



2014

**SUSTAINABILITY**

**REPORT**

çimsa





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With its Sustainability Vision, Çimsa provides the materials required for the ***living spaces and infrastructure extending to future generations as a reliable business partner*** of its stakeholders, conscious of its ***responsibility for the future*** as well as for today.







Dear stakeholders,

Çimsa is a global actor operating in cement and building materials sector in Turkey since 1972 and currently makes a significant part of its corporate investments with the aim of improving not only its economical performance but also its environmental and social performance and managing the stakeholder expectations.

Every year we review all sustainability issues in order to predict the impact created by our activities and to specify our objectives in line with the international standards and we specify the work items to further

improve our performance. We incorporate the items that we specified in economic, social and environmental areas into our corporate policy with strategic objectives and we encourage all our staff to change their business practices in line with the sustainability perspective.

As Çimsa, we are aware that a sustainable economic development can not be possible without conserving natural resources in an environment where the resources become scarcer every day. Therefore, efforts focused on sustainability continued to maintain their significance in our investment plan. We closed the year 2014 with important achievements. We prioritize the sustainability of our performance, while we steadily continue to improve our operational performance. In 2014, we made a total investment of 14.4 million USD, 6.7 million USD of which was used for sustainability, environment, occupational health and safety projects.

In 2014, we dedicated significant amount of time to receive feedbacks from our stakeholders about our efforts and to listen to their expectations. The priority sustainability issues for our company and our stakeholders were defined as business ethics, occupational health and safety. Our approach to

business ethics, compliance and human resources management is covered in detail in our report. We aim to improve our relations with stakeholders and to improve and expand the potential cooperation areas in coming years.

We review and revise if necessary our road map in the light of our sustainability-based 2020 objectives, global trends, expectations and our past performance.

In 2013, we had carried our achievements to international platforms. In 2014, Çimsa participated in the Carbon Disclosure Project (CDP), in which we can monitor our performance in achieving our objectives and which facilitates our harmony with other organizations; just as the United Nations Global Compact, and Cement Sustainability Initiative (CSI) established under the World Business Council for Sustainable Development (WBCSD), to which we became a party.

We encouraged our staff to develop sustainability based projects in our Learning Organization efforts, in order to allow them to internalise sustainability consciousness. During Learning Organization, Our staff carried out informative studies on the

environmental and social impact of the matter that they have studied. In addition to this project, the results of which we can see much more clearly in 2015, we also conducted other projects, which can create differences in social life. With “Equality at Work”, we incorporated human rights-based principles in work life into our corporate procedures. We made efforts to facilitate the lives of children with Cerebral Palsy with “September” project conducted by Spastic Children’s’ Foundation of Turkey, and the lives of physically handicapped adults and children by donating battery-powered wheelchairs. We helped the people in need with the blood donation campaigns organized regularly in all our plants. We made it possible for tens of children to spend their summer vacations with activities supporting their social, emotional and physical development through our “Summer Kids” social responsibility project implemented in the city of Niğde.

The Climate Change and Environmental Management continued to form an important part of our sustainability agenda. In the scope of our environmental investments in 2014, the electrostatic-precipitators of

the 1<sup>st</sup> and 3<sup>rd</sup> rotary kilns in Mersin and the 1<sup>st</sup> rotary kiln in Eskişehir were converted into bag filters. When we have a look at our Climate and Environmental Management performance, we see that the specific carbon dioxide emission decreased from 732 kg CO<sub>2</sub>/tonnes of cementitious to 726 kg CO<sub>2</sub>/tonnes of cementitious compared to 2013, and thus we saved 21.964 tonnes of carbon dioxide at Exhaust Gas Heat Electricity Generation Facility at Mersin Plant. The dust emissions were decreased from 31 gr/ tonnes clinker to 26 gr/tonnes clinker compared to 2013, thanks to the conversion to bag filters. We decreased the amount of the primary fossil fuel by increasing the amount of alternative fuel in our plants to 7.11 %. As for energy savings, we achieved a decrease of 2 % in total electricity consumption.

We hereby present our detailed report covering the above-mentioned points, last year’s progress and sustainability-oriented investments for the attention of our esteemed stakeholders.

Yet, we are not content with the point we achieved. We are accelerating our efforts with an ambitious

objective to make Çimsa the first company to come to mind on the matter of sustainability and to make our company’s name synonymous with sustainability. We believe that we will come back to you at the next reporting period with our new accelerating projects and success stories.

*Hoping to leave a better world for next generations,*

***Yours faithfully,***

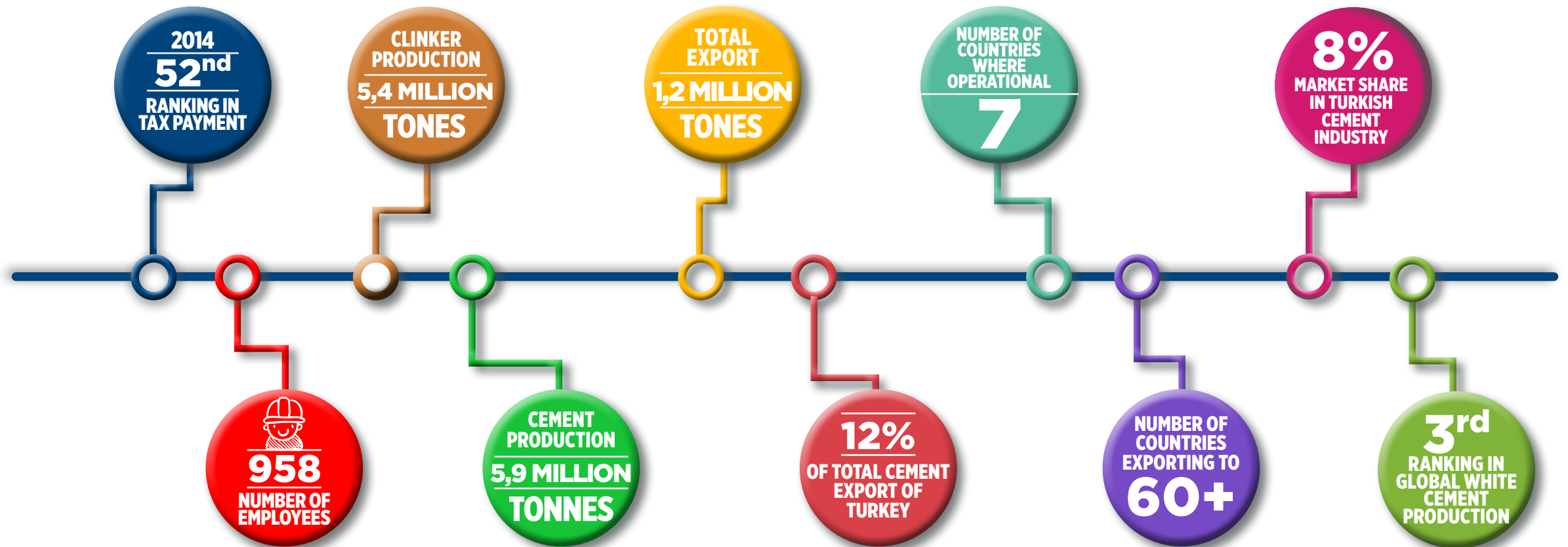
***Nevra Özhatay***  
***General Manager***



# CORPORATE PROFILE



## ÇİMSA CORPORATE PROFILE



**YEAR 1972 - ÇİMSA WAS ESTABLISHED**

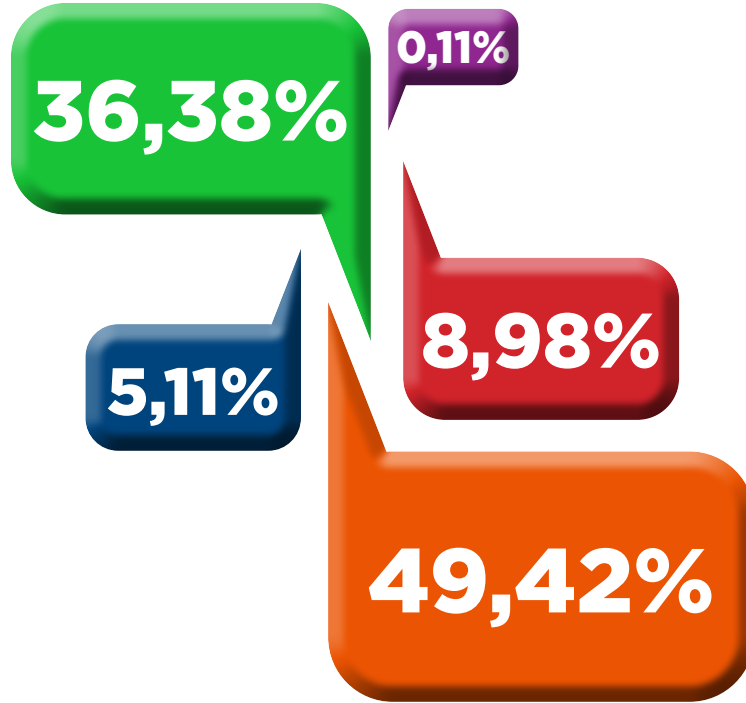


## ÇİMSA CORPORATE PROFILE



## Shareholder Structure of Çimsa

(as of 31.12.2014)



- Sabancı Holding 49,42%
- Other Partners 36,38%
- Akçansa 8,98%
- Adana Çimento 5,11%
- Hacı Ömer Sabancı Foundation 0,11%



### Çimsa Board of Directors



### Çimsa Senior Management

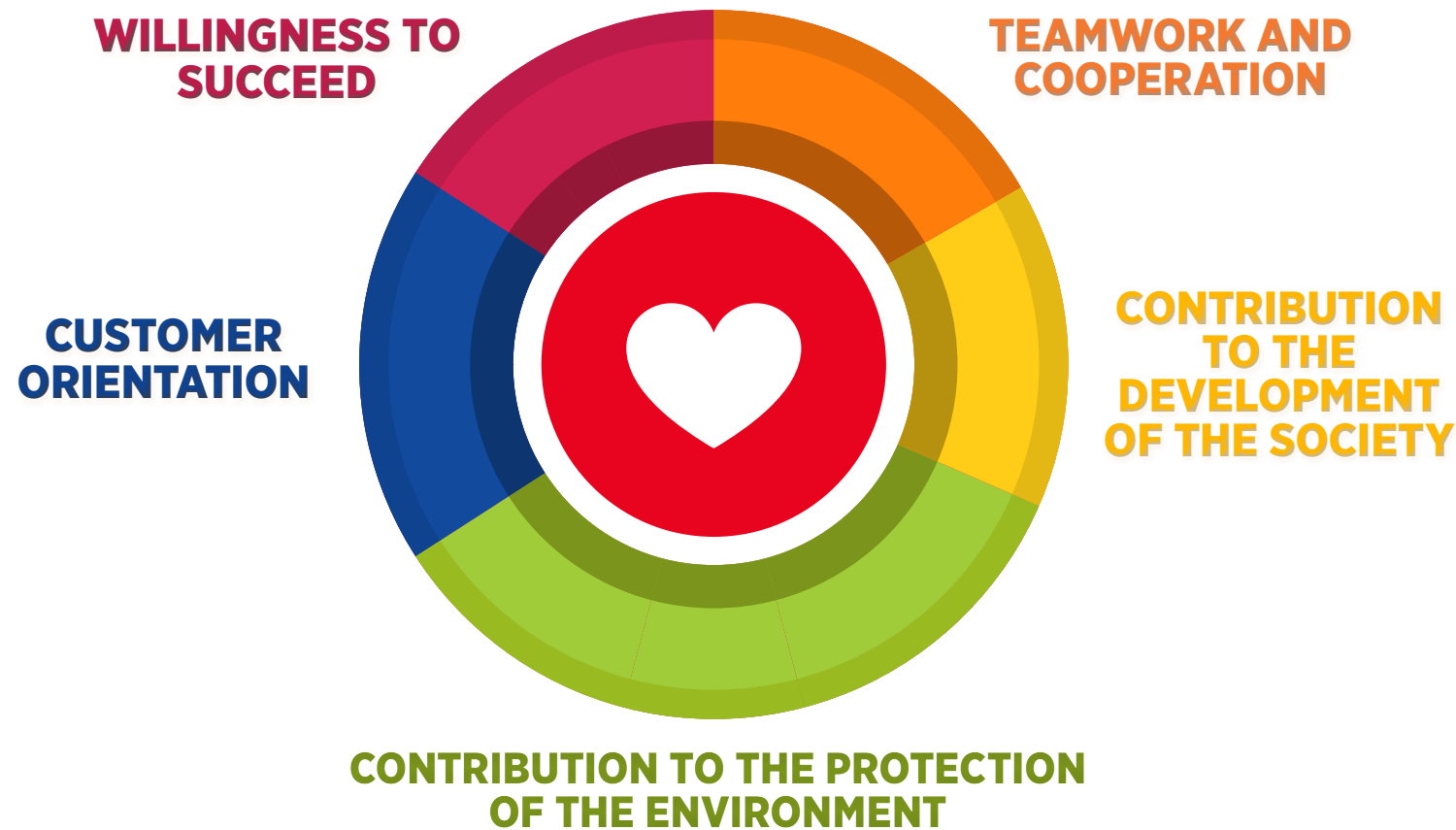


## Mission and Values

Çimsa is an international cement and building materials company growing continuously by creating a difference in the industry with an experience of more than 40 years, broad product range, innovative employees and a humane and environmentally respectful approach.

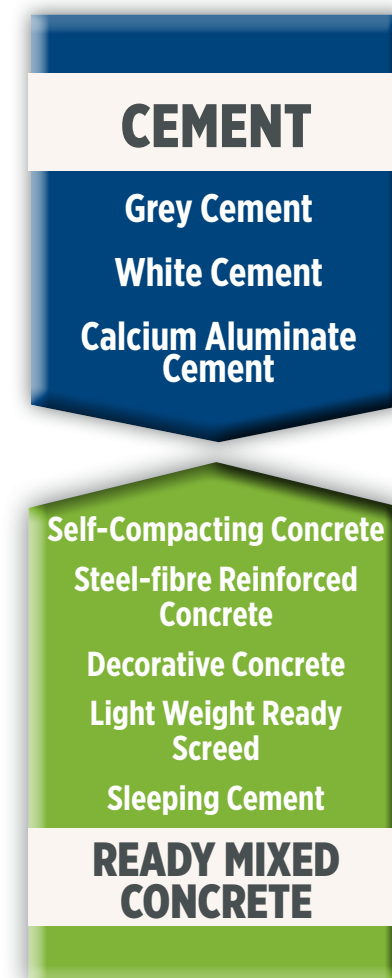
With its Sustainability Vision, Çimsa provides the materials required for the living spaces and infrastructure extending to future generations as a reliable business partner of its stakeholders, conscious of its responsibility for the future as well as for today.

### OUR COMMON VALUES



## Products

Çimsa offers special products and applications aimed at the needs of its customers through its innovative approach and technological infrastructure.



Please refer to pp.24 to 27 of 2014 Annual Report or to <http://www.cimsa.com.tr/cimento> and <http://www.cimsa.com.tr/hazir-beton> for further information on products, production processes and standards, cement, ready-mixed concrete, product range and the sector

Please refer to <http://www.cimsa.com.tr/tr/kurumsal-profil/misyon/misyon/i-2> or to 2014 Annual Report pp.3 for the details of Corporate Profile

# ÇİMSA & SUSTAINABILITY





## A. OUR BUSINESS PRINCIPLES

**All the operations at Çimsa are based on Corporate Governance Principles and Code of Ethics.**

### Corporate Governance

Çimsa's understanding of corporate governance within sustainability is being transparent and accountable in decision-making processes. As a publicly traded company, Çimsa acts in compliance with the Corporate Governance Principles of the Capital Market Board.

It was proven also with the shareholder dialogue survey conducted with the customers that the most important element for our customers to prefer working with Çimsa is our corporate structure and business ethics approach. Çimsa is a company that has internalised corporate culture and ethics approach.



Please refer to the Report on Compliance with Corporate Governance Principles, 2014 Annual Report pp. 43 and/or to <http://www.cimsa.com.tr/tr/yatirimci-iliskileri/kurumsal-yonetim/kurumsal-yonetim-uyum-raporu/kurumsal-yonetim-uyum-raporu/i-15>

### Business Ethics

**Çimsa is a company that is strictly committed to business ethics principles with all its employees. Çimsa shapes its business practices in the frame of business ethics approach. The Audit Board governs and follows-up all relevant matters at the highest management level.**

Code of ethics is elaborated under Sabancı ETHICS (SA-ETHICS) rules and constitutes the fundamentals of our business practises. The Business Ethics rules that Çimsa employees are required to comply are covered in Part III of Human Resources Guidelines under titles of integrity, confidentiality, conflict of interest and responsibility. This set of rules is announced to all the employees through intranet as well. All the white collar employees attend to a training session on corporate ethics rules during the first month of their employment. The SA-ETHICS training is repeated annually for all white collar employees, and they are required to read and sign SA-ETHICS document.

*Sabancı Ethics rules can be accessed from [www.sabanci.com.tr](http://www.sabanci.com.tr)*

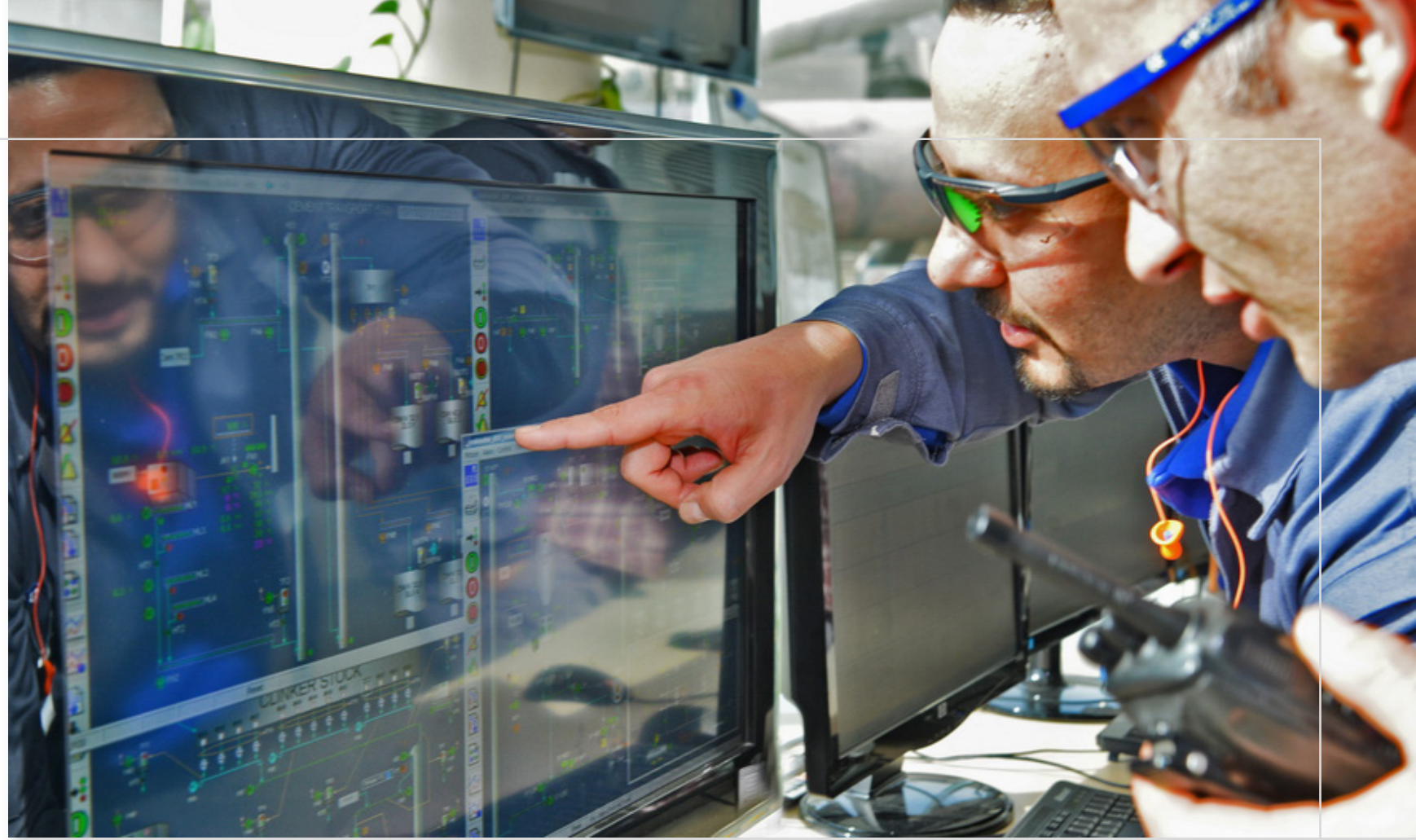




## Audit Activities

Çimsa gives utmost importance to comply with the laws and regulations to prevent any sort of corruption and non-competitive behaviour, and monitors and deals with these matters at the highest management level. The audit scope of Çimsa covers all departments (including foreign subsidiaries). Moreover, administrative and commercial audits are regularly conducted at all ready-mixed concrete operations. These departments are audited by the Internal Auditing Unit attached to the Audit Committee, which is appointed by Çimsa Board of Directors, typically biennially and as stipulated in the Internal Audit Regulations. In an official capacity delegated by the Board of Directors, the Internal Auditing Unit has various duties and responsibilities in order to protect Çimsa's rights and interests, to contribute to the improvement of risk management, internal control and the efficiency of the corporate management. Some of these responsibilities are as follows:

- to supervise the implementation of the company regulations, procedures, circulars and unit-specific instructions and provide for them to remain in effect, to make recommendations on matters requiring refinement,
- to follow-up the implementation of all activities and transactions of all the units according to the legislation, regulations, procedures, circulars and instructions,



- to keep the Audit Committee continuously informed regarding the audit activities and the adequacy of internal control systems; to provide consultancy and support services to the Board of Directors and senior management through advisory studies for purposes that will create added value, such as implementing the requests and recommendations regarding the matter, increasing the stock values, improving the corporate processes and activities and enhancing the service quality and customer satisfaction.

In the past, Çimsa achieved "Generally compliant with standards" certification - which is the highest of the three ratings that can be achieved - as the result

of the assessment of the Internal Audit processes by Ernst&Young, one of the independent institutions accredited by International Institute of Internal Audit. With the said accreditation, Çimsa documented that it has been audited effectively, systematically and objectively and as per international standards and reinforced its reliability in the eyes of the investors, shareholders and public opinion.

Çimsa, also received Award of Excellence in corporate category at Internal Audit Awareness awards, presented annually by Turkey Institute of Internal Audit to sector-leader companies that implement international internal audit standards.



## B. SUSTAINABILITY STRATEGY

# Sustainability and the Cement Sector

The cement sector accommodates three separate lines of work, since it addresses mining, building materials and ready-mixed concrete sectors in terms of production process and fields of use. The cement sector, which provides the required infrastructure for the living spaces and became one of the leading sectors of countries' economies, creates value of many stakeholders. The prediction that the world's population will exceed 10 billions and two thirds of the population will live in cities by 2050 only add to the importance of the sector.

Today, the activities of companies related with corporate governance, ethics and transparency are closely monitored as well as their business processes. Besides compelling circumstances such as production costs, profitability and pressure from competition, the sector also has risks that have to be addressed sensitively in terms of sustainability due to its effect on environment and community.

In order to remain attractive for the investor capital, the sector needs to pay attention not only to the elements of cost, profitability and risk, but also to its actions to convert its environmental and social impacts created during production into positive values. The sustainability practices in cement sector bring along important opportunities for the sector.



## Çimsa and Sustainability Strategy

Our sustainability policy aims to make the sustainability approach a part of the corporate culture, and to integrate it in the decision-making, implementation and business practice processes of individuals, teams and stakeholders through products and services.

Çimsa makes efforts with the objective of becoming a leading cement and building materials company that creates values for a sustainable future.

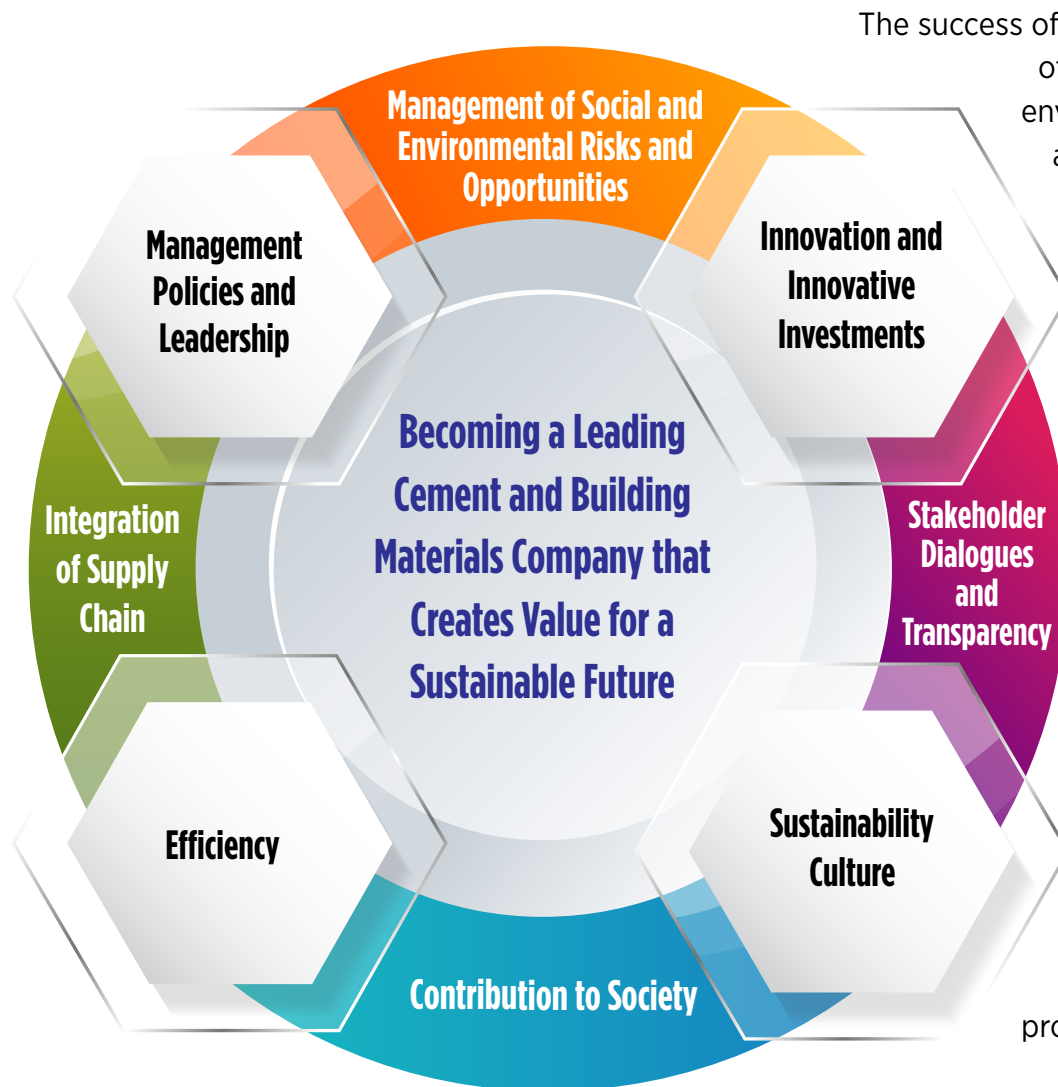


ÇİMSA NIĞDE PLANT



# Our Sustainability Approach

- To create an economic value for our stakeholders by becoming an example with our discourse and actions in corporate governance and business ethics practices,
- To create value for the world with our presence through effective management of social and environmental risks and opportunities,
- To improve the present and future living standards of our society by ensuring the participation of all the stakeholders with our leading approach.



The success of Çimsa is based on the productive use of not only financial capital but also the environmental and social capital. Utmost attention is paid to keep the corporate value - created as a publicly traded company operating in international markets - in equilibrium with social benefits. Stakeholder relations are the other important factor affecting the development and results of this process.

At Çimsa, the integration of the sustainability principles and goals in the corporate flow for a sustainable future and incorporation of the related performance indicators in tracking systems are parts of our sustainability management system. This understanding reflects on everything, from company's organization structure to its business processes and from its products/services to its communication policies.

Four areas of improvement focused on in sustainability efforts to reach our objective,

- **Management of social and environmental risks and opportunities**
- **Stakeholder dialogues and transparency**
- **Contribution to society**
- **Integration of supply chain <sup>1</sup>**

The important domains in in-house efforts for advancing in the selected areas of improvement are management policies and leadership, efficiency, spreading of the sustainability culture within the company as well as in the supply chain, and innovation and innovative investments.

Çimsa aims at improving the quality of life of all stakeholders with the responsibility to create a sustainable future.

<sup>1</sup> The work plan for supply chain integration is recently included in the agenda. Clear plans will be implemented after 2015.

# Çimsa and Sustainability

## SUSTAINABILITY MATTERS IN THE VALUE CHAIN





# Sustainability Management

At Çimsa, sustainability issues are scrutinized under the responsibility of the Sustainability Committee that meets regularly all year around under the leadership of the General Manager. The Committee is composed of Operations and Investments, Finance, Human Resources, Purchasing and Logistics, Sales (Grey Cement), Sales (White Cement and special products), Ready-Mixed Concrete, Strategy and Business Development and Corporate Communication functions.

The goal of the Committee is to improve corporate objectives, by associating the sustainability issues with the feedbacks from stakeholders, internal performance and global and local trends. Additionally, the Committee tracks the year-in performance of and prioritizes the issues in the “Sustainability Issues Matrix” and makes the relevant performance indicators a part of the sustainability management system by incorporating them in the tracking system.

In 2014, the efforts of the Sustainability Committee were carried out with a two-level management model.

- 1) Vice general managers, directors and managers (Management Group)
- 2) Operational members (Operation Group)



In 2014, the sustainability efforts at Çimsa were carried out interactively under the leadership of Vice General Manager responsible for “Strategy, Marketing and Sustainability”.

## Çimsa Sustainability Issues

Identifying and managing the sustainability issues is a critical process for a company. While this process continues, efforts are made to identify the economic, social, environmental and managerial issues on a single matrix. This procedure, which requires a perspective different than the classical business models, needs to be reviewed annually by the Sustainability Committee. The strategy we followed when identifying the issues in 2014 is given below:

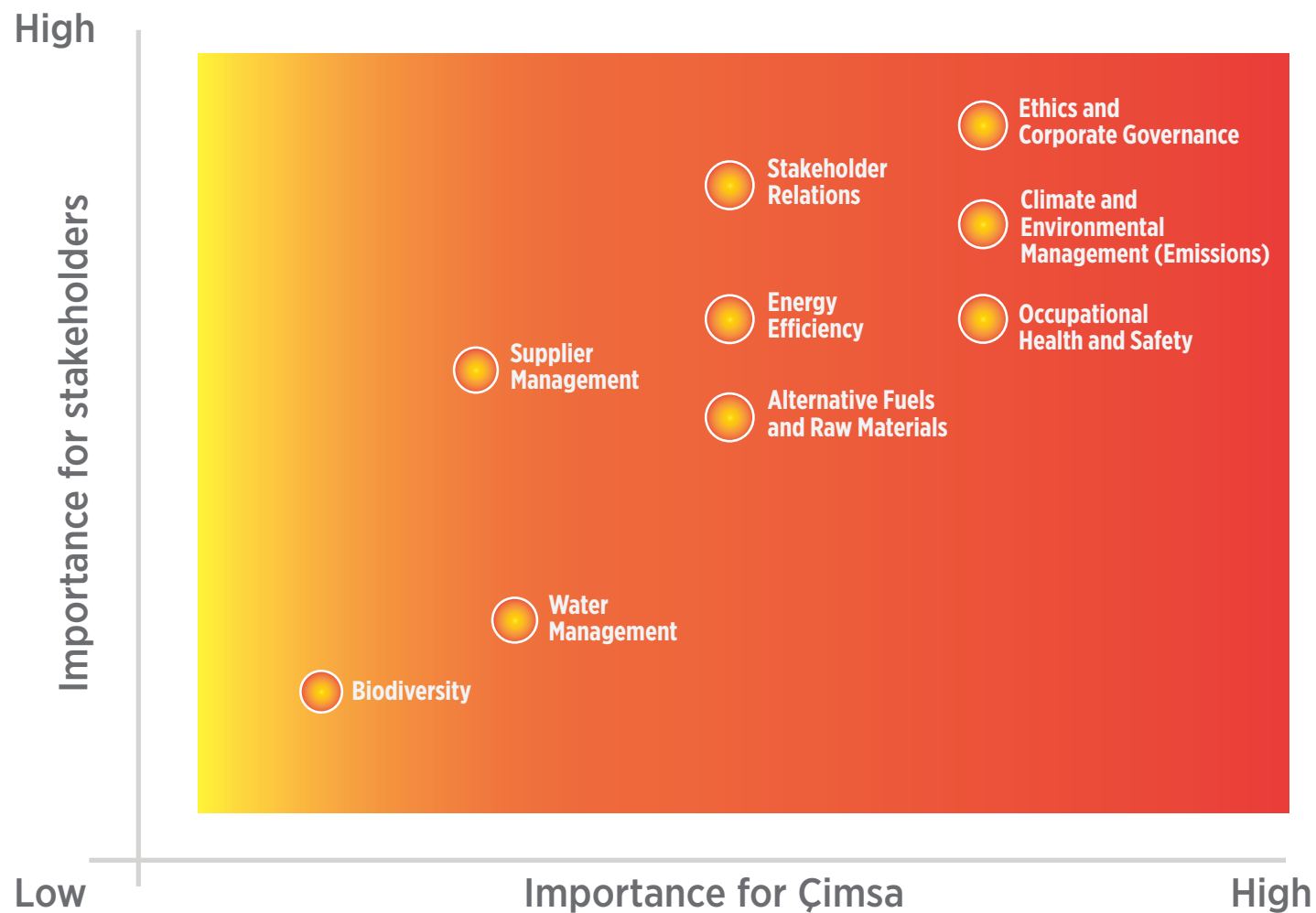
- The sustainability issues were reviewed again at the evaluation meeting. Based on the sustainability strategy identified in previous years and the efforts made within the year, they were consolidated with the feedback from internal and external stakeholders.
- As a stakeholder-oriented company, prioritization and evaluation were carried out. The most important criteria during this evaluation were:
  - The performance in sustainability issues inherited from past years,
  - Headings identified by the stakeholders during stakeholders meetings,
  - A progressive agenda based on global and local trends.
- Efforts were carried out in line with the basic principles of business ethics, transparency and accountability for the content and elaboration of the report, as was the case in past years.
- Finally, the decisions made jointly at the Sustainability Committee were finalized with the approval of the General Manager.



# Çimsa Sustainability Issues

The Report shares the sustainability issues and limits, the negative and positive impacts resulting from the activities and remediation efforts made to reduce the negative impacts with open and transparent information. All the sustainability issues are explained in relevant chapters for the integrity of the report. Çimsa started initial preparations and efforts regarding sustainability practices in supply chain, based on the developments in global sustainability practices and GRI principles.

**Çimsa 2014 Sustainability Issues**










# Voluntary Initiatives and Commitments

**In order to further advance its sustainability efforts, Çimsa orientates its sustainability efforts by participating in the working groups of some initiatives recognized in the world and in Turkey and preparing relevant reports.**



## ÇİMSA SUSTAINABILITY ISSUES and BORDERS

	G4 Category	Sustainability Issue for Çimsa	GRI G4 Sustainability	Çimsa	Non-Çimsa	Association with External Stakeholders
	Society	Code of Ethics and Corporate Governance	Anti-corruption, public policy, anti-competitive action, harmonization	X	X	Compliance with Sabancı Business Ethics and corporate governance rules is considered as sustainability issue for the continuation of operations in every sense. It is the fundamental principle for the implementation of sustainability, it is relevant for many stakeholders of the company due to its impact on business relations.
	Society	Stakeholder Relations	Local groups	X	X	Continuous, mutual and good relations with all internal and external stakeholders are important for the solid continuity of the operations and the improvement of the sustainability performance.
	Economic	Economic Value Created for Stakeholders	Economic Performance, Market Position, Indirect Economic Impacts	X	X	Çimsa delivers numerous positive outputs through the economic impact created for stakeholders. Suppliers, general public, investors and shareholders, employees, financial institutions and the society are the primary stakeholders
	Workforce practices and decent work	Occupational Health and Safety	Occupational Health and Safety	X		
	Environment	Reduction of CO <sub>2</sub> , Dust and Gas Emissions	Emissions	X	X	Restricting the release of CO <sub>2</sub> and other gas emissions into the atmosphere will decrease the environmental pollution and contribute to the climate change efforts; such emissions are relevant for many of Çimsa's stakeholders. The value attached to environment, human life and the sustainability of the planet and maintaining the dust and gas emissions under the limit values specified by regulations enable us to be a respected company valuing sustainability and to fulfil the expectations of investors.
	Environment	Energy Efficiency	Energy	X	X	Energy efficiency is a way of fighting the climate change. Given the fact that our country is dependent on import for energy supply, the efficient use of energy will represent a positive change for national economy as well as for the sector. As a member to a sector that utilizes primary energy sources intensively, Çimsa aims to make positive contributions to the energy efficiency efforts and climate change.
	Environment	Increasing the use of Alternative Fuels and Raw Materials	Raw Materials	X	X	Use of alternative fuels and raw materials contributes to the decrease in the mining activities and consumption of primary fossil fuels. As the result of using the hazardous and non-hazardous alternative fuels resulting from raw material production at cement plants prevents environmental pollution and provides a solution for the waste problem of the industry. Additionally, efforts are made for solution partnership with Metropolitan Municipalities for the combined incineration of the domestic refuse-derived fuels - to be produced by Mechanical and Biological Treatment Plants to be established on the solid waste landfill areas - and the sewage sludge - thermally dried by Domestic Waste Water Treatment plants of Metropolitan Municipalities - in cement rotary kilns. All these efforts will create a positive impact for environment and human health and will bring positive results for the planet and the society.

Please refer to 2014 Annual Report pp. 34 for further information on shareholders and public awareness raising activities on sustainability.



# OUR SUSTAINABILITY PERFORMANCE



## A. OUR ECONOMIC PERFORMANCE

# Management Approach

For Çimsa, economic performance is a significant tool in value creation. However, the integration of the understanding of sustainability is fundamental for success.

Çimsa is aware of the fact that a sustainable economic development is not possible without protecting the environmental resources in a world where the resources are becoming scarcer and more expensive. Especially given that the energy costs constitute more than the half of the cement production cost, using alternative fuels and raw materials, discharging the treated water in compliance with relevant regulations and preventing soil pollution and protecting biodiversity in order to use the resources efficiently, reduce energy costs and decrease the amount of carbon dioxide emissions released to the atmosphere emerge as major issues also for Çimsa, as it is the case for the world. The objective is to provide solutions not only for the problems of Çimsa but also for the problems of our country and of the World.

In the cement sector, it is fundamental for the companies to be aware of their social and environmental responsibilities. As an important actor in international markets, Çimsa's policy is to closely monitor and comply



*Çimsa aims to be an international cement and ready-mixed concrete company, which creates value for a sustainable future and leads the sector while growing profitably.*

with the efforts of the global actors in the sector. The sustainability-based efforts have significant effects on the value, reputation and profitability of the company. These efforts are instrumental also with respect to the value created for stakeholders by Çimsa as a publicly traded company.

The management of Çimsa assumed an active role in spreading sustainable development.

Since its establishment, Çimsa has been creating value for all stakeholders by offering high quality products and services needed by the society. The employment opportunities created by Çimsa, welfare, taxes paid, commercial operations and the contributions made to the society and the country are the most outstanding activities as all of them are of economic value. However, the sustainability awareness and practices, which are recently being integrated into company strategy and efforts with the understanding of value creation, have a much different meaning and importance for the increase in the financial, competitive and innovative strength of the company. For Çimsa, the main components of profitability are the investments made in the employees, the society and the environment.

Çimsa, while creating financial value for the stakeholders, acts in an understanding in equilibrium with the resources used. The business model, in which the positive value created may be more than the environmental and social impacts, is developing.

At Çimsa, the capacity, productivity, employment, values created for the society, value of the company and the shareholder expectations are parts of the economic agenda.

The long-term future expectations, such as the urbanization trends expected for 2050, indicate an important economic benefits opportunity for Çimsa and its shareholders. The investments to be made to meet the future capacity will provide opportunities for new employment areas and contribute to the economic development of the employees. Nevertheless, the capacity increase also brings along some challenging issues, with the expectation that the resource utilization volume needed will reach significant dimensions.

The numeric data regarding the value created through sustainability awareness is shared in this report.

## Risk Management

At Çimsa, the risks are managed annually through risk evaluation methods in a wide range of areas from operational risks to environmental impacts, from competition to financial risks, from business continuity to crisis management. The annual risk evaluation enables us to closely monitor the risks and to take measures quickly when needed.

Çimsa's Corporate Risk Management is defined as "a systematic process established in order to identify the potential events that may impact the company, to manage the risks in line with the corporate risk taking profile of the company and to provide a reasonable level of assurance in relation with the attainment of corporate objectives, used by the Board of Directors, senior management and all other employees of the company in determining the strategies, and



implemented throughout the company". All kinds of circumstances and incidents, which may prevent the company from achieving its operational, strategic and financial objectives, are defined before they become

hazards, and necessary actions are taken to mitigate the effect of possible hazards.

Just like every year, in 2014, the developments in the sector in which Çimsa operates and at the regions covered by Çimsa were monitored and the risk status of the company was updated in line with the information obtained. The effect of the climate change on the company and the financial outcomes were addressed on this course and the necessary precautions were taken.

Aware of the fact that the risks are not only investment- and operation-based, but that sustainability-based matters such as occupational health and safety, energy costs, emissions, water resources and the compliance of the supply chain with these matters may also become risk areas, Çimsa included these matters in the scope of risks.





## Investments in the Scope of Sustainability

In 2014, Çimsa made a total investment of 14,4 million USD, 6,7 million of which was used for investments on occupational health and safety and environment.

Some of the investments completed and commissioned in 2014 are as follows:

- Mersin Plant: Conversion of electro-filters of rotary kilns into bag filters at the first and third lines.
- Eskişehir Plant:
  - Conversion of electro-filters of rotary kilns into bag filters at the first line,
  - Modernization of kiln feeding system at the first station,
  - Transformation of the mills and kilns of the first and second line for unattended operation through “advanced supervision systems”,
- Kayseri Plant: Replacement of stack gas fan and improvement of dispatch lines.

As the result of “uptime”, “maintenance planning” and “lean 6 sigma” systematic used at all plants, efficiency-enhancing investment projects were implemented and improvements were made in the operational performance of the plants.

At Kayseri plant, 1,5 million USD was spent until 2014 for the investment for the dedusting of clinker dispatch lines, which started in 2012. Following the completion of the project in 2014, the dispersion of the dust resulting from pozzolana dried in clinker cooler was prevented.

At Mersin Plant, an additional investment of 400.000 USD was made for “Exhaust Gas Heat Electricity Generation Plant”, for which the investment was completed in April 2012. The boiler of the cooling unit of the second line was modified and an additional electricity generation of 500 KWh was achieved.

The investments made in 2014 in the field of Ready-Mixed Concrete were the environmental investments for Afyon Ready-Mixed Concrete plant, the investments for the conversion of Kahramanmaraş Ready-Mixed Concrete plant into wet system and the environmental investments, the replacement of İnegöl Ready-Mixed Concrete plant pan-mixer, the procurement of containers for Başakpınar Ready-Mixed Concrete plant and procurement of equipment for quality management and customer support directorate.

Investments were made for occupational health and safety at Afyon Ready-Mixed Concrete plant; and environmental investments were made for the automation of filters, recycling pool, and the enclosing of aggregate closed stock hole and mixer platform. Kahramanmaraş Ready-Mixed Concrete plant was converted from dry system to wet system; and again investments were made for the aggregate closed stock hole and for enclosing the recycling unit with boundary walls and panels.



## The Economic Value Created and Distributed

***In an environment where the expectations for better and modern living spaces increase every day, Çimsa is well aware that the objective of improving the quality of life can only be achieved through sustainable products and services. Through this perspective, Çimsa creates value for all its stakeholders by providing quick solutions with its employees and business partners for differentiated needs.***

The contribution of Çimsa to the economy is made through the payments made to companies from different sectors supplying goods and services,

the dividends distributed to the shareholders and investors, and the salaries of employees.

Beside its direct economic contributions, Çimsa is indirectly contributing to the national economy - which is foreign-dependent with respect to energy sources - with its energy efficiency policy and with its activities for generating energy from alternative fuels, and such savings are registered as gains for the national economy. Another benefit for the national economy is the elimination of the need for additional cost associated with the disposal of the wastes that have to be disposed of.

In 2014, Çimsa was ranked 52<sup>nd</sup> in Corporate Tax rankings with a tax payment of 48.131.602,67 TL, and is always listed near the top among the companies that pay the highest amount of tax.

One of the indicators of the direct contribution made to national economy by Çimsa, the value-creating cement company of Turkey, is the exports made.

*Please refer to 2014 Annual Report and to [www.cimsa.com.tr](http://www.cimsa.com.tr)*



## Contributions to Suppliers

Given the characteristics of the sector and the products, contributing especially to the growth of local economies is the priority.

Çimsa aims to continue its contribution to the economy through a model that allows a balanced income distribution by supporting local supply. At Çimsa, large portion of the purchases are made from local suppliers, except for items such as petroleum coke, coal, craft paper required for paper bag production

and some other investment items, for which local supply possibilities are limited.

Additionally, the company started to work with corporate local service providers for cleaning, security, technical and other auxiliary services for plants and ready-mixed concrete facilities with a view to support the development and institutionalization of local suppliers. In this way, the legal rights and personal benefits of the employees of the companies

- from which services are procured - are fully respected, and compliance with the laws is monitored.

The e-commerce platform, which was developed together with the solution partners in order to increase the opportunities for local supply and to supply in a more transparent and quicker way, was used much more effectively and efficiently. In doing so, an open, transparent and quick-responding structure was provided for all the system-member suppliers that are willing to offer goods and services to Çimsa.

Çimsa Work Places	Number of employees working at Çimsa work places and registered at the province where the work place is located	Total number of employees	Ratio (%)
Ankara	14	28	50,00%
Eskişehir	129	183	70,49%
İstanbul	3	42	7,14%
Kayseri	81	109	74,31%
Mersin	279	396	70,45%
Niğde	88	106	83,02%
<b>Total</b>	<b>594</b>	<b>864</b>	<b>68,75%</b>

Through Category Management practises, the supplier market is better managed, and an effective demand management and important savings in resources are achieved. The opportunities are better utilized, while the risks in procurement policies are minimized.

Through the job opportunities created at regions where Çimsa operates, 594 persons are employed by the subcontractors. Economic contributions will continue at every region where the company operates.

Çimsa is a company preferred by the local suppliers due to its predictability and compliance with ethic rules. The contribution made to the institutionalization of local suppliers is high as a result of the business relations developed. Thanks to predictability and compliance with ethic rules, our local suppliers are able to make better decisions economically and they are able to manage their companies in a better way.

### Economic Value Created for the Shareholders and Its Distribution

2014	Million TL	(%)
Economic Value Created (Net Sales)	982,95	
Economic Value Distributed to the Stakeholders	Million TL	(%)
Operational Costs**	596,52	61,9
Benefits Paid to Government	118,74	12,3
Benefits Paid to Investors and Shareholders	155,89	16,2
Benefits Paid to Financial Institutions	16,65	1,7
Benefits Paid to Employees	73,23	7,6
Benefits Paid to Society	2,8	0,3
<b>TOTAL</b>	<b>963,83</b>	<b>100</b>
** Economic value retained	35,77	

\* Operational Costs: Cost of goods sold (excluding amortization and personnel costs)

\*\* Economic Value Retained = Created Economic Value Net (-)Economic Value Distributed to Stakeholders (+)Benefits Paid to Financial Institutions



## B. WORKING ENVIRONMENT, OCCUPATIONAL HEALTH and SAFETY

**Actions regarding the Human Resources are shaped in a way that enables the employees to behave in compliance with sustainability principles.**

The audit sphere of Çimsa covers all locations within Çimsa business network, including foreign subsidiaries, and all operations in cement and ready-mixed concrete businesses. In this scope, audits are conducted as stipulated in Internal Audit Regulations by the Internal Auditing Unit subordinated to the Audit Committee, which is appointed by the Board of Directors of Çimsa. In addition, status reports are prepared three times a

year in order to follow up the latest status of the findings in the reports issued, and follow-up audits are carried at least biennially by carrying out on-site studies and tests. In this frame, all the practices regulated with written regulations and procedures are shared with Çimsa employees via internet and with meetings. The expectations and opinions of all employees are compiled and assessed at the organizational climate workshops and year-end open sharing meetings, which are held since 2007.

During 2014, the Human Resources regulations and procedures (Salary and Benefits Procedure, Recruitment and Placement Procedure, Training Procedure, Performance Management Procedure, Appreciation-Rewarding Procedure, Corporate GSM Line Procedure, Subcontractor Management Procedure, etc.) were reviewed and updated in the scope of organizational requirements and employee expectations.



### Çimsa's Corporate Development and Human Resources Vision and Mission



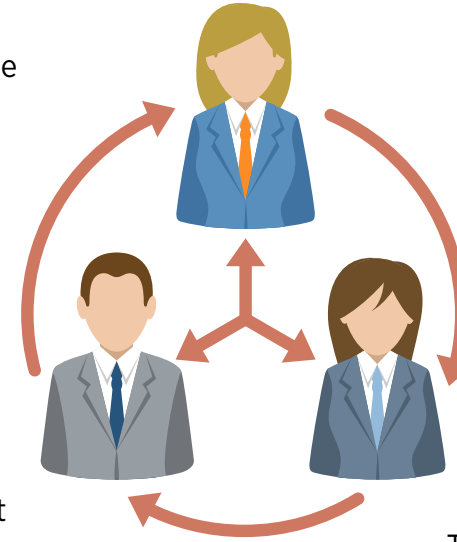
**OBJECTIVES OF HUMAN RESOURCES PRACTISES**

# Employment and Fundamental Rights

At the headquarters, regions and provinces where it operates, Çimsa carries out practices increasing employment, assigns employees in similar posts with equal conditions, and provides equal rights for female and male employees.

The recruitment process at Çimsa is carried out in compliance with the Recruitment and Placement Regulations, by impartial and objective evaluation of all the applications received for vacancy

announcements. More than one candidate are interviewed for the announced vacancies, and different managers interview the candidates and their opinions asked for selection. The percentage of local people among Çimsa personnel is 69% across Çimsa.



Article 17 of Labour Law No. 4857 for white collar employees based on their employment periods. For blue collar employees, notification time periods are determined in accordance with the related article of the Group Collective Labour Agreement in force based on their employment periods.

All practices regarding employment are conducted according to corporate standards in an objective way and these practices are defined through in-house procedures and regulations. As of 2014, Çimsa provided an economic value of 73,23 million TL to its 958 employees. Many additional benefits are also provided for improving the living conditions of the employees and their families.

The related personnel are informed at least one week in advance regarding the operational changes.

The organizational and operational changes are finalized and shared with the organization one month in advance in order to allow for necessary preparations.

At Çimsa, notification time periods are determined in the scope of



## Employment in the sector

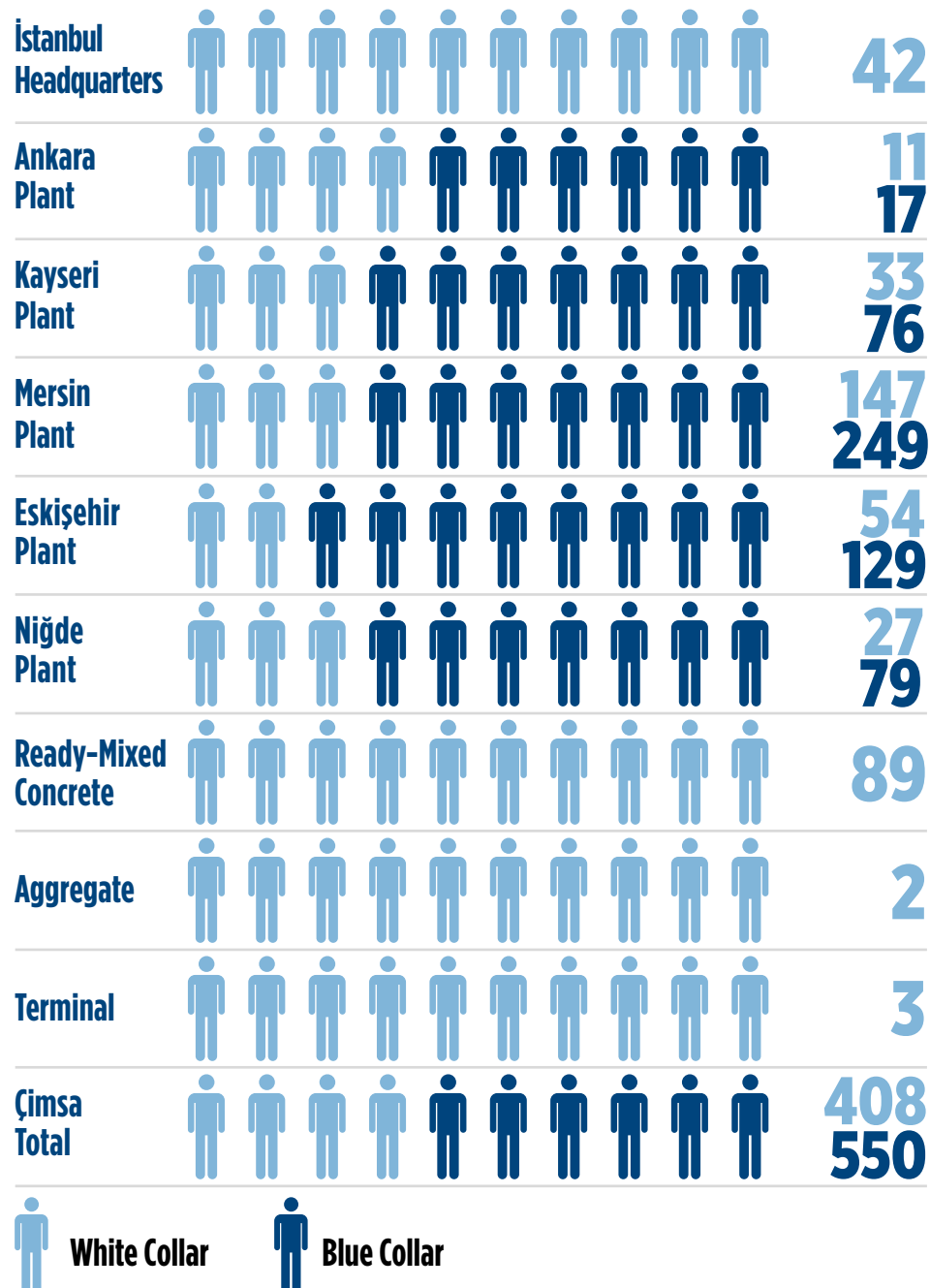
Cement Plants in Turkey*	2014
Total number of employees	11.335
Employees of contractors	5.401
Çimsa Cement Plants	2014
Total number of employees	958
Employees of contractors**	1.066

\*The figure for cement plants is approximate as of 31.12.2014. It include the employees of subcontractors working in auxiliary jobs.

\*\*The figure includes all permanent subcontractor and outsourcing company employees within the structure of Çimsa in the scope of Labour Law No: 4857.

## Employment and Fundamental Rights

### Çimsa Employees Blue Collar/White Collar Distribution (Persons)



Çimsa Work Places	Number of employees working at Çimsa work places and registered at the province where the work place is located	Total number of employees	Ratio (%)
Ankara	14	28	50%
Eskişehir	129	183	70%
İstanbul	3	42	7%
Kayseri	81	109	74%
Mersin	279	396	70%
Niğde	88	106	83%
Ready-Mixed Concrete Kayseri-Niğde	16	33	48%
Ready-Mixed Concrete Adana-Mersin	29	38	76%
Ready-Mixed Concrete İstanbul-Eskişehir	14	23	61%
<b>Toplam</b>	<b>653</b>	<b>958</b>	<b>68%</b>

### Employee Turnover Ratio (Consolidated Recruitment+Quitting)

	Inside the Scope	Outside the Scope	Total
2014	15,3%	10,4%	13,2%
Employee Turnover Calculation Formula	$\frac{(\text{Total number of persons employed} + \text{Total number of persons quitted})/2}{(\text{Number of persons at the beginning of the year} + \text{Number of persons at the end of the year})/2}$		



## Side Benefits for Employees

All matters in force regarding the side benefits are regulated in detail and shared with our employees in the salaries and side benefits procedure, which was revised and issued on November 1st, 2011 and which is reviewed annually.

All permanent employees at Çimsa work under full-time (45 hours a week) employment contracts with indefinite duration. Regarding side benefits, an individual pension practice with a company contribution equal to 3% of the gross salary for some officer roles depending on job size and for

all Expert/Engineer and higher positions, as well as private health insurance and private life insurance starting from the date of employment, are provided. Approximately 60% of our white collar employees have corporate GSM lines and/or devices depending on their positions and job descriptions. All employees (white and blue collar) at the plants are provided with meals and personnel transportation vehicles. The personnel working at work places other than the plants are given meal cards. Personnel transport vehicles are available at Headquarters. The social and in-kind benefits, stemming from the Group



Collective Labour Agreement in force for blue collar employees, are separately provided.

Through the Individual Pension System, which is an optional system on volunteer basis, it is aimed to reinforce the commitment of the employees by providing a rich and long-term side benefits package. In 2014, the number of employees (potential and entitled), who can benefit from the Individual Pension System with 3% company contribution in the scope of the relevant procedure, was 286; and the number of employees who actually benefited from the system was 225. Thus, the actual benefiting percentage was 78%.

The “Çimsa Privileges” project still continues as in the previous years.

*Please refer to 2013 Sustainability Report 2013, pp. 45*



## Individual Performance Management System

For all (100%) white collar employees, there is an individual performance management system conducted every year besides the measurement of business and competence objectives.

At the end of every year, the objectives given at the beginning of the year are assessed and the results are reflected on the individual development plans. An Organizational Success Plan is elaborated every year for Expert/Engineer and higher positions; and a development planning and back-up is carried out



for the employees in this group. The ratio of this group to all white-collar employees is 42%.

For blue-collar employees, there is no individual performance assessment and career development programme pursuant to the Group Collective Labour Agreement in force. For this personnel group, the probation period performance assessment follow-up is carried out at the 2<sup>nd</sup> and 6<sup>th</sup> months after the date of employment.





## Our Approach of Equal Opportunities and Human Rights

*Çimsa offers opportunities at management and representation levels, and necessary flexibility and openness regarding participation at different committees.*

Equal opportunities and internal equilibrium between employees are considered as basis in company practices, and the rights and freedoms secured in the scope of the Labour Law and Constitution are monitored in parallel with company regulations and procedures.

There was no discrimination case or a relevant complaint within Çimsa so far. The company, which has a vast and diverse employee profile coming from different regions of Turkey, carries out its management activities fairly and objectively by operating with respect for diversity and the principle of “differences are our richness.”

As of 31.12.2014, the number of male employees is 913 and female employees is 45 at Çimsa. The number of female white-collar employees is 45. The number of female employees working at management level is 3. The performance table shows the distribution of employees by age group. The average age of white-collar employees of Çimsa is 36.

Total number of employees	2014
White collar employees	408
Blue collar employees	550
Employees of subcontractors*	1.066
<b>Çimsa employees under contract</b>	
Number of permanent contracts	958
Number of temporary contracts	0
Full time employees	958
Part time employees	0
<b>Gender</b>	
Male	913
Female	45
<b>Age</b>	
Between 20 - 29	184
Between 30 - 39	482
Between 40 - 49	260
Between 50 - 60	32
Employees in Minority Groups**	-
<b>Posts</b>	
Senior management	16
Middle level management	31
Line Managers	95
Expert/Engineer	127
Other white collar employees	139
Blue collar employees	550

\*The figure includes all permanent subcontractors and outsourcing company employees within the structure of Çimsa in the scope of Labour Law No: 4857

\*\*In Lausanne Peace Treaty, the minorities were identified as the non-Muslims. All the minorities were accepted as Turkish citizens and it was stated that no privileges would be given. Article 40 of the Treaty contains the following provision: "Turkish nationals belonging to non-Muslim minorities shall enjoy the same treatment and security in law and in fact as other Turkish nationals. In particular, they shall have an equal right to establish, manage and control at their own expense, any charitable, religious and social institutions, any schools and other establishments for instruction and education, with the right to use their own language and to exercise their own religion freely therein". In this context and in the scope of Lausanne Treaty and protection/confidentiality of personal data, we prefer not to provide any information on minorities.



## Our Approach of Equal Opportunities and Human Rights

Across the company, equal pay for equal work approach is adopted and implemented on the basis of market values and internal harmony.

The gross salaries of female and male employees, who perform same/similar works and tasks according to employee category, are handled with an equalitarian and fair approach that completely depends on the principle of equivalence. The ratio of the average salary of a male employee, who performs the same job at the same location and who has similar experience and educational qualifications, to the average salary of a female employee is 1. This equality approach applies not only for salaries, but also for other side benefits (fringe benefits) and total reward package.

***In all lines of business and locations where Çimsa is operational, respect for human rights especially in the frame of social security law is of utmost importance for investment agreements and in the selection of the suppliers.***



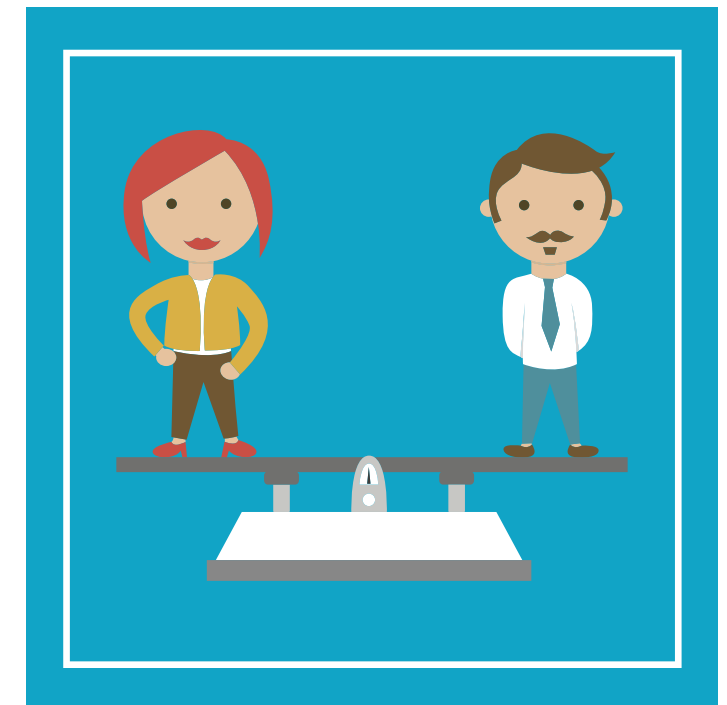
At Çimsa, the matters related with human rights are generally evaluated within the frame of OH&S (occupational health and safety) and social security. All the matters regarding discrimination and employee rights are monitored by the Corporate Development and Human Rights Unit, SA-Ethics Rule Consultant and Disciplinary Committee.

The blue-collar employees and the suppliers have the freedom of organization. There is no obstruction whatsoever regarding this matter.

Regarding the suppliers that the company makes business with, it is preferred that such suppliers to manage their own employees with the best legal rights in the scope of Law on Trade Unions. Regarding the blue-collar (inside the scope) employee groups, Çimsa depends on and applies the Group Collective Labour Agreement still in force at all cement plants, in the frame of the principles of labour peace and in the scope of Law No. 6356 on Trade Unions and Collective Labour Agreements. Due to the presence of labour and employer unions in the sector, the labour-employer relations and trade union matters are conducted smoothly without any conflict.

Pursuant to compliance with the relevant law and provisions in case of significant operational changes, the notification time periods stipulated in the Labour Law are taken into consideration for the white-collar employees based on their employment periods, and the notification time periods stipulated in the Group Collective Labour Agreement in force are taken into consideration for the blue-collar employees again based on their employment periods.

Çimsa employees and the employees of subcontractor companies providing services to Çimsa in the scope of procurement service contracts must have social security in the scope of Law no. 5510 on Social Security.



## Our Approach of Equal Opportunities and Human Rights

Çimsa makes the social security contributions and salaries of its employees without any disruption or delay.

For Çimsa, the most critical matter regarding labour practices is subcontractor companies. In this context, the selection and evaluation of subcontractors is an area of priority. During the selection process of subcontractors, the assessments regarding industrial relations in the scope of their previous Social Security and Labour Law practices and references are taken into account.



The responsibilities of the service provider subcontractors under labour law and social security practices are periodically audited in the frame of legal requirements. The service contracts and specifications concluded with subcontractors contain in detail all the necessary provisions, rules and sanctions to be observed regarding these matters. Since the subcontractors are included in the audits carried out by the occupational health and safety officers at Çimsa work places, they are warned in case of a non-compliant act. Persistence in improper practices may result in the cancellation of the contract. By means of the detailed agreements made with subcontractors and regular audits, the risk of employing child labour and forced labour is eliminated.

The private security services at the work places of Çimsa are supplied from subcontractors in the scope of Law No. 5118 with auxiliary job status. The procurement agreement concluded with the related security firm contains provisions requiring the private security personnel to receive relevant human rights trainings.



All the companies providing services to Çimsa go through periodical audits in the scope of the provisions of the contract and are selected on the basis of company selection guidelines specified in the procedures. Although an assessment is not made concerning compliance with human rights when selecting the suppliers, all the suppliers of services and goods are supervised regarding the creation of employment in accordance with labour laws and the fulfilment of the arrangements in compliance with the laws, thanks to the detailed selection procedure applied.



## Trainings and Development

The in-house training and education programmes are determined with the defined procedures and policies, and the programmes devoted at the competence management and development of the employees are organized in the scope of annual budget and according to the needs of the employees.

When providing job opportunities for young people through employment of newly graduates, with its development programme called “Yeni Çimsalılar” (“New Çimsa Employees”), Çimsa enables new university graduates who started working at Çimsa to realize their own knowledge and skills, and to become experts in fields where they can achieve maximum benefits for themselves, for the company and for our country.

The development programmes organized by Sabancı Holding for employees with high potential are carried out regularly every year. The competence of our manpower is enhanced with extensive training and development programmes for all our employees from senior management to blue-collar.

**Occupational Health and Safety Trainings**  
**Professional Development Trainings**  
**Personal Development Trainings**  
**Foreign Language Trainings**

The trainings required by laws and legislation (Occupational Health and Safety trainings, Professional competence trainings, etc.) are implemented regularly every year.

Supporting training courses are also given to achieve perfection in occupational health and safety.

### Çimsa Employees Development Programmes

- Çimsa Management Way Development Programme (Development Programme for Middle Level Managers)
- Development Programme for Team Leader and Maintenance Technical Experts
- Development Programme for Process Improvement Engineering
- Development Programme for New Çimsa Employees
- Development Programme for Lean 6 Sigma Green Belt
- Basic Competencies Training for Blue Collar Employees
- Environment and Waste Management Trainings for Process Improvement Engineers

### Professional Knowledge Development Training Groups

- Information Technologies Trainings
- Environment and Sustainability Trainings
- Finances, Accounting and Tax Trainings
- Quality Trainings
- Foreign Trade Trainings
- Maintenance Trainings
- Automation Trainings
- Process Trainings
- Sales and Marketing Trainings
- Energy Management Trainings
- Lean Production Techniques Trainings
- Management Systems Trainings

The annual average training hours per employee was 40,7 in 2014. This figure was 54,1 hours for female employees and 40,0 hours for male employees. It was 48,8 hours for white-collar employees and 34,4 hours for blue-collar employees.

## Communication with Employees

The most important environments of communication with the employees are the meetings, training courses, seminars, etc. carried out face to face. In 2014, an internal stakeholders dialogue practice was carried out by creating such environments especially for the matters regarding sustainability.

*Please refer to Stakeholder Relations*

Regarding communication with employees, Çimsa Staff Representatives Initiative is continued in order to hear the voice of the field, to solve the problems together with the employees, and to reflect and augment the developments and achievements on the field again with the voice of the employees. A total of 31 Staff Representatives from different locations continue their efforts.

Quick and constructive solutions are provided for the demands of the employees through regional meetings held quarterly with the Staff Representatives.

Additional information regarding corporate practices is provided for the employees with periodical Human Resources bulletins and Aile (Family) Magazine.





## Occupational Health and Safety (OH&S)

In the field of occupational health and safety, Çimsa has adopted an understanding that constantly improves the corporate standards in parallel to the policies and practices in the sector, determines proactive development areas and implements continuous follow-up systematic in OH&S processes. Çimsa internalizes and turns OH&S into company culture with practices such as informing the employees of the actual employer and the subcontractors regarding both occupational safety and occupational health, sharing the amendments in the legislation with the organization through effective communications, incorporating OH&S metrics into company and employee objectives, accepting the values of audit, near-miss notice and number of non-compliances as key performance indicators, and regular reporting activities.

### 2014 OH&S REALIZATIONS

Mersin Plant	Unit	2014
Fatalities	Person	0
Accident Frequency	Ratio	2,39
Lost working day	Day	65
Absentee days excluding accident	Day	2534
Eskişehir Plant	Unit	2014
Fatalities	Person	0
Accident Frequency	Ratio	7,97
Lost working day	Day	1162
Absentee days excluding accident	Day	1101
Kayseri Plant	Unit	2014
Fatalities	Person	0
Accident Frequency	Ratio	4,09
Lost working day	Day	60
Absentee days excluding accident	Day	355

Niğde Plant	Unit	2014
Fatalities	Person	0
Accident Frequency	Ratio	6,63
Lost working day	Day	3
Absentee days excluding accident	Day	353
Ankara Plant	Unit	2014
Fatalities	Person	0
Accident Frequency	Ratio	8,61
Lost working day	Day	10
Absentee days excluding accident	Day	16
Ready Mixed Concrete	Birim	2014
Fatalities	Person	0
Accident Frequency	Ratio	23,53
Lost working day	Day	47
Absentee days excluding accident	Day	0



# Occupational Health and Safety (OH&S) Management in Cement

OH&S results and objectives are regularly tracked, these are evaluated at OH&S committees and performance reporting is carried out. The trends and changes at the company are analyzed, and their causes are studied with root cause analyses.

In order to define the conditions to be met to increase occupational safety awareness, to control the occupational health and safety risks and to improve the performance of the company, the OH&S activities are managed in the frame of a management system that complies with Turkish Standards-18001 specifications. In the scope of the new Occupational Health and Safety Law No. 6331 and its related regulations, Çimsa carries out proactive activities devoted at the new legal regulations and requirements. In this context, for Çimsa in particular and in the scope of joint responsibility, the issues such as OH&S Board structure within actual employer/subcontractor employer structure, staff representatives, support staff arrangements, appointment of OH&S Expert and on-site doctor (via İSG Katip software), risk analysis, fire drills and emergency action plans are implemented in the frame of legal requirements.

The official agreements concluded with the trade unions cover health and safety issues, and detailed information regarding these issues is listed as three items in Group Collective Labour Agreement signed by the Cement Industry Employers' Trade Union (ÇEİS) with Turkey Cement, Ceramics, Soil and Glass Industries Workers'

Union (Türkiye Cam-İş) for the period between 1 January 2013 and 31 December 2015.

## 1-Protective measures

## 2-Notifications of accidents and sickness

## 3-Rules to be implemented for occupational safety

All Çimsa plants have OHSAS 18001 Occupational Health and Safety system certificate. The OH&S management system is continuously supported with training, briefing, supervision and improvement activities. Çimsa is well aware of the fact that one of the most important factors behind its success is its understanding of carrying the practices related with occupational health and safety beyond compliance with laws and regulations. The operational responsibility for OH&S management at Çimsa pertains to top level management.

The plant managers present the reports that they prepare together with their management teams to the senior management at monthly technical coordination meetings and necessary actions are taken as soon as possible.

Occupational health and safety is the opening matter of the Senior Management meetings, as it was the case in previous years.

The most significant policy followed to achieve OH&S performance objectives is sharing the short-term and long-term objectives with the employees. It is the duty of all employees, including contractor personnel, to comply with OH&S instructions, and to notify all kinds of work accidents, risky situations and near-misses. The most important tools in achieving the objectives are the practices such as systematic site supervisions, the notified near misses, and the site supervision results of other site officers. In addition to these, the annual internal audits with OHSAS 18001 system, the external audits of the certificate-issuing institutions such as Turkish Standards Institute (TSI) and Sabancı Holding's insurance external audits also follow and measure the OH&S system. It is the routine objective to take the improvement actions, aimed at the deviations specified as the result of the supervisions, as soon as possible.

The main objective of Çimsa is to decrease the number of total accidents by 50% every year and to reach "0" accident goal by 2020, and make this sustainable. The sub-goals are improving the tidiness of the premises, enhancing the occupational safety awareness of the employees and decreasing work-related musculoskeletal diseases. The main OH&S programmes implemented at the work places for achieving these main and sub-goals can be summarized as follows:





## Site Responsibility

The site responsibility practice first started at Mersin Plant; it was later implemented at all locations as of April 2008, and still continues. The site responsibility is a system kept alive by constant updates, in which an area is divided by the engineers or experts into sites without any gaps and the selected persons are taught their duties-tasks and responsibilities. This system is based on controlling the risks in the medium and all kinds of activities, including those of contractors, to be carried out at sites of responsibility primarily by the own teams of the plant, and taking measures.



## OH&S Database

The OH&S activities are monitored strictly in order to constantly improve the OH&S policy. In order to allow all employees to benefit from all relevant information, the company OH&S database was launched in electronic medium in 2012, and the database was designed to cover all OH&S assets of the company.



## Behavioural Audits



Audit teams of 2-3 persons were formed; these teams supervise the activities at the site within a certain plan and remind the employees to work safely, and stop the work immediately and provide for taking of measures in case of non-compliant work or a hazard in work environments. The person responsible for the site and the number of audit teams are determined according to the size of each plant.





## OH&S Scorecard Practice

Occupational safety scorecard practice was launched at all plants in 2010 with pilot activities. The operational control mechanisms such as EKED (Tag out - Lock out - Secure - Try again = LOTO (Lock out - Tag out) are also being developed at all plant sites.

In addition, in the scope of local practices, the employees continue to internalize the importance of OH&S and incorporate it in corporate culture through practices such as “BEKİR before work <sup>2</sup>” at Kayseri Plant, “Occupational Safety Employee of the Month” at Ankara Plant and “You get as much occupational safety as you set an example” and “Principle of Operation Host” at Mersin Plant.

<sup>2</sup> BEKİR corresponds to initials of a male name in Turkish



## Occupational Health and Safety Management in Ready-Mixed Concrete

### Green and Safe Plants Project

The occupational health and safety activities are carried out fastidiously also in ready-mixed concrete operations as in cement production. Çimsa conducted “Green and Safe Plant” and “Caution! Conscious Employee” projects in 2014. With this projects, Çimsa aims to train ready-mixed concrete employees who provide high quality, reliable and continuous production for the business partners and all segments of the society, creates value for the customers, complies with legal regulations, respects the nature,

ÇİMSA OH&S PERFORMANCE						
2014 GRI REPORT	MERSİN	NİĞDE	KAYSERİ	ESKİŞEHİR	ANKARA	READY MIXED CONCRETE
<b>NUMBER OF WORK ACCIDENTS</b>	4	3	2	8	1	36
ÇİMSA	3	1	1	4	1	4
SUBCONTRACTOR	1	2	1	4	0	32
<b>OCCUPATIONAL ILLNESS</b>	0	0	0	0	0	0
ÇİMSA	0	0	0	0	0	0
SUBCONTRACTOR	0	0	0	0	0	0
<b>ABSENCE FROM WORK</b>	65	3	120	91	10	47
ÇİMSA	60	3	60	61	10	0
SUBCONTRACTOR	5	0	60	30	0	47
<b>FATALITIES</b>	0	0	0	0	0	0
ÇİMSA	0	0	0	0	0	0
SUBCONTRACTOR	0	0	0	0	0	0

achieves objectives beyond those set by standards, abides the traffic rules, demonstrates exemplary behaviour regarding occupational health and safety and environmental matters and makes such behaviour sustainable. All the ready-mixed concrete plants were audited 160 times under the headings “Occupational Safety”, “Traffic”, “Environment” and “Construction Site”. As the result of these audits, Kozan Plant won the first place, Osmaneli Plant won the second place and Tece Plant won the third place, and they were entitled to bear “Green Safe Plant” and “ Caution! Conscious Employee” titles for one year.

## Occupational Health and Safety Management in Ready-Mixed Concrete

### “Caution! Conscious Employee” Approach for Çimsa

The objective is to contribute to and make sustainable the level reached with green and safe plant project within Çimsa ready-mixed concrete function by improving the behaviour of the employees with “Caution! Conscious Employee” approach.

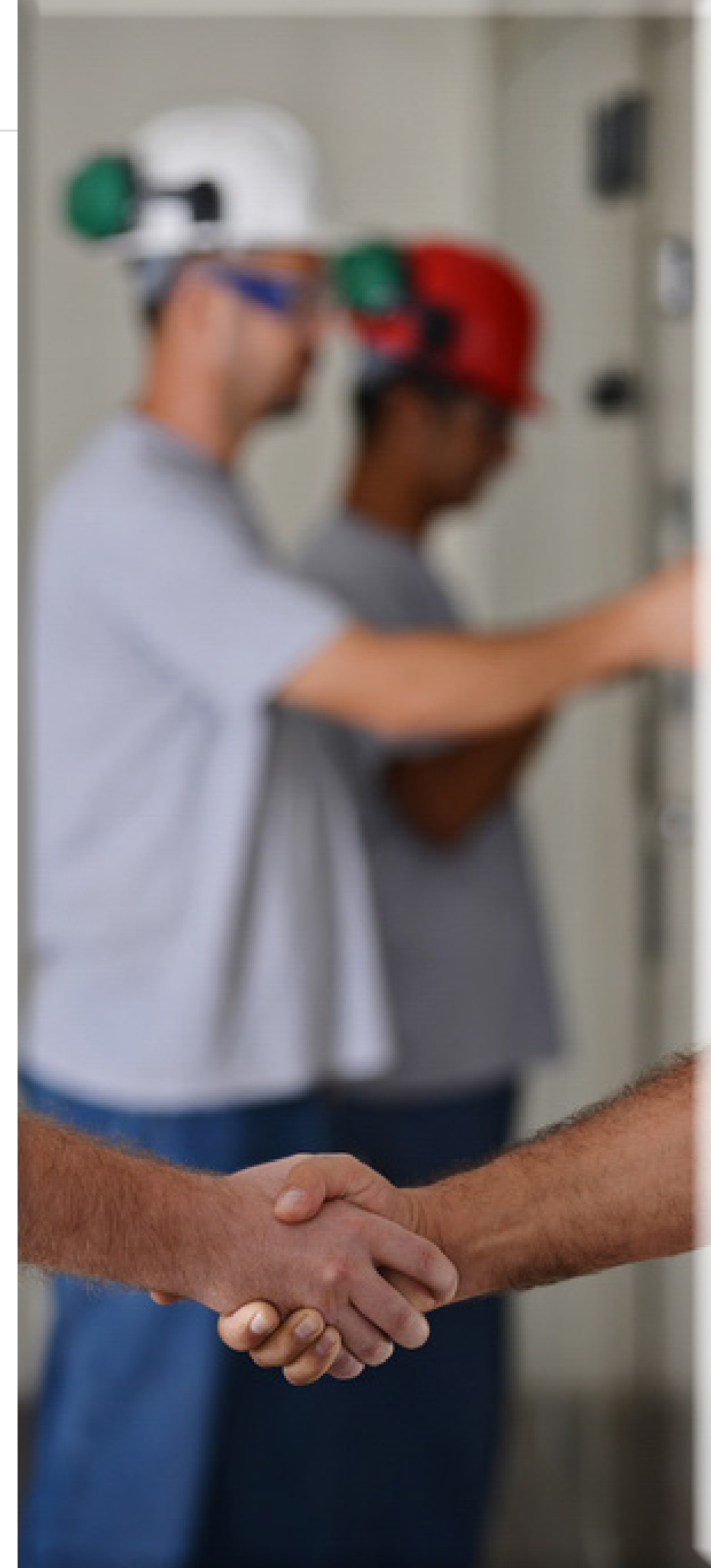


The objective is to train ready-mixed concrete employees who provide high quality, reliable and continuous production for the business partners and all segments of the society, creates value for the customers, complies with legal regulations, respects the nature, achieves objectives beyond those set by standards, abides the traffic rules, demonstrates exemplary behaviour regarding occupational health and safety and environmental matters and makes such behaviour sustainable.

# ÇİMSA

## CONSCIOUS EMPLOYEE

- Is safe (risk and hazard-free)
- Is in harmony with the environment
- Creates a positive impression with the customer
- Differentiates the product and service
- Provides competitive advantage
- Complies with legal regulations
- Ensures the highest level of quality and standards
- Is clean, neat and tidy
- Respects the nature
- Contributes to the corporate climate/culture
- Abides the rules in traffic, respects people and the traffic
- Avoids accidents
- Has exemplary vehicle and driving knowledge
- Has cause-effect consciousness regarding environment and OH&S behaviour





## C. CLIMATE and ENVIRONMENTAL MANAGEMENT

**Çimsa is well aware of the fact that environmental issues have important impacts not only on the profitability of the company, but also on the social agenda.**

Environmental sustainability constitutes an important part of the company agenda. Since 2010, studies have been conducted every year in order to improve our environmental performance. The investments

made in this field and the relevant details are shared with all stakeholders in the sustainability report as well as in other media in compliance with principles of transparency and ethics. There are several

environmental issues that concern the company due to many environmental effects stemming from the material quarries, production and sales processes of the sector. Çimsa therefore is well aware of the fact that environmental issues have important impacts not only on the profitability of the company, but also on the social agenda.

The main raw material of the sector relies on natural resources. Given that energy resources constitute the highest cost in production inputs, the investments should be focused on mitigating the environmental impacts. For this reason, a significant portion of the company's sustainability issues focus on environmental impacts.

In this chapter of the report, in the scope of "Sustainability Issues Matrix", the potential areas that can maximize the benefits while minimizing the environmental impacts are considered, also taking into account the comments and feedbacks from the stakeholders. Since environmental sustainability efforts also create value in the scope of the struggle against climate change, they are discussed under the heading "climate and environmental management".



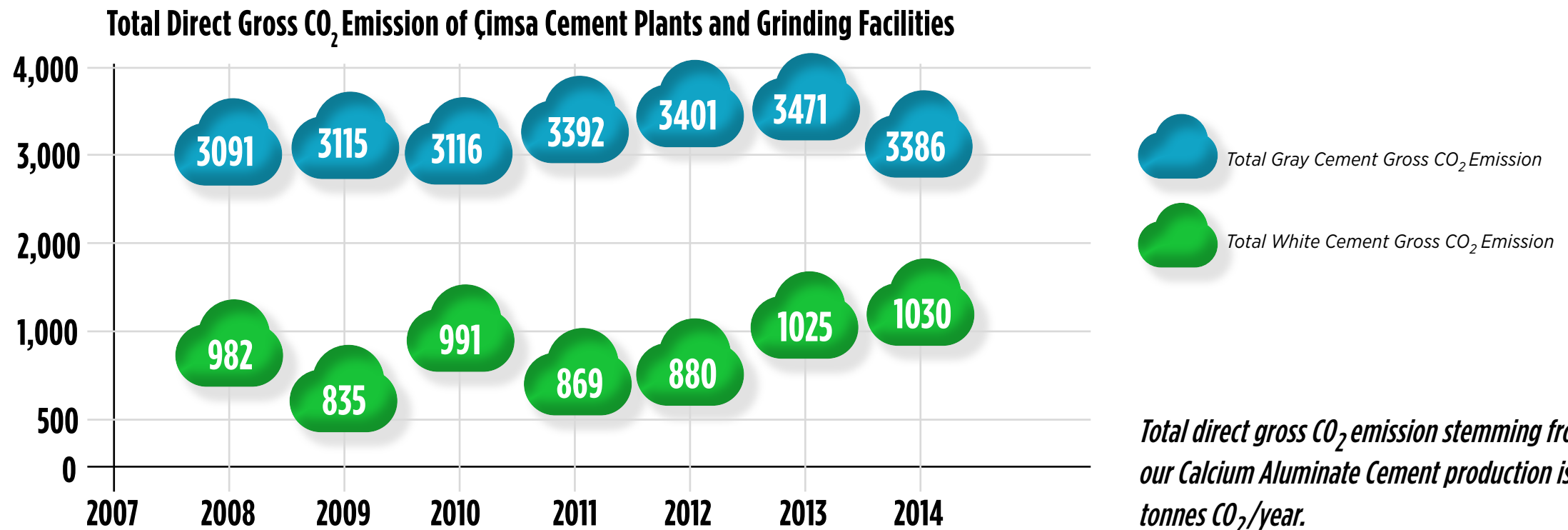


# Emissions

## Gas Emissions Stemming from Production

Given the amount and characteristics of the energy used, the cement sector is a sector with intensive carbon dioxide (CO<sub>2</sub>) emissions. The expectation of reducing CO<sub>2</sub> emissions, which constitutes the basic issue of the struggle against global climate change, imposes a significant responsibility on the sector. At all plants, the activities required for struggling against climate change are implemented gradually. Çimsa also cooperates with other institutions under the umbrella of Turkish Cement Manufacturers' Association (TÇMB) in order to accelerate the compliance of the cement sector of the country with the relevant laws, regulations and commitments.

**Using alternative fuels, increasing the use of alternative raw materials and additives and providing thermal and electrical energy efficiency** are important factors that result in the reduction of CO<sub>2</sub> emissions in the sector, and such practices also enable use of sustainable resources. Depending on the importance attached to the protection of climate at Çimsa, the CO<sub>2</sub> emissions stemming from the production activities at the plants are calculated and monitored in compliance with the methodology developed by the Cement Sustainability Initiative (CSI) of World Business Council for Sustainable Development (WBCSD). This practice reflects an understanding and responsibility that goes beyond the local regulations.



# Emissions

## Gas Emissions Stemming from Production

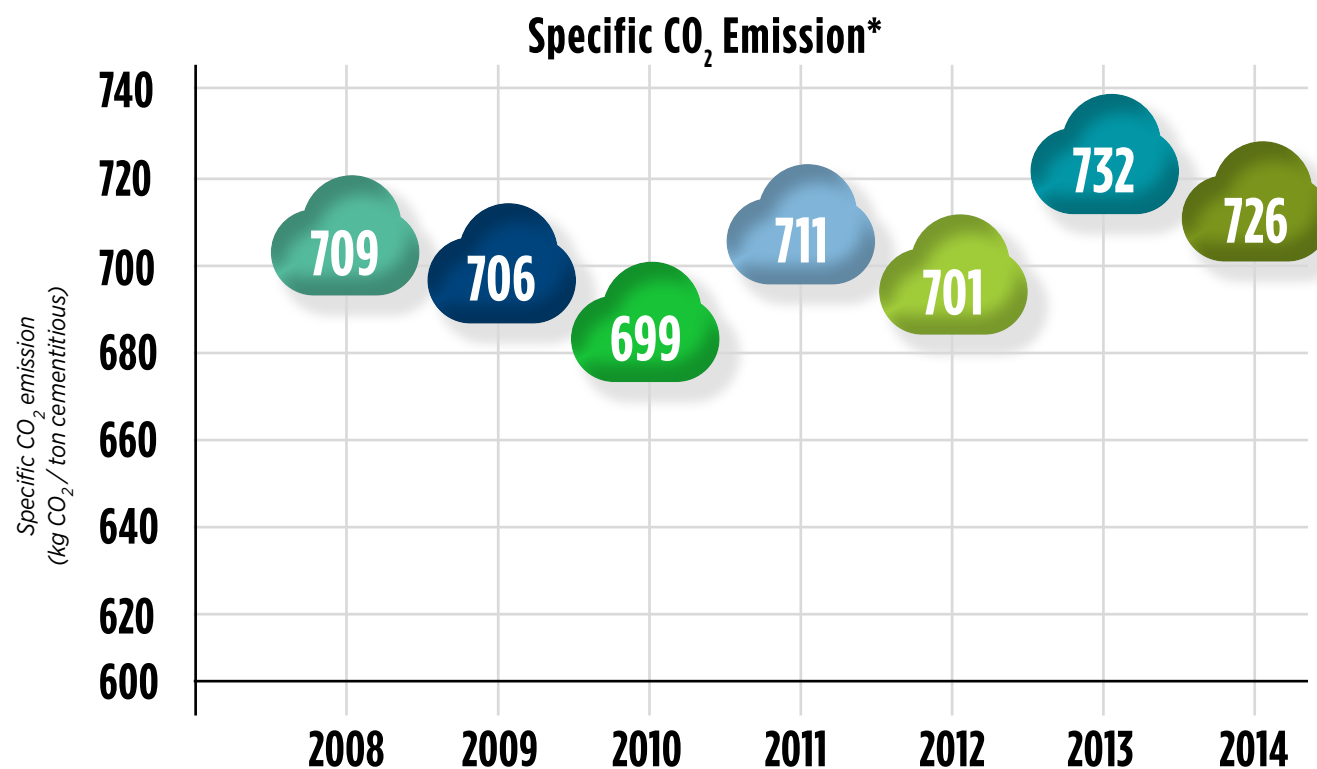
The most important factor that effects the reducing of specific CO<sub>2</sub> emission is increasing the additives (per ton of cementitious products). Customer demands play an important role in blended cement sales. Increases in the market demand on this course will result in increases in the production of blended cement, which in turn will result in reductions in CO<sub>2</sub> emissions on the basis of specific cementitious product.

The second factor effecting the reduction of specific CO<sub>2</sub> emission is increasing the use of alternative fuels. At the regions where cement plants are located, utilization of the domestic refuse-derived fuels-to be produced by Mechanical and Biological Treatment Plants to be established on the Metropolitan Municipality solid waste landfill areas-and the dried sludge-produced by thermally drying the wet sewage sludge

of Domestic Waste Water Treatment plants of Metropolitan Municipalities-in rotary kilns of our plants by combined incineration will lead to an increase in the amount of alternative fuels we use and to the continuity of such fuels. Total direct gross CO<sub>2</sub> emissions and specific CO<sub>2</sub> emission in 2014 decreased compared to previous year.

The dust and gas emissions of Çimsa are regularly measured in compliance with the laws and regulations in force by an institution accredited by the Ministry of Environment and Urbanization, and the measurement results are reported.

The dust and gas emissions are monitored in terms of specific (gr/tonnes clinker) and total mass value (tonnes/year).



\*Value given only for Gray Cement



# Emissions

## Dust Emissions

The dust emission values dropped below the values of previous year with 26 gr dust/ton clinker and 12 mg/Nm<sup>3</sup> dust emission as Çimsa Cement Group average, so these values remained under the limit values in the relevant regulations and the objectives were achieved.

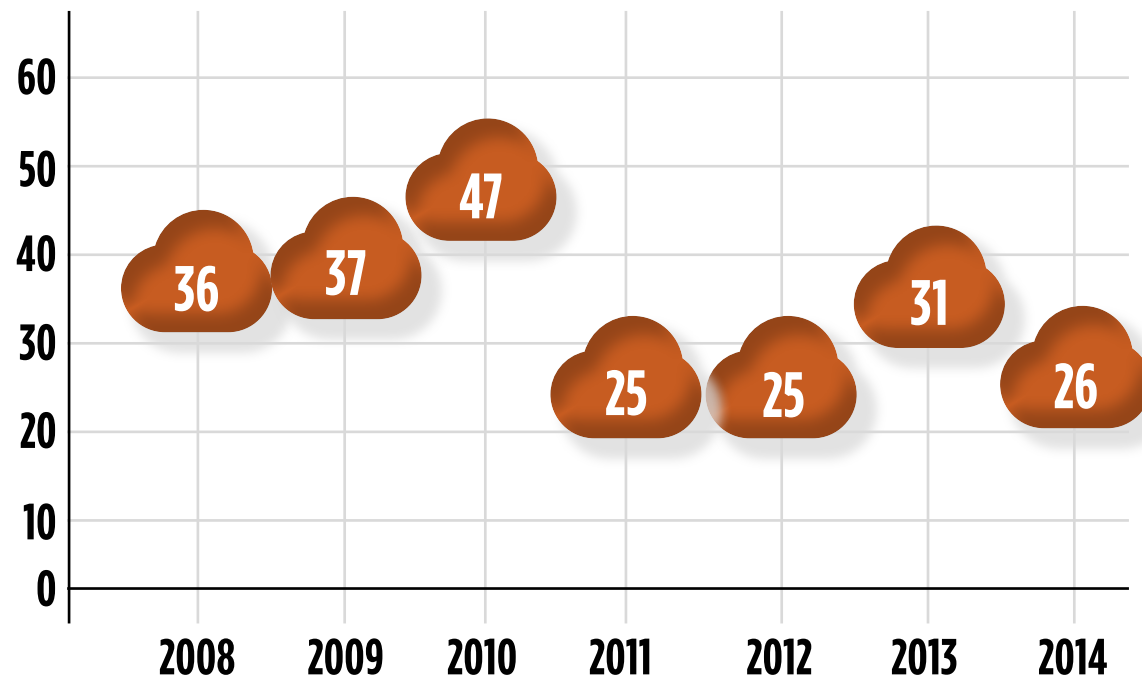
In 2014, the average dust emission of the ready-mixed concrete plants was 1,39 mg/Nm<sup>3</sup>. The results of the measurements carried out by a company accredited by the Ministry of Environment and Urbanization at all ready-mixed concrete plants the results remained below the limit value specified in the Regulations for the Control of Industrial Air Pollution.



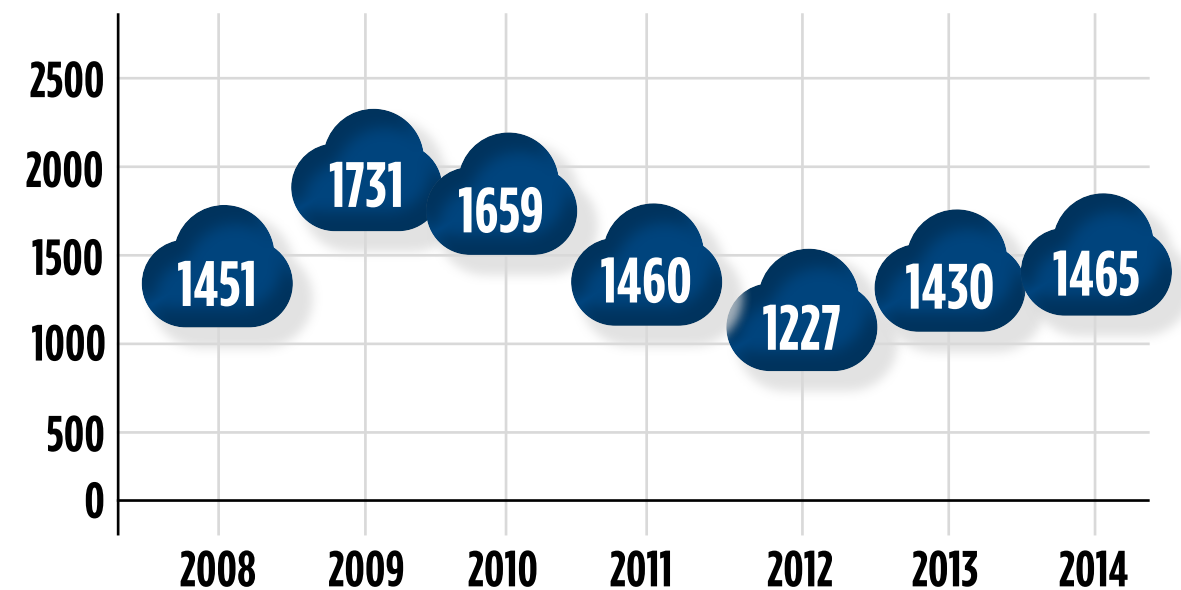
## No<sub>x</sub> Emissions

In 2014, the No<sub>x</sub> emission at the rotary kiln stacks was 1465 gr/ton clinker. The average No<sub>x</sub> emission of the cement plants decreased in 2014 compared to previous year, and was measured as 718 mg/Nm<sup>3</sup>.

**Specific Dust Emission gr dust/ton clinker**



**Specific NO<sub>x</sub> Emission gr NO<sub>x</sub>/ton clinkerr**





# Emissions

## Other Emissions

Pursuant to relevant regulations, periodical measurements are carried out at the rotary kiln stacks quarterly for Volatile Organic Compounds, biannually for HCl, HF and Heavy Metals and annually for Dioxins-Furan, and the emission are presented to the Ministry of Environment and Urbanization.

As the result of the measurements carried out at the rotary kiln stacks of the plants in 2014, it was determined that the Volatile Organic Compounds, HCl, HF, Heavy Metals and Dioxin-Furan are below the limit values specified in the Regulations on Incineration of Wastes.

### **Results of Volatile Organic Compounds, HCl, HF, Heavy Metals and Dioxin-Furan Specific Measurements across Çimsa Cement Plants**

Specific (gr/ton clinker)	2010	2011	2012	2013	2014
Heavy Metals*	0,02	0,02	0,016	0,018	0,02
Volatile Organic Compounds	47	31	28,5	31,7	43
HCl	1,78	0,50	0,53	0,94	0,52
HF	0,98	0,49	0,54	0,47	0,33
Dioxins/furan specifics ( $\mu\text{g}/\text{ton clinker}$ )	0,031	0,017	0,028	0,018	0,019

\*Cd + Tl + Hg

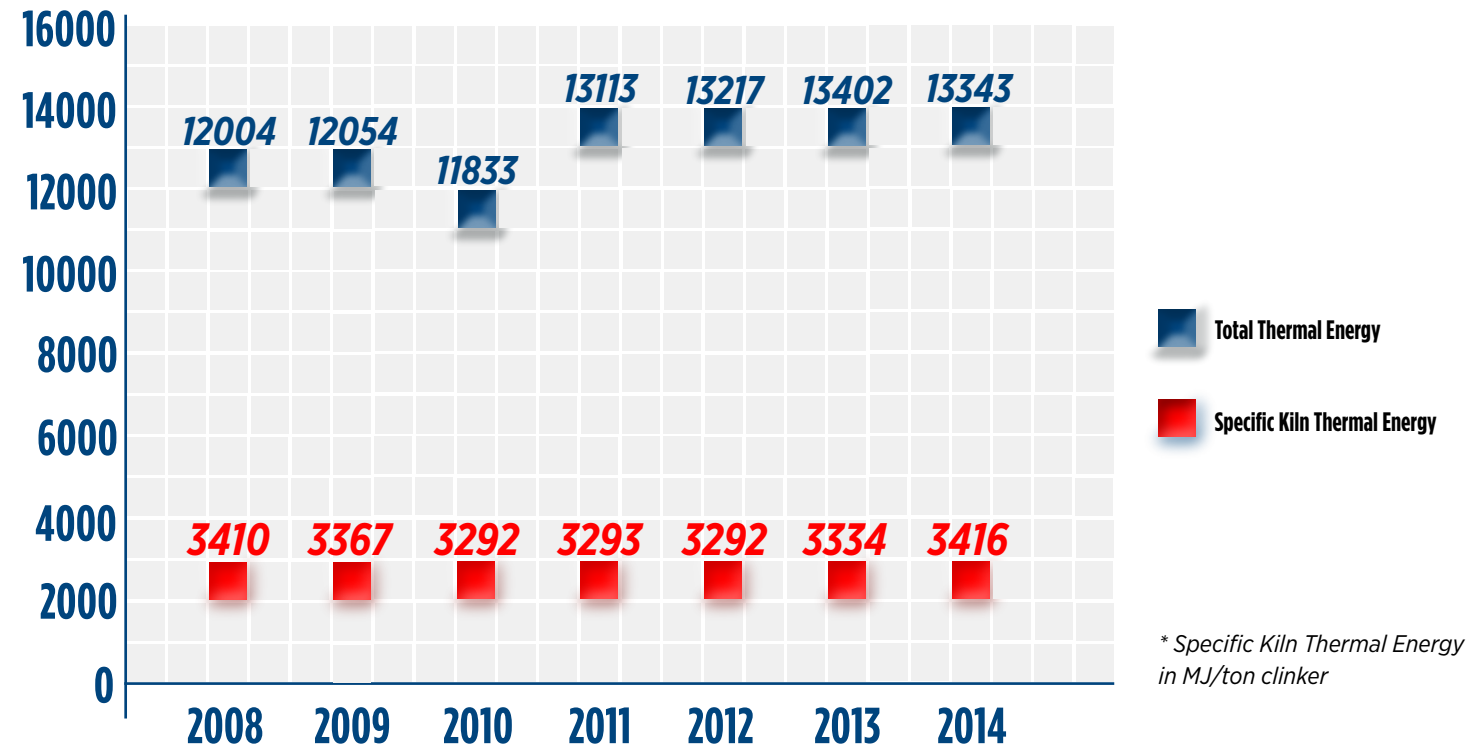


# Energy Efficiency

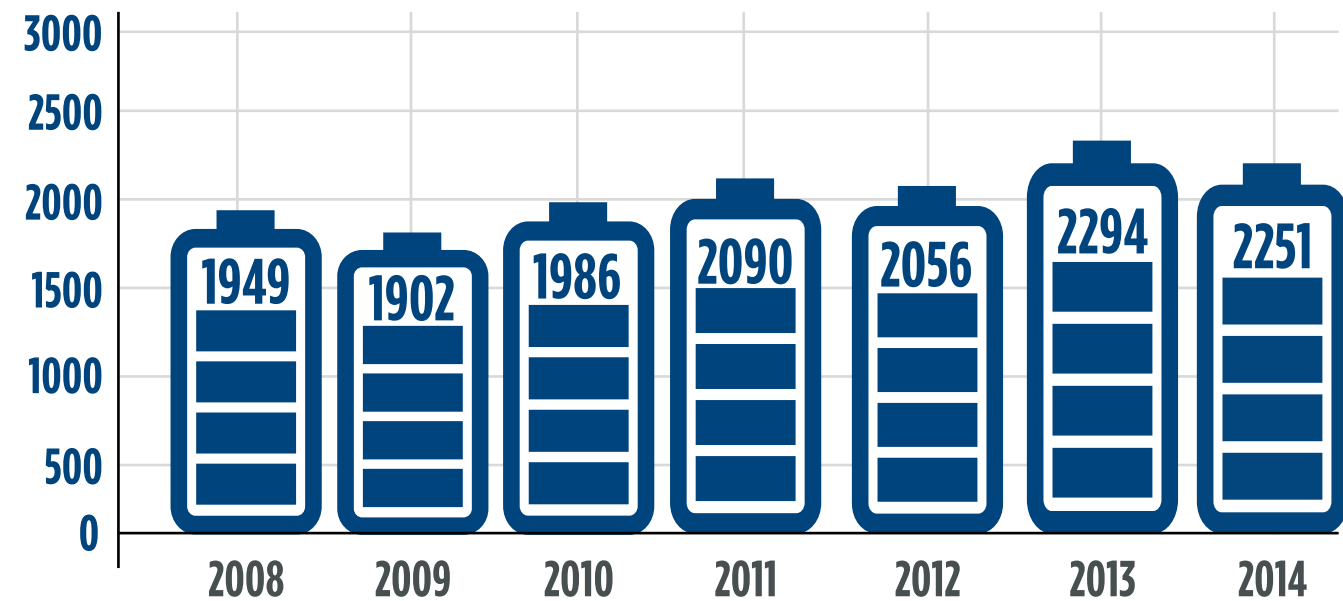
Another way to combat with climate change is energy efficiency. Given that the energy resources become increasingly scarcer and more expensive, it is necessary to decrease the use of energy generated from fossil fuels and use alternative energy resources instead. For this reason, it became more important in cement production to decrease energy consumption by using more efficient equipment that consumes less energy, optimizing the crushing, grinding and incineration processes and investing in energy recovery projects.

Çimsa aims to minimise the carbon dioxide emissions resulting from energy utilization by means of modern production processes that consume less energy. With the Exhaust Gas Heat Electricity Generation Facility installed at the 1<sup>st</sup> and 2<sup>nd</sup> production lines in Mersin by Çimsa, it is aimed to generate half of the energy consumed at these two lines and to decrease the electricity consumption. The largest resources used are coal, petroleum coke, natural gas, lignite and fuel oil, which are primary (fossil) fuels.

Çimsa Cement Plants Gray Cement Total Thermal Energy Consumption (TJ)\*



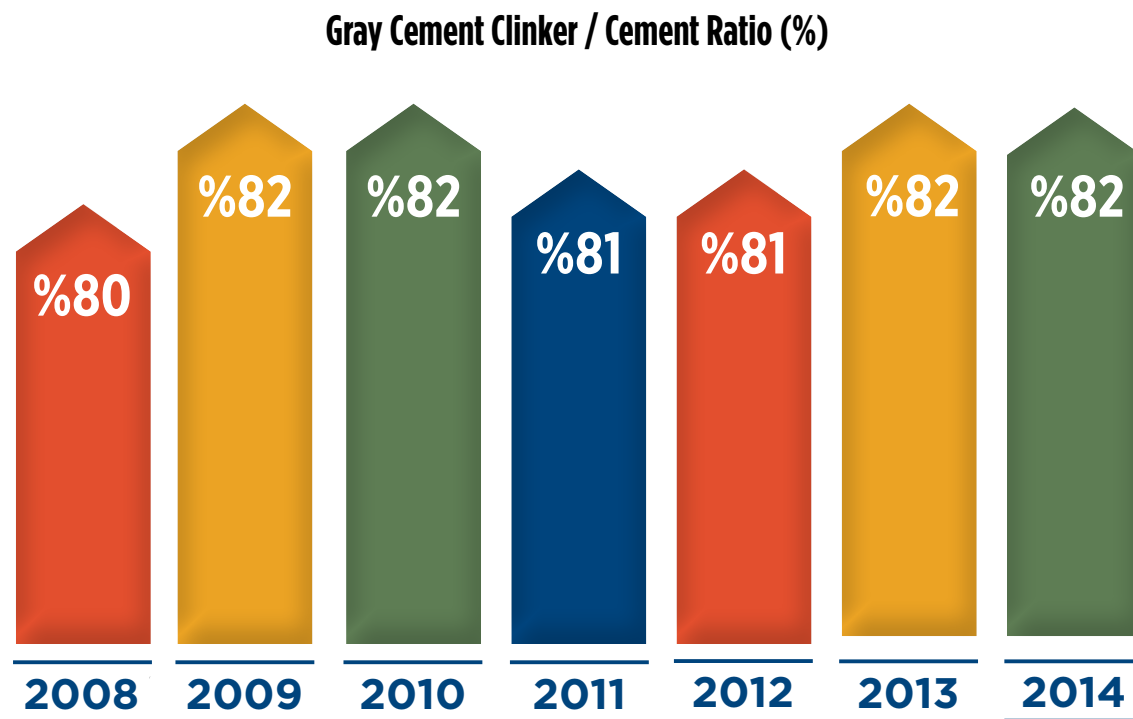
Çimsa Cement Plants and Grinding Facilities Total Electrical Energy Consumption (TJ)\*\*



\*\* Total for Gray cement + white cement

## Energy Efficiency

Çimsa aims to reduce the energy consumed for cement production by decreasing the use of clinker through substitution of clinker - the production of which requires a high amount of energy - with alternative raw materials such as volatile ash, iron-steel industry cinder and cementitious materials. The clinker-cement ratios by years are given in the table below.





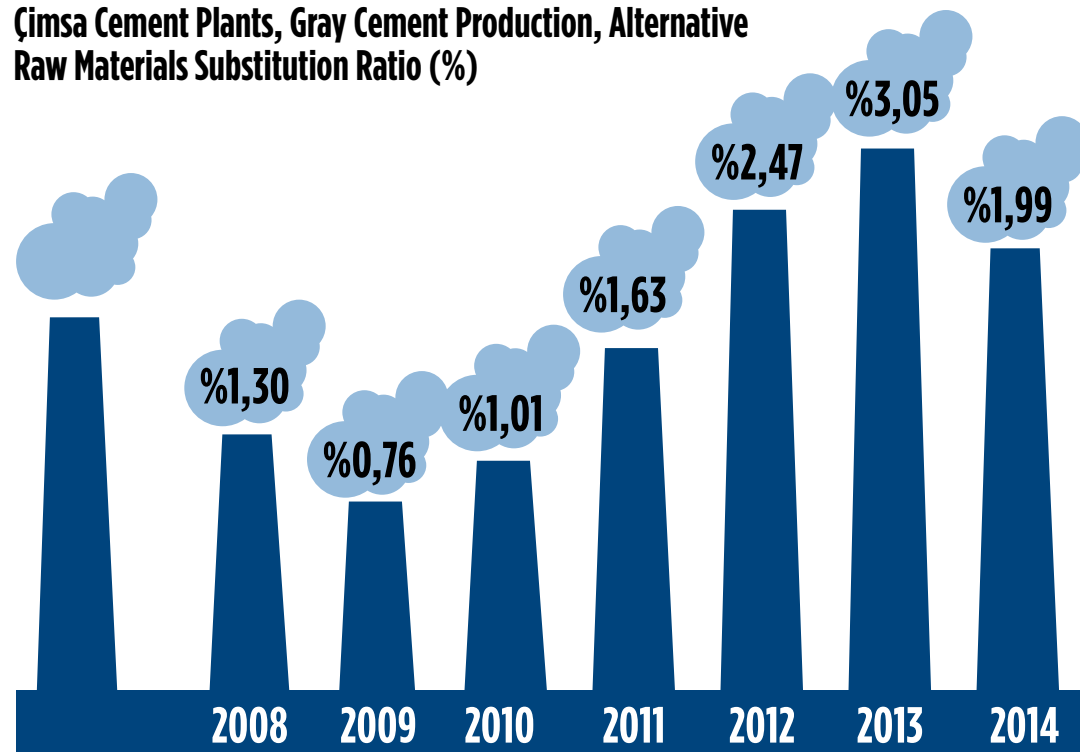
# Alternative Fuels and Raw Materials

Since the sector is characterized by intense use of energy and raw materials, it is always important to substitute fossil fuels and natural raw materials with alternatives. In this way, the natural resources are protected and carbon emissions are decreased, and contribution is made to the disposal of wastes, which causes a serious environmental pollution and social problem. In 2014, the ratio of alternative fuels in gray cement line increased compared to 2013.

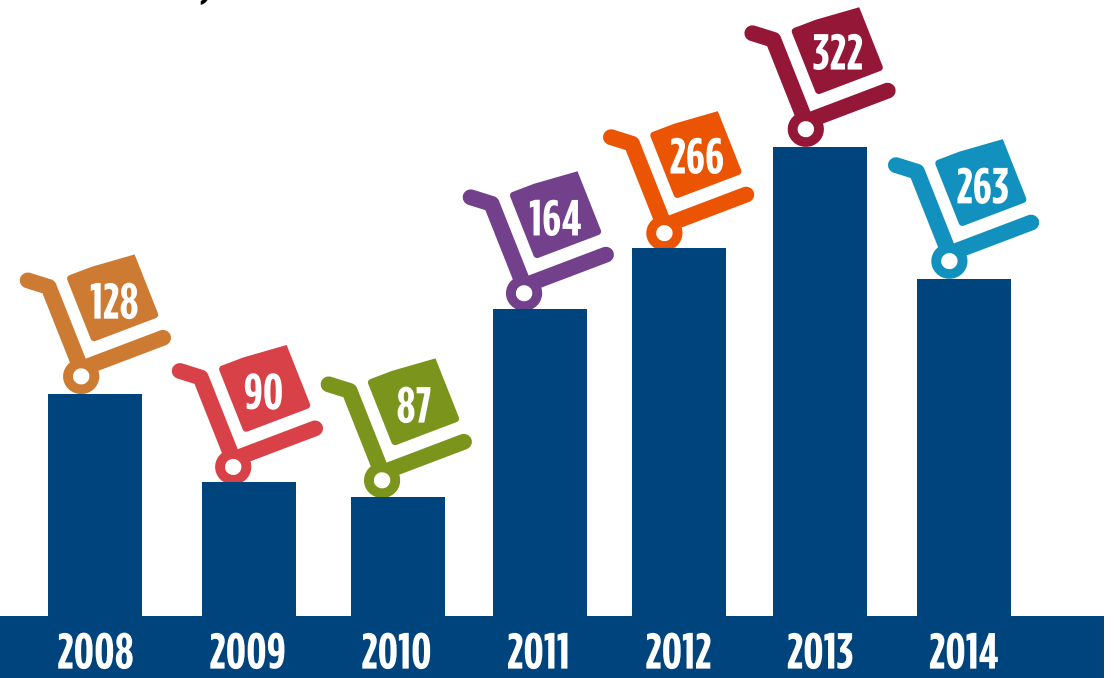
In order to incorporate the alternative fuels and raw materials into the system safely and to protect process efficiency, the waste pre-treatment and waste feeding investments are completed rapidly and the ratio of alternative fuels is increased every year.



Çimsa Cement Plants, Gray Cement Production, Alternative Raw Materials Substitution Ratio (%)



Çimsa Cement Plants, Total Use of Alternative Raw Materials (thousand tonnes)\*



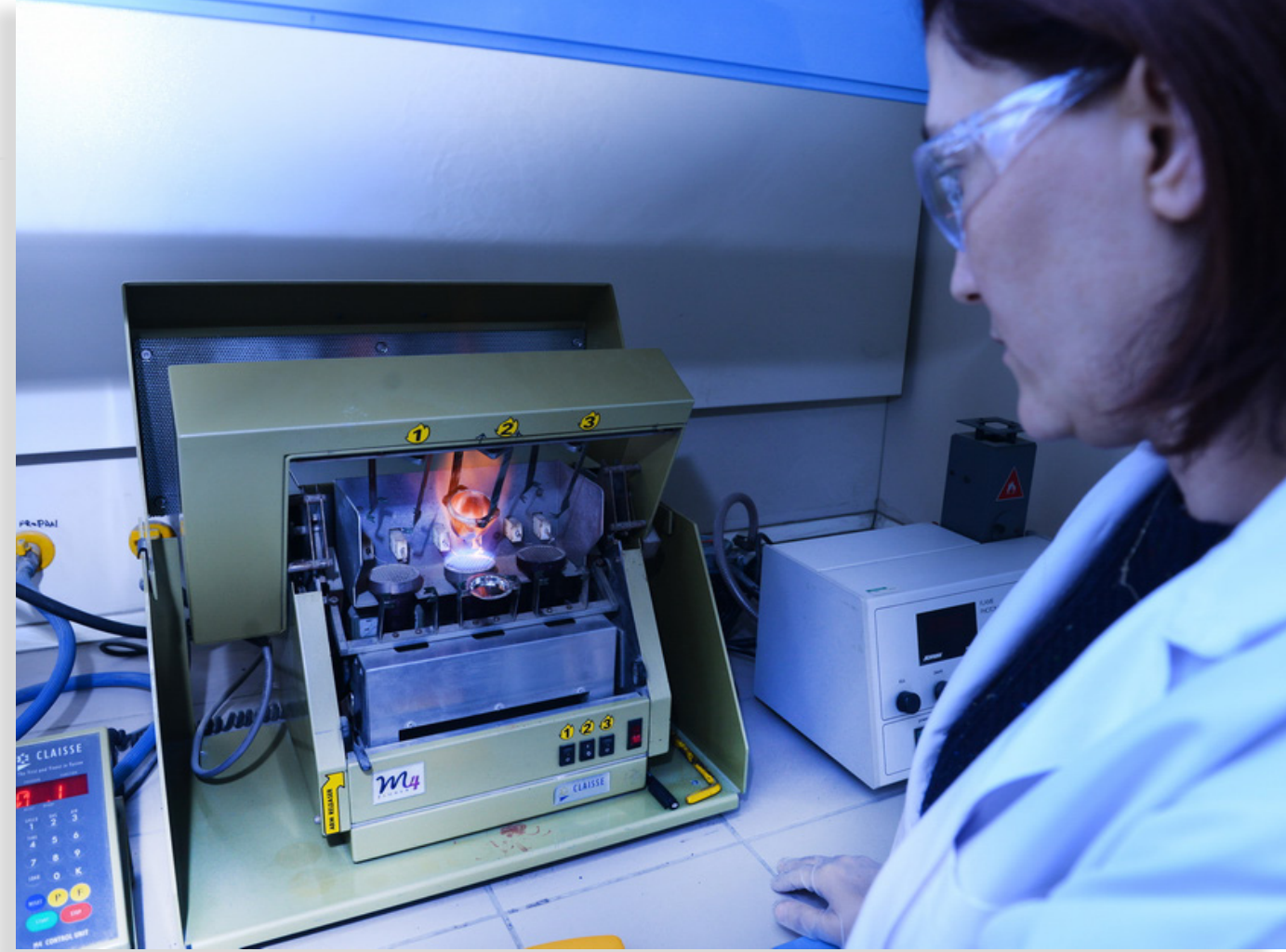
\* Total for Gray cement + white cement

## Alternative Fuels and Raw Materials

Conscious of our responsibility for the environment and the society, solutions are provided for the disposal of the industrial and municipal wastes primarily at the regions where our cement plants are located.

It is aimed to increase the amount of alternative additives with the use of volatile ash and cinder in ready-mixed concrete production.

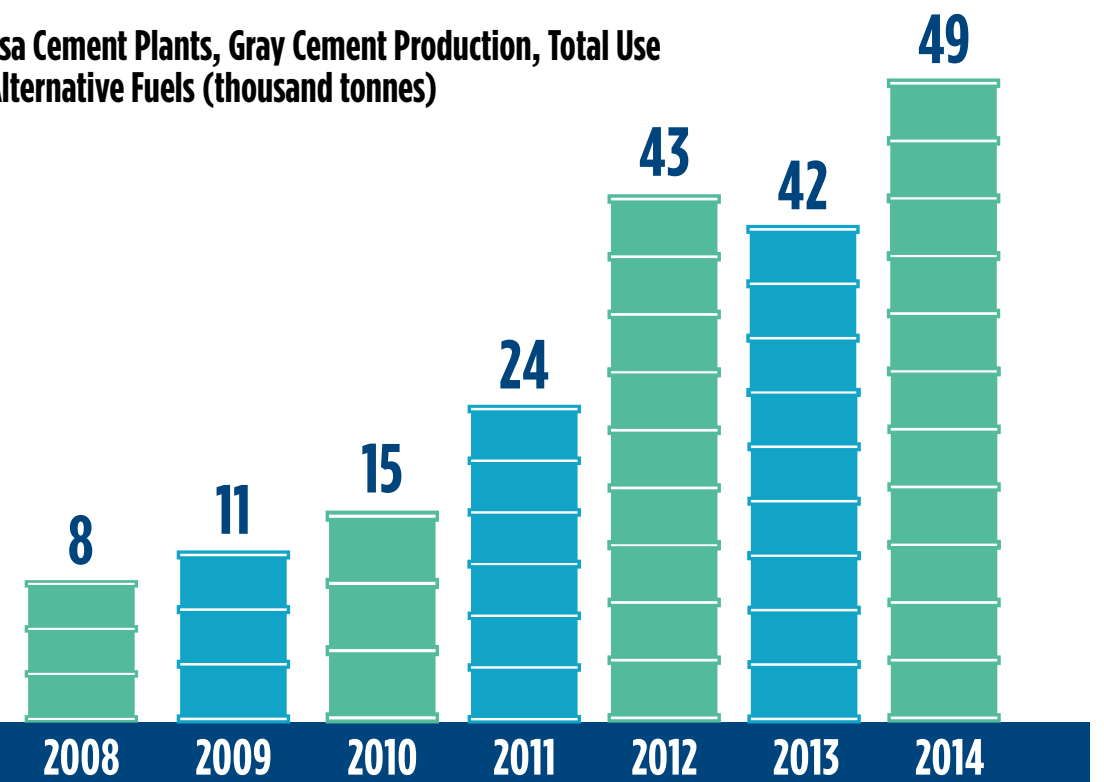
The ratios of alternative raw materials for individual plants and across Çimsa cement group are calculated in compliance with the Methodology of Cement Sustainability Initiative (CSI) of World Business Council for Sustainable Development (WBCSD).



Çimsa Cement Plants, Gray Cement Production, Ratio of Use of Alternative Fuels (%)



Çimsa Cement Plants, Gray Cement Production, Total Use of Alternative Fuels (thousand tonnes)



# Wastes

A waste management system is implemented for the hazardous and non-hazardous wastes produced by Çimsa. There is a person responsible for the waste storage area in order to conduct the actions related with the wastes produced at every plant centrally and smoothly. Every type of waste produced at the plant is identified, and the amount and frequency of production of such wastes are determined. At Çimsa, the issues such as the legislation that the mentioned wastes are subject to, the method and frequency of collection, transport and temporary storage and the maximum storage time are determined.

The area where the hazardous wastes are to be stored temporarily is an area within the plant site, with a leak-proof concrete floor, a roof and with measures against spills and leakages. The names and codes of the stored wastes are written on the sections in this area.

Researches are carried out for the disposal / recycling of hazardous wastes, and contracts are made for each waste type according to the type and codes of the waste and these are sent to the disposal facilities with

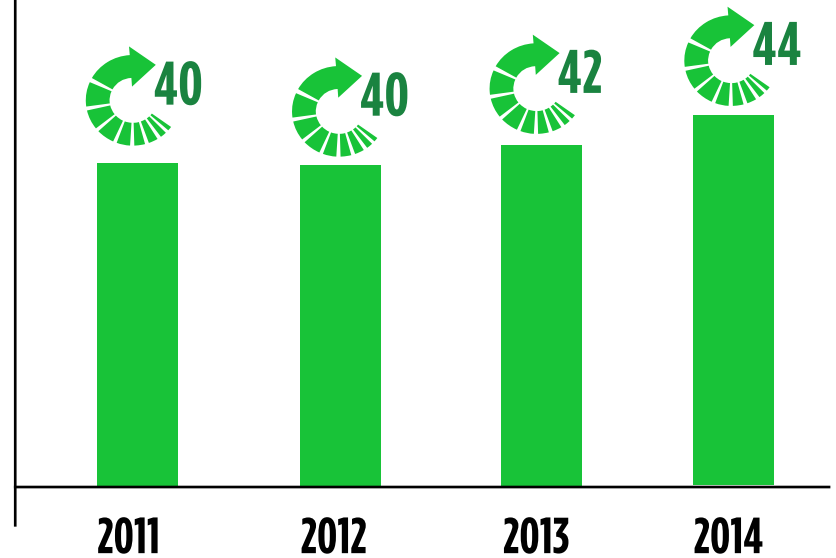


National Waste Transport Forms. The incinerable wastes are incinerated jointly in our rotary kilns in compliance with the waste license codes of the cement plants with waste incineration licences for energy recovery. Regular records concerning the actions taken are kept at the facilities.

There are different storage containers at the facilities for packaging wastes and domestic wastes. Measures are taken in order to prevent such wastes from scattering due to factors such as rain and wind.

It is very important to prevent the formation and to prioritize the reuse of packaging wastes, to recycle and recover such wastes and to use them as energy source in order to protect the natural resources, to produce them on the course of sustainable environment and

The amount of packaging recovered (%)



sustainable development principles and to reduce the amount of wastes to be stored.

Regardless of the materials used, the packaging wastes produced as the result of consumption are separately collected at every plant and these are sent to the municipal waste collection facilities and recycled in order to decrease environmental pollution, to send less waste to landfills and to contribute to the economy.

Çimsa covers the expenses for the separate collection, separation, recycling and recovery of the packaging wastes as the result of the use of its products.



## Biodiversity

In order to prevent the negative impacts of its mining operations and to minimize such impacts to a level that will not harm the environment, Çimsa carries out environmental impact assessment (EIA) studies before commencing its operations and prepares plans for the rehabilitation of the areas after the operations.

All the production operations are carried out in accordance with the related regulations of the Mining

Law and the Environment Law. The mining operations are monitored by the Directorate of Raw Materials, and the raw materials group of each cement plant.

Great care is paid to raw material extraction operations at the sensitive and protected areas in order to protect natural life. In this context, Eskişehir Plant Quarry is in “Short Protection Distance” and Mersin Factory Sucular Quarry is in “Protection Area at Medium Distance to the Lake Area”.

Ecological Restoration Plans are developed with the approval of public agencies in order to carry out the mining operations with environmental, social and economic impacts in a way respecting the nature and to restore the utilized areas to the nature.

EIA reports are prepared for the areas for which EIA is required; the ecosystems are examined in these reports and the impacts of mining operations on such areas are determined.

Every year, provisions are reserved for quarry rehabilitations and these are updated annually. In order to make mining operations sustainable and to rehabilitate the areas - where the ore is extracted - as soon as possible, exemplary practices are commenced for the afforestation of such areas with social responsibility before the completion of the operations according to the license. In 2014, afforestation of a total area of 12 hectares was completed.

The licensed excavation area of our active quarries is 277 hectares and the area affected by our operations is 32 hectares. The distribution of these areas on the basis of land ownership is as follows: 130 hectares owned by Çimsa, forest area 96 hectares, state owned (Treasury) area 15 hectares and pasture are 45 hectares.





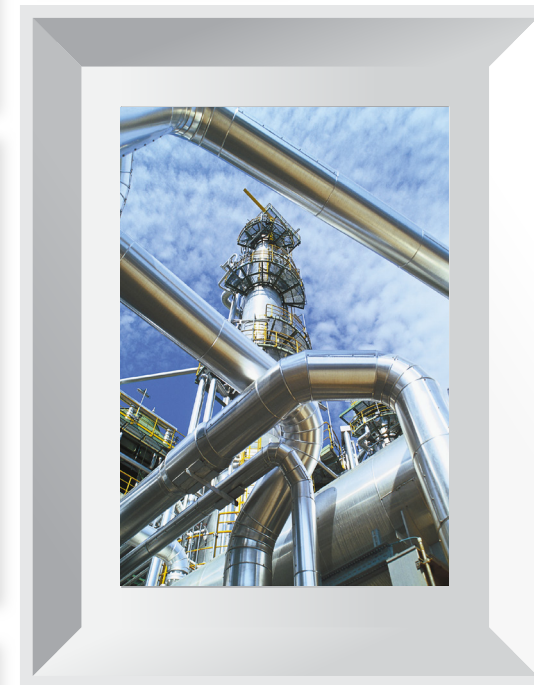
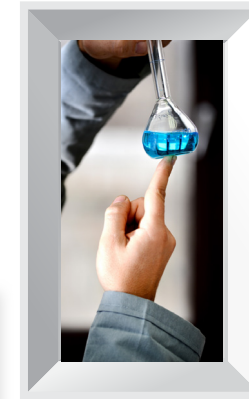
## Water and Wastewater Management

The water used in bed-cooling for the production activities at our plants is recycled and reused. Water is fed to the cooling towers for cooling the gases moving towards rotary kiln bags and electro-filter, this water evaporates and is released to the atmosphere.

The surface waters within the plant are collected in sedimentation ponds for physical treatment, and such water is fed to the coal stock areas for dedusting.

The waste water produced from ground water used at the ready-mixed concrete plants after production is treated in sedimentation pools and reused in production.

Industrial waste water is not produced at our plants, waste waters with domestic qualities are treated at Mersin and Kayseri Plants by means of compact Biological Waste Water Treatment Facility, and discharged to the receiving environment. At Eskişehir Plant, the waste waters with domestic qualities are treated by means of compact Biological Waste Water Treatment Facility, and recovered in the production process. At Niğde Factory, the domestic waste water is discharged directly to the city sewage; and the domestic waste water of Ankara plant is collected in the cesspool to be transported by the Municipality.



## D. SUPPLIER MANAGEMENT

Big companies generally have a broad supply chain structure. Given the business model of the cement sector and the business volume of Çimsa, it is inevitable for Çimsa to have an intensive supplier utilization model. As is the case for all other sectors, the supplier companies within the sector have environmental and social impacts. The fact that some of the large suppliers have their own supply systems makes this issue more complicated. Therefore, establishment of supply chain structures is an effort that requires great care, as well as it is troublesome and time-consuming.

Çimsa started incorporating business rules into contracts regarding taking measures, raising awareness in suppliers and minimizing environmental impacts, at the points where the environmental impacts of the suppliers result from Çimsa's business demands. For this purpose, transportation services, which are intensely utilized, were selected as the first field of study, and the studies carried out on this matter were included in 2013 Sustainability Report for the first time.



## Logistics

Çimsa reviews the entire supply chain for assessing the environmental impacts stemming from logistics activities and continues to take preventive measures.

In the contracts of all our suppliers providing material and personnel translation, the provision for compliance with all the laws and regulations imposed by the State regarding environment is already included. However, with its membership to CSI, Çimsa is no longer restricts itself with the provisions of law and began to act on the course of generalizing the good practices of CSI member companies.

In order to “raise awareness” on this matter, meetings were held in 2014 principally with Çimsa Procurement and Logistics personnel. In addition, stakeholder meetings, in which all Çimsa employees and the representatives of the supplier companies in Eskişehir and Mersin participated, were organized.

Besides this, in 2014, Çimsa began to provide a series of trainings for the drivers - who provide transport services at cement production locations - concerning



economical driving, efficient vehicle maintenance, prevention of noise and dusting and safe driving, which have an important contribution in raising the awareness of the drivers and which became a standard at ready-mixed concrete plants. The first step of the activities concerning supply chain was to review the supply chain studies and to focus on the areas which Çimsa can rapidly regulate.



# Optimisation of Logistics

## Transportation for Supply and Delivery

In order to reduce the negative effects such as hazardous gases, spillage and dusting resulting from transport operations, it is important to optimize the distance and amount transported and to utilize the resources efficiently. For this purpose, Çimsa makes use of SAP-APO (Advanced Planner and Optimizer) application at cement production locations for the optimization of supply and

delivery, and “Central Delivery System” software at ready-mixed concrete plants.

In 2014, some of the activities carried out to decrease the negative impacts of the transport operations were as follows:

1. In two-way travels (round-trip) in transport operations, most of the vehicles carry loads at only one direction. Besides inefficiency, such unproductive travels without load lead to increases in the negative environmental impacts resulting from transport. With this consciousness, Çimsa optimized the round-trip loads in 2014 so that vehicles can provide two-way transportation services.
2. In 2014, with the supplier change and operational improvements carried out by Procurement and Contract Management Department,



activities at the raw material quarries are carried out in a broader range. As a result of these efforts, the amount of raw materials stored at the intermediate storage was decreased by 30% average. Besides the increase in efficiency, the negative environmental impacts such as dusting and spillage were reduced.



## Optimisation of Logistics

### Transportation for Supply and Delivery

- 3.** The entire furnace bricks, average 20% of which used to be supplied from abroad by “sea and land” until 2014, are now supplied from an average distance of 550 km to the plants. Hence, the emissions resulting from transportation are reduced and a contribution is provided for domestic economy.
- 4.** Until 2014, the loads to be exported used to be loaded to tractor trailers from the site inside the plant, and then transported to another site at a

distance of 1 km and transferred to the containers. With arrangement carried out and the ramps installed within the plant in 2014, loading is made directly to the containers. Thus, the intermediate transportation, storage and handling operation, which had no added value, are eliminated to a great extent.

- 5.** The deficient/extra loading and the reloading/unloading operations required to correct these involve OH&S and environmental risks (extra CO<sub>2</sub>,

dusting, spillage) as well as inefficiency. In order to improve correct filling at the first time, the cement and clinker filling operations at Kayseri and Eskişehir were supported with 8 in-silo weighting systems (tippler weighbridges).

- 6.** At all locations, the paper bag supply batch sizes were optimized in a way to utilize the payload of the vehicles to the maximum limit allowed by laws.



## **E. PRODUCT SAFETY AND RESPONSIBILITY**

### **Product safety and responsibility is the most important social commitments of Çimsa.**

At Çimsa, the environmental impacts and health and safety issues are considered when improving the quality of the products. The performance of the company in such matters is continuously supervised within production processes and improved on the course of our continuous improvement philosophy.

The customers and end users are stakeholders who are directly or indirectly exposed to the environmental impacts of the products and to health and safety concerns. Therefore, the customers and end users are continuously informed and trained concerning the products.

In accordance with the sustainability approach and quality policy, production is carried out in compliance with national and international standards, with high reliability and customer satisfaction oriented quality and offered for the use of customers in time.

#### **Çimsa's priorities are:**

- ☑ **Demonstrating a management approach which is customer-oriented and which can meet evolving needs and demands,**
- ☑ **Development of new products and services,**
- ☑ **Following and implementing new technologies,**
- ☑ **Efficient use of the systematics which provide inputs for continuous improvement mentality and continuous improvement of management processes,**
- ☑ **Increasing Human Resources competence and make contributions to business processes through creative ideas,**
- ☑ **Periodic assessment of the risks concerning information security, OH&S and environmental management in order to provide continuity of business processes.**





## Product Safety Management in Cement Production

In the frame of product quality, the management standards implemented at all plants are OHSAS 18001 (Occupational Health and Safety Management System), ISO 9001 (Quality Management System) and ISO 14001 (Environmental Management System). These management systems are audited annually by Environmental Quality Board (EQB) and Turkish Standards Institute (TSI) according to the relevant regulations.

The operational responsibility regarding these issues is shared by appointing senior level management

representatives. The management representatives are responsible for the sustainability and audit of the systems. The training and awareness raising activities concerning these issues are carried out regularly every year, the internal audit teams are trained and internal audits are carried out by these teams semi-annually.

Besides the management systems, Çimsa has REACH certificate registered with European Chemicals Agency (ECHA) and CE and G certificates. Moreover, Mersin plant is audited regularly every year by

British Standards Institution) and AENOR (Spanish Association for Standardization and Certification).

The quality of the products manufactured using cement is effected also by other inputs used together with cement. As Çimsa, although we are not directly involved in these processes, we aim to raise awareness in customers by means of technical seminars, site applications and laboratory support activities in processes concerning cement and products made of cement in the scope of customer-orientation and after sales services.



## Product Safety Management in Ready-Mixed Concrete Production

The policies followed at our ready mixed concrete plants to achieve product safety performance objectives are:

- To ensure that the supply, production and follow-up activities are carried out in accordance with the standards and legislations,
- To frequently analyse the data obtained from the studies carried out with “best in class” and “best in best” principles and to follow-up and implement new technologies.

The operational responsibility regarding these matters is distributed at senior management level between Quality Management and Customer Support Directorate (Compliance with the Regulations and Our Quality Policy, Customer Satisfaction, Product Innovation), Regional Sales Directorates (Production and Compliance with OH&S Policy, Customer Satisfaction), Ready-Mixed Concrete Technical Support Directorate (Machinery and Equipment Maintenance and Control) and OH&S and Administrative Affairs Management (Auditing, Follow-up and Reporting).

27 ready-mixed concrete facilities were issued G and KGS certificates by Turkish Association of Ready Mixed Concrete (THBB). This agency conducts product inspections without notice 6 times a year and a general inspection once a year at the plants and laboratories.

All ready-mixed concrete facilities, consisting of Sakarya-Eskişehir, Kayseri-Niğde and Mersin and Adana Regional Directorates have TS EN ISO9001:2008 Quality Management Standard Certificate, OHSAS 18001 (Occupational Health and Safety Assessment Series) certificate, which is closely linked with working life, and ISO 14001 Environment certificate.

All ready-mixed concrete plants are audited six times a year in the scope of “Green and Safe Plant” and “Caution! Conscious Employee” projects, which were initiated with a view to raise awareness on Occupational Health and Safety and to provide better working conditions. The actions taken as the result of the audits are followed by the management team and their status of completion is regularly reported.

Planned R&D activities are carried out at A1 type laboratories available at all Çimsa plants and custom-made products are designed and put at the disposal of our customers. Çimsa’s objective is to produce the ready-mixed concrete, which will meet the quality parameters such as endurance, workability and functionality at the highest level in line with the needs and expectations of the customers, which will have high thermodynamic

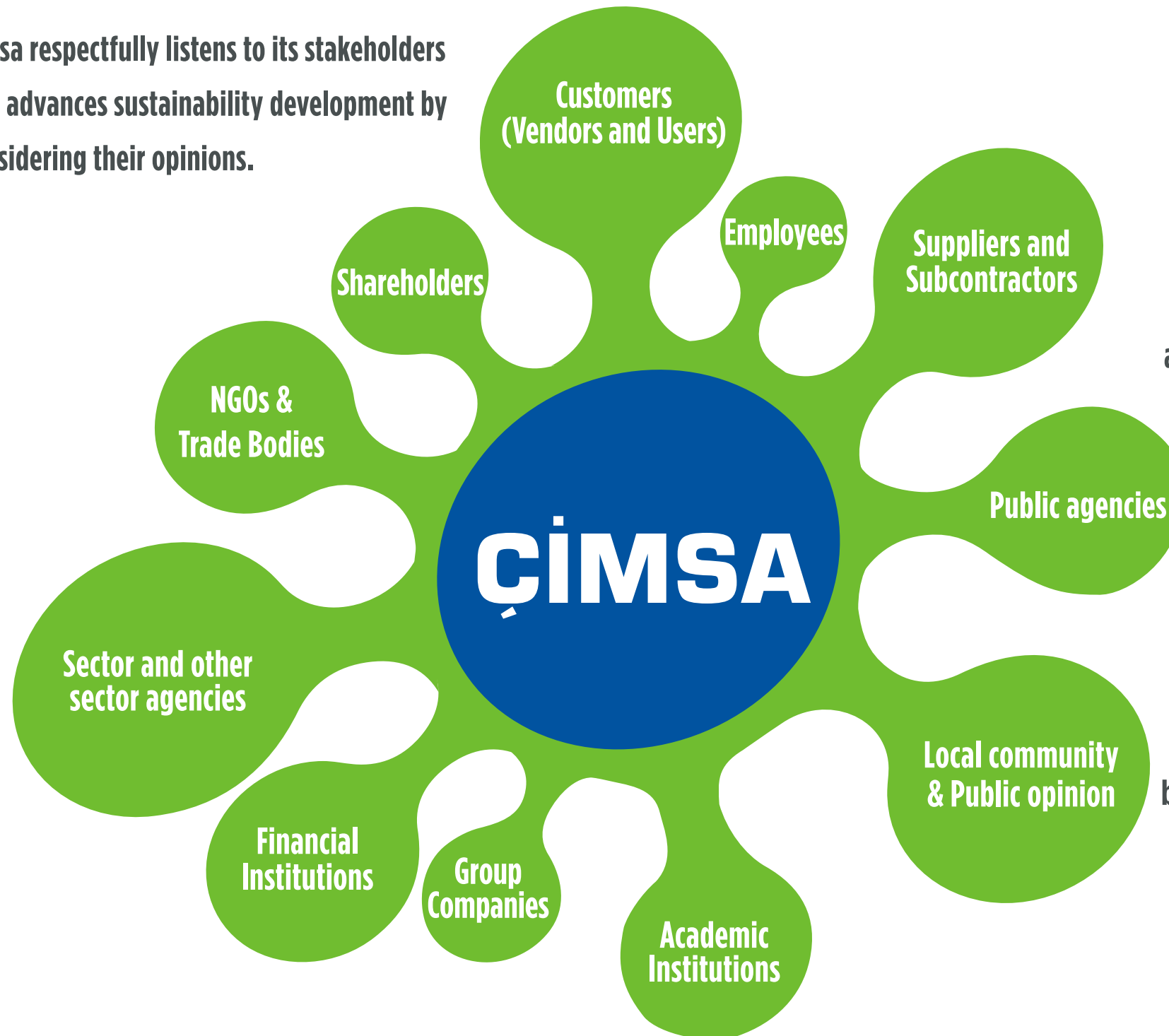
stability throughout its service life and which will be least affected by microclimate, and thus provide product safety and continuous customer commitment.

- TSI Turkish standards compliance certificates and
- EC Certificates for cement and ready-mixed concrete products,
- Detailed information on Çimsa Cement products with CE mark, which have free circulation right within the European Union borders, and
- The plants that have TS EN ISO 9001:2008 quality management system certificates implemented according to international standards, and the information concerning these plants can be accessed from at [www.cimsa.com.tr](http://www.cimsa.com.tr) web site



## F. STAKEHOLDER RELATIONS

Çimsa respectfully listens to its stakeholders and advances sustainability development by considering their opinions.



In parallel with Çimsa’s sustainability strategy, the stakeholder meetings were further strengthened in 2014 in order to achieve a continuous communication with the stakeholders and to get their opinions and recommendations on the activities carried out. The operational performance of Çimsa was shared transparently, not only economically but also in a way to cover the environmental and social benefits, and the comments, requests and recommendations of the stakeholders were heard. Those in compliance with company objectives were noted to be assessed for future periods.



# Stakeholder Meetings 2014

Considering that the stakeholders are the most important subjects in Çimsa's business processes and value chain, establishing communication with stakeholders using effective mechanisms is adopted as a part of the Corporate Communication Strategy of the company.

## Dialogue with Employees

The employees, who are the basis of Çimsa's corporate success, are the primary stakeholders in corporate sustainability efforts. The corporate sustainability strategy and the actions concerning human resources required the employees to be equipped in relation with sustainability issues and act in line with sustainability principles in their activities.

As supported by Çimsa's Human Resources vision and objectives, seminars and workshops were organized at Afyon, Niğde, Mersin, Eskişehir and Kayseri plants in 2014, in which a total of 109 blue and white collar employees participated and which aimed at raising sustainability awareness.



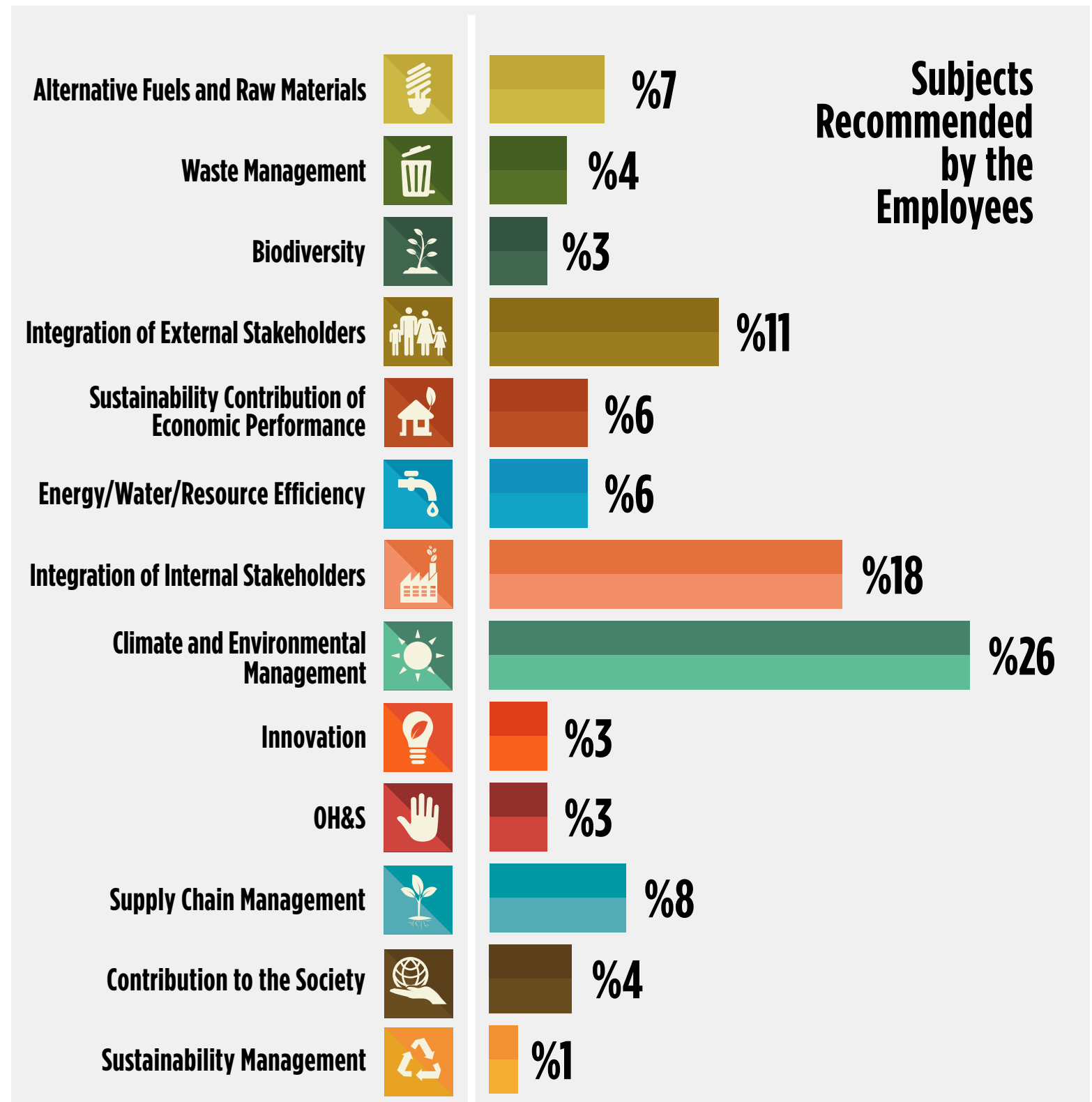
## Dialogue with Employees

Although these gatherings, with the employees, were in fact designed as training activities, it was also aimed to inform the employees about corporate sustainability activities and to get feedback from the employees and to them motivate to take action.

During these seminars and workshops, it was observed that the employees are excited and eager for achieving Çimsa’s sustainability objectives. As it can be seen in the relevant graphic, the opinions and recommendations mentioned by the employees at the meetings overlap with Çimsa sustainability issues.

In addition to these, the issues such as waste management, biodiversity, efficiency in water utilization, training the employees for sustainability consciousness, informing the suppliers, customers and other regional stakeholders on sustainability practices and getting them to cooperate were other prominent sustainability issues.

*(Please refer to Contribution to the Society)*

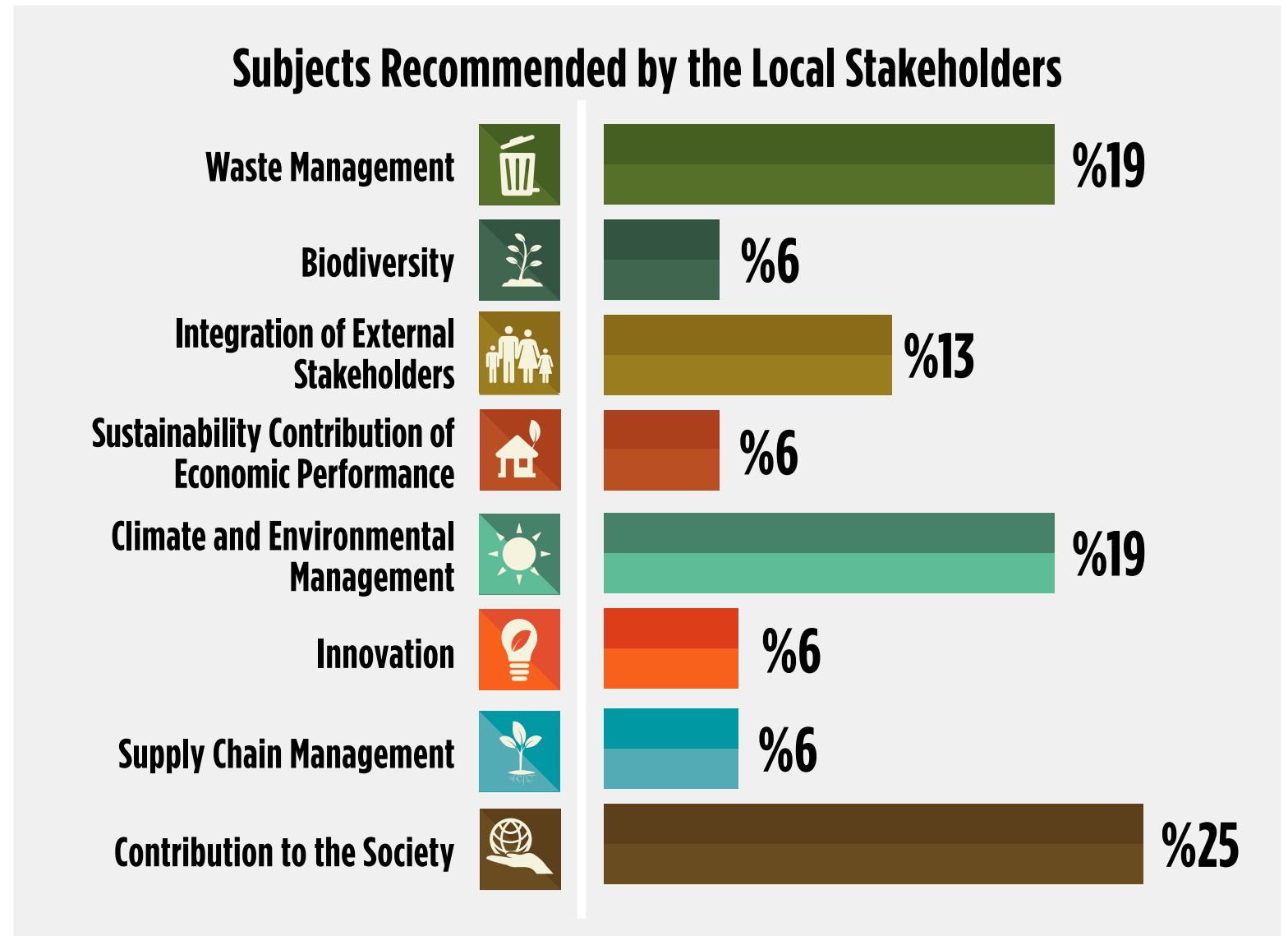


## Dialogue with Local External Stakeholders

“Being reliable” is the most important value of Çimsa. In order to make this reliability continuous, the communication channels with the local and authorities are always open at the regions where Çimsa is operational. Their requests and suggestions are immediately inspected and the necessary improvement actions are taken.

The cement plants, which were located at far distances from settlements pursuant to the laws and regulations, became closer to settlements as cities expanded to large areas. Pursuant to laws and regulations, the ready-mixed concrete plants are constructed and operated in industrial zones located at certain distances to settlements. The limited number of complaints received throughout the year by the plants and ready-mixed concrete facilities, which are more nested with the community, are examined by the plant and facility management and the related persons are duly informed.

During 2014 reporting period, local stakeholder meetings were held for the first time with the stakeholders in Mersin and Eskişehir in order to hear these demands and opinions in a more professional atmosphere and to share the efforts transparently.



Information was provided about the sustainability journey of Çimsa, together with achievements in general and its stance in challenging conditions; opinions were asked regarding the areas of improvement and the stakeholders were invited to cooperate. The customers, NGOs, suppliers, vendors, public agencies, trade chambers, municipalities and provincial environmental directorates participated in the local stakeholder meetings.



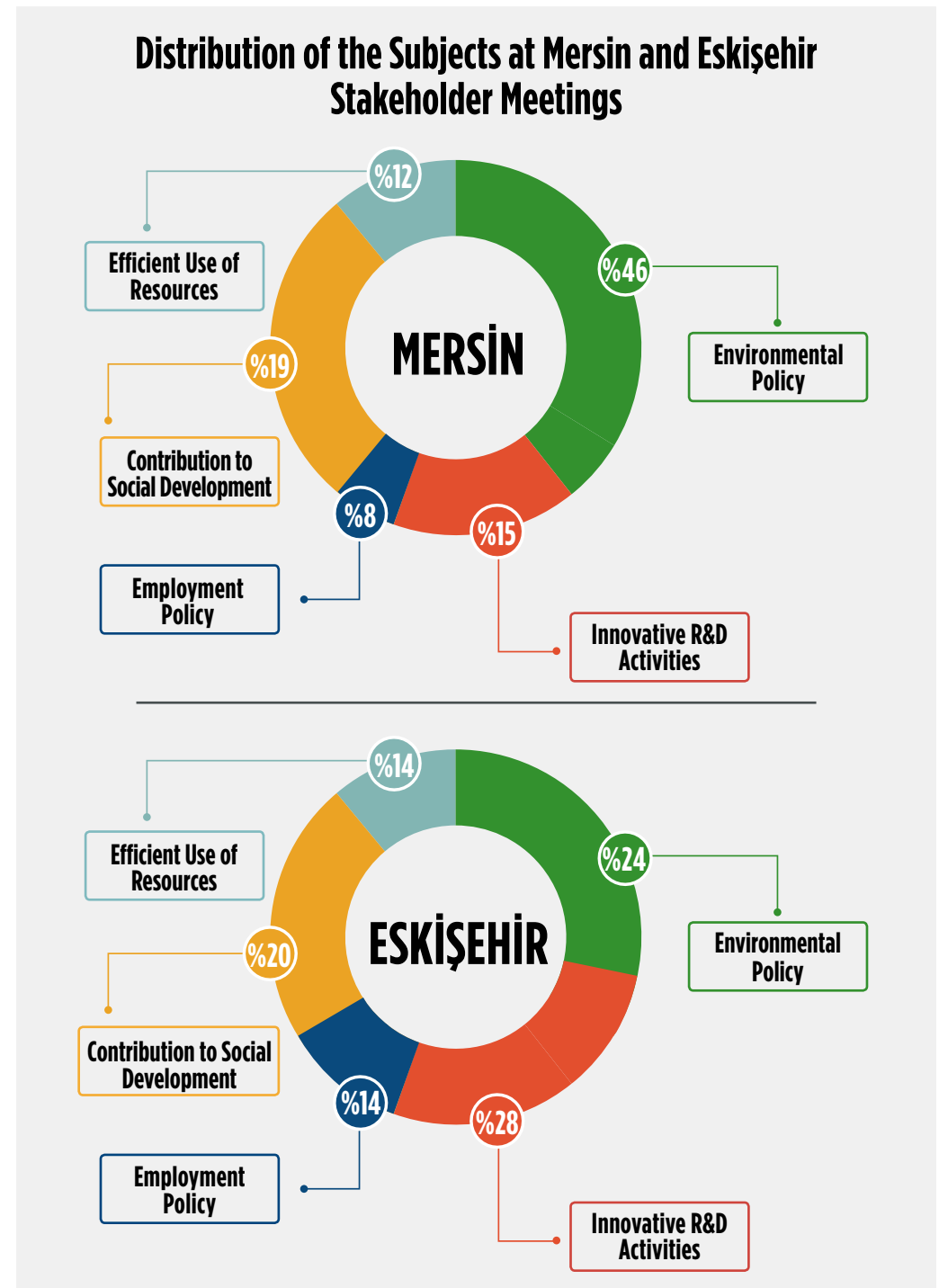
# Dialogue with Local External Stakeholders

During the meetings, the stakeholders became aware that Çimsa in fact has activities for improving and developing many areas. The stakeholders observed that Çimsa could act as a leader to have more comprehensive local results. They also asked support for the compliance of other businesses. 100% of the participants considered the meeting as useful and expressed their willingness to participate in the meetings to be held in future years.

**Stakeholder expectations mentioned at the meeting**

- Leadership and cooperation of Çimsa for sharing the sustainability knowledge and consciousness with the other institutions in the region,
- Organizing the stakeholders meetings regularly with broader participation,
- Waste management, cooperation with the Municipalities and use of refuse-derived energy,
- Extending the afforestation activities at mining sites to broader areas,
- Improvement of the performance regarding emissions, provision of support for the compliance of other businesses in the region,
- Provision of the compliance of the suppliers.

Although most of the issues mentioned at the meeting are already within the scope of company activities, the feedbacks received have been guiding for the activities in 2015 and beyond. For the upcoming years, Çimsa plans to extend the stakeholder meetings to the regions where its plants are located and organize them systematically.



## Dialogue with Suppliers

The compliance of suppliers with the sustainability activities was included in the agenda after the signing of UN Global Compact in 2014. A survey was conducted with a group of suppliers selected among Çimsa stakeholders for the determination of their current status. As the result of the survey carried out with the sample group selected among suppliers raw materials, energy and logistics, it was determined that important activities of are being carried out on matters such as freedom of labour, anti-corruption, child labour, human rights and discrimination, and some areas are still in the process of improvement.

## Dialogue with Non-Governmental Organizations

Communication with Cement Industry Employers Union (ÇEİS), Turkish Cement Manufacturers' Association (TÇMB), Association of Building Materials Industrialists (İMSAD) and Corporate Governance Association of Turkey (TKYD) continues uninterruptedly.

In 2014, the activities of Business World and Sustainable Development Association (SKD) were closely followed and a report was submitted for "Energy Efficiency in Buildings (EEB)" project. It was decided to build a pilot building at Çimsa Eskişehir plant in the scope of Energy Efficiency in Buildings and the activities were started.

*Please refer to "Benefits to the Society" chapter for other dialogues and activities with NGOs*



## G. CONTRIBUTION TO THE SOCIETY

### The social responsibility projects are an integral part of sustainability at Çimsa.

As the sustainability awareness and understanding develops, the practices and cooperation regarding sustainability increase. The new business models of the 21<sup>st</sup> century companies have a far more different understanding than the classical business models. From now on, the companies are expected not only to create financial values for its shareholders and the economy, but also provide solutions for the problems of the society through their business models. In this context, providing benefits to the society becomes a part of their company business. Çimsa carries its social contributions, from a donation based support at different regions, towards more systematic and more inclusive model. The social responsibility activities carried out in 2014, targeting performance improvement and contribution to the society can be summarized as below.

### Learning Organization

Through “Learning Organization” Implementation Teams that have continued for 12 years, Çimsa aims to provide permanent solutions for problems with a holistic point of view, as well as strengthening

teamwork and team spirit. During the Learning Organization activities, which was defined as “a group of people who continually expand their capacity both jointly and individually to reach a common future they desire” by Peter Senge, the teams composed of employees working at different levels as white and blue collar employees implement projects that will improve business processes. The teams continue their activities on the course of the principles defined in “The Five Disciplines” philosophy stated below:



- 1 **Personal Mastery**
- 2 **Mental Models**
- 3 **Shared Vision**
- 4 **Team Learning**
- 5 **System Thinking**

#### ➤ **Personal Mastery:**

Having a personal vision and continual developing oneself to achieve it.

#### ➤ **Mental Models:**

To see the effects of view of life, assumptions and beliefs on relations, decisions and actions and to be able to talk about these.

➤ **Shared Vision:** A shared vision is closing ranks for an objective.

#### ➤ **Team Learning:**

Achieving much more than personal results as a team by

expanding the social relations networks, by practicing skills of rhetoric, seeing the

bigger picture and developing common objectives, and by accepting personal differences as elements that enrich and strengthen the team.

➤ **System Thinking:** Seeing the bigger picture, focusing on the root causes and on actions with high leverage instead of quick solutions with substantial side effects.



## Learning Organization

For 2015 Learning Organization , new teams formed in October 2014. The senior management identified Sustainability as a theme. In this scope, the visions of the Learning Organization Implementation Teams, for which the activities were completed in 2014 at Çimsa, are as follows:

➤ **Chat Team - Kayseri Plant:** aims to increase the implementation and provide continuity of 5S systematic approach and raise the 5S systematic approach implemented at 14 areas at the plant to 90 points and reducing the number of work accidents stemming from lack of neatness to zero on May 2014.

➤ **Leakage Team - Ankara Plant:** aims to reduce the specific amount of energy consumed for pressurized air production at the plant in January 2014 - May 2014 period at least by 10% compared to January 2013 - May 2013 period.

➤ **Success Team - Afyon Plant:** aims to increase MTBF the shifting average value of 2nd Rotary Kiln, which was 8.5 in October 2013, to 11.5 until the end of May 2014.

➤ **Good Works Team - Niğde Plant:** aims to reach to 75% of the customers, and cooperate with 51% of reached customers on 3 separate projects involving mutual learning, and maintain the continuity of these activities.

➤ **Viscosity Team - Eskişehir Plant:** aims to decrease the average consumption of the industrial oils (hydraulic fluid, grease and reducer oil), which was 32 g/ton clinker in previous December - May period, to 26 g/ton clinker in the upcoming 6 months period (December - May), to establish a system that will provide continuity and to improve OH&S and environmental conditions.

➤ **1 TRACK Team - Mersin Plant:** in order to improve the utilization effectiveness of systems such as "SAP, NGATE, QDMS" used within the company, aims to establish the systematics that will provide 30% ease of use for the most needed operation codes



in SAP and to provide 80% permanent information for users by determining the areas of development of NGATE and QDMS systems.

The 2014 Learning Organisation Implementation Teams achieved their planned visions at the end of their activity periods with the support they received from the cause analysis activities and the social relations networks. With the activities carried out, the teams made significant contributions to Çimsa's sustainability vision, as well as creating added value for the business processes. For example, Ankara Leakage Team prevented 114 tons of CO<sub>2</sub> emission with the energy saving they achieved as the result of their activities. Similarly, Eskişehir Viscosity Team successfully decreased the consumption of industrial oils by 6 gr/ton and saved 6000 litres of water from being unusable and 30.000 litres of water from being undrinkable. Based on the needs of the stakeholders, Niğde Good Works Team carried out activities aimed at raising awareness on occupational health and safety and on environment.

## Learning Organization

For the 2015 Learning Organization new teams formed in October 2014 for activities. the senior management identified Sustainability as a theme. In the scope of this theme, the implementation teams formed the following visions:

➤ **Not Residue Team - Ready-Mixed Concrete:** aims to decrease the amount of residual cement to be disposal and to increase amount of recycled water used in production.

➤ **Deleteam - Eskişehir Plant:** aims to establish a sustainable waste management system in compliance with OH&S and environmental legislation for 100% of the hazardous and non-hazardous wastes at Çimsa plants until May 2015, to implement this system at Eskişehir plant and to become a model for the other plants.

➤ **Nine Powers Team - Niğde Plant:** aims to optimize the illuminated areas across the plant without sacrificing OH&S, to provide standardization

and to achieve 20% saving in the amount of energy used for illumination in January-May 2015 period, compared to January-May 2014.

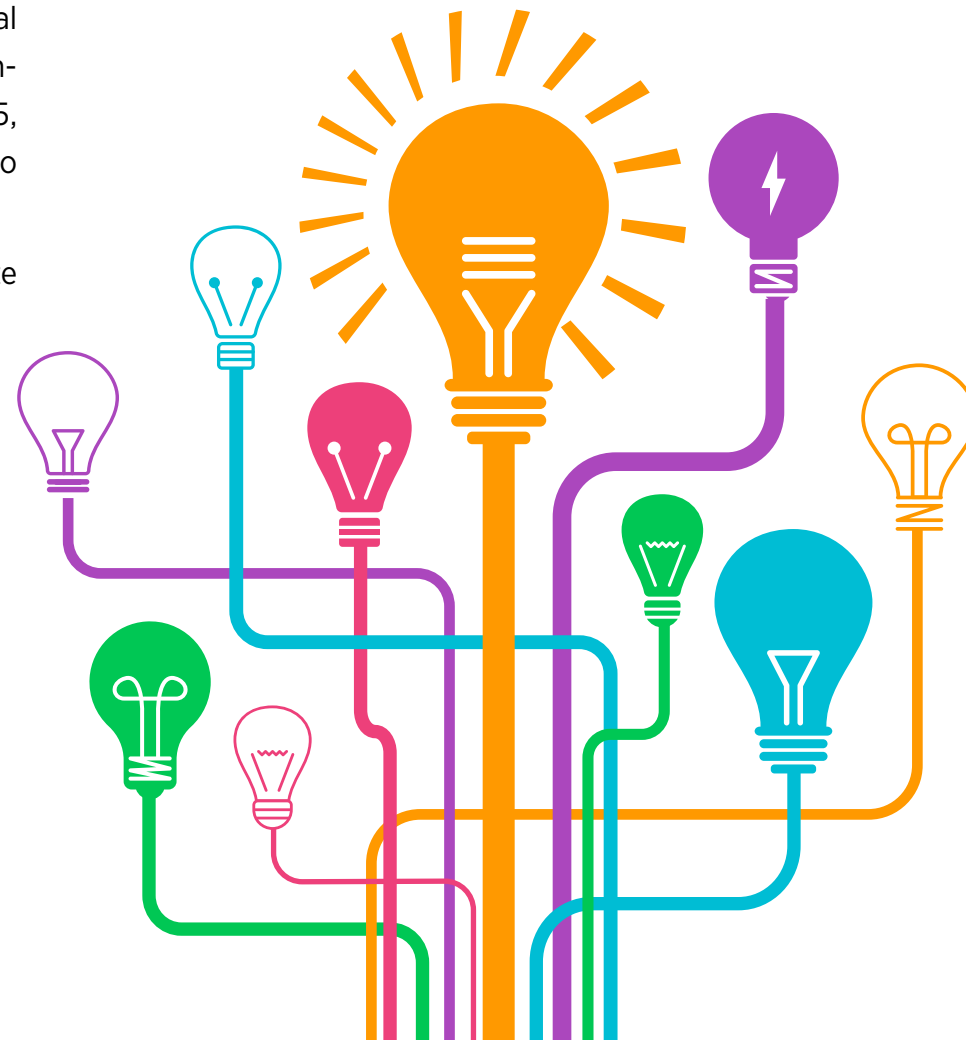
➤ **Rainbow Team - Afyon Plant:** aims to eliminate at least 70% of the main dust sources identified at the plant.

➤ **Risk Team - Ankara Plant:** aims to increase the number of risk notifications, which was average 0,5 per person per month in 2013 and average 0,5 per person per month between January 2014 and

November 2014, to average 3 Risk Notifications per person per month between November 2014 and May 2015 and to provide continuity of notifications.

➤ **Take Care Team - Mersin Plant:** aims to increase the number of risk notifications, which was 0,6 per person between January 2014 and September 2014 (414 notifications) to 2 notifications per person between October 2014 and May 2015 (1400 notifications), and to increase the ratio of solution of the notified risks from 33,4% to 80%.

➤ **Zollu Team - Kayseri Plant:** aims to reach at least 300 persons from the stakeholders between October 2014 and May 2015 and organize 3 activities to increase OH&S awareness and a campaign that the stakeholders can participate to increase environmental awareness, to make observations on behavioural changes on 30% of the target audience and to establish the organization required for ensuring the continuity of change.





## Social Responsibility Projects and Activities

### Recycling

Çimsa continues to act in line with a sustainability perspective in every field in daily business processes, offices and sites. Easily accessible recycling bins are provided for the recycling of materials used at the administrative offices and plants. So, the paper, plastic, glass and batteries used at the offices are regularly recycled.

In 2014, a total of 3.834 kg glass and paper was sent for recycling at Niğde Plant. While a total of 340 kg waste paper, plastics and glass was recycled at Ankara plant, 5.500 kg of waste was recycled at Kayseri plant. At Afyon Plant, 1.600 kg of glass, plastics and cans and 1.250 kg of paper were collected.

A total of 18 kg of waste batteries was collected in 2014 and was sent to Portable Batteries Manufacturers and Exporters Association. The waste batteries collected at Niğde Plant were used in the waste battery campaign organized by Niğde Provincial Environment Directorate. At the end of the campaign, stationary materials were supplied for Çarıklı village primary school. It is aimed to raise the awareness of employees by providing regular recycling of the materials used.

### Providing Support for Spastic Children's Foundation of Turkey Through Steptember Project



Çimsa employees voluntarily supported the "Steptember" social responsibility project conducted by Spastic Children's Foundation of Turkey. Total 12 employees in 3 groups took 10.000 steps per day in different activities

during September to make a difference in lives of children and adults with cerebral palsy. At the same time, different campaigns were carried out to collect donations for the project. On September 27-28, Çimsa 1 Team was the winner of the week by collecting the highest amount of donations and outperformed the teams of other companies that participated in the project.

### Contribution to Education from Çimsa

Çimsa carries out activities contributing to education at provinces where it operates. In this context, the nursery classroom of a village school is renovated every year in order to improve preschool educational

conditions. In 2014, the nursery classroom of Çarıklı Village Mehmet Babar Primary School, where 10 students are enrolled, was reorganised in a way to provide a better education and the classroom of the primary school was renovated. In addition to improving the physical educational conditions of the students, the need for stationary materials and toys was met.





## Social Responsibility Projects and Activities

### Çimsa Volunteers collaborated with NGOs

Since 2011, Çimsa is a member of Private Sector Volunteers Association, which was for the adoption of volunteerism by private sector employees and to provide systematic sustainability. The volunteers were introduced to the concept of volunteerism through the training provided by the Association.

Çimsa participated in the activities of United Nations Global Compact Turkey Women's Empowerment Sub Working Group, which was signed in 2013. On the course of the information obtained during the activities, the "Equality at Work" article was added to the corporate procedures in order to contribute to gender equality.

Çimsa sponsors the activities of Environment Friendly Green Buildings Association, which aims to increase ecological awareness and sustainability approach in building industry.

Çimsa employees supported "Donate Blood, Donate Life" campaign of Kızılay (Turkish Red Crescent) and their donations were passed to the people in need. The project, which was supported by all blue and white collar employees, was carried out with the collaboration with Kızılay Branches at the provinces where Çimsa plants are located.

### Summer Kids Corporate Social Responsibility Project

Since 2012, Çimsa has been implementing the Summer Kids project at Niğde Plant, in order to contribute to the social, emotional and physical development of children between 7 and 12 and to help them spend their summer vacation more efficiently.



The program, consisting of creative drama, creative writing, basketball, volleyball and coordination sessions, is prepared by pedagogues specifically for age groups. The program lasts for two weeks, with the participation of children at ages 7-8, 9-10 and 11-12 as separate groups. The Summer Kids project, aims to develop self-confidence, problem solving and communication skills of children as well as raising awareness about their physical characteristics. The children have fun throughout their summer holidays.

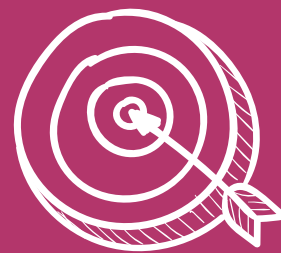


During creative writing sessions they create their own books, by writing stories using their imagination.

The children of Çimsa employees and children from Kolsuz and Hüsniye Villages of Niğde participated in the Summer Kids project in 2014. The Summer Kids project, in which 99 children participated, in 2014 was carried out at the Guest House of Niğde Plant between June 16 and July 25. At the end of two-week terms, children were presented certificates of participation on the closing day held with their families.



# REPORTING APPROACH



# Reporting Approach

Çimsa's sustainability report, which includes the economic, environmental and social performances of ÇİMSA Sanayi ve Ticaret A.Ş. (Çimsa) in 2014, is presented on the basis of openness, transparency and accountability criteria in the light of Çimsa's business principles as in previous reports. The report covers the criteria reported also in previous years, with the data and areas of development pertaining to 2014.

While conducting its current business and operations, Çimsa places the human factor and sustainability awareness at the heart of all its activities. In this regard, Çimsa pays utmost care to take the actions that positively respond the future needs and expectations of the stakeholders. 2014 Sustainability Report is an important work in which the sustainability priorities of the stakeholders are observed more closely and their suggestions and solutions are shared.



## A. Scope and Boundaries of the Report

This report is prepared for the stakeholders of Çimsa, taking into consideration the economic, environmental and social impacts that Çimsa created during its operations in cement and ready mixed concrete sectors in Turkey, and the relevant business principles. The report aims to provide information on the activities carried out and planned to be carried out by the company in order to minimise the likely impacts of its operations. Thus, the stakeholders will be able to monitor the measuring, follow-up and improvement steps of the sustainability performance in Çimsa's triple reporting process.

The report may include expectations, plans and objectives regarding Çimsa's future-oriented financial and operational performances and some comments and assumptions beyond 2014. However, since future performance expectations may depend on some assumptions, uncertainties and judgements, they are open to risk factors that may affect the consequences.

During the identification of strategic matters and collection of data, all cement plants and ready-mixed concrete facilities of Çimsa were examined. The data is presented separately for cement and ready-mixed concrete in the annexed tables and it covers only the data pertaining to Çimsa and affiliated operations.

Since the sustainability activities at Afyon Çimento Sanayi ve Ticaret A.Ş., which was acquired in June 2012, are currently being structured and the plant site and infrastructure are being renovated and constructed, the information on Afyon Çimento was included only in "Corporate Profile" chapter of this report with a view to provide a coherent performance regarding the data provided by years. Afyon Plant is not included in the data on sustainability performance. In addition, all operations of Çimsa, except for logistics activities carried out with Çimsa's terminals and suppliers abroad, are included in the scope of this report.

The matters of priority in the report and the other limits regarding the described items are presented in "Sustainability Strategy" chapter.



# Reporting Approach

## Report Presentation Format

As it can be followed from Çimsa's web pages, the Sustainability Reports are made available in the web site in PDF format every year, and printed copies are sent to the addresses of the stakeholders. This year, unlike previous years, the report is made available only in the web page in a dedicated section and the executive summary is shared with the stakeholders. The pages at [www.cimsadasurdurulebilirlik.org](http://www.cimsadasurdurulebilirlik.org) contain summary information about the report, and detailed content and information will be available via links. Moreover, these pages currently contain a downloadable and printable PDF version of the report. Considering that the technology advances every year, making the report available for the access and use of the users on the internet will provide practicality for all stakeholders in order to access information rapidly and from its source.

## B. Compliance with Reporting Guidelines and Principles, Audit

Çimsa Sustainability Report was prepared in compliance with "Core" level, on the basis of G4 standard principles of GRI Sustainability Reporting Guidelines, which have global applicability. These Guidelines establish a frame in which the companies can report the environmental, economic and social impacts in the scope of sustainability, the corporate management principles, their objectives and activities devoted at such impacts and the results of such activities. [www.globalreporting.org](http://www.globalreporting.org)

The report also contains the principles of United Nations Global Compact (UNGC), which was signed in 2013, again in GRI reporting format. [www.unglobalcompact.org](http://www.unglobalcompact.org)

In the calculation of some of the data presented in the report, especially the principles of Cement Sustainability Initiative (CSI) of World Business Council for Sustainable Development were taken into account. [www.wbcsdcement.org](http://www.wbcsdcement.org)

The emission performances figures in the report are in compliance with CDP reporting data, for which reporting was commenced in 2014. [www.cdp.net](http://www.cdp.net)

## Definition of Report Content and Stakeholder Dialogue

During the preparation and determination of content of Çimsa Sustainability Report, the globally applicable principles of GRI concerning materiality, importance, stakeholder participation, sustainability context and integrity were applied. The headings in the report were identified as the result of Çimsa's existing activities and the comments made at the seminars and workshops in which the employees - the most important stakeholder group - and mixed local stakeholders participated, and they were examined and approved at the workshops and meetings held with senior management.

At the activities where the stakeholders shared their opinions and recommendations, the economical, social, environmental and management impacts of Çimsa in the frame of sustainability were considered for the entire company. The identified headings are presented according to their importance and priority and together with data appropriate for the reporting period.



# Reporting Approach

The summary information on compliance with reporting principles is given in the table below.

TOPIC - CONTENT			
	Principles	What we understand	How we respond
Report content	Stakeholder Participation	The report should define the stakeholders of the company and elaborate how the company responds to stakeholder expectations	Included in Sustainability Strategy chapter and across the report, with Dialogue with Stakeholders being the essential part.
	Sustainability Context	The report should explain the sustainability activities of the company in a broad perspective	Included under Our Sustainability Performance
Report Quality	Materiality	The report should reflect the important environmental, social and economic impacts of the company and it should also substantially reflect the assessments and decisions of stakeholders	Explained in detail under Sustainability Strategy.
	Completeness	The report should reflect the impacts of economic, social and environmental sustainability issues during reporting period of the company and it should outline the content and framework of these issues for stakeholders	The scope and boundaries of Çimsa sustainability issues are explained in Sustainability Strategy chapter.
	Balance	The report should include the performance data on negative and positive impacts with reasons	Challenges and opportunities encountered during the sustainability activities are reported in the report.
Report Quality	Comparability	The data included in the report should provide continuity information to allow the stakeholders to assess the changes in the company's performance over time	The issues explained in the report is broadened since 2012 reporting period and reported every year in order to allow the stakeholders to compare company performance retrospectively and with other institutions
	Accuracy	The reported content should include accurate information, in a manner allowing the stakeholders to assess company performance	All data included in the report is elaborated and presented to the stakeholders in compliance with the principles of ethics, transparency and accountability
Report Quality	Timeliness	The reporting should be done on a regular basis to allow the stakeholders to assess the information presented	Çimsa sustainability reporting is carried out annually.
	Clarity	The report should be comprehensible and accessible for the use of stakeholders	The report can be downloaded from <a href="http://www.cimsadasurdurulebilirlik.org">www.cimsadasurdurulebilirlik.org</a> along with Çimsa website and the printable pdf version is available for the information of stakeholders
Report Quality	Reliability	The company should gather, record, compile, analyze and disclose information and processes used in the preparation of the report in a way that they can be subject to examination and that establishes the quality and materiality of the information	The report is not subjected to a specific type of audit. Yet since the completeness and transparency of the data we present are important for us, the audits conducted for certain principles of the report are included in GRI Content Tables and within the report itself.

## United Nations Global Compact

Çimsa works with a holistic view on sustainability and the programs it participated. Çimsa believes that the United National Global Compact signed in 2012 integrates the sustainability activities and makes them more meaningful. The complementarity of the United National Global Compact is a natural outcome, as Çimsa is a company that integrated Sabancı Holding Corporate Governance Principles and SA-Ethics business principles to its business process since a long time. In this context, the report was also prepared as UNGC reporting, and relevant explanations can be seen in GRI Content Tables and in the report and the web pages can be visited.



# TABLES





## A. 2020 OBJECTIVES

### ENVIRONMENTAL SUSTAINABILITY OBJECTIVES<sup>3</sup>

ÇİMSA CEMENT PLANTS' ENVIRONMENTAL SUSTAINABILITY OBJECTIVES						
ENVIRONMENTAL MANAGEMENT AND REPORTING						
Systematic collection and monitoring of environmental data						
INCREASING USE OF ALTERNATIVE FUELS						
Definition of Objective	Key Performance Indicator	Unit	Realized 2013	Realized 2014	Objective 2015	Objective 2020
Decreasing fossil fuel use	Ratio of fuel substituted with waste (on calorific basis)	%	7	7.11	6.5	10.6
RESTORATION OF LANDS TO THE NATURE AND QUARRIES AND MINIMIZING LOCAL IMPACTS						
Definition of Objective	Key Performance Indicator (Cumulative)	Unit	Realized 2013	Realized 2014	Objective 2015	Objective 2020
Rehabilitation of mining quarries	Amount of area rehabilitated	ha	12	12	12	16
CLIMATE CHANGE AND PROTECTION						
Definition of Objective	Key Performance Indicator	Unit	Realized 2013	Realized 2014	Objective 2015	Objective 2020
CO <sub>2</sub> emission	Çimsa's CO <sub>2</sub> reduction objectives after 2012 will be in compliance with the international agreements to be signed by Turkey and the decisions to be made by Turkish Cement Manufacturers' Association (TÇMB).					

<sup>3</sup> Çimsa is not manufacturing aggregate as of 2013. Therefore, the relevant objectives were excluded from the report.

## ENVIRONMENTAL SUSTAINABILITY OBJECTIVES

### ÇİMSA CEMENT PLANTS' ENVIRONMENTAL SUSTAINABILITY OBJECTIVES

#### MANAGEMENT AND REDUCTION OF EMISSIONS

Definition of Objective	Key Performance Indicator	Unit	Realized 2013	Objective 2014	Realized 2014	Objective 2015	Objective 2020
Provision of compliance with environmental regulations through constant control of emissions	Dust level	mg/Nm <sup>3</sup>	14	< 50	12	At plants incinerating waste <30 At plants not incinerating waste < 50	2020 Environmental Regulations Limit Values
	NOx level	mg/Nm <sup>3</sup>	732	< 1300	718	At plants incinerating waste <800 At plants not incinerating waste <1300	2020 Environmental Regulations Limit Values
	Volatile organic compounds	mg/Nm <sup>3</sup>	17	< 150	22	< 150	2020 Environmental Regulations Limit Values
	Heavy Metals (Hg+ Cd+ TI)	mg/Nm <sup>3</sup>	0.006	< 0.05	0.011	< 0.05	2020 Environmental Regulations Limit Values
	Dioxin/Furan	ug/Nm <sup>3</sup>	0.007	< 0.1	0.087	< 0.1	2020 Environmental Regulations Limit Values
	HCl	mg/Nm <sup>3</sup>	0.57	10	0.32	10	2020 Environmental Regulations Limit Values
	HF	mg/Nm <sup>3</sup>	0.21	1	0.20	1	2020 Environmental Regulations Limit Values
Online monitoring of dust and NOx values	Ratio of kilns where dust and NOx values can be monitored online	%	43	43	100	100	100
Conversion of electrofilters to bag filters	Ratio of conversion of rotary kiln electrofilters to bag filters	%	57	57	86	86	100
<b>PRODUCTS AND SERVICES</b>							
Percentage of recycled paper/cardboard packaging		<b>Unit</b>	<b>Realized 2013</b>	<b>Objective 2014</b>	<b>Realized 2014</b>	<b>Objective 2015</b>	<b>Objective 2020</b>
		%	42	42	44	44	60

## SOCIAL SUSTAINABILITY OBJECTIVES

ÇİMSA OH&S Sustainability Objectives (2014+)		
Cement	Unit	2014+
Fatalities	Person	0
Fatalities (Subcontractor)	Person	0
Fatalities (3 <sup>rd</sup> Party)	Person	0
Accident Frequency Rate	Ratio	0
Lost Working Day	Day	0
Absentee Days Excluding Accident	Day	0
Ready-Mixed Concrete	Unit	2014+
Fatalities	Person	0
Fatalities (Subcontractor)	Person	0
Fatalities (3 <sup>rd</sup> Party)	Person	0
Accident Frequency	Ratio	0
Lost Working Day	Day	0
Absentee Days Excluding Accident	Day	0



## B. PERFORMANCE TABLES

### ECONOMIC PERFORMANCE DATA

ECONOMIC VALUE CREATED AND DISTRIBUTED						
	Unit	2011	2012	2013	2014	GRI
Economic Value Created (Net Sales)	Million TL	765.75	805.58	875.40	982.95	EC-1
<b>Economic Value Distributed to the Stakeholders</b>						
Operational Costs* [Cost of goods sold (excluding amortization and personnel costs), General Administrative Expenses, Non-Strategic Investments, Copyrights, etc.]	Million TL	513.04	525.01	571.48	596.52	EC-1
Benefits Paid to the Government (Taxes, etc.)	Million TL	61.60	70.74	101.93	118.74	EC-1
Benefits Paid to the Investors and Shareholders (Dividend, etc.)	Million TL	94.83	106.72	98.07	155.89	EC-1
Benefits Paid to the Financial Institutions (Interest, etc.)	Million TL	15.91	34.3	25.07	16.65	EC-1
Benefits Paid to the Employees (Salaries, etc.)	Million TL	55.97	57.17	65.41	73.23	EC-1
Benefits Paid to the Society (Donations, etc.)	Million TL	1.45	0.2759	10.27	2.80	EC-1
TOTAL		742.80	794.22	872.24	963.83	
<b>Economic Value In Stock</b>	<b>Million TL</b>	<b>38.86</b>	<b>45.67</b>	<b>28.23</b>	<b>35.77</b>	
<b>Financial Aids from State</b>						
Tax Deductions (R&D Deductions + Export Lump Sum Expenses)	Million TL	0.93	0.8192	0.8648	1.0298	EC-4
<b>Other Benefits Paid to Employees</b>						
Contribution of Çimsa to Individual Pension System for the Employees	Million TL	0.30	0.34	0.34	0.43	EC-3
Total number of employees in Individual Pension System	Person	154	165	158	256	EC-3

## ENVIRONMENTAL PERFORMANCE DATA

OUR ENVIRONMENTAL PERFORMANCE						
	Unit	2011	2012	2013	2014	GRI
Gray cement production	tonnes	4,543,044	4,715,042	4,759,454	4,397,941	EN 1
White cement production	tonnes	965,926	902,293	984,975	979,982	EN 1
Calcium Aluminate cement production	tonnes			27,320	28,644	EN 1
Aggregate production amount	tonnes	3,300,000	2,436,000	3,337,000	1,664,956	EN 1
Ready-mixed concrete production amount	m <sup>3</sup>	3,041,782	2,665,546	2,636,855	2,438,657	EN 1
MATERIALS						
Gray cement		2011	2012	2013	2014	
Gray clinker natural raw material amount	tonnes	5,699,371	5,980,292	6,133,601	5,406,896	EN 1
Clinker produced	tonnes	3,984,355	3,946,950	4,001,839	3,884,590	EN 1
Alternative raw materials	tonnes	114,452	180,581	211,583	134,775	EN 1
Conventional fossil fuels	tonnes	430,180	404,446	398,106	409,505	EN 1
Alternative fuels	tonnes	23,998	43,099	42,380	48,906	EN 1
White cement		2011	2012	2013		
Clinker natural raw material amount	tonnes	914,664	1,064,718	955,098	948,511	EN 1
Clinker produced	tonnes	875,929	895,923	1,041,091	1,050,454	EN 1
Alternative raw materials	tonnes	49,465	85,454	110,711	128,583	EN 1
Conventional fossil fuels	tonnes	122,027	115,402	142,399	144,050	EN 1
Aggregate		2011	2012	2013	2014	
Total natural raw material (limestone)	tonnes	2,795,000	2,700,000	3,900,000	1,664,956	EN 1
Ready-mixed concrete		2011	2012	2013	2014	
Alternative raw material (volatile ash)	tonnes	52,530	61,815	46,200	79,507	EN 1
Alternative raw material (cinder)	tonnes	53,259	89,048	80,995	99,253	EN 1
Ratio of recycled materials used as inputs						
Gray Cement		2011	2012	2013	2014	
Ratio of alternative raw material use	percentage	1.63	2.47	3.05	1.99	EN 2
Ratio of alternative raw fuel use	percentage	4.60	7.50	7.02	7.11	EN 2
White Cement						
Ratio of alternative raw material use	percentage	3.42	4.77	6.09	7.46	EN 2
Direct energy consumption						
Gray Cement		2011	2012	2013	2014	
Total thermal energy consumption	TJ	13,113	13,217	13,402	13,340	EN 3
Specific kiln thermal energy consumption	MJ/clinker	3,293	3,292	3,334	3,416	EN 5
Clinker/cement ratio	percentage	81.3	80.5	82.3	82.2	EN 3
White Cement		2011	2012	2013	2014	
Total thermal energy consumption	TJ	4,155	4,631	4,835	4,894	EN 3
Indirect energy consumption						
Cement (Gray + White)						
Electricity consumption	TJ/y	2,090	2,056	2,294	2,251	EN 3
Ready-Mixed Concrete		2011	2012	2013	2014	
Electricity consumption	TJ/y	12.7	15.9	15.85	14.6	EN 3
Aggregate		2011	2012	2013	2014	
Electricity consumption	TJ/y	20.2	16.4	29.5	14.5	EN 3

## ENVIRONMENTAL PERFORMANCE DATA

BIODIVERSITY						
Rehabilitation of mining quarries	ha	9.5	11.5	12	12	EN 13
EMISSIONS						
Greenhouse gas emissions						
Cement		2011	2012	2013	2014	
Total CO <sub>2</sub> Emission (Scope 1)	million tonnes/y	4.3	4.3	4.5	4.40	EN 15
Total CO <sub>2</sub> Emission (Scope 1) White	million tonnes/y				1.03	EN 15
Total CO <sub>2</sub> Emission (Scope 1) Gray	million tonnes/y				3.38	EN 15
Total CO <sub>2</sub> Emission (Scope 1) Calcium Aluminate	million tonnes/y				0.01	EN 15
Gray Cement Specific CO <sub>2</sub> Emission (Scope 1)	kg CO <sub>2</sub> /tonnes cementitious	711	701	732	726	EN 18
Gray Cement Specific CO <sub>2</sub> Emission (Scope 2)	kg CO <sub>2</sub> /tonnes cementitious			52	44	EN 18
Total CO <sub>2</sub> Emission (Scope 2)-Gray	tonnes CO <sub>2</sub> /y			245,182	203,208	EN 16
Total CO <sub>2</sub> Emission (Scope 2)-White	tonnes CO <sub>2</sub> /y			65,335	69,907	EN 16
Total CO <sub>2</sub> Emission (Scope 2)-Calcium Aluminate	tonnes CO <sub>2</sub> /y				2,268	EN 16
CO <sub>2</sub> Amount of saving (Amount of saving from waste heat)	tonnes/y			23,919	21,964	EN 19
NO <sub>x</sub> , SO <sub>x</sub> , dust and other air emissions						
Cement		2011	2012	2013	2014	
Total dust emission	tonnes/y	128	108	156	137	EN 21
Specific dust emission	g/t clinker	25	25	31	26	EN 21
Grinding and Packaging						
Total Dust emission	g/t cement	-	3.88	-	1.68	EN 21
Ready-Mixed Concrete						
Suspended dust emission	mg/N m <sup>3</sup>	-	1.47	1.33	1.39	EN 21
Cement		2011	2012	2013	2014	
Total NO <sub>x</sub> emission	tonnes/y	7417	5368	7196	7608	EN 21
Specific NO <sub>x</sub> emission	g/t clinker	1459	1227	1430	1466	EN 21
Total Heavy Metals	tonnes/y	0.1	0.07	0.08	0.09	EN 21
Specific Heavy Metals	g/t clinker	0.02	0.02	0.02	0.02	EN 21
Total volatile organic compounds	tonnes/y	135	125	139	196	EN 21
Specific volatile organic compounds	g/t clinker	31	29	32	43	EN 21
Total Dioxin/Furan	g/y	0.076	0.125	0.079	0.087	EN 21
Specific Dioxin/Furan	g/kg clinker	0.017	0.028	0.018	0.019	EN 21
Total HCl	tonnes/y	2	2	4	2	EN 21
Specific HCl	g/t clinker	1	1	1	1	EN 21
Total HF	tonnes/y	2	2	2	2	EN 21
Specific HF	g/t clinker	0.5	0.5	0.5	0.3	EN 21



## ENVIRONMENTAL PERFORMANCE DATA

<b>WASTES</b>						
<b>Cement</b>	<b>Unit</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>GRI</b>
Hazardous waste	tonnes/y	91	186	153	61	EN 23
Non-hazardous waste						
Recycled waste	tonnes/y	323	1200	857	594	EN 23
Domestic waste	tonnes/y	226	238	226	88	EN 23
<b>Ready-Mixed Concrete</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>GRI</b>
Hazardous waste	tonnes/y			12.6	5.4	EN 23
Non-hazardous waste						
Domestic waste	tonnes/y			57.5	64.2	EN 23
<b>Percentage of cement sold in packages and in bulk according to categories</b>						
Gray Cement						
Bulk	percentage	76.1	80.6	79.3	74.2	EN 28
Packed	percentage	23.9	19.4	20.7	25.8	EN 28
White Cement						
Bulk	percentage	48.7	43.7	38.2	47	EN 28
Packed	percentage	51.3	56.3	61.8	53	EN 28
Ratio of packaging recovered	percentage	40	40	42	44	EN28
<b>GENERAL</b>						
<b>Cement</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
Expenditures for Environmental Protection Activities	million TL	61.2	22.14	19.61	9.67	EN 31
<b>Ready-Mixed Concrete</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
Expenditures for Environmental Protection Activities	million TL	0.64	5.33	4.30	5.24	EN 31
<b>Aggregate</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
Expenditures for Environmental Protection Activities	million TL	0.29	1.01	0.97	0.10	EN 31

## SOCIAL PERFORMANCE DATA

	Unit	2012	2013	2014	G4
<b>Trainings</b>					
<b>Occupational Health and Safety Trainings</b>					
Çimsa Employees					
Total OH&S Training Provided	Hours/Year	12,500	6,395	16,635	LA9
Çimsa Subcontractors					
Total OH&S Training Provided	Hours/Year	8,250	2,829	3,761	LA9
<b>Business Ethics Trainings</b>					
Çimsa Employees					
Managers Trained on Ethics	Percentage	100	100	100	S04
Employees Trained on Ethics	Hours/Year	100	333	374	S04
Ethics Training per Employee	1	1	1	1	S04
<b>General Trainings</b>					
Çimsa Employees					
Average training per employee	Hours/Year	18.57	21.3	40.67	LA9
<b>Employee Turnover Ratios</b>					
Consolidated (Recruitment + Quitting)					
Inside the Scope	Percentage	4,4%	19,1%	15,3%	LA1
Outside the Scope	Percentage	7,9%	22,3%	10,4%	LA1
Total	Percentage	5,9%	20,9%	13,2%	LA1
<b>Labour force data</b>					
Total Employees					
White Collar Employees	Person	445	418	408	G4-10
Blue Collar Employees	Person	558	542	550	G4-10
Employees of Subcontractors	Person	348	1108	1066	G4-10
Çimsa Employees Under Contract					
Number of Permanent Contracts	Person	1001	960	958	G4-10
Number of Temporary Contracts	Person	2	0	0	G4-10
Full time employees	Person	1003	960	958	G4-10
Part time employees	Person	0	0	0	G4-10
<b>Gender</b>					
Male	Person	956	911	913	G4-10
Female	Person	47	49	45	G4-10
<b>Age</b>					
Between 20-29	Person	150	182	184	G4-10
Between 30-39	Person	514	489	482	G4-10
Between 40-49	Person	297	260	260	G4-10
Between 50-60	Person	42	29	32	G4-10
Employees in Minority Groups	Person	0	0	0	G4-10
<b>Distribution of employees according to positions</b>					
Senior management	Person	12	15	16	G4-10
Middle level management	Person	34	34	31	G4-10
Line management	Person	39	71	95	G4-10
Expert/Engineer	Person	118	102	127	G4-10
Other white collar personnel	Person	242	196	139	G4-10
Blue collar personnel	Person	558	542	550	G4-10

## SOCIAL PERFORMANCE DATA

OUR SOCIAL PERFORMANCE								
Labour force data								
Distribution of Personnel (31.12.2014) (By age groups)								
Regional Distribution	Age 20-25	Age 26-30	Age 31-35	Age 36-40	Age 41-45	Age 46-50	Above 50	Total
Headquarters (İstanbul)	3	8	10	7	7	1	6	42
Mersin Plant	21	85	85	91	59	45	10	396
Eskişehir Plant	12	42	55	38	25	9	2	183
Kayseri Plant	5	19	38	23	11	12	1	109
Niğde Plant	2	22	22	20	24	12	2	104
Ankara Plant	0	1	5	15	3	2	2	28
Ready-Mixed Concrete	1	20	36	16	14	4	0	91
Aggregate	0	0	0	2	0	0	0	2
Terminal	0	0	0	1	2	0	0	3
Total	44	197	251	213	145	85	23	958
Distribution of Personnel (31.12.2014) (By positions)								
Regional Distribution	Total	Senior management	Management (Director)	Supervisor (Chief/Expert)	Officer/Technician	Blue Collar		
Headquarters (İstanbul)	42	8	9	24	1	0		LA1
Mersin Plant	396	2	14	108	23	249		LA1
Eskişehir Plant	183	1	3	39	11	129		LA1
Kayseri Plant	109	1	1	26	5	76		LA1
Niğde Plant	104	1	0	24	0	79		LA1
Ankara Plant	28	3	0	7	1	17		LA1
Ready-Mixed Concrete	91		4	34	53	0		LA1
Aggregate	2			2		0		LA1
Terminal	3			3		0		LA1
Total	958	16	31	267	94	550		
Personnel Recruited and Quitted (01.01.2014-31.12.2014) : (125 persons in-127 persons out)								
Regional Distribution	Recruited		Quitted					
	Number		Ratio	Number	Ratio			
Headquarters (İstanbul)	7		6%	7	6%	LA1		
Mersin Plant	82		66%	62	49%	LA1		
Eskişehir Plant	18		14%	23	18%	LA1		
Kayseri Plant	11		9%	9	7%	LA1		
Niğde Plant	3		2%	6	5%	LA1		
Ankara Plant	1		1%	1	1%	LA1		
Ready-Mixed Concrete	3		2%	15	12%	LA1		
Aggregate	0		0%	4	3%	LA1		
Terminal	0		0%	0	0%	LA1		
Personnel Recruited and Quitted (01.01.2014-31.12.2014) : (125 persons in-127 persons out)								
Distribution by gender and age	Recruited		Quitted					
	Number		Ratio	Number	Ratio			
Number of Female Employees	6		5%	10	8%	LA1		
Number of Male Employees	119		95%	117	92%	LA1		
Age group 20-25	35		28%	3	2%	LA1		
Age group 26-30	56		45%	22	17%	LA1		
Age group 31-35	22		18%	35	28%	LA1		
Age group 36-40	7		6%	34	27%	LA1		
Age group 41-45	2		2%	13	10%	LA1		
Age group 45-50	3		2%	14	11%	LA1		
50 and above	0		0%	6	5%	LA1		
Ratio to General Employee Number	13,0%			13,3%		LA1		
Report Period Data								
Number of personnel who took maternal leave in report period	Number							
	2	LA3						
Number of personnel who returned from maternal leave in report period	Number							
	2	LA3						
Number of personnel who returned from maternal leave and still worked in past 12 months and in reporting period and its ratio to total personnel who returned from maternal leave	0,2%		LA3					



## C. CORPORATE MEMBERSHIPS

ACRONYM	NAME OF ASSOCIATION/FOUNDATION/UNION/INSTITUTION	REPRESENTATIVE IN MANAGEMENT	DUTY
SKD/TBCSD	Business Council for Sustainable Development	Nevra ÖZHATAY	Member
ÇEDBİK	Association of Environment Friendly Green Buildings	Nevra ÖZHATAY	Member
TÜSİAD	Turkish Industrialists' and Businessmen's Association	ÇİMSA (Corporate Representation) - Serra SABANCI	Member
TÜSİAD	Turkish Industrialists' and Businessmen's Association	Hakan GÜRDAL	Member
TURMEPA	Clean Sea Association	Nevra ÖZHATAY	Member
CEMBUREAU	Cembureau The European Cement Association		Member
PERYÖN	Turkish Personnel Management Association	Bilgen ÇAĞLI	Member
TKYD	Corporate Governance Association of Turkey	Nevra ÖZHATAY	Treasurer of the Board
TKYD	Corporate Governance Association of Turkey	Memduh GÜLLÜ	Member
TKYD	Corporate Governance Association of Turkey	Remzi KARATAL	Member
TKYD	Corporate Governance Association of Turkey	Ümit ÇETİN	Member
ÖSGD	Private Sector Volunteers Association	Bilgen ÇAĞLI	Member
ÖSGD	Private Sector Volunteers Association		Associate Member of Supervisory Board
İMSAD	Building Materials Industrialists Association		Member
TÇMB	Turkish Cement Manufacturers' Association	Nevra ÖZHATAY	Corporate Representative
TÇMB	Turkish Cement Manufacturers' Association	Hakan GÜRDAL	Vice Chairman of the Board and Chairman of Sustainability Subcommittee
TÇMB	Turkish Cement Manufacturers' Association	Şahap SARIER	Member of Technical Permanent Committee
TÇMB	Turkish Cement Manufacturers' Association (EÇKA)	İsmail BOZ	Member of Environment and Climate Change Committee, Member of Temporary Sub-Committee of Wastes and Petroleum Coke, Member of Temporary Sub-Committee of On-line Connection, Member of the Board of Directors of Environment and Climate Commission
TÇMB	Turkish Cement Manufacturers' Association	Önder KIRCA	Member of Permanent Committee of Ready-Mixed Concrete - Sub-Committee of Concrete Road and Concrete Barriers
TÇMB	Turkish Cement Manufacturers' Association	Çağatay AVŞAR	OH&S Member of Board
TÇMB	Turkish Cement Manufacturers' Association		Member of Permanent Committee of Ready-Mixed Concrete - Sub-Committee of Environment and Occupational Safety
TÇMB	Turkish Cement Manufacturers' Association	Tolga KALE	Member of Permanent Committee of Ready-Mixed Concrete - Sub-Committee of Environment and Occupational Safety
TÇMB	Turkish Cement Manufacturers' Association	Yeşim TEKNİKER	Member of Permanent Committee of Ready-Mixed Concrete - Sub-Committee of Environment and Occupational Safety
TÇMB	Turkish Cement Manufacturers' Association		Member of Permanent Technical Committee, Technical Expertise Committee - Member of Standards
ÇEİS	Cement Industry Employers' Union	ÇİMSA (Corporate Representation)	Member
ÇEİS	Cement Industry Employers' Union	Hakan GÜRDAL	Member of Board of Directors
ÇEİS	Cement Industry Employers' Union	Bilgen ÇAĞLI	ÇAIK (Board of Work Relations) Deputy President
ÇEİS	Cement Industry Employers' Union	Çağatay AVŞAR	OH&S Member of Board
ÇEİS	Cement Industry Employers' Union	Caner TÜRKYENER	ÇEİS Member of Cement National Competencies Board (CYK)
ÇEİS	Cement Industry Employers' Union	İlhami BARILDAR (OH&S Leader)	Member of ÇEİS Business Evaluation
SAHOL	H.Ö.Sabancı Holding A.Ş.	İsmail BOZ	Member of Environmental Committee
THBB	Turkish Association of Ready-Mixed Concrete	Önder KIRCA	Member of Board of Directors
THBB	Turkish Association of Ready-Mixed Concrete		Corporate Representative, Member of Technical Committee
THBB	Turkish Association of Ready-Mixed Concrete	Yeşim TEKNİKER	Member of Environmental Committee
THBB	Turkish Association of Ready-Mixed Concrete	Tolga KALE	Member of Environmental Committee
MAK.MÜH.ODASI	Chamber of Mechanical Engineers	Mustafa TURAN	Member
MAK.MÜH.ODASI	Chamber of Mechanical Engineers	Faruk ÖZERGİL (Planning Leader)	Member
ÇMO	Chamber of Environmental Engineers	İlhami BARILDAR (OH&S Leader)	Member
MAD.MÜH.ODASI	Chamber of Mining Engineers	Enver AYAS (Raw Materials Leader)	Member
AKİB	Mediterranean Exporters' Association	ÇİMSA (Corporate Representation)	Member
OAİB	Central Anatolia Exporters' Association	Erbil KOÇAK	Member of Board of Directors
TİC. VE SAN.ODALARI	Chambers of Trade and Industry	ÇİMSA (Corporate Representation)-Ready-Mixed Concrete Regional Directors	Corporate Membership of All Plants and Ready-Mixed Concrete Facilities
MESİAD	Mersin Industrialists' and Businessmen's Association	Levent ÖNCEL (Corporate Representation)	Mersin Plant Membership
WBSCD - CSI	World Business Council for Sustainable Development - Cement Sustainability Initiative	ÇİMSA (Corporate Representation) - Nevra Özhatay	
GC Turkey	UN Global Compact	Çimsa (Corporate Representation)	-

## D.GRI INDEX TABLES



Materiality  
Disclosures  
Çimsa Çimento Sanayii ve  
Ticaret A.Ş.

Dec 2015  
Service

GENERAL STANDARD DISCLOSURES			
GENERAL STANDARD DISCLOSURES	PAGE NUMBER / DISCLOSURES	EXTERNAL AUDIT	GLOBAL COMPACT
<b>STRATEGY AND ANALYSIS</b>			
G4-1	Message of General Manager p. 5-6	No Audit Made	
<b>CORPORATE PROFILE</b>			
G4-3	Çimsa Çimento Sanayi ve Ticaret A.Ş. p. 96	No Audit Made	
G4-4	Products p. 11, Çimsa 2014 Annual Report p. 24-27	No Audit Made	
G4-5	İstanbul, Türkiye p. 96	No Audit Made	
G4-6	Corporate Profile p. 9, Communication p. 96-97	No Audit Made	
G4-7	Corporate Profile p. 8-9	No Audit Made	
G4-8	Corporate Profile p. 8-9, Communication p. 96-97	No Audit Made	
G4-9	Corporate Profile p. 8-9, Economic Performance Data p. 80, Social Performance Data p. 84-85	No Audit Made	
G4-10	Social Performance Tables p. 84-85, At Çimsa, for all employment except apprenticeship, permanent and full time work contract practices are the basis except for exceptional cases. The flexible employment practices are carried out through the employees of subcontractor companies. The distribution of total labour force by regions is directly proportional with the sizes of businesses and workplaces and permanent staff requirements. There was no important change in the number of employees.	No Audit Made	UNGC PRINCIPLE 6
G4-11	All the blue collar employees employed at Çimsa are in the scope of Collective Labour Agreement. As of December 31, 2014, the total number of employees covered in the scope of Çimsa's Group Collective Labour Agreement is 550; and the ratio of this to total number of employees is 57.4%.	No Audit Made	UNGC PRINCIPLE 3
G4-12	Our sustainability matters in the value chain p. 18	No Audit Made	
G4-13	Depending on the decision of Board of Directors no. 1532 dated October 7, 2014, the remaining 50% share of CIMS A CEMENT SALES NORTH GMBH resident in Germany, in which we had 50% share, was transferred to Çimsa Çimento Sanayi ve Ticaret A.Ş. As the result of this operation, Çimsa's share in CIMS A CEMENT SALES NORTH GMBH company increased from 50% to 100%.	No Audit Made	
G4-14	Corporate Governance and Business Ethics p. 13-14, Risk Management p. 25, 2014 Annual Report p. 43	No Audit Made	
G4-15	Message of General Manager p. 5-6, Voluntary Initiatives p. 21	No Audit Made	
G4-16	Corporate Memberships p. 86	No Audit Made	

## GRI INDEX TABLES

GENERAL STANDARD DISCLOSURES			
GENERAL STANDARD DISCLOSURES	PAGE NUMBER / DISCLOSURES	EXTERNAL AUDIT	GLOBAL COMPACT
<b>MATERIAL SUSTAINABILITY ASPECTS AND BOUNDARIES</b>			
G4-17	Corporate Profile p. 8-9; Communication 96-97, Cimsa Cementos Espana S.A.U. (Spain), Cimsa Cement Sales North GMBH (Germany), CimsaRom Marketing Distributie S.R.L. (Romania), 000 Çimsa Rus CTK (Russia), Cimsa Adriatico SRL (Italy), Cimsa Cement Free Zone Ltd. (TRNC), Afyon Çimento San. T.A.Ş. (51% partnership). The sustainability data pertaining to Afyon Çimento San. T.A.Ş. and terminals abroad is not included in the scope of the report. Reporting Approach p. 73-74	No Audit Made	
G4-18	Çimsa Sustainability Issues p. 20-21, Reporting Approach p. 73-75	No Audit Made	
G4-19	Çimsa Material Sustainability Issues p. 18, 20-21	No Audit Made	
G4-20	Çimsa Material Sustainability Issues p. 22	No Audit Made	
G4-21	Çimsa Material Sustainability Issues p. 22	No Audit Made	
G4-22	Reporting Approach p. 73-75	No Audit Made	
G4-23	Sustainability Management p. 19, Çimsa Sustainability Issues p. 21, Reporting Approach p.73-75	No Audit Made	
<b>STAKEHOLDER ENGAGEMENT</b>			
G4-24	Stakeholder Relations p. 61	No Audit Made	
G4-25	Stakeholder Relations p. 61, Çimsa 2012 Sustainability Report p. 23, Çimsa 2013 Sustainability Report p. 70	No Audit Made	
G4-26	Stakeholder Relations p. 62-66, The employees are the most important part of the process.	No Audit Made	
G4-27	Stakeholder Relations p. 62-66	No Audit Made	
<b>REPORT PROFILE</b>			
G4-28	2014	No Audit Made	
G4-29	2013	No Audit Made	
G4-30	Annual	No Audit Made	
G4-31	Legal Notice p. 98, <a href="mailto:surdurulebilirlik@cimsa.com.tr">surdurulebilirlik@cimsa.com.tr</a> , <a href="http://www.cimsadasurdurulebilirlik.org">www.cimsadasurdurulebilirlik.org</a>	No Audit Made	
G4-32	GRI G4 Core Reporting Standard, GRI Index Table p. 87, The report is not audited as a whole. Reporting Approach p. 73-75	No Audit Made	
G4-33	Our Business Principles p. 13-14, Reporting Approach 73-75, Internal audit activities are intensely included in Çimsa operations.	No Audit Made	
<b>GOVERNANCE</b>			
G4-34	Our Business Principles p. 13-14, Material Sustainability Issues p. 19-20, 2014 Annual Report p. 43 and <a href="http://www.cimsa.com.tr">www.cimsa.com.tr</a>	No Audit Made	
<b>ETHICS AND INTEGRITY</b>			
G4-56	Our Business Principles p. 13-14, 2014 Annual Report p. 43, SABANCI Ethics Rules <a href="http://www.sabanci.com.tr">www.sabanci.com.tr</a>	No Audit Made	



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SPECIFIC STANDARD DISCLOSURES			
DMA and Indicators	PAGE NUMBER / DISCLOSURES	EXTERNAL AUDIT	GLOBAL COMPACT
<b>ECONOMIC PERFORMANCE</b>			
G4-DMA	Our Economic Performance and Management Approach p. 24	No Audit Made	
G4-EC1	Corporate Profile p. 8, The Economic Value Created and Distributed p. 28	No Audit Made	
G4-EC2	Risk Management p. 25, Message of General Manager, p. 5-6, Sustainability Strategy p. 15-18, 20-21	No Audit Made	
G4-EC3	"Economic Performance Data p. 80, Side Benefits for Employees p. 32, Contribution of Çimsa to Individual Pension System for the Employees in 2014: 0.43 million TL Total number of employees in Individual Pension System: 286"	No Audit Made	
G4-EC4	Investments in the Scope of Sustainability p. 26, Economic Performance Data p. 80, The sum of export-oriented tax deductions that Çimsa benefited in 2014 was 1,029,753 TL.	No Audit Made	
<b>MARKET PRESENCE</b>			
G4-DMA	Message of General Manager p. 5-6	No Audit Made	
G4-EC5	Our Approach of Offering Equal Opportunities and Human Rights p. 34-35	No Audit Made	
G4-EC6	Employment and Fundamental Rights p. 30-31	No Audit Made	
<b>INDIRECT ECONOMIC IMPACTS</b>			
G4-DMA	Our Economic Performance and Management Approach p. 24	No Audit Made	
G4-EC7	Investments in the Scope of Sustainability p. 26	No Audit Made	
G4-EC8	Economic Value Created and Distributed p. 27, Benefits to Suppliers p. 28, Benefits to Society p. 67, Learning Organization p. 68-69, Social Responsibility Projects p. 70-71, Energy Efficiency p. 43, Alternative Fuels and Raw Materials p. 51	No Audit Made	
<b>PROCUREMENT PRACTICES</b>			
G4-DMA	Economic Value Created and Distributed p. 27	No Audit Made	
G4-EC9	Benefits to Suppliers p. 28	No Audit Made	

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SPECIFIC STANDARD DISCLOSURES			
DMA and Indicators	PAGE NUMBER / DISCLOSURES	EXTERNAL AUDIT	GLOBAL COMPACT
<b>ENVIRONMENT</b>			
<b>MATERIALS</b>			
G4-DMA	Climate and Environmental Management p. 43, Alternative Fuels and Raw Materials p. 50-51	No Audit Made	
G4-EN1	Environmental Performance Data p. 81	No Audit Made	UNGC PRINCIPLE 7, 8, 9
G4-EN2	Environmental Performance Data p. 81	No Audit Made	UNGC PRINCIPLE 7, 8, 9
<b>ENERGY</b>			
G4-DMA	Energy Efficiency p. 48-49	No Audit Made	
G4-EN3	Environmental Performance Data p. 81	No Audit Made	UNGC PRINCIPLE 7, 8, 9
G4-EN5	Environmental Performance Data p. 82	No Audit Made	UNGC PRINCIPLE 7, 8, 9
<b>BIODIVERSITY</b>			
G4-DMA	Biodiversity p. 53	No Audit Made	
G4-EN13	Environmental Performance Data p. 82	No Audit Made	UNGC PRINCIPLE 7, 8, 9
<b>EMISSIONS</b>			
G4-DMA	Emissions p. 44-47	No Audit Made	
G4-EN15	Environmental Performance Data p. 82	No Audit Made	UNGC PRINCIPLE 7, 8, 9
G4-EN16	Environmental Performance Data p. 82	No Audit Made	UNGC PRINCIPLE 7, 8, 9
G4-EN18	Environmental Performance Data p. 82	No Audit Made	UNGC PRINCIPLE 7, 8, 9
G4-EN21	Environmental Performance Data p. 82	No Audit Made	UNGC PRINCIPLE 7, 8, 9
<b>WASTES</b>			
G4-DMA	Wastes Produced by our Plants, p. 52	No Audit Made	
G4-EN23	Environmental Performance Data p. 83	No Audit Made	UNGC PRINCIPLE 7, 8, 9
<b>PRODUCTS AND SERVICES</b>			
G4-DMA	Wastes Produced by our Plants, p. 52	No Audit Made	
G4-EN28	Environmental Performance Data p. 83	No Audit Made	UNGC PRINCIPLE 7, 8, 9
<b>TRANSPORT</b>			
G4-DMA	Supplier Management p. 55-57	No Audit Made	
G4-EN30	Supplier Management p. 55-57	No Audit Made	UNGC PRINCIPLE 7, 8, 9
<b>GENERAL</b>			
G4-DMA	Investments in the Scope of Sustainability p. 26, Message of General Manager, p. 5-6	No Audit Made	
G4-EN31	Environmental Performance Data p. 83	No Audit Made	UNGC PRINCIPLE 7, 8, 9

## GRI INDEX TABLES

SOCIAL	PAGE NUMBER / DISCLOSURES	EXTERNAL AUDIT	GLOBAL COMPACT
<b>LABOUR PRACTICES AND DECENT WORK</b>			
<b>EMPLOYMENT</b>			
G4-DMA	Contribution o Society p. 42, 43	No Audit Made	
G4-LA1	Social Performance Data, p. 84-85	No Audit Made	UNGC PRINCIPLE 6
G4-LA2	Employment and Fundamental Rights p. 30-31, Side Benefits for Employees p. 32	No Audit Made	UNGC PRINCIPLE 6
G4-LA3	Social Performance Data, p. 85	No Audit Made	UNGC PRINCIPLE 6
<b>LABOR / EMPLOYER RELATIONS</b>			
G4-DMA	Labour Force Management Practices: The organizational and operational changes are finalized and shared with the organization one month in advance in order to allow for necessary preparations.	No Audit Made	
G4-LA4	Employment and Fundamental Rights p. 30-31	No Audit Made	UNGC PRINCIPLE 3, 6
<b>OCCUPATIONAL HEALTH AND SAFETY</b>			
G4-DMA	Occupational Health and Safety p. 38	No Audit Made	
G4-LA5	Occupational Health and Safety Management in Cement Business p. 39, Site Responsibility p. 40, Behavioural Audits p. 40, OH&S Scorecard Practice p. 41, Occupational Health and Safety Management in Ready-Mixed Concrete Business p. 41-42	No Audit Made	UNGC PRINCIPLE 6
G4-LA6	Occupational Health and Safety p. 38, In 2014, there was no fatal accident involving personnel on Çimsa's payroll.		
G4-LA7	We do not have any employees with a high work accident rate. Controls and programmes oriented at risks are carried out with the planning of the work place physicians and medical personnel at the relevant work places.		
G4-LA8	Occupational Health and Safety Management in Cement Business p. 39	No Audit Made	UNGC PRINCIPLE 6
<b>TRAINING AND EDUCATION</b>			
G4-DMA	Trainings and Development p. 37	No Audit Made	
G4-LA9	Social Performance Data, p. 84	No Audit Made	UNGC PRINCIPLE 6
G4-LA10	Trainings and Development p. 37	No Audit Made	UNGC PRINCIPLE 6
G4-LA11	Individual Performance Management p. 33	No Audit Made	UNGC PRINCIPLE 6
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>			
G4-DMA	Our Approach of Offering Equal Opportunities and Human Rights p. 34-35	No Audit Made	
G4-LA12	Our Approach of Offering Equal Opportunities and Human Rights p. 34	No Audit Made	UNGC PRINCIPLE 6
<b>EQUAL REMUNERATION FOR WOMEN AND MEN</b>			
G4-DMA	Our Approach of Offering Equal Opportunities and Human Rights p. 34-35	No Audit Made	
G4-LA13	Our Approach of Offering Equal Opportunities and Human Rights p. 34-35	No Audit Made	UNGC PRINCIPLE 6
<b>SUPPLIER ASSESSMENT FOR LABOUR PRACTICES</b>			
G4-DMA	Occupational Health and Safety p. 38	No Audit Made	
G4-LA14	"For Çimsa, the most critical matter regarding labour practices is subcontractor companies. In this context, the selection and evaluation of subcontractor companies is an area of priority. During the selection process of subcontractor companies, the assessments regarding industrial relations in the scope of their previous Social Security and Labour Law practices and references are taken into account."	No Audit Made	UNGC PRINCIPLE 6
G4-LA15	The most critical matter in Çimsa's labour practices is the active follow-up that the employees of subcontractors get their legal rights in time and in full. In this context, before paying the monthly progress payments, Çimsa investigates whether the company fulfills its liabilities to its employees and government agencies. Regular follow-ups aimed at occupational health and safety (OH&S) matters are carried out regularly, and the liabilities of the company are defined in detail in contract articles also with respect to OH&S. The contracts also contain provisions for imposing administrative sanctions on the companies in case of conflict with OH&S. Due to non-conformities in practice, the contracts of 3 subcontractors were not renewed. In 2015, awareness raising trainings with legal and social content will be planned for subcontractors..	No Audit Made	UNGC PRINCIPLE 6



## GRI INDEX TABLES

HUMAN RIGHTS	PAGE NUMBER / DISCLOSURES	EXTERNAL AUDIT	GLOBAL COMPACT
<b>INVESTMENT</b>			
G4-DMA	Our Approach of Offering Equal Opportunities and Human Rights p. 34-35	No Audit Made	
G4-HR1	Our Approach of Offering Equal Opportunities and Human Rights p. 34-35	No Audit Made	UNGC PRINCIPLE 1, 2
G4-HR2	For the private security personnel working in the body of subcontractor company, an average training of one day covers an average training of 1 hour on human rights.	No Audit Made	UNGC PRINCIPLE 1, 2
<b>NON-DISCRIMINATION</b>			
G4-DMA	Our Approach of Offering Equal Opportunities and Human Rights p. 34	No Audit Made	
G4-HR3	Our Approach of Offering Equal Opportunities and Human Rights p. 34-35	No Audit Made	UNGC PRINCIPLE 1, 2, 3, 6
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>			
G4-DMA	Freedom of Association and Collective Bargaining: There is no practice like obstructing or discouraging aimed at freedom of association of suppliers. It is preferred that the suppliers, with whom Çimsa does business, to manage their personnel with the best legal rights.	No Audit Made	
G4-HR4	Our Approach of Offering Equal Opportunities and Human Rights p. 35-36	No Audit Made	UNGC PRINCIPLE 1, 2, 3
<b>CHILD LABOUR</b>			
G4-DMA	Child Labour: It is the principle not to work with suppliers who employ child labor, and necessary sanctions can be applied in the scope of the contracts of suppliers who demonstrate behaviours in conflict with the provisions of the contract	No Audit Made	
G4-HR5	Our Approach of Offering Equal Opportunities and Human Rights p. 35-36	No Audit Made	UNGC PRINCIPLE 1, 2, 5
<b>FORCED LABOUR</b>			
G4-DMA	Forced Labour or Compulsory Labour: It is the principle that the suppliers recruit and employ their employees with statutory contracts and legal conditions. Compliance with human rights and the quality standards are critical factors in the selection of suppliers.	No Audit Made	
G4-HR6	Our Approach of Offering Equal Opportunities and Human Rights p. 35-36	No Audit Made	UNGC PRINCIPLE 1, 2, 4
<b>SECURITY PRACTICES</b>			
G4-DMA	"Security Practices: This is compulsory for the subcontractor companies providing private security company services; it is aimed to provide this with a wider scope for the personnel of the other subcontractor and supplier companies as general training at regular intervals. Hence, it is planned to improve the general quality and training level"	No Audit Made	
G4-HR7	Our Approach of Offering Equal Opportunities and Human Rights p. 36	No Audit Made	UNGC PRINCIPLE 1, 2
<b>INDIGENOUS RIGHTS</b>			
G4-DMA	Rights of Local Communities: The demands, recommendations, opinions and feed backs of the local communities, who are one of the most important stakeholders, are considered and local sensitivities are observed in regulating the local policies.	No Audit Made	
G4-HR8	There is no incident.	No Audit Made	UNGC PRINCIPLE 1, 2
<b>ASSESSMENT</b>			
G4-DMA	Our Approach of Offering Equal Opportunities and Human Rights p. 36	No Audit Made	
G4-HR9	The ratio of the activities, in which human rights practices are periodically controlled and audited in the scope of Çimsa's subcontractor services, is 20%. Çimsa's operations are fully compatible with the laws, regulations and legislation in force.	No Audit Made	UNGC PRINCIPLE 1, 2
<b>HUMAN RIGHTS GRIEVANCE MECHANISMS</b>			
G4-DMA	Human Rights Grievance Mechanism: Necessary inspections are carried out for such notifications via SA-Ethics practices and company website.	No Audit Made	
G4-HR12	Considering all of Çimsa's practices so far, there was no grievance concerning violation of human rights in the scope of the principle of full compliance with the Constitution and all relevant laws.	No Audit Made	UNGC PRINCIPLE 1, 2

## GRI INDEX TABLES

SOCIETY	PAGE NUMBER / DISCLOSURES	EXTERNAL AUDIT	GLOBAL COMPACT
<b>LOCAL COMMUNITIES</b>			
G4-DMA	Stakeholder Relations p. 61	No Audit Made	
G4-S01	Stakeholder Meetings p. 62, Dialogue with Local External Stakeholders 64-65	No Audit Made	UNGC PRINCIPLE 1
G4-S02	Stakeholder Relations p. 75	No Audit Made	UNGC PRINCIPLE 1
<b>ANTI-CORRUPTION</b>			
G4-DMA	Anti-corruption: The necessary control, monitoring and finding determinations are carried out with in-house audit channels.	No Audit Made	
G4-S03	Çimsa's audit universe was reassessed and updated with a risk- and process-oriented approach, and it was modified to cover all processes and locations. The corruption and infraction risks are among the main assessment criteria in the audit universe. In 2014, there was no business unit analyzed due to risk of corruption.	No Audit Made	UNGC PRINCIPLE 10
G4-S04	Social Performance Data p. 84, Business Ethics p. 13, The ethics rules, which Çimsa employees are required to comply with, are covered in Chapter 3 of Human Resources directive under the main headings of Integrity, confidentiality, conflict of interest and responsibility, and are announced to all employees via intranet. 100% of the white collar employees undergo training related with corporate ethics rules within the first month of their employment. All employees undergo ethics training every year, and they complete and sign the ethics commitment document again. The blue collar personnel are also included in the scope of ethics.	No Audit Made	UNGC PRINCIPLE 10
G4-S05	In 2014, no corruption incident was experienced.	No Audit Made	UNGC PRINCIPLE 10
<b>PUBLIC POLICY</b>			
G4-DMA	Our Business Principles p. 13	No Audit Made	
G4-S06	Such a material/moral contribution and/or support is not in the scope of our business ethics and corporate governance principles.	No Audit Made	UNGC PRINCIPLE 10
<b>COMPLIANCE</b>			
G4-DMA	Compliance: The legal risks and non-compliance notifications of the work places are monitored and the necessary requirements are met in time with pro-active measures.	No Audit Made	
G4-S08	In 2014, we were not given any such penalty.	No Audit Made	

## GRI INDEX TABLES

PRODUCT RESPONSIBILITY	PAGE NUMBER / DISCLOSURES	EXTERNAL AUDIT	GLOBAL COMPACT
<b>CUSTOMER HEALTH AND SAFETY</b>			
G4-DMA	Not a priority	No Audit Made	
G4-PR1	Product Safety and Responsibility p. 58-60	No Audit Made	
G4-PR2	No similar incident was present in the reporting period.	No Audit Made	
<b>PRODUCT AND SERVICE LABELLING</b>			
G4-DMA	Not a priority	No Audit Made	
G4-PR3	Product Safety and Responsibility p. 58-60	No Audit Made	
G4-PR4	No similar incident was present in the reporting period.	No Audit Made	
G4-PR5	Stakeholder Relations p. 63-65	No Audit Made	
<b>MARKETING COMMUNICATIONS</b>			
G4-DMA	Not a priority	No Audit Made	
G4-PR6	Product Safety and Responsibility p. 58-60	No Audit Made	
G4-PR7	Product Safety and Responsibility p. 58-60	No Audit Made	
<b>CUSTOMER PRIVACY</b>			
G4-DMA	Not a priority	No Audit Made	
G4-PR8	Product Safety and Responsibility p. 58-60	No Audit Made	
<b>COMPLIANCE</b>			
G4-DMA	Not a priority	No Audit Made	
G4-PR9	No similar incident was present in the reporting period.	No Audit Made	



# COMMUNICATION AND LEGAL NOTICE



## COMMUNICATION

### HEADQUARTERS

Çimsa Çimento Sanayi ve Ticaret A.Ş.  
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T : (0216) 651 53 00  
(0216) 651 05 00  
(0216) 651 03 85 F : (0216) 651 14 15

### CEMENT PLANTS AND TERMINALS

#### Mersin Plant

Toroslar Mah. Tekke Cad. Yenitaşkent - Mersin  
T : (0324) 454 00 60 F : (0324) 454 00 75

#### Eskişehir Plant

İstanbul Karayolu 22. Km Çukurhisar - Eskişehir  
T : (0222) 411 32 00 F : (0222) 411 31 31

#### Kayseri Plant

Kayseri Bünyan Yolu 35.km Bünyan - Kayseri  
T : (0352) 712 16 07 F : (0352) 712 22 59

#### Niğde Plant

Hacı Sabancı Bulvarı, Niğde  
T : (0388) 232 36 30  
F : (0388) 232 36 34

#### Afyon Çimento Türk A.Ş.

Güvenevler Mahallesi Fatih Cad. No:22 03040  
Afyonkarahisar  
T : (0272) 214 72 00 F : (0272) 214 72 09

### Ankara Grinding and Packaging Facility

Karşıyaka Mah. Fırat Cad.  
No: 3 Lalahan - Ankara  
T : (0312) 865 23 96 F : (0312) 865 23 95

### Çimsa Marmara Terminal

Sahil Caddesi Rota Limanı İçi Yarımca, Körfez  
- Kocaeli  
T : (0262) 528 42 33 F : (0262) 528 42 36

### Çimsa Malatya Terminal

TCDD Yanı Çimento Dolum Tesisi, Battalgazi  
- Malatya  
T : (0422) 841 36 77 F : (0422) 841 32 30

### READY-MIXED CONCRETE PLANTS

#### ADANA REGION

##### Çimsa - Regional Directorate

##### Çimsa - Zeytinli Ready-Mixed Concrete Plant

Adana - Mersin Yolu Üzeri 17. Km Kestel Mevkii  
Zeytinli, Seyhan - Adana  
T : (0322) 441 19 01 F : (0322) 441 19 02

##### Çimsa - İncirlik Ready-Mixed Concrete Plant

Güzelevler Mah. Girne Bulvarı Bossa 2. Fabrika Yanı,  
Yüreğir-Adana

##### Çimsa - Misis Ready-Mixed Concrete Plant

Hacı Sabancı Organize Sanayi Bölgesi 6. Cadde  
Misis, Yüreğir - Adana

### Çimsa - Osmaniye Ready-Mixed Concrete Plant

Tüysüz Beldesi Yolçatı Mevkii D - 400 Karayolu  
Üzeri, Toprakkale - Osmaniye

### Çimsa - Kahramanmaraş Ready-Mixed Concrete Plant

Kayseri Yolu Üzeri 2. km Galericiiler Sitesi Bitişiği,  
Kahramanmaraş

### Çimsa - Kozan Ready-Mixed Concrete Plant

Kozan Organize Sanayi Bölgesi İçi Kozan - Adana

#### MERSİN REGION

##### Çimsa - Regional Directorate

##### Çimsa - Yenihal Ready-Mixed Concrete Plant

Bahçelievler Mah. 1097 Sok. No: 2 Yenihal Yolu  
Yalınayak Kasabası - Mersin  
T : (0324) 235 73 14 F : (0324) 235 73 17

##### Çimsa - Tarsus Ready-Mixed Concrete Plant

Çamlıyayla Yolu, Eshab - ı Kehf Yol Kavşağı,  
Tarsus - Mersin

##### Çimsa - Silifke Ready-Mixed Concrete Plant

Kabasakallı Köyü Gökçeboyu Mevki, Silifke - Mersin

## COMMUNICATION

### SAKARYA - ESKİŞEHİR REGION

#### Çimsa - Çukurhisar Regional Directorate Ready-Mixed Concrete Plant

Bursa yolu 20. km Çukurhisar Eskişehir  
T : (0222) 411 32 06 F : (0222) 411 32 07

#### Çimsa - Adapazarı Ready-Mixed Concrete Plant

Orta Mah. Plevne Cad. No: 31 Sakarya

#### Çimsa - Afyon Ready-Mixed Concrete Plant

Organize Sanayi Bölgesi 4. Cadde 2. Sokak No:1  
Afyonkarahisar

#### Çimsa - Osmaneli Ready-Mixed Concrete Plant

Camikebir Mah. Çörektepe Mevkii Osmaneli - Bilecik

#### Çimsa - Bilecik Ready-Mixed Concrete Plant

1. Organize Sanayi Bölgesi 8. Cadde No: 3  
Merkez - Bilecik

#### Çimsa - Eskişehir Ready-Mixed Concrete Plant

Muttalip Yolu 500. metre, Eskişehir

#### Çimsa - Kütahya Ready-Mixed Concrete Plant

Zafer Tepe Mahallesi Selçuklu Caddesi No: 36  
Kütahya

#### Çimsa - Denizli Üçler Ready-Mixed Concrete Plant

Hacı Eyüğü Mah. 3125 Sok No:5 Üçler - Denizli

### KAYSERİ - NİĞDE REGION

#### Çimsa - Regional Directorate

#### Çimsa - Başakpınar Ready-Mixed Concrete Plant

Malatya Yolu Üzeri 10.km Başakpınar Gaziler Mevkii  
Talas - Kayseri  
T : (0352) 224 67 40 (3 lines) F : (0352) 224 67 44

#### Çimsa - Anbar Ready-Mixed Concrete Plant

Ankara Karayolu Üzeri, Anbar Mevkii Bölge Trafik  
Arkası, Kayseri

#### Çimsa - Nevşehir Ready-Mixed Concrete Plant

Niğde Yolu Üzeri 7. km Göre - Nevşehir

#### Çimsa - Aksaray Ready-Mixed Concrete Plant

Organize Sanayi Bölgesi, Aksaray

#### Çimsa - Karaman Ready-Mixed Concrete Plant

Organize Sanayi Bölgesi, Karaman

#### Çimsa - Ereğli Ready-Mixed Concrete Plant

Konya Yolu Üzeri 3. km Ereğli - Konya

#### Çimsa - Tufanbeyli Ready-Mixed Concrete Plant

Tufanbeyli Termik Santral Proje Sahası, Taşpınar  
Kapısı Girişi, Tufanbeyli-Adana

### TERMINALS ABROAD

#### Germany - Cimsa Cement Sales North GmbH

Nesserlander Strasse, 5 Emden Germany 26721  
T: 00 49 40 70 20 93 14 F : 00 49 70 20 93 20/22

### Italy - Cimsa Adriatico S.R.L.

Riva Cadamosto, 8 - 34147 Trieste - Italy  
T : 00 39 040 2820918

### Spain - Cimsa Cementos Espana S.A.U.

Carretera de la Esclusa S/N, Darsena del Batan  
Notre, 41011 Puerto de Sevilla - Spain  
T : 00 34 95 427 50 68 F : 00 34 95 427 19 36

### Puerto De Alicante

(Prolongación sur) Muelle 21 - Parcela 1 03008  
Alicante - Spain  
T : 00 34 965 107 707 F : 00 34 965 286 628

### KKTC - Çimsa Cement Free Zone Ltd.

Serbest Liman, Gazi Magosa - TRNC  
T : 00 90 392 365 49 80 F : 00 90 392 365 49 81

### Romania - Cimsarom Marketing Distributie S.R.L.

BdMamaia, Ofice Nr 5, Nr 251 Et 4,  
Constanta - Romania  
T : 00 40 241 585 333 F : 00 40 241 585 333

### Russia - OOO Cimsa Rus CTK

Trading Company Limited  
Malozemelskaya Str, No: 16, 353900  
Novorossiysk - Russia  
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