SHAPE TODAY
FOR TOMORROW

Stronger Together

2025 Integrated Annual Report

Summary

About Çimsa

2,000+
Number of Employees

Exports Reach Nearly **80** Countries

8[1]
Production Facilities

29
Companies

[1] In the cement business line, 6 integrated cement plants and 2 grinding facilities

Founded in Mersin in 1972, Çimsa operates in the building materials sector today, drawing on the strong corporate heritage of the Sabancı Group and holding a leading position among Türkiye's industrial companies. Combining over half a century of experience with a global growth vision, Çimsa creates sustainable value in the markets where it operates through its strategic focus, disciplined investment approach, and operational capabilities.

With four production facilities located in Mersin, Eskişehir, and Afyonkarahisar, Çimsa offers a diverse product portfolio in the building materials space, primarily including grey cement, white cement, and calcium aluminate cement (CAC). The integration of Mannok has further strengthened the product portfolio in terms of diversity. Innovative solutions added to the portfolio, building systems, and recycled plastic packaging products, together with Kratos construction solutions developed under Afyon Cement, further expand and complement this portfolio.

As one of the world's leading brands in white cement, Çimsa also ranks among the top three global producers of CAC. These areas of expertise form the technical backbone of the Company's building materials portfolio.

Çimsa Çimento Sanayi ve Ticaret A.Ş.
Head Office (Istanbul) – (Headquarter)

Mersin
Production Facility
2.5 mt
Clinker

Eskişehir
Production Facility
1.2 mt
Clinker

Afyon Çimento San. T.A.Ş
Production Facility
1.5 mt
Clinker

Cimsa Building Solutions B.V
Head Office

Cimsa Ireland Ltd. Mannok Cement
Production Facility
1.2 mt
Clinker

Cement · Ready-Mix Concrete · Building Materials · R&D Center · Head Office · Terminal

Çimsa's international operations are carried out through its Netherlands-based subsidiary, Çimsa Building Solutions B.V. (CBS B.V.). Within CBS B.V., a widespread and agile operational network is managed across Europe and the Americas through Mannok (Ireland) cement, cement-based products, and insulation materials; recycled plastic packaging production; the white cement production facility in Valencia (Spain); grinding facilities in Houston (USA) and Hamburg (Germany); and terminals in Trieste (Italy) and Seville (Spain).

In line with Sabancı Holding's new management model, under the Strategic Investments and Operations Presidency, the management approach focuses on strengthening portfolio focus and executing transformation projects with speed and discipline. As part of its growth strategy on the American continent, the Houston grey grinding facility commissioned in the final quarter of 2025 through its subsidiary Çimsa Americas Cement Manufacturing and Sales Corporation has increased regional supply capacity and operational flexibility.

Innovation and R&D capabilities are among the key pillars of Çimsa's long-term competitive advantage. The Mersin Production Facility the only integrated facility in the world capable of producing grey cement, white cement, and CAC leads the development of next-generation products and processes, together with its Ministry of Industry and Technology approved R&D Center (Formülhane). The Sabancı Technology Center in Germany further contributes to the global expansion of R&D capabilities through academic and industrial collaborations across Europe.

Çimsa continues to transform its building materials portfolio through innovative products and technologies, reducing environmental impacts with projects focused on resource efficiency, circular economy, and operational excellence. Leveraging its flexible production structure and extensive distribution network, the Company delivers reliable, fast, and sustainable solutions to its customers, while contributing to the construction of resilient cities, infrastructure, and living spaces.

As Çimsa advances into its second century, it is committed to further strengthening its portfolio and implementing transformation projects with determination and discipline, guided by a governance approach built on agility, collective intelligence, and shared responsibility. In line with this vision and strategic framework, Çimsa continues to create long-term, integrated, and sustainable value across all geographies in which it operates.

Click here for Çimsa's missions and vision.

Cimsa Cement UK Ltd.
Company

Cimsa Adriatico S.R.L.
Terminal

Cimsa Cementos España S.A.U.
Production Facility
600 kt
Clinker

Cimsa Americas Cement Manufacturing and Sales Corp.
Grinding Facility
900 kt
Cement

Cimsa Cement Sales North Gmbh
Terminal

Sabancı Global Technology Center Gmbh
R&D Center

Turkish Republic of Northern Cyprus
Çimsa Cement Free Zone Ltd
Terminal

ÇİMSA 2025 INTEGRATED ANNUAL REPORT SUMMARY

2025 Highlights

ESG RATINGS

CDP

Çimsa reports its climate change and water management performance through CDP and, as in 2024, achieved A scores in the CDP Climate Change and Water Security categories in 2025. Additionally, Çimsa maintained an A score in the CDP Supply Chain Management category in 2025.

On the international EcoVadis platform, which evaluates corporate sustainability performance, Çimsa ranked in the top 15% in 2025, earning the Silver category.

ecovadis

FTSE4Good

Çimsa continued its inclusion in the FTSE4Good Emerging Markets Index, which it joined in July 2024.

As the first cement company listed in the BIST 25 Sustainability Index, Çimsa achieved a score of 84 out of 100 in the LSEG rating, ranking 4th among 135 building materials companies.

BIST SÜRDÜRÜLEBİLİRLİK ENDEKSİ

EQUILEAP

Çimsa was included in the Equileap Gender Equality Rating, which evaluates corporate policies and practices on gender equality and diversity globally.

According to Morningstar Sustainalytics, Çimsa's ESG Risk Score was 20.7 (Medium Risk), marking the best performance in the Turkish cement sector and demonstrating the effectiveness of our sustainability approach and risk management capabilities.

SUSTAINALYTICS

AWARDS AND ACHIEVEMENTS

Our awards and achievements in 2025 reflect our people-centered corporate culture, our sustainability and green transformation approach, our focus on talent and leadership development, and our work in corporate governance and reporting, recognized both nationally and internationally.

ÇEİS

Received the third-place award in the 'Adding Value to OHS through Digital Solutions' category at the ÇEİS OHS Value Awards Program in 2025.

THE INTERNATIONAL BUSINESS AWARDS

At the Stevie International Business Awards 2025, Çimsa was honored with a Bronze Award in the "Best Annual Report – Private Companies" category.

At the 7th Export Champions Awards, organized by the Cement, Glass, Ceramics, and Soil Products Exporters' Association, Çimsa received four awards in 2025.

Çimsa won a Gold Award in the "Integrated Presentation" category at the 2025 International Annual Report Design Awards (IADA).

IADA 2025

İMSAD

In 2025, Çimsa won first place in the "CAC / Economy Category" at the Future Investment Awards 2024, organized by Türkiye İMSAD.

Entegre Raporlama Türkiye IR NETWORK

Çimsa won the "Best Integrated Annual Report" award at the Integrated Reporting Awards Ceremony 2025, organized by the Integrated Reporting Association Türkiye.

The Çimsa Sailing Club Women Athletes received the 40th Anniversary Admiral's Cup Special Award.

Çimsa won the "Acquisition Finance Deal of the Year" award at the 2025 Global Banking & Markets Awards, organized by Global Banking & Markets.

GBM Global Banking & Markets AWARDS

BrandonHall EXCELLENCE AWARDS

At the Brandon Hall Awards 2025, Çimsa received 5 Gold, 4 Silver, and 5 Bronze awards.

At The Hammers Awards 2025, Çimsa won two Silver Awards in the "Best Marketing Team in B2B" category with two different products.

Business Model and Strategy

Çimsa's strategic transformation journey is built on a holistic vision that spans from cement to building materials, from local to global, and from grey to green. Guided by our "Transformation" vision, we place sustainability at the center of our operations, aiming to create lasting economic and social value for our stakeholders by effectively managing risks and opportunities. Through our strategic business model, we focus on maximizing value and optimizing costs across all processes.

With our local-to-global transformation focus, we aim to strengthen and optimize our presence in Türkiye while expanding our global footprint through our international subsidiaries, enhancing our position in the building materials market. By continuously improving operational efficiency through our strategically positioned production and distribution network, we strive to be closer to our customers, thereby maximizing value creation for all stakeholders.

As we expand our activities on a global scale, we continuously develop our operations with a sustainability-centered approach that emphasizes innovation and digitalization, enhancing our effectiveness in international markets. At Çimsa, we support our global footprint and competitive strength through the customer-focused work of our international R&D centers. In this context, we aim to commercialize sustainable and innovative technologies and expand our value-added product portfolio with a focus on material technologies.

By increasing the use of low-carbon alternative raw materials, alternative fuels, and renewable energy sources, we view continuous improvement, operational efficiency, and sustainable growth as the fundamental pillars of our business processes and transform our operations accordingly. This approach maximizes operational benefits while supporting the development of a value chain that facilitates the transition to a low-carbon economy.

In this holistic approach, Çimsa's transformation capability is reinforced by strategic human resources. From R&D to operations, and from commercial activities to strategic planning, our agile, innovative, and collaborative working culture ensures the applicability and sustainability of these strategic initiatives.

Grey to Green, Local to Global,
Cement to Material Technologies

Value Maximisation	Cost Optimization
Network Optimization; Asset/Carbon/Energy Optimization	Increase in Alternative Fuel Usage
Close Proximity to Customers in Export Markets; Grinding Mill and Terminal Investments	New Sustainable Product Portfolio
Vertical Integration in Export Markets; Precast, Ready-Mix-Concrete Stations etc.	Use of Renewable Energy Sources
Commercialized Sustainability and Innovation; Value-Added Product Portfolio	Use of Low-Carbon Alternative Raw Materials

R&D-Focused Technology Centers | **Strategic Human Resources and Organization**

By embracing this vision, we aim to create sustainable value for all our stakeholders through a mutually reinforcing structure that prioritizes long-term value creation addressing today's needs while addressing the future transformation areas.

Sustainability Management and Strategy

SUSTAINABILITY STRATEGY

At Çimsa, we place sustainability at the very core of our business model, advancing with a holistic approach that supports our transformation vision built on the key pillars of **"Cement to Materials Technologies," "Grey to Green,"** and **"Local to Global."**

We manage our sustainability strategy through a comprehensive approach encompassing environmental, social, and governance dimensions. On the environmental front, we focus on reducing carbon emissions through science-based targets and increasing our resource efficiency through low-carbon and circular production. In the social domain, we prioritize occupational health and safety and social benefit by providing a safe, inclusive, and equitable work environment. In governance, we integrate sustainability into our decision-making processes, managing risks and opportunities in a transparent and accountable manner. By supporting these areas with innovation and digital transformation, we aim to create greater value together with all our stakeholders.

Our strategy is built upon four core focus areas defined in alignment with our vision. Each focus area is reinforced with concrete goals and measurable outcomes, enhancing the traceability and accountability of our performance. Our initiatives are designed to create an impact that extends beyond our own operations to encompass the entire value chain.

Combating the climate crisis and transitioning to a low-carbon economy form the foundation of our sustainability efforts. Operating in the construction materials sector-a high-emission industry-places a significant responsibility on us in this regard. To achieve our net-zero carbon target, we are leveraging our R&D capabilities to develop innovation- and technology-driven solutions. Through technological transformations in our operations, we will expand the use of low-emission raw materials and fuels. Additionally, by utilizing advanced technologies such as carbon capture, utilization, and storage, we are moving steadily toward our goal of carbon neutrality.

Contributing to the transition to a low carbon economy through strong R&D, innovation and technological transformation

Pioneering the development of sustainable living spaces through our products

With the aim of creating sustainable living spaces, we are working to develop products with low emission intensity and reduced environmental impact throughout their lifecycle. Through our approach to responsible investment, we support projects that contribute to the protection of ecosystems, thereby also contributing to social sustainability. By collaborating with our suppliers, customers, and business partners, we aim to extend our sustainability goals across our entire value chain. Through this collaboration, we are developing new business models and creating new opportunities in the field of sustainability.

With the goal of creating a sustainable world, we carry out community- and people-centered initiatives and strive to make a positive impact. We operate with a culture that is equitable, respectful of diversity, and inclusive, and we reflect these values in every aspect of our work. Through the steps we take today, we are building a better future and shaping tomorrow.

Focusing on "Decent Work" and "Equality at Work" in all our business processes

Creating sustainable stakeholder value through our balanced and risk-sensitive governance model

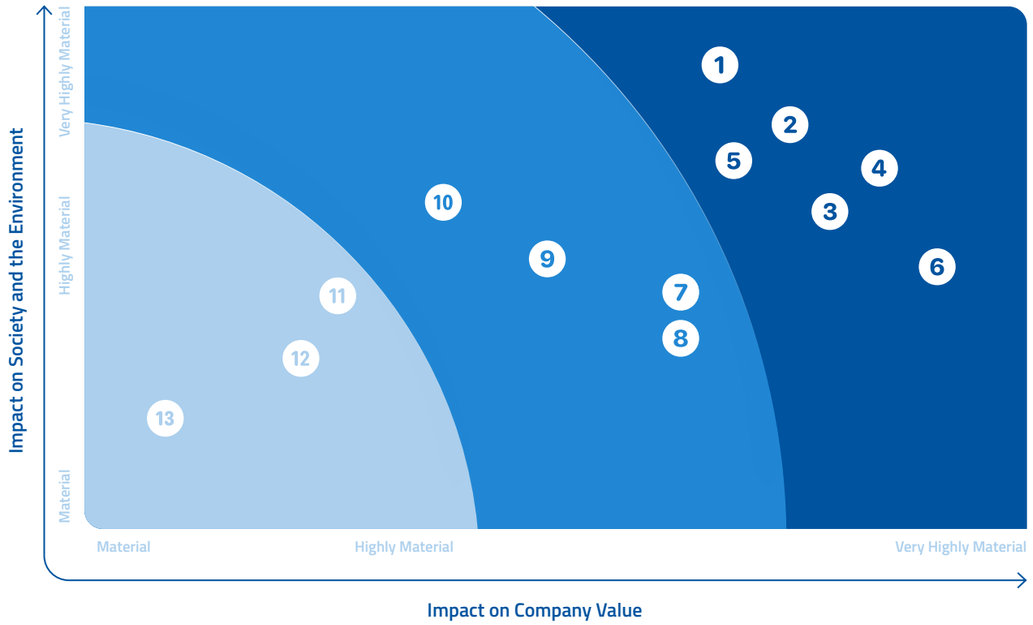
To build a secure future, we have placed sustainability-based risk and opportunity management at the heart of our core strategy. As we tackle the climate crisis and transition to a low-carbon economy, we prioritize creating sustainable value for our stakeholders. The roadmap we have established in this regard enables us to focus on projects that contribute to social well-being through an effective governance model in the sectors where we operate.

We approach our sustainability strategy as a dynamic framework; we regularly review our focus areas in light of changing conditions, expectations, and developments. In this context, while continuing to advance within the focus areas we established for 2025, we have reassessed our material topics in light of current developments.

Sustainability Management and Strategy

As a result of the materiality assessment, sustainability topics were evaluated through a two-dimensional impact approach, forming the basis of our sustainability strategy, and a total of 13 material topics were identified. These material topics are addressed together with sub-topics in order to reflect their impacts in a more detailed manner.

Material sub-topics are defined as elements that enable risks and opportunities to be evaluated more concretely and indicate the level of implementation. The identified material topics were reviewed by the Sustainability Management Committee and finalized upon approval of the Executive Board.



Very Highly Material

1. Occupational Health and Safety
2. Circular Economy and Waste Management
3. Energy Efficiency and Energy Management
4. Climate Change Adaptation and Mitigation
5. Corporate Governance
6. Responsible Supply Chain and Procurement Practices

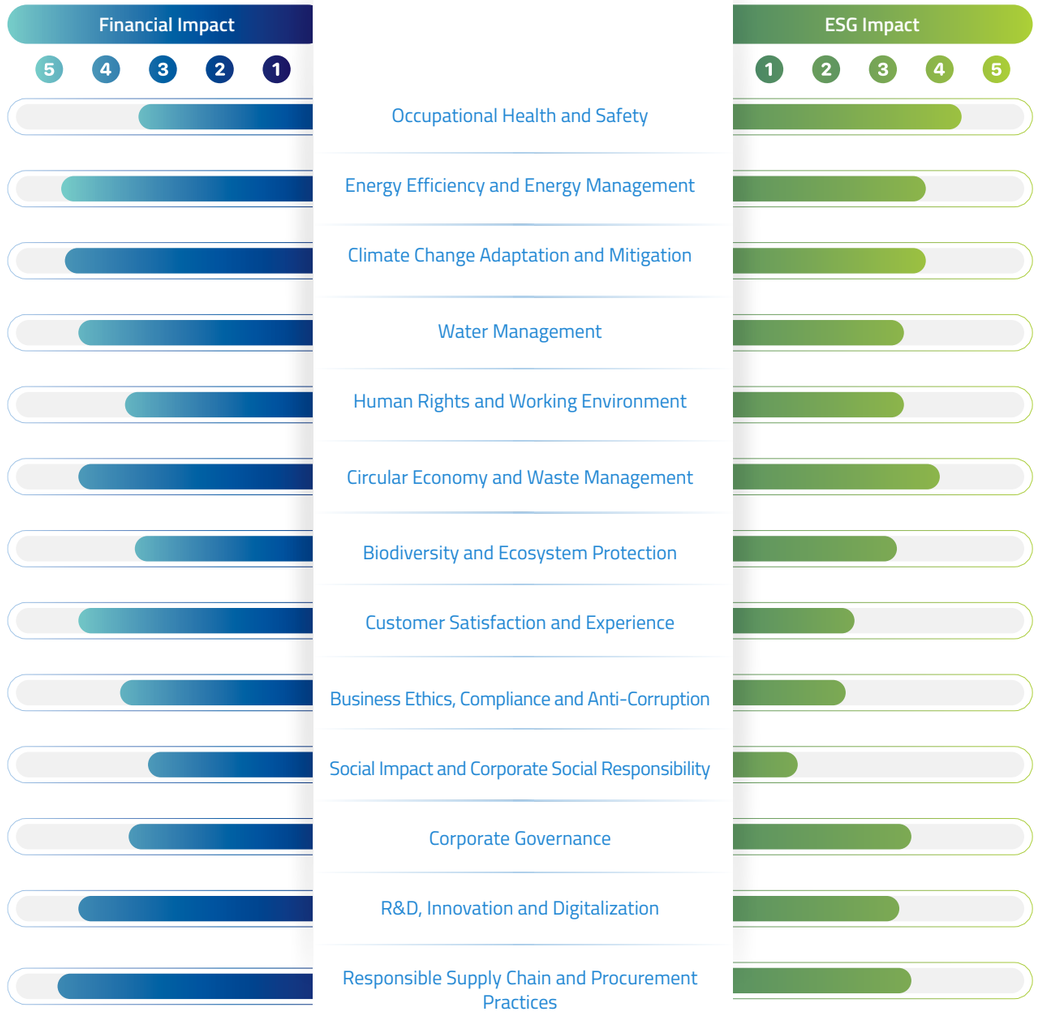
Highly Material

7. R&D, Innovation and Digitalization
8. Water Management
9. Human Rights and Working Environment
10. Biodiversity and Ecosystem Protection

Material

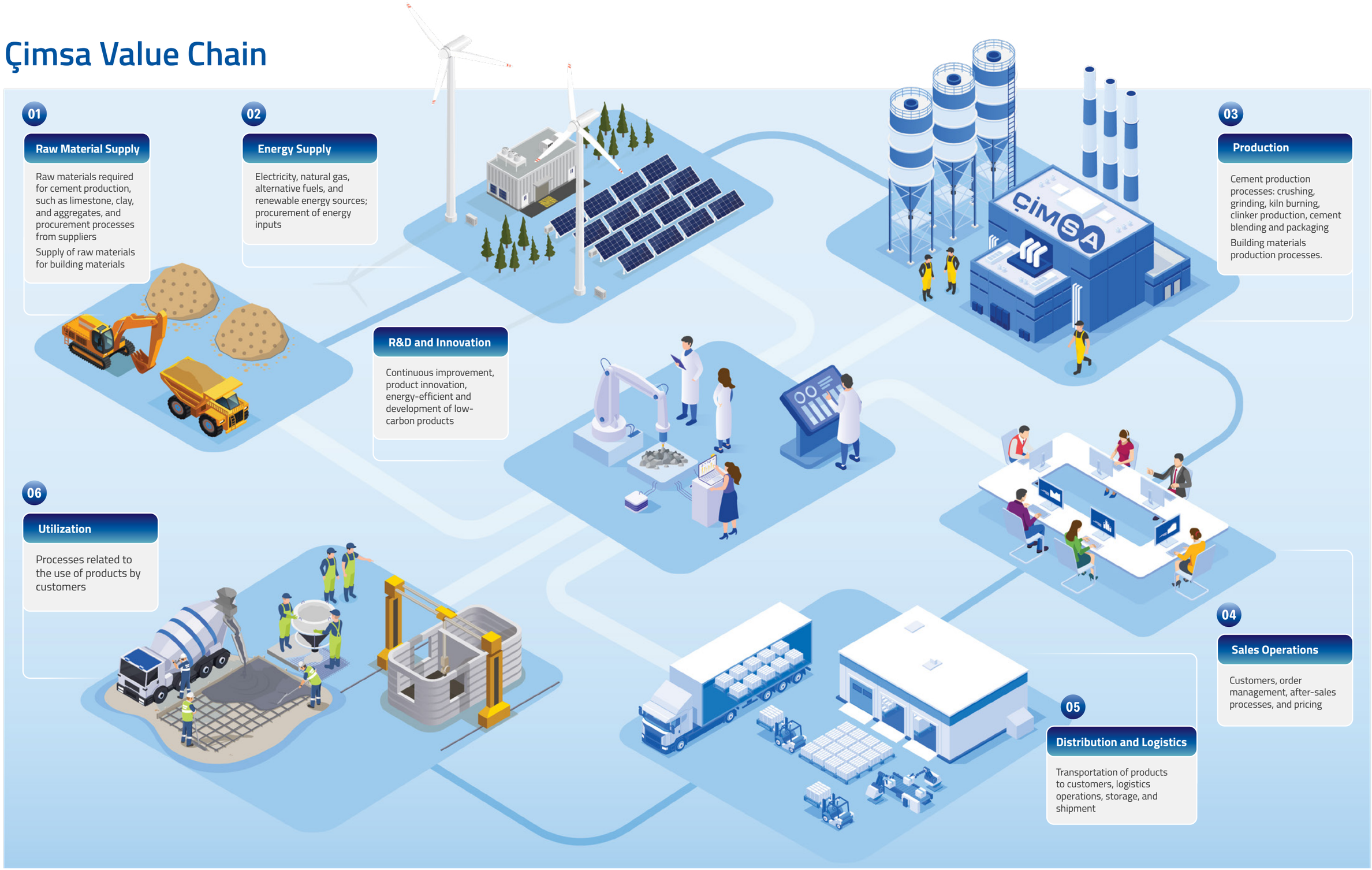
11. Customer Satisfaction and Experience
12. Business Ethics, Compliance and Anti-Corruption
13. Social Impact and Corporate Social Responsibility

Another aspect of the materiality process involves evaluating the identified topics in terms of their financial and ESG impacts and incorporating them into strategic objectives. As part of this process, material topics with an impact score of 4 or higher on a 5-point scale are evaluated in detail and incorporated into strategic objectives.



ÇİMSA 2025 INTEGRATED ANNUAL REPORT SUMMARY

Çimsa Value Chain



01

Raw Material Supply

Raw materials required for cement production, such as limestone, clay, and aggregates, and procurement processes from suppliers

Supply of raw materials for building materials

02

Energy Supply

Electricity, natural gas, alternative fuels, and renewable energy sources; procurement of energy inputs

03

Production

Cement production processes: crushing, grinding, kiln burning, clinker production, cement blending and packaging

Building materials production processes.

R&D and Innovation

Continuous improvement, product innovation, energy-efficient and development of low-carbon products

04

Sales Operations

Customers, order management, after-sales processes, and pricing

05

Distribution and Logistics

Transportation of products to customers, logistics operations, storage, and shipment

06

Utilization

Processes related to the use of products by customers

ÇİMSA 2025 INTEGRATED ANNUAL REPORT SUMMARY

Value Creation Model

Our Business Model and Value Chain

Capital Elements	Inputs	Value Created	Outputs	Sustainable Impact
Financial Capital	» TL **45.9** billion Turnover » EUR **275** million Sustainable Financing » **6** Grant and Incentive Programs	» Supporting sustainable growth with strong capital base » Expansion of global footprint through organic growth » Regional growth strategies that enhance financial resilience	TL **8.2** billion EBITDA TL **3.8** billion Net Profit TL **10.2** billion Total Investments	
Manufactured Capital	» Operating in **7** Countries » **6** Integrated Production Facilities » **6** International Terminals » **2** Grinding Facilities	» Broad product portfolio » An efficient, low-carbon production model that reduces clinker use » Creating integrated production and distribution synergies across Spain, the USA, Ireland and Türkiye through global operations management » Producing high value-added products that support global leadership in cement products	**80** International Operational Locations **13** Sustainable Products and Services **6** EU Taxonomy-Aligned Sustainable Products TL **8.2** billion Revenue from Sustainable Products	
Intellectual Capital	» **2** R&D Centers » TL **135.7** million Sustainability-Focused R&D and Innovation Investment » **43%** Female Employee Ratio in R&D and Innovation Departments » **39%** Female Employee Ratio in Digitalization Departments	» Improving production efficiency through smart processes and AI-supported applications » A high value-added specialty product portfolio developed at our STC Munich and Mersin R&D centers » A growing patent portfolio supported by our R&D investments and expert team	**3** R&D and Innovation Projects Implemented **8** AI Projects Implemented **100%** Share of Sustainability-Focused R&D Investments in Total R&D Investments **2** Advanced Technology Trial Projects **2** Patents	
Human Capital	» **15** Ethnicities » **42** hours Training per Employee » TL **10,457** Training Expenditure per Employee » **72** Volunteer Employees in Employee Groups » TL **100.2** million Investment Made within the Scope of Occupational Health and Safety	» An inclusive working environment enriched by diverse cultures » Technical and behavioral competencies strengthened through Çimsa Academy » A high-performance culture strengthened by performance management » A working environment supported by our "Decent Work" approach » Flexible and supportive practices that increase employee engagement	**33%** Ratio of Female White-Collars Employees **31%** Ratio of Female Employee in Income Generating Roles **25%** Ratio of Female Employees in STEM (IT, Engineering, etc.) Roles **4** Points Increase in Employee Engagement Score **3.99** Accident Frequency Rate	
Social and Relational Capital	» **11** Number of Inclusion Programs » **326** Global Business Partners » **2,703** Active Suppliers » **30** Participation in Sectoral and International Initiatives	» Trust-based, transparent and long-term relationships with our stakeholders » Value-creating collaborations with academic institutions » An expanded customer network following the Mannok integration » Practices that support local suppliers » Positive impact through community projects	**3,331** Individuals Reached through Inclusion Programs **79** Net Promoter Score (NPS) **87** Net Promoter Score (NPS) (Local) **58** Suppliers Assessed for Sustainability **95%** Local Supplier Ratio	
Natural Capital	» **66%** Renewable Energy Usage Rate » **83,274** MWh Renewable Energy Production » **2.8** million m³ Water Consumption » **28%** Alternative Fuel Usage Rate » **33%** Biodiversity Management Plan (BMP) Coverage Rate	» Contributing to the transition to a low-carbon economy through strong R&D, innovation and technological transformation » Contributing to the fight against climate change through technological solutions that optimize resource use and environmental investments » Reducing environmental impacts through practices that improve energy, water and raw material efficiency » Protecting ecosystems through rehabilitation activities at mining sites	**67.4%**[2] Absolute Scope 2 CO_2 Emissions Reduction **295** L/ton cementitious product Specific Water Consumption **17%**[1] Reduction in Product CO_2 Emission Intensity	

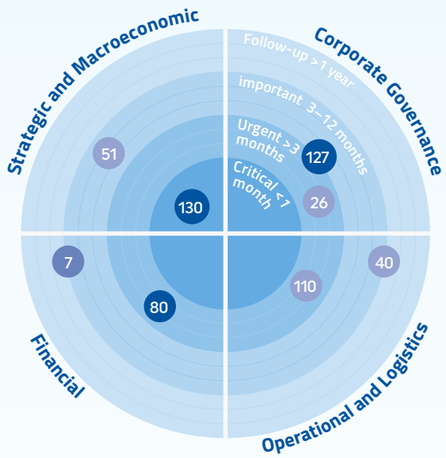
[1] *Reduction rate in cement product-specific Scope 1 and Scope 2 CO_2 emission intensity compared to 2021*
[2] *Absolute Scope 2 reduction rate compared to 2021*

Enterprise Risk Management

As Cimsa, with the sense of responsibility that comes with being a global company, we extend our risk management approach beyond our own operations and address it with a holistic perspective that encompasses our entire value chain. In line with this approach shaped by the understanding of "Stronger Together," we position risk management not merely as a control mechanism developed against potential adversities, but as a fundamental management tool that also covers environmental, social, and governance (ESG) dimensions and supports the creation of long-term and sustainable value for our stakeholders.

We structure our corporate risk management approach in line with the Corporate Risk Management (CRM) framework, in which all risks are addressed within an integrated context, and in alignment with the COSO CRM framework. This structure operates in seamless integration with our strategic priorities, performance targets, and sustainability vision.

Risk Radar Rating for the Reporting Period



Risk Code	Risk Name
130	Economic Slowdown Risk
110	Business Continuity Risk
80	International Receivables Risk
51	Sustainability Risk
26	Cyber Risks
127	Compliance Risk
7	Working Capital Risk
40	Supply Chain Disruption Risk

- Very High Sensitivity
- High Sensitivity
- Medium Sensitivity
- Low Sensitivity
- Very Low Sensitivity

MANAGEMENT OF SUSTAINABILITY AND CLIMATE RISKS AND OPPORTUNITIES

We follow a methodology that aligns with our company strategy and corporate risk management principles in identifying sustainability- and climate-related risks and opportunities, assessing climate resilience, and conducting our adaptation efforts. To reflect the impacts of climate uncertainties on our business model and strategy, we regularly evaluate the company's resilience every year. In cases where operational boundaries change, reference sources are updated, or significant developments occur that may affect our value chain, we incorporate the relevant updates into our methodology and assessment framework. We monitor and prioritize our sustainability- and climate-related risks within the company's risk radar.

We conducted a scenario-building exercise to better understand uncertainties and identify trends that may affect our company within the scope of key drivers. To assess climate-related risks and opportunities, we defined two separate scenarios under two different temperature pathways (<2.5°C and 3.5–4°C). While following the defined steps in scenario selection, we also evaluated conditions on a topic-specific basis for other matters related to sustainability and climate change. We consider the time horizons for sustainability- and climate-related risks and opportunities as follows:

- Short Term (1 year)
- Medium Term (1–5 years)
- Long Term (5–10 years)

We recognize the importance of understanding how determining factors influence climate-related risks and opportunities in both local and global contexts. Through the future scenarios we use, we make the conditions shaped by the key factors that may affect our company more visible.

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Sustainable Finance

SUSTAINABLE FINANCING

As part of the collaborations we have developed with the European Bank for Reconstruction and Development (EBRD), an international development finance institution, over the past two years, we secured a total of 75 million Euros in long-term green financing to support our sustainability-focused investments. The funding obtained in 2024 supported the decarbonization investments at our Eskişehir production facility, while the 50 million Euros secured in 2025 was directed toward projects that enhance energy efficiency and support emission reduction within the scope of the decarbonization program at our Mersin production facility. This financing structure strengthens both our low-carbon growth strategy and our long-term financial resilience.

As of 2025, while increasing the share of long-term green financing sources that support our sustainability investments, we also restructured our existing loan portfolio in line with market conditions and our strategic priorities. Through this approach, we extended the maturity profile of our financial borrowings, optimized our financing costs, and strengthened our cash-flow predictability and financial flexibility.

One of the most strategic steps taken during this period was the financing structure implemented as part of Mannok's integration into Çimsa. The 225 million Euro Sustainability-Linked Loan (SLL), structured through a bridge-loan mechanism established with BNP Paribas Fortis SA/NV, ING Bank NV, and QNB Bank A.Ş., enabled us to directly integrate our sustainability performance indicators into the financing terms.

This structure has demonstrated that our corporate capacity to access sustainable finance has strengthened, aligning our capital structure even more closely with our strategic objectives. Thanks to this holistic approach, we are building a strong sustainable financing framework that supports the financial feasibility of our climate-transition investments, directly links our sustainability performance indicators to financing terms, and establishes a measurable value connection between our environmental and financial performance. In the coming period, in line with market conditions and our strategic direction, we aim to further advance our long-term value creation for investors by evaluating green bonds and similar sustainable financial instruments.

Click here to access the Green Financing Framework document.

Çimsa's financing transaction related to the acquisition of Mannok, which strengthens the company's presence in the United Kingdom and Ireland, was awarded the **"Acquisition Finance Deal of the Year"** at the Global Banking & Markets Awards 2025.

Climate Change Adaptation and Mitigation

CLIMATE-RELATED RISK AND OPPORTUNITY DISCLOSURES

Focusing on the risks and opportunities with the highest impact levels identified under TSRS, we have defined adaptation and opportunity assessment actions that cover our entire value chain. This approach enables the integration of relevant risks and opportunities into our financial planning processes, the updating of our calculations, and a holistic evaluation of their potential impacts on company performance. Detailed information on the scope, methodology, and financial impacts of climate-related risks and opportunities is provided in our TSRS report.

	Risk	Impact on the Value Chain	Adaptation Actions
Drought / Water Stress	The increasing intensity and frequency of droughts due to climate change may lead to disruptions in operations.	Within Çimsa's own operations, particularly in regions where our production facilities are located, limited access to water may increase water procurement costs.	At this stage, Çimsa has initiated its journey to improve water efficiency. In this process, efforts include identifying and reducing water losses, minimizing efficiency losses, and beyond that, assessing the suitability of technologies in terms of water use for future investment decisions, as well as evaluating access to water for new investment locations.
Increase in Greenhouse Gas Emission Pricing	Risks associated with the Emissions Trading System (ETS) and the Carbon Border Adjustment Mechanism (CBAM) during the export phase may create pricing risks for companies operating in certain sectors, including construction and building materials, by introducing carbon pricing on greenhouse gas emissions and increasing costs.	Rising carbon pricing may affect the cost structure across different stages of the value chain, particularly in our production activities. Energy-intensive production processes, upstream supply chains, and export activities to the EU may face more pronounced financial impacts due to carbon-related costs.	Emission levels of our facilities under the EU ETS are regularly monitored and aligned with the system's implementation requirements. Within the scope of CBAM, analyses of product carbon intensity for products exported to or with the potential to be exported to the EU are conducted, and product-based embedded carbon calculations are being verified. In line with SBTi targets, site-specific decarbonization plans are implemented, investment needs are identified, and R&D projects focused on product transformation are carried out. Carbon pricing scenarios are incorporated into daily S&OP processes through analytical studies, ensuring that carbon costs are integrated into decision-making.
Disruptions in the Supply of Raw Materials	In the transition to a low-emission economy, increasing demand for cementitious materials, rising raw material prices, and/or potential slowdowns and disruptions in raw material supply chains in the cement industry may occur.	The growing demand for low-emission cementitious materials may affect the availability and price stability of certain raw materials. This situation may create uncertainties, particularly in upstream supply chains, in terms of supply continuity and cost management.	Long-term supply agreements are being established to ensure the procurement of sustainable alternative raw materials, while R&D activities continue to explore alternative materials. R&D efforts for new cementitious materials are ongoing. Scenario analyses are conducted within decision-making processes to maintain financial flexibility.

DECARBONIZATION TRANSITION PLAN

The transition to a low-carbon economy is not merely a technical objective focused on emission reduction for our Company; it represents a strategic process that reflects the long-term transformation of our business model, investment priorities, and operational structure. In this context, the Decarbonization Transition Plan provides a comprehensive roadmap aimed at managing climaterelated transition risks and maintaining competitiveness in the face of carbon regulations.

Our transition plan is structured to cover short-, medium-, and long-term perspectives, and is built around key focus areas such as energy transformation, process improvements, product portfolio transformation, and readiness for advanced technologies. This approach supports both the reduction of emissions arising from our current operations and alignment with future regulatory and market conditions.

The Decarbonization Transition Plan is addressed in an integrated manner with capital allocation and investment decisions, taking into account the financial impacts of mechanisms such as carbon pricing, emissions trading systems, and carbon border regulations. In this way, climate-related transition risks are managed proactively, while long-term value creation and business continuity are ensured through a business model aligned with climate targets, as well as resilience and sustainability principles.

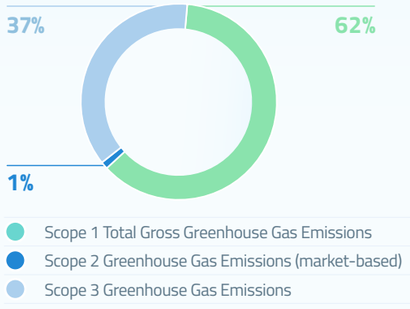
The priority areas and actions defined within the plan are monitored through measurable targets and performance indicators; the progress achieved is regularly evaluated, and necessary updates are made accordingly. Detailed implementations and concrete initiatives related to the decarbonization process are presented in the following sections under the relevant headings

Our Decarbonization Transition Plan progresses in alignment with our near-term emission reduction targets, which were approved by the Science Based Targets initiative (SBTi) in April 2024 and are set in line with the goal of limiting global temperature increase to 1.5°C. In this context, progress is regularly monitored through emission intensity indicators, product-based carbon calculations, and scenario analyses.

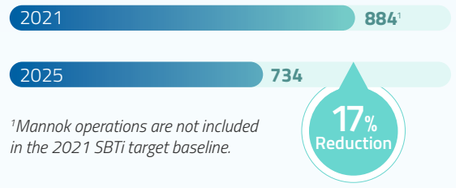
The plan is implemented in an integrated manner with our corporate risk management and investment planning processes, under the oversight of senior management. Our decarbonization efforts, which are regularly reviewed through sub-working groups reporting to the Sustainability Management Committee, are updated on an annual basis and integrated into our long-term strategic plans.

During the 2021–2025 period, in line with the targets approved by SBTi, the Scope 1 and Scope 2 emission intensity of our cementitious products decreased by 17% compared to the 2021 baseline year. This progress demonstrates the effectiveness of our decarbonization transition plan and the feasibility of the defined roadmap.

Çimsa's Emissions Breakdown



Scope 1 + 2 Specific Gross Greenhouse Gas Emissions (kg CO_2/ton cementitious)



[1]Mannok operations are not included in the 2021 SBTi target baseline.

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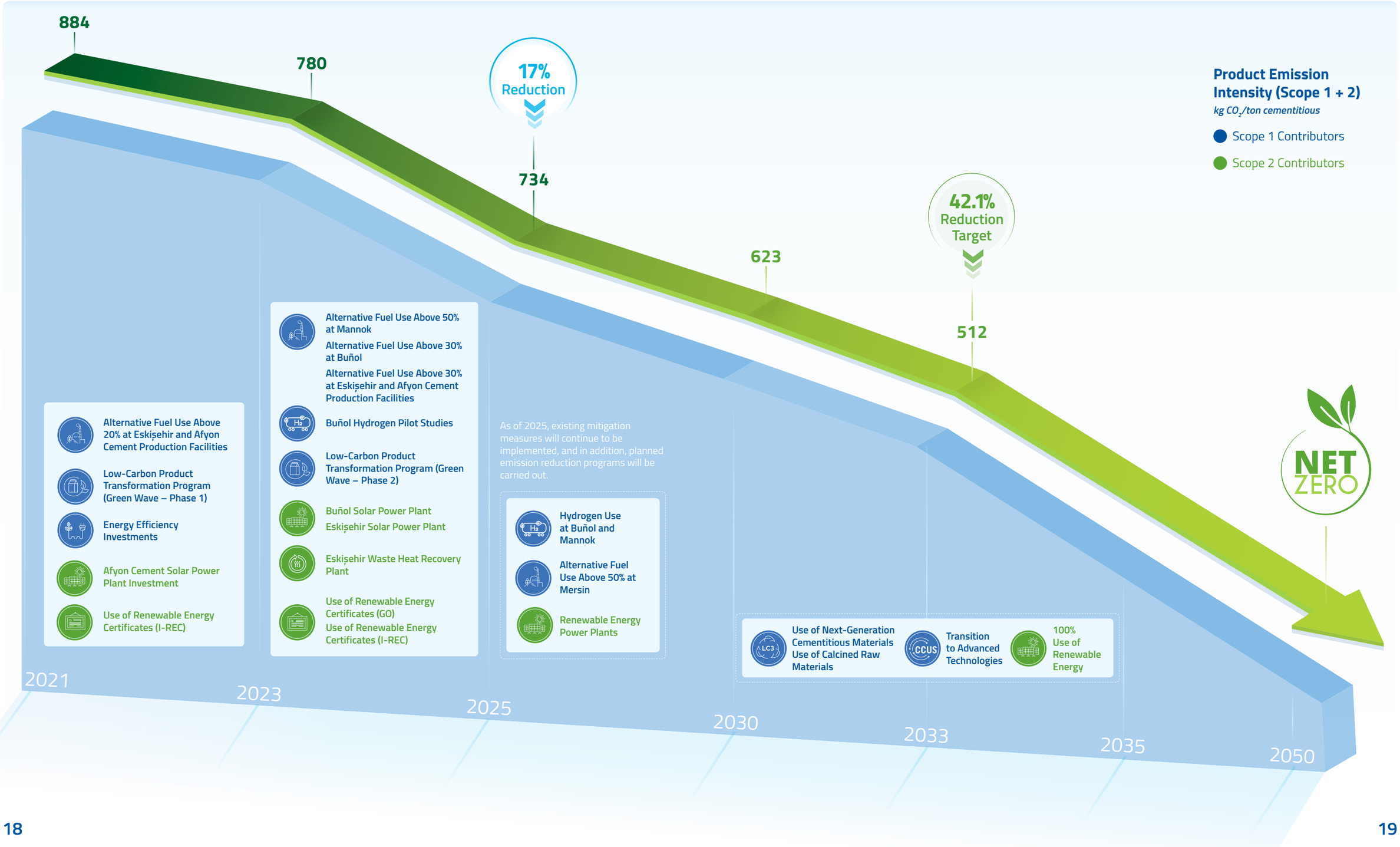
Climate Change Adaptation and Mitigation

DECARBONIZATION TRANSITION PLAN (SCOPE 1 AND 2)

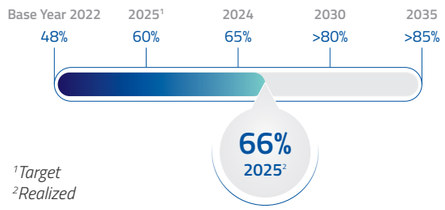


Energy Efficiency and Renewable Energy Management

RENEWABLE ENERGY

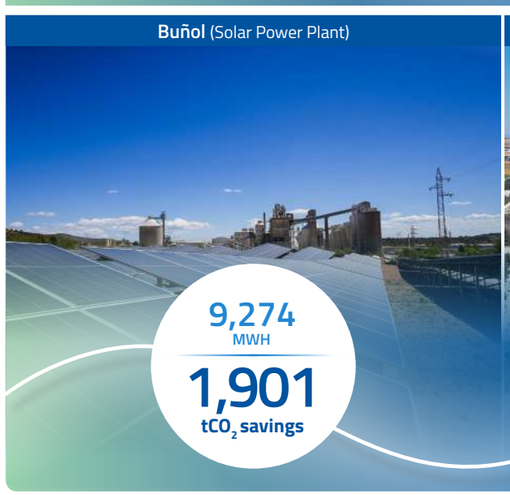
Renewable energy is one of the key levers in reducing our Scope 2 (indirect) emissions and implementing our energy transition strategy. In this context, we aim to increase the share of electricity consumption sourced from renewable energy to 80% by 2030. Our green electricity usage rate, which stood at 5% in 2021, has reached 66% as of 2025. This increase reflects the combined impact of certified green electricity procurement as well as the on-site renewable energy projects that we have implemented and planned.

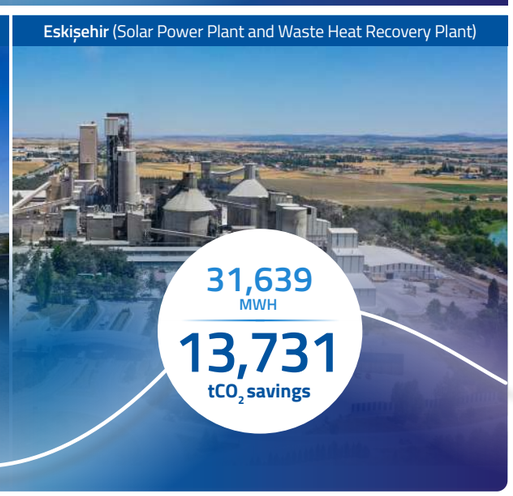
Renewable Electricity Consumption Rate (%)



[1] *Target*
[2] *Realized*

Amount of on-site renewable energy generated in 2025





ALTERNATIVE FUELS

The use of alternative fuels is considered a key component of Çimsa's energy transition and decarbonization strategy. By replacing fossil fuels with low-carbon alternatives such as biomass, waste tires, and fuels derived from municipal waste, we both reduce our greenhouse gas emissions and support a circular economy approach.

As Çimsa, we have increased our alternative fuel usage rate in grey cement from 13% in 2021 to 28% in 2025, demonstrating strong and consistent progress in our fuel transition strategy.

A New Era in Alternative Fuels: Hydrogen

With the integration of hydrogen into the fuel mix, we aim to enhance combustion efficiency, particularly in white clinker production. This is expected to increase the thermal substitution rate at our Buñol production facility.—from its current level of approximately 30% to 48%—and reduce annual CO_2 emissions by around 30 thousand tons. Rather than directly replacing fossil fuels, hydrogen acts as a catalyst that enhances the combustion performance of alternative fuels, contributing significantly to process stability and emission reduction.

Operating in the Irish market, Mannok Cement has achieved a leading position within the Group with a 68% thermal substitution rate. Our commitment to reaching 40% alternative fuel usage across our other locations by 2030 remains ongoing.

Leading Performance in Alternative Fuels: 75% Thermal Fuel Substitution at Mannok

Our approach to increasing alternative fuel use at our Mannok production facility is built on the holistic and advanced technology-driven transformation of the cement kiln combustion system. At the core of this transformation is the FUELFLEX® Pyrolyzer technology recognized as the world's first staged fluidized bed system which has enabled a substantial replacement of fossil fuels with Refuse-Derived Fuel (RDF) during the precalcination stage, the most carbonintensive phase of clinker production.

With the comprehensive system upgrades implemented as of 2025, the alternative fuel infrastructure at Mannok has been further strengthened. Through the integration of satellite burners and the Jetflex® main burner, RDF can now be used directly in the kiln as a substitute for coal for the first time. With this new combustion approach, coal has been operationally shifted from being the primary fuel to a backup fuel. The control systems have been configured so that coal feeding is activated only in exceptional cases, such as when RDF feeder capacity limits are reached or in the event of line blockages.

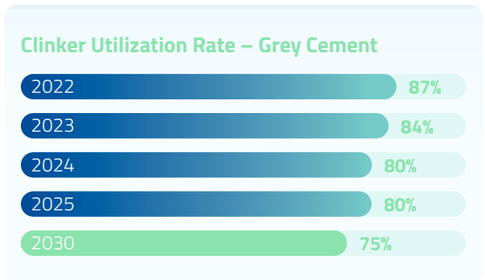
Circular Economy and Waste Management

USE OF ALTERNATIVE RAW MATERIALS AND REDUCTION OF THE CLINKER RATIO

Clinker, the main component of cement, is also the primary source of direct greenhouse gas emissions. Therefore, reducing the clinker ratio is one of the key pillars of the transition to a low-carbon product portfolio.

In this context, within our grey and white cement portfolios, we are accelerating the transition to blended cement by using limestone, pozzolanic materials, and slag, ash, and similar waste and by-products from various industries. Under our Green Wave product transformation program, we increase market access for composite cements through plant-based raw material optimization practices.

As a result of these efforts, we achieved our 2025 target by reducing the clinker ratio in our grey cement products to 80%. On the white cement side, we continue this transformation with a gradual approach, taking into account the quality criteria required by process conditions.



MANNOK MECA-CLAY PROJECT

Modeling studies conducted in 2025 demonstrated that engineered Meca Clay solutions offer up to 80% CO_2 emission reduction potential through clinker substitution under the most favorable industrial scenarios. In this context, the Mannok Meca Clay Project is considered a strategic solution in line with our low-carbon cement development objectives. Mechanical-thermal activation and flash calcination studies developed in collaboration with Envicore, Carbon Upcycling Technologies, SEAM (SETU), and Boliden are paving the way for low-carbon, high-performance cements in the medium term.

Alternative raw materials and cementitious materials not only reduce the carbon footprint but also decrease our dependence on natural resources, thereby enhancing resource efficiency. In 2025, by integrating approximately 530 thousand tons of alternative raw materials into our production processes, we made a strong and tangible contribution to the circular economy.

Advanced Technologies

THE ROLE OF CCUS IN OUR DECARBONIZATION JOURNEY

At Çimsa, we regard Carbon Capture, Utilization, and Storage (CCUS) technologies as a strategic solution area on our journey toward achieving our long-term net-zero target, complementing our existing mitigation levers based on energy efficiency, the use of alternative fuels and raw materials, and the reduction of the clinker ratio. Due to the inherent nature of cement production, CCUS technologies are expected to play a critical role in the medium and long term in mitigating process-related CO_2 emissions.

In this context, we address CCUS not merely as a future-oriented technological vision, but through a phased and data-driven evaluation approach that considers plant-specific applicability, technical integration, and economic feasibility.

Our Approach to CCUS

We assess CCUS technologies within a holistic framework that encompasses carbon capture from flue gas, the utilization of captured CO_2 in products and processes, and safe storage options. Within this scope, post-combustion carbon capture, mineralization, and alternatives focused on the permanent sequestration of CO_2 in concrete are among the key technology areas analyzed in terms of technical and operational feasibility.

In parallel with the studies carried out within the Global Cement and Concrete Association (GCCA), of which we are a member, we closely monitor global developments in the CCUS field through national and international collaborations and innovative initiatives. We evaluate these developments by relating them to Çimsa's operational realities.

FORWARD-LOOKING CCUS ROADMAP

Plant-based decarbonization plans, together with assessments of our facilities' potential exposure to mechanisms such as the Emissions Trading System (ETS) and the Carbon Border Adjustment Mechanism (CBAM), enable us to prioritize facilities within our CCUS roadmap based on site-specific risks and opportunities.

CCUS Feasibility Studies at Buñol and Mannok Production Facility

To translate advanced technologies into practical applications, we have prioritized CCUS-focused preliminary assessments and feasibility studies at our Buñol (Spain) and Mannok Production Facility (Ireland).

At our Buñol production facility, preliminary assessments are being conducted regarding the integration of carbon capture technologies into existing production processes. Within the scope of these studies, flue gas characteristics, capturable CO_2 potential, energy and space requirements, and operational integration challenges are analyzed to assess the plant-specific applicability of CCUS. At the same time, potential on-site and off-site utilization scenarios for the captured CO_2 are also included in the evaluation.

In our Mannok operations, pre-feasibility studies on carbon capture technologies have been initiated, and a structured assessment process has been designed to evaluate the technical suitability of different technology alternatives, along with CAPEX- and OPEX-based techno-economic analyses. These efforts are supported through collaborations with consulting firms that possess global expertise in the CCUS field.

The studies carried out at Buñol and Mannok aim to demonstrate the medium- and long-term applicability of CCUS technologies across the Group, and to establish a robust technical and economic foundation that will serve as an input for future investment decisions.

Utilization of CO_2: Product and Value Chain Perspective

Within the "utilization" dimension of our CCUS approach, one of our primary focus areas is the integration of captured CO_2 into products and its evaluation in line with circular economy principles. Under the C-World Project developed by our R&D Unit, alternative solutions for the sequestration of carbon dioxide within concrete are being explored, and innovative designs aimed at increasing the carbon storage potential of our products are being developed.

Through this approach, we position CCUS not only as an emission reduction technology, but also as a strategic tool that supports product-based value creation and strengthens our portfolio of low-carbon solutions.

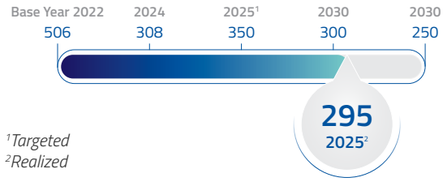
Our efforts related to CCUS technologies are addressed through a phased perspective: technical feasibility studies and preliminary assessments in the short term, plant-based integration scenarios in the medium term, and commercially scalable applications in the long term. In this context, we continue to view CCUS as an advanced technology area that complements our existing mitigation levers and provides strategic flexibility on our path toward achieving net-zero emissions.

Water Management

STRATEGIC APPROACH AND MANAGEMENT MODEL

At Çimsa, we consider water management as one of the most critical priority areas within our environmental agenda, alongside our objectives related to combating climate change, improving resource efficiency, and ensuring environmental sustainability. The protection and sustainable use of water resources across all regions where we operate constitute an integral part of our vision for environmental excellence.

Specific Water Consumption
(L / ton cementitious)



¹Targeted
²Realized

We implement our Water Management Policy in line with the principles of sustainability, efficiency, social responsibility, transparency, and regulatory compliance, adopting the circular use of water and the reduction of our water footprint as our core approach.

In this context, we use our calculations based on the ISO 14046 Corporate Water Footprint Standard, together with our reporting conducted within the scope of GRI and the CDP Water Program, as key tools for monitoring our 2030 environmental targets. We manage our water stewardship approach in an integrated manner with our overall sustainability strategy and long-term objectives.

We structure our water management strategy around four main pillars:

- Reduction of water consumption,
- Water recovery and reuse,
- Effective management of water stress risks,
- Protection of water quality and ecosystems.

Within this framework, we aim to reduce water consumption per unit of production and expand recovery and reuse infrastructure through plant-specific water management plans, digital monitoring systems, and process optimization initiatives. Particularly in regions experiencing high water stress, we conduct site-specific water risk analyses and implement measures to alleviate pressure on water resources.

Please click here to access our Water Management Policy.

Please click here to access our CDP 2025 Report.

Product-Based Water Consumption

295 L/t cementitious

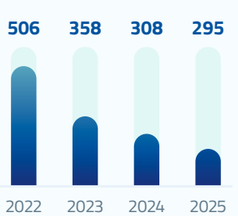
106 L/m³ concrete

Total Water Data

3.01 Million m³ Water Withdrawal

2.80 Million m³ Water Consumption

Water Consumption (L/t cementitious)



A 42% reduction in specific water consumption was achieved compared to the 2022 base year, enabling early achievement of the 2030 target.

Total water consumption decreased by **12%** compared to the 2022 baseline.

Specific water consumption decreased by **42%**.

Air Quality Management

STRATEGIC APPROACH AND MANAGEMENT MODEL

At Çimsa, we address air quality management as a holistic environmental management area centered on the effective control of dust emissions arising from cement production processes and combustion related gaseous pollutants such as NOx and SOx. We do not limit this approach solely to compliance with legal limit values. Instead, we evaluate it together with the objectives of protecting public health, reducing potential pressures on ecosystems, and supporting operational excellence.

Our priority in air quality management is the continuous monitoring of emissions, strengthening early intervention capabilities, and systematically ensuring long term performance improvement.

DUST EMISSIONS MANAGEMENT

We address the management of dust emissions through a holistic approach that is not limited to stack sources but also covers fugitive emissions. Within this scope, the Dust Management Plans implemented at our facilities are prepared and executed in alignment with the Best Available Techniques (BAT) approach.

As part of the Dust Management Plans, we comprehensively map all potential dust sources, including stockpile areas, dispatch and transportation lines, internal roads, and quarry sites. We regularly assess the performance of bag filters, electrostatic precipitators, and aspiration systems, and determine maintenance and modernization needs based on these evaluations. In addition, we strengthen dust suppression practices in stockpile areas and control diffuse dust emissions by standardizing speed limits, watering, and cleaning activities on internal roads.

ESKISEHIR PRODUCTION FACILITY DUST MANAGEMENT PLAN

In 2025, a comprehensive Dust Management Plan DMP was prepared for the Çimsa Eskisehir production facility based on national regulations, IFC Performance Standards, EBRD Environmental Requirements, and the principles of Best Available Techniques BAT.

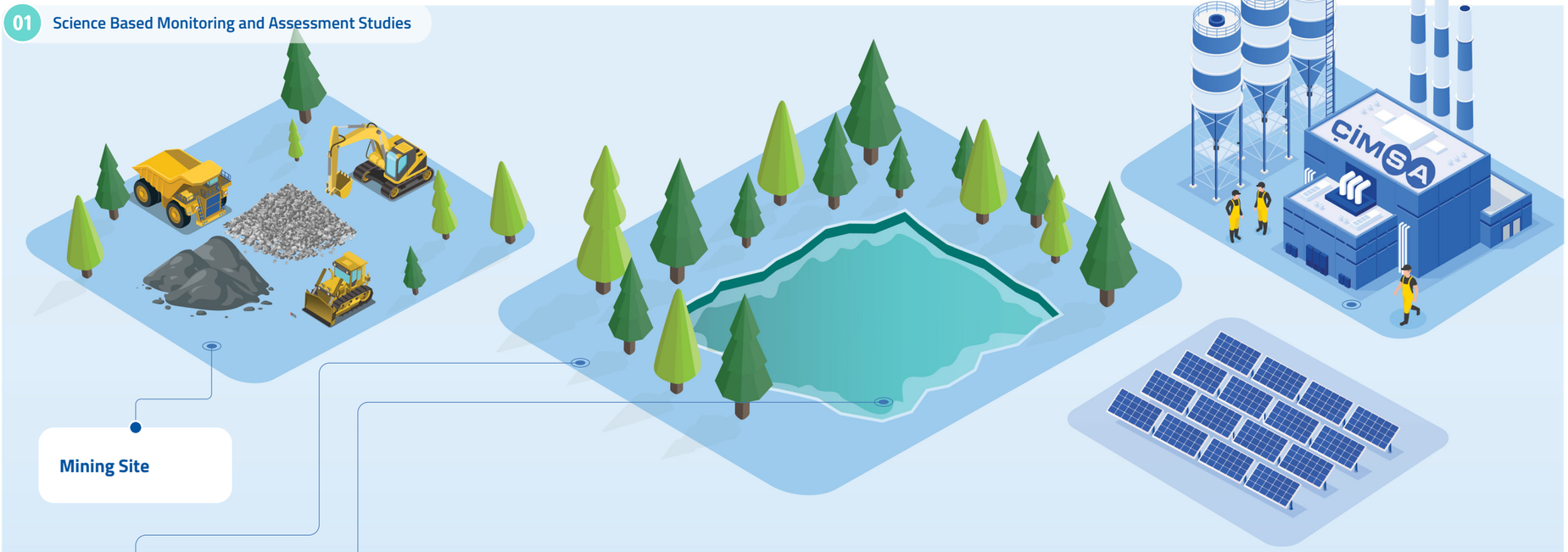
Within the scope of this study carried out in cooperation with MACOM, 88 stack emission sources across the facility and all area based dust sources were mapped in detail. Continuous Emission Monitoring System CEMS data, meteorological measurements, near field and far field dispersion modeling, drone mapping outputs, and field observations were evaluated collectively.

The plan presents a multi layered management model that includes risk based prioritization for point and diffuse emissions, bag filter and electrostatic precipitator performance analyses, integration of maintenance and operational processes, PM10 and PM2.5 monitoring strategies, and corrective and preventive action cycles. Stakeholder engagement, identification of sensitive receptors, and environmental complaint management processes were designed as integral components of the plan. Based on the findings, both short term site improvements and the facility investment plans covering the 2025 to 2027 period were updated.

ÇİMSA 2025 INTEGRATED ANNUAL REPORT SUMMARY

Biodiversity and Ecosystem Protection

01 Science Based Monitoring and Assessment Studies



Mining Site

Forest Areas Ecosystem

Wetland Ecosystem
On site pond area
16 visits

Flora Studies

14 species have been identified as endemic to Türkiye.
4 visits

Significant Species:
Kocaçöver - EN
Külgüzeli - NT

Amphibians and Reptiles

Total 7 Species
2 visits

Significant Species:
European Pond Turtle NT
Spur thighed Tortoise VU

Bird Species

17 species in the forest ecosystem
29 species in the wetland ecosystem
6 visits

Significant Species:
Bearded Vulture NT
Golden Eagle
White Tailed Eagle

Mammal Species

Camera Trap Studies
(Conducted at 9 locations 436 trap days)
9 large mammal species identified
3 visits (Small Mammals)
3 visits (Large Mammals)

Significant Species:
Eurasian Otter NT
Anatolian Blind Mole Rat
Brown Bear - LC
Broad Toothed Field Mouse

02 Monitoring and Evaluation Program

The biodiversity surrounding the Çimsa Eskisehir production facility is regularly monitored and evaluated within the scope of the Biodiversity Management Plan that has been prepared. Through field studies conducted by expert teams, plants, birds, mammals, reptiles and the wetland ecosystem are monitored at specific intervals throughout the year.

Within this scope:

- Plant species present in the field are regularly observed, and species counts are conducted particularly for sensitive species.
- Birds, small and large mammals, and reptile species are monitored through field observations and recording activities.
- The wetland ecosystem formed within the factory site and the species it hosts are regularly assessed.
- Data obtained from field studies are analyzed by experts, and the status of biodiversity is reported accordingly.

03 Main Objectives of the Management Plan

Within the scope of the project, the following objectives are being pursued to protect biodiversity and support the sustainability of ecosystems:

- Protecting the habitats of flora and fauna species and minimizing potential impacts during project activities.
- Planning field studies by considering sensitive periods, such as bird breeding seasons and plant growth cycles.
- Implementing operational measures that allow wildlife to safely move away from the site.
- Providing habitat restoration by reclaiming disturbed areas with natural vegetation after activities.
- Creating a safe living space for birds and other creatures by preserving the wetland formed within the factory boundaries.
- Conducting awareness studies on biodiversity for employees, students, and the local community.

ÇİMSA 2025 INTEGRATED ANNUAL REPORT SUMMARY

R&D, Innovation and Digitalization

Low-Carbon and Reduced-Clinker-Content Cements and Binders

These projects aim to reduce the embedded carbon of products by increasing clinker substitution and to promote the wider adoption of alternative binder systems.

The Snowflake Project evaluated the potential use of supplementary cementitious materials such as ceramic waste, yalit (a pumice-derived material), and ground-granulated blast furnace slag to reduce the carbon footprint of white cement. As a result of studies carried out with different clinker substitution ratios, optimal formulations were identified that can be applied without compromising critical performance criteria such as strength and whiteness.

The White Star (white LC3) Project focused on developing a low-carbon white cement containing calcined clay, and the compatibility of the developed product with cement, concrete, and construction-chemical applications was validated at laboratory, pilot, and industrial scales.

Within the scope of the EcoCAC Project, new supplementary cementitious materials aimed at reducing the carbon footprint of the CAC product group were developed; the studies carried out in collaboration with Friedrich Alexander University (FAU) progressed to pilot-scale production and customer-sample stages in 2025.

With the ACTIVE Project, mineral resources such as clay, slag, and fly ash were made more reactive through mechanical activation methods; in this way, while reducing clinker consumption, the aim was to achieve target strength levels and improve early-age performance.

Circular Economy and Value-Added Use of Secondary Raw Materials

These projects aim to reintegrate waste and secondary resources into the building-materials value chain.

The Re-CON Project aimed to reuse construction and demolition waste in non-load-bearing building elements, and the effects of recycled aggregates on concrete strength and durability were evaluated through laboratory tests and pilot castings.

The studies carried out within the scope of the **Snowflake and ACTIVE** projects also contributed to circular economy goals by supporting the more effective use of ceramic waste, slag, and other secondary raw materials in cement systems.

Resource and Process Efficiency Focused Solutions

These projects aim to reduce environmental impacts by optimizing material, water, and energy use during both the application and production stages of concrete and building materials.

The SmartCure Project evaluated the performance of concrete cured without external water; as a result of mechanical and chemical tests, performance equivalent to reference concretes was achieved while delivering a significant reduction in the water footprint.

The Oli Green Project investigated the CO_2-capture potential of olivine rock through carbon mineralization and provided technical findings aimed at developing carbon-negative products and supplementary cementitious materials.

The Cool Solution Project developed an alternative cooling approach that reduces water consumption in white-clinker production; industrial trials demonstrated a reduction in the water footprint and an improvement in clinker whiteness.

The Fireball Project aims to improve energy efficiency through raw material and process optimization efforts intended to reduce the clinkering temperature.

Maintaining Performance and Enhancing Durability in Low-Carbon Products

These projects focus on maintaining product performance, ease of use, and durability while achieving carbon reduction.

The LACA Project developed solutions aimed at compensating for the early age strength loss observed in low-clinker cements through calcium-aluminate-based accelerators. The scientific findings obtained were presented at the 5th ICCM 2025 Conference.

The Repair Concrete Project aimed to extend the service life of structures exposed to harsh environmental conditions by enhancing the sulfate and high temperature resistance of Calcium Aluminate Cement (CAC) based concretes. The formulations completed in 2025 were validated through field trials.

Within the Hydrophobic Cement Project, the hydrophobic cement that was developed reduced the water absorption of concrete and enhanced durability, particularly in applications exposed to water; following field trials, it has been made ready for industrial production.

Within the scope of the ZinCem Project, ZnO-enhanced raw-meal formulations were developed to increase process flexibility in white-cement production; although technical gains were achieved, the project was discontinued due to supply and cost constraints.

ÇİMSA 2025 INTEGRATED ANNUAL REPORT SUMMARY

R&D, Innovation and Digitalization

GLOBAL INNOVATION ECOSYSTEM

In line with global technology transformation and decarbonization goals, we extend our R&D strategy beyond internal capabilities and develop collaborations with start-ups, technology ventures, universities, and sector platforms. Through these partnerships, we gain access to early-stage technologies, accelerate our transformation in low-carbon production, alternative binder systems, and process optimization, and play an active role in international innovation platforms.

Çimsa actively contributes to the identification and development of breakthrough technologies that support carbon reduction in cement and concrete within the Innovandi Open Challenge program, launched by the GCCA in 2021. Within this global innovation program, leading cement producers collaborate with selected start-ups to validate and scale promising solutions.

Our ongoing collaborations within this scope are:

- **Carbon to Stone:** Developing a mineralization technology that converts captured CO_2 into stable mineral products that can be used in construction materials.
- **RockXtract:** Developing a new geochemical binder based on an organic-acid dry-mix chemistry that eliminates the need for calcination.
- **iConcreteTek:** Converting hydrated cement paste and fine recycled concrete particles into cementitious materials.
- **Co-reactive:** Converting electric-arc-furnace slag into a low-carbon cementitious material through a carbonation method.

Through these collaborations, Çimsa accelerates the transformation of promising innovations into scalable industrial solutions, thereby contributing to a more sustainable cement industry.

DIGITAL TRANSFORMATION AND ADVANCED TECHNOLOGIES

Digitalization as a Strategic Lever

Çimsa approaches digital transformation not merely as a technology investment that enables operational efficiency, but as a strategic lever that creates carbon reduction, resource efficiency, and competitive advantage across the entire value chain from R&D to production, from energy management to commercialization. Through real-time data collection, advanced analytics, artificial intelligence, and digital-twin applications, processes become more predictable, decision-making mechanisms become faster, and environmental impacts become manageable starting from the design stage.

Data-Driven R&D, Product and Process Development

With the integration of digital-twin technology, advanced process simulations, and life-cycle assessment (LCA) tools into R&D processes, energy consumption, alternative raw-material use, and CO_2 emissions are analyzed and optimized at the design stage. The real-time collection and analysis of process data shorten product- and process-development cycles and enable more targeted planning of laboratory and field trials. On the commercialization side, a structure has been established where customer needs can be interpreted through data, product performance can be simulated, and field feedback can be rapidly transferred to R&D thus shortening time-to-market and enhancing technical reliability in the field.

AI-Powered Smart Operations

AI-supported applications are positioned as an important lever that enhances production stability across raw-material analysis, maintenance management, process control, and reporting. In particular, AI-based raw-material analyses used in calcium-aluminate-cement production facilities contribute to the early detection of process deviations and the strengthening of quality consistency. Through digital maintenance solutions, potential anomalies in equipment can be predicted in advance, reducing unplanned downtimes and increasing equipment reliability. The impacts of these systems are regularly monitored through indicators such as production stability, energy efficiency, and the accuracy of maintenance planning.

In Mannok's operations, the advanced process-control system and AI-based digital optimization tools commissioned as of 2025 support the stabilization of kiln operations and thermal efficiency. Through advanced process-control approaches, improvements aimed at reducing clinker ratio via chemical-admixture adjustments and grinding-fineness optimization are implemented, while maintaining product performance and ensuring more stable management of combustion conditions.

Smart Energy Management and Resource Efficiency

Within the scope of the Energy Optimization Project, the AI-supported energy-management system that has been developed addresses energy consumption from a holistic perspective. By forecasting the energy generated from the Solar Power Plant and the Waste Heat Recovery systems, the amount of electricity purchased from the grid is minimized; production-planning schedules are made more cost-effective by taking intraday electricity prices into account. This approach not only creates economic value but also supports sustainability objectives by increasing the efficient use of renewable energy sources. A patent application has been submitted for this AI-based optimization model, and the intellectual-property-protection process for the developed methodology is ongoing.

Within the ISO 50001-aligned energy-management approach implemented at Mannok, energy-efficiency opportunities are systematically monitored through the "Opportunities Register," and the performance of implementations is assessed in monthly KPI meetings. Within the VSD Compressor Upgrade efforts carried out in 2025, pressure tests, leak detection, and optimization of the compressor fleet were completed; early-stage measurement and verification results indicated confirmed energy savings.

Digital Decision-Support Mechanisms

With the Central Data Historian project one of the foundational pillars of our digital-transformation strategy process, quality, and energy data from all our facilities, from the United States to Spain and from Ireland to Türkiye, are collected in a central database through the Cimsa Manufacturing System (CMS) infrastructure. Thanks to this integrated structure, all plants can be monitored through a single platform, providing transparency, comparability, and the ability to intervene quickly on a global scale. In this way, holistic and data-driven management of operational performance has become possible.

Within the scope of the Digitalization of Quality Data project, data obtained from analytical instruments such as XRD and XRF at the Eskişehir and Mersin production facilities have been directly integrated into the database, eliminating the risk of errors that may arise from manual data entry. This digital infrastructure forms a strong foundation for AI-supported quality and process-development projects that will be integrated with production processes. With the VisionCem and SmartCem applications developed within this scope, clinker images, process parameters, and energy data are analyzed together, enabling early detection of quality deviations and process instabilities.

Within the scope of the **VisionCem** application, microscopic images of clinker are analyzed using advanced image-processing and artificial-intelligence algorithms and integrated with real-time process data. In this way, quality deviations and process instabilities are detected at an early stage, supporting a more stable and efficient kiln operation.

SmartCem applications process large-volume datasets obtained from different sources using advanced statistical methods, machine learning algorithms, and predictive-modeling techniques, providing a predictive and early warning mechanism that detects quality deviations, energy inefficiencies, and process instabilities at an early stage. This approach enables the development of proactive and preventative process-control strategies instead of reactive interventions.

Digital Plants and Operational Excellence

With the Digital Warehouse Project, a paperless, IoT-supported, end-to-end digital structure has been implemented in warehouse operations. Thanks to the SAP-integrated warehouse-management system and wearable display-glove technology, all logistics processes have become traceable in real time; significant improvements have been achieved in operational speed, inventory-count accuracy, and stock management. The performance dashboards generated from the collected data support anomaly detection and advanced business-intelligence applications.

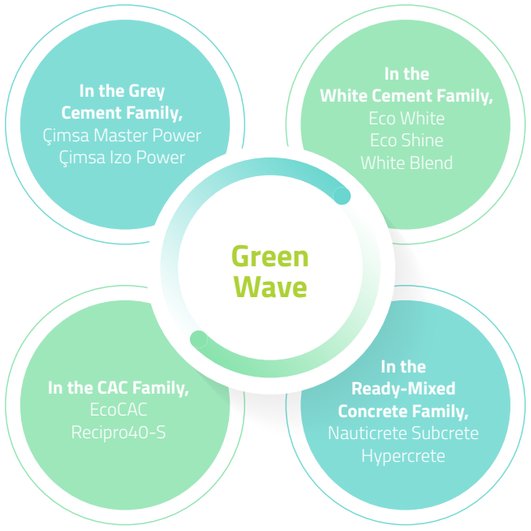
At the Mersin production facility, the Phase-1 automation-systems modernization project is establishing a faster, more stable, and modular automation infrastructure, creating a scalable foundation for future advanced-analytics and artificial-intelligence integrations. These efforts in digitalization and automation have also been reflected in our intellectual-property portfolio; with the Cement Filling System patent developed in 2025, occupational health and safety risks have been reduced while operational continuity has been strengthened.

ÇİMSA 2025 INTEGRATED ANNUAL REPORT SUMMARY

Customer Satisfaction and Experience Management

STRONGER TOGETHER WITH GREEN WAVE: CREATING SHARED VALUE THROUGH SUSTAINABLE PRODUCTS

In 2025, the main driver behind the rise in customer satisfaction was the direct reflection of our Green Wave approach which strengthens our sustainability focus on business results. This approach, supporting compliance with the rapidly tightening environmental regulations in the countries where we operate, has enabled the repositioning of our product portfolio with low-carbon-footprint solutions.



17.6%
Ratio of Revenue from Sustainable Products to Total Revenue

This transformation has created a noticeable increase in satisfaction across a wide customer segment from construction-chemicals manufacturers to precast and block producers, and from distributors to construction companies. With strengthened product stability, enhanced technical-support capacity, and improved supply continuity, trust in our brand has been reinforced, while the updated Environmental Product Declaration (EPD) documents have made our environmental compliance even more visible.

All these steps contributed to strengthening Çimsa's position in international markets throughout 2025, both in terms of product performance and sustainability perception.

In 2025, seven new EPD certificates were published for our white-cement and value-added CAC product family. CAC Recipro 50, Recipro 40+, Çimsa Ecoshine, and our Super White Eskişehir products received international EPD certification for the first time. In addition, the existing EPD certificates for CAC Recipro 40, Isıdaç 40, and our Mersin Super White product were updated and renewed in accordance with international standards.

The certificates can be accessed here.

PORTFOLIO EXPANSION IN BUILDING MATERIALS: INTEGRATION OF KRATOS

In 2025, as part of our transformation efforts aimed at strengthening the customer experience and our product portfolio, we integrated the advanced-technology Kratos synthetic fiber solutions into our product range under Afyon Çimento. With 11 years of application experience in the construction sector, Kratos plays a complementary role in our existing product portfolio through its features that enhance concrete strength and performance.

With this integration, our global sales network reaching 80 countries has been strengthened, and our capacity to offer sustainable and high-performance products in the field of building materials has expanded. The addition of Kratos to our portfolio not only increases our product diversity but also enables us to offer innovative solutions to a broader customer base. By integrating synthetic fiber reinforcement products into our building-materials product range, we aim to further elevate our brand value in global markets.

CAC NEW KILN INVESTMENT THAT ENHANCES THE CUSTOMER EXPERIENCE

In line with our goal of providing uninterrupted supply and long-term partnership to our customers, we continued to strengthen our CAC production capacity at the Mersin production facility through strategic investments. Following the commissioning of the 4th CAC kiln in 2023, the investment for the 5th CAC kiln progressed throughout 2025 and is planned to be commissioned in 2026.

These investments enable us to respond to growing global demand in a stronger and more flexible manner, while also serving as a concrete indicator of our long-term commitment to investing in Türkiye. Once the targeted capacity is reached, we aim to achieve a production capability that can meet approximately 20% of the total global CAC market consumption outside of China.

With this scale, we offer our customers a strong value proposition that provides higher supply reliability, predictability, and supports their sustainable growth.

LOCAL TO GLOBAL: ÇIMSA AMERICAS GREY CEMENT INVESTMENT

In 2025, within the scope of our growth strategy, one of the key steps taken to strengthen our global footprint was our investment focused on the U.S. market. Through the Çimsa Americas investment, totaling 82 million USD, an annual grey cement production capacity of 600 thousand tons is targeted; this has both strengthened our local presence and enabled a service model closer to our global customer network. The fact that one out of every five white cement bags sold in the United States carries the Çimsa signature demonstrates our strong position in this market, and with the new facility, we aim to deepen our product portfolio and further expand this impact.

The commissioning of the grey cement grinding station in the United States a concrete reflection of our "Local to Global" strategy has enhanced logistical efficiency and delivery speed, enabling closer customer engagement in regional markets. This investment has created a strong operational foundation that supports sustainable and scalable growth for Çimsa.

ROADMAP SHAPED BY GLOBAL INTERACTIONS

In 2025, the customer engagements we carried out across the globe provided strategic insights in many areas from new market expansions to product positioning. The promotions conducted at international events, terminal enhancements, and meetings with customers in more than 80 countries helped us understand technical requirements and market expectations more clearly. This feedback played a decisive role in shaping our product roadmap in a more targeted and competitive way.

Face-to-face communication with more than 300 customers

- Germany - Aachen International Colloquium on Refractories
- Germany - Düsseldorf European Mortar Summit
- Athens - Greece International Envirotech Conference
- Germany - Ulm BetonTage
- Malaysia Southeast Asia Drymix Mortar
- Thailand - Bangkok Thailand Coatings and Construction Day
- India - Mumbai 1st International Suppliers Conference 2nd India Drymix Mortar Conference
- Germany - Nürnberg 10. Drymix Mortar Conference – Gold Sponsor
- Istanbul Intercem 2025

Responsible Supply Chain and Procurement Practices

As Çimsa, we advance our sustainability journey together with our suppliers who share the same values, adopting a responsible sourcing approach in the management of our value chain. We aim to build a supply-chain ecosystem that is committed to ethical principles, manages its environmental and social impacts, and is based on long-term business partnerships.

With the global increase in carbon-related regulations, the Corporate Sustainability Due Diligence Directive (CSDDD) that will come into force in the European Union and the German Supply Chain Due Diligence Act (LkSG) are shifting value-chain management from being merely a compliance requirement to becoming a central element of strategic risk management and corporate governance. These regulatory frameworks require companies not only to address their own operations but also to systematically identify human-rights and environmental risks across their entire supply and distribution networks, implement preventive and corrective mechanisms, and report transparently.

You can access the Responsible Procurement Policy, Supplier Code of Conduct, Supplier Management Policy, and other related documents here.

We shape our supply-chain strategy around three main focus areas:

- Ensuring energy-supply security and cost resilience by increasing the diversity of renewable sources in electricity procurement and strengthening on-site generation,
- Reducing emission intensity by accelerating the transition to alternative heat-generation sources with lower carbon intensity,
- Limiting external dependency and supply risks by diversifying the portfolio through alternative and supplementary raw materials in raw-material procurement.

In line with these strategic priorities, throughout 2025 we accelerated our energy transition through the investments made at our Afyon and Buñol production facilities and the commissioning of our 14.2 MWp DC Solar Power Plant and 5.5 MWp Waste Heat-to-Power Generation Facility at our Eskişehir production plant. By accelerating the efficiency projects carried out on our existing equipment, we implemented short payback-period investments. These steps not only strengthened our cost structure but also constituted an important part of the structural transformation that supports our energy-supply security and low-carbon production infrastructure.

SUPPLIER COMPLIANCE AND DEVELOPMENT PROGRAM

Within the scope of our Supply360 approach, in 2024 we launched the preparatory work that would form the foundation of our supplier compliance and development journey. The Supply & Sustain event we organized in this context became an important step in guidance and awareness-raising, where we transparently shared our sustainability expectations, support mechanisms, and evaluation approach with our suppliers. The feedback we received during the event revealed that many of our suppliers were addressing sustainability expectations within such a holistic framework for the first time, and showed that this approach not only supports compliance but also contributes to building awareness and capacity.

After this preparatory phase, as of March 2025, we launched the Çimsa Supplier Compliance and Development Program. Within the scope of the program, we conduct systematic visits to our suppliers and assess their current status and areas for improvement in the areas of sustainability, occupational health and safety, human rights, and operational practices. Based on the findings obtained, we create action plans and closely monitor the improvement processes.

Thanks to this approach, we aim to establish a cooperation model with our suppliers that is centered on development rather than an audit-focused relationship. The primary goal of the program is to create a shared performance and sustainability standard across the entire supply chain and to build a long-term, transparent, and resilient procurement ecosystem.

In this context, in 2025 we organized trainings on sustainability, business ethics, and safe driving within the scope of the Supplier Compliance and Development Program.

Respect for Human Rights and Our Inclusive Work Environment

As Çimsa, we view the principle of equal opportunity and respect for human rights as an integral part of our corporate value chain and our approach to sustainable growth. Our human rights approach is systematically implemented through our corporate governance structure, human resources and organizational policies, and our ethics and hotline mechanisms. Strengthening mutual respect in the workplace, supporting psychological safety, and continuously improving occupational health and safety standards are key elements of our future-ready and inclusive organizational strategy.

Key Human Rights Risk Areas	Definition for Çimsa	Çimsa's Actions
Occupational Health and Safety	For Çimsa, the right to life and the physical and psychological well-being of its employees are among the most critical human rights issues. Workplace accidents and occupational diseases are key risk areas that can have serious and lasting negative effects on employees.	Çimsa adopts a "Zero Tolerance" approach, making the prevention of workplace accidents and occupational diseases its primary objective. Training, awareness-raising, and monitoring mechanisms are implemented to ensure that the 10 Golden Rules are applied across all operations. Accident rates, occupational disease data, and preventive measures are regularly monitored and reported.
Working Conditions in Our Operations and Supply Chain	Our goal is to ensure that decent working conditions are established and maintained throughout all our operations and by our supply chain partners.	Çimsa operates with the goal of full compliance with national legislation and International Labour Organization (ILO) standards. We strive to improve working conditions across our operations and extend these improvements throughout our supply chain network. Compliance is ensured through internal procedures supported by human resources policies and internal audit mechanisms. We aim to ensure that our business partners within our supply chain maintain work environments consistent with the principles and practices adopted by our company.
Compliance with Labor Rights in the Supply Chain	Our goal is to ensure that decent working conditions are established and maintained throughout all our operations and by our supply chain partners. We aim to ensure that our business partners in our supply chain fully comply with all legal rights and regulations regarding employee hiring.	As part of its Responsible Procurement Policy, Çimsa monitors suppliers' compliance with labor rights. Through contracts, clear expectations are communicated regarding risks such as child labor, forced labor, and excessive overtime. The company conducts regular annual assessment surveys and on-site inspections.
Environmental Factors - Air Emissions	These are the effects of air emissions --one of the environmental factors arising during our operations --on employee and public health.	We continuously monitor, report, and submit data on dust emissions from our production processes at our facilities to local authorities using continuous measurement systems. Engineering controls, personal protective equipment, and dust management plans are implemented to reduce employee exposure. We are continuously working to improve operations at all our facilities to protect local communities and minimize impacts on neighboring areas.
Climate Change and Its Effects	Climate change involves managing the increasing risks to worker health and safety posed by extreme temperatures, heat stress, and increasingly challenging working conditions.	We assess the impact of adverse weather conditions on our operations and employees through scenario-based analyses and monitor the financial consequences of these impacts. We implement measures to ensure suitable working conditions (such as climate control, shift rotation, adjustments to working hours, and dietary arrangements) for our facilities and operations that are highly exposed to heat stress.

Our Strategy for Future-Ready People and Organizations

On this journey we have embarked upon with the philosophy of **"Together, We Achieve More"** we position our strategy for future-ready people and organizations as one of the key driving forces behind our company's transformation—spanning from **"Cement to Building Materials," "Grey to Green,"** and **"Local to Global."** At the heart of this transformation lies our corporate culture, our values of "Sincerity, Collaboration, Courage, Passion, and Continuous Improvement," and our qualified workforce—which creates value through its competencies and focus on high performance. From our global growth targets to our low-carbon transformation roadmap and our strategic focus on construction materials, we build all our priorities on this people-centered approach.

Our top priority for 2025 is to build an agile and resilient organizational structure that is ready for the future while we build it. With our approach defined as "**Grow-Transform-Strengthen Connections,"** we are focusing on five key areas.

Our focus areas are shaped by the framework of "Grow, Transform, and Strengthen Connections."

EQUALITY, DIVERSITY, AND INCLUSION

At Çimsa, we view our equality, diversity, and inclusion policy as a fundamental management principle that guides our decision-making processes, leadership philosophy, and way of working across all matters within our company and sphere of influence. To create a fair, safe, and inclusive work environment for all our employees, we prioritize advancing gender equality, systematically combating all forms of discrimination and bias, and fostering a participatory organizational culture where differences can be freely expressed.

31%
Percentage of Female Employees in Revenue-Generating Roles

25%
Percentage of Women in STEM Roles

ÇİMSA 2025 INTEGRATED ANNUAL REPORT SUMMARY

We support our transition from local to global through our various initiatives;

Launch of the Center of Excellence (COE) Structure

In line with our growth strategy spanning from local to global, we have initiated alignment processes across all our regions through specialized Center of Excellence (COE) structures to effectively respond to evolving needs. The COEs' areas of expertise --classified as performance management, talent management, leadership development, diversity, equity, and inclusion (DEI), cultural integration, organizational design, and employee experience --support the implementation of consistent and comprehensive practices on a global scale.

International Mobility and Cross-Functional Collaboration Models

At Çimsa, we have established working groups focused on supporting international mobility and cross-functional collaboration, centered around the strategic priority projects we have identified. Through the rotation and short-term assignment programs designed within these working groups, project adoption has been expanded across the organization, knowledge sharing has been accelerated, interaction between different work cultures has been strengthened, and the development of our corporate culture has been supported.

Global-Local Policy Harmonization Program

We have undertaken efforts to harmonize our policies and processes while taking into account the cultural, legal, and operational requirements of our operations in Turkey, Spain, the United States, and Ireland. As a result, we conduct our global operations within the framework of a unified work culture and a standardized management approach, grounded in shared principles.

Leadership Programs Within the "Lead the Future" Leadership Model

Through the "Çimsa Lead the Future" and "Inspire the Future" leadership development programs, we have established a shared leadership philosophy that will enable our leaders from different countries to effectively manage our international operations and our strategy for future-ready people and organizations.

Employee Experience, Collaboration, and Communication

To foster a culture of collaboration among our employees toward a shared goal, we are implementing various communication and engagement initiatives in addition to project-based working groups, including global newsletters, multilingual communication content, "Shape The Journey" onboarding sessions, and process and goal-sharing sessions designed to enhance collaboration and knowledge-sharing across all processes.

Occupational Health and Safety

OUR OHS MANAGEMENT APPROACH

At Çimsa, Occupational Health and Safety (OHS) is treated as an integral and fundamental component of our operations, and all our activities are conducted in accordance with the "Zero Tolerance" principle. Under this approach, we continuously monitor and analyze our risks with a proactive mindset, and by systematically implementing preventive measures, we create safe and healthy work environments.

Structured around the "10 Golden Life-Saving Rules," our OHS practices serve as a common guide not only for our employees but also for our suppliers, subcontractors, and visitors—who are an integral part of our value chain.

To raise awareness among our employees and enhance both theoretical and practical learning, we conducted a total of 65,957 person-hours of training on Occupational Health and Safety for all our employees in 2025.

ÇIMSAFE, YOUR TRUSTED OHS CONSULTANT

Çimsafe is much more than just a chatbot to us; it is an indispensable partner in creating a safe work environment. This AI-powered guide, available 24/7, is always there for us, providing quick, accurate, and effective solutions to OHS issues.

Since 2025, Çimsafe which is actively used at all our production sites has become one of the industry's best practices, with an **average response time of 5.6 seconds**. Across our global supply chain, we provide multilingual support in English, Spanish, and Turkish, ensuring that all our employees worldwide have access to this service at all times.

[1] *Accident Frequency Rate (AFR)*
[2] *The data for 2024–2025 also includes 12-month figures for Mannok.*

"10 Golden Life-Saving Rules"

10 GOLDEN RULES

ZERO TOLERANCE

- Take Action, Show Your Leadership!
- Drive Safely and Follow Speed Limits!
- Do Not Use Your Phone While Working or on the Move!
- Assess All Risk Factors!
- Keep Your Workspace Organized and Clean!
- Use Personal Protective Equipment Properly and Completely!
- Follow the Procedures—Do Not Start Work Without a Work Permit!
- Work in Compliance with Work-at-Height Safety Guidelines!
- Assess All Risk Factors!
- Be Aware of Machine Safety Requirements; Do Not Use Unsuitable or Damaged Equipment!

THE GO-TO SOURCE FOR CONTINUOUS IMPROVEMENT IN OHS: SMART ACADEMY

Smart Academy is an innovative learning platform designed to ensure that employees embrace occupational health and safety not merely as a legal obligation, but as a natural and integral part of their daily work routines. The Academy aims to help every employee understand the importance of safe behavior through hands-on experience and develop the reflexes needed to make the right decisions.

The Basic Occupational Health and Safety training completed by all employees marked the first step in this transformation. Going beyond traditional classroom training, participants observed how risks arise through 3D diagrams, experienced safe work scenarios in a virtual factory environment, and reinforced the impact of learning by directly experiencing potential hazards through Virtual Reality (VR) and Augmented Reality (AR) technologies. This approach provided employees with a multi-dimensional "five-sense experience."

Smart Academy goes beyond simply imparting knowledge to offer a development journey that strengthens employees' risk awareness, helps them internalize safe behavior, and transforms safety culture into action.

ÇİMSA 2025 INTEGRATED ANNUAL REPORT SUMMARY

Community Contributio and Social Responsibility

Cimsa Technology and Impact Center

Launched on October 25, 2024, within the scope of Sabancı Group's Sabancı Youth Mobilization initiative and in collaboration with Eskişehir Technical University, the Çimsa Technology and Impact Center continues its operations today under the ownership and leadership of Çimsa. Built on a university–industry collaboration model, this structure is positioned as a strategic impact platform supported by structured training programs. The Center aims to reach 500 university students within five years, focusing on the development of both technical and behavioral competencies.

Our programs are structured across two academic terms per year (fall and spring). To date, a total of 40 students, with 20 students per term, have successfully completed the program. In addition to technical training, students are supported through personal and professional development programs aligned with a holistic learning approach, focusing on time management, effective communication, interview techniques, gender equality, project management, and leadership skills. Furthermore, the Cement 101 trainings enabled access to a broader student audience, while ideathon activities and field applications enriched the program with handson learning experiences. During this process, internship opportunities were provided to 32 students, supporting the practical application of the skills and knowledge gained in a professional work environment.

Mannok Innovation Academy

STEM and robotics activities organized under the Mannok Innovation Academy have added a practical and innovative dimension to Mannok's education partnerships. In 2025, during the robotics and innovation challenge held at Mannok facilities, student teams from multiple schools designed and presented solutions to challenges focused on sustainability and manufacturing. Mannok engineers contributed by serving as mentors and jury members, supporting the development of students' technical skills and problemsolving capabilities throughout the program.

More With Youth University Collaborations

In 2025, approximately 40 activities were carried out through domestic and international university collaborations. These initiatives enabled active dialogue and engagement both on university campuses and across Çimsa locations. Through the Talent Club platform, continuous interaction is maintained, with ongoing support provided in the areas of career management, personal and professional development, and engagement with leaders.

Sponsorship of the 2nd International Youth Football Tournament

With the sponsorship of our subsidiary Çimsa Adriatico, the 2nd International Youth Football Tournament held in Trieste, one of our terminal locations, was supported. The tournament aimed to increase young people's access to sports, encourage interaction among athletes from different countries, and strengthen an international sports culture. The event provided young athletes with the opportunity to gain international experience and foster cross-cultural interaction through sports, contributing to their personal and athletic development.

Çimsa ÇBK Mersin Name Sponsorship

As Çimsa, we consider the empowerment of women in sports and increasing their visibility a strategic priority. In line with this approach, we support the Çimsa ÇBK Mersin Women's Basketball Team by assuming the title sponsorship of Mersin Çukurova Basketball Sports Club, which has successfully represented Türkiye in Europe's most prestigious women's basketball competitions and has achieved a EuroLeague runner-up title. Through this collaboration, we aim to support the athletic development of female athletes, create a strong role model effect, and encourage young girls to participate in sports. The sponsorship is structured to also cover the Çimsa ÇBK Mersin Development Team, which operates as the club's pilot team, thereby enabling young athletes to be included in a sustainable development pathway and supporting long-term impact in women's sports.

Educational Scholarships

As Çimsa, we believe that a sustainable future is possible through education, and we provide education scholarships to high-achieving students who are in a disadvantaged position due to economic or other reasons. Through the scholarships we offer at both high school and university levels, we support young people in continuing their education without interruption.

Within the scope of our collaboration with TOÇEV, we provide scholarship support to 11 children of our employees who are currently pursuing their education. Through this support, we aim to contribute to the educational journeys of our employees' families and strengthen equal access to opportunities.

Architectural Design Education Program (Catedra Blanca)

The Architectural Design Education Program (Cátedra Blanca), organized at the Buñol production facility by our subsidiary Çimsa Cementos, brought together more than 300 architecture students from various cities across Spain, primarily Madrid, Valencia, and Barcelona, in 2025. Comprised of workshops, conferences, competitions, and architectural site visits, the program contributed to the development of the professional and creative competencies of future architects, fostering engagement with contemporary architectural practice and design thinking.

Standing with Persons with Disabilities at Cimsa

At Çimsa, we prioritize awareness initiatives aimed at strengthening equality and inclusivity in the workplace by promoting effective communication with persons with disabilities. In this context, the "Inclusive Life Culture Training" was delivered to employees in collaboration with the Turkish Red Crescent Volunteer Services.

The training addressed appropriate communication approaches, commonly encountered misconceptions, and sensitivity toward challenges faced in daily life, with the aim of fostering a more inclusive corporate culture. Aligned with our social impact focus, the Powered Wheelchair Support Project for Persons with Disabilities, carried out in cooperation with the Mersin Metropolitan Municipality, has been among our key long-standing social responsibility initiatives. Implemented as part of Disability Awareness Week, the project aims to enhance independent mobility for people with disabilities and raise awareness around accessibility. As of 2025, the project has been implemented for the 11th time, providing powered wheelchairs to more than 500 individuals to date. Through these initiatives, Çimsa continues to create sustainable value with a strong focus on accessibility and inclusivity, both within the workplace and across society as a whole.

ÇİMSA 2025 INTEGRATED ANNUAL REPORT SUMMARY

Awards and Achievements

In 2025, we have once again demonstrated our people-centric organizational culture, our commitment to sustainability and the green transition, our focus on talent and leadership development, and our efforts in corporate governance and reporting on both national and international platforms.

In 2025, Çimsa was recognized as a Global Leader on the CDP (Carbon Disclosure Project) Platform, having received an "A" rating in the Climate Change and Water Security categories.

Çimsa earned an A rating in the Climate Change and Water categories on the CDP (Carbon Disclosure Project) platform in 2025, securing its place among the Global Leaders. Thanks to its strong performance in combating climate change and water management, it achieved the distinction of being one of only 15 companies worldwide to receive the highest rating in these two categories and be included on the Global Leaders list.

Çimsa was recognized as a Global Leader in the CDP (Carbon Disclosure Project) 2024 Supplier Engagement Assessment Leaderboard after receiving an A rating in 2025.

Çimsa achieved a significant success in the 2024 Supplier Engagement Assessment conducted by CDP. Thanks to its strong practices in supplier engagement and supply chain management, Çimsa earned an A score in all relevant categories, qualifying it for the CDP Supplier Engagement Leadership Table in 2025. By making it onto the prestigious A List, Çimsa once again demonstrated its commitment to building a more sustainable and responsible supply chain in collaboration with its business partners.

Çimsa was honored with two awards in separate categories at the 2025 Global FutureCem Awards: "Decarbonization Project of the Year" and "Decarbonized Cement/Lime Product of the Year."

Çimsa won two awards at the Global FutureCem Awards, held as part of the 5th Global FutureCem Conference organized by Global Cement Magazine with the support of Türkçimento and AUCBM. The "Project to Increase the Ratio of Alternative Fuels Using Hydrogen," implemented at the Buñol production facility, was recognized with the "Decarbonization Project of the Year" award, and by winning the "Decarbonized Cement/Lime Product of the Year" award for its Ecofort CEM III Grey Cement product—containing 19% clinker—produced at the Mersin production facility, the company has validated its efforts toward the decarbonization of the cement industry on an international platform.

Çimsa received four awards at the 7th Export Champions Awards Ceremony organized by the Association of Exporters of Cement, Glass, Ceramics, and Earthenware Products in 2025.

At the 7th Export Champions Awards Ceremony, Çimsa was honored with the first-place award in the "Company with the Highest Export Volume" category within the white cement sector. The company also received awards in the white cement, general cement (including clinker), clinker, and grey cement categories, leaving the ceremony with a total of four awards.

Çimsa won the first-place award in the "CAC / Economy Category" at the 2024 Investment in the Future Awards organized by Turkey's İMSAD in 2025.

Çimsa achieved a significant success at the 2024 Investment in the Future Awards organized by Turkey's İMSAD with its value-added product, CAC. Thanks to the contribution it makes to the national economy with its CAC product—the only one of its kind in Turkey and one of the top three producers globally—it was deemed worthy of the first-place award in the "Economy" category. This award once again underscored Çimsa's vision for developing value-added products and its leadership on a global scale.

Çimsa Wons 5 Gold, 4 Silver, and 5 Bronze Awards at the 2025 Brandon Hall Awards

Çimsa won a total of 14 awards—5 Gold, 4 Silver, and 5 Bronze—at the 2025 Brandon Hall Awards, organized by the Brandon Hall Group, for projects implemented in the areas of learning and development, competency management, diversity, equity, and inclusion, employee well-being, and talent acquisition. The fact that all submissions were deemed worthy of an award demonstrates that Çimsa's people-centric approach and its practices focused on employee development have been recognized on an international scale.

Çimsa received awards in four different categories at the ÇEİS Stars of Development Awards 2025.

Çimsa won first place in the "Talent Acquisition" category for its Future Shapers Management Trainee Program and first place in the "Diversity and Inclusion" category for its Our Work is Equality Project. The company was also awarded second place in the "Employee Experience" category and third place for its implementation of the Next-Generation Performance System OKR. As a result, Çimsa left the event with a total of four awards: two first-place awards, one second-place award, and one third-place award.

Tuğba Çörtelekoğlu, Vice President of Human Resources and Sustainability at Çimsa, was included in the "Turkey's 50 Value-Creating CHROs" list compiled by Business Life in 2025.

Çimsa once again demonstrated its leadership and people-centric management philosophy on national platforms. Tuğba Çörtelekoğlu, Vice President of Human Resources and Sustainability at Çimsa, was included in the "Turkey's 50 Value-Creating CHROs" list compiled by Business Life in 2025. This achievement demonstrates that Çimsa's human resources practices, inclusive corporate culture, and employee-focused approach have been recognized at the national level.

Dr. Erdal Araç, Vice Presedent of Supply Chain at Çimsa, was included in the list of "Turkey's 50 Most Powerful Procurement and Supply Chain Managers" compiled by Ekonomist Magazine in 2025.

Dr. Erdal Araç, Vice President of Supply Chain at Çimsa, was included in the "Turkey's 50 Most Powerful Procurement and Supply Chain Managers" list compiled by Ekonomist Magazine in 2025. His inclusion in this list, which evaluates leaders who have restructured strategic procurement and supply chain processes in the face of changing conditions, highlights Çimsa's effective and visionary approach to supply chain management.

ÇİMSA 2025 INTEGRATED ANNUAL REPORT SUMMARY

Awards and Achievements

Çimsa won the Gold Award in the "Integrated Presentation" category at the 2025 International Annual Report Design Awards (IADA).

Çimsa's 2024 Integrated Annual Report won the Gold Award in the "Integrated Presentation" category at the 2025 International Annual Report Design Awards (IADA), which recognizes annual reports from around the world for their aesthetic and creative merit.

Çimsa was awarded the Bronze Award in the "Best Annual Report – Private Companies" category at the 2025 Stevie International Business Awards.

Çimsa's 2024 Integrated Annual Report, prepared in line with the company's vision of creating sustainable value, won the Bronze Award in the "Best Annual Report – Private Companies" category at the 2025 Stevie International Business Awards. The report, which presents performance in financial, environmental, social, and governance (ESG) areas through a holistic approach, demonstrated that Çimsa's robust approach to integrated reporting has been recognized at the international level.

Çimsa won the "Best Integrated Annual Report" award at the Integrated Reporting Awards Ceremony organized by the Integrated Reporting Association Turkey in 2025.

Çimsa won the "Best Integrated Activity Report" award at the 1st Integrated Reporting Awards Ceremony organized by the Integrated Reporting Association of Turkey for its 2024 Integrated Activity Report. This award represents one of the valuable recognitions our transparent and comprehensive reporting approach which combines financial success with environmental and social impact has received at the national level.

Çimsa won a Silver Award in the "Best B2B Marketing Team" category at The Hammers Awards 2025 with two different products.

Çimsa received an award in the "Best Marketing Team in B2B" category at The Hammers Awards 2025 with two different products. The Silver Award we won with our Rapidome and FlyCrete projects highlights our team's innovative approach and the value it brings to the industry. With Rapidome, we combine architectural aesthetics, speed, and sustainability by constructing future living spaces using 3D printing technology in just 48 hours; with FlyCrete, we set a new standard in infrastructure projects by enabling runway repairs without halting flight traffic and providing the durability to reopen to traffic in just 3 hours.

Çimsa won the "Acquisition Finance Deal of the Year" award at the 2025 Global Banking & Markets Awards organized by Global Banking & Markets.

Çimsa won the "Acquisition Finance Deal of the Year" award at the 2025 Global Banking & Markets Awards organized by Global Banking & Markets. This award recognizes the strategic and successful completion of the financing transaction related to Çimsa's acquisition of Mannok, which strengthens its presence in the United Kingdom and Ireland, at the international level.

Çimsa was awarded the "Ehrenurkunde" (Certificate of Honor) by the Hamburg Chamber of Commerce in 2025.

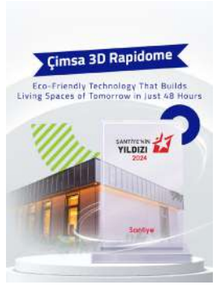
Our German subsidiary, Çimsa Cement Sales North GmbH, was honored with the "Ehrenurkunde" (Certificate of Honor) by the Hamburg Chamber of Commerce in 2025. This award reflects our strong presence in international trade, our innovative vision, and our robust organizational structure, while also highlighting our dynamic work model that adapts quickly to changing conditions.

Çimsa won two second-place awards for two different facilities at the 2025 Blue Helmet Occupational Safety Awards Ceremony organized by the Turkish Ready-Mix Concrete Association (THBB).

At the 2025 Blue Helmet Occupational Safety Awards Ceremony organized by the Turkish Ready-Mix Concrete Association (THBB), our Mersin Tece and Adapazarı Ready-Mix Concrete Stations won two second-place awards, demonstrating our commitment to occupational health and safety. This achievement is further supported by certifications obtained under the Concrete Sustainability Council's (CSC) Responsible Use of Resources Certification System at our Mersin and Eskişehir Production Facilities, as well as our Misis Ready-Mix Concrete Station. These awards, which validate our approach to occupational health, safety, and sustainable production against international standards, reinforce our commitment to developing low-carbon, safe, and sustainable construction materials for the future.

Mannok has been awarded the "Caring for the Environment Award 2025."

The Worshipful Company of Builders Merchants recognized Mannok's leadership in environmental responsibility and decarbonization, as well as its sustainable product initiatives and biodiversity efforts under the 2030 Vision and Energy Valley concepts.



Rapidome was honored with the "Star of the Construction Site" award.

Çimsa won the "Star of the Construction Site" award at the 5th Construction Site Awards for its Çimsa 3D Rapidome project, developed using 3D concrete technology. The living space created at the Mersin Production Facility and the Çimsa Technology and Impact Center, implemented at Eskişehir Technical University as part of the Sabancı Youth Initiative, were constructed using 3D Rapidome technology, contributing to the introduction of innovative and sustainable solutions to the sector.

ÇİMSA 2025 INTEGRATED ANNUAL REPORT SUMMARY

Sustainability Goals and Performance

Material Topics	Relevant SDG	Key Performance Indicators	Business Line	Unit	Base Year	Base Year Value	2024	2025 Target	2025 Realized	Goals 2030	Goals 2035	Goals 2050
Climate Change Adaptation and Mitigation Corporate Governance	9-Industry, Innovation and Infrastructure 11-Sustainable Cities and Communities 12-Responsible Production and Consumption 13-Climate Action 14-Sudaki Yaşam 15-Life on Land	Scope 1 and Scope 2 specific greenhouse gas product emission intensity	ALL	kg CO_2/ton cementitious	2021	884	747[8]	740	734 ✓	623	441	Net Zero
		Scope 1 specific greenhouse gas product emission intensity	ALL	kg CO_2/ton cementitious	2021	832	735[9]	721	719 ✓	613	436	Net Zero
		Scope 2 specific greenhouse gas product emission intensity	ALL	kg CO_2/ton cementitious	2021	53	12[10]	19	14 ✓	10	5	Net Zero
		Scope 3 specific greenhouse gas product emission intensity (Clinker and cement purchased)	ALL	kg CO_2/ton clinker and cement purchased	2022	820	863	720	806 ▶	580	-	-
		Clinker usage rate (Grey cement)	CEM	(%)	2022	87%	80%	80%	80% ✓	75%	72%	
		Ratio of Mitigation, Transition and Enabler investments	ALL	% Sustainability Investment / Total Investment	2023	33%	41%		27% ▶	>50%	>60%	
Circular Economy and Waste Management	9-Industry, Innovation and Infrastructure 11-Sustainable Cities and Communities 12-Responsible Production and Consumption 13-Climate Action 15-Life on Land	Alternative raw material usage rate (Grey cement)	CEM	(%)	2023	7%	7%	10%	8% ▶	15%	20%	
Energy Efficiency and Energy Management	7-Affordable and Clean Energy 9-Industry, Innovation and Infrastructure 11-Sustainable Cities and Communities 12-Responsible Production and Consumption 13-Climate Action 15-Life on Land	Alternative fuel usage rate (Grey Cement)	CEM	(%)	2021	13%	10%	35%	28% ▶	40%	%45	
		Increasing renewable electricity consumption	ALL	(%)	2022	48%	65[11]%	60%	66% ✓	>80%	>85%	
Water Management	6- Clean Water and Sanitation 9-Industry, Innovation and Infrastructure 11-Sustainable Cities and Communities 12-Responsible Production and Consumption 13-Climate Action 14-Life Below Water	Specific water consumption	CEM	L / ton cementitious	2022	506	308[12]	350	295 ✓	300	250	
		Ratio of water withdrawn from areas of high water stress[1]	ALL	Volume withdrawn in stressed areas / Total water withdrawal* 100 (%)	2022	98%	99%	%90	76% ✓	85%	85%	
		Ensuring WASH (Water, Sanitation and Hygiene) standards	ALL	(%)	2023	95%	95%	>95%	97% ✓	>95%	>95%	100%

✓ Aligned with the target ▶ Development is ongoing.

[1] *The metric has begun to be monitored based on regions experiencing high or extremely high water stress.*
[8-9-10-11-12] *The 2024 value has been revised to include Mannok Holdings DAC.*

ÇİMSA 2025 INTEGRATED ANNUAL REPORT SUMMARY

Sustainability Goals and Performance

Material Topics	Relevant SDG	Key Performance Indicators	Business Line	Unit	Base Year	Base Year Value	2024	2025 Target	2025 Realized	Goals		
										2030	2035	2050
Biodiversity and Ecosystem Protection	12-Responsible Production and Consumption 13- Climate Action 14-Life Below Water 15-Life on Land	Number of priority locations with biodiversity action plans	ALL	(%)	2023	0	33%	33%	33% ✓	100%		
Responsible Supply Chain and Procuremenet Practises	11- Sustainable Cities and Communities 12- Responsible Consumption and Production	Number of priority suppliers subjected to sustainability evaluation[2]	ALL	(%)	2023	10%	-	40[3]%	46% ✓	100[4]%	-	-
R&D, Innovation and Digitalization	9- Industry, Innovation and Infrastructure 11- Sustainable Cities and Communities 12- Responsible Consumption and Production 13- Climate Action	Ratio of sustainable product and service revenues	ALL	% Sustainable product revenue/ Net Revenue	2022	5.6%	14.4%	10%	17.6% ✓	>25%	>35%	>50%
		Ratio of sustainable product and service revenues aligned with EU Taxonomy	ALL	% Sustainable products revenue aligned with the EU Taxonomy/ Net revenue	2022	1.27%	3.4%	5%	3.8% ▶	>10%	>20%	>25%
Customer Satisfaction and Experience	11- Sustainable Cities and Communities 12- Responsible Consumption and Production	Increasing NPS (Net Promoter Score) (Türkiye)	Türkiye	-	2022	80	87	80	87 ✓	>85	>85	
		Increasing NPS (Net Promoter Score) (Global)	Global	-	2023	63	81	70	79 ✓	>80	>80	
Occupational Health and Safety	3- Good Health and Well-being 8- Decent Work and Economic Growth 9- Industry, Innovation and Infrastructure	Zero Fatal Accidents	ALL	Quantity	2022	0	0	0	0 ✓	0	0	0
		Reducing the Lost Time Injury Frequency Rate (LTIFR)[5]	ALL	Accidents with Lost-Days x 1 M / Working Hours	2024	4.97	4.97	4.70	3.99 ▶	2	-	<1
		Zero Occupational Disease[6]	ALL	Quantity	2022	5[7]	0	0	0 ✓	0	0	0
Human Rights and Working Environment Corporate Governance	4- Quality Education 5- Gender Equality 8- Decent Work and Economic Growth 10- Reduced Inequalities 11- Sustainable Cities and Communities	Employee engagement survey score	ALL	(%)	2022	56%	-	70%	65% ▶	80%	-	-
		Ratio of white collar female employees	ALL	(%)	2022	27%	33%	-	33% ✓	30%	-	-
		Ratio of female employees	ALL	(%)	2022	12%	15%	-	15% ✓	15%	-	-
		Ratio of completion of Human Rights risk assessment	ALL	(%)	2023	0%	0%	25%	94% ✓	100%	100%	-
Social Impact and Corporate Social Responsibility	4- Quality Education 5- Gender Equality 10- Reduced Inequalities 11- Sustainable Cities and Communities 13- Climate Action 17- Partnerships for the Goals	Number of vulnerable audiences (youth, women and disabled etc.) reached by inclusion programs	ALL	Number of Persons	2020	50	987		3,331 ✓	10,000	10,000	-
Business Ethics, Compliance and Anti-Corruption Corporate Governance	10- Reduced Inequalities 11- Sustainable Cities and Communities 16- Peace, Justice and Strong Institutions	Ratio of location-based implementation of environmental and social complaint / feedback mechanism	ALL	(%)	2023	0%	33%	50	66% ✓	100%	100%	-

✓ Aligned with the target ▶ Development is ongoing.

[2] *Suppliers that have the highest impact on ESG performance and account for 80% of the total procurement volume.*
[3] *Only Çimsa is included in the scope*
[4] *Consolidated target.*
[5] *Following the acquisition of Mannok Holdings DAC, the target was updated, and the realized value for 2024 has been disclosed based on Mannok's 12-month data.*
[6] *Direct Employment*
[7] *This represents the total number of occupational diseases reported up to the base year.*

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