiency projects and applications
- Energy efficiency initiatives
- Decarbonization technologies.

Through these efforts, we aim to progress in alignment with the "Do No Significant Harm (DNSH)" criteria of the EU Taxonomy.



To improve air quality and prevent air pollution that may arise from our operations, we implement various practices within our production processes:

### Selective Non-Catalytic Reduction (SNCR)

We reduce NOx emissions generated from combustion processes and present in flue gas by using SNCR systems in our rotary kilns.

### Bag Filter Systems

We use modern bag filter systems at all our dust collection stacks in line with Best Available Techniques (BAT), and carry out regular maintenance, monitoring, and upgrade activities through our filter monitoring systems.

### Dust Control Master Plan

In line with the Dust Control Master Plan we established in previous years, we continue our implementations and carry out the investments identified within this framework.

### Fugitive Dust Management

We implement regular dust suppression and watering systems in our open and semi-open storage areas to support efforts aimed at improving air quality.

We regularly monitor compliance with all legal obligations related to dust and gas emissions from our process stacks through quarterly periodic measurements conducted by accredited organizations.





## AIR QUALITY (ESRS E2-3, E2-4)

### Air Quality Performance Indicators

We monitor our emission data in real time through Continuous Emission Monitoring Systems (CEMS), tracking performance through minute-by-minute, hourly, and daily averages, and report our results regularly. In line with our 2030 targets, we aim to achieve a consistent reduction across all major pollutant parameters.

Our 2030 targets for improving air quality are as follows:

- Maintaining NOx emissions below 400 mg/Nm<sup>3</sup>;
- Maintaining SOx emissions below 50 mg/Nm<sup>3</sup>;
- Maintaining particulate matter (PM) emissions below 10 mg/Nm<sup>3</sup>.

In 2025, mass emissions of NOx decreased by 19% through the use of SNCR systems and process optimization efforts.

SOx emissions remained stable due to the use of fuels and raw materials with low sulfur content.

TOC emissions also remained stable as a result of process optimization activities. In line with our established targets, we will continue our improvement efforts to prevent pollution and further reduce emission levels in accordance with international standards.

Pollutant Air Emissions	Unit	2023	2024	2025
NOx	ton	7,841	8,770.48	7,097.07
SOx	ton	84.43	72.18	72
Persistent Organic Pollutants (POPs)	kg	0,000071	0.000147	0.000066
Total Organic Compounds (TOC)	ton	298.8	272.71	262.641
Hazardous Air Pollutants (HAP)*	ton	38.29	16.18	6.98
Particulate Matter (PM)	ton	120	63.26	71.835
Dust	mg/Nm <sup>3</sup>	7.8	3.93	5.3
NOx	mg/Nm <sup>3</sup>	509.9	544.71	520.4
SOx	mg/Nm <sup>3</sup>	5.5	4.48	5.3
TOC	mg/Nm <sup>3</sup>	19.4	16.94	19.3

\* NOx and SOx emissions are not included in hazardous air pollutants (TOC), as they are reported separately.





# Water Management

(ESRS E2-3, E2-4)

**We analyze water-related risks, implement practices aimed at reducing water consumption, and utilize innovative methods to increase water recovery.**

Water scarcity in the industrial sector is among the major environmental risks that may directly affect production activities. Considering the need for cooling water in production processes, sustainable water management stands out as a critical focus area for Akçansa.

Protecting water resources and ensuring their efficient use are among our key priorities for strengthening the long-term resilience of our operations and reducing our environmental impacts.

Accordingly, we regularly assess water-related risks, take actions to reduce water consumption, and implement innovative solutions that enable access to alternative water sources.

When assessing water-related risks, we systematically monitor the latest data and projections published by the State Meteorological Service and the Ministry of Agriculture and Forestry of the Republic of Türkiye. By integrating our analyses with IPCC climate scenarios, we address medium- and long-term drought risks through a comprehensive perspective.

We develop both preventive and adaptive measures for drought management and structure all related initiatives within the framework of our Water Master Plan, which serves as our corporate roadmap in this area.

Our water management strategy is integrated into our enterprise risk management processes and includes concrete practices aimed at protecting water and marine resources across our operations and supply chain.

The CEO Water Mandate, developed by the United Nations based on the recognition that global water management challenges pose significant risks for industry, governments, local communities, and ecosystems, aims to improve corporate water stewardship and promote the sharing of knowledge and experience in collaboration with governments, civil society organizations, and other stakeholders. As Akçansa, we became the first company in the Turkish building materials sector to sign the CEO Water Mandate, an initiative of the United Nations Global Compact. Within this framework, we aim to take a leading role among sector stakeholders in our country in advancing water management practices across our areas of impact.



## WATER MANAGEMENT (ESRS E3-2)

### Our Water Management Policy

As Akçansa, the main objective of our policy adopted to ensure the protection and efficient use of water and marine resources is to minimize our environmental impacts, secure the sustainable use of water, and reduce our dependence on water resources. Within this framework, the main areas covered by our policy are as follows:

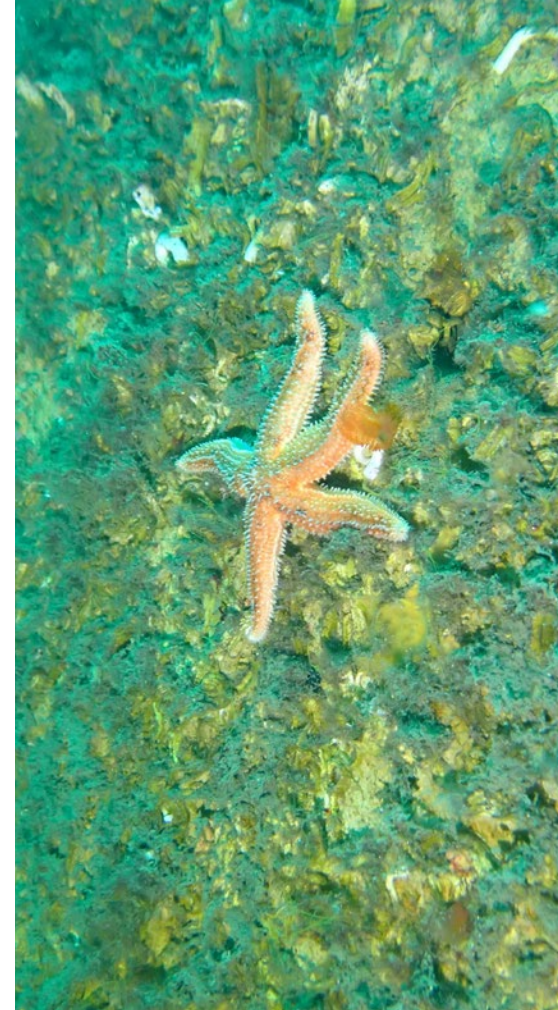
**Efficient Use of Resources:** To reduce water consumption and manage resources responsibly, we collect rainwater and surface water and implement water recycling practices. In line with our goal of reducing our water footprint, we have integrated water recovery systems and digital monitoring technologies into our production processes and continue to expand their use. In line with our target to reduce water consumption by 20% by 2030, we have implemented IoT-based meters at our three cement plants. With 63 smart meters in Çanakkale, 21 in Büyükçekmece, and 17 in Ladik, water consumption is digitally monitored, providing a strong infrastructure for the rapid detection of losses and leakages as well as process improvements.

**Management of Risks and Opportunities:** We assess water-related risks in accordance with the ISO 14001 Environmental Management System and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). At our facilities located in the Marmara, North Aegean, and Yeşilirmak basins, we implement preventive measures to manage risks such as

water stress, drought, and water scarcity. In addition, through our "Water Management Plan" and the "Water Master Plan" approved by the Board of Directors in 2024, we continue to optimize water management practices at each of our facilities in line with local conditions. As part of the 2025 updates, the scope of the plan has been expanded to include our ready-mix concrete plants.

**Operational Excellence and Responsible Water Management:** To reduce water consumption and improve energy efficiency, we utilize Best Available Techniques (BAT) and adopt a life cycle assessment approach in our production processes. We evaluate opportunities to recycle and reuse wastewater generated during production. Our long-term water management roadmap is aligned with the United Nations Sustainable Development Goals and the United Nations Global Compact principles.

**Stakeholder Communication and Transparency:** We regularly and comprehensively report our ESG key performance indicators and maintain active communication with local communities, water authorities, and other stakeholders. Within our water management processes, we engage with communities through Neighbor Council meetings and additional meetings organized based on stakeholder requests. Feedback obtained through these processes is taken into account in the development and implementation of our policies.



### Actions and Resources Related to Water and Marine Resources

With the digital water monitoring system implemented at the Çanakkale Plant, real-time water consumption monitoring has also been enabled at our Ladik and Büyükçekmece plants as of 2025. Feasibility studies for extending this system to other business lines will be conducted in 2026. Through closed-loop systems, water recovery rates are increased and operational efficiency is supported. In addition, the modernization of the wastewater treatment facilities at the Çanakkale Plant has been completed, improving treatment efficiency.

At the Ladik Plant, a rainwater harvesting and surface runoff recycling system has been commissioned and is used as an alternative water source in cooling towers through physical treatment. In 2025, a total of 5,951 m<sup>3</sup> of treated water was used in the cooling tower. At the Büyükçekmece Plant, infrastructure investments aimed at using alternative water sources are being expanded in response to high water stress risk. With the digital water consumption monitoring system completed in 2025 and the rainwater harvesting and surface runoff recycling project, 2,389 m<sup>3</sup> of treated water was used as cooling water. Based on the effective surface areas and rainfall amounts at our ready-mix concrete plants, it is estimated that 20,826 m<sup>3</sup> of water was beneficially utilized through recycling pools.

Through these projects, the amount of rainwater and surface runoff used as alternative water sources reached 110,201 tons. Financial and technological resources are allocated for the projects identified under the Water Master Plan, and risk analyses are conducted in line with the ISO 14001 Environmental Management System and TCFD recommendations, ensuring that action plans remain up to date. By implementing best practices in operational processes, water consumption is reduced and sustainable water management objectives are supported.

To ensure the effective implementation of water management strategies, regular training programs are provided to field teams, and awareness activities are carried out regarding the use of water management technologies and monitoring processes.

**In 2025, we recovered and utilized a total of 110,201 m<sup>3</sup> of rainwater-generated surface runoff.**



## WATER MANAGEMENT (ESRS E3-2)

Water stress is particularly concentrated in the Marmara, North Aegean, and Black Sea regions, and strategies are continuously developed to ensure the security of water, which is a critical resource in cement production, and to optimize its consumption. At facilities located in water-stressed areas, measures such as efficiency projects, water recovery systems, and the use of treated wastewater are implemented.



# 20%

Reduction in water withdrawal achieved in 2025

We analyze water-related risks, implement practices aimed at reducing water consumption, and utilize innovative methods to increase water recovery.

Water Management Plans and Water Master Plans have been prepared to ensure the effective management of water-related risks. With the inclusion of the ready-mix concrete business line in 2025, these plans now represent the total water consumption across our operations. In water resource management processes, active collaboration is maintained with local communities, regulatory authorities, customers, employees, suppliers, and water service providers, strengthening efforts to reduce risks and leverage opportunities.

Water stress is experienced at varying levels across the regions where Akçansa operates. According to analyses conducted using the WRI Aqueduct tool, eight facilities are located in areas with high water stress (40–80%), while thirteen facilities are located in areas with extremely high water stress (above 80%). Accordingly, water management strategies are designed to minimize these risks, and initiatives such as water efficiency projects, water recovery systems, and the reuse of treated wastewater are implemented.

Water stress is particularly concentrated in the Marmara, North Aegean, and Black Sea regions, and strategies are continuously developed to ensure the security of water, which is a critical resource in cement production, and to optimize its consumption. At facilities located in water-stressed areas, measures such as efficiency projects, water recovery systems, and the use of treated wastewater are implemented.

### Water Management Performance Indicators

To protect water and marine resources and improve water management performance, our primary objective is to reduce the use of natural freshwater resources. In this context, we plan to reduce total water withdrawal per ton of cementitious product by 20% by 2030, compared with the 2022 baseline year. While a 15% reduction in water withdrawal was achieved in 2024, this figure increased to 16.1% in 2025.

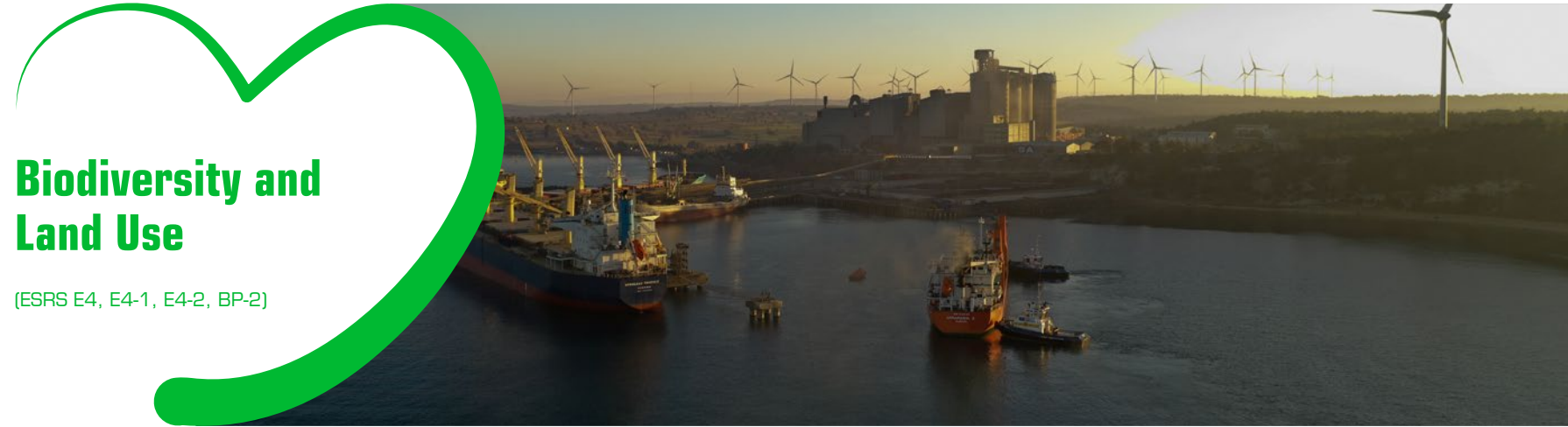
During 2025, a total of 2.1 million m<sup>3</sup> of water was withdrawn, approximately 1.9 million m<sup>3</sup> of which was sourced from regions under high and extremely high water stress. Compared with the previous year, total water withdrawal decreased by approximately 4%, while withdrawals from high water stress regions decreased by 7%. In the cement business line, the share of water consumed in closed-loop systems reached 90%.

Water Withdrawal (m <sup>3</sup> )	2023	2024	2025
Municipal water	44,146	52,602	57,980
Surface Waters	-	-	-
Groundwater (Well Water)	2,009,837	1,669,078	1,354,961
Rainwater	81,000	81,000	110,201
Water sourced from third parties (Purchased water)	332,381	413,085	603,068
Total	2,467,365	2,215,765	2,126,210



# Biodiversity and Land Use

(ESRS E4, E4-1, E4-2, BP-2)



## Biodiversity Management Plans and Roadmap

In 2024, we published our Biodiversity Policy across the company. As part of the Biodiversity Management Plan (BMP) development process for our mining sites, which we initiated in 2023, we completed two BMP studies covering areas that include eight mining license sites in two regions in Çanakkale, identified among our priority locations. In line with our 2030 strategy, we aim to prepare and implement Biodiversity Management Plans at all mining sites where we operate.

As Akçansa, we consider reducing the impacts of our activities on biodiversity and ecosystem integrity as a corporate priority and carry out our work in line with a strategy aligned with the United Nations Sustainable Development Goals and the Kunming-Montreal Global Biodiversity Framework. Within this framework, we aim to manage all our operations through a nature-positive approach.

Across all our existing and potential operational areas, we conduct science-based assessments that consider regional ecological conditions in addition to legal requirements and develop site-specific conservation practices. Our Biodiversity Policy is governed at the highest level by the Board of Directors and the Sustainability Committee, while performance and progress are monitored by the Sustainability Executive Committee chaired by the CEO.

As Akçansa, we continue to uphold our commitment not to open new sites or conduct exploration activities in World Heritage areas or in regions with high conservation status defined under IUCN Categories I and III.

» You can access our Biodiversity Policy [here](#).

### Impact, Risk, and Opportunity Analysis on Biodiversity Sectoral Impact Profile

Due to the nature of its operations, the cement sector has direct impacts on biodiversity, including land use, habitat loss, and the disruption of ecosystem integrity. Mining activities carried out during raw material extraction may lead to long-term physical changes in soil and vegetation, while emissions generated during production processes may have significant effects on air quality and ecosystem health.

For this reason, closely monitoring sectoral impacts, assessing risks, and developing strategic practices aimed at mitigating these impacts are of critical importance for sustainable operational management.

### Impact Analyses

To comprehensively evaluate our impacts on biodiversity at the sites where we operate, we conducted ecological analyses with independent consultancy organizations. The following factors were taken into consideration in these analyses:

- Direct impacts on ecosystems
- Proximity to water resources
- Emission levels
- Regional ecological sensitivity
- Habitat integrity

As a result of these studies, we identified priority biodiversity areas for Akçansa and established the foundational framework for our management plans.

### Sensitive Areas and Prioritization Approach

Through prioritization studies conducted based on ecological risk levels and sectoral impact criteria, we identified five priority locations. These sites have been classified as areas with high ecological sensitivity and a significant potential for environmental impacts.

### The main criteria used in the prioritization process are as follows:

- Ecological sensitivity of the land and its conservation status
- Potential for habitat loss
- Intensity of water and other natural resource use
- Impacts of emission releases on ecosystems and air quality

This approach supports the effective management of risks, the identification of priority focus areas, and the strengthening of our biodiversity strategy.



## BIODIVERSITY AND LAND USE (ESRS E4-3, E4-4)

### Rehabilitation, Restoration, and Nature Reclamation Activities

As a result of our mining activities, desertification does not occur; however, limited land degradation may take place. To mitigate these impacts, we continue to carry out comprehensive rehabilitation activities.

In 2025, we completed the rehabilitation of 1,500 m of land, bringing the total rehabilitated area to 29.15 hectares. By 2030, we aim to restore 50 hectares of land to nature. In areas classified as forest land, once reserves are depleted, we conduct regular afforestation activities each year and gradually restore sites to their pre-operational ecological condition. In 2025, we planted 750 trees in quarry and surrounding areas in Samsun-Ladik, and 1,000 trees in two nearby villages in Çanakkale-Ezine.

### Quarry Life Award (QLA) – Collaboration with Educational Institutions, NGOs, and Industry

During the 2024–2025 period, the Türkiye leg of the international Quarry Life Award (Biodiversity Project Competition), organized globally by one of our main shareholders Heidelberg Materials, was organized by Akçansa. Through this initiative, we achieved significant project outcomes in collaboration with educational institutions, academics, and civil society organizations.

- 13 project proposals were received for five mining sites located in Istanbul, Çanakkale, and Samsun.
- Projects were evaluated based on criteria such as methodology, innovation, feasibility, stakeholder engagement, and scientific and social impact.
- Six projects advanced to the final stage, and following pilot implementations conducted in 2025 and the submission of final reports, four projects were awarded a total of €10,000 based on the jury's evaluation.

In addition, during the Quarry Life Award global stage held in Germany by Heidelberg Materials, one project from Türkiye supported by Akçansa was selected as a finalist. These processes contribute to the development of innovative biodiversity solutions and the strengthening of academic collaborations.

### Metrics, Indicators, and 2030 Targets

The key performance indicators and targets related to the biodiversity management of Akçansa are presented below.



### Our 2030 Targets

Our 2030 targets for improving air quality are as follows:

- Rehabilitation of 50 hectares of mining areas
- Preparation of Biodiversity Management Plans (BMPs) for all mining sites
- Ensuring the continuity of rehabilitation and afforestation activities
- Developing innovative approaches through pilot-scale initiatives such as the Quarry Life Award (QLA).

Within this framework, in 2025 we conducted field observation studies during the winter, spring, and summer periods at the Bozalan limestone-clay and Çamlıca schist sites, and the Taştezan clay quarry in Çanakkale, which were identified among our priority locations. Through these studies, flora and fauna inventories were established and Biodiversity Management Plans were prepared for these areas.

### Biodiversity Conservation Areas – 2025 Inventory

Protection Status	Number of Facilities (2025)
Legally Protected Areas	0
UNESCO World Heritage Sites	0
UNESCO Man and Biosphere Reserves	0
Ramsar Sites	0
Key Biodiversity Areas (KBA)*	4
Other (Forest-qualified areas)**	10

\* KBA criteria have been determined based on the facility's distance to the Key Biodiversity Area (KBA): < 2.5 km (very close) and < 5 km (close).

\*\* These areas refer to protected forest lands owned by the forest administration.

\*\*\* The relevant inventory study was calculated using Key Biodiversity Areas (KBA) data.

### Overall Assessment

Akçansa considers the protection of biodiversity a fundamental corporate responsibility across all its activities. Through impact analyses, prioritization criteria, management plans, and nature restoration practices, the company implements a nature-positive business model. Our approach supports the strengthening of ecosystem services, the prevention of biodiversity loss, and the creation of sustainable value, in line with our 2030 targets.





# WE'RE TOGETHER

## For a Trust-Based and Inclusive Value Chain





## Employee-Centered Corporate Culture

[ESRS S1-1, S1-2, S1-6, S1-7, S1-8, S2-3]

At Akçansa, our strong corporate culture is built on a people-centered, inclusive HR approach that enhances the employee experience.

With our people- and culture-centered approach, we continuously develop transparent, fair, and inclusive HR processes at Akçansa with a strong focus on the employee experience. While establishing an agile and resilient organizational structure aligned with our corporate objectives, we prioritize creating sustainable value in talent, development, and performance management. In this journey, digital tools and data-driven insights play a key supporting role by enhancing the quality of our decision-making and making our processes more consistent, accessible, and measurable. In this way, we build a workforce ecosystem that both expands the potential of our employees and strengthens the organization's long-term success.

### Employee Demographics

As of the end of 2025, Akçansa employs a total of 990 people. 61% of our workforce consists of blue-collar employees, while 39% are white-collar employees. The share of female employees across the total workforce stands at 8.2%, while among white-collar employees this rate rises to 19.5%. While the overall female employment rate in the sector is approximately 5.2%, Akçansa maintains a representation level above the sector average. We remain committed to increasing female employment and will continue to demonstrate performance above the industry average in line with our diversity and inclusion objectives. The distribution of our workforce by education level reflects both the diversity and educational profile of our employees.

As of 2025, 28.8% of our employees hold a university degree or higher, 66.8% have a high school or associate degree, and 4.4% have a primary school education. This distribution reflects Akçansa's policy of inclusively employing individuals from diverse educational backgrounds.

Employee Percentages by Age Group	2025
Under 30 years old	15%
30 - 50 Age Group	73%
Over 50 years old	12%

Number of Employees	2023	2024	2025	Ratio of Female Employees (2025)	Ratio of Male Employees (2025)
Blue-Collar	609	613	600	0.8%	99.2%
White-Collar	396	394	390	19.5%	80.5%
Total Number of Employees	1005	1007	990	8.2%	91.8%

Number of Employees by Education Level	2023	2024	2025	2025 (Education Level Distribution)
Primary education	53	51	44	4.4%
High School (Including Associate Degree Graduates)	659	672	661	66.8%
University and Higher	293	284	285	28.8%

**8,2%**  
Ratio of Female Employees

**19,5%**  
Ratio of white-collar female employees



## EMPLOYEE-CENTERED CORPORATE CULTURE (ESRS S1-1, S1-2, S1-6, S1-7, S1-8, S2-3)

73% of our employees are in the 30-50 age group, while 15% are under the age of 30. Employees aged 50 and above represent 12% of the workforce. This distribution supports our objective of bringing together both the dynamism of young talent and the experience of seasoned employees within our organization. At the same time, we are fully aware of our responsibility to protect and improve employee rights. We believe that collective bargaining agreements are not only a legal requirement but also a powerful mechanism for safeguarding employee rights and strengthening job security. At Akçansa, employees are free to exercise their trade union rights. During the reporting period, the provisions of the Group Collective Bargaining Agreement signed between the Turkish Cement, Pottery and Glass Workers' Union (Türkiye Çimse-İş Union) and the Cement Industry Employers' Association (ÇEİS), covering the period 1 January 2024 – 31 December 2025, were implemented. As of 2025, 50% of our employees are covered by a collective bargaining agreement. These agreements provide safeguards across a broad range of areas,

from social benefits to economic rights, forming the foundation for initiatives that enhance employee welfare and job satisfaction. We respect our employees' freedom of association and ensure that this right is protected in accordance with international standards and the conventions of the International Labor Organization (ILO). Our employment contracts do not contain any provisions that would restrict employees from joining trade unions or participating in collective bargaining agreements.

For our subcontractor employees, we adopt the principle of joint liability. As of 2025, the number of employees working for subcontractor companies has reached 1,370. As Akçansa, we regularly monitor whether subcontractor employees' salary payments are made on time and whether their social security obligations are fulfilled. We also evaluate feedback from employees promptly and commit to preventing any loss of rights within the workforce.

Trade Union Rights		2025
Number of Employees Covered by Collective Bargaining Agreements		494
Ratio of Employees Covered by Collective Bargaining Agreements		50%

Subcontractor	2025	Ratio of Female Employees	Ratio of Male Employees
Number of Subcontractor Employees	1,370	5%	95%

### Performance Management

At Akçansa, performance management is designed as a holistic system aimed at translating the company's purpose and strategic objectives into the individual journeys of our employees. While unlocking the potential of each employee, we prioritize strengthening the sustainability of our business and our societal impact.

Within this approach, performance management is not only a results-oriented evaluation tool, but also a cornerstone of a culture centered on development, collaboration, and shared value creation. For employees outside the scope of collective bargaining agreements, the process is carried out through the digital Perf-x platform, where goal-setting discussions at the beginning of the year align the company's broader objectives with individual performance goals.

Objectives and competencies are defined within the system,

and the development journey is supported throughout the year through regular feedback. During the evaluation period, employees and their managers jointly analyze performance and goal achievements, while 360-degree feedback strengthens team synergy and collaboration.

The performance management of our in-scope (unionized) employees is carried out in accordance with the fair and transparent procedures defined in the Collective Bargaining Agreement. Evaluation meetings held every February guide both the recognition of employee performance and career development processes. At our plants, ports, and ready-mix concrete facilities, we also organize regular awareness activities to increase participation in the process.

Sustainability is an integral part of our performance objectives. In the annual evaluations of all our employees, we consider environmental and social responsibility criteria, integrating our corporate goals with social benefit and environmental awareness.

In our promotion and appointment processes, we consider employees' business results, individual performance, and leadership potential, while prioritizing the transformation of our existing talent pool. We fill open positions through internal postings and succession planning, supporting the career journeys of employees with leadership potential, with a succession coverage rate of 92%.

Our performance management system, shaped by the principles of our Leadership Model—"Grow," "Build Connections," and "Transform"—reveals both the strengths and development areas of our employees. Through feedback provided at every stage, we foster a flexible and innovative organizational culture that serves a shared purpose at both the individual and team levels.

In 2025, with 489 employees included in our internal performance evaluation tool Perf-x, we conducted 3,054 goal definitions and 5,545 competency evaluations.





## EMPLOYEE-CENTERED CORPORATE CULTURE (ESRS S1-13, S1-9)

### Career Planning Process

As Akçansa, we consider our people our most valuable asset. We do not limit employee development to performance evaluations alone; instead, we integrate it with our "Attracting and Retaining the Best Talent" strategy. In 2025, with our fast, flexible, and dynamic organizational structure, we continued to shape our employees' career journeys with a focus on digitalization and sustainability.

### Talent Management and Data-Driven Performance Culture

In line with our "Turning Purpose into Performance" approach, we align employee goals with the company's strategic priorities through annual goal matrices. We continuously measure employee experience through engagement surveys and evaluation tools; and we support a high-performance culture by transforming our "Engagement Ambassadors" program into an "Employee Experience Ambassadors" structure. In our recruitment processes, we adopt a proactive talent pool management approach by experimenting with AI-based tools, and by using digital interview platforms and applicant tracking systems.

### Continuous Development and Personalized Career Paths

To prepare our employees for future skills, we provide a continuous learning environment supported by AI awareness training. Through the Capsule Internal Trainer Academy, sustainability training programs, and various personalized development initiatives, we strengthen our employees' leadership capabilities. In addition, through our HR Digitalization Roadmap and system optimization initiatives developed together with our digital transformation team, we streamline processes and place employee development within a data-driven framework.

### Orchestral Leadership and Mentorship

By evolving our leadership approach into an "Orchestral Leadership" model, we enable our managers to act based on insights generated through inclusive assessment center data. Through programs that support leadership transformation in the

field and mentoring discussions conducted under the guidance of our experienced managers, we enhance employees' knowledge and help them focus on achieving larger organizational goals.

### A People-Centered Approach for Sustainable Living

Within the scope of our "Akçansa Yanında" approach, which supports career development through holistic well-being, we provide our employees with personalized content and AI-supported daily insights. Through social clubs, volunteer teams, and programs such as "Inovasyol," we enable our employees to create social impact and actively contribute to the company culture.

We support all our employees in reaching their full potential.





## EMPLOYEE-CENTERED CORPORATE CULTURE (ESRS S1-9, S1-13, S2-4)

### Training and Development

In line with our strategic objectives and the development needs of our employees, we design learning and development programs aimed at strengthening behavioral, professional, and leadership competencies. In addition to in-person training options, we offer innovative and diverse content through Akçansa Digital Academy, our online learning platform. The platform includes E-Orientation, Technical Training, Information Technology Training, Mandatory Training, and Managerial Competency Training.

Technical needs are identified for each of our plants and facilities in line with their specific dynamics, and annual training programs are developed accordingly. In addition, to support our interns, engineers, and technicians in gaining practical experience in the field, we

organize applied classroom-based technical training projects, engineer development programs, and specialized training focused on technical development, contributing to the development of the professionals of the future.

Through the Skill Matrix training program, which has completed its fourth year, we contribute to the development of all colleagues working within our technical teams. In line with our corporate learning and development approach, we continue our next-generation learning journey, which supports talent development, enables employees to keep pace with emerging technologies, and encourages engaging and enjoyable learning experiences while broadening perspectives. This year, through the "KAPSÜL Internal Trainer Academy" program implemented with the support of corporate learning consultants, we are developing internal

trainers and making the transfer of knowledge and experience more sustainable. The program is structured around two core themes: Collaboration and Knowledge Sharing. Each module is supported by various learning methodologies designed to ensure active and effective participation.

Accordingly, a comprehensive development journey has been designed, consisting of various components such as classroom training, interactive sessions that encourage experience sharing, and action learning sessions. As a continuation of the program, further efforts are being made to enhance the mentorship perspective of internal trainers and to support them in preparing both online and in-person training materials.

At Akçansa, we also organize interactive webinars to raise employee awareness in the areas of Occupational Health and Safety (OHS), Environment, and Sustainability, empowering our workforce with knowledge to support a safe working environment. Through online platforms accessible from all locations, we ensure engagement with all our employees.

Through the Akçansa Digital Academy platform, 503 hours of training were delivered, while 566 hours were completed through the Workday online learning platform of Heidelberg Materials. In addition, the total training hours recorded in the HRWEB digital HR process management platform reached 57,781 hours. Based on 990 employees, this corresponds to an average of 59 training hours per employee.

Support Programs: As Akçansa, we provide our employees with various development opportunities, including access to the Heidelberg Materials Online Learning Platform, graduate education support, coaching support, and foreign language training support depending on needs and proficiency levels.

Orientation Programs: We organize a comprehensive orientation program for all new employees joining Akçansa. Supported by "Akçansa World" training content, the program covers key topics such as functional introductions, sustainability initiatives, occupational health and safety processes, information technologies, and digitalization practices. In addition, initiatives such as a welcome package and the assignment of a "Buddy" help new team members adapt quickly during their first days.

According to a report prepared by the national HR publication Headhunter, which examines the leading companies in corporate training in Türkiye, 96 companies increased their average training hours per employee in 2024 compared with 2023. As Akçansa, we ranked second with a 329% increase. In addition, among the 93 companies that increased their total training hours, we ranked 23rd.

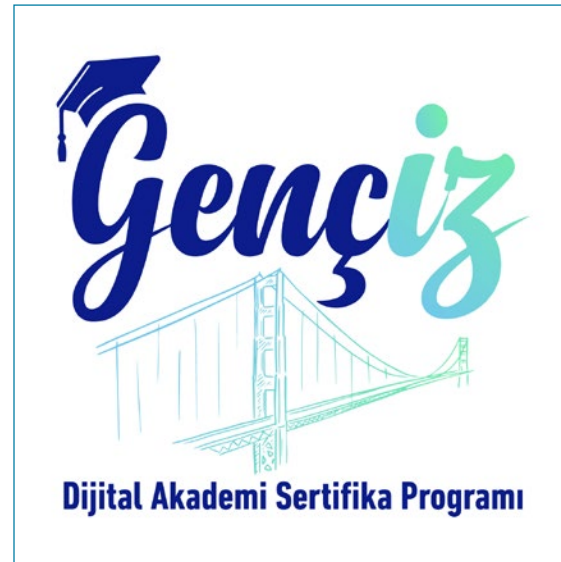
Building on our "Sharing Knowledge" focus in 2025, we will continue our initiatives in 2026 with the themes of "Adopting Knowledge" and "Leadership." In this context, the necessary structures and programs are being organized to support function-based development journeys and training initiatives that will carry our employees and corporate culture into the future.

# 24.7%

Share of ESG-related training provided per employee

# 59 hours

Average training hours per employee in 2025



Through our Gençiz Digital Certificate Program, we enabled 1,000 women to enhance their professional knowledge, build strong connections within the sector, and begin their careers with confidence. In line with our vision of developing the next generation of industry professionals, we will continue our investments in education to make such programs sustainable and to bring more talented young individuals into the sector. Efforts to further enrich the program's content and training modules are ongoing as part of the planning for the next phase.

- To enhance technical knowledge and field experience, we delivered 52,908 hours of in-person technical internal training. Through these continuous investments in learning, we support the personal and professional development of our employees and contribute to the future of our sector.



## EMPLOYEE-CENTERED CORPORATE CULTURE (ESRS S1-6, S1-9)

### Talent Management

The building materials sector stands out as an industry characterized by high technical expertise and dynamic working conditions. At Akçansa, we transform this structure into an opportunity for development by adopting a sustainable talent management approach that enables our employees to reach their full potential. In 2025, our strategy continues to be built on the foundations of data-driven leadership, digitalization, and inclusiveness.

#### Innovative Talent Acquisition and Technology-Focused Selection Processes

To increase efficiency in our recruitment processes, we have experimented with AI-supported platforms. While white-collar candidates are evaluated through abstract and concrete reasoning tests, blue-collar candidates are assessed through technical tests that measure occupational health and safety risk awareness. Within the scope of our "GençİZ" internship program, we opened our doors to 33 young talents this year, contributing to the development of the future of the sector.

Through the GençİZ Long-Term Internship Program, 33 female students joined the Akçansa family in 2025.

#### High Potential Employee Turnover Rate (%)



In addition, through the "GençİZ Digital Academy," we provide training certificates, and through the "First Step to the Field Development Program," we recruit young blue-collar talents into our production facilities, helping bring new talent into the industry.

#### Employee Experience and Holistic Well-Being

In 2025, we strengthened our high-performance culture by increasing our employee engagement score by 5 points compared with the 2022 measurement. Through our "Akçansa Yanında" approach, we offer opportunities that support the holistic well-being of our employees through a digital platform guided by various experts. While enhancing employees' quality of life through internal loyalty programs and sports opportunities, we also support innovative ideas through social clubs, volunteer teams, and platforms such as "İnovasyon".

#### Development-Oriented Leadership and Mentoring

We adopt a strategic business partnership model and equip our leaders with data-driven decision-making capabilities. Through our "Inspiring the Future" mentorship program, we support the development of our female employees and provide guidance throughout their career journeys.

#### Organizational Agility and Future Readiness

In line with our goal of building a fast, flexible, and dynamic organizational structure, we modernize our processes through our "Process Simplification" initiatives and our "Digital Transformation Roadmap".

#### Youth Awards 2025

As Akçansa, we achieved another major success at the Youth Awards Türkiye, the most comprehensive youth voting initiative in Türkiye where young talents evaluate leading companies and employer brand practices. According to the 2025 voting results, we ranked among the top three industrial companies in the category of "Most Preferred Industrial Companies to Work For". In the voting process, which included 180 companies across 29 different categories, a total of 192,384 young participants from 253 universities and 245 academic departments cast their votes.





## EMPLOYEE-CENTERED CORPORATE CULTURE (ESRS S1-3, S1-4, S1-6, S1-15)

### Employee Engagement and Well-Being

At Akçansa, we conduct our processes with transparent communication and a participatory approach to strengthen employee engagement and well-being. We regularly consider our employees' needs, expectations, and suggestions. Insights derived from feedback help clarify our priorities for improving the employee experience while adding tangible value to our practices. In this context, we aim to provide a holistic employee experience that positively influences both the work environment and work-life balance through improvements informed by employee feedback. At the same time, we seek to reinforce organizational belonging while supporting a culture of shared success. We also support this engagement through digital channels and tools, making the process more accessible and traceable.

Our Employee Engagement Survey, conducted to strengthen engagement and regularly measure workplace satisfaction, was completed in 2025 with a high participation rate of 93%, gathering feedback from 932 employees. According to the survey findings, the employee engagement score reached 50% in 2025, representing an increase of 5 points compared with the 2022 measurement. The study was carried out by an independent organization, without collecting personal data and in full compliance with confidentiality principles. The results allow us to monitor the impact of our initiatives aimed at improving engagement and serve as an important guide for future actions to further strengthen employees' sense of belonging to the organization.

As the Human Resources team, we carefully evaluate the findings from the survey and integrate them into our processes in line with identified priorities. These insights inform not only HR practices but also our management approach, team collaboration, and workplace-related decision-making mechanisms. In this context, we focus on continuously improving the employee experience through initiatives that strengthen our managers' supportive leadership capabilities, transform feedback into action, and enable teams to respond more quickly to evolving needs.

### Engagement Ambassadors

Based on feedback from our employees and the results of pulse check surveys, we launched the Engagement Ambassadors Project in 2025, building on the foundations established in 2024. The project aims to strengthen employee engagement, improve the employee experience, and foster a sustainable culture of participation across the organization. It was implemented with 28 Engagement Ambassadors selected on a voluntary basis from different functions and structured around four focus areas and four working groups. Through this structure, we created an inclusive and far-reaching platform that systematically integrates employees' perspectives, needs, and solution proposals into our business processes.

Within the scope of the program, the groups progressed using the Design Thinking methodology and were supported by Employee Experience awareness sessions and mentorship meetings. They developed solution proposals that directly address the employee experience and created prototypes for these ideas. Over a 12-week period, teams worked on focus areas including strengthening cross-departmental collaboration, improving the performance management system, enhancing recognition and reward processes, and attracting new talent to the company. The projects, which also incorporated digital methods and artificial intelligence applications, were finalized through investor-style presentations.

The initiatives designed and refined during this process are planned to be piloted in 2026, with their impact measured and successful practices subsequently scaled. In this way, we position the Engagement Ambassadors Project not merely as a temporary initiative but as a sustainable mechanism that continuously improves the employee experience and fosters shared responsibility across the organization.

### Employer Branding and Internal Communication Activities

At Akçansa, we manage our employer branding efforts through a holistic communication approach that effectively showcases our sustainability focus and innovative work culture across the right platforms. Within this framework, we reached 14,100 people through 51 events held throughout the year. We position these events not merely as "promotional" activities, but as opportunities to build stronger connections with the talent ecosystem, clearly communicate Akçansa's Employer Value Proposition (EVP), and sustainably strengthen our reputation as a preferred employer in the sector.

In terms of internal communication, our primary focus is to ensure that employees can access organizational updates in a timely and transparent manner, while also strengthening collaboration among teams and reinforcing a sense of belonging in daily work practices. In this context, we organized 28 internal communication events, engaging with a total of 2,500 participants.

We approach internal communication not merely as an information channel but as a strategic tool that nurtures a culture of feedback, reinforces a shared sense of purpose, and strengthens the employee experience. In doing so, we foster a communication environment that supports organizational learning and employee satisfaction.

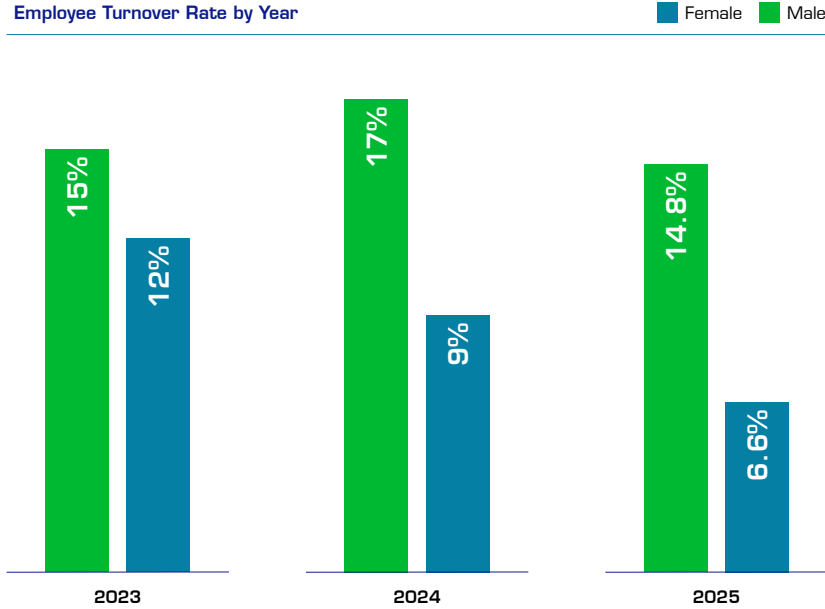
At Akçansa, we consider supporting employees' work-life balance and enhancing both their physical and mental well-being as an integral part of the employee experience. In this context, through initiatives such as Clubs World, Multisport, and Akçansa Yanında, we provide a multifaceted support environment where employees can socialize, connect around shared interests, participate in activities that promote an active lifestyle, and strengthen their mental resilience.





## EMPLOYEE-CENTERED CORPORATE CULTURE (ESRS, S1-3, S1-4, S1-6, S1-15)

Employee Turnover Rate by Year



Employee Turnover Rate Breakdown	2023	2024	2025
Voluntary Employee Turnover Rate	4.6%	5.2%	3%
Employee Turnover Rate	12%	9.8%	7.3%

At Akçansa, we consider supporting our employees' work-life balance and enhancing both their physical and mental well-being as an integral part of the employee experience. In this context, through initiatives such as Clubs World, Multisport, and Akçansa Yanında, we provide a multifaceted support environment where employees can socialize, connect around shared interests, participate in activities that promote an active lifestyle, and strengthen their mental resilience.



# 6

Active clubs

# 300

Employees working in clubs

### CLUBS WORLD

Through the Akçansa Clubs World, we aim to strengthen social bonds among our employees while fostering a club culture that promotes healthy living, active lifestyles, and team spirit. Thanks to the strong interest shown in our clubs this year, we brought 300 employees together around shared interests through our six active clubs. Our club activities boost energy through events and initiatives that encourage an active lifestyle, while also strengthening collaboration by increasing interaction among employees from different teams. In the coming period, we will continue to support well-being and internal solidarity by organizing new events that increase participation and by introducing activities that encompass different disciplines.



### AKÇANSA YANINDA

Akçansa Yanında is a holistic well-being approach that places Akçansa's sustainable wellness culture at the center of corporate life. Within this framework, we offer a digital platform that enables employees to meet a wide range of needs within a single ecosystem. Through the platform, employees can access a network of specialists in various fields, including psychologists, dietitians, physiotherapists, veterinarians, financial advisors, and parenting consultants. In addition, a 24/7 call center allows Akçansa employees to receive support anytime and from anywhere. The platform also features AI-supported personalized programs and content that support both personal and professional development. Mindfulness practices help maintain work-life balance and strengthen mental resilience.



## EMPLOYEE-CENTERED CORPORATE CULTURE (ESRS, S1-3, S1-4, S1-6, S1-15)

### We provide comprehensive benefits and support programs to enhance the well-being of our employees.

Accessible not only to employees but also to their family members, the platform offers a rich resource pool that enables the effective management of well-being and healthy living.

Through our flexible benefits system, Bflex, we provide employees with the opportunity to personalize their benefits by allocating a predetermined annual allowance across different options. Within this system, employees can use their flexible benefits for areas such as meals, event participation, and fuel expenses. Through our MultiSport partnership, employees can access hundreds of sports centers and dozens of sports disciplines across Türkiye.

We also support our employees with a range of benefits, including company shuttle services and financial transportation support, private and supplementary health insurance, life and personal accident insurance, an employer-contribution pension scheme (BES), and meal card support, helping meet their diverse needs.

In addition, our employees are entitled, under certain conditions, to request installment-based salary advances. For our unionized employees, we also provide support in special circumstances such as birth or bereavement. All employees are subject to a fair and objective compensation system. Our compensation policy is structured around factors such as job scope, performance, knowledge, and skills. Our compensation and benefits management is designed and implemented with an approach that is fair, competitive, recognizes high performance, and promotes motivation. Through this system, we aim to maintain internal pay equity and market competitiveness, strengthen employee engagement, and attract a skilled workforce that supports the achievement of our financial, environmental, social, and governance objectives.

In addition, since 2022 we have adopted a hybrid working model. In 2025, a total of 169 employees benefited from remote working arrangements, including 57 women and 112 men.

At Akçansa, we consider building strong engagement with our employees to be one of the cornerstones of our corporate culture. We aim to enhance employee engagement, ensure active participation in business processes, and create an effective communication environment at every level. In line with this approach, we organize activities suitable for different employee profiles through our annual internal communication calendar. For example, we design digital events for employees who can connect online, while also organizing in-person activities for our on-site blue-collar teams, adopting a comprehensive approach that responds to the needs of our workforce.

### MULTISPORT



Through our partnership with MultiSport, we aim to help our employees incorporate an active and healthy lifestyle into their daily routines in a more accessible and sustainable way. Within this framework, we offer access to a wide range of activities, including fitness, swimming, Pilates, yoga, martial arts, and field sports, providing employees with diverse options across different disciplines. Thanks to MultiSport's extensive network of partner facilities, our employees gain the flexibility to choose the most suitable location and activity without time or location constraints. Beyond encouraging physical activity, this collaboration also aims to promote a lifestyle that supports stress management, mental resilience, and overall well-being.

In doing so, we seek to create a holistic benefit that enhances employees' energy and motivation, contributes to work-life balance, and supports the long-term adoption of healthy habits.

Our company has an advanced grievance mechanism designed with a people-centered approach that places the needs of both employees and subcontractor personnel at its core, enabling them to easily submit feedback and concerns. We designed this system not only to receive feedback but also to support open communication and foster a trustworthy working environment. The Electronic Dialogue Line, established specifically for employees and subcontractors, serves as a 24/7 accessible platform that enables feedback to be communicated quickly and effectively, while also supporting a solution-oriented approach in urgent situations.





## EMPLOYEE-CENTERED CORPORATE CULTURE (ESRS S1-5, S1-9, S1-12)

At Akçansa, we oppose all forms of discrimination based on language, religion, race, color, or gender, and we view diversity as a source of strength.

	Performance in 2025	2030 Target
Ratio of Female Employees	8.2%	12%

### Ratio of Female Managers



### Equality, Diversity and Inclusion

At Akçansa, we believe that a sustainable future can only be built not only through environmental investments but also through a people-centered and inclusive corporate culture. In this context, we consider it a core priority to provide a workplace where every employee feels valued, can realize their full potential, and benefits from psychological safety, regardless of age, gender, ethnic background, or physical condition.

Operating in the heavy industry sector, Akçansa aims to transform traditional industry norms by increasing women's participation in the workforce, while simultaneously developing female leaders at every level of the organization as a key component of its corporate strategy. Examples of initiatives supporting female employment include ensuring that candidate shortlists prepared by Human Resources always include candidates of both genders, and publishing certain job postings (such as GençİZ 2025-2026) exclusively for disadvantaged groups as part of positive discrimination practices designed to strengthen equal opportunities. To facilitate candidates' transition into the organization, newly hired employees are supported through orientation and mentorship programs during their onboarding and adaptation processes. In line with our diversity and inclusion vision and our objective to increase the number of women working in operational roles, a female employee was hired as a Ready-Mix Concrete Plant Operator in 2025.

Akçansa bases its talent management processes on merit and carefully ensures equal opportunity in recruitment and promotion processes. In 2025, the share of women in the total workforce remained 8%, consistent with 2024, while the proportion of women among white-collar employees reached 19.5%. Mentorship and leadership development programs aimed at strengthening diversity in decision-making mechanisms continued throughout 2025, resulting in women representing 15% of middle management positions and 11% of senior management roles.

Within the scope of its 2030 Sustainability Roadmap, Akçansa is steadily progressing toward its targets of achieving a 30% female representation among white-collar employees and 40% female representation in succession plans. In 2025, the company exceeded its succession planning targets, reaching a 92% succession coverage rate across the n, n-1, n-2, and n-3 levels.

The objective of preventing discrimination and ensuring inclusiveness across all business processes is also supported by a strong governance structure. Akçansa's Human Rights Policy, Gender Equality Policy, and Code of Ethics provide clear guidance on preventing discrimination and addressing cases such as harassment. These policies define in detail the procedures to be followed in such situations, as well as the operation of internal reporting mechanisms, ensuring that all processes are handled with confidentiality and sensitivity.

In daily operations, the Diversity and Inclusion Committee, which is one of the key pillars of diversity practices, has been transformed into a subcommittee of the Sustainability Committee, which meets periodically with the participation of senior management. In its fourth term, this structure aims to increase representation and ensure the binding nature of its decisions. In 2025, Akçansa joined the Global Compact "Non-Discrimination and Equality Program" as a participant. By expanding the perspective reflected in its policies and procedures, the company aims to focus on performance improvement opportunities related to non-discrimination and equality in 2026. This approach establishes a transparent and reliable framework for protecting the rights of both employees and business partners.

Looking ahead, Akçansa will continue to uphold its commitments to equality, diversity, and inclusion, working to increase women's participation in the workforce and create an inclusive working environment for all employees.





# Occupational Health and Safety

(ESRS S1-13, S1-14)



## Occupational Health and Safety (OHS) is one of Akçansa's top priorities.

Akçansa implements an Occupational Health and Safety (OHS) management system aligned with international standards to protect the health and safety of its employees. Activities carried out throughout 2025 aimed to strengthen the safety culture, reduce risks, and achieve the "Zero Accident" goal.

Within this framework, hazard identification activities and risk assessments were completed at all facilities, and the results were shared with the OHS Department. The 2025 Safety Talks and Field Inspection Plan was also published. In addition, GAP analyses and cross-audits were conducted at 26 Ready-Mix Concrete plants. Certification audits were successfully completed in line with the ISO 45001 standard: audits by BSI for the cement and logistics business lines and by TÜV for the Ready-Mix Concrete business line.

In the area of training and development, training sessions were delivered within the scope of the "Zero Accident, One Life" program, covering topics such as LOTO/TO (Lockout-Tagout), working at height, work permits, and lifting operations. IOSH (Institution of Occupational Safety and Health) training was conducted in two sessions with 32 participants. In addition, training on crane lifting operations, technical safety rules in ready-mix concrete sites, and 5S practices was provided through the Akçansa Digital Academy. In the Ready-Mix Concrete business line, training programs included working at height, confined space, and energy isolation training for

450 employees, OHS leadership training for 15 managers, and defensive driving training for 100 employees. Furthermore, on-the-job training sessions covering 19 different topics were delivered, with an average participation of 550 employees.

To strengthen the safety culture, a safety culture assessment was completed using the 5x5 model, and an employee risk perception survey was conducted. Within the scope of awards and competitions, the Başakşehir, Edremit, Gebze, and Samsun İlkadım plants participated in the THBB Blue Helmet Awards. In the ÇEİS awards, applications were submitted in the categories of training, digital solutions, and leadership, and the Safety Coaching Program received first place. In addition, within the framework of the Recognition, Appreciation, and Reward Procedure, more than 70 employees were recognized as OHS Champions.

As part of awareness initiatives, Health and Safety Week, celebrated between 22–26 September, included a range of activities such as the opening speech by the CEO, management safety walks, safety coaching training, a process safety seminar, IOSH Managing Safely training, emergency drills, chin strap usage training, periodic health examinations, PPE activities, construction equipment inspections, field audits with subcontractor managers, a safety knowledge competition, and online training sessions. Additional activities included energy management and burnout prevention training, hazard identification and risk awareness

training, and earthquake drills conducted at 30 facilities. Visitor OHS briefing videos were prepared, and the AMWA Safety & Health Managers Meeting was held in Istanbul. As part of the administrative earthquake preparedness plan, drills were conducted at 26 Ready-Mix Concrete plants and 3 Aggregate facilities, and emergency action plans were revised accordingly.

In September, a comprehensive ergonomic risk analysis was conducted in the field at our Çanakkale plant over a five-day period. Based on the findings, a report was prepared and the necessary actions were identified. This initiative was carried out to enhance the occupational health and safety of our employees and minimize ergonomic risks. In addition, in November, a two-day applied ergonomic risk analysis training was delivered to 15 white-collar employees to increase awareness and practical competence in ergonomics. This training represented an important step toward enabling employees to apply ergonomic principles effectively in the field and to strengthen a sustainable safety culture. The initiative also represents a first for the cement industry.

The 2026 OHS roadmap was reviewed and approved with the participation of the Heidelberg Materials AMWA Region OHS Director. In addition, within the scope of driver competency assessments, 54 driver candidates were evaluated, and job offers were extended to 25 candidates who met the required legal and professional criteria.



## OCCUPATIONAL HEALTH AND SAFETY POLICY (ESRS S1-13, S1-14)

### Planning and Audit Activities

- Hazard identification and risk assessments were completed at all facilities, and the results were shared with the OHS Department.
- The 2025 Safety Talk and Field Inspection Plan was published.
- GAP analyses were conducted at 26 Ready-Mix Concrete plants.
- Cross-audits were carried out at 26 Ready-Mix Concrete plants.
- BSI audits were successfully completed in our Cement and Logistics business lines in accordance with ISO 45001, ISO 14001, and ISO 50001 standards.
- TÜV audits were successfully completed in our Ready-Mix Concrete business line in accordance with ISO 45001, ISO 14001, and ISO 9001 standards.

### 2. Training and Development Programs

- "Zero Accident, One Life" – 10 Golden Rules Trainings:**
  - LOTO/TO (Lockout-Tagout): CNK (187), BCM (237), LDK (91)
  - Working at Height: CNK (93), BCM (154), LDK (63)
  - Work Permit: CNK (87), BCM (104), LDK (42)
  - Lifting Operations: LDK (25), BCM (57), CNK (133)
- IOSH Managing Safely Training:** 21-23 July 2025 – Büyükçekmece Plant (13). 24-26 September 2025 – Büyükçekmece Plant (19)
- Specialized Trainings:** Crane lifting operations, Technical safety rules at ready-mix concrete sites, 5S training (via the Akçansa Digital Academy)
- Training conducted in the Ready-Mix Concrete Business Line:**
  - Working at Height Training (450 participants)
  - Confined Space and Pinch Point Training (450 participants)
  - Energy Isolation (LOTO) Training (450 participants)
  - OHS Leadership Training for Managers (15 participants)
  - Defensive Driving Training (100 participants)
  - In addition, 19 specific on-the-job training topics were delivered to the Ready-Mix Concrete business line, with an average participation of 550 employees per training session.

### 3. Cultural Transformation and Analyses

- A safety culture analysis was completed using the 5x5x5 model.
- Risk perception and Safety First assessments were conducted.

### 4 Awards and Competitions

**THBB Blue Helmet Awards:** The Başakşehir, Edremit, Gebze, and Samsun İlkadım plants participated.

**ÇEİS Awards:** Applications were submitted in the categories of training, digital solutions, and leadership, and the Safety Coaching Program received first place.

**Within the scope of the Recognition, Appreciation, and Reward Procedure,** more than 70 employees were recognized as OHS Champions.

### 5. Special Events and Awareness Activities

**Health and Safety Week 2025** was celebrated between 22-26 September with the following activities:

#### Opening Speech by our General Manager

Our General Manager delivered the opening speech under the slogan "Zero Accidents, One Life".

A total of 578 employees from 37 different locations participated in the event.

#### Management Safety Walk

A Safety Management Walk was completed with the participation of white-collar employees, with activities organized at 23 different locations.

#### Safety Coaching Training

The Safety Coaching Training program was completed with 16 participants from the Cement, Port, Terminals, and Ready-Mix Concrete business lines, all of whom received Safety Coaching certificates.

#### Process Safety Seminar

The seminar presented by Prof. Suna Balcı concluded with the participation of 131 employees from 32 different locations.

#### IOSH Training

The IOSH training program was completed with 20 participants from the Cement, Port, Terminals, and Ready-Mix Concrete sectors, who received their certificates upon completion.

### Emergency Drill

Emergency drills were completed with the participation of employees and conducted at 11 locations.

#### Chin Strap Usage Training

Training on the use of chin straps for safety helmets was delivered at 36 locations, with 665 employees participating.

#### Periodic Health Examination

Periodic health examinations were completed, including respiratory, hearing, and vision tests, as well as additional tests requested by the occupational health physician. A total of 791 employees participated across three locations.

#### PPE Awareness Activity

A Personal Protective Equipment (PPE) awareness event was organized, with 330 participants across three locations.

#### Construction Equipment Inspections

Inspections of construction machinery and vehicles were completed. A total of 104 employees participated in the inspections across 32 locations.

#### Field Audits with Subcontractor Managers

**Field audits were conducted with subcontractor managers. A total of 46 white-collar employees participated in the inspections across five locations.**

Employees were challenged through a Health and Safety Knowledge Competition. In this competitive event, the winner received an award, and 15 employees participated.

#### Online Near-Miss and Risk Reporting Training

The online Near-Miss and Risk Reporting training was completed with 110 participants from 30 different locations. Energy Management and Burnout Prevention Training

A training session on energy management and preventing workplace burnout was conducted with participation from Head Office, attended by 20 employees.

#### Hazard Identification and Risk Awareness Training

The Hazard Identification and Risk Awareness training was delivered online with participation from Head Office, attended by 24 employees.

**Safety Leadership Workshop:** The Safety Leadership Workshop was held on 1 October 2025, in Gebze.

**Earthquake drills:** Earthquake drills were conducted at 30 facilities.

Visitor OHS Briefing Videos Visitor OHS briefing videos were prepared.

**The AMWA Safety & Health Managers Meeting** was held in Istanbul between 20-23 October 2025, with 33 participants.

Within the scope of the Earthquake Preparedness Administrative Action Plan, preparedness activities and drills were conducted at 26 Ready-Mix Concrete plants and 3 Aggregate facilities. Emergency action plans were revised in line with preparedness activities.

### 2026 Roadmap

Our 2026 OHS action plan was reviewed and approved with participation of the Heidelberg Materials AMWA OHS Director Akçansa, we continue our efforts in the areas of training, audits digital solutions, and leadership development to build a strong safety culture in line with our zero-accident goal. Emergency action plans were revised in line with preparedness activities.

# 45,822 hours

Akçansa OSH training hours

# 35,074 hours

Subcontractor OSH training hours

# 34.28%

Training hours per employee



# Supply Chain Management

(ESRS G1-2, S1-1, S2-1)

We consider the implementation of environmental and ethical standards across our supply chain to be one of our key priorities.

# 4%

Rate of critical suppliers with completed ESG assessments

# 100%

Rate of critical suppliers meeting ESG criteria

At Akçansa, we approach our value chain with a holistic perspective and believe that transformation in this area is made possible through strong and aligned collaborations with our suppliers and subcontractors. Within the framework of our Sustainable Supply Chain Policy, we manage our procurement and sourcing processes with an approach that aims to reduce environmental and social risks while maximizing positive impacts.

### Our Commitments in the Supply Chain

- We regularly evaluate our suppliers for compliance with Akçansa policies, the Akçansa Supplier Code of Conduct, and the Heidelberg Materials Supplier Code of Conduct.
- We develop proactive solutions to address environmental and social risks.
- We prioritize local suppliers and implement initiatives that support greater inclusion of women, youth, and disadvantaged groups.
- We provide regular information sessions and training programs (primarily focused on OHS) to increase our suppliers' sustainability awareness.
- We regularly review our policies and procedures to ensure continuous improvement in procurement processes.

We consider the implementation of environmental and ethical standards across our supply chain to be one of our key priorities. In this context, we expect our suppliers to adopt a responsible resource management approach and to regularly monitor and effectively manage their carbon emissions and other air emissions. Our expectations also include the adoption of environmentally friendly production and distribution methods, as well as prioritizing energy and resource efficiency. In addition, we require our suppliers to take measures to prevent the release of chemicals into the environment and to manage hazardous waste in accordance with international environmental protection standards.

### Supplier ESG Assessment

In 2025, suppliers were also included in the initiatives we carried out to collect sustainability data within the organization and benchmark sustainability performance against industry averages. Within the scope of these sustainability assessments, we first identified our critical suppliers in the areas of raw materials, energy, and services. To monitor the evaluation of these critical suppliers online, we began using an internationally recognized digital ESG (Environmental, Social, and Governance) assessment platform.

Suppliers are evaluated on the platform through ESG questionnaires that vary depending on the sector. These assessments include multiple sets of questions organized under the main categories outlined below.

Supply Chain Indicators	2023	2024	2025*
Total number of suppliers	23,756	24,259	4,130
Total number of local suppliers	22,832	23,311	3,942
Total number of critical suppliers	-	250	99
Rate of suppliers compliant with payment terms and policies	%100	%100	%100
Training hours provided to suppliers	-	27,531	35,074

\* In 2025, suppliers with no activity over the past few years were removed.



## SUPPLY CHAIN MANAGEMENT (ESRS S1-1, S1-17, S2-1)

Main Assessment Areas for Our Suppliers:

- Corporate operations
- Environmental aspects, including water, energy, waste, and environmental certifications
- Social aspects, including certifications and regulatory compliance, stakeholder relations, and public relations
- Governance aspects, including management structure and composition, as well as certifications and regulatory compliance

The questionnaires request a wide range of information, including compliance with ISO 45001, ISO 14001, and ISO 50001 standards, the presence of sustainability specialists, emission levels, water consumption, the existence of electricity generation facilities, the amount of waste generated, as well as labor policies and the number of female employees.

Suppliers are also evaluated through sector-specific questions. Examples for certain sectors are provided below:

- For mining, oil, and gas suppliers, question categories include R&D and innovation; health, safety, and labor rights; social aspects; and environmental parameters such as water, waste, and energy.
- For energy sector suppliers, differentiated questions focus on occupational health and safety; environment and climate change; water and energy; R&D and innovation; and stakeholder relations.

- Corporate operations, distribution activities, packaging, supplier relations, energy, and scrap and waste management are among the parameters used as question categories for suppliers in the wholesale trade sector.

For our suppliers, ESG assessments are conducted through an independent international digital third-party platform. In this context, we have reached agreements with 40 suppliers. By the end of 2025, the rate of critical suppliers subject to sustainability assessment and audit reached 4%. According to the results, all suppliers that completed data entry carry out waste segregation at their facilities and conduct OHS training. In addition, based on the responses provided through the platform, an action plan is developed for each supplier. This allows areas requiring improvement in sustainability performance to be identified on a supplier-specific basis. In cases where non-compliance is identified, suppliers are given up to 12 months to take corrective action. If compliance is not achieved by the end of this period, the business relationship is reassessed. Within this framework, we provide our suppliers with secure communication channels to report non-compliance.

Looking ahead, we aim to increase the share of critical suppliers undergoing sustainability assessment to 50% next year. By 2030, our goal is for all critical suppliers to complete their ESG assessments.

Sustainable Supply Chain Indicators	2023	2024	2025*
Number of suppliers subject to environmental and social audits	50	80	4
Rate of critical local suppliers subject to sustainability (environmental and social criteria) audits	-	-	4
Rate of critical suppliers meeting environmental and social criteria	100	100	100
Rate of critical global suppliers subject to sustainability assessments	0	0	1
Number of suppliers receiving sustainability training	-	-	4,566
Rate of suppliers receiving sustainability training	5.3%	4.1%	1.14%

\* As of 2025, the ESG assessments of our suppliers have started to be conducted through an independent digital platform, and the definition of the relevant performance indicator has been revised as critical suppliers evaluated through this platform. Therefore, differences may be observed in the related data compared with previous years.



## Human Rights

We view our commitment to human rights as both a corporate obligation and a fundamental responsibility to society. In line with this understanding, we commit to integrating the Human Rights Policy we published in 2025 into our business strategies, sharing it with all our business partners and suppliers, and effectively implementing it at every stage of our operations.

### Our Human Rights Approach in the Supply Chain

At the center of the transformation of our value chain is mutual trust-based collaboration with our suppliers and subcontractors. We adopt an approach throughout our supply chain that is built on respect for human rights. Through our Supplier Code of Conduct, developed in line with the standards of the International Labor Organization (ILO) and the conventions of the United Nations (UN), we monitor our suppliers' compliance with ethical principles, environmental and social standards, and applicable legal regulations.

Within this framework, we expect our suppliers to:

- Avoid the use of child labor, prevent forced labor practices, and protect young workers from hazardous work;
- Respect employee rights, including freedom of association and fair compensation principles;
- Avoid discrimination and provide safe working conditions; and
- Offer a respectful, dignified, and healthy working environment that upholds human rights.

### Human Rights in the Workplace

At Akçansa, we adopt as a core principle the creation of a workplace where the dignity and respect of every individual are valued. We remain firmly committed to practices that provide our employees with a healthy, safe, and inclusive working environment. In this context:

- We oppose all forms of workplace discrimination and provide equal opportunities for all employees.
- We support our employees' freedom of association and collective bargaining rights.
- We adopt a zero-tolerance approach toward all forms of violence, harassment, and bullying.
- We regularly review our working conditions in line with national legislation and the standards of the International Labor Organization (ILO).

To strengthen the effectiveness of our Human Rights Policy, we conduct periodic risk analyses and impact assessments.

During this process, we consider feedback from both internal and external stakeholders, integrate it into our policies, and identify areas for continuous improvement. In addition, through a transparent and accessible grievance mechanism, we effectively evaluate the opinions and feedback of our employees and all stakeholders.



# Customer Relations and Satisfaction

(ESRS S4-1, S4-2, S4-3, S4-4, S4-5)

**At Akçansa, we have adopted as our fundamental principle the analysis of our customers' needs and expectations and the provision of customized solutions for each customer segment.**

At Akçansa, we have adopted as our fundamental principle the systematic analysis of our customers' needs and expectations and the development of customized solutions for each customer segment. In line with our strong commitment to product and service quality, we prioritize creating the highest possible value for our customers. This approach strengthens our position as a reliable business partner in the sector and enables us to carry out our activities with a customer-centric management approach.

Through our transparent communication policy, we aim to increase customer satisfaction by ensuring accurate, clear, and timely information sharing and by maintaining our ability to provide rapid solutions. All communication with our customers is conducted in accordance with our Sustainability Communication Policy. As a first-of-its-kind policy in the sector, it ensures that all sustainability-related claims are based on scientific and reliable sources, while avoiding misleading, exaggerated, or greenwashing-related statements.

In addition, to support the proper and efficient use of our cement and concrete products, we provide comprehensive technical support services, aiming to improve process efficiency and minimize potential risks.

## Customer Health and Safety

At Akçansa, we consider the careful monitoring of potential health risks throughout the entire life cycle of our products to be a fundamental responsibility. From production and distribution to the usage stage, customer health is treated as a key criterion across our entire value chain. Particularly in the concrete segment, we conduct regular tests and analyses to identify the potential health impacts of our products. While chemical contents and product components are evaluated in line with international health and safety standards, feedback from our customers is also carefully reviewed so that potential risks can be managed proactively.

### Our Approach to Customer Health Across the Entire Value Chain

**Production Stage:** We place strong emphasis on controlling dust emissions and prioritize the use of low-chemical-content and environmentally friendly formulations.

**Distribution Stage:** We ensure full compliance with safety procedures during shipment processes and verify that all equipment is properly prepared and complete to protect both employees and customers. **Usage Stage:** To support the correct and safe use of our products, we provide clear instructions and recommend the use of the necessary personal protective equipment (PPE) for

employees who come into contact with the products. In the cement segment, potential risks to human health are regularly monitored throughout all stages of the product lifecycle, and periodic warnings and information are provided to all stakeholders involved in the production, transportation, and usage stages. In addition, the warnings displayed on our cement bags in accordance with Turkish standards serve as a concrete example of our approach that prioritizes user safety.

### Cement Segment

Incorrect practices during the storage and use of cement products may lead to financial losses for our customers and end users. To minimize such risks, our Sales Technical Support team provides comprehensive consultancy services to guide customers on the correct use of our products. To support customers in achieving the highest efficiency from our products, we conduct site visits and offer services such as information sessions, training, and sample testing. These activities are carried out directly in the field by our Technical Sales Support team, with the participation of our Quality Control Departments when necessary. In cases where laboratory infrastructure is insufficient, we also make the facilities of our factory laboratories and ready-mix concrete quality laboratories available to our customers. Customer complaints are recorded through the QDMS system,



## CUSTOMER RELATIONS AND SATISFACTION (ESRS S4-1, S4-2, S4-3, S4-4, S4-5)

closely monitored throughout the process, and customers are regularly informed. Our complaint management activities are conducted transparently and systematically in accordance with our Cement Sales and Marketing Procedure. Within this framework, we consider all feedback received as valuable opportunities for continuous improvement in our business processes. For instance, when complaints related to strength, setting time, or lump formation are reported, production parameters are promptly reviewed and adjusted, necessary changes are implemented at loading locations, and the relevant teams receive additional training to address issues arising during the loading process.

### Concrete Segment

The proper application and appropriate storage conditions of our ready-mix concrete products are critical for enhancing product performance and ensuring customer satisfaction. In this context, our quality teams provide guidance and technical support to customers, helping them achieve the best results under different environmental and site conditions while also offering advice on potential risks that may arise during application.

Requests from our customers not only directly influence our decision-making processes and operational activities, but also guide the development of special concrete mixtures designed to meet specific expectations such as high strength and rapid setting performance. In line with this, and supported by customer feedback, we prioritize innovative applications, including low-carbon concrete solutions and the use of recycled materials.

In the concrete segment, our 2025 customer satisfaction survey, conducted with 346 participants, resulted in a customer satisfaction score of 95%.

Cement Segment - Customer Relationship Metrics	2023	2024	2025
Number of complaints received	26	25	33
Number of complaints resolved	26	24	31
Number of customer relations training hours	40	40	20
Number of employees who participated in customer relations training	20	22	15

Concrete Segment - Customer Relationship Metrics	2023	2024	2025
Number of complaints received	667	658	662
Number of complaints resolved	667	652	659
Number of customer relations training hours	40	40	50

### Product Quality and Safety

At Akçansa, we aim to ensure the highest quality standards in cement and construction materials, and we apply this principle across all processes, from production to after-sales services. In line with our sustainability strategy, we offer products that reduce our carbon footprint and minimize environmental impact, while maintaining full compliance with national and international quality standards.

At our factories, quality control tests in accordance with national and international standards such as TSE, EN, and ASTM are conducted at every stage of production. Comprehensive testing is carried out throughout the entire process, from raw material selection to final products. This rigorous approach enhances product performance while also supporting consistent customer satisfaction. Our laboratories regularly participate in external proficiency testing programs organized by different institutions, ensuring that their technical capabilities are maintained and continuously improved.

To improve the efficiency of our production processes and continuously enhance our quality standards, we carry out modernization initiatives, equipment maintenance, and regular audits. Our ISO 9001:2000 Quality Management System ensures that our processes operate effectively. In addition, innovative digital tools that enable the collection of quality data on digital platforms help us manage quality and process performance more efficiently.

Digifabrika enables the digital consolidation of quality data and more effective process management, increasing transparency and speed in quality control processes and supporting operational efficiency. E-quarry, on the other hand, is a digital tool used to optimize quarry management, contributing to the reduction of environmental and operational impacts from raw material extraction to resource management.

Our Quality and Technical Sales Support teams, which are committed to providing fast and effective service to meet customer needs and expectations, take a solution-oriented approach to all technical requests. The certifications that verify the quality of our products strengthen our competitiveness in global markets and reinforce customer trust.





# Social Impact

(ESRS 2 SBM-3, ESRS S3-1, S3-3, S3-4, S3-5)



With the principle of “working responsibly for the future,” we focus on creating broad and meaningful positive impact, ranging from reducing environmental impact to generating social value.

## Çalışan Gönüllülüğü

As Akçansa, we focus not only on our commercial activities but also on developing impactful projects with a strong sense of social responsibility. By taking proactive initiatives particularly in education, we support our stakeholders while implementing projects that inspire our industry.

Through collaborations with local stakeholders in the regions where we operate and the contributions of our employee volunteers, we develop projects that touch communities and create lasting social value. Over the past year, we delivered value to our stakeholders through initiatives such as the “My Volunteer Journey” program, activities organized on special occasions, and the NEET training program implemented in collaboration with the Sabancı Foundation.

### “My Volunteer Journey” Project: STEM Talks

Through STEM Talks, implemented under our My Volunteer Journey program, Akçansa employees share their knowledge and professional experience with students. Throughout the year, our volunteers meet with primary, middle, and high school students across many cities in Türkiye, sharing how their expertise in STEM fields contributes to both their professional and personal lives. Through these engagements, we encourage young people to pursue careers in science, technology, engineering, and mathematics,

STEM Talks Events	Employee Volunteers	Volunteering Hours	Number of People Reached
Samsun - 11 March 2025	4	8	60
Hatay - 16 April 2025	4	32	160
Hatay - 17 April 2025	4	32	237
Van - 27 May 2025	4	32	70
Çanakkale - 14 October 2025	10	30	90
Çanakkale - 14 October 2025	8	24	70
<b>Total</b>	<b>34</b>	<b>158</b>	<b>687</b>



As part of STEM Talks

158

Volunteering Hours

687

Number of students reached



## SOCIAL IMPACT (ESRS 2 SBM-3, ESRS S3-1, S3-3, S3-4, S3-5)



### STEM Workshop

Through the STEM Workshop, another initiative implemented within the scope of our My Volunteer Journey program, we aim to create an impact that supports equal opportunities in education, increases access to future skills, and sustainably expands social value. In collaboration with Bricks 4 Kidz, the project aims to introduce children to a STEM education program aligned with global standards, providing educational content that is often limited even in private schools. The workshops are conducted throughout the academic year for second-grade students at Akçansa Mehmet Akif Ersoy Primary School. Each year, the program aims to reach a different group of 400 children, ensuring that as many students as possible are introduced to STEM concepts and learning approaches.

In addition, on International Day of Women and Girls in Science (11 February), we organized a special STEM Workshop at Akçansa Mehmet Akif Ersoy Primary School to encourage children's participation in science education activities. During the event, children learned, explored, and experienced the excitement of science by building selected LEGO models under the guidance of expert instructors.

### NEET Trainings

In cooperation with the Ministry of Family and Social Services and the Ministry of Labor and Social Security of the Republic of Türkiye, we continued our training programs this year within the scope of the "Future Builders: Young Women Creating Their Future" project, implemented by the United Nations Development Program (UNDP) and the Sabancı Foundation. As part of the project, which focuses on the needs and challenges of young women in Türkiye who are not in education, employment, or training (NEET), we first organized two online sessions. On 31 October, we delivered a Sustainable Future Training, followed by a Digital Transformation Training Program on 5 November. In addition, we also held a full-day, face-to-face training session. We held a program at our Büyükçekmece Factory on 27 November, with the participation of NEET young women. The program included training modules on "Job Application Skills," "Sustainable Future," and "A Perspective on Digital Transformation". During the program, participants gained comprehensive knowledge on job applications, interview techniques, and CV preparation. In the "Sustainable Future" session, topics such as the scope of sustainability, the responsibilities of individuals and organizations in this area, current developments, and future goals were discussed. The program concluded with the "A Perspective on Digital Transformation" session, where participants were introduced to the digital transformation journey of the business world, major technology trends, and the role of artificial intelligence.

### University Collaborations and Technical Training Support

At Akçansa, we consider it one of our key responsibilities to support university students in complementing their academic knowledge with real industry practices and to contribute to their professional development. With this approach, throughout 2025, we organized technical field visits focusing on cement, aggregate, and ready-mix concrete production processes, with the participation of 250 students from 12 different universities.

As part of these technical visits, students had the opportunity to visit the Büyükçekmece Cement Plant and observe the entire cement production process from raw material sourcing to the final product on site. During the visits, in addition to the production stages, detailed information was shared about the roles, technical expertise, and operational contributions of the engineers working at the facility. Through these experiences, students gained the opportunity to directly observe how engineering knowledge is integrated with practical field applications.

Students also visited the Büyükçekmece Ready-Mix Concrete Plant, where they closely examined the ready-mix concrete production processes. During these visits, detailed information was provided about the advanced technological equipment, automation systems, and quality control mechanisms used in production. The sessions also explained how concrete is designed according to different application areas and how sustainability and efficiency principles are integrated into production processes. In addition, explanations on the testing methods used to determine the properties of concrete in both fresh and hardened states helped students better understand the role of quality management and innovation in production processes.

Within the scope of the program, students also visited the Agregasa Saray Facilities, where they received detailed information about the extraction, classification, and production processes of aggregates, one of the key components of concrete. The impact of aggregate production on concrete performance and its importance for quality management were also demonstrated through practical explanations.





During visits to the Akçansa Technology Center Laboratory, students gained technical knowledge on concrete production, testing, and experimental processes, while also closely observing quality control, product development, and innovation activities carried out in a laboratory environment. In addition, presentations were delivered on special concrete products developed by Akçansa and their areas of application. Through these technical visits, students had the opportunity to evaluate the building materials sector from a holistic perspective, covering all stages of the production value chain. With these initiatives, we aimed to increase students' professional awareness and contribute to their career planning.

Beyond technical visits, Akçansa also implemented an important university–industry collaboration program with İstanbul Arel University. The course titled "Sustainable Building Materials with Akçansa," which began with its first lecture on 1 October, offered civil engineering undergraduate students a rich learning experience that combines current industry knowledge, practical insights, and case study analyses, providing them with a strong sectoral perspective.



### Equality Starts on the Field Tournament

On International Women's Day (March 8), we organized the "Equality Starts on the Field" volleyball tournament, bringing together the Büyükçekmece Volleyball Academy, the Akçansa Volleyball Team, and the children of our employees, where participants joined forces and played for a more equal future. The tournament, filled with enjoyable moments, also highlighted our commitment to supporting gender equality in society.

### Stakeholder Engagement Plan

The Stakeholder Engagement Plans we developed this year for all our facilities were designed to make our communication with stakeholders in the regions where each facility operates systematic and continuous. Through these plans, we not only identify the expectations and needs of our stakeholders, but also regularly collect and evaluate their suggestions, feedback, and concerns. This approach enables us to better manage the environmental, economic, and social impacts of our activities while strengthening the social value we create. As of 2025, the implementation rate of these Stakeholder Engagement Plans reached 54%. In the coming period, we will continue our efforts to increase this rate and ensure the more active participation of a broader group of stakeholders in the process.

### Tree Planting Events in Çanakkale and Samsun

This year, we continued our sustainability efforts with two important initiatives. We came together with local communities through tree planting events that contribute to nature. As part of the event organized in Pınarbaşı Village in the Ezine district of Çanakkale, saplings of black cypress, stone pine, firethorn, abelia, and plane trees were planted. In addition to our employees, the event was attended by Ezine District Governor Yusuf Kaptanoğlu, students from Pınarbaşı Primary School, and members of the local community. While contributing to the environment, the event also created meaningful social value for the region.

A similar initiative took place in Ladik, where Scots pine and black pine saplings were planted at Samsun 19 Mayıs University Vocational School. Alongside our employees, participants from the university also joined the event, which concluded with a commemorative group photograph.

**In both Çanakkale and Samsun, we came together and planted saplings hand in hand for a more sustainable future.**





## Relations with Local Communities and Akçansa's Contribution to the Local Economy

We completed another year in which we continued implementing projects that create positive social impact in the regions where our factories operate.

At our Ladik Factory, we continued the "Ladik Glass Workshop" initiative, which encourages the participation of employees' spouses and local women from Ladik in production activities. Within the scope of the program, participants received glass and cold ceramic training courses. In addition, we signed a cooperation protocol with the Ladik District Directorate of National Education to organize general, vocational, and technical courses in artistic, sports, cultural, and professional fields.

We also sponsored the ChemE Cube Competition, organized by Ondokuz Mayıs University Chemical Engineering students, where participants presented mobile and low-cost systems designed to provide access to water in disaster situations or under limited resource conditions. Furthermore, we organized a tree planting event at the university's Vocational School, where our employees and university participants planted Scots pine and black pine saplings together. In March, we also held a STEM Talks session at OMÜ Vocational and Technical Anatolian High School, sharing our STEM-related experiences and knowledge with students.

**At our Ladik Factory, we continued the "Ladik Glass Workshop" initiative, which encourages the participation of employees' spouses and local women from Ladik in production activities.**

This year, we carried out many important social and environmental initiatives in Çanakkale. We supported firefighting efforts in the region by providing both equipment and personnel assistance. In addition, we came together with the local community through a tree planting event aimed at contributing to a more sustainable future. As part of the event organized in Pınarbaşı Village in the Ezine district of Çanakkale, saplings of black cypress, stone pine, firethorn, abelia, and plane trees were planted. In addition to our employees, the event was attended by Ezine District Governor, students from Pınarbaşı Primary School, and members of the local community. While contributing to the environment, the event also created meaningful social value for the region.

We also organized our STEM Talks sessions in two schools in Çanakkale, where our employees shared how their STEM expertise contributes to both their professional and personal lives. Within this scope, we met with students from Ezine Vocational and Technical Anatolian High School and Ayvacık Mehmet Akif Ersoy Vocational and Technical Anatolian High School. Furthermore, in line with the importance we place on supporting local employment, half of the blue-collar employees we hired in 2025 were recruited from nearby villages.





# Board of Directors' Annual Report





# AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

BOARD OF DIRECTORS' ANNUAL REPORT FOR 1 JANUARY 2025 - 31 DECEMBER 2025



(CONVENIENCE TRANSLATION OF INDEPENDENT AUDITOR'S REPORT ON THE MANAGEMENT'S ANNUAL REPORT ORIGINALLY ISSUED IN TURKISH)

## INDEPENDENT AUDIT REPORT ON THE ANNUAL REPORT OF THE BOARD OF DIRECTORS

To the General Assembly of Akçansa Çimento ve Sanayi Ticaret A.Ş.

### 1) Opinion

As we have audited the full set financial statements of Akçansa Çimento Sanayi ve Ticaret A.Ş. ("the Company") for the period between 01/01/2025-31/12/2025, we have also audited the annual report for the same period.

In our opinion, the financial information provided in the Management's annual report and the Management's discussions on the Company's financial performance, are fairly presented in all material respects, and are consistent with the full set audited financial statements and the information obtained from our audit.

### 2) Basis for Opinion

We conducted our audit in accordance with the Standards on Independent Auditing ("SIA") which is a part of Turkish Auditing Standards accepted by regulations of the Capital Markets Board and published by the Public Oversight Accounting and Auditing Standards Authority ("POA"). Our responsibility is disclosed under Responsibilities of the Independent Auditor on the Independent Audit of the Annual Report in detail. We are independent of the Company in accordance with the Code of Ethics for Independent Auditors (including Independence Standards) ("Code of Ethics") published by the POA, as applicable to audits of financial statements of public interest entities, together with the ethical requirements included in the regulations of the Capital Markets Board and other regulations that are relevant to audits of the financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with these

requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### 3) Auditor's Opinion for the Full Set Financial Statements

We have presented unqualified opinion for the Company's full set financial statements for the period between 01/01/2025-31/12/2025 in our Auditor's Report dated 12 February 2026.

### 4) Other Matters

The Management's annual report of Akçansa Çimento ve Sanayi Ticaret A.Ş. for the year ended 31 December 2024 was audited by another audit firm who expressed an unmodified opinion on the annual report on 14 February 2025.

### 5) Management's Responsibility for the Annual Report

The Company Management is responsible for the following in accordance with Article 514 and 516 of the Turkish Commercial Code No. 6102 ("TCC") and "Communiqué on Principles of Financial Reporting in Capital Markets" with No.14.1 of the Capital Markets Board ("the Communiqué"):

- a) Preparing the annual report within the three months following the reporting date and presenting it to the General Assembly,
- b) Preparing the annual report with the all respects of the Company's flow of operations for that year and the Company's financial performance accurately, completely, directly and fairly. In this report, the financial position is assessed in accordance with the financial statements. The Company's development and risks that the Company may probably face are also pointed out in this report. The Board of Director's evaluation on those matters are also stated in this report.

c) The annual report also includes the matters stated below:

- The significant events occurred in the Company's activities subsequent to the financial year ends,
- The Company's research and development activities,
- The compensation paid to key management personnel and members of Board of Directors including financial benefits such as salaries, bonuses and premiums, allowances, travelling, accommodation and representation expenses, in cash and kind facilities, insurances and other similar guarantees.

The Board of Directors also considers the secondary regulations prepared by the Ministry of Trade and related institutions while preparing the annual report.

### 6) Responsibilities of the Independent Auditor on the Independent Audit of the Annual Report

Our aim is to express an opinion and prepare a report about whether the Management's discussions and financial information in the annual report within the scope of the provisions of the TCC and the Communiqué are fairly presented and consistent with the information obtained from our audit.

We conducted our audit in accordance with the regulations of the Capital Markets Board and the SIA. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Management's discussions on the Company's financial performance, are fairly presented in all material respects, and are consistent with the full set audited financial statements and the information obtained from our audit

The engagement partner on the audit resulting in this independent auditor's report is Volkan Becerik.

DRT BAĞIMSIZ DENETİM VE SERBEST MUHASEBECİ MALİ MÜŞAVİRLİK A.Ş.  
Member of DELOITTE TOUCHE TOHMATSU LIMITED

Volkan Becerik  
Partner

Istanbul, 12 February 2026



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

BOARD OF DIRECTORS' ANNUAL REPORT FOR 1 JANUARY 2025 - 31 DECEMBER 2025

### A) General information

Trade Name of the Company	Akçansa Çimento Sanayi ve Ticaret A.Ş.
Company headquarters address	Barbaros Mahallesi Kardelen Sokak No:2 D.124-125 Palladium Tower Ataşehir /İstanbul
Company Headquarters Telephone-Fax	0216 571 30 00-0216 571 30 31
Company trade registration number	Istanbul Trade Registry Ofşce, 129269
Mersis (Central Registration System) No.	0229-0003-9470-0017
Company website	www.akçansa.com.tr
Company's Capital	The Company is subject to the registered capital system and its registered capital cap is TL 500,000,000, and its issued capital is TL 191,447,068.25.
Reporting Period	1 January 2025- 31 December 2025
Sector in Which the Company Operates	Akçansa Çimento Sanayi ve Ticaret A.Ş. (hereinafter referred to as "Akçansa" or the "Company") operates in the production of cement, clinker, ready-mixed concrete, and aggregates.

#### Shareholding Structure:

	AMOUNT OF SHARES (THOUSAND TL)	SHARE RATIO (%)	NUMBER OF SHARES (THOUSAND)
HACI ÖMER SABANCI HOLDİNG A.Ş.	76,035	39,72	7,603,514
HEIDELBERG MATERIALS AG	76,035	39,72	7,603,514
OTHER-FREE-FLOAT	39,377	20,56	3,937,678
<b>GRAND TOTAL</b>	<b>191,447</b>	<b>100,00</b>	<b>19,144,706</b>

The shareholding structure presented above indicates shareholders holding 5% or more of the Company's share capital directly.

#### Information on Privileged Shares

The Company does not have any privileged shares.

The Company's General Assembly has granted permission to the members of the Board of Directors to carry out the transactions specified under Articles 395 and 396 of the Turkish Commercial Code.

The members of the Company's Board of Directors were elected at the Ordinary General Assembly Meeting held on 4 April 2024 to serve for a term of three years.

In the election of members to the Board of Directors, the provisions of the Turkish Commercial Code, the Capital Markets legislation of Türkiye, and the Company's Articles of Association are complied with. The Board of Directors consists of a minimum of six and a maximum of eight members elected by the General Assembly and may be elected for a maximum term of three years. Members whose term has expired may be re-elected. Among the members of the Board of Directors elected by the General Assembly, two

#### Our Board of Directors members who served during the 2025 reporting period are as follows:

Burak Orhun, Chair
Hakan Gürdal, Deputy Chair
Şebnem Önder, Member
Rene Aldach, Member
Bülent Bozdoğan, Independent Member
Ali Aynacı, Independent Member

Pursuant to the resolutions of the Board of Directors dated 30 December 2025, it was resolved that Umut Zenar be appointed as a member of the Board of Directors effective 1 January 2026, to fill the vacancy arising from the resignation of Board Member Şebnem Önder, and that Umut Zenar be elected as Chair of the Board of Directors, effective 1 January 2026, while Burak Orhun continues to serve as a Member of the Board of Directors, subject to the approval of the first General Assembly to be held.

members serve as independent board members. Candidates for independent board membership are selected from among individuals who submit a declaration of independence and are nominated by the Corporate Governance Committee. In order to ensure that the Board of Directors fulfills its duties and responsibilities effectively, the following committees have been established: "Audit Committee", "Early Detection of Risk Committee", and "Corporate Governance Committee".

#### Authorities and Responsibilities of the Members of the Board of Directors and Executives

The management rights and powers of representation of the Company's Board of Directors are defined in the Articles of Association. The authorities and responsibilities of the executives are not explicitly set out in the Company's Articles of Association; however, these authorities and responsibilities are determined by the Board of Directors.

#### Operating Principles of the Board of Directors

Between 1 January 2025 and 31 December 2025, the Company's Board of Directors held a total of 22 meetings, including 4 in-person meetings and 18 meetings conducted through written approvals in accordance with the provisions of the Turkish

#### As of the report's publication date, our board members are:

Umut Zenar, Chair
Hakan Gürdal, Deputy Chair
Burak Orhun, Member
Rene Aldach, Member
Bülent Bozdoğan, Independent Member
Ali Aynacı, Independent Member

Commercial Code and the Articles of Association, and adopted 59 resolutions. The agenda of the Board of Directors meetings, including the communication of critical matters, is prepared by the Chair of the Board of Directors following consultations with the existing members of the Board of Directors and the General Manager. The determined agenda and the contents of the agenda items are communicated to the members of the Board of Directors in writing, in the form of a file, by the pre-information committee at least two weeks in advance, in order to enable them to conduct the necessary review and preparation.

During the meetings held between 1 January 2025 and 31 December 2025, no dissenting opinions were expressed by the members of the Board of Directors regarding the resolutions adopted.

Members of the Board of Directors attended the meetings in person unless they had a valid excuse. As no questions were raised by the members of the Board of Directors regarding these matters, no such records were included in the meeting minutes. Members of the Board of Directors were not granted weighted voting rights and/or veto rights with respect to these decisions. A Board performance evaluation is conducted regularly each year.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

BOARD OF DIRECTORS' ANNUAL REPORT FOR 1 JANUARY 2025 - 31 DECEMBER 2025

### Number, Structure and Independence of the Committees Established within the Board of Directors

Within the scope of the Corporate Governance Principles of the Capital Markets Board and other applicable legislation, the Audit Committee, Corporate Governance Committee, and Early Detection of Risk Committee have been established within the Board of Directors. The Corporate Governance Committee also fulfills the duties of the Nomination Committee and the Remuneration Committee. While performing their activities, the Audit Committee, Corporate Governance Committee, and Early Detection of Risk Committee operate in accordance with their respective internal regulations. Due to the current composition of the Audit Committee, no conflicts of interest occurred between 1 January 2025 and 31 December 2025.

The Audit Committee convenes at least four times a year, with meetings held at least once every three months, and the meeting results are documented in minutes and the decisions taken are submitted to the Board of Directors. The Corporate Governance Committee also meets at least four times a year, with meetings held at least once every three months, and submits the outcomes of its meetings to the Board of Directors. The Early Detection of Risk Committee meets at least every two months, with a minimum of six meetings per year. Reports containing information on the committees' activities and the outcomes of their meetings are submitted to the Board of Directors after being approved by the Committee Members.

The current working principles of the committees are published on the Company's website.

The Pre-information Committee conducts the necessary detailed analyses and prepares comprehensive presentations on the matters to be submitted to the Board of Directors prior to board meetings. Within the scope of the Corporate Governance Principles, the Internal Audit Manager presents the relevant matters and reports to the members of the Audit Committee.

### Committees

#### Audit Committee

Bülent Bozdoğan, Chair  
Ali Aynacı, Member

#### Corporate Governance Committee

Bülent Bozdoğan, Chair  
Ali Aynacı, Member  
Dinçer Bulan, Member

#### Early Detection of Risk Committee

Ali Aynacı, Chair  
Bülent Bozdoğan, Member

#### Auditor

Deloitte / DRT Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.

### Explanation Regarding Conflicts of Interest Between the Company and the Service Providers

When selecting the institutions from which it receives services, the Company complies with the relevant capital markets regulations and takes the necessary measures to prevent potential conflicts of interest. There have been no conflicts of interest between the Company and the service providers from which it receives services during the service period or thereafter.

### Changes in senior management during the year and the names, last names and professional experience of those currently in office

Vecih Yılmaz, who had been serving as General Manager of the Company since 1 December 2022, stepped down from his position effective 31 December 2025. No appointment has yet been made to the General Manager position within the Company.

As of the reporting date, the current members of the Executive Committee are presented below.

### Ülgen ERYÜREK ASLAN

#### Vice General Manager – Human Resources and Corporate Communications

Ülgen Eryürek Aslan graduated from Boğaziçi University, Department of Economics, in 1998. She began her professional career as a Management Trainee in the Finance Group Presidency at Bayındır Holding, later working as a Budget Planning Supervisor at HEAŞ. In 2004, she completed her Master's degree in Finance and Accounting at the Faculty of Business Administration (English), Marmara University, and joined Akçansa Çimento A.Ş. in February 2004 as a Financial Reporting and Analysis Specialist. Since joining Akçansa, she has held various positions including Financial Planning and Analysis Manager; Financial Planning, Analysis, Reporting and Investor Relations Manager; Strategy and Business Development Manager; and Cement and Ready-Mix Concrete Sales Planning and Marketing Group Manager. As of 1 February 2023, she served as Strategy and Corporate Performance Group Manager. As of 15 December 2023, she was appointed Vice General Manager – Human Resources at Akçansa.

### Thomas GERSTENHAUER

#### Vice General Manager – Finance

Thomas Gerstenhauer holds a bachelor's degree in European business administration from the International Partnership of Business Schools (Reutlingen/London) and an Executive MBA from Friedrich Schiller University (Jena). Thomas Gerstenhauer began his professional career in 1998 with Schroder Salomon Smith Barney in London, later taking on assignments in Melbourne and New York. Between September 2003 and 2007, he served as Deputy Head of Leverage Finance at HSH Nordbank. From November 2007 to December 2009, he worked as Senior Vice President Investment Banking at Sal. Oppenheim Jr. & Cie. KGaA. Between April 2011 and September 2014, he ran his own Corporate Finance Advisory business and served amongst others as a member of the creditors' committee of IVG Immobilien AG. In September 2014, he joined Heidelberg Materials and later held the roles of Chief Financial Officer and Deputy General Manager at Mibau Stema Group. As of November 2024, Thomas Gerstenhauer was appointed Vice General Manager of Finance.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

BOARD OF DIRECTORS' ANNUAL REPORT FOR 1 JANUARY 2025 - 31 DECEMBER 2025

### Ömer Sinan GENÇ

#### Vice General Manager - Operations

After graduating from Ege University with a degree in Chemical Engineering, Ömer Sinan Genç completed his Master's degree in Chemical Engineering at İzmir Institute of Technology. Ömer Sinan Genç has held several roles within our Company since 2007, including Production Engineer at the Ladik Plant, Semi-Finished Products Chief at the Büyükçekmece Plant, Production Manager at the Büyükçekmece Plant, Plant Manager at the Ladik Plant, and Plant Manager at the Çanakkale Plant. As of 1 January 2025, he has been appointed Vice General Manager - Operations.

### İlker KOÇ

İlker Koç completed his undergraduate studies in Civil Engineering at Middle East Technical University and obtained his Master's degree in Business Administration (Executive MBA) from Sabancı University.

İlker Koç began his professional career in 1994 as a Site Engineer at Rizzani de Eccher and later served as a Site Manager at Astaldi and Sinta between 1995 and 1998. He joined Akçansa in September 1998 as a Specialist in the Marketing Planning and Sales departments. Between 2008 and 2012, he worked as a Senior Engineer at Heidelberg Cement Technology Center in Germany. He later continued his career at Akçansa, holding positions including Quality and R&D Manager, Marketing and Special Products Manager, and Technical Sales Support and Special Products Manager. From December 2020 to November 2021, he served as the Company Manager at Karçimsa. As of 1 December 2021, İlker Koç has been appointed as Vice General Manager of Ready-Mix Concrete, Aggregates Sales, and Marketing.

### Sinan İNAÇ

#### Vice General Manager - Procurement, Logistics and International Trade

Sinan İnaç graduated from Dokuz Eylül University with a degree in Business Administration (English Program) in 1999. Sinan İnaç began his professional career in 2003 at Çimentaş, where he held a series of roles. Between 2003 and 2007, he worked as a Budget and Cost Control Specialist, followed by Planning, Budget and Control Supervisor (2007–2011) and Planning, Budget and Control Manager (2011–2015). He later served as Strategy and Marketing Manager (Cement and Ready-Mix Concrete) between 2015 and 2017, Planning, Budget and Control Eastern Mediterranean Region Leader between 2017 and 2019, and most recently as Planning, Budget and Control Director. Since 2019, he has held positions at Akçansa as Head of Strategy and Business Development and Strategy and Business Development Group Manager, respectively, and as of 1 December 2021, he was appointed Akçansa Vice General Manager - Procurement and Logistics.

### Akın HASBAY

#### Cement Sales and Marketing Director

Akın Hasbay graduated from Dokuz Eylül University with a degree in Civil Engineering in 1999. Akın Hasbay worked as a Civil Engineer at Ülker İnşaat between 2000 and 2003. Between 2003 and 2017, he held several positions at Akçansa, including Customer Representative in İzmir; Ready-Mix Concrete Sales and Marketing Specialist in İzmir; Cement Sales Planning Specialist in İstanbul; Sales Supervisor for the Northern Region; Cement Marketing Specialist; Ready-Mix Concrete Regional Manager for Eastern Marmara; and Cement Sales Regional Manager for Eastern Marmara. From 2017 to 2019, he served as Sales Director for Denizli Cement at Oyak Çimento. Since 2019, he has continued his career at Akçansa, taking on roles such as Ready-Mix Concrete Regional Manager for Northern and Eastern Marmara and Cement Sales Group Manager. On 26 June 2024, Akın Hasbay was appointed as the Cement Sales and Marketing Director at Akçansa.

### Personnel and labor movements, collective bargaining implementations, and rights and benefits granted to personnel and workers

As of 31 December 2025, the number of direct employees of Akçansa Çimento Sanayi ve Ticaret A.Ş. is 990.

The collective bargaining agreement covering the period 1 January 2024 – 31 December 2025, with a duration of two years, expired on 31 December 2025. Negotiations for the new term collective bargaining agreement covering the period 1 January 2026 – 31 December 2027 between the Cement Industry Employers' Association of Türkiye (ÇEİS), of which Akçansa is a member, and Çimse-İş Union were concluded on 2 February 2026, with the parties reaching a two-year agreement.

Employees are paid a seniority incentive bonus in the months corresponding to each five-year period of service. All employees are offered a total gross compensation package consisting of 12 months of gross salary and gross bonuses equivalent to 4 months of salary annually. Within the scope of company procedures, white-collar employees may also be provided with additional benefits depending on the position and job requirements. These benefits may include private health insurance, an employer-contributed private pension scheme, corporate communication solutions (mobile line and device), a company car, as well as meal and transportation allowances.

### Transactions with the company and non-compete provision

At the Ordinary General Assembly Meeting of the Company held on 18 March 2025, the members of the Board of Directors were granted the necessary permission within the scope of Articles 395 and 396 of the Turkish Commercial Code.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

BOARD OF DIRECTORS' ANNUAL REPORT FOR 1 JANUARY 2025 - 31 DECEMBER 2025

### B) Financial Rights

Between 1 January 2025 and 31 December 2025, the Company did not grant any loans to members of the Board of Directors, did not extend any credit, did not extend the maturity of existing loans or credits, did not improve their terms, and did not provide personal loans through third parties or grant guarantees such as sureties in their favor. At the Ordinary General Assembly Meeting held on 18 March 2025, it was resolved that Independent Members of the Board of Directors be paid a gross monthly fee of TL 135 thousand, while no remuneration would be paid to the other members of the Board of Directors.

A Remuneration Policy for the Members of the Board of Directors and Senior Executives has been established by the Company and has been disclosed to the public on the Company's website.

#### Total remuneration and benefits of the senior management team

	1 January –31 December 2025 (Thousand TL)
Short-term benefits provided to the senior management	112,051
Post-employment termination benefits	1,918
Other long-term benefits	7,079
<b>Total compensation</b>	<b>121,048</b>
<b>SSI employer's share</b>	<b>5,009</b>

### C) Company's Research and Development Operations

Akçansa carries out activities such as new product development, product optimization studies, pre- and post-sales technical support, training programs, lectures and seminars on cement and concrete technologies at universities, technical field trips for university students, support for academic research on cement and concrete, and national and international scientific publications. These activities are conducted in collaboration with universities, public institutions, sectoral NGOs, and the Global R&D unit of Heidelberg Materials.

Among the key R&D activities we have recently completed are studies on the application of carbon capture, utilization and storage (CCUS) technologies in building materials, the prediction of quality control parameters in cement and concrete production through advanced data analytics, and the assessment of the usability of construction and demolition waste in concrete production and construction applications. In addition, several R&D projects are currently ongoing. These include research on the use of alternative mineral additives and low-carbon production technologies in cement and concrete production, the observation of the upcycling of construction and demolition waste as a carbon-sequestering material for use in cement and concrete production, and the investigation of the feasibility of using hydrogen and oxygen in the fuel mix.

#### Key R&D initiatives undertaken in 2025 include:

Within the scope of the Calcined Clay Pilot Trials, experimental studies were conducted at our Ladik and Çanakkale plants. Successful results were achieved in calcination trials carried out at the Ladik plant with 7% clay feeding during the clinker cooling stage. Based on this project concept, an application was submitted to the TÜBİTAK TYSP 1832 support program, and the project was accepted. With the project commissioned in December 2025, annual CO<sub>2</sub> savings of 20,000 tons are targeted.

We also develop advanced technology R&D projects that will support our long-term net-zero target. One of these projects is "CIRCULATE," which focuses on the recovery of construction and demolition waste through CO<sub>2</sub> utilization.

The project was selected among the first 10 projects from Türkiye accepted into the Climate Finance Acceleration Program supported by the UK Government, and it successfully completed the program. Due to the significant potential for construction and demolition waste arising from urban transformation in Istanbul, the project is planned to be implemented primarily in Istanbul.

The project will be implemented in two phases. Within the scope of Phase 1, pre-separation and basic recycling units will be established. Approximately 1 million tons of recycled products per year will be produced, including RCA (recycled concrete aggregate), RS (recycled sand), and RCF (recycled concrete fines). Under Phase 2, an advanced recycling unit will be established to separate recycled concrete paste (RCP) from construction and demolition waste. This RCP will be utilized as a carbon utilization material through the carbonation (mineralization) process. The CO<sub>2</sub> captured from the flue gas of the Büyükçekmece Plant will be used directly in the carbonation of RCP. The technical and financial feasibility studies have been completed by Türkiye Technology Development Foundation and Akçansa Çimento Sanayi ve Ticaret A.Ş., with consultancy support from Özyeğin University.

Within the scope of this project, 20,000 tons of CO<sub>2</sub> per year will be utilized. By replacing clinker with carbonated RCP (cRCP), 120,000 tons of CO<sub>2</sub> emissions will be avoided, resulting in a total annual reduction of 140,000 tons of CO<sub>2</sub>.

Hydrogen is another strategic focus area in Akçansa's carbon reduction efforts. In this context, work is ongoing on the Green Methanol Production Project at the Çanakkale Plant within the framework of the HYSouthMarmara Hydrogen Valley project, which is supported by the EU with a €7.5 million grant under the Clean Hydrogen Partnership 2022 call, and the South Marmara Hydrogen Coast Platform. The project is being carried out together with academics from Turkish-German University, with support from experts and officials of the South Marmara Development Agency (GMKA).



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

01 OCAK 2025 – 31 ARALIK 2025 YÖNETİM KURULU FAALİYET RAPORU

In general terms, the project aims to produce green hydrogen through electrolysis using seawater or wastewater, and subsequently produce green methanol in a reactor by combining the hydrogen with CO<sub>2</sub> from cement plant flue gases. Under this project, the annual production target is 50,000 tons of green methanol. To achieve this, approximately 70,000 tons of CO<sub>2</sub> will be utilized annually, and 9,400 tons of H<sub>2</sub> will be required.

### An important initiative for a green future: "Sustainable Product Movement"

Akçansa supports its responsible approach aligned with our climate targets through the sustainable product movement initiative. Under this new initiative announced with the "Green

Formulation" concept, we have grouped our sustainable cement products, where respect for climate and the environment is combined with performance, under "Green for Cement", and our low-carbon sustainable ready-mixed concrete products under "Green for Concrete".

Under the "Green for Cement" category, "Actioncem", a low-carbon cement product; "Solidcem", which is resistant to environmental impacts; and "Duocem", which offers high strength and durability, are positioned as sustainable cement product categories. Under the "Green for Concrete" category, the new generation ready-mixed concrete product category "Ecocrete" is presented, targeting the lowest possible carbon footprint through the use of sustainable technologies.

### Key Completed R&D Projects

- Investigation of the Use of Mineralizers in Clinker Production (Tübitak Teydeb Project)
- Investigation of Hydration Reactions in Cement and Their Effects (in collaboration with Sabancı University)
- determination of Utilization Criteria for Products Recovered from Construction and Demolition Waste (Tübitak Teydeb Project)
- Investigation of the Use of Microalgae as an Additional Fuel and CO<sub>2</sub> Capture Medium in the Cement Production Process (Tübitak Teydeb Project)
- 3. Development of High-Performance Cement and Concrete Products for the Bosphorus Bridge (Yavuz Sultan Selim Bridge) Project
- Development of High-Performance Cement and Concrete Products for the 1915 Çanakkale Bridge Project
- Real-Time Digital Monitoring System for Concrete Strength Using Sensors (SmartBeton) (accessible via tablet or smartphone)
- Monitoring of Quality Control Parameters in Cement Production (E-Factory Quality Application)
- Life Cycle Assessment of Standard and Custom Ready-Mix Concrete Products and Obtaining Environmental Product Declarations (EPD)
- Establishment of a CO<sub>2</sub> Road Map in Line with the 2030 Sustainability Targets and Development Plan for New Low-Carbon / Low-Clinker Products
- Use of Activated Natural Materials (Calcined Clay) as a Cement Substitute (in collaboration with Sabancı University)
- Development of a Waterproof Concrete Product (Hidromix) that meets the structural waterproofing requirements defined in the Water Insulation Regulation
- Development of a Tool to Calculate the Load-Bearing Capacity and Equivalent Reinforcement of Macro Synthetic Fiber-Reinforced Floor Concretes (Kratosbeton)

- Research on Carbon Capture, Utilization, and Storage (CCUS) Technologies (Sabancı X-Teams Project)
- Research on Applications of Carbon Capture and Utilization (CCU) Technologies in Building Materials (Sabancı X-Teams Project)
- Evaluation of Construction and Demolition Waste in Concrete Production and Construction Applications (in collaboration with YTU)
- Development of a High-Durability Concrete Product (Solidmix) for sulfate-resistant and long-life infrastructure projects
- Technology Assessment, Prioritization of Alternative Technologies, and Feasibility Studies within the Scope of the Decarbonization Strategy (in collaboration with KPMG)
- Characterization of Construction and Demolition Waste Generated in the Urban Transformation Process in Istanbul (in collaboration with İSTAÇ and YTU)

### Key Ongoing R&D Projects:

- Research on the Use of Alternative Mineral Additives (Pozzolans) in Cement and Concrete Production and on Low-Carbon/Low-Clinker Production Technologies
- Research on the Upcycling of Construction and Demolition Waste as a Carbon-Sequestering Material for Use in Cement and Concrete Production (In collaboration with Türkiye Technology Development Foundation (TTGV) and Özyeğin University)
- Research on the Feasibility of Using Hydrogen and Oxygen in the Fuel Mix (within the scope of the South Marmara Development Agency (GMKA) Hydrogen Valley Platform)
- Research on the Use of Hydrogen Combined with CO<sub>2</sub> from Cement Plant Flue Gas for Ethanol/Methanol Production (within the scope of the South Marmara Development Agency (GMKA) Hydrogen Valley Platform, in collaboration with Turkish-German University)
- Production and Use of Metakaolin (Calcined Kaolin) at the Çanakkale Plant for the Development of Low-Carbon Cement / Supplementary Cementitious Materials (SCM) (in collaboration with Kale Group, under the consultancy of Hasan Ergin from Istanbul Technical University)

### Innovation Activities:

To ensure that the culture of innovation remains continuously active through its integration into the Company's strategies, to enhance the innovation capabilities and innovation management maturity of both the Company and its employees, and to implement innovative approaches that create added value, we launched our internal entrepreneurship and innovation program, "İnovasyon," three years ago. Within the scope of İnovasyon, to date 35 ideas and 8 projects have been developed, with the contributions of 30 intrapreneurs, helping shape the future of Akçansa Çimento Sanayi ve Ticaret A.Ş.

A call for ideas was announced for the third round of the İnovasyon initiative, which will continue in 2026. Prior to the development of projects in the focus areas defined in our strategic roadmap, Akçansa employees came together in a knowledge-sharing session and entrepreneurship training, where past participants shared their experiences to inspire new ideas. In the upcoming rounds of the İnovasyon initiative, we will continue to collect new ideas, prioritize and implement promising ones, and reward successful initiatives.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

01 OCAK 2025 – 31 ARALIK 2025 YÖNETİM KURULU FAALİYET RAPORU

### D) Şirketin Faaliyetleri ve Faaliyetlere İlişkin Önemli Gelişmeler

#### Developments in the sector and key factors affecting the industry

According to November 2025 data, cement production recorded an increase of 9.35% year-on-year during the first eleven months of the year. During this period, approximately 16.3% of the cement produced was exported. While cumulative domestic cement sales increased by 8.0% as of November 2025, cement exports rose by 15.0% over the same period.

According to data from the Central Anatolian Exporters' Association, Guyana was the country with the largest increase in cement and clinker export volume in 2025. In addition, exports were carried out to many countries, primarily the United States, Italy, Syria, Romania, and Bulgaria.

According to data on building permits issued by municipalities, in the third quarter of 2025, compared to the same period of the previous year, the number of buildings increased by 22.3%, floor area increased by 42.6%, and the number of housing units increased by 54.0%.

In the third quarter of 2025, occupancy permits issued by municipalities increased compared to the same period of the previous year, with the number of buildings rising by 5.6%, while floor area and the number of housing units increased by 22.8%. Residential property sales increased by 13.3% in the first eleven months of 2025 compared to the same period of the previous year, reaching 1,434,133 units.

#### Our production capacities

The capacities of our factories and facilities are summarized in the table below.

Place of Production	Capacities of Our Plants and Facilities (Thousand tons/year)			Terminal Handling	
	Cement	Clinker	Aggregate	Operation	
Istanbul (Büyükcçekmece)	2,528	1,943	-	-	
Çanakkale	5,500	4,450	-	-	
Samsun (Ladik)	1,014	644	-	-	
Bursa	-	-	840	-	
Tekirdağ (Saray)	-	-	897	-	
Edremit	-	-	996	-	
Yalova	-	-	-	384	
İzmir (Aliağa)	-	-	-	225	
Istanbul (Ambarlı)	-	-	-	745	
Yarımcı	-	-	-	700	

#### The company's position within the sector in which it operates

In our sustainability journey, we aim to create the highest value for all our stakeholders and further strengthen our efforts through the collaborations we establish.

Akçansa ranked first among 135 international construction materials companies in 2025 with a score of 89 in the Environmental, Social and Governance (ESG) assessment conducted by the international sustainability rating organization London Stock Exchange Group ESG Ratings (formerly Refinitiv).

In the 2025 Climate Change Program of the global environmental disclosure platform CDP, we achieved an A score and were included in the Global Leadership List, reaching the highest score in our corporate history. In addition, by receiving an A- Leadership score in the CDP Water Security Program, we improved our previous B score and achieved the highest rating to date in this area.

Within the scope of our responsible production approach for the future, we place strong emphasis on focusing on alternative resources and establishing collaborations that support this transition. In line with this strategy, Akçansa has signed a

10-year strategic partnership agreement with Akademi Çevre to establish a Refuse-Derived Fuel (RDF) facility with an annual capacity of 60,000 tons, aimed at supporting the transition to alternative fuel use.

The 2024 Integrated Annual Report was prepared in compliance with the Türkiye Sustainability Reporting Standards (TSRS S1-S2) and has been subjected to independent assurance. The report has also been prepared in accordance with the Global Reporting Initiative (GRI) Standards and considers alignment with the European Sustainability Reporting Standards. Published as Türkiye's first TSRS-compliant Accessible Integrated Annual Report, the report can be accessed at: <https://sr.akcansa.com.tr/>.

#### Developments in Investments & Incentives

The Company holds investment incentive certificates dated 31 July 2024, 25 October 2024, and 27 November 2024, with a total fixed investment amount of TL 830,480 thousand.

In 2025, the total investment expenditures amounted to TL 2,049,603 thousand.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

BOARD OF DIRECTORS' ANNUAL REPORT FOR 1 JANUARY 2025 - 31 DECEMBER 2025

### E) Corporate Governance and Sustainability Principles

Akçansa Çimento Sanayi ve Ticaret A.Ş. demonstrated due diligence in implementing the principles set out in the "Corporate Governance Principles" published by the Capital Markets Board ("CMB") during the accounting period between 1 January 2025 and 31 December 2025. With respect to non-mandatory principles and those where full compliance could not be achieved, no conflicts of interest arose between the Company and its stakeholders.

The Company aims to implement practices aligned with the Corporate Governance Principles in matters concerning shareholder rights, public disclosure and transparency, as well as decisions and transactions involving stakeholders and the Board of Directors. In this context, ensuring the implementation and effective execution of these principles, in line with the Company's disclosure responsibilities and commitment to corporate governance, constitutes one of the Company's fundamental objectives.

Pursuant to the decision of the Capital Markets Board dated 10 January 2019 and numbered 2/49, the 2025 Corporate Governance Compliance Report (URF) and the Corporate Governance Information Form (KYBF) of Akçansa Çimento Sanayi ve Ticaret A.Ş. were published on the Public Disclosure Platform on 12 February 2026. The latest announcements regarding the Corporate Governance Compliance Report (URF) and the Corporate Governance Information Form (KYBF) can be accessed via the link below: <https://www.kap.org.tr/tr/sirket-bilgileri/ozet/838-akcansa-cimento-sanayi-ve-ticaret-a-s>

In line with the amendment made on 2 October 2020 to the Corporate Governance Communiqué by the Capital Markets Board, the Company fully complies with the Sustainability Principles Compliance Framework. The Sustainability Principles Compliance Report, which demonstrates the Company's level of compliance with the principles set out in the Sustainability Principles Compliance Framework of the Capital Markets Board, is available at the following address-<https://www.kap.org.tr/tr/sirket-bilgileri/ozet/838-akcansa-cimento-sanayi-ve-ticaret-a-s>.

#### VISION

To become the sustainable building materials company that creates the highest stakeholder value in Türkiye.

#### MISSION

Guided by a corporate culture rooted in social, environmental, legal and ethical values, we aim to become a leading building materials company that enhances the quality of life of society by creating value for:

- Our customers, through innovative products, services and solutions;
- Our shareholders, through superior financial performance;
- Our employees, through a management approach prioritizing occupational health and safety and offering continuous development opportunities;
- Our environment, through the use of alternative fuels and raw materials, recovery processes, and a strong focus on biodiversity; and
- All our other stakeholders.

The strategic objectives of the Company are determined by the Board of Directors. In addition, the annual budgets prepared in line with these strategic objectives are also approved by the Board of Directors.

During its meetings, the Board of Directors obtains direct information regarding the implementation process of decisions through comparative presentations provided by Company executives. In these presentations, the current year's budget and actual results are compared, and the corresponding periods of previous years are also presented to the Board of Directors on a comparative basis. The Board of Directors reviews this process at least four times per year.

#### Public Disclosure and Transparency

Public disclosure refers to fulfilling the responsibility of informing the public and ensuring transparency. In line with the principles of public disclosure and transparency and our Disclosure Policy, investors are provided access to "Information Society Services" through the e-Company application maintained by the Central Securities Depository. These services can be accessed via the Companies Information Portal under the e-Company section at [www.mkk.com.t](http://www.mkk.com.t), or through the Information Society Services section available under the Investor Relations page of our corporate website at [www.akcansa.com.tr](http://www.akcansa.com.tr).

The Company's registered corporate website([www.akcansa.com.tr](http://www.akcansa.com.tr)) also includes an English-language section, prepared to facilitate access for international investors.

Transparency and accessibility remain key pillars of our investor relations approach. We share our financial results and sector assessments with stakeholders through digital platforms at least four times a year. In addition, we publish quarterly analyst presentations and summary financial data on our corporate website in both Turkish and English. Throughout 2025, we held 62 investor meetings and conducted one-on-one discussions with more than 100 analysts and investors. To support the diversification of our global investor base, we also participated in international conferences, roadshows, and domestic promotional events.

Within the scope of the Corporate Governance Principles, the Company makes its corporate website available to the information of shareholders and investors at [www.akcansa.com](http://www.akcansa.com). The website includes the matters specified in the Corporate Governance Principles. Our website provides information on corporate introduction, our products and services, management systems, financial indicators, annual reports, the investor center, financial statements, our Disclosure Policy, environmental activities, activities carried out with a social responsibility perspective, and our human resources policies. The key sections available on the website are summarized below.

The key sections available on the website are summarized below.

- Detailed information on corporate identity
- Our Vision and Mission
- Information on Board Members and the company's senior management
- Company's organizational and shareholding structure
- Company's articles of association
- Trade registry information
- Financial information
- Financial bulletins
- Material event disclosures
- The date of the General Assembly meeting, agenda, and explanations regarding agenda items
- Minutes of the General Assembly meeting and the list of attendees
- Sample power of attorney
- Investor Presentations
- Sustainability Reports
- Dividend distribution policy, history, and capital increases
- Donations and Grant Policy
- Disclosure policy
- Remuneration policy for members of the Board of Directors and senior executives
- Frequently asked questions



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

BOARD OF DIRECTORS' ANNUAL REPORT FOR 1 JANUARY 2025 - 31 DECEMBER 2025

### Dividend Policy

Dividend Distribution Policy of the Company:

The Dividend Distribution Policy of Akçansa Çimento Sanayi ve Ticaret A.Ş. has been determined within the framework of the provisions of the Turkish Commercial Code, the Capital Markets legislation, other applicable regulations, and the article of the Company's Articles of Association regarding profit distribution. The policy is established in line with Akçansa's medium- and long-term strategies, investment and financial plans, while taking into account the conditions of the national economy and the sector, and maintaining a balance between the expectations of shareholders and the needs of the Company.

In accordance with the resolution adopted at the General Assembly, the amount of dividend to be distributed is determined; however, as a principle, at least 50% of the distributable profit is targeted to be distributed to shareholders in the form of cash and/or bonus shares.

Dividends are distributed equally to all existing shares, regardless of their date of issuance or acquisition, and as soon as possible. Within the legally prescribed time limits, the dividend distribution is made to shareholders on the date determined by the General Assembly, following its approval.

Pursuant to Article 33 of the Company's Articles of Association, the Board of Directors may also distribute dividend advances to shareholders if authorized by the General Assembly.

The General Assembly may transfer a portion or the entirety of the net profit to extraordinary reserves. If the Board of Directors of Akçansa Çimento Sanayi ve Ticaret A.Ş. proposes to the General Assembly that the profit should not be distributed,

the reasons for this proposal and the intended use of the undistributed profit are disclosed to shareholders at the General Assembly meeting. The same information is also disclosed to the public through the annual report and the Company's website. The Dividend Distribution Policy is submitted to the General Assembly for the approval of shareholders. This policy is reviewed annually by the Board of Directors, taking into account potential developments in national and global economic conditions, as well as the status of ongoing projects and funding requirements. Any amendments to the policy are also submitted for the approval of shareholders at the first General Assembly meeting following the amendment and are publicly disclosed on the Company's website.

The Dividend Distribution Policy was approved at the Ordinary General Assembly Meeting held on 26 March 2014.

### Human Resources Policy

Akçansa Çimento Sanayi ve Ticaret A.Ş. believes that the most important factor in achieving sustainable success is the value placed on human resources, and regards its employees as the foundation of all its activities. Through practices that promote continuous development and high performance, the Company aims to be an employer of choice, recognized as a benchmark within its sector with a highly qualified workforce.

By creating a working environment that contributes to employee satisfaction and productivity, Akçansa continues to implement modern Human Resources practices, bringing its employees together under the shared identity of "being part of Akçansa" within a culture of mutual trust and respect.

When determining its Human Resources strategies and priority objectives, Akçansa takes into consideration not only the Company's business objectives, but also the conditions created by the national and global economic environment, as well as

the specific dynamics of the cement, ready-mix concrete, and aggregate sectors, in addition to the port operations business line in which it operates.

Within the equal and inclusive working environment provided by Akçansa, employees' characteristics such as religion, language, race, sect, gender, physical conditions, or lifestyle choices are never questioned, and no practices that could be perceived as discrimination are tolerated. Throughout the Company's history, no negative feedback regarding discrimination has been reported by employees.

### Mechanism for Risk Management and Internal Control

As Akçansa Çimento Sanayi ve Ticaret A.Ş., we manage the risks identified within the framework of our enterprise risk management methodology, based on standard ERM practices and recognized good practices. We address environmental, social, governance, operational, strategic, financial, and compliance risks through a holistic approach, and regularly monitor and report risks identified as having a high level of significance.

In compliance with Article 378 of the Turkish Commercial Code (Law No. 6102), we have established the Early Detection of Risk Committee, through which we evaluate risks that may affect the existence, development, and continuity of the Company, and take actions aligned with our enterprise risk management risk appetite. Presentations and updates regarding identified risks and the measures taken are provided to the relevant committee on a regular basis.

The Corporate Risk Management Department, which reports to the Early Detection of Risk Committee composed of Independent Members of the Board of Directors, continues its activities by providing reporting on the effective management of risks and offering recommendations.

The Committee evaluates the prepared risk reports, provides recommendations regarding the measures to be taken, regularly reviews risk management processes, and ensures that the practices implemented by the units responsible for managing risks are carried out in line with the committee's decisions.

Within the scope of our risk management processes, we identify and define risks, assess their impact and likelihood, calculate risk scores, determine mitigation measures, and continuously monitor and update risks. Throughout this process, we ensure the effective management of risks by utilizing various analytical methods and reporting tools.

We address our corporate reporting through an integrated approach, incorporating environmental, social, governance (ESG) and sustainability dimensions. Topics such as the transition to a low-carbon economy, evaluation of production activities, environmentally responsible operations, efficient use of natural resources, water and marine resources, biodiversity and ecosystem impacts, investor relations, gender equality, and a people-oriented management culture are analyzed simultaneously in terms of their risk and opportunity potential.



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### Business Continuity Management

By taking the ISO 22301 Business Continuity Management System Standard as a basis, we implement business continuity management across the Company to ensure that our activities can continue at an acceptable level following potential disruptions. We develop crisis management and business recovery plans and conduct regular drills to enhance the effectiveness of these plans.

We integrate our efforts to strengthen disaster management and operational resilience into all our processes and focus on minimizing the potential impacts of risks.

In order to strengthen our risk management culture, we prioritize increasing the risk awareness of our employees and implement regular training programs on Enterprise Risk Management, Crisis Management, Business Continuity, and Insurance to continuously improve this awareness.

With respect to the Internal Control mechanism, the Company has an Internal Audit Department, whose objectives and principles are clearly defined. The Internal Audit Department performs the duties assigned by the Board of Directors effectively within the framework of the existing Audit Committee Charter. It submits its reports to the Audit Committee during committee meetings held at least four times per year.

### The operation's sources of finance, and risk management policies

The Company's financing needs are met through short-, medium-, and long-term export-commitment loans denominated in Turkish Lira and foreign currencies, in line with its export potential. The identification and monitoring of all potential risks that the Company may face constitute the foundation of its risk management approach. The Company and its management have classified potential risks and implemented the necessary mitigation measures. Financial risks include asset-liability risk, credit risk, capital/leverage structure, foreign exchange risk, and other risk factors that may directly affect the Company's financial position. Natural risks include disasters such as fire and earthquakes, as well as all other risks that may affect the Company's performance. All of our facilities are insured to minimize the potential impacts of natural risks. To ensure that systems remain unaffected and no data loss occurs in extraordinary situations, the Company utilizes the necessary technological infrastructure to monitor operational results in real time. By enabling measurement and processing capabilities, supporting decision-support processes, and minimizing human error, the effectiveness of the internal control system is strengthened. The Company also places significant emphasis on investments such as data backup systems. The Company monitors receivables risk, foreign exchange risk, concentration risk, competition risk, and sales channel efficiency risks on a monthly basis.

### Measures contemplated to be taken in order to improve the operation's financial structure

Akçansa continues, when necessary and depending on market conditions, to carry out hedging activities in line with company procedures aimed at strengthening working capital, continuously improving the cost structure, balancing foreign currency-indexed cash inflows and outflows, and supporting its strong financing capability.

### Information on the Company's subsidiaries, affiliates, and financial investments

Company	Locations of operations	Form of share-holding	Share percentage (%)
Cimsa Çimento San. ve Tic. A.Ş.	Türkiye	Affiliate	8.98
Altaş Ambarlı Liman Tes. A.Ş.	Türkiye	Affiliate	14
Liman İşletmeleri ve Nakliyecilik San. ve Tic. A.Ş.	Türkiye	Affiliate	15
Arpaş Ambarlı Römorkaj ve Pilotaj Tic. A.Ş.	Türkiye	Affiliate	16
Ambarlı Kılavuzluk A.Ş.	Türkiye	Affiliate	16

### Nature and amount of issued capital market instruments, if any

None.

### Information on the acquisition of own shares by the Company

Between 1 January 2025 and 31 December 2025, the Company did not acquire any of its own shares.

### Amendments made to the Articles of Association during the period, and their reasons

No amendments were made to the Articles of Association of Akçansa Çimento Sanayi ve Ticaret A.Ş. between 1 January 2025 and 31 December 2025.

### Information on Lawsuits Filed Against the Company

There are lawsuits filed against the Company; however, these cases are not of a nature that would materially affect the Company's financial position or operations.

### Administrative or Judicial Sanctions Imposed on the Company or Members of Its Governing Bodies Due to Non-Compliance with Legislation

Between 1 January 2025 and 31 December 2025, no administrative or judicial sanctions were imposed on the Company or the members of its governing bodies due to non-compliance with legislative provisions.

### Information on donations made during the year

As of 31 December 2025, donations and grants totaling TL 58,922 thousand were made to various institutions and organizations, primarily educational institutions.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

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### General Assembly Information

The Ordinary General Assembly Meeting regarding the 2024 financial year was held on 18 March 2025 at Sabancı Center, 4.Levent / Istanbul. The invitation for the meeting was announced within the legal time period on the Public Disclosure Platform (KAP) and in the issue no. 11278 of the Türkiye Trade Registry Gazette dated 24 February 2025. The General Assembly Information Documents were made available to shareholders three weeks prior to the meeting date on the Company's website ([www.akcansa.com.tr](http://www.akcansa.com.tr)). The meeting agenda included items related to the dividend distribution proposal, the appointment of the auditor, authorizing the Board of Directors to distribute dividend advances, providing information on donations made during the period, and determining the upper limit for donations and grants for the following financial period. No written agenda proposals requiring a response were submitted by shareholders. During the Ordinary General Assembly Meeting held in 2025, all shareholders who wished to speak were given the opportunity to take the floor and ask questions. The General Assembly minutes are continuously available to shareholders on the Company's website ([www.akcansa.com.tr](http://www.akcansa.com.tr)). The Ordinary General Assembly Meeting held on 18 March 2025 was registered on 24 March 2025 and announced in the issue no. 11298 of the Türkiye Trade Registry Gazette dated 24 March 2025.

Pursuant to Article 28 of the Articles of Association, votes at General Assembly meetings are cast openly by show of hands and/or through electronic participation. However, if requested by shareholders representing the majority of the votes present at the meeting, voting must be conducted in writing or by secret ballot. During the General Assembly, shareholders and their representatives may submit motions and present their opinions or proposals regarding agenda items.

No Extraordinary General Assembly meeting was held during the period.

Significant decisions, including mergers and acquisitions within the scope of the Turkish Commercial Code and the Capital Markets legislation, are submitted to the General Assembly for the approval of shareholders. There is no provision in the Articles of Association restricting voting rights or granting voting privileges, and the relevant provisions of the Turkish Commercial Code, Capital Markets legislation, and the Articles of Association are applied.

### Dividend distribution

At the Ordinary General Assembly Meeting held on 18 March 2025, it was resolved to distribute a total dividend of TL 1,200,000 thousand in cash, corresponding to 191,447 thousand shares representing the Company's capital, from the profit for the year 2024. The dividend distribution rate was determined as 626.81% (gross) and 532.78% (net) depending on the legal status of the shareholders, and the payment was scheduled to commence on 24 March 2025. The dividend distribution process was completed on 26 March 2025.

### Operational Information

Sales revenues amounted to TL 6,850 million in the fourth quarter of 2025 and TL 24,609 million for the full year 2025. In general, sales in the fourth quarter of 2025 increased by 2.3% quarter-on-quarter, supported by higher sales volumes of cement and cement-related products as well as ready-mix concrete, indicating an improvement in operational performance. Despite this sequential recovery, total sales in 2025 declined by 13% compared to 2024, mainly due to weak domestic demand conditions and pricing pressure.

EBITDA amounted to TL 1,191 million in the fourth quarter of 2025 and TRY 3,337 million for the full year 2025.

## F) Financial Position

### Summary Financial Statements

Statement of Financial Position (Thousand TL)	31 December 2025
Current Assets	13,740,960
Non-Current Assets	22,698,517
<b>Total Assets</b>	<b>36,439,477</b>
Short Term Liabilities	9,247,853
Long Term Liabilities	2,151,022
<b>Total Liabilities</b>	<b>11,398,875</b>
<b>Shareholders' equity</b>	<b>25,040,602</b>
<b>Total Liabilities</b>	<b>36,439,477</b>

Statement of Profit and Loss (Thousand TL)	31 December 2025
Revenue	24,608,535
Cost of Sales (-)	(21,449,653)
<b>Gross Profit</b>	<b>3,158,882</b>
<b>Real operating profit</b>	<b>1,629,270</b>
Operating profit before financing expenses	1,699,054
Profit before taxes from on-going operations	1,762,221
Period profit from on-going operations	726,200
<b>Profit for the Period</b>	<b>726,200</b>



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

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### Financial ratios (Thousand TL)

LIQUIDITY RATIOS		31 December 2025
Current Ratio	Current Assets/Current Liabilities	1.49
Acid Test Ratio	(Current Assets – Inventories)/Current Liabilities	1.25
Inventory/Current Assets	Inventories/Current Assets	0.16
Working Capital	Current Assets (excluding Cash and Cash Equivalents) – Current Liabilities (excluding Loans)	2,468,056
FINANCIAL STRUCTURE RATIOS		31 December 2025
Financial Leverage	(Short-Term + Long-Term Liabilities)/Total Assets	0.31
Non-Current Assets/Equity		0.91
Financial Debt/Equity		0.20
Net Financial Position	Cash and Cash Equivalents – Financial Debt	(1,101,466)
PROFITABILITY RATIOS		31 December 2025
Asset Turnover Ratio	Net Sales/Total Assets	0.68
Gross Profit Margin	Gross Profit/Net Sales	0.13
Return on Assets	Net Profit/Total Assets	0.02
Operating Profit/Net Sales		0.07
Earnings Per Share		3.79
Cash and Cash Equivalents	Short Term Liabilities	6,036,362
Financial Liabilities	Short Term Liabilities	4,011,313
<b>Net Financial Position</b>	<b>Short Term Liabilities</b>	<b>(2,025,049)</b>
Trade Receivables	Short Term Liabilities	4,845,614
Other Receivables	Short Term Liabilities	691,115
Inventories	Short Term Liabilities	2,167,868
Trade Payables	Short Term Liabilities	(4,382,776)
Other Payables	Short Term Liabilities	(853,765)
<b>Net Working Capital</b>	<b>Short Term Liabilities</b>	<b>2,468,056</b>

### Regarding the Reports Prepared Within the Scope of the Turkish Commercial Code and Capital Markets Legislation

#### Concluding Section of our Affiliation Report:

Pursuant to Article 199 of the Turkish Commercial Code (Law No. 6102), information has been provided regarding the terms, pricing methods, and justifications for the recurring and continuous purchase and sale transactions carried out between Akçansa Çimento Sanayi ve Ticaret A.Ş. and its related parties, including Hacı Ömer Sabancı Holding A.Ş., Heidelberg Materials AG, and their affiliated entities. The report also evaluates the status of these transactions in comparison with prevailing market conditions.

In the operating period from 1 January 2025 to 31 December 2025, all transactions conducted with our controlling company and its subsidiaries carried out in accordance with the principles of integrity and accountability. Based on the known terms and conditions, legal transactions made for the benefit of the controlling company or its subsidiaries, as well as measures taken or avoided for the benefit of the controlling company or its subsidiaries during the 2025 operating period, have been evaluated and reported.

In this report dated 12 February 2026, prepared by the Board of Directors of Akçansa, it has been concluded that, within the scope of the responsibilities assigned to the Board of Directors under Article 199 of the Turkish Commercial Code No. 6102, all necessary legal transactions were carried out and appropriate measures were taken in relation to the transactions conducted in 2025 between Akçansa and its controlling shareholders and their subsidiaries.

We hereby declare that the transactions carried out were consistent with arm's length conditions in accordance with the relevant provisions of the Turkish Commercial Code No. 6102 regarding controlling companies, and that no loss was incurred by the Company due to its inclusion in the group of companies.

#### Conclusion of the Related Party Transactions Report:

Pursuant to Article 10 of the Corporate Governance Communiqué (II-17.1) issued by the Capital Markets Board, this report has been prepared because the total amount of recurring and continuous cement and clinker sales transactions carried out by Akçansa Çimento with the trading companies of Heidelberg Materials exceeded 10% of the sales revenue reported in the Company's 2025 publicly disclosed financial statements, and it is anticipated that these transactions will also exceed 10% during 2026. In this report, the terms of the transactions, the pricing methodology, and the rationale behind these transactions are explained, and information is provided regarding their consistency with prevailing market conditions.

The cement and clinker sales transactions conducted by Akçansa with HM Trading companies in 2025 were carried out in line with market conditions and arm's length principles. Similarly, the transactions planned to be carried out with HM Trading companies in 2026 will be executed within the framework of the Company's budget and in accordance with comparable market conditions.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

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## Operations Outside the Head Office

<b>Head Office</b>	Barbaros Mahallesi Kardelen Sk. No:2 D.124-125 Palladium Tower Ataşehir/İstanbul
<b>Switchboard</b>	0 (216) 571 30 00
<b>Fax</b>	0 (216) 571 31 11

As of the reporting date, the addresses of our operations outside the head office are presented below.

NO.	SALES OFFICES	ADDRESS
1	SAMSUN SALES OFFICE	Güzelyalı Mah. 3003 Sok. No:2 Çamkoru Sitesi Atakum/SAMSUN
2	ÇANAKKALE SALES OFFICE	İnönü Caddesi ÇTSD İş Merkezi No:141 Daire 14-15 Çanakkale
3	İŞIKKENT SALES OFFICE	Egemenlik Mahallesi Işın Caddesi No:3 Bornova/İZMİR
4	BÜYÜKÇEKMECE SALES OFFICE	Mimar Sinan Mah. Sultan Murat Caddesi No:12/1 Büyükçekmece/İstanbul
5	KEMERBURGAZ SALES OFFICE	Mimar Sinan Mah.Cendere Yolu No:29 Eyüp/İstanbul
NO	FABRİKALAR	ADRES
1	ÇANAKKALE PLANT	Mahmudiye Beldesi 17640 Ezine / ÇANAKKALE
2	BÜYÜKÇEKMECE PLANT	Mimar Sinan Merkez Mahallesi İçel Caddesi İdari Bina Sitesi No : 13-1/1 Büyükçekmece/İSTANBUL
3	SAMSUN LADİK PLANT	İskaniye mah.Akpınar Mevkii Ladik/SAMSUN
NO	TERMİNALLER	ADRES
1	KARAMURSEL/YALOVA TERMINAL	Balcı Mevkii SCA Fabrikası içi Kaytazdere-Altınova / YALOVA
2	ALIAĞA TERMINAL	Nemrut Körfezi Ege Çelik Limanı Aliağa/İzmir
3	AMBARLI TERMINAL	Marмара Mah. Liman Cad. No:45 Beylikdüzü/İstanbul
4	YARIMCA TERMINAL	Atalar Mahallesi Sahil Caddesi Marmara Tersanesi Sitesi Blok No:1 Körfez, Kocaeli
NO	SATIŞ OFİSLERİ	ADRES
1	SARAY AGGREGATE PLANT	Kavacık köyü Mevkii Saray / TEKİRDAĞ
2	DANAMANDIRA AGGREGATE PLANT	Danamandıra Köyü Silivri/İSTANBUL
3	BURSA AGGREGATE PLANT	Kayapa Mah. Bursa Yolu (580) Cad. No:75 Nilüfer / BURSA
4	ÇANAKKALE BIGA FACILITY	B.Çaydere Mevkii Selvi Köyü Biga Çanakkale
5	MURATBEY FACILITY	Ferhatpaşa Mah. Esentepe Çıkmazı Sk. No:6 Çatalca İstanbul
6	BALIKESİR HAVRAN BRANCH	Kocaseyit Mah. 23037 Sk. No:224 Havran, Balıkesir
7	YAYLACIK BRANCH	Yaylacık Mah. Yağız Çıkmazı Sk. No: 12 Çatalca / İstanbul
8	BOZALAN QUARRIES	Bozalan Köyü Bozalan Küme Evleri Bozalan Ocağı No: 146 Ezine / Çanakkale
9	ÇAMLICA QUARRIES	Çamlıca Köyü Çamlıca Küme Evleri Çamlıca Ocağı No: 301 Ezine / Çanakkale
10	KARADAĞ QUARRIES	Gökçebayır Köyü Gökçebayır Küme Evleri Karadağ Ocağı No: 808 Ezine / Çanakkale
11	TASTEPE QUARRY	Derbentbaşı Köyü Derbentbaşı Küme Evleri Tastepe Ocağı No: 119 Ezine / Çanakkale

NO	SATIŞ OFİSLERİ	ADRES
1	ALIAĞA RMC PLANT	18.cd. No:4 Horozgediği Aliağa / İZMİR
2	KEŞAN RMC PLANT	Yeni Muhacır Beldesi Cumhuriyet Mah. İstanbul Yolu Cad. No:33 Keşan/EDİRNE
3	MENEMEN RMC PLANT	Kazımpaşa Mah. 1212 Sok. No:24 Menemen/İZMİR
4	YENİBOSNA RMC PLANT	Yenibosna Merkez Mah. Cemal Ulusoy Cad. No:43/2 Bahçelievler/İstanbul
5	TEKİRDAĞ RMC PLANT	Kayı Mah. Muratlı Cad. No:321 Süleymanpaşa Tekirdağ
6	SİLİVRİ RMC PLANT	Alipaşa Mahallesi Fatih Sultan Mehmet Caddesi No:28 Silivri/İstanbul
7	MERZİFON RMC PLANT	İstanbul Yolu 1.km Alicık yolu üzeri (26.27.H Pafta-291 Ada-5 nolu Parsel) Merzifon/AMASYA
8	SAMSUN 2 RMC PLANT	Sanayi mahallesi İşcan Caddesi No:2 TEKKEKÖY- SAMSUN
9	TOKAT RMC PLANT	Gökçe Köyü Tombulkaya Mevkii Tokat-Sivas Karayolu 10. km. TOKAT
10	ÇERKEZKÖY RMC PLANT	Beylikçayır Mevkii Veliköy Mahallesi Dere Caddesi No:2/B Çerkezköy / TEKİRDAĞ
11	KEMERBURGAZ RMC PLANT	Mimar Sinan Mah.Cendere Yolu No:29 Eyüp/İstanbul
12	BÜYÜKKARİSTİRAN RMC PLANT	Yeni Mahalle D 100 Karayolu No:25 Büyükkarıştıran Lüleburgaz/Kırklareli
13	EDREMIT RMC PLANT	Yölören mahallesi 930. Sokak No:4/1 Edremit/Balıkesir
14	BAŞKÖY RMC PLANT	Başköy Mahallesi 493 İsimsiz Sk. No.10 Nilüfer/Bursa
15	NİLÜFER RMC PLANT	Kayapa Mahallesi Bursa Yolu Caddesi No:24/1 Nilüfer Bursa
16	SAMSUN III RMC PLANT	Derecik Mahallesi Ovalar Caddesi 204 Sokak No: 2 İikadım/SAMSUN
17	GEBZE II RMC PLANT	Tavşanlı Mahallesi 4510 sokak No:37/2 Gebze/Kocaeli
18	ÇORLU RMC PLANT	Cumhuriyet Mahallesi Ali Osman Çelebi Bulvarı No:135/A Çorlu Tekirdağ
19	BANDIRMA RMC PLANT	Edincik Mahallesi, Küçükçorlu Kümeevler No:10 Bandırma
20	ESENKENT 2 RMC PLANT	Selahaddin Eyyubi Mahallesi 1340. Sk. No: 5 Esenyurt / İstanbul
21	YALOVA RMC PLANT	Taşköprü Merkez Mahallesi AK-KİM Sk. No:1/1 Taşköprü Beldesi Çiftlikköy/Yalova
22	MANİSA MURADIYE RMC PLANT	Muradiye Mah. 37 Osb Sokak No:4 Yunusmre Manisa
23	BAŞAKŞEHİR RMC PLANT	Şahintepe Mahallesi Muratdere Caddesi No:134/1 Başakşehir İstanbul
24	YARIMBURGAZ RMC PLANT	Yarımburgaz Mahallesi, Nükleer Araştırma Merkezi Yolu Sokak, No:3 Küçükçekmece/İstanbul
25	BEYKOZ RMC PLANT	Akbaba Mah. Akbaba Cd. No:151 Beykoz / İstanbul
26	SAZLIBOSNA RMC PLANT	Sazlıbsna Mah. Kırım Cd. No:53/100 Arnavutköy / İstanbul



## CORPORATE GOVERNANCE COMPLIANCE REPORT

	Compliance Status					Explanation
	Yes	Partially	No	Exempted	N/A	
<b>1.1. FACILITATION OF EXERCISE OF SHAREHOLDING RIGHTS</b>						
1.1.2 - Information and explanations which might affect the exercise of shareholding rights are made available to the investors on the corporate website of the partnership in an up-to-date manner.	X					
<b>1.2. RIGHT TO OBTAIN INFORMATION AND TO EXAMINE</b>						
1.2.1- The Company's management avoided from carrying out transactions which make it difficult to hold a private audit.	X					
<b>1.3. GENERAL ASSEMBLY</b>						
1.3.2 - The Company ensured that the agenda of the General Assembly was clearly stated and each proposal was given under a separate title.	X					
1.3.7 - Those persons having access to shareholding information in a privileged manner informed the board of directors of the transactions carried out by them on their own behalf within the scope of the area of activity of the partnership, in order for the same to be included in the agenda to ensure that information is given thereon in the general assembly.					X	No transactions within the scope of this provision were carried out in 2025.
1.3.8 - With regard to the significant issues in the agenda, the board members, other relevant persons, officials responsible for preparation of financial statements and auditors were present at the general assembly meeting.	X					
1.3.10- The amounts of all donations and aids and those who benefited from them were stated in a separate item in the agenda of the general assembly.	X					
1.3.11 - The General Assembly meeting was held publicly including the beneficiaries and media, without the right to speak.			X			For the purpose of effective time management, the General Assembly meeting was not held open to the public.
<b>1.4. VOTING RIGHT</b>						
1.4.1 - There is no limitation and practice which make it difficult for shareholders to exercise their voting rights.	X					
1.4.2- The Company has no share with privileged voting right.	X					
1.4.3 - The Company did not exercise its voting rights in the General Assembly of any corporation with which it is in a cross-shareholding relationship that also brings with it a control relationship.					X	The Company does not have any shareholding that is subject to a cross-shareholding relationship.
<b>1.5. MINORITY RIGHTS</b>						
1.5.1- The Company showed utmost care to allow the exercise of minority rights.	X					
1.5.2- Under the articles of association, minority rights were also granted to those having a percentage lower than one twentieth of the capital, and the scope of minority rights was extended by being set forth in the articles of association.			X			Minority rights are determined within the framework of the relevant legislation, and there is no specific provision in the Articles of Association regarding the extension of minority rights.
<b>1.6. DIVIDEND RIGHT</b>						
1.6.1 - The dividend distribution policy approved by the General Assembly was made public on the corporate website of the partnership.	X					
1.6.2 - The dividend distribution policy contains such minimum information in sufficient clarity to allow shareholders to predict the procedures and principles of distribution of the profit to be earned by the partnership in the future periods.	X					
1.6.3 - Reasons for not distributing dividend and method of using the profit not distributed are specified in the relevant agenda item.					X	Dividend distribution has been made.
1.6.4 - The board of directors reviewed whether or not the dividend distribution policy ensures the balance between the interests of shareholders and the interests of the partnership.	X					
<b>1.7. SHARE TRANSFER</b>						
1.7.1 - There is no limitation which makes it difficult to transfer the shares.	X					



## CORPORATE GOVERNANCE COMPLIANCE REPORT

	Compliance Status					Explanation
	Yes	Partially	No	Exempted	N/A	
<b>2.1. CORPORATE WEBSITE</b>						
2.1.1 - The Company's corporate website contains all the elements set out in the corporate governance principle no. 2.1.1.	X					
2.1.2- Shareholding structure (names, privileges and share number and percentage of those natural person shareholders holding more than 5% of the issued capital) is updated on the corporate website at least every six months.	X					
2.1.4 - Information on the Company's corporate website has also been prepared in those foreign languages selected according to the need in a way that will have completely the same content with the Turkish version.	X					
<b>2.2. ANNUAL REPORT</b>						
2.2.1 - The board of directors ensures that the annual report represents a true and complete view of the company's activities	X					
2.2.2 - The annual report contains all the elements set out in the Principle 2.2.2.	X					
<b>3.1. THE COMPANY'S POLICY ON STAKEHOLDERS</b>						
3.1.1- The rights of the stakeholders are protected pursuant to the relevant regulations, contracts and the principle of good faith.	X					
3.1.3 - Policies and procedures on the rights of stakeholders are published on the company's corporate website.	X					
3.1.4 - Necessary mechanisms have been established for stakeholders to report transactions that are contrary to the legislation and ethically inappropriate.	X					
3.1.5 - The company addresses conflicts of interest among stakeholders in a balanced manner.	X					
<b>3.2. SUPPORTING THE PARTICIPATION OF THE STAKEHOLDERS IN THE CORPORATION'S MANAGEMENT</b>						
3.2.1 - Participation of employees in management is regulated by the articles of association or internal regulations.	X					
3.2.2 - In decisions that have significant implications for stakeholders, methods such as surveys and consultations have been used to obtain the views of stakeholders.	X					
<b>3.3. COMPANY'S HUMAN RESOURCES POLICY</b>						
3.3.1 - The Company adopted an employment policy ensuring equal opportunity and succession planning for all key manager positions.	X					
3.3.2 - Criteria on personnel recruitment were determined in writing.	X					
3.3.3 - The Company has a Human Resources Development Policy, and in this context, trainings are organized for employees.	X					
3.3.4 - Meetings were held, aimed at informing the employees of the Company's financial standing, remuneration, career planning, training and health.	X					
3.3.5 - Decisions which might affect the employees were notified to them and to the employee representatives. Opinions of the relevant labor unions were also obtained on these matters.	X					
3.3.6 - Job descriptions and performance criteria have been prepared in detail for all employees, communicated to them, and used in remuneration decisions.	X					
3.3.7 - Measures such as procedures, training, awareness-raising activities, targets, monitoring mechanisms, and complaint mechanisms have been implemented to prevent discrimination among employees and to protect them from physical, psychological, and emotional misconduct within the workplace.	X					
3.3.8 - The Company supports freedom of association and efficient recognition of the right of collective bargaining.	X					
3.3.9 - A safe working environment is ensured for employees.	X					



## CORPORATE GOVERNANCE COMPLIANCE REPORT

	Compliance Status					Explanation
	Yes	Partially	No	Exempted	N/A	
<b>3.4. RELATIONS WITH CUSTOMERS AND SUPPLIERS</b>						
3.4.1- The Company measured customer satisfaction and carried on business with the approach of unconditional customer satisfaction.	X					
3.4.2 - In cases where there is a delay in processing customer requests regarding purchased goods and services, the customer is informed accordingly.	X					
3.4.3 - The Company complies with quality standards related to its goods and services.	X					
3.4.4 - The Company has controls in place to protect the confidentiality of sensitive commercial information belonging to customers and suppliers that fall within the scope of trade secrets.	X					
<b>3.5. ETHICAL RULES AND SOCIAL RESPONSIBILITY</b>						
3.5.1 - The Board of Directors has determined the Code of Ethical Conduct and published it on the Company's corporate website.	X					
3.5.2- The Company is sensitive to social responsibility and has implemented measures to prevent corruption and bribery.	X					
<b>4.1. FUNCTION OF THE BOARD OF DIRECTORS</b>						
4.1.1- The Board of Directors ensures that strategies and risks do not threaten the Company's long-term interests and that effective risk management practices are implemented.	X					
4.1.2- Meeting agendas and minutes demonstrate that the Board of Directors discusses and approves the Company's strategic objectives, determines the required resources, and monitors management performance.	X					
<b>4.2. OPERATING PRINCIPLES OF THE BOARD OF DIRECTORS</b>						
4.2.1- The board of directors documented its activities and submitted them to the information of shareholders.	X					
4.2.2- Duties and authorities of the board members are explained in the annual report.	X					
4.2.3 - The Board of Directors has established an internal control system appropriate to the scale of the Company and the complexity of its operations.	X					
4.2.4 - Information regarding the functioning and effectiveness of the internal control system has been included in the annual report.	X					
4.2.5 - Duties of the chair of the board of directors and chief executive officer (general manager) are separated from each other and defined.	X					
4.2.7- The Board of Directors ensures the effective functioning of the Investor Relations Department and the Corporate Governance Committee, and has worked in close cooperation with them in resolving disputes between the Company and its shareholders and maintaining communication with shareholders.	X					
4.2.8 - The Company has obtained Directors' and Officers' liability insurance covering damages that may arise from the faults of Board members in the performance of their duties, with coverage exceeding 25% of the Company's capital.	X					
<b>4.3. STRUCTURE OF THE BOARD OF DIRECTORS</b>						
4.3.9- The Company has set a minimum target of 25% female representation on the Board of Directors and has established a policy to achieve this objective. The Board structure is reviewed annually, and the nomination process is conducted in line with this policy.		X				According to the Company's Board Diversity Policy, a target of at least one female member has been set for the Board of Directors, which consists of six members. In 2025, the Board of Directors included one female member.
4.3.10 - At least one member of the Audit Committee has a minimum of five years of experience in auditing, accounting, or finance.	X					



## CORPORATE GOVERNANCE COMPLIANCE REPORT

	Compliance Status					Explanation
	Yes	Partially	No	Exempted	N/A	
<b>4.4. FORM OF MEETINGS OF THE BOARD OF DIRECTORS</b>						
4.4.1 - All the board members physically attended in most of the meetings of the board of directors.	X					
4.4.2 - The board of directors identified a minimum time period in order that the information and documents in relation to the issues in the agenda can be sent to all members before the meeting.	X					
4.4.3 - Opinions of those members who could not attend the meeting but submitted their opinions to the board of directors in writing were submitted to the information of other members.					X	No transactions within the scope of this provision were carried out in 2025.
4.4.4 - Each member has one voting right in the board of directors.	X					
4.4.5 - The procedures for conducting Board of Directors meetings have been formalized in written internal regulations.	X					
4.4.6 - The minutes of Board meetings demonstrate that all agenda items were discussed, and the decision minutes are prepared to include dissenting opinions.	X					
4.4.7 - Members of the Board of Directors are restricted from undertaking duties outside the Company. The duties assumed by Board members outside the Company are presented to shareholders at the General Assembly meeting.		X				The Company ensures that Board members devote sufficient time to Company affairs and avoid activities that could create conflicts of interest in their external duties. However, no written rule or formal limitation has been established regarding the external duties of Board members. Nevertheless, the curricula vitae of Board members are presented to shareholders in the Integrated Annual Report.
<b>4.5. COMMITTEES FORMED WITHIN THE BOARD OF DIRECTORS</b>						
4.5.5 - Each board member holds office in only one committee.			X			Although due care is taken to determine committee memberships in line with the experience and expertise of independent members, members may serve on more than one committee due to the limited number of independent Board members and the requirements of capital markets legislation.
4.5.6- Committees have invited relevant individuals to meetings and obtained their opinions when deemed necessary.	X					
4.5.7 - Information regarding the independence of individuals or institutions providing consultancy services to the committee has been disclosed in the annual report.					X	No transactions within the scope of this provision occurred in 2025.
4.5.8 - Reports on the outcomes of committee meetings have been prepared and submitted to the members of the Board of Directors.	X					
<b>4.6. FINANCIAL RIGHTS GRANTED TO BOARD MEMBERS AND EXECUTIVE MANAGERS</b>						
4.6.1 - The Board of Directors has conducted a Board performance evaluation to assess whether it has effectively fulfilled its responsibilities.	X					
4.6.4 - The Company has not granted loans, extended credit, extended the maturity of loans granted, improved the terms of such loans, provided personal loans through third parties, or granted guarantees such as suretyships to any Board member or senior executive with administrative responsibility.	X					
4.6.5 - The remuneration paid to Board members and executives with administrative responsibility has been disclosed on an individual basis in the annual report.		X				Since the remuneration of Independent Board Members is determined by the General Assembly, it is disclosed on an individual basis. Payments made to senior executives are disclosed in aggregate in the notes to the financial statements. These payments are made in line with the remuneration policy and performance criteria. Due to their personal nature, these payments cannot be disclosed on an individual basis.



## CORPORATE GOVERNANCE INFORMATION FORM

1. SHAREHOLDERS	
<b>1.1. Facilitation of the Exercise of Shareholding Rights</b>	
Number of investor conferences and meetings held by the company throughout the year	A total of 62 meetings were held with analysts and capital market participants in 2025.
<b>1.2. The Right to Obtain Information about the Company's Affairs and to Inspect the Company Books</b>	
Number of requests for a private auditor	None.
Number of requests for a private auditor accepted during the general assembly meeting	None.
<b>1.3. General Assembly</b>	
Link to the PDP disclosure where the information requested under the Principle no. 1.3.1 (a-d) was announced	<a href="https://kap.org.tr/tr/Bildirim/1394462">https://kap.org.tr/tr/Bildirim/1394462</a>
Whether or not the documents in relation to the general assembly meeting are also presented in English, simultaneously with their Turkish version	Yes
Links to the PDP disclosures in relation to those transactions where there is no approval of majority of independent members or unanimity of those who attended, under the Principle No. 1.3.9	None.
Links to the PDP disclosures in relation to the relevant party transactions carried out under Article 9 of the Corporate Governance Communiqué (II-17.1)	None.
Links to the PDP disclosures in relation to the common and continuous transactions carried out under Article 10 of the Corporate Governance Communiqué (II-17.1)	<a href="https://kap.org.tr/tr/Bildirim/1393055">https://kap.org.tr/tr/Bildirim/1393055</a>
The name of the section on the Company's corporate website where the policy on donations and aids is found	Donation and Grant Policy under Sustainability / Our Policies on the Company's web-site: <a href="http://www.akcansa.com.tr">www.akcansa.com.tr</a>
Link to the PDP disclosure containing the minutes of the general assembly where the policy on donations and aids was adopted	<a href="https://www.kap.org.tr/tr/Bildirim/425038">https://www.kap.org.tr/tr/Bildirim/425038</a>
Article number in the Articles of Association regulating the participation of stakeholders in the General Assembly	Article 28 of the Articles of Association & General Assembly Internal Directive: <a href="http://www.akcansa.com.tr/Investor-Relations/Corporate-Governance-/Articles-of-Association-&amp;-General-Assembly-Internal-Directive">http://www.akcansa.com.tr/Investor-Relations/Corporate-Governance-/Articles-of-Association-&amp;-General-Assembly-Internal-Directive</a> :
Information regarding stakeholders attending the General Assembly	The General Assembly was attended by shareholders and their representatives, members of the Board of Directors, the Company's auditor, the General Manager, and personnel responsible for the preparation of the General Assembly.
<b>1.4. Voting Rights</b>	
Whether there are privileged voting rights	No
If there is any privilege on the voting rights, holders of preference shares and their voting percentage	-
Shareholding percentage of the largest shareholder	39.72%
<b>1.5. Minority Rights</b>	
Whether or not the scope of minority rights was extended in the company's articles of association (in terms of content or percentage)	No
If the scope of minority rights was extended in terms of content and percentage, please specify the number of the relevant article of the articles of association.	N/A
<b>1.6. Dividend Right</b>	
Name of the section on the corporate website where the dividend distribution policy is published	<a href="http://www.akcansa.com.tr/web/Sustainability/Policies/Dividend-Distribution-Policy">www.akcansa.com.tr/web/Sustainability/Policies/Dividend-Distribution-Policy</a>
Text of the General Assembly agenda item explaining the reasons for not distributing dividends and the intended use of undistributed profits (if applicable)	N/A
Link to the PDP disclosure containing the General Assembly minutes regarding the Board of Directors' proposal not to distribute dividends (if applicable)	N/A



## CORPORATE GOVERNANCE INFORMATION FORM

### 2. PUBLIC DISCLOSURE AND TRANSPARENCY

#### 2.1. Corporate Website

Names of the sections on the corporate website where the information requested under Corporate Governance Principle 2.1.1 is included	These are available on the Company's corporate website <a href="http://www.akcansa.com.tr">www.akcansa.com.tr</a> under the Investor Relations and Sustainability sections.
Section of the corporate website where the list of natural person shareholders holding more than 5% of shares directly or indirectly is available	This information is available on the Company's corporate website <a href="http://www.akcansa.com.tr">www.akcansa.com.tr</a> under Investor Relations/Corporate Governance/Shareholding Structure.
Languages in which the corporate website is prepared	Turkish, English

#### 2.2. Annual Report

Page numbers or section titles in the annual report where the information required under Corporate Governance Principle 2.2.2 is disclosed	
a) Page number or section title containing information on the positions held by Board members and executives outside the Company and the independence declarations of Board members	General Information section of the 2025 Annual Report, Authorities and Responsibilities of Board Members and Executives section, and Number, Structure and Independence of the Committees Established within the Board of Directors section
b) Page number or section title containing information on committees established within the Board of Directors	General Information section of the 2025 Annual Report, Board Members section, and Number, Structure and Independence of the Committees Established within the Board of Directors section
c) Page number or section title containing information on the number of Board meetings held during the year and the attendance of members	Operating Principles of the Board of Directors section of the 2025 Annual Report
c) Page number or section title containing information on legislative changes that may significantly affect the Company's operations	-
d) Page number or section title containing information on significant lawsuits filed against the Company and their potential outcomes	Information on Lawsuits Filed Against the Company section of the 2025 Annual Report
e) Page number or section title containing information on conflicts of interest between the Company and organizations from which it receives services (such as investment consulting and rating services) and measures taken to prevent them	Explanation Regarding Conflicts of Interest Between the Company and the Service Providers section of the 2025 Annual Report
f) Page number or section title containing information on cross-shareholdings where the direct shareholding ratio exceeds 5% of the capital	The Company does not have any cross-shareholding relationships.
g) Page number or section title containing information on employees' social rights, professional training, and corporate social responsibility activities that produce social and environmental impacts	Personnel and Labor Movements, Collective Bargaining Practices, and Rights and Benefits Provided to Employees section of the 2025 Annual Report, and Human Resources Policy section



## CORPORATE GOVERNANCE INFORMATION FORM

3. STAKEHOLDERS	
<b>3.1. Company Policy Regarding Stakeholders</b>	
Name of the section on the corporate website where the compensation policy is published	-
Number of finalized court decisions against the Company due to violations of employee rights	27
Title of the officer responsible for the whistleblowing mechanism	Akçansa Çimento Sanayi ve Ticaret A.Ş. Vice General Manager of Human Resources and Corporate Communications
Information on access to the Company's whistleblowing mechanism	<a href="mailto:etik@akcansa.com.tr">etik@akcansa.com.tr</a> - <a href="mailto:etik@sabanci.com">etik@sabanci.com</a> / 0216 571 30 00
<b>3.2. Supporting the Participation of Stakeholders in Company Management</b>	
Name of the section on the corporate website where internal regulations regarding employees' participation in management bodies are published	-
Management bodies where employees are represented	Trade Union
<b>3.3. Company's Human Resources Policy</b>	
Role of the Board of Directors in developing succession plans for key managerial positions	The management succession plan is reviewed annually and submitted to the Chair of the Board of Directors.
Name of the section on the corporate website where the Human Resources policy including equal opportunity and recruitment criteria is published, or summary of relevant policy provisions	Available on the Company's website under: <a href="http://www.akcansa.com.tr">http://www.akcansa.com.tr</a> Sustainability / Our Policies / Gender Equality Policy and Human Resources sections.
Whether there is an employee share ownership plan	There is no employee share ownership plan.
Name of the section on the corporate website where the Human Resources policy including measures to prevent discrimination and misconduct is published, or summary of relevant policy provisions	Available on the Company's website <a href="http://www.akcansa.com.tr">http://www.akcansa.com.tr</a> under Sustainability / Our Policies / Code of Ethics. Within the Company, discrimination among employees based on language, race, color, gender, political opinion, belief, religion, sect, age, physical disability, or similar grounds is not tolerated. A positive, cooperative, and harmonious working environment is promoted to prevent conflict and to ensure that individuals with different beliefs, ideas, and opinions can work together effectively.
Number of judicial decisions finalized against the company due to liability for occupational accidents	7
<b>3.5. Ethical Rules and Social Responsibility</b>	
Name of the section on the corporate website where the Code of Ethics policy is published	<a href="http://www.akcansa.com.tr">http://www.akcansa.com.tr</a> / Sustainability / ESG Policies / Code of Ethics
Name of the section on the corporate website where the Corporate Social Responsibility report is published. If no CSR report exists, measures taken regarding environmental, social, and corporate governance issues	<a href="http://www.akcansa.com.tr">http://www.akcansa.com.tr</a> / Sustainability/Social and Community Sustainability
Measures taken to combat all forms of corruption, including extortion and bribery	<a href="http://www.akcansa.com.tr">http://www.akcansa.com.tr</a> / Sustainability/ESG Policies/Anti-Bribery and Anti-Corruption Policy



## CORPORATE GOVERNANCE INFORMATION FORM

### 4. BOARD OF DIRECTORS-I

#### 4.2. Operating Principles of the Board of Directors

Date of the most recent Board of Directors performance evaluation	2025/Q1
Whether independent experts were utilized in the Board performance evaluation	No
Whether all members of the Board of Directors were released from liability	Yes
Names of Board members to whom authority has been delegated within the scope of the distribution of duties and the content of such authorities	Umut Zenar – Chair of the Board of Directors, Hayrullah Hakan Gurdal – Vice Chair of the Board of Directors
Number of reports submitted by the internal control unit to the audit committee or other relevant committees	4
Name of the section or page number in the annual report where the evaluation regarding the effectiveness of the internal control system is included	Risk Management and Internal Control Mechanism and Sources of Financing and Risk Management Policies in 2025 Annual Report
Name of the Chair of the Board of Directors	Umut Zenar
Name of the Chief Executive Officer/General Manager	-
Link to the PDP disclosure stating the reason for the chair of the board of directors and chief executive officer/general manager being the same person	-
Link to the PDP disclosure regarding directors' and officers' liability insurance covering damages caused by Board members in the performance of their duties exceeding 25% of the Company's capital	A group liability insurance policy covering Board members' responsibilities has been obtained; however, no PDP disclosure has been made regarding this matter.
Name of the section on the corporate website where information regarding the diversity policy aimed at increasing the proportion of female Board members is provided	<a href="http://www.akcansa.com.tr/Sustainability/ESG Policies/Board Diversity Policy">http://www.akcansa.com.tr/Sustainability/ESG Policies/Board Diversity Policy</a>
Number and ratio of female Board members	-

### 4. BOARD OF DIRECTORS-II

#### 4.4. Form of Meetings of the Board of Directors

Number of Board meetings held physically during the reporting period	4
Average attendance rate at Board meetings	100%
Whether an electronic portal is used to facilitate the work of the Board of Directors	Yes
How many days in advance of the meeting information and documents are presented to members, pursuant to the operating principles of the board of directors	14 days
Name of the section on the corporate website where internal regulations determining how Board meetings are conducted are published	<a href="http://www.akcansa.com.tr/Investor Relations / Corporate Governance / Articles of Association">http://www.akcansa.com.tr/Investor Relations / Corporate Governance / Articles of Association</a>
Upper limit specified in the policy restricting Board members from undertaking duties outside the Company	None

#### 4.5. Committees Formed Within the Board of Directors

Page number or section title in the annual report where information regarding Board committees is disclosed	2025 Annual Report – Number, Structure and Independence of the Committees Established within the Board of Directors
Link to the PDP disclosure where the operating principles of the committees were announced	The committee charters have not been published on the Public Disclosure Platform (PDP); however, they are available on the Company's corporate website: <a href="http://www.akcansa.com.tr">http://www.akcansa.com.tr</a> under Investor Relations/Corporate Governance/Committees.



## CORPORATE GOVERNANCE INFORMATION FORM

### 4. BOARD OF DIRECTORS-III

#### 4.5. Committees Established within the Board of Directors – II

Specify the section (page number or title) of the annual report or corporate website where information regarding the activities of the Audit Committee is provided	2025 Annual Report – Number, Structure and Independence of the Committees Established within the Board of Directors
Specify the section (page number or title) of the annual report or corporate website where information regarding the activities of the Corporate Governance Committee is provided	2025 Annual Report – Number, Structure and Independence of the Committees Established within the Board of Directors
Specify the section (page number or title) of the annual report or corporate website where information regarding the activities of the Corporate Governance Committee is provided	2025 Annual Report – Number, Structure and Independence of the Committees Established within the Board of Directors
Specify the section (page number or title) of the annual report or corporate website where information regarding the activities of the Early Detection of Risk Committee is provided	2025 Annual Report – Number, Structure and Independence of the Committees Established within the Board of Directors
Specify the section (page number or title) of the annual report or corporate website where information regarding the activities of the Remuneration Committee is provided	2025 Annual Report – Number, Structure and Independence of the Committees Established within the Board of Directors

#### 4.6. Financial Rights Granted to Board Members and Administrative Managers

Page number or section title in the annual report where information regarding operational and financial performance targets and whether these targets have been achieved is disclosed	Information on the Sector in Which the Company Operates and Its Position within the Sector
Name of the section on the corporate website where the remuneration policy for executive and non-executive board members is published	<a href="http://www.akcansa.com.tr/Investor-Relations/Sustainability/Our-Policies/Remuneration-Policy-for-Members-of-the-Board-of-Directors-and-Senior-Executives">www.akcansa.com.tr/Investor-Relations/Sustainability/Our-Policies/Remuneration Policy for Members of the Board of Directors and Senior Executives</a>
Page number or section title in the annual report where the remuneration and all other benefits provided to Board members and senior executives with administrative responsibility are disclosed	2025 Annual Report - Financial Report and total remuneration and benefits of the senior management team



## CORPORATE GOVERNANCE INFORMATION FORM

General Assembly Meetings									
General Assembly Date	Number of additional requests for explanation sent to the company in relation to the agenda of the general assembly	Percentage of attendance of shareholders to the general assembly	Percentage of shares represented by acting as principal	Percentage of shares represented by proxy	Name of the section on the company's corporate website, where the minutes of the general assembly meetings are found together with the affirmative and dissenting votes indicated in relation to each agenda item	Name of the section on the company's corporate website, where all the questions asked at the general assembly meeting and the answers given to them are found	The number of the article or paragraph of the minutes of the general assembly meeting, concerning the related parties	Number of persons notifying the board of directors, who are entitled to privileged access to the shareholding information (list of insiders)	Link to the general assembly notice published on PDP
18.03.2025	0	81,88%	0,01%	81,87%	www.akcansa.com.tr /Investor Relations/ Corporate Governance/General Assembly Meetings	www.akcansa.com.tr /Investor Relations/ Corporate Governance/General Assembly Meetings	-	0	<a href="https://kap.org.tr/tr/Bildirim/1407952">https://kap.org.tr/tr/Bildirim/1407952</a>

General Assembly Meetings							
Full Name of the Board Member	Executive Status	Independent Membership Status	Date of First Election to the Board of Directors	Link to the PDP Disclosure Where the Declaration of Independence is found	Whether or not the Independent Member was Evaluated by the Nomination Committee	Whether Any Board Member Has Lost Their Independence	Whether or Not the Member Has a Minimum of 5 Years of Experience in the Areas of Auditing, Accounting and/or Finance
Umut Zenar	Non-Executive	Not an Independent Member	1.01.2026		N/A	N/A	Yes
Hayrullah Hakan Gürdal	Non-Executive	Not an Independent Member	1.09.2014		N/A	N/A	Yes
Burak Turgut Orhun	Non-Executive	Not an Independent Member	12.05.2021		N/A	N/A	Yes
Rene Samir Aldach	Non-Executive	Not an Independent Member	4.04.2024		N/A	N/A	Yes
Bülent Bozdoğan	Non-Executive	Independent	30.04.2022	<a href="https://www.kap.org.tr/tr/Bildirim/1257179">https://www.kap.org.tr/tr/Bildirim/1257179</a>	Evaluated	No	Yes
Ali Aynacı	Non-Executive	Independent	4.04.2024	<a href="https://www.kap.org.tr/tr/Bildirim/1257179">https://www.kap.org.tr/tr/Bildirim/1257179</a>	Evaluated	No	Yes

General Assembly Meetings				
Names of the Committees of the Board of Directors	Name of the Committee Shown in Column One as 'Other'	Full Name of Committee Members	Committee Chair Status	Board Membership Status
Audit Committee		Bülent Bozdoğan	Yes	Board member
Audit Committee		Ali Aynacı	No	Board member
Corporate Governance Committee		Bülent Bozdoğan	Yes	Board member
Corporate Governance Committee		Ali Aynacı	No	Board member
Corporate Governance Committee		Dinçer Bulan	No	Not board member
Committee of Early Detection of Risk		Ali Aynacı	Yes	Board member
Committee of Early Detection of Risk		Bülent Bozdoğan	No	Board member

General Assembly Meetings					
Names of the Committees of the Board of Directors	Name of the Committee Shown in Column One as 'Other'	Ratio of Non-Executive Directors	Ratio of Independent Members on the Committee	Number of Physical Meetings Held by the Committee	Number of Reports Submitted by the Committee to the Board of Directors on its Activities Report No
Audit Committee		100%	100%	4	4
Corporate Governance Committee		100%	67%	4	4
Committee of Early Detection of Risk		100%	100%	6	6



## SUSTAINABILITY PRINCIPLES AND COMPLIANCE REPORT

		Compliance Status				Explanation	Information Regarding Publicly Disclosed Information (Page number should also be specified)/Link
		Yes	No	Partially	No		
<b>A. General Principles</b>							
<b>A1. Strategy, Policy and Targets</b>							
	The Company's Board of Directors has identified material environmental, social, and governance (ESG) issues, risks, and opportunities.	Yes				Short-, medium-, and long-term environmental, social, and governance (ESG) risks and opportunities are evaluated and regularly reviewed by the Board of Directors, which is positioned at the highest level of the Sustainability Organization.	Akçansa 2024 Integrated Annual Report, Corporate Risk Management Section, Pages 50-68 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20TR_Interactive_020525.pdf</a>
A1.1	ESG policies (e.g.: Environmental Policy, Energy Policy, Human Rights and Employee Policy, etc.) were created and disclosed to the public by the corporation's board of directors.	Yes				ESG policies approved by the Board of Directors are publicly disclosed through the Company's website and within the scope of the sustainability report.	<p>Akçansa Corporate Website, Our Sustainability/ESG Policies: Occupational Health and Safety Policy, <a href="http://www.akcansa.com.tr/docs/is-sagligi-ve-guvenligi-politikasi.doc">http://www.akcansa.com.tr/docs/is-sagligi-ve-guvenligi-politikasi.doc</a></p> <p>Akçansa Corporate Website, Our Sustainability/ESG Policies: Quality Policy, <a href="http://www.akcansa.com.tr/docs/kalite-politikasi.doc">http://www.akcansa.com.tr/docs/kalite-politikasi.doc</a></p> <p>Akçansa Corporate Website, Our Sustainability/ESG Policies: Environment and Energy Policy, <a href="http://www.akcansa.com.tr/docs/cevre-ve-enerji-politikasi.doc">http://www.akcansa.com.tr/docs/cevre-ve-enerji-politikasi.doc</a></p> <p>Akçansa Corporate Website, Our Sustainability / ESG Policies: Gender Equality Policy, <a href="https://www.akcansa.com.tr/docs/Akcansa_toplumsal_cinsiyet_esitligi_politikasi.pdf">https://www.akcansa.com.tr/docs/Akcansa_toplumsal_cinsiyet_esitligi_politikasi.pdf</a></p> <p>Akçansa Corporate Website, Our Sustainability / ESG Policies: Board of Directors' Diversity Policy, <a href="http://www.akcansa.com.tr/docs/yonetim-kurulu-cesitlilik-politikasi.pdf">http://www.akcansa.com.tr/docs/yonetim-kurulu-cesitlilik-politikasi.pdf</a></p> <p>Akçansa Corporate Website, Our Sustainability / ESG Policies: Sustainability Communication Policy, <a href="https://www.akcansa.com.tr/docs/tr-akcansa-surdurulebilirlik-noema.pdf">https://www.akcansa.com.tr/docs/tr-akcansa-surdurulebilirlik-noema.pdf</a></p> <p>Akçansa Corporate Website, Our Sustainability/ESG Policies: Human Rights Policy, <a href="https://www.akcansa.com.tr/docs/insan-kaynaklari-politikasi.pdf">https://www.akcansa.com.tr/docs/insan-kaynaklari-politikasi.pdf</a></p> <p>Akçansa Corporate Website, Our Sustainability/ESG Policies: Biodiversity Policy, <a href="https://www.akcansa.com.tr/docs/tr-bio-cesitlilik.pdf">https://www.akcansa.com.tr/docs/tr-bio-cesitlilik.pdf</a></p>
A1.2	Short and long-term targets set within the scope of ESG policies were disclosed to the public.	Yes				Material environmental, social and governance (ESG) issues have been identified, and the risks and opportunities related to these issues have been assessed. In line with these assessments, the Company's 2030 Sustainability Targets have been established and disclosed. Long-term and annual interim ESG targets are monitored regularly.	Akçansa 2024 Integrated Annual Report, 2030 Sustainability Targets and Progress Status & Value Creation Model Section, Page 42-44 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20TR_Interactive_020525.pdf</a>



## SÜRDÜRÜLEBİLİRLİK İLKELERİ VE UYUM RAPORU

		Compliance Status				Explanation	Information Regarding Publicly Disclosed Information (Page number should also be specified)/Link
		Yes	No	Partially	No		
<b>A. General Principles</b>							
<b>A2. Implementation/Monitoring</b>							
A2.1	The committees and/or units responsible for the implementation of ESG policies, and the highest-level officers in the corporation regarding ESG issues and their duties were determined and disclosed to the public.	Yes				The Board of Directors is positioned at the highest level of the Sustainability Organization. The Corporate Governance Committee, operating under the Board of Directors, is responsible for monitoring sustainability practices and identifying matters that should be evaluated by the Board of Directors. Sustainability practices, risks and opportunities, and investment plans within the Company and externally are communicated to this committee by the Sustainability Steering Committee. The Company's long-term and interim annual sustainability targets are regularly monitored by the Board of Directors, and climate change related risks and opportunities are evaluated accordingly.	Akçansa 2024 Integrated Annual Report, Our Sustainability Governance Structure, Pages 47-49 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>  Akçansa Corporate Website, Investor Relations/Corporate Governance/Committees/Corporate Governance Committee Charter, Article 3.8, Article 3.9 <a href="https://www.akcansa.com.tr/docs/Kurumsal-Yonetim-Komitesi-ic-tuzugu.pdf">https://www.akcansa.com.tr/docs/Kurumsal-Yonetim-Komitesi-ic-tuzugu.pdf</a>
A2.2	Activities carried out within the scope of policies were reported to the board of directors by the responsible committee and/or unit minimum once a year.	Yes				ESG related matters are reported to the Board of Directors by the Corporate Governance Committee at least twice a year.	Akçansa 2024 Integrated Annual Report, Our Sustainability Governance Structure, Pages 47-49 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
A2.2	Implementation and action plans in line with ESG targets were created and disclosed to the public.	Yes				The 2030 Sustainability Targets and the progress achieved over the years are disclosed. Sub-actions defined in line with these targets are shared through annual reports and the CDP report.	Akçansa 2024 Integrated Annual Report, Sustainability Targets and Progress Status Section, Pages 42-44 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
A2.3	ESG Key Performance Indicators (KPIs), and the level of achievement of these indicators on an annual basis were disclosed to the public.	Yes				The 2030 Sustainability Targets and year-by-year progress are presented. Based on available data, sector comparisons and benchmarking against international standards are also included in the sustainability report.	Akçansa 2024 Integrated Annual Report, 2030 Sustainability Targets and Progress Section, Pages 42-44 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
A2.4	Activities to improve the sustainability performance for business processes or products and services were disclosed to the public.	Yes				Sustainability performance, targets, and improvement actions are disclosed at least once a year within the scope of the Integrated Annual Report. The Company voluntarily participates in the CDP Climate Change and Water Security programs every year. In addition, a Communication on Progress is submitted annually under the United Nations Global Compact and publicly disclosed.	Akçansa 2024 Integrated Annual Report <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a> Akçansa 2025 CDP Report, <a href="https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a>  Akçansa 2025 United Nations Global Compact Communication on Progress <a href="https://cop-report.unglobalcompact.org/COPViewer/2025?responselid=R_9tkSKkuZpK9Brbj">https://cop-report.unglobalcompact.org/COPViewer/2025?responselid=R_9tkSKkuZpK9Brbj</a>
<b>A3. Reporting</b>							
A3.1	Information on the corporation's sustainability performance, targets and actions were included in the annual reports in an understandable, accurate and sufficient manner.	Evet				The sustainability strategy, sustainability focus areas, sustainability targets, actions, and other developments are objectively presented in the Integrated Annual Report.	Akçansa 2024 Integrated Annual Report, Sustainable Future Section, Pages 36-44 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
A3.2	The Company has publicly disclosed information regarding which of the United Nations (UN) 2030 Sustainable Development Goals its activities are related to.	Evet				The Company reports the relationship between its activities and the UN 2030 Sustainable Development Goals (SDGs) in its sustainability report, within the scope of the 2030 Sustainability Targets, and through the UN Global Compact Communication on Progress.	Akçansa 2024 Integrated Annual Report, Sustainable Future Section, Pages 39-43 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>  Akçansa 2025 United Nations Global Compact Communication on Progress <a href="https://cop-report.unglobalcompact.org/COPViewer/2025?responselid=R_9tkSKkuZpK9Brbj">https://cop-report.unglobalcompact.org/COPViewer/2025?responselid=R_9tkSKkuZpK9Brbj</a>
A3.3	Lawsuits filed against the Company in relation to ESG matters and considered significant in terms of ESG policies and/or likely to materially affect its operations have been publicly disclosed.	Evet				If there are lawsuits that may significantly affect the Company's operations, details of such cases may be disclosed in the Integrated Annual Report in line with the principles of public disclosure.	Akçansa 2024 Integrated Annual Report, Page 139 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
<b>A4. Verification</b>							
A4.1	The corporation's ESG Key Performance metrics were verified by an independent third party and disclosed to the public.	Evet				Sustainability and ESG metrics and performance indicators are subject to limited assurance reviews by third-party verification bodies, and the assurance statements are publicly disclosed within the scope of the Integrated Annual Reports.	Akçansa 2024 Integrated Annual Report, Limited Assurance Report, Pages 241-253 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>



## SUSTAINABILITY PRINCIPLES AND COMPLIANCE REPORT

		Compliance Status				Explanation	Information Regarding Publicly Disclosed Information (Page number should also be specified)/Link
		Yes	No	Partially	No		
<b>B. Environmental Principles</b>							
B1	The corporation disclosed to the public its environmental management policies and implementations, action plans, environmental management systems (known by the ISO 14001 standard) and programs.	Yes				Environmental management policies, practices, management systems, and programs are disclosed through communication channels such as the integrated annual report, CDP reporting, and the website.	Akçansa 2024 Integrated Annual Report, More Sustainable Nature and Environment Section, Pages 88-94 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a> Akçansa 2025 CDP Report, <a href="https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a>
B2	Regarding the environmental reports prepared to provide information on environmental management, the scope of the report, reporting period, reporting date, reporting conditions and relevant restrictions were disclosed to the public.	Yes				Information on report boundaries, covered operations, reporting period, reporting date, data collection processes, and limitations related to reporting conditions are disclosed in the integrated annual report.	Akçansa 2024 Integrated Annual Report, About the Report Section, Pages 3-4 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
B3	Provided in A2.1.	Yes					
B4	Environmental targets included in the reward criteria within the scope of performance incentive systems on beneficiary basis (such as board members, managers and employees) were disclosed to the public.	Yes				ESG targets are integrated into the performance objectives of senior management and employees. It has been publicly disclosed, through the Remuneration Policy for Board Members and Senior Executives, that ESG targets are incorporated into performance targets. In addition, information on which targets are included in performance objectives is shared through the CDP Climate Change Report.	Akçansa 2024 Integrated Annual Report, Climate Change, Governance Page 57 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a> Akçansa 2025 CDP Report, Section 4.5, Page 79, Section C1.3a, Page 8 <a href="https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a>
B5	The method used for integrating the environmental issues identified as material topics into business targets and strategies was disclosed to the public.	Yes				Based on the prioritization analysis, strategic sustainability focus areas have been identified, and targets have been set within these focus areas. Information on the prioritization process, focus areas, and targets is disclosed in the integrated annual report. In addition, how environmental issues, including particularly climate-related topics, are integrated into business objectives and strategies is disclosed through CDP reports.	Akçansa 2024 Integrated Annual Report, Sustainable Future Section, Pages 36-44 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a> Akçansa 2025 CDP Report, Section C5, Page 103 <a href="https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a>
B6	Provided in A2.4.	Yes					
B7	How environmental issues are managed and integrated into business targets and strategies throughout the corporation value chain, including the operation process, in a way to cover suppliers and customers as well, was disclosed to the public.	Yes				Through sustainability reports, stakeholder engagement across the value chain, awareness-raising activities, and the management processes of sustainability-related risks and opportunities are disclosed. In addition, the Sustainable Supply Chain Policy explains how ESG elements are managed within the supply chain.	Akçansa 2024 Integrated Annual Report, Value Chain Section, Page 44. Akçansa 2024 Integrated Annual Report, Social Impact, Pages 126-127, Akçansa 2024 Integrated Annual Report, Ethics and Compliance Section, Page 32 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
B8	Whether the relevant institutions and non-governmental organizations were included in the policy-making processes on the environment, and the collaborations with these institutions and organizations, were disclosed to the public.	Yes				The Company participates in policy-making processes through memberships in various organizations and NGOs and engages in collaborations. These activities and memberships are disclosed in the Integrated Annual Reports and CDP reports.	Akçansa 2024 Integrated Annual Report, Corporate Memberships Section, Page 212, <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a> Akçansa 2025 CDP Report, Section C5.11, Page 143 Akçansa 2025 CDP Report, Section C5.11.2, Page 146 <a href="https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a>



## SUSTAINABILITY PRINCIPLES AND COMPLIANCE REPORT

		Compliance Status				Explanation	Information Regarding Publicly Disclosed Information (Page number should also be specified)/Link
		Yes	No	Partially	No		
<b>B. Environmental Principles</b>							
B9	Information on environmental impacts were disclosed to the public in a periodically comparable manner, in the light of environmental indicators (greenhouse gas emissions (Scope-1 (Direct), Scope2 (Energy, indirect), Scope-3 (Other, indirect)), air quality, energy management, water and wastewater management, waste management, biodiversity impacts).	Yes				All emissions are calculated in accordance with internationally recognized methodologies and disclosed publicly. All impacts related to air quality, energy, water, waste, and biodiversity are measured and monitored in line with internationally accepted standards. All information is disclosed through Integrated Annual Reports and CDP reports.	<p>Akçansa 2024 Integrated Annual Report, Materiality Analysis Section, Pages 37-43  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report 2024, Our 2030 Sustainability Targets and Progress Section, Page 42  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report, Climate Change, Metrics and Targets, Pages 67-68  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report, Environmental Performance Indicators Section, Pages 214-217  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2025 CDP Report, C7. Section, Page 162-249  <a href="https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a></p> <p>Akçansa 2025 CDP Report, C9. Section, Pages 251-282  <a href="https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a></p> <p>Akçansa 2025 CDP Report, C11. Section, Pages 285-287  <a href="https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a></p>
B10	The standards, protocols, methodology and base year details used to collect and calculate data were disclosed to the public.	Yes				This is explained in the Integrated Annual and CDP reports.	<p>Akçansa 2024 Integrated Annual Report, Materiality Analysis Section, Pages 39-41  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report 2024, Our 2030 Sustainability Targets and Progress Section, Page 42  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report, Climate Change, Metrics and Targets, Pages 67-68  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report, Environmental Performance Indicators Section, Pages 214-217  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2025 CDP Report, C7. Section, Pages 163-250  <a href="https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a></p>
B11	The status of the environmental indicators (increase or decrease) for the reporting year as compared to previous years, was disclosed to the public.	Yes				This is explained in the Integrated Annual and CDP reports.	<p>Akçansa 2024 Integrated Annual Report, Materiality Analysis Section, Page 39,  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report 2024, Our 2030 Sustainability Targets and Progress Section, Page 42  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report, Climate Change, Metrics and Targets, Pages 67-68  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report, Environmental Performance Indicators Section, Pages 214-217  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2025 CDP Report, C7. Section, Pages 163-250  <a href="https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a></p>



## SUSTAINABILITY PRINCIPLES AND COMPLIANCE REPORT

		Compliance Status				Explanation	Information Regarding Publicly Disclosed Information (Page number should also be specified)/Link
		Yes	No	Partially	No		
<b>B. Environmental Principles</b>							
B12	Short and long-term targets were set to reduce the environmental impacts, and these targets and the progress achieved against the targets set in previous years were disclosed to the public.	Yes				2030 targets have been established, and progress against these targets is disclosed in the Integrated Annual Reports.	<p>Akçansa 2024 Integrated Annual Report, Materiality Analysis Section, Pages 39  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report, Our 2030 Sustainability Targets and Progress Section, Page 42  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report, Climate Change, Metrics and Targets, Pages 67-68  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report, Environmental Performance Indicators Section, Pages 214-217  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p>
B13	The strategy to combat the climate crisis was created, and the planned actions were disclosed to the public.	Yes				This is explained in the Integrated Annual and CDP reports. Risks have been identified through scenario analyses, and the necessary actions have been translated into action plans, with corresponding targets established. Emission reduction targets have been established.	<p>Akçansa 2024 Integrated Annual Report, Materiality Analysis Section, Pages 39  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report, 2030 Sustainability Targets and Progress Section, Page 42  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report, Climate Change Section, Pages 52-68,            Akçansa 2024 Integrated Annual Report, Environmental Management Section, Pages 88-98  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2025 CDP Report, C5. Section, Pages 102-153  <a href="https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a></p>
B14	Programs or procedures to prevent or minimize potential adverse environmental impacts of products and/or services were created and disclosed to the public.	Yes				This is explained in the Integrated Annual reports.	<p>Akçansa 2024 Integrated Annual Report, Climate Change Mitigation, Climate Change Section, Pages 52-68,            Akçansa 2024 Integrated Annual Report, More Sustainable Nature and Environment Section, Pages 88-102  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p>
	Actions were taken to reduce greenhouse gas emission amounts of third parties (e.g. suppliers, subcontractors, dealers, etc.), and these actions were disclosed to the public.	Yes				This is explained in the Integrated Annual and CDP reports.	<p>Akçansa 2024 Integrated Annual Report, Climate Change Mitigation, Metrics and Targets, Page 67,            Akçansa 2024 Integrated Annual Report, Performance Indicators, Environmental Performance Indicators, Page 214,            Akçansa 2024 Integrated Annual Report, Supply Chain Management, Page 120,  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2025 CDP Report, Section C5.11.7, Pages 149-153  <a href="https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akcansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a></p>
B15	The environmental benefits/gains and cost savings provided by initiatives and projects aimed at reducing environmental impacts were disclosed to the public.	Yes				This is explained in the Integrated Annual reports.	<p>Akçansa 2024 Integrated Annual Report, Climate Change Section, Climate-Related Opportunities, Pages 62-65,  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p>
B16	Energy consumption (natural gas, diesel, gasoline, LPG, coal, electricity, heating, cooling, etc.) data were disclosed to the public as Scope-1 and Scope-2.	Yes				This is explained in the Integrated Annual reports.	<p>Akçansa 2024 Integrated Annual Report, Environmental Performance Indicators, Pages 214-217  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p>
B17	The electricity, heat, steam and cooling generated in the reporting year were disclosed to the public.	Yes				This is explained in the Integrated Annual reports.	<p>Akçansa 2024 Integrated Annual Report, Energy Management Section, Page 69,  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p>
B18	Practices related to increase of the use of renewable energy and transition to zero or low carbon electricity were carried out and disclosed to the public.	Yes				This is explained in the Integrated Annual reports.	<p>Akçansa 2024 Integrated Annual Report, Energy Management Section, Page 69,  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p>
B19	Renewable energy generation and consumption data were disclosed to the public.	Yes				This is explained in the Integrated Annual reports.	<p>Akçansa 2024 Integrated Annual Report, Energy Management Section, Page 69,  <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p>



## SUSTAINABILITY PRINCIPLES AND COMPLIANCE REPORT

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		Yes	No	Partially	No		
<b>B.</b>	<b>Environmental Principles</b>						
B20	Energy efficiency projects were designed, and the amount of energy consumption and emission reduction achieved through energy efficiency projects was disclosed to the public.	Yes				This is explained in the Integrated Annual reports.	Akçansa 2024 Integrated Annual Report, Energy Management Section, Page 69, <a href="https://www.akçansa.com.tr/docs/en/Akçansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akçansa.com.tr/docs/en/Akçansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
B21	Water consumption, and the amounts, sources and procedures of water drawn from underground or aboveground, recycled and discharged, if any, were disclosed to the public.	Yes				This is explained in the Integrated Annual reports.	Akçansa 2024 Integrated Annual Report, Water Management Section, Pages 93-98, <a href="https://www.akçansa.com.tr/docs/en/Akçansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akçansa.com.tr/docs/en/Akçansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
B22	Information on whether or not the operations or activities have been included in any carbon pricing system (Emission Trading System, Cap & Trade, or Carbon Tax) was disclosed to the public.	Yes				This is explained in the Integrated Annual and CDP reports.	Akçansa 2024 Integrated Annual Report, Climate Change, Internal Carbon Pricing, Page 68, <a href="https://www.akçansa.com.tr/docs/en/Akçansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akçansa.com.tr/docs/en/Akçansa_2024_EFR%20_TR_Interactive_020525.pdf</a> Akçansa 2025 CDP Report, Section C3.5, Page 50 <a href="https://www.akçansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akçansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a>
B23	Information on the carbon credits accumulated or purchased in the reporting period was disclosed to the public.	Yes				This is explained in the CDP Reports.	Akçansa 2025 CDP Report, Section C5.10.1, Pages 139-141 <a href="https://www.akçansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akçansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a>
B24	The relevant details were disclosed to the public in the case of application of carbon pricing within the corporation.	Yes				This is explained in the Integrated Annual and CDP reports.	Akçansa 2024 Integrated Annual Report, Climate Change, Internal Carbon Pricing, Page 68, <a href="https://www.akçansa.com.tr/docs/en/Akçansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akçansa.com.tr/docs/en/Akçansa_2024_EFR%20_TR_Interactive_020525.pdf</a> Akçansa 2025 CDP Report, Section C3.5, Page 50 <a href="https://www.akçansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf">https://www.akçansa.com.tr/wp-content/uploads/2025/12/climatewater.pdf</a>
B25	The platforms on which the corporation discloses its environmental information were disclosed to the public.	Yes				This is explained on the corporate website.	Akçansa Corporate Website, Sustainability Section <a href="http://www.akçansa.com.tr">www.akçansa.com.tr</a>



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		Yes	No	Partially	No		
<b>C. Social Principles</b>							
<b>C1. Stakeholders, International Standards and Initiatives</b>							
C1.1	The Corporate Human Rights and Employee Rights Policy was created, in a way to cover the Universal Declaration of Human Rights, ILO Conventions ratified by Türkiye and other relevant legislation, those who are responsible for the implementation of the policy were determined, and the policy and those who are responsible were disclosed to the public.	Yes				Our Human Rights Policy has been approved by the Board of Directors and disclosed to the public via the corporate website.	Akçansa Corporate Website, Sustainability / ESG Policies / Human Rights Policy, <a href="https://www.akcansa.com.tr/docs/insan-kaynaklari-politikasi.pdf">https://www.akcansa.com.tr/docs/insan-kaynaklari-politikasi.pdf</a>
C1.2	Considering the supply and value chain impacts as well, the issues of fair labor, improvement of working standards, women's employment, and inclusion (such as non-discrimination based on gender, race, religion, language, marital status, ethnic identity, sexual orientation, gender identity, familial responsibilities, union activities, political view, disability, social and cultural differences, etc.) were included in the employee rights policy.	Yes				Disclosures are made to the public within the scope of the Integrated Annual Report, Code of Business Ethics, Human Rights Policy, Gender Equality Policy, and Supplier Code of Conduct.	Akçansa 2024 Integrated Annual Report <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a> Akçansa Corporate Website, Sustainability / ESG Policies / Human Rights Policy, <a href="https://www.akcansa.com.tr/docs/insan-kaynaklari-politikasi.pdf">https://www.akcansa.com.tr/docs/insan-kaynaklari-politikasi.pdf</a> Akçansa Corporate Website, Sustainability/ESG Policies/Code of Ethics, <a href="https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/is-etigi-kurallarimiz/">https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/is-etigi-kurallarimiz/</a> Akçansa Corporate Website, Sustainability/ESG Policies/Supplier Code of Conduct, <a href="https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/tedarikci-is-ahlaki-kurallari/">https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/tedarikci-is-ahlaki-kurallari/</a> Akçansa Corporate Website, Sustainability / ESG Policies / Gender Equality Policy, <a href="https://www.akcansa.com.tr/docs/Akcansa_toplumsal_cinsiyet_esitigi_politikasi.pdf">https://www.akcansa.com.tr/docs/Akcansa_toplumsal_cinsiyet_esitigi_politikasi.pdf</a> Akçansa Corporate Website, Sustainability/ESG Policies/Board of Directors Diversity Policy <a href="https://www.akcansa.com.tr/docs/yonetim-kurulu-cesitlilik-politikasi.pdf">https://www.akcansa.com.tr/docs/yonetim-kurulu-cesitlilik-politikasi.pdf</a>
C1.3	Measures taken along the value chain for the protection of groups that are vulnerable to certain economic, environmental and social factors (low-income groups, women, etc.) or for minority rights/ equal opportunity, were disclosed to the public.	Yes				Disclosures are made to the public within the scope of the Integrated Annual Report, Code of Business Ethics, Human Rights Policy, Gender Equality Policy, and Supplier Code of Conduct.	Akçansa 2024 Integrated Annual Report <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a> Akçansa Corporate Website, Sustainability / ESG Policies / Human Rights Policy, <a href="https://www.akcansa.com.tr/docs/insan-kaynaklari-politikasi.pdf">https://www.akcansa.com.tr/docs/insan-kaynaklari-politikasi.pdf</a> Akçansa Corporate Website, Sustainability/ESG Policies/Code of Ethics, <a href="https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/is-etigi-kurallarimiz/">https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/is-etigi-kurallarimiz/</a> Akçansa Corporate Website, Sustainability/ESG Policies/Supplier Code of Conduct, <a href="https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/tedarikci-is-ahlaki-kurallari/">https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/tedarikci-is-ahlaki-kurallari/</a> Akçansa Corporate Website, Sustainability / ESG Policies / Gender Equality Policy, <a href="https://www.akcansa.com.tr/docs/Akcansa_toplumsal_cinsiyet_esitigi_politikasi.pdf">https://www.akcansa.com.tr/docs/Akcansa_toplumsal_cinsiyet_esitigi_politikasi.pdf</a> Akçansa Corporate Website, Sustainability/ESG Policies/Board of Directors Diversity Policy <a href="https://www.akcansa.com.tr/docs/yonetim-kurulu-cesitlilik-politikasi.pdf">https://www.akcansa.com.tr/docs/yonetim-kurulu-cesitlilik-politikasi.pdf</a>
C1.4	Developments on preventive and corrective actions against discrimination, inequality, human rights violations, child labor and forced labor, were disclosed to the public.	Yes				Disclosures on matters such as inequality, discrimination, and compliance with human rights are included in the Integrated Annual Report. These matters are also addressed within the Supplier Code of Conduct. Our Human Rights Policy has been approved by the Board of Directors and disclosed to the public via the corporate website.	Akçansa 2024 Integrated Annual Report <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a> Akçansa Corporate Website, Sustainability / ESG Policies / Human Rights Policy, <a href="https://www.akcansa.com.tr/docs/insan-kaynaklari-politikasi.pdf">https://www.akcansa.com.tr/docs/insan-kaynaklari-politikasi.pdf</a> Akçansa Corporate Website, Sustainability/ESG Policies/Supplier Code of Conduct, <a href="https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/tedarikci-is-ahlaki-kurallari/">https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/tedarikci-is-ahlaki-kurallari/</a>



## SUSTAINABILITY PRINCIPLES AND COMPLIANCE REPORT

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		Yes	No	Partially	No		
<b>C. Social Principles</b>							
C1.5	The issues of investment in employees (training, developmental policies), compensation, fringe benefits granted, right to unionize, work/life balance solutions and talent management were included in the policy on employee rights.	Yes				Disclosures are made to the public within the scope of the Integrated Annual Report, Code of Business Ethics, Human Rights Policy, and Gender Equality Policy.	<p>Akçansa 2024 Integrated Annual Report, Employee-Centered Corporate Culture Section, Pages 104-106, <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa Corporate Website, Sustainability / ESG Policies / Human Rights Policy, <a href="https://www.akcansa.com.tr/docs/insan-kaynaklari-politikasi.pdf">https://www.akcansa.com.tr/docs/insan-kaynaklari-politikasi.pdf</a></p> <p>Akçansa Corporate Website, Sustainability/ESG Policies/Code of Ethics, <a href="https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/is-etigi-kurallarimiz/">https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/is-etigi-kurallarimiz/</a></p> <p>Akçansa Corporate Website, Sustainability / ESG Policies / Gender Equality Policy, <a href="https://www.akcansa.com.tr/docs/Akcansa_toplumsal_cinsiyet_esitligi_politikasi.pdf">https://www.akcansa.com.tr/docs/Akcansa_toplumsal_cinsiyet_esitligi_politikasi.pdf</a></p> <p>Akçansa Corporate Website, Sustainability/ESG Policies/Board of Directors Diversity Policy <a href="https://www.akcansa.com.tr/docs/yonetim-kurulu-cesitlilik-politikasi.pdf">https://www.akcansa.com.tr/docs/yonetim-kurulu-cesitlilik-politikasi.pdf</a></p>
	Mechanisms for employee complaints and resolution of disputes were created and the processes for resolution of disputes were determined.	Yes				This is explained in the Integrated Annual reports.	Akçansa 2024 Integrated Annual Report, Employee Engagement and Well-being, Pages 113-115, <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
	Activities carried out during the reporting period were disclosed to the public in order to ensure employee satisfaction.	Yes				This is explained in the Integrated Annual reports.	Akçansa 2024 Integrated Activity Report, Employee Engagement and Well-being Section, Pages 113-117 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
C1.6	Occupational health and safety policies were created and disclosed to the public.	Yes				Operations are conducted in accordance with the requirements of ISO 45001. The Occupational Health and Safety Policy has been disclosed to the public via the corporate website.	<p>Akçansa Kurumsal İnternet Sitesi, Sürdürülebilirlik / ÇSY Politikalarımız / İş Sağlığı ve Güvenliği Politikası, <a href="https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/">https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/</a></p> <p>Akçansa 2024 Entegre Faaliyet Raporu, Sayfa 8 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p>
	Measures taken to maintain occupational health and prevent occupational accidents, and accident statistics, were disclosed to the public.	Yes				This is explained in the Integrated Annual reports.	Akçansa 2024 Integrated Annual Report, 2030 Sustainability Targets and Progress Section, Page 42, Akçansa 2024 Integrated Annual Report, Occupational Health and Safety Section, Pages 118-119, Akçansa 2024 Integrated Annual Report, Social Performance Indicators, Pages 226-228 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
C1.7	Policies on the protection of personal data and data safety were created and disclosed to the public.	Yes				This is included on the corporate website.	Akçansa corporate website, Protection of Personal Data: <a href="https://www.akcansa.com.tr/kisisel-verilerin-korunmasi-kanunu/">https://www.akcansa.com.tr/kisisel-verilerin-korunmasi-kanunu/</a>
C1.8	The ethics policy was created and disclosed to the public.	Yes				The ethics policy and ethical practices are disclosed to the public through the Code of Business Ethics and the Integrated Annual Report. Our Human Rights Policy has been approved by the Board of Directors and disclosed to the public via the corporate website.	<p>Akçansa Corporate Website, Sustainability/ESG Policies/Code of Ethics, <a href="https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/is-etigi-kurallarimiz/">https://www.akcansa.com.tr/surdurulebilirlik/csy-politikalarimiz/is-etigi-kurallarimiz/</a></p> <p>Akçansa Corporate Website, Sustainability / ESG Policies / Human Rights Policy, <a href="https://www.akcansa.com.tr/docs/insan-kaynaklari-politikasi.pdf">https://www.akcansa.com.tr/docs/insan-kaynaklari-politikasi.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report, Ethics and Compliance Section, Page 32 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p>
C1.9	Discloses its practices regarding social investment, social responsibility, financial inclusion, and access to financing.	Yes				Social impact dimensions and related initiatives are disclosed within the scope of the Integrated Annual Report.	Akçansa 2024 Integrated Annual Report, Safe and Inclusive Value Chain Section, Pages 126-129 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
C1.10	Informative meetings and training programs were organized for employees on ESG policies and practices.	Yes				In accordance with management systems such as ISO 14001 and ISO 45001, as well as applicable regulations, regular trainings and meetings are conducted. In addition, sustainability trainings are provided. Information on these trainings is disclosed in the Integrated Annual Reports.	<p>Akçansa 2024 Integrated Annual Report, Training and Development, Pages 109-111 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p> <p>Akçansa 2024 Integrated Annual Report, Social Performance Indicators, Pages 224-226 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a></p>



## SUSTAINABILITY PRINCIPLES AND COMPLIANCE REPORT

		Compliance Status				Explanation	Information Regarding Publicly Disclosed Information (Page number should also be specified)/Link
		Yes	No	Partially	No		
<b>C. Social Principles</b>							
<b>C2. Stakeholders, International Standards and Initiatives</b>							
C2.1	A customer satisfaction policy for management and solution of customer complaints was created and disclosed to the public.	Yes				The Customer Complaint and Satisfaction Policy is disclosed on the Company's website within the scope of the integrated management system. In addition, a dealer customer support hotline is in place. Progress is disclosed in the Integrated Annual Reports.	Akçansa Corporate Website, Our Technical Support Services <a href="https://www.akcansa.com.tr/teknik-destek-hizmetlerimiz/">https://www.akcansa.com.tr/teknik-destek-hizmetlerimiz/</a> Akçansa 2024 Integrated Annual Report, Safe and Inclusive Value Chain Section, Pages 122-124 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
C2.2	Information on communication with stakeholders (which stakeholder, subject and frequency) were disclosed to the public.	Yes				A key stakeholder mapping has been conducted and communication mechanisms have been defined. These are disclosed in the Integrated Annual Reports. In 2024, a 2030 target has been established for the ratio of facilities with a stakeholder engagement plan. Stakeholder engagement and feedback processes are also included in the materiality analysis.	Akçansa 2024 Integrated Annual Report, Materiality Analysis and 2030 Sustainability Targets, Pages 37-42 Akçansa 2024 Integrated Annual Report, Social Impact Section, Pages 126-127, Akçansa 2024 Integrated Annual Report, Relations with Stakeholders Section, Page 213 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
C2.3	The international reporting standards adopted in the reports were explained.	Yes				The Integrated Annual Reports are prepared in line with the core standards of GRI, TSRS, IFRS, and ESRS, and also take into account frameworks such as SASB and TCFD. The Company voluntarily participates in the CDP Climate Change and Water Security programs.	Akçansa 2024 Integrated Annual Report, About the Report Section, Pages 3-4 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
C2.4	The principles adopted regarding sustainability, and the international organizations, committees and principles, of which we are a signatory or member, were disclosed to the public.	Yes				As a signatory to the UN Global Compact, the Company publishes an annual Communication on Progress. The Company is also a signatory to the UN Women's Empowerment Principles (WEPs). International memberships and commitments are disclosed through the Integrated Annual Reports.	Akçansa 2024 Integrated Annual Report, About the Report Section, Pages 3-4 Akçansa 2024 Integrated Annual Report, Equality, Diversity and Inclusion Section, Pages 116-117 Akçansa 2024 Integrated Annual Report, Corporate Memberships Section, Page 212 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
C2.5	Developments were made and efforts were carried out to be included in the sustainability indices of Borsa Istanbul and/or international index providers.	Yes				The Company's shares are included in the BIST Industrial, BIST 500, BIST Star, BIST Istanbul, BIST Stone and Soil, BIST Participation 100, and BIST Participation indices, and the Company continues to be included in the MSCI Global Small Cap Index, which it joined in 2023.	Istanbul Stock Exchange Website, Sustainability Indices <a href="https://borsaistanbul.com.tr/sayfa/165/bist-surdurulebilirlik-endeksleri">https://borsaistanbul.com.tr/sayfa/165/bist-surdurulebilirlik-endeksleri</a> Akçansa 2024 Integrated Annual Report, Value Created for Shareholders and Investors Section, Page 31 <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
<b>D. Corporate Governance Principles</b>							
D1	Opinions of beneficiaries were taken when determining measures and strategies for sustainability.	Yes				The views of all stakeholders were taken into account in identifying material sustainability topics. In addition, ongoing engagement is maintained through established communication mechanisms.	Akçansa 2024 Integrated Annual Report, Sustainable Future Section, Pages 37-42 Akçansa 2024 Integrated Annual Report, Social Impact Section, Pages 126-127, <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>
D2	Efforts were made to raise awareness on sustainability and its importance through social responsibility projects, awareness-raising events and training.	Yes				Sustainability activities, including social responsibility projects, awareness initiatives, volunteering programs, and trainings, have been carried out to increase awareness among both internal and external stakeholders.	Akçansa 2024 Integrated Annual Report, Social Impact Section, Pages 126-127, <a href="https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf">https://www.akcansa.com.tr/docs/en/Akcansa_2024_EFR%20_TR_Interactive_020525.pdf</a>



# Financial Statements and Independent Auditor's Report





# AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

FINANCIAL STATEMENTS AND INDEPENDENT AUDITOR'S REPORT FOR THE ACCOUNTING PERIOD FROM 1 JANUARY 2025 TO 31 DECEMBER 2025



(CONVENIENCE TRANSLATION OF INDEPENDENT AUDITOR'S REPORT  
ORIGINALLY ISSUED IN TURKISH)

## INDEPENDENT AUDITOR'S REPORT

To the General Assembly of Akçansa Çimento Sanayi ve Ticaret A.Ş.

### A) Report on the Audit of the Financial Statements

#### 1) Opinion

We have audited the financial statements of Akçansa Çimento ve Sanayi Ticaret A.Ş. ("the Company"), which comprise the statement of financial position as at 31 December 2025, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at 31 December 2025, and its financial performance and its cash flows for the year then ended in accordance with Turkish Financial Reporting Standards ("TFRS").

#### 2) Basis for Opinion

We conducted our audit in accordance with the Standards on Independent Auditing ("SIA") which is a part of Turkish Auditing Standards accepted by regulations of the Capital Markets Board and published by the Public Oversight Accounting and Auditing Standards Authority ("POA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the

Code of Ethics for Independent Auditors (including Independence Standards) ("Code of Ethics") published by the POA, as applicable to audits of financial statements of public interest entities, together with the ethical requirements included in the regulations of the Capital Markets Board and other regulations that are relevant to audits of the financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### 3) Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

##### Key Audit Matter Impairment of Goodwill

The Company has recognized goodwill amounting to TL 3,308,951 thousand in its statement of financial position as at 31 December 2025, arising from previous acquisitions. In accordance with IAS 36 "Impairment of Assets", the Company is required to perform an impairment test for goodwill resulting from business combinations at least annually.

The Company's accounting policies and estimates regarding goodwill impairment testing are disclosed in Notes 2.3 and 12 to

the financial statements.

Goodwill impairment testing is a key audit matter for our audit due to the following reasons:

- The amount of goodwill recognized in the Company's financial statements as of 31 December 2025 being material,
- The use of significant management estimates and assumptions, as disclosed in Note 2, in the goodwill impairment testing, and the possibility that these estimates and assumptions may be affected by future sectoral and economic developments,
- The requirement to involve our valuation specialists to check the mathematical accuracy of the goodwill impairment calculations.

##### How the matter was addressed in the audit

During our audit, the following procedures were performed in relation to the goodwill impairment test:

- The design and mathematical accuracy of the calculations performed in the goodwill impairment test were tested.
- The reasonableness of the estimates used in the goodwill impairment test was assessed together with our valuation specialists, considering independent data sources and current market conditions.
- The realizability of the forward-looking cash flow and capital expenditure projections used in the goodwill impairment test was evaluated through meetings held with senior management.
- The consistency of the financial information for the year forming the basis of the goodwill impairment test with the audited financial information for the current period was

checked.

- The consistency of projections made in prior years was compared with actual results realized in the current year's financial statements.
- The mathematical accuracy of sensitivity analyses performed on significant accounting estimates used in the goodwill impairment test and whether these analyses were appropriately presented were checked.
- The compliance of the disclosures related to the goodwill impairment test in the financial statements with IFRS requirements was reviewed.

#### 4) Other Matters

The financial statements of Akçansa Çimento ve Sanayi Ticaret A.Ş. for the year ended 31 December 2024 were audited by another audit firm who expressed an unmodified opinion on those statements on 14 February 2025.

#### 5) Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with TFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

FINANCIAL STATEMENTS AND INDEPENDENT AUDITOR'S REPORT FOR THE ACCOUNTING PERIOD FROM 1 JANUARY 2025 TO 31 DECEMBER 2025



In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

### 6) Auditor's Responsibilities for the Audit of the Financial Statements

Responsibilities of independent auditors in an independent audit are as follows:

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the regulations of the Capital Markets Board and SIA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the regulations of the Capital Markets Board and SIA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. (The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.)
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up

to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### B) Report on Other Legal and Regulatory Requirements

In accordance with paragraph four of the Article 398 of the Turkish Commercial Code No. 6102 ("TCC"), the auditor's report on the system and the committee of early detection of risk has been submitted to the Board of Directors of the Company on 12 February 2026.

In accordance with paragraph four of the Article 402 of TCC, nothing has come to our attention that may cause us to believe that the Company's set of accounts and financial statements prepared for the period 1 January-31 December 2025 does not comply with TCC and the provisions of the Company's articles of association in relation to financial reporting.

In accordance with paragraph four of the Article 402 of TCC, the Board of Directors provided us all the required information and documentation with respect to our audit.

The engagement partner on the audit resulting in this independent auditor's report is Volkan Becerik.

DRT BAĞIMSIZ DENETİM VE SERBEST MUHASEBECİ MALİ MÜŞAVİRLİK A.Ş.  
Member of **DELOITTE TOUCHE TOHMATSU LIMITED**

Volkan Becerik  
Partner

Istanbul, 12 February 2026



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

## STATEMENT OF FINANCIAL POSITION AS OF 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL")  
based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

Assets	Notes	Current period	Prior period
		(Audited)	(Audited)
		31 December 2025	31 December 2024
<b>Current assets</b>			
Cash and cash equivalents	4	6,036,362	5,902,373
Trade receivables:	7	4,845,614	4,473,337
- Trade receivables from related parties	27,7	149,429	170,217
- Trade receivables from third parties	7	4,696,185	4,303,120
Other receivables	8	318,163	143,222
- Other receivables from related parties	27,8	13,692	15,397
- Other receivables from third parties	8	304,471	127,825
Inventories	9	2,167,868	2,706,100
Prepaid expenses	16	372,953	601,569
<b>Total current assets</b>		<b>13,740,960</b>	<b>13,826,601</b>
<b>Non-current assets</b>			
Financial investments	5	4,229,632	5,539,363
Other receivables	8	18,487	15,848
- Other receivables from third parties	8	18,487	15,848
Property, plant and equipment	10	13,007,677	12,408,169
Intangible assets	11,12	3,952,025	3,928,924
- Goodwill	12	3,308,951	3,308,951
- Other intangible assets	11	643,074	619,973
Right-of-use assets	14	1,395,725	932,308
Prepaid expenses	16	94,971	133,706
<b>Total non-current assets</b>		<b>22,698,517</b>	<b>22,958,318</b>
<b>Total assets</b>		<b>36,439,477</b>	<b>36,784,919</b>

Liabilities	Notes	Current period	Prior period
		(Audited)	(Audited)
		31 December 2025	31 December 2024
<b>Current liabilities</b>			
Short-term borrowings	6	4,186,139	2,913,050
- Liabilities from financial loans	6	4,011,313	2,839,379
- Financial lease debts	6	174,826	73,671
Trade payables	7	4,382,776	4,912,819
- Trade payables to related parties	27,7	64,274	74,285
- Trade payables to third parties	7	4,318,502	4,838,534
Liabilities for employee benefits	8	103,305	100,915
Other payables	8	183,305	166,600
- Other payables to third parties	8	183,305	166,600
Deferred income	8	36,725	22,882
Current income tax liabilities	25	173,050	153,940
Short-term provisions	13	182,553	207,585
- Provisions for short-term employee benefits	13	107,108	141,969
- Other short-term provisions	13	75,445	65,616
<b>Total current liabilities</b>		<b>9,247,853</b>	<b>8,477,791</b>
<b>Non-current liabilities</b>			
Long-term borrowings	6	748,756	390,582
- Financial lease debts	6	748,756	390,582
Long-term provisions	13, 15	339,069	368,438
- Provisions for long-term employee benefits	15	294,316	325,554
- Other long-term provisions	13	44,753	42,884
Deferred tax liabilities	25	1,063,197	643,570
<b>Total non-current liabilities</b>		<b>2,151,022</b>	<b>1,402,590</b>
<b>Total liabilities</b>		<b>11,398,875</b>	<b>9,880,381</b>
<b>Equity</b>			
Equity attributable to parent		25,040,602	26,904,538
Paid-in share capital	17	191,447	191,447
Adjustments to share capital		11,840,519	11,840,519
Other comprehensive income/expense not to be reclassified to profit or loss		(260,906)	(303,655)
Revaluation and measurement losses		(260,906)	(303,655)
- Losses on remeasurements of defined benefit plans		(260,906)	(303,655)
Other comprehensive income to be reclassified to profit or loss		3,937,657	5,143,442
Remeasurement and reclassification gains		3,937,657	5,143,442
- Other comprehensive income related to financial assets at fair value through other comprehensive income		3,937,657	5,143,442
Restricted reserves appropriated from profit		4,994,505	4,844,765
Prior years' profit		3,611,180	2,998,843
Net profit for the period		726,200	2,189,177
<b>Total equity</b>		<b>25,040,602</b>	<b>26,904,538</b>
<b>Total liabilities and equity</b>		<b>36,439,477</b>	<b>36,784,919</b>

The accompanying notes are an integral part of these financial statements.

**AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ****STATEMENT OF PROFIT OR LOSS FOR THE PERIOD ENDED 31 DECEMBER 2025**

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

	Notes	Current period	Prior period
		(Audited)	(Audited)
		1 January – 31 December 2025	1 January – 31 December 2024
Revenue	18	24,608,535	28,291,245
Cost of sales (-)	18	(21,449,653)	(23,572,385)
<b>Gross profit from trade operations</b>		<b>3,158,882</b>	<b>4,718,860</b>
<b>Gross profit</b>		<b>3,158,882</b>	<b>4,718,860</b>
General administrative expenses (-)	19,20	(1,250,502)	(1,153,798)
Marketing expenses (-)	19,20	(258,037)	(174,706)
Research and development expenses (-)	19,20	(33,833)	-
Other operating income	21	647,969	457,759
Other operating expenses (-)	21	(635,209)	(569,140)
<b>Operating profit</b>		<b>1,629,270</b>	<b>3,278,975</b>
Income from investment activities (net)	22	69,784	146,164
<b>Operating profit before finance expense</b>		<b>1,699,054</b>	<b>3,425,139</b>
Financial income	23	1,612,928	1,468,518
Financial expenses (-)	23	(1,380,975)	(1,486,884)
Monetary loss gain	24	(168,786)	(100,874)
<b>Profit from continuing operations before tax</b>		<b>1,762,221</b>	<b>3,305,899</b>
<b>Tax income/(expense) from continuing operations</b>		<b>(1,036,021)</b>	<b>(1,116,722)</b>
- Period tax expense	25	(526,698)	(433,157)
- Deferred tax expense	25	(509,323)	(683,565)
<b>Profit for the period from continuing operations</b>		<b>726,200</b>	<b>2,189,177</b>
<b>Profit for the period</b>		<b>726,200</b>	<b>2,189,177</b>
<b>Earnings/loss per share from continuing operations (Kr)</b>	<b>26</b>	<b>3,793</b>	<b>11,435</b>
<b>Weighted average number of shares</b>		<b>19,144,707</b>	<b>19,144,707</b>

**AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ****STATEMENT OF OTHER COMPREHENSIVE INCOME FOR THE PERIOD ENDED 31 DECEMBER 2025**

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

	Notes	Current period	Prior period
		(Audited)	(Audited)
		1 January – 31 December 2025	1 January – 31 December 2024
<b>Profit for the period</b>		<b>726,200</b>	<b>2,189,177</b>
<b>Other comprehensive income/(expense):</b>			
<b>Items not to be reclassified to profit or loss</b>		<b>42,749</b>	<b>(29,164)</b>
- Actuarial Gains/(Losses) Arising from Defined Benefit Plans		56,999	(38,885)
Taxes on other comprehensive income that will not be reclassified to profit or loss			
- Deferred tax income/(expense)	25	(14,250)	9,721
<b>Items to be reclassified to profit or loss</b>		<b>(1,205,785)</b>	<b>500,314</b>
- Other comprehensive income/(expense) related to financial assets at fair value through other comprehensive income	5	(1,309,731)	531,184
Taxes on other comprehensive income to be reclassified to profit or loss			
- Deferred tax income/(expense)	25	103,946	(30,870)
<b>Other comprehensive income / (expense)</b>		<b>(1,163,036)</b>	<b>471,150</b>
<b>Total comprehensive income / (expense)</b>		<b>(436,836)</b>	<b>2,660,327</b>

The accompanying notes are an integral part of these financial statements.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

### STATEMENTS OF CHANGE IN EQUITY FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

	Paid-in share capital	Share capital adjustment differences	Other accumulated comprehensive income or expenses that will not be reclassified to profit or loss	Other accumulated comprehensive income or expenses to be reclassified to profit or loss	Retained Earnings			
			Gains/(losses) on re-measurement of defined benefit plans	Gains/(losses) on financial assets measured at fair value through other comprehensive income	Restricted reserves appropriated from profit	Prior years' profit	Profit for the period	Total shareholders' equity
<b>Balance at 1 January 2024</b>	<b>191,447</b>	<b>11,840,519</b>	<b>(274,491)</b>	<b>4,643,128</b>	<b>4,548,209</b>	<b>644,821</b>	<b>4,481,121</b>	<b>26,074,754</b>
Transfers	-	-	-	-	296,556	4,184,565	(4,481,121)	-
Total comprehensive income/(expense)	-	-	(29,164)	500,314	-	-	2,189,177	2,660,327
Net profit for the period	-	-	-	-	-	-	2,189,177	2,189,177
Other comprehensive income/(expense)	-	-	(29,164)	500,314	-	-	-	471,150
Dividends paid (Note 26)	-	-	-	-	-	(1,830,543)	-	(1,830,543)
<b>Balance at 31 December 2024</b>	<b>191,447</b>	<b>11,840,519</b>	<b>(303,655)</b>	<b>5,143,442</b>	<b>4,844,765</b>	<b>2,998,843</b>	<b>2,189,177</b>	<b>26,904,538</b>
<b>Balance at 1 January 2025</b>	<b>191,447</b>	<b>11,840,519</b>	<b>(303,655)</b>	<b>5,143,442</b>	<b>4,844,765</b>	<b>2,998,843</b>	<b>2,189,177</b>	<b>26,904,538</b>
Transfers	-	-	-	-	149,740	2,039,437	(2,189,177)	-
Total comprehensive income/(expense)	-	-	42,749	(1,205,785)	-	-	726,200	(436,836)
Net profit for the period	-	-	-	-	-	-	726,200	726,200
Other comprehensive income/(expense)	-	-	42,749	(1,205,785)	-	-	-	(1,163,036)
Dividends paid (Note 26)	-	-	-	-	-	(1,427,100)	-	(1,427,100)
<b>Balance at 31 December 2025</b>	<b>191,447</b>	<b>11,840,519</b>	<b>(260,906)</b>	<b>3,937,657</b>	<b>4,994,505</b>	<b>3,611,180</b>	<b>726,200</b>	<b>25,040,602</b>

The accompanying notes are an integral part of these financial statements.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

### STATEMENT OF CASH FLOWS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

Notes	Current period	Prior period
	(Audited)	(Audited)
	1 January - 31 December 2025	1 January - 31 December 2024
<b>Cash flows from operating activities</b>	<b>3,144,576</b>	<b>4,771,759</b>
Profit before tax	1,762,221	3,305,899
Profit before tax from continuing operations	1,762,221	3,305,899
<b>Adjustments related to the net profit/(loss) reconciliation for the period</b>	<b>2,257,342</b>	<b>1,772,869</b>
Adjustments related to depreciation and amortization expenses	1,720,273	1,660,245
Adjustments related to impairment/(reversal) of loss	13,045	(15,637)
Adjustments related to impairment/(reversal) of receivables	7	(22,145)
Adjustments related to impairment/(reversal) of inventories	9	6,508
Adjustments related to provisions	229,169	111,949
Adjustments related to impairment/(reversal) of provision for employee benefits	13,15	161,720
Adjustments related to impairment/(reversal) of provision for litigation and/or penalties	13	(372)
Adjustments related to impairment/(reversal) of sectoral provisions	13	10,728
Adjustments related to other provisions	13	(60,127)
Adjustments related to interest income and expenses	(29,345)	177,883
Adjustments related to interest income	23	(1,373,200)
Adjustments related to interest expense	6	1,247,666
Other financials (income)/expense, net	239,427	162,652
Adjustments related to loss/(gain) on sale of non-current assets	22	(3,672)
Adjustments related to other items arising from investing or financing activities	22	(140,187)
Adjustments related to fair value losses/(gains) of financial investments	-	(2,305)
Adjustments based on fair value losses (gains) of derivative financial instruments	13,23	18,427
Monetary loss/(gain)	393,984	(33,834)
<b>Changes in working capital</b>	<b>(255,473)</b>	<b>394,578</b>
Adjustment related to decrease/(increase) in trade receivables	(372,158)	935,212
Adjustment related to decrease in other receivables	(174,941)	109,406
Adjustment related to decrease/(increase) in inventories	524,019	236,701
Adjustment related to decrease/(increase) in prepaid expenses	267,351	(32,140)
Adjustment related to increase/(decrease) in trade payables	(530,043)	(788,537)
Adjustment related to increase/(decrease) in employee benefit obligations	2,390	20,232
Adjustment related to increase/(decrease) in other payables	16,705	(37,162)
Adjustment related to increase/(decrease) in deferred revenue	13,843	(49,854)
Other adjustments related to decrease in operating capital	(2,639)	720
Decrease/(increase) in other assets related to operations	(2,639)	720
<b>Cash Flows from Operating Activities</b>	<b>3,764,090</b>	<b>5,473,346</b>

Notes	Current period	Prior period
	(Audited)	(Audited)
	1 January - 31 December 2025	1 January - 31 December 2024
Employee termination benefits paid	13, 15	(137,334)
Payments for other provisions	13	(13,805)
Taxes returns/(payments)	25	(469,424)
Other cash inflows	7	1,010
<b>Cash flows from investing activities</b>	<b>(1,975,968)</b>	<b>(941,489)</b>
Cash inflows from the sale of property, plant and equipment and intangible assets		11,424
Cash outflows from the purchase of property, plant and equipment and intangible assets	10,11	(2,049,603)
Dividends received	22	62,211
Other cash inflows from investing activities	5	-
Cash inflows resulting from the sale of shares or capital reductions of affiliates and/or joint ventures		-
<b>Cash flows from financing activities</b>	<b>358,408</b>	<b>(1,487,642)</b>
Cash inflows from borrowings	6	4,496,500
Cash outflows from repayment of borrowings	6	(2,350,000)
Dividends paid	26	(1,427,100)
Interest paid	6	(1,413,073)
Interest received	23	1,373,200
Leasing payments	6	(270,638)
Other cash inflows (outflows)		(50,481)
<b>Net increase/(decrease) in cash and cash equivalents before the effect of foreign currency translation differences</b>	<b>1,527,016</b>	<b>2,342,628</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>1,527,016</b>	<b>2,342,628</b>
Cash and cash equivalents at the beginning of the period	4	5,902,373
Monetary loss impact on cash		(1,393,027)
<b>Cash and cash equivalents at the end of the period</b>	<b>4</b>	<b>6,036,362</b>

The accompanying notes are an integral part of these financial statements.



# AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

## NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

### 1. Organization and Operations of the Company

#### General

Akçansa Çimento Sanayi ve Ticaret Anonim Şirketi ("Akçansa" or "Company") was founded on 30 September 1996 through the merger of Akçimento Ticaret Anonim Şirketi (Akçimento) which was established in 1967, and Çanakkale Çimento Sanayi Anonim Şirketi (Çanakkale) which was established in 1974. At 12 January 1996, Mortelmaattschappij Eindhoven B.V. (Mortel), which is a wholly owned subsidiary of Cimenteries CBR S.A. (CBR), acquired 97.7% of Çanakkale on 24 July 1996, the CBR group exchanged its shares in Çanakkale for 30% of the shares of Akçimento which was mainly owned by Hacı Ömer Sabancı Holding Anonim Şirketi and its affiliates.

Effective from 1 October 1996 Akçimento ceased its existence and merged with Çanakkale. The name of the new company was determined as Akçansa Çimento Sanayi ve Ticaret Anonim Şirketi. Akçansa shares have been traded on the Borsa İstanbul A.Ş. (formerly Istanbul Stock Exchange) since 1986. On 27 November 2006, 39.72% shares of Akçansa Çimento Sanayi ve Ticaret A.Ş. owned by CBR International Holdings B.V, which is 100% owned subsidiary of Heidelberg Materials A.G. has been transferred to Heidelberg Materials Mediterranean Basin Holdings S.L. which is also 100% owned subsidiary of Heidelberg Materials A.G. On 1 March 2017, 39.72% shares of Akçansa Çimento Sanayi ve Ticaret A.Ş, owned by Heidelberg Materials Mediterranean Basin Holdings S.L. has been transferred Heidelberg Materials A.G.

The address of the headquarter and registered office is Palladium Tower Barbaros NBHD., Kardelen St., No: 2, Ataşehir, İstanbul.

For the purpose of the presenting financial statements, Akçansa Çimento Sanayi ve Ticaret A.Ş. will be referred to as "the Company". As of 31 December 2025 and 31 December 2024, the number of personnel (all employed in Türkiye) is 990 and 1,007 respectively.

#### Nature of activities

The Company is primarily engaged in manufacturing of cement, clinker, ready mixed concrete and aggregate.

#### Approval of financial statements

The financial statements for the period 1 January – 31 December 2025 have been approved for issue by the Board of Directors on 12 February 2026. These financial statements will be finalised following their approval in the General Assembly. The authority to change the financial statements rests with the General Assembly. As detailed in Note 17, Akçansa is jointly controlled by Hacı Ömer Sabancı Holding A.Ş. and Heidelberg Materials A.G.

### 2. Basis for Presentation of Financial Statements

#### 2.1 Basis for Presentation

##### Financial Reporting Standards Applied

The financial statements of the Company have been prepared in accordance with the Turkish Financial Reporting Standards, ("TFRS") and interpretations as adopted in line with international standards by the Public Oversight Accounting and Auditing Standards Authority of Türkiye ("POA") in line with the communiqué numbered II-14,1 "Communiqué on the Principles of Financial Reporting In Capital Markets" ("the Communiqué") announced by the Capital Markets Board of Türkiye ("CMB") on 13 June 2013 which is published on Official Gazette numbered 28676. TFRS is updated in harmony with the changes and updates in International Financial and Accounting Standards ("IFRS") by the communiqués announced by the POA.

The financial statements are presented in accordance with "Announcement regarding with TFRS Taxonomy" which was published on 4 July 2024 by POA and the format and mandatory information recommended by CMB.

The Company complies with the principles and conditions issued by the CMB in keeping accounting records and preparing financial statements, and the Company and its subsidiaries and affiliates operating in Türkiye comply with the legal records of the Turkish Commercial Code ("TCC"), tax legislation and the Ministry of Finance of the Republic of Türkiye. It is prepared in accordance with the requirements of the Uniform Chart of Accounts issued by the Ministry of Finance ("Ministry of Finance"). Financial statements have been prepared by reflecting the necessary corrections and classifications in legal records in order to provide accurate presentation in accordance with TFRS. Financial statements are prepared on the historical cost basis, except for financial assets carried at fair value and derivative financial instruments carried at fair value.

#### Comparatives and restatement of prior periods' financial statements

The financial statements of the Company include comparative financial information to enable the determination of the trends in the financial position and performance, Comparative figures are reclassified, where necessary, to conform to changes in presentation in the current period financial statements and the significant changes are explained.

Relevant figures for the previous reporting period are restated by applying the general price index so that the comparative financial statements are presented in the unit of measurement prevailing at the end of the reporting period. Information disclosed for prior periods is also expressed in terms of the measuring unit current at the end of the reporting period.

#### Functional and reporting currency

The financial statements of the Company are presented in the currency of the primary economic environment in which the Company operates (its functional currency).

#### Restatement of financial statements in hyperinflationary periods

The Company prepared its financial statements as of and for the year ended 31 December 2025 by applying TAS 29 "Financial Reporting in Hyperinflationary Economies" in accordance with the announcement made by POA on 23 November 2024 and the "Implementation Guide on Financial Reporting in Hyperinflationary Economies". In accordance with the standard, financial statements prepared in the currency of a hyperinflationary economy should be stated in terms of the purchasing power of that currency at the balance sheet date and for the purpose of comparison with prior period financial statements, comparative information is expressed in terms of the measuring unit current at the end of the reporting period. Therefore, the Company has also presented its financial statements as of 31 December 2024 on a purchasing power basis as of 31 December 2025.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

In accordance with the CMB's decision dated 28 December 2024 and numbered 81/1820, issuers and capital market institutions subject to financial reporting regulations applying Turkish Accounting/Financial Reporting Standards are required to apply inflation accounting by applying the provisions of TAS 29 to their annual financial statements for the accounting periods ending on 31 December 2025.

Restatements in accordance with TAS 29 have been made using the adjustment factor derived from the Consumer Price Index ("CPI") in Türkiye published by the Turkish Statistical Institute ("TURKSTAT"). As at 31 December 2025, the indices and adjustment factors used in the restatement of the financial statements are as follows:

	Index	Correction CoefScient	Three-year Cumulative Inflation Rates
31.12.2025	3,513.87	1.00000	211%
31.12.2024	2,684.55	1.30892	291%
31.12.2023	1,859.38	1.88981	268%

The main components of the Company's restatement for financial reporting purposes in hyperinflationary economies are as follows:

- The financial statements for the current period presented in TL are expressed in terms of the purchasing power of TL at the balance sheet date and the amounts for the previous reporting periods are restated in accordance with the purchasing power of TL at the end of the reporting period.
- Monetary assets and liabilities are not restated as they are currently expressed in terms of the measuring unit current at the balance sheet date. Where the inflation-adjusted amounts of non-monetary items exceed the recoverable amount or net realizable value, the provisions of TAS 36 and TAS 2 have been applied, respectively.

- Non-monetary assets, liabilities and equity items that are not expressed in the current purchasing power at the balance sheet date are restated by applying the relevant conversion factors.
- All items in the statement of comprehensive income, except for "the effects of non-monetary items in the balance sheet on the statement of comprehensive income", have been restated by applying the multipliers calculated over the periods in which the income and expense accounts were initially recognized in the financial statements.
- The effect of inflation on the Company's net monetary asset position in the current period is recognized in the statement of income in the net monetary position loss account.

#### 2.2. New and revised Turkish Financial Reporting Standards

The accounting policies adopted in preparation of the financial statements as at 31 December 2025 are consistent with those of the previous financial year, except for the adoption of new and amended Turkish Accounting Standards ("TAS")/TFRS and TAS/TFRS interpretations effective as of 1 January 2024. The effects of these standards and interpretations on the Company's financial position and performance have been disclosed in the related paragraphs.

##### a) Amendments that are mandatorily effective from 2025

###### Amendments to TAS 21 Lack of Exchangeability

The amendments contain guidance to specify when a currency is exchangeable and how to determine the exchange rate when it is not. Amendments are effective from annual reporting periods beginning on or after 1 January 2025.

These standards, amendments and improvements do not have any significant effect on the Company's financial position and performance.

##### b) New and revised TFRSs in issue but not yet effective

The Company has not yet adopted the following standards and amendments and interpretations to the existing standards:

TFRS 17	Insurance Contracts
Amendments to TFRS 17	Initial Application of TFRS 17 and TFRS 9 — Comparative Information
TFRS 18	Presentation and Disclosures in Financial Statements
TFRS 19	Subsidiaries without Public Accountability: Disclosures
Amendments to TFRS 9 and TFRS 7	Classification and Measurement of Financial Instruments
Amendments to TFRS 9 and TFRS 7	Power Purchase Arrangements
Annual Improvements	Annual Improvements to TFRSs – Volume 11
Amendments to TFRS 19	Subsidiaries without Public Accountability: Disclosures

###### TFRS 17 Insurance Contracts

TFRS 17 requires insurance liabilities to be measured at a current fulfillment value and provides a more uniform measurement and presentation approach for all insurance contracts. These requirements are designed to achieve the goal of a consistent, principle-based accounting for insurance contracts. TFRS 17 has been deferred for insurance, reinsurance and pension companies for a further year and will replace TFRS 4 Insurance Contracts on 1 January 2027.

###### Amendments to TFRS 17 Insurance Contracts and Initial Application of TFRS 17 and TFRS 9 – Comparative Information

Amendments have been made in TFRS 17 in order to reduce the implementation costs, to explain the results and to facilitate the initial application.

The amendment permits entities that first apply TFRS 17 and TFRS 9 at the same time to present comparative information about a financial asset as if the classification and measurement requirements of TFRS 9 had been applied to that financial asset before. Amendments are effective with the first application of TFRS 17.

###### TFRS 18 Presentation and Disclosures in Financial Statements

TFRS 18 includes requirements for all entities applying TFRS for the presentation and disclosure of information in financial statements. This standard is effective from annual reporting periods beginning on or after 1 January 2027.

###### TFRS 19 Subsidiaries without Public Accountability: Disclosures

TFRS 19 specifies the disclosure requirements an eligible subsidiary is permitted to apply instead of the disclosure requirements in other TFRS Accounting Standards. This standard is effective from annual reporting periods beginning on or after 1 January 2027.

###### Amendments to TFRS 9 and TFRS 7 Classification and Measurement of Financial Instruments

The amendments address matters identified during the post-implementation review of the classification and measurement requirements of TFRS 9 Financial Instruments. Amendments are effective from annual reporting periods beginning on or after 1 January 2026.

###### Amendments to TFRS 9 and TFRS 7 Power Purchase Arrangements

The amendments aim at enabling entities to include information in their financial statements that in the IASB's view more faithfully represents contracts referencing nature-dependent electricity. Amendments are effective from annual reporting periods beginning on or after 1 January 2026.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

#### Annual Improvements to TFRSs – Volume 11

The pronouncement comprises the following amendments:

- TFRS 1: Hedge accounting by a first-time adopter
- TFRS 7: Gain or loss on derecognition
- TFRS 7: Disclosure of deferred difference between fair value and transaction price
- TFRS 7: Introduction and credit risk disclosures
- TFRS 9: Lessee derecognition of lease liabilities
- TFRS 9: Transaction price
- TFRS 10: Determination of a 'de facto agent'
- TAS 7: Cost method

Amendments are effective from annual reporting periods beginning on or after 1 January 2026.

#### Amendments to TFRS 19 Subsidiaries without Public Accountability: Disclosures

The amendments cover new or amended Turkish Financial Reporting Standards that were not considered when TFRS 19 was first issued. Amendments are effective from annual reporting periods beginning on or after 1 January 2027.

The Company evaluates the effects of these standards, amendments and improvements on the financial statements.

#### 2.3 Summary of Significant Accounting Policies

##### Right-of-use assets

The Company recognizes right-of-use assets at the inception of the lease (for example, as of the date the asset is available for use), expressed in purchasing power. The right-of-use assets are calculated by deducting the accumulated depreciation and impairment losses from the cost value. In case the financial leasing debts are revalued, this figure is corrected.

The cost of the right-of-use asset includes:

- (a) the first measurement of the lease obligation,
- (b) the amount obtained from all rental payments made before or before the lease actually starts, by deducting all rental incentives received, and
- (c) All initial costs incurred by the Company,

Unless the transfer of ownership of the underlying asset to the Company at the end of the lease term is reasonably certain, the Company depreciates the right-of-use asset until the end of the useful life of the underlying asset from the actual commencement of the lease.

Right-of-use assets are subject to impairment assessment.

##### Lease Obligations

The Company measures the lease liability over the present value of the unpaid lease payments at the commencement date of the lease.

At the commencement date of the lease, the lease payments included in the measurement of the lease liability consist of the following payments for the right to use the underlying asset during the lease term, which were not paid at the commencement date of the lease:

- (a) Fixed payments,
- (b) Variable rental payments based on an index or rate, made using an index or rate at the date when the first measurement was actually started,
- (c) Amounts expected to be paid by the Company within the scope of residual value commitments

##### Offsetting

Financial assets and liabilities are offset and the net amount is reported in the balance sheet when there is a legally enforceable right to set off the recognized amounts and there is an intention to settle on a net basis or realize the asset and settle the liabilities simultaneously.

##### Cash and cash equivalents

For the presentation of the cash flow statement, cash and cash equivalents include cash on hand, cash at banks, checks (demand) and time deposits with an original maturity of less than 3 months.

Cash and cash equivalents are presented as the sum of acquisition costs and accrued interests.

##### Inventories

Inventories are valued at the lower of cost or net realizable value expressed in purchasing power. Expenditures to restore inventories to their current condition are accounted for as follows:

Raw materials - consists of the purchase cost determined by the monthly weighted average.

Finished goods and work-in-process - Direct material and labor costs, variable and fixed general production costs are included at certain rates (taking into account normal operating capacity). Inventory valuation method is monthly weighted average method.

Net realizable value is the estimated selling price less estimated costs of completion and estimated costs to make the sale.

##### Prepaid Expenses

Accounting for main maintenance expenses: High amount of main maintenance expenses made periodically for furnaces used in production. The main maintenance expenses in question are a necessity to ensure the healthy continuity of production, and reflecting these expenses to the income and expense statements as a whole within the month they are incurred causes fluctuations in the operational profitability of the company. The Company associates the main maintenance expenses with the production costs gradually until the end of the reporting period.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

#### Property, plant and equipment

The cost value of a tangible fixed asset, expressed in terms of its purchasing power, consists of the purchase price, non-refundable taxes and expenses incurred to make the tangible asset ready for use.

Property, plant and equipment are shown with their net values after deducting accumulated depreciation and any impairment loss from the cost value expressed in purchasing power. Except for lands where mining is carried out, land is not subject to depreciation. Lands where mining is carried out are subject to depreciation based on the ratio of the reserve consumed during the year to the total reserve.

Assets under construction are shown at cost expressed in purchasing power, minus any impairment loss. Legal fees are also included in the cost. In the case of assets that require significant time to be ready for use and sale, borrowing costs are capitalized. When the construction of these assets is completed and they are ready for use, they are classified under the relevant tangible fixed asset item. Such assets are depreciated when they are ready for use, as in the depreciation method used for other fixed assets.

Depreciation is calculated on all property, plant and equipment on a straight-line basis over the estimated useful life of the asset as below.

	Useful life
Land improvements and buildings	2-50 years
Machinery and equipment	1-25 years
Furniture and fixtures	1-25 years
Motor vehicles	2-10 years
Leasehold improvements	2-38 years

Assets purchased under finance leases are depreciated over their expected useful lives, just like owned property, plant and equipment. If it is not certain whether ownership will be acquired at the end of the financial lease term, it is depreciated over the shorter of its expected useful life and the said lease term.

An item of property, plant and equipment is derecognized from statement of financial position (balance sheet) upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognized in profit or loss.

#### Intangible assets

Intangible assets mainly consist of computer software and mining rights and are capitalized based on the cost expressed in purchasing power. Intangible assets, except mining rights, are amortized according to the straight-line amortization method over the estimated economic life of the relevant asset. Mining rights are amortized based on the ratio of the reserve consumed during the year to the total reserve.

The carrying values of intangible assets are reviewed for impairment when there are any event or changes in circumstances indicate that the carrying value may not be recoverable.

An intangible asset is derecognized when it is disposed of or when future economic benefits are not expected from its use or sale. The profit or loss on derecognition of an intangible asset is calculated as the difference between the net proceeds from the disposal of the assets and their carrying amount, if any. This difference is recognized in profit or loss when the related asset is taken off the balance sheet.

#### Goodwill

The difference between the cost incurred in the acquisition of a business and the fair value of the identifiable assets, liabilities and contingent liabilities of the acquired business is accounted for as goodwill in the financial statements. Goodwill amount is not amortized within the framework of Turkish Financial Reporting Standard TFRS 3 "Business combinations". Goodwill is reviewed for impairment when deemed necessary, at least once a year, in circumstances and conditions where its carrying value will not be realized.

#### Impairment of non-financial assets

At each balance sheet date, the Company evaluates whether there is any indication that there is a depreciation of the book value of its tangible and intangible assets, which is calculated by deducting accumulated depreciation from the cost value. If such an indication exists, the recoverable amount of that asset is estimated to determine the amount of impairment. In cases where it is not possible to calculate the recoverable amount of the asset alone, the recoverable amount of the cash generating unit to which that asset belongs is calculated.

The recoverable amount is the higher of fair value or value in use after the deduction of sale costs. When calculating value in use, estimated future cash flows are discounted to present value using a pre-tax discount rate that reflects the time value of money and risks specific to the asset. The main assumptions used during these studies are inflation expectations in the coming years, expected increases in sales and costs, expected changes in export-domestic market composition and expected country growth rates.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognized immediately in the income statement. The increase in the carrying value of the asset (or cash-generating unit) due to the reversal of the impairment should not exceed the carrying amount (net amount after depreciation) that would have occurred had the impairment been recognized in previous years. The reversal of the impairment is recorded in the income statement, impairment for goodwill cannot be reversed in future periods.

#### Foreign currency transactions

Transactions in foreign currencies are translated into TL at the exchange rates on the date of the transaction, as of 31 December 2025, assets and liabilities in foreign currency were valued with the buying rate of the Central Bank of the Republic of Türkiye on the balance sheet date, and the resulting foreign exchange differences were reflected in the relevant income and expense accounts.

The exchange rates used at the end of the period are as follows:

Date	TL/USD	TL/EUR
<b>Buying Rates</b>		
31 December 2025	42.8457	50.2859
31 December 2024	35.2803	36.7362
<b>Selling Rates</b>		
31 December 2025	42.9229	50.3765
31 December 2024	35.3438	36.8024



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

#### Provisions, contingent liabilities and assets

##### Provisions

Provisions are accounted when the Company has a past legal or structural obligation as of the balance sheet date, it is probable that there will be an outflow of resources that provide economic benefits to settle the obligation, and a reliable estimate can be made about the amount of the obligation. No provision is made for operating losses expected to occur in future periods.

##### Contingent liabilities and assets

Contingent liabilities are not reflected in the financial statements and are disclosed in the notes if the situation requiring resource transfer is not highly probable. Contingent assets, on the other hand, are disclosed in the notes if they are not reflected in the financial statements and have a high probability of generating economic returns.

##### Income tax

The tax provision is the whole of the current period and deferred tax provisions taken into account in the calculation of the profit or loss for the period.

Deferred tax is reflected by considering the balance sheet liability method, taking into account the tax effects of temporary differences between the values of assets and liabilities reflected in the financial reporting and their bases in the legal tax account. Deferred tax liability is calculated on all taxable temporary differences.

Deferred tax assets are set aside over all temporary differences and unused tax losses if it seems probable that sufficient profits will be generated to allow future deductible temporary differences and unused tax losses, in each balance sheet period, the Company reviews its deferred tax assets and accounts them with the possibility of being deductible in the future.

In the calculation of deferred tax assets and liabilities, the tax rates expected to occur in the periods when the aforementioned asset will be realized and the liability will be fulfilled are calculated based on the tax rates (tax legislation) applied as of the balance sheet date.

##### Employee benefits / provisions for employment termination benefits / provision for unused vacation

###### (a) Defined benefit plan:

In accordance with the current labor law, the company is obliged to pay a certain amount of severance pay to the personnel who quit their job due to retirement after serving at least one year or who are dismissed for reasons other than resignation and bad behavior.

As stated in more detail in Note 15, the Company has reflected the provision for severance pay in the financial statements using the "Projection Method" based on the actuarial work done by an independent actuary. Severance pay liability is calculated by discounting the interest rate estimated by professional actuaries. Actuarial gain/loss is presented in equity as other comprehensive income/expense.

In the balance sheets, employee termination benefits are reflected under non-current liabilities as provisions for long term employee benefits.

###### (b) Defined contribution plans:

The Company pays compulsory social insurance premiums to the Social Security Institution. As long as the Company pays these premiums, it has no other obligations. These premiums are reflected in personnel expenses in the period they are accrued.

##### (c) Provision for unused vacation:

Short-term employee benefits include short-term benefits that are fully expected to be fulfilled within twelve months of the annual reporting period for which the service is rendered, In this context, since the Company's expectation is that all leave provisions will be fulfilled within twelve months following the annual reporting period, such leave provisions are shown in the short-term provisions for employee benefits.

##### Related parties

Parties are considered related to the Company if:

##### a) A person or a close member of that person's family is related to a reporting entity if that person:

The person in question,  
(i) Has control or joint control over the Company,  
(ii) Has significant influence over the Company,  
(iii) If the Company or a parent of the Company is a member of the key management personnel.

(b) The business is considered to be related to the Company if any of the following conditions exist:

(i) If the entity and the company are members of the same group.  
(ii) If the entity is an associate or joint venture of the other entity (or a member of a group of which the other entity is a member).  
(iii) If both entities are joint ventures of the same third party.  
(iv) If one of the entities is a joint venture of a third entity and the other entity is an affiliate of that third entity.  
(v) If the entity has post-employment benefit plans for employees of the Company or an entity associated with the Company, If the Company itself has such a plan, the sponsoring employers are also related to the Company.

(vi) If the entity is controlled or jointly controlled by a person identified in (a).

(vii) If a person identified in (i) of (a) has significant influence over the entity or is a member of the key management personnel of that entity (or its parent).

A related party transaction is a transfer of resources, services or obligations between related parties, regardless of whether a price is charged.

##### Revenue recognition

The Company transfers the committed goods or services to its customers and takes the revenue to the financial statements when it fulfills the performance obligation. When an asset is taken by the customer, the asset is transferred.

The Company records the revenue in the financial statements in line with the following 5 basic principles:

- Determination of customer contracts,
- Determination of performance obligations in contracts.
- Determining the transaction price in contracts.
- Distribution of the transaction price to the performance obligations in the contracts.
- Recognition of revenue when each performance obligation is met.



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### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

The Company recognizes a contract with its customer as revenue when all of the following conditions are met:

The parties of the contract have confirmed the contract (in accordance with written, oral or other commercial practices) and undertakes to carry out their own actions,

- The Company can define the rights of each party related to the goods or services to be transferred.
- The Company can define the payment terms for the goods or services to be transferred.
- The contract is commercial in nature.
- It is probable that the Company will collect a fee for the goods or services to be transferred to the customer.

When assessing whether a charge is likely to be collectible, the Company considers only the customer's ability and intention to pay the charge on due date. At the beginning of the contract, the Company evaluates the goods or services that it has committed in the contract with the customer and defines each commitment to transfer to the customer as a performance obligation.

At the beginning of the contract, the Company evaluates the goods or services it has committed in the contract with the customer and defines each commitment to transfer to the customer as a performance obligation as follows:

a) Different goods or services (goods or services package) or

b) A series of different goods or services that are largely similar and are handed over to the customer in the same way

A series of goods or services are subject to the same cycle if the following conditions are met:

a) When each different good or service in the series that the Company undertakes to transfer to its customer constitutes a performance obligation that will be completed over time by meeting the necessary conditions.

b) In accordance with the relevant paragraphs of the standard, using the same method to measure the Company's progress towards full performance of the performance obligation in the transfer of each different good or service constituting the series to the customer.

#### Borrowing costs

Borrowing costs that are directly related to the purchase, construction or production of assets that take a significant amount of time to be ready for their intended use or sale are capitalized as part of the related asset's cost. Other borrowing costs are expensed in the period in which they are incurred. Borrowing costs include interest and other costs incurred due to borrowing.

#### Earnings /(losses) per share

Earnings per share in the income statement is calculated by dividing net income by the weighted average number of shares outstanding throughout the reporting period.

Companies in Türkiye can increase their capital to their existing shareholders through "bonus shares" from various internal sources. Such "bonus share" distributions are treated as issued shares in earnings per share calculations. Accordingly, the weighted average number of shares used in these calculations is calculated by taking into account the retrospective effects of the said share distributions.

#### Subsequent events

Matters that arise after the balance sheet date and may affect the status of the Company on the balance sheet date are reflected in the financial statements. Matters arising after the balance sheet date that do not require adjustment are disclosed in the notes according to the degree of materiality.

#### Recognition at transaction and delivery date

All financial asset purchases and sales are accounted for on the transaction date, in other words, on the date the Company undertakes to purchase or sell. Ordinary purchases and sales are purchases and sales in which the delivery time of the asset is generally determined according to a legislation or regulations in the markets.

#### Financial instruments

The Company accounts its financial assets in three classes: financial assets accounted for using the amortized cost method and financial assets at fair value through profit or loss or at fair value through other comprehensive income. The classification is made on the basis of the business model and expected cash flows determined according to the purpose of benefiting from financial assets, Company management classifies financial assets on the date of purchase.

#### (a) Financial assets recognized at amortized cost

Financial assets that are not traded in an active market and are not derivative instruments, with fixed or fixed payments, where the company management has adopted the "business model of collecting contractual cash flows" and the terms of the contract include only the principal and interest payments arising from the principal balance on certain dates, are classified as "assets accounted for at cost". If their maturities are less than 12 months from the date of the statement of financial position, they are classified as current assets, and if they are longer than 12 months, they are classified as non-current assets. Assets accounted for at amortized cost include "trade receivables", "other receivables" and "cash and cash equivalents" items in the statement of financial position. In addition to these, trade receivables collected from factoring companies within the scope of revocable factoring transactions, which are included in trade receivables, are classified as assets accounted for at

amortized cost, since the collection risk of these receivables is not transferred.

#### Impairment

Since the trade receivables accounted for at amortized cost in the financial statements do not contain an important financing component, the Company uses the provision matrix by choosing the "simplified" application in the impairment calculations. With this practice, the Company measures the expected credit loss provision at an amount equal to the lifetime expected credit losses, unless the trade receivables are impaired for certain reasons. Calculation of expected credit loss provision is made with the expected credit loss ratio determined by the Company based on past credit loss experiences and prospective macroeconomic indicators.

#### (a) Financial assets measured at fair value

Assets for which the company management has adopted the contractual cash flow collection and/or sales business model are classified as assets accounted for at fair value. If the management does not intend to dispose of the related assets within 12 months from the date of the statement of financial position, these assets are classified as non-current assets. The Company, during initial recognition for investments in equity-based financial assets, as equity investment, where the fair value difference is reflected in the other comprehensive income statement or profit or loss statement regarding the investment in question; makes a selection that cannot be changed later:



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### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

#### i) Financial assets measured at fair value through profit or loss

Financial assets at fair value through profit or loss; "derivative instruments" items in the statement of financial position and "financial assets held for trading, which are obtained for the purpose of benefiting from the fluctuations in prices and similar factors in the short term in the market or that are part of a portfolio to generate profit in the short term, regardless of the reason for the acquisition. Derivative instruments are recognized as assets when the fair value is positive and as liabilities when the fair value is negative. The derivative instruments of the Company consist of transactions regarding forward foreign exchange purchase and sale contracts. Financial assets measured by their fair value and associated with the profit or loss statement are first reflected in the statement of financial position with their cost values including transaction costs. These financial assets are valued over their fair values in the periods following their registration. Realized or unrealized gains and losses are recognized in "financial income / expenses". Dividends received are reflected in the statement of profit or loss as dividend income. The mentioned financial assets constituting derivative products that are not determined as an effective protection tool against financial risk are also classified as financial assets whose fair value difference is reflected to profit or loss (Note 29).

#### ii) Financial assets measured at fair value through other comprehensive income

Financial assets at fair value reflected in other comprehensive income consist of quoted equity instruments and certain debt securities held by the Company and traded in an active market and are accounted for under "financial investments" in the statement of financial position. Unrealized gains and losses arising from the impairment of the value of these assets shown at their fair values and changes other than the amount of profit or loss related to the interest and monetary assets calculated using the effective interest method, unrealized gains and losses

are in the financial asset value increase fund in equity until the date the financial asset is removed from the financial statements. are followed under the other comprehensive income statement. In case of the sale of the assets of which the fair value difference is recorded in the other comprehensive income statement, the valuation differences classified in the other comprehensive income statement are classified under "Retained earnings or losses".

#### Fair value of financial instruments

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The quoted market price, if any, is the value that best reflects the fair value of a financial instrument.

The methods and assumptions in fair value estimation of the financial instruments of the Company are explained in Note 28.

#### Trade and other receivables

Trade receivables are recorded with their invoiced amounts and are carried with their net value discounted using the effective interest rate method and after deducting the doubtful receivable provision, if any.

Notes and post-dated checks classified under trade receivables are rediscounted using an effective interest rate method and carried with their discounted values.

The Company has chosen to apply the "simplified approach" defined in TFRS 9 standard within the scope of the impairment calculations of its trade receivables (with a maturity of less than 1 year) which are accounted at amortized cost in its financial statements and do not contain a significant financing component. With this approach, the Company measures the loss provisions

for trade receivables at an amount equal to "lifetime expected credit losses", in cases where trade receivables are not impaired for certain reasons (except for realized impairment losses).

In addition, since the trade receivables accounted for at amortized cost in the financial statements do not contain an important financing component, the Company uses the provision matrix by choosing the simplified application for impairment calculations. With this practice, the Company measures the expected credit loss provision at an amount equal to lifetime expected credit losses. In the calculation of expected credit losses, the Company's forecasts for the future are also taken into account, along with past credit loss experiences. Following the provision for doubtful receivables, if all or part of the doubtful receivable amount is collected, the collected amount is deducted from the doubtful receivable provision and recorded as income in the profit or loss statement.

The Company has applied the simplified approach specified in TFRS 9 to calculate the expected credit loss provision for trade receivables. This approach allows for a lifetime expected credit loss provision for all trade receivables. In order to measure the expected credit loss, the Company first grouped its trade receivables by considering their maturities and credit risk characteristics. The expected credit loss ratio is calculated for each class of trade receivables grouped by using past credit loss experiences and prospective macroeconomic indicators, and the expected credit loss provision is calculated by multiplying the determined rate with the total trade receivables.

#### Financial investments

All financial investments are recorded at cost, which is considered to represent the fair value at the time of initial purchase and includes transaction costs. The Company measures these assets at their fair value, Gains or losses on related financial assets, excluding impairment and foreign exchange gains or expenses, are recognized in other comprehensive income.

After the initial recording, they are valued at their fair values. Interest earned from financial investments is shown as interest income. Other gains or losses on financial investments are shown in a separate line item "revaluation funds" in equity until the related assets are sold, liquidated or otherwise disposed of or are impaired in any way, after which income and associated with expense accounts.

Financial investments traded in Borsa İstanbul A.Ş. are valued on the basis of market prices formed in the stock market at the end of the business day on the balance sheet date. When there is no applicable valuation method to value unlisted financial investments, related financial investments are valued at historical cost.

#### Impairment of financial assets

Financial assets or groups of financial assets, other than financial assets at fair value through profit or loss, are evaluated at each balance sheet date to see if there are indications of impairment. An impairment loss occurs when one or more events occur after the initial recognition of the financial asset and there is an objective indication that the financial asset is impaired as a result of the adverse effect of the event on the future cash flows of the financial asset or group of assets that can be reliably estimated.

For available-for-sale equity instruments, a significant and sustained decline in fair value below cost is considered an objective indication of impairment.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

Gains or losses on financial assets, excluding impairment gains and losses and foreign exchange gains or expenses, are recognized in other comprehensive income. In case of sale of said assets, valuation differences classified to other comprehensive income are reclassified to retained earnings.

For all financial assets, with the exception of trade receivables, where the carrying amount is reduced through the use of an allowance account, the impairment loss is directly deducted from the carrying amount of the financial asset. In case the trade receivable cannot be collected, the said amount is deducted from the provision account and written off. Changes in the provision account are accounted for in the income statement.

The increase in the fair value of available-for-sale equity instruments after impairment is recognized directly in equity.

For available-for-sale equity instruments, an impairment loss previously recognized in profit or loss is not reversed in profit or loss. The fair value increase resulting from the impairment loss is recognized in other comprehensive income and collected under the heading of revaluation provision for investments. For available-for-sale debt securities, an impairment loss is reversed in profit/loss in subsequent periods if the increase in the fair value of the investment is attributed to an event that occurs after the impairment loss has been recognized.

#### Financial liabilities

Financial liabilities are initially recognized at fair value net of transaction costs and are subsequently carried at amortized cost using the effective interest method, together with the interest expense calculated over the effective interest rate.

The effective interest method is the method of calculating the amortized costs of the financial liability and allocating the related interest expense to the related period. Effective interest rate is the rate that exactly discounts estimated future cash payments over the expected life of the financial instrument or, where appropriate, a shorter period of time, to the net present value of the financial liability.

#### Bank Loans

All bank loans are recorded at cost, which is considered to reflect their fair value at the time of initial registration and includes the issuance cost.

After initial recording, loans are shown with their net values discounted using the effective interest rate method. When calculating the discounted value, the costs at the time of the first issue and the discounts and premiums at the time of repayment are taken into account.

Income or expenses incurred during the amortization process or recording of liabilities are associated with the income statement.

#### Trade payables and other payables

Trade and other payables are recorded at a reduced cost, which represents the fair value of the invoiced or unbilled amount that will arise in the future related to the purchase of goods and services.

#### Provisions

Provisions are accounted for when the Company has a past legal or structural obligation as of the balance sheet date, it is probable that there will be an outflow of resources that provide economic benefits to settle the obligation, and a reliable estimate can be made about the amount of the obligation. No provision is made for operating losses expected to occur in future periods.

- Severance pay liability is determined by actuarial calculations based on certain assumptions including discount rates, future salary increases and employee turnover rates. Due to the long-term nature of these plans, these assumptions involve significant uncertainties. Details on provisions for employee benefits are provided in Note 15.
- Provisions for doubtful receivables reflect the amounts that the Company management believes will cover the future losses of the receivables that exist as of the balance sheet date but have the risk of being uncollectible within the current economic conditions. While evaluating whether the receivables are impaired or not, the past performance of the debtors other than the related parties and key customers, their credibility in the market, their performance from the balance sheet date to the approval date of the financial statements and the renegotiated conditions are also taken into consideration. As of the relevant balance sheet date, provisions for doubtful receivables are reflected in Note 7.
- The Company has applied the simplified approach specified in TFRS 9 to calculate the expected credit loss provision for trade receivables. This approach allows for a lifetime expected credit loss provision for all trade receivables. In order to measure the expected credit loss, the Company first grouped its trade receivables by considering their maturities and credit risk characteristics. The expected credit loss ratio is calculated for each class of trade receivables grouped by using past credit loss experiences and prospective macroeconomic indicators, and the expected credit loss provision is calculated by multiplying the determined rate with the total trade receivables.

- Provisions for lawsuits, the possibility of losing the relevant lawsuits when leaving, and the consequences that will be endured in case of loss are evaluated in line with the opinions of the Company's legal advisors, and the Company Management makes its best estimates using the data at hand and the explanations regarding the provision it deems necessary are included in Note 13.
- Regarding the inventory impairment, the stocks are examined physically and how old they are, their usability is determined in line with the opinions of the technical personnel, and a provision is made for items that are not expected to be used. In determining the net realizable value of inventories, data on list sales prices and average discount rates given during the year are used, and estimates are made regarding the sales expenses to be incurred. As a result of these studies, the details of the provision for inventories with a net realizable value below the cost value are given in Note 9.
- The Company makes assumptions based on views of the technical personnel in the calculation of provision for recultivation of exploitation lands. As a result of these analyses, assessments of the provision for recultivation of exploitation lands are provided in Note 13.

#### Recognition and de-recognition of financial instruments

The Company reflects the financial assets or liabilities on its balance sheet if it is a party to the related financial instrument contracts. The company derecognizes all or part of the financial asset only when it loses control over the contractual rights to which the said assets are subject. The Company writes off financial liabilities only if the obligation defined in the contract ceases to exist, is cancelled or expires.

#### Going Concern

Financial statements have been prepared according to the going concern principle



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

#### 2.4 Significant Accounting Estimates, Judgments, and Assumptions

The preparation of the financial statements requires the disclosure of the amounts of assets and liabilities reported as of the balance sheet date, the disclosure of contingent assets and liabilities, and the use of estimates and assumptions that may affect the amounts of income and expenses reported during the accounting period. The company makes predictions and assumptions about the future. Accounting estimates may not result in exactly the same amounts as the actual results due to their nature. Some estimates and assumptions that may cause significant adjustments to the carrying value of assets and liabilities in the upcoming financial reporting period are as follows:

##### Goodwill impairment assessment:

In accordance with the accounting policies regarding goodwill stated in Note 2, these amounts are reviewed by the Company for impairment every year or more frequently when there are conditions indicating the existence of impairment. The recoverable value of cash-generating units was determined based on value-in-use calculations. Certain estimates have been made for these calculations (Note 12). As a result of these studies, no impairment was detected.

##### Fair value calculation of financial investments

In accordance with the accounting policies related to financial investments stated in Note 2, these amounts are reviewed annually by the Company. The recoverable value of cash-generating units was determined based on value-in-use calculations. Certain estimates have been made for these calculations (Note 5). As a result of these studies, no significant increase in value was detected.

##### Useful lives

The company determines the nature of the capitalized asset for its tangible and intangible assets in TAS 16 and TMS 38 standards and based on this, the relevant assets are capitalized when they are ready for use. Property, plant and equipment and intangible assets excluding goodwill are amortized over their estimated useful lives. The company determines the useful life of an asset by considering the estimated useful life of that asset. Useful lives determined by management are disclosed in Note 2.3.

### 3. Segment reporting

The majority of the Company's overseas sales consist of one-time sales to different geographical regions, and the distribution of sales by geographical regions is not consistent over the years. Therefore, the details of the revenue are given in Note 18 as domestic and international sales.

The Company's business activities are managed and organized depending on the content of the services and products it provides. The Company reports its segments in accordance with TFRS 8. Information on the Company's business areas includes the Company's earnings and profits from cement (including clinker and aggregate) and ready-mixed concrete activities as of 31 December 2025 and 31 December 2024.

1 January - 31 December 2025	Cement	Ready-mixed concrete	Unallocated	Elimination	Total
Revenue	14,823,743	7,578,234	-	2,206,558	24,608,535
Cost of sales (-)	(11,444,674)	(7,798,421)	-	(2,206,558)	(21,449,653)
<b>Gross profit</b>	<b>3,379,069</b>	<b>(220,187)</b>	-	-	<b>3,158,882</b>
General administrative, marketing expenses (-)	(1,290,914)	(251,458)	-	-	(1,542,372)
Other income/expenses from operating activities (-), net	22,137	(9,377)	-	-	12,760
<b>Operating profit/(loss)</b>	<b>2,110,292</b>	<b>(481,022)</b>	-	-	<b>1,629,270</b>
Income/expense from investing activities (-), net	5,027	2,545	62,212	-	69,784
Financial income/expense (-), net	-	-	231,953	-	231,953
Monetary Loss/(Gain)	-	-	(168,786)	-	(168,786)
<b>Profit/(loss) before tax from continuing operations</b>	<b>2,115,319</b>	<b>(478,477)</b>	<b>125,379</b>	-	<b>1,762,221</b>
Continuing operations tax expense	-	-	(1,036,021)	-	(1,036,021)
Current tax expense (-)	-	-	(526,698)	-	(526,698)
Deferred tax income/(expense)	-	-	(509,323)	-	(509,323)
<b>Profit/(loss) from continuing operations</b>	<b>2,115,319</b>	<b>(478,477)</b>	<b>(910,642)</b>	-	<b>726,200</b>
31 December 2025	Cement	Ready-mixed concrete	Unallocated	Elimination	Total
<b>Assets and liabilities</b>					
Segment assets	22,504,499	3,350,825	-	-	25,855,324
Associates	-	-	4,229,632	-	4,229,632
Unallocated assets	-	-	6,354,525	-	6,354,525
<b>Total assets</b>	<b>22,504,499</b>	<b>3,350,825</b>	<b>10,584,157</b>	-	<b>36,439,477</b>
Unallocated liabilities	-	-	36,439,477	-	36,439,477
<b>Total liabilities</b>	-	-	<b>36,439,477</b>	-	<b>36,439,477</b>
1 January - 31 December 2025	Cement	Ready-mixed concrete	Unallocated	Elimination	Total
<b>Other segment information</b>					
<b>Capital expenditures (expenses)</b>					
Property, plant, and equipment and intangible fixed assets	1,754,740	294,863	-	-	2,049,603
<b>Total investment expenditures</b>	<b>1,754,740</b>	<b>294,863</b>	-	-	<b>2,049,603</b>
Amortization expenses	1,425,101	253,071	-	-	1,678,172
Depreciation expenses	41,722	379	-	-	42,101



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

## NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

1 January - 31 December 2024	Cement	Ready-mixed concrete	Unallocated	Elimination	Total
Revenue	16,159,708	9,636,717	-	2,494,820	28,291,245
Cost of sales (-)	(11,820,790)	(9,256,775)	-	(2,494,820)	(23,572,385)
<b>Gross profit</b>	<b>4,338,918</b>	<b>379,942</b>	-	-	<b>4,718,860</b>
General administrative, marketing expenses (-)	(1,166,174)	(162,330)	-	-	(1,328,504)
Other income/expenses from operating activities (-), net	(62,231)	(49,150)	-	-	(111,381)
<b>Operating profit/(loss)</b>	<b>3,110,513</b>	<b>168,462</b>	-	-	<b>3,278,975</b>
Income/expense from investing activities (-), net	2,931	741	142,492	-	146,164
Financial income/expense (-), net	-	-	(18,366)	-	(18,366)
Monetary Loss/(Gain)	-	-	(100,874)	-	(100,874)
<b>Profit/(loss) before tax from continuing operations</b>	<b>3,113,444</b>	<b>169,203</b>	<b>23,252</b>	-	<b>3,305,899</b>
Continuing operations tax expense	-	-	(1,116,722)	-	(1,116,722)
Current tax expense (-)	-	-	(433,157)	-	(433,157)
Deferred tax income/(expense)	-	-	(683,565)	-	(683,565)
<b>Profit/(loss) from continuing operations</b>	<b>3,113,444</b>	<b>169,203</b>	<b>(1,093,470)</b>	-	<b>2,189,177</b>
<b>31 December 2024</b>	<b>Cement</b>	<b>Ready-mixed concrete</b>	<b>Unallocated</b>	<b>Elimination</b>	<b>Total</b>
<b>Assets and liabilities</b>					
Segment assets	22,376,750	2,823,211	-	-	25,199,961
Associates	-	-	5,539,363	-	5,539,363
Unallocated assets	-	-	6,045,595	-	6,045,595
<b>Total assets</b>	<b>22,376,750</b>	<b>2,823,211</b>	<b>11,584,958</b>	-	<b>36,784,919</b>
Unallocated liabilities	-	-	36,784,919	-	36,784,919
<b>Total liabilities</b>	-	-	<b>36,784,919</b>	-	<b>36,784,919</b>
<b>1 January - 31 December 2024</b>	<b>Cement</b>	<b>Ready-mixed concrete</b>	<b>Unallocated</b>	<b>Elimination</b>	<b>Total</b>
<b>Other segment information</b>					
<b>Capital expenditures (expenses)</b>					
Property, plant, and equipment and intangible fixed assets	1,359,675	168,731	-	-	1,528,406
<b>Total investment expenditures</b>	<b>1,359,675</b>	<b>168,731</b>	-	-	<b>1,528,406</b>
Amortization expenses	1,352,061	255,410	-	-	1,607,471
Depreciation expenses	52,382	393	-	-	52,775

## 4. Cash and Cash Equivalents

	31 December 2025	31 December 2024
Cash at banks (including short-term deposits)	5,908,581	5,825,512
Checks due before the reporting period	127,781	76,861
<b>Total</b>	<b>6,036,362</b>	<b>5,902,373</b>

Time deposits are made with maturities varying between 1–30 days for Turkish Lira and 1–30 days for USD (31 December 2024: 1–30 days for TL and USD), depending on the Company's urgent cash requirements. The interest rate is 42.6% for TL and 1.75% for USD (31 December 2024: 47.5% for TL and 1.75% for USD).

## 5. Financial Investments

## Long-term Financial Investments

The Company's long-term financial investments are as follows;

	31 December 2025		31 December 2024		
	Share (%)	Amount	2025 Value Increase/(Decrease)	Share (%)	Amount
<b>Financial assets measured at fair value through other comprehensive income</b>					
Cimsa Çimento Sanayi ve Ticaret Anonim Şirketi (Cimsa)	8.98	3,866,980	(1,312,402)	8.98	5,179,382
Arpaş Ambarlı Römorkaj Pilotaj Ticaret A.Ş. (Arpaş)	16.00	230,046	9,893	16.00	220,154
Liman İşletmeleri ve Nakliyecilik A.Ş. (Liman İşletmeleri)	15.00	114,789	(10,324)	15.00	125,112
Ambarlı Kılavuzluk A.Ş.	16.00	4,847	133	16.00	4,715
Altaş Ambarlı Liman Tesisleri A.Ş. (Altaş)	14.00	12,970	2,969	14.00	10,000
<b>Total</b>		<b>4,229,632</b>	<b>(1,309,731)</b>		<b>5,539,363</b>



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

Çimsa Çimento Sanayi ve Ticaret Anonim Şirketi, one of the Company's assets traded in the stock exchange, whose fair value difference is recorded in other comprehensive income, was valued with the best purchase price pending in the BIST on the balance sheet date, and the fair value determination was made.

For the accounting period ended 31 December 2025, the net fair value decrease amounting to TL (1,312,402) (31 December 2024: TL 467,957 stated in terms of the purchasing power of the reporting period) arising from the financial assets measured

at fair value through other comprehensive income, specifically Çimsa Çimento Sanayi ve Ticaret Anonim Şirketi, has been recognized under "Gains / losses on financial assets measured at fair value through other comprehensive income" within equity, after taking into account the deferred tax effect amounting to TL (104,280) (31 December 2024: TL 29,247).

The movements of financial assets measured at fair value through other comprehensive income for the accounting periods ended 31 December 2025 and 2024 are as follows:

	2025	2024
As of 1 January	5,539,363	5,059,271
Change in fair value	(1,309,731)	531,184
Affiliate sale (Eterpark)	-	(51,092)
<b>As of 31 December</b>	<b>4,229,632</b>	<b>5,539,363</b>

The Company has valued its other financial investments at fair value as of 31 December 2025. In this analysis, the average of discounted cash flow estimates and comparable value estimates were used on the financial statements of financial investments projected until 2030. The main assumptions used in making the discounted cash flow estimate in TL, weighted average cost of capital and long-term growth rates are as follows for each company:

Altas		
<b>Sensitivity Analysis</b>		
	25.4%	109,917
	25.7%	107,300
AOSM	25.9%	104,803

Ambarlı İskele		
<b>Sensitivity Analysis</b>		
	25.4%	36,085
	25.7%	35,362
AOSM	25.9%	34,671

Arpas		
<b>Sensitivity Analysis</b>		
	25.4%	1,395,612
	25.7%	1,377,328
AOSM	25.9%	1,359,562

Liman İst.		
<b>Sensitivity Analysis</b>		
	25.4%	976,041
	25.7%	954,741
AOSM	25.9%	934,422

## 6. Financial Liabilities

### Short-term financial liabilities

Financial debts	Currency	31 December 2025	31 December 2024
Short-term loans	TL	4,011,313	2,839,379
Total short-term loans		4,011,313	2,839,379
Less than 3 months	TL	1,338,145	952,260
Between 3-12 months	TL	2,673,168	1,887,119
		<b>4,011,313</b>	<b>2,839,379</b>

The movement of the borrowing transactions is as follows:

	Principal	Interest	2025
1 January	3,075,962	(236,583)	2,839,379
Inflation accounting adjustments	(725,962)	60,041	(665,921)
Provision/currency difference received during the period	4,496,500	1,104,428	5,600,928
Interest capitalized during the period	(2,350,000)	(1,413,073)	(3,763,073)
<b>End of period 31 December</b>	<b>4,496,500</b>	<b>(485,187)</b>	<b>4,011,313</b>

	Principal	Interest	2024
1 January	3,079,249	231,225	3,310,474
Inflation accounting adjustments	(1,078,487)	(12,857)	(1,091,344)
Provision/currency difference received during the period	3,924,598	1,247,666	5,172,264
Interest capitalized during the period	(2,849,398)	(1,702,617)	(4,552,015)
<b>End of period 31 December</b>	<b>3,075,962</b>	<b>(236,583)</b>	<b>2,839,379</b>

### Payables from leases

	Currency	31 December 2025	31 December 2024
Payables from short-term lease transactions	TL	174,826	73,671
Payables from long-term lease transactions	TL	748,756	390,582
		<b>923,582</b>	<b>464,253</b>

Movement of debts from leasing transactions is presented below:

	2025	2024
1 January balance	464,253	513,168
Inflation accounting adjustments	(97,495)	(133,929)
Disposal	-	(14,485)
Additions	710,523	258,018
Interest expense	118,939	98,596
Payments	(270,638)	(257,115)
<b>31 December balance</b>	<b>923,582</b>	<b>464,253</b>



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

## 7. Trade Receivables and Payables

### Trade receivables

#### Short-term trade receivables

	31 December 2025	31 December 2024
Trade receivables, net	3,679,269	3,337,214
Notes receivables and post-dated checks, net	1,016,916	965,906
Due from associates (Note 27)	-	86,817
Due from related parties (Note 27)	149,429	83,400
Doubtful receivables	41,836	57,440
Provision for doubtful receivables (-)	(41,836)	(57,440)
<b>31 December Balance</b>	<b>4,845,614</b>	<b>4,473,337</b>

The effective interest rates used to calculate net book value of the receivables are 38.75% for TL, 3.87% for USD (31 December 2024: 48.25% for TL, 4.31% for USD).

The provision for doubtful receivables for trade receivables has been determined based on past experience of uncollectibility.

The movement of the provision for doubtful receivables for the period ended 31 December 2025 and 2024 is as follows:

	31 December 2025	31 December 2024
<b>1 January</b>	<b>57,440</b>	<b>113,281</b>
Inflation accounting adjustments	(13,387)	(32,686)
Provision for doubtful receivables in the current period (Note 19)	(1,168)	(22,145)
Collections (Note 19)	(1,049)	(1,010)
<b>31 December</b>	<b>41,836</b>	<b>57,440</b>

The collection period of trade receivables varies depending on the product quality and the contracts with the customers and the average is 54 days (31 December 2024: 52 days).

The Company has accounted for lifetime expected losses on trade receivables under trade receivables net account.

As of 31 December 2025 and 2024, the maturity analysis of trade receivables is as follows:

	Not due receivables	Less than one month	1-2 months	2-3 months	3-4 months	More than 4 months	Total
31 December 2025	4,492,894	146,653	16,189	14,432	8,567	17,450	4,696,185
31 December 2024	4,088,186	213,600	975	139	32	188	4,303,120

	31 December 2025	31 December 2024
Suppliers, net	4,318,502	4,838,534
Due to shareholders (Note 27)	13,781	5,497
Due to other related parties (Note 27)	44,763	60,514
Due to associates (Note 27)	5,730	8,274
	<b>4,382,776</b>	<b>4,912,819</b>

The average payment period for trade payables is between 45 and 60 days (31 December 2024: between 45 and 60 days).

The effective interest rates used in the calculation of discounted net debt are 38.75% for TL and 3.87% for USD (31 December 2024: 48.25% for TL and 4.31% for USD).

## 8. Other receivables, other payables, deferred income and payables within the scope of employee benefits

### Short-term other receivables

	31 December 2025	31 December 2024
Deferred VAT	177,724	125,125
Due from personnel (Note 27)	13,692	15,397
Insurance receivables	326	622
Other	126,421	2,078
	<b>318,163</b>	<b>143,222</b>

### Short-term other payables

	31 December 2025	31 December 2024
Other payables	125,670	100,887
Taxes and funds payable	52,276	55,090
Deposits and guarantees received	5,359	10,623
	<b>183,305</b>	<b>166,600</b>

### Short-term deferred income

	31 December 2025	31 December 2024
Advances received	36,725	22,882
	<b>36,725</b>	<b>22,882</b>



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

## NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

## Short-term liabilities within the scope of employee benefits

	31 December 2025	31 December 2024
Social security premiums payable	44,652	40,343
Taxes and funds payable	42,019	39,090
Due to personnel (Note 27)	16,634	21,482
	<b>103,305</b>	<b>100,915</b>

## Other long-term receivables

	31 December 2025	31 December 2024
Deposits and guarantees given	18,487	15,848
	<b>18,487</b>	<b>15,848</b>

## 9. Inventories

	31 December 2025	31 December 2024
Raw materials, net	1,513,941	1,784,447
Semi-finished goods	226,788	525,190
Finished goods	328,781	321,173
Goods in transit <sup>(1)</sup>	98,358	75,290
	<b>2,167,868</b>	<b>2,706,100</b>

<sup>(1)</sup> Goods in transit consist of Petcoke and coal inventories purchased as of 31 December 2025 but not delivered to the Company.

As of 31 December 2025 and 2024, the movement of provision for impairment of inventories is presented below:

	31 December 2025	31 December 2024
1 January	57,380	52,508
Current year charge <sup>(1)</sup>	14,213	6,508
Period usage	(16,562)	(1,634)
	<b>55,031</b>	<b>57,380</b>

<sup>(1)</sup> Accounted for under cost of sales.

## 10. Property, plant and equipment

	1 January 2025	Additions	Transfers <sup>(1)</sup>	Disposals	31 December 2025
<b>Cost</b>					
Land and land improvements	3,916,065	-	62,422	(109,346)	3,869,141
Buildings	8,373,055	-	158,823	(8,132)	8,523,746
Machinery and equipment <sup>(1)</sup>	40,613,331	2,266	1,062,433	(535,448)	41,142,582
Furniture, fixtures and motor vehicles	2,239,413	14,731	157,013	(142,448)	2,268,709
Leasehold improvements	1,934,514	2,518	102,502	(32,184)	2,007,350
Construction-in-progress	376,160	2,030,026	(1,609,283)	-	796,903
<b>Total</b>	<b>57,452,538</b>	<b>2,049,541</b>	<b>(66,090)</b>	<b>(827,558)</b>	<b>58,608,431</b>
<b>Less: Accumulated depreciation:</b>					
Land and land improvements	2,749,173	45,411	-	(108,680)	2,685,904
Buildings	6,575,670	176,288	-	(9,345)	6,742,613
Machinery and equipment	32,530,728	977,294	-	(535,091)	32,972,931
Furniture, fixtures and motor vehicles	1,701,797	133,283	-	(139,408)	1,695,672
Leasehold improvements	1,487,001	48,766	-	(32,133)	1,503,634
<b>Total</b>	<b>45,044,369</b>	<b>1,381,042</b>	<b>-</b>	<b>(824,657)</b>	<b>45,600,754</b>
<b>Property, plant and equipment, net</b>	<b>12,408,169</b>			<b>(2,901)</b>	<b>13,007,677</b>

<sup>(1)</sup> It consists of investment expenditures that meet the substitution, development, environmental and legal requirements for the Company to continue its activities.

	1 January 2024	Additions	Transfers <sup>(1)</sup>	Disposals	31 December 2024
<b>Cost</b>					
Land and land improvements	3,873,664	143	42,258	-	3,916,064
Buildings	8,050,209	-	324,891	(2,045)	8,373,055
Machinery and equipment	39,499,343	41,415	1,091,532	(18,959)	40,613,331
Furniture, fixtures and motor vehicles	1,947,759	11,554	291,002	(10,903)	2,239,412
Leasehold improvements	1,850,937	-	83,577	-	1,934,514
Construction-in-progress	807,042	1,475,294	(1,906,175)	-	376,161
<b>Total</b>	<b>56,028,954</b>	<b>1,528,406</b>	<b>(72,915)</b>	<b>(31,907)</b>	<b>57,452,538</b>
<b>Less: Accumulated depreciation:</b>					
Land and land improvements	2,704,085	45,089	-	-	2,749,173
Buildings	6,409,622	168,092	-	(2,045)	6,575,669
Machinery and equipment	31,572,349	976,256	-	(17,877)	32,530,728
Furniture, fixtures and motor vehicles	1,579,541	132,784	-	(10,528)	1,701,797
Leasehold improvements	1,428,724	58,277	-	-	1,487,001
<b>Total</b>	<b>43,694,321</b>	<b>1,380,498</b>	<b>-</b>	<b>(30,450)</b>	<b>45,044,369</b>
<b>Property, plant and equipment, net</b>	<b>12,334,633</b>			<b>(1,457)</b>	<b>12,408,169</b>

<sup>(1)</sup> It consists of investment expenditures that meet the substitution, development, environmental and legal requirements for the Company to continue its activities.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

As of 31 December 2025, the total cost of property, plant and equipment acquired through financial leasing is TL 233,735 (31 December 2024: TL 239,358) and the total accumulated depreciation is TL 230,764 (31 December 2024: TL 235,019).

As of 31 December 2025, the cost of property, plant and equipment and intangible assets that are still in use but fully depreciated is TL 32,672 (31 December 2024: TL 32,153).

#### Pledge and mortgages on assets

There are no pledges or mortgages on Company's property, plant and equipment as of 31 December 2025 and 2024.

### 11. Intangible assets

	1 January 2025	Additions/ Charge	Transfers from construction-in-progress	Disposals	31 December 2025
<b>Cost</b>					
Rights and other intangible assets <sup>(*)</sup>	1,520,047	62	66,090	(99,172)	1,487,027
<b>Minus: Accumulated amortization</b>					
Rights and other intangible assets <sup>(**)</sup>	900,074	42,101	-	(98,222)	843,953
<b>Intangible assets, net</b>	<b>619,973</b>			<b>(950)</b>	<b>643,074</b>

	1 January 2024	Additions/ Charge	Transfers from construction-in-progress	Disposals	31 December 2024
<b>Cost</b>					
Rights and other intangible assets <sup>(*)</sup>	1,500,763	-	19,605	(321)	1,520,047
<b>Minus: Accumulated amortization</b>					
Rights and other intangible assets <sup>(**)</sup>	847,620	52,775	-	(321)	900,074
<b>Intangible assets, net</b>	<b>653,143</b>			<b>-</b>	<b>619,973</b>

<sup>(\*)</sup> As of 31 December 2025, intangible assets amounting to TL 688,555 (31 December 2024: TL 684,108) consist of mining rights.

<sup>(\*\*)</sup> As of 31 December 2025, TL 168,332 (31 December 2024 - TL 159,155) of the accumulated amortization related to intangible assets consists of accumulated amortization related to mining rights).

### 12. Goodwill

As of 1 May 2007 the company concluded all transactions regarding the fair value determination of the assets and liabilities of the purchased Ladik Cement factory, and as a result of measurement, goodwill amounting to TL 129,458 has been reflected in the records, the value of the related goodwill at 2025 purchasing power is TL 3,248,574. (31 December 2024 purchasing power value: TL 2,481,873)

As of 28 November 2017, the Company has finalized all transactions regarding the determination of the fair value of the assets and liabilities of Çarşamba Ready-Mixed Concrete Facility, and as a result of measurement, it has reflected

goodwill amounting to TL 623 in the records. The purchasing power value of the relevant goodwill as of 31 December 2025 is TL 7,067. (31 December 2024 purchasing power value: TL 5,399)

As of 30 April 2024, the Company has finalized all transactions regarding the determination of the fair value of the assets and liabilities of Beykoz Ready-Mixed Concrete Facility, and as a result of measurement, it has reflected goodwill amounting to TL 33,500 in the records. The purchasing power value of the relevant goodwill as of 31 December 2025 is TL 53,310. (31 December 2024 purchasing power value: TL 40,729.)

The details of the goodwill are as follows:

	31 December 2025	31 December 2024
Ladik Cement Plant	3,248,574	3,248,574
Çarşamba Ready Mixed Concrete Plant	7,067	7,067
Beykoz Ready Mixed Concrete Plant	53,310	53,310
	<b>3,308,951</b>	<b>3,308,951</b>

The goodwill impairment test was performed on the 5-year projections approved by the management between the dates of 1 January 2026 and 31 December 2030.

In order to calculate the recoverable amount of the unit, "Akçansa" has been considered as the cash-generating unit, and the calculation has been tested at a sensitivity of 1.00% (31 December 2024: 1.00%) by using the weighted average cost of capital rate of 25.70% (31 December 2024: 19%) as the post-tax discount rate.

The after-tax rate has been adjusted for tax-related cash outflows, other future taxable cash flows, and the differences between the cost of assets and tax bases.

	31 December 2025		
	Currency	Discount Rate (%)	Discount Rate Change Effect 1% +/-
Akçansa	TL	25.70	32,364/32,426

**AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ**

## NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL")  
based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)**13. Provisions, contingent assets and liabilities****Short-term provisions for employee benefits**

	31 December 2025	31 December 2024
Bonus premium	58,108	47,727
Unused vacation provision	49,000	94,242
	<b>107,108</b>	<b>141,969</b>

**Other short-term provisions**

	31 December 2025	31 December 2024
Bonus premium	67,809	58,057
Unused vacation provision	7,636	7,559
	<b>75,445</b>	<b>65,616</b>

The movement chart for short-term provisions is as follows:

	Provision for lawsuits (Note 21)	Vacation pay liability	Provision for Premium	Other
1 January 2025	58,057	47,727	94,242	7,559
Inflation accounting adjustments	(12,255)	(17,006)	(17,595)	(1,977)
Increase/(decrease) in allowances, net	-	33,950	-	-
Current period expense/(income)	8,696	-	59,006	8,429
Payments	(7,430)	(6,563)	(86,653)	(6,375)
Changes in estimates	20,741	-	-	-
<b>31 December 2025</b>	<b>67,809</b>	<b>58,108</b>	<b>49,000</b>	<b>7,636</b>
1 January 2025	88,197	62,952	141,355	87,230
Inflation accounting adjustments	(26,660)	(20,732)	(36,846)	(19,544)
Increase/(decrease) in allowances, net	-	16,849	-	-
Current period expense/(income)	18,030	-	84,876	-
Payments	(3,108)	(11,342)	(95,143)	-
Changes in estimates	(18,402)	-	-	(60,127)
<b>31 December 2024</b>	<b>58,057</b>	<b>47,727</b>	<b>94,242</b>	<b>7,559</b>

**Other long-term provisions**

	31 December 2025	31 December 2024
Recultivation provision		
1 January	42,884	46,765
Inflation accounting adjustments	(11,357)	(15,817)
Current year change/(reversal)	15,271	10,728
Discount effect	(2,045)	1,208
	<b>44,753</b>	<b>42,884</b>

**Guarantees received and given**

As of 31 December 2025 and 31 December 2024, the guarantees received and given on behalf of the Company's own legal entity are as follows:

	Currency	31 December 2025		31 December 2024	
		Original amount	TL Equivalent	Original Amount	TL Equivalent
Guarantee letters received	EUR	10,347	522,041	1,247	59,949
Guarantee letters received	USD	870	37,290	87	4,018
Guarantee letters received	TL	3,282,676	3,282,676	3,031,324	3,967,761
Mortgages received	TL	442,253	442,253	406,565	532,160
Cheques and notes received	TL	11,768	11,768	35,768	46,817
Cheques and notes received	EUR	53	2,679	53	2,553
Cheques and notes received	USD	135	5,796	135	6,245
<b>Total guarantees received</b>			<b>4,304,503</b>		<b>4,619,503</b>

Currency	31 December 2025		31 December 2024	
	Original Amount	TL Equivalent	Original Amount	TL Equivalent
A. Given on Behalf of Its Legal Entity Total Amount of Collateral, Pledge and Mortgage (CPM)	2,877,952	2,967,956	2,144,601	2,860,741
TL	2,875,802	2,875,802	2,143,408	2,805,550
USD	2,150	92,154	1,193	55,191
EUR	-	-	-	-
B. Total Amount of CPMs Given in Favor of Partnerships Included in Full Consolidation	-	-	-	-
C. Total Amount of CPMs Given by Other 3rd Persons for the Purpose of Ordinary Commercial Activities	-	-	-	-
D. Total Amount of Other CPMs Given	-	-	-	-
i. Total amount of guarantees given on behalf of main shareholder	-	-	-	-
ii. Total amount of guarantees given on behalf of group Company which is not under Section B and C	-	-	-	-
iii. Total amount of guarantees given on behalf of third parties which is not under Section C	-	-	-	-
<b>Total guarantees given</b>		<b>2,967,956</b>		<b>2,860,741</b>

**Insurance amount on assets**

Insurance amount for cash, stocks and tangible assets included in the assets is TL 54,094,203 (31 December 2024: TL 57,335,574).

**Lawsuits**

As of 31 December 2025, the lawsuits filed and pending against the Company mainly consist of lawsuits filed by the employees or their families due to work accidents or alleged carelessness of the Company's employees by third parties. As at 31 December 2025, provision amounting to TL 67,809 (31 December 2024: 58,057) has been provided for the risk of the lawsuits being concluded against the Company and the lawsuits not covered by the employer's liability insurance.



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(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

#### Possible contingencies related to environmental law and land protection and utilization law

In accordance with the legislation on environmental protection, the Company has obligations related to activities such as mining and cement production. All taxes, fees and emission fees etc, arising from this legislation, obligations are fulfilled by the Company. The aforementioned legislation also includes regulations regarding the elimination of soil polluting and degrading negativity that may arise during the

abandonment of the mines. As a result of this, the Company has calculated the net present value of the estimated cost of the recovery plans that it thinks will meet the requirements of the legislation regarding the mining sites it operates. The net present value of this cost, which corresponds to the area of the land opened as of 31 December 2024, is TL 44,753 (31 December 2023: TL 42,884 as of the aforementioned date, by recording the mine sites as a provision for reclaiming the nature and showed it under the "Long-Term Debt Provisions" item.

#### 14. Right-of-use assets

Currency	1 January 2025	Additions	Disposals	31 December 2025
<b>Cost</b>				
Property	1,139,876	244,706	-	1,384,582
Fixtures	159,942	73,297	-	233,239
Vehicles	290,560	442,544	-	733,104
<b>Total</b>	<b>1,590,378</b>	<b>760,547</b>	-	<b>2,350,925</b>
<b>Less: Accumulated depreciation</b>				
Property	396,492	191,887	-	588,379
Fixtures	44,651	22,293	-	66,944
Vehicles	216,927	82,950	-	299,877
<b>Total</b>	<b>658,070</b>	<b>297,130</b>	-	<b>955,200</b>
<b>Right-of-use assets, net</b>	<b>932,308</b>			<b>1,395,725</b>

Currency	1 January 2024	Additions	Disposals	31 December 2024
<b>Cost</b>				
Property	937,031	237,155	(34,310)	1,139,876
Fixtures	119,940	40,002	-	159,942
Vehicles	276,523	19,184	(5,147)	290,550
<b>Total</b>	<b>1,333,494</b>	<b>296,341</b>	<b>(39,457)</b>	<b>1,590,378</b>
<b>Less: Accumulated depreciation</b>				
Property	263,861	139,810	(7,179)	396,492
Fixtures	27,010	17,641	-	44,651
Vehicles	149,459	69,522	(2,054)	216,927
<b>Total</b>	<b>440,330</b>	<b>226,973</b>	<b>(9,233)</b>	<b>658,070</b>
<b>Right-of-use assets, net</b>	<b>893,164</b>	<b>69,368</b>	<b>(30,224)</b>	<b>932,308</b>

#### 15. Employee benefits

##### Long-term provision for employee termination benefits

	31 December 2025	31 December 2024
Provision for employee termination benefits	164,760	215,932
Seniority incentive premium	129,556	109,622
	<b>294,316</b>	<b>325,554</b>

According to the Turkish Labor Law, the Company is obliged to pay a certain amount of severance pay to employees who retire after serving at least one year or whose employment is terminated for reasons other than resignation or bad conduct. The compensation to be paid is the lesser of one month's salary or the severance pay ceiling for each year of service, and this amount is limited to TL 64,948.77 (31 December 2023: TL 46,655.43) as of 31 December 2025.

Actuarial calculation is required in order to calculate the Company's liabilities in accordance with Turkish Accounting Standards (TAS) 19 (Employee Benefits). The Company has reflected the provision for severance pay to the financial statements in accordance with TAS 19, using the "Projection Method" and based on the calculations made by the professional actuary, within the framework of actuarial methods and assumptions. All actuarial gains and losses incurred are reflected in equity as other comprehensive income/(expense).

The main actuarial assumptions used to calculate the liability at the balance sheet dates are as follows:

	31 December 2025	31 December 2024
Net discount rate	4.96%	3.33%

The movement of provision for severance pay as of 31 December 2025 and 2024 is presented below:

Provision for employee termination benefits	31 December 2025	31 December 2024
1 January	215,932	241,268
Affiliate exit effect	(46,573)	(74,932)
Severance pay paid	(21,639)	(55,539)
Actuarial gain/loss	(56,999)	38,886
Interest expense	38,214	38,974
Charge for the year	35,825	27,275
	<b>164,760</b>	<b>215,932</b>



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The movement of severance incentive provision as of 31 December 2025 and 2024 is presented below:

Seniority incentive premium	31 December 2025	31 December 2024
Opening	109,622	113,006
Inflation accounting adjustments	(28,891)	(38,000)
Paid seniority incentive premium	(22,479)	(19,956)
Interest expenses	24,053	21,852
Change for the year	47,251	32,720
	<b>129,556</b>	<b>109,622</b>

It is the benefit provided to the employees in line with the Company policy in return for the severance incentive and is shown in the financial statements of the Company by reducing the obligation as of the balance sheet dates to its present value with the effective discount rate.

## 16. Prepaid expenses

### Short-term prepaid expenses

	31 December 2025	31 December 2024
Prepaid expenses	367,600	593,201
Advance payment	5,353	8,368
	<b>372,953</b>	<b>601,569</b>

### Long-term prepaid expenses

	31 December 2025	31 December 2024
Advances given for capital expenditures	94,971	133,706
	<b>94,971</b>	<b>133,706</b>

## 17. Shareholders' Equity

### Capital

	31 December 2025	31 December 2024
<b>Number of common shares (authorized and outstanding)</b>		
TL 0.01 per value	19,144,706	19,144,706

As of 31 December 2025, the Company's issued/paid-in capital is TL 191,447 (31 December 2024: TL 191,447) (based on historical cost).

As of 31 December 2025 and 2024, the Company's shareholding structure and shareholders' shares are as follows:

	31 December 2025		31 December 2024	
	Amount	%	Amount	%
Hacı Ömer Sabancı Holding A.Ş.	76,035	39.72	76,035	39.72
Heidelberg Materials AG	76,035	39.72	76,035	39.72
Quoted shares	39,377	20.57	39,377	20.57
<b>Total nominal capital</b>	<b>191,447</b>	<b>100</b>	<b>191,447</b>	<b>100</b>
<b>Capital adjustment differences <sup>(1)</sup></b>	<b>11,840,519</b>		<b>11,840,519</b>	

<sup>(1)</sup> Adjustment to share capital represents the difference between the restatement effect of cash and cash equivalent contributions to share capital in accordance with CMB Financial Reporting Standards and the pre-adjustment amount. Adjustment to share capital has no other use except to be added to share capital.

There are no additional right, privilege and restriction related with these shares.

### Legal and other reserves

In accordance with the Turkish Commercial Code, legal reserves consist of first and second reserves. Until the legal reserves reach 20% of the Company's historical paid-in capital, 5% of the net profit for the period is set aside as primary legal reserves. The second legal reserve is reserved at the rate of 10% over the entire profit distribution above 5% of the Company's paid-in capital. According to the Turkish Commercial Code, legal reserves cannot be distributed unless they exceed 50% of the paid-in capital, but they can be used to cover losses at the point where profit reserves are exhausted.

Listed companies distribute dividend in accordance with the Communiqué No. II-19,1 issued by the CMB which is effective as of 1 February 2014.

Partnerships distribute their profits within the framework of the profit distribution policies to be determined by their general assemblies and in accordance with the provisions of the relevant legislation. Within the scope of the said communiqué, a minimum distribution rate has not been determined. Companies pay dividends as determined in their articles of association or dividend policy, in addition, dividends can be paid in installments of equal or different amounts, and dividend advances can be distributed in cash over the profit included in the financial statements.

Unless the reserves required to be set aside in accordance with the TCC and the dividend determined for the shareholders in the articles of association or the profit distribution policy are reserved; It cannot be decided to allocate other reserves, to transfer profits to the next year, and to distribute dividends to shareholders, members of the board of directors, partnership employees and non-shareholders.



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(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

Equity inflation adjustment differences and registered values of extraordinary reserves, bonus issue capital increase; cash can be used for profit distribution or loss offset. However, if the equity inflation adjustment differences are used in cash profit distribution, they will be subject to corporate tax.

The Company resolved at the General Assembly to distribute cash dividends in 2024 to resident corporate shareholders and to non-resident corporate shareholders deriving dividend income through a permanent establishment or permanent representative in Türkiye at the rate of 600.69%, corresponding to a gross cash dividend of TL 6.0069 per share with a nominal value of TL 1.00, and to other shareholders at the same rate of 600.69%, corresponding to a gross cash dividend of TL 6.0069 and a net cash dividend of TL 5.4062 per share with a nominal value of TL 1.00 and total dividend amounting to TL 1,150,000 was paid in cash as of 15 April 2024. Including the effect of inflation accounting, the purchasing power equivalent of the payment as at 31 December 2025 amounts to TL 1,830,543.

The Company resolved at the General Assembly to distribute cash dividends in 2025 to resident corporate shareholders and to non-resident corporate shareholders deriving dividend income through a permanent establishment or permanent representative in Türkiye at the rate of 626.81%, corresponding to a gross cash dividend of TL 6.2681 per share with a nominal value of TL 1.00, and to other shareholders at the same rate of 626.81%, corresponding to a gross cash dividend of TL 6.2681 and a net cash dividend of TL 5.3278 per share with a nominal value of TL 1.00 and total dividend amounting to TL 1,200,000 was paid in cash as of 24 March 2025. Including the effect of inflation accounting, the purchasing power equivalent of the payment as at 31 December 2025 amounts to TL 1,427,100.

The historical values and inflation adjustment effects of the following accounts under equity of Akçansa Çimento Sanayi ve Ticaret A.Ş. are as follows as of 31 December 2025, in accordance with the TFRS and TPL financial statements:

31 December 2025 (TFRS)	Historical value	Inflation adjustment effect	Indexed value
Capital Adjustment Differences	233,178	11,607,341	11,840,519
Restricted Reserves Appropriated from Profit	637,782	4,356,723	4,994,505

31 December 2025 (TPL)	Historical value	Inflation adjustment effect	Indexed value
Capital Adjustment Differences	216,898	6,749,985	6,966,883
Restricted Reserves Appropriated from Profit	617,005	4,943,840	5,560,845

## 18. Sales and cost of sales

### Sales income

	1 January – 31 December 2025	1 January – 31 December 2024
Domestic sales	18,245,199	22,342,811
Foreign sales	6,067,201	5,796,898
Sales discount (-)	(44,549)	(84,520)
Other discounts (-)	(323,294)	(370,496)
	<b>23,944,557</b>	<b>27,684,693</b>
Domestic service sales (*)	663,978	606,552
<b>Total</b>	<b>24,608,535</b>	<b>28,291,245</b>

### Cost of sales

	1 January – 31 December 2025	1 January – 31 December 2024
Direct material and supplies expenses	14,875,132	17,258,656
Direct labor expenses	1,600,926	1,545,099
Depletion shares and depreciation expenses	1,523,859	1,461,142
Other production expenses	2,224,129	2,161,693
<b>Total production cost</b>	<b>20,224,046</b>	<b>22,426,590</b>
<b>Change in work-in-process</b>	<b>298,402</b>	<b>158,292</b>
Work-in-progress at the beginning of the period	525,190	683,482
Work-in-progress at the end of the period	226,788	525,190
<b>Change in finished goods</b>	<b>(7,608)</b>	<b>(125,604)</b>
Finished goods at the beginning of the period	321,173	195,569
Finished goods at the end of the period	328,781	321,173
<b>Cost of trade goods sold</b>	<b>759,293</b>	<b>925,912</b>
<b>Cost of domestic service sold (*)</b>	<b>175,520</b>	<b>187,195</b>
<b>Total</b>	<b>21,449,653</b>	<b>23,572,385</b>

(\*) Domestic service sales are the service income generated by the Company from port operations.



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(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

## 19. General administrative expenses, marketing expenses

	1 January - 31 December 2025	1 January - 31 December 2024
General administrative expenses	1,250,502	1,153,798
Marketing expenses	258,037	174,706
Research and development expenses	33,833	-
<b>Total</b>	<b>1,542,372</b>	<b>1,328,504</b>

	1 January - 31 December 2025	1 January - 31 December 2024
<b>General administrative expenses</b>		
Personnel expenses	711,397	652,217
Depreciation and depletion shares	154,797	161,053
Outsourced benefit and services	130,544	113,533
Consultancy expenses	104,276	65,659
Representation and hospitality expenses	41,850	42,060
Travel expenses	27,282	35,474
Taxes, duties and fees	18,146	13,885
Insurance expenses	9,049	11,019
Advertisement, communication and announcement	7,116	14,602
Employment termination benefits	3,752	5,792
Rent expenses	1,154	3,348
Other expenses	41,139	35,156
<b>Total</b>	<b>1,250,502</b>	<b>1,153,798</b>
<b>Marketing expenses</b>		
Personnel expenses	164,535	119,375
Representation and hospitality expenses	24,895	9,721
Sales guarantee expenses	17,204	19,276
Depreciation and depletion shares	17,619	14,002
Travel expenses	8,602	8,971
Taxes, duties and fees	5,517	6,952
Outsourced benefit and services	5,773	4,410
Employment termination benefits	1,249	888
Rent expenses	654	365
Doubtful receivable expenses (Note 7)	(2,217)	(23,155)
Other expenses	14,206	13,901
<b>Total</b>	<b>258,037</b>	<b>174,706</b>

## 20. Expenses by nature

## Depreciation and amortization expenses

	1 January - 31 December 2025	1 January - 31 December 2024
<b>Property, Plant, and Equipment and Right-of-Use Assets</b>		
Production costs	1,496,325	1,429,211
General administrative expenses	140,666	141,985
Marketing expenses	17,619	14,002
Research and development expenses	2,228	-
Other operating expenses	21,334	22,275
<b>Total depreciation expenses</b>	<b>1,678,172</b>	<b>1,607,473</b>
<b>Intangible Assets</b>		
Production costs	27,534	31,931
General administrative expenses	14,131	19,068
Other operating expenses	436	1,776
<b>Total amortization amount</b>	<b>42,101</b>	<b>52,775</b>

## Personnel expenses

	1 January - 31 December 2025	1 January - 31 December 2024
<b>Personnel expenses</b>		
Salaries and wages	1,940,849	1,754,892
Other social expenses	528,377	541,204
Provision for employment termination benefits, net (Note 15)	35,825	27,275
<b>Total</b>	<b>2,505,051</b>	<b>2,323,371</b>

## Fees for Services Obtained from an Independent Auditor/Independent Audit Firm

The Company's explanation regarding the fees for the services rendered by the independent audit firms, which is based on the POA's letter dated 19 August 2021, the preparation principles of which are based on the Board Decision published in the Official Gazette on 30 March 2021, are as follows:

	1 January - 31 December 2025	1 January - 31 December 2024
Independent audit fee for the reporting period	2,559	3,357
Fees for other assurance services	1,709	595
<b>Toplam</b>	<b>4,268</b>	<b>3,952</b>

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## NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

**21. Other operating income/expenses**

## Other operating income

	1 January - 31 December 2025	1 January - 31 December 2024
Operational foreign exchange gains	252,072	196,958
Compensation income	179,105	34,851
Rent income	68,969	68,984
Maturity difference income	38,138	41,368
Rediscount income	22,293	34,264
Gain on sale of auxiliary materials	15,487	42,727
Income from grants	15,070	11,989
Provisions released for litigation	-	3,480
Other	56,835	23,138
<b>Total</b>	<b>647,969</b>	<b>457,759</b>

## Other operating expenses (-)

	1 January - 31 December 2025	1 January - 31 December 2024
Operational foreign exchange losses	441,995	350,184
Aid and donations	58,922	80,376
Expense for leased terminals	22,180	24,515
Provisions for lawsuits (Note 13)	22,008	-
Property tax	21,435	21,633
Provision for recycling mine fields (Note 13)	15,271	10,728
Disallowable expenses	13,218	6,921
Rediscount expenses	10,452	69,396
Compensation and penalties	7,430	3,120
Other	22,298	2,267
<b>Total</b>	<b>635,209</b>	<b>569,140</b>

**22. Income from investment activities**

As of 31 December 2025 and 2024, the details of income from investment activities are as follows:

	1 January - 31 December 2025	1 January - 31 December 2024
Dividend income <sup>(1)</sup>	62,211	140,187
Valuation difference on financial assets at fair value through profit or loss	-	2,305
Income on sales of property, plant and equipment	7,573	3,672
<b>Toplam</b>	<b>69,784</b>	<b>146,164</b>

<sup>(1)</sup> The details of dividend income as of 31 December 2025 and 2024 are as follows:

	1 January - 31 December 2025	1 January - 31 December 2024
Cimsa	62,211	138,248
Arpas	-	1,939
<b>Total</b>	<b>62,211</b>	<b>140,187</b>

**23. Finance income and expenses**

As of 31 December 2025 and 2024, the details of finance income are as follows:

	1 January - 31 December 2025	1 January - 31 December 2024
Interest income	1,373,200	1,232,435
Financial foreign exchange gains	239,728	234,844
Foreign exchange gain on derivative instruments	-	1,239
<b>Total</b>	<b>1,612,928</b>	<b>1,468,518</b>

As of 31 December 2025 and 2024, the details of finance expense are as follows:

	1 January - 31 December 2025	1 January - 31 December 2024
Interest expenses	1,343,855	1,410,318
Financial foreign exchange gains	37,120	56,900
Derivative instruments expense	-	19,666
<b>Total</b>	<b>1,380,975</b>	<b>1,486,884</b>



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(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

#### 24. Net monetary position gains/(losses)

The details of the Company's net monetary position gains/(losses) in accordance with TAS 29 as of 31 December 2025 and 31 December 2024 are as follows:

	1 January - 31 December 2025	1 January - 31 December 2024
<b>Monetary Asset Items</b>		
Cash and Cash Equivalents	(1,184,562)	(1,287,886)
Trade Receivables	(1,165,079)	(1,617,413)
Short-Term Other Receivables	(56,033)	(185,016)
Long-Term Other Receivables	(40,757)	(25,028)
Financial Investments	-	(10,464)
<b>Monetary Liability Items</b>		
Financial Liabilities	934,134	1,115,489
Trade Payables	911,238	1,328,758
Financial Lease Liabilities	152,871	157,468
Long-Term Provisions for Employee Benefits	58,332	68,654
Other Current Liabilities	46,615	63,665
Current Tax Liability	40,092	74,321
Short-Term Provisions for Employee Benefits	36,001	52,684
Payables Related to Employee Benefits	34,981	38,813
Other Long-Term Provisions	32,771	48,708
Other Short-Term Provisions	20,529	64,601
Deferred Income	10,081	11,772
<b>Net Monetary Position Gains / (Losses)</b>	<b>(168,786)</b>	<b>(100,874)</b>

#### 25. Tax assets and liabilities (including deferred assets and liabilities)

As of 31 December 2025 and 2024, details of deferred tax assets and liabilities are as follows:

	Deferred Tax Assets (*)		Deferred Tax Liabilities (*)		Deferred tax income (expense)	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024	1 January - 31 December 2025	1 January - 31 December 2024
Temporary differences on property, plant, and equipment and intangible assets	129,084	483,056	-	-	(353,972)	(557,649)
Goodwill	-	-	(820,227)	(817,489)	(2,738)	(3,579)
Inventories	-	-	(74,950)	(61,471)	(13,479)	(35,182)
Provisions for employment termination benefits	41,190	53,983	-	-	(12,793)	8,174
Rediscount on receivables and payables	34,431	36,141	(19,954)	(20,943)	(721)	(206)
Provision for recycling mine fields	41,913	35,234	-	-	6,679	(3,605)
Other temporary differences, net	255,814	237,646	(230,249)	(107,587)	(104,494)	(91,520)
Financial Investments	-	-	(420,249)	(482,140)	61,891	(21,148)
	<b>502,432</b>	<b>846,060</b>	<b>(1,565,629)</b>	<b>(1,489,630)</b>	<b>(419,627)</b>	<b>(704,714)</b>

(\*) The net total of these two balances is presented in the balance sheet as a deferred tax liability of TL 1,063,197 (31 December 2024: TL 643,570).

Movement table of net deferred tax liabilities is as follows:

	1 January - 31 December 2025	1 January - 31 December 2024
Balance as at January 1	(643,570)	61,144
Deferred tax (income)/expense recognized in the income statement	(509,323)	(683,565)
Tax (income)/expense related to other comprehensive income items	89,696	(21,149)
<b>31 December net balances</b>	<b>(1,063,197)</b>	<b>(643,570)</b>

The Company recognizes deferred tax based upon temporary differences arising between its financial statements and its statutory tax financial statements by using liability method. In the calculation of deferred tax, the tax rates valid as of the date of the statement of financial position are used in accordance with the current tax legislation.

#### 25. Tax assets and liabilities (including deferred assets and liabilities) (cont'd)

This rate is applicable to the tax base derived upon exemptions and deductions stated in the tax legislation and by addition of disallowable expenses to the commercial revenues of the companies with respect to the tax legislation. Corporate tax is required to be filed by the twenty-fifth day of the fourth month following the balance sheet date and taxes must be paid in one instalment by the end of the fourth month.

In Türkiye, the corporate tax rate is 25%. However, within the scope of the Law No. 7316 on the "Law on the Collection of Public Claims and Amendments to Certain Laws" published in the Official Gazette dated 22 April 2021, this rate will be applied as 25% for the corporate earnings of the 2024 taxation period, starting from the declarations that must be submitted as of 1 July 2021 (31 December 2024: 25%).

This rate is applicable to the tax base derived upon exemptions and deductions stated in the tax legislation and by addition of disallowable expenses to the commercial revenues of the companies with respect to the tax legislation. Corporate tax is required to be filed by the twenty-fifth day of the fourth month following the balance sheet date and taxes must be paid in one instalment by the end of the fourth month.

Companies calculate advance tax at the current tax rate based on their quarterly financial profit and declare it until the fourteenth day of the second month following that period and pay it until the evening of the seventeenth day. The temporary tax paid during the year belongs to that year and is deducted from the corporate tax to be calculated over the corporate tax return to be submitted in the following year. Despite the deduction, if there is a temporary tax amount remaining, this amount can be refunded or deducted in cash.

According to the Corporate Tax Law, financial losses shown on the declaration can be deducted from the corporate tax base of the period, provided that they do not exceed 5 years. Declarations and related accounting records can be examined by the tax office within five years.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

## NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

As of 31 December 2025 and 2024, income tax payable is summarized below:

	31 December 2025	31 December 2024
Current corporate tax	526,698	433,157
Prepaid tax	(353,648)	(279,217)
<b>Income Tax Payable</b>	<b>173,050</b>	<b>153,940</b>

	1 January-31 December 2025	1 January-31 December 2024
<b>Profit before tax and non-controlling interests</b>	<b>1,762,221</b>	<b>3,305,899</b>
Applicable corporate tax rate is 25% (2024: 25%)	(440,555)	(826,475)
Income not subject to tax	156,507	158,045
Expenses that are not deductible	(48,083)	(41,503)
Deferred tax asset within the incentive scope (*)	24,472	50,113
Tax advantage utilized within the incentive scope (*)	13,904	2,958
Effect of reduced tax rate within the scope of CTL 32/7	40,624	23,600
Inflation Effect:	(735,023)	(469,996)
2023 corporate tax income effect	-	21,893
Other	(47,867)	(35,357)
	<b>(1,036,021)</b>	<b>(1,116,722)</b>

As of 2025, the inflation adjustment to be applied under the Tax Procedure Law has been postponed for the 2025, 2026, and 2027 accounting periods by Law No. 7571. In this context, the Company has revalued certain assets subject to depreciation in accordance with TPL Repeated 298/C during the relevant period, and the increase in value has been recorded in the fund account in the legal records. This application is for tax purposes only and has no effect on the book values in the TFRS financial statements.

The total investment amount for the Ladik Factory shredded tire unit investment is TL 15,767, the investment contribution rate is 40% and the investment contribution amount is TL 6,307.

In 2024, TL 2,260 of the portion was deducted from the corporate tax calculated for 2024. The total investment amount for the Çanakkale Factory ship loader investment is TL 177,493, the investment contribution rate is 20% and the investment contribution amount is TL 35,499.

The investment in the Ladik Factory's shredded tire unit has been completed within 2025. The ship loader investment at the Çanakkale Factory is planned to be completed in 2026. The portion of the investment contribution amount corresponding to 2025 has been used for corporate tax reduction, and the remaining amount will be subject to corporate tax reduction in 2026.

## Global Minimum Supplementary Corporate Tax

In September 2023, the POA published amendments to TAS 12, which introduce a mandatory exception to the recognition and disclosure of deferred tax assets and liabilities related to Second Pillar income taxes. These amendments clarify that TAS 12 will apply to income taxes arising from tax laws that have entered into force or are close to entering into force for the purpose of implementing the Second Pillar Model Rules published by the Organization for Economic Co-operation and Development (OECD). These amendments also introduce certain disclosure provisions for businesses affected by such tax laws. The exception that information about deferred taxes in this context will not be recognized and disclosed and the disclosure provision that the exception has been applied will be implemented upon publication of the amendment.

With a Bill submitted to the Turkish Grand National Assembly on 16 July 2024, it has begun to adopt the OECD's Global Minimum Supplementary Corporate Tax regulations (Pillar 2). These regulations entered into force with the laws published in the Official Gazette on August 2, 2024. The application in Türkiye is largely compatible with the OECD's Pillar 2 Model Rules and shows similarities in terms of scope, exemptions, consolidation, tax calculations and declaration periods. Although the secondary regulation regarding the calculation details and application method has not yet been published, it is evaluated that the said regulations will not have a significant impact on the financials in the preliminary assessments made by taking into account the regulations published by the OECD. However, legislative changes are being followed in Türkiye and other countries where the Company operates.

## Domestic Minimum Corporate Tax

Türkiye has put into effect the Domestic Minimum Corporate Tax with the laws published in the Official Gazette dated 2 August 2024. This tax will be applied starting from the 2025 accounting period. "The institution of the Minimum Corporate Tax was introduced with Law No. 7524, and a regulation was made stating that the corporate tax calculated within this scope cannot be less than 10% of the corporate income before deductions and exemptions. The regulation will enter into force on the date of publication to be applied to the corporate income of the 2025 taxation period. In addition, the Corporate Tax General Communiqué No. 23 has been published on the subject.

## Income Taxes (Including Deferred Tax Assets and Liabilities)

Under the provisional article added to the Tax Procedure Law ("TPL") by Law No. 7571 published in the Official Gazette dated 24 December 2025, it has been enacted that even if the conditions are met, the application of inflation adjustment based on the Producer Price Index (PPI) shall not be made for the 2025, 2026, and 2027 accounting periods. Accordingly, inflation adjustments have not been applied in the VUK financial statements that form the basis for corporate tax returns for these periods.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

#### 26. Earnings per share

Profit/loss per share is calculated by dividing the net profit for the period by the weighted average of the number of shares outstanding as of the end of the year. As of 31 December 2025 and 31 December 2024, the weighted average number of shares is 19,144,707.

There are no ordinary shares issued or to be issued as of the date of preparation of the financial statements and prior to the completion of these financial statements.

Earnings per share and dividends per share distributed as follows:

	2025	2024
Net profit for the period	726,200	2,189,177
Weighted average number of ordinary shares issued (kr 1 each)	19,144,707	19,144,707
<b>Earnings per share (kr) <sup>(1)</sup></b>	<b>3,793</b>	<b>11,435</b>
Dividend distributed to shareholders	1,427,100	1,830,543
<b>Gross dividends per share (kr) <sup>(1)</sup></b>	<b>7,454</b>	<b>9,562</b>

<sup>(1)</sup> Since all shareholders of the Company have the same equal rights and there are no privileged shares, the basic and diluted earnings per share and dividends distributed per share do not differ.

#### 27. Related party disclosures

The recognition of a company as related party is determined by the fact that one of the companies has control over the other company or has a significant role on the financial and administrative decisions of the company. The Company is jointly controlled by Hacı Ömer Sabancı Holding A.Ş. (39.72%) (31 December 2024 - 39.72%) and Heidelberg Materials Group (39.72%) (31 December 2024 - 39.72%). For the financial statements, shareholder companies and financial assets and

their affiliates and subsidiaries and balances of other Sabancı and Heidelberg Materials Group companies are shown as separate items and these companies and the Company's senior managers are named as related companies.

The balances of related parties as of 31 December 2025 and 2024 and the total amount of transactions made with these institutions as of 31 December 2025 and 2024 are as follows:

Sales to related parties:

Related Parties	1 January - 31 December 2025			1 January - 31 December 2024		
	Product	Service	Other	Product	Service	Other
<b>Shareholders</b>						
Heidelberg Materials A.G.	-	-	-	-	-	2,402
<b>Financial assets</b>						
Cimsa Çimento Sanayi ve Ticaret A.Ş.	616,649	-	-	558,259	-	-
<b>Other <sup>(1)</sup></b>						
Temsa İş Makinaları İmalat Paz ve Sat.	-	-	2	-	-	18
HC Trading Americas, LLC	3,455,357	-	-	3,928,480	-	11
HM Trading GMBH	1,984,562	-	1,443	1,220,624	-	10,281

<sup>(1)</sup> Associated entities of shareholders.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

## NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

## Purchases from related parties:

Related Parties	1 January - 31 December 2025			1 January - 31 December 2024		
	Product	Service	Other (*)	Product	Service	Other (*)
<b>Shareholders</b>						
Hacı Ömer Sabancı Holding A.Ş.	-	-	12,686	-	-	17,113
<b>Financial assets</b>						
Çimsa Çimento Sanayi ve Ticaret A.Ş.	-	-	-	-	-	80
Liman İşletmeleri ve Nakliyecilik A.Ş. (Liman İşletmeleri)	-	16,142	4,705	-	15,844	4,972
Altas Ambarlı Liman Tesisleri Tic. A.Ş. (Altas)	-	-	15,735	-	-	20,053
Arpaş Ambarlı Römorkaj Pilotaj Tic A.Ş (Arpaş)	-	8,180	-	-	276	-
<b>Other (*)</b>						
Aksigorta Sigortacılık A.Ş.	-	-	148,168	-	-	157,466
Afyon Çimento Sanayii Türk A.Ş.	-	-	750	-	-	-
Sabancı Dijital Teknoloji Hizmetleri Tic. A.Ş.	-	-	53,961	-	-	35,905
Agesa A.Ş.	-	-	2,556	-	-	1,987
Teknosa İç ve Dış Tic. A.Ş.	-	-	5,389	-	-	4,070
Carrefoursa	-	-	21,636	-	-	17,989
Enerjisa Elektrik Enerji Tüptan Satış A.Ş. (**)	-	-	1,151,689	-	-	924,306
Enerjisa Enerji A.Ş.	-	-	226,175	-	-	649
Kordsa Teknik Tekstil A.Ş.	-	-	14,158	-	-	13,847
Vista Turizm ve Seyahat A.Ş.	-	-	34,407	-	-	39,615
Temsa İş Makinaları İmalat Pazarlama ve Satış A.Ş.	-	-	263	-	-	297
Brisa Bridgestone Lastik Sanayi ve Ticaret A.Ş.	-	-	2,579	-	-	5,567

(\*) Related companies of the Company's shareholders.

(\*\*) The Company covers its electricity expenses, which constitute a significant part of its production costs, from this company.

Related Parties	Receivables from related parties		Payables to related parties	
	31 December 2025	31 December 2024	31 December 2025	31 December 2024
<b>Shareholders</b>				
Hacı Ömer Sabancı Holding A.Ş.	-	-	5,730	8,274
Heidelberg Materials A.G.	1	1	-	-
<b>Total (*)</b>	<b>1</b>	<b>1</b>	<b>5,730</b>	<b>8,274</b>
<b>Financial investments</b>				
Arpaş	-	-	8,521	49
Çimsa	-	86,817	-	-
Liman İşletmeleri	-	-	3,672	3,239
Altas	-	-	1,587	2,210
<b>Total (*)</b>	<b>-</b>	<b>86,817</b>	<b>13,781</b>	<b>5,497</b>
<b>Other (***)</b>				
Aksigorta Sigortacılık A.Ş.	-	-	938	178
Brisa Bridgestone Lastik Sanayi ve Ticaret A.Ş.	-	-	648	4,635
Teknosa A.Ş.	-	-	634	1,236
Sabancı Dijital Teknoloji Hizmetleri Tic. A.Ş.	-	-	15,721	28,130
Agesa A.Ş.	22	76	-	-
Enerjisa Üretim Santralleri A.Ş.	-	-	955	21
Enerjisa Elektrik Enerji Tüptan Satış A.Ş.	-	-	2,347	2,181
HM Trading Malta Ltd.	297	-	-	-
HM Trading GMBH	9,394	6,955	-	-
HM Trading Asia and Pasific PTE LTD	-	-	-	-
HM Trading Americas, LLC	139,715	76,368	-	-
Çukurova Dış Ticaret A.Ş.	-	-	-	-
Vista Turizm ve Seyahat A.Ş.	-	-	2,441	2,184
Carrefoursa Carrefour Sabancı Ticaret Merkezi A.Ş.	-	-	19,472	15,867
Temsa İş Makinaları İmalat Pazarlama ve Satış A.Ş.	-	-	212	49
HC TechnologyCenter	-	-	815	-
Kordsa	-	-	582	6,034
Akbank	-	-	-	-
<b>Total</b>	<b>149,428</b>	<b>83,399</b>	<b>44,763</b>	<b>60,514</b>
<b>Personnel (**)</b>	<b>13,692</b>	<b>15,397</b>	<b>(16,634)</b>	<b>21,482</b>
<b>Total</b>	<b>163,121</b>	<b>185,615</b>	<b>47,640</b>	<b>95,766</b>

(\*) Presented in "Short-term trade receivables/payables" accounts (Note 7).

(\*\*) Presented in "Other receivables/payables for employee benefits" accounts.

(\*\*\*) Related parties of Company shareholders.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

## NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

As of 31 December 2025, TL 69,585 (31 December 2024: TL 105,445) of the receivables from the Direct Debit System (DDS) included in trade receivables belongs to Akbank T.A.Ş.

	31 December 2025	31 December 2024
<b>Deposit at banks</b>		
Akbank T.A.Ş.	2,489,197	2,798,996
<b>Financial liabilities</b>		
Akbank T.A.Ş.	165,000	-
	1 January - 31 December 2025	1 January - 31 December 2024
<b>Financial expenses to related parties</b>		
Akbank T.A.Ş.	9,902	6,248
<b>Interest income from related parties</b>		
Akbank T.A.Ş.	785,934	1,035,039
<b>Donations</b>		
Sabancı Üniversitesi	2,053	2,747
Vaksa Hacı Ömer Sabancı Vakfı	26,176	47,190
	<b>28,229</b>	<b>49,937</b>

## Executive members' remuneration total

	1 January - 31 December 2025	1 January - 31 December 2024
Short-term benefits provided to senior management	112,051	89,040
Post-employment benefits	1,918	8,218
Other long-term benefits	7,079	4,136
<b>Total beneSts</b>	<b>121,048</b>	<b>101,394</b>
<b>Employer's social security premium portion</b>	<b>5,009</b>	<b>4,196</b>

## Nature and level of risks arising from financial instruments

## Financial risk management objectives and policies

The main financial instruments used by the Company are bank loans, financial leases, cash and short-term bank deposits. The main purpose of using these tools is to create financing for the Company's operations. The Company also has financial instruments such as trade receivables and trade payables arising directly from operations.

The risks arising from the instruments used are foreign currency risk, interest risk, credit risk and liquidity risk. Company management manages these risks as stated below, the Company also monitors the market risk that may arise from the use of financial instruments.

## Foreign currency risk

The Company has a foreign currency risk arising from its transactions. These risks arise from the Company's purchases and sales of goods in currencies other than the valuation currency.

As of 31 December 2024, the Company's net foreign currency debt, including the hedge foreign currency balance, is TL 8,451, and the net foreign currency debt is TL 204,595.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

## NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

Foreign currency position of the Company is as follows:

Table of foreign currency position						
Current period 31 December 2025						
	TL Equivalent (Functional currency)	USD	EUR	GBP	AUD	Other
1. Trade receivables	571,297	5,488	6,661	-	-	-
2a. Monetary financial assets (including cash and bank accounts)	752,429	17,172	325	-	-	-
<b>Total currency assets (1+2a)</b>	<b>1,323,726</b>	<b>22,660</b>	<b>6,986</b>	-	-	-
3. Trade payables	(1,332,177)	(16,065)	(10,579)	(3)	(9,141)	-
4. Financial liabilities	-	-	-	-	-	-
<b>Total foreign currency liabilities</b>	<b>(1,332,177)</b>	<b>(16,065)</b>	<b>(10,579)</b>	<b>(3)</b>	<b>(9,141)</b>	-
<b>Net foreign currency position</b>	<b>(8,451)</b>	<b>6,595</b>	<b>(3,593)</b>	<b>(3)</b>	<b>(9,141)</b>	-
<b>Total fair value of financial instruments used for currency hedge</b>	-	-	-	-	-	-
<b>Export (*)</b>	<b>6,067,201</b>	<b>137,018</b>	-	-	-	-
<b>Import (*)</b>	<b>2,120,817</b>	<b>19,077</b>	<b>12,974</b>	<b>3</b>	<b>56,026</b>	<b>75</b>

Table of foreign currency position						
Current period 31 December 2024						
	TL Equivalent (Functional currency) (**)	USD	EUR	GBP	SEK	Other
1. Trade receivables	193,479	3,433	727	-	-	-
2a. Monetary financial assets (including cash and bank accounts)	1,313,778	25,020	3,294	-	-	-
<b>Total currency assets (1+2a)</b>	<b>1,507,257</b>	<b>28,453</b>	<b>4,021</b>	-	-	-
3. Trade payables	(1,711,852)	(26,749)	(9,845)	(2)	-	-
4. Financial liabilities	-	-	-	-	-	-
<b>Total foreign currency liabilities</b>	<b>(1,711,852)</b>	<b>(26,749)</b>	<b>(9,845)</b>	<b>(2)</b>	-	-
<b>Net foreign currency position</b>	<b>(204,595)</b>	<b>1,704</b>	<b>(5,824)</b>	<b>(2)</b>	-	-
<b>Total fair value of financial instruments used for currency hedge</b>	-	-	-	-	-	-
<b>Export (*)</b>	<b>5,796,898</b>	<b>55,055</b>	-	-	-	-
<b>Import (*)</b>	<b>3,205,087</b>	<b>39,918</b>	<b>24,421</b>	<b>79</b>	-	-

(\*) Import and export figures cover the January-December periods of 2025 and 2024 and are shown in 2025 purchasing power.

(\*\*) TL equivalent values for the 2024 period are shown in 2025 purchasing power.

The following table shows the effect of a 20% depreciation of TL in the pre-tax profit level:

## Foreign currency sensitivity analysis

31 December 2025 *		
	Profit/loss Appreciation of foreign currency	Profit/loss Depreciation of foreign currency
<b>If the USD changes by 20% against TL:</b>		
1- USD net asset/liability	56,535	(56,535)
2- USD hedges (-)	-	-
<b>3- USD net effect (1+2)</b>	<b>56,535</b>	<b>(56,535)</b>
<b>If the EUR changes by 20% against TL:</b>		
4- EUR net asset/liability	(36,321)	36,321
5- EUR hedges (-)	-	-
<b>6- EUR net effect (4+5)</b>	<b>(36,321)</b>	<b>36,321</b>
<b>Average 20% change in other foreign currency against TL:</b>		
7- Other foreign currency net asset/liability	(21,530)	21,530
8- Other foreign currency hedges (-)	-	-
<b>9- Other foreign exchange assets net effect (7+8)</b>	<b>(21,530)</b>	<b>21,530</b>
<b>Total (3+6+9)</b>	<b>(1,316)</b>	<b>1,316</b>

31 December 2024 **		
	Profit/loss Appreciation of foreign currency	Profit/loss Depreciation of foreign currency
<b>If the USD changes by 20% against TL:</b>		
1- USD net asset/liability	15,738	(15,738)
2- USD hedges (-)	-	-
<b>3- USD net effect (1+2)</b>	<b>15,738</b>	<b>(15,738)</b>
<b>If the EUR changes by 20% against TL:</b>		
4- EUR net asset/liability	(56,109)	56,109
5- EUR hedges (-)	-	-
<b>6- EUR net effect (4+5)</b>	<b>(56,109)</b>	<b>56,109</b>
<b>Average 20% change in other foreign currency against TL:</b>		
7- Other foreign currency net asset/liability	(23)	23
8- Other foreign currency hedges (-)	-	-
<b>9- Other foreign exchange assets net effect (7+8)</b>	<b>(23)</b>	<b>23</b>
<b>Total (3+6+9)</b>	<b>(40,394)</b>	<b>40,394</b>

(\*) The change in the exchange rate has no effect on the Company's equity items.

(\*\*) 31 December 2024 values are shown in 2025 purchasing power.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

## NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

## Price risk

Price risk is a combination of foreign currency, interest and market risk and is naturally managed by the Company through hedging, by meeting the debts and receivables in the same currency, and interest bearing assets and liabilities. Market risk is closely monitored by the Company through the analysis of market information and appropriate valuation methods.

The total amount of loans held by the Company as of year-end is TL 4,011,313, and no floating rate loans (TL Ref-indexed) are included in these loans.

## Credit risk

Credit risk is the risk that the other party will incur financial loss as a result of the failure of one of the parties in a mutual relationship to fulfill its obligations regarding a financial instrument. The Company tries to manage its credit risk by

limiting transactions with certain parties and by constantly evaluating the reliability of the parties with which it is in contact. The Company's total credit risk is shown in the balance sheet.

Credit risk concentration is related to the fact that certain companies operate in similar business areas, are located in the same geographical region, or that the changes that may occur in economic, political and other conditions affect the contractual obligations of these companies within the framework of similar economic conditions. Concentration of credit risk indicates the sensitivity of the Company's performance to developments affecting a particular sector or geographic region.

The Company tries to manage its credit risk by spreading its sales activities over a wide area, avoiding unwanted concentration on individuals or companies in a certain sector or region. The company also obtains collateral from its customers when it deems necessary.

	Receivables				
	Trade receivables		Other receivables		Deposit at banks
31 December 2025	Related party	Other party	Related party	Other party	
Maximum credit risk exposures as of Report date					
(A+B+C+D) <sup>(1)</sup>	149,429	4,696,185	13,692	322,958	5,908,581
- Guaranteed portion of credit risk by guarantees, etc.	-	4,367,273	13,692	-	-
A. Net book value of financial assets which are not overdue or not impaired <sup>(2)</sup>	149,429	4,441,228	13,692	322,958	5,908,581
B. Net book value of financial assets that conditions are reassessed and become not overdue or impaired <sup>(3)</sup>	-	51,666	-	-	-
C. Net book value of assets which are overdue but not impaired assets	-	203,291	-	-	-
- Under guarantee	-	114,860	-	-	-
D. Net book value of impaired assets	-	-	-	-	-
- Overdue (gross book value)	-	41,836	-	-	-
- Impairment (-)	-	(41,836)	-	-	-

	Receivables				
	Trade receivables		Other receivables		Deposit at banks
31 December 2024	Related party	Other party	Related party	Other party	
Maximum credit risk exposures as of Report date					
(A+B+C+D) <sup>(1)</sup>	170,217	4,303,120	15,397	143,673	5,825,512
- Guaranteed portion of credit risk by guarantees, etc.	-	4,109,903	15,397	-	-
A. Net book value of financial assets which are not overdue or not impaired <sup>(2)</sup>	170,217	4,074,291	15,397	143,673	5,825,512
B. Net book value of financial assets that conditions are reassessed and become not overdue or impaired <sup>(3)</sup>	-	13,895	-	-	-
C. Net book value of assets which are overdue but not impaired assets	-	214,934	-	-	-
- Under guarantee	-	184,706	-	-	-
D. Net book value of impaired assets	-	-	-	-	-
- Overdue (gross book value)	-	57,440	-	-	-
- Impairment (-)	-	(57,440)	-	-	-

<sup>(1)</sup> Guarantees received and factors increasing the loan reliability are not considered when determining this amount.

<sup>(2)</sup> Guarantees consist of letters of guarantee, guarantee cheques and mortgages taken from customers.

<sup>(3)</sup> There have been no collection issues related to these customers in the past.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

## NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

## Liquidity risk

Liquidity risk is the risk of not meeting the net funding requirement. Liquidity risk is reduced by balancing cash inflows and outflows with the support of credit limits given by reliable credit institutions.

In the liquidity table, the breakdown of non-derivative financial liabilities according to their maturities is shown by considering the period from the balance sheet date to the maturity date under the written contracts and taking into account the contractual undiscounted cash flows.

The Company has no derivative assets or liabilities as of 31 December 2025.

## 31 December 2025

Maturities per agreement	Carrying value	Total cash outflows pursuant to the contract (=I+II+III+IV)	Less than 3 months (I)	Between 3-12 months (II)	Between 1-5 years (III)	Over 5 years (IV)
<b>Non-derivative Financial Liabilities</b>	<b>9,317,671</b>	<b>10,081,814</b>	<b>5,954,565</b>	<b>3,134,075</b>	<b>337,742</b>	<b>655,432</b>
Bank loans	4,011,313	4,041,432	1,338,145	2,703,287	-	-
Financial lease liabilities	923,582	1,567,558	143,596	430,788	337,742	655,432
Trade payables	4,382,776	4,472,824	4,472,824	-	-	-

## 31 December 2024

Maturities per agreement	Carrying value	Total cash outflows pursuant to the contract (=I+II+III+IV)	Less than 3 months (I)	Between 3-12 months (II)	Between 1-5 years (III)	Over 5 years (IV)
<b>Non-derivative Financial Liabilities</b>	<b>8,216,451</b>	<b>9,378,085</b>	<b>6,016,422</b>	<b>2,410,188</b>	<b>309,549</b>	<b>641,926</b>
Bank loans	2,839,379	3,263,385	972,775	2,290,610	-	-
Financial lease liabilities	464,253	1,110,913	39,860	119,578	309,549	641,926
Trade payables	4,912,819	5,003,787	5,003,787	-	-	-

## Capital management

The Company's objectives when managing capital are to create returns for its shareholders and value for other stakeholders. In addition, the Company aims to maintain its capital structure, which will ensure that the cost of capital is at the lowest level.

In capital management, the Company monitors the debt-to-equity ratio in parallel with other companies in the sector; this ratio is found by dividing net debt by total capital.

	31 December 2025	31 December 2024
Total liabilities	4,011,313	2,839,379
Less: Cash and cash equivalents (Note 4)	6,036,362	5,902,373
<b>Net debt</b>	<b>(2,025,049)</b>	<b>(3,062,994)</b>
<b>Total shareholder's equity</b>	<b>25,040,602</b>	<b>26,904,538</b>
<b>Total capital</b>	<b>191,447</b>	<b>191,447</b>
<b>Debt to equity ratio</b>	<b>(0.08)</b>	<b>(0.11)</b>

## 29. Financial instruments (fair value disclosures and disclosures under hedge accounting)

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

It is assumed that the amortized cost and cost value and the fair values of the financial assets and liabilities carried in the balance sheet are close to their carrying values due to the following reasons.

## Monetary assets

It is accepted that the fair values of the balances in foreign currency translated with the period-end rates approximate their book values. It is accepted that the fair values of some financial assets shown at cost, including cash and receivables from banks, approximate their book values due to their short-term nature and negligible loss of receivables. The fair values of securities investments have been

estimated based on the market prices at the date of the statement of financial position. Trade receivables are valued at their amortized cost using the effective interest method and it is accepted that their carrying values, together with the related doubtful receivables provisions, approximate their fair values.

## Fair values of financial liabilities carried at cost or amortized cost in the balance sheet:

Due to the short-term nature of trade payables and other monetary liabilities, their fair values are considered to be close to their carrying values. Bank loans are expressed at discounted cost and transaction costs are added to the initial cost of the loans. Since the interest rates of long-term floating rate bank loans are updated by taking into account the changing market conditions, it is considered that the fair values of these loans represent the value they carry.



## AKÇANSA ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ

### NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2025

(Unless otherwise stated, amounts are expressed in Turkish Lira ("TL") based on the purchasing power of the thousand Turkish Lira as of 31 December 2025.)

When the long-term fixed interest bank loans are valued with the fixed interest rate valid as of the balance sheet date, it is seen that the fair value is close to the carrying value. Since the maturities of short-term loans are short, it is assumed that their carrying values reflect their fair values.

#### Fair value hierarchy table

The Company classifies its financial instruments, which are reflected with their fair values in its financial statements, according to the source of the valuation inputs of each financial instrument class, using a three-level hierarchy as follows.

As of 31 December 2025 and 31 December 2024, the fair value hierarchy table for the Company's financial assets and liabilities is as follows:

31 December 2025	Level 1 (*)	Level 2	Level 3
Assets at fair value			
Financial investments			
Cimsa Cimento Sanayi ve Ticaret Anonim Sirketi (Cimsa)	3,866,980	-	-
Arpaş Ambarlı Romorkaj Pilotajı Ticaret A.Ş. (Arpaş)	-	-	230,046
Liman İşletmeleri ve Nakliyecilik A.Ş. (Liman İşletmeleri)	-	-	114,789
Altaş Ambarlı Liman Tesisleri A.Ş. (Altaş)	-	-	12,970
Ambarlı Kıluzluk A.Ş.	-	-	4,847
<b>Total assets</b>	<b>3,866,980</b>	<b>-</b>	<b>362,652</b>

31 December 2024	Level 1 (*)	Level 2	Level 3
Assets at fair value			
Financial investments			
Cimsa Cimento Sanayi ve Ticaret Anonim Sirketi (Cimsa)	5,179,382	-	-
Arpaş Ambarlı Romorkaj Pilotajı Ticaret A.Ş. (Arpaş)	-	-	220,154
Liman İşletmeleri ve Nakliyecilik A.Ş. (Liman İşletmeleri)	-	-	125,112
Altaş Ambarlı Liman Tesisleri A.Ş. (Altaş)	-	-	10,000
Ambarlı Kıluzluk A.Ş.	-	-	4,715
<b>Total assets</b>	<b>5,179,382</b>	<b>-</b>	<b>359,981</b>

(\*) It is valued at the market prices as of the balance sheet date in the stock market.

**Level 1:** Market price valuation techniques for the determined financial instruments traded in markets (unadjusted)

**Level 2:** Other valuation techniques include direct or indirect observable inputs

**Level 3:** Valuation techniques does not contain observable market inputs

In determining the fair value of Arpaş, Ambarlı Pilotage, Altaş, and Port Operations, discounted cash flow ("DCF") was applied.

The DCF method estimates the value of a business's equity by subtracting the market value of the debts used to finance its operations from the estimated total value of the business.

The total value of the entity consists of the following basic elements:

The sum of the present value of cash flows from the Company's activities for the estimated period and the value of other non-essential assets and securities.

An estimated "terminal value" that expresses the present value of business attributable to operations after the estimated period.

The cash flow from operations is equal to the difference between the cash inflows related to the operations and the cash outflows allocated for the cash taxes payable. Cash outflows should also include the working capital and fixed asset investments necessary to support company strategies. Net cash flow after tax refers to cash available to pay off debt and dividends to shareholders (or to reinvest in the business's operations in the future).

The ongoing value is calculated as follows:

Future cash flows can be considered as a constant growing income (cash flows that continue to increase at the same rate every year forever). The value of such a permanent income (ie the value of the business at the end of the projected period) is calculated by dividing the annual cash flow expected to last indefinitely by the weighted average cost of capital. The terminal value calculated in this way is discounted to the present value using the normal method.

**Discount Rate:** The discount rate expresses the expected return on investment in a particular business or project. This ratio is applied to the future cash flows of a business or project, taking into account the risk premium expected by investors in addition to the normal return expected from a risk-free investment. The discount rate used in the INA calculations is based on the weighted average cost of capital ("WACC"). The weighted average cost of capital is the combined rate of return on equity that shareholders expect to achieve and the return on lenders to the company, which is the typical cost of borrowing.

**Beta:** The beta multiplier indicates the sensitivity of any company's additional returns (returns above risk-free returns) to total additional returns (investment index over Rf) above some market return. Therefore, it is one of the criteria of market risk (systematic risk), which is one of the two components of risk according to capital market theory. Beta multipliers above one indicate higher volatility than the market average. In our study, the beta of the group composed of peer companies was used to calculate the discount rate.

**Country Risk Premium:** Compared to the developed markets, underdeveloped or developing countries include additional risks that investors should take. Measuring these risks constitutes the risk premium of that country. The most common method used to determine this premium is the calculation of the difference between the government bonds of the country concerned and the government bonds of a developed country.

According to the Adjusted Net Asset Value Method, a company's share value is valued with an asset-based technique that adjusts the book value of the company for unrealized value changes in the company's assets and liabilities.

### 30. Subsequent events

None.



# Appendices



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### ABOUT THE REPORT

Akçansa Çimento Sanayi ve Ticaret A.Ş. presents its sustainability and climate-related disclosures for the 2025 reporting period through a Sustainability Report prepared in accordance with the Türkiye Sustainability Reporting Standards (TSRS) issued by the Public Oversight, Accounting and Auditing Standards Authority of Türkiye (KGGK).

This report covers Akçansa's sustainability performance and climate-related financial disclosures for the period from 1 January 2025 to 31 December 2025.

The report has been prepared within the framework of the Türkiye Sustainability Reporting Standards (TSRS) published by the Public Oversight, Accounting and Auditing Standards Authority and is fully compliant with the following standards:

- TSRS 1 – General Requirements for Disclosure of Sustainability-related Financial Information
- TSRS 2 – Climate-related Disclosures.

During the reporting period, Akçansa benefited from the one-year exemption extended pursuant to Article E4 of Appendix TSRS 1, in accordance with the Board Decision No. 33123 dated 30 December 2025.

In line with TSRS 1 General Requirements for Disclosure of Sustainability-related Financial Information and TSRS 2 Climate-related Disclosures, the report provides information that may be used by users of general purpose financial reports when making resource allocation decisions related to the Company. Within this scope, disclosures are provided regarding sustainability and climate-related risks and opportunities that are reasonably expected to affect Akçansa's cash flows, access to finance, or cost of capital in the short, medium, and long term.

The financial impacts of the priority risks identified by Akçansa in relation to sustainability and climate change are assessed in accordance with materiality thresholds determined based on quantitative and qualitative criteria. Quantitatively, risks exceeding USD 500,000 or TL 21,461,450 on an annual

basis are considered material risks, which corresponds to approximately 1% of the Company's net profit in USD terms for the most recent year, considering its financial position.

Qualitatively, risks that threaten the business model and sustainability, fall within defined risk categories, and are identified through the Risk Assessment Methodology are classified as strategically critical risks. Within this scope, the assessments are not limited to direct financial impacts; operational disruptions, reputational risks, regulatory risks, and potential impacts on long-term business continuity are also taken into consideration.

Within the purpose and scope of this report, these assessments are conducted on a revenue basis, which may differ from the financial materiality approach applied in financial reporting.

The primary objective of this report is to present in a transparent, reliable, and comparable manner the current and potential impacts of risks and opportunities arising from climate change, natural resource use, and sustainability matters on Akçansa's financial position, financial performance, and cash flows.

Accordingly, the disclosures included in this report are presented under the headings of governance, strategy, risk management, and metrics and targets, based on the core structure for sustainability and climate-related disclosures.

In identifying sustainability and climate-related risks and opportunities, a financial materiality approach has been adopted. Physical and transition risks, together with sustainability-related opportunities, have been evaluated collectively. During the assessment process, the potential impacts of these risks and opportunities on the Company's future financial resilience have been considered. During the reporting process, Volume 8: Construction Materials (Cement) of the Guidance on the Sector-Based Application of TSRS 2 published by the Public Oversight, Accounting and Auditing Standards Authority (POA) was taken into account. In addition, the SASB Construction Materials sector standard was used as a supporting reference in identifying climate-related risks and opportunities and in evaluating relevant metrics.

In determining the scope of the report, Akçansa's financial reporting boundaries have been taken as the basis, and sustainability reporting has been structured in a manner consistent with the consolidation structure used in the financial statements. Within this scope, the reporting boundary has been determined in line with Akçansa's financial control approach, while the principles of operational control and the equity share approach have been considered as complementary elements in the assessment of climate-related risks and opportunities. Greenhouse gas emission data are reported within the group included in Akçansa's financial consolidation. As there are no associates, joint ventures, or unconsolidated subsidiaries required to be included in the reporting scope under paragraph 29 (a)(iv)(2) of TSRS 2, emission data related to companies presented under the long-term financial investments item in the annual report have been excluded from the scope. In addition, in order to assess more comprehensively the impacts of sustainability and climate-related risks and opportunities on the Company's operations, significant impacts that may arise throughout the value chain have also been included in the scope of the analysis.

The financial and non-financial information presented in the report has been prepared in a manner that ensures the qualitative characteristics of comparability, verifiability, timeliness, and understandability. The relevant datasets and disclosures have been compiled in accordance with the core reporting principles defined in TSRS, particularly faithful representation, completeness, neutrality, and prudence. In this context, the information has been presented based on verifiable evidence in compliance with applicable regulations and through a transparent reporting approach.

#### Consistency with Financial Reporting and Audit Linkage

The sustainability and climate-related disclosures presented in this report have been prepared for Akçansa and all subsidiaries subject to consolidation, and should be evaluated together with and in consistency with the consolidated financial statements. The reporting scope has been established in alignment with the 12-month consolidated financial reporting period from 1 January 2025 to 31 December 2025. Financial information and disclosures for the relevant period are presented in a verifiable

manner with reference to Akçansa's Consolidated Financial Statements for the 2025 reporting period.

Unless otherwise stated, the financial information presented in this report has been prepared in accordance with the accounting policies and measurement bases applied in the consolidated financial statements for the relevant period. Amounts expressed at nominal value should be interpreted within the framework of the accounting policies disclosed in the financial statements. In order to ensure audit consistency and alignment between reports, the sustainability and climate-related financial disclosures included in this report have been prepared based on the data sets, measurement methods, calculation policies, and assumptions used in the 2025 financial reporting.

This sustainability report has been prepared independently of the Company's financial statements. Although the Company operates in a highly inflationary environment, TAS 29 has not been applied within the scope of sustainability reporting. The monetary indicators presented in the report are based on nominal amounts, and therefore comparability between periods may be limited.

To ensure audit consistency and alignment between reports, the sustainability-related financial disclosures in this report have been prepared based on the data sets, measurement methods, calculation policies, and assumptions used in the 2025 financial reporting. Accordingly, in order to ensure consistency and traceability between sustainability indicators and financial information, the report ensures:

- consistency of financial disclosures with the accounting policies and measurement bases applied in the consolidated financial statements;
- the use of consistent measurement and valuation methods;
- the application of estimates and assumptions used in financial reporting, and
- the use of the Turkish lira (TL) as the presentation currency.

This approach is fully aligned with the TSRS principles of connectivity with financial disclosures, faithful representation, traceability, comparability, and auditability.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Independent Assurance and Audit

Within the scope of the sustainability assurance engagement mandated by the Türkiye Sustainability Reporting Standards (TSRS), which entered into force following their publication in the Official Gazette dated 29 December 2023 and numbered 32414 (M) by the Public Oversight, Accounting and Auditing Standards Authority (POA), Akçansa's sustainability and climate-related disclosures have been subject to independent assurance by DRT Bağımsız Denetim Serbest Muhasebeci Mali Müşavirlik A.Ş.

The assurance activities were conducted in accordance with the following assurance standards:

- GDS 3000 – "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information";
- GDS 3410 – "Assurance Engagements on Greenhouse Gas Statements".

Accordingly, the sustainability disclosures and greenhouse gas emission data included in the report have been subjected to a limited assurance engagement in accordance with the relevant standards. The limited independent assurance statement prepared as a result of the assurance engagement is presented in the "Appendices" section of the report.

This approach is consistent with international practices aimed at ensuring the principles of transparency, auditability, traceability, and faithful representation in sustainability reporting. Below is the table presenting Akçansa's subsidiaries, affiliates, and financial investments:

### Shareholding Structure and Shareholdings Table (thousand TL)

	31 December 2025 Amount	%	31 December 2024 Amount	%
Hacı Ömer Sabancı Holding A.Ş.	76,035	39.72	76,035	39.72
Heidelberg Materials AG	76,035	39.72	76,035	39.72
Other	39,377	20.57	39,377	20.57
<b>Total nominal capital</b>	<b>191,447</b>	<b>100</b>	<b>191,447</b>	<b>100</b>
<b>Capital adjustment differences<sup>(1)</sup></b>	<b>11,840,519</b>		<b>11,840,519</b>	

<sup>(1)</sup> Capital adjustment differences represent the difference between the inflation-adjusted total amounts of cash and cash equivalent contributions to capital in accordance with the CMB Financial Reporting Standards and their pre-adjustment amounts. Capital adjustment differences may only be used for addition to capital.

Hacı Ömer Sabancı Holding A.Ş.

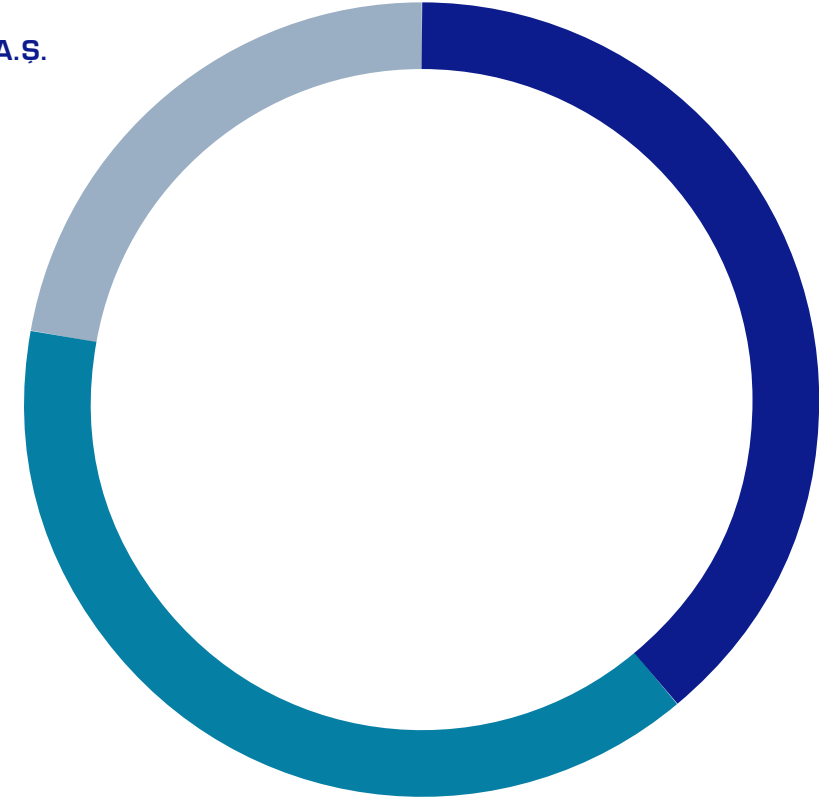
**39.72%**

Heidelberg Materials AG

**39.72%**

Other

**20.57%**





## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Information on the Company's Subsidiaries, AfSliates, and Financial Investments

Company	Locations of Operations	Form of Shareholding	Shareholding Ratio (%)
Çimsa Çimento San. ve Tic. A.Ş.	Türkiye	Affiliate	8.98
Altaş Ambarlı Liman Tes. A.Ş.	Türkiye	Affiliate	14
Liman İşletmeleri ve Nakliyecilik San. ve Tic. A.Ş.	Türkiye	Affiliate	15
Arpaş Ambarlı Römorkaj ve Pilotaj Tic. A.Ş.	Türkiye	Affiliate	16
Ambarlı Kılavuzluk A.Ş.	Türkiye	Affiliate	16

<sup>(1)</sup> The Company does not have any cross-shareholding relationships.

### Ready-Mix Concrete and Aggregate Capacity Information

Capacity Information	
Ready-Mix Concrete	3,746,859 m <sup>3</sup> /year
Bursa AG	840,000 tons/year
Saray AG	897,000 tons/year
Edremit Havran AG	996,000 tons/year

### 2025 Clinker Production Plant Capacity

Facility Name	Type of Activity	2025 Field Capacity
Büyükçekmece Cement Factory (Istanbul) / BCM	Cement (Clinker Production)	1,943,000 (Clinker) (Tons)
Çanakkale Cement Plant / CNK	Cement (Clinker Production)	4,450,000 (Clinker) (Tons)
Ladik Cement Plant (Samsun) / LDK	Cement (Clinker Production)	643,500 (Clinker) (Tons)
AKÇANSA (Total Clinker Production Capacity)	Cement (Clinker Production)	7,036,500 (Clinker) (Tons)

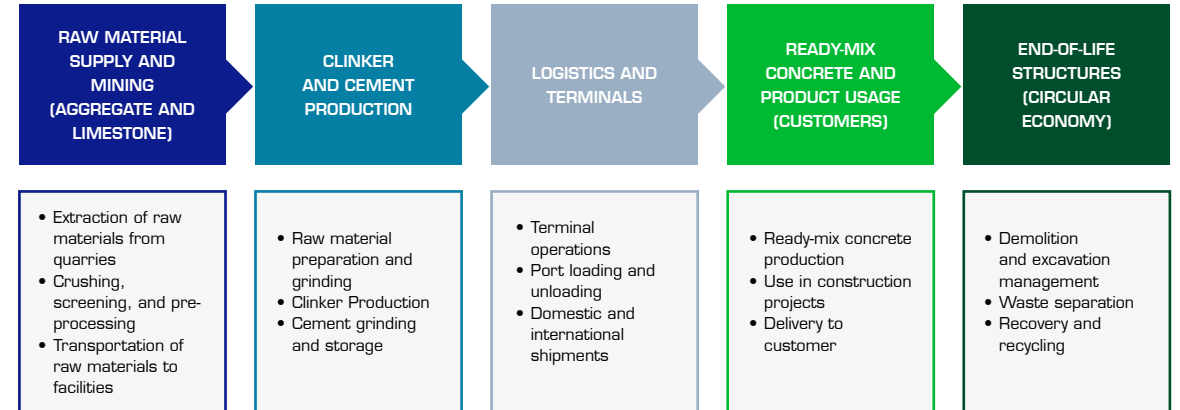
### 2025 Cement Grinding and Production Plant Capacity

Facility Name	Type of Activity	2025 Field Capacity
Büyükçekmece Cement Factory (Istanbul) / BCM	Cement (Cement Grinding and Production)	2,527,776 (Cement) (Tons)
Çanakkale Cement Plant / CNK	Cement (Cement Grinding and Production)	5,500,000 (Cement) (Tons)
Ladik Cement Plant (Samsun) / LDK	Cement (Cement Grinding and Production)	1,013,760 (Cement) (Tons)
AKÇANSA (Total Cement Production Capacity)	Cement (Production)	9,041,536 (Cement) (Tons)

### 2025 Terminal Operating Capacities

Facility Name	Type of Activity	2025 Field Capacity
Yalova	Terminal (Operating)	384,000 Tons
İzmir (Aliağa)	Terminal (Operating)	225,000 (Tons)
Istanbul (Ambarlı)	Terminal (Operating)	745,000 Tons
Yarımca	Terminal (Operating)	700,000 (Tons)
AKÇANSA (Total Terminal Operating Capacity)	Terminal (Operating)	2,054,000 (Tons)

AKÇANSA's value chain has a holistic structure that begins with the sourcing of raw materials from natural resources and encompasses production processes, the use of products, and recovery practices at the end of their life cycle. Along this chain, which consists of four main stages—mining, production, product use, and end-of-life products—the aim is to reduce environmental impacts, increase resource efficiency, and support a circular economy approach.





## TSRS-COMPLIANT SUSTAINABILITY REPORT

### SUSTAINABILITY AND CLIMATE CHANGE GOVERNANCE (ESRS GOV-1, GOV-2) (TSRS-1 27, 33) (TSRS-2 6)

At Akçansa, the establishment of the sustainability strategy and the monitoring of its performance are carried out under the direct responsibility of the Board of Directors, the Company's highest governing body. The Board of Directors reviews sustainability priorities twice a year and is responsible for evaluating and approving the Company's sustainability vision, strategic approach, policies, and the related risks and opportunities. Together with the Board of Directors, the Sustainability Executive Committee, Sustainability Committee, Working Groups, and the Sustainability Directorate are responsible for ensuring the alignment and implementation of the Company's strategy with its sustainability and climate strategy. All these structures operate in coordination to ensure the effective and consistent implementation of the sustainability strategy across the Company.

#### Changes in Sustainability and Climate Governance

Updates to the governance structure that occurred during and after the reporting period are presented below:

- **General Manager:** As of 31 December 2025, the General Manager has resigned from the position. The process for a new appointment is ongoing\*
- **Board Membership:** One Board Member has been replaced by another Board Member, effective 1 January 2026\*\*
- **Chair of the Board of Directors:** As of 1 January 2026, a new Board Member has been appointed as Chair of the Board. The former Chair of the Board will continue to serve as a Board Member.

These changes have been disclosed through the Public Disclosure Platform (PDP).

#### Role of the Board of Directors in Sustainability and Climate Governance

(TSRS-1 27.a, TSRS-1 27.a.i, TSRS-1 27.a.iii, TSRS-2 6.a, TSRS-2 6.a.i, TSRS-2 6.a.iii)

The Board of Directors, positioned at the highest level of the sustainability governance structure, is responsible for setting the vision, defining the strategic direction, and approving the policies and frameworks related to the identification of risks and opportunities arising within the scope of sustainability. In meetings held twice a year, the Board evaluates and reviews critical agenda items related to environmental, social, and governance (ESG) matters. Developments in the field of sustainability are regularly reported to the Board of Directors throughout the year through committees and working groups. Within this framework, certain positions within senior management also undertake specific responsibilities in climate governance. For example, the Chief Executive Officer (CEO) is responsible for integrating the Company's climate strategy into core policies and processes, guiding emission reduction projects, R&D activities, and the development of low-carbon products, ensuring the allocation of necessary resources, and closely monitoring the implementation of climate transition plans.

\* <https://kap.org.tr/tr/Bildirim/1517176>

\*\* <https://kap.org.tr/tr/Bildirim/1531299>

The Chief Financial Officer (CFO) manages the budgeting and financial planning processes for climate-focused investments and sustainable finance projects, while also serving as the secretariat of the Corporate Governance Committee. Within this scope, the CFO ensures the reporting of climate-related risks and opportunities in line with international standards such as TCFD and SASB, and manages investor communications. The Sustainability Manager, reporting directly to the CEO, contributes to the determination of climate targets together with other senior executives. In coordination with the Risk Manager, the Sustainability Manager analyzes climate risks, develops mitigation and adaptation actions, oversees innovation projects, and regularly reports climate-related developments to the Chair of the Board and the Vice Chair of the Board.

#### Sustainability Committee and Sustainability Working Groups (TSRS-1 27.a, TSRS-1 27.a.i, TSRS-1 27.a.iii, TSRS-2 6.a, TSRS-2 6.a.i, TSRS-2 6.a.iii)

The Sustainability Committee, operating under the chairmanship of the CEO, is responsible for the implementation of Akçansa's operational sustainability and climate initiatives. The Committee is tasked with defining sustainability and climate plans and targets, monitoring progress, establishing working groups to ensure the implementation and follow-up of projects, and carrying out activities aimed at increasing sustainability awareness among company stakeholders. The Committee meets six times a year to evaluate the achievement of targets and the progress made.

The Sustainability Unit ensures that the Company's strategy and sustainability strategy are implemented in an aligned and integrated manner. Within this framework, the Unit defines sustainability targets and monitors the related key performance indicators (KPIs). National and international developments in sustainability and climate, regulatory frameworks, and reporting standards are closely monitored. In particular, climate- and sustainability-related regulations, risks, and opportunities, including the Carbon Border Adjustment Mechanism, are regularly communicated to the Board of Directors, the CEO, and senior management. The Unit analyzes the impacts of

physical and transition risks as well as opportunities related to sustainability and climate change on the Company and works in close cooperation with the Corporate Risk Management Department to ensure the identification of risks, the assessment of their impacts, and the coordination of relevant KPIs.

The establishment and coordination of the Sustainability Committee and Working Groups are also carried out within this framework, and progress toward the targets is regularly monitored through committee meetings held six times a year. During the current reporting period, no delegation of authority has been made with respect to this role.

Priority areas identified in alignment with the Company's strategy are addressed by the working groups and updated on a regular basis. These groups are responsible for the implementation of sustainability projects and the reporting of progress. The outputs generated are reported by the relevant working groups at least four times a year, analyzed by the Akçansa Sustainability Directorate, and integrated into the Company's strategy. These analyses constitute a key input in the development of action plans. Akçansa's sustainability activities are conducted in line with the principles of transparency and effectiveness in order to achieve the defined strategic objectives.

Akçansa carries out its activities within the framework of a comprehensive set of policies and practices to support its approach to sustainability, climate matters, and corporate governance. In this context, the Environment and Energy Policy and the Biodiversity Policy provide guidance for managing environmental impacts and protecting natural resources. The Human Rights Policy, Gender Equality Policy, and Board Diversity Policy aim to establish an inclusive, fair, and equitable working environment. While the Occupational Health and Safety (OHS) Policy prioritizes the health and safety of employees, the Quality Policy supports operational excellence. Complementing this policy framework, the Sustainability Communication Policy ensures that all communications related to sustainability and climate are conducted with accurate, transparent, consistent, and verifiable information.

### Board of Directors

### Corporate Governance Committee

### Sustainability Executive Committee

**Sustainability Committee**  
Chair: General Manager  
Coordinator: Sustainability Manager  
Members: Focus Area Leaders

**Advisory Members**  
Emerging Regulations Group  
Incentives and Funds Group  
Decarbonization Group  
Academia, Third-Party Consultants,  
NGOs

**Sustainability Working Groups**  
Support Functions: Risk & Compliance, Finance, Strategy & Business Development,  
Legal, Sales, Procurement & Logistics



## TSRS-COMPLIANT SUSTAINABILITY REPORT

Within the scope of this policy, national and international good practices are taken into account in disclosures related to sustainability performance. The Company aims to prevent greenwashing risks and provide reliable information to stakeholders by avoiding misleading or unverified statements. In this context, Akçansa acts in accordance with the principles of transparency and accountability in sustainability communications. The Company's approach to corporate ethics and transparency is ensured through the Code of Ethics, Anti-Bribery and Anti-Corruption Policy, Disclosure Policy, and the Remuneration Policy for Board Members and Senior Executives. In order to promote responsible business practices throughout the supply chain, the Sustainable Supply Chain Policy and the Supplier Code of Conduct are applied, while social contribution activities are carried out in accordance with the Donations and Grants Policy. In addition, through the Sustainability Communication Policy, stakeholders are provided with accurate, transparent, and consistent information

regarding the Company's sustainability performance. All these policies are implemented in alignment with the Company's strategic objectives, contributing to the creation of sustainable value.

### Sustainability Executive Committee

The Sustainability Executive Committee, operating under the chairmanship of the Chief Executive Officer and with the participation of the Executive Committee members, is responsible for the development of sustainability and climate policies and strategic approaches, the submission of these initiatives to the Board of Directors for approval, and the preparation and implementation of business plans in line with the approved framework. The Committee evaluates sustainability and climate plans, targets, projects, and investments in detail, analyzes the related risks and opportunities, and ensures that the outcomes of these evaluations are integrated into strategic decision-making processes.

In addressing sustainability and climate-related risks and opportunities, economic, environmental, and social impacts are assessed through a comprehensive approach, and balanced decisions are taken by considering potential trade-offs.

The Committee, which meets four times a year, regularly monitors critical environmental, social, and governance (ESG) targets, the roadmaps prepared to achieve these targets, and ESG performance. Sustainability and climate-related risk and opportunity analyses are comprehensively discussed during committee meetings within the framework of national and international developments, global sustainability standards, sectoral trends, emerging technologies, and digitalization. In addition, stakeholder expectations, changes in the regulatory framework, and market dynamics are evaluated and incorporated into decision-making processes. Through this approach, the aim is not only to ensure the effective management of existing risks, but also to enable the systematic assessment of long-term sustainability opportunities.

### Members of the Extended Executive Committee

- Chief Executive Officer
- Vice General Manager of Finance
- Vice General Manager of Human Resources
- Vice General Manager of Operations
- Vice General Manager of Ready-Mix Concrete, Aggregates, Sales and Marketing
- Vice General Manager of Procurement, Logistics and International Trade
- Cement Sales and Marketing Director
- Head of Strategy and Business Development
- Head of Digital Transformation and Industry 4.0
- Head of Sustainability
- Head of Occupational Health and Safety
- Legal and Compliance Department

Organizational Structure	Board of Directors	Audit, Corporate Governance and Risk Committee	Sustainability Executive Committee	Sustainability Committee	Sustainability Working Groups
<b>Scope</b>	Defines the sustainability vision and strategy, as well as related risks and opportunities. Approves policies and frameworks.	Ensures the implementation and oversight of sustainability policies and frameworks.	Develops sustainability-related policies and frameworks and submits them for the approval of the Board of Directors. Reviews and approves sustainability plans, targets, projects, and investments. Evaluates sustainability-related risks and opportunities.	Determines sustainability plans and targets, monitors progress, and reports regularly. Establishes and coordinates working groups. Monitors the implementation of projects. Plans initiatives aimed at enhancing sustainability awareness among company stakeholders.	Three working groups operate within this structure: the Biodiversity Working Group, the Circular Economy Working Group, and the Water Working Group. These groups develop action plans to improve sustainability performance. They are responsible for the implementation, monitoring, and, when necessary, updating of projects. They also report progress on projects and performance indicators.
<b>Meeting Frequency and Agenda</b>	Four times per year – Discussion and review of progress on key ESG matters, sustainability strategy, risks, and opportunities; approval of relevant policies and frameworks.	Four times per year – Review of key ESG matters and provision of guidance to the Sustainability Executive Committee on critical issues.	Four times per year – Review of key ESG targets and performance; review and approval of roadmaps for achieving targets Review of annual progress	Six times per year – Review of target status and ongoing projects and practices; preparation of the Mid-Year and Annual Sustainability Progress Reports to be submitted to senior management.	Four times a year for each working group - Monitoring and reporting of project status and progress; providing guidance on project implementation; preparation of the Semi-Annual Action Plan Progress Report to be submitted to the Sustainability Committee.
<b>Members</b>	Board Members	Corporate Governance Committee Members	Chair: Chief Executive Officer Members: A Board Member, Executive Committee Members, Sustainability Manager	General Manager: Vice General Manager of Operations, Vice General Manager of HR Members: Vice General Manager of Finance, Vice General Manager of Procurement, Sales Director, Advisory Members, All Directors	Coordinator: Sustainability Manager Working Group Leaders: Focus Area Leaders Members: Group/Plant Managers, Directors, Executives



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Competencies in Sustainability and Climate Matters

(TSRS-1 27.a.ii, TSRS-2 6.a.ii)

Various practices are implemented to strengthen the Board of Directors' climate-related competencies. In this context, regular consultations are held with internal working teams possessing subject-specific expertise, and periodic meetings are organized with external stakeholders and environmental experts. In addition, environmental expertise and experience are taken into account during Board member selection processes, while existing members are provided with regular environmental training sessions and guidance on good practices such as TCFD and SBTi. Through these practices, the Board of Directors' knowledge level and decision-making capacity regarding climate change and sustainability are continuously enhanced.

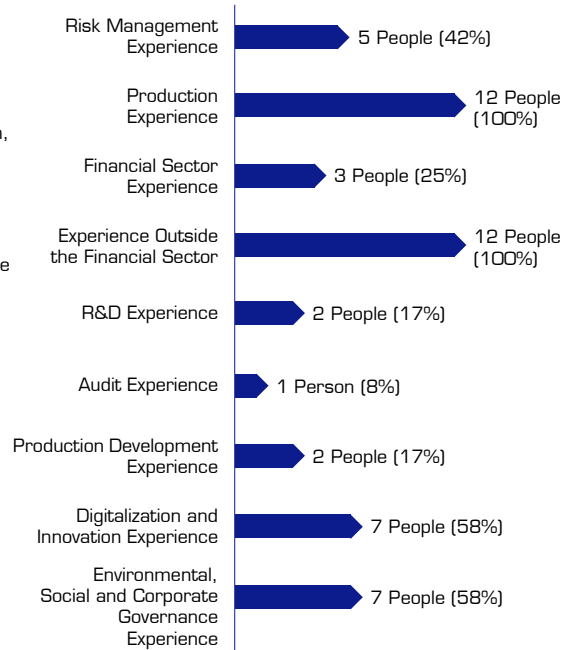
The competency assessment has been conducted through a self-assessment method, taking into account the educational background, professional experience, areas of responsibility, and professional platforms in which Board members participate.

Within the scope of the competency matrix, the ratios indicated for each competency area have been calculated by dividing the number of Board members possessing the relevant competency by the total number of Board members. For example, if five members have experience in a specific competency area, the ratio is calculated based on the total number of Board members (12) and expressed as a percentage.

The competency matrix developed through this method aims to demonstrate the collective knowledge and experience of the Board of Directors in finance, production, sustainability, risk management, innovation, and other critical areas, and contributes to the transparent presentation of the diversity of competencies that support the Board's strategic decision-making processes.

In 2025, the Sustainability team organized internal training sessions focusing on specific topics related to climate change and sustainability. Within this scope, two training sessions on

### Board of Directors Competency Matrix



the Climate Law were delivered, one before and one after the publication of the law. In addition, training sessions on pesticides and forest fires were conducted, some of which were organized under the framework of the Sustainability Committee.

During Sustainability Committee meetings, the agenda regularly includes the evaluation of the progress of the 2030 Sustainability Targets KPIs as of the meeting date, briefings on reporting and updates, the sharing of national and international sustainability developments, as well as participant contributions and question-and-answer sessions within a structured agenda flow. In the sustainability updates section, recent national and

international developments related to regulations, policies, and practices are addressed, and noteworthy news and developments in the field of sustainability are shared with the participants. Within the scope of the Sustainability Executive Committee, which includes all members of the Board of Directors, Akçansa's sustainability and climate strategy is addressed on a quarterly basis. In these meetings, performance indicators, together with the related risks and opportunities, are evaluated from a holistic perspective, ensuring high-level governance oversight.

In order to increase employees' sustainability awareness, training sessions and interactive webinars focusing on occupational health and safety, environment, and sustainability are organized. Through digital platforms accessible from all locations, employees are provided with equal and continuous learning opportunities, supporting a safe and sustainable working environment. In addition to face-to-face training options, e-orientation, technical, information technology, mandatory, and managerial competency trainings are offered through the Akçansa Digital Academy. Technical needs specific to the dynamics of each facility and plant are identified, and annual training programs are developed accordingly. To ensure the sustainability of knowledge and experience transfer, the "KAPSÜL Internal Trainer Academy" program has been implemented, structured around the themes of collaboration and knowledge sharing. In addition, employees are supported through access to the Heidelberg Materials Online Training Platform, as well as graduate education, coaching, and foreign language training support based on need and proficiency level, contributing to the sustainable development of human capital.

### Strategic Decision-Making and Trade-off Mechanisms in Sustainability and Climate Matters

(TSRS 27.a.iv, TSRS-2 6.a.iv)

Within the scope of the multi-layered strategic integration of sustainability and climate strategy, the current practices of Akçansa are comparatively evaluated in line with the sustainability and climate targets and expectations of its main shareholders,

Sabancı Holding and Heidelberg Materials. In close cooperation with these stakeholders, roadmaps are developed to further strengthen the integration of sustainability across the Company. In addition, in order to support the Company's sustainability and climate targets, active roles are undertaken in various non-governmental organizations and associations, and collaborative partnerships are developed. At Akçansa, various engagement mechanisms are used to accurately understand stakeholders' sustainability expectations and to develop strategies accordingly.

Through regular meetings, workshops, and surveys, feedback is collected from a broad group of stakeholders, including employees, customers, suppliers, and civil society. In addition, continuous and two-way communication with stakeholders is maintained through open feedback channels. Community expectations are addressed directly through local collaborations and social responsibility projects.

Within the scope of strategic trade-offs, despite potential increases in short-term costs and resource use, projects that generate long-term environmental and social value have been evaluated and prioritized. In this context, although air pollutant emissions are already below legal limit values, additional dust suppression and emission reduction investments have been implemented in production processes in order to improve air quality and minimize environmental impacts. Accordingly, SNCR systems, MTF bag filters, and stack external dust monitoring systems have been commissioned. To support biodiversity conservation and ecosystem restoration, 280 artificial reefs were placed on the seabed within the scope of the Marmara Islands Artificial Reef Project implemented in the Sea of Marmara. Monitoring results indicate that these reefs have transformed into active ecosystem areas, leading to a 21% increase in species diversity. In the dimension of social sustainability, the GençIZ Digital Certificate Program, which aims to increase women's employment and the qualified workforce, supported the development of professional competencies of 1,000 women. Through these environmental and social investments that go beyond regulatory requirements, the Company aims to create long-term corporate value.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

In addition, the Sustainability Unit contributes to the preparation of the Integrated Annual Report in line with national and international reporting standards such as CSRD, ESRS, GRI, TSRS, and IFRS, and regularly carries out disclosures related to sustainability indices (Refinitiv, Sustainalytics, CDP) and the UN Global Compact (UNGCC). Furthermore, national and international green transition grant and financing programs are closely monitored; applications are submitted for suitable projects, or support is provided to relevant teams during application processes. The Unit also coordinates participation in national and international certification programs such as CSC and EPD, and aims to increase sustainability awareness among employees and suppliers through trainings and seminars.

### Integration of Sustainability and Climate Performance into Incentive Mechanisms

(TSRS-1 27.a.v, TSRS-2 6.a.v)

At Akçansa, performance management is carried out within the framework of a target-based and tiered structure aligned with the Company's strategic priorities. The process begins with strategic objectives defined at the corporate level and progresses through an integrated performance system structured downward to senior management and individual performance targets. The performance-based incentive mechanisms applied to senior management are aligned with the Company's climate and sustainability targets, in line with its long-term value creation approach.

Within this framework, approximately 20% of the corporate scorecard structure used in the senior management performance evaluation system consists of sustainability and people-focused indicators. These indicators include combating climate change, improving environmental performance, resource efficiency, occupational health and safety, and corporate sustainability priorities, and are directly reflected in the overall performance evaluation and bonus mechanism.

The performance criteria defined for the Chief Executive Officer and Executive Committee members include climate and sustainability-focused targets, such as reducing CO emissions, increasing the use of alternative fuels, improving energy efficiency, lowering the clinker ratio, and occupational health and safety indicators. In addition, within the scorecard structure updated annually, priorities such as biodiversity, sustainability reporting, digitalization, and other corporate sustainability objectives are also incorporated into the performance evaluation system.

The implementation of the defined targets is monitored throughout the year and reviewed within the scope of year-end performance evaluation processes. Financial incentives provided to executives based on the level of target achievement support the integration of sustainability and climate performance into the corporate performance management system.

The main climate and sustainability-related performance indicators and incentive mechanisms defined for the Chief Executive Officer, Executive Committee members, and the Sustainability Manager at Akçansa are presented below.

At all levels, the defined performance targets include various sustainability key performance indicators (KPIs) such as CO<sub>2</sub> emission reduction, alternative fuel and biomass use, raw material efficiency, the contribution of digitalization to environmental performance, energy management, biodiversity, water efficiency, renewable energy use, effective management of emissions, and efficient use of resources. Employees who contribute to the Company's overall economic targets while achieving their individual performance objectives become eligible for financial incentives based on their performance scores. CO<sub>2</sub>

The reduction of CO<sub>2</sub> emissions is recognized as a core performance indicator across the Company and is considered a common performance criterion for all employees.

<b>Chief Executive Officer</b>	Receives performance-based bonuses aligned with sustainability targets covering environmental, social, and governance areas, in addition to climate targets such as greenhouse gas emission reduction targets, the implementation of decarbonization and green transformation projects, increasing the use of alternative fuels, and reducing the clinker ratio. These targets are aligned with the Company's climate transition plan and corporate sustainability roadmap, are determined annually, and are reflected in the incentive mechanism based on the level of achievement.
<b>Executive Committee Members</b>	Receive performance-based bonuses based on the achievement of Scope 1 and Scope 2 emission reduction targets, decarbonization projects, and targets related to increasing the use of alternative fuels, as well as environmental and social sustainability indicators and corporate sustainability priorities. In addition to corporate sustainability targets, each member also has individual sustainability and climate targets related to their respective areas of responsibility.
<b>Sustainability Manager</b>	Responsible for the implementation of the sustainability roadmap and climate transition plan, their integration into the Company's strategy, the dissemination of sustainability targets across the Company, and the execution of related projects. Year-end performance evaluations are conducted based on the level of achievement of environmental and social sustainability, climate performance, and corporate sustainability targets, and the individual incentive mechanism is determined accordingly.

### Controls and Procedures (TSRS-1 27.b, TSRS-2 6.b)

All sustainability-related practices are supervised by the Corporate Governance Committee under the authorization of the Board of Directors. The Committee evaluates critical environmental, social, and governance (ESG) matters four times a year and, based on these evaluations, provides strategic guidance to the Sustainability Executive Committee. In addition to the Corporate Governance Committee, the Sustainability Executive Committee, Sustainability Committee, Working Groups, and the Sustainability Directorate are responsible for ensuring the alignment and implementation of the Company's strategy with its sustainability strategy.

Furthermore, the effectiveness of the sustainability management system is regularly assessed through internal audit mechanisms and independent external audits conducted annually. Within the scope of internal audit mechanisms, audit activities are carried out to test the adequacy of the system.

Audits also include the evaluation of the functioning of internal control systems, risk management, and governance processes. The findings are reported to the Audit Committee together with the required action plans, and improvement recommendations are submitted to the relevant senior management through the full audit report. External audits are conducted in accordance with the ISAE 3000 and ISAE 3410 standards. These audits review the effectiveness of sustainability policies and practices and their compliance with applicable regulations. In addition, Akçansa's sustainability and climate performance is monitored and evaluated by international ESG rating agencies, the Borsa İstanbul Sustainability Index, and other international sustainability indices.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### AKÇANSA'S SUSTAINABILITY STRATEGIC APPROACH

Sustainability continues to be one of the four main strategic pillars of Akçansa's vision. Since its establishment, for nearly 30 years, the Company's activities have been carried out in line with sustainability principles, with the aim of creating value for stakeholders and supporting social development. This approach has become an integral part of the way the company conducts its business.

In 2025, within the scope of our sustainability strategy, we continued to contribute to the United Nations Sustainable Development Goals. In the new period, the objective has been to effectively respond to the expectations of all stakeholders and to continue sharing sustainability performance transparently through simple, understandable indicators aligned with international standards. In line with this approach, reporting and management processes have been strengthened by drawing on numerous local and global standards.

Within this framework, the following have been identified as key reference sources: the United Nations Global Compact (UNGC), the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD)

recommendations, the European Sustainability Reporting Standards (ESRS), the Sustainability Accounting Standards Board (SASB) Sector Guide, the Carbon Disclosure Project (CDP) Climate Change and Water Security programs, the Bloomberg Gender Equality Index indicators, and the Capital Markets Board Sustainability Principles Compliance Framework.

Throughout 2025, environmental, social, and governance-focused risks and opportunities within the scope of sustainability, as well as their climate- and nature-related impacts, were comprehensively reviewed and evaluated.

#### Akçansa's Strategic Focus Areas and Target Framework (TSRS-1 33, TSRS-2 14)

Akçansa's sustainability strategy is built on five core focus areas. These areas are positioned as key elements supporting sustainability targets and as integral components of the long-term business strategy. In 2024, the key performance indicators and targets defined for all focus areas were reviewed in consideration of stakeholders' sustainability expectations. Accordingly, the "Akçansa 2030 Sustainability Targets" were updated in 2024, and the existing focus areas were expanded to include

Sustainability-Linked Finance and Reporting as an additional focus area within the sustainability strategy. Through this update, the monitoring of sustainability performance and its integration into decision-making processes have been further strengthened.

In 2025, activities continued in line with the targets set in the previous reporting period. Within this framework, sustainability continued to be integrated into all business processes in the areas defined to achieve sustainability targets. Processes were further developed in line with the principles of risk and opportunity management, performance monitoring, and continuous improvement.

#### Akçansa's Climate Change Strategy (TSRS-1 33, TSRS-2 14)

Climate change is creating an increasing impact on the sector and value chain in which the Company operates. In order to ensure a sustainable future, combating climate change is addressed as a strategic priority, and decisive actions are taken accordingly. Climate-related risks and opportunities are evaluated through a holistic approach, and both global and local regulations are closely monitored to strengthen the resilience of the business model.

Within this scope;

- The European Green Deal and the Green Deal Action Plan prepared by Türkiye in this context are closely monitored;
- Developments directly affecting the sector are analyzed, and processes are aligned with international initiatives, particularly those of the European Union;
- With the support of senior management, action plans are developed under the coordination of the Sustainability, Strategy, and Finance teams, and active roles are undertaken in sectoral associations and relevant organizations;
- Continuous communication is maintained with regulatory authorities and public institutions within the scope of climate change mitigation, contributing directly and indirectly to legislative developments. Through this approach, rapid and

dynamic adaptation is ensured to developments both in Türkiye and in the international markets where the Company operates;

- Within the scope of the Türkiye Climate Law, which entered into force in 2025,

carbon reduction targets and adaptation strategies are being updated, and emission reporting and monitoring processes are being strengthened in line with the new legal requirements. In this context, projects that will lead the sector's low-carbon transition are being developed and collaboration with relevant stakeholders is being further strengthened.

During this process, Akçansa draws on key national and international reference documents, most notably the "Low-Carbon Roadmap for the Turkish Cement Sector" prepared by the Ministry of Industry and Technology of the Republic of Türkiye and the European Bank for Reconstruction and Development (EBRD), as well as the "Cement and Concrete Industry Roadmap for Net Zero Concrete by 2050" published by the Global Cement and Concrete Association (GCCA). Through innovative process improvements and product solutions, the Company continues to make determined progress in addressing climate change.

In line with the 2050 Net Zero targets announced by the main shareholders, Sabancı Holding and Heidelberg Materials, efforts continue to be carried out in alignment with the Paris Agreement objective of limiting the increase in global average temperature to 1.5°C. Accordingly, emission reduction targets were reviewed in 2024 and revised to ensure alignment with the Paris Agreement, based on science-based methodologies. The updated targets have been approved by senior management and constitute a key component of the Company's long-term climate strategy and sustainable growth approach.

Strategic Focus Area	Subtopics
Climate Leadership	<ul style="list-style-type: none"> <li>• Reduction of direct and indirect CO<sub>2</sub> emissions.</li> <li>• Increasing the use of renewable energy</li> <li>• Transition to sustainable products</li> </ul>
Nature and Environment	<ul style="list-style-type: none"> <li>• Reducing impacts on air quality</li> <li>• Efficient management of water resources</li> <li>• Protection of biodiversity</li> </ul>
Circular Economy and Innovation	<ul style="list-style-type: none"> <li>• R&amp;D activities in engineering technologies</li> <li>• Increasing the use of alternative resources</li> </ul>
Safe and Inclusive Value Chain	<ul style="list-style-type: none"> <li>• Establishing a strong occupational health and safety culture</li> <li>• Fostering an inclusive corporate culture</li> <li>• Creating value for society</li> <li>• Ensuring transparent dialogue with stakeholders</li> <li>• Sustainable supplier management</li> </ul>
Sustainability-Linked Finance and Reporting	<ul style="list-style-type: none"> <li>• Improving ESG (Environmental, Social and Governance) ratings</li> <li>• Increasing access to sustainability-linked financial instruments</li> <li>• Adopting innovative reporting approaches</li> </ul>



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### National and International Partnerships in Climate Action

Akçansa places importance on transparently disclosing the activities it undertakes and the performance results it achieves in combating climate change across national and international platforms. In this context, performance in the areas of climate change, water management, and resource efficiency is regularly monitored and shared with relevant stakeholders and rating platforms. The results obtained support Akçansa's efforts to strengthen its transition to a low-carbon economy and its sustainable production approach.

As a result of the 2025 CDP assessments, Akçansa achieved an "A" score in the CDP Climate Change Program, earning a place on the CDP A List. In the CDP Water Security Program, the Company improved its score from B level to the A-Leadership level. These results represent Akçansa's highest performance to date on the CDP platform.

In the LSEG (formerly Refinitiv) sustainability assessment, the Company's score increased to 89, reaching the highest level in its history. With this result, Akçansa ranked first among 135 international companies evaluated in the construction materials sector. Focusing on operational excellence and responsible resource use, Akçansa became the first building materials company in Türkiye to achieve the Gold Level Responsible Sourcing Certification awarded by the Concrete Sustainability Council (CSC) for all of its cement plants in Türkiye. Developments related to the EU Carbon Border Adjustment Mechanism (CBAM) and the Climate Law enacted in Türkiye, including regulations concerning the Emissions Trading System (ETS), are closely monitored. Akçansa actively participates in

initiatives conducted with relevant public institutions, industry associations, and policy development platforms. Emissions associated with products exported to Europe have been regularly reported since 2024, and all obligations applicable during the transition period are being fulfilled.

Although Akçansa committed in 2022 to join the Science Based Targets initiative (SBTi), strategic assessments conducted in 2025 led to the decision not to proceed with the formal submission of targets to the initiative. Nevertheless, the Company continues its efforts in line with emission reduction targets aligned with the Paris Agreement.

### Akçansa's Risks and Opportunities

(TSRS-1 29-30, TSRS-1 33, TSRS-2 9-10, TSRS-2 14)

At Akçansa, the impacts of sustainability and climate change on the business model, operations, and value chain are assessed through a holistic approach, and the results are integrated into strategic decision-making processes.

### Methodology for Assessing Sustainability and Climate-Related Risks and Opportunities

Risks and opportunities are assessed across short-, medium-, and long-term time horizons. The short term covers 0–1 year, the medium term covers 1–5 years, and the long term covers 5–10 years, with periods beyond 10 years also considered where relevant. These defined time horizons are aligned with Akçansa's strategic planning, investment, and risk management processes, enabling a comprehensive assessment of the potential impacts of sustainability- and climate-related risks and opportunities on operations and financial performance.

Within this framework, strong alignment is ensured between the time horizons used in assessing climate-related risks and opportunities and the Company's strategic objectives. In the context of climate action, the key milestones identified are 2030 and 2050. From the perspective of updated sustainability targets, 2030 represents a focal point for operational and strategic transformation initiatives, while 2050 is considered a critical target year for achieving long-term net-zero ambitions in line with the Paris Agreement.

This section has been updated compared to the previous reporting period, and the time horizons for climate-related risks and opportunities have been restructured in line with Akçansa's current strategic planning approach and its 2030–2050 targets. The same methodology continues to be applied in the current reporting period.

### Sustainability-Related Risks and Opportunities

Akçansa addresses sustainability-related risks and opportunities through a holistic approach encompassing environmental, social, and governance (ESG) dimensions, and regularly evaluates their potential impacts on the business model and operations. Developments related to sustainability topics are monitored in line with relevant standards and sector dynamics, and emerging risks and opportunities are integrated into the Company's strategic planning and risk management processes.

The time horizons within which sustainability-related opportunities are expected to materialize are assessed as short term (0–1 year), medium term (1–5 years), long term (5–10 years), and longer term (10 years and beyond). Within these timeframes, the Company's areas of focus are shaped accordingly: in the short term, improvement initiatives aimed at reducing direct and indirect CO<sub>2</sub> emissions; in the medium term, opportunities for emission reduction alongside the transition to sustainable and low-carbon products; in the long term, strengthening competitiveness through operational and strategic transformation; and in the longer term, new business models, technology investments, and market opportunities arising from

the 2050 Net Zero target. Through this approach, sustainability is addressed not only from a risk management perspective, but also as a driver of value creation and growth potential.

The financial impacts of sustainability-related risks and opportunities are also regularly assessed. Based on current analyses, these risks and opportunities are not considered to have an impact that would require a material adjustment to the financial statements. In parallel with ongoing improvements in data availability and methodologies, efforts continue to further assess and quantify the financial implications of sustainability-related risks and opportunities. According to current assessments, no sustainability-related risks or opportunities have been identified that exceed the threshold of financial materiality.

### Climate-Related Risks and Opportunities

In order to mitigate climate-related risks and effectively capitalize on emerging opportunities, scenario analyses and impact assessments are conducted on a regular basis.

In these assessments, the business model, future market conditions, regulatory developments, technological transformation, resource utilization, and changes in climate policies are taken into consideration, and the potential impacts of climate-related developments on operations and financial performance are monitored.

In alignment with international frameworks, climate-related risks are addressed under two main categories: physical risks and transition risks. Under physical risks, the potential impacts of climate-related events such as extreme weather events, water stress, fires, and floods on production processes and the supply chain are analyzed, and measures are developed to support business continuity.

Short Term	Medium Term	Long Term	Longer Term
0-1 year	1-5 years	5-10 years	10 years and above
Reducing direct and indirect CO <sub>2</sub> emissions and energy management	Reducing direct and indirect CO <sub>2</sub> emissions, transitioning to sustainable products, biodiversity, and efficient water management	Operational and strategic transformation	2050 Net Zero and Technological Transformation (CCUS and green hydrogen, etc.)



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With respect to transition risks, potential impacts arising from climate policies, carbon regulations, carbon pricing mechanisms, market expectations, and technological transformation are assessed. Within this scope, efforts are carried out to develop low-carbon production models, expand energy efficiency practices, increase the use of alternative fuels and raw materials, and promote the use of renewable energy.

In terms of climate-related opportunities, the Company aims to develop low-carbon cement and ready-mix concrete products, expand a product portfolio aligned with green building certification systems, and develop solutions that respond to evolving customer

expectations. Through these initiatives, Akçansa seeks to support climate-focused transformation, strengthen its competitive position, and create long-term value.

For the financial impact analysis of climate-related risks and opportunities, a calculation methodology based on revenue has been developed. Short-term risk and opportunity impacts are calculated directly based on the current year's revenue and presented as percentage ratios. Medium- and long-term amounts represent the five-year cumulative impact, reflecting the total financial effect expected to occur over the relevant period.

For the risk related to increases in raw material and energy prices, a financial calculation cannot be performed due to the high level of uncertainty involved. In particular, reliable financial projections cannot be developed because of volatility in commodity prices, dynamics in global supply chains, geopolitical developments, and fluctuations in energy markets. Even relatively small percentage increases may have significant impacts on the financial statements, while prices may also demonstrate substantial periodic volatility. As a result, a specific medium- and long-term financial impact calculation cannot be meaningfully performed with the current data set, and this risk has therefore been assessed qualitatively.

Scenario analyses constitute the basis of the risk calculations. Within the scope of physical risks, facilities that may be affected have been identified and the potential financial impact has been estimated based on possible revenue loss or additional costs (such as water supply costs). For transition risks and opportunities, the analyses consider carbon price projections, alternative fuel utilization rates, energy transition targets, water master plan savings projections, and alternative raw material utilization scenarios. In these calculations, the current emissions intensity, benchmark assumptions, and the 2030 targets have been treated as fixed parameters.

### Climate-Related Risks

Risk Type	Risk Category	Time Horizon	Likelihood	Magnitude of Impact	Risk Description	Impact of the Risk on Financial Position, Performance and Cash Flows	Expected Short-Term Financial Impact	Expected Medium-Term Financial Impact	Expected Long-Term Financial Impact	Estimated Financial Impact and Calculation Methodology	Actions Taken
Floods and inundation	Physical Risk	Medium-Long	High likelihood (90-100%)	Medium-Low	An increase has been observed in the frequency and severity of extreme weather events in the regions where Akçansa operates. In particular, floods and inundations caused by heavy precipitation may lead to temporary or longer-term disruptions in facility operations. Climate projections indicate that such events are likely to continue increasing in the coming years.	Physical climate risks such as severe weather events and flooding may cause disruptions in Akçansa's production and operations, potentially resulting in revenue losses and additional costs. Physical damage related to extreme weather conditions may increase maintenance and repair costs at facilities and adversely affect profitability. Production interruptions and operational disruptions may increase working capital requirements, while investments aimed at strengthening infrastructure and improving resilience may lead to additional capital expenditures. In addition, disruptions in the supply chain and increases in insurance costs may place further pressure on the Company's operating cost structure. Accordingly, physical climate risks may affect Akçansa's financial performance in the coming periods, particularly through impacts on revenues, capital investments, and operating expenses.	-	0.90%	1.73%	Under RCP scenario modeling, facilities exposed to the highest levels of risk were identified and financial impact calculations were performed. The calculations considered the time required for facilities to return to prevent production levels and the associated production losses.	A Business Continuity Management System has been established and crisis management processes have been defined. In this context, insurance policies have been updated and emergency response plans have been developed for high-risk facilities. Insurance expenses arising from these measures to address climate-related physical risks are recognized in the financial statements under other operating expenses.
Water stress / Drought	Physical Risk	Medium-Long	High likelihood (90-100%)	High	Drought-related risks were assessed using the Standardized Precipitation Evapotranspiration Index (SPEI) and Drought Stress Index analyses conducted through the Munich Re analytical tool. SPEI is a multi-scale drought indicator used to determine the onset, duration, and severity of drought conditions relative to normal climate conditions. In the analyses, the climatic water balance of the second half of the 20th century was used as the reference baseline, and assessments were carried out for the years 2030, 2040, 2050, and 2100 under the SSP2-RCP4.5 and SSP5-RCP8.5 scenarios.	In order to prevent potential temporary disruptions in production activities due to possible increases in water costs and constraints in water access, cost analyses were conducted based on the procurement of water from alternative sources. According to the assessments, significant increases in water costs may occur at the Çanakkale plant. At the Büyükcemece plant, where water usage already involves existing costs, the impact of rising water prices is expected to remain relatively limited. Even under pessimistic climate scenarios, cost increases at the Ladik plant are not expected to reach significant levels. Considering that water is a key input in ready-mix concrete production, a cost analysis was also conducted for ready-mix concrete plants located in regions experiencing high water stress, evaluating the potential costs associated with procuring water from external sources in order to avoid production interruptions.	-	0.07%	0.32%	Under RCP scenario modeling, facilities exposed to the highest levels of risk were identified and financial impact calculations were performed. The calculations considered the time required for facilities to return to prevent production levels and the associated production losses.	In order to effectively manage water stress-related risks, Akçansa implements various measures aimed at reducing risks associated with water use across its operations. Efforts to reduce water consumption are ongoing in order to strengthen operational resilience. Through Water Master Plans covering the three cement plants and ready-mix concrete facilities that account for a significant share of total water consumption, risks arising from water stress are monitored and managed. Within the scope of the Water Master Plan, investments related to water management have been initiated, and initiatives are being implemented to improve water efficiency and support the use of alternative water sources. In addition, industrial symbiosis practices are evaluated and implemented to mitigate the potential impacts of water stress. Infrastructure investments aimed at increasing access to alternative water sources are ongoing in the Marmara Region, where water stress risk is relatively higher. Within this scope, approximately 110,200 tons of rainwater are recovered annually at the Büyükcemece and Ladik facilities and used in dust suppression activities.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Climate-Related Risks

Risk Type	Risk Category	Time Horizon	Likelihood	Magnitude of Impact	Risk Description	Impact of the Risk on Financial Position, Performance and Cash Flows	Expected Short-Term Financial Impact	Expected Medium-Term Financial Impact	Expected Long-Term Financial Impact	Estimated Financial Impact and Calculation Methodology	Actions Taken
Wildfire	Physical Risk	Short/ Medium/Long	High likelihood (90-100%)	High	<p>Türkiye, particularly the Aegean, Marmara, and Black Sea regions, is considered among the high-risk areas for forest fires due to increasing temperatures, drought conditions, and human-related factors. According to data from the European Forest Fire Information System (EFFIS), a total of 438 forest fires occurred across the country in 2025, affecting more than 150,000 hectares of forest area. This situation creates potential risks that may affect not only natural ecosystems but also industrial and logistics infrastructure. Some of Akçansa's facilities located in Canakkale province and in the Marmara and Black Sea regions may be directly exposed to wildfire risks due to their proximity to forested areas. Potential fires may lead to disruptions in production processes, interruptions in raw material supply, and increases in operational costs. In this context, emergency action plans are developed in line with the Sabancı Group's disaster management policies, while early warning systems are implemented and environmental awareness training programs are provided to employees.</p> <p>The Fire Weather Index measures the potential impact of atmospheric conditions on wildfire risk based on climate variables such as temperature, wind, precipitation, and relative humidity, using a scale ranging from 0 (very low) to 10 (very high). Within this framework, scenarios including SSP1-RCP2.6, SSP2-RCP4.5, SSP3-RCP7.0, and SSP5-RCP8.5 were evaluated for the years 2030, 2040, 2050, and 2100. According to the analysis results, approximately 20% of the Company's facilities are located in regions classified as high-risk areas. Under the current scenarios, no significant change in risk categories is projected until 2030.</p>	A significant portion of Akçansa's operations is located in the Aegean and Marmara regions, where the risk of climate-related wildfires is relatively high. In the event of a wildfire, facilities may experience direct physical damage, while fires occurring in surrounding areas may also affect supply chain and logistics processes, potentially leading to interruptions in production activities.	0.15%	0.68%	0.99%	Under RCP scenario modeling, facilities exposed to the highest levels of risk were identified and financial impact calculations were performed. The calculations considered the time required for facilities to return to pre-event production levels and the associated production losses.	Akçansa implements preventive measures around its facilities to mitigate wildfire risks and enhance operational resilience. Within this scope, protective arrangements are established in areas surrounding the facilities, investments are made in fire protection and firefighting systems, and regular emergency drills are conducted. In addition, insurance policies have been updated and protective infrastructure investments have been implemented. To reduce potential operational impacts, emergency response and first aid procedures have been established, and preventive measures aimed at reducing the likelihood of wildfire incidents have been put in place.
Transition to a Low Carbon Economy	Transition Risk- Market Risks	Medium-Long	Medium- High Likelihood 34-65%	High	Increasing demand for alternative raw materials, energy, and fuels may lead to higher procurement costs, placing additional pressure on operating expenses. Even relatively limited increases in these cost components may have financially significant implications for the Company's cost structure due to scale effects.	Due to the high level of market uncertainty, it is not possible to reliably calculate the specific magnitude of potential financially significant impacts in the short, medium, or long term.	-	Due to the high level of uncertainty, a financial calculation cannot be performed.	Due to the high level of uncertainty, a financial calculation cannot be performed.	-	In line with industrial symbiosis practices and in support of the circular economy, efforts are ongoing to integrate by-products sourced from different industries, construction waste, and other alternative raw materials and fuels into production processes. Investments and collaborations undertaken within this scope are considered important for enhancing resource diversification and supporting the reliability of energy supply.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Climate-Related Opportunities

Opportunity Type	Time Horizon	Likelihood	Magnitude of Impact	Description of the Opportunity	Impact of the Opportunity on Financial Position, Performance and Cash Flows	Expected Short-Term Financial Impact	Expected Medium-Term Financial Impact	Expected Long-Term Financial Impact	Estimated Financial Impact and Calculation Methodology	Strategy Implemented to Capture the Opportunity
Energy source - Transition to low-carbon energy sources	Medium	High likelihood (90-100%)	Medium- High	Due to its carbon-intensive structure, the cement sector has the opportunity to reduce operational costs through the transition to low-carbon energy sources. The inclusion of alternative fuels and sustainable sources such as biomass in the fuel mix contributes to the reduction of carbon emissions. Increasing the alternative fuel substitution rate also lowers energy costs and strengthens the Company's competitive advantage.	Akcansa's alternative fuel substitution rate, which is above the sector average, has contributed to a significant reduction in energy costs, positively affecting the Company's financial performance. Reducing dependence on conventional fossil fuels and incorporating more cost-effective and sustainable alternatives such as biomass into the fuel mix has supported the reduction of indirect operating costs. This transition not only supports profitability and profit margins, but also provides relative stability in cash flows by reducing exposure to fluctuations in conventional fuel prices. In addition, as regulatory frameworks increasingly encourage low-carbon practices, expanding the use of alternative fuels provides advantages such as benefiting from potential financial incentives, strengthening market competitiveness, and building a more resilient financial structure in the long term. Increasing the use of alternative fuels may positively affect the gross profit margin through reductions in energy costs. Furthermore, benefiting from incentives related to low-carbon production practices may contribute to additional income items in the financial statements, such as government grants or carbon credits.	0.24%	1.43%	2.22%	This opportunity has the potential to create financially significant impacts in the long term.	In line with the 2030 Sustainability Targets, a comprehensive Alternative Fuel strategy has been prepared, targeting an alternative fuel substitution rate of 35%.
Resource efficiency – Recycling	Medium	High likelihood (90-100%)	Medium	The use of alternative fuels and alternative raw materials enables more efficient resource utilization, reduces operational costs, and supports circular economy principles. Reducing dependence on conventional raw materials and energy sources contributes to lowering production expenses and positively affects financial performance.	As part of its transition toward a circular economy, Akcansa's increased use of alternative fuels and raw materials enables more efficient use of resources, contributing to reduced operational costs and improved cost efficiency. By reducing dependence on conventional raw materials and energy sources, production costs are lowered, which in turn supports the Company's financial performance. The resulting cost advantages contribute to stronger profit margins and improved cash flow performance. In the 2025 financial year, savings of TL 19 million were achieved through the use of alternative energy sources.	0.15%	0.81%	1.46%	Based on a literature review, the estimated financial benefit associated with the use of alternative raw materials per ton of cement production was determined. Replacing clinker production with alternative raw materials generates financial benefits, particularly by reducing energy consumption and associated energy costs. In line with the 2030 Sustainability Targets, financial impact calculations were conducted based on projections that alternative raw material use will increase in the medium and long term.	Increasing the use of alternative raw materials is among the priority areas defined under the 2030 Sustainability Targets. Accordingly, relevant performance indicators (KPIs) have been established within the strategy to support the transition toward a circular economy approach.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Climate-Related Opportunities

Opportunity Type	Time Horizon	Likelihood	Magnitude of Impact	Description of the Opportunity	Impact of the Opportunity on Financial Position, Performance and Cash Flows	Expected Short-Term Financial Impact	Expected Medium-Term Financial Impact	Expected Long-Term Financial Impact	Estimated Financial Impact and Calculation Methodology	Strategy Implemented to Capture the Opportunity
Carbon pricing market - Products and services - Development of new products through R&D and innovation & changes in customer preferences	Medium-Long	High likelihood (90-100%)	Medium	In the short and medium term, the Company's current emissions intensity and the Green Transformation projects implemented may influence the determination of sectoral benchmark levels under the Emissions Trading System (ETS) expected to be established in Türkiye. Based on the expectation that Akçansa's emissions intensity will remain below the sector average, the system may create a potential financial benefit for the Company. However, as the regulation has not yet entered into force and uncertainties remain regarding sector-specific benchmark values and future carbon pricing, it is not possible at this stage to calculate the financial impact with certainty. Accordingly, financial calculations have been conducted based on carbon price projections under the internal carbon pricing framework.	Akçansa prioritizes projects that support the transition to a low-carbon economy in order to mitigate potential risks associated with the Emissions Trading System (ETS). In line with the 2030 Sustainability Targets, all R&D and innovation investments are managed with a sustainability focus and guided by the Low-Carbon Roadmap and the Low-Carbon/Low-Clinker New Product Development Plan. Within this scope, initiatives are being implemented to increase energy efficiency, optimize kiln processes, and expand the use of alternative fuels and alternative raw materials. In addition, plant-specific roadmaps have been developed for each facility, including investments aimed at carbon reduction and lowering CO <sub>2</sub> emissions, while R&D activities continue to focus on the development of low-carbon products.	-	0.39%	4.25%	Calculations have been performed by considering national regulatory provisions and carbon pricing in international carbon markets.	Akçansa is transforming this challenge into a strategic opportunity by expanding its sustainable and low-carbon product portfolio. The Company focuses on reducing the carbon footprint of its cement products, targeting a 20% reduction in CO <sub>2</sub> emissions intensity by 2030 and an increase in the share of low-clinker products. As demand for environmentally friendly building materials continues to grow, Akçansa is well positioned to benefit strategically from this transition. The Company maintains its commitment to achieving net zero emissions by 2050, and has established interim targets and milestones for 2030. The 2030 greenhouse gas (GHG) intensity reduction targets have been updated in alignment with the Paris Agreement.
Resource Efficiency and Recycling (Water Opportunity)	Short	Medium- High Likelihood 34-65%	Low	In the long term, increasing water scarcity may raise operating costs and create a significant risk for sectors with relatively high water consumption. However, this situation also presents an opportunity in the short term for companies that implement water efficiency measures. At Akçansa, reducing freshwater withdrawals may help mitigate financial pressures associated with water scarcity while strengthening operational resilience. In this context, Water Management Plans are implemented to optimize water consumption. These plans aim to reduce dependence on freshwater sources, improve water efficiency, and increase the recovery of rainwater and wastewater. The Water Master Plan further supports preparedness for potential water-related risks in the future.	Cost savings achieved through water efficiency initiatives enhance the Company's competitive advantage and enable more effective capital allocation. The resulting positive impact on cash flows strengthens financial flexibility and supports the allocation of resources to sustainability investments and other strategic opportunities. In 2024, Akçansa plans to join the CEO Water Mandate, further strengthening its commitments to water stewardship and expanding water efficiency practices. In the short term, these measures are expected to support profit margins and contribute to strengthening the Company's financial position in a sector where resource efficiency and sustainability are becoming increasingly important.	0.14%	1.22%	3.52%	The financial value of water savings expected to be achieved by 2030 has been calculated based on Water Master Plans developed for the Company's cement and ready-mix concrete plants.	Although increasing water scarcity is expected to raise operating costs in the long term, the implementation of water efficiency measures and reductions in water consumption present a significant opportunity in the short term. Within this scope, the Company aims to maintain water costs at manageable levels and ensure the sustainable continuity of operations. The resulting cost savings strengthen competitive advantage and enable more effective capital allocation. Accordingly, water efficiency practices are considered a strategic opportunity that supports both operational and financial resilience in the current business environment.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### The Impact of Risks on the Business Model and Value Chain (TSRS-1 32, TSRS-2 13)

Climate change creates both risks and opportunities for Akçansa's business model and value chain. Increasing demand for low-carbon products and services has made the transition toward products containing lower clinker content and alternative raw materials a strategic priority. In this context, transforming the product portfolio toward solutions with a lower carbon footprint is considered a key component of the Company's business model.

Since a significant share of emissions associated with cement production originates from clinker production, the transition to low-clinker products is critical for both managing climate-related transition risks and maintaining competitiveness. Within this scope, the share of products containing alternative mineral additives, such as slag, fly ash, and similar materials, is being increased, while initiatives continue to support the development and wider adoption of low-carbon products.

In line with the 2030 Sustainability Targets, R&D and production investments are directed toward the targets defined under the low-carbon product development and innovation focus area, and a Product Transition Plan for cement and concrete products with lower clinker content is being implemented. Under this plan, production processes and supply structures are being transformed to support the increased use of alternative raw materials.

In developing its sustainable product portfolio, Akçansa takes into account the EU Taxonomy and other relevant international reference frameworks, with the aim of increasing the share of low-carbon and circular economy-supporting products within its value chain. This transformation supports the management of climate-related risks and the capture of market opportunities for low-carbon products, thereby strengthening Akçansa's long-term value creation capacity.

### Climate Resilience and Vulnerability of Risks (TSRS-1 41, TSRS-2 22)

The scenario analyses conducted enable the assessment of the resilience of Akçansa's business model and operations under different climate and carbon regulation scenarios. Based on the findings, the Company aims to strengthen its resilience to climate change by investing in low-carbon production technologies, increasing the use of alternative fuels and raw materials, expanding water and energy efficiency projects, and broadening its sustainable product portfolio. Within this scope, climate scenarios are integrated into strategic planning and investment decisions, with the objective of preserving Akçansa's long-term value creation capacity under different climate conditions.

### Impact of Climate-Related Risks and Opportunities on Financial Planning and Performance (TSRS-1 34-37, TSRS 2-15-18)

At Akçansa, environmental risks and opportunities influence various elements of financial planning. These elements include assets, capital allocation, revenues, capital expenditures, direct and indirect costs, and access to capital. Within the scope of climate-related issues, both risks and opportunities arise, and these factors contribute to shaping Akçansa's financial strategy.

Financial Statement Item	Impact of Climate-Related Issues on Financial Planning and Performance
Capital Expenditures	In preparation for a low-carbon future, investments are being made in alternative fuels such as dried sewage sludge (DSS), waste oil, tire-derived fuels (TDF), and fuels derived from non-recyclable waste (RDF, SRF). Within this framework, process changes are implemented to reduce the clinker ratio and support the development of low-carbon products. In addition, increasing the use of alternative fuels with higher biomass content is targeted. Capital expenditures planned in the short and medium term (until 2030) include R&D activities and the modernization of production lines, aligned with investments supporting alternative raw materials and new product development processes.
Revenues	The increased use of alternative fuels and raw materials contributes to lower direct costs and improved profitability. In the medium term, growing market demand for low-carbon products is expected, presenting a strategic opportunity to increase revenues.
Direct Costs	The replacement of conventional fossil fuels such as coal and petroleum coke with alternative fuels helps reduce direct costs and improve financial performance. This transition contributes to lowering operating expenses and supports the establishment of a more sustainable cost structure.
Capital Allocation	The transition to alternative fuels has strengthened cash flows, enabling more efficient and effective capital allocation. This improvement in financial management supports more effective investment planning and prioritization.
Indirect Costs	The use of lower-cost alternative fuels contributes to reductions in indirect operating costs. However, carbon pricing mechanisms, such as the Carbon Border Adjustment Mechanism (CBAM) expected to be implemented starting in 2026, may lead to increases in indirect costs. Strategic planning is undertaken to address these regulations and minimize potential financial impacts.
Access to Capital	Climate-related risks and opportunities facilitate greater access to low-interest financing, while also enabling access to government incentives and climate funds. Scenario modeling related to carbon trading systems such as cap-and-trade is incorporated into financial planning, allowing the Company to anticipate potential additional costs through 2030.
Assets	All assets are assessed in relation to climate-related risks, and appropriate insurance mechanisms are implemented. Decision-making processes are activated to support reinforcement and improvement investments aimed at enhancing asset resilience to climate risks.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Investments, Expenditures, and Revenues Related to Climate Risks and Opportunities\* (TSRS-1 33, TSRS-2 14)

To support climate change adaptation and the transition to a low-carbon economy, financial resources are allocated in line with strategic priorities. In support of sustainable growth, investments are being increased, and innovative financing models are utilized to promote long-term value creation. Within this framework, the resources allocated to current activities and future financing plans are summarized below.

**Capital Expenditures:** In 2025, a total budget of TL 372,945,281 was allocated for investments aimed at supporting climate change adaptation. These expenditures are included in the cash outflows related to the acquisition of tangible and intangible assets presented in the year-end financial statements.

**R&D and Innovation Investments:** A budget of TL 49,898,174 was allocated in 2025 for low-carbon production and product development activities. It is planned to maintain investment at a similar level over the next five years.

**Revenue from Low-Carbon Products:** In 2025, revenue generated from sustainable products amounted to TL 5,330,021,606. This figure corresponds to 21.7%\* \*\* of total revenues and is included in the revenue line item in the financial statements. In order to capitalize on opportunities arising from climate change, the Company plans to increase the share of low-carbon products in its portfolio.

### Akçansa's Transition Plan and Low Carbon Transformation Roadmap (TSRS-2 9.c, TSRS-2 14.iv)

Within the scope of the transition to a low-carbon economy, a climate transition plan aligned with the 1.5°C scenario has been developed. This plan encompasses emission reduction strategies, low-carbon product development processes, and financial approaches in line with the Company's long-term sustainability objectives.

The transition plan focuses on reducing fossil fuel consumption and lowering carbon emissions. Priority areas include increasing the use of alternative fuels, reducing the clinker ratio, modernizing or phasing out outdated equipment, and investing in low-carbon cement production. In addition, initiatives are planned to expand the use of renewable energy across all facilities and to develop projects related to carbon capture, utilization, and storage (CCUS) technologies. Efforts are also being undertaken to support the wider adoption of low-carbon cement and ready-mix concrete products in the market.

The climate transition plan is implemented under the oversight of the Board of Directors and is closely monitored by representatives of Sabancı Holding and Heidelberg Materials. Progress is reported and evaluated at least quarterly. Annual emission reduction targets are monitored on a plant-by-plant basis, and progress toward these targets is tracked regularly.

In line with Türkiye's 2053 net zero target, interim and sectoral targets were announced at the COP29 Climate Change Conference held in Baku in 2024. The climate transition plan is implemented in alignment with Türkiye's Long-Term Climate Strategy. While the Turkish cement sector has set targets to reduce emissions by 30% by 2040 and 93% by 2053, Akçansa's targets have been determined above these levels.

In accordance with its sustainable finance approach, the Company prioritizes access to financing sources that support low-carbon investments. Using sustainable and green financing instruments, investments are made in environmental projects, while costs are managed through alignment with carbon pricing mechanisms.

Through this transition plan, Akçansa aims to align with net zero targets, support the transformation of its operations, and sustain long-term sustainable growth. The Company will continue to regularly inform stakeholders and disclose progress through ongoing reporting.

\* The financial disclosures presented under this section have been prepared independently from the Company's financial statements. Although the Company operates in a highly inflationary environment, TAS 29 has not been applied for the purposes of sustainability reporting. The monetary indicators presented in the report are based on nominal amounts, and therefore comparability between periods may be limited.

\*\* The decrease compared to the previous year is attributable to the Communiqué on the Promotion of the Use of Low-Carbon Green Cement in Public Procurement Contracts, under which cement products with a clinker ratio below 80% are classified as green cement.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Scenario Analyses and Climate Resilience

(TSRS-1 44.a.ii, TSRS-2 22, TSRS-2 25.a.ii, TSRS-2 25.b)

At Akçansa, scenario analyses are conducted annually. In this context, a comprehensive analysis was carried out in 2025, in line with the guidance of the Task Force on Climate-related Financial Disclosures (TCFD), to assess the resilience of the Company's strategy to climate change-related risks and to further develop scenario analysis practices. Within this scope, water stress, extreme weather events, increases in alternative fuel and raw material prices, and potential impacts of carbon pricing mechanisms were incorporated into the scenario analyses. For the assessment of physical climate risks, two analytical tools were utilized: the Munich Re Location-Based Risk Analysis tool and the WWF Water and Biodiversity Risk Assessment tools.

### Tools Used in Physical Climate Risk Analysis

#### Munich Re Physical Risk Analysis

In 2025, climate change-related natural physical risks across all locations were assessed using the Munich Re Location-Based Risk Analysis tool.

The analyses were based on the latest climate models developed under the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6). These models provide future projections by jointly considering variables such as greenhouse gas emissions, population development, and economic growth. This approach enables a more comprehensive assessment of physical climate risks.

### WWF Water and Biodiversity Risk Assessment

In 2025, water and biodiversity risk assessments were conducted for all facilities.

In the analyses, 2020 was taken as the baseline year, and projections were developed for 2030 and 2050. Basin-level risk outcomes were evaluated for each facility under optimistic, current trend, and adverse scenarios, and sector-specific risk scores were calculated for each site.

### Methodology and Evaluation Process

A multi-stage methodology was applied to assess the financial impacts of climate risks within the scope of the scenario analyses.

In the first stage, documents obtained from internal and external sources were reviewed. Subsequently, workshops conducted with the participation of Akçansa teams identified the priority climate risks to be included in the scenario analysis

- Water stress (drought)
- Extreme weather events (flood and inundation)
- Wildfires
- Increases in alternative fuel and raw material prices

To model the financial impacts of the identified risks, assumptions based on operational data, market trends, and international climate scenarios were used. Both physical and transition risks were considered throughout the evaluation process.

### Time Horizons Used in Scenario Analysis

The impacts of risks were assessed based on three key factors: magnitude of the risk, level of vulnerability, and level of exposure. Based on the results of the analyses, adaptation strategies were defined and the risk management approach was strengthened. Scenario analyses were conducted across different time horizons, including 2030, 2040, 2050, and 2100.

- 2030 was used to evaluate short-term impacts;
- 2040 to assess medium-term impacts;
- 2050 to analyze long-term impacts; and
- 2100 to examine longer-term risks and test the resilience of the Company's strategy.

In the short term, impacts on operational costs and the supply chain were considered. In the medium and long term, assessments focused on emissions regulations, the sustainability of water resources, and strategic directions related to the energy transition.

### Physical Risk Scenario Analysis (IPCC Scenarios)

Long-term physical risks affecting operations were evaluated based on the IPCC RCP 2.6, RCP 4.5, RCP 7.0, and RCP 8.5 scenarios. Within this study, all major acute and chronic physical risks were considered. Physical risks including water stress, flooding, extreme precipitation, wildfire risk, heatwaves, and sea-level rise were analyzed within the scope of the scenario analyses. The assessment was conducted on a location-specific basis, and all facilities were included in the scenario analysis.

The projections used in the scenario analysis were developed using a hybrid combination of local high-resolution CORDEX models and global CMIP5 models. Reference period data were based on existing Munich Re model data for tropical cyclones and river floods, and on ERA5 ECMWF atmospheric reanalysis data for heat stress, precipitation stress, and fire weather stress. The reference period for climate parameters was defined as 1986-2005. To strengthen the robustness of trend projections, 20-year periods were used in the projections.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Key Assumptions

#### SSP1-/RCP2.6:

- Referred to as the "Sustainability" or "Taking the Green Road" scenario, this pathway prioritizes global sustainability.
- The protection of natural resources and respect for planetary boundaries are emphasized.
- Human well-being becomes the primary priority rather than economic growth.
- Income inequalities both between and within countries decline.
- Consumption patterns shift toward lower material and energy use.
- As a result of these efforts, net zero CO<sub>2</sub> emissions are reached around 2075. Under the SSP1-2.6 scenario, the average global surface temperature is projected to increase by 1.8°C by 2100 (range 1.3–2.4°C).
- Similarly, under the RCP2.6 scenario, CMIP5 models estimate an average temperature increase of 1.6°C by 2100.

#### SSP2-/RCP4.5:

- Known as the "Middle of the Road" or "Intermediate Scenario," SSP2 represents a future in which global developments largely follow historical and current trends.
- Income distribution differences remain noticeable between countries.
- International cooperation continues to some extent but is not expected to increase significantly over time.
- Global population growth remains moderate and stabilizes in the second half of the century, while environmental systems experience some degree of degradation.
- Carbon dioxide (CO<sub>2</sub>) emissions remain close to current levels until 2050, after which they begin to decline but do not reach net zero by 2100.
- Under the SSP2-4.5 scenario, the average global surface temperature is projected to increase by 2.7°C by 2100 (range 2.1–3.5°C).
- Under the RCP4.5 scenario, CMIP5 models estimate an average temperature increase of 2.4°C by 2100.

#### SSP3-/RCP7.0:

- SSP3, also referred to as "Regional Rivalry" or the "Rocky Road" scenario, describes a world in which nationalism and regional conflicts intensify and global challenges receive less attention.
- Countries increasingly focus on national and regional security concerns.
- Over time, the gap widens between societies with strong international connections and knowledge- and capital-intensive sectors, and low-income, less-educated, labor-intensive societies with limited technological capacity.
- Investments in education and technological advancement decline, while inequality increases.
- Significant environmental degradation occurs in some regions, and carbon emissions double relative to 2015 levels by 2100.
- Under the SSP3-7.0 scenario, the average global surface temperature is projected to increase by 3.6°C by 2100 (range 2.8–4.6°C).

#### SSP5-/RCP8.5:

- SSP5, known as "Fossil-Fueled Development" or "Taking the Highway," describes a period characterized by greater integration of global markets and rapid innovation and technological progress.
- However, this development relies heavily on fossil fuels, particularly coal, and is accompanied by a significant increase in global energy consumption.
- As a result, CO<sub>2</sub> emissions are projected to triple by 2075 compared with 2015 levels.
- Under the SSP5-8.5 scenario, the average global surface temperature is projected to increase by 4.4°C by 2100 (range 3.3–5.7°C).
- Similarly, under the RCP8.5 scenario, CMIP5 models estimate an average temperature increase of 4.3°C by 2100.

### SScenario Outcomes and Implications

- Flooding, extreme precipitation, and wildfire risks are assessed at medium to high levels.
- Water scarcity in Türkiye is expected to increase. As Akçansa's facilities are located in areas exposed to high water stress, prioritizing water efficiency projects is considered necessary.
- Extreme heatwaves may increase energy demand in cement production and heighten risks related to employee health and safety.
- Although sea level rise does not currently represent a significant short-, medium-, or long-term risk, it is considered necessary to strengthen protective measures against extreme weather events.

#### Transition Risk Scenario Analysis (IEA 2°C Scenario)

Energy Agency (IEA) 2°C Scenario (2DS) provides a pathway aligned with the objective of limiting the increase in global average temperature to 2°C above pre-industrial levels. Under this scenario, market risks and opportunities, carbon pricing risks, and opportunities related to low-carbon products were evaluated. The reference year for the analysis was 2021, and the projections extend through 2060. Scenario analysis of transition risks was conducted for the global cement sector based on the Reference Technology Scenario, Nationally Determined Contributions (NDCs), and the 2°C Scenario. While the transformation of the energy sector is considered critical under the 2°C scenario, it is emphasized that this transformation alone will not be sufficient. Achieving the target will also require reductions in CO<sub>2</sub> and greenhouse gas emissions across non-energy sectors. Global GDP is projected to increase by more than threefold between 2017 and 2060, with growth expected to be concentrated in emerging markets through 2030.

### Key Assumptions

- The global economy is expected to triple in size by 2060.
- The energy sector will achieve net zero emissions through the transition away from fossil fuels.
- Carbon pricing mechanisms will become more widely implemented, including systems such as the EU Emissions Trading System (EU ETS).
- Technologies such as carbon capture and storage will become more widely deployed.
- Sustainable technologies, including increased use of alternative fuels and reductions in clinker ratios, will be adopted.

#### Rationale for Selecting This Scenario

- The 2°C scenario represents an important reference point for global climate policy and focuses on reducing CO<sub>2</sub> emissions across non-energy sectors as well.
- It highlights the importance of innovative solutions and technological developments in achieving decarbonization.
- The scenario aligns with Akçansa's strategy of investing in low-carbon product development and sustainable operations.

#### Scenario Outcomes and Implications

- The 2°C scenario represents an important reference point for global climate policy and focuses on reducing CO<sub>2</sub> emissions across non-energy sectors as well.
- It highlights the importance of innovative solutions and technological developments in achieving decarbonization.
- The scenario aligns with Akçansa's strategy of investing in low-carbon product development and sustainable operations.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Water Stress Scenarios

The water stress scenario analysis was conducted to cover all product groups and all integrated cement plants. The analyses indicate that irregularities in precipitation patterns, prolonged drought periods, and increasing water demand due to climate change may create significant risk factors. The Çanakkale and Büyükçekmece plants are among the facilities with a higher likelihood of exposure to water stress due to their geographic locations. Increasing water scarcity may lead not only to interruptions in production processes but also to higher costs associated with access to water resources.

According to the RCP 2.6 and RCP 4.5 climate scenarios, under a scenario in which global warming remains below 2°C, the strengthening of water management policies may encourage more efficient and sustainable water use. However, this may also lead to increased water access costs and stricter regulatory constraints. In contrast, under a 3.5–4°C warming scenario, reductions in water resources may become more pronounced, and prolonged drought conditions could directly affect operations.

The analyses show that water scarcity may place pressure on production efficiency particularly at the Çanakkale plant. Although water stress in the region appears relatively lower compared with some other areas, the plant's high production volume may result in a greater potential revenue impact associated with water stress. At the Büyükçekmece plant, increases in water prices and potential limitations in access to water resources may lead to higher operating costs. While no significant risk is currently projected for the Ladik plant, potential changes in regional water management policies may affect the facility in the future.

Based on these findings, efforts continue under the Water Management Plans and the Water Master Plan to strengthen resilience to water stress.

### Overall Results of the 2025 Scenario Analyses and Their Impact on Strategy

Climate scenario analyses are considered an integral component of strategic planning, financial decision-making, and risk management processes. These analyses guide the identification of priority investment areas aligned with net zero targets, the development of water and energy efficiency projects, and the implementation of climate-resilient operational practices. Based on the outcomes of the scenario analyses:

- Regulatory pressures and new policy developments are expected to have a significant impact on the sector. Strategic planning is therefore supported by scenario analysis, and investments continue in alternative fuel use, energy efficiency applications, and clinker ratio reduction.
- Growing demand for low-carbon products presents important opportunities to expand the sustainable product portfolio.
- Emission reduction targets through 2030 have been determined based on financial impact analyses conducted under different regulatory scenarios.
- The technical and economic feasibility of carbon capture, utilization, and storage (CCUS) technologies is being evaluated.

At the same time, preventive measures are being implemented to address the potential impacts of extreme weather events, while water management practices and climate adaptation strategies continue to be strengthened.

### Carbon Pricing Scenarios

As part of global efforts to address climate change, the adoption of carbon pricing mechanisms is expected to become more widespread. In this context, the Climate Law entered into force in Türkiye in 2025, establishing the legal framework for the creation of a national Emissions Trading System (ETS). With the publication of the draft ETS Regulation, the framework has been defined regarding covered sectors, facility-level monitoring and reporting obligations, free allocation methodologies, and carbon pricing principles. The system is expected to be implemented starting next year.

Under the ETS to be established within the scope of the Climate Law, it is aimed to internalize the cost of carbon emissions, particularly for energy-intensive sectors such as the cement industry. Within this framework, facility-level emissions performance will be assessed against benchmark values, and carbon costs will arise for emissions exceeding these thresholds. Once carbon pricing mechanisms enter into force, the potential costs arising from direct emissions will be shaped according to these benchmark levels and allocation mechanisms.

As of 2025, Akçansa's emissions intensity per ton of clinker is below the national average. This provides a relatively advantageous starting point for managing potential cost impacts under the ETS. In addition, considering the current regulatory framework and the penalty levels outlined in the draft regulation, it is assessed that carbon prices in Türkiye are unlikely to be set at high levels during the initial phase. However, it is considered likely that carbon prices will gradually increase in the medium and long term.

Within the scope of the scenario analyses, the potential impacts of carbon pricing mechanisms have been assessed under the following two main temperature scenarios:

### <2°C Scenario:

Under this scenario, which aims to limit global temperature increase to below 2°C, climate policies are expected to tighten rapidly and carbon prices are likely to increase. In such a scenario, companies with lower emissions reduction performance may face significant cost pressures. To adapt to this scenario, the Company focuses on strengthening decarbonization strategies, prioritizing investments in renewable energy use, alternative fuel integration, clinker ratio reduction, and efficient production technologies.

### 3.5–4°C Scenario:

Under this scenario, which assumes more limited policy intervention, carbon pricing mechanisms are expected to be implemented more gradually. While relatively lower carbon prices may provide a short-term cost advantage, there remains a risk that climate policies could tighten abruptly in the longer term. Such developments could result in higher transition costs in later stages of the decarbonization process.

Within this framework, carbon pricing scenarios are considered a critical analytical tool for long-term investment decisions, the emissions reduction roadmap, and the climate transition plan. As the ETS is gradually implemented, preventive investments aimed at reducing carbon costs and accelerating low-carbon production solutions are expected to gain further strategic importance.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### RISK MANAGEMENT

#### Climate and Sustainability-Related Risk Management

(TSRS-1 43, TSRS-1 44.a, TSRS-1 44.a.i, TSRS-1 44.a.vi, TSRS-2 24, TSRS-2 25.a, TSRS-2 25.a.i, TSRS-2 25.a.vi)

Risks are managed within the framework of a comprehensive Enterprise Risk Management (ERM) methodology, in line with corporate risk management standards and best practices. Environmental, social, governance, operational, strategic, financial, and compliance risks are addressed through an integrated approach. The process of identifying and addressing risks that may affect the Company's existence, growth, and sustainability is coordinated by the Early Detection of Risk Committee.

Climate- and sustainability-related risks are regularly reported to the Board of Directors through the Early Detection of Risk Committee as part of the Enterprise Risk Management process, and are monitored at the Board level. The Committee convenes at least six times per year, meeting every two months. Reports covering the Committee's activities and meeting outcomes are approved by Committee members and submitted to the Board of Directors. Within this framework, the potential impacts of these risks on the Company's strategy, financial performance, investment plans, and operational continuity are assessed through senior governance mechanisms, and the necessary actions are addressed within the corporate risk management framework.

At Akçansa, the identification, assessment, and monitoring of climate- and sustainability-related risks and opportunities are conducted as an integral part of the Enterprise Risk Management process. Within this scope, physical and transition risks related to climate change, as well as environmental, social, and governance (ESG)-related sustainability risks and opportunities, are evaluated across operations and the supply chain. Probability and impact assessments are conducted through both qualitative and quantitative analyses, and these risks are regularly reviewed and updated. Compared with the previous reporting period, no significant changes have been made to the approach for managing climate and sustainability risks.

Within the scope of managing climate- and sustainability-related risks, long-term sectoral and global risks are monitored by referencing the Low-Carbon Technology Roadmap published by the International Energy Agency (IEA) as well as the roadmaps of the Global Cement and Concrete Association (GCCA) and CEMBUREAU. In this context, opportunities related to low-carbon technologies, resource efficiency, the circular economy, and the green transition are also evaluated.

Impact analyses for climate- and sustainability-related risks and opportunities are conducted using both qualitative and quantitative methods. These analyses cover all Akçansa operations and utilize international methodologies as well as internal company data.

In addition, internationally recognized climate scenario analyses are used to assess the organization's resilience to different climate scenarios and the sustainability transition. Within this framework, the Company's climate resilience and sustainability alignment are tested across 2030, 2040, 2050, and 2100 time horizons, based on transition and physical climate scenarios published by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC). The results obtained are shared with the relevant governance mechanisms. Through scenario analyses updated annually, climate and sustainability resilience are reviewed on a regular basis.

#### Impact of Climate and Sustainability Risks and Opportunities on Business Strategy

(TSRS-1 44.a.iii, TSRS-1 44.a.iv, TSRS-2 25.a.iii, TSRS-2 25.a.iv)

Demand for low-carbon products and services is expected to increase in the coming years. In this context, market demand for low-carbon products through 2030 is considered to present significant opportunities for the Company. Within the cement sector, the transition toward products with lower clinker content stands out as a strategic opportunity. However, failure to implement this transformation in a timely and effective manner may also represent a significant transition risk.

Since a significant portion of carbon emissions in cement production originates from clinker production, cement products with reduced clinker content and enriched with mineral additives are recognized as having a direct impact on reducing carbon emissions.

Within this scope, the product portfolio is being diversified with cements containing lower clinker ratios and mineral and secondary material additives, such as slag and fly ash obtained from other industries. Under the 2030 Sustainability Targets, clear targets have been defined under the "Innovation" focus area for the development of low-carbon products, and R&D activities have been directed toward low-carbon products and production technologies in order to achieve these targets. In addition, a Product Transition Plan has been prepared for cement and concrete products with reduced clinker content and higher additive ratios, and the necessary production line investments have been scheduled in line with this plan. Through these initiatives, a medium- and long-term strategy has been established to gradually phase out products that are not aligned with sustainability criteria.

In developing the sustainable product portfolio, which includes both existing and new cement products, the EU Taxonomy and relevant international taxonomy frameworks are taken into consideration. Through these strategic initiatives, a holistic approach is adopted to manage transition risks related to climate change, improve operational efficiency, and capture market opportunities for low-carbon products. In line with sustainability targets, the Company aims to support sectoral transformation by

developing products with a lower carbon footprint, improved water efficiency, and characteristics that support the circular economy.

#### Materiality Assessment and Prioritization of Risks and Opportunities

(TSRS-1 44.a.iii, TSRS-1 44.a.iv, TSRS-2 25.a.iii, TSRS-2 25.a.iv)

At Akçansa, climate- and sustainability-related risks and opportunities are evaluated through a holistic approach within the Enterprise Risk Management methodology, taking into account financial, operational, reputational, and regulatory impacts. Based on probability and impact analyses, the materiality level of risks is determined and classified within the corporate risk prioritization process.

The likelihood of risk occurrence is assessed using a five-level scale, based on the probability that the risk may materialize within the defined time horizon. Probability assessments are evaluated together with the magnitude of impact to determine the overall risk score and level of materiality.

During the prioritization process, risks that exceed the financial materiality threshold and have a higher potential impact on the Company's strategic objectives, financial performance, and operational continuity are addressed as priority risks. For these risks, monitoring frequency is increased, and the necessary action plans are tracked through the relevant governance mechanisms. Risks that remain below the financial materiality threshold continue to be monitored within the Enterprise Risk Management system and are reassessed if changes occur in the risk profile.

Likelihood Level	Description	Probability Range	Description
1	Very Low	0-10%	The likelihood of the risk occurring within the specified time horizon is very low.
2	Low	11-33%	The probability of occurrence is limited but cannot be disregarded.
3	Medium	34-65%	The risk may occur and is considered reasonably possible.
4	High	66-89%	The likelihood of the risk occurring is assessed as high.
5	Very High	90-100%	The risk is expected to occur within the defined time horizon.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

Within the scope of the risk inventory developed during the reporting period, sustainability- and climate change-related risks for Akçansa were assessed in line with the Enterprise Risk Management methodology. In this context, a total of 11 climate-related risks were identified and analyzed through probability-impact assessments, including 4 physical risks (2 acute physical risks and 2 chronic physical risks) and 7 transition risks (2 market risks, 2 technology risks, and 3 reputational risks).

As a result of the assessments, four climate-related risks exceeding the financial materiality threshold were identified as follows:

- Floods and inundation
- Water stress / drought
- Wildfires
- Transition to a low-carbon economy

Other transition risks related to market, technology, and reputation, such as sea level rise, increasing pressure to transition toward low-carbon alternative products and services, high investment costs associated with sustainability-focused technology investments, the risk of these investments not achieving expected performance, and increasing stakeholder expectations related to climate change, continue to be monitored within the Enterprise Risk Management system.

The financial quantification and impact analyses related to risks exceeding the financial materiality threshold are presented in detail in the "Strategy" section of this report.

Although sustainability-related risks are considered within the corporate risk assessment process, risks that remain below the materiality threshold based on financial and operational impact analyses have not been included in detailed financial quantification analyses in this reporting period.

### Monitoring, Control, and Corporate Oversight of Risks and Opportunities

(TSRS-1 44.a.v, TSRS-1 44.c, TSRS-2 25.a.v, TSRS-2 25.c)

At Akçansa, the monitoring and tracking of risks and opportunities are carried out through clearly defined responsibilities and regular reporting mechanisms within the framework of Enterprise Risk Management. The occurrence status of identified risks, their impact levels, and the effectiveness of existing control mechanisms are reviewed periodically, and changes in the risk profile are reported to the relevant governance mechanisms. Within this process, risk indicators and the progress of action plans are monitored, enabling the analysis of risk trends over time, and action plans are updated when necessary.

Risk monitoring and control processes are structured in line with the Three Lines of Defense model adopted by Akçansa. The first line of defense, consisting of operational units, factories, and facilities, is responsible for the daily monitoring of risks arising from their activities, the implementation of control measures, and the follow-up of risk mitigation actions. The findings and assessments generated by operational units provide regular input to the Enterprise Risk Management processes.

The second line of defense, composed of risk management, compliance, and related control functions, oversees the effective implementation of the risk management methodology, monitors the consistency of risk assessments, and evaluates the adequacy of control structures. Within this framework, risk indicators, control results, and the progress of action plans are assessed from a holistic perspective, and regular reports are submitted to senior management.

The internal audit function, which constitutes the third line of defense, provides assurance to management by evaluating the effectiveness of risk management and internal control systems through an independent and objective approach. Within the scope of internal audit activities, the effectiveness of risk management processes is reviewed periodically, and recommendations are developed for areas requiring improvement.

At Akçansa, risk management is implemented through a holistic framework covering environmental, social, governance, operational, strategic, financial, and compliance risks. Indicators related to each risk category are regularly monitored, and the frequency of monitoring is dynamically determined based on the likelihood of occurrence, potential impact, and the effectiveness of existing control mechanisms.

Within this structure, indicators related to all risk categories, including climate- and sustainability-related risks, are monitored on a regular basis. The monitoring frequency is increased depending on the probability, impact, and level of control associated with the risks. Based on the results of risk monitoring, action plans are updated when necessary, and the outcomes are evaluated with the relevant business units and senior management, ensuring that the corporate risk profile remains up to date.

Outputs from the risk management process are reviewed periodically by the Chief Executive Officer and senior management bodies. Based on these evaluations, decision-making processes related to risk mitigation actions, investment planning, and strategic priorities are supported. In this way, risk management practices are systematically integrated into corporate decision-making processes, ensuring a consistent risk outlook across the organization.

### Climate and Sustainability-Related Policies and Actions

At Akçansa, efforts to address climate change and sustainability transformation are guided by the Environmental and Energy Policy, the Sustainable Supply Chain Policy, and other related sustainability policies. Within this framework, key focus areas include reducing greenhouse gas emissions, lowering air pollutants, decreasing water consumption, improving waste management, increasing the use of alternative fuels and raw materials, reducing clinker ratios in cement production, and expanding circular economy practices.

To promote the adoption of sustainability practices across the supply chain, suppliers are encouraged to comply with relevant policies, and sustainability criteria are integrated into contractual arrangements and supplier evaluation processes.

In line with the Company's climate action and green transition objectives, initiatives aimed at increasing the alternative fuel substitution rate, advancing circular economy practices, and reducing clinker ratios in cement products are supported through the Sustainability Declaration and the Sustainability Management Procedure. Within this framework, climate- and sustainability-related policies and practices are reviewed regularly, monitored through performance indicators, and reported to the relevant governance mechanisms.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Scenario Analysis Approach in the Assessment of Risks and Opportunities

(TSRS-1 44.a.ii, TSRS-2 25.a.ii)

At Akçansa, scenario analyses are utilized to identify, assess, and monitor climate-related risks and opportunities. In this context, scenario analyses are conducted annually, and in line with TCFD guidance, both physical and transition risks are addressed through a holistic approach. The analyses consider time horizons covering the short, medium, and long term, primarily focusing on 2030 and 2050, and the results are integrated into strategic planning, risk management, and financial decision-making processes. Scenario analyses take into account different emissions and temperature increase scenarios developed by the IPCC, as well as transition scenarios published by the International Energy Agency (IEA). Within this framework, the operational and financial impacts of physical risks such as water stress and extreme weather events, as well as transition risks such as carbon pricing mechanisms, energy transition, and the use of alternative fuels, are analyzed. Through these scenario studies, the potential impacts of risks are tested under different conditions, and the resilience of the Company's climate strategy is assessed.

### Management of Water-Related Impacts, Risks, and Opportunities

An integrated approach is adopted to identify, assess, and manage risks and opportunities related to water and marine resources. The risk management process is addressed within a structure integrated with enterprise risk management practices and evaluated within the scope of environmental, social, and governance (ESG) risks. In this context, risks are identified, assessed, and reported through coordination among the facility management, operations, environmental management, risk management, and sustainability functions. In assessing water-related risks, international standards and analytical tools are used. Key tools referenced in these processes include the ISO 14001 Environmental Management System, the WRI Aqueduct Tool, IPCC climate change projections, the Heidelberg Materials

Risk Management Guide, and the Sectoral Water Allocation Plans published by the Ministry of Agriculture and Forestry of the Republic of Türkiye.

In addition, scenario analyses addressing climate-related water risks are conducted in line with TCFD recommendations. These analyses evaluate risks across different time horizons by considering RCP 2.6, RCP 4.5, RCP 7.0, and RCP 8.5 scenarios.

To manage water-related risks, Water Management Plans and Water Master Plans have been developed. At the initial stage, these plans covered the three main cement plants, which account for approximately 85% of total water consumption. As of 2025, investment items related to water management at ready-mix concrete plants have also been incorporated into the plan. Through digital monitoring systems, water use is tracked regularly, and improvement initiatives aimed at preventing losses and leakages are systematically implemented. In the management of water resources, active collaboration is maintained with local communities, regulatory authorities, customers, employees, suppliers, and water service providers. These collaborations support strengthening risk mitigation efforts and enable more effective evaluation of emerging opportunities.

Akçansa operates in regions exposed to varying levels of water stress, with risks particularly concentrated in the Marmara and Aegean regions. Given that water is a critical resource in cement production, water management strategies are continuously developed to ensure water supply security and optimize water consumption. At facilities located in water-stressed areas, measures such as water efficiency projects, wastewater reuse, and water recovery systems are implemented.

## METRICS & TARGETS

### Metrics & Targets

(TSRS-1 45, TSRS-1 46, TSRS-2 27, TSRS-2 28)

In line with its sustainability strategy, Akçansa has defined quantitative metrics and related targets to monitor its environmental impacts, particularly those related to climate change, manage the risks and opportunities arising from these impacts, and transparently track progress toward its long-term objectives.

The defined metrics aim to measure the direct and indirect impacts arising from the Company's operational activities, monitor performance on a periodic basis, and assess progress toward sustainability targets. These metrics and targets have been structured in line with Akçansa's 2030 sustainability targets and are monitored through annual performance results.

The disclosures presented in this section have been prepared in accordance with the Türkiye Sustainability Reporting Standards (TSRS-1 and TSRS-2), taking into account the requirements related to climate-related metrics and targets.

Akçansa's climate performance is monitored through metrics covering greenhouse gas emissions, energy use, and environmental impacts arising from production processes. These metrics are designed to measure the impact of the Company's activities on climate change and to ensure the regular monitoring of emissions reduction performance. Greenhouse gas emissions are calculated in accordance with TS EN ISO 14064-1:2018 Greenhouse Gases – Part 1: Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals, as well as the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard (2004), and are reported in tons of carbon dioxide equivalent (tCO<sub>2</sub>e).

The Company adopts the operational control approach and includes all emissions arising from activities under its operational control within the reporting scope.

### Assumptions Used in Calculations and Measurement Uncertainties

(TSRS-1 77, TSRS-1 78)

In the assessment of measurement uncertainty, the materiality thresholds defined according to facility categories under the Verification and Authorization Communiqué – Verification Guideline (2016) issued by the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye, in accordance with Article 21 of the Communiqué, have been taken as the basis. Within this framework, the materiality level is defined as a percentage of the total reported annual greenhouse gas emissions. The threshold is set at 5% for Category A and B facilities and 2% for Category C facilities.

Considering the facilities within the scope of Akçansa's operations and applying a precautionary approach, a materiality threshold of 2% has been adopted for all facilities. Based on the calculations and verification processes conducted within this scope, it has been confirmed that measurement uncertainty remains below this threshold and that the reported data fall within a reasonable range of accuracy.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Greenhouse Gas Emission Scopes

(TSRS-27, TSRS-2 29.a)

Scope 1 emissions include the direct greenhouse gas emissions occurring at facilities under Akçansa's operational control. These emissions include process emissions from clinker production, as well as emissions arising from the use of fossil fuels, alternative fuels, refrigerant gases, and fire suppression equipment in production processes. Scope 1 emissions are calculated and reported on both a gross and net basis.

Scope 2 emissions represent the indirect greenhouse gas emissions generated during the production of purchased electricity consumed in the Company's operations. These emissions are calculated based on electricity consumption data and are reported using both the location-based and market-based approaches. In location-based calculations, the average emission factors of the Turkish electricity grid are used. In market-based calculations, renewable energy certificates procured by the Company are taken into account. Within this framework, the electricity consumed has been fully certified as renewable energy through the use of I-REC (International Renewable Energy Certificate) and YEK-G certificates, and Scope 2 emissions from purchased electricity in 2025 were calculated as zero (0) under the market-based approach.

Scope 3 emissions include other indirect greenhouse gas emissions occurring throughout the Company's value chain. Following the materiality assessment, Akçansa has included the following Scope 3 categories within the reporting scope:

- Category 1: Purchased goods and services
- Category 3: Fuel- and energy-related activities
- Category 4: Upstream transportation and distribution
- Category 6: Business travel
- Category 7: Employee commuting
- Category 9: Downstream transportation and distribution
- Category 10: Processing of sold products

Scope 3 emissions are calculated in tons of carbon dioxide equivalent (tCO<sub>2</sub>e) and reported on an annual basis.

### Metrics related to Greenhouse Gas Emissions and Climate Performance

(TSRS-2 29.a)

In alignment with Türkiye's 2053 Long-Term Climate Strategy and the net zero commitments of the Company's main shareholders, Akçansa aims to achieve net zero emissions by 2050. Accordingly, interim targets and related milestones for 2030 have been defined.

At present, there is no mandatory emission reduction target required under applicable laws or regulations.

Akçansa's emissions have been calculated using the operational control approach. When greenhouse gas emissions data are evaluated in relation to the entities included within the financial consolidation scope, there are no affiliates, joint ventures, or subsidiaries that require consolidation under the operational control approach for the reporting period.

### Sector-Specific Metrics

(TSRS-2 28)

Within the scope of the Company's core operations, the "Volume 8 – Construction Materials" guidance under the TSRS 2 sector-based implementation guides has been used as a reference. Climate-related material metrics have been determined by considering the nature of the Company's activities. In defining sector-specific metrics, the Sustainability Accounting Standards Board (SASB) standards, which form the sector-based structure of the IFRS S2 standard underlying TSRS 2, have been taken as the basis.

Under TSRS 2 Volume 8 – Construction Materials, cement and construction materials production is recognized as one of the priority sectors in terms of greenhouse gas and air pollutant emissions, due to fuel use, high-temperature processes, and chemical transformations. In this context, Akçansa's climate performance is monitored through metrics focusing on greenhouse gas emissions, air quality, and energy management.

Akçansa's performance regarding air pollutant emissions is tracked through indicators covering key pollutants such as nitrogen oxides (NOx), sulfur oxides (SOx), particulate matter (PM), and total organic compounds (TOC). Emission data are monitored through Continuous Emission Monitoring Systems (CEMS) and reported in alignment with the sector-specific metrics defined under TSRS 2 Volume 8.

### Climate Performance Indicators and 2030 Targets

Performance Indicator	Unit	2024	2025	Percentage Change	2030 Target
Scope 1 CO <sub>2</sub> emissions intensity – net	ton CO <sub>2</sub> e/ton of cementitious material	705	692	1.84%	585
Scope 1 CO <sub>2</sub> emission intensity - gross	ton CO <sub>2</sub> e/ton of cementitious material	736	728	1.1%	626
Scope 2 Emissions (Market-based)	ton CO <sub>2</sub> e	0	0	0	0
Product-Specific Scope 3 CO <sub>2</sub> Emissions Intensity and Reduction (Compared to the 2023 Base Year)	tCO <sub>2</sub> e/ ton of production	0.103	0.108	4.85%	0.07 (-25%)
Clinker usage ratio	%	85.8	83.7	2.1%	75

### Total Greenhouse Gas Emissions

Greenhouse Gas Emissions	Unit	2023	2024	2025
Scope 1 Emissions (gross)	ton CO <sub>2</sub> e	5,309,000	5,484,834	5,484,015
Scope 1 Emissions (net)	ton CO <sub>2</sub> e	5,011,227	5,259,903	5,215,726
Scope 2 Emissions (Location-based)	ton CO <sub>2</sub> e	300,057	296,562	282,405
Scope 2 Emissions (Market-based)	ton CO <sub>2</sub> e	0	0	0
Scope 3 Emissions	ton CO <sub>2</sub> e	1,718,887	1,758,743	1,683,497
Total Greenhouse Gas Emissions	ton CO <sub>2</sub> e	7,027,887	7,243,577	7,167,512

\* Total production includes the total volume of cementitious products, concrete products, and aggregate products produced during the reporting year.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Sustainability Disclosure Topics and Metrics

Topic	Metric	Category	Measurement unit	Code	2024	2025	Açıklama
Greenhouse Gas Emissions	Gross total Scope 1 emissions and the percentage subject to emissions-limiting regulations	Quantitative	Metric tons (t) CO <sub>2</sub> -e, Percentage (%)	EM-CM-110a.1	5,484,834	5,484,015	Includes direct greenhouse gas emissions from company operations and indirect emissions associated with purchased energy. Calculations cover facilities included within the financial consolidation scope.
	Discussion and analysis of long- and short-term strategies or plans to manage Scope 1 emissions and analysis of performance against these targets	Discussion and Analysis	N/A	EM-CM-110a.2	<p>The Company targets a 22% reduction in net Scope 1 emissions intensity and a 19% reduction in gross emissions intensity by 2030 compared with the 2021 base year.</p> <p>To reduce indirect emissions from energy consumption, national and international renewable energy certificates are procured and market-based Scope 2 emissions are neutralized. In addition, waste heat recovery facilities and wind turbines support renewable energy generation for Akçansa's own consumption to reduce location-based Scope 2 emissions.</p>		Short- and long-term approaches for reducing greenhouse gas emissions have been evaluated and performance is monitored against these targets.
Air quality	Air emissions of the following pollutants: (1) NOx (excluding N <sub>2</sub> O), (2) SOx, (3) particulate matter (PM10), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs), and (7) heavy metals	Quantitative	Metric ton (t)	EM-CM-120a.1	NOx (t): 8,770 NOx (mg/Nm <sup>3</sup> ): 544.71 SOx (t): 72.18 SOx (mg/Nm <sup>3</sup> ): 4.48 PM (t): 63.26 PM (mg/Nm <sup>3</sup> ): 3.93 TOC (t): 272.71 TOC (mn/Nm <sup>3</sup> ): 16.94 POP* (kg): 0.000147 HAP ** (tons): 16.18	NOx (t): 7,097 NOx (mg/Nm <sup>3</sup> ): 520.4 SOx (t): 72 SOx (mg/Nm <sup>3</sup> ): 5.3 PM (t): 71.8 PM (mg/Nm <sup>3</sup> ): 5.3 TOC (t): 262.64 TOC (mn/Nm <sup>3</sup> ): 19.3 POP* (kg): 0.000066 HAP ** (ton): 6.98	Air pollutant emissions are monitored through continuous and periodic measurement methods in accordance with applicable regulations.
Energy management	(1) Total energy consumed, (2) percentage of grid electricity, (3) percentage of alternative energy, and (4) percentage of renewable energy	Quantitative	Gigajoules (GJ), Percentage (%)	EM-CM-130a.1	Total energy consumed: 7,239,891 MWh Grid electricity: 0% Alternative energy: 20.3% Renewable energy: 8.6% Renewable electricity: 100%	Total energy consumed: 7,191,501.13 MWh Grid electricity: 0% Alternative energy: 21.9% Renewable energy: 10% *** Renewable electricity: 100%	Total energy consumption and the distribution of energy sources are monitored and evaluated within the scope of energy efficiency initiatives.

\* Persistent Organic Pollutants

\* Air Pollutant Emissions

\* Covers only renewable energy generated by Akçansa



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Sustainability Disclosure Topics and Metrics

Topic	Metric	Category	Measurement unit	Code	2024	2025	Açıklama
Water Management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Water Stress	Quantitative	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)	EM-CM-140a.1	Total water withdrawn: 2,215,765 m <sup>3</sup> Total water consumed: 2,010,880 m <sup>3</sup> Percentage of water withdrawn in High or Extremely High Water Stress regions: 95%	Total water withdrawn: 2,126,210 m <sup>3</sup> Total water consumed: 1,908,191 m <sup>3</sup> Percentage of water withdrawn in High or Extremely High Water Stress regions: 92%	Total water used in operations and water intensity indicators are regularly monitored.
Waste Management	Amount of waste generated, percentage hazardous, and percentage recycled	Quantitative	Metric tons (t), Percentage (%)	EM-CM-150a.1	Waste generated: 4,166 tons Hazardous waste percentage: 18% Percentage of waste recycled: 95%	Waste generated: 3,960 tons Percentage of hazardous waste: 25% Percentage of waste recycled: 93.4%	Waste generation volumes and recovery or disposal methods are monitored in accordance with applicable regulations and company practices.
Product Innovation	Percentage of products eligible for credit in sustainable building design and certification systems	Quantitative	Percentage (%) of annual sales revenue	EM-CM-410a.1	Sustainable cement sales ratio: 40.3% Sustainable concrete sales ratio: 34% Share of sustainable product and service revenues in total revenue: 33.1%	Sustainable cement sales ratio: 18.7% Sustainable concrete sales ratio: 39.4% Share of sustainable product and service revenues in total revenue: 21.66%	Indicates the share of products meeting credit criteria under sustainable building certification systems within total annual sales.
	Total addressable market and market share for products that reduce energy, water, or material impacts during use or production	Quantitative	Reporting currency, Percentage (%)	EM-CM-410a.2	Sustainable cement sales ratio: 40.3% Sustainable concrete sales ratio: 34% Share of sustainable product and service revenues in total revenue: 33.1%	Sustainable cement sales ratio: 18.7% Sustainable concrete sales ratio: 39.4% Share of sustainable product and service revenues in total revenue: 21.66%	Represents the total revenue generated or accessible from products that provide energy, water, or material efficiency benefits.

### Activity Metrics

Activity Metrics	Category	Measurement unit	Code	2024	2025	Description
Production by primary product group	Quantitative	Metric ton (t)	EM-CM-000.A	Cement production: 6.48 million tons Clinker production: 6.52 million tons Ready-mix concrete production: 2.51 million m <sup>3</sup>	Cement production: 6.33 million tons Clinker production: 6.48 million tons Ready-mix concrete production: 2.46 million m <sup>3</sup>	Production volumes are monitored to provide a basis for evaluating environmental performance indicators.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

### Akçansa's Climate and Sustainability Targets

(TSRS-1 51, TSRS-2 33-34)

Greenhouse gas emission intensity reduction targets for 2030 have been established in alignment with the Paris Agreement and science-based target approaches. The targets defined for 2030 and 2050 cover all of Akçansa's operations and the full geographic scope of the regions in which the Company operates. In addition, ongoing efforts are undertaken to monitor potential obligations arising from the Emissions Trading System and to integrate these developments into emission management processes.

In line with the principles of resource efficiency and the circular economy, the Company aims to increase the use of alternative raw materials in the production of cementitious products and ready-mix concrete. Within this scope, Akçansa targets increasing the share of alternative raw materials to 10 percent by 2030 for both product groups. Progress toward these targets is monitored regularly.

In order to improve air quality and reduce pollutant emissions resulting from operations, emission sources are monitored and reported on a regular basis. In this context, the Company aims to maintain emissions below the following thresholds by 2030: NOx emissions: below 400 mg/Nm<sup>3</sup> SOx emissions: below 50 mg/Nm<sup>3</sup> Particulate matter (PM) emissions: below 10 mg/Nm<sup>3</sup>. In line with these targets, it is planned to implement best available practices in operational processes and continue improvement initiatives.

Protecting water resources and improving water management performance are also among the Company's key priorities. Accordingly, Akçansa aims to reduce total freshwater withdrawal per ton of production by 20 percent by 2030 compared with the 2022 baseline year. To achieve this goal, the Company plans to enhance water efficiency, expand water recovery and reuse practices, and reduce water withdrawal in regions experiencing high water stress.

To reduce ecological impacts arising from mining activities and support biodiversity conservation, rehabilitation and protection initiatives will continue. In this context, the Company aims to rehabilitate a total of 50 hectares of mining sites by 2030 and develop Biodiversity Management Plans for all mining areas.

Within the scope of the 2030 sustainability targets, Akçansa also aims to increase the share of sustainable products in total cement and concrete sales to 75 percent.

As of the 2025 reporting period, no changes have been made to Akçansa's climate and sustainability targets compared with the previous reporting period.

### Assets Exposed to Climate-Related Risks and Opportunities

(TSRS-1 29.b, TSRS-2 29.c, TSRS-2 29.d)

Vulnerable assets are defined as assets whose economic life may reasonably be expected to shorten, whose operating conditions may change, or whose impairment risk may increase due to climate-related transition or physical risks. For Akçansa, this category may include high carbon-intensity process equipment used in clinker production, systems dependent on fossil fuel use, and port and site infrastructure potentially exposed to physical climate risks such as flooding, storms, and water stress. Such assets are generally classified within property, plant and equipment accounts in the financial statements, including asset categories such as "Machinery and Equipment", "Buildings", and "Land Improvements".

Considering Akçansa's operations in 2025, including the current plant infrastructure, modernization investments, increased use of alternative fuels and raw materials, and climate adaptation practices, no assets are currently expected to become vulnerable due to climate transition processes or physical climate risks. The Company's asset portfolio is managed in a manner that supports operational continuity, and strategic investments aimed at mitigating climate-related risks continue in alignment with sustainability objectives.

### Investments in Climate and Sustainability and Their Financial Impacts

(TSRS-1 31, TSRS-1 35.c.i, TSRS-2 29.e)

As of 2025, we made environmental and climate investments totaling TL 372 million in line with our sustainability targets. Through these investments, we implemented projects aimed at improving energy efficiency, expanded the use of renewable energy, and deployed sustainable production technologies. As a result of these initiatives, we achieved 202,563 tons of CO<sub>2</sub>e emissions reductions and 1,486,153 MWh of energy savings during the same year. Within this scope, the total financial savings generated amounted to TL 184,973,566, while total environmental expenditures reached TL 112 million. In line with our ongoing initiatives, we developed projections regarding how our financial position may evolve in the short, medium, and long term, within the framework of our strategy for managing sustainability-related risks and opportunities.

Based on current activities, projections have been developed regarding how our financial position may evolve in the short, medium, and long term as part of the management of sustainability-related risks and opportunities. In the short term, the Company aims to increase sustainability-focused investments and place greater emphasis on energy efficiency projects. In the medium term, plans include expanding the portfolio of sustainable products and services, increasing revenue diversification, and scaling sustainable business models. In the long term, the objective is to support the transition to a production model aligned with a low-carbon economy.

### Carbon Credit Practices

(TSRS-2 36.e)

As of the reporting period, no carbon credits were purchased. However, within the scope of beyond-value-chain emission reduction approaches, carbon credits are expected to be considered as a complementary instrument in the medium and long term. Work is ongoing to establish a framework defining the scope, methodology, and scale of carbon credit use in achieving our net greenhouse gas emission targets.

Our priority remains the reduction of emissions originating from operational activities, while carbon credits are expected to serve as a supporting mechanism for balancing residual emissions. Taking into account the national climate legislation that has entered into force and related offsetting mechanisms, the Company's approach to carbon credit use is expected to evolve in line with its CO<sub>2</sub> emissions performance and the applicable regulatory framework.

### Internal Carbon Pricing

(TSRS-2 29.f)

To strengthen decision-making mechanisms during the transition to a low-carbon economy and to ensure preparedness for regulatory requirements, the Company applies a shadow pricing approach. Within the decarbonization projection developed in 2023 and 2024, regulatory developments regarding the implementation of an emissions trading system (ETS) in Türkiye, as well as expectations regarding carbon price formation, were taken into consideration. With the national climate legislation entering into force in 2025, the clarification of the framework for carbon pricing mechanisms has helped maintain the relevance of these projections.

The internal carbon price has been set in the range of EUR 5–10 per ton of CO<sub>2</sub>, with an annual increase of 20% projected. In determining the price level, EU ETS price levels, global ETS trends, and regulatory developments in Türkiye are taken into account.

Internal carbon pricing is applied as a mandatory evaluation criterion in investment decisions and serves as a decision-support mechanism for energy efficiency and emissions reduction investments in operations. In addition, the internal carbon price is used to prioritize low-carbon products and sustainable innovation projects within product development and R&D processes, to assess carbon cost impacts within risk management and financial planning processes. To analyze the potential impact of carbon pricing, simulation models are utilized, and the effects on EBITDA are evaluated.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

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CONVENIENCE TRANSLATION INTO ENGLISH  
OF PRACTITIONER'S LIMITED ASSURANCE REPORT  
ORIGINALLY ISSUED IN TURKISH

INDEPENDENT PRACTITIONER'S LIMITED ASSURANCE REPORT ON THE  
SUSTAINABILITY INFORMATION PRESENTED BY AKÇANSA ÇİMENTO SANAYİ VE  
TİCARET ANONİM ŞİRKETİ IN ACCORDANCE WITH TURKISH SUSTAINABILITY  
REPORTING STANDARDS

To the General Assembly of Akçansa Çimento Sanayi ve Ticaret A.Ş.,

We have undertaken a limited assurance engagement on Sustainability Information of Akçansa Çimento Sanayi ve Ticaret A.Ş. for the year ended 31 December 2025 in accordance with Turkish Sustainability Reporting Standards 1 "General Requirements for Disclosure of Sustainability-related Financial Information" and Turkish Sustainability Reporting Standards 2 "Climate-Related Disclosures".

Our assurance engagement does not extend to any other information included in the 2025 Integrated Annual Report or linked to from the Sustainability Information or from the 2025 Integrated Annual Report (including any images, audio files, documents embedded in a website or embedded videos).

**Limited Assurance Conclusion**

Based on the procedures we have performed as described under the "Summary of the work we performed as the basis for our assurance conclusion" and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Information of the Company for the year ended 31 December 2025, is not prepared, in all material respects, in accordance with Turkish Sustainability Reporting Standards ("TSRS"), as published by the Public Oversight Accounting and Auditing Standards Authority of Türkiye ("POA") in the Official Gazette dated 29 December 2023 and numbered 32414(M).

We do not express an assurance conclusion on any other information included in the 2025 Integrated Annual Report or linked to from the Sustainability Information or from the 2025 Integrated Annual Report (including any images, audio files, documents embedded in a website or embedded videos).

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**Other Matters**

The TSRS report of the Company for the accounting period ended 31 December 2024 was subject to a limited assurance engagement by another independent audit firm, and an unqualified conclusion was expressed in the Independent Practitioner's Limited Assurance Report dated 10 March 2025.

**Inherent Limitations in Preparing the Sustainability Information**

Sustainability Information, is subject to inherent uncertainty due to incomplete scientific and economic knowledge. Greenhouse gas emission quantification is subject to inherent uncertainty due to incomplete scientific knowledge. Additionally, the Sustainability Information includes information based on climate-related scenarios that is subject to inherent uncertainty due to incomplete scientific and economic knowledge about the likelihood, timing or effect of possible future physical and transitional climate-related impacts.

**Responsibilities of Management and Those Charged with Governance for the Sustainability Information**

The Company Management is responsible for:

- Preparing the Sustainability Information in accordance with the principles of Turkish Sustainability Reporting Standards;
- Designing, implementing and maintaining internal control over information relevant to the preparation of the Sustainability Information that is free from material misstatement, whether due to fraud or error;
- In addition, the Company Management is responsible for the selection and implementation of appropriate sustainability reporting methods, as well as making reasonable assumptions and estimates that are appropriate in the circumstances.

Those charged with governance are responsible for overseeing the Company's sustainability reporting process.

**Practitioner's Responsibilities for the Limited Assurance on Sustainability Information**

We are responsible for:

- Planning and performing the engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement, whether due to fraud or error;
- Forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained and informing the Company management of the conclusion we have reached.
- Performing risk assessment procedures to obtain an understanding of the Company's internal control structure and to identify and assess the risks of material misstatement of sustainability information, whether due to fraud or error, but not for the purpose of expressing an assurance conclusion on the effectiveness of the Company's internal control.
- Designing and implementing procedures to identify and address areas of the Sustainability Information that may contain material misstatements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Misstatements may arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users of Sustainability Information.



## TSRS-COMPLIANT SUSTAINABILITY REPORT

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#### Practitioner's Responsibilities for the Limited Assurance on Sustainability Information ( Cont'd)

As we are engaged to form an independent conclusion on the Sustainability Information as prepared by management, we are not permitted to be involved in the preparation of the Sustainability Information in order to ensure that our independence is not compromised.

#### Professional Standards Applied

We performed a limited assurance engagement in accordance with the Standard on Assurance Engagements 3000 Assurance Engagements other than Audits or Reviews of Historical Financial Information and, in respect of greenhouse gas emissions included in the Sustainability Information, in accordance with the Standard on Assurance Engagements 3410 Assurance Engagements on Greenhouse Gas Statements, issued by POA.

#### Independence and Quality Management

We have complied with the independence and other ethical requirements of the Code of Ethics for Independent Auditors (Including Independence Standards) ("Code of Ethics") issued by the POA, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. Our firm applies Standard on Quality Management 1 and accordingly maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our work was carried out by an independent and multidisciplinary team including assurance practitioners, sustainability and risk experts. We used the work of experts to assess the reliability of the information and assumptions related to the Company's climate and sustainability-related risks and opportunities. We remain solely responsible for our assurance conclusion.

#### Summary of the Work We Performed as the Basis for Our Assurance Conclusion

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Sustainability Information is likely to arise.

The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Sustainability Information, we:

- Conducted inquiries with the Company's key senior personnel to understand the processes in place for obtaining the Sustainability Information for the reporting period;
- Used the Company's internal documentation to assess and review sustainability-related information;
- Evaluated the disclosure and presentation of sustainability-related information.
- Through inquiries, obtained an understanding of Company's control environment, processes and information systems relevant to the preparation of the Sustainability Information. However, we did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness.
- Evaluated whether Company's methods for developing estimates are appropriate and had been consistently applied. However, our procedures did not include testing the data on which the estimates are based or separately developing our own estimates against which to evaluate Company's estimates.
- Obtained understanding of process for identifying risks and opportunities that are financially significant, along with the Company's sustainability reporting process.

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#### Summary of the Work We Performed as the Basis for Our Assurance Conclusion ( Cont'd)

The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

DRT BAĞIMSIZ DENETİM VE SERBEST MUHASEBECİ MALİ MÜŞAVİRLİK A.Ş.

Member of **DELOITTE TOUCHE TOHMATSU LIMITED**

Sunay Anıktar  
Partner

İstanbul, 2 March 2026



## SASB DISCLOSURE TABLE

Topic	Code	Section Where the Relevant Disclosure Appears
Production by Principal Product Category	EM-CM-000.A	Economic Performance — Cement Production: 6.3 million tons; Clinker Production: 6.4 million tons; Ready-Mix Concrete Production: 2.5 million m <sup>3</sup>
Greenhouse Gas Emissions	EM-CM-110 a.1 EM-CM-110 a.2	Climate Change Mitigation, Metrics and Targets
Air Quality	EM-CM-120 a.1	Air Quality, Metrics and Targets
Energy Management	EM-CM-130 a.1	Energy Management Alternative Fuel Use
Water Management	EM-CM-140 a.1	Water Management, Metrics and Targets
Waste Management	EM-CM-150a.1	Waste Management
Impacts on Biodiversity	EM-CM-160 a.1 EEM-CM-160 a.2	Biodiversity and Land Use
Workforce Health and Safety	EM-CM-320 a.1 EM-CM-320 a.2	Occupational Health and Safety
Product Innovation	EM-CM-410 a.1 EM-CM-410 a.2	Sustainable Products and Solutions
Pricing Integrity and Transparency	EM-CM-520 a.1	During the reporting period, there were no concluded legal proceedings related to the relevant topics that resulted in a financial loss for Akçansa.



## ESRS CONTENT INDEX

ESRS Standard	Indicator	Description	Page
<b>ENVIRONMENTAL STANDARDS</b>			
<b>ESRS E1 Climate Change</b>			
ESRS 2, GOV-3	Integration of climate-related performance into tables	Climate Change Mitigation	
E1-1	Transition plan for climate change mitigation	Climate Change Mitigation	
ESRS 2, SBM-3	Material impacts, risks, and opportunities and their relationship with the strategy and business model	Climate Change Mitigation	
ESRS 2, IRO-1	Description of the processes used to identify and assess material climate-related impacts, risks, and opportunities	Climate Change Mitigation	
E1-2	Policies related to climate change mitigation and adaptation	Climate Change Mitigation	
E1-3	Actions and resources related to climate change policies	Climate Change Mitigation Energy Management Alternative Fuel Use	
E1-4	Climate change mitigation and adaptation targets	Climate Change Mitigation Energy Management Alternative Fuel Use	
E1-5	Energy consumption	Climate Change Mitigation Energy Management Alternative Fuel Use	
E1-6	Gross Scope 1, Scope 2, Scope 3, and total greenhouse gas emissions	Climate Change Mitigation	
E1-7	Greenhouse gas transfers and GHG reduction projects financed through carbon credits	Climate Change Mitigation	
E1-8	Internal carbon pricing	Climate Change Mitigation	
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Climate Change Mitigation	

ESRS Standard	Indicator	Description	Page
<b>ENVIRONMENTAL STANDARDS</b>			
<b>ESRS E2 Pollution</b>			
ESRS 2, IRO-1	Description of the processes used to identify and assess material pollution-related impacts, risks, and opportunities	Air Quality	
E2-1	Policies implemented regarding pollution	Air Quality	
E2-2	Sources of pollution and actions taken	Air Quality	
E2-3	Pollution-related targets	Air Quality	
E2-4	Air, water, and soil pollution	Air Quality	
E2-5	Substances of concern and substances of very high concern	Air Quality	
E2-6	Potential financial effects, risks, and opportunities related to pollution	Air Quality	
<b>ESRS E3 Water and Marine Resources</b>			
ESRS 2, IRO-1	Description of the processes used to identify and assess material water- and marine-related impacts, risks, and opportunities	Water Management	
E3-1	Policies related to water and marine resources	Water Management	
E3-2	Actions taken and resources allocated in relation to water and marine resources	Water Management	
E3-3	Targets related to water and marine resources	Water Management	
E3-4	Water consumption	Water Management	
E3-5	Potential financial effects, risks, and opportunities related to water and marine resources	Water Management	



## ESRS CONTENT INDEX

ESRS Standard	Indicator	Description	Page
<b>ENVIRONMENTAL STANDARDS</b>			
<b>ESRS E4 Biodiversity and Ecosystems</b>			
E4-1	Transition plan for biodiversity and ecosystems	Biodiversity and Land Use Management Approach and Strategic Framework	
ESRS 2, SBM-3	Material impacts, risks, and opportunities and their relationship with the strategy and business model	Biodiversity and Land Use Management Management Approach and Strategic Framework; Impact, Risk, and Opportunity Analysis for Biodiversity	
ESRS 2, IRO-1	Description of the processes used to identify and assess material biodiversity- and ecosystem-related impacts, risks, and opportunities	Biodiversity and Land Use Management Management Approach and Strategic Framework; Impact, Risk, and Opportunity Analysis for Biodiversity	
E4-2	Policies related to biodiversity and ecosystems	Biodiversity and Land Use Management Approach and Strategic Framework	
E4-3	Actions taken and resources allocated in relation to biodiversity and ecosystems	Biodiversity and Land Use Management Approach and Strategic Framework	
E4-4	Targets related to biodiversity and ecosystems	Biodiversity and Land Use Management Approach and Strategic Framework	
E4-5	Measured impacts related to biodiversity and ecosystems	Biodiversity and Land Use Management Approach and Strategic Framework	
E4-6	Potential financial effects, risks, and opportunities related to biodiversity and ecosystems	Biodiversity and Land Use Management Approach and Strategic Framework	
<b>ESRS E5 Resource Use and Circular Economy</b>			
E5-1	Description of the processes used to identify and assess material impacts, risks, and opportunities related to resource use and the circular economy	Circular Economy and Innovation	
E5-2	Policies related to resource use and the circular economy	Resource Use and Circular Economy	
E5-3	Actions taken and resources allocated in relation to resource use and the circular economy	Waste Management	
E5-4	Resource inflows	Waste Management	
E5-5	Resource outflows	Waste Management	
E5-6	Potential financial effects, risks, and opportunities related to resource use and the circular economy	Resource Use and Circular Economy	

ESRS Standard	Indicator	Description	Page
<b>SOCIAL STANDARDS</b>			
<b>ESRS S1 Own Workforce</b>			
ESRS 2, SBM-2	Stakeholder interests and views	Employee-Centered Corporate Culture	
ESRS 2, SBM-3	Material impacts, risks, and opportunities and their relationship with the strategy and business model	Employee-Centered Corporate Culture	
S1-1	Our workforce policy	Employee-Centered Corporate Culture	
S1-2	Processes for engaging with our employees and employee representatives regarding impacts	Supply Chain Management	
S1-3	Processes to remediate negative impacts and channels through which employees can raise concerns	Employee-Centered Corporate Culture	
S1-4	Approaches to taking action regarding material impacts on employees, mitigating material risks, pursuing opportunities, and evaluating the effectiveness of these actions	Employee Engagement and Well-being	
S1-5	Targets set for managing material negative impacts, enhancing positive impacts, and managing material risks and opportunities	Employee Engagement and Well-being	
S1-6	Workforce characteristics	Employee-Centered Corporate Culture Talent Management; Employee Engagement and Well-being	
S1-7	Characteristics of non-employee workers	Employee-Centered Corporate Culture	
S1-8	Collective bargaining and social dialogue	Employee-Centered Corporate Culture	
S1-9	Diversity metrics	Performance Management; Training and Development Talent Management; Employee Engagement and Well-being	
S1-10	Adequate wages	Employee Engagement and Well-being	
S1-11	Social protection	None.	
S1-12	People with disabilities	None.	
S1-13	Training and skills development metrics	Performance Management; Training and Development	
S1-14	Health and safety metrics	Occupational Health and Safety	
S1-15	Work-life balance metrics	Employee Engagement and Well-being	
S1-16	Remuneration metrics (pay gap and total remuneration)	None.	
S1-17	Incidents, complaints, and severe human rights impacts	Anti-Bribery and Anti-Corruption Human Rights	



## ESRS CONTENT INDEX

ESRS Standard	Indicator	Description	Page
<b>SOCIAL STANDARDS</b>			
<b>ESRS S2</b>	<b>Workers in the Value Chain</b>		
ESRS 2, SBM-2	Stakeholder interests and views	Supply Chain Management	
ESRS 2, SBM-3	Material impacts, risks, and opportunities and their relationship with the strategy and business model	Supply Chain Management	
S2-1	Policies related to workers in the value chain	Supply Chain Management	
<b>ESRS S2</b>	<b>Workers in the Value Chain</b>		
S2-2	Processes for engaging with workers in the value chain regarding impacts	Supply Chain Management	
S2-3	Processes implemented to remediate negative impacts and channels through which value chain workers can raise concerns	Employee Engagement and Well-being	
S2-4	Approaches to taking action regarding material impacts on value chain workers, mitigating material risks, pursuing opportunities, and evaluating the effectiveness of these actions	Training and Development	
S2-5	Targets set for managing material negative impacts, enhancing positive impacts, and managing material risks and opportunities	None.	
<b>ESRS S3</b>	<b>Affected Communities</b>		
ESRS 2, SBM-2	Stakeholder interests and views	Social Impact	
ESRS 2, SBM-3	Material impacts, risks, and opportunities and their relationship with the strategy and business model	Social Impact	
S3-1	Policies related to affected communities	Social Impact	
S3-2	Processes for engaging with affected communities	Social Impact	
S3-3	Processes to remediate negative impacts and channels through which affected communities can raise concerns	Social Impact	
S3-4	Approaches to taking action regarding material impacts on affected communities, mitigating material risks, pursuing opportunities, and evaluating the effectiveness of these actions	Social Impact	
S3-5	Targets set for managing material negative impacts, enhancing positive impacts, and managing material risks and opportunities	Social Impact	
<b>ESRS S4</b>	<b>Consumers and End Users</b>		
ESRS 2, SBM-2	Stakeholder interests and views	None.	
ESRS 2, SBM-3	Material impacts, risks, and opportunities and their relationship with the strategy and business model	Corporate Risk Management	
S4-1	Policies related to consumers and end-users	Customer Relations and Satisfaction	
S4-2	Processes for engaging with consumers and end-users	Customer Relations and Satisfaction	
S4-3	Processes to remediate negative impacts and channels through which consumers and end-users can raise concerns	Customer Relations and Satisfaction	
S4-4	Actions taken regarding material impacts on consumers and end-users	Customer Relations and Satisfaction	
S4-5	Targets set for managing material negative impacts, enhancing positive impacts, and managing material risks and opportunities	Customer Relations and Satisfaction	

ESRS Standard	Indicator	Description	Page
<b>MANAGEMENT STANDARDS</b>			
ESRS 2, BP-1	General basis for the preparation of sustainability statements	About the Report; Akçansa at a Glance; Operations; Facility Capacities and Production Information; Policies	
ESRS 2, BP-2	Disclosures in relation to specific circumstances	About the Report; Enterprise Risk Management; Climate Change Mitigation; Water Management	
ESRS 2, GOV-1	Role of the administrative, management, and supervisory bodies	Board of Directors and Related Committees; Sustainability Governance	
ESRS 2, GOV-2	Information provided to and sustainability matters addressed by administrative, management, and supervisory bodies	Sustainability Governance	
ESRS 2, GOV-3	Integration of sustainability-related performance into incentive schemes	Climate Change Mitigation	
ESRS 2, GOV-4	Due diligence statement	None.	
ESRS 2, GOV-5	Risk management and internal control mechanisms related to sustainability reporting	Enterprise Risk Management; Internal Audit	
ESRS 2, SBM-1	Strategy, business model and value chain	Sustainability Strategy Value Chain	
ESRS 2, SBM-2	Stakeholder interests and views	Materiality Analysis	
ESRS 2, SBM-3	Financial impacts, risks, and opportunities and their interaction with the strategy and business model	Materiality Analysis; Biodiversity and Land Use – Impact, Risk, and Opportunity Analysis	
ESRS 2, IRO-1	Description of the process to identify and assess impacts, risks, and opportunities	Enterprise Risk Management; Materiality Analysis	
ESRS 2, IRO-2	ESRS disclosure requirements included in the organization's sustainability statement	Materiality Analysis; ESRS Content Index	
G1-1	Business conduct policies and corporate culture	Ethics and Compliance Anti-Bribery and Anti-Corruption	
G1-2	Management of relationships with suppliers	Supply Chain Management	
G1-3	Prevention and detection of corruption and bribery	Anti-Bribery and Anti-Corruption	
G1-4	Incidents of corruption and bribery	Anti-Bribery and Anti-Corruption	
G1-5	Payment practices	Internal Audit	



## CORPORATE MEMBERSHIPS

### Non-Governmental Organizations

AGGREGATE PRODUCERS' ASSOCIATION – AGÜB  
 GREEN BUILDING COUNCIL OF TÜRKİYE – ÇEDBİK  
 FOUNDATION FOR ENVIRONMENTAL PROTECTION AND PACKAGING WASTE RECOVERY AND RECYCLING – ÇEVKO  
 CEMENT INDUSTRY EMPLOYERS' ASSOCIATION – ÇEİS  
 TURKISH MARINE ENVIRONMENT PROTECTION ASSOCIATION – TURMEPA  
 BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT TÜRKİYE – SKD TÜRKİYE  
 WOMEN'S EMPOWERMENT PRINCIPLES – WEPs  
 TÜRKÇİMENTO TURKISH INDUSTRY AND BUSINESS ASSOCIATION – TÜSİAD  
 UNION OF CHAMBERS OF TURKISH ENGINEERS AND ARCHITECTS – TMMOB  
 TURKISH READY MIXED CONCRETE ASSOCIATION – THBB  
 INSTITUTE OF INTERNAL AUDITORS TÜRKİYE – TİDE  
 TURKISH CONSTRUCTION MATERIAL PRODUCERS' ASSOCIATION – İMSAD  
 CORPORATE GOVERNANCE ASSOCIATION OF TÜRKİYE – TKYD  
 TURKISH PORT OPERATORS ASSOCIATION – TÜRKLİM  
 TURKISH MINERS ASSOCIATION UNION OF CHAMBERS AND COMMODITY EXCHANGES OF TÜRKİYE – TOBB  
 RISK MANAGEMENT ASSOCIATION OF TÜRKİYE  
 TÜRKİYE ARTIFICIAL INTELLIGENCE INITIATIVE  
 UN GLOBAL COMPACT  
 INVESTOR RELATIONS ASSOCIATION OF TÜRKİYE - TUYİD  
 CORPORATE DIRECTORS ASSOCIATION OF TÜRKİYE – YÜD  
 CEO WATER MANDATE  
 INTEGRATED REPORTING TÜRKİYE NETWORK – ERTA  
 FOREIGN ECONOMIC RELATIONS BOARD OF TÜRKİYE – DEİK  
 THE 30% CLUB  
 TURKISH QUALITY ASSOCIATION – KALDER

### Chambers of Commerce and Industry

ALİAĞA CHAMBER OF COMMERCE  
 GERMAN-TURKISH CHAMBER OF COMMERCE AND INDUSTRY  
 BALIKESİR CHAMBER OF INDUSTRY  
 BANDIRMA CHAMBER OF COMMERCE  
 BİGA CHAMBER OF COMMERCE AND INDUSTRY  
 BURSA CHAMBER OF COMMERCE AND INDUSTRY  
 ÇANAKKALE CHAMBER OF COMMERCE AND INDUSTRY  
 CERKEZKÖY CHAMBER OF COMMERCE AND INDUSTRY  
 ÇORLU CHAMBER OF COMMERCE AND INDUSTRY  
 EDREMIT CHAMBER OF COMMERCE  
 AEGEAN REGION CHAMBER OF INDUSTRY  
 GEBZE CHAMBER OF COMMERCE  
 İSTANBUL CHAMBER OF INDUSTRY  
 İSTANBUL CHAMBER OF COMMERCE  
 CHAMBER OF SHIPPING OF İSTANBUL AND MARMARA, AEGEAN, MEDITERRANEAN AND BLACK SEA REGIONS  
 KEŞAN CHAMBER OF COMMERCE AND INDUSTRY  
 KÖRFEZ CHAMBER OF COMMERCE  
 LÜLEBURGAZ CHAMBER OF COMMERCE AND INDUSTRY  
 MANİSA CHAMBER OF COMMERCE AND INDUSTRY  
 MENEMEN CHAMBER OF COMMERCE  
 MERZİFON CHAMBER OF COMMERCE AND INDUSTRY  
 SAMSUN CHAMBER OF COMMERCE AND INDUSTRY  
 TEKİRDAĞ CHAMBER OF COMMERCE AND INDUSTRY  
 TOKAT CHAMBER OF COMMERCE AND INDUSTRY  
 YALOVA CHAMBER OF COMMERCE AND INDUSTRY



## STAKEHOLDER RELATIONS

Stakeholder Group	Communication Channel	Communication Frequency
Employees	Digital channels	Daily
	Gazete Akçansa	Once every two months
	Annual and Sustainability Reports	Once a year
	Satisfaction surveys	Once every two years
Shareholders and Investors	Digital channels	Continuous
	Investor presentations, one-on-one meetings	Upon Request
	Ordinary General Assembly meeting	Once a year
	Carbon Disclosure Project (CDP) Climate Change and Water Security programs	Once a year
	Analyst meetings	Four times a year
	Public Disclosure Platform (PDP)	Four times a year
	Meetings of the Board of Directors	Four times a year
	Financial performance reports	Four times a year
	Material event disclosures	If needed
	Digital and printed publications	Continuous
	Annual and Sustainability Reports	Once a year
	Press bulletins	Continuous
Dealers	Digital channels	Continuous
	Press bulletins	Continuous
	Digital and printed publications	Continuous
	Dealer meetings	Once a year
	Annual and Sustainability Reports	Once a year
Suppliers	Dealer meetings	Once a year
	Digital channels	Continuous
	Press bulletins	Continuous
	One-on-one meetings	Upon Request
Customers	Digital and printed publications	Continuous
	Annual and Sustainability Reports	Once a year
	Satisfaction surveys	Once a year
	Neighboring council	Once a year
	Annual and Sustainability Reports	Once a year
	Order evaluation surveys	Twice a month
Local Authorities & Regulatory Bodies	Call Center/Requests and Complaints	Upon Request
	Digital channels	Daily
	Digital channels	Continuous
	Press bulletins	Continuous
	Digital and printed publications	Continuous
	Visits	Upon Request
	Neighbor Council	Once a year
	Annual and Sustainability Reports	Once a year

Stakeholder Group	Communication Channel	Communication Frequency
NGOs, Associations, Trade Unions, Chambers	Digital channels	Continuous
	Press bulletins	Continuous
	Digital and printed publications	Continuous
	Participation in summits, events, and panels	Upon Request
	Joint projects and initiatives	Upon Request
	Annual and Sustainability Reports	Once a year
Neighboring Organizations	Periodic meetings and visits	Upon Request
	Digital channels	Continuous
	Press bulletins	Continuous
	Digital and printed publications	Continuous
Product End Users	Annual and Sustainability Reports	Once a year
	Neighbor Council	Once a year
	Satisfaction surveys	Once a year
	Product labels and marketing communications	Continuous
	Product information trainings	Continuous
	Order evaluation surveys	Continuous
Media & Opinion Leaders	Call Center/Requests and Complaints	Twice a month
	Annual and Sustainability Reports	Upon Request
	Digital channels	Once a year
	Digital channels	Continuous
	Press bulletins	Continuous
Universities	Digital and printed publications	Continuous
	Event participation, special meetings, journalist hosting events	Upon Request
	Annual and Sustainability Reports	Once a year
	Digital channels	Continuous
	Student clubs	Continuous
	R&D project partnerships	At least once a month
Consulting and Audit Firms	Scholarships and internship opportunities	At least once a month
	Sponsorships and support	Upon Request
	Career Days	At least once a month
	Participation in special events and speaking engagements	Upon Request
	Annual and Sustainability Reports	Once a year
	Meetings and consultations	Continuous
	Digital channels	Continuous
	Annual and Sustainability Reports	Continuous



## PERFORMANCE INDICATORS / ENVIRONMENTAL PERFORMANCE INDICATORS

## Emissions and Energy

Absolute Greenhouse Gas Emissions ESRS E1-5	Unit	2023	2024	2025
Scope 1 Emissions (gross)	ton CO <sub>2</sub> e	5,309,000 ✓	5,484,834 ✓	5,484,015 ✓
Scope 1 Emissions (net)	ton CO <sub>2</sub> e	5,011,227 ✓	5,259,903 ✓	5,215,726 ✓
Scope 2 Emissions (Location-based)	ton CO <sub>2</sub> e	300,057 ✓	292,562 ✓	282,405 ✓
Scope 2 Emissions (Market-based)	ton CO <sub>2</sub> e	0 ✓	0 ✓	0 ✓
Scope 3 Emissions	ton CO <sub>2</sub> e	1,718,887 ✓	1,758,743 ✓	1,683,497 ✓
Total Greenhouse Gas Emissions	ton CO <sub>2</sub> e	7,027,887 ✓	7,243,577 ✓	7,167,512 ✓
Cement Business Total (Scope 3)	ton CO <sub>2</sub> e	1,130,52 ✓	1,243,692.89 ✓	1,207,848 ✓
Other Business Sectors Total (Scope 3)	ton CO <sub>2</sub> e	588.366	515,049.96	475.649 ✓
Scope 1 emissions included within the internal carbon pricing mechanism during the reporting year	ton CO <sub>2</sub> e	-	-	5,484,015 tons ✓
Scope 2 emissions included within the internal carbon pricing mechanism during the reporting year	ton CO <sub>2</sub> e	-	-	282,405 ✓
Scope 3 emissions included within the internal carbon pricing mechanism during the reporting year	ton CO <sub>2</sub> e	-	-	0 ✓

Scope 3 Emissions	Unit	2023	2024	2025
<b>Category 1: Purchased Goods and Services</b>				
Cement Business	ton CO <sub>2</sub> e	693,783 ✓	952,612 ✓	805,972 ✓
All Business Lines	ton CO <sub>2</sub> e	894,386 ✓	952,612 ✓	933,645 ✓
<b>Category 3: Fuel and Energy-Related Emissions</b>				
All Business Lines	ton CO <sub>2</sub> e	256,645 ✓	241,013 ✓	233,197 ✓
<b>Category 4: Upstream Transportation and Distribution</b>				
Cement Business	ton CO <sub>2</sub> e	32,114 ✓	25,144 ✓	27,430 ✓
All Business Lines	ton CO <sub>2</sub> e	48,193 ✓	32,117 ✓	44,126 ✓
<b>Category 6: Business Travel</b>				
All Business Lines	ton CO <sub>2</sub> e	102 ✓	89 ✓	88 ✓
<b>Category 7: Employee Commuting</b>				
All Business Lines	ton CO <sub>2</sub> e	3,139 ✓	1,720 ✓	2,139 ✓
<b>Category 9: Downstream Transportation and Distribution</b>				
Cement Business	ton CO <sub>2</sub> e	101.938 ✓	122.195 ✓	82.753 ✓
All Business Lines	ton CO <sub>2</sub> e	116,258 ✓	135,470 ✓	89,232 ✓
<b>Category 10: Processing of Sold Products</b>				
Cement Business	ton CO <sub>2</sub> e	42,799 ✓	64,672 ✓	56,270 ✓
All Business Lines	ton CO <sub>2</sub> e	400,162 ✓	395,723 ✓	381,071 ✓

Greenhouse Gas Intensity per Revenue (ESRS E1-5)	Unit	2023	2024	2025
Greenhouse Gas Concentration <sup>1</sup>	kg CO <sub>2</sub> e/TL	0.20 ✓	0.25 ✓	0.03 ✓
Greenhouse Gas Concentration (Scope 1 and Scope 2)	kg CO <sub>2</sub> e/TL	0.20 ✓	0.25 ✓	0.02 ✓

Carbon Removals and Carbon Credits (ESRS E1-7)	Unit	2024	2025
Total greenhouse gas emissions removed or stored within the value chain or company operations	ton CO <sub>2</sub> e	34,614 ✓	43,065 ✓
Carbon credits purchased	ton CO <sub>2</sub> e	0 ✓	0 ✓

Energy Consumption by Fuel Type ESRS E1-6	Unit	2023	2024	2025
Natural Gas	MWh	3,890 ✓	5,278 ✓	3,309 ✓
Electricity Consumption	MWh	732,876 ✓	733,897 ✓	729,365 ✓
Total Coal	MWh	1,610,382 ✓	1,351,122 ✓	1,825,703 ✓
Fuel Oil	MWh	17,395 ✓	12,778 ✓	16,137 ✓
Diesel	MWh	35,547 ✓	41,498 ✓	65,081 ✓
Total Petroleum Coke	MWh	3,195,074 ✓	3,783,919 ✓	3,148,847 ✓
Alternative Fuels	MWh	1,466,300 ✓	1,311,399 ✓	1,403,059 ✓
Total	MWh	7,061,464 ✓	7,239,891 ✓	7,191,501 ✓
Alternative Fuel Usage Rate	%, calorific basis	23.3 ✓	20.3 ✓	21.92 ✓

<sup>1</sup> Calculated based on Scope 1, Scope 2, and Scope 3 emissions.



## PERFORMANCE INDICATORS / ENVIRONMENTAL PERFORMANCE INDICATORS

Total Energy Savings	Unit	2023	2024	2025*
Total Energy Savings	GJ	82,439	32,523	5,350,153

Energy Intensity ESRS E1-6	Unit	2023	2024	2025
Energy Intensity	MWh/TL thousand	0.26 <sup>2</sup>	0.33 <sup>2</sup>	0.29

Renewable Energy ESRS E1-6	Unit	2023	2024	2025
Waste Heat Generation	MWh	59,728	56,660	73,224
Wind Energy Production	MWh	6,442	6,282	5,438
Total Renewable Energy Generation	MWh	66,170	62,942	78,662
Geothermal/hydroelectric consumption	MWh	666,705	670,955	650,736
Total Renewable Energy Consumption	MWh	732,876	733,897	729,398

Energy Generation and Consumption ESRS E1-6	Unit	2023	2024	2025
Amount of Purchased Non-renewable Electricity	MWh	0	0	0
Electricity Consumption	MWh	732,876	733,897	729,365
Amount of Purchased Renewable Energy	MWh	666,705	670,955	650,736
Total Energy Generation	MWh	66,170	62,942	78,662
Total Energy Consumption	MWh	7,025,916	7,239,891	7,191,501

\* Restated due to inflation accounting.

\* Restated due to inflation accounting.

Energy Savings ESRS E1-6	Unit	2023	2024	2025*
Total Annual Energy Savings	MWh	22,900	9,034	1,486,153
Annual Total Greenhouse Gas Emissions Reduction	ton CO <sub>2</sub> e	10,265	4,327	202,563
Total Annual Energy Savings	TL	170,319,666	144,210,529	184,973,566
Energy Intensity	MWh/ton cementitious material	-	-	0.96

Air Emissions ESRS E2-4	Unit	2023	2024	2025
NOx	kg	7,841,00	8,770,48	7,097
SOx	kg	84,43	72,18	72
Persistent Organic Pollutants (POPs)	ton	0,000071	0,000147	0,000066
Total Organic Compounds (TOC)	ton	298,80	272,71	262,64
Hazardous Air Pollutants (HAP) <sup>4</sup>	ton	38,29	16,18	6,98
Particulate Matter (PM)	kg	120,00	63,26	72
Dust	mg/Nm <sup>3</sup>	7,80	3,93	5,27
NOx	mg/Nm <sup>3</sup>	509,90	544,71	520,4
SOx	mg/Nm <sup>3</sup>	5,50	4,48	5,28
TOC	mg/Nm <sup>3</sup>	19,40	16,94	19,3

\* NOx and SOx emissions are excluded as they are reported separately.

\* The variance in this reporting period is due to the use of a different calculation methodology compared to prior periods.



## PERFORMANCE INDICATORS / ENVIRONMENTAL PERFORMANCE INDICATORS

### Water Management

Water Withdrawal by Source ESRS E3-4	Unit	2023	2024	2025
Municipal Water	m <sup>3</sup>	44,146	52,602	57,980
Surface Water (Wetlands, rivers, lakes, seas, freshwater springs, etc.)	m <sup>3</sup>	-	-	-
Groundwater (Well Water)	m <sup>3</sup>	2,009,837	1,669,078	1,354,961
Rainwater	m <sup>3</sup>	81,000	81,000	110,201
3. Water from third-party sources (purchased water)	m <sup>3</sup>	332,381	413,085	603,068
<b>Total Water Withdrawal</b>	<b>m<sup>3</sup></b>	<b>2,467,365 </b>	<b>2,215,765 </b>	<b>2,126,210 </b>

Fresh Water ESRS E3-4	Unit	2023	2024	2025
Amount of Freshwater Withdrawal <sup>5</sup>	m <sup>3</sup>	2,053,983	1,721,680	1,412,941

Recovered Water (Rainwater) ESRS E3-4	Unit	2023	2024	2025
Amount of Recovered Water (Rainwater)	m <sup>3</sup>	81,000	81,000	110,201

Reused Water ESRS E3-4	Unit	2023	2024	2025
Amount of Reused Water	m <sup>3</sup>	1,931,953	1,686,617	1,908,191

Wastewater Discharge ESRS E3-4	Unit	2023	2024	2025
Receiving Environment	m <sup>3</sup>	148,117	155,723	167,955
Wastewater Sewer (Municipal infrastructure, etc.)	m <sup>3</sup>	75,506	41,249	50,064
<b>Total Wastewater Discharge</b>	<b>m<sup>3</sup></b>	<b>189,366 </b>	<b>204,884 </b>	<b>218,019 </b>

Water Withdrawal in Water-Stressed Areas ESRS E3-4	Unit	2023	2024	2025
Municipal Water	m <sup>3</sup>	-	-	57,980
Groundwater (Well Water)	m <sup>3</sup>	-	-	1,239,883
Rainwater	m <sup>3</sup>	-	-	83,388
3. Water from Third-party Sources (Purchased Water)	m <sup>3</sup>	-	-	584,413
<b>Total Water Withdrawal in Water-Stressed Areas</b>	<b>m<sup>3</sup></b>	<b>-</b>	<b>-</b>	<b>1,965,664 </b>

<sup>5</sup> Freshwater withdrawal is defined as water with a total dissolved solids (TDS) concentration of 1,000 mg/L or less. Municipal water supply and groundwater withdrawal data are included.

Waste Water Quality ESRS E3-4	Unit	2023	2024	2025
Biological Oxygen Demand (BOD)	mg/L	-	-	10
Chemical Oxygen Demand (COD)	mg/L	-	-	27
Total Suspended Solids (TSS)	mg/L	-	-	13
pH	mg/L	-	-	8

Water Consumption ESRS E3-4	Unit	2023	2024	2025
Municipal Water	m <sup>3</sup>	-	-	-
Surface Water (Wetlands, rivers, lakes, seas, freshwater springs, etc.)	m <sup>3</sup>	-	-	-
Groundwater (Well Water)	m <sup>3</sup>	2,196,998	2,082,162	1,196,557
Rainwater	m <sup>3</sup>	81,000	81,000	110,201
Other	m <sup>3</sup>	-	-	601,433
<b>Total water consumption</b>	<b>m<sup>3</sup></b>	<b>2,277,998 </b>	<b>2,010,880 </b>	<b>1,908,191 </b>
Water Recycling Rate	%	82	90	90

### Biodiversity

Number of facilities located in biodiversity protection areas ESRS E4-5	2024	2025
Legally Protected Areas	0	0
UNESCO World Heritage Sites	0	0
UNESCO Man and the Biosphere (MAB) Reserves	0	0
Ramsar Sites	0	0
Key Biodiversity Areas <sup>6</sup>	4	4
Other <sup>7</sup>	9	10
Rehabilitated mining site areas	-	0.1
Number of mining sites with a Biodiversity Action Plan	-	2

<sup>6</sup> The identification of KBAs is based on criteria related to the proximity of the area to a KBA, classified as very close.

<sup>7</sup> Ten of our mining sites are located in forest areas owned by the forestry administration and classified as "forest." Therefore, they are considered protected areas and are presented under "Other" in the table.



## PERFORMANCE INDICATORS / ENVIRONMENTAL PERFORMANCE INDICATORS

## Resource Use and Circular Economy

Raw Material Consumption / Resource Inputs ESRS E5-4	Unit	2023	2024	2025
Limestone	ton	6,504,938	6,338,224	7,371,907
Clay and Shale	ton	1,765,953	1,839,125	1,787,036
Gypsum	ton	310,792	336,455	255,154
Aggregate	ton	342,427	362,844	417,488
Alternative Raw Materials <sup>a</sup>	ton	361,901	416,682	273,280
Iron Ore	ton	36,709	9,550	51,600
Silica Sand	ton	102,943	126,414	186,211
Kaolin	ton	178,515	232,364	218,970
Bauxite	ton	0	3,523	0
Pozzolan (trass)	ton	74,084	55,534	63,173
Amount of recycled aggregate recovered	ton	-	-	42,597,743
Amount of waste used as an alternative resource	ton	-	-	752,310

Materials Used for Packaging ESRS E5-4	Unit	2023	2024	2025
Paper bags	ton	1,554	1,390	1,466
Plastic bags (PP big bags)	ton	0	0	351
Sling bags	ton		22	0
Packaging produced from recycled materials	ton	0	0	0

Alternative Raw Materials ESRS E5-4	Unit	2023	2024	2025
Share of alternative raw materials in concrete	%	3.54	3.78	4.30
Share of recycled aggregate in concrete	%	0.73	0.62	0.85
Share of alternative raw materials in cementitious products	%	4.2	5.10	5.7
Clinker ratio	%	87.5	85.80	83.7

<sup>a</sup> Foundry sand, grate ash, fly ash, pyrite ash, marble dust, iron slag, excavation soil

Hazardous Wastes ESRS E5-5	Unit	2023	2024	2025
Amount of Waste Recovered for Energy	ton	180	660	867
Amount of Waste Recycled	ton	241	97	108
Amount of Waste Disposed of in Landfill/Solid Waste Disposal Sites	ton	0.234	0.145	0.180
Total e-waste	ton	18	11	19
Total	ton	438	768	995

Non-hazardous Wastes ESRS E5-5	Unit	2023	2024	2025
Amount of Waste Recovered for Energy	ton	8	18	87
Amount of Waste Recycled	ton	3,854	3,172	2,618
Amount of Waste Disposed of in Landfill/Solid Waste Disposal Sites	ton	193	208	261
Total	ton	4,055	3,398	2,965
Waste Recovery Rate	%	96	95	93

Alignment with the EU Taxonomy	Unit	2023	2024	2025
Taxonomy-eligible capital expenditures (Taxonomy-eligible CapEx)	TL	-	-	322,708,033
Taxonomy-aligned capital expenditures (Taxonomy-aligned CapEx)	TL	-	-	5,618,241
Taxonomy-eligible operating expenditures (Taxonomy-eligible OpEx)	TL	-	-	70,017,654
Taxonomy-aligned operating expenditures (Taxonomy-aligned OpEx)	TL	-	-	16,182,613
Taxonomy-eligible turnover	TL	-	-	201,888,842
Taxonomy-aligned turnover	TL	-	-	201,888,842

Environmental Fines	Unit	2023	2024	2025
Total number of environmental fines	number	-	-	5
Amount paid for environmental fines	TL	-	-	1,844,523



## PERFORMANCE INDICATORS / SOCIAL PERFORMANCE INDICATORS

## Employee Profile

Employee Demographics ESRS S1-6, S1-9	Unit	2023	2024	2025
<b>Number of Akçansa Employees</b>				
Female	Headcount	82 ✓	86 ✓	81 ✓
Male	Headcount	923 ✓	921 ✓	909 ✓
Ratio of Female Employees	%	8.2 ✓	8.5 ✓	8 ✓
Ratio of Male Employees	%	91.8 ✓	91.5 ✓	92 ✓
Total Number of Employees	Headcount	1,005 ✓	1,007 ✓	990 ✓
<b>Number of Subcontractor Employees</b>				
Female	Headcount	56 ✓	64 ✓	61 ✓
Male	Headcount	1,216 ✓	1,286 ✓	1,309 ✓
Ratio of Female Employees	%	4.4 ✓	4.7 ✓	4 ✓
Ratio of Male Employees	%	95.6 ✓	95.3 ✓	96 ✓
Total Number of Subcontractor Employees	Headcount	1,272 ✓	1,350 ✓	1,370 ✓
Total Number of Akçansa and Subcontractor Employees	Headcount	2,277 ✓	2,357 ✓	2,360 ✓
Total Female Employees	Headcount	138 ✓	150 ✓	142 ✓
Total Male Employees	Headcount	2,139 ✓	2,207 ✓	2,218 ✓

Total Number of Employees by Education Level ESRS S1-6	Unit	2023	2024	2025
<b>Primary education</b>				
Female	Headcount	2 ✓	2 ✓	2 ✓
Male	Headcount	51 ✓	49 ✓	42 ✓
Total	Headcount	53 ✓	51 ✓	44 ✓
<b>High School (Including Associate Degree Graduates)</b>				
Female	Headcount	7 ✓	10 ✓	9 ✓
Male	Headcount	652 ✓	662 ✓	652 ✓
Total	Headcount	659 ✓	672 ✓	661 ✓
<b>University and Higher</b>				
Female	Headcount	73 ✓	74 ✓	70 ✓
Male	Headcount	220 ✓	210 ✓	215 ✓
Total	Headcount	293 ✓	284 ✓	285 ✓

Employees by Type of Contract ESRS S1-7	Unit	2023	2024	2025
<b>Employment Contract for an Indefinite Period</b>				
Female	Headcount	82 ✓	86 ✓	81 ✓
Male	Headcount	915 ✓	919 ✓	909 ✓
Total	Headcount	997 ✓	1,005 ✓	990 ✓
<b>Employment Contract for a Definite Period</b>				
Female	Headcount	-	0 ✓	0 ✓
Male	Headcount	-	2 ✓	0 ✓
Total	Headcount	8 ✓	2 ✓	0 ✓
Number of Employees Covered by Collective Bargaining Agreements	Headcount		504 ✓	494 ✓

Total Number of Employees by Age Group ESRS S1-9	Unit	2023	2024	2025
<b>Female</b>				
Under 30 years of age	Headcount	28 ✓	22 ✓	22 ✓
Between the ages of 30 and 50	Headcount	61 ✓	59 ✓	53 ✓
Above 50 years of age	Headcount	3 ✓	5 ✓	6 ✓
Total	Headcount	82 ✓	86 ✓	81 ✓
<b>Male</b>				
Under 30 years of age	Headcount	132 ✓	142 ✓	131 ✓
Between the ages of 30 and 50	Headcount	715 ✓	679 ✓	666 ✓
Above 50 years of age	Headcount	76 ✓	100 ✓	112 ✓
Total	Headcount	923 ✓	921 ✓	909 ✓



## PERFORMANCE INDICATORS / SOCIAL PERFORMANCE INDICATORS

Average Number of Full-Time Employees ESRS S1-6	Unit	2023	2024	2025
<b>Average Number of Full-Time White-Collar Employees</b>				
Female	Headcount	78 ✓	81 ✓	76 ✓
Male	Headcount	318 ✓	313 ✓	314 ✓
<b>Average Number of Full-Time Blue-Collar Workers</b>				
Female	Headcount	4 ✓	5 ✓	5 ✓
Male	Headcount	605 ✓	608 ✓	595 ✓

Total Number of Employees by Nationality ESRS S1-6	Unit	2023	2024	2025
<b>Turkish citizens Employees</b>				
Female	Headcount	82 ✓	86 ✓	81 ✓
Male	Headcount	921 ✓	920 ✓	909 ✓
Total	Headcount	1,003 ✓	1,006 ✓	990 ✓
<b>Foreign National Employees</b>				
Female	Headcount	0 ✓	0 ✓	0 ✓
Male	Headcount	2 ✓	1 ✓	1 ✓
Total	Headcount	2 ✓	1 ✓	1 ✓

Employee Tenure by Years of Service ESRS S1-6	Unit	2023	2024	2025
<b>Female</b>				
0-5 years	Headcount	42 ✓	52 ✓	54 ✓
5-10 years	Headcount	17 ✓	21 ✓	15 ✓
10 years and above	Headcount	23 ✓	13 ✓	12 ✓
<b>Male</b>				
0-5 years	Headcount	262 ✓	303 ✓	461 ✓
5-10 years	Headcount	173 ✓	185 ✓	121 ✓
10 years and above	Headcount	4 ✓	433 ✓	327 ✓
Total number of promotions	Headcount	-	-	28 ✓
Number of female employees promoted	Headcount	-	-	4 ✓

Number of Employees in R&D, Innovation and Digitalization Departments ESRS S1-6	Unit	2023	2024	2025
Female	Headcount	2 ✓	0 ✓	0 ✓
Male	Headcount	13 ✓	14 ✓	14 ✓
Total	Headcount	15 ✓	14 ✓	14 ✓

Board of Directors ESRS S1-6, S1-9	Unit	2023	2024	2025
<b>Female</b>				
Under 30 years of age	Headcount	1 ✓	0 ✓	0 ✓
30-50 years old (inclusive)	Headcount	1 ✓	0 ✓	0 ✓
Above 50 years of age	Headcount	0 ✓	1 ✓	0 ✓
Ratio of Female Managers	%	16.67 ✓	16.67 ✓	0 ✓
<b>Male</b>				
Under 30 years of age	Headcount	0 ✓	3 ✓	0 ✓
30-50 years old (inclusive)	Headcount	3 ✓	1 ✓	5 ✓
Above 50 years of age	Headcount	2 ✓	1 ✓	1 ✓
<b>Nationality</b>				
<b>Turkish citizens</b>				
Female	Headcount	1 ✓	1 ✓	0 ✓
Male	Headcount	3 ✓	4 ✓	5 ✓
Total	Headcount	4 ✓	5 ✓	5 ✓
<b>Foreign national</b>				
Female	Headcount	0 ✓	0 ✓	0 ✓
Male	Headcount	2 ✓	1 ✓	1 ✓
Total	Headcount	2 ✓	1 ✓	1 ✓

Number of Managers by Age and Gender	Unit	2023	2024	2025
Female managers under 30 years of age (N-1, N-2, N-3 or equivalent levels)	Headcount	-	-	22 ✓
Male managers under 30 years of age (N-1, N-2, N-3 or equivalent levels)	Headcount	-	-	131 ✓
Female managers aged 30-50 (inclusive) (N-1, N-2, N-3 or equivalent levels)	Headcount	-	-	53 ✓
Male managers aged 30-50 (inclusive) (N-1, N-2, N-3 or equivalent levels)	Headcount	-	-	666 ✓
Female managers above 50 years of age (N-1, N-2, N-3 or equivalent levels)	Headcount	-	-	6 ✓
Male managers above 50 years of age (N-1, N-2, N-3 or equivalent levels)	Headcount	-	-	112 ✓



## PERFORMANCE INDICATORS / SOCIAL PERFORMANCE INDICATORS

Senior Managers ESRS S1-6, S1-9	Unit	2023	2024	2025
Female	Headcount	3 ✓	1 ✓	2 ✓
Male	Headcount	9 ✓	7 ✓	16 ✓
<b>Nationality</b>				
<b>Turkish citizens</b>				
Female	Headcount	3 ✓	1 ✓	2 ✓
Male	Headcount	7 ✓	6 ✓	15 ✓
Total	Headcount	10 ✓	7 ✓	17 ✓
<b>Foreign national</b>				
Female	Headcount	0 ✓	0 ✓	0 ✓
Male	Headcount	2 ✓	1 ✓	1 ✓
Total	Headcount	2 ✓	1 ✓	1 ✓
<b>Middle and First Level Managers ESRS S1-6, S1-9</b>				
<b>Number of Middle-Level Managers</b>				
Female	Headcount	5 ✓	6 ✓	6 ✓
Male	Headcount	44 ✓	42 ✓	35 ✓
Female representation ratio in middle management	%	10.2 ✓	12.5 ✓	15 ✓
<b>Number of First-Level Managers</b>				
Female	Headcount	19 ✓	20 ✓	18 ✓
Male	Headcount	84 ✓	83 ✓	91 ✓
Female representation ratio in first-level management	%	18.4 ✓	19.4 ✓	17 ✓
Female representation ratio in senior management	%	-	-	11 ✓

Number of Employees in Revenue-Generating Roles ESRS S1-6, S1-9	Unit	2023	2024	2025
Female	Headcount	7 ✓	5 ✓	3 ✓
Male	Headcount	60 ✓	37 ✓	55 ✓
Total	Headcount	67 ✓	42 ✓	58 ✓
Total Number of Managers in Revenue-generating Roles	Headcount	35 ✓	23 ✓	39 ✓
Female Managers in Revenue-generating Roles	Headcount	4 ✓	2 ✓	1 ✓
Female representation ratio in revenue-generating management roles	%	11 ✓	8,7 ✓	2,6 ✓

Number of Employees with Disabilities ESRS S1-12	Unit	2023	2024	2025
Female	Headcount	2 ✓	1 ✓	1 ✓
Male	Headcount	28 ✓	25 ✓	25 ✓
Total	Headcount	30 ✓	26 ✓	26 ✓
Number of Employees with Disabilities Required by Law	Headcount	30 ✓	30 ✓	30 ✓

Employees in STEM Roles ESRS S1-6	Unit	2023	2024	2025
Total employees in STEM roles (IT, engineering, etc.)	Headcount	105 ✓	85 ✓	85 ✓
Number of Female employees in STEM roles (IT, engineering, etc.)	Headcount	8 ✓	8 ✓	11 ✓
Female representation ratio in STEM roles (IT, engineering, etc.)	%	8 ✓	9 ✓	13 ✓



## PERFORMANCE INDICATORS / SOCIAL PERFORMANCE INDICATORS

## Employee Turnover

New Hires ESRS S1-6	Unit	2023	2024	2025
<b>Female</b>				
Under 30 years of age	Headcount	5	15	5
30-50 years old (inclusive)	Headcount	5	5	2
Above 50 years of age	Headcount	1	0	0
Total	Headcount	11	20	7
<b>Male</b>				
Under 30 years of age	Headcount	71	46	26
30-50 years old (inclusive)	Headcount	30	40	19
Above 50 years of age	Headcount	3	3	2
Total	Headcount	104	89	47

By Management Category	Unit	2023	2024	2025
<b>Senior Management</b>				
Female	Headcount	1	0	0
Male	Headcount	0	1	0
Total	Headcount	1	1	0
<b>Middle-Level Management</b>				
Female	Headcount	0	0	0
Male	Headcount	2	2	1
Total	Headcount	2	2	1
<b>First-Level Management</b>				
Female	Headcount	0	1	0
Male	Headcount	4	8	9
Total	Headcount	4	9	9

Voluntary Employee Turnover <sup>9</sup> ESRS S1-6	Unit	2023	2024	2025
<b>Female</b>				
Under 30 years of age	Headcount	3	3	2
30-50 years old (inclusive)	Headcount	4	5	5
Above 50 years of age	Headcount	0	2	0
Total	Headcount	7	10	7
<b>Male</b>				
Under 30 years of age	Headcount	17	19	11
30-50 years old (inclusive)	Headcount	21	31	9
Above 50 years of age	Headcount	1	2	3
Total	Headcount	39	52	23

By Management Category	Unit	2023	2024	2025
<b>Senior Management</b>				
Female	Headcount	0	0	0
Male	Headcount	0	1	0
Total	Headcount	0	1	0
<b>Middle-Level Management</b>				
Female	Headcount	1	0	1
Male	Headcount	0	3	1
Total	Headcount	0	3	2
<b>First-Level Management</b>				
Female	Headcount	2	2	0
Male	Headcount	6	9	3
Total	Headcount	8	11	3

Hires by Experience Level	Unit	2023	2024	2025
Number of employees hired with 0-5 years of experience (female)	Headcount			5
Number of employees hired with 0-5 years of experience (male)	Headcount			30
Number of employees hired with 5-10 years of experience (female)	Headcount			1
Number of employees hired with 5-10 years of experience (male)	Headcount			8
Number of employees hired with more than 10 years of experience (female)	Headcount			1
Number of employees hired with more than 10 years of experience (male)	Headcount			9

<sup>9</sup> Refers to employees who leave their employment voluntarily.



## PERFORMANCE INDICATORS / SOCIAL PERFORMANCE INDICATORS

Term of Office of Employees Who Left the Company ESRS S1-6	Unit	2023	2024	2025
<b>Female</b>				
Under 30 years of age	Days	336 ✓	378 ✓	183 ✓
30-50 years old (inclusive)	Days	1,499 ✓	1,780 ✓	2,290 ✓
Above 50 years of age	Days	0 ✓	5,013 ✓	876 ✓
Total	Days	1,835 ✓	1,845 ✓	3,349 ✓
<b>Male</b>				
Under 30 years of age	Days	390 ✓	645 ✓	730 ✓
30-50 years old (inclusive)	Days	1,572 ✓	3,092 ✓	2,537 ✓
Above 50 years of age	Days	9,451 ✓	7,964 ✓	2,214 ✓
Total	Days	11,413 ✓	2,853 ✓	5,482 ✓

Positions Filled by Internal Candidates ESRS S1-6	Unit	2023	2024	2025
Female	Headcount	3 ✓	4 ✓	4 ✓
Male	Headcount	34 ✓	32 ✓	15 ✓
Total	Headcount	38 ✓	36 ✓	19 ✓

Employee Departures <sup>10</sup> ESRS S1-6	Unit	2023	2024	2025
<b>Female</b>				
Under 30 years of age	Headcount	4 ✓	4 ✓	3 ✓
30-50 years old (inclusive)	Headcount	5 ✓	9 ✓	8 ✓
Above 50 years of age	Headcount	2 ✓	2 ✓	1 ✓
Total	Headcount	12 ✓	15 ✓	12 ✓
<b>Male</b>				
Under 30 years of age	Headcount	18 ✓	25 ✓	17 ✓
30-50 years old (inclusive)	Headcount	68 ✓	60 ✓	31 ✓
Above 50 years of age	Headcount	26 ✓	5 ✓	12 ✓
Total	Headcount	112 ✓	90 ✓	60 ✓

By Management Category	Unit	2023	2024	2025
<b>Senior Management</b>				
Female	Headcount	0 ✓	0 ✓	0 ✓
Male	Headcount	0 ✓	3 ✓	1 ✓
Total	Headcount	0 ✓	3 ✓	1 ✓
<b>Middle-Level Management</b>				
Female	Headcount	1 ✓	0 ✓	1 ✓
Male	Headcount	1 ✓	5 ✓	1 ✓
Total	Headcount	2 ✓	5 ✓	2 ✓
<b>First-Level Management</b>				
Female	Headcount	3 ✓	2 ✓	1 ✓
Male	Headcount	10 ✓	12 ✓	6 ✓
Total	Headcount	13 ✓	14 ✓	7 ✓
Total Number of Vacant Positions	Headcount	130 ✓	120 ✓	68 ✓

<sup>10</sup> Includes resignations, retirements, mutual termination agreements, transfers, departures due to health reasons, and dismissals.



## PERFORMANCE INDICATORS / SOCIAL PERFORMANCE INDICATORS

Employee Turnover Rate* ESRS S1-6	Unit	2023	2024	2025
<b>Voluntary Turnover Rate by Gender</b>				
Female	%	9	8	9
Male	%	4	5	3
<b>Employee Turnover Rate by Gender</b>				
Female	%	15	17	15
Male	%	12	9	7
<b>Voluntary Employee Turnover Rate by Age Group</b>				
Under 30 years of age	%	13	13	8
30-50 years old (inclusive)	%	3	4	2
Above 50 years of age	%	1	2	3
<b>Employee Turnover Rate by Age Group</b>				
Under 30 years of age	%	17	18	13
30-50 years old (inclusive)	%	10	8	5
Above 50 years of age	%	25	7	11
High Potential Employee Turnover Rate	%	2.2	1.9	1.5
Voluntary Employee Turnover Rate	%	4.6	5.2	3
Employee Turnover Rate	%	12	10	7
Voluntary Turnover Rate at Management Level	%	6	7	4
Employee Turnover Rate at Management Level	%	9	12.5	6

\* Includes resignations, retirements, mutual termination agreements, transfers, departures due to health reasons, and dismissals.

## Maternity/Parental Leave

Maternity/Parental Leave ESRS S1-15	Unit	2023	2024	2025
<b>Number of Employees Taking Maternity/Parental Leave</b>				
Maternity Leave	Headcount	2	0	1
Paternity Leave	Headcount	16	25	28
Total	Headcount	18	25	29
<b>Number of Employees Returning from Maternity/Parental Leave</b>				
Female	Headcount	0	2	0
Male	Headcount	16	25	28
Total	Headcount	16	27	28
<b>Number of Employees who Returned from Maternity/Parental Leave and Remained Employed for the Last 12 Months</b>				
Female	Headcount	2	2	0
Male	Headcount	16	24	28
Total	Headcount	18	26	28
<b>Return-to-work Rate after Maternity Leave</b>				
Female	Ratio	100	100	0
Male	Ratio	100	100	100
Total	Ratio	100	100	100
<b>Parental Leave Period ESRS S1-11, S1-15</b>				
Parental leave (paid leave) for female employees	Weeks		16	18
Parental leave (paid leave) for male employees	Days		5	5



## PERFORMANCE INDICATORS / SOCIAL PERFORMANCE INDICATORS

## Employee Engagement

Engagement Survey Results	Unit	2023	2024	2025
Employee engagement score <sup>11</sup>	%	- ✓	51 ✓	50 ✓

Succession Rate	Unit	2023	2024	2025
Succession Rate	%	96 ✓	90 ✓	92 ✓

## Performance Management

Performance Evaluation ESRS S1-13	Unit	2023	2024	2025
<b>Blue-Collar</b>				
Female	Headcount	4 ✓	5 ✓	5 ✓
Male	Headcount	605 ✓	608 ✓	595 ✓
Total	Headcount	609 ✓	613 ✓	600 ✓
<b>White-Collar</b>				
Female	Headcount	79 ✓	78 ✓	76 ✓
Male	Headcount	318 ✓	313 ✓	314 ✓
Total	Headcount	396 ✓	394 ✓	390 ✓

Remote Work ESRS S1-15	Unit	2023	2024	2025
<b>Number of People Working Remotely</b>				
Female	Headcount	64 ✓	60 ✓	57 ✓
Male	Headcount	116 ✓	109 ✓	112 ✓

## Training and Development

Total Training Hours ESRS S1-13	Unit	2023	2024	2025
<b>Training Hours by Gender</b>				
Female	Hours	2,104,1 ✓	3,441,2 ✓	4,665,6 ✓
Male	Hours	9,261,2 ✓	45,419,4 ✓	54,186,5 ✓
<b>Blue-Collar</b>				
Female	Hours	23 ✓	170,9 ✓	393,0 ✓
Male	Hours	5,631,7 ✓	37,183,5 ✓	41,061,5 ✓
<b>White-Collar</b>				
Female	Hours	2,081,1 ✓	3,270,4 ✓	4,272,6 ✓
Male	Hours	3,629,4 ✓	8,235,9 ✓	13,125,0 ✓
Total Training Hours	Hours	11,365,3 ✓	48,860,6 ✓	58,851,1 ✓

Training Hours by Management Level ESRS S1-13	Unit	2023	2024	2025
Senior Management	Hours	251 ✓	266 ✓	179 ✓
Middle-Level Management	Hours	465 ✓	1,549 ✓	838 ✓
First-Level Management	Hours	2,326 ✓	2,678 ✓	3,486 ✓
Other	Hours	8,326 ✓	44,377 ✓	54,349 ✓
Total	Hours	11,365 ✓	48,861 ✓	58,851 ✓

Training Hours by Age Group ESRS S1-13	Unit	2023	2024	2025
Under 30 years of age	Hours	4,891 ✓	10,295,8 ✓	14,445 ✓
30-50 years old (inclusive)	Hours	6,347 ✓	34,728 ✓	40,356 ✓
Above 50 years of age	Hours	127 ✓	3,837 ✓	4,050 ✓
Total	Hours	11,365 ✓	48,861 ✓	58,851 ✓

<sup>11</sup> The employee engagement survey is conducted every two years.



## PERFORMANCE INDICATORS / SOCIAL PERFORMANCE INDICATORS

Environmental Training ESRS S1-13	Unit	2023	2024	2025
<b>Number of Akçansa Employee Participants</b>				
Female	Person	8 ✓	62 ✓	53.00 ✓
Male	Person	292 ✓	388 ✓	368.00 ✓
<b>Akçansa Employee Training Hours</b>				
Female	Hours	46 ✓	76 ✓	60 ✓
Male	Hours	318 ✓	430 ✓	362 ✓
Total Environmental Training Hours	Hours	364 ✓	506 ✓	422 ✓

Anti-Corruption and Anti-Bribery Training <sup>12</sup> ESRS S1-13	Unit	2023	2024	2025
<b>Number of Akçansa Employee Participants</b>				
Female	Person	0 ✓	0 ✓	64 ✓
Male	Person	0 ✓	0 ✓	183 ✓
<b>Akçansa Employee Training Hours</b>				
Female	Hours	0 ✓	0 ✓	64 ✓
Male	Hours	0 ✓	0 ✓	183 ✓
Total	Hours	0 ✓	0 ✓	247 ✓

Sustainability Training ESRS S1-13	Unit	2023	2024	2025
<b>Number of Akçansa Employee Participants</b>				
Female	Person	15 ✓	90 ✓	85 ✓
Male	Person	319 ✓	434 ✓	129 ✓
<b>Akçansa Employee Training Hours</b>				
Female	Hours	50 ✓	350 ✓	222 ✓
Male	Hours	362.5 ✓	883 ✓	203 ✓
Total	Hours	412.5 ✓	1,233 ✓	425 ✓

ESG Training ESRS S1-13	Unit	2023	2024	2025
<b>Number of Akçansa Employee Participants</b>				
Female	Person		174 ✓	211 ✓
Male	Person		1,065 ✓	1,087 ✓
<b>Akçansa Employee Training Hours</b>				
Female	Hours		2,430,5 ✓	3,138 ✓
Male	Hours		19,923,3 ✓	21,307 ✓
Total	Hours		22,353,8 ✓	24,445 ✓
ESG training hours per employee	Hours		-	24.69 ✓

<sup>12</sup> Akçansa does not provide dedicated training programs specifically focused on anti-corruption and anti-bribery. However, these topics are addressed within the scope of ethics training conducted in accordance with the Sabancı Code of Business Ethics. Ethics training programs generally focus on core principles such as integrity, transparency and compliance with laws, while providing a broader ethical framework that also encompasses the prevention of bribery and corruption. Nevertheless, these topics are addressed only indirectly within the scope of ethics training.



## PERFORMANCE INDICATORS / SOCIAL PERFORMANCE INDICATORS

Ethics Training ESRS S1-13	Unit	2023	2024	2025
Total Ethics Training Hours	Hours	221	229,5	550,3

Training Cost ESRS S1-13	Unit	2023	2024	2025
Total Training Cost	TL	8,640,668	9,112,568,7	10,482,132
Training Cost Per Employee	TL	8,597,7	9,013,4	10,588

Volunteering	Unit	2023	2024	2025
Total hours spent by employees on volunteer activities	Hours	2,592	2,380	2,432
Number of employees participating in volunteering activities	Hours		420	498
Total number of volunteer projects carried out	Hours		95	123
Volunteer hours per employee	Hours	-	-	2

Community Investments	Unit	2023	2024	2025
Total number of CSR programs	Number	4	4	3
Percentage of facilities with a stakeholder engagement plan	%	0	0	54
Charitable donations	TL		7,267,484	23,463,159
Community investments	TL		41,411,366	44,761,357
Stakeholder Engagement Plan Implementation Rate	%	-	-	100

## Occupational Health and Safety

Total Working Hours (ESRS S1-14)	Unit	2023	2024	2025
Female	Hours	376.536	403.319	495.568
Male	Hours	6.130.928	6.310.261	6.376.693
Total Working Hours	Hours	6.507.465	6.713.580	6.872.261
<b>Akçansa Employees</b>				
Female	Hours	194.659	204.812	199.077
Male	Hours	2.179.236	2.193.390	2.208.747
Total	Hours	2.373.895	2.398.202	2.407.824
<b>Subcontractor Employees</b>				
Female	Hours	181.877	198.507	296.491
Male	Hours	3.951.693	4.116.871	4.167.946
Total	Hours	4.133.570	4.315.379	4.464.437

Occupational Diseases (ESRS S1-14)	Unit	2023	2024	2025
<b>Number of Occupational Diseases among Akçansa Employees</b>				
Female	Headcount	0	0	0
Male	Headcount	0	0	0
<b>Number of Occupational Diseases among Contractor Employees</b>				
Female	Headcount	0	0	0
Male	Headcount	0	0	0
<b>Total Occupational Disease Rate</b>				
Female	%	0	0	0
Male	%	0	0	0
<b>Occupational Disease Rate Among Akçansa Employees</b>				
Female	%	0	0	0
Male	%	0	0	0
<b>Occupational Disease Rate Among Subcontractor Employees</b>				
Female	%	0	0	0
Male	%	0	0	0



## PERFORMANCE INDICATORS / SOCIAL PERFORMANCE INDICATORS

Number of Accidents (ESRS S1-14)	Unit	2023	2024	2025
Female	Number	0 ✓	0 ✓	1 ✓
Male	Number	49 ✓	33 ✓	34 ✓
Total Number of Accidents	Number	49 ✓	33 ✓	35 ✓
<b>Akçansa Employees</b>				
Female	Number	0 ✓	0 ✓	0 ✓
Male	Number	7 ✓	6 ✓	14 ✓
Total	Number	7 ✓	6 ✓	14 ✓
<b>Subcontractor Employees</b>				
Female	Number	0 ✓	0 ✓	1 ✓
Male	Number	42 ✓	27 ✓	20 ✓
Total	Number	42 ✓	27 ✓	21 ✓

Number of Lost-Time Injuries (ESRS S1-14)	Unit	2023	2024	2025
Total Number of Lost-Time Injuries	Number	11 ✓	12 ✓	10 ✓
Lost-Time Injury Frequency Rate (LTIFR)	Number	-	-	2,1 ✓

Number of Fatal Incidents (ESRS S1-14)	Unit	2023	2024	2025
Female	Number	0 ✓	0 ✓	0 ✓
Male	Number	0 ✓	0 ✓	0 ✓
Total Number of Fatal Incidents	Number	0 ✓	0 ✓	0 ✓
<b>Akçansa Employees</b>				
Female	Number	0 ✓	0 ✓	0 ✓
Male	Number	0 ✓	0 ✓	0 ✓
Total	Number	0 ✓	0 ✓	0 ✓
<b>Subcontractor Employees</b>				
Female	Number	0 ✓	0 ✓	0 ✓
Male	Number	0 ✓	0 ✓	1 ✓
Total	Number	0 ✓	0 ✓	1 ✓

Injury Frequency Rate <sup>14</sup> (ESRS S1-14)	Unit	2023	2024	2025
Injury Frequency Rate Among Akçansa Employees	Number	3 ✓	2.5 ✓	5.8 ✓

Absenteeism Due to Accidents (ESRS S1-14)	Unit	2023	2024	2025
Female	Number	0 ✓	0 ✓	0 ✓
Male	Number	287 ✓	145 ✓	281 ✓
Total Absenteeism Due to Accidents	Number	287 ✓	145 ✓	281 ✓
<b>Akçansa Employees</b>				
Female	Number	0 ✓	0 ✓	0 ✓
Male	Number	170 ✓	77 ✓	199 ✓
Total	Number	170 ✓	77 ✓	199 ✓
<b>Subcontractor Employees</b>				
Female	Number	0 ✓	0 ✓	0 ✓
Male	Number	117 ✓	68 ✓	82 ✓
Total	Number	117 ✓	68 ✓	82 ✓

Total Absenteeism Rate (ESRS S1-14)	Unit	2023	2024	2025
Female	%	0.15 ✓	1.2 ✓	0.1 ✓
Male	%	0.63 ✓	0.8 ✓	0.5 ✓
Total Absenteeism Rate	%			0.5 ✓
<b>Akçansa Employees</b>				
Female	%	0.29 ✓	2.2 ✓	0.3 ✓
Male	%	1.76 ✓	2.2 ✓	1.5 ✓
Total	%			1.4 ✓
<b>Subcontractor Employees</b>				
Female	%	0 ✓	0 ✓	0 ✓
Male	%	0 ✓	0 ✓	0 ✓

Lost Days	Unit	2023	2024	2025
Total number of working days during the financial year	Number	-	-	313 ✓
Employee absenteeism days	Number	-	-	199 ✓
Total number of lost days related to employees	Number	-	-	4,508 ✓

<sup>14</sup> (Fatal accidents + lost-time injuries + medical treatment injuries) / 1,000,000 working hours



## PERFORMANCE INDICATORS / SOCIAL PERFORMANCE INDICATORS

Lost Workday Rate <sup>15</sup> (ESRS S1-14)	Unit	2023	2024	2025
Female	LDR	0 ✓	0 ✓	0 ✓
Male	LDR	46.8 ✓	23.0 ✓	44.1 ✓
Total Absenteeism Due to Accidents	LDR	44.1 ✓	21.6 ✓	40.9 ✓
<b>Akçansa Employees</b>				
Female	LDR	0 ✓	0 ✓	0 ✓
Male	LDR	78.0 ✓	35.1 ✓	90.1 ✓
Total	LDR	71.6 ✓	32.1 ✓	82.6 ✓
<b>Subcontractor Employees</b>				
Female	LDR	0 ✓	0 ✓	0 ✓
Male	LDR	29.6 ✓	16.5 ✓	19.7 ✓
Total	LDR	28.3 ✓	15.8 ✓	18.4 ✓

Number of employees working in environments or roles with a high risk of accidents or occupational diseases (ESRS S1-14)	Unit	2023	2024	2025
Akçansa	Number	800 ✓	884 ✓	663 ✓
Subcontractor Employees	Number	1,369 ✓	1,340 ✓	822 ✓
Total	Number	2,169 ✓	2,224 ✓	1,485 ✓

Work Accidents by Type of Injury (ESRS S1-14)*	Unit	2023	2024	2025
Cuts	Number	16 ✓	12 ✓	8 ✓
Slips/falls	Number	8 ✓	6 ✓	5 ✓
Being hit by falling objects	Number	8 ✓	9 ✓	12 ✓
Entrapment	Number	2 ✓	1 ✓	4 ✓
"Struck-by" accidents	Number	7 ✓	2 ✓	9 ✓
Other	Number	8 ✓	3 ✓	5 ✓
Fatal accident rate	Number	0 ✓	0 ✓	1 ✓

<sup>15</sup> Absenteeism Due to Accidents / Total Working Hours \* 1,000,000

\* A single accident may be classified under more than one accident type.

Number of Accidents (ESRS S1-14)	Unit	2023	2024	2025
Total trips	Km	10,891,140 ✓	7,475,613 ✓	7,734,190 ✓
Total number of traffic accidents	Number	-	0 ✓	8 ✓
Number of injuries due to traffic accidents (including third parties)	Number	-	0 ✓	0 ✓
Number of fatalities due to traffic accidents (including third parties)	Number	-	0 ✓	0 ✓
Total material damage (products + assets)	TL	-	0 ✓	0 ✓

OHS Trainings (ESRS S1-13)	Unit	2023	2024	2025
OHS training hours for Akçansa employees	Hours	61,676 ✓	43,010 ✓	45,822 ✓
OHS training hours for contractor employees	Hours	28,900 ✓	27,531 ✓	35,073 ✓
Total OHS training hours	Hours	90,576 ✓	70,541 ✓	80,895 ✓
OHS training hours per employee	Hours	23 ✓	25,5 ✓	34,2 ✓

## Customer Relations (Cement)

Customer Relationship Metrics	Unit	2023	2024	2025
Number of complaints received	Number	26 ✓	25 ✓	33 ✓
Number of complaints resolved	Number	26 ✓	24 ✓	31 ✓
Customer relations training hours	Hours	40 ✓	40 ✓	40 ✓
Number of employees who participated in customer relations training	Number	20 ✓	22 ✓	25 ✓
Customer satisfaction score	%	88 ✓	-	-
Number of participants in customer experience surveys	Number	25 ✓	-	-

## Customer Relations (Concrete)

Customer Relationship Metrics	Unit	2023	2024	2025
Number of complaints received	Number	667 ✓	658 ✓	662 ✓
Number of complaints resolved	Number	667 ✓	657 ✓	659 ✓
Customer relations training hours	Hours	40 ✓	40 ✓	50 ✓
Customer satisfaction score	%	-	93.6 ✓	95 ✓
Number of participants in the customer experience survey <sup>16</sup>	Number	-	123 ✓	346 ✓

<sup>16</sup> On the concrete side, the customer satisfaction survey is conducted twice per month



## PERFORMANCE INDICATORS / SOCIAL PERFORMANCE INDICATORS

Inclusiveness	Unit	2023	2024	2025
Number of individuals reached through inclusion programs – people aged 65 and over	Number	-	-	0 ✓
Number of individuals reached through inclusion programs – youth	Number	-	-	14,822 ✓
Number of individuals reached through inclusion programs – children	Number	-	-	1,253 ✓
Number of individuals reached through inclusion programs – women	Number	-	-	162 ✓
Number of individuals reached through inclusion programs – migrants	Number	-	-	0 ✓
Number of individuals reached through inclusion programs – other	Number	-	-	0 ✓

Complaints	Unit	2023	2024	2025
Number of environmental complaints received	Number	-	-	15 ✓
Number of environmental complaints resolved	Number	-	-	15 ✓
Number of complaints received	Number	-	-	57 ✓
Number of complaints resolved	Number	-	-	57 ✓

Supply Chain (ESRS G1-2)	Unit	2023	2024	2025
Rate of suppliers compliant with payment terms and policies	Rate %	100 ✓	100 ✓	100 ✓
Total number of suppliers	Number	23,756 ✓	24,259 ✓	4,130 ✓
Total number of local suppliers	Number	22,832 ✓	23,311 ✓	3,942 ✓
Total payments made to suppliers	TL	11,390,055,029 ✓	16,378,864,067 ✓	20,483,921,136 ✓
Total payments made to local suppliers	TL	9,308,996,187 ✓	14,474,638,809 ✓	18,179,297,429 ✓
Total number of new suppliers	Number	572 ✓	503 ✓	489 ✓
Sustainability training hours provided to suppliers	person*hours	28,900 ✓	27,531 <sup>16</sup> ✓	35,074 ✓
Number of suppliers receiving training	Number	1,257 ✓	983 ✓	4,566 ✓
Rate of suppliers receiving sustainability training	Rate %	5.3 ✓	4.1 ✓	1.14 ✓
Number of suppliers subject to environmental and social audits	Number	50 ✓	80 ✓	4 ✓
Rate of suppliers meeting environmental and social criteria	Rate %	100 ✓	100 ✓	100 ✓
Rate of critical global suppliers subject to sustainability assessments	Rate %	0 ✓	0 ✓	1 ✓
Number of new local suppliers	Number	-	-	459 ✓
Number of new foreign suppliers	Number	-	-	30 ✓
Number of suppliers receiving sustainability training	Number	-	-	4,566 ✓
Number of suppliers subject to audit	Number	-	-	4 ✓
Denetime tabi tutulan tedarikçi sayısı	Sayı	-	-	4 ✓

<sup>16</sup> Occupational health and safety training provided to subcontractors is disclosed.

## PERFORMANCE INDICATORS / ECONOMIC PERFORMANCE INDICATORS

Financial Savings and Environmental/Social Benefits Generated from Sustainable Investments/Activities	Unit	2023	2024	2025*
Environmental Benefit	kWh	22,899,773 ✓	9,034,206 ✓	1,486,153,276 ✓
Environmental Benefit	tons CO <sub>2</sub> e	260,716 ✓	182,568 ✓	202,563 ✓
Financial Savings	TL	170,319,666 ✓	144,210,529 ✓	449,229,982 ✓
Total Amount of Environmental Expenditures	TL	73,656,511 ✓	84,896,954 ✓	112,276,112 ✓
Legally Required Expenses	TL	6,999,942 ✓	14,597,780 ✓	18,763,872 ✓
Non-legally Required Expenditures	TL	66,656,570 ✓	70,299,174 ✓	93,512,240 ✓
Environmental and Climate Investments	TL	296,934,989 ✓	289,385,997 ✓	372,945,281 ✓
Total Environmental Investment Amount	TL	296,934,989 ✓	289,385,997 ✓	372,945,281 ✓
ESG investment ratio within total investments (%) (total ESG investments for 2025–2030 / total investments for 2025–2030)	Rate %	5 ✓	33 ✓	35.68 ✓

Sustainable Business Model	Unit	2023	2024	2025
Share of sustainable product and service revenues in total revenue	%	27.61 ✓	33.1 ✓	21.66 ✓
Share of sustainability-focused R&D and innovation investments in total R&D and innovation investments	%	100 ✓	100 ✓	100 ✓
Share of R&D and innovation investments in total revenue	%	0.12 ✓	0.12 ✓	0.2 ✓
Number of sustainable products and services	Quantity	24 ✓	22 ✓	24 ✓
Revenue generated from sustainable products and services	TL	5,169,431,585 ✓	7,156,782,201 ✓	5,330,021,606 ✓
Total R&D and innovation investments	TL	22,404,279 ✓	25,882,718 ✓	49,898,174 ✓
Sustainability-focused R&D and innovation investments	TL	22,404,279 ✓	25,882,718 ✓	49,898,174 ✓
Share of sustainable cement products in total cement product revenues (%)	Rate %	27 ✓	40,3 ✓	18,7 ✓
Share of sustainable concrete products in total concrete product revenues (%)	Rate %	27 ✓	34 ✓	39 ✓
Share of revenue from sustainable products and services in total production volume (concrete)	Rate %	-	-	39.37 ✓
Share of sustainable concrete products in total concrete product revenues (%)	Rate %	-	-	19.20 ✓

\* The variance in this reporting period is due to the use of a different calculation methodology compared to prior periods.



## REPORTING PRINCIPLES

### Appendix 1: Akçansa 2025 Integrated Annual Report – Reporting Principles

These reporting principles (“Reporting Principles”) provide information on the methodologies used for the preparation, calculation, and reporting of data related to the indicators subject to limited assurance included in the Akçansa 2025 Integrated Annual Report (“2025 Integrated Annual Report”) of Akçansa Çimento Sanayi ve Ticaret A.Ş. (the “Company” or “Akçansa”).

These indicators cover social, environmental, and economic metrics. The responsibility for ensuring that appropriate procedures are applied to prepare these indicators, in all material respects, in accordance with the Guidelines rests with the Company’s management.

The information included in these Guidelines covers the fiscal year ended 31 December 2025 and, as detailed in the “Basic Definitions and Reporting Scope” section, includes the relevant operations under the responsibility of Akçansa Çimento A.Ş., encompassing all activities carried out in Türkiye under the

Akçansa Çimento, Agregasa, and Betonsa brands. Indicators for which subcontractors are included within the scope are specified in the “Basic Definitions and Reporting Scope” section, and subcontractors are not included for indicators where this is not explicitly stated.

#### General Reporting Principles

The following principles have been considered in the preparation of this guidance document:

- In the preparation of information, to emphasize the fundamental principles of relevance and reliability for users of the information;
- In the reporting of information, to emphasize the principles of comparability and consistency with other data, including prior-year data, as well as the principles of understandability and transparency that provide clarity to users.

#### Basic Definitions and Reporting Scope

For the purposes of this report, the Company defines the following terms:

Type	Indicator	Scope
<b>İş Sağlığı ve Güvenliği</b>		
	Total Working Hours (hours)	Refers to the total number of hours worked by the Company’s employees during the reporting period, as tracked through the Company’s Human Resources monitoring platform and timekeeping records.
	Number of Accidents (#)	Refers to the total number of occupational accidents, disaggregated by gender (female and male), that occurred during the reporting period while employees were engaged in work-related activities, were reported to the Social Security Institution, and fall within the scope of Law No. 6331 on Occupational Health and Safety, including fatalities, lost-time injuries, partial incapacity to work, and medical treatment cases.
<b>Social Indicators</b>		
	Number of Fatal Incidents (#)	Refers to the number of fatal occupational accident cases, disaggregated by gender (female and male), involving Company employees during the reporting period, which meet the definition of “fatal occupational accidents” under Law No. 6331 on Occupational Health and Safety and have been reported to the Social Security Institution.
	Subcontractor Employee Hours (hours)	Refers to the total number of hours worked during the reporting period by personnel employed by subcontractors. This indicator is used to measure the workforce contribution of employees working for contractors and subcontractors, to monitor occupational health and safety processes, and to track working conditions.

Type	Indicator	Scope
<b>Occupational Health and Safety</b>		
	Number of Occupational Diseases (#)	Refers to the total number of employees diagnosed with occupational diseases during the reporting period, disaggregated by gender (female and male), that meet the definition of “occupational disease” under Law No. 6331 on Occupational Health and Safety and have been reported to the Social Security Institution.
	Absenteeism Due to Accidents (days)	Refers to the total number of lost workdays, disaggregated by gender (female and male), resulting from work-related incidents occurring during the reporting period that prevent employees from returning to work on the next shift or the next working day, are tracked through notifications to the Social Security Institution, and include fatalities, lost-time injuries, partial incapacity to work, and medical treatment cases.
	Lost Work Day Rate (#)	Refers to the ratio of the total number of days of absence resulting from occupational accidents involving Company employees and subcontractor employees during the reporting period to total working time.
	Occupational Safety and Health Training (hours)	Refers to the total number of Occupational Health and Safety training hours during the reporting period, tracked through the Company’s Human Resources training platform, attended by Company employees and subcontractor employees, and provided as mandatory or non-mandatory training based on hazard classes in accordance with Law No. 6331 on Occupational Health and Safety.
<b>Social Indicators</b>		
	Environmental Training (hours)	Refers to the total number of environmental training hours during the reporting period, tracked through the Company’s Human Resources training platform and attended by Company employees.
	Anti-Corruption and Anti-Bribery Training	Refers to the total number of anti-corruption and anti-bribery training hours during the reporting period, tracked through the Company’s Human Resources training platform and attended by Company employees.
	Sustainability Training	Refers to the total number of training hours during the reporting period, tracked through the Company’s Human Resources training platform, attended by Company employees, and delivered as mandatory or non-mandatory programs aimed at raising awareness of sustainability principles and environmental, social, and governance (ESG) topics. These trainings cover topics such as climate change, carbon footprint, energy efficiency, circular economy, social responsibility, and corporate sustainability strategies.
	Number of Occupational Diseases among Contractor Employees	Refers to the total number of occupational disease cases identified among subcontractor personnel during the reporting period. This indicator is monitored to assess occupational health and safety performance, identify areas for improvement in preventing occupational diseases, and track the health conditions of subcontractor employees.
	Occupational Disease Rate Among Subcontractor Employees (%)	Refers to the ratio of occupational disease cases identified among subcontractor employees to the total number of subcontractor employees during the reporting period.



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Type	Indicator	Scope
<b>Occupational Health and Safety</b>		
	Number of Accidents Among Subcontractor Employees	Refers to the total number of occupational accidents involving subcontractor personnel during the reporting period. This indicator is monitored to track the occupational health and safety performance of subcontractor employees, to implement measures to reduce workplace accidents, and to assess safe working conditions. Accidents may be classified as minor injuries, serious injuries, or fatal accidents.
	Number of Fatal Accidents Among Subcontractor Employees	Refers to the total number of occupational accidents resulting in fatalities among subcontractor personnel during the reporting period. This indicator is monitored to assess occupational health and safety performance, develop measures to mitigate risks, and ensure a safe working environment.
	Absenteeism Due to Accidents Among Subcontractor Employees	Refers to the total number of days subcontractor personnel were absent from work due to occupational accidents during the reporting period. This indicator is monitored to measure the severity of workplace accidents and their impact on employees, to evaluate occupational health and safety performance, and to implement corrective actions.
<b>Social Indicators</b>	Absenteeism Rate Among Subcontractor Employees	Refers to the proportion of absenteeism time resulting from accidents, illnesses, or other causes within the total working time of subcontractor employees during the reporting period.
	Number of employees working in environments or roles with a high risk of accidents or occupational diseases	Refers to the proportion of absenteeism time resulting from accidents, illnesses, or other causes within the total working time of subcontractor employees during the reporting period.
	Work Accidents by Type of Injury	Refers to the classification and monitoring of occupational accidents involving Akçansa employees and subcontractor employees by type of injury during the reporting period. This classification is used for risk analysis and for implementing preventive measures within occupational health and safety management.
	Road Safety	Refers to the Company's practices, measures taken, and performance indicators monitored in relation to road safety during the reporting period. Road safety is tracked to ensure the safety of employees, freight vehicles, and other stakeholders.

Type	Indicator	Scope
<b>Employee Demographics</b>		
	Total Number of Employees (#)	Refers to the total number of female and male employees during the reporting period, as tracked through the Company's Human Resources data platform and having a Social Security Institution Statement of Employment filed for them. Interns and subcontractor employees are not included in the total number of employees.
	Total Number of Female Employees (#)	Refers to the total number of female employees during the reporting period, as tracked through the Company's Human Resources data platform and having a Social Security Institution Statement of Employment filed for them. Interns and subcontractor employees are not included in the total number of employees.
	Total Number of Male Employees (#)	Refers to the total number of male employees during the reporting period, as tracked through the Company's Human Resources data platform and having a Social Security Institution Statement of Employment filed for them. Interns and subcontractor employees are not included in the total number of employees.
	Ratio of Female Employees (%)	Refers to the ratio of the total number of female employees to the total employee number during the reporting period, as tracked through the Company's Human Resources data platform and based on employees having a Social Security Institution Statement of Employment filed for them. Interns and subcontractor employees are not included.
<b>Social Indicators</b>	Ratio of Senior, Middle-Level, and First-Level Female Manager (%)	Refers to the ratio of the number of female managers to the total number of managers in positions defined as first-level, middle-level, and senior management levels during the reporting period, as tracked through the Company's Human Resources data platform and based on employees having a Social Security Institution Statement of Employment filed for them. The Company defines first-level managers (N-3) as Supervisors and Managers; middle-level managers (N-2) as Managers, Group Managers, Plant Managers; and senior managers (N-1) as General Manager and Vice General Manager.
	Number of Managers by Age and Gender	Refers to the number of employees in managerial positions, classified by age and gender during the reporting period, as tracked through the Company's Human Resources data platform and based on employees having a Social Security Institution Statement of Employment filed for them. Managerial levels are defined as follows: first-level managers (N-3) as "Supervisor" and "Manager"; middle-level managers (N-2) as "Manager," "Group Manager," "Plant Manager" and "Director"; and senior managers (N-1) as "General Manager" and "Vice General Manager."
	Female representation ratio in revenue-generating management roles (%)	Refers to the ratio of the number of female managers working in revenue-generating roles, defined by the Company as positions within the Sales and Marketing department, to the total number of managers in these roles during the reporting period, as tracked through the Company's Human Resources data platform.
	Female representation ratio in STEM roles (IT, engineering, etc.)	Refers to the ratio of the number of female employees working in STEM (Science, Technology, Engineering, Mathematics) roles, defined by the Company as positions in information technology and engineering, to the total number of employees in STEM roles during the reporting period, as tracked through the Company's Human Resources data platform.



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Type	Indicator	Scope
<b>Employee Demographics</b>		
<b>Social Indicators</b>	High Potential Employee Turnover Rate	Refers to the ratio of the number of employees who resigned during the reporting year and are included in the Company's talent pool under the categories "Promotable," "Young Potential," and "High Potential," as identified through the Company's annual succession and talent assessment process, to the total number of employees in the talent pool during the same period.
	Maternity Leave (#)	Refers to the number of female employees who took maternity leave during the reporting period within the scope of the Regulation on Part-Time Working Following Maternity Leave or Unpaid Leave, in accordance with the durations specified in the regulation.
	Paternity Leave (#)	Refers to the number of male employees who took paternity leave during the reporting period within the scope of the Regulation on Part-Time Working Following Maternity Leave or Unpaid Leave, in accordance with the durations specified in the regulation.
<b>Trainings</b>		
<b>Social Indicators</b>	Total Training Hours (hours)	Refers to the total number of training hours attended by Company employees during the reporting period, as tracked through the Human Resources training platform. Training hours are monitored by training type (Ethics, Anti-Corruption and Anti-Bribery, Sustainability, Environmental Training), by age group (under 30 years of age, 30-50 years old, over 50 years of age), by management level (first-level managers are (N-3) "Supervisor" and "Manager,"; middle-level managers (N-2) are "Manager," "Group Manager," "Plant Manager," and "Director"; and senior managers (N-1) are "General Manager" and "Deputy General Manager"), and by gender.
	Total Training Cost (TL)	Refers to the total cost of training provided to employees during the reporting period, expressed in Turkish Lira, as tracked through the Company's accounting system and purchase invoices.
	Training Cost per Employee (TL/person)	Refers to the training cost per employee, calculated by dividing total training expenditures tracked through the Company's accounting system and purchase invoices by the total number of employees who received training during the reporting period.
	Anti-Corruption and Anti-Bribery Training	Refers to training provided by the Company during the reporting period to employees, suppliers, and business partners on anti-corruption and anti-bribery topics. These trainings are designed to raise awareness of the Company's code of ethics, anti-corruption and anti-bribery policies, legal obligations, and transparency in the workplace.
	Sustainability Training	Refers to training provided by the Company during the reporting period to employees, suppliers, or business partners on sustainability principles and practices. These trainings cover topics such as compliance with environmental, social, and governance (ESG) criteria, resource efficiency, waste management, climate change mitigation, and social responsibility.

Type	Indicator	Scope
<b>Trainings</b>		
<b>Social Indicators</b>	OHS training hours for contractor employees	Refers to the total number of occupational health and safety (OHS) training hours provided to subcontractor employees during the reporting period. These trainings are delivered to prevent workplace accidents, reduce health risks, and ensure safe working environments.
	Customer Relationship Metrics	Customer relations metrics refer to indicators used to measure a company's interactions with its customers, as well as customer satisfaction and loyalty. These metrics are used to improve customer experience.
<b>Recruitment and Terminations</b>		
<b>Social Indicators</b>	New Hires (#)	Refers to the total number of employees hired during the reporting period, for whom a Statement of Employment has been submitted to the Social Security Institution within the reporting year, tracked by gender and age groups (under 30 years of age, aged 30-50, over 50 years of age).
	Number of Employees Hired by Management Level (#)	Refers to the total number of employees hired into managerial positions during the reporting period, for whom a Statement of Employment has been submitted to the Social Security Institution within the reporting year, tracked by gender and management level (first-level managers (N-3) are "Supervisor" and "Manager," middle-level managers (N-2) are "Manager," "Group Manager," "Plant Manager," and "Director"; and senior managers (N-1) are "General Manager" and "Vice General Manager").
	Employee Departures (#)	Refers to the total number of employees who left the Company during the reporting period, for whom a termination notification has been submitted to the Social Security Institution within the reporting year, tracked by gender and age groups, including both voluntary and involuntary departures.
	Number of Employees Leaving the Company by Management Level (#)	Refers to the total number of employees in managerial positions who left the Company during the reporting period, for whom a termination notification has been submitted to the Social Security Institution within the reporting year, tracked by gender and management level (first-level managers (N-3) are "Supervisor" and "Manager," middle-level managers (N-2) are "Manager," "Group Manager," "Plant Manager," and "Director"; and senior managers (N-1) are "General Manager" and "Vice General Manager), including both voluntary and involuntary departures.
	Employee Turnover Rate (%)	Refers to the ratio of the number of employees who left the Company during the reporting period, as declared through termination notifications submitted to the Social Security Institution, to the total number of employees. This metric is monitored by gender, age groups (under 30 years of age, aged 30-50, over 50 years of age), voluntary turnover, and total turnover.



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Type	Indicator	Scope
<b>Internal Carbon Price</b>		
<b>Environmental Indicators</b>	Scope 1 emissions included within the internal carbon pricing mechanism during the reporting year	Due to the inclusion of the cement sector within the scope of the Carbon Border Adjustment Mechanism (CBAM) and the Emissions Trading System (ETS) expected to be implemented in Türkiye, this metric refers to the Company's verified net Scope 1 greenhouse gas emissions (tCO <sub>2</sub> e), calculated in accordance with the GHG Protocol, for the reporting period.
	Scope 2 emissions included within the internal carbon pricing mechanism during the reporting year	Refers to the total amount of Scope 2 greenhouse gas emissions (tCO <sub>2</sub> e) arising from the Company's purchased electricity consumption during the reporting period, calculated using the location-based method.
	Scope 3 emissions included within the internal carbon pricing mechanism during the reporting year	As of the reporting period, since there is no financial or regulatory carbon pricing obligation related to Scope 3 emissions, Scope 3 emissions have not been included within the scope of the internal carbon pricing application.
<b>Energy Consumption by Fuel Type</b>		
<b>Environmental Indicators</b>	Natural gas (MWh)	Refers to the total volume of natural gas (m <sup>3</sup> ) consumed during the reporting period, as tracked based on invoices obtained from service providers, and used in the Company's locations for heating, kitchen operations, and other heat energy requirements. The data is reported on a consolidated basis in MWh.
	Total Coal (MWh)	Refers to the total amount of domestic and imported coal (by mass – tons) used during the reporting period for production and/or heating purposes, as tracked through the Company's purchase invoices. The data is reported on a consolidated basis in MWh.
	Fuel-Oil (MWh)	Refers to the total amount of fuel oil (by volume – liters) used for energy generation during the reporting period, as tracked through the Company's purchase invoices. The data is reported on a consolidated basis in MWh.
	Total Petroleum Coke (MWh)	Refers to the total amount of petroleum coke (by mass – tons) used as an alternative fuel during the reporting period, as tracked through the Company's purchase invoices and mapped within financial reporting systems. The data is reported on a consolidated basis in MWh.
	Alternative Fuels (MWh)	Refers to the consumption of alternative fuels used for energy generation during the reporting period, including waste oil, waste tires, refuse-derived fuel (RDF), and sewage sludge, as tracked through the Company's purchase invoices and mapped within financial reporting systems. The data is reported on a consolidated basis in MWh.
	Electricity Consumption (kWh)	Refers to the total amount of electricity purchased during the reporting period for use in climate control, lighting, and other electricity-consuming operations, as tracked through invoices obtained from service providers. The data is reported on a consolidated basis in MWh.

Type	Indicator	Scope
<b>Energy Consumption by Fuel Type</b>		
<b>Environmental Indicators</b>	Renewable Energy Generation (MWh)	Refers to the total amount of renewable energy generated during the reporting period at the Company's Canakkale facility, consisting of waste heat recovery and wind energy. The data is monitored in MWh through the Ministry of Energy and Natural Resources of the Republic of Türkiye survey information management system (SIMS).
	Renewable Energy Consumption (MWh)	Refers to the total amount of renewable energy consumed during the reporting period, including energy generated from waste heat and wind sources, as well as renewable electricity purchased from service providers and tracked through I-REC and YEK-G certificates. The data is reported on a consolidated basis in MWh.
	Total Energy Consumption (MWh)	Refers to the total amount of energy consumed by the Company during the reporting period to carry out its production operations. The data is reported on a consolidated basis in MWh.
	Total Energy Generation (MWh)	Refers to the total amount of renewable energy generated during the reporting period at the Company's Canakkale facility, consisting of waste heat recovery and wind energy. The data is monitored through the Ministry of Energy and Natural Resources of the Republic of Türkiye survey information management system (SIMS).
	Amount of Purchased Renewable Energy (MWh)	Refers to the total amount of energy certified by the Company during the reporting period through the International Renewable Energy Certificate (I-REC) system and the Renewable Energy Resource Guarantee System (YEK-G).
	Energy Intensity (MWh/Thousand TL)	Refers to the ratio of the Company's total energy consumption to its total annual revenue (in TL) as reported in the financial statements during the reporting period.
	Total Energy Savings (GJ)	Refers to the amount of energy savings achieved during the reporting period through the Company's energy efficiency projects and cement-clinker production efficiency initiatives. The data is reported on a consolidated basis in GJ.
	Total Annual Energy Savings (MWh)	Refers to the amount of energy savings achieved during the reporting period through the Company's energy efficiency projects and cement-clinker production efficiency initiatives. The data is reported on a consolidated basis in MWh.
	Annual Total Greenhouse Gas Emissions Reduction (ton CO <sub>2</sub> e)	Refers to the total annual reduction in greenhouse gas emissions achieved during the reporting period as a result of energy savings from the Company's energy efficiency projects and cement-clinker production efficiency initiatives.
The data is reported on a consolidated basis in tons of CO <sub>2</sub> equivalent.		
Total Annual Energy Savings (TL)	Refers to the financial savings achieved during the reporting period as a result of energy savings from the Company's energy efficiency projects and cement-clinker production efficiency initiatives. The data is reported on a consolidated basis in TL.	



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Type	Indicator	Scope
<b>Scope 1,2 and 3 Emissions</b>		
<b>Environmental Indicators</b>	Scope 1 Emissions (tCO <sub>2</sub> e)	Refers to greenhouse gas emissions generated during the reporting period from the use of natural gas, coal, fuel oil, petroleum coke, alternative fuels, R22 and refrigerant gases, and fire extinguishing equipment at the Company's locations. The Company calculates greenhouse gas emissions in tons of CO <sub>2</sub> equivalent in accordance with the TS EN ISO 14064-1:2018 Greenhouse Gases – Part 1: Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals standard. Emissions are calculated on both a gross and net basis.
	Scope 2 Emissions (Location-Based) (tCO <sub>2</sub> e)	Refers to the indirect greenhouse gas emissions arising from the Company's total purchased electricity consumption during the reporting period, calculated using the location-based method. The Company calculates greenhouse gas emissions in tons of CO <sub>2</sub> equivalent in accordance with the TS EN ISO 14064-1:2018 Greenhouse Gases – Part 1: Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals standard.
	Scope 2 Emissions (Market Based) (tCO <sub>2</sub> e)	Refers to the indirect greenhouse gas emissions arising from the Company's purchased electricity consumption from non-renewable sources during the reporting period, calculated using the market-based method. The Company calculates greenhouse gas emissions in tons of CO <sub>2</sub> equivalent in accordance with the TS EN ISO 14064-1:2018 Greenhouse Gases – Part 1: Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals standard.
	Greenhouse Gas Intensity (Scope 1 and Scope 2) (kg CO <sub>2</sub> / TL)	Refers to the ratio of the total Scope 1 and Scope 2 (market-based) emissions, expressed in kilograms, to the Company's total annual revenue (in TL) as reported in the financial statements during the reporting period.
	Scope 3 Category 1 – Purchased Goods and Services (tCO <sub>2</sub> e/year)	Refers to the total emissions arising during the reporting period from the procurement of raw materials, intermediate goods, finished products, and services required for the Company's production operations.
Scope 3 Category 3 – Fuel- and Energy-Related Emissions (tCO <sub>2</sub> e/year)	Refers to emissions associated with the Company's fuel purchases, including petroleum coke, coal, fuel oil, natural gas, and diesel, covering well-to-tank (WTT) emissions, as well as emissions related to transmission and distribution (T&D) losses from purchased electricity during the reporting period.	
Scope 3 Category 4 – Upstream Transportation of Purchased Goods (tCO <sub>2</sub> e/year)	Refers to the total emissions arising during the reporting period from the transportation of raw materials, intermediate goods, finished products, and services purchased by the Company to its operational facilities.	

Type	Indicator	Scope
<b>Scope 1,2 and 3 Emissions</b>		
<b>Environmental Indicators</b>	Scope 3 Category 9 Downstream Transport and Distribution (tonCO <sub>2</sub> e/year)	Refers to greenhouse gas emissions arising during the reporting period from sea and land transportation associated with the delivery of products produced and sold by the Company to customers.
	Scope 3 Category 10 – Processing of Sold Products (tCO <sub>2</sub> e/year)	Refers to greenhouse gas emissions arising during the reporting period from the processing of products sold by the Company after sale, in order to make them ready for use.
	Scope 3 Category 6 – Business Travel (tCO <sub>2</sub> e)	Refers to indirect greenhouse gas emissions arising from business travel during the reporting period, tracked based on flight tickets obtained from agencies and distance (kilometer)-based data, in accordance with Category 6 of the GHG Protocol (Greenhouse Gas Protocol). The Company calculates greenhouse gas emissions in accordance with the "TS EN ISO 14064-1:2018 Greenhouse Gases – Part 1: Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals" standard.
	Scope 3 Category 7 – Employee Commuting (tCO <sub>2</sub> e)	Refers to indirect greenhouse gas emissions arising during the reporting period from employee commuting, tracked based on kilometer-based invoices from service providers as well as summary records/contracts, in accordance with Category 7 of the GHG Protocol. The Company calculates greenhouse gas emissions in accordance with the "TS EN ISO 14064-1:2018 Greenhouse Gases – Part 1: Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals" standard.
<b>Water Management</b>		
<b>Environmental Indicators</b>	Total Water Withdrawal (m <sup>3</sup> )	Refers to the total volume of water withdrawn during the reporting period, including municipal water; groundwater; and rainwater, as tracked through invoices, tanker purchase records, and meter data.
	Municipal Water (m <sup>3</sup> )	Refers to the water supplied from the municipal network and purchased by the Company during the reporting period, as tracked through invoices.
	Surface Water (Wetlands, rivers, lakes, seas, springs, etc.) (m <sup>3</sup> )	Refers to the total volume of water withdrawn from surface water sources during the reporting period, tracked over a 12-month period through the Company's accounting system.
	Groundwater (Well water) (m <sup>3</sup> )	Refers to the total volume of water withdrawn from underground sources during the reporting period, tracked over a 12-month period through the Company's accounting system.
	Rainwater (m <sup>3</sup> )	Refers to the total volume of rainwater used by the Company during the reporting period, calculated based on weighbridge dispatch records and transport capacities used for transferring rainwater from storage areas to points of use.



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Type	Indicator	Scope
<b>Water Management</b>		
<b>Environmental Indicators</b>	3. Water from Third-party Sources (m <sup>3</sup> )	Refers to the volume of water purchased and invoiced by the Company from a service provider or third party during the reporting period, as tracked through the BIGS platform.
	Amount of Recovered Water (Rainwater) (m <sup>3</sup> )	Refers to the total volume of rainwater used during the reporting period, as tracked based on calculations derived from weighbridge dispatch records and transport capacities used to transfer rainwater from storage areas to points of use.
	Amount of Reused Water (m <sup>3</sup> )	Refers to the amount of water reused during the reporting period, calculated by subtracting the total volume of discharged water from the total consumption of municipal water, groundwater, and rainwater, as tracked through invoices.
	Total Wastewater Discharge (m <sup>3</sup> )	Refers to the total volume of wastewater discharged during the reporting period, calculated based on the assumption that the Company's wastewater treatment plant operates at full capacity, using data derived from the Wastewater Treatment Plant Identification Document (WWTP flow rate x number of operating days).
	Total Water Withdrawal in Water-Stressed Areas	Refers to the distribution of total water withdrawal in water-stressed areas during the reporting period, based on the classification of water-stressed regions defined in the WRI Water Risk Atlas.
<b>Total Water Consumption</b>		
<b>Environmental Indicators</b>	Total Water Consumption (m <sup>3</sup> )	Refers to the total volume of water consumed during the reporting period, calculated as total water withdrawal minus total discharge. It represents the total consumption of water withdrawn from groundwater sources and rainwater.
	Groundwater (Well Water) (m <sup>3</sup> )	Refers to the volume of water withdrawn from underground sources and subsequently used for internal consumption during the reporting period, as reported to the Ministry of Environment, Urbanization and Climate Change via the BIGS platform.
	Rainwater (m <sup>3</sup> )	Refers to the volume of water obtained from rainwater and subsequently used for internal consumption during the reporting period, as reported to the Ministry of Environment, Urbanization and Climate Change via the BIGS platform.

Type	Indicator	Scope
<b>Waste Management</b>		
<b>Environmental Indicators</b>	Total Hazardous Waste (tons)	Refers to the amount of hazardous waste generated by the Company during the reporting period that is recovered for energy purposes (e.g., incineration, thermal recovery), as tracked through the Ministry of Environment, Urbanization and Climate Change's portal (Integrated Environmental Information System), including MOTAT (Mobile Waste Tracking System) and Waste Declaration Forms.
	Amount of Waste Recovered for Energy	Refers to the amount of hazardous waste generated by the Company during the reporting period that is recycled, reused, or sent for recovery, as tracked through the Ministry of Environment, Urbanization and Climate Change's portal (Integrated Environmental Information System), including MOTAT and Waste Declaration Forms.
	Amount of Waste Recycled (ton)	Refers to the amount of hazardous waste generated by the Company during the reporting period that is transported for disposal at landfill or solid waste disposal sites, as tracked through the Ministry of Environment, Urbanization and Climate Change's portal (Integrated Environmental Information System), including MOTAT and Waste Declaration Forms.
	Amount of Waste Disposed of in Landfill/Solid Waste Disposal Sites (ton)	Refers to the total amount of electronic and electrical waste generated by the Company during the reporting period, as tracked through the Ministry of Environment, Urbanization and Climate Change's portal (Integrated Environmental Information System), including MOTAT and Waste Declaration Forms.
	Total e-waste amount (ton)	Total Non-Hazardous Waste (tons)
	Amount of Waste Recovered for Energy (ton)	Refers to the amount of non-hazardous waste generated by the Company during the reporting period that is recovered for energy purposes (e.g., incineration, thermal recovery), as tracked through Waste Declaration Forms within the Ministry of Environment, Urbanization and Climate Change's portal (Integrated Environmental Information System).
	Amount of Waste Recycled (ton)	Refers to the amount of non-hazardous waste generated by the Company during the reporting period that is recycled, reused, or sent for recovery, as tracked through Waste Declaration Forms within the Ministry of Environment, Urbanization and Climate Change's portal (Integrated Environmental Information System).
	Amount of Waste Disposed of in Landfill/Solid Waste Disposal Sites (ton)	Refers to the amount of non-hazardous waste generated by the Company during the reporting period that is transported for disposal at landfill or solid waste disposal sites, as tracked through Waste Declaration Forms within the Ministry of Environment, Urbanization and Climate Change's portal (Integrated Environmental Information System).
	Waste Recovery Rate (%)	Refers to the ratio of the amount of waste recovered to the total amount of hazardous and non-hazardous waste generated by the Company during the reporting period.



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Type	Indicator	Scope
<b>Environmental Investments and Expenditures</b>		
<b>Economic Indicators</b>	Total Environmental Investment Amount (TL)	Refers to investments made by the Company during the reporting period that are classified as mitigation (products and activities that directly reduce carbon emissions), transition (products that are not inherently sustainable but are produced using sustainable methods), and enabling (activities that do not directly reduce carbon emissions but facilitate and accelerate the transition of products toward sustainability).
	Total Environmental Expenditures (TL), Environmental and Climate Investments (TL)	Refers to the total amount of environmental expenditures during the reporting period, expressed in TL, that can be mapped through the Company's financial reporting system, including both legally required and non-legally required expenditures.
<b>Sustainable Business Model</b>		
<b>Economic Indicators</b>	Number of sustainable products and services (#)	Refers to the number of products and services classified as sustainable during the reporting period, based on the Company's definition aligned with the European Union Taxonomy (EU Taxonomy), guided by its sustainable finance framework, and providing environmental and social benefits, including mitigation and enabling activities.
	Revenue Generated from Sustainable Products and Services	Refers to the total revenue, expressed in TL, generated during the reporting period from products and services classified as sustainable by the Company in line with the European Union Taxonomy (EU Taxonomy), guided by its sustainable finance framework, and providing environmental and social benefits, including mitigation and enabling activities.
	Share of Revenue from Sustainable Products and Services in Total Revenue (%)	Refers to the ratio of revenue generated from sustainable products and services, as mapped through the Company's financial reporting system, to the total revenue disclosed in the Company's year-end financial statements during the reporting period.
	Total R&D and Innovation Investments (TL)	Refers to the total amount of expenditures on research and development (R&D) and innovation investments during the reporting period, as mapped through the Company's financial reporting system.
	Sustainability-Focused R&D and Innovation Investments (TL)	Refers to the portion of R&D and innovation investments during the reporting period that are sustainability-focused and generate environmental and social impact, as mapped through the Company's financial reporting system.
	Share of Sustainability-Focused R&D and Innovation Investments in Total R&D and Innovation Investments (%)	Refers to the ratio of the amount of R&D and innovation investments that are sustainability-focused and generate environmental and social impact, to the total R&D and innovation investments during the reporting period, as mapped through the Company's financial reporting system.
	Share of Sustainability-Focused R&D and Innovation Investments in Total Revenue (%)	Refers to the ratio of the amount of R&D and innovation investments that are sustainability-focused and generate environmental and social impact, to the Company's total annual revenue as reported in the financial statements during the reporting period, as mapped through the Company's financial reporting system.

Type	Indicator	Scope
<b>Sustainable Business Model</b>		
	Financial Savings and Environmental/Social Benefits Generated from Sustainable Investments/Activities (KWh, CO <sub>2</sub> , TL)	Refers to the financial savings and environmental/social benefits generated during the reporting period from projects defined by the Company as sustainable investments and/or activities. Within the scope of this metric, the Company reports the savings achieved in terms of CO <sub>2</sub> (tons) and financial savings in TL. Energy savings refer to the amount of energy saved (in kWh) through energy efficiency projects. CO <sub>2</sub> savings refer to the reduction in emissions (in tons of CO <sub>2</sub> ) achieved through energy efficiency and investment projects. Financial savings refer to the cost savings (in TL) generated from energy efficiency projects.
	Share of Sustainable Cement Products in Total Cement Product Revenues (%)	Refers to the proportion of revenue generated from cement products produced in accordance with sustainability criteria within total cement product revenues during the reporting period. Sustainable cement products include those with minimized environmental impact, lower carbon footprint, or containing recycled materials.
	Rate of suppliers compliant with payment terms and policies %	Refers to the proportion of suppliers that comply with the payment terms and policies defined by the Company during the reporting period. This metric indicates the extent to which suppliers adhere to contractual terms, payment schedules, and other financial arrangements.
	Total number of suppliers	Refers to the total number of suppliers that conducted business with the Company during the reporting period. This figure includes all suppliers providing materials, services, or products and reflects the size and diversity of the Company's supply chain.
<b>Economic Indicators</b>	Total number of local suppliers	Refers to the number of suppliers operating within the country or region where the Company conducts its activities during the reporting period.
	Total payments made to suppliers	Refers to the total amount of payments made by the Company to its suppliers during the reporting period. This figure includes all financial payments made to the suppliers providing materials, services, and products.
	Total payments made to local suppliers	Refers to the total amount of payments made by the Company to its local suppliers during the reporting period. This figure covers all financial payments made to the suppliers operating within the country or region where the Company conducts its activities and indicates the Company's contribution to the local economy.
	Total number of new suppliers	Refers to the number of new suppliers that entered into a business relationship or signed a contract with the Company for the first time. This figure reflects the Company's efforts to expand its supplier network and establish new business partnerships.
	Training hours provided to suppliers	Refers to the total number of training hours provided by the Company to suppliers during the reporting period. These trainings aim to improve supplier performance in areas such as quality standards, and occupational health, and other relevant topics.
	Number of suppliers receiving training	Refers to the total number of suppliers that received training from the Company during the reporting period. This includes suppliers trained on topics (such as occupational health and safety, sustainability, and quality standards) to support their development and alignment with Company expectations.



## REPORTING PRINCIPLES

Type	Indicator	Scope
<b>Sustainable Business Model</b>		
	Number of suppliers receiving sustainability training	Refers to the total number of suppliers that received sustainability training from the Company. These trainings aim to inform suppliers about environmental, social, and governance (ESG) principles, support the adoption of sustainability practices, and promote the
	Rate of suppliers receiving sustainability training %	Refers to the ratio of suppliers that received sustainability training to the total number of suppliers during the reporting period. This metric indicates the level of supplier participation in training programs designed to support alignment with ESG principles.
	Number of suppliers subject to audit	Refers to the total number of suppliers audited by the Company during the reporting period. These audits are conducted to ensure compliance with ESG criteria, quality standards, and contractual requirements, and aim to enhance transparency and compliance across the supply chain.
	Number of suppliers subject to environmental and social audits	Refers to the total number of suppliers audited specifically for compliance with environmental and social criteria during the reporting period. These audits assess suppliers' environmental impacts and social responsibilities (including occupational health and safety, labor rights, and sustainability practices). Audits are conducted to ensure environmental and social compliance within the company's supply chain.
<b>Economic Indicators</b>		
	Rate of critical local suppliers subject to sustainability (environmental and social criteria) audits %	Refers to the ratio of critical local suppliers that are subject to environmental and social audits to the total number of local suppliers during the reporting period. This metric indicates the extent to which critical local suppliers are involved in the process of assessing whether they meet sustainability and compliance standards and fulfill their environmental and social responsibilities.
	Rate of suppliers meeting environmental and social criteria %	Refers to the ratio of suppliers that comply with environmental and social criteria to the total number of suppliers during the reporting period. This metric indicates the extent to which suppliers meet requirements related to environmental impact, occupational health and safety, labor rights, and sustainability practices.
	Rate of critical global suppliers subject to sustainability assessments	Refers to the ratio of critical global suppliers assessed against sustainability criteria to the total number of global suppliers during the reporting period. This metric indicates whether critical suppliers are evaluated in terms of environmental and social responsibilities.
	Rate of suppliers meeting environmental and social criteria	Refers to the ratio of suppliers that comply with environmental and social criteria to the total number of suppliers during the reporting period. This metric indicates the extent to which suppliers meet requirements related to environmental impact, occupational health and safety, labor rights, and sustainability practices.

Type	Indicator	Scope
<b>Raw Material Consumption / Resource Inputs</b>		
	Limestone	Refers to the total amount of limestone used by the Company in its production processes during the reporting period.
	Clay (+shale)	Refers to the total amount of clay and shale used by the Company in its production processes during the reporting period.
	Gypsum	Refers to the total amount of gypsum used by the Company in its production processes during the reporting period.
	Aggregates	Refers to the total amount of aggregates used by the Company in its production processes during the reporting period.
	Alternative Raw Materials (foundry sand, grid, fly ash, pyrite ash, marble dust, iron slag, excavation soil)	Refers to the total amount of alternative raw materials used by the Company in its production processes during the reporting period. These include foundry sand, grid, fly ash, pyrite ash, marble dust, iron slag, and excavation soil.
<b>Supply Chain</b>		
	Other (iron ore)	Refers to the total amount of iron ore used by the Company in its production processes during the reporting period.
	Other (silica sand)	Refers to the total amount of silica sand used by the Company in its production processes during the reporting period.
	Other (kaolin)	Refers to the total amount of kaolin used by the Company in its production processes during the reporting period.
	Other (bauxite)	Refers to the total amount of bauxite used by the Company in its production processes during the reporting period.
	Other (pozzolan(trass))	Refers to the total amount of pozzolan (trass) used by the Company in its production processes during the reporting period.
	Share of Alternative Raw Materials in Concrete (%)	Refers to the proportion of alternative raw materials used in the Company's concrete production during the reporting period.
	Share of Recycled Aggregates in Concrete	Refers to the proportion of recycled aggregates used in the Company's concrete production during the reporting period.
	Alternative raw material ratio in cementitious material	Refers to the proportion of total alternative raw materials used in the Company's cementitious products during the reporting period.
	Clinker ratio	Refers to the ratio of total clinker used in cement production to the total cement produced during the reporting period.



## REPORTING PRINCIPLES

Type	Indicator	Scope
<b>Materials Used for Packaging</b>		
Supply Chain	Paper bag	Refers to the total quantity of paper bags used by the Company in its packaging processes during the reporting period.
	Other (sling-bag)	Refers to the total quantity of sling bags (bulk handling bags) used by the Company in its export operations during the reporting period.
<b>Ethics and Compliance Indicators</b>		
Governance	Number of Business Partners/Suppliers Subject to Ethics Compliance Audits	Refers to the total number of business partners and suppliers audited by the Company in accordance with its ethics and compliance policies during the reporting period.
	Share of Departments with Completed Risk Assessments	Refers to the proportion of departments that have undergone the risk assessment process relative to the total number of departments during the reporting period.
	Share of Employees Declaring That They Have Read and Understood Policies	Refers to the proportion of employees who have formally declared that they have read and understood the Company's corporate policies, including ethics, compliance, and occupational health and safety, relative to the total number of employees during the reporting period.
	Number of environmental complaints	Refers to the total number of complaints related to environmental impacts of the Company's operations, submitted to competent authorities, local communities, or directly to the Company during the reporting period.
	Ethics training hours provided to suppliers	Refers to the total number of training hours delivered by the Company to its suppliers on ethics, compliance, and responsible business practices during the reporting period.

### Data Preparation

#### Social Indicators

##### Occupational Health and Safety Data

The definitions and formulas set out below are used in the calculation of occupational health and safety indicators.

During the reporting period, recorded incidents were assessed as occupational accidents, including fatal cases within these accidents, and the number of employees reported as having occupational diseases.

The number of accidents refers to the total number of occupational accidents. This figure has been tracked and calculated based on the records of notifications submitted to the Social Security Institution (SSI).

No cases of occupational disease were recorded during the relevant reporting period.

During the reporting period, the Lost Workday Rate, which is defined as the ratio of the number of days not worked by Company employees (including absences due to annual leave, administrative leave, maternity leave, unpaid leave, temporary incapacity, etc.) to the total number of working days in the relevant year, has been evaluated.

OHS training hours have been tracked through online systems and on-site training records for Company employees.

Formulas:

$$\text{Lost Workday Rate} = \frac{\text{Absenteeism Due to Accidents}}{\text{Total Hours Worked}} \times 1,000,000$$

#### Female Employee Distribution Data

The definitions and formulas set out below are used in the calculation of female employee distribution indicators. The data required for the calculation of the total number of employees, total number of female employees, the share of female senior

and middle-level managers, the share of female employees in STEM (IT, engineering, etc.) roles, and the share of female managers in revenue-generating roles (positions directly impacting Company revenue), as well as for maternity and paternity leave, have been prepared as of 31 December 2025, based on the "All Employees List Report," including information on gender, position, and management level.

Management levels are defined as N-1, N-2, and N-3. N-1 (Vice General Managers, Plant Managers, Group Managers) refers to senior management reporting directly to the CEO. N-2 (Managers) refers to middle-level management two levels below the CEO. N-3 (Supervisors and Chiefs) refers to first-level managers three levels below the CEO.

The total number of employees has been calculated based on the data included in the Company's year-end reports or human resources systems as of 31 December 2025, reflecting the employees within the organization at the end of the reporting year.

Formulas:

$$\text{Female Employee Ratio} = \frac{\text{Number of Female Employees}}{\text{Total Number of Employees}}$$

$$\text{Share of Female Managers (First-line, Middle, and Senior)} = \frac{\text{Number of Female Managers (First-Level, Middle-Level, and Senior)}}{\text{Total Number of Managers (First-Level, Middle-Level, and Senior)}}$$

$$\text{Share of Female Employees in STEM (IT, engineering, etc.) Roles} = \frac{\text{Number of Female Employees in STEM Roles}}{\text{Total Number of Employees in STEM Roles}}$$

$$\text{Share of Female Managers in Revenue-Generating Roles} = \frac{\text{Number of Female Managers in Revenue-Generating Roles}}{\text{Total Number of Managers in Revenue-Generating Roles}}$$

#### Training Data

During the reporting period, training provided by the Company (excluding occupational health and safety training) has been tracked through the HR system by: gender (female, male), age



## REPORTING PRINCIPLES

group (under 30 years of age, aged 30–50, over 50 years of age), management level (N-1, N-2, N-3), and training category (Ethics, Anti-Bribery and Anti-Corruption, Sustainability, and Environment). Total training hours have been monitored separately for online and classroom-based training.

### Hired and Departing Employees

Refers to the total number of employees hired and employees who left the Company during the reporting period. These figures are reported by breakdowns of gender, age, and management level.

### Formulas:

Employee Turnover Rate = Number of Employees Who Left / Total Number of Employees

Formulas: Occupational Disease Rate = (Number of Employees with Occupational Diseases / Total Number of Employees) x 1,000

Absenteeism Rate = (Number of Days Absent / Total Employee Days) x 100

Fatal Accident Rate = (Number of Fatal Accidents / Total Number of Accidents) x 100

### Formulas:

Customer Satisfaction Score = Average Customer Satisfaction Survey Score x 100

### Supply Chain Indicators

Rate of suppliers compliant with payment terms and policies = (Number of suppliers complying with payment terms / Total number of suppliers) x 100

Share of suppliers receiving sustainability training (%) = (Number of suppliers receiving sustainability training / Total number of suppliers) x 100

Number of suppliers subject to audit  
Rate of critical local suppliers subject to sustainability (environmental and social criteria) audits = (Number of critical local suppliers subject to sustainability audits / Total number of critical local suppliers) x 100

Rate of suppliers meeting environmental and social criteria = (Number of suppliers meeting environmental and social criteria / Total number of suppliers) x 100

Rate of critical global suppliers subject to sustainability audits = (Number of critical global suppliers subject to sustainability assessment / Total number of critical global suppliers) x 100

### Environmental Indicators

Fuel consumption values are reported by fuel type and usage purpose. Within the scope of energy consumption data, primary energy sources include electricity, natural gas, diesel, coal, fuel oil, petcoke, and other alternative fuels.

Electricity consumption data are obtained from service providers' meters and invoices. Diesel consumption data are obtained from service providers' invoices for generators and Company-owned vehicles. Gasoline consumption data are obtained from service providers' invoices for Company vehicles.

### Other Energy Consumption Data

Other energy sources within environmental performance data include petcoke, waste oil, waste tires, refuse-derived fuel (RDF), and sewage sludge. Carbon emission factors used in emission calculations are presented under the table "Emission Factors – Scope 1 Primary Fuel Sources". Energy generated from waste heat recovery and wind power plants is reported as renewable energy production, and all generated energy is consumed in the Company's operations.

Greenhouse Gas and Energy Intensity (tCO<sub>2</sub>-e / TL revenue)  
Greenhouse gas intensity is calculated by dividing the total Scope 1, Scope 2, and Scope 3 emissions by total revenue (in TL) during the reporting period. Energy intensity is calculated by dividing the Company's total energy savings (in MWh) by total revenue (in TL) during the reporting period. Total revenue (TL) refers to the revenue disclosed in the Company's year-end financial statements, as presented in the Akçansa Annual Report published as of 31 December 2025.

### Formulas:

Greenhouse Gas Intensity (Market-Based) = Total Scope 1 and Scope 2 Emissions (tCO<sub>2</sub>e) / Revenue (TL)

Energy Intensity (MWh / thousand TL) = Total Energy Consumption (MWh) / Revenue (TL)

Energy Intensity (MWh / ton of cementitious product) = Total Energy Consumption (MWh) / Tons of cementitious products

Share of Renewable Energy in Total Energy Consumption  
The share of renewable energy consumption represents the proportion of total energy consumption derived from electricity generated through waste heat recovery and wind power. Electricity generated from renewable sources reflects the data reported to the Ministry of Energy and Natural Resources of the Republic of Türkiye.

### Energy Savings:

When calculating total energy savings (GJ), environmental benefit (MWh), and annual total energy savings (MWh), the following conversion factors are used:

1 GJ = 0.277778 MWh

1 MWh = 1,000 kWh

### Formulas:

Total Energy Savings (MWh) = Energy Savings from Electricity (MWh) + Energy Savings from Renewable Energy Generation (MWh) + Energy Savings from Alternative Fuel Use (MWh)

Share of Renewable Energy in Total Energy Consumption = Renewable Energy Consumption / Total Energy Consumption

### Scope 1,2 and 3 Emissions

Scope 1, Scope 2, and Scope 3 emissions have been calculated in accordance with the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard.

For Scope 1 emissions calculations, the CO<sub>2</sub> Emissions and Energy Inventory – Cement CO<sub>2</sub> and Energy Protocol (Version 3.04) developed by the World Business Council for Sustainable Development (WBCSD) – Cement Sustainability Initiative, as well as the IPCC 2006 Guidelines for National Greenhouse Gas Inventories, have been used. Global warming potential factors are based on the IPCC Sixth Assessment Report (AR6).

Product-specific Scope 3 CO<sub>2</sub> Emission Intensity and Reduction = Scope 3 Emissions / Production Volume (cementitious products + ready-mix concrete + aggregates)

For Scope 2 emissions, the Company, whose operations are located in Türkiye, uses the TEİAŞ 2023 Türkiye Electricity Generation Emission Factor.

Cement segment calculations refer to the portion of Scope 3 emissions attributable to the Company's cement business line.

### Scope-3 Emissions

#### Purchased Goods and Services

Refers to emissions arising from raw material purchases made by the Company during the reporting period. These include limestone, sand, clay, shale, kaolin, pozzolana, iron ore, gypsum, slag, fly ash, chemical additives, cement, aggregates, mineral additives, and concrete mix materials. The factors used in the calculation of this category are based on the GCCA EPD Tool LCA Database v5.2 and, for aggregates, DEFRA 2025.



## REPORTING PRINCIPLES

### Fuel- and Energy-Related Activities

Includes well-to-tank (WTT) emissions associated with coal, petcoke, fuel oil, natural gas, and diesel purchased by the Company during the reporting period, as well as transmission and distribution (T&D) emissions related to purchased electricity. The emission factors used in the calculation of this category are based on DEFRA 2025 (tCO<sub>2</sub>e) factors.

### Upward Transportation and Distribution

Refers to emissions arising from the transportation of raw materials purchased by the Company during the reporting period to Company facilities via road and sea transport. These include limestone, sand, clay, shale, kaolin, pozzolana, iron ore, gypsum, slag, fly ash, chemical additives, cement, aggregates, mineral additives, and concrete mix materials. The emission factors used in the calculation of this category are based on DEFRA 2025 and EPA Supply Chain Greenhouse Gas Emission Factors v1.3.

### Total Annual Distance of Business Air Travel

The total annual distance (in kilometers) of air travel undertaken by Company employees during the reporting period has been calculated based on the 2025 distance breakdown data provided by the Company's travel agency, supported by GHG Protocol validation. The emission factors used in the calculation of this category are based on GHG Protocol Guidelines – Transport Tool v2.7.

### Total Annual Distance of Employee Shuttle Services

The total annual distance (in kilometers) traveled by employee shuttle services during the reporting period has been calculated based on kilometer data and reconciliations provided by the service provider. The emission factors used in the calculation of this category are based on GHG Protocol Guidelines – Transport Tool v2.7.

### Downstream Transportation and Distribution

Refers to emissions arising from the transportation of cement, aggregates, concrete, and clinker products sold by the Company during the reporting period to customers via road and sea transport. The emission factors used in the calculation of this category are based on DEFRA 2025.

### Processing of Sold Products

Refers to emissions generated during the processing of cement, concrete, and clinker products sold by the Company into final products during the reporting period. The emission factors used in the calculation of this category are based on DEFRA 2025 and Türkiye Electricity Emission Factors 2023.

### Water Management

For total water withdrawal and water discharge indicators, consumption data are obtained from the total m<sup>3</sup> consumption values stated in the invoice information sections of service provider invoices, and the total m<sup>3</sup> consumption values recorded by weighbridge systems based on weighbridge ticket numbers.

### Total water consumption

Total water consumption represents the amount of water consumed as a result of the Company's activities and operations during the reporting period. It consists of three components: well water (groundwater), well water (third-party), and rainwater. These are calculated using the following formulas:

$\text{Total Water Consumption (m}^3\text{)} = \text{Well water (groundwater) consumption (m}^3\text{)} + \text{Well water (third-party) consumption (m}^3\text{)} + \text{Rainwater consumption (m}^3\text{)}$

$\text{Well water (groundwater) consumption (m}^3\text{)} = \text{Well water (groundwater) withdrawal (m}^3\text{)} - \text{Well water (groundwater) discharge (m}^3\text{)}$

$\text{Well water (third party) consumption (m}^3\text{)} = \text{Well water (third party) withdrawal (m}^3\text{)} - \text{Well water (third party) discharge (m}^3\text{)}$

$\text{Rainwater consumption (m}^3\text{)} = \text{Rainwater withdrawal (m}^3\text{)} - \text{Rainwater discharge (m}^3\text{)}$

$\text{Total Water Withdrawal in Water-Stressed Areas (m}^3\text{)} = \text{Municipal Water (m}^3\text{)} + \text{Groundwater (Well Water) (m}^3\text{)} + \text{Rainwater (m}^3\text{)} + \text{Water Sourced from Third Parties (Purchased Water) (m}^3\text{)}$

### Waste Management

Hazardous waste refers to waste containing substances that pose a risk to human health and the environment, while non-hazardous waste refers to waste that does not pose any harm to human health or the environment. Total hazardous and non-hazardous waste amounts are tracked based on waste declaration forms provided by service providers and weighbridge system records.

Recycled Waste Amount Refers to the amount of waste that is sent to landfill/solid waste disposal sites, recycled by the Company or by third parties, recovered for energy purposes, or reused. This data is tracked through waste declaration forms provided by service providers and weighbridge systems.

### Formulas:

$\text{Waste Recovery Rate} = \text{Recycled Waste Amount} / (\text{Total Hazardous Waste} + \text{Total Non-Hazardous Waste})$

### Economic Indicators

The definitions and formulas set out below are used in the calculation of economic indicators.

### Sustainable Business Model

Within the Company, sustainable products have been assessed under a single category as transition products, and the total number under this category constitutes the Company's total number of sustainable products and services (24).

Refer to types of cement that fall within products aimed at reducing environmental resource use and/or carbon emissions

in technologies and activities that are not inherently considered sustainable.

Revenue Generated from Sustainable Products and Services refers to the revenue generated from products and services classified as sustainable, as described above.

Revenue from sustainable products has been derived from product-level sales tracking lists, and the total revenue generated from these product categories is reported under this indicator.

Within the scope of the share of revenue from sustainable products and services, total revenue (TL) refers to the Company's total combined net revenue as of the end of the reporting year.

R&D and Innovation Investments (TL) refer to the Company's total R&D and innovation investments made during the reporting period.

Sustainability-Focused R&D and Innovation Investments (TL) refer to the portion of R&D and innovation investments made during the reporting period that are sustainability-focused.

### Formulas:

$\text{Share of Revenue from Sustainable Products and Services (\%)} = \text{Revenue from Sustainable Products and Services} / \text{Total Revenue}$

$\text{Share of R\&D and Innovation Investments in Total Revenue (\%)} = \text{R\&D and Innovation Investments} / \text{Total Revenue}$

$\text{Share of Sustainability-Focused R\&D and Innovation Investments in Total R\&D and Innovation Investments} = \text{Sustainability-Focused R\&D and Innovation Investments} / \text{Total R\&D and Innovation Investments}$

$\text{Share of ESG Investments in Total Investments (\%)} = (\text{Total ESG investment for 2025-2030} / \text{Total investment for 2025-2030}) \times \text{Sustainable Cement* Product Revenues} / \text{Total Cement Product Revenues (\%)}$



## REPORTING PRINCIPLES

### Governance Indicators

#### Ethics and Compliance Indicators

Refers to the policies implemented by the Company, the measures taken, and the performance indicators monitored in relation to ethics and compliance during the reporting period. These indicators are tracked and reported to enhance employees' awareness of ethical rules and compliance policies and to strengthen corporate governance standards.

Share of suppliers meeting environmental and social criteria (%) = Number of suppliers meeting environmental and social criteria / Number of suppliers subject to environmental and social audits

#### Environmental Investments and Expenditures

These cover the Company's environmental investments and expenditures during the reporting period.

Environmental investments are reported as transition investments. The total amounts reported under these indicators consist of expenditures made within the Company's approved budget and include investment projects classified as transition investments.

Environmental expenditures are monitored under two categories: legally required and non-legally required expenditures. Legally required expenditures include costs related to inspections, emissions, water analyses, software systems, and fees/charges, and are tracked through the MELBES system. Non-legally required expenditures consist of costs related to waste disposal and ammonia-based expenditures.

#### Significant Judgments and Measurement Uncertainties

The process of identifying financially material sustainability-related risks and opportunities and determining the information to be reported is based on estimates and forward-looking information, including expectations across the value chain in the short, medium, and long term. These assessments require the use of estimates for certain amounts that cannot be directly measured.

While assumptions regarding operational boundaries and emission calculations are presented under the section "Preparation of Data", detailed information on metrics is provided under "Basic Definitions and Reporting Scope".

According to the analyses presented on page 176 of the Integrated Annual Report (IAR), conducted using the Munich Re Location Risk Intelligence tool, although Akçansa's facilities are exposed to medium-to-high levels of risk, potential changes in the Company's financial performance are based on estimates and forward-looking information, including expectations over the short, medium, and long term.

According to the assessments presented on page 176 of the Integrated Annual Report (IAR), based on SPEI and Munich Re Drought Stress Index analyses conducted under the SSP2-RCP4.5 and SSP5-RCP8.5 scenarios, although a significant portion of the facilities is projected to move into high-risk categories in the medium and long term, potential changes in the Company's financial performance, including possible increases in water costs, are based on estimates and forward-looking information covering short-, medium-, and long-term expectations.

As presented on page 177 of the Integrated Annual Report (IAR), based on analyses conducted under different SSP-RCP scenarios within the scope of the Wildfire Weather Stress Index, although approximately 20% of the Company's facilities are located in areas classified as high risk, potential changes in the Company's financial performance, including possible disruptions in production processes and increases in operational costs, are based on estimates and forward-looking information covering short-, medium-, and long-term expectations.

As presented on page 177 of the Integrated Annual Report (IAR), although increasing demand for alternative raw materials, energy, and fuels may exert pressure on procurement costs and lead to increases in these cost components, potential changes

in the Company's financial performance are based on estimates and forward-looking information, including expectations over the short, medium, and long term.

As presented on page 178 of the Integrated Annual Report (IAR), although the inclusion of alternative fuels and sustainable sources such as biomass in the fuel mix is expected to reduce carbon emissions and lower energy costs, potential positive changes in the Company's financial performance are based on estimates and forward-looking information, including expectations over the short, medium, and long term.

As presented on page 178 of the Integrated Annual Report (IAR), although the use of alternative fuels and alternative raw materials is expected to increase resource efficiency, reduce dependence on conventional raw materials and energy sources, and lower production costs, potential positive changes in the Company's financial performance are based on estimates and forward-looking information, including expectations over the short, medium, and long term.

As presented on page 179 of the Integrated Annual Report (IAR), although current emission intensity and the impact of Green Transition projects may play a role in determining sectoral benchmark levels under the Emissions Trading System expected to be established in Türkiye, and may create potential financial benefits if performance remains below the sector average, potential changes in the Company's financial performance are based on estimates and forward-looking information, including expectations over the short, medium, and long term, due to the fact that the relevant regulation has not yet entered into force and uncertainties remain regarding carbon pricing.

As presented on page 179 of the Integrated Annual Report (IAR), although water efficiency measures, including reducing freshwater withdrawal, increasing water recovery, and enhancing operational resilience in line with Water Management Plans and the Water Master Plan, are expected to have positive

impacts, potential positive changes in the Company's financial performance, including developments in water costs, are based on estimates and forward-looking information covering short-, medium-, and long-term expectations.

The Company uses global climate scenarios (RCP, IEA) to estimate the financial and physical impacts of its sustainability-related risks and opportunities. These scenarios include uncertainties regarding how climate change, taking into account increases or decreases in greenhouse gas emissions, may affect the frequency and severity of climate events that the Company may face. These uncertainties arise from variability in climate projections and potential unforeseen changes in the behavior of natural and extreme weather events due to evolving weather patterns and changing climate conditions.

#### Reporting Currency

For sustainability-related financial disclosures, the reporting currency used in the financial statements has been applied. The Company has chosen not to apply the TAS 29 inflation accounting standard, which is applied in its TFRS financial reporting, in the sustainability report. It has been disclosed below the relevant tables that the financial figures presented are presented on a nominal basis.

#### Restatement Opinion

The measurement and reporting of verified data inherently involve a certain degree of estimation. If there is a change exceeding 5% in the data at the Company level, a restatement may be considered.



# EFR ASSURANCE STATEMENT



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## INDEPENDENT ASSURANCE REPORT

DRT Bağımsız Denetim ve SMMM A.Ş. ("Deloitte") independent auditor's limited assurance report to the Board of Directors of Akçansa Çimento Sanayi ve Ticaret Anonim Şirketi ("Company") on the 2025 Integrated Annual Report for the year ended 31 December 2025.

### Scope of Limited Assurance Engagement

We have been engaged to perform a limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) and (ISAE) 3410 ("Standards") on whether the Selected Sustainability Information listed below (the "Selected Information") in the Company's Integrated Annual Report for the year ended 31 December 2025 (the "2025 Sustainability Report") has been prepared in accordance with the principles set out in the Reporting Principles section of the Company's Annual Report on pages 214-225.

Our assurance engagement does not extend to information related to previous periods, or to any other information included in the 2025 Integrated Annual Report, or Sustainability Information or any other information related to the 2025 Integrated Annual Report (including any images, audio files, or embedded videos).

### Other Matter

The Selected Information included in the Company's Integrated Annual Report for the accounting period ended 31 December 2024 was subject to a limited assurance engagement by another independent audit firm, and an unqualified conclusion was expressed in the independent auditor's limited assurance report dated 10 March 2025.

### Selected non-financial performance data for limited assurance

We have been engaged by the Company to perform limited assurance procedures on the accuracy of the following key performance indicators included in the 2025 Integrated Annual Report for the year ended 31 December 2025. The scope of the indicators subject to limited assurance procedures and found on pages 198-213 marked with a of the 2025 Integrated Annual Report for the year ended 31 December 2025 is as follows:

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Absolute Greenhouse Gas Emissions	Scope 1 Emissions (net) (ton CO2e)
	Scope 1 Emissions (gross) (ton CO2e)
	Scope 2 Emissions (Market-based) (ton CO2e)
	Scope 2 Emissions (Location-based) (ton CO2e)
	Scope 3 Emissions (ton CO2e)
	Purchased Goods and Services
	Fuel and Energy-Related Emissions
	Upstream Transportation and Distribution
	Business Travel
	Employee Commuting
Absolute Greenhouse Gas Emissions	Downstream Transportation and Distribution
	Processing of Sold Products
	Product-specific Scope 3 CO <sub>2</sub> emission intensity
	Total Greenhouse Gas Emissions
	Cement Business Total (Scope 3)
Carbon Removals and Carbon Credits	Other Business Sectors Total (Scope 3)
	Greenhouse Gas Concentration
Internal carbon price	Greenhouse Gas Concentration (Scope 1 and 2)
	Total greenhouse gas emissions removed or stored within the value
Air Emissions	Amount of carbon credits purchased
	Scope 1 emissions included within the internal carbon pricing mechanism during the reporting year
	Scope 2 emissions included within the internal carbon pricing mechanism during the reporting year
	Scope 3 emissions included within the internal carbon pricing
	Internal carbon price used for the current year
Energy Consumption by Fuel Type	NOx (ton)
	SOx (ton)
	PM (ton)
	Nox (mg/Nm <sup>3</sup> )
	SOx ((mg/Nm <sup>3</sup> ))
Total Energy Savings	PM ((mg/Nm <sup>3</sup> ))
	Natural Gas consumption (MWh)
	Electricity consumption (MWh)
	Total Coal consumption (MWh)
	Fuel Oil consumption (MWh)
Energy Intensity	Diesel consumption (MWh)
	Total Petroleum Coke consumption (MWh)
	Alternative fuels consumption (MWh)
	<b>Total</b>
	Alternative Fuel Usage Rate (%) calorific)
Energy Intensity	Total Annual Energy Savings (MWh)
	Total Energy Savings (Gj)
	Total Annual Energy Savings (TL)
Energy Intensity	Total Annual Greenhouse Gas Emissions Reduction
	Energy Intensity (MWh/ton cementitious material)



## EFR ASSURANCE STATEMENT

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	Energy Intensity (MWh/TL thousand)
Renewable Energy	Waste heat generation (MWh)
	Wind energy generation (MWh)
	<b>Total Renewable Energy Generation (MWh)</b>
	Geothermal/hydroelectric consumption
	<b>Total Renewable Energy Consumption</b>
Energy Generation and Consumption	Amount of Purchased Non-renewable Electricity
	Electricity Consumption
	Amount of Purchased Renewable Energy
	<b>Total Energy Generation (MWh)</b>
	<b>Total Energy Consumption (MWh)</b>
Water Withdrawal by Source	Municipal Water (m <sup>3</sup> )
	Groundwater (Well Water) (m <sup>3</sup> )
	Rainwater (m <sup>3</sup> )
Water Withdrawal by Source	Water from third-party sources (purchased water) (m <sup>3</sup> )
	<b>Total Water Withdrawal (m<sup>3</sup>)</b>
Water Withdrawal in Water-Stressed Areas	Municipal Water Withdrawal
	Groundwater Withdrawal
	Rainwater Withdrawal
	Water from Third-party Sources (Purchased Water)
	<b>Total Water Withdrawal in Water-Stressed Areas</b>
Recovered Water (Rainwater)	Amount of Recovered Water (Rainwater) (m <sup>3</sup> )
Reused Water	Amount of Reused Water (m <sup>3</sup> )
Wastewater Discharge	Receiving Environment (m <sup>3</sup> )
	Wastewater Sewer (Municipal infrastructure, etc.) (m <sup>3</sup> )
	<b>Total Wastewater Discharge (m<sup>3</sup>)</b>
Total Amount Water Consumed	Groundwater (Well Water)
	Rainwater
	Other
	<b>Total water consumption</b>
Waste Water Quality	Water Recycling Rate
	Biological Oxygen Demand (BOD)
	Chemical Oxygen Demand (COD)
	Total Suspended Solids (TSS)
	pH
Hazardous Wastes	Amount of Freshwater Withdrawal
	Waste recovered for energy
	Waste recycled (ton)
	Amount of Waste Sent to a Landfill (tons)
	Total e-waste generated
	<b>Total hazardous waste</b>
Non-hazardous Wastes	Waste recovered for energy (ton)
	Waste recycled (ton)
	Amount of Waste Sent to a Landfill (tons)
	<b>Total non-hazardous waste</b>
	Waste recovery rate (%)
Raw Material Consumption / Resource Inputs	Limestone consumption
	Clay and shale consumption

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Alternative Raw Materials	Gypsum consumption
	Aggregate consumption
	Alternative raw materials
	Iron ore consumption
	Silica sand consumption
Alternative Raw Materials	Kaolin consumption
	Bauxite consumption
	Pozzolan (trass) consumption
	Share of alternative raw materials in concrete
	Share of recycled aggregate in concrete
Alternative Raw Materials	Share of alternative raw materials in cementitious products
	Clinker ratio
	Amount of recycled aggregate recovered
	Amount of waste used as an alternative resource
	Materials Used for Packaging
Plastic bags (Polypropylene) (tons)	
Sling bags usage (ton)	
Packaging produced from recycled materials (ton)	
Biodiversity	
	UNESCO World Heritage Sites
	UNESCO Man and the Biosphere (MAB) Reserves
	Ramsar Sites
	Key Biodiversity Areas
	Other
	Rehabilitated mining site areas
Alignment with the EU Taxonomy	Number of mining sites with a Biodiversity Action Plan
	Taxonomy eligible CapEx
	Taxonomy aligned CapEx
	Taxonomy eligible OpEx
	Taxonomy aligned OpEx
	Taxonomy eligible turnover
	Taxonomy aligned turnover
Environmental Fines	Total number of environmental fines
	Amount paid for environmental fines

## Social Indicators

Employee Demographics	<b>Number of Akçansa employees</b>
	Akçansa Female employees
	Akçansa Male employees
	Ratio of female employees
	Total Number of Subcontractor Employees
	Number of Subcontractor Employees (Female)
	Number of Subcontractor Employees (Male)
	<b>Total Number of Akçansa and Subcontractor Employees</b>
	<b>Total Female Employees</b>
	<b>Total Male Employees</b>
Employees by Type of Contract	<b>Employment Contract for an Indefinite Period</b>



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	Employment Contract for an Indefinite Period (Female)
	Employment Contract for an Indefinite Period (Male)
	Employment Contract for a Definite Period (Female)
	Employment Contract for a Definite Period (Male)
	<b>Employment Contract for a Definite Period</b>
	Number of Employees Covered by Collective Bargaining Agreements
Total Number of Employees by Education Level	<b>Primary education (Total)</b>
	Primary education (Female)
	Primary education (Male)
	<b>High School (Including Associate Degree Graduates)</b>
	High School (Including Associate Degree Graduates) (Female)
	High School (Including Associate Degree Graduates) (Male)
Total Number of Employees by Education Level	University and Higher (Female)
	University and Higher (Male)
	<b>University and Higher</b>
Total Number of Employees by Age Group	Under 30 years of age (Female)
	Between the ages of 30 and 50 (Female)
	Above 50 years of age (Female)
	<b>Total (Female)</b>
	Under 30 years of age (Male)
	Between the ages of 30 and 50 (Male)
	Above 50 years of age (Male)
Average Number of Full-Time Employees	<b>Total (Male)</b>
	Average Number of Full-Time White-Collar Employees (Female)
	Average Number of Full-Time White-Collar Employees (Male)
	Average Number of Full-Time Blue-Collar Workers (Female)
	Average Number of Full-Time Blue-Collar Workers (Male)
Total Number of Employees by Nationality	<b>Turkish citizens Employees</b>
	Turkish citizens Employees (Female)
	Turkish citizens Employees (Male)
	Foreign National Employees (Female)
	Foreign National Employees (Male)
Employee Tenure by Years of Service	<b>Foreign National Employees (Total)</b>
	0-5 years (Female)
	5-10 years (Female)
	10 years and above (Female)
	0-5 years (Male)
Board of Directors	5-10 years (Male)
	10 years and above (Male)
	Number of Employees in R&D, Innovation and Digitalization (Female)
	Number of Employees in R&D, Innovation and Digitalization (Male)
New Hires	<b>Number of Employees in R&amp;D, Innovation and Digitalization (Total)</b>
	Under 30 years of age (Female)
	30-50 years old (inclusive) (Female)
	Above 50 years of age (Female)
	Ratio of Female Managers (Female)
	Under 30 years of age (Male)

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Senior Management Employees	30-50 years old (inclusive) (Male)
	Above 50 years of age (Male)
	<b>Turkish citizens (Female)</b>
	<b>Turkish citizens (Male)</b>
	<b>Turkish citizens</b>
Number of Managers by Age and Gender	<b>Foreign national (Male)</b>
	<b>Foreign national (Female)</b>
	<b>Foreign national</b>
Number of Managers by Age and Gender	<b>Senior Managers (Total)</b>
	Senior Managers (Female/Male)
	Senior Managers (Nationality)
Middle and First Level Managers	Female managers under 30 years of age
	Male managers under 30 years of age
	Female managers aged 30-50 (inclusive)
Hires by Experience Level	Male managers aged 30-50 (inclusive)
	Female managers above 50 years of age
	Male managers above 50 years of age
Number of Promotions	<b>Female representation ratio in middle management</b>
	Number of Middle Level Managers (Female)
	Number of Middle Level Managers (Male)
	Number of First Level Managers (Female)
	Number of First Level Managers (Male)
Number of Employees in Revenue-Generating Roles	<b>Female representation ratio in first level management</b>
	Female representation ratio in senior management
	Number of employees hired with 0-5 years of experience (female)
	Number of employees hired with 0-5 years of experience (male)
	Number of employees hired with 5-10 years of experience (female)
Number of Employees with Disabilities	Number of employees hired with 5-10 years of experience (male)
	Number of employees hired with more than 10 years of experience (female)
	Number of employees hired with more than 10 years of experience (male)
	Total number of promotions
	Number of female employees promoted
Employees in STEM Roles	<b>Number of Employees in Revenue-Generating Roles</b>
	Number of Employees in Revenue-Generating Roles (Female)
	Number of Employees in Revenue-Generating Roles (Male)
	Total Number of Managers in Revenue-generating Roles
	Female Managers in Revenue-generating Roles
New Hires	Number of Employees with Disabilities (Male)
	Number of Employees with Disabilities (Female)
	<b>Number of Employees with Disabilities</b>
	Number of Employees with Disabilities Required by Law
	Total employees in STEM roles (IT, engineering, etc.)
New Hires	Number of Female employees in STEM roles (IT, engineering, etc.)
	Under 30 years of age (Female)
	30-50 years old (inclusive) (Female)
	Above 50 years of age (Female)
	<b>New Hires (Female Total)</b>
	Under 30 years of age (Male)



### EFR ASSURANCE STATEMENT

<b>Deloitte.</b>	
	30-50 years old (inclusive) (Male)
	Above 50 years of age (Male)
	<b>New Hires (Male Total)</b>
Number of Employees Hired by Management Level	<b>Senior Management</b>
	Senior Management (Female)
	Senior Management (Male)
	<b>Middle Management</b>
	Middle Management (Female)
	Middle Management (Male)
	First Level Management (Female)
	First Level Management (Male)
Voluntary Employee Turnover	<b>First Level Management</b>
	Under 30 years of age(Female)
	30-50 years old (inclusive) (Female)
Voluntary Employee Turnover	Above 50 years of age (Female)
	<b>Voluntary Employee Turnover (Female)</b>
	Under 30 years of age (Male)
	30-50 years old (inclusive) (Male)
	Above 50 years of age (Male)
	<b>Voluntary Employee Turnover (Male)</b>
Number of Employees Who Voluntarily Left at Management Level	<b>Senior Management</b>
	Senior Management (Female)
	Senior Management (Male)
	Middle Management (Male)
	Middle Management (Female)
	<b>Middle Management</b>
	First Level Management (Female)
First Level Management (Male)	
Term of Office of Employees Who Left the Company	<b>First Level Management</b>
	Under 30 years of age (Female)
	30-50 years old (inclusive) (Female)
	Above 50 years of age (Female)
	<b>Term of Office of Employees Who Left the Company (Female Total)</b>
	Under 30 years of age (Male)
	30-50 years old (inclusive) (Male)
Above 50 years of age (Male)	
Positions Filled by Internal Candidates	<b>Term of Office of Employees Who Left the Company (Male Total)</b>
	Positions Filled by Internal Candidates
	Positions Filled by Internal Candidates (Female)
Employee Departures	Positions Filled by Internal Candidates (Male)
	Under 30 years of age (Female)
	30-50 years old (inclusive) (Female)
	Above 50 years of age (Female)
	<b>Employee Departures (Female Total)</b>
	Under 30 years of age (Male)
	30-50 years old (inclusive) (Male)
Above 50 years of age (Male)	
<b>Employee Departures (Male Total)</b>	

<b>Deloitte.</b>	
By Management Category (Employee Departures)	Senior Management
	Senior Management (Female)
	Senior Management (Male)
	<b>Middle Management</b>
	Middle Management (Female)
	Middle Management (Male)
	First Level Management (Female)
	First Level Management (Male)
Employee Turnover Rate	<b>First Level Management</b>
	Total Number of Vacant Positions
	Voluntary Turnover Rate by Gender (Female)
	Voluntary Turnover Rate by Gender (Male)
	Employee Turnover Rate by Gender (Female)
Employee Turnover Rate	Employee Turnover Rate by Gender (Male)
	<b>Employee Turnover Rate by Age Group</b>
	Employee Turnover Rate by Age Group
	High Potential Employee Turnover Rate
	Voluntary Employee Turnover Rate
Maternity/Parental Leave	Employee Turnover Rate
	Voluntary Turnover Rate at Management Level
	Employee Turnover Rate at Management Level
	<b>Number of Employees Taking Maternity/Parental Leave</b>
	Number of Employees Taking Maternity/Parental Leave (Maternity Leave)
	Number of Employees Taking Maternity/Parental Leave (Paternity Leave)
	Number of Employees Returning from Maternity/Parental Leave (Female)
	Number of Employees Returning from Maternity/Parental Leave (Male)
	<b>Number of Employees Returning from Maternity/Parental Leave</b>
	Number of Employees who Returned from Maternity/Parental Leave and Remained Employed for the Last 12 Months
	Number of Employees who Returned from Maternity/Parental Leave and Remained Employed for the Last 12 Months (Female)
Number of Employees who Returned from Maternity/Parental Leave and Remained Employed for the Last 12 Months (Male)	
Performance Evaluation	<b>Return-to-work Rate after Maternity Leave (Male)</b>
	Return-to-work Rate after Maternity Leave (Female)
	<b>Return-to-work Rate after Maternity Leave</b>
	Parental leave (paid leave) for female employees
	Parental leave (paid leave) for male employees
	Employee engagement score
	<b>Parental Leave Period</b>
	Engagement Survey Results
	Backup coverage
	Blue-Collar (Female)
Blue-Collar (Male)	
Remote Work	<b>Blue-Collar</b>
	White-Collar (Male)
	White-Collar (Female)
	<b>White-Collar</b>
Number of People Working Remotely (Female)	



### EFR ASSURANCE STATEMENT



	Number of People Working Remotely (Male)
	<b>Training Hours by Gender</b>
	Training Hours by Gender (Female)
	Training Hours by Gender (Male)
	<b>Blue-Collar</b>
	Blue-Collar (Female)
	Blue-Collar (Male)
	<b>White-Collar</b>
	White-Collar (Female)
	White-Collar (Male)
	<b>Total Training Hours</b>
	<b>Training Hours by Management Level</b>
	Senior Management
	Middle Management
Total Training Hours	First Level Management
	Other
	<b>Total</b>
	<b>Number of Akçansa Employee Participants</b>
	Number of Akçansa Employee Participants (Female)
	Number of Akçansa Employee Participants (Male)
	<b>Akçansa Employee Training Hours</b>
	Akçansa Employee Training Hours (Female)
	Akçansa Employee Training Hours (Male)
	<b>Total Environmental Training Hours</b>
	<b>Number of Akçansa Employee Participants</b>
	Number of Akçansa Employee Participants (Female)
	Number of Akçansa Employee Participants (Male)
	Akçansa Employee Training Hours (Female)
	Akçansa Employee Training Hours (Male)
	<b>Akçansa Employee Training Hours</b>
	<b>Number of Akçansa Employee Participants</b>
	Number of Akçansa Employee Participants (Female)
	Number of Akçansa Employee Participants (Male)
	Akçansa Employee Training Hours (Female)
	Akçansa Employee Training Hours (Male)
	<b>Akçansa Employee Training Hours</b>
	<b>Number of Akçansa Employee Participants</b>
	Number of Akçansa Employee Participants (Female)
	Number of Akçansa Employee Participants (Male)
	Akçansa Employee Training Hours (Female)
	Akçansa Employee Training Hours (Male)
	<b>Akçansa Employee Training Hours</b>
	ESG training hours per employee
	<b>Total Ethics Training Hours</b>
	Number of employees who received ethics training
	<b>Total Training Cost</b>
	Training Cost Per Employee
Total Working Hours	<b>Total Working Hours</b>



	Total Working Hours (Female)
	Total Working Hours (Male)
	Akçansa Employees (Female)
	Akçansa Employees (Male)
	<b>Akçansa Employees</b>
	<b>Subcontractor Employees</b>
	Subcontractor Employees (Female)
	Subcontractor Employees (Male)
Total Working Days	Total number of working days during the financial year
Employee absenteeism days	Employee absenteeism days
	<b>Number of Occupational Diseases among Akçansa Employees</b>
	Number of Occupational Diseases among Akçansa Employees (Female)
	Number of Occupational Diseases among Akçansa Employees (Male)
	Number of Occupational Diseases among Contractor Employees (Female)
	Number of Occupational Diseases among Contractor Employees (Male)
	<b>Number of Occupational Diseases among Contractor Employees</b>
	Total Occupational Disease Rate (Female)
	Total Occupational Disease Rate (Male)
	<b>Total Occupational Disease Rate</b>
	Occupational Disease Rate Among Akçansa Employees (Female)
	Occupational Disease Rate Among Akçansa Employees (Male)
	<b>Occupational Disease Rate Among Akçansa Employees</b>
	Occupational Disease Rate Among Subcontractor Employees (Female)
	Occupational Disease Rate Among Subcontractor Employees (Male)
	<b>Occupational Disease Rate Among Subcontractor Employees</b>
	<b>Total Number of Accidents</b>
	Total Number of Accidents (Female)
	Total Number of Accidents (Male)
	Akçansa Employees (Female)
	Akçansa Employees (Male)
	<b>Akçansa Employees</b>
	Subcontractor Employees (Female)
	Subcontractor Employees (Male)
	<b>Subcontractor Employees</b>
	Total Number of Lost-Time Injuries
	Lost-Time Injury Frequency Rate (LTIFR)
	<b>Total Number of Accidents</b>
	Total Number of Accidents (Female)
	Total Number of Accidents (Male)
	Akçansa Employees (Female)
	Akçansa Employees (Male)
	<b>Akçansa Employees</b>
	Subcontractor Employees (Female)
	Subcontractor Employees (Male)
	<b>Subcontractor Employees</b>
Injury Frequency Rate	Injury Frequency Rate Among Akçansa Employees
	<b>Total Number of Accidents</b>
Absenteeism Due to Accidents	Total Number of Accidents (Female)



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	Total Number of Accidents (Male)
	Akçansa Employees (Female)
	Akçansa Employees (Male)
	<b>Akçansa Employees</b>
	Subcontractor Employees (Female)
Total Absenteeism Rate	Subcontractor Employees (Male)
	<b>Subcontractor Employees</b>
	<b>Total Number of Accidents</b>
	Total Number of Accidents (Female)
	Total Number of Accidents (Male)
Total Absenteeism Rate	Akçansa Employees (Female)
	Akçansa Employees (Male)
	<b>Akçansa Employees</b>
	Subcontractor Employees (Male)
	Subcontractor Employees (Female)
Lost Days	<b>Subcontractor Employees</b>
	Total number of lost days related to employees
Lost Workday Rate	<b>Total Number of Accidents</b>
	Total Number of Accidents (Female)
	Total Number of Accidents (Male)
	Akçansa Employees (Female)
	Akçansa Employees (Male)
	<b>Akçansa Employees</b>
	Subcontractor Employees (Female)
	Subcontractor Employees (Male)
Number of employees working in environments or roles with a high risk of accidents or occupational diseases	<b>Subcontractor Employees</b>
	Akçansa
	Subcontractor Employees
Work Accidents by Type of Injury	Total
	Cuts
	Slips/falls
	Being hit by falling objects
	Entrapment
	"Struck-by" accidents
	Other
Road Safety	Fatal accident rate
	Total trips
	Total number of traffic accidents
	Number of injuries due to traffic accidents (including third parties)
	Number of fatalities due to traffic accidents (including third parties)
OHS Trainings	Total material damage (products + assets)
	OHS training hours for Akçansa employees
	OHS training hours for contractor employees
	Total OHS training hours
	OHS training hours per employee
	Total number of CSR programs
	Charitable donations
	Community investments

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Volunteering	Total hours spent by employees on volunteer activities
	Number of employees participating in volunteering activities
	Total number of volunteer projects carried out
	Volunteer hours per employee
Complaints	Percentage of facilities with a stakeholder engagement plan
	Stakeholder Engagement Plan Implementation Rate
	Number of environmental complaints received
Customer Relations (Cement)	Number of environmental complaints resolved
	Number of complaints received
	Number of complaints resolved
	Number of complaints received
Customer Relations (Concrete)	Customer relations training hours
	Number of employees who participated in customer relations training
	Number of complaints received
Inclusiveness	Number of complaints received
	Customer relations training hours
	Customer satisfaction score
	Number of participants in the customer experience survey
Supply Chain	Number of individuals reached through inclusion programs – people aged 65 and over
	Number of individuals reached through inclusion programs – youth
	Number of individuals reached through inclusion programs – children
	Number of individuals reached through inclusion programs – women
	Number of individuals reached through inclusion programs – migrants
	Number of individuals reached through inclusion programs – other
	Rate of suppliers compliant with payment terms and policies
	<b>Total number of suppliers</b>
	Total number of local suppliers
	Total payments made to suppliers
Total payments made to local suppliers	
Total number of new suppliers	
Number of new local suppliers	
Number of new foreign suppliers	
Sustainability training hours provided to suppliers	
Number of suppliers receiving training	
Number of suppliers receiving sustainability training	
Rate of suppliers receiving sustainability training	
Number of suppliers subject to audit	
Number of suppliers subject to environmental and social audits	
Rate of critical global suppliers subject to sustainability assessments	
Rate of suppliers meeting environmental and social criteria	
Rate of critical global suppliers subject to sustainability assessments	



# EFR ASSURANCE STATEMENT



Financial Savings and Environmental/Social Benefits, Generated from Sustainable Investments/Activities	Environmental Benefit
	Environmental Benefit
	Financial Savings
	Total Amount of Environmental Expenditures
	Legally Required Expenses
	Non-legally Required Expenditures
	Environmental and Climate Investments
	<b>Total Environmental Investment Amount</b>
	ESG investment ratio within total investments (%) (total ESG investments for 2025-2030 / total investments for 2025-2030)
	Share of sustainable product and service revenues in total revenue
Sustainable Business Model	Share of sustainability-focused R&D and innovation investments in total R&D and innovation investments
	Share of R&D and innovation investments in total revenue
	Number of sustainable products and services
	Revenue generated from sustainable products and services
Sustainable Business Model	Total R&D and innovation investments
	Sustainability-focused R&D and innovation investments
	Share of sustainable cement products in total cement product revenues (%)
	Share of sustainable concrete products in total concrete product revenues (%)
	Share of revenue from sustainable products and services in total production volume (concrete)
	Share of sustainable concrete products in total concrete product revenues (%)
Double Materiality	

### Structural constraints

All assurance engagements have inherent limitations due to the selective testing of the information under review. Fraud, error or non-compliance may therefore occur and not be detected. In addition, non-financial information, such as non-financial information contained in reporting documents, is subject to more structural limitations than financial information, given the nature and methods used to identify, calculate and sample or estimate such information.

Our assurance engagement provides limited assurance as defined in ISAE 3000 (Revised) and (ISAE) 3410 ("Standards"). The procedures performed as part of a limited assurance engagement differ in nature and timing - and to a lesser extent - from a reasonable assurance engagement. The level of assurance obtained in a limited assurance engagement is therefore significantly narrower than the scope of a reasonable assurance engagement.

### Special Purpose

Our work has been undertaken to inform the Company's Board of Directors of the matters we are required to report in this report and for no other purpose. To the extent permitted by law, we accept no responsibility to any person or entity other than the Company's Board of Directors for the assurance audit we have conducted or the conclusion we have reached.

This report has not been prepared within the framework of the obligation for certain businesses to comply with the Turkish Sustainability Reporting Standards (TSRS) published by the Public Oversight Authority ("POA") in the Official Gazette dated 29/12/2023, which mandates mandatory sustainability reporting as of 01/01/2024. According to the POA Decision published in the Official Gazette on 5 September 2024, these businesses are required to undergo limited assurance audits for their mandatory sustainability reporting. Accordingly, our limited assurance procedures related to this report were completed on 2 March 2026.



### Our Independence and Competence

We comply with the independence and other ethical provisions of the *Code of Ethics for Accounting Professionals* published by the International Ethics Standards Board for Accounting Professionals, which sets out the basic principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

We apply the International Standard on Quality Management 1 (ISQM 1) and accordingly maintain a robust system of quality control, including policies and procedures that document compliance with relevant ethical and professional standards and requirements in laws or regulations.

### Responsibilities of Management

The Company Management is responsible for the preparation, accuracy and completeness of the sustainability information and statements in the report. The Company Management is responsible for setting the Company's sustainability goals, establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

### Responsibilities of the Practitioner

Our responsibility is to reach a conclusion on the Selected Information based on our procedures. We conducted our limited assurance engagement in accordance with International Standards on Assurance Engagements and, in particular, International Standard on Assurance Engagements (ISAE 3000) (Revised) and Assurance Engagements on Greenhouse Gas Statements (ISAE 3410) on Assurance Engagements Other than Independent Audits.

The assurance engagement performed represents a limited assurance engagement. The nature, timing and extent of the procedures performed in a limited assurance engagement are limited compared to those required in a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is lower.

### Our Key Assurance Procedures

We carried out limited assurance on the accuracy of the selected key performance indicators specified below in the section "Selected non-financial performance data for limited assurance" related to 2025 year and included into the Report.

To achieve limited assurance, the ISAE 3000 (Revised) and (ISAE) 3410 ("Standards") requires that we review the processes, systems and competencies used to compile the areas on which we provide our assurance. Considering the risk of material error, we planned and performed our work to obtain all of the information and explanations we considered necessary to provide sufficient evidence to support our assurance conclusion.

To form our conclusions, we undertook the following procedures:

- Analyzed on a sample basis the key systems, processes, policies and controls relating to the collation, aggregation, validation and reporting processes of the selected sustainability performance indicators;
- Made inquiries with employees of the Company responsible for sustainability performance, policies and corresponding reporting;
- Performed selective substantive testing to confirm the accuracy of received data to the selected key performance indicators;
- Made inquiries of management and senior executives to obtain an understanding of the overall governance and internal control environment, risk management, materiality assessment and stakeholder engagement processes relevant to the identification, management and reporting of sustainability issues; and

We believe that our evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

### Limited Assurance Conclusion

Based on our work and the assurance procedures performed, nothing has come to our attention that causes us to believe, in our opinion, that the Selected Information referred to above in the Company's 2025 Integrated Annual Report for the year ended 31 December 2025, for which we were engaged to provide limited assurance, has not been prepared, in all material respects, in accordance with the Reporting Principles, as described in the "Auditor's Responsibilities" section above.



## EFR ASSURANCE STATEMENT

# Deloitte.

### Restrictions on Use

This Report, including the conclusion, has been prepared for the Board of Directors of Akçansa Çimento Sanayi ve Ticaret Anonim Şirketi to assist in reporting the Company's performance and activities related to the Selected Information. We hereby authorize the inclusion of this report in the Integrated Annual Report prepared for the year ending 31 December 2025, to enable Akçansa Çimento Sanayi ve Ticaret Anonim Şirketi Board of Directors to demonstrate that it has fulfilled its responsibilities by preparing an independent limited assurance report on Selected Information. Except to the extent permitted by law and in cases where prior written approval has been obtained and expressly agreed upon, we do not accept or assume any responsibility to anyone other than the Board of Directors of Akçansa Çimento Sanayi ve Ticaret Anonim Şirketi and Akçansa Çimento Sanayi ve Ticaret Anonim Şirketi in connection with the work we have performed or the report we have prepared.

DRT BAĞIMSIZ DENETİM VE SERBEST MUHASEBECİ MALİ MÜŞAVİRLİK A.Ş.  
Member of **DELOITTE TOUCHE TOHMATSU LIMITED**

Sunay Anıtkar, SMMM  
Partner

İstanbul, 12 March 2026



## GRI CONTENT INDEX

For the Content Index – Essentials Service, GRI Services has determined that the GRI content index is presented in accordance with the GRI Standards reporting requirements, and that the information in the index is clearly presented and accessible to stakeholders.

**Statement of Use** Akçansa has prepared this report for the 01.01.2025-31.12.2025 period in accordance with the GRI Standards.

**Statement of Use** GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURES	Page Number, Source and/or Direct Answers	Omissions		
			Omitted Requirement	Reason	Explanation
<b>General Disclosures</b>					
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational profile	About the Report, Akçansa at a Glance, Activities,	-	-	-
	2-2 Entities included in the organization's sustainability reporting	About the Report	-	-	-
	2-3 Reporting period, frequency and contact point	About the Report	-	-	-
	2-4 Restatements of information	No restatement of information has been made in the report	-	-	-
	2-5 External Audit	Statement of Assurance	-	-	-
	2-6 Activities, value chain and other business relationships	Akçansa at a Glance, Activities, Facility Capacities and Production Information, Supply Chain Management	-	-	-
	2-7 Employees	Employee-Centered Corporate Culture, Social Performance Indicators	-	-	-
	2-8 Workers who are not employees	Supply Chain Management, Social Performance Indicators	-	-	-
	2-9 Management structure	Board of Directors and Its Committees	-	-	-
	2-10 Nomination and selection of the highest governance body	Board of Directors and Its Committees	-	-	-
	2-11 Chair of the highest governance body	Board of Directors and Its Committees	-	-	-
	2-12 Role of the highest governance body in overseeing the management of impacts	Board of Directors and Its Committees	-	-	-
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance	-	-	-
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance	-	-	-
	2-15 Conflicts of interest	Policies, Ethics and Compliance	-	-	-
	2-16 Communication of critical concerns to the highest governance body	Greenhouse Gas Emissions Management	-	-	-
	2-17 Collective knowledge of the highest governance body	Board of Directors and Its Committees	-	-	-
	2-18 Evaluation of the performance of the highest governance body	Board of Directors and Its Committees	-	-	-
	2-19 Remuneration policies	Employee Engagement and Well-being,	-	-	-



## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURES	Page Number, Source and/or Direct Answers	Omissions		
			Omitted Requirement	Reason	Explanation
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	Employee Engagement and Well-being	-	-	-
	2-21 Annual total compensation ratio	Financial Statements and Independent Auditor's Report for the period 1 January – 31 December 2024	-	-	-
	2-22 Statement on sustainable development strategy	Message from the Chair of the Board; Message from the CEO	-	-	-
	2-23 Policy commitments	Sustainability Strategy, 2030 Sustainability Targets and Progress Status, Climate Change Mitigation	-	-	-
	2-24 Embedding policy commitments	Sustainability Strategy, 2030 Sustainability Targets and Progress Status, Climate Change Mitigation	-	-	-
	2-25 Processes to remediate negative impacts	Climate Change Mitigation	-	-	-
	2-26 Mechanisms for seeking advice on and raising concerns about ethical and lawful conduct	Ethics and Compliance	-	-	-
	2-27 Compliance with laws and regulations	Ethics and Compliance	-	-	-
	2-28 Corporate Memberships	Corporate Memberships	-	-	-
	2-29 Stakeholder engagement	Materiality Analysis; Social Impact	-	-	-
	2-30 Percentage of employees covered by collective bargaining agreements	Employee Demographics	-	-	-
<b>Material Topics</b>					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Analysis	-	-	-
	3-2 List of material topics	Materiality Analysis	-	-	-



## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURES	Page Number, Source and/or Direct Answers	Omissions		
			Omitted Requirement	Reason	Explanation
<b>Economic and Financial Performance</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Economic Performance, Board of Directors and Its Committees	-	-	-
<b>GRI 201: Ekonomik Performans 2016</b>	201-1 Economic value generated and distributed	Economic Performance, Financial Statements and Independent Auditor's Report of Akçansa Çimento Sanayi ve Ticaret Anonim Şirketi for the 1 January – 31 December 2025 period	-	-	-
	201-2 Financial implications and other risks and opportunities due to climate change	Climate Change Mitigation	-	-	-
	201-3 Defined benefit plan obligations and other retirement plans	Financial Statements and Independent Auditor's Report of Akçansa Çimento Sanayi ve Ticaret Anonim Şirketi for the 1 January – 31 December 2025 period	-	-	-
	201-4 Financial assistance received from government	Financial Statements and Independent Auditor's Report of Akçansa Çimento Sanayi ve Ticaret Anonim Şirketi for the 1 January – 31 December 2025 period	-	-	-
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	Activities, R&D and Innovation	-	-	-
	203-2 Substantial indirect economic impact	Economic Performance, Social Impact,	-	-	-
<b>Procurement Practices</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Supply Chain Management	-	-	-
<b>GRI 204: Purchasing Practices 2016</b>	204-1 Ratio of expenditure on local suppliers	Supply Chain Management	-	-	-
<b>Ethics, Compliance and Anti-Corruption</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Anti-Bribery and Anti-Corruption	-	-	-
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	Anti-Bribery and Anti-Corruption	-	-	-
	205-2 Communication and training about anti-corruption policies and procedures	Anti-Bribery and Anti-Corruption,	-	-	-
	205-3 Confirmed corruption cases and actions taken	Anti-Bribery and Anti-Corruption,	-	-	-
<b>Ethics, Compliance and Anti-Corruption</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Ethics and Compliance	-	-	-
<b>GRI 206: Anti-Competitive Behavior 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Our Policies, Ethics and Compliance,	-	-	-



## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURES	Page Number, Source and/or Direct Answers	Omissions		
			Omitted Requirement	Reason	Explanation
<b>Tax</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Financial Statements and Independent Auditor's Report of Akçansa Çimento Sanayi ve Ticaret Anonim Şirketi for the 1 January – 31 December 2025 period	-	-	-
<b>GRI 207: Tax 2019</b>	207-1 Approach to tax	Financial Statements and Independent Auditor's Report of Akçansa Çimento Sanayi ve Ticaret Anonim Şirketi for the 1 January – 31 December 2025 period	-	-	-
	207-2 Tax governance, control and risk management	Financial Statements and Independent Auditor's Report of Akçansa Çimento Sanayi ve Ticaret Anonim Şirketi for the 1 January – 31 December 2025 period	-	-	-
	207-3 Stakeholder engagement and management of concerns related to tax	Financial Statements and Independent Auditor's Report of Akçansa Çimento Sanayi ve Ticaret Anonim Şirketi for the 1 January – 31 December 2025 period	-	-	-
<b>Materials</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Alternative Raw Material Use	-	-	-
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	Alternative Raw Material Use, Environmental Performance Indicators	-	-	-
	301-2 Recycled input materials used	Alternative Raw Material Use, Environmental Performance Indicators	-	-	-
	301-3 Recovered products and packaging materials	Alternative Raw Material Use, Environmental Performance Indicators	-	-	-
<b>Energy</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Energy Management	-	-	-
<b>GRI 302: Energy 2016</b>	302-1 Internal energy consumption	Energy Management, Environmental Performance Indicators	-	-	-
	302-2 Energy consumption outside of the organization	Energy Management, Environmental Performance Indicators	-	-	-
	302-3 Energy density	Energy Management, Environmental Performance Indicators	-	-	-
	302-4 Reduction of energy consumption	Energy Management, Environmental Performance Indicators	-	-	-
<b>Water and Wastewater</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Water Management	-	-	-
<b>GRI 303: Water and Wastewater 2018</b>	303-1 Interactions with water as a shared resource	Water Management	-	-	-
	303-2 Management of water discharge-related impacts	Water Management	-	-	-
	303-3 Water withdrawal at Source	Water Management, Environmental Performance Indicators	-	-	-
	303-4 Water discharge	Water Management, Environmental Performance Indicators	-	-	-
	303-5 Water consumption	Water Management, Environmental Performance Indicators	-	-	-



## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURES	Page Number, Source and/or Direct Answers	Omissions		
			Omitted Requirement	Reason	Explanation
<b>Biodiversity</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Biodiversity and Land Use	-	-	-
<b>GRI 304: Biodiversity 2016</b>	304-1 Areas of activity with high biodiversity value	Biodiversity and Land Use	-	-	-
	304-2 Significant impacts of activities, products, and services on biodiversity	Biodiversity and Land Use	-	-	-
	304-3 Habitats protected or restored	Biodiversity and Land Use	-	-	-
<b>Emissions</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Climate Change Mitigation, Air Quality	-	-	-
<b>GRI 305: Emissions 2016</b>	305-1 Direct greenhouse gas (GHG) emissions (Scope 1)	Climate Change Mitigation, Environmental Performance Indicators	-	-	-
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Change Mitigation, Environmental Performance Indicators	-	-	-
	305-3 Other indirect greenhouse gas (GHG) emissions (Scope 3)	Climate Change Mitigation, Environmental Performance Indicators	-	-	-
	305-4 GHG emissions intensity	Climate Change Mitigation, Environmental Performance Indicators	-	-	-
	305-5 Reduction of GHG emissions	Greenhouse Gas Emissions Management	-	-	-
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Air Quality, Environmental Performance Indicators	-	-	-
<b>Waste</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Resource Use and Circular Economy, Waste Management	-	-	-
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Resource Use and Circular Economy, Waste Management	-	-	-
	306-2 Waste generation and significant waste-related impacts	Waste Management	-	-	-
	306-3 Waste generated	Waste Management Environmental Performance Indicators	-	-	-
	306-4 Waste diverted from disposal	Waste Management Environmental Performance Indicators	-	-	-
	306-5 Waste directed to disposal	Waste Management Environmental Performance Indicators	-	-	-



## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURES	Page Number, Source and/or Direct Answers	Omissions		
			Omitted Requirement	Reason	Explanation
<b>Employment</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Employee-Centered Corporate Culture	-	-	-
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Employee-Centered Corporate Culture	-	-	-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Engagement and Well-being	-	-	-
	401-3 Maternity/Parental leave	Employee Engagement and Well-being, Social Performance Indicators	-	-	-
<b>Occupational Health and Safety</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Occupational Health and Safety	-	-	-
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Management system for occupational health and safety	Occupational Health and Safety	-	-	-
	403-2 Types of injury and injury rates, occupational diseases, lost days, absenteeism, and number of work-related deaths	Occupational Health and Safety	-	-	-
	403-3 Occupational health services	Occupational Health and Safety	-	-	-
	403-4 Employee participation in occupational health and safety; consultation and communication	Occupational Health and Safety	-	-	-
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, Social Performance Indicators	-	-	-
	403-6 Promotion of employee health	Occupational Health and Safety	-	-	-
	403-7 Prevention and reduction of occupational health and safety impacts directly related to employment relations	Occupational Health and Safety	-	-	-
	403-8 Employees covered by a management system for occupational health and safety	Occupational Health and Safety, Social Performance Indicators,	-	-	-
	403-9 Work-related injuries	Occupational Health and Safety, Social Performance Indicators,	-	-	-
	403-10 Cases of work-related diseases	Occupational Health and Safety, Social Performance Indicators,	-	-	-
<b>Education and Training</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Employee-Centered Corporate Culture	-	-	-
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Training and Development, Social Performance Indicators,	-	-	-
	404-2 Programs for upgrading employee skills and transition assistance programs	Training and Development; Talent Management	-	-	-
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance Management,	-	-	-



## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURES	Page Number, Source and/or Direct Answers	Omissions		
			Omitted Requirement	Reason	Explanation
<b>Diversity and Equal Opportunity</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Equality, Diversity and Inclusion	-	-	-
GRI 405: Diversity and Equal Opportunities 2016	405-1 Diversity of governance bodies and employees	Equality, Diversity and Inclusion, Social Performance Indicators	-	-	-
<b>Non-Discrimination</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Equality, Diversity and Inclusion	-	-	-
GRI 406: Non-Discrimination 2016	406-1 Total number of discrimination cases and corrective measures taken	Equality, Diversity and Inclusion	-	-	-
<b>Local Communities</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact	-	-	-
	413-1 Operations with local community engagement, impact assessments, and development programs	Social Impact	-	-	-
<b>Social Assessment of Suppliers</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain Management	-	-	-
GRI 414: Social Assessment of Suppliers 2016	414-2 Negative social impacts in the supply chain and actions taken	Supply Chain Management	-	-	-
<b>Customer Health and Safety</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Customer Health and Safety	-	-	-
GRI 416: Customer Health and Safety 2016	416-1 Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Customer Health and Safety	-	-	-
<b>R&amp;D and Innovation</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	R&D and Innovation	-	-	-
<b>Ürün Kalitesi ve Güvenliği</b>					
GRI 3: Öncelikli Konular 2021	3-3 Management of material topics	Product Quality & Safety	-	-	-
<b>Sürdürülebilir Ürünler ve Çözümler</b>					
GRI 3: Öncelikli Konular 2021	3-3 Management of material topics	Sustainable Products and Solutions	-	-	-
<b>Müşteri Memnuniyeti</b>					
GRI 3: Öncelikli Konular 2021	3-3 Management of material topics	Customer Relations and Satisfaction	-	-	-
<b>Dijital Dönüşüm</b>					
GRI 3: Öncelikli Konular 2021	3-3 Management of material topics	Digital Transformation	-	-	-



## STAKEHOLDER CAPITALISM METRICS

	Themes	Core Metrics and Disclosures	Section Where the Relevant Disclosure Appears
Governance Principles	Purpose of Governance	Setting Purpose	About the Report
			Message from the Chairperson of the Board of Directors
			Messages from the President and CEO
			Akçansa at a Glance
	Quality of Governing Body	Governance body composition	Governance aligned with purpose
			Value Creation Model
			2030 Sustainability Targets and Progress
	Stakeholder Engagement	Material issues impacting stakeholders	Governance aligned with purpose
			Stakeholder Relations
			Employee Engagement and Well-being
Ethical Behavior	Anti-Corruption Protected Ethics Advice and Reporting Mechanisms	Stakeholder Relations	
		Value Creation Model	
		2030 Sustainability Targets and Progress	
Oversight of Risks and Opportunities	Integration of Risks and Opportunities into Business Processes	Policies	
		Ethics and Compliance	
		Ethics and Compliance	
The Planet	Climate Change	Greenhouse Gas (GHG) emissions and TCFD implementation	Greenhouse Gas Emissions Management Energy Management
	Nature Loss	Land Use and Ecological Sensitivity	Biodiversity and Land Use Management Approach and Strategic Framework
	Freshwater Availability	Water Consumption and Withdrawal in Water-stressed Areas	Water Management Environmental Performance Indicators

	Themes	Core Metrics and Disclosures	Section Where the Relevant Disclosure Appears
People	Dignity and Equality	Diversity and Inclusion	Employee-Centered Corporate Culture
		Remuneration Equality	Employee Engagement and Well-being
		Pay Levels	Employee Engagement and Well-being
		Social Performance Indicators	Employee Engagement and Well-being
	Health and Well-being	Health and Safety	Employee-Centered Corporate Culture
			Occupational Health and Safety
Skills for the Future	Training provided	Employee-Centered Corporate Culture	
		Training and Development	
Prosperity	Freshwater Availability	Water Consumption and Withdrawal in Water-stressed Areas	Water Management
			Environmental Performance Indicators
	Employment and Wealth Creation	Absolute Number and Rate of Employment Economic Impact	Employee Demographics
			Social Performance Indicators
Innovation for Better Products and Services	Total R&D Expenditures	Economic Performance	
		R&D and Innovation	
			Economic Performance Indicators



**AKÇANSA ÇİMENTO SANAYİ VE TİCARET A.Ş.**

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