



SUSTAINABILITY REPORT 2015



ABOUT THE REPORT

Çimsa, a global actor of Turkish cement and building materials sector, has sought to operate as a reliable business partner for its stakeholders and as a building block for living spaces and infrastructure of the future in line with its vision since the day it was established. As part of this responsibility, Çimsa plans to provide the most current and complete information for its stakeholders regarding the social, environmental and economic impact stemming from its operations through the sustainability reports issued.

Just like the previous report, Çimsa 2015 Sustainability Report is in compliance with the requirements of "core option of the GRI G4 Reporting Guidelines set by the Global Reporting Initiative (GRI). Starting with the materiality principle, the content identification methods stated by the GRI G4 Guidelines

have been applied during the preparation of the report's contents. While the GRI G4 indicators have been primarily used for reporting the performance disclosures, the principles of United Nations Global Compact (UNGC) communication on progress report besides the principles stated by the World Business Council for Sustainable Development (WBCSD) Cement Sustainability Initiative (CSI) have also been taken into consideration.

The report covers cement and ready-mixed concrete operations conducted by Çimento Sanayi ve Ticaret A.Ş. as well as its subsidiaries between 01 January 2015 and 31 December 2015. The terminals of Çimsa abroad and the logistics operations of Çimsa undertaken through its suppliers are not covered by the report since they

demonstrate an insignificant level among the impact created by the total operational volume of the company. Moreover, the data from Afyon Çimento Sanayi ve Ticaret A.Ş., which was acquired in 2012 and is undergoing a renovation project as far as its infrastructure and production conditions are concerned besides sustainability studies still underway, are excluded from the report except for the sections depicting the corporate profile.

Planning to pursue the same guiding methodology for its future reporting studies, Çimsa seeks to issue reports on an annual basis. You may find all previously published sustainability reports on www.cimsadasurdurulebilirlik.org



MESSAGE FROM THE GENERAL MANAGER

Dear Stakeholders,

Çimsa has been appreciated as a global player in the cement and construction materials sector of Turkey, where it has been operating for 44 years, through the value it generated for its stakeholders. The success we achieved in our operations that we conduct with the vision of being a reliable business partner for our stakeholders and being the building stone for living spaces and infrastructure of future, shifts our position every passing day further towards a company that makes an impression globally. This success relies on our corporate principles, responsible and visionary management understanding as well as our pioneer practices and innovative products that we made real with the goal of sustainability.

Together with the responsibility arising as a result of operating in a sector with extremely large area of impact, sustainability is a major dimension in our business strategies. Our main goal is generating value for our stakeholders with a business model that respects people, works in harmony with the environment and that is also financially profitable. For this reason, in decision making processes regarding our investments and practices, products and services, social, environmental and economic performance expectations are equally important as well as financial performance.

2015 period was a year of success in terms of the activities that we have conducted with this respect. 12 million US dollars out of 26 million US dollars of total investments realized within the year were reserved

to the sustainability aspects including but not limited to the environment, occupational health and safety while our environmental management and investment expenditure reached to 12 million TL. Through increasing alternative fuel usage in our plants by 7.79%, we achieved to decrease conventional fuel use. Through waste heat recovery project, we produced more than 173,000 GJ of electricity which resulted in around 23,000 tonnes CO₂ GHG reduction. These values are close to annual consumption volumes of most medium and large scale companies.

A significant share of our sustainability performance comes from environment-friendly characteristics of our products. With a long-routed R&D track-record, Çimsa aims to increase value added of its products by developing environmental-friendlier, innovative and functional products. In this context, by significantly increasing our R&D expenditure compared to previous terms, we made 2 brand new patent applications. Concordantly, we implemented Environmental Product Declaration (EPD) projects regarding super white and calcium aluminate cement products. As a result of this project, İsıdaç40 became the first calcium aluminate cement whereas Çimsa Super White became the second white cement worldwide documented with EPD.

During the reporting period we maintained our efforts to enhance organizational change and development and to create a performance culture across the company. For this purpose, throughout the year, we launched various new programmes regarding professional development of our employees and



organized approximately 66,000 person*hours of trainings. In the same period, we also continued our social responsibility projects which engender a major element in our corporate culture. For instance, we contributed youth education by supporting Summer Kids Project for the 5th year. Our employees volunteered for September Project of Spastic Children's Foundation of Turkey and organized fundraising campaigns.

After our achievements in 2015, in upcoming periods, we believe that we will enhance our sustainability performance even further through new practices. We take our strength from our stakeholders, we take every opportunity to listen their expectations and views which we employ in structuring our objectives. At this occasion, we would like to express our thanks to all our stakeholders primarily our shareholders and investors, employees, suppliers, dealers and business partners for their support and trust in Çimsa's future.

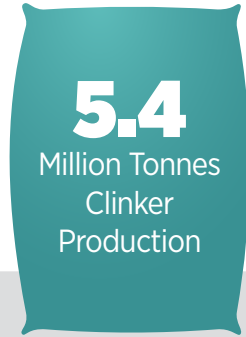
Sincerely,
Nevra Özhatay
General Manager

CORPORATE PROFILE

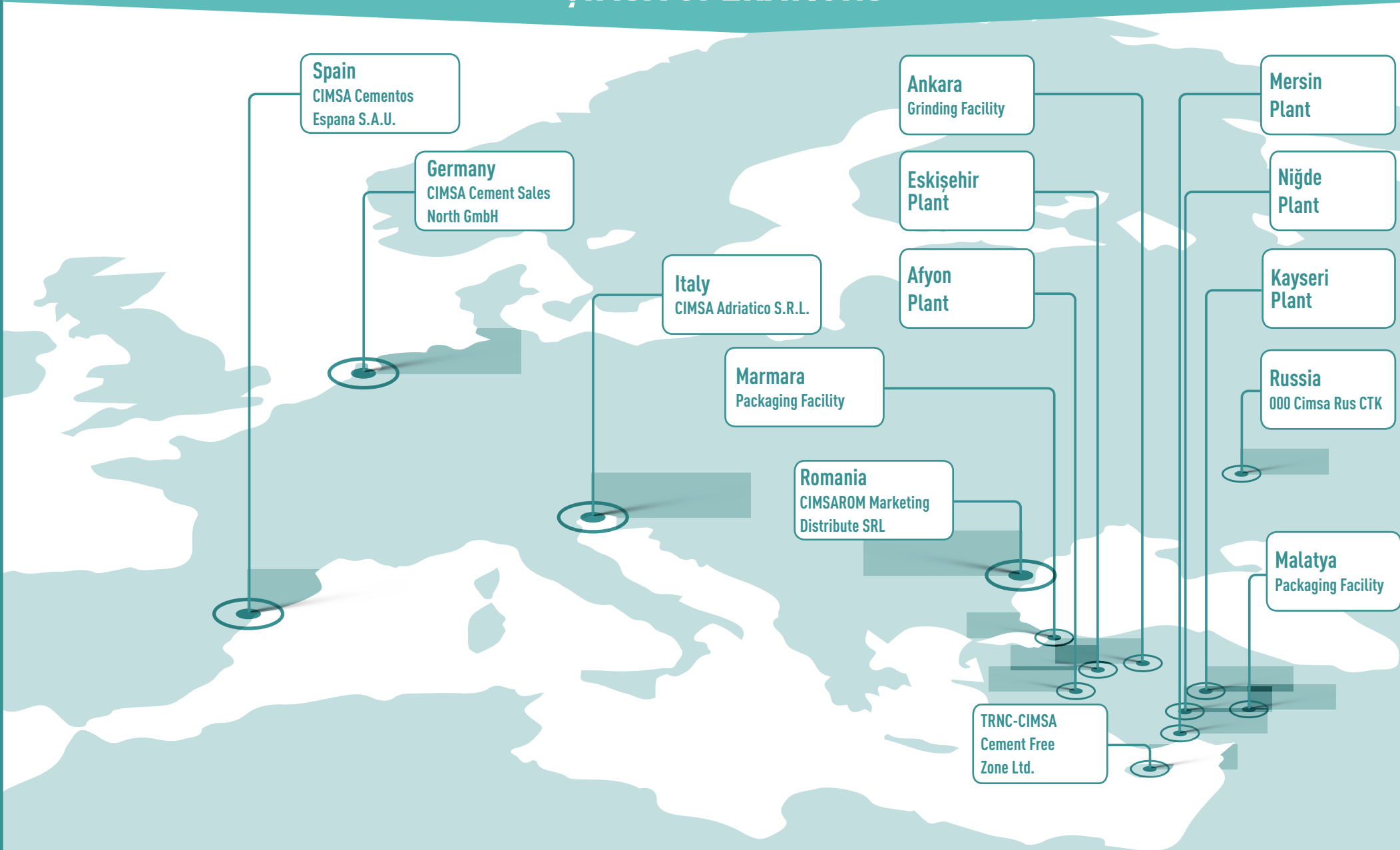
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ÇİMSA IN 2015



ÇİMSA OPERATIONS



ÇİMSA SHAREHOLDER STRUCTURE



Sabancı Holding
%49.42



Other Partnership
%36.38



Akçansa
%8.98



Adana Çimento
%5.11



Hacı Ömer Sabancı Foundation
%0.11

MISSION AND VALUES



Çimsa is an international cement and building materials company growing continuously by creating a difference in the industry as a young organization of 44 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.



PRODUCTS

CEMENT

Çimsa offers TSE and EN compatible, grey cement, white cement and calcium aluminate cements to domestic and international markets with its 5 integrated plants and 1 grinding facility.

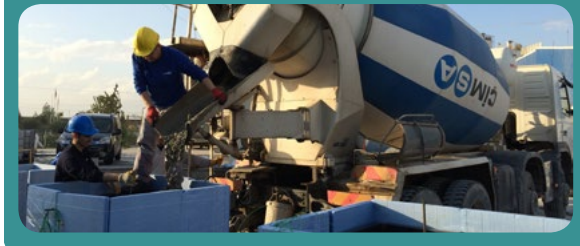
Grey Cement - White Cement
Calcium Aluminate Cement

READY-MIXED CONCRETE

Carefully monitoring the technological and scientific developments in ready-mixed concrete sector, Çimsa develops innovative products thanks to its innovative approach and technological structure and offers special solutions meeting different needs of its customers.

Self-Compacting - Drabeton - Steel Wire Reinforced Concrete - Dekobeton - Decorative Concrete
İzoşap - Light Ready-Mixed Sreed
Uyubet - Sleeping Concrete

You may find more detailed information regarding all [cement](#) and [ready-mixed concrete](#) on www.cimsa.com.tr website. You may find information regarding products, production processes and standards on [Çimsa 2015 Annual Report](#).



SUCCESS IN 2015

Green Dot Awards

Ready-Mixed Concrete Facilities of Çimsa, in Karaman, Kahramanmaraş and Denizli, have been awarded during the 5th Green Dot Awards which has been organized in 2015 by the Turkish Ready-Mixed Concrete Association (TMBB) in order to recognize production realized in harmony with nature and urban environment.



Golden Collar Awards

In 2015, 6th Sabancı Golden Collar Awards, which aim to recognize successes achieved by Sabancı Group companies and employees as well as to enable best practice sharing, have been organized. Within the organization, Çimsa received the First Prize in Market Orientation Corporate Sub-category and Innovation Category, the Second Prize in Equality at Work Category as well as 3 Honourable Mention Awards in Synergy, Innovation and Corporate Entrepreneurship and Efficiency Categories.



ÇEİS OHS Awards

Çimsa plants, continuously improving their corporate standards in OHS, made a strong impression with their practices and performances in 2015. During Cement Industry Occupational Health and Safety Performance Awards organized by Cement Industry Employers' Association (ÇEİS), Çimsa's Afyon and Niğde Plants have been awarded due to the consecutive successful OHS performance they have been showing since 2007.

Blue Helmet Awards

The responsible approach of Çimsa, which acts with the motto of "Safety First in All Platforms", has been recognized during the Blue Helmet Occupational Safety Awards.

During the 3rd Blue Helmet Awards organized in 2015 by Turkish Ready-Mixed Concrete Association (THBB) in order to inform ready-mixed concrete facilities with regard to OHS, to promote best practices, create awareness and measure competences of facilities, Silifke Ready-Mixed Concrete Facility awarded with the First Prize whereas Çukurhisar Ready-Mixed Concrete Facility received the Second Prize.

Respect for People Award

Çimsa has been awarded for the second time in the 15th Respect for People Award organized by Kariyer.net for highlighting meticulous practices regarding human resources practices in Turkey and sharing it with the society.

Gender Equality in Worklife Award

Çimsa received the First Prize in Gender Equality in Worklife Awards organized by Ministry of Labour and Social Security, Directorate-General for Labour in order to raise awareness on gender related issues in the workplace.



GOVERNANCE and SUSTAINABILITY

İŞTEN ÖNCE
BEKİR

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Complementing our corporate governance practices through modern practices and methods, we develop our policies and strategies according to a risk and opportunity oriented approach.

We strive to ensure economic, social as well as environmental sustainability of our operations besides enhancing our sustainability performance further in that respect.

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Complementing our corporate governance practices through modern practices and methods, we develop our policies and strategies according to a risk and opportunity oriented approach. Our sustainability strategy is implemented in a way integrated with all our operations. Due to the transparent, accountable and participatory understanding of management we have adopted, we collect expectations of our stakeholders through a number of different communication channels and include them in our decision-making processes. We strive to ensure economic, social as well as

environmental sustainability of our operations besides enhancing our sustainability performance further in that respect.

CORPORATE GOVERNANCE

Having adopted a corporate governance approach defined by the principles of transparency and accountability, Çimsa is a publicly traded company and its related practices are managed in line with the Corporate Governance Principles set by the Capital Markets Board (CMB).

Corporate Governance Principles Compliance Report is available in the Çimsa 2015 Annual Report or the [Çimsa corporate website](#).

Established in line with the Corporate Governance Principles, Çimsa Board of Directors is composed of 6 seats. The majority of the Board of Directors is composed of non-executive members. Different individuals hold the seats for the Chairman of the Board and the General Manager positions. In accordance with the Capital Markets Board (CMB) Corporate Governance Principles, two independent members are present on the the Board of Directors. Corporate Governance Committee, Audit Committee and Early Risk Detection Committee are all under the Board of Directors and report to the Board.

Detailed information on the structure and operations of the Çimsa Board of Directors and related committees are available over the [Çimsa corporate website](#).



RISK MANAGEMENT

Çimsa defines Corporate Risk Management 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”. Within the scope of risk management, not only investment and business related risks but also sustainability related risks such as occupational health and safety, climate change, energy costs, emissions and water resources as well as management of these issues within the supply chain are also dealt with.

The highest body responsible for corporate risk management is the Early Risk Detection Committee under the Board of Directors. The committee’s responsibility lies in ensuring the efficiency of the corporate risk systems, risk perception and the preventive actions while the Corporate Risk Management Unit is responsible for implementing not only the risk management system but also the identified processes. Risk Management Unit measures, assesses and prioritizes the operational, financial, strategic risks besides risks from the



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external environment in a systematic fashion and monitors the identified critical risks regularly. Risk evaluation studies are held annually and enable close monitoring of the risks as well as taking fast measures when needed. Risk Management Department reports its studies and the results obtained to the Early Risk Detection Committee, which in turn evaluates the risk management studies and the efficiency of these studies before sharing them with the Board of Directors.

INTERNAL AUDIT

As a reflection of the Corporate Governance Principles, corporate culture and high performance practices, Çimsa shows maximum sensitivity for compliance with the laws and regulations besides prevention of corruption, anti-competitive or unethical acts. In that respect, the audit operations are held at the most senior management levels and are also represented on these levels. Internal

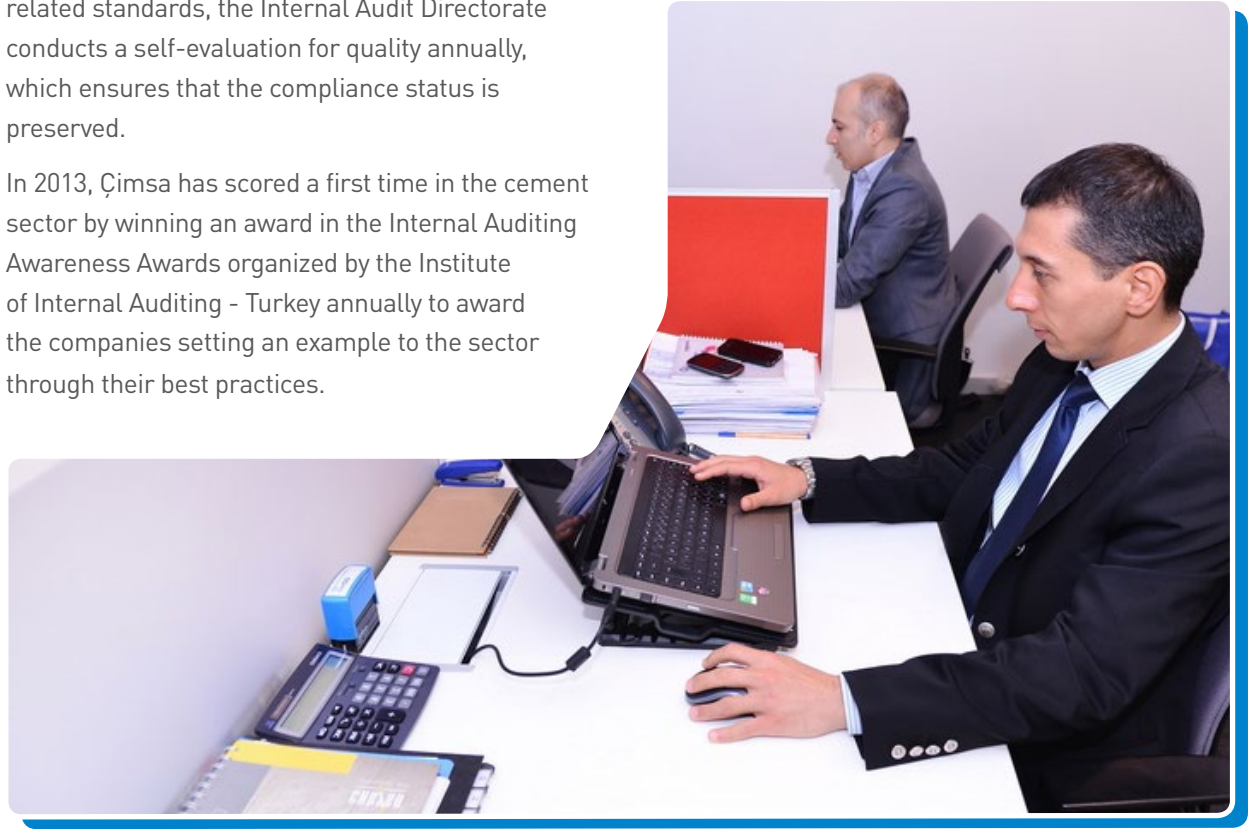
Audit Directorate is responsible for the related operations while the production and commercial operations held within the domestic and foreign Çimsa business network are audited in a planned, systematic and risk-based fashion so that they could be covered by the Çimsa audit universe.

Reporting to the Audit Committee assigned by the Çimsa Board of Directors, the Internal Audit Directorate audits and provides consultancy services in an independent and objective way in line with the mandate it derives from the Internal Audit Regulation approved by the Board of Directors. For that purpose, the risk management, internal control and governance, efficiency and efficacy of all the main processes within the company are evaluated while the risky issues are presented for further evaluation at the highest level and suggestions for further development are made.

Internal audit operations of Çimsa have been assessed by Ernst&Young, one of the independent companies accredited by the Institute of Internal Auditors (IAA), and has obtained "General Compliance with the Standards" certificate, which is of the highest ranking available according to the International Internal Audit Standards. Therefore the internal audit operations conducted are certified not only to comply with the international standards but they are also proven to be held at high performance levels with added value in an efficient and objective fashion. In turn this strengthens our reliability in the eyes of our investors, shareholders and public. Due to the

related standards, the Internal Audit Directorate conducts a self-evaluation for quality annually, which ensures that the compliance status is preserved.

In 2013, Çimsa has scored a first time in the cement sector by winning an award in the Internal Auditing Awareness Awards organized by the Institute of Internal Auditing - Turkey annually to award the companies setting an example to the sector through their best practices.



BUSINESS ETHICS

The ethical approach Çimsa bases on its relations with its stakeholders are defined through Sabancı Ethics Rules (SA-ETHICS). Acting under the defined ethical rules has become an essential part of the corporate culture and way of doing business for Çimsa employees during their relations with the stakeholders.

Ethical issues are managed and monitored at the highest management levels through the Audit Committee and Disciplinary Committee. The ethical rules stated are shared over the corporate website besides the corporate intranet with all the stakeholders both in Turkish and English languages. Moreover, there are certain communication mechanisms identified with the

Sabancı Holdings Ethics Committee and Çimsa Ethics Rules Advisor in order to deal with the questions and notifications regarding ethical issues. The related questions and notifications are evaluated in line with the related norms at once and concluded. In addition to that, all white-collar employees receive an informative training about these ethical norms, fight against corruption and practices in the first month of their recruitment. Apart from that, these trainings are held annually and white-collar employees verify their status of compliance with the ethical norms. Internal audit team too participates in the audit trainings about ethics and corruption held by the Institute of Internal Auditing – Turkey and independent organizations within the scope of plans for their professional development and compliance with international internal auditing standards. During the reporting period, Çimsa senior executives and white-collar employees have all received training for ethical norms and fighting against corruption. During the reporting period, Çimsa continued its audit studies regarding compliance with the ethical norms and corruption issues within the scope of its internal audit plans as far as all its operational processes are concerned. During the year, the company faced no fines or sanctions due to incompliance with the legal regulations.

Sabancı Ethics Rules are available both on www.sabanci.com.tr and www.cimsa.com.tr for your view.

SUSTAINABILITY MANAGEMENT

Our sustainability policy is about integrating our sustainability approach as an essential part of the corporate culture besides integrating it with the decision-making, implementation and business processes through products and services.

Çimsa Sustainability Management Organization

Chaired by the General Manager, Sustainability Committee meets regularly throughout the year and is responsible for sustainability management at Çimsa. Seeking to manage the sustainability issues in light of the feedback received from the stakeholders, in-house performance besides global and local trends and thus reaching the corporate goals set, the committee is composed of Operations and Investments, Finance, Human Resources, Procurement and Logistics, Sales, Ready-Mixed Concrete, Strategy and Business Development as well as Corporate Communication and Sustainability functions.

Sustainability Committee monitors sustainability issues throughout the year, prioritizes them and integrates the performance indicators with the tracking systems so that they could be a part of sustainability management.

Çimsa has invested **12 million US dollars** in 2015 for sustainability, environment, health and safety related areas.

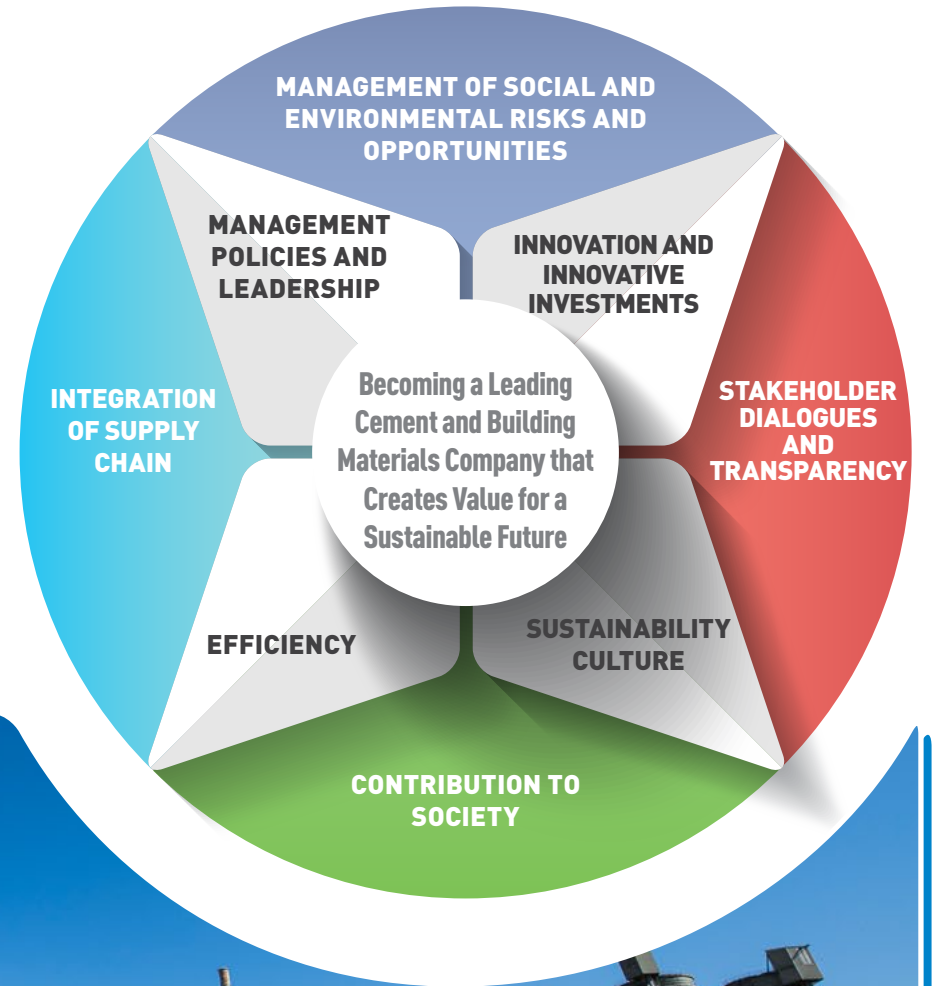


Çimsa Sustainability Strategy

Çimsa shapes its studies with the vision of turning into a leading cement and building materials company creating values for a sustainable future. In that respect, our main goal remains making sustainability approach a part of the corporate culture while also integrating it with the decision making, implementation and business processes of the individuals, teams and stakeholders involved through products and services. In order to reach that goal, the following four areas are focused on for development during the sustainability studies,

- Social and environmental risk and opportunities management
- Transparency and dialogue with the stakeholders
- Contribution to society
- Supply chain integration

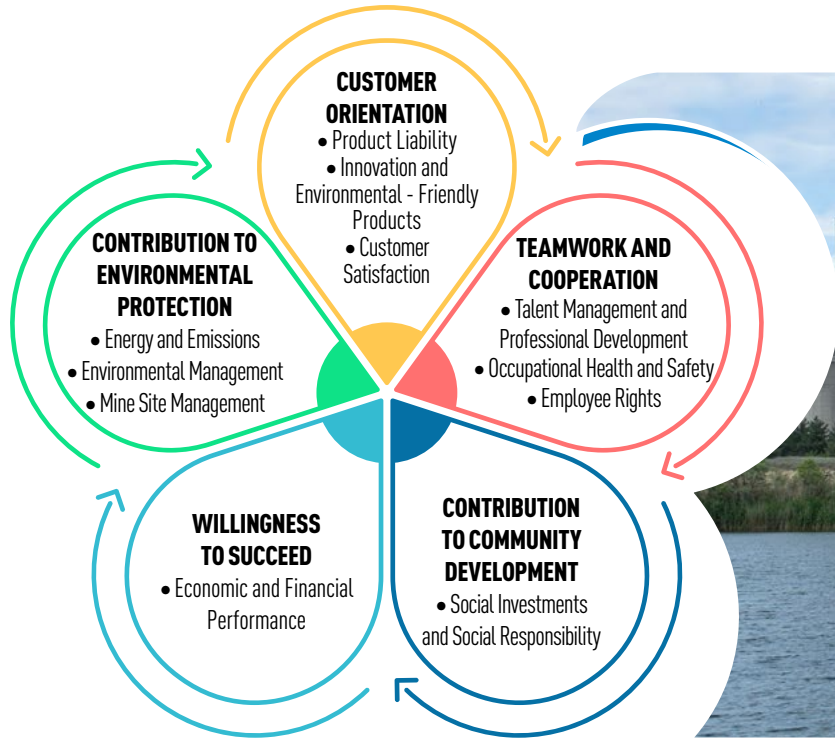
The main focus of these areas identified for development lies in Çimsa Sustainability Priorities, which are defined through internal and external studies, in addition to policies that will be pursued in that respect, leadership, innovation and innovative investments.



Çimsa Sustainability Priorities

The main contents of Çimsa Sustainability Management are composed of the prioritized issues covering social, environmental, economic aspects defined at the end of a process conducted in line with the principles stated by the GRI G4 Reporting Guidelines. During the reporting period Çimsa Sustainability Priorities were updated by a survey study held with the participation of a broad mass featuring both internal company and external stakeholders. Dealing with a universe of issues composed through sector developments, international initiatives and stakeholder expectations; the study enabled internal and external stakeholders to assess these issues separately in a risk and opportunity based approach. The results obtained eventually were evaluated with the broad participation of Çimsa Sustainability Committee and the portfolio of issues was thus finalized.

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STAKEHOLDER RELATIONS

Stakeholders remain the most important subject of the business processes Çimsa pursues throughout the value chain. Active communication with the stakeholders constitutes a prerequisite of success as far as successful operations are concerned. Therefore, Çimsa seeks to communicate with the stakeholders through active mechanisms as part of both the company's Corporate Communication Strategy and Sustainability Strategy.

Çimsa presents its performance regarding the sustainability priorities announced regularly through sustainability reports for the stakeholders' view. In parallel with the sustainability strategy, stakeholder meetings are organized in order to remain in constant contact with the stakeholders and receive their views and suggestions about the studies conducted. During the reporting period, the output from the detailed stakeholder meetings held in 2014 was analysed and business plans for the actions to be taken until the next stakeholder meeting series were drawn up.

Çimsa met its customers and dealers during the social and sector events organized in 2015 and participated in investors meetings held with the investors. While meeting with the local public within the scope of the corporate social responsibility projects, the meetings held throughout the year enabled the company to meet sector associations. Apart from these, local press visits were organized and active participation in the meetings of the member international initiatives was ensured.

Voluntary Initiatives and Commitments

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



Stakeholder Group	Communication Tool
Employees	Annual Report, Sustainability Report, Corporate Policies, Periodicals, Suggestion System, SA-Ethical Principles, Collective Bargaining Agreement, Employee Trainings, Occupational Health and Safety Committees, Internal Informative Announcements, Social Media, Website, Social Activities
Shareholders and Investors	Annual Report, Sustainability Report, Corporate Periodicals, Interim Operating Reports, General Meeting of the Shareholders, Informative and Material Disclosures, Presentations for Investors, Meetings and Interviews, Teleconferences, SA-Ethical Principles, Social Media, E-Mail Bulletins, Website
Customers (Dealers & Users)	Annual Report, Sustainability Report, Corporate Periodicals, Product-Brand-Market Surveys, Meetings and Trainings, Dealers' Meetings, Regular Visits, Meetings, Product Labels, SA-Ethical Principles, Social Media, Website, Social Activities
Suppliers and Contractors	Annual Report, Sustainability Report, Corporate Periodicals, SA-Ethical Principles, Meetings and Interviews, Corporate Policies, Social Media, Website, Social Activities
Local Community & Public	Annual Report, Sustainability Report, Social Development Projects, Meetings and Interviews, Social Media, Website, Social Activities
Public Institutions	Annual Report, Sustainability Report, Meetings and Interviews, Audits, Technical Reports, Website, Social Activities, Sponsorships
Academic Institutions	Annual Report, Sustainability Report, Meetings and Interviews, Joint Projects, Website, Sponsorships, Technical Visits
Group Companies	Annual Report, Sustainability Report, Corporate Periodicals, Meetings and Interviews, Joint Projects, Social Media, Website
Financial Institutions	Annual Report, Sustainability Report, Interim Operating Reports, Meetings and Interviews, Website
NGOs, Sector Organizations & Professional Organizations	Annual Report, Sustainability Report, Social Development Studies, Memberships, Meetings and Interviews, Joint Projects, Social Media, Website
Media	Annual Report, Sustainability Report, Press Meetings and Releases, Meetings, Meetings and Interviews, Social Media, Website

Corporate Memberships

Business Council and Sustainable Development Association (SKD/TBSCD)	H.Ö. Sabancı Holding A.Ş. (SAHOL)
Environmentally Friendly Green Buildings Association (ÇEDBİK)	Turkish Ready-Mixed Concrete Association (THBB)
Turkish Industrialists' and Businessmen's Association (TUSİAD)	Chamber of Mechanical Engineers
Clean Sea Association (TURMEPA)	Chamber of Environmental Engineers
European Cement Association (CEMBUREAU)	Chamber of Mining Engineers
Turkish Personnel Management Association (PERYÖN)	Mediterranean Exporters' Associations (AKİB)
Corporate Governance Association of Turkey (TKYD)	Central Anatolia Exporters' Associations (OAİB)
Private Sector Volunteers Association (ÖSGD)	Chambers of Commerce and Industry
Building Materials Industrialists Association (İMSAD)	Mersin Industrialists' and Businessmen's Association (MESİAD)
Turkish Cement Manufacturers' Association (TCMA)	World Business Council for Sustainable Development - Cement Sustainability Initiative (WBCSD-CSII)
Cement Industry Employers' Union (ÇEİS)	Global Compact Turkey

CEMENT SUSTAINABILITY INITIATIVE (CSI) 2015 FORUM

Cement Sustainability Initiative (CSI), an initiative of World Business Council for Sustainable Development (WBCSD), has been founded with the participation of 25 cement producers which represent one third of the global cement production. Since 2013 Çimsa has been one of the members of Cement Sustainability Initiative which expects its members to integrate social and environmental responsibility to their business strategies and activities besides a robust financial performance.

CSI provides its members with a unique platform where they can share information at national, regional and international scale, benefit from each others' experiences and decide on best practices by discussion. CSI members seize opportunities for discussing on current situation of various sustainability issues and areas of improvements through forum meetings held annually.

Cement Sustainability Initiative Forum (CSI Forum), held annually in order to discuss on activities in cement industry and future action plans, was hosted by Çimsa between 13-14 October 2015 in Nevşehir, Cappadocia. CSI Forum 2015, organized under the motto "Achieving Zero Harm for your Workforce, Contractors and Communities", gathered senior managers of CSI member companies, NGO representatives,

academics from various countries, OHS experts, representatives of industrial and commercial sectors and public authorities as well as Dr.

Serhat Ayrım, Deputy Secretary of Republic of Turkey Ministry of Labour and Social Security, Mr. Philippe Fonta, CSI Director and Mrs. Nevra Özhatay, General Manager of Çimsa.

During two days of the Forum, more than 30 speakers in 6 different sessions and 2 panels, discussed the pathways of embedding fundamentals of safety into the DNA of the



corporate culture for changing employee behaviour, revising management system, developing communication with external

stakeholders. Also within the Forum, during the technical visit paid to Çimsa Kayseri Plant, which has been entitled as "the Cleanest Industrial Plant in Turkey" in 2012 and awarded multiple times by Turkish Cement Industry Employers' Association with "OHS Performance Award", Çimsa has presented its production process and OHS practices to the participants.



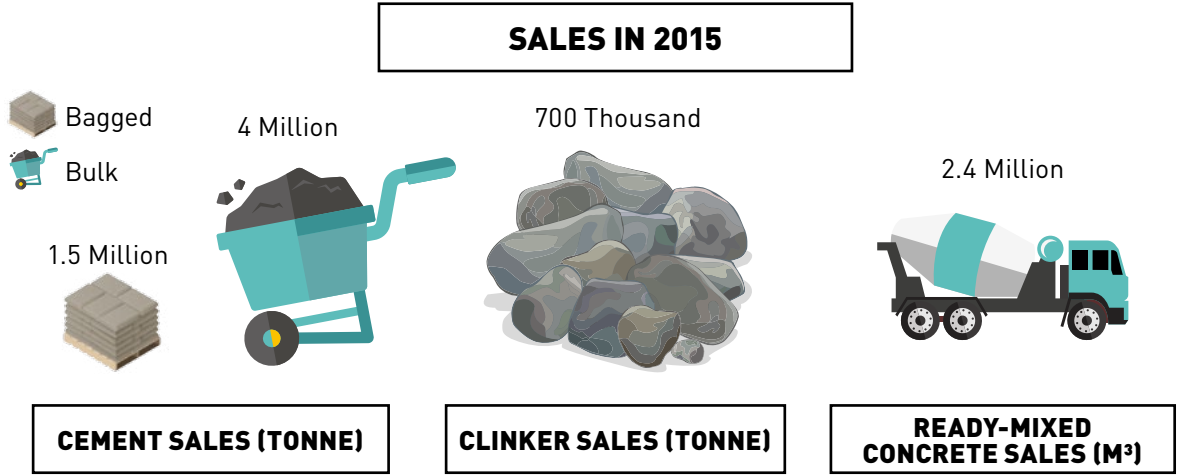
CONTRIBUTION TO LOCAL ECONOMY

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In line with the increase in population and social needs, the expectancy for modern, affordable living space and infrastructure rises. Aware of the fact that the life quality of a society could only increase through sustainable products and services, Çimsa seeks to address the needs that differ. Assessing the market expectations in the right way leads to economic success for Çimsa.

During the reporting period 4.45 million tonnes grey cement, 1.03 million tonnes white cement, 0.71 million tonnes clinker, 2.4 million m³ ready-mixed concrete were sold, which amounts to 7% increase in net sales reaching 1.17 billion TL in total when compared with 2014.



Direct Economic Value

The main goal of Çimsa operations remains creating sustainable value for the target stakeholders. In that respect the value created as a result of the operations spreads throughout the local economies via the amount paid for goods and services procured from the suppliers, payments made to the employees and shareholders, the tax paid to the state and social investments made. In 2015 1.17 billion TL in direct economic value was created and 1.17 billion TL in direct economic value was distributed. During the reporting period the exports also rose by 42% when compared with the last year and turned out to be 321,93 million TL.

Direct Economic Value (million TL)			
	2013	2014	2015
Economic Value Created	875.40	982.95	1,085.83
<i>Net Sales Revenues</i>	875.40	982.95	1,085.83
Economic Value Distributed	814.31	893.09	1,005
<i>Operating Costs</i>	571.48	596.52	658.17
<i>Wages for Employees</i>	65.41	73.23	78.95
<i>Dividend for Stockholders</i>	98.07	155.89	190.98
<i>Payment to Financial Institutions</i>	25.07	16.65	21.06
<i>Tax Paid to the State*</i>	44.00	48.00	55.42
<i>Social Investments**</i>	10.27	2.80	0.48
Economic Value Retained	61.09	89.86	80.83

*VAT values are not included.

** The amount disclosed here contains donations and sponsorships given during the year. Social project costs are not included.

Indirect Economic Value

Cement and building materials sector plays a significant role in the development of many other sectors besides its operations and the economic value it creates has a multiplier effect. In other words, the operations undertaken by Çimsa creates indirect economic effects in many aspects from savings to employment, from supplies to social investments and therefore these operations impose indirect economic impact on many aspects while also lending its support for local economic development.

Since 2004 Çimsa employees have benefited from Private Pension System (BES) with Employer Contribution. The employees can begin to join in the system starting once they have reached to the end of their first six months at the company. The employees that wish to enrol in the system pays at least 3% of their gross monthly wages as participation fee and enjoy 3% employer contribution in return. During the reporting period, there were 265 employees that opted for enrolling in this system. On behalf of these employees, Çimsa paid 0.48 million TL in employer contribution to the Private Pension System (BES) fund in 2015.

During the reporting period, the amount of direct employees employed by Çimsa amounted to 990 while the amount of contractor firm employees working for Çimsa operations amounted to 1,231. Needless to say, the local aspect of the cement sector, which stands out among other things, is also reflected on the labour force. While all of

Çimsa employees are local, on a location basis a great majority of the labour force working in all operation points of Çimsa are actually recruited from among the local residents.

Integration of Çimsa operation with local economy could also be observed as far as the supply chain is concerned. In 2015 out of the 1,050 active suppliers products and services were purchased from in 2015, 975 of them were local companies. In the same way, out of the 856 million TL worth procurement operations conducted, 753 million TL worth provided by local suppliers. In that respect, during the reporting period local supply rate of Çimsa is 93% on number basis and 88% on procurement amount basis.



R&D Studies and Environment-Friendly Products

R&D studies play an important role in the economic value created by Çimsa. In 2000 Çimsa launched the very first and only research and development centre of Turkey in the cement sector and it ranks among the few top producers in terms of special cement types production and application development. Cement Research and Development Centre, which boasts a high level of knowledge and skills regarding cement and the all aspects cement is used, has three main functions:

- Coming up with new product development programs with high profitability and properties that will make a difference for the cement sector and end users,
- Providing lab support both for local and foreign customers using Çimsa cement products and helping the customers improve their production by visiting them through the sales support system,
- Creating added value for market development and informing the ones using the product on Çimsa products and developing new areas of use.

The first main goal of Çimsa Cement Research and Development Centre remains adding special products with high profitability levels to the product portfolio. Thanks to the studies held, Self-Cleaning White Cement was launched

last year besides scoring a first in the world by producing Anti-Bacterial White Cement. The second main goal regarding innovation is to help customers develop special products using Çimsa Cement products.



1st Construction Chemicals Seminar

Çimsa held Construction Chemicals Seminar for the first time in 2015 in order to enable participation of academics, R&D teams from various companies in the sector to meet and discuss contribution of cement and calcium aluminate cement products to construction chemicals applications performance and new application areas.

The goal within the scope of the program that lasted a day was to get the local and foreign academics to share the latest developments and applications regarding construction chemicals with Çimsa customers and R&D teams in an interactive fashion.

Through the survey conducted at the end of the event, positive feedback was received from the participants, who also requested that the event should be held regularly. As a result of the seminar, upon the demand of Çimsa clients, joint R&D studies were conducted. As found beneficial, it was decided Construction Chemicals Seminars to be traditionalize and held annually.

Another goal for Çimsa product development studies is reducing the environmental impact of the products and producing the necessary raw materials and solutions for green building construction. Various exemplary studies were conducted in that respect both in the past and the reporting period. Çimsa has therefore turned into a significant brand in local as well as foreign markets thanks to its environment friendly product studies. During the reporting period, Çimsa became the first Turkish company and the second company in overall Europe published by Construction Europe's Eco-Platform in cement class, which of course proved to be a source of pride for us.



EPD for Environment-Friendly Products by Çimsa

The fact that there is an ever increasing performance in obtaining certificates for the use of environment-friendly products in the construction process of the green buildings running for LEEDs and BREAM green building certificates, encouragement for the use of products with Environmental Product Declarations (EPD) in the EU and the US markets constituting 75-80% of the Çimsa special cement products users has motivated Çimsa further in that respect. As a result, Çimsa conducted EPD studies for super white cement and calcium aluminate cement products in 2015 in line with the strategy of increasing added value of Çimsa products, developing product use areas and reduce environmental impact throughout product lifecycle. As a result of the project, İsideç40 became the world's first calcium aluminate cement with EPD while Çimsa Super White became the second white cement with EPD in the world.



Customer Satisfaction and Product Responsibility

The main reason for the success Çimsa has enjoyed in the eye of its customers is its management approach that accepts its customers as its main focus and seeks to address their ever changing and developing expectancies and needs fully and on time. In an effort to develop customer satisfaction further, Çimsa has always shown an approach that is close to its customers and users and undertakes various practices in order to enhance customer satisfaction. Frequent visits, events held for builders, technical support before and after sales, Construction Chemicals Seminar, technical bulletins, joint R&D studies, customer support unit and social events etc. are all used to ensure customer satisfaction.

Satisfaction levels of Çimsa customers are measured via Customer Loyalty surveys held by independent organizations every two years. The results are then broken into segments and appropriate actions are taken after that. In 2013, customer loyalty was measured to be 75% while in 2015 that rate rose to 83%.

In line with Çimsa sustainability approach and quality policy, the basis of Çimsa product liability lies in producing according to local and international standards at a high level of reliability and quality and providing the products on time for the customers. Since the customers and end users are exposed to the impact of the products directly, providing detailed information for them

on the products remains an important aspect of product liability. For that purpose, Çimsa organizes product information studies for the customers and end users besides trainings held. Apart from that, all Çimsa products boast Material Safety Data Sheet (MSDS) documents and they are presented to the customers. Bagged products also feature packaging labels with information on the product. During the reporting period, no violations of the related laws were made about the labelling of

Çimsa products while also no non-compliance cases came about the provision conditions of the products and again no fines or sanctions were imposed about the matter.

Customer information confidentiality is among the responsibilities of Çimsa towards its customers. During the reporting period, no complaints were received regarding the violation of customer information confidentiality.



WORKPLACE



06

Providing a happy, safe, motivating working environment for its employees, Çimsa seeks to become a fair and equalitarian working place that observes and upholds employee rights, helps them develop their talents, avoids discrimination, implements the highest standards for occupational health and safety issues.

Enhancing leadership properties in all levels besides the knowledge and skill levels of the employees, Çimsa Human Resources practices intends to measure organizational climate regularly and establishes an infrastructure of organization and human rights infrastructure to support corporate strategies.

Employees by Employment Type	
Direct Employment	990
Indirect Employment	1,231
Employees by Category	
White-Collar	435
Blue-Collar	555
Employees by Gender	
Female	53
Male	937
Employees by Age Group	
18-25	42
26-35	428
36-45	389
46+	131
Employees by Education Levels	
Primary School	84
High School	471
University Graduate and Higher	435

ÇİMSA CORPORATE DEVELOPMENT AND HUMAN RESOURCES VISION AND MISSION

VISION

Creating a high performance culture

MISSION

Ensuring organizational change and development

Held regularly since 2007, organizational climate workshops and end of the year open sharing meetings enable Çimsa to learn about and evaluate the employee expectancies and thoughts. Moreover, Human Resources regulations and procedures are constantly supervised and improved in line with the corporate needs and employee expectations.



TALENT MANAGEMENT AND PROFESSIONAL DEVELOPMENT

Çimsa implements a series of inhouse training and learning programs for the employees so that their talents and skills could be strengthened. Within the scope of the identified procedures and policies, these programs are set according to the needs of the employees.

As far as the employees with high potential are concerned, they are provided with the development programs organized by Sabancı Holding annually while various trainings and development programs are implemented for all Çimsa employees from the senior management to blue-collar employees so that the human resources competence could be boosted. Apart from professional knowledge development trainings and management competence development programs, the employees are also able to benefit occupational health and safety trainings, foreign language and personal development trainings. In 2015, white-collar employees received 23,053 person*hour training while blue-collar employees received 42,985 person*hour training amounting to 66,038 person*hour training given to employees in total.

Implemented within the scope of the management competency development programs, Çimsa Management Path Development Program seeks to enable the mid-level managers at Çimsa to become aware of their strong aspects and strengthen their leadership skills. Composed of six different trainings built on top of each other, the program offers



Employee Trainings Total Hours (person*hour)	2013	2014	2015
Blue-Collar	15,677	18,579	42,985
White-Collar	11,485	20,184	23,053
Female	953	2,595	3,284
Male	26,209	36,168	62,754

Individual Performance Management System

White-collar employees at Çimsa are evaluated within the scope of the individual performance management system. The goals are reflected on the individual development plans once the data have been assessed at the end of each year. Besides a detailed development and back-up, an Organizational Success Plan is drawn up for engineers, specialists and higher level employees annually. Development plans are established and monitored. Performance evaluation system is applicable also for blue-collar employees. During the reporting period all white-collar and blue-collar Çimsa employees were given a performance evaluation and were provided with feedback.

various inventory practices and personal feedback studies. With the 5 training groups completed in 2015, 79 employees have participated in total in the development program that went on for 6 months.

“New Çimsa Recruits” development program enables the new university graduates recruited by Çimsa to get aware of their knowledge and skills and specialize in the areas they could provide the best benefits for themselves, the company and the country. The program intends to keep the workforce efficiency at a high and sustainable level. In 2015, approximately 8,000 applications were received within the scope of the project and 14 new Çimsa members were recruited in line with the company needs.

Pole Star Programme seeks to achieve fast compliance of the new recruits with the organization and help them get to know the company in a proper fashion thanks to efficient guidance process while enjoying access to the information they need in an efficient and certain fashion. Within the scope of the practice, the volunteers from among our employees assist the new recruits in all aspects during the orientation period.

After New Graduate recruitments, engineers to be trained for technical subjects such as cement production, maintenance, quality, environment and similar. During the on-year training programs, all processes from entry of raw materials to delivery of the cement are discussed and detailed environment, quality and OHS trainings are conducted. During

2014-2015 period, 10 new graduates have been trained as Cement Engineers through Process Development Engineering Program with a total of 4,760 person*hours of training.

In order to train qualified workforce for the company, support local employment, provide participants with sector-specific professional and work experience while increasing employment rates, Çimsa organizes On-the-Job Training Program for the candidates that have the necessary professional training, certificate and competence but lack professional experience. Organized in cooperation with the Turkish Employment Agency (İŞKUR), the program enables the participants to see the work and production processes for themselves and gain experience on the job. In 2015, out of the 38 candidates that enrolled in the program, 8 of them were recruited afterwards.



Çimsa Development Programs

- Çimsa Management Path Development Program (Development Program for Mid-Level Managers)
- Team Leader and Technical Maintenance Specialist Development Program
- Process Improvement Engineering Development Program
- New Çimsa Recruits Development Program
- Lean 6 Sigma Green Belt Development Program
- Blue-Collar Employees Basic Competency Trainings

Professional Knowledge Development Training Groups

- IT Trainings
- Environment and Sustainability Trainings
- Finance, 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

HUMAN RIGHTS

Advocating and promoting human rights in the work environment remains an essential part of our culture for doing business. In that respect, as a signatory Çimsa supports the UN Global Compact principles, related ILO declarations and Universal Declaration of Human Rights. Human rights management within the company is administered through coordination of the business ethics and the human rights processes. In order to increase the awareness of the company employees about human rights, 495 person*hour training was provided for 990 employees during the reporting period.

Human resources process and practices at Çimsa are conducted in an objective and systematic fashion so that the employees' performance could be measured under equal conditions and are evaluated fairly. All the employees are offered equal opportunities regardless of their age, gender, religion, ethnicity or other personal qualities without any discrimination. All the issues regarding discrimination and employee rights are monitored by the Corporate Development and Human Rights Unit, SA-Ethics Rules Consultant besides the Disciplinary Committee.

Çimsa does not allow any practices such as forced and compulsory labour, child labour within the scope of its operations and also expects the supplier companies to comply with these principles as part of the operations they conduct. In order

Gender Equality in Work Life Award
Ministry of Labour and Social Security

to ensure compliance with these principles, the service contracts and specifications of the contracts signed with contractors regulate working principles clearly and their implementation is inspected through visits paid to suppliers. During the reporting period, all our current and new suppliers were inspected in terms of workforce and human rights criteria and no negative cases were reported. During the year 2 complaints were received through the Turkish Employment Agency (İŞKUR) about the workforce criteria. As a result of the İŞKUR evaluation completed, the complaints were resolved in favour of Çimsa.

Çimsa believes it is important for the employees to be represented within the framework of a healthy structure. In that respect it is ensured that they use their right to bargain collectively and organize freely. All of the 555 Çimsa blue-collar workers are covered by collective bargaining agreements. The rate of trade union membership for all the employees is 56%. In order to maintain peace at the work place, relations based on trust and dialogue are established with the trade unions and union issues are addressed without any disagreements.

Sabancı Golden Collar Second Prize
Sabancı Holding

Respect for People Award
Kariyer.net

Çimsa acts in line with the Equality at Work principle regarding all the processes and provides equal opportunities for female and male employees in that respect. Total bonus packages, salaries and fringe benefits of all the men and women working in the equal positions are structured to comply with the Equality at Work principle. Individual Performance Management evaluation is conducted in equal environments both for female and male employees and the results are reflected on the work on equal levels.

Çimsa supports women employment and women in the management positions. In 2015, the number of female employees recruited was 13 and rose by 116% and the rate of women among senior managers went up to 37%. Apart from its operations, Çimsa also supports women employment at supplier and subcontractor companies too. In 2014, the related provisions about the Equality at Work were added to the service procurement contracts of the suppliers and subcontractors.

Çimsa joined Global Compact Turkey Women's Empowerment Working Group in 2015 in order to promote gender equality initiatives of the private sector through learning processes between

companies and to help spread the Women's Empowerment Principles (WEPs) throughout the country. Moreover, Çimsa has committed to sign the UN Women's Empowerment Principles while establishing and implementing corporate policies that will advance gender equality further. In spite of the fact that it operates in a sector that has restrictions for women's employment, Çimsa sets an example to the industrial organizations and other sectors with male workers accounting for the majority of the employees.

COMMUNICATION WITH THE EMPLOYEES

In order to enable employees from all functions come together with the General Manager at plants, General Manager – Employee Days were organized and conducted at every plant. Human Resources Unit organizes Face-to-Face Meetings in plants at least twice a year. Çimsa shifted to Area Human Resources Management Model by changing human resources structures at plants. Through Area Human Resources Management

Model, they meet with employees at their workplaces each week regularly. Meetings, trainings and seminars are employed in order to get together with the employees.

In addition to these efforts, Çimsa uses Messenger Pigeon and Çimsa Family Magazines. Çimsapoint intranet site, communication boards, are employed as channels enabling employees to be informed on latest news about the company, and a weekly HR Bulletin is published internally. Intra-company information is conducted through Outlook servers "ikpaylaşım" e-mailing adress.

Learning Organization

Through the efforts of Learning Organization Practice Teams Çimsa, aims to find permeant solutions with a holistic point of view to the issues as well as to enhance teamwork spirit and support. Within the learning organization studies framework, teams composed of employees from different seniority, implement projects for improving business processes. Teams realize their activities in line with 5 Disciplines Philosophy.



Five Disciplines Philosophy

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.

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.

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

2014-2015 LEARNING ORGANIZATION PRACTICE TEAMS AND STUDIES

Artık Değil: Launched with the vision to reduce the waste concrete in need of disposal and increase the rate of water recovery rates for the water used in production.

Deleteam: Launched with the vision to establish a sustainable waste management system at the Eskişehir Plant, the study is expected to set as a role model for other plants in the future.

Dokuz Güç: Launched to optimize and standardize the illuminated areas throughout the Niğde plant. Thanks to the studies 11 tonnes of CO₂ emission were prevented, hence contributing to environmental sustainability.

Gökkuşığı: The study seeks to eliminate 70% of the main dust sources identified at the Afyon plant.

Riziko: Within the scope of the study seeking to increase risk reporting average per person, the number of risk reporting boxes has been increased and the use of risk and near miss cards are tracked while providing information on OHS.

Sağlıcakla: The study seeks to increase the rate of risk notification per person and also intends to raise the rate of solving the risks reported to 80%.

Zollu: Various educational activities and events have been held for primary school, high school and university students within the scope of the vision to increase the environmental and OHS awareness of the stakeholders.





OCCUPATIONAL HEALTH AND SAFETY

Çimsa manages occupational health and safety issues in line with an approach that goes beyond legal requirements while constantly improving, identifying areas for further development and monitoring in a systematic fashion as far as the corporate standards are concerned in parallel with the policies and practices in the sector. Practices such as informing employees and subcontractors, sharing amendments about the regulation through active communication, including OHS goals among the goals set for the company and employees as well as key performance indicators all help internalizing occupational health and safety and integrating it with the corporate culture.

In terms of OHS management, operational responsibility is represented at the highest management level.

All of the Çimsa plants and ready-mixed concrete facilities have an OHSAS 18001 Occupational Health and Safety system document while the management system is constantly supported through training, information, audit and improvement studies. OHS committee structures, employee representative and OHS Physician assignments, risk analysis, fire drills, emergency action plan issues are managed in line with the legal regulations.

OHS goals and performance results are periodically monitored and are evaluated as items on the agendas of the OHS committees. Out of the 108 seats on the 7 OHS committees at Çimsa, 14 of them are employee representatives. Due to the importance attached to the employee health

and safety, collective bargaining agreements signed with the trade unions include occupational health and safety issues too. Protective measures, reporting of diseases and accidents, occupational safety rules to be pursued are regulated within the scope of the collective bargaining agreements.

Çimsa organizes training activities to increase the information and awareness level of its employees as well as the subcontractor employees. In that respect during the reporting period, Çimsa employees received 34,130 person*hour trainings while subcontractor



	Cement Plants	Ready-Mixed Concrete
Injury Rates		
Çimsa Employees	0.84	0
Female	0	0
Male	0.87	0
Contractor Employees	0.25	2
Occupational Disease Rate		
Çimsa Employees	0	0
Female	0	0
Male	0	0
Contractor Employees	0	0
Lost Day Rate		
Çimsa Employees	28.75	0
Female	0	0
Male	29.87	0
Contractor Employees	1,86	21.8
Absentee Rate		
Çimsa Employees	387.12	9.17
Female	234.27	0
Male	393.07	9.49
Contractor Employees	1.26	0
Fatalities		
Çimsa Employees	0	0
Female	0	0
Male	0	0
Contractor Employees	0	0

employees received 30,231 person*hour occupational health and safety trainings.

Çimsa seeks to reduce total number of accidents happening by 50% annually and therefore reaching "0" accident goal in 2020 and maintaining that achievement from then on besides protecting the employee health. The most important instrument for reaching the OHS goals includes systematic site audits apart from the field audits conducted by those responsible for the sites with near misses and specific areas. In addition to that, annual internal audits, external audits conducted by the institutions issuing the related certifications, Sabancı Holding insurance external audit monitor

the OHS performance continuously. As a result of the monitoring efforts, the deviations identified are corrected through the improvement actions taken as soon as possible.

Çimsa implements a series of goals to reach its OHS goals. Accompanied by long-established practices that are implemented for many years, new practices implemented constantly support the OHS culture.

Thanks to the accident analyses conducted, various measures were undertaken to prevent recurring accidents such as crashes, cuts and metal pieces chipping once the causes of these reasons had been looked into. Traffic accidents stand out during the ready-mixed concrete process. In 2015, 37 accidents happened with 9 of them ending in injuries while 5,799,128 km were covered for ready-mixed concrete operations. Most of the accidents happened by hitting a vehicle in a blind spot. So in order to avoid

such accidents, additional blind spot warnings were introduced as well as practices such as informative trainings for drivers.

Site Responsibility has been implemented as an OHS practice on all locations since 2008. Engineers or specialists divide up the site and identify the authority and responsibility areas for the people. Environment risks are checked out by the employees responsible for the sites defined and necessary measures are introduced.

OHS Database was established in 2012 in a digital environment so that all the employees could benefit from the OHS information. The database is designed to cover the entire OHS assets of the company.

Behavioural Audits seek to enable management teams to audit the studies on the sites in audit teams of 2-3 people and introduce measures when they see a study breaking the rules or a danger in the work environment. The number of the audit teams available is set according to the size of the plant.

OHS Scorecard Practice pilot studies began in 2010 at all the plants. Within the scope of the study, occupational health performance is monitored through a scorecard issued.

Green and Safe Facilities Project & "Caution! Conscious Employee" Approach seeks to help Çimsa train ready-mixed concrete employees creating value for the customers, complying with the legal regulations, respectful of the nature, achieving goals beyond those set by standards,

abiding by the traffic rules, showing exemplary behaviour regarding environmental and OHS matters and maintaining that attitude. Within the scope of the project focused on reducing work accidents and eliminating the risks identified, all the facilities are audited for three times annually while the results are evaluated and "Preventive Measures" are implemented to avert any risky cases. During the reporting period all the ready-mixed concrete facilities were audited 160 times under the headings "Occupational Safety", "Traffic", "Environment" and "Construction Site". As the result of these audits, Karaman Facility won the first place followed by Anbar Facility and Silifke Facility, which entitled them all to bear "Green Safe Plant" and "Caution! Conscious Employee" titles for a year.

Apart from the aforementioned practices, operational control mechanisms such as EKED (Tag It out- Lock It out - Secure It - Test It) are developed on all facility sites. In addition to that, local practices including "Employees Before Work", "Occupational Safety Employee of the Month" and "Plant Host Principle" help employees internalize OHS issues.

During the reporting period all the ready-mixed concrete facilities were audited **160** times under the headings "Occupational Safety", "Traffic", "Environment" and "Construction Site".



CLIMATE AND ENERGY

07



Climate change perhaps ranks top among the leading environmental problems faced today while emissions stemming from energy consumption remain among the fundamental causes of the climate change. As a result, cement sector, which involves energy-intensive work processes, is inclined to be more active about combatting the climate change. Expectations concentrating upon reduction of carbon emissions which is the major issue for the efforts in combatting the global climate change brings a major responsibility for the sector. Practices required for combatting the climate change are being gradually applied in all plants. By the support of technical information sources received from Cement Sustainability Initiative (CSI), Çimsa continues its efforts for compliance of Turkish cement industry to the laws, regulations and communiqués regarding emissions and carbon issues, together with other organizations under the umbrella of Turkish Cement Manufacturers' Association (TCMA).

Energy is the most critical input for cement production. It comes at a great cost and is a significant source of emission. That is why energy management efficiency of Çimsa production facilities is so much important. Energy consumption points are constantly followed up and are optimized by specialists as far as production processes are concerned. Senior management is informed on the performance achieved through periodic reports in an effort to support the energy management strategy identification process. Energy consumption is also regarded as an aspect of the risk models produced and it is analysed in that context as well.

The main goal for energy management is recovery of the waste gas temperature, production of projects to redesign the work processes and utilization of more

efficient equipment in addition to using alternative fuel sources in the widest scale possible with a view to reducing the greenhouse gas emissions stemming from energy consumption. Alternative fuels are waste materials having calorific values. Therefore, alternative fuel usage also supports the waste management process of other industries too as well as minimizing the environmental impact from the wastes. This way energy recovery, which remains the best waste management method in the waste hierarchy for the waste that cannot be recycled, is achieved.

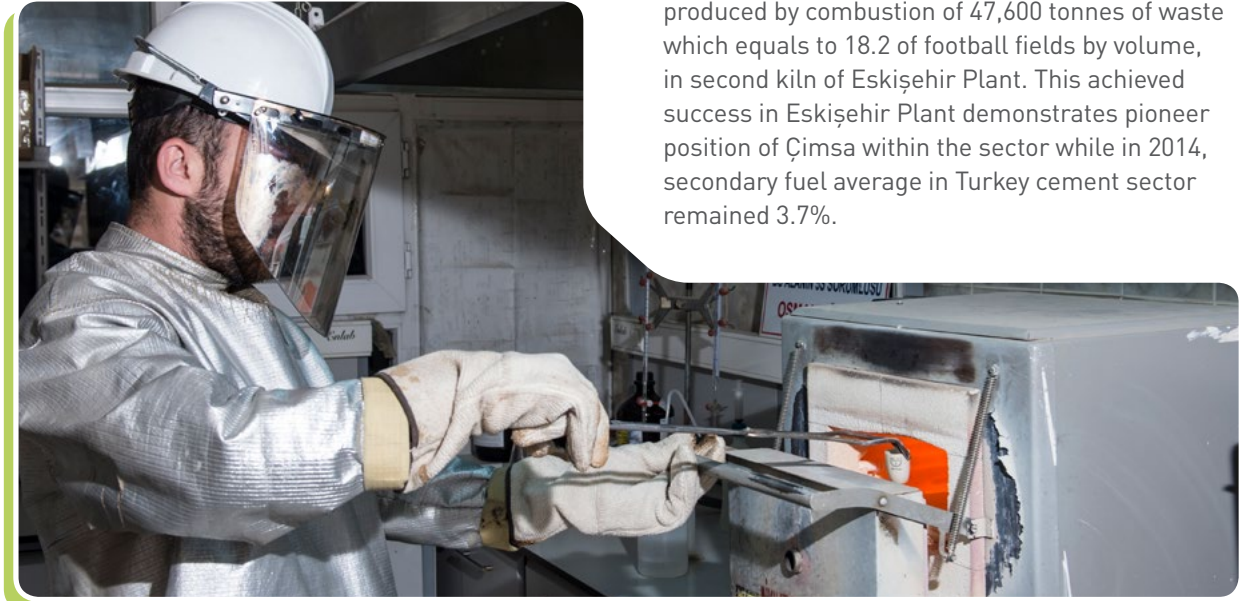
In the the cement production process, two important greenhouse gas emission sources are those occurring during the decarbonisation of the raw material and combustion of fuels. Alternative fuel

usage, increasing of alternative material and natural additive ratios, maintaining thermal energy and electricity efficiency are the major lever enabling reduction of carbon emissions within the sector.

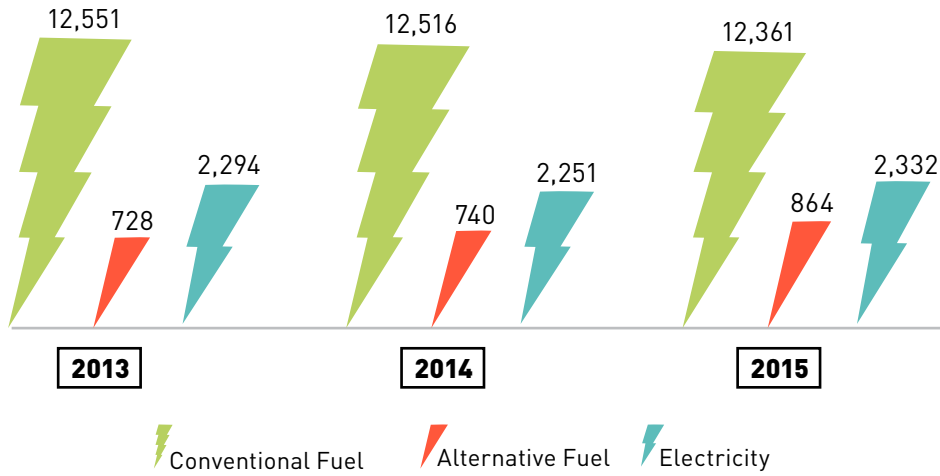
Alternative Fuel Usage

In 2015 the total amount of energy consumed during Çimsa operations was 15,557 TJ. 2,332 TJ portion of that consumption was electric energy and 864 TJ portion was the energy derived from alternative fuels. Throughout the year, the conventional fuel consumption rate declined when compared with the past year while alternative fuel usage increased from 7,11% to 7,79%. Increase of alternative fuel consumption ratio and decrease in the use of conventional fuels such as petroleum coke, coal, natural gas and fuel oil, are targeted.

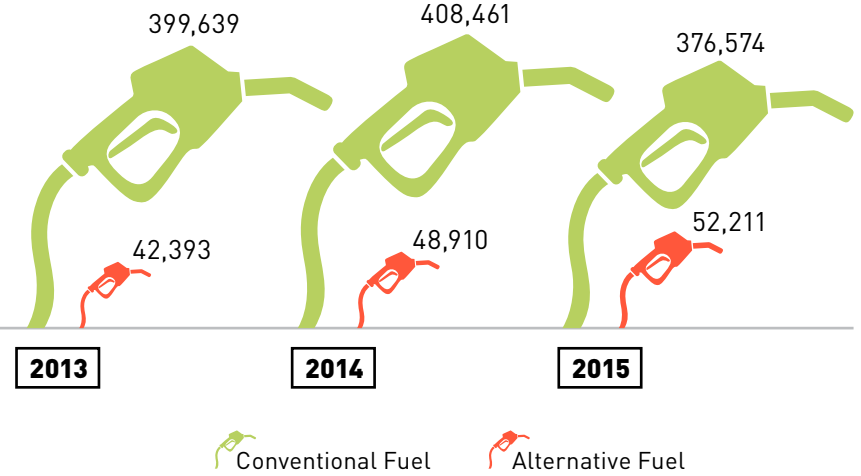
Eskişehir Plant is a good example of alternative fuel usage. In 2015, a significant share in thermal energy produced by combustion of 47,600 tonnes of waste which equals to 18.2 of football fields by volume, in second kiln of Eskişehir Plant. This achieved success in Eskişehir Plant demonstrates pioneer position of Çimsa within the sector while in 2014, secondary fuel average in Turkey cement sector remained 3.7%.



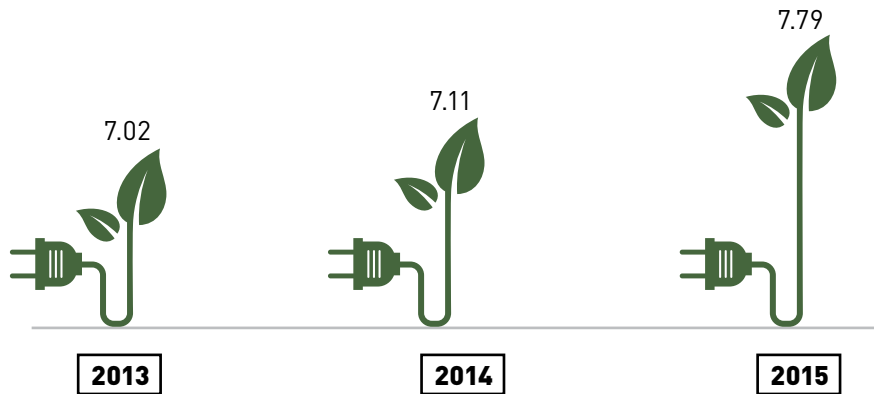
TOTAL ENERGY CONSUMPTION (TJ)



TOTAL FUEL CONSUMPTION (TONNE)

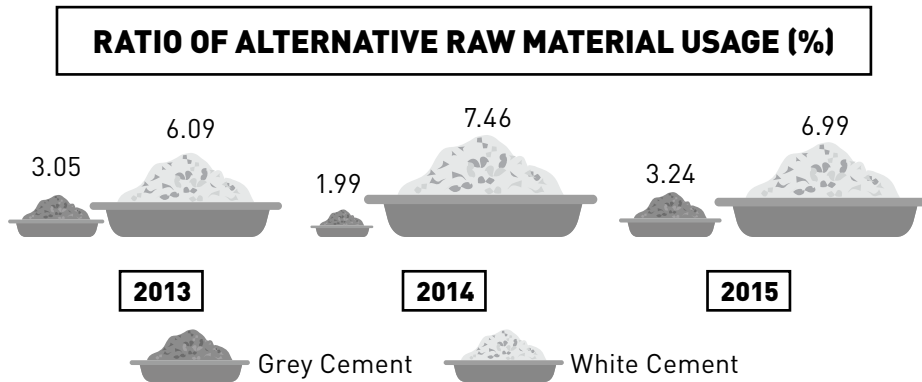
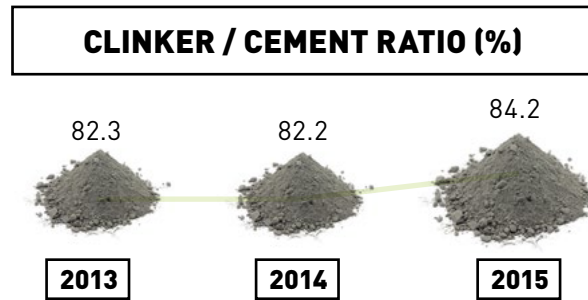


ALTERNATIVE FUEL USE FOR GREY CEMENT PRODUCTION (%)



Alternative Raw Material Use

There are two ways for alternative raw material usage in the cement sector. The first is the replacement of the natural raw materials with alternative raw materials during the clinker production, which is the semi-product used in cement production. The second is the usage of alternative raw materials during cement production, together with the natural additive materials in the clinker at certain ratio without by keeping the cement quality norms. Alternative raw materials and additives are either natural resources or mostly various waste materials or by-products occurring in other industries. Alternative raw material usage ratio is calculated in line with the methodology created by World Business Council for Sustainable Development's (WBCSD) Cement Sustainability Initiative (CSI).

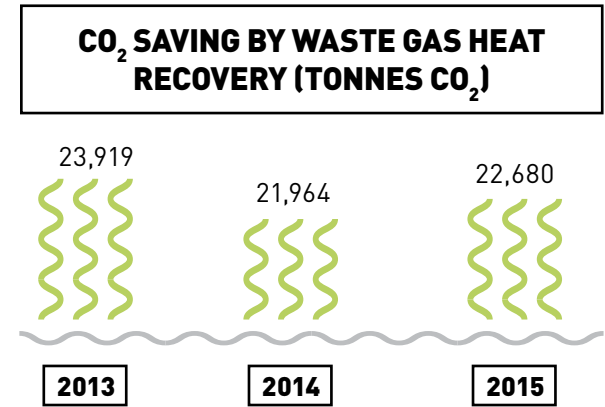
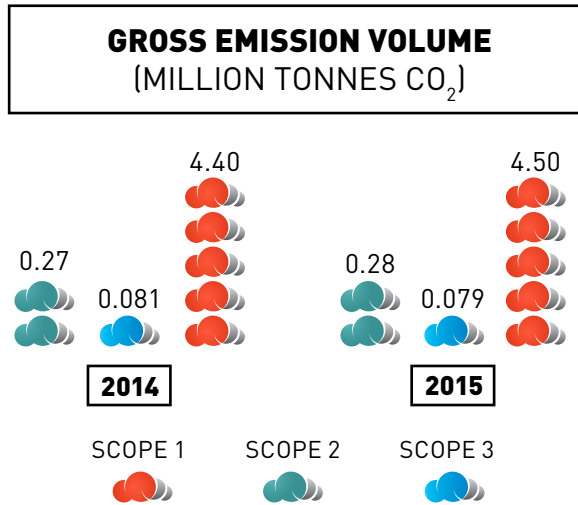


Greenhouse Gas Emissions

Monitoring and control play an important role for enhancing greenhouse gas emission reduction performance. In that respect, Çimsa calculates the greenhouse gas emissions stemming from the operation processes complying also with the legal regulations; annual reports are prepared and uploaded to the GNR database. Greenhouse gas emission calculations are conducted according to the methodology prepared by the CSI.

Çimsa also participates in the Carbon Disclosure Project (CDP), which is an initiative developed by the international investment environment to fight climate change. In that respect, Çimsa presents the practices to fight with the climate and the performance achieved via its CDP Climate Change reports. During the reporting period, Çimsa received 93C grade from CDP evaluations.

Emission calculation studies conducted by Çimsa are divided into three scopes including direct (Scope 1), indirect (Scope 2) and greenhouse gas emissions outside the company (Scope 3).

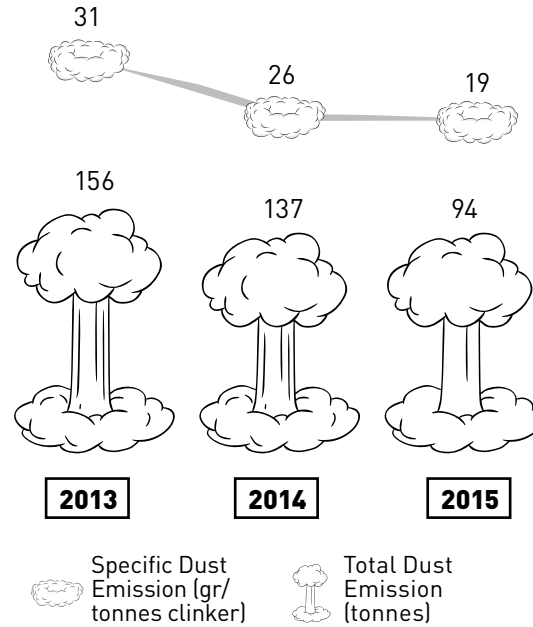


Rotary Kiln Emissions

Besides greenhouse gas emissions, Çimsa has dust and gas emissions generating from the rotary kilns. These emissions are monitored continuously and also measured periodically by the accredited laboratories conforming with the related regulations as well as are then reported to the Ministry of Environment and Urbanization. Çimsa emission concentration values do not exceed the limit values indicated in the regulations and by remaining under these values our targets have been achieved.

Other Emissions	2013	2014	2015
Total Pollutant Heavy Metal Emission (tonnes)	0.08	0.09	0.02
Specific Pollutant Heavy Metal Emission (gr/tonnes clinker)	0.02	0.02	0.01
Total Dioxin and Furan Emission (kg)	0.079	0.087	0.15
Specific Dioxin and Furan Emission (ug /ton clinker)	0.018	0.019	0.03
Total HCl (tonnes)	4	2	1.21
Specific HCl (gr/tonnes clinker)	1	1	0.28
Total HF (tonnes)	2	2	1.20
Specific HF (gr/tonnes clinker)	0.5	0.3	0.30
Total Volatile Organic Compound (VOC) Emissions (tonnes)	139	196	151
Specific Volatile Organic Compound (VOC) Emissions (gr/tonnes clinker)	32	43	34

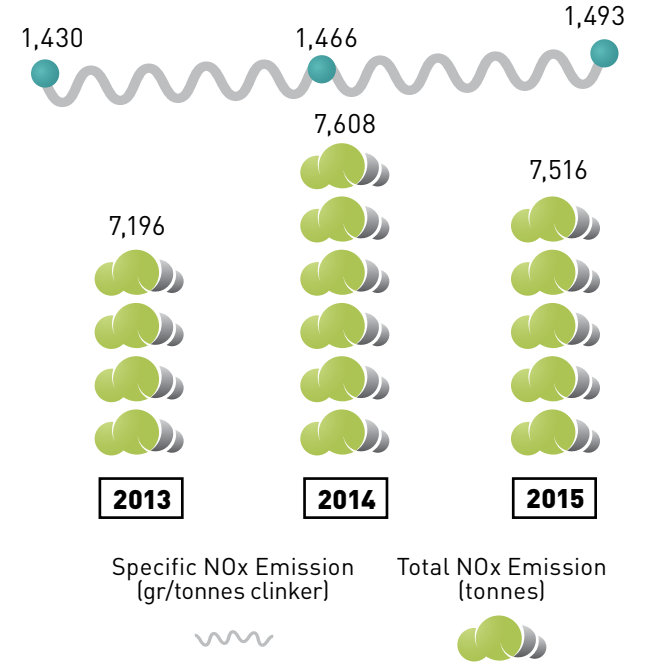
DUST EMISSIONS



Dust Emission

One of the most important emission types in the cement sector is the dust emission. Çimsa reduces the dust emission through practices such as watering, bag filter equipment and closed raw material stockhall. Thanks to the improvements introduced to the plants, Çimsa reduces dust emission more each year when compared with the previous years, which also results in reducing environmental impact.

NO_x EMISSIONS

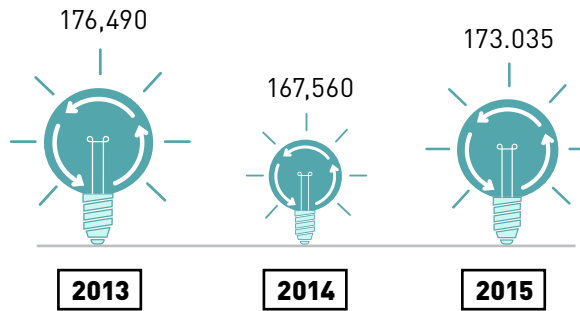


Energy Efficiency

Efficient use of energy contributes significantly to fighting the climate change. For this reason, reduction of energy usage is achieved through utilizing of energy efficient equipments in crushing, combustion and grinding facilities, process optimization and energy recovery investments.

In 2015, electricity recovered from waste heat recovery increased by 3,3% compared to 2014 and reached to 173,035 GJ which also resulted in 22,680 tonnes CO₂ of GHG reduction.

ENERGY SAVED FROM WASTE HEAT (GJ)



Niğde Plant Solar Power Project

During the maintenance applied on rotary kiln in 2015, Çimsa Niğde Plant also conducted Solar Power Project in order to save energy from hot water production and reduce GHG emissions. With this project, 90 tons of fuel-oil saved and 281 tonnes CO₂ GHG emissions reduced.



ENVIRONMENTAL MANAGEMENT

08



Environmental management is an essential part of all Çimsa operational processes. Set by the senior management according to a risk and opportunity-based understanding while also taking the risk management output into consideration, the strategic approaches are then translated into continuous and objective goals by the environmental management. After that, in line with the monitoring the processes defined according to the processes identified within the scope of the environmental policy and ISO 14001 Environmental Management System, these goals are converted into a series of practices. Established within Çimsa, Environmental Management Unit is responsible for the continuous monitoring and controlling of these processes. Environmental management operations are subject to internal and external audit studies as well. While internal control teams review effectiveness and the compliance of the functions with the procedures, independent audit processes verify the validity of the ISO 14001 Environmental Management System. In addition to that, the environmental management processes are also subject to the audits conducted by the state institutions as stipulated by the legal regulations.

In order to increase effectiveness of the environmental management, employees are provided with trainings on the subject. In that respect 631 person*hour trainings were given in 2015 with the participation of 154 employees.

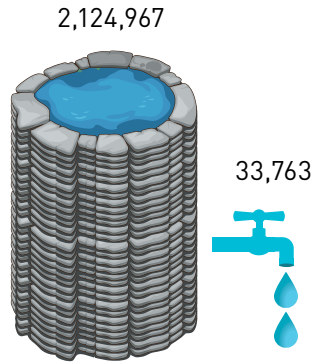
Legal compliance remains one of the prerequisites of the environmental management studies. Environmental management teams work to maintain full compliance status of all the environmental management aspects with the legal regulations in terms of process and performance. Thanks to the proactive approach pursued, during the reporting period no cases of non-compliance with environmental laws and regulations were experienced during the reporting period and neither faced any legal sanctions. Annual projects investments are made in several areas in order to enhance environmental performance further. In that respect 12.4 million TL worth of environmental investments were made in 2015.

Environmental Investments (TL)		
2013	2014	2015
12,581,921	13,850,605	12,432,989

Employees are given trainings in order to increase effectiveness of the environmental management. In that respect with the participation of **154 employees, 631 person*hour** of environmental training was given.



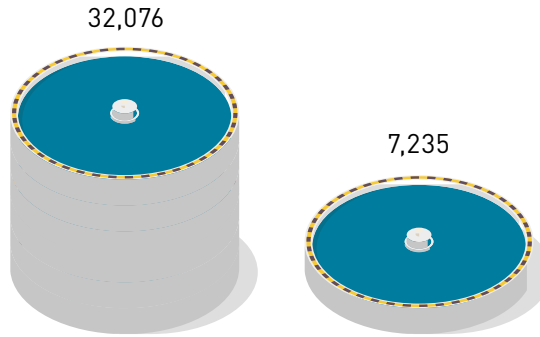
WATER CONSUMPTION (m³)



Cement Plants



WASTEWATER DISCHARGE (m³)



Natural Receiving Media

Wastewater Sewerage System

Çimsa participates in climate and water programmes of Carbon Disclosure Project which is an international investment community initiative for combatting the climate change. In this respect, every year Çimsa discloses its practices and goals regarding combatting global water crisis beside climate related efforts and targets. First time in the cement sector, Çimsa has conducted grey water footprint calculations and disclosed these results in CDP-Water report.



Water and Wastewater Management

Water is mainly used for the cooling, dedusting and watering processes while the used water sources are well and municipal water. In order to reduce water consumption, various water reuse practices are implemented for the used water.

For instance, the domestic wastewater from our Eskişehir plant is treated and reused as cooling water. This way, we avoid wastewater discharge as well as reducing water consumption in order to save more on this natural source. Studies are in progress in our other plants in order to reuse the treated water in our processes. Meanwhile rainwater is collected in the sedimentation pools and treated water is used for the dedusting process after solid materials are precipitated. As a result, we have decreased our water consumption during the dedusting.

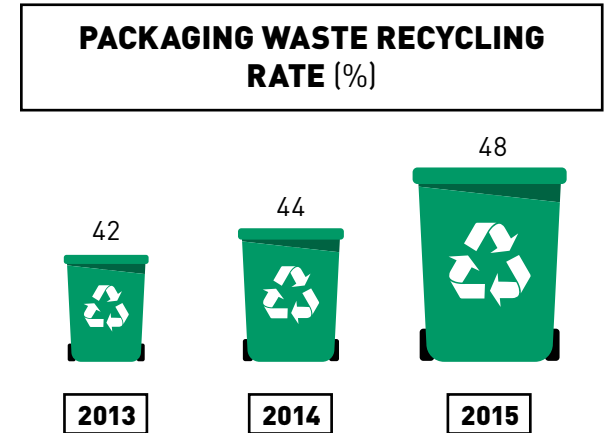
In our plants only generate domestic wastewater as opposed to industrial wastewater. The wastewater from these plants is monitored according to the periods set by the related regulations and is ensured to meet the limit values. In that respect the wastewater from the plants in Mersin and Kayseri are treated by the biological wastewater treatment facilities and is discharged into the media once it has achieved the quality norms identified by the part of environmental licenses. The domestic wastewater from the Niğde Plant is connected to the municipal treatment facility while the wastewater from Ankara Plant is collected in a septic tank and then sent to the municipal treatment system. Wastewater generated during the ready-mixed concrete processes is reuse to the production after physically treated in sedimentation tanks.

Solid Wastes Generated in Our Facilities

Regarding management of hazardous and non-hazardous wastes generated in the operations, a waste management system complying with the legal provisions is available. Therefore the waste management system for the waste involves specific employees with assigned responsibilities, specially designed implementation processes apart from the classification, recording and reporting procedures in place. The waste is first separated and coded at the source depending on its properties and is stored according to the regulations. It is then either recycled or disposed of in ways stated by the legal provisions. Cement facilities can co-incinerate wastes authorised by the Ministry of Environment and Urbanization as alternative fuels for energy recovery in the rotary kilns. The waste from our facilities is used as alternative fuel in our rotary kilns unless it is fit for recycling. Otherwise the wastes which are not recycled are co-incinerated in our rotary kilns. All processes, from creation of waste until the delivery to the final destination, are monitored closely; and the necessary reports are filed in line with the related regulations.

The packaging wastes from Çimsa Plants are collected separately at source and is stored separately from other waste to be eventually sent to the licensed recycling companies. Moreover, a contract has been signed with a licensed company for the packaging wastes generating from our products in the market so that the packaging wastes are recovered at certain ratio declared by the regulations annually. In 2015, 48% of the packaging from our products in the market was recovered.

	2013	2014	2015
Total Hazardous Waste Amount by Disposal Method (tonnes)	0.15	0.23	0.57
Energy Recovery	0.00	0.00	0.00
Recovery	0.02	0.05	0.32
Other	0.15	0.18	0.25
Total Non-Hazardous Waste Amount by Disposal Method (tonnes)	1,235	1,010	1,653
Recovery	856	618	1,163
Incineration	153	187	284
Other	226	205	205



Quarry Sites and Biodiversity

The main raw materials of cement production include products such as limestone, clay and schist from mining sites. Çimsa meets its needs for these products on its own through mining operations. In 2015 5.3 million tonnes of materials were produced as a result of the mining operations. There are increasing alternative raw material use activities conducted in order to minimize this number.

Çimsa begins its studies before the mining site goes operational in order to avoid any negative impact on the natural life due to the mining operations and thus seeks to minimize environmental impact that way. Once the mining site has been set, an Environmental Impact Assessment (EIA) process is launched to identify any possible environmental and social impact

including biodiversity too while other necessary measures are taken after that. Meanwhile Ecological Restoration Plans are devised to show how the site will be rehabilitated before the mining site goes operational. All these plans become official following the approval of the local administrations, related ministry and other official institutions. As of 2015 Çimsa operates on 318 ha of mining sites while again as of 2015 the public authorities approved Ecological Restoration Plans for 166 ha of lands.

Raw Materials Directorate and the raw material groups from the cement plants conduct production operations on the mining sites in full

compliance with the Mining Law, Environmental Law and other laws and regulations.

Once the operations on the quarries have been completed, rehabilitation studies are conducted according to the Ecological Restoration Plans made and approved before the issuing of the operation license for the quarry. A provisional amount is set aside annually in order to secure the financial resource to be used for the rehabilitation of the quarry. In order to keep its mining operations sustainable and to complete the rehabilitation process as soon as possible, Çimsa starts reforestation of the sites before its operation on there have ended fully. Between 2013 and 2015, the rehabilitation studies on all of the 17 ha of mining sites where Çimsa's operation came to an end were completed.

Raw Material Amount Obtained from Quarries (tonne)

2013	2014	2015
6,133,601	5,406,896	5,322,942



Active Mining Site Lands (ha)

2013	2014	2015
317	317	318



Building with Leed Certification for Çimsa Eskişehir Plant

The cafeteria building constructed for the Çimsa Eskişehir Plant in 2015 has obtained Leed Platin Standard certificate as a result of the audit held by the American Green Buildings Council.

During the construction many environmentally friendly practices were used besides practices standing out for their energy, water and material efficiencies as far as the building is concerned. For instance, the soil from the excavation during the construction was used for cement production completely, hence it was 100% recycled. Other waste from the demolition of the old building was disposed by feeding to the plant's rotary kiln. As a result, the recycling rate achieved turned out to be 78%.

Eventually a building that saves 61% on energy thanks to energy and daylight modelling was constructed. In order to increase water efficiency and minimize municipal water usage, highly efficient armatures and flush tanks with low-volume levels were preferred. This way the rates of the municipal water and landscape water saved reached 54% and 100% respectively. During the construction all the trees were protected through relievos. Built in line with daylight modelling, the building benefits from daylight by 86% and features carbon sensors, which ensure that clean air is sent in automatically once the carbon rate has gone up within the building. In addition to that, all the space in the cafeteria building receives natural light and fresh air.

Constructed on a site with a 98% view, the building features materials that are neither harmful to the nature nor people. The rate of recycled material use is 31%.





CONTRIBUTION TO SOCIETY

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Çimsa helps the welfare level of the community it operates in rise through its corporate social responsibility projects implemented besides the economic value created. Having evolved its contribution to the society studies into a more systematic and comprehensive model over the years, Çimsa undertakes studies in areas including education, health, environment and culture & arts while supporting the organizations active in the targeted areas through sponsorships and donations. In 2015, Çimsa has allocated 0.42 million TL for charitable donations, 0.50 million TL for social projects and sponsorships.



Summer Kids Project

Çimsa implements Summer Kids Project to support emotional, social and physical development of children. Continued for the last five years, the project ensures maintenance and repair works of different village kindergartens in Niğde. Learning and education materials used by the children are replaced so that all their needs for receiving a better education are met. Implemented through a psychologist, three drama teachers and three physical education teachers every period; the project

has so far reached 438 children. The project is intended to be implemented in the other provinces where the plants are located in the periods ahead.

In 2015 "Global Climate Change and Individual Behaviours" training was provided for children in cooperation with the Child University Department of Niğde University Continuing Education Centre. Within the scope of the education, the children were informed on waste utilization and enjoyed the opportunity of observing flamingos over the reservoir located in Niğde University, which is a resting place for migratory birds.

Moreover, during the reporting period children met "Çevki", a cat hero that is a friend of the environment, during the Çimsa Summer Kids Festival also supported by the Environmental Protection and Packaging Waste Recovery and Recycling Foundation (ÇEVKO). The kids received children's books published by ÇEVKO at the end of the event.

"September"

Organized by Spastic Children's Foundation of Turkey, "September" social responsibility project received voluntary support of the Çimsa employees. In an effort to make a difference in the lives of children and adults with cerebral palsy, the employees took 10,000 steps a day in three groups through various events during September besides various campaigns held to raise money for the project.

Healthy Nutrition Protocol

Çimsa signed a Healthy Nutrition protocol with Nuh Naci Yazgan University Faculty of Health

Sciences Faculty and Dietetic Department. Within the scope of the project implemented at Çimsa, trainings were provided for employees with a view to create awareness about health problems and solutions.

"Foça History"

Foça's history dates back to 5000 with traces of Ionian, Byzantine, Genoese and Ottoman periods. The region is covered by the UNESCO World Heritage Temporary List and all that history is now finally available in a book titled "Foça History" by Ahmet Vasfi Pekin, thanks to Çimsa's contribution. Written after a detailed research into many works and the archives of various organizations including Foça Municipality, the book depicts a striking portrayal of Foça's story beginning from the establishment of the city until the present time and features 50 special photographs as well.





15th International Marmara Underwater Imaging Festival

As one of the first underwater clubs of the world, Turkish Divers Sports Club held International Marmara Underwater Imaging Festival for the 15th time this year in Haydarpaşa Railway Station thanks to Çimsa's support. The festival lasted for 10 days and featured close to 100 events including exhibitions, film screenings and multimedia shows, talks, seminars, workshops, panel meetings as well as social responsibility projects. Within the scope of the festival, special events were also held for children to enable them to enjoy the sea culture and come to love it.

Environment Day Present for the Children in Niğde

Çimsa presented bicycles to the students that participated and won top prizes in the painting-poetry-essay writing contest held by Niğde Provincial Environmental Directorate to celebrate World Environment Day. Çimsa Niğde Plant delivered 10 bicycles to the Niğde Provincial Environmental Directorate for that purpose.



Sensitive Cooperation for the Disability Week

As part of the event held during the Disability Week at Mersin Metropolitan Congress Centre, 25 electric wheelchairs were given to those people with disabilities in collaboration between Mersin Metropolitan Municipality and Çimsa.

Çimsa Supports Undergraduate Students

Çimsa has supported as industry partner to a research study conducted by students of University of Niğde's Environmental Engineering Departments and their academic advisers. Outcomes of the research has been presented with an academic paper during ICOCEE International Conference on Civil and Environmental Engineering held in Cappadocia, between 20th – 23rd May 2015.

Supported by TÜBİTAK 2209-B Industry Focused Undergraduate Dissertation Programme and Çimsa has contributed as industry partner, this research study, a cement bound light constructional component has been produced out of sub-boiler ashes from Bor Sugar Plant. This experimental and product-oriented study has been implemented with coordination of Environmental Engineering Department.



Çimsa Employees Staged Four Theatre Plays in Sabancı Group 1st Arts & Culture Festival

Çimsa has participated to Sabancı Group 1st Arts & Culture Festival produced at Sabancı Centre between 5th – 17th June 2015 with a OHS themed theatre play. Theatre companies from Kayseri and Niğde have performed in the plays.

Corporate Games

Çimsa employees continued their participation in sports events during the reporting period for supporting a healthy life-style. In this respect, 16 employees in 6 branches have represented Çimsa in Corporate Games Istanbul event organized in 2015.





Çimsa Sailing Team “Çimsail” Raising the Anchor

Çimsail Sailing Team, composed of Çimsa employees, participated in various events organized in 2015 where both professional and amateur sailors participated. During Corporate Games races, Çimsail had a huge success by making their way to the quarter finals.

Çimsa Employee Training by KETEM

During the reporting period, Early Diagnosis of Cancer and Education Centre (KETEM) experts, organized an education seminar for raising awareness on cancer amongst Çimsa employees. Before the seminar during which information regarding definition of cancer, symptoms, types and KETEM services were shared, information brochures were also distributed to employees.



Environmental Awareness Transferred from Plant to Home

Environmental awareness of Çimsa employees is not limited with their work in operational sites but it is becoming more of a life-style. During the reporting period, Çimsa Ankara Plant employees transferred waste management and recycling culture they gained from the workplace to their homes. By taking the support of their families, employees collected paper, plastic and glass wastes occurred at home and conveyed them to expert firms for recycling.



Afforestation and Green-Space Creation Practices

During the landscaping practices made by Çimsa Kayseri Plant in 2015, 3,000 m² of green-space has been created as well as 8,000 saplings were tubed to be planted in 2016. In an event organized with Learning Organization Kayseri Zollu Team, together with Ağırnas Osman Yücel Primary School students 400 saplings were planted. In 2015, 6,200 saplings were planted in Sabancı Forest.



Blood Donation from Çimsa Kayseri Plant

Çimsa Kayseri Plant employees continued their support in 2015 to Kızılay with which they have been cooperating for a long time. During the campaign aiming at drawing attention of employees on importance of blood donation, 29 units of blood have been donated.

Book Donation From Çimsa Employees

Çimsa Kayseri Plant employees donated 600 books to students of Ağırnas Osman Yücel Primary School as a result of campaign they conducted.

Non-Disabled Theatre

Found in İzmir by disabled amateur theatre performers, theatre company called “Talented Non-Disabled Actors” appeared in multiple plays at Hattat Karahisarı Culture Centre. Çimsa employees supported these events by participating in the audience. With the revenue generated from these plays, battery-operated wheelchairs donated for 2 disabled individuals.



PERFORMANCE DATA

ECONOMIC PERFORMANCE INDICATORS

	2013	2014	2015
Grey Cement Production (tonne)	4.759.454	4.397.941	4.448.870
White Cement Production (tonne)	984.975	979.982	1.007.786
Calcium Aluminate Cement Production (tonne)	27.320	28.644	29.751
Aggregate Production (tonne)	3.337.000	1.664.956	0
Clinker Production (tonne)	5.070.821	4.963.039	5.065.019
Ready-Mixed Concrete Production (m ³)	2.636.855	2.438.657	2.410.243
Grey Cement Sales (million tonne)	4.7	4.4	4.4
	<i>Bagged</i>	1.0	0.9
	<i>Bulk</i>	3.7	3.5
White Cement Sales (million tonne)	1.0	1.0	1.0
	<i>Bagged</i>	0.6	0.6
	<i>Bulk</i>	0.4	0.4
Clinker Sales (million tonne)	0.3	0.4	0.7
Ready-Mixed Concrete Sales (million m ³)	2.6	2.4	2.4
Economic Value Generated (million TL)	875,40	982,95	1.085,83
	<i>Net Sales</i>	875,40	982,95
Economic Value Distributed (million TL)	814,31	893,09	1.005
	<i>Operating Costs</i>	571,48	596,52
	<i>Tax Paid to the State</i>	44,00	48,00
	<i>Dividend for Shareholders</i>	98,07	155,89
	<i>Payments to Financial Institutions</i>	25,07	16,65
	<i>Wages for Employees</i>	65,41	73,23
	<i>Social Investments</i>	10,27	2,80
Economic Value Retained (million TL)	61,09	89,86	80,83
Financial Incentives Received From the Government (million TL)	0,87	1,03	1,39
Employer Contribution to the Pension Fund (million TL)	0,34	0,43	0,48
Number of Employees Participating to the Pension Plan	158,00	256,00	265,00
R&D Expenditure (TL)	400.000	400.000	920.000

ENVIRONMENTAL PERFORMANCE INDICATORS

	2013	2014	2015
Amount of Grey Cement Raw Material (tonne)			
<i>Clinker Natural Raw Material Amount</i>	6.333.601	5.406.896	5.322.942
<i>Clinker Produced</i>	4.001.839	3.884.590	3.886.412
<i>Alternative Raw Material</i>	211.583	134.775	220.794
<i>Conventional Fossil Fuel</i>	398.106	409.505	392.645
<i>Alternative Fuel</i>	42.380	48.906	52.448
Amount of White Cement Raw Material (tonne)			
<i>Clinker Natural Raw Material Amount</i>	995.098	948.511	976.219
<i>Clinker Produced</i>	1.041.091	1.050.454	1.148.249
<i>Alternative Raw Material</i>	110.711	128.583	109.754
<i>Conventional Fossil Fuel</i>	142.399	144.050	155.810
Amount of Aggregate Raw Material (tonne)			
<i>Natural Raw Material (limestone)</i>	3.900.000	1.664.956	0
Amount of Ready-Mixed Concrete Raw Material (tonne)			
<i>Fly Ash</i>	46.200	79.507	58.161
<i>Slag</i>	80.995	99.253	88.826
Raw Materials Extracted From Mines (tonne)	6.133.601	5.406.896	5.322.942
Conventional Fuel (tonne)	399.639	408.461	376.574
Alternative Fuel (tonne)	42.393	48.910	52.211
Rate of Alternative Raw Material Usage (%)			
<i>Grey Cement</i>	3,05	1,99	3,24
<i>White Cement</i>	6,09	7,46	6,99
Grey Cement Alternative Fuel Usage Rate (%)	7,02	7,11	7,79
Clinker/Cement Rate (%)	0,82	0,82	0,83
Conventional Energy Consumption (TJ)	12.551	12.516	12.361
Alternative Energy Consumption (TJ)	728	740	864
Electricity Consumption (TJ)	2.294	2.251	2.332
Energy Recovery From Waste Heat - Energy Saving (GJ)	176.490	167.560	173.035
Energy Recovery From Waste Heat - GHG Saving (tonne CO ₂)	23.919	21.964	22.680
Scope 1 Gross GHG Emissions (million tonne CO ₂)	4,50	4,40	4,50
Scope 2 Gross GHG Emissions (tonne CO ₂)	310.517	273.115	283.192
Scope 3 Gross GHG Emissions (tonne CO ₂)	-	80.685	79.214
Grey Cement Specific CO ₂ Emissions (scope 1) (kg CO ₂ /tonne cement)	732	726	731
Grey Cement Specific CO ₂ Emissions (scope 2) (kg CO ₂ /tonne cement)	52	44	46
Air Emissions			
<i>Total Dust Emissions (tonne)</i>	156	137	94
<i>Specific Dust Emissions (gr/tonne clinker)</i>	31	26	19
<i>Total NOx Emissions (tonne)</i>	7.196	7.608	7.515,57
<i>Specific NOx Emissions (gr/tonne clinker)</i>	1.430	1.466	1.492,75

	2013	2014	2015
<i>Total Pollutant Heavy Metal Emissions (tonne)</i>	0,08	0,09	0,0166
<i>Specific Pollutant Heavy Metal Emissions (gr/tonne clinker)</i>	0,02	0,02	0,005
<i>Total Volatile Organic Compound (VOC) Emissions (tonne)</i>	139	196	150,56
<i>Specific Volatile Organic Compound (VOC) Emissions (gr/tonne clinker)</i>	32	43	34,22
<i>Total Dioxins and Furans Emissions (kg)</i>	0,079	0,087	0,15
<i>Specific Dioxins and Furans Emissions (ug /tonne clinker)</i>	0,018	0,019	0,03
<i>Total HCl (tonne)</i>	4	2	1,209
<i>Specific HCl (gr/tonne clinker)</i>	1	1	0,275
<i>Total HF (tonne)</i>	2	2	1,2
<i>Specific HF (gr/tonne clinker)</i>	0,5	0,3	0,3
Total Hazardous Wastes by Disposal Method (tonne)	0,154	0,225	0,571
<i>Recovery</i>	0.015	0,05	0,318
<i>Other</i>	0,154	0,175	0,253
Total Non-Hazardous Wastes by Disposal Method (tonne)	1.235,00	1.010,10	1.652,80
<i>Recovery</i>	856	618	1.163
<i>Combustion</i>	153	187	284,4
<i>Other</i>	226	205,1	205,4
Active Mine Site Area (ha)	317	317	318
Mine Site Area With Approved Rehabilitation Plan (ha)	155	155	166
Mine Sites Where the Production Has Finished (ha)	17	17	17
Rehabilitated Site Area (ha)	17	17	17
Total Packaging Used (tonne)	897	2.861	3.036
Packaging Waste Recovery Rate (%)	42	44	48
Number of Environmental Compliance Sanctions Paid (number)	0	0	0
Amount of Environmental Compliance Sanction Paid (TL)	0	0	0
Total Environmental Investment and Management Expenditures (TL)	12.581.921	13.850.605	12.432.989
Total Environmental Trainings - Number of Attendance (person)	98	261	154
Total Environmental Trainings - Training Hours (person*hour)	375	869	631

SOCIAL PERFORMANCE INDICATORS

	2013	2014	2015
Employee Trainings - Total Hours (person*hour)			
<i>Blue Collars</i>	15.677	18.579	42.985
<i>White Collars</i>	11.485	20.184	23.053
<i>Female</i>	953	2.595	3.284
<i>Male</i>	26.209	36.168	62.754
OHS Trainings for Employees (person*hour)	6.395	16.635	22.228

		2013	2014	2015
Injury Rate in Cement Plants				
	<i>Çimsa Employees</i>	-	-	0,84
	<i>Female</i>	-	-	0
	<i>Male</i>	-	-	0,87
	<i>Contractor Employees</i>	-	-	0,25
Injury Rate in Ready-Mixed Concrete Facilities				
	<i>Çimsa Employees</i>	-	-	0
	<i>Female</i>	-	-	0
	<i>Male</i>	-	-	0
	<i>Contractor Employees</i>	-	-	2
Occupational Disease Rate in Cement Plants				
	<i>Çimsa Employees</i>	-	-	0
	<i>Female</i>	-	-	0
	<i>Male</i>	-	-	0
	<i>Contractor Employees</i>	-	-	0
Occupational Disease Rate in Ready-Mixed Concrete Facilities				
	<i>Çimsa Employees</i>	-	-	0
	<i>Female</i>	-	-	0
	<i>Male</i>	-	-	0
	<i>Contractor Employees</i>	-	-	0
Lost Day Rate in Cement Plants				
	<i>Çimsa Employees</i>	-	-	28,75
	<i>Female</i>	-	-	0
	<i>Male</i>	-	-	29,87
	<i>Contractor Employees</i>	-	-	1,86
Lost Day Rate in Ready-Mixed Concrete Facilities				
	<i>Çimsa Employees</i>	-	-	0
	<i>Female</i>	-	-	0
	<i>Male</i>	-	-	0
	<i>Contractor Employees</i>	-	-	21,8
Absentee Rate in Cement Plants				
	<i>Çimsa Employees</i>	-	-	387,12
	<i>Female</i>	-	-	234,27
	<i>Male</i>	-	-	393,07
	<i>Contractor Employees</i>	-	-	1,26
Absentee Rate in Ready-Mixed Concrete Facilities				
	<i>Çimsa Employees</i>	-	-	9,17
	<i>Female</i>	-	-	0
	<i>Male</i>	-	-	9,49
	<i>Contractor Employees</i>	-	-	0

	2013	2014	2015
Fatalities in Cement Plants			
<i>Çimsa Employees</i>	-	-	0
<i>Female</i>	-	-	0
<i>Male</i>	-	-	0
<i>Contractor Employees</i>	-	-	0
Fatalities in Ready-Mixed Concrete Facilities			
<i>Çimsa Employees</i>	-	-	0
<i>Female</i>	-	-	0
<i>Male</i>	-	-	0
<i>Contractor Employees</i>	-	-	0
Human Rights Trainings (person*hour)	333	375	990
Customer Satisfaction Rate (%)	75	-	83

EMPLOYEE DEMOGRAPHICS

	2013	2014	2015
Total Workforce (Number)			
<i>Direct Employees</i>	960	958	990
<i>Female</i>	49	45	53
<i>Male</i>	911	913	937
<i>Contractor Employees</i>	1.267	1.145	1.231
<i>Female</i>	25	43	52
<i>Male</i>	1.242	1.102	1.179
Total Workforce by Contract Type (number)			
<i>Indefinite Term Contract</i>	960	958	990
<i>Female</i>	49	45	53
<i>Male</i>	911	913	937
<i>Temporary Contract</i>	0	0	0
<i>Female</i>	0	0	0
<i>Male</i>	0	0	0
Total Workforce by Category (number)			
<i>Blue Collars</i>	542	550	555
<i>Female</i>	1	0	0
<i>Male</i>	541	550	555
<i>White Collars</i>	418	408	435
<i>Female</i>	48	45	53
<i>Male</i>	370	363	382

	2013	2014	2015
Total Workforce by Employment Type (Number)			
<i>Full-time</i>	960	958	990
<i>Female</i>	49	45	53
<i>Male</i>	911	913	937
<i>Part-time</i>	0	0	0
<i>Female</i>	0	0	0
<i>Male</i>	0	0	0
Total Workforce by Education Level (number)			
<i>No Education</i>	0	0	0
<i>Primary School</i>	108	95	86
<i>Secondary School</i>	463	460	469
<i>University and Above</i>	389	403	435
Total Workforce by Age Group (number)			
<i>18-25</i>	4	18	44
<i>26-35</i>	361	406	431
<i>36-45</i>	420	382	388
<i>46 and more</i>	175	152	127
Senior Management Structure (number)			
<i>by Gender</i>	15	16	14
<i>Female</i>	3	3	3
<i>Male</i>	12	13	11
<i>by Age Group</i>			
<i>18-25</i>	0	0	0
<i>26-35</i>	1	1	2
<i>36-45</i>	6	4	5
<i>46 and more</i>	8	11	7
<i>by Nationality</i>			
<i>Turkish Citizen</i>	15	16	14
<i>Expatriate</i>	0	0	0
Mid-level Management Structure (number)	105	126	145
<i>by Gender</i>			
<i>Female</i>	10	13	13
<i>Male</i>	95	113	132
<i>by Age Group</i>			
<i>18-25</i>	0	0	0
<i>26-35</i>	18	33	51
<i>36-45</i>	47	57	63
<i>46 and more</i>	40	36	31

	2013	2014	2015
Employees Hired (number)			
<i>by Gender</i>			
<i>Female</i>	12	6	13
<i>Male</i>	68	119	98
<i>by Age Group</i>			
<i>18-25</i>	6	35	38
<i>26-35</i>	65	78	57
<i>36-45</i>	8	9	13
<i>46 and more</i>	1	3	3
Employees Left (number)			
<i>by Gender</i>			
<i>Female</i>	9	10	5
<i>Male</i>	112	117	74
<i>by Age Group</i>			
<i>18-25</i>	0	3	0
<i>26-35</i>	38	57	37
<i>36-45</i>	40	47	15
<i>46 and more</i>	43	20	27
Disabled Employees	24	25	25
<i>Female</i>	0	0	0
<i>Male</i>	24	25	25
Number of Employees Left for Parental Leave	1	2	2
Number of Employees Returned From Parental Leave	1	2	2
Number of Employees Who Didn't Leave Their Job After 12 Months to Their Return From Parental Leave	1	2	2
Workforce Covered by Collective Bargaining Agreement (number)	542	550	555
<i>Direct Employees</i>	542	550	555
<i>Contractor Employees</i>	0	0	0

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G4-HR2	Human Rights (p.29-30)	-
G4-HR3	No case of discrimination has occurred during the reporting period.	-
G4-HR4	No case indicating that organization and collective bargaining rights are at risk has been occurred in Çimsa operations during the reporting period. Same principle applies for supplier control process and no risk factor has been arised.	-
G4-HR5	No risk of child labour has been witnessed in Çimsa operations during the reporting period. Same principle applies for supplier control process and no risk factor has been arised.	-
G4-HR6	No risk of forced and compulsory has been witnessed in Çimsa operations during the reporting period. Same principle applies for supplier control process and no risk factor has been arised.	-
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G4-DMA	Contribution to the Society (p.49-51)	-
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Material Aspect: Customer Satisfaction		
G4-DMA	Contribution to Local Economy (p.24)	-

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Material Aspect: Product Responsibility		
G4-DMA	Contribution to Local Economy (p.24)	-
G4-PR1	Contribution to Local Economy (p.24)	-
G4-PR2	No such case has been occurred during the reporting period.	-
G4-PR3	100% of Çimsa products are labelled in line with legal regulations.	-
G4-PR4	No such case has been occurred during the reporting period.	-
Material Aspect: Anti-Corruption		
G4-DMA	Business Ethics (p.12)	-
G4-S03	Business Ethics (p.12)	-
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G4-S06	Çimsa, does not conduct lobbying practices for sole company benefit; and does not support individuals or groups conducting these activities.	-

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Çimsa 2015 Sustainability Report ("Report") has been prepared for the purpose of informing stakeholders and in line with UNGC COP requirements and GRI (Global Reporting Initiative) reporting principles.

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