AKÇANSA

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Starting A New Era

Hakan Gürdal – Chairman

Tayfun Öneş - CEO

16 Jul 2026

Leadership

New Leadership for a New Era

01

Introduction of the new Chairman and CEO

Hakan Gürdal – Chairman

- 30+ years of cement industry leadership
- Held several leadership positions at Akçansa, including General Manager between 2008 and 2014
- Served as Head of Sabancı Cement Group before joining Heidelberg Materials
- Member of the Managing Board of Heidelberg Materials since 2016, currently responsible for the Africa–Mediterranean–Western Asia region
- Direct link to Heidelberg Materials' global leadership and best practices
- Appointed Chairman of the Board of Akçansa in June 2026
- Chairman of HM Trading

Tayfun Öneş – CEO

- Over 30 years of leadership experience across the cement, automotive and financial services sectors in Turkey and abroad
- Previously held senior management positions at Akçansa, including Strategy & Business Development Manager and Deputy General Manager of Sales & Marketing
- Former CEO of Mercedes-Benz Financial Services and Board Member of Mercedes-Benz Romania
- Experienced as cement dealer and aggregate producer in Istanbul
- Unique blend of industry, strategy and capital allocation expertise to drive the next growth phase

A New Akçansa:

Stronger leadership, deeper Heidelberg Materials integration and a clear pathway to materially higher earnings, cash flow and shareholder returns.

What we will present today:

- New leadership. New ambition.
- Akçansa: A proven value creation platform
- The Heidelberg Materials advantage
- Clear path to higher earnings and cash flow
- Entering a new value creation phase

Akçansa at a Glance

30 Years of Creating Value

02

Key pillars driving sustainable long-term value creation

Strategic logistics network enables market-leading flexibility and export optionality.

Clear market leader position in Marmara representing 22% of Turkish cement consumption

Integrated platform positioned to benefit from urban transformation and infrastructure demand.

Normalization of demand concentration

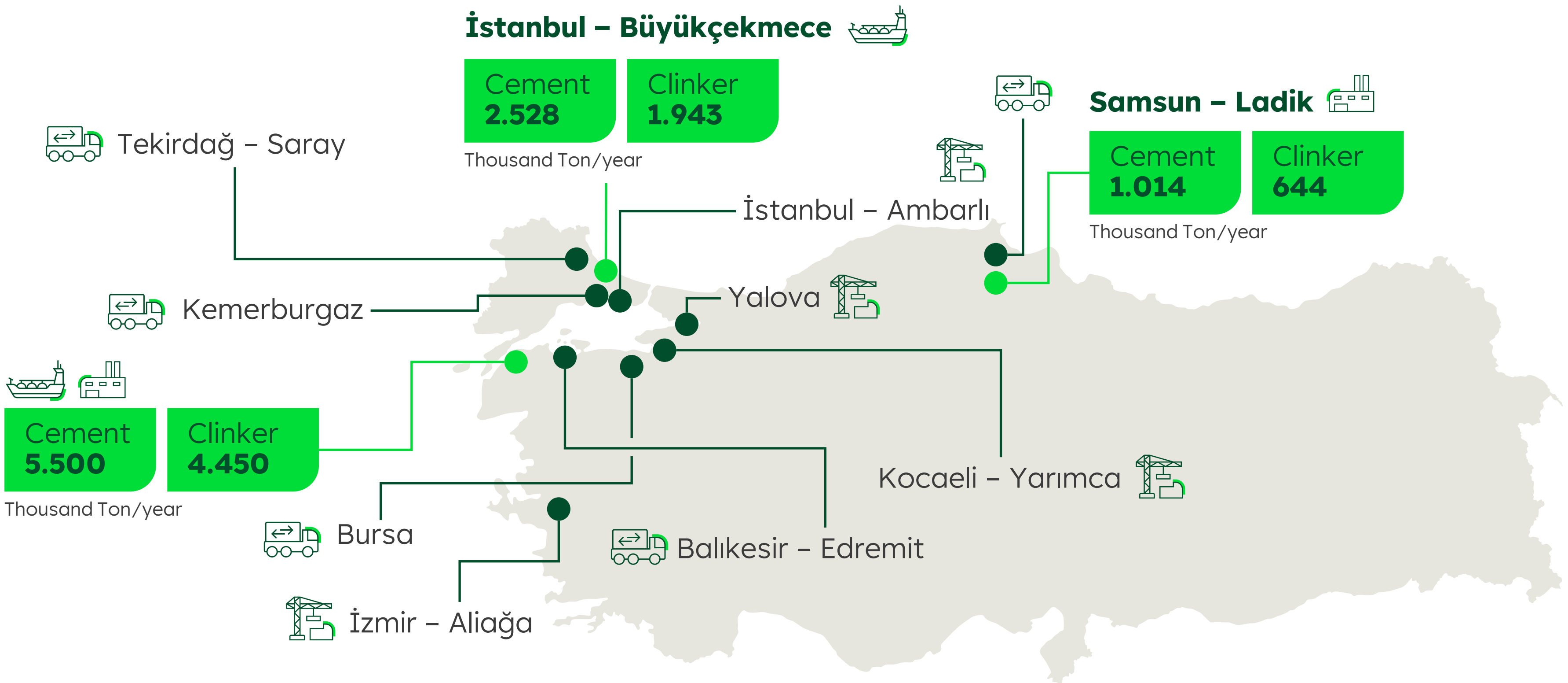
30 years of uninterrupted dividends supported by disciplined capital management

Unique in BIST

Strong corporate governance and sustainability leadership creates long-term competitive advantage.

As a market leader player and with proven resilience against headwinds, well-positioned to capture domestic and export growth.

Akçansa footprint: Strategically located & vertically integrated network supporting domestic and export flexibility



3 Integrated Cement Plants

26 Ready-mix Concrete Plants

5 Aggregate Quarry Plants

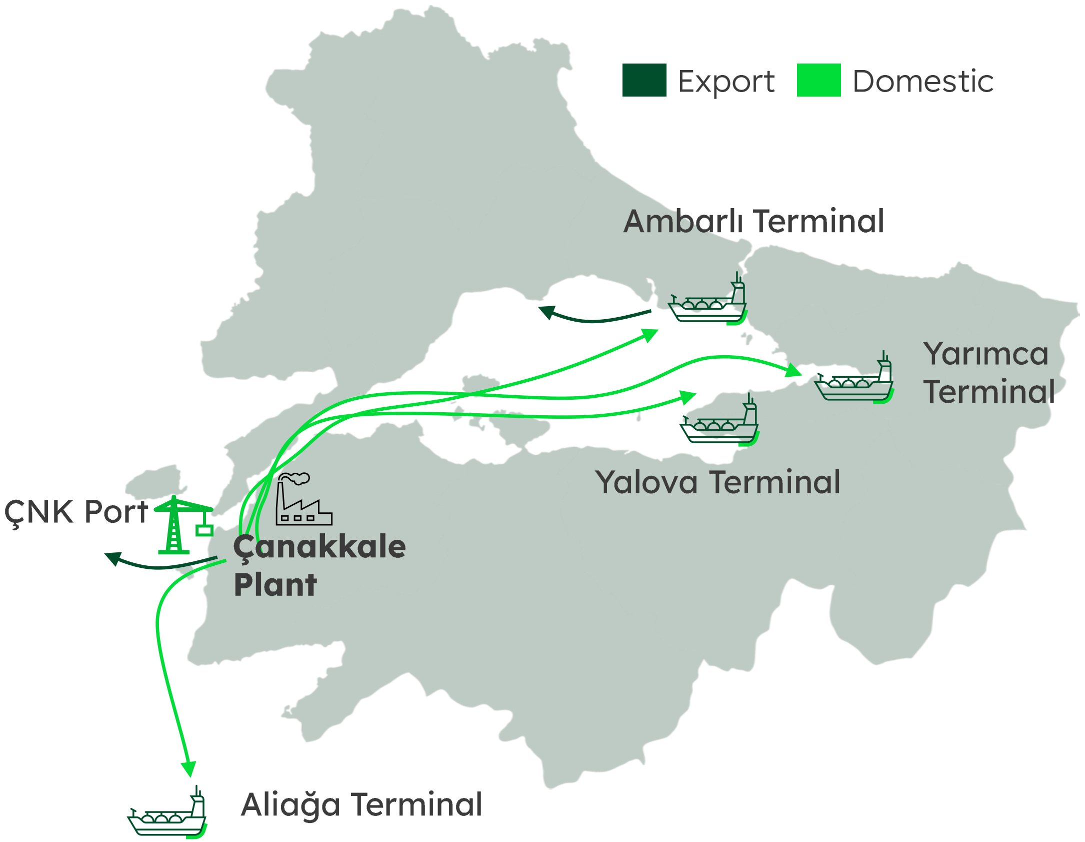
2 Professional Ports with service to 3rd parties

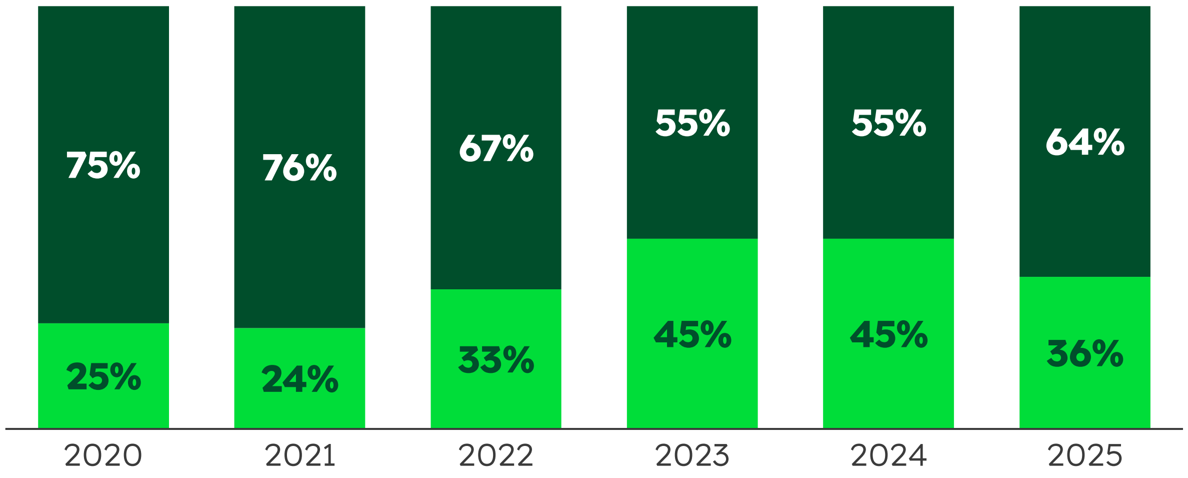
4 Terminals

Marmara-centered footprint provides unmatched exposure to Türkiye's economic core.

Untapped potential to be active in any Mediterranean and Black Sea Basin

Çanakkale: Strategic export and domestic distribution platform





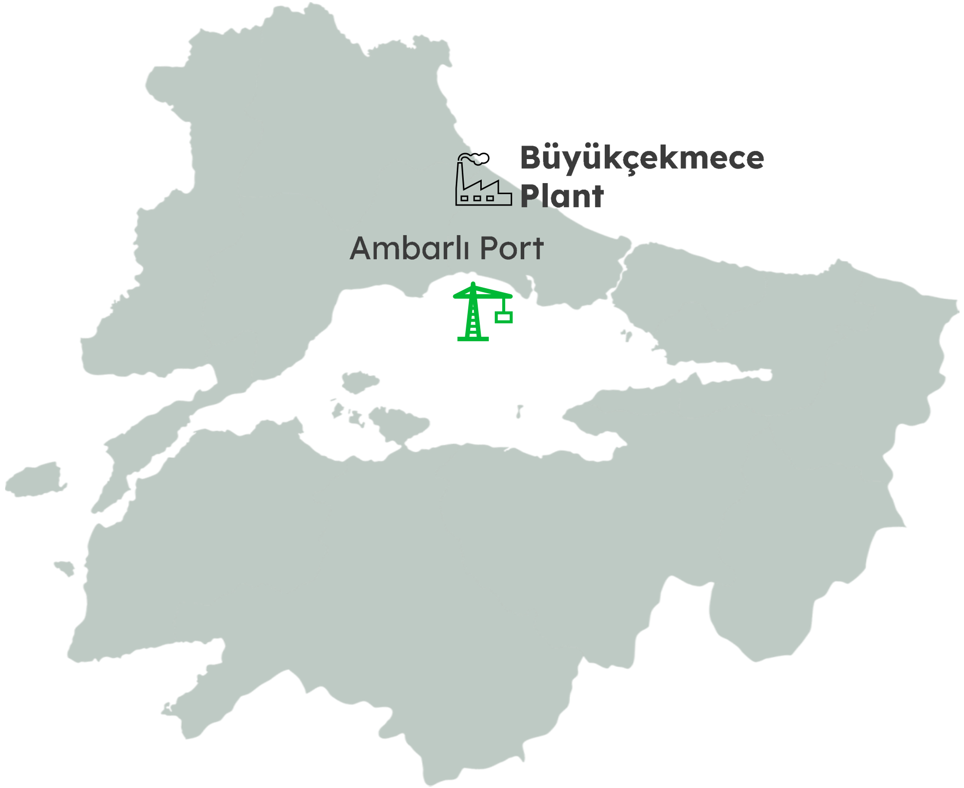
Rapid allocation between domestic and export markets

Established export platform with strong U.S. exposure

Strategic port assets enhance margins and competitiveness

Büyükçekmece Plant & Ambarlı Port: İstanbul's cement and global logistics hub

Akçansa's Büyükçekmece plant is the only cement plant located in Istanbul.



Unique position in the heart of Istanbul

Leading position in Türkiye's highest-value market

Ro-Ro operations and bulk cement port infrastructure in Ambarlı

Ladik: Growth platform for Black Sea and export markets

Pre-calcination investment unlocks significant clinker capacity potential and supports lower-carbon production.

Strong regional position supported by our integrated RMC network

Gateway to Black Sea and new export opportunities

Sustainability advantage through blended cement and alternative raw material usage

Capacity Expansion
~1 mt clinker potential by 2028

Export Gateway
Access to Black Sea export markets

Sustainability
Lower-carbon production through pre-calcination

Strong track record of BETONSA as the preferred supplier in Türkiye's mega infrastructure projects

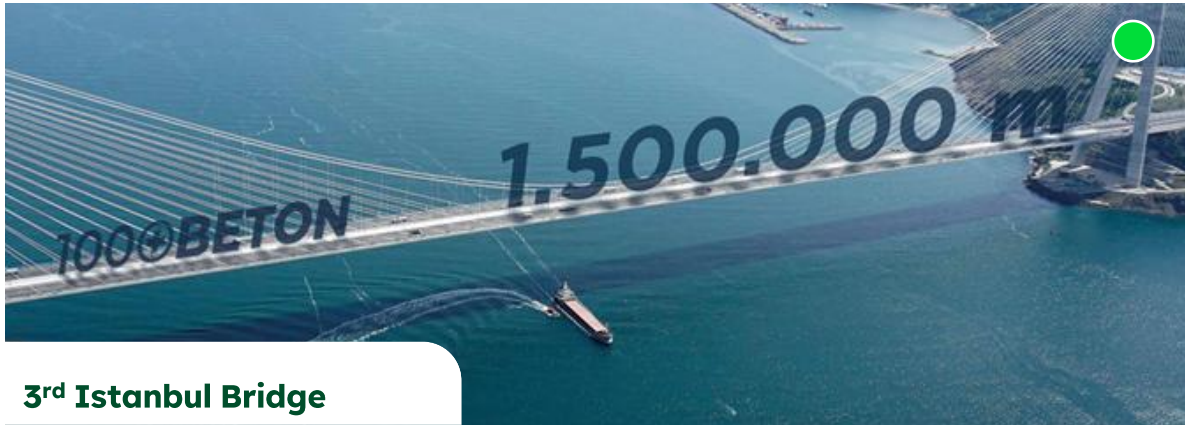
Canakkale Bridge

Uskudar Metro

Sinpaş Bosphorus

Galatasaray Arena

High Speed Train Project
(Halkalı – Kapıkule)



3rd Istanbul Bridge

Completed   In Progress

Heidelberg Materials Ownership

Why It Matters

03

Backed by a global building materials leader;
Scale, expertise and capital support for the next phase of growth

~49,000

employees on 5 continents

2,600

locations worldwide

Leading positions

in cement, aggregates,
and ready-mixed concrete

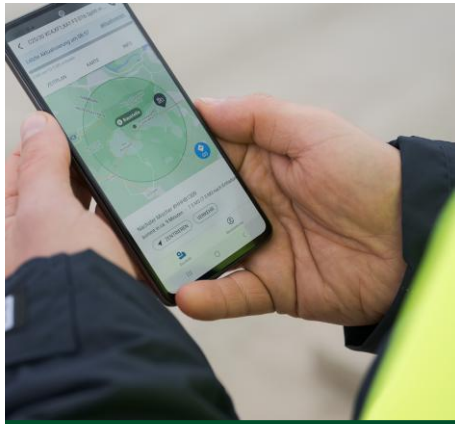
Heidelberg Materials in a nutshell

01

The only global one

02

The deepest decarbonising one



03

The tech one

04

The fastest growing one

05

The trusted one

We are executing a strategy that generates real and sustainable value for customers and shareholders

Our mid-term targets for 2030

7-10%
RCO growth p.a.

~12%
ROIC

<400 kg
CO_2/t CEM

We accelerate profitable growth

Our Motto: Across the globe – Around the clock

Heidelberg: Global HQ, Europe & Africa Hub

Miami: Americas Hub

Singapore: Asia Pacific Hub

Dubai: Trading, Shipping, Trade Ops, Accounting

Istanbul: East Mediterranean, Black Sea & North Africa Hub

Beyond 2026

Unlocking Value

04

Transforming Akçansa into a more agile and profitable company

Operational Excellence

Lower costs, higher profitability and
stronger cash generation

HM Synergies

Faster capability transfer and
accelerated value creation

Asset Optimization

Higher asset utilization and
stronger capital efficiency driving higher returns

Sustainability

Export advantage due to CBAM readiness and structural
cost competitiveness through lower CO_2 emissions

Operational Excellence

Margin expansion through operational excellence and portfolio optimization.

Value creation impact

Operational Excellence → **Higher margins** → **More cash** → **Greater shareholder value**

- **Faster execution and decision making**
  New leadership era
- **Raw material mix optimization**
  Lower production cost
- **Fuel mix optimization**
  Sustainable cost advantage
- **Product mix optimization**
  Focus on higher-margin products
- **Customer portfolio optimization**
  Profitable and sustainable growth
- **Value-added products**
  Special products for premium solutions
- **Leaner & agile operating model**
  Field-oriented, customer-centric culture
- **Transformation Accelerator Initiative (TAI)**
  Variable and fixed cost optimization

Delivering structurally higher profitability.

Asset Optimization
Monetizing the value of strategic logistics assets

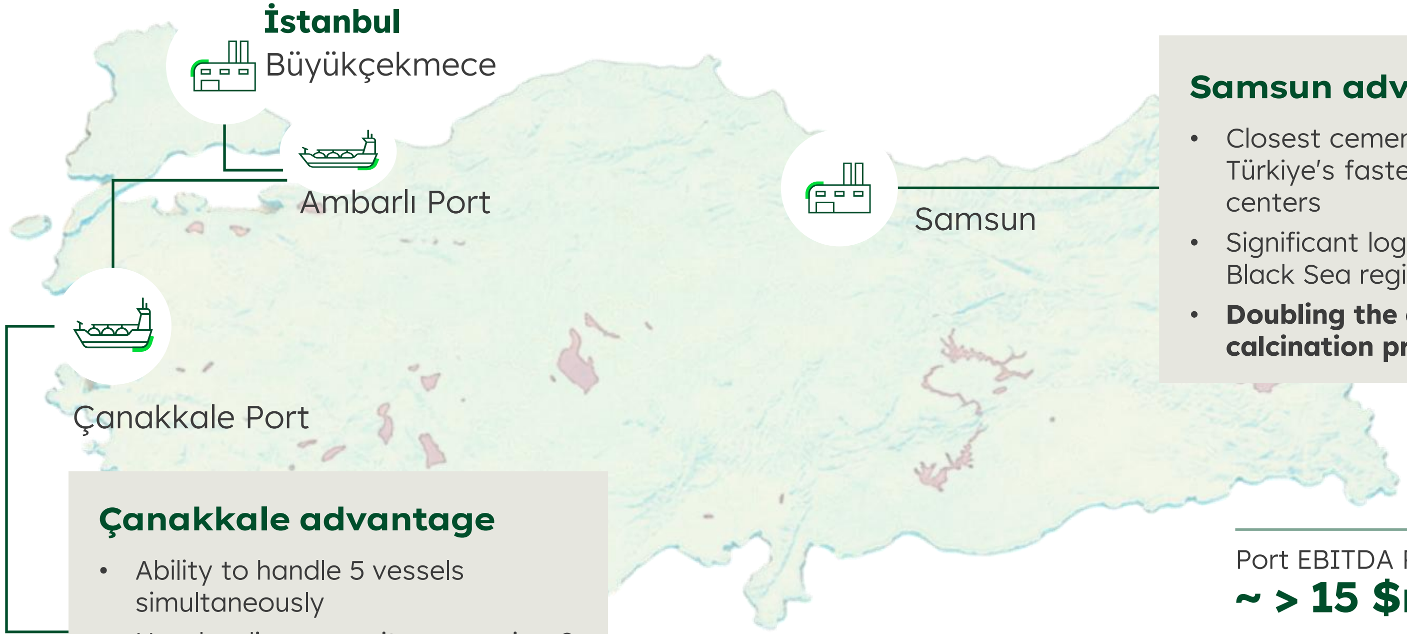
Marmara powerhouse

- Unmatched logistics footprint in Marmara
- Advantage of BCM & Ambarlı despite Istanbul traffic issue
- International Ro-Ro operation and unique bulk port in Istanbul
- Transforming logistics assets into profit-generating hubs
- Cost-efficient distribution model across served ports
- **Betonsa targeting 5 million m3 ready-mix concrete volume by 2028 (2025: 2.7 million m3)**

ADDITIONAL RESOURCES

- **Potential IPO for Betonsa and Akçansa Ports**
- **Utilization of idle lands in metropolitan areas up to 1m m2)**
- **Optimization of financial investments (e.g Cimsa shares)**

Black sea outlets
Ukraine and Georgia



Samsun advantage

- Closest cement producer to one of Türkiye's fastest-growing urban centers
- Significant logistics advantage in the Black Sea region
- **Doubling the capacity (pre-calcination project)**

Çanakkale advantage

- Ability to handle 5 vessels simultaneously
- New loading capacity expansion & unique service quality
- Exceptional port infrastructure and maritime access

Aegean & med outlets
Libya and Syria

Port EBITDA Potential
~ > 15 $m

Ambarli Potential Cement Capacity
~ 2mt

HM Synergies
Unlocking value through Heidelberg Materials integration

01
Best Practice Transfer

- Global expertise & best practices
- Operational excellence standards

02
Global Scale Benefits

- Procurement leverage
- Logistics and innovation scale
- Potential cost efficiency upside

03
Digital Productivity Gains

- Digitalization & AI
- Advanced operating standards
- Data-driven productivity
- Business process optimization

04
New Growth Opportunities

- New building materials
- Cementitious growth opportunity
- Alternative fuel platforms
- Renewable energy
- Land development
- Access to Heidelberg Materials' global network

**Faster execution. Higher returns.
Greater growth potential.**

Sustainability as a profit driver

Calcined Clay

Potentially one of the largest calcined clay platforms in the Mediterranean region

Alternative Fuels & Raw Materials

- RDF and slag directly through port infrastructure
- Expanded utilization of end-of-life tires and other alternative materials

Pre-calcination in Ladik

~1 million tons clinker production potential by 2028

Green Energy

Renewable energy investments and WHR power generation

Decarbonization & CBAM Readiness

Lower carbon footprint and structural CO_2 cost advantage

Digital & Green Transformation

Electrification, electric equipment and autonomous mining evaluation

Lower Carbon. Lower Cost. Higher Value.

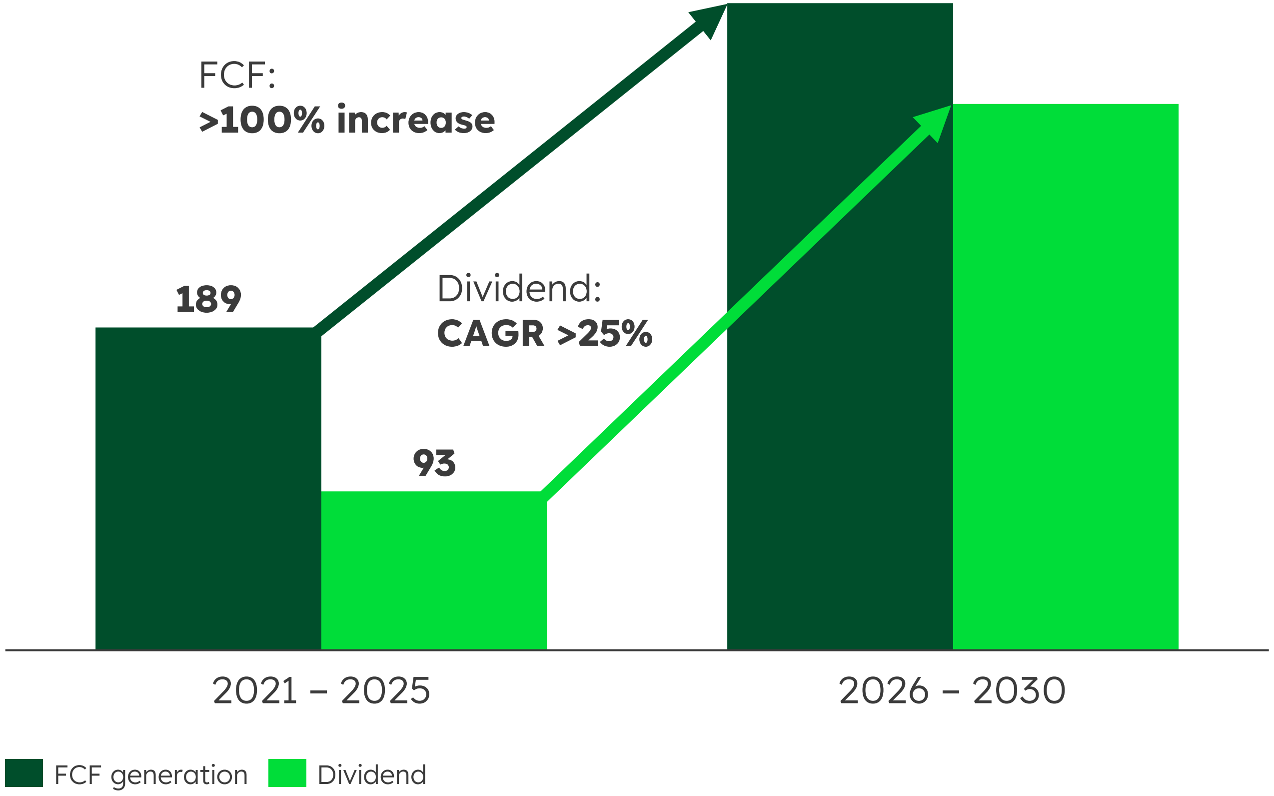
Driving the next phase of value creation

	2025	2028	2030 Target
EBITDA %	13.6%	>20%	**> 25%**
WCAP over sales %	11%	~10%	**< 10%**
Net Capex (average p.a.)	~40 €m	~35 €m	**25 – 35 €m**
Cash conversion rate	43%	~45%	**> 50%**

From 2025 → **Integration** → **Optimization** → **Growth** → **To 2030**

Clear focus towards cash generation and shareholder return

FCF generation and dividends
(m€)



- Solid capital deployment driven by operational result improvement
- Disciplined CapEx
- Strict working capital management
- Major focus on shareholder return

Building a Stronger Akçansa

- New Leadership, Clear Accountability
- Full Heidelberg Materials Integration
- Significant Margin Expansion Potential
- Higher Cash Flow & Dividend Capacity
- Unlocking Hidden Asset Value
- Sustainability-Led Competitive Advantage

Strong Governance as the Foundation of Trust and Sustainable Shareholder Value

Hakan Gürdal

Chairman of the BOD

HM BOD Member, Africa-Mediterranean-Western Asia (AMWA)

Christian Mikli

Member of BOD & Vice Chairman

HM AMWA Region Financial Director

René Aldach

BOD Member

HM CFO & BOD Member of HM Australia

Tayfun Öneş

BOD Member & CEO

Ali Aynacı

Independent BOD Member

Chairman of Early Risk Determination Committee

Bülent Bozdoğan

Independent BOD Member

Chairman of Audit & Corporate Governance Committees

Akçansa's corporate governance framework is founded on four core principles: Transparency, Reliability, Accountability and the Protection of Shareholder Rights.

Beyond full compliance with corporate governance regulations, the board provides oversight across three key drivers of long-term performance:

- Disciplined Capital Allocation, ensuring rigorous evaluation of investment opportunities and prudent capital deployment to support growth and higher returns.
- Comprehensive Risk Oversight, strengthening earnings resilience through effective management of strategic, financial and operational risks.
- Global and Local Expertise, combining international perspective with deep local market insight to support profitable growth and operational efficiency.

Our governance framework supports better investment decisions, stronger profitability and higher shareholder returns.

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