OYAK Çimento Fabrikaları A.Ş.

BOARD OF DIRECTORS' REPORT

PREPARED IN ACCORDANCE WITH COMMUNIQUE NO. II-14.1

01 JANUARY – 30 SEPTEMBER 2026

A. GENERAL INFORMATION

1. Reporting Period

01.01.2026 –30.09.2026

2.

- **Commercial Name** : OYAK Çimento Fabrikaları A.Ş.
- **Trade Registration Number** : 445644
- **Mersis Number** : 0612005096100011
- **Headquarters Contact Information** :

  Address : Çukurambar Mah. 1480. Sok. No:2 A/56 Çankaya/ANKARA

  Phone : 0(312) 220 02 90

  Fax : 0(312) 220 02 91
- **Website Address** : www.oyakcimento.com

3. Shareholding Structure and Capital Distribution, Organization

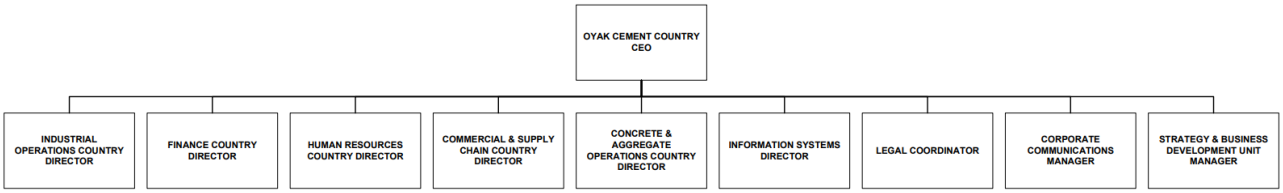
Registered Capital Ceiling (thousand TRY) : 20,000,000.00 TRY

Paid-in capital (thousand TRY) : 4,861,655.78 TRY

Shareholders	Nominal Value (thousand TRY)	Share of Capital (%)
TCC OYAK Amsterdam Holdings B.V.	3,891,795.73	80.05
Other	969,860.05	19.95
Grand Total	**4,861,655.78**	**100.00**

An application was submitted to the Capital Markets Board (CMB) on June 13, 2024, regarding the amendment to the Articles of Association for the purpose of increasing our Company's current registered capital ceiling of thousand TRY 1,500,000, valid for the years 2021–2025, to thousand TRY 20,000,000 and extending the validity period of the registered capital ceiling to cover the years 2024–2028. The said application was approved by the CMB on January 7, 2025. Subsequently, the necessary application was submitted to the Ministry of Trade on January 8, 2025, and the Ministry's approval was obtained on January 10, 2025. The amendment was discussed and approved at the 2024 Ordinary General Assembly meeting held on March 28, 2025.

4. Organizational Structure of the Company



5. Explanations on privileged shares and voting rights of shares

There are no privileged shares in the Company.

6. Information about the Board of Directors, executive officers and number of personnel

Members of the Board of Directors are elected within the framework of the provisions of our Company's Articles of Association in accordance with the Turkish Commercial Code and relevant regulations. Changes that occur during the period are made by the decision of the Board of Directors to be approved at the next Ordinary General Assembly. The Company's 2025 Ordinary General Assembly was held on 31.03.2026.

Members of the Board of Directors;

Board of Directors	Duties	Term Start Date
Suat ÇALBIYIK	Chairman of the Board	29.03.2024
Eralp TUNÇSOY	Vice Chairman of the Board	29.03.2024
Murat İdris SELA	Board Member	29.03.2024
ATAER Holding A.Ş. (Person Acting on its Behalf: İsmail DOĞAN)	Board Member	31.03.2026*
OYAK Birleşik Enerji A.Ş. (Person Acting on its Behalf: Gözde ERKOÇ)	Board Member	29.03.2024
Cem ÇAKMAK	Independent Board Member (Chairman of the Audit Committee, Member of the Early Risk Detection Committee)	31.03.2026
Hakkı Harun ERDENAY	Independent Board Member (Member of the Corporate Governance Committee)	31.03.2026
Alaattin BÜYÜKKAYA	Independent Board Member (Chairman of the Early Detection of Risk Committee)	31.03.2026
Ziya AKBAŞ	Independent Board Member (Member of the Audit Committee)	31.03.2026
Osman AKIN	Independent Board Member (Chairman of the Corporate Governance Committee)	31.03.2026

*As of 31.03.2026, Mr. İsmail DOĞAN has been appointed as the representative acting on behalf of ATAER Holding A.Ş.

Changes Made to the Board of Directors During the Period

OYAK Çimento Fabrikaları A.Ş. number of members of the Board of Directors; A total of ten (10) members, five (5) of whom are independent board members, have been determined.

Board members who are assigned to serve for three (3) years;

- Mr. Suat ÇALBIYIK,
- Mr. Eralp TUNÇSOY
- Mr. Murat İdris SELA
- ATAER Holding Anonim Şirketi
- OYAK Birleşik Enerji Anonim Şirketi

To the Independent Board Memberships, in accordance with the relevant articles of our Articles of Association, the Turkish Commercial Code, and Capital Markets Legislation, the individuals deemed appropriate by the Corporate Governance Committee of the Board of Directors and listed below have been appointed to serve for a term of one year at the 2025 Annual General Assembly held on 31.03.2026:

- Mr. Cem ÇAKMAK
- Mr. Hakkı Harun ERDENAY
- Mr. Alaattin BÜYÜKKAYA
- Mr. Ziya AKBAŞ
- Mr. Osman AKIN

have been elected to serve until the next ordinary general meeting.

In accordance with the resolution of the Board of Directors of ATAER Holding Anonim Şirketi, a legal entity member of our Company's Board of Directors, it has been resolved that, effective as of March 31, 2026, Mr. İsmail DOĞAN shall be appointed as the new real person representative acting on behalf of ATAER Holding Anonim Şirketi, replacing Mr. Volkan ÜNLÜEL.

Duties and Powers of the Board Members

The Chairman and Members of the Board of Directors have the duties and powers set out in the relevant articles of the Turkish Commercial Code and the Articles of Association of the Company.

Numbers of Board Meetings Convened throughout the Year and Attendance by the Board Members at these Meetings

As of 01.01.2026-30.09.2026, the Board of Directors met 16 times and made 31 decisions. Members of the Board of Directors attended the meetings. The attendance rate of all Board of Directors meetings is 100%.

Committee Members of the Committees of the Board of Directors, Frequency of Meetings, Working Principles, including the Activities to be Carried Out, and Evaluation of the Board of Directors on the Effectiveness of the Committees

During the first nine months of 2026, the Audit Committee convened 4 times, the Corporate Governance Committee convened 4 times, and the Early Risk Detection Committee convened 4 times. The attendance rate at all Board Committee meetings was 100%. Board Members regularly attended these meetings. Working guidelines for committees are available on www.oyakcimento.com.

The Company's Board of Directors has established the Audit Committee, the Corporate Governance Committee and the Early Risk Detection Committee to properly fulfill its duties and responsibilities and comply with Corporate Governance Principles and has published the principles of the functioning of the Committees on the website. The Audit Committee and the Corporate Governance Committee of the Board of Directors meet every 3 months, and the Early Risk Detection Committee meets every 2 months and informs the board of directors in accordance with the purposes specified in the operating principles.

Under the framework of the Corporate Governance Communiqué of the Capital Markets Board, the authority, duty and responsibility for the fulfillment of the tasks stipulated for the Nomination Committee and the Remuneration Committee are also assigned to the Corporate Governance Committee.

No external consulting service has been provided by the committees throughout the year.

Committee	Duties	Name and Surname	Title	Meeting Frequency
Supervision Committee	Chairman	Cem ÇAKMAK	Independent Member	Once every 3-month period, at least four times a year.
	Member	Ziya AKBAŞ	Independent Member	
Corporate Governance Committee	Chairman	Osman AKIN	Independent Member	Once every 3-month period, at least four times a year
	Member	Hakkı Harun ERDENAY	Independent Member	
	Member	Sena ATAY	Investor Relations Manager	
Early Risk Detection Committee	Chairman	Alaattin BÜYÜKKAYA	Independent Member	Once every 2-month period, at least six times a year
	Member	Cem ÇAKMAK	Independent Member	

Executive Officers

Executive Managers	Duties	Term Start Date
Murat İdris SELA	OYAK Çimento Country CEO	12.09.2023
Ozan ERİNÇKAN	Commercial and Supply Chain Country Director	15.09.2023
Ali Onur AYGÜN	Finance Country Director	15.09.2023
Erhan TURAN	Concrete and Aggregate Operations Country Director	15.09.2023
Eda GÜZELDEMİR DEMİRAY	Human Resources Country Director	16.06.2025

The average number of employees employed within the Group during the period, by category, was 3,265 in total, consisting of 962 white-collar and 2,303 blue-collar employees.

Changes to Executive Officers during the Period

Mr. Kadir Serdar MEHTER, who served as our Company's Country Director of Industrial Operations, has stepped down from his position effective 16.03.2026.

7. Actions of Board Members with the company on behalf of themselves or someone else, as well as activities falling under non-competition

In the Ordinary General Assembly meeting held on 31.03.2026 regarding the activities of the Company for 2025, board members were granted permission for 2026 to carry out transactions within the framework of the articles 395 and 396 of the Turkish Commercial Code. In this context, no transaction has occurred.

8. Employee and Worker Movements and Collective Agreement Practices and Rights and Benefits Provided to Employees and Workers

In-scope and out-of-scope personnel working in the company are subject to the Social Insurance and General Health Insurance Law No. 5510 in terms of social security, and the Labor Law No. 4857 in terms of labor law.

The personnel rights of out-of-scope personnel are carried out in accordance with the service contracts signed between the Company and the employee, and the personnel rights of in-scope personnel are carried out in accordance with the provisions of the collective bargaining agreement. The workers are affiliated with the Turkish Çimse-İş Union.

The new term collective bargaining agreement was signed, effective for the period 01.01.2026 – 31.12.2027, as of February 2, 2026 between the Cement Industry Employers' Union (ÇEİS), of which we are a member, and the Turkish Çimse-İş Union. In the first year of the agreement, a 35% increase has been applied, effective January 1, 2026, to the base hourly wages as of December 31, 2025, of employees who were employed at the workplace on January 1, 2026, and whose employment contracts were still in force as of the signing date of the agreement. In the second year of the agreement, a wage increase equal to CPI (as announced by TURKSTAT for the period January 1, 2026 – December 31, 2026) plus 3% has been applied, effective January 1, 2027, to the base hourly wages as of December 31, 2026 of employees who are employed at the workplace and whose employment contracts remain in force on that date.

According to the CMB communiqué numbered II-14.1, the severance pays provisional amount allocated at the end of the period is 510,488 thousand TRY.

9. Compliance with Corporate Governance Principles

The "Corporate Governance Principles" published by the Capital Markets Board have been complied with and are oriented towards these principles in the period 01.01.2026 –30.09.2026.

As a result of the assessment conducted by SAHA Corporate Governance and Credit Rating Services Inc., which is authorized by the Capital Markets Board, our Company's Corporate Governance Rating has been determined as 9.44 (94.39) as of November 19, 2025, and our Company has been included in the BIST Corporate Governance Index as of November 20, 2025.

10. Amendments to the Articles of Association

No amendments were made to the Articles of Association during the relevant period.

B. Financial Rights Granted to Board Members and Executive Officers

1. Total amount of financial benefits such as attendance payment, remuneration, premium, bonuses and dividends

It has been decided in the Ordinary General Assembly meeting held on March 31, 2026, that the Board of Directors members, who will serve until the next Ordinary General Assembly meeting, will be paid a remuneration fee of 84,226.5 TRY starting from April 1, 2026. Additionally, life insurance (death) has been provided for all members of the Board of Directors.

No performance-based rewards have been given to the Board members.

During the period, no amounts were credited to the board members and managers, directly or through a third party as a personal loan, and no guarantees such as collateral were given in their favor.

The salaries of the Company's executive officers are determined by the Company's Board of Directors. Additional performance-based payments are made within the Company to non-covered personnel, including the Company's executive managers.

The total wages and other short-term benefits provided to senior executives of the Company amount to thousand TRY 514,216 (*)

(*) TAS 29 effective amount is thousand TRY 554,857.

2. Information on the total amount of allowances, travel, accommodation and representation expenses, as well as in-kind and cash benefits, insurance and similar guarantees

Expenses were not recorded during the reporting period in relation to the Company's Board members.

C. Research and Development Activities

R&D activities regarding concrete designs for our current and alternative customers, along with studies carried out for the purposes of alternative energy sources in the manufacturing process at our Company, and the development of new products and product applications, are currently being carried out.

For the period 01.01.2026-30.09.2026, thousand TRY 189,119 (*) is recorded as a research and development expense.

(*) This amount reflects the impact of TAS 29.

D. Activities and Important Developments Related to Activities

1. Investment Activities

OYAK Çimento, which leads pioneering activities in its sector to contribute to a sustainable world, continues its work without slowing down in accordance with the 2050 road map it has prepared focusing on risks related to climate change, in today's world where the transition to a carbon neutral world is planned through energy transformations. In this context, OYAK Çimento, the first cement company in Türkiye to make the "Net-Zero" commitment, which brings together the criteria needed by companies to determine science-based targets to limit the global temperature increase to 1.5°C, has registered its "Net-Zero" commitment in 2023 by the Science Based Targets Initiative (SBTi). Thus, OYAK Çimento has once again demonstrated its difference in the sector with its value-oriented business model in the light of R&D and innovation studies. OYAK Çimento has committed that it will reduce its 2021 carbon emissions, caused directly and through energy supply, by 22.8% by 2030.

OYAK Çimento, which has aligned its sustainability strategy to contribute to Türkiye's 2053 net zero target, has made significant investments in the last 5 years to reduce energy costs, take waste feeding systems to advanced levels, build waste heat recovery facilities and establish

more environmentally friendly units within the scope of its environmental responsibility, while also designing projects that will take it further in the future by significantly increasing the rate of alternative fuel use.

With the creative and innovative digital solutions offered thanks to OYAK Çimento 4.0, the first digital transformation project for the cement industry, industrial digitalization, energy efficiency and quality increase have been achieved for sustainable operation.

The Machine Health Monitoring Project, one of the initiatives carried out under OYAK Cement 4.0 and implemented in cooperation with FİZİX, is establishing a cloud-based system that enables continuous remote monitoring of equipment through AI-integrated smart sensors. This system allows anomalies to be detected before failures occur, thereby enabling predictive maintenance. Within the scope of the project, site survey studies were conducted at our plants, and network installations were completed across all locations in line with the defined infrastructure and communication protocols. The Türkiye phase of the project, comprising 8,100 sensors out of a total of 10,600 sensors, was fully commissioned in 2025. The system provides real-time monitoring and advanced data analytics capabilities by continuously tracking the condition of equipment in cement plants. Acting as an “intelligent brain” for production operations, it enables the early prediction of potential equipment failures and facilitates preventive actions.

Thanks to the predictive maintenance approach, the system ensures operational continuity in plant operations, minimizes unplanned downtime, and prevents losses that may arise from production interruptions.

Another initiative, the Automation Upgrade Project, involves the updating of automation systems that are the core component of the production process. This includes providing technical support, spare parts supply, and software support, as well as upgrading legacy systems that are currently in use across our plants in Türkiye and for which support has been discontinued.

Upon completion of the project, the automation systems used in our cement plants in Türkiye will be upgraded to the latest versions of both hardware and software, ensuring the continuity of production processes as well as uninterrupted data integration with existing PI systems and future digital platforms such as APC (Advanced Process Control), Energy Monitoring and Management Systems. The Automation Upgrade Project has been completed at all locations The APC project has been initiated at the Ankara plant, the implementation schedule for other plants will be defined based on the outcomes of the project.

The Pamir Mill Project, aimed at producing high-reactivity ground slag for export markets and increasing the slag substitution rate in cement production, was commissioned at the İskenderun plant.

For the 115 MW installed capacity solar power plant investment in Beypazarı, Ankara, grid connection agreements and incentive applications were completed in the previous year. The Beypazarı facility has been granted provisional acceptance by TEDAŞ and was commissioned at full capacity as of April 2026. This large-scale investment, which is unique in terms of both scale and scope within the cement industry, represents the largest renewable energy project implemented by an industrial manufacturer in Türkiye at a single location and exclusively for self-consumption. The project is expected to provide a significant energy cost advantage in our operational expenses, increasing the share of renewable energy in OYAK Çimento Fabrikaları A.Ş.'s total energy consumption to 25%.

Waste Heat Recovery (WHR) investments with a total installed capacity of 13.5 MW are currently in progress at our Adana, Mardin, and Ankara Plants. The Adana project is expected to be commissioned in 2026, while the Ankara and Mardin projects are expected to be commissioned in 2027.

2. Internal control system and internal audit activities

In order to increase the effectiveness and efficiency of the internal control system, the Company regularly monitors periodic measurements, preventive maintenance practices, specific energy monitoring reports, daily production tracking tables, monthly activity reports and takes instant measures against elements that may affect the Company's productivity. In addition, a management system is implemented with targets and committee activities are carried out.

An internal audit unit department exists in the Company. The Company carries out Audit Committee studies and reports and internal control system within its business processes. On 25.07.2012 the Early Risk Detection Committee established. The committee, consisting of a total of 2 members, meetings are held from the date of its establishment to the date of the report, for the purpose of early diagnosis of reasons that endanger the existence and development of the Company and the implementation of the necessary measures and remedies for this and risk management, and submission of reports prepared by the committee in this context to the Board of Directors. Guidelines of the committees are available at the Company's website www.oyakcimento.com

3. Direct and Indirect Subsidiaries

Company	Sector	Direct ownership rate (%)	Indirect ownership rate (%)
Northern Cyprus CIMPOR Sanayi Ltd.	Sales of cement	100	-
Northern Cyprus CIMPOR Free Port Trading Ltd.	Sales of cement	100	-
CIMPOR Romania Terminal S.R.L.	Sales of cement and packaging	100	-
Marmara Madencilik San. ve Tic. Ltd. Şti.	Exploration, extraction, discovery, exploitation and procuring exploitation of all kinds of mines, processing found raw materials into semi-finished and finished goods, purchasing and selling of all	98.9	-
T1C3 Teknoloji ve Yazılım Geliştirme A.Ş.	Research-Development and software activities	100	-
CIMPOR Yapı Malzemeleri A.Ş.	Manufacturing and trading of construction and building materials.	100	-
CIMPOR Doğu Yapı Malzemeleri A.Ş.	Manufacturing and trading of construction and building materials.	-	100
CIMPOR Batı Yapı Malzemeleri A.Ş.	Manufacturing and trading of construction and building materials.	-	100

4. Information regarding the shares of the Company that it has acquired

None exists between 01.01.2026 –30.09.2026.

5. Explanations on Independent audit and public audit

The independent external audit activities for the year 2025 were approved in the Ordinary General Assembly meeting held on March 28, 2025. The independent external audit has been carried out by the auditing firm Güney Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. (a member firm of Ernst & Young Global Limited), and the Full Audit has been performed by Kuzey Yeminli Mali Müşavirlik ve Bağımsız Denetim A.Ş. (a member firm of Ernst & Young Global Limited). TSRS assurance audit has been carried out by auditing firm Güney Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.

Independent Audit information in 2026, together with the audit information routinely conducted by Full Attestation between 01.01.2026-30.09.2026, is as follows.

Inspecting Institution	Start Date	End Date	Audit Subject	Conclusion
Güney Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.	01.12.2025	27.02.2026	Independent Audit (*)	Unqualified
DRT Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.	06.07.2026	06.08.2026	Limited Independent Review	Unqualified
Güney Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş.	01.12.2025	27.02.2026	TSRS Assurance Audit (*)	Unqualified
Kuzey Yeminli Mali Müşavirlik ve Bağımsız Denetim Anonim Şirketi	05.01.2026	10.01.2026	Full Certification and Tax Audit (*)	Unqualified

(*) This is the tax and independent audit for the period 01/01/2025-31/12/2025.

At the Annual General Meeting of our Company held on March 31, 2026, and taking into consideration the recommendation of the Audit Committee, it was resolved that DRT Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş (a member of Deloitte Touche Tohmatsu Limited) be appointed as the independent auditor for the audit of the Company's and its subsidiaries' accounts and transactions for the 2026 financial year, in accordance with the Capital Markets legislation, the Turkish Commercial Code, and other relevant regulations.

Furthermore, DRT Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş (a member of Deloitte Touche Tohmatsu Limited) was re-appointed to conduct the mandatory limited assurance audit of the 2026 TSRS-compliant sustainability reports.

6. Legal Matters

a) Lawsuits

There are no ongoing lawsuits that may affect the financial position and activities or significant lawsuits filed against the Company. In the financial statements dated 30.09.2026, an amount of thousand TRY 774,522 (*) is allocated in accordance with the legal report for the cases filed against the company which are not of a significant nature.

(*) This amount reflects the impact of TAS 29.

b) Administrative-Judicial sanctions

There are none.

7. General Assemblies

On 31.03.2026, Ordinary General Assembly meeting for the year 2025 has been held. The outcomes of Ordinary General Assembly meeting are presented to our shareholders by

publishing them on the Public Disclosure Platform (PDP), Company website (www.oyakcimento.com) and the information portal of the Central Securities Depository (CSD).

Resolutions adopted in the 2025 Ordinary General Assembly meeting held on 31.03.2026 have been implemented.

8. Donations and Social Responsibility Projects

As of 30.09.2026, the total amount of aid and donations made is thousand TRY 20,031 (*).
(*) 21,965 thousand TRY is the amount reflecting the impact of TAS 29.

E. Financial Situation

1. Summary of Financial Statements

Financial statements are prepared according to Communiqué No:14.1 of the CMB.

(All amounts are expressed based on purchasing power of thousand Turkish Lira (“TRY”) as of September 30, 2026, unless otherwise stated.)

Summary Balance Sheet (thousand TRY)

	30/09/2026	31/12/2025
Current Assets	41,490,316	40,547,815
Non-Current Assets	59,467,098	59,275,360
Total Assets	100,957,414	99,823,175
Short-Term Liabilities	15,377,252	18,060,244
Long-Term Liabilities	2,149,057	3,502,638
Equity	83,431,105	78,260,293
Total liabilities and equity	100,957,414	99,823,175

Summary Income Statement (thousand TRY)

	30/09/2026	30/09/2025
Revenue	46,326,639	52,577,157
Operating Profit	8,707,595	10,858,912
Profit Before Tax	8,886,143	11,477,806
Net Profit for the Period	5,304,519	9,447,406

The Entity prepares its budgets within the frame of its strategic goals that are approved by the Board of Directors.

In the regular meetings of the Board of Directors, Board members review the current position of the Company and activities are compared with the previous period and budget targets.

2. Key Ratios

Significant Ratios

	30/09/2026	30/09/2025
Operating Profit Margin (%)	18.80	20.65
Net Profit Margin (%)	11.45	17.97
EBITDA Margin (%)	26.73	26.80

3. Financial Capacity

It has been observed that the capital of the company was not unrequited within the framework of the calculation made by considering the ratios specified in Article 376 of the Turkish Commercial Code.

4. Development of Funding Sources and Policies Implemented by the Enterprise Regarding this Development

New financing alternatives in accordance with market conditions are constantly being researched and suggestions are being evaluated. It has full access to all national and international resources; There are no changes in the Company's financing resources.

As a result of the credit rating assessment conducted by JCR Eurasia Rating, our Company's Long-Term National Institutional Credit Rating has been affirmed as "AAA / Stable," and the Long-Term International Foreign/Local Currency Corporate Credit Ratings as "BBB- / Stable" on September 29, 2026. Additionally, the Short-Term National Institutional Credit Rating has been affirmed as "J1+ / Stable."

5. Nature and Amount of Issued Capital Market Instruments

The company has no capital market instruments issued as of 30.09.2026.

6. Dividend Distribution

Our profit distribution policy adopted in the Ordinary General Assembly meeting for 2014 held on March 12, 2015, is as follows.

"The Company, in principle, has adopted the policy of distribution of the entirety of the distributable profit for the period in cash, to the extent that the financial leverage rates and the needs for investment / funding and expectations regarding the creation of free cash in the future, including market forecasts, in accordance with the legislation in force and the Articles of

Association of the Company. The dividend distribution policy is reviewed annually by the Board of Directors according to national and global economic conditions, the projects on the company's agenda and the status of its funds.

Dividends are paid until 15th of December of the relevant calendar year, in installments with equal or different amounts, in accordance with the provisions of the legislation, with the authorization of the Board of Directors in the general assembly meeting during which a resolution to distribute is adopted.

In accordance with the provisions of the relevant legislation, the General Assembly is authorized to distribute Advance Dividends".

At the Annual General Meeting for the 2025 financial year held on March 31, 2026, it was resolved not to distribute dividends in respect of the relevant period's operations, in order to meet potential cash requirements arising from planned maintenance, technology, and growth investments.

7. Information about the Industry in Which the Enterprise Conducts Business

There are 56 active integrated facilities and 22 grinding - packaging facilities belonging to 33 groups and manufacturers throughout Türkiye (*). According to Turkish Cement data for 2025, Türkiye's clinker production capacity is **101,325,920 tons** and its cement production capacity is **150,002,085 tons** (**). Türkiye ranks among the top five countries worldwide with this capacity (***).

When Turkish Cement data of **July 2026** is evaluated as basis; Cement production is **50,789,410** tons. Total sales were realized as **40,765,592 tons** of domestic sales; It was realized as **9,866,104 tons** of export. Also in this period, clinker exports were **3,483,389 tons**. There is excess capacity in Türkiye and export has become mandatory. Despite this excess capacity, cement factory investments continue in different regions of Türkiye.

According to Turkish Cement data at the end of **July 2026**, there was a **decrease of 0.33%** in cement production compared to the same period of the previous year. Approximately **19.43%** of the cement produced in this period has been exported. Again, during this period, there was a **2.67% decrease** in domestic sales and a **10.36% increase** in exports.

According to Turkish Cement's **July 2026** data, regional domestic cement sales **increased in the Marmara, Aegean, Blacksea and Central Anatolia regions**, while **decreasing in the Mediterranean, Eastern Anatolia and Southeastern Anatolia regions.** In terms of exports, an increase was recorded in all regions, except for the **Aegean** and **Black Sea** regions.

(*) Production, domestic and foreign sales data (excluding production capacity data) given for Türkiye and regionally include factories that are members of Türk Çimento.

(**) Production capacity amounts are given for all factories in Türkiye.

(***) Based on Cemnet 2025 data.

8. Position of Enterprise in the Industry

OYAK Çimento, one of Türkiye's leading industrial companies, operates across all seven regions of the country through seven integrated cement plants and an extensive network of ready-mix concrete facilities. Supported by its terminals in Romania, Cyprus and Çayeli, as well as the Group's broader port and terminal network, the Company benefits from strong export capabilities. With an annual production capacity of 24 million tons, OYAK Çimento holds a leading position in the Turkish cement market. The Company is also the world's third-largest white cement producer, with an annual white clinker production capacity of 1 million tons. Its diversified product portfolio extends beyond cement to include aggregates, lime, marble, ash and slag, offering a comprehensive range of solutions for the construction materials industry. Leveraging its robust production infrastructure, extensive operational footprint and customer-centric approach, OYAK Çimento continues to strengthen its position as a trusted industry leader in the cement and building materials sector. Through investments in renewable energy, digital transformation initiatives and innovative product solutions, the Company enhances operational efficiency while contributing to the industry's transition towards a low-carbon and more sustainable future. Backed by a strong financial position and a sustainable growth strategy, OYAK Çimento remains committed to creating long-term value for all stakeholders while maintaining profitable growth.

Our Company holds 16% of the total cement production capacity and 12% of the total clinker production capacity of the Turkish Cement Industry. Based on Türk Çimento's cumulative sector data as of end-**July** 2026:

Marmara

Domestic sales showed a **decrease of 2.67%** across Türkiye compared to the same period last year, and a **30.46% increase** in the Marmara Region. In exports, a **increase of 10.36%** was observed in Türkiye, and a **2.47% increase** in our region. During the same period, **11,795,853 tons** of clinker and **13,252,347 tons** of cement were produced.

Aegean

Domestic sales showed a **decrease of 2.67%** across Türkiye compared to the same period last year, and a **9.51% increase** in the Aegean Region. In exports, while a **10.36% increase** was observed in Türkiye, our region experienced a **6.27% decrease**. During the same period, **4,065,690** tons of clinker and **5,167,890** tons of cement were produced.

Mediterranean

Domestic sales showed a **decrease of 2.67%** across Türkiye compared to the same period last year, and a **37.69% decrease** in the Mediterranean Region. In exports, while a **10.36% increase** was observed in Türkiye, our region experienced a **19.97% increase**. During the same period, **10,669,085** tons of clinker and **10,348,301** tons of cement were produced.

Black Sea

Domestic sales showed a **decrease of 2.67%** across Türkiye compared to the same period last year, and a **18.27% increase** in the Black Sea Region. In exports, while a **10.36% increase** was

observed in Türkiye, our region experienced a **22.97% decrease**. During the same period, **4,437,367** tons of clinker and **5,385,441** tons of cement were produced.

Central Anatolia

Domestic sales showed a **decrease of 2,67%** across Türkiye compared to the same period last year, and a **10.22% increase** in the Central Anatolia Region. In exports, while a **10.36% increase** was observed in Türkiye, our region experienced a **16.23% increase**. During the same period, **7,466,180 tons** of clinker and **8,856,561 tons** of cement were produced.

Eastern Anatolia

Domestic sales showed a **decrease of 2.67%** across Türkiye compared to the same period last year, and a **12.00% decrease** in the Eastern Anatolia Region. In exports, a **increase of 10.36%** was observed in Türkiye, and a **115.46% increase** in our region. During the same period, **3,583,500** tons of clinker and **3,910,203** tons of cement were produced.

Southeastern Anatolia

Domestic sales showed a **decrease of 2.67%** across Türkiye compared to the same period last year, and a **26.57% decrease** in the Southeastern Anatolia Region. In exports, a **increase of 10.36%** was observed in Türkiye, and a **114.83% increase** in our region. During the same period, **3,787,112** tons of clinker and **3,868,667** tons of cement were produced.

9. Development of Enterprise

Established on November 25, 2015, as a subsidiary of the Ordu Yardımlaşma Kurumu (“OYAK”), OYAK Çimento A.Ş. (“OYAK Çimento”) acquired OYAK’s shares in Mardin Çimento Sanayii ve Ticaret A.Ş. (“Mardin Çimento”) on December 3, 2015. OYAK is a “solidarity and pension fund” for members of the Turkish Armed Forces and is an institution subject to private law provisions, with a wide portfolio of subsidiaries operating in the industrial, financial, and service sectors.

In order to strengthen the OYAK Group’s structure in the cement sector, the merger process involving the transfer of Aslan Çimento A.Ş. (“Aslan Çimento”), Adana Çimento Sanayii Türk A.Ş. (“Adana Çimento”), Bolu Çimento Sanayii A.Ş. (“Bolu Çimento”), and Ünye Çimento Sanayi ve Ticaret A.Ş. (“Ünye Çimento”) into Mardin Çimento was completed in 2020. Following the merger, the title of Mardin Çimento was updated to OYAK Çimento Fabrikaları A.Ş. (“the Company”).

In the following years, various mergers, acquisitions, and restructuring transactions were carried out within the structure of the Company and its subsidiaries (the “Group”). On December 31, 2020, one of the Company’s subsidiaries, OYAK Beton San. ve Tic. A.Ş. (“OYAK Beton”), merged into the Company with all its assets and liabilities. On June 13, 2023, the title of the Company’s parent, OYAK Çimento, was changed to OYAK Denizli Çimento Anonim Şirketi. On June 19, 2023, the merger of Denizli Çimento Sanayii Türk A.Ş., a subsidiary of OYAK Denizli Çimento A.Ş., into OYAK Denizli Çimento A.Ş. was registered using the “simplified merger” method. On December

28, 2023, the merger of OYAK Denizli Çimento A.Ş. into the Company with all its assets and liabilities was registered. As a result of the merger, Cimpor Global Holdings B.V. ("CGH"), the 100% shareholder of OYAK Denizli Çimento A.Ş., became the main shareholder of the Company with a 75.81% ownership interest.

Prior to the merger transaction dated December 28, 2023, a preliminary memorandum of understanding was signed on November 27, 2023, between OYAK and TCC Group Holdings ("TCC") regarding the negotiations for the transfer of 20% of the shares of the Company's parent, OYAK Denizli Çimento A.Ş., to TCC. Subsequently, on December 10, 2023, binding contracts were executed and the process of obtaining the required approvals from official authorities and institutions was initiated. Founded in 1946, TCC operates in cement, ready-mix concrete production, renewable energy, energy storage, high-efficiency batteries, and carbon black production, and the company has been listed on the Taiwan Stock Exchange since February 1962.

As a result of the share transfer transactions, CGH's 75.81% stake was transferred to TCC OYAK Amsterdam Holdings B.V., and following the mandatory tender offer process announced to the public on March 6, 2024, this rate increased to 80.05%. Considering the shareholding structure of TCC OYAK Amsterdam Holdings B.V. (60% TCC, 40% OYAK), the ultimate parent shareholder of the Company became TCC with a 48.03% stake, while the other shareholder became OYAK with a 32.02% stake.

In the following period, there were changes in the titles and fields of activity of the Company's subsidiaries. On October 24, 2024, the title of OYAK Çimento Enerji A.Ş. was changed to "T1C3 Teknoloji ve Yazılım Geliştirme A.Ş." and it was amended to operate as an R&D company. On July 18, 2025, the title of Adana Çimento Sanayi ve Ticaret Ltd was changed to "Northern Cyprus Cimpor Sanayi Ltd"; and on July 21, 2025, the title of Adana Çimento Free Port Ltd was changed to "Northern Cyprus Cimpor Free Port Trading Ltd."

On December 23, 2025, within the scope of restructuring the construction materials production and sales activities carried out within the Company — in order to strengthen group synergy, ensure market-oriented flexibility, and increase operational efficiency and commercial agility to support sustainable growth — a new company named CIMPOR Yapı Malzemeleri A.Ş. ("Cimpor Yapı") was established as a wholly owned subsidiary of the Company. The Group's operational restructuring process continued in 2026, and two new subsidiaries, wholly owned by CIMPOR Yapı, were established. As part of this strategic expansion, the incorporation of CIMPOR Batı Yapı Malzemeleri A.Ş. ("CIMPOR Batı") and CIMPOR Doğu Yapı Malzemeleri A.Ş. ("CIMPOR Doğu") was completed. All necessary regulatory approvals have been obtained, and the required preparations have been completed in connection with the restructuring. Accordingly, all ready-mixed concrete and aggregates production and sales activities have commenced operations under CIMPOR Yapı Malzemeleri A.Ş. and its subsidiaries.

10. Units of the Enterprise

The capacities of the branches and facilities of our Company are summarized in the table below.

PLACES OF ACTIVITY	AREAS OF ACTIVITY OF THE FACILITY	Cement Production Capacity (Ton / Year)	Clinker Production Capacity (Ton / Year)	Grinding Capacity (Ton / Year)	Cement Stocking Capacity (Ton / Year)	Concrete Production Capacity (m3 / year)	Aggregate Production Capacity (Ton / Year)	Lime Production Capacity (Ton / Year)	Marble and Rust Production Capacity (Ton / Year)
Adana Cement Branch	Cement-clinker production and sales	3.3 million	3 million						
Iskenderun Facility-I	Cement-Ground Slag and Sale			2.6 million					
Iskenderun Facility-II	Cement-Ground Slag and Sale			1 million					
Turkish Republic of Northern Cyprus	Inventory and sales				8 thousand				
Bolu Cement Branch	Cement-clinker production and sales	3.1 million	1.4 million						
Ereğli Branch	Cement and Ground Slag and Sale			1 million					
Ankara Branch	Cement-clinker production and sales	1.8 million	1.3 million						
Aslan Cement Branch	Cement-clinker production and sales	3.7 million	1.8 million						
Ünye Cement Branch	Cement-clinker production and sales	2.1 million	1.6 million						
Rize/ Çayeli	Cement Filling and Packaging Facility				21 thousand				
Romania Facility	Cement Filling and Packaging Facility				8 thousand				
Mardin Cement Branch	Cement-clinker production and sales	2.9 million	1.85 million						
Denizli Cement Branch	Cement-clinker production and sales	2.5 million	1.65 milllion						
Ready Mixed Concrete Facilities (Mersin, Adana, Hatay, Osmaniye, Gaziantep, Kahramanmaraş, Adıyaman, Bursa, Kocaeli, İstanbul, Samsun, Ordu, Rize, Trabzon, İzmir, Aydın, Manisa, Denizli, Antalya, Ankara, Afyon)	Ready Mixed Concrete Production and Sales					13.5 million			
Aggregate Production Facilities (Ayaş, Çerkeşli, Cendere, Akarca)	Aggregate Production Facility						7.8 million		
Denizli Lime Production Plant	Lime Production							132 thousand	
Marmara Island Marble Facility	Marble and Slurry Production								330 thousand

11. Products

OYAK Çimento Fabrikaları A.Ş. There are cement types in the product range. Portland Cement is used in construction where high strength is required but where the heat of hydration and sulphate effect do not require special attention. Portland Composite Cement is used in general purposes and higher strength constructions where blended cement is used. Pozzolanic Cement is used in concretes exposed to seawater and groundwater, in industrial floors affected by sulphate, and in mass concretes where low hydration heat is required. Blast Furnace Slag Cement is used in concretes exposed to seawater and groundwater, industrial floors affected by sulphate, general purpose constructions, and mass concretes where low hydration heat is required. Sulphate resistant cement types are used in constructions in sulphate areas and areas under the influence of sea water, in underwater, bridge, dam and port foundation constructions, and in the construction of retaining walls. API Well Cement is used in oil drilling wells and geothermal power plants with its high sulphate resistance (HSR), resistance under high temperature and pressure, and workability. White cement can be used wherever gray cement is used. Their main distinguishing features are their white color, aesthetic and decorative features, and high strength gains. Ground Blast Furnace Slag is used as a secondary binder in concrete production.

OYAK Çimento Fabrikaları A.Ş. In its ready-mixed concrete activities product range, in addition to producing standard concrete of all classes and types, it has a wide range of special products, each of which serves a different purpose and can meet every need, which has developed because of long R&D studies and has received trademark registrations.

12. Developments Regarding Sales

While the company continues its activities by targeting sustainable profitability, new investments are pursued domestically. In exports, new sales markets are being investigated. The Company exports to more than 30 countries across North America, South America, Europe, Africa, and Asia.

F. Risks and Assessment of the Board of Directors

1. Risk management policy

The Company manages the risks by identifying the risks that may endanger their existence, development and continuation and taking the necessary measures related to the identified risks. In this context, the Company established the Early Risk Detection Committee.

2. Early Risk Detection Committee

The Company established this committee on 25.07.2012 and the committee consists of 2 members. The committee has met routinely from the date of its establishment to the date of the report, for the purpose of early diagnosis of reasons that endanger the existence and development of the Company and the implementation of the necessary measures and remedies

for this and risk management and submitted the reports it has prepared to the Board of Directors. Guidelines of the committee are available on the Company's website www.oyakcimento.com.

3. Future Risks

In accordance with our awareness and priorities for social responsibility, our Company monitors future risks to maintain its activities in accordance with its goals regarding occupational health and safety, environmental sensitivity, regular optimization of its costs and offer innovative products to our customers. All factors that may negatively affect our domestic and export sales quantity and prices are monitored.

G. Other Considerations

1. Other Significant Developments During the Reporting Period

As part of its commitment to advancing its sustainability practices in line with international standards and best practices, OYAK Çimento has become a signatory to the United Nations Global Compact (UN Global Compact).

Adopting a holistic approach to sustainability that extends beyond environmental performance to encompass economic, social and governance dimensions, the Company considers sustainability an integral part of its long-term growth strategy. Through its participation in the UN Global Compact, the Company aims to further align its sustainability strategy with internationally recognized principles, strengthen responsible business practices and enhance its contribution to sustainable development.

2. Significant Developments Subsequent to the Reporting Period

As a result of its ongoing efforts to enhance its sustainability performance and strengthen its assessment against international standards, OYAK Çimento has upgraded its EcoVadis sustainability rating from Bronze to Gold Medal, as assessed by EcoVadis, one of the leading global sustainability rating platforms.

With this achievement, the Company has improved its ranking among companies assessed by EcoVadis from the top 35% to the top 5%, marking a significant advancement in the international recognition of its efforts in environmental and social responsibility, ethical business practices and sustainable supply chain management.

As part of a restructuring initiative aimed at strengthening Group synergies, enhancing market responsiveness, improving operational efficiency and commercial agility, and supporting sustainable growth, a new company, CIMPOR Yapı Malzemeleri A.Ş. (“CIMPOR Yapı”), was established to undertake the production and sales activities of building materials previously carried out within the Company. The Group’s operational restructuring continued throughout 2026, with the establishment of two new wholly owned subsidiaries of CIMPOR Yapı. As part of this strategic expansion, CIMPOR Batı Yapı Malzemeleri A.Ş. (“CIMPOR Batı”) and CIMPOR Doğu Yapı Malzemeleri A.Ş. (“CIMPOR Doğu”) were successfully incorporated. Effective October 1, 2026, CIMPOR Batı and CIMPOR Doğu commenced their ready-mix concrete and aggregates sales operations.

3. Headquarters and Organizations outside the Headquarters

The Headquarters and Organizations outside the Headquarters of our Company are listed below.

	Address	Phone Number	Fax Number
Headquarters	Çukurambar Mahallesi 1480. Sokak No: 2A/56 Çankaya- Ankara / TÜRKİYE	0 (312) 220 02 90	0 (312) 220 02 91
Adana Cement Branch	İncirlik Cumhuriyet Mahallesi Çimento Blv. No: 39/ A Yüreğir / Adana / TÜRKİYE	0 (322) 332 99 50	0 (322) 332 97 32
Iskenderun Facility I	Karayılan Beldesi Yanı PK: 27 İskenderun/ Hatay / TÜRKİYE	0 (326) 654 25 10	0 (326) 654 25 00
Iskenderun Facility II	Karayılan Mah. 37. Sok. No: 9 İskenderun/ Hatay / TÜRKİYE	0 (326) 654 25 10	0 (326) 654 25 00
Turkish Republic of Northern Cyprus Facilities	Gazimağusa Serbest Liman Bölgesi Parsel no : 1 Gazimağusa / KKTC	0 (392) 365 31 25	0 (392) 365 07 64
Bolu Cement Branch	Yuva Köyü Yuva Köyü Merkez (Mücavir) Mevkii Çimento Fabrikası yanı Sokak No:1 A Merkez Bolu / TÜRKİYE	0 (374) 226 47 70	0 (374) 226 50 68
Ereğli Branch	Hamzafakıhlı Mahallesi Organize Sanayi Bölgesi 5 Nolu Yol Sokak (Bina no: 116184763) Dış Kapı No:3 Ereğli Zonguldak / TÜRKİYE	0 (372) 334 32 00	0 (372) 334 32 05
Ankara Branch	Saray Mahallesi Gıdacılar Caddesi No:23 /A-B Kahramankazan Ankara / TÜRKİYE	0 (312) 815 50 50	0 (312) 815 50 60
Aslan Cement Branch	Cami Mahallesi, Kaplan Caddesi Girişi Sit. No: 149/1 Darıca / Kocaeli / TÜRKİYE	0 (262) 745 47 47	0 (262) 745 43 42
Ünye Cement Branch	Günpınarı Mah. Boğazağzı Sok. No.2/1 Ünye / Ordu / TÜRKİYE	0 (452) 321 11 00	0 (452) 321 11 30
Rize/ Çayeli Branch	Limanköy Mevkii Çayeli / Rize / TÜRKİYE	0 (464) 532 86 01	0 (464) 532 86 03
Romania Facility	Incinta Port Mangalia ROMANIA	00 40 241 743 777	00 40 241 743 733
Mardin Cement Branch	Kabala Mah. 630 Sokak No:1/1 Artuklu / Mardin / TÜRKİYE	0 (482) 226 64 30	0 (482) 226 64 36
Denizli Cement Branch	Belevi Mah. Fabrika Küme Evleri No:10/1 Çal / Denizli / TÜRKİYE	0 (258) 816 34 00	0 (258) 816 34 26
OYAK Beton	Bahçekapı Mah. 2453 Cad. OYAK Beton Apt. No:8 Etimesgut/ Ankara / TÜRKİYE	0 (312) 278 78 00	0 (312) 278 60 20
Denizli Lime Production Plant	Belevi Mah. Fabrika Küme Evleri No:10/1 Çal / Denizli / TÜRKİYE	0 (258) 816 34 00	0 (258) 816 34 26
Marmara Island Marble Facility	Çınarlı Mah. Bedalan Mevkii 9 Sk.OYAK Çimento Blok No:45 Marmara / Balıkesir / TÜRKİYE	0 (312) 220 02 90	0 (312) 220 02 91
CIMPOR Construction Materials	Bahçekapı Mah. 2453. Cad. No:8 Etimesgut/ Ankara / TÜRKİYE	0 (312) 278 78 00	0 (312) 278 60 20
CIMPOR Eastern Construction Materials	Onur Mah. 4.Cad. No:27/2a Seyhan/ Adana / TÜRKİYE	0 (322) 428 33 83	0 (322) 428 33 85
CIMPOR Western Construction Materials	Sanayi Mah. Adıgüzel Sok. Boyak Beton No:1/1 Pendik/ İstanbul / TÜRKİYE	0 (216) 378 58 00	0 (216) 378 57 99

There are also ready-mixed concrete facilities owned by our Company.

4. Information about Changes in Legislation that can Significantly Affect the Company's Activities

There are no changes in legislation that can significantly affect the Company's activities.

5. Information about Conflicts of Interest Between the Organizations from which the Company Procures Services on Issues such as Investment Advice and Rating, as well as Measures Taken by the Company to Prevent these Conflicts of Interest

In selecting the institutions from which it procures services, the Company ensures compliance with the applicable capital markets regulations and implements all necessary measures to prevent potential conflicts of interest. No conflict of interest exists between the Company and the service providers, either during the term of the service agreement or thereafter.

6. Information about Employees' Social Rights, Vocational Training and Other Activities of the Company Which Have Social and Environmental Consequences

Company employees have health and life insurance. In addition, vocational and social skills training sessions are organized both within and outside the company to increase employee competence in the company.

The company evaluates the possible effects and environmental aspects of the investments being made at the project stage and takes all necessary precautions. Environmental impact assessment reports have been prepared for each factory and project regarding the company's activities, and in this context, EIA Positive Certificate and/or EIA Not Required decisions are available. Each factory has "Environmental Permit and License Certificates" valid within the scope of Wastewater Discharge, Air Emission, Noise and Waste Incineration and Co-Incineration. The company monitors all kinds of risks and environmental aspects to protect and improve the environment and human health and safety, and takes immediate measures, and aims to increase the quality level by increasing the effectiveness of the "Integrated Management System", to create a healthy and safe work environment with environmental awareness, and to maintain customer satisfaction by offering products and services that meet their demands and tastes.

The company aims to develop quality and environmental awareness and occupational health and safety culture, reduce work accidents, create a healthy and safe working environment, reduce the use of natural resources and increase efficiency; It has established the "Integrated Management System", which meets the requirements of ISO 9001 "Quality Management System", ISO 14001 "Environmental Management System", ISO 50001 "Energy Management System" and ISO 45001 "Occupational Health and Safety Management System", and has certified it at a level that covers every factory.

The Company updated its efforts to prioritize economic, social and environmental impacts within the scope of Sustainability and reflect them in its management strategy in 2024, covering the period 2025–2030. It published its Integrated Report, which includes 2025 data showing both financial information and sustainability performance in the most holistic, effective and comprehensive way, on June 22, 2026, and its 2025 TSRS-Compliant Sustainability Report on

February 27, 2026. The company also continued its work with the "Sustainability Board" and "Sustainability Committee" it established and updated its Sustainability Strategies to cover the years 2025-2030 and followed its targets accordingly.

7. Mandatory information to be provided to shareholders on related party transactions and balances

Information regarding our company's transactions with related parties is included in footnote number 5 of our CMB report dated 30.09.2026.

8. Information for Shareholders

In the CMB's decision dated 28 December 2023 and numbered 81/1820, it was decided to apply TMS 29 expense calculation to start Turkish Accounting/Financial Reporting Standards from the annual statistical reports of issuers and capital markets transactions subject to financial reporting regulations for the accounting periods ending as of 31 December 2023.

Shares of OYAK Çimento Fabrikaları A.Ş., Borsa İstanbul A.Ş. It is traded on (BIST) under the stock code OYAKC. Information regarding Shares is available on our company's website, the economy pages of daily newspapers and the internet portals of investment companies.

Activity reports and other information of OYAK Çimento Fabrikaları A.Ş. It can also be accessed through the company's website www.oyakcimento.com and the communication tools listed below. All activities regarding shareholders are carried out within the company's Finance Country Directorate. Investor Relations Department contact information is provided below.

As of 30.09.2026, the Company's capital consists of 486,165,578,300 shares (31.12.2025: 486,165,578,300 shares). The nominal value of the shares is 0.01 TRY per share (31.12.2025: 0.01 TRY per share).

Investor Relations Department Contact Information

Manager of Investor Relations Department.

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		Level 3 Capital Market Activities License
		Derivative Instruments License
		Credit Rating License

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