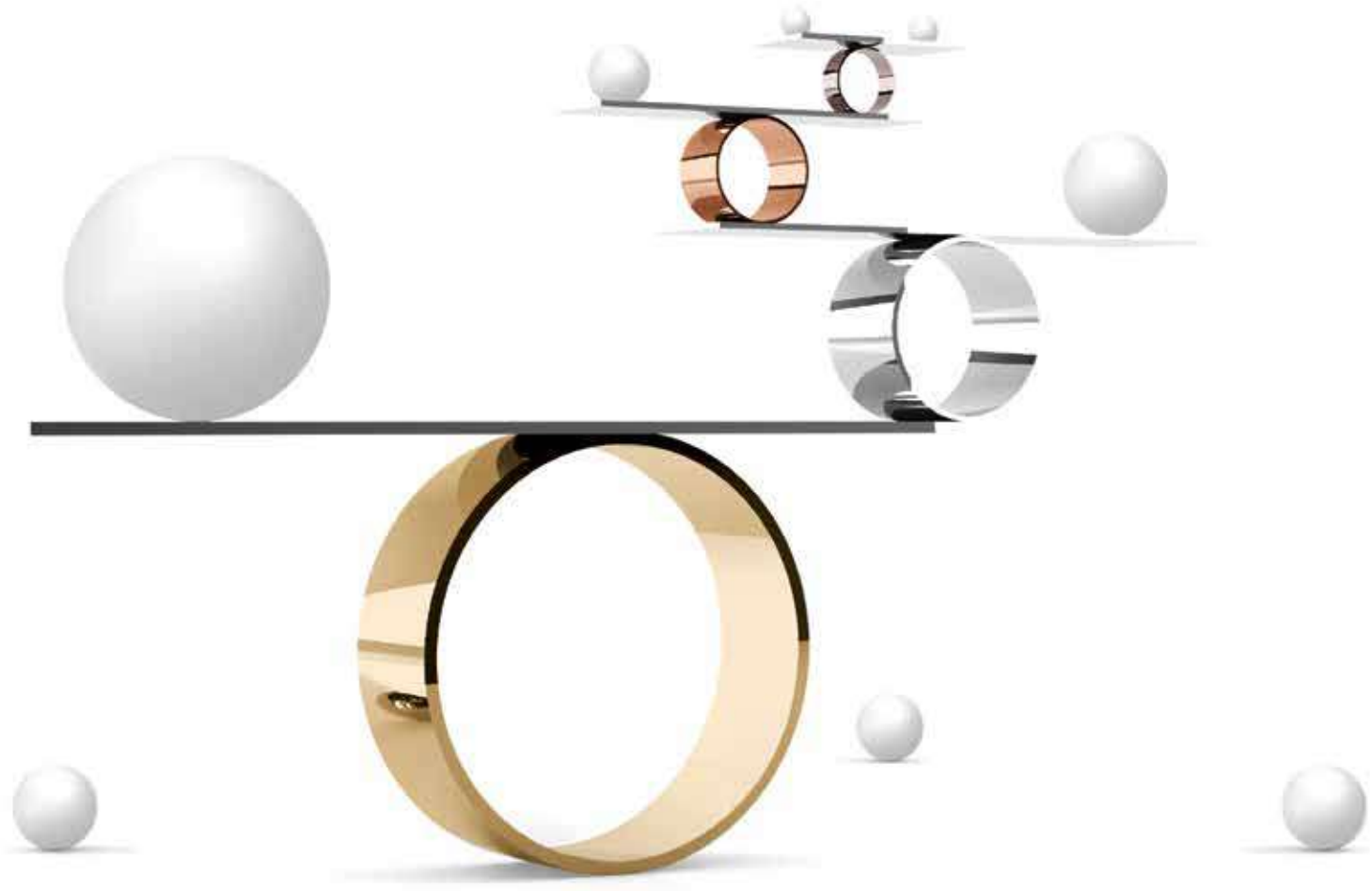


WE ARE READY FOR THE FUTURE TODAY

2021 ANNUAL REPORT


"...we must, and are determined to
accomplish even more and greater tasks."
M. Atatürk

CORPORATE PROFILE

OPERATIONS IN
24
COUNTRIES

36,693
EMPLOYEES

451,564
MEMBERS

Türkiye's largest complementary occupational pension fund

Founded in 1961, OYAK is Türkiye largest complementary occupational pension fund.

OYAK operates in seven geographical regions of Türkiye in the mining metallurgy, cement concrete paper, automotive logistics, energy, food, agriculture, animal husbandry, chemicals and finance sectors, and operates in 24 different countries in six different continents around the world.

OYAK conducts all its activities within the scope of Law No. 205, and serves as a secondary level complementary occupational pension fund. OYAK is an additional social security institution subject to the provisions of private law, which is financially and administratively autonomous. It manages the savings of its members in accordance with the principles of efficiency and profitability.

Aiming to deliver high added value

OYAK offers valuable investments to ensure that its employees, which number nearly 37,000, as well as more than 450,000 members, have a more secure future and attain a high level of prosperity. While working with the aim of providing high income to its members and generating high added value each year, it maintains its corporate growth with the service model it has developed, providing a permanent contribution to the country's economy.

Based on the 2021 consolidated results, OYAK's **total revenue** amounted to **TRY 139 billion** and with **total assets** of **TRY 296 billion**. With **total exports** of **USD 4.9 billion**, OYAK single-handedly realized 2.2% of Türkiye's total exports in 2021.

Contribution to the country's economy

OYAK and its stakeholders are proud of the results of their activities in terms of production, sales, employment, exports and taxation, and as well as in terms of OYAK's contribution to the national economy. They are honored to meet the confidence of their members and investors.

BASED ON THE 2021 CONSOLIDATED RESULTS, OYAK'S

total revenue amounted to **TRY 139 billion**
and with **total assets** of **TRY 296 billion**.
With **total exports** of **USD 4.9 billion**, OYAK single-handedly realized 2.2% of Türkiye's total exports in 2021.

MISSION, VISION AND COMMON VALUES

OUR MISSION

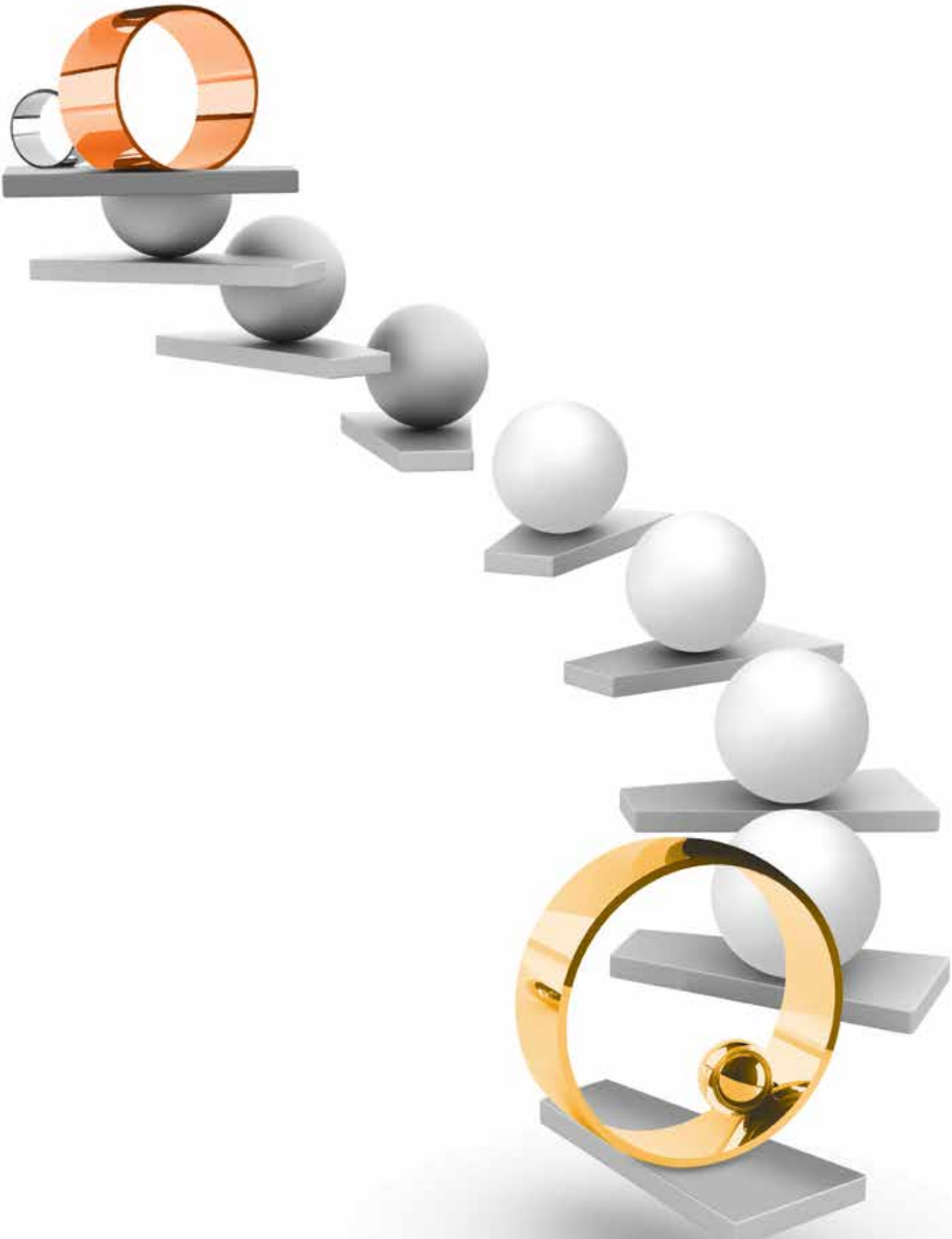
AS A COMPLEMENTARY OCCUPATIONAL PENSION FUND, TO FULFILL THE BENEFITS AND SERVICES FOR ITS MEMBERS AT THE HIGHEST STANDARDS, TO PROTECT THE SAVINGS OF MEMBERS THROUGH SOUND INVESTMENTS, TO GROW IN A SUSTAINABLE WAY AND TO ENSURE THE SATISFACTION OF MEMBERS.

OUR VISION

TO CONTRIBUTE TO THE NATIONAL ECONOMY THROUGH PROFITABLE AND EFFICIENT INVESTMENTS WHILE TRANSFERRING OYAK TO FUTURE GENERATIONS AS A POWERFUL AND EXEMPLARY INSTITUTION IN TÜRKİYE AND THE WORLD BY CONSIDERING THE EXPECTATIONS OF ITS MEMBERS.

THE COMMON VALUES GUIDING OUR BUSINESS CONDUCT





» ABOUT OYAK



MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

WE WILL CONTINUE TO STAUNCHLY SUPPORT OUR MEMBERS AND TÜRKİYE



83.5%
Rate of Return

451,564
members

TRY 524.2 million
Amount dispersed in Lending Services

Our Valuable Members, Dear Employees, Respected Business Partners

The volatilities in the global economy brought about by the Covid-19 pandemic, which had impacted the whole world in 2020, continued in 2021. The twists and turns in global and local economic indicators, the restrictions on expenditures caused by the lockdowns imposed in response to the pandemic, and prevailing uncertainty tended to ease in the normalization process in 2021. Economic and social activities started to recover amid expectations of a revival in consumer demand.

One of the main economic issues of 2021 was the rise in inflation all over the world. As a key stakeholder in the global economy, Türkiye has not been unaffected by this trend, leading to anxiety and uncertainty among both consumers and producers.

Moreover, Türkiye has taken rapid and successful steps in the transition to the normalization process and in combatting the pandemic. When compared to other countries, Türkiye has succeeded in staging one of the most rapid economic recoveries thanks to its strong domestic demand and exports.

In 2021, a year filled with uncertainty, OYAK focused on correctly reading the developing and changing global agenda, taking necessary strategic measures and protecting the assets of its members, and ensuring that the assets are sustainable.

We will maintain our staunch support for our members and Türkiye

With our visionary work, at OYAK we have invested in different business lines, reinforced our strength in the industries in which we already have a presence, and grown further thanks to our new achievements in 2021, which marked the year of our 60th anniversary.

Having implemented its strategic decisions and initiatives in order to build a solid foundation for the future of its members, which number more than 450,000 and its workforce of around 37,000 employees, OYAK added new milestones to its journey in line with the mid - and long - term growth strategies of its companies.

The members of the OYAK Group Companies, all of which are managed under an effective and holistic approach, also resolutely continue their efforts to increase the Group's competitive clout in international markets.

All activities we carry out are built on enhancing the assets entrusted to us by our valued members. One of the most important indicators of this is that OYAK increased its profitability despite the difficult economic conditions in 2021. As a result, OYAK succeeded in generating a rate of return on its members' savings which was well in excess of the rate of inflation this year.

Once again, OYAK has not only added value to the savings of its members but also managed to protect its assets from the abrasive effects of the inflationary market conditions and expanded its assets in real terms. OYAK provided rate of return 83.5% to its members' savings in 2021.

Engaging in activities which are worthy of our members' trust

OYAK was established by members of the heroic Turkish Armed Forces, who work in difficult and risky conditions, in order to complement the Social Security Institution's retirement benefits and to help members of the Turkish Armed Forces achieve material and moral comfort by eliminating anxiety for the future and by providing solidarity among themselves with their own financial means. As of the end of 2021, the ratio of optional members stood at 66.4% and the participation ratio in the Pension Benefit System (PBS-EMS) stood at 78.4%. 63.3% of these members, who participated in the EMS, participated in the System at a rate of 4/4. Retirement Benefits were paid to 5,751 members through the system. These ratios are the most important indicators demonstrating our members' trust and commitment to our Institution.

Our work continued without interruption in line with our goal of making our members homeowners in 2021. One of these activities was to provide resource support to help our members become homeowners. Within the scope of OYAK's Housing Loan Services in 2021, 946 of our members borrowed loans totaling TRY 267.6 million. At the same time, while the interest in the Housing Savings Fund continues to grow, the number of members in the fund has almost doubled over the last five years, reaching 207,319 in 2021, with the fund providing a rate of return of 40.2% in 2021.

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

The number of users of OYAK Platform, on which we offer our members preferential services, increased by around 25% compared to the previous year and reached 316,089 as of 31 December 2021. OYAK offered 51 different campaigns to the users through the application during the year.

TELEPHONE CALLS MADE TO MEASURE SATISFACTION WITH OSP, OYAK PLATFORM, AND OYAK DOKTORUM FOUND A 95% SATISFACTION RATE IN 2021.

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Another aspect of our housing acquisition efforts has been the projects developed by OYAK İnşaat. The allocation of all 375 homes in the 1st Phase of our OYAK Seyirce project was completed in a short space of time, attracting intense interest from our members.

Again, in 2021, OYAK continued to provide Lending Services to our members when they needed it, both with OYAK's resources and through the contracted bank channel. TRY 524.2 million in loans was disbursed to 30,887 members through OYAK's resources.

Increasing our effectiveness with digitalized and diversified services

We focused on digitalization efforts in order to provide our members with fast, effective, high-quality services by diversifying our services in line with our members' needs.

The number of users on OYAK Platform, where we offer preferential services to our members, increased by around 25% compared to the previous year and reached 316,089 as of 31 December 2021. OYAK offered its users 51 different campaigns through the application during the year. With its renewed face and updated content, OYAK Platform's Mobile Application was unveiled to our members on 1 September 2021. The usage rate of OYAK Platform, which is improving day by day thanks to its easy access, diversified range of services, and privileged campaigns, has reached 61%.

In 2021, the campaign attracting the most clicks on the platform was the "Total İstasyonları - OYAK Members and their Relatives Campaign". 205,721 members benefited from the various campaigns with the total number of views reaching 56 million.

More than 57,000 of our members benefited from the special services offered to OYAK members through OYAK Sağlık Platformu (OSP), which has more than 820,000 members, in 2021 with services provided through 400 private health institutions in 38 provinces in Türkiye and the Turkish Republic of Northern Cyprus.

Our OYAK Doktorum service, which we brought into operation under the banner of "Our Most Important Asset is Our Health" during the pandemic, was moved to the mobile application on 1 February 2021 in order to render it easily accessible at any time. 50,033 people benefited from OYAK Doktorum service, the scope of which was expanded in line with our members' needs.

With our education discounts which we continued to offer in 2021, support was provided to the children of our members and employees, as well as their grandchildren, in the form of discounts in many private education institutions, including kindergartens, primary schools, secondary schools and high schools throughout Türkiye.

Putting member satisfaction first

By systematically measuring the satisfaction levels of the services and benefits to its members, OYAK considers the results obtained as a reference point for service development and improvement. Telephone calls made to measure satisfaction with OSP, OYAK Platform, and OYAK Doktorum found a 95% satisfaction rate in 2021. A 92% satisfaction rate was found among members who came to the institution and received services in the Single Window (Tek Pencere) application. In addition, satisfaction surveys conducted for Education Discounts, OSP, and OYAK Doktorum all found satisfaction rates of over 80%.

Our Member Communication Center is an effective communication channel where our members can place their questions, suggestions, information requests, and thank you messages, and where these are recorded. The Center continues to improve every year. Operating within this scope, the Voice Response System was redesigned to allow our members to access the information they need more quickly and easily, and it remained an alternative solution.

WE EVALUATE THE PRESENT BY PREDICTING THE FUTURE, WE DEVELOP VALUE PROPOSALS, WE RENEW OURSELVES CONSTANTLY, WE CONTINUE TO BRING EMPLOYMENT AND ADDED VALUE TO TÜRKİYE'S ECONOMY.

ALL OF THE ACHIEVEMENTS WE REALIZED WITH THE OYAK GROUP COMPANIES AND THE ACTIVITIES IN 2021 BROUGHT US GREAT PRIDE IN BEING ABLE TO SERVE OUR MEMBERS AND OUR COUNTRY.

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An institution which exists with its members

We carry out all of our activities by observing the principles of "Actuarial Balance", "Individual Equality" and "Fair Distribution of Resources". We continue to steadfastly manage our members' savings in the most correct way, to generate sustainable income, to continuously improve our company portfolio in order to increase the welfare of our members, and to increase our efficiency.

In a rapidly changing world, it is an inescapable necessity for us to ensure the long-term sustainability of the system and to move forward, ever stronger, into the future by improving our qualifications for the complementary occupational pension system.

The growth in the number of our voluntary members and the participation rates in EMS in the last five years stand as a testament to the trust our members place in OYAK and ourselves. To be worthy of this trust, we work in line with a strategy focused on maintaining and building member savings while continuing to reach our members. We evaluate the present by predicting the future, we develop value proposals, we constantly renew ourselves and we continue to bring employment and added value into Türkiye's economy.

Looking to the future

We sincerely believe in our hearts that the gains from the investments we plan in the short, medium and long term will serve as a source of hope and assurance for future generations. OYAK rounded off its 60th year in 2021 true to its tradition of always striving to move forward.

The process of diversification in OYAK's portfolio, which has gained pace in recent years, the efficiency and investment activities are among the solid and careful steps taken for the coming years.

In the coming period, we will continue to utilize the savings of our members around the world most effectively and provide a strong contribution to the Turkish economy.

All of the achievements we have achieved and the activities carried out in 2021 with the OYAK Group Companies have brought us pride in being able to serve our country and our members. Our greatest wish is that the next generations, who will take the baton and duty after us, will be able to experience the pride of similar anniversaries.

On behalf of myself and the Board of Directors at OYAK, I would like to express my sincere thanks to our esteemed members, who make us stronger with their presence, our management teams, and our colleagues.

With the wish of reaching many meaningful milestones where we will share new achievements with you…

Respectfully,



Mehmet TAŞ
(Ret.) Major General
Chairman of the Board of Directors

MESSAGE FROM THE CEO

WE ACHIEVED HISTORIC ACHIEVEMENTS IN OUR 60TH YEAR.

83.5%
Rate of Return



87.8%
Consolidated assets growth

TRY 296 billion
Consolidated assets

Valuable Members, Dear Employees, Valuable Business Partners

In the second year of the Covid-19 pandemic, we rapidly adapted to the next new normal by maintaining the process of change and transformation at the heart of our business processes. After a period in which no one could foresee what kind of changes would come, finally the fog of uncertainty cleared to a large extent and we started to see the future more clearly. Each of us has witnessed deductive and profound transformations. While there have been far-reaching changes in our ways of doing business, purpose-oriented approaches have turned into global-scale trends, and innovation has become a matter of survival. Based on the importance of the consistency of narrative with action, we are proud of the economic resilience and social solidarity we have demonstrated in this chaotic climate. We continue to undertake exemplary initiations which add value to Türkiye with our deeply rooted corporate heritage and our own strength, together with all our stakeholders.

With our work on changing paradigms since we have taken office, we have moved to explore and closely examine opportunities, especially in strategic, less cyclical industries such as energy, food, agriculture, technology, and finance. We have shaped our growth policies by entering these strategic industries and widening our distribution into new geographical regions in order to deepen our existing business in a manner that ensures vertical and horizontal integration.

In order to enable sustainable growth, increase efficiency and profitability while ensuring portfolio diversity and balance, we have turned to mergers and acquisitions, international partnerships, investments in new areas, and public offerings, which will move OYAK and the OYAK Group Companies beyond the current era.

The Covid-19 Pandemic and post-pandemic conditions

It is important to look back to understand how we arrived at this point. The transformation and restructuring we have experienced at OYAK brought strong and solid growth. The pandemic and post-pandemic conditions we have encountered in this process have radically changed the course of the global economy.

In a bid to limit the fallout of the Covid-19 pandemic, governments implemented grant and loan programs of a size unprecedented in recent history. They also focused on eliminating political risks by supporting the macroeconomic cycle and households with expansionary fiscal policies. Despite the plethora of measures taken, the growing bottlenecks arising from the pandemic, the restrictions, the inflationary environment, political risks, health problems arising from Covid-19 cases, and human resources all led to end-to-end blockages in supply chains. Against this backdrop, it was impossible to prevent the rise in energy prices, the decline in the food supply, and general supply-demand imbalances.

Global economies started the year with low growth and rising inflation. The global economy wrapped up 2021 with 5.9% growth, as central banks maintained their supportive monetary policies throughout the year. The USA rolled out economic support packages during the year when the US Federal Reserve (Fed) kept its policy rate in a range of 0-0.25%. The USA ended 2021 with a growth of 5.7%, which followed the sharp economic contraction in the previous year. Confronted with inflationary pressures in the Euro Zone, the European Central Bank (ECB) left its interest rates on hold and strengthened the regional recovery. Japan and China maintained their cautious and stable stance toward their economies with the vaccination rollout being carried out to tackle the pandemic along with interest rate cuts.

The impact of the financial incentives and the shocks produced by economic disruptions, global inflation climbed to above 5% in 2021. Many markets, including our country, were affected by high inflation. The two-year pandemic period brought the low inflation period, which had extended since 2009, to an ignominious end.

One of the positive triggers of change was digitalization. In almost every sector, the Internet of Things, Artificial Intelligence, big data, and mobility gained weight in the production and trade cycle. Deepening cryptocurrency markets, digital currencies, and fintech focused new applications and practices have also contributed to the transformation in the global picture.

Maintaining its positive growth performance, the Turkish economy was affected by the volatility in exchange rates and inflation in 2021. Steep price increases in the global arena, especially in oil and commodity prices, were the main trigger of the imbalances in the local market. Türkiye achieved the highest rate of growth among the G20, the OECD, and EU thanks to the package of measures Türkiye has implemented in this process. While the risk of recession emerged in key production sectors, our country's exports surged by 32.8% to reach USD 225.3 billion.

MESSAGE FROM THE CEO

OYAK expanded its consolidated assets by 87.8% year-on-year to TRY 296 billion, while recording consolidated net assets of TRY 106 billion and increasing its consolidated revenues by 90.6% year-on-year to TRY 139 billion.

OYAK SUCCESSFULLY ACHIEVED ITS GOAL OF PROVIDING HIGH RETURNS BY PRESERVING THE SAVINGS OF ITS MEMBERS IN REAL TERMS, WITH A STRONG RATE OF RETURN OF 83.5% IN THE 2021 OPERATING PERIOD.

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OYAK completed a milestone with its 60th year in 2021

OYAK has become a global player especially with the initiations it has set out in the recent last period. OYAK completed its 60th year of operation, having experienced so many of the changes in the world and Türkiye. We concluded 2021 by leaving an indelible mark in OYAK's history, attaining the strongest position we have reached since our establishment, not only by breaking records but also by climbing to the top. With its many achievements, OYAK has further reinforced the rightful reputation and the prestige it enjoys in the eyes and hearts of all of its stakeholders. With the devoted contribution of the thousands of employees at OYAK and the OYAK Group Companies, we had the justified pride of achieving a strong performance during this meaningful anniversary year.

Taking sure steps to reach the top

OYAK successfully achieved its goal of providing high returns by preserving the savings of its members in real terms, with a strong rate of return of 83.5% in the 2021 operating period. I sincerely wish this rate, which is a reflection of OYAK's success in today's conditions, will benefit all OYAK members.

All of our the OYAK Group Companies posted the "best" performances in their history. Thanks to their effective management, they managed the risks and made the best use of the opportunities presented to them by making sound use of their synergy, foresight, and financial power, and by constantly updating their plans and taking decisions which were appropriate to the changing conditions.

OYAK expanded its consolidated assets by 87.8% year-on-year to TRY 296 billion, while recording consolidated net assets of TRY 106 billion and increasing its consolidated revenues by 90.6% year-on-year to TRY 139 billion. In 2021, our companies paid TRY 6 billion in Corporate Tax, accounting for 3.42% of the total Corporate Tax paid in Türkiye. With total export of USD 4.9 billion, OYAK single-handedly realized 2.16% of Türkiye's total exports in 2021 and continued to create added value for our country's economy.

As a global player with its 37,000 qualified employees, with activities in 24 countries and seven regions of Türkiye as of the end of 2021, we are proud to have maintained our sustainable, innovative, and competitive approach.

In 2021, we focused on doing more by continuing our efforts to improve the services we offer our members and to strengthen our value proposition. OYAK and the OYAK Group Companies wrapped up what was an unprecedented year.

One of the most profitable steel producers in the world

In 2021, when world crude steel production grew by 4%, steel production in Türkiye increased by 13% to set a new record with total steel production of 40 million tons. The year was marked by electricity and natural gas bottlenecks, with raw material supply as well as the EU import quotas and customs duties shaping the agenda of the global steel industry.

The OYAK Mining Metallurgy Companies alone realized 22% of Türkiye's total crude steel production, with the production of 9,021,000 tons of crude steel. The companies also increased their contribution to the Turkish economy with 1.6 million tons of finished product exports. Our OYAK Mining Metallurgy Companies were among the most profitable steel producers in the world, having invested USD 1.4 billion over the course of the last 5 years and achieving significant gains in their digitalization efforts.

Erdemir, İsdemir, Erdemir Çelik Servis Merkezi (Ersem) and Erdemir Madencilik, which are among Türkiye's biggest employers in the private sector with nearly 13,000 employees, are on the ISO 500 list.

Erdemir was the most valuable company on the Borsa İstanbul in terms of market value as of the end of 2021, and reached a market value of TRY 98,560 million. İsdemir, on the other hand, became the fifth most valuable company listed on the Borsa İstanbul with a market value of TRY 67,396 million. The OYAK Mining Metallurgy Companies closed 2021 with a turnover of USD 7.7 billion and a net profit of USD 1.7 billion. Erdemir, which is included in the BIST 30 Index, is one of the largest publicly traded companies in Türkiye with a free float of 47.63%.

OYAK AND THE OYAK GROUP COMPANIES WRAPPED UP WHAT WAS AN UNPRECEDENTED YEAR.

Kümaş Manyezit paid 32% of its acquisition fee to Erdemir through the EBITDA it provided to Erdemir in the first year after its acquisition.

With Kümaş, which we acquired in 2021, we ensured supply security in refractory, which is one of the important inputs in the iron, steel, and cement industries. As well as being able to offer local industrialists new opportunities for raw material supply with its extensive reserves and advantage in raw materials, we also carried our country to a strategic position in this field with Kümaş's export potential. Kümaş Manyezit paid 32% of its acquisition fee to Erdemir through the EBITDA it provided to Erdemir in the first year after its acquisition.

With Miilux OY, we became a regional supplier of wear-resistant steel

With our Miilux OY company starting production at its facility in Manisa, we started to single-handedly meet 100% of Türkiye's requirement for wear-resistant steel. Our investment in Miilux OY is a very important indicator of our support for the Turkish defense industry. Miilux OY started to take a share from the European market as well as in Türkiye, and became a regional wear-resistant steel supplier.

Our cement companies are in the league of global giants in their industry

The cement industry faced steep increases in input costs and an increasing burden of regulations in 2021. Since we had anticipated this beforehand, we became a global player in the cement industry by expanding not only in Türkiye but also in Africa after our investments in Portugal, Cape Verde, and the Ivory Coast. The OYAK Cement Concrete and Paper Companies achieved valuable and rapid gains with the contribution of the central management organization which they had put into practice in 2020. Our cement companies are among the world's most important producers with a total capacity of 32.6 million tons. They also recorded growth in their white cement export volumes in 2021.

The OYAK Cement Concrete and Paper Companies concentrated on work in the field of sustainability. The OYAK Cement Concrete and Paper Companies reached a 22.5% alternative fuel usage rate in 2021 and started to set themselves apart in the sector with their environmentally friendly energy policies and net zero emission commitments. OYAK Çimento has become the first Turkish cement company to pledge its commitment to "Net-Zero". This brings together the necessary criteria to set science-based targets for global companies to limit the increase in global temperatures to 1.5°C until 2030.

As Türkiye's only cellulose pulp producer and integrated paper plant, OYKA has not only maintained its leading position in the sector by increasing its net profitability 12-fold in the last 5 years, it has also gained a significant presence on the back of its profitability in 2021.

Successful results in difficult years in the automotive logistics industry

While the microchip crisis hit global production, high loan interest rates and fluctuations in exchange rates affected the local market. Production of motor vehicles in Türkiye decreased and the domestic market contracted by 8%. Our Automotive Logistics Companies rounded off 2021 with high profitability in this period, while the use of electric vehicles continued to expand globally and the EU ramped up battery production.

Although the container crisis, congestion in ports, and rising freight prices were among the challenges facing the sector, an increase in demand for road transportation was observed. Investments to increase the number of lines leaving Türkiye continued. One of the most important and welcome developments in 2021 was the increase in the Turkish logistics confidence index, standing as a testament to the quality of the investments in our companies, which serve in the sector.

Pressing ahead with its activities with its long-standing experience of nearly 45 years and its vision of becoming a global player, OMSAN Logistics revamped its corporate identity, which was renewed in 2021, with a new logo. With customer satisfaction, integrated services, digitalization, and sustainability at the heart of its growth strategy, OMSAN Logistics increased its operational volume in all transportation modes such as road, rail, and marine transportation when compared to the previous year.

We established Port Yarımca, which is Türkiye's largest Ro-Ro investment, in partnership with the Japanese Nippon Yusen Kaisha. Port Yarımca won the "Stellantis Group Finished Vehicle Logistics Tender". Significant gains have been achieved with the 2022 and 2023 handling work of Peugeot, Citroën, DS, and Opel brand vehicles sold to the Turkish market within the scope of the tender.

In addition to the stabilization in the supply chain, our new fleet and warehouse investments and our online sales infrastructure work continued in 2021.

MESSAGE FROM THE CEO

With the two strategic acquisitions of the Sagra and Tamek brands, we started to reach consumers at every link of the food value chain, starting from the farm. Thanks to the deep-rooted histories of our brands, their high brand recognition, and OYAK's strategic vision, our place as a key player in this market is assured.

HEKTAŞ, the pride of Turkish agriculture

During 2021, food inflation, the negative effects of the climate crisis, and price increases in agricultural inputs were the material issues affecting the food, agriculture, and animal husbandry sector - another strategic area which we are active in.

HEKTAŞ is backed by 65 years of experience in the agricultural sector, which is intertwined with the food sector and complements each other. With HEKTAŞ, we touch all segments of society, from producers to consumers, and create value for the economy. In order to diversify the existing product and customer portfolio, we are strengthening our presence in the field of plant protection production and marketing with our Ferbis factory based in Niğde. In the last five years, we have taken advantage of organic and inorganic growth opportunities and ramped up our exports through expansion into foreign markets. As we approach our goal of becoming a global agricultural company step by step, we shall continue to grow more strongly with our capacity increases and investments in technology.

At our innovation, training, and experience center in Orhangazi, we successfully carry out many projects from the use of high technology in agricultural production to seed improvement studies. HEKTAŞ distributes more than 100,000 points. HEKTAŞ maintains its market leadership in plant protection and non-chemical plant nutrition in the fields of organo-mineral-based plant nutrition, seed, animal health, and pet food with investments in organic and inorganic chemicals.

Our company had a market value of approximately USD 69 million in 2016. It reached a value of USD 959 million by the end of 2021 with a growth of approximately 14 times. HEKTAŞ will continue to receive a rapid return on its investments from now on.

Entry into the TRY 120 billion food industry with Sagra and Tamek

Under the banner of "From the soil to the table", we have taken our strong position in the agricultural value chain one step further and entered the food sector. With the two strategic acquisitions of the Sagra and Tamek brands, we started to reach consumers at every link of the food value chain, starting from the farm. Thanks to the deep-rooted histories of our brands, their high brand recognition, and OYAK's strategic vision, our place as a key player in this market is assured.

With our food investments, we command one of the strongest distribution networks in Türkiye, establishing SATEM in order to ensure the availability of our brands throughout Türkiye and abroad. In the space of just 4 months, we reached more than 100,000 distribution points. We have observed the impact of this competence in distribution channels on the turnover of our Sagra and Tamek brands.

A commanding presence in the fuel distribution sector

The energy sector focused on investments in alternative fuels, renewable energy, clean energy technologies, electric vehicle use, battery technology, and e-charging in 2021, a period of record jumps in energy prices on a global scale. Our organization entered the fuel distribution sector with Total and M Oil. OYAK acquired Milangaz's LPG operations in 2021 and completed the integration of Güzel Enerji and Likitgaz with OYAK.

We are increasing the commercial profitability, competitiveness, and added value of Total İstasyonları and M Oil further every day. With Milangaz, we have the most extensive and strongest logistics network in Türkiye with an LPG storage capacity of 130,000 m^3 at 20 points. We became the market leader in LPG exports, exporting 124,000 tons of LPG. At Milangaz, we aim for a position of leadership by increasing our market share both in the Autogas and bottled gas markets. We position our brand as a young, environmentalist, dynamic and consumer-friendly brand with our revamped logo and corporate identity. As a pioneering company which is setting an example, we are rapidly moving towards becoming the leading brand in the sector.

Initiations in the chemical industry

Akdeniz Chemson is the world market leader in the PVC stabilizer product group. Almatis is the world market leader in the specialized alumina product group. Akdeniz Chemson and Almatis are focused on new product development and R&D work in order to respond to the changing needs of the sector.

Thanks to the factory we established with Almatis and commissioned in India, we aim to strengthen our dominance in the South Asian market. Another investment which will strengthen our market leadership on a global scale has been the establishment of Akdeniz Chemson's factory in China. With the investment undertaken to meet demand in the growing Chinese market, increase the production capacity and provide a superior quality-oriented service, Akdeniz Chemson is expected to triple its production capacity for the Chinese market in the first phase.

Türkiye's first carbon black plant
At OYAK, we contribute to the reduction of the foreign dependence by investing in areas where Türkiye is partially or completely dependent on foreign sources. Furthermore, we provide strength and resilience to the economy with localization and domestication projects.

We received a project-based government incentive with the approval of the Presidency for the carbon black production facility to be built in İskenderun. The factory, the foundation of which we have laid, will break new ground in Türkiye. We will thus have the capacity to meet Türkiye's entire annual domestic carbon black needs of 220,000 tons with this investment. With this move, we will be able to do away with the need to import USD 300 million worth of carbon black annually starting from the first year we start production. The project, which we will realize with foreign investment, will reduce the current account deficit and provide added value to Türkiye's economy and foreign trade with its export potential.

A record high Return on Equity in sales and profitability at our finance companies
Financial services, another key field of activity for us, are undergoing a process of change on a global scale. Investments by international holdings and pension and wealth funds in the field of venture capital gained momentum in 2021, focusing particularly on technology in venture capital investments.

The expansion of Fintech investments, the rapid development in the payment systems and electronic money sectors, and the diversification in the field of crypto asset management continue. The growth in information security, artificial intelligence, data analytics, blockchain, cloud technologies, and the e-commerce sector has been at the forefront of the finance industry.

Our companies have increased their number of customers and portfolios with new collaborations. They have increased their contribution to financial inclusion with a service network spread throughout the country. We successfully offered OYAK YATIRIM to the public in 2021, with an offer size of TRY 526 million. OYAK Yatırım Menkul Değerler A.Ş. increased its net profit to record levels, with a net profit of TRY 402.6 million in 2021. In addition to the milestone of OYAK YATIRIM's public offering, OYAK Grup Sigorta's London Office entered service. Its access to global markets was strengthened by obtaining the Lloyd's authorized broker license and membership of the Worldwide Broker Network (WBN).

IN OUR TALENT ACQUISITION, TALENT MANAGEMENT, AND LEARNING AND DEVELOPMENT PROCESSES, MANAGING SUSTAINABLE HUMAN RESOURCES AND INCREASING EMPLOYEE LOYALTY ARE AT THE FOREFRONT OF OUR ATTENTION.

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Sixteen ongoing projects in the construction sector
OYAK İnşaat operates in the construction sector and mainly aims to build low-cost, high-quality housing for our members. OYAK İnşaat delivered 2,398 homes within the scope of three projects completed between 2016 and 2021. OYAK İnşaat plans to deliver a further 9,104 homes, in addition to factories and workplaces, within the scope of 16 projects, whose construction or development processes are ongoing, between 2022 and 2027.

Our human resources are our assurance and our future
With its effective governance model, OYAK places human resources at the heart of its integrated management approach.

In 2021, the evaluation of the organizational structures of our companies was completed, and work on their re-design got underway. Integrated management of the OYAK Human Resources processes is carried out in 13 main modules and 11 different languages through our DijitalİK platform.

In our talent acquisition, talent management, and learning and development processes, managing sustainable human resources and increasing employee loyalty are at the forefront of our attention.

MESSAGE FROM THE CEO

The Climate Change Analysis Project was launched in order to correctly evaluate the climate risks and opportunities for OYAK and the OYAK Group Companies, and the risks and opportunities in the transition process to a low carbon economy, and to integrate them into their strategies. With the project, climate-related risks will be comprehensively addressed at OYAK and the OYAK Group Companies, and longterm road maps will be set out to ensure the most appropriate management of risks and opportunities.

In order to further increase the competitiveness of our companies, prepare OYAK for the future, equip our employees with new skills, and to accelerate their development, we implemented the "Our Route is the Future" program, which we started the preliminary preparations for in 2021. The first phase of the program will be completed in December 2022. 632 employees have been included in "Our Route is the Future", which is a customized development program owned entirely by OYAK. While providing our talented employees with the opportunity to develop new skills and refresh existing skills, we open learning platforms which will provide all of our employees with support in vocational and technical areas. In 2021, 535,000 person-hours of training was allocated to our employees.

The climate crisis and our business lines

The climate crisis is one of the biggest global threats of our era. The developments we have experienced in the recent period have clearly pointed out the sheer scale of the problems being experienced in our world on the environmental, social and economic axes, especially the climate crisis and global warming.

The pandemic serves as a clear warning for the future of humanity, and sustainability has rapidly become an important value. It is observed that there is an increase in the awareness that natural resources are not infinite and, in particular, that humanity bears responsibility in this regard.

In addition to the COP26 meeting held in the last quarter of 2021, the ratification of the Paris Climate Agreement by the Turkish Grand National Assembly and rendering it binding for all of us marks an important development for Türkiye and most of the sectors which we operate in. Although humanity faces a long road ahead, with many difficult issues to overcome, the knowledge, skills, and technological competence required for a solution is a source of hope.

In the coming period, it appears inevitable that all sectors which seek to maintain world trade and remain competitive will take the necessary measures to limit their emissions in the first place. It is imperative that all sectors undertake the necessary comprehensive transformation preparations in line with the goal of being carbon neutral in the medium and long term.

To this end, the Climate Change Analysis Project was launched in order to correctly evaluate the climate risks and opportunities for OYAK and the OYAK Group Companies, and the risks and opportunities in the transition process to a low carbon economy, and to integrate them into their strategies. With the project, climate-related risks will be comprehensively addressed at OYAK and the OYAK Group Companies, and long-term road maps will be set out to ensure the most appropriate management of risks and opportunities. With its perspective and sustainability strategy, OYAK, together with its companies, carries out corporate activities that directly serve six of the United Nations Sustainable Development Goals (SDGs) in the fields of industry, sustainable living spaces, responsible consumption, and production, climate action, water, and terrestrial life.

Although our contribution to the SDGs emerges in different axes, when considered in total, it indicates OYAK's strong contribution to the global fight against the climate crisis. We are determined to increase this contribution and to use our wide sphere of influence much more beneficially.

Entering our 61st year with strong strides forward
As Türkiye's largest and complementary professional pension fund, we operate with an exemplary management model. We are increasing our competitive clout on an international scale and expanding our global sphere of influence in line with our sustainable growth goals.

We represent one of the biggest economic powers in our geographical area. We progress with sure and stable steps forward in the fields of employment, production, and exports. Our clearest goal is to extend the leadership we have achieved in Türkiye beyond our borders in the coming period. We are resolutely drawing our roadmap in line with this goal.

OYAK emerged unbowed from the pandemic and has continued its growth without interruption. As an international power, it will continue to invest in both its current fields of activity and in new fields. OYAK will continue to manage its operations by taking positions according to in line with the prevailing conditions, the needs of the future, and the changes in world markets.

OYAK sets an exemplary model not only in Türkiye but also in the world. It will continue to work with its unwavering belief in its country and its potential. OYAK will continue to produce more and share the value it creates with all of its stakeholders, especially its valuable members.

I would like to emphasize that we achieved such a strong performance thanks to the devoted contribution of the thousands of employees in OYAK and the OYAK Group Companies. Our qualified human resources consisting of nearly 37 thousand employees in 24 countries and seven regions in Türkiye support our sustainable, innovative, and competitive approach. They represent the vision of our institution with dignity in the world. The strong teamwork behind these successes is no coincidence.

WE REPRESENT ONE OF THE BIGGEST ECONOMIC POWERS IN OUR GEOGRAPHICAL AREA. WE PROGRESS WITH SURE AND STABLE STEPS FORWARD IN THE FIELDS OF EMPLOYMENT, PRODUCTION, AND EXPORTS.

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We view the trust of our valued members as something sacred. With their constructive contributions, valuable opinions, and suggestions, we will maintain our sustainable growth and create value for our country and our members. We will pass on this sacred trust to the future.

Respectfully,



Süleyman Savaş ERDEM
CEO

CORPORATE GOVERNANCE

OYAK's main goal is to prepare a more secure future for its members. It aims to provide the highest possible level of interest and growth and to offer services offering high added value with the service model it has developed.

OYAK's corporate structure

OYAK acts with an awareness and responsibility of serving its members. It strives to ensure the best use of its resources with its investments, both at the operational and financial level. OYAK is a complementary professional pension fund which has examples in many developed economies throughout the world.

OYAK's main goal is to prepare a more secure future for its members. It aims to provide the highest possible level of interest and growth, and to offer services which bring high added value with the service model it has developed.

OYAK's legal bodies

The following legal bodies make up OYAK's corporate management system; the Board of Representatives, the General Assembly, the Board of Directors, the Audit Board and the General Directorate. The identity of the bodies, the process with which they are formed and their duties are clearly defined in Law No. 205.

Board of Representatives

The Board of Representatives (75 members in practice) is the organ of OYAK with the largest participation, with no less than 50 members and no more than 100 members. It gathers every three years to fulfil the duties assigned to it by the Law. It examines the financial accounts of the past three years. The Board is authorized to elect 20 permanent and 10 backup General Assembly members.

General Assembly

The General Assembly consists of persons, with 20 members elected by the Board of Representatives, and other Legal Members which have the positions and duties specified in OYAK Law No. 205.

Board of Directors

The Board of Directors is the body responsible for the management of OYAK. Three of the Members of the Board of Directors are elected by the General Assembly and four are elected by the Election Committee as set out in Law No. 205. The General Manager, who is a natural member of the Board of Directors, holds the right to vote in decisions.

Audit Board

The Audit Board consists of three members, one of which is elected by the General Assembly, one by the President of the Turkish Court of Accounts, and one by the Chairman of the Board of Directors of the Banks Association of Türkiye.

The General Directorate

The General Directorate, which is responsible for the execution of the decisions taken by OYAK's legal decision-making bodies, consists of a General Manager appointed by the Board of Directors, a sufficient number of Deputy General Managers and the departments which are under them.

Corporate governance practices at OYAK

Corporate governance practices, which are covered under various headings and sections in Law No. 205, have been meticulously implemented and practiced since 1961, when OYAK was founded. Similar practices are followed at the OYAK Companies, and national and international developments are closely monitored regarding this matter.

At OYAK, work within the scope of corporate governance is carried out with the following objectives.

- For OYAK and the OYAK Group Companies to continue their activities in accordance with the corporate governance principles,
- Monitoring compliance with national and international legislation,
- Monitoring and managing domestic and international risks,
- Carrying out work to increase institutionalization

OYAK has internalized the four basic principles of corporate governance; fairness, transparency, accountability and responsibility. OYAK always considers the balance of corporate governance principles under the following headings with each other in its company management strategy.

- Shareholders
- Public disclosure and transparency
- Stakeholders
- The Board of Directors

CORPORATE GOVERNANCE PRACTICES AT OYAK'S PUBLICLY TRADED COMPANIES

The "Corporate Governance Principles" (CGP) were published by the Organization for Economic Cooperation and Development (OECD) in the international arena in 1999. It was published by the Capital Markets Board (CMB) in Türkiye in 2003. The CGP focuses on increasing social benefit by accepting the relations between companies and their stakeholders as a framework. With the Corporate Governance Communiqué published by the CMB in 2014, the CMB took its approach of "Apply, and Explain If You Don't Apply", which it adopted with regard to corporate governance principles, one step further. The CMB obliges publicly traded companies to apply some of the principles.

In this respect, OYAK's publicly traded companies fully fulfil all regulations required for compliance with the legislation.

Annual General Meetings

The Annual General Meetings regarding the activities of 2021 were completed by announcing the meetings at least three weeks before the meeting date, as required by the regulations. Any questions from shareholders at the Annual General Meeting were answered. Shareholders also attended the Annual General Meetings electronically.

In the Annual General Meetings, decisions to be taken regarding the companies in line with legislation were taken, and the necessary information was provided to shareholders.

Number of Independent Board Members and election procedure

In accordance with the CMB's Decision dated 21 January 2021 and numbered 4/97, the groups including listed companies for 2021 were announced. The number of independent members of the Board of Directors and the election procedures were completed within the framework of these groupings.

OYAK YATIRIM offered to the public

28.2 million shares with a total nominal value of TRY 28.2 million, including 22.5 million shares owned by OYAK, with a nominal value of TRY 22.5 million, and the shares with a nominal value of TRY 5.7 million which were issued as part of the increase in the issued capital of OYAK Yatırım Menkul Değerler A.Ş. from TRY 88.3 million to TRY 94 million, were offered to the public. Within the scope of the public offering of the shares, book building transactions for shares with a nominal value of TRY 1 at a price of TRY 18.65 outside the stock exchange were carried out between 2nd and 4th June 2021. The company started trading on the BIST Star Market under the OYYAT ticker on 10 June 2021.

Capital increase at Hektaş

In line with the investments undertaken by Hektaş in order to continue its process of rapid growth in 2021, the decision was taken to pursue a capital increase. Since some of the funds arising from the Company's capital increase will be used for the acquisition of financial fixed assets from related party companies, the transaction has the characteristic of being an "important transaction". In accordance with the regulation, the "important transaction" was put on the agenda of the Annual General Meeting held on 24 March, 2021 and the "right to leave" was given to the partners.

Following the registration of the Annual General Meeting, the Company's capital was increased to TRY 860 million, including TRY 400 million paid and TRY 232.4 million unpaid, to stay within the registered capital ceiling of TRY 1 billion. The transactions were completed on 20 May 2021.

The transactions to take over 100% of the shares in Arma İlaç San. ve Tic. A.Ş., which operates in the field of veterinary drugs, from OYAK Biyoteknoloji San. ve Tic. A.Ş. and the transaction to take over 51% of the shares in Agriventis Technologies Pty. Ltd., an Australian start-up company operating in the seed business line, from OYAK Sermaye Yatırımları A.Ş. for a total of TRY 120 million were completed on 12 January 2022. The report on where the funds raised from the capital increase were used was published on the Public Disclosure Platform.

Board of Directors' Annual Report apostrophe

In addition to the financial data, the Board of Directors' Annual Report published by the companies on the Public Disclosure Platform provides information on a range of issues such as the duties held by the Members of the Board of Directors outside the company, the number of Board meetings held during the year, important lawsuits, the subsidiary company report, and independence declarations by the Independent Members of the Board of Directors.

CORPORATE GOVERNANCE PRACTICES AT OYAK'S PUBLICLY TRADED COMPANIES

Erdemir increased its rating in the Corporate Governance Index, which is based on voluntary efforts, from 9.52 in 2020 to 9.57 in 2021, while İsdemir improved its rating from 9.45 in 2020 to 9.51 in 2021.

Common and Continuing Related Party Transaction Report

A Report on Common and Continuing Related Party Transactions, which took place with the quality and at the rate determined by the legislation, was prepared by OYAK's publicly traded companies. The conclusion part of the report was published on the Public Disclosure Platform in March 2022 as a material disclosure.

Corporate Governance Compliance Report and Corporate Governance Information Form

- Pursuant to the amendment made in the Corporate Governance Communiqué numbered II-17.1 with the CMB's Decision dated 10 January 2019 and numbered 2/49, Corporate Governance Compliance Reporting is carried out by using the Corporate Governance Compliance Report and Corporate Governance Information Form templates over the PDP. In addition, the Corporate Governance Compliance Statement and the Declaration of Independence by the Independent Members of the Board of Directors are included in the Annual Report of the Board of Directors of the Companies.
- With the amendment to the Corporate Governance Communiqué on 2 October 2020, the annual reports of companies whose shares are traded on the stock exchange include, in addition to other matters, information on whether or not the sustainability principles have been applied, and if not, a reasoned explanation. Information on the effects of environmental and social risk management arising from failure to comply with these principles is expected to be disclosed. As required by the regulation, templates setting out the compliance status of the companies with respect to sustainability practices were prepared, and presented in the Board of Directors Annual Report. The aforementioned reports by OYAK's publicly traded companies were published on the Public Disclosure Platform simultaneously with the announcement of their 2021 financial results.
- In the report, information was provided on a variety of topics such as information about the Investor Relations department, the structures of the Board of Directors, the members of the Corporate Governance Committee and the Early Detection of Risk Committee, the Audit Committee, which are formed under the Board of Directors, and the frequency of their meetings, the working guidelines of the committees, the liability insurance made for executives, code of ethics, and the policies. In addition, the aforementioned information was also published on the companies' websites.

Corporate Governance Index and Sustainability Index

Erdemir and İsdemir, which are OYAK's publicly traded companies, are included in the BIST Corporate Governance Index and BIST Sustainability Index. Erdemir increased its rating in the Corporate Governance Index, which is based on voluntary efforts, from 9.52 in 2020 to 9.57 in 2021, while İsdemir improved its rating from 9.45 in 2020 to 9.51 in 2021.

The "Most Valuable Company" on the Borsa İstanbul

Erdemir, which is included in the BIST 30 index, is one of the largest publicly traded companies in Türkiye with a float of 47.63%. The company closed the year 2021 as the most valuable company listed on the Borsa İstanbul.

Policies

The Information Policy, Profit Distribution Policy, Compensation Policy, Remuneration Policy, Donation and Aid Policy were created for OYAK's publicly traded companies. As required by the regulation, some of these policies were shared with the public, after being submitted to the approval of the General Assembly, and some of them were decided on by the Board of Directors.

In addition, OYAK's publicly traded companies have established the Public Disclosure Procedure in accordance with the CMB's Material Events Communiqué numbered II-15.1.a.

Website

There is an Investor Relations tab on the companies' websites. In the relevant section, information on corporate governance is kept up-to-date for the purpose of informing stakeholders.

The contact information of the companies' Investor Relations Department is available on the Public Disclosure Platform.

Erdemir, which is included in the BIST 30 index, is one of the largest publicly traded companies in Türkiye with a float of 47.63%. The company closed the year 2021 as the most valuable company listed on the Borsa İstanbul.

TABLE OF OYAK'S PUBLICLY TRADED COMPANIES

Company	OYAK's Share (%) 2021	OYAK's Share (%) 2020	Market Value of the Company (TRY million)[1]	BIST
Ereğli Demir ve Çelik Fabrikaları T.A.Ş.	49.29	49.29	98,560	EREGL.IS
İskenderun Demir ve Çelik A.Ş.	94.87	94.87	67,396	ISDMR.IS
OYAK Çimento Fabrikaları A.Ş.	73.25	73.25	9,162	OYAKC.IS
Hektaş Ticaret T.A.Ş. [2]	58.82	53.81	12,788	HEKTS.IS
OYAK Yatırım Menkul Değerler A.Ş. [2]	69.65	99.63	4,249	OYYAT.IS
OYAK Yatırım Ortaklığı A.Ş.[3]	47.29	47.29	136	OYAYO.IS

[1] The market value of the companies was calculated according to the prices at the close of trade on 31 December 2021. In the OYAK's Share (%) column, the share of OYAK/the OYAK Group Company in the capital is given according to the relevant company, which is in the PDP's tag.

[2] Due to the usage of unused shares during the capital increase of Hektaş, the partnership share has changed. The shares of OYAK YATIRIM started to be traded on the stock exchange on 10 June 2021. The partnership share for 2020 refers to the share before the shares started to be traded on the stock exchange.

[3] The voting right ratio is 86.4%.

ERDEMİR AND İSDEMİR ARE INCLUDED IN THE BIST CORPORATE GOVERNANCE INDEX AND THE BIST SUSTAINABILITY INDEX.

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OYAK's Publicly Traded Companies

BIST 30 //

- ☑ Erdemir
- ☑ İsdemir

BIST 50 //

- ☑ Hektaş

BIST 100 //

- ☑ OYAK Çimento Fabrikaları (Cement Factories)

DISCLOSURE, PROFIT DISTRIBUTION, COMPENSATION, REMUNERATION, DONATION AND AID POLICY WAS CREATED AT OYAK'S PUBLICLY TRADED COMPANIES.

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Public Disclosure Platform (PDP)

The contact information of the companies' Investor Relations Department is available on the Public Disclosure Platform (PDP).

GENERAL ECONOMIC OUTLOOK

The supply chain was interrupted in 2020 due to the Covid-19 pandemic and the imposition of lockdown measures. In 2021, the supply chain came under strain from rapidly increasing demand as the vaccination rollout gained pace and restrictions were relaxed, and it struggled to recover.



THE COVID-19 PANDEMIC, THE EFFECTS OF WHICH ROLLED ON IN 2021, HAS INFLICTED DAMAGE TO THE GLOBAL SUPPLY CHAIN, WHICH WILL TAKE YEARS TO REPAIR.

THE COURSE OF COVID-19 IN 2021

After dominating our lives in 2020, the Covid-19 pandemic remained on the agenda in 2021 and appeared to be resurgent in the second quarter of the year with the emergence of a new mutation, with financial and monetary incentives continuing to be rolled out and restrictions were reinstated in many countries. As the fifth wave of the virus hit in the final quarter of the year, in the shape of the Omicron variant, governments re-applied restrictive measures in the face of the rising number of cases in Asia and Europe. Doubt surrounded the effectiveness of vaccines against the new variant.

Global supply chain crisis caused by Covid-19

The Covid-19 pandemic, whose effects rolled on in 2021, has inflicted damage on the global supply chain for many sectors right across the board, from pharmaceuticals, retail and telecoms to the automotive sector. It will take time to repair.

Problems in the supply chain arising from rising raw material prices, shortages of components such as microchips, congestion in ports and a shortage of lorry drivers have all threatened the global economy.

The supply chain was interrupted in 2020 due to the Covid-19 pandemic and the lockdown measures implemented in response. The supply chain came under the strain of a rapid a surge in demand as the vaccination rollout gained momentum and lockdown restrictions were relaxed in 2021, and struggled to recover. This situation has sparked a global wave of chaos for manufacturers and distributors who were unable to supply and produce in the same quantities as before the pandemic. This chaos in the supply chain not only limited the ability of manufacturers to meet surging demand throughout the year, but also triggered a sharp rise in costs in global goods trade.

According to figures from the United Nations Conference on Trade and Development, shipping goods from China to South America in early 2021 cost five times more than in 2020. Freight rates on the route between China and North America have more than doubled. This situation led to a rise in global inflation which was reflected to consumers, who had started to spend again after the easing in the Covid-19 pandemic, which resulted either in increased costs of the products they wanted, or worse, leaving them unable to find the products they wanted at all.

After having extended record levels of financial and monetary support in 2021, many countries breathed a sigh of relief with the spread of vaccines in the first quarter, but again resorted to additional restrictive measures after the emergence of new variants.

Global economies at the mercy of new variants and vaccination levels

Global economies faced their biggest test in 2021, starting the year battered in the face of low growth and rising inflation. Countries administered record levels of financial and monetary support in 2021 in order to remove from the economic damage caused by Covid-19. Although the vaccination rollout in the first quarter brought a collective sigh of relief, economies again turned to additional restrictive measures after the emergence of new variants, paving the way for central banks to maintain the supportive monetary policies which they had introduced in 2020 throughout the year.

US rolls out a massive package of support to its economy

In 2021, the US Federal Reserve (Fed) left its policy rate on hold in a range of 0-0.25%. Within the scope of efforts to tackle the pandemic, an economic support package of USD 1.9 trillion was implemented during the year. The Fed guided that its program of asset purchases, which had been commissioned in March 2020, would continue until the employment and inflation targets were met, and its asset purchases continued until the last quarter. The tapering process, which was expected with an amount of USD 15 billion, started in November. In December, the pace of tapering was increased to USD 30 billion. The Fed also signaled that there were be at least three interest rate hikes during the next year.

In the United States, activity grew at a slower-than-expected pace in the second half of 2021, driven by material slowdowns in private consumption and manufacturing output. As economic activity was buffeted by many unexpected headwinds, including the new Covid-19 variants, rising supply shortages and energy prices, as well as a reduced rise in revenues from pandemic-related financial support, precipitated a surprise surge in inflation and the tightening labor market pushed wages higher. The US economy grew by 5.7% in 2021 having contracted by 3.4% in 2020.

The Situation in the Euro Zone

The European Central Bank (ECB) also left interest rates on hold in 2021. It was emphasized that inflation increased during the year, but that the incentives would not be wound down until a full recovery was seen in the economy. The first signals of normalization came with the confirmation that the Pandemic Urgent Asset Purchase Program (PUAP) would be would down in March 2022.

The tightening in economic activity and higher commodity prices further strengthened the recovery in the Euro Zone by boosting export growth and workers' wages in 2021. In addition to the recovery in domestic demand and the labor markets, inflationary pressures also gathered pace. Rising energy prices are expected to bring with them massive financial burdens as a result of the energy subsidies in many countries, particularly in Central and Eastern Europe.

Japan and China maintain a cautious and stable stance

Japan extended the duration of its special program, in which it provided financial support against the effects of the pandemic, by 6 months twice during the year, announcing a new funding program to tackle climate change. The Japanese authorities stated inflation would stand at 1% in 2023 while warning that Japan would not meet its 2% inflation target in the next 10-year period despite ultra-loose monetary policies. The country's economy rebounded towards the end of 2021 as economic activity and high vaccination rates allowed the Covid-19 control measures to be relaxed.

In its report published in January 2022, the IMF revised its growth forecast for Japan upwards from 3.2% to 3.3%. In the same report, the IMF revised its growth forecast for China for 2022 down by 0.8 points to 4.8%.

The People's Bank of China cut its policy rate from 3.85% in the last quarter to 3.80%. In addition, in this process, it also supported the markets by injecting 1.2 trillion Yuan of liquidity into the market with the step of required reserves. In the last quarter, the real estate companies Evergrande and Kaisa failed to pay their debts which were due. Although concerns over debt rollover in various sectors suppressed stock markets, this situation was brought under control before it turned into a full-blown global crisis.

GENERAL ECONOMIC OUTLOOK

Many factors ranging from climate change to the rapid growth in global demand affected agricultural commodity prices in 2021. According to data published by the United Nations Food and Agriculture Organization (FAO), global food prices increased by 28.1% - the steepest increase in the last 10 years.

WITH THE NORMALIZATION IN ECONOMIES IN 2021, PRICES OF BRENT OIL CLIMBED TO USD 85.82 /BARREL TO CLOSE THE YEAR AN IMPRESSIVE 50.83% HIGHER. LIKEWISE, NATURAL GAS, ANOTHER KEY COMPONENT OF THE ENERGY EQUATION, ROUNDED OFF THE YEAR UP BY 46.85%

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Growth in China slowed more significantly than anticipated. Restrictions related to the pandemic and regulatory measures in the real estate and finance sectors resulted in a decline in consumer spending and investment in housing. On the other hand, despite supply cuts and power cuts, manufacturing activity generally exhibited a positive trend and export growth gathered pace. Macroeconomic policy helped prevent a sharper economic slowdown and alleviated financial stress.

Recovery in commodity prices

The recovery in the prices of many commodities during the second half of 2020 was reflected to oil prices with a lag due to the downward pressure of the pandemic on global oil demand. With the normalization of economies in 2021, the price of Brent crude oil climbed to USD 85.82 per barrel, marking a 50.83% surge on the year. Likewise, natural gas, another key component of the energy equation, rounded off 2021 with an increase of 46.85%.

A whole host of factors, from climate change to rapidly increasing global demand, affected agricultural commodity prices in 2021. According to the figures compiled by the United Nations Food and Agriculture Organization (FAO), global food prices increased by 28.1% in their sharpest increase in the last 10 years. According to the FAO, the biggest increase in the agricultural complex was in vegetable oils. The Vegetable Oil Price Index rose from 65.80 to 164.80, reaching an all-time high. On the other hand, the increase in fertilizer prices was also one of the most important reasons for the general increase in food prices, saddling farmers with increased fertilizer costs. Iron ore prices kicked off 2020 at USD 91 and closed the year at USD 155. Iron ore prices also entered 2021 with an upward trend, but then decreased until November, due to China's reduced purchases in July against rising prices, and the accumulation of stocks at the ports. Iron ore prices closed the year at USD 112.

Global economy set to grow by 4.4% in 2022 according to the IMF

According to the IMF's January 2022 report, the global economy is expected to post growth of 4.4% in 2022 - a downward revision of 0.5 percentage points compared to the previous report. This revision is largely due to the 1.2 point downward revision in the forecast for US growth to 4.0% and a downward revision of 0.8 of a percentage point in China's growth forecast, to 4.8%. The IMF also lowered its growth forecast for the Euro Zone economy, which posted an estimated 5.2% growth in 2021, from 4.3% to 3.9% for this year, while revising its growth forecast for next year upward from 2% to 2.5%. According to the report, which predicts that Japan's economy will grow by 3.3% and the UK economy by 4.7%, India's economy is on course to achieve a record 9.0% growth in 2022.

The IMF predicts that world growth will lose some further momentum and slow to 3.8% in 2023. It predicts that the loss of momentum will be due to developed economies, with no significant change in developing countries.

Natural disasters due to weather events seen on a global scale in 2021 have left even wealthy countries vulnerable. The floods that hit Germany and Belgium, and the extreme heat related fires which ravaged the western United States and Canada have revealed that even wealthy nations are unprepared for the consequences of the climate crisis. In our country, the name of the Ministry of Environment and Urbanization was changed to the Ministry of the Environment, Urbanization and Climate

The Monetary Policy Committee decided to complete the use of the limited room implied by transitory effects of supply-side factors and other factors beyond the control of the monetary policy on price increases and reduced the policy rate by 400 basis points in the last quarter of 2021. The reflections of the decisions taken will be monitored in the first quarter of 2022.

Change on 29 October 2021. Under the Ministry, a Climate Change and Adaptation Coordination Board and the Climate Change Presidency were established. Disasters caused by climate change may cause an increase in the debt burden of countries, along with their budget deficits, job losses and food shortages.

An interest rate hike from the Central Bank of the Republic of Türkiye at the start of the year and an interest rate cut at the end of the year

The Central Bank of the Republic of Türkiye (CBRT) increased front-loaded interest rates in March. The Bank raised the policy rate from 17% to 19% due to the upside risks to inflation. The Bank then proceeded to cut interest rates for the first time in 16 months in September, lowering the policy rate by 100 basis points to 18%. The CBRT stated that this decision was taken by evaluating demand factors which monetary policy can affect, core inflation developments and the effects caused by supply shocks.

The Monetary Policy Committee decided to complete the use of the limited room implied by transitory effects of supply-side factors and other factors beyond the control of the monetary policy on price increases and reduced the policy rate by 400 basis points in the last quarter of 2021. The reflections of the decisions taken will be monitored in the first quarter of 2022.

The bilateral currency swap agreement signed with the People's Bank of China (PBoC) on 30 May 2019 was increased by TL 35.1 billion and 23 billion Chinese Yuan, to a total of TRY 46 billion and 35 billion Chinese Yuan in 2021. A swap agreement of TL 17.5 billion (2.3 trillion South Korean won) was signed with the Central Bank of South Korea.

The CBRT sold foreign currency directly to the market for the first time since 2014 in order to prevent unhealthy price formations in exchange rates. In the days that followed, the CBRT applied this step on four further occasions.

BIST 100 closes the year up by 25.8 thanks to the gains seen in the last quarter of 2021

In the first quarter, Borsa İstanbul A.Ş. changed its rules in the opening session of stock market. In the first quarter, after following a largely flat course in January and February, the BIST 100 index slid by 5.4% in March and closed the first quarter down 5.8% at 1,391.73 points. The BIST 100 closed the second quarter down by a further 2.54% at 1,356.34 points but clawed back some of its losses in the third quarter, closing up by 3.69% at 1,406.39 points. During the final quarter of the year, BIST 100 reached a new record of 2,406.89 points before retreating to close the year at 1,857.65 points, still marking a gain of 25.8% on the year.

Run on the Turkish Lira brought to a halt by the implementation of economic measures package

The USD/TRY rate, which rose by 42.6% in November, continued its upward movement in December to reach a peak at 18.3674. This was followed by a sharp recovery in the value of the Turkish Lira following the announcement by President Recep Tayyip Erdoğan of incentives and new tools regarding the economy. As details of the "Exchange Rate Protected TL Time Deposit" product became clear, the USD/TRY rate slid to as low as 10.0590. The USD/TRY rate recorded a decrease of nearly 45% in a matter of hours, while ending the year at 13.4570.

Türkiye's New Economy Model

International institutions and organizations had forecasted a growth rate of 6% for the Turkish economy in 2021. These expectations were subsequently revised higher and Türkiye's economy 2021, which was revised upwards, stood at 11% in line with expectations. In the last quarter of the year, the process of cutting interest rates was started in a bid to support investment and employment. The Turkish New Economy Model, which prioritizes growth and a low current account deficit, has been adopted.

Under the Turkish New Economy Model, which is flexible, intertwined with Türkiye's realities and realistic about social dynamics, the government aims to permanently solve the current account deficit problem, to overcome the middle-income trap and to rise to the top in the global value chains by making good use of the international conjuncture, within the scope of this model.

OYAK DİJİTALİK

DijitalİK, which initially offered services in nine different languages, including Turkish, was offered in 11 languages by the end of 2021.



The DijitalİK application was developed by the human resources and IT teams at OYAK and the OYAK Group Companies. The application aims to establish and standardize human resources systems.

DijitalİK, which is used by OYAK and the OYAK Group Companies, allows all human resources operations to be carried out instantly from any location with its user-friendly interface, simple design and fast structure. The application also serves as a platform where all the employees can easily access a wide range of information specific to them.

Transboundary coverage with a vision of global application

The application, which is unique in Türkiye and developed entirely by OYAK using domestic software, was opened to domestic companies in the initial stage. In 2020, with the vision of becoming a Global Application for a Globally Powerful OYAK, it started to offer services in nine different languages (English, German, French, Portuguese, Chinese, Japanese, Romanian and Hindi), including Turkish, for the use of foreign subsidiaries. By the end of 2021, the system can be used in 11 languages.

As an integrated platform that enables end-to-end and single database management of human resources processes with its 14 main modules, DijitalİK sets itself apart from similar applications in the market by providing significant time and cost savings with rapid fast solutions which provide personal and instant support for employees. When it comes to the range of uses, the platform offers instant payroll viewing for both white and blue collar OYAK employees, the entry of requests for all types of requests for leave including requests for annual and paid or unpaid leave, instant approval of such leave requests by their own managers and the opportunity to carrying out actions over the system regardless of the time or place. In addition, with the learning and development module, all users are provided with the opportunity to create individual development plans from the digital environment, access online training programs and determine the actions that will contribute to their development in line with all training they receive, and follow them on the system.

As of 2021, the mobile version of DijitalİK reached a user capacity of more than 28,000. When evaluated in terms of transaction volume, it is found that more than 3.2 million user logins, 382,000 request approvals, 1.17 million payroll views and 1 million mobile notifications were made during 2021. In addition, in 2021, OYAK and the OYAK Group Companies employees could gain access to the learning & development e-platform with 1.84 million connections through DijitalİK.

DijitalİK, which turned into a platform which employees use actively without limitations in terms of time and place, has undergone a process of constant improvement under an approach which will respond to current needs in light of feedback received.

DijitalİK continues to create added value in line with its vision of “Human Resources who stand by their employees”.

OYAK DOKTORUM

OYAK Doktorum has reached a wide range of people, including OYAK members, employees and their relatives. OYAK Doktorum has become a consultancy service offering free solutions for health problems.

A service which reinforces the value offered to members, employees and their relatives

By launching free medical consultancy service, "OYAK Doktorum", OYAK provides 7/24 consultancy support to its members, employees and their relatives regarding Covid-19 and other health problems without the need to check into health institutions.

While initially a service accessed through OYAK Platform and offered over a web connection, in the second phase of the project, OYAK Doktorum has been developed into a new application, and began to serve as the OYAK Doktorum Mobile Application as of 1 February 2021.

With its infrastructure, which is constantly being developed to meet changing needs, it aims to maximize user satisfaction by providing free medical consultancy services in all key branches, especially in the fight against Covid-19.

A strong performance

OYAK Doktorum has reached a wide audience including OYAK members, employees and their relatives and it has become a health consultancy service, offering its services free of charge. As of the end of 2021, the total number of platform users has reached 50,033 people. Interviews conducted by telephone and SMS questionnaire showed user satisfaction rate over 90% among all users.

A user-friendly application

OYAK Doktorum offers a user-friendly interface with a structure which offers direct solutions to the needs of its target audience. It provides its users easy access through its Mobile Application and Call Center, thanks to the continuity of the service and the maintenance of high level of quality.

New Application,
New Features
Advertising Film



"Social CRM Management" award

OYAK Doktorum won the bronze award in the Social CRM Management category at the Social Media Awards Türkiye, which is Türkiye's most comprehensive social media competition, with the collaboration of Marketing Türkiye, BoomSonar and Deloitte expertise.



OYAK GROUP COMPANIES

OYAK AND THE OYAK GROUP COMPANIES WORLDWIDE



Mining Metallurgy Companies

- Ereğli Demir ve Çelik Fabrikaları T.A.Ş.
- İskenderun Demir ve Çelik A.Ş.
- İsdemir Linde Gaz Ortaklığı A.Ş.
- Erdemir Madencilik Sanayi ve Ticaret A.Ş.
- Erdemir Çelik Servis Merkezi Sanayi ve Ticaret A.Ş.
- Erdemir Mühendislik Yönetim ve Danışmanlık Hizmetleri A.Ş.
- Erdemir Romania SRL
- Erdemir Enerji Üretim A.Ş.
- Kümaş Manyezit San. A.Ş.

Cement Concrete and Paper Companies

- Cimpor Global Holdings B.V.
- OYAK Çimento A.Ş.
- OYAK Çimento Fabrikaları A.Ş.
- Denizli Çimento Sanayii T.A.Ş.
- Cimpor Portugal Cabo Verde Operations SGPS S.A.
- Cimpor Cote D'Ivoire SARL
- Cimpor Cameroun SA
- OYAK Selüloz ve Kağıt Fabrikaları A.Ş.
- OYKA Kağıt Ambalaj Sanayii ve Ticaret A.Ş.



OYAK, the leading participant of the Turkish economy

With around 37,000 employees, OYAK carries out its activities in a wide range of sectors from mining and metallurgy to cement, automotive, logistics, energy, food, agriculture, animal husbandry, chemicals and finance, with more than **140 companies in 24 countries** in six continents.

Automotive Logistics Companies

- OYAK Renault Otomobil Fabrikaları A.Ş.
- MAİS Motorlu Araçlar İmal ve Satış A.Ş.
- ORFİN Finansman A.Ş.
- ORF Kiralama Pazarlama ve Pazarlama Danışmanlığı A.Ş.
- OMSAN Lojistik A.Ş.
- OYAK Denizcilik ve Liman İşletmeleri A.Ş.
- OYAK NYK Ro-Ro Liman İşletmeleri A.Ş.

Energy Companies

- İskenderun Enerji Üretim ve Ticaret A.Ş.
- OYAK Elektrik Enerjisi Toptan Satış A.Ş.
- OYAK STEAG Enerji Ticareti ve Hizmetleri A.Ş.
- Güzel Enerji Akaryakıt A.Ş. (TOTAL-M OIL)
- Likitgaz Dağıtım ve Endüstri A.Ş. (MİLANGAZ)

Food, Agriculture and Animal Husbandry Companies

- Hektaş Ticaret Türk A.Ş.
- OYAK Biyoteknoloji Sanayi ve Ticaret A.Ş.
- Sagra Grup Gıda Üretim ve Ticaret A.Ş.
- Tamek Grup Gıda Üretim A.Ş.
- Satem Grup Gıda Dağıtım ve Pazarlama A.Ş.

Chemical Companies

- Akdeniz Chemson
- ALMATIS
- OYAK Sentetik Karbon Ürünleri San. ve Tic. A.Ş.

Finance Companies

- OYAK Anker Bank GmbH
- OYAK Yatırım Menkul Değerler A.Ş.
- OYAK Yatırım Ortaklığı A.Ş.
- OYAK Portföy Yönetimi A.Ş.
- OYAK Grup Sigorta ve Reasürans Brokerliği A.Ş.

Other Companies

- ATAER Holding A.Ş.
- ATAER Madencilik Sanayi ve Ticaret A.Ş.
- Miilux OY
- OYAK Akaryakıt ve LPG Yatırımları A.Ş.
- OYAK Savunma ve Güvenlik Sistemleri A.Ş.
- OYAK İnşaat A.Ş.
- OYAK Pazarlama Hizmet ve Turizm A.Ş.

NORTH AND SOUTH AMERICA //

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OYAK's subsidiaries in the Americas are organized in the USA and Brazil. Along with Akdeniz Chemson, which is one of the global leaders in the chemical industry and the world's biggest producer of alumina, Almatis has strengthened its place in global trade with the activities in its facilities in Brazil.

OYAK operates in different business lines, from chemicals to financial services, logistics and cement, with its subsidiaries in Europe.

EUROPE //

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OYAK's production, trade and service activities in the European continent are spread over a wide geographical area, including Germany, Austria, Finland, France, the Netherlands, the UK, Luxembourg, Portugal and Romania.

OYAK operates in different business lines, from chemicals to financial services, logistics and cement with its subsidiaries in Europe.

In the European region, OYAK generates added value as a leading economic power and market participant.

AFRICA //

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OYAK maintains its presence in the continent of Africa with Cimpor in the cement sector and OMSAN in the field of logistics. OMSAN operates in Morocco, engaging in automobile transportation, automobile inventory area management and warehouse management. OYAK's cement companies command a significant market share in cement production and trade in Cape Verde, the Ivory Coast and Cameroon.

ASIA //

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OYAK's activities in the Asian continent are based in China, Japan, India and Singapore.

In the mining metallurgy sector operating in Asia, Erdemir Asia Pacific, OYAK is expanding its business lines in the Asian region with its chemical companies, Akdeniz Chemson and Almatis.

AUSTRALIA //

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Operating in six continents, OYAK's investments in the continent of Australia are focused on the chemicals sector. Taking advantage of being a local manufacturer, OYAK commands a market share of about 60% in Australia.

ERDEMİR | İSDEMİR
ERDEMİR MADEN | ERSEM | ERDEMİR MÜHENDİSLİK
KÜMAŞ MANYEZİT | ERDEMİR ROMANIA
ERDEMİR ENERJİ | İSDEMİR LİNDE GAZ ORTAKLIĞI
ERDEMİR ASIA PACIFIC

In 2021, the OYAK Mining Metallurgy Companies single-handedly realized 22% of Türkiye's total crude steel production, with production of 9,021,000 tons of crude steel.

MINING METALLURGY COMPANIES

Having contracted by 3.5% in 2020 due to the pandemic which affected the whole world, the global economy rapidly recovered in the second half of 2021 with the support of a high level of money supply. With the vaccination rollout in 2021, expectations for growth increased to a vigorous 5.9% for the year.

The iron and steel industry acts as a driving force of national economies. Türkiye is one of the leading countries in this industry both in terms of production and consumption. Our country is the seventh largest steel producer and consumer of steel in the world. Steel consumption in our country increased by 13% YoY in 2021 to reach 33.4 million tons. In 2021, with the support of strong domestic demand fueled by the manufacturing industry, Turkish steel production increased by 13% YoY to reach 40.4 million tons.

Operating in the fields of steel production, mining, engineering and project management, the OYAK Mining Metallurgy Companies produces steel to high standards at the facilities equipped with modern technology and distributes the steel to customers. In addition, the companies realize a significant proportion of the country's iron ore production.

OYAK Mining Metallurgy Companies shape the steel industry in Türkiye with their successful financial and operational performance. They compete with the world's best steel producers on a global playing field with their business culture, production quality and high value-added products.

The OYAK Mining Metallurgy Companies rank 4th among EU-28 steel producers, 9th in Europe and 48th in the world in the ranking conducted by the World Steel Association (Wordsteel) based on crude steel production figures for 2020.

Developments in 2021

- In 2021, the OYAK Mining Metallurgy Companies single-handedly realized 22% of Türkiye's total crude steel production, with production of 9,021,000 tons of crude steel.
- In 2021, the OYAK Mining Metallurgy Companies produced 9,203,000 tons of liquid steel. Flat finished product production stood at 7,515,000 tons, with long finished product production of 857,000 tons. The OYAK Mining Metallurgy Companies sold 7,400,000 tons of flat products and 846,000 tons of long products while exporting a total of 1.6 million tons of finished products, including 1.6 million tons of flat products and 17,000 tons of long products. Their flat products were exported to 38 countries and their long products to ten countries.
- Iron and magnesite production stood at 2,630,000 tons during the year.



12,797 employees

The OYAK Mining Metallurgy Companies are one of the biggest private sector employers in Türkiye, with 12,797 employees.



The OYAK Mining Metallurgy Companies at a glance

- Erdemir is Türkiye's only integrated flat steel producer and the unwavering leader in the industry.
- İsdemir is Türkiye's only and largest integrated facility producing both long and flat steel.
- The OYAK Mining Metallurgy Companies are one of the country's biggest employers in the private sector with a total of 12,797 employees.
- Among the OYAK Mining Metallurgy Companies, Erdemir, İsdemir, Erdemir Çelik Servis Merkezi and Erdemir Madencilik were included in the ISO 500 list.
- Erdemir and İsdemir are included in the Sustainability Index, which includes companies traded on the Borsa Istanbul (BIST) which have demonstrated a high level of corporate sustainability performance. Erdemir was included in the Sustainability Index for the seventh time this year with İsdemir being included in the Sustainability Index since November 2019 following its evaluation.
- Erdemir, which is included in the BIST 30 index, is one of the largest publicly traded companies in Türkiye with a 47.63% of its shares traded on the stock exchange.
- Erdemir closed 2021 as the most valuable company listed on the Borsa İstanbul.
- Despite the ongoing Covid-19 pandemic, global crude steel production increased by 3.6% to reach 1.91 billion tons in 2021. In Türkiye, crude steel production stood at 40.4 million tons, marking an annual increase of 12.7%.

THE OYAK MINING METALLURGY COMPANIES COMPETE WITH THE WORLD'S BEST STEEL PRODUCERS ON A GLOBAL PLAYING FIELD WITH THEIR BUSINESS CULTURE, PRODUCTION QUALITY AND HIGH VALUE-ADDED PRODUCTS.



EREĞLİ DEMİR VE ÇELİK FABRİKALARI T.A.Ş.

Operating successfully in the steel industry for more than 56 years, Erdemir is the largest integrated flat steel producer in Türkiye.

Ereğli Demir ve Çelik Fabrikaları T.A.Ş. (Erdemir) was established in 1960 with the aim of producing the flat steel needs of Türkiye, which was at that time undergoing a rapid process of industrialization, through domestic means. The facilities, the foundations of which were laid in 1961 in Karadeniz Ereğli, were brought into operation in 1965.

Leading the development of the country's industry for more than half a century, Erdemir has increased its annual crude steel production capacity to approximately 4 million tons and its final product capacity to approximately 5 million tons with its investments to increase capacity. Erdemir is home to one of the largest port facilities in the Black Sea region.

As a result of the tender held for the privatization of Erdemir in 2005, the acquisition of 49.29% of the Company's shares by ATAER, a wholly owned subsidiary of OYAK, was completed on 27 February 2006. With the transfer of shares, Erdemir and its subsidiaries joined the OYAK Group Companies.

More than half a century of experience, stability and leadership in the mining and metallurgy industry

Operating successfully in the steel industry for more than 56 years, Erdemir is Türkiye's largest integrated flat steel producer. Erdemir produces hot and cold rolled sheet metal, plate and tin, chrome and zinc plated sheet metal to international quality standards. Erdemir provides raw materials to many sectors from automotive to white goods, energy, heavy industry, construction, pipe, ship building and packaging production.

In order to respond quickly and effectively to the needs of the steel market, Erdemir continues to expand its product range, which is dynamically managed in line with customer expectations, with new grade and product development studies for end users.

ERDEMİR
EXPERIENCE, STABILITY, LEADERSHIP

WEBSITE
www.erdemir.com.tr

- ☑ Erdemir has been operating successfully in the steel industry for more than 56 years.
- ☑ Erdemir continues to expand its dynamically managed product range.

AS OF THE END OF 2021, ERDEMİR OFFERED 536 FLAT PRODUCT GRADES WHICH CAN COMPETE IN DOMESTIC AND INTERNATIONAL MARKETS IN TERMS OF QUALITY AND PRICE.

Operating successfully in the steel industry for more than 56 years, Erdemir is the largest integrated flat steel producer in Türkiye.

4 million tons
Erdemir has an annual crude steel production capacity of approximately 4 million tons.

5 million tons
Erdemir has an annual production capacity of approximately 5 million tons.

33 investments
A total of 33 investments was being undertaken by Erdemir and İsdemir in 2021.

ERDEMİR IS HOME TO ONE OF THE LARGEST PORT FACILITIES IN THE BLACK SEA REGION.



RANKED 9TH ON THE ISO 500

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With the submission of 12 patent and utility model applications in 2021, the total number of applications increased to 59.

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Within the scope of combating climate change, research is carried out to reduce carbon emissions and to apply appropriate technologies at Erdemir.

YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE [1]	AREA OF OPERATION	EREGL.IS
1960	2006	49.29%	FLAT STEEL PRODUCTION AND SALES	BIST TICKER

[1] OYAK's share was given as the share in the capital of the OYAK/the OYAK Group Company, which is in the tag of the Public Disclosure Platform of the Company.

EREĞLİ DEMİR VE ÇELİK FABRİKALARI T.A.Ş.

Acting with the vision of increasing the competitive clout of Turkish industry in global markets, Erdemir continues to work on the production of high value-added steels that are not produced in Türkiye.

CONTINUING ITS NEW GRADE AND PRODUCT DEVELOPMENT EFFORTS, AS OF THE END OF 2021, ERDEMİR WAS OFFERING 536 FLAT PRODUCT GRADES WHICH CAN COMPETE IN QUALITY AND PRICE IN DOMESTIC AND INTERNATIONAL MARKETS.

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Erdemir ranks 9th in the list of Türkiye's Top 500 Industrial Enterprises (ISO 500) announced by the İstanbul Chamber of Industry (ISO), based on the criteria of sales from production.

As of the end of 2021, Erdemir had a total of eleven sub companies, nine of which are based in Türkiye with two of them located abroad.

Investments

A total of 33 investments was being undertaken by Erdemir and İsdemir in 2021, three of which got underway in 2021 and three of which were completed in 2021.

Acting with the vision of increasing the competitive clout of the Turkish industry in global markets, Erdemir continues to work on the production of high value-added steels which are not produced in Türkiye.

R&D Center and Simulation Center Project completed at Erdemir in 2021

Erdemir continues its work on the renovation of the 2nd Blast Furnace, the 4th Coke Coil, the New Sinter Project, the 6th Steam Boiler, the Steel Mill Secondary Dust Collection System Capacity Increase Project, the New Turbo Blower Project, the 1st Slab Furnace Modernization Project and the Structural Improvement of the Port Piers Project.

Moreover, Erdemir has started to work on the No. 5 Coke Battery Project, the 1st Galvanizing Line Level-1 Automation System Modernization Project, the 2nd Hot Rolling Mill Investment Projects, the Domestic Waste Water Treatment Plant Modernization Project and the Plate Rolling Mill Housing System Renewal Investment Projects.

Production to international standards

The internationally accepted ISO 9001 Quality, ISO 14001 Environment, ISO 45001 Occupational Health and Safety, ISO 50001 Energy, ISO 27001 Information Security, ISO/IEC 17025 Testing and Calibration Laboratories and IATF 16949 Quality Management Systems for the Automotive Industry are meticulously implemented to create a common awareness of quality at the Erdemir facilities and to realize world-class, people-friendly and environmentally friendly production.





The OYAK Mining Metallurgy Companies realize investments to improve their R&D capacity. With the vacuum induction furnace, which was temporarily accepted in 2021 and put into operation, it is aimed to produce new generation steels, which are not included in the range of grade, on a pilot scale in 2022.

The first ministry-approved R&D Center in the steel industry

Work on R&D and innovation plays an important role in solving global problems. The R&D Center, which was approved by the Ministry of Industry and Technology on 26 August 2014, continues to operate in line with Erdemir's strategic goals.

The OYAK Mining Metallurgy Companies develop innovative, high value-added new products in line with the increasing needs and expectations of their customers, in addition to their own strategic goals. The R&D Center gathers its activities under four main groups; Hot Products and Processes, Cold Products and Processes, Steel Production and Casting Technologies, Raw Materials and Iron Production R&D. 45 projects had been completed at the R&D Center as of the end of 2021, while work on 42 projects was ongoing.

The R&D Center employs 56 staff, including 31 researchers, 20 technicians and a support team of 5 people. The OYAK Mining Metallurgy Companies attach tremendous importance to the development of its employees. They conduct training activities in the light of current technological developments. In 2021, 11 different training programs on technical subjects were provided to the R&D employees, while doctoral and graduate education is also encouraged. The R&D team has contributed to the intellectual capital of the OYAK Mining Metallurgy Companies with a total of 74 articles, notification papers and poster publications to date.

With 12 patent and utility model applications filed this year, the total number of applications increased to 59. The registration process of 42 of these applications is still ongoing. As of the end of 2021, the OYAK Mining Metallurgy Companies have 17 registered patent and utility model applications. In addition, for the first time at Erdemir, two European Patent applications were filed this year.

Within the scope of new product development activities in order to increase competitive clout and market share, 11 new flat steel grades, including 9 hot and 2 tin grades, were developed with the joint efforts of the R&D Center and Quality Metallurgy departments. With the new steel grades offered for sale, the OYAK Mining Metallurgy Companies now offer 536 flat steel product grades.

The OYAK Mining Metallurgy Companies realize investments to improve their R&D capacity. The vacuum induction furnace, which was temporarily accepted in 2021 and put into operation, aims to produce new generation steels, which are not included in the range of grade, on a pilot scale in 2022.

New products

In line with the goal of developing advanced high-strength new generation steel grades on a pilot scale, the temporary acceptance of the experimental hot rolling simulator was granted in the second quarter of 2021 and its final acceptance was granted in the last quarter of 2021.

Performance tests of the cold rolling simulator were completed and commissioned in 2021. A wide range of studies have been carried out using the annealing and coating process simulator commissioned in previous years. Simulators have been actively used in projects aimed at developing new generation advanced high-strength steel grades, optimizing process parameters and improving existing product properties, providing a cost advantage and improving galvanneal coating quality.

The "Fatigue Test Laboratory" infrastructure was established to determine the fatigue performance of steel materials. The laboratory is actively used in R&D projects and customer joint work. Computer-aided simulation software for continuous casting processes was added to the computational simulation infrastructure in 2021. This software aims to predict the properties of semi-products in advance and accordingly carry out process improvement activities by performing quality and process-based models.

A semi-industrial (1 ton/hour capacity) briquetting machine was added to the R&D infrastructure in 2022. The addition of this machine aims to briquette solid wastes with low impurity content and high iron content and bring them back to production. As such, the OYAK Mining Metallurgy Companies focus on reducing the use of primary raw materials and emissions, increasing the efficiency of coal use with

EREĞLİ DEMİR VE ÇELİK FABRİKALARI T.A.Ş.

In 2021, 18,320 suggestions were given at Erdemir, 12,159 suggestions were put into practice. In 2021, a return of USD 1.85 million was obtained from 167 suggestions, whose returns were calculated in the suggestion systems. While 1,599 kaizens were established at Erdemir, 1,458 kaizens were completed and a return of USD 7.19 million was achieved.

the use of alternative carbon sources such as biochar and plastic and increasing the bulk density. The OYAK Mining Metallurgy Companies aim to expand their activities with the commissioning of simulators.

In 2022, the OYAK Mining Metallurgy Companies plan to develop projects which are able to deliver results in the focus areas such as work on value-added products such as automotive steels, heat treatment steels and packaging steels; as well as efficiency enhancing optimization studies in processes, maximizing the use of waste, reducing emissions and performing life cycle analysis, and adapting to digital transformation applications.

A favorite for institutional investors

Erdemir, whose shares are traded in the BIST 30 Index, has one of the largest investor bases among publicly traded companies in Türkiye, with 47.63% effective rate.

A 9.57 rating for Erdemir on Compliance with Principles of Corporate Governance

In the Corporate Governance Principles Compliance Rating Report, which evaluates compliance with the Principles of Corporate Governance published by the CMB, Erdemir increased its compliance rating to 9.57 (95.7%) in 2021.

BIST Sustainability Index

Erdemir is among the 1st Group of BIST-listed Companies in the BIST Sustainability Index which include companies traded on the BIST with a high corporate sustainability performance. With this result, Erdemir continued to be included in the index in the period of July 2021-July 2022, which it joined in November 2015 as the first steel producer in the index. Erdemir aims to achieve sustainability in all of its activities and create permanent value.

Achievements crowned with awards

In the Common Futures Award Program organized by the Confederation of Turkish Employers' Unions, Erdemir received the "Those who show the way to Young People" award with the support of the Grizu-263 Space Team.

Excellence through employee engagement

The OYAK Mining Metallurgy Companies continued their OPEX Projects in 2021. The OPEX Projects were implemented with the aim of production at lower cost, extending the life of equipment, saving energy, optimizing usage of raw materials and improving product quality.

The OPEX projects completed during the year are expected to generate a return of USD 16.28 million for Erdemir and USD 7.1 million for İsdemir.

In 2021, 18,320 suggestions were submitted at Erdemir, and 12,159 suggestions were put into practice. In 2021, a return of USD 1.85 million was obtained from 167 suggestions, whose returns were calculated in the suggestion systems. While 1,599 kaizens were established at Erdemir, 1,458 kaizens were completed and a return of USD 7.19 million was achieved.

Contribution to social development

The OYAK Mining Metallurgy Companies carry out their activities with the understanding of creating value for all of their stakeholders in the value chain. In addition to production and economic activities in Ereğli, İskenderun and Sivas, which are the regions where the companies operate, they deem support for social development to be a part of their internal processes. In particular, important projects are undertaken in order to protect local values and pass them onto the future.

The OYAK Mining Metallurgy Companies aim to support development in their operating regions and increase the quality of life of the local community with the projects they carry out in many different areas such as contributions to education, support for culture and the arts and the protection of biodiversity.

Prioritizing its work in the field of education, Erdemir continued to support the work of the Zonguldak Bülent Ecevit University Space Team. Türkiye's first pocket satellite, the Grizu-263A which was produced by the team, was launched into space with a Spacex rocket and successfully started its mission which will last for about 4 years. Grizu-263A will provide experimental and educational infrastructure for satellite constellation projects in







the future. Grizu-263A takes its place in history as an example which inspires studies in this field.

The Erdemir Steel and Life Sculpture Competition was initiated by Erdemir in 2005 and has been held biennially since 2013. The competition aims to support the young talent which will play a role in the development of the art of sculpture, to contribute to the education of art in Türkiye and to draw attention to various uses of steel through art. Steel sent from Erdemir and İsdemir is also used in the production of the sculptures within the scope of the competition. Erdemir has decided to hold the competition every year since 2020.

Erdemir continues its efforts to protect the Ottoman Strawberry, which is identified with Ereğli, with the project which it has been carrying out since the end of 2016 in cooperation with the District Directorate of Agriculture and Forestry, the Directorate of National Education, the Association for Disseminating the Ottoman Strawberry and Protecting its Producers. In this context, Erdemir distributed 3,000 Ottoman Strawberry seedlings to 20 families in Ereğli in 2021.

Aiming to sustain the cultural values of Karadeniz Ereğli, Erdemir implemented the “Let Elpek Cloths be Woven, Let Our Cultural Heritage Protected” project. The purpose of the project is to pass the cultural heritage of the region on to future generations and to support enterprise among women. In the first phase of the project, which was completed in 2021, 18 women from the Pınarcık Village in Karadeniz Ereğli received training with the support of Erdemir and gained Elpek weaving skills. After the training phase of the project was completed, work got underway to establish a production area in the Pınarcık Village.

Subsidiaries

- İskenderun Demir ve Çelik A.Ş.
  - İsdemir Linde Gaz Ortaklığı A.Ş. (İLGAZ)
- Erdemir Madencilik San. ve Tic. A.Ş.
- Erdemir Çelik Servis Merkezi San. Tic. A.Ş.
- Erdemir Müh. Yön. ve Dan. Hiz. A.Ş.
- Erdemir Romania SRL
- Erdemir Asia Pacific Private Ltd.
- Erdemir Enerji Üretim A.Ş.
- Kümaş Manyezit San. A.Ş.
  - Odak Refrakter ve Madencilik. San. ve Tic. A.Ş.
  - Yenilikçi Yapı Malzemeleri Yatırım Üretim San. ve Tic. A.Ş.

İSKENDERUN DEMİR VE ÇELİK A.Ş.

With its products, İsdemir provides basic inputs to a wide range of industries, especially pipe manufacturing, shipbuilding, construction and manufacturing, and leads the development of Türkiye's industry.

İskenderun Demir Çelik A.Ş. (İsdemir) was established in 1970 in the İskenderun district of Hatay as a long iron and steel products production facility. It was purchased by Erdemir in 2002 during the privatization. It joined the OYAK Group Companies in 2006.

İsdemir started to produce flat products in 2008 after the modernization and transformation investments at İsdemir, in was one of the biggest investments ever realized at one time in the history of the Turkish Republic. The investment was aimed at eliminating the country's imbalance between long and flat products. İsdemir produces hot rolled flat steel products and long products such as billet and coil to international quality standards.

With its products, İsdemir provides basic inputs to a wide range of industries, especially pipe manufacturing, shipbuilding, construction and manufacturing, and leads the development of Türkiye's industry.

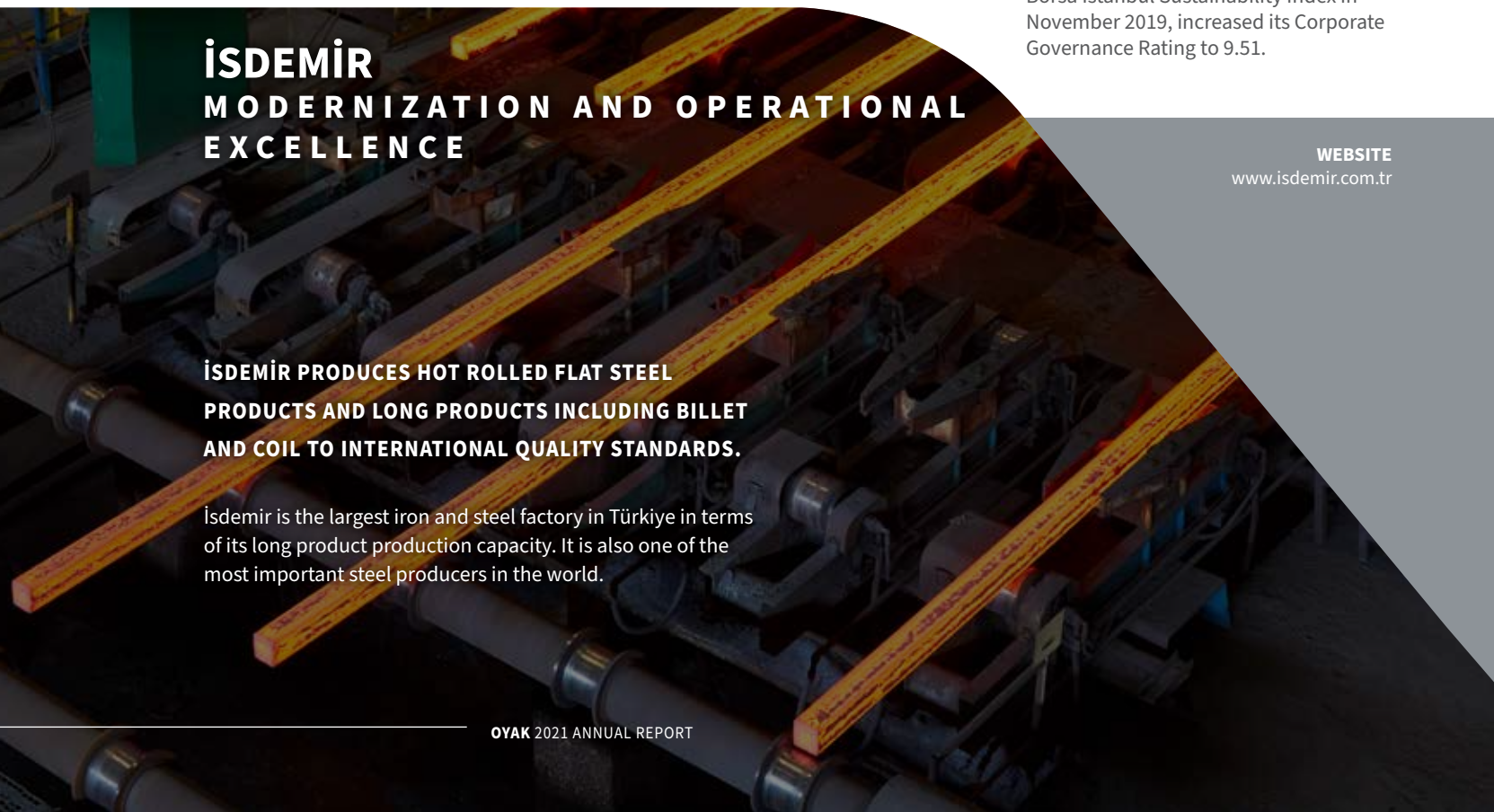
Türkiye's largest iron and steel factory

İsdemir is the largest iron and steel factory in Türkiye in terms of long product production capacity, and one of the most important steel producers in the world with a capacity to produce approximately 5.8 million tons/year of liquid steel, 3.5 million tons/year of flat products, 0.6 million tons/year of coil and 2.5 million tons/year of billet final products.

Established in the İskenderun Bay and one of the deepest ports in the country, İsdemir Port provides loading and unloading services for bulk solid, general cargo and bulk liquid cargoes with a capacity of 21 million tons.

İskenderun Demir ve Çelik A.Ş. is the only integrated long and flat steel producer in Türkiye which successfully carries out production, operation, maintenance and modernization work at all of its facilities. It maintains its activities in line with the principle of high-quality production with optimum cost and maximum efficiency.

İsdemir, which was included in the Borsa İstanbul Sustainability Index in November 2019, increased its Corporate Governance Rating to 9.51.



İSDEMİR
MODERNIZATION AND OPERATIONAL EXCELLENCE

WEBSITE
www.isdemir.com.tr

İSDEMİR PRODUCES HOT ROLLED FLAT STEEL PRODUCTS AND LONG PRODUCTS INCLUDING BILLET AND COIL TO INTERNATIONAL QUALITY STANDARDS.

İsdemir is the largest iron and steel factory in Türkiye in terms of its long product production capacity. It is also one of the most important steel producers in the world.

5.8 million tons/year liquid steel

Steel production capacity of approximately 5.8 million tons/year

3.5 million tons/ year of flat products

Flat product production capacity of approximately 3.5 million tons/year

2.5 million tons/ year billet

Production capacity of approximately 2.5 million tons/year of billet

İSDEMİR IS ONE OF BIGGEST INVESTMENTS EVER REALIZED AT ONE TIME IN THE HISTORY OF THE TURKISH REPUBLIC.



The Company Subject to Joint Management: İsdemir Linde Gaz Ortaklığı A.Ş.

YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE [1]	AREA OF OPERATION	ISDMR
1970	2006	94.87%	LONG AND FLAT STEEL PRODUCTION AND SALES	BIST TICKER

[1] OYAK's share was given as the share in the capital of the OYAK/ the OYAK Group Company, which is in the tag of the Public Disclosure Platform of the Company.

İSKENDERUN DEMİR VE ÇELİK A.Ş.

Work is continuing on the New 1st Blast Furnace Project, the Renewal of the 3rd Coke Battery, the Vacuum Degassing Plant Project, the 1st Blast Furnace Top Pressure Recovery Turbine (TRT) Project and the İsdemir New Sinter Factory, the 3rd Steam Boiler Retubing (Partial Pipe Change) and Burner Modification and the North Sea Filling Area Investment, which got underway at İsdemir in 2021.

Investments

Work on the New Coke Gas Gasometer, the Extension of the İsdemir Steel Mill A-B Hall and the Supply of New Crane projects, which started at İsdemir in 2021, was completed.

Work is continuing on the New 1st Blast Furnace Project, the Renewal of the 3rd Coke Battery, the Vacuum Degassing Plant Project, the 1st Blast Furnace Top Pressure Recovery Turbine Project and the İsdemir New Sinter Factory, the 3rd Steam Boiler Retubing (Partial Pipe Change) and Burner Modification and the North Sea Filling Area Investment Projects, which was initiated in 2021 at İsdemir.

Work has been initiated for the İsdemir Hot Rolling Mill Line Length Level-1 Automation Systems Modernization Project.

OPEX Activities

The participation and contributions of employees at the OYAK Mining Metallurgy Companies continues to be the driving force behind continuous improvement. The experience and innovative ideas of employees are converted into value with operational excellence (OPEX) projects using kaizens, improvement suggestions, statistical analyses and experimental designs.

At İsdemir, the slab target length, which is used in the production of coils with a thickness of 1.8 mm and below, was gradually increased from 10.5 meters to 12 meters in different grades and sizes. With the completed project, the amount of coil production was increased, while the consumption of energy in the slab furnaces, the amount of scraps taken and the number of crane manipulation movements were reduced. The project yielded an income of USD 4 million /year.

Mathematical models of turbine efficiencies were obtained according to all parameters affecting turbine efficiency in turbo generators. The efficiency based load taking and giving system was created. The project paved the way for a reduction in the amount of steam used for unit electricity generation (0.19 tons/MW), yielding natural gas savings of 1,250,000 Sm^3/year, resulting in a return of USD 0.3 million /year.

SOCIAL CONTRIBUTION

Hatay Children's Traffic Education Park

İsdemir supports the "Hatay Children's Traffic Education Park" with the Ministry of Interior, the General Directorate of Provincial Administration within the framework of its social responsibility approach. The park was brought into service in 2021. Within the scope of the project, İsdemir donated 10 battery powered vehicles to the Traffic Education Park, in order to contribute to the hands-on education of children, in addition to supporting the construction of the park.

Increase in İsdemir's corporate governance rating

İsdemir's Corporate Governance Rating Score regarding its Compliance with Corporate Governance Principles in the Rating Report increased to 9.51 (95.1%).

Awards

In the Steel Export Awards Program organized by the Steel Exporters' Association, and in which the awards of the last two years were distributed together due to the pandemic, İsdemir received second prize in the Hot Flats Category for the years 2019 and 2020.

Pressing ahead unwaveringly in its energy efficiency efforts, İsdemir has won a wide array of awards in this field in the last 10 years. The project of "Increasing the Amount of Energy Gained by Operating the TRT System in Engine Mode" won the first prize in the Category-3 of the Industrial Energy Efficiency Project Competition (SENVER-21) organized by the General Directorate of Energy Affairs at the Ministry of Energy and Natural Resources.



ONE OF THE DEEPEST PORTS IN TÜRKIYE, THE İSDEMİR PORT PROVIDES LOADING AND UNLOADING SERVICES FOR BULK SOLID, GENERAL CARGO AND BULK LIQUID CARGOES WITH A CAPACITY OF 21 MILLION TONS.

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In 2021, 42,105 suggestions were submitted at İsdemir and 21,264 suggestions were implemented.

10th

Ranked 10th on the ISO 500 list on the basis of sales from production

Quality Management System

İsdemir holds the following certificates:

- ISO 9001:2015 Quality Management System,
- ISO 14001:2015 Environmental Management System,
- TS EN ISO 45001:2018 Occupational Health and Safety Management System,
- ISO 50001:2013 Energy Management System,
- ISO 17025, IATF 16949 Quality Management System (Automotive),
- ISO 27001 Information Security Management System,
- TS EN ISO/IEC 17025:2017 The General Requirements for the Competence, Impartiality and Consistent Operation of Laboratories,
- TS EN 10025-1 Factory Production Control Certificate



İSDEMİR LİNDE GAZ ORTAKLIĞI A.Ş.

Test production of the 8th Air Separation Facility was completed as of 12 January 2018 and was commissioned within the İsdemir factory site.

İSDEMİR
LINDE GAZ
ORTAKLIĞI

İsdemir Linde Gaz Ortaklığı A.Ş., which was established as a new air separation facility in order to support the production of İskenderun Demir ve Çelik A.Ş., to meet its additional industrial gas needs, and to reduce costs with an effective and efficient management. İsdemir Linde Gaz Ortaklığı A.Ş. has 50%-50% partnership structure.

In this context, the 8th Air Separation Facility that is within the İskenderun Demir ve Çelik A.Ş. factory site was commissioned as of 12 January 2018, after the test production was completed. The facility has a capacity of 27,000 Nm^3/h gas oxygen, 25,500 Nm^3/h gas nitrogen, 300 Nm^3/h liquid nitrogen and 790 Nm^3/h liquid argon.

İSDEMİR LİNDE GAZ ORTAKLIĞI A.Ş. WAS ESTABLISHED AS A NEW AIR SEPARATION FACILITY IN ORDER TO SUPPORT THE PRODUCTION OF İSKENDERUN DEMİR VE ÇELİK A.Ş., TO MEET ITS ADDITIONAL INDUSTRIAL GAS NEEDS, AND TO REDUCE COSTS WITH AN EFFECTIVE AND EFFICIENT MANAGEMENT.





YEAR OF FOUNDATION

2016

YEAR OF OYAK'S PARTICIPATION

2016

OYAK'S SHARE

50%

AREA OF OPERATION

INDUSTRIAL GAS PRODUCTION AND SALES

ERDEMİR MADENCİLİK SANAYİ VE TİCARET A.Ş.

Erdemir Maden realizes 38% of Türkiye's iron ore production and single-handedly meets 13% of the country's ferrous raw material needs.

Erdemir Madencilik Sanayi ve Ticaret A.Ş. (Erdemir Maden) was established in 1938 in order to produce iron ore. It was acquired by Erdemir under the privatization in 2004.

Erdemir Maden, which joined the OYAK group of companies in 2006, produces pellet, intermediate products, pellet cakes, magnetite, lumps and powdered iron ore at its mining sites.

Türkiye's largest iron ore producer

Erdemir Maden is the largest iron ore mine owner and producer in Türkiye with a total of 11 mining sites, including its concentrator plant and Türkiye's only pellet plant in Divriği, Sivas, in addition to nine iron fields, one coal field and one manganese field. The Company's iron mine reserves in licensed areas constitute 29.6% of Türkiye's operable iron mine reserves.

Erdemir Maden owns the first and only iron ore pelletizing plant in Türkiye and realizes 38.13% of the country's iron ore production while single-handedly meeting 13% of its ferrous raw material needs.

Erdemir Maden rounded off its 83rd year of operation in 2021. Expropriation work continued within the scope of the Hasançelebi Iron Ore Enrichment and Pelletizing Facility Project in order to reduce the dependence of Erdemir Maden's integrated iron and steel plants on foreign pellet.

Erdemir Maden signed a transfer agreement in October 2018 to take over the operating rights of the Alacaağzı Coal Field, which belonged to the General Directorate of Turkish Hard Coal Enterprises, for the period until 2049. The license was transferred on 21 May 2019. Drilling work was carried out in the field to determine reserves in 2019.

Erdemir Maden was ranked 180th on the ISO 500 list based on the criteria of 2020 sales from production. Based on the 2020 figures, the company was awarded as the Company with the Highest Sales Profitability on the Fortune 500 ranking.

WEBSITE
www.erdemirmaden.com.tr



Social contribution

Observation Terrace Project

Erdemir Maden supported the construction of an Observation Terrace and Recreation Area within the borders of Ulucami Mahallesi, a neighborhood which is also on the UNESCO heritage list, in order to contribute to the region. The project, which was carried out jointly with the Divrigi District Governorship, provides a significant contribution to both the regional economy and tourism in the district.

WITH A TOTAL OF 11 MINING SITES, ERDEMİR MADEN IS TÜRKIYE'S LARGEST IRON ORE MINE OWNER AND PRODUCER.

180th ON THE ISO 500

Erdemir Maden is ranked 180th on the ISO 500 list on the basis of sales from production



YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE	AREA OF OPERATION
1938	2006	90.00%	IRON ORE MINING AND PELLETING

ERDEMİR ÇELİK SERVİS MERKEZİ SANAYİ VE TİCARET A.Ş.

Ersem's Gebze, Ereğli, İskenderun and Manisa facilities meet the cut-to-length flat steel needs of many industries with a total annual slitting and cut-to-length capacity of 1.95 million tons.

Erdemir Çelik Servis Merkezi San. ve Tic. A.Ş. (Ersem) was established in 2001. It started operations in the Gebze Organized Industrial Zone in 2002, and joined the OYAK Group Companies in 2006.

Türkiye's largest steel service providing center

With a total annual slitting and cut-to-length capacity of 1.95 million tons, Ersem's Gebze, Ereğli, İskenderun and Manisa facilities meet the cut-to-length flat steel needs of many sectors and products including automotive, white goods, panel-radiator, packaging, electronics, machinery manufacturing, pipe-profile, heating and cooling, agriculture and distribution.

In addition to being Türkiye's largest steel service providing center, Ersem is also the most modern facility in this field in Türkiye with its infrastructure and equipment.

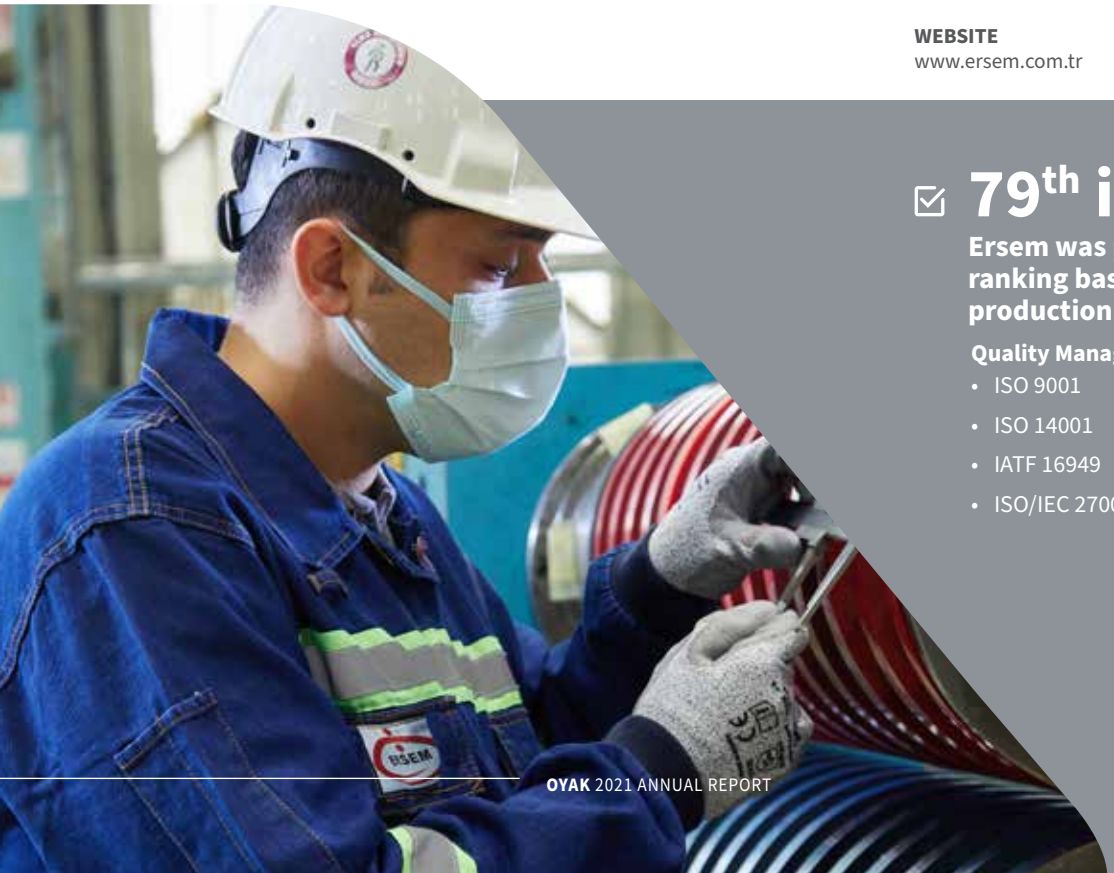
CELEBRATING ITS 20TH YEAR OF OPERATION IN 2021, ERSEM IS THE MOST MODERN FACILITY IN THIS FIELD IN TÜRKİYE WITH ITS INFRASTRUCTURE AND EQUIPMENT, IN ADDITION TO BEING THE LARGEST SERVICE PROVIDING CENTER IN THE COUNTRY.

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Ersem is ranked 79th in the ISO 500 ranking based on the criteria of sales from production.

Ersem was awarded in two categories in the "Stars of Occupational Safety" competition organized by the Turkish Metal Industrialists' Union (MESS), receiving the OHS Envoys and the OHS Special Award.

WEBSITE
www.ersem.com.tr



79th in the ISO 500

Ersem was placed 79th in the ISO 500 ranking based on the criteria of sales from production.

Quality Management System

- ISO 9001
- ISO 14001
- IATF 16949
- ISO/IEC 27001



YEAR OF FOUNDATION

2001

YEAR OF OYAK'S PARTICIPATION

2006

OYAK'S SHARE

100%

AREA OF OPERATION

CUTTING, SLICING, FORMING AND STORAGE OF ALL KINDS OF IRON AND STEEL PRODUCTS

ERDEMİR MÜHENDİSLİK YÖNETİM VE DANIŞMANLIK HİZMETLERİ A.Ş. (ERDEMIR MÜHENDİSLİK)

Erdemir Mühendislik

Erdemir Mühendislik Yönetim ve Danışmanlık A.Ş. (Erdemir Mühendislik) was established in 2001 and joined the OYAK Group Companies in 2006. It provides investment, engineering and project management services to the production facilities of the OYAK Mining Metallurgy Companies.

Erdemir Mühendislik provides project management, design, procurement, contract management and supervision services in the investment projects of the OYAK Mining Metallurgy Companies in all processes extending from the feasibility studies to the commissioning of the facilities, and closely follows technological developments. The company prioritizes efficiency, energy savings and minimizing the environmental impact in the establishment of the facilities set out in the investment projects.

ERDEMİR MÜHENDİSLİK PRIORITIZES EFFICIENCY, ENERGY SAVINGS AND MINIMIZING THE ENVIRONMENTAL IMPACT IN THE ESTABLISHMENT OF THE FACILITIES SET OUT IN THE INVESTMENT PROJECTS.

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WEBSITE
www.mühendislikerdemir.com.tr





YEAR OF FOUNDATION

2001

YEAR OF OYAK'S PARTICIPATION

2006

OYAK'S SHARE

100%

AREA OF OPERATION

ENGINEERING AND CONSULTANCY SERVICES

ERDEMİR ROMANIA SRL

Erdemir Romania produces siliceous flat steel, which is the main input of many manufacturing industries. It exports to a number of countries as well as selling to Türkiye and Romania.

Erdemir Romania was established in Targovişte, Romania and was acquired by Erdemir in 2002 with a privatization tender in Romania.

Joining the OYAK companies in 2006, the Company produces non-grain oriented electrical steel electrical steel, which is the main input of all electro-technical applications, as well as the electric engine, power transformer and generator manufacturing industries. Erdemir Romania exports to many countries as well as Türkiye and Romania.

ERDEMİR ROMANIA WAS ACQUIRED BY ERDEMİR IN 2002 THROUGH THE PRIVATIZATION TENDER HELD IN ROMANIA.

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WEBSITE
www.erdemir.ro

Quality Management System

- ISO 9001
- ISO 14001
- ISO 45001
- OHSAS 18001
- ISO 50001



YEAR OF FOUNDATION

1975

YEAR OF OYAK'S PARTICIPATION

2006

OYAK'S SHARE

100%

AREA OF OPERATION

ELECTRIC STEEL PRODUCTION AND SALES

ERDEMİR ENERJİ ÜRETİM A.Ş.

Erdemir Enerji Üretim A.Ş. was established for the purpose of producing renewable energy.



Renewable energy production

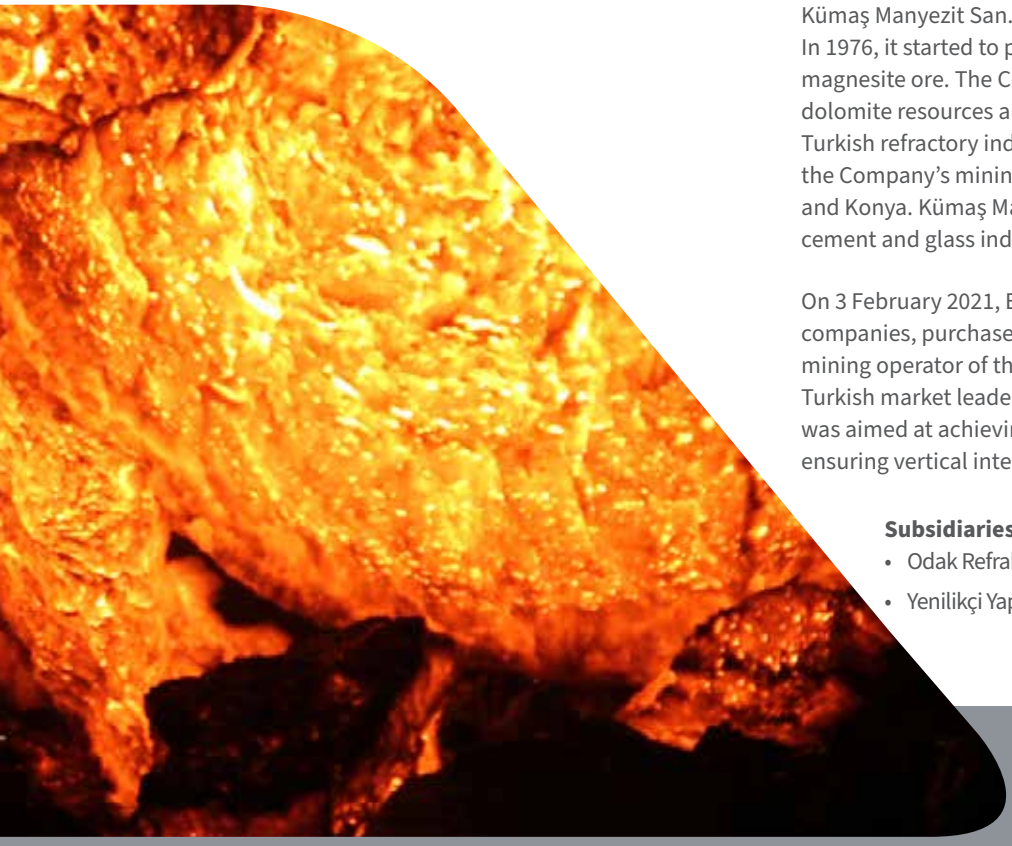
A new company, with the title of Erdemir Enerji Üretim A.Ş. was established for the purpose of generating renewable energy, with 100% of the capital owned by Ereğli Demir ve Çelik Fabrikaları T.A.Ş., with the establishment of the new company announced in Issue 9737 of the Turkish Trade Registry Gazette as of dated 3 January 2019.

WEBSITE
www.erdemir.ro

YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE	AREA OF OPERATION
2019	2019	100%	GENERATION OF RENEWABLE ENERGY

KÜMAŞ MANYEZİT SAN. A.Ş.

Kümaş is Türkiye's leading and largest vertically integrated manufacturer of refractory. The Company is responsible for the entire operation from the mineral (mine) supply to the sales process.



Kümaş Manyezit San. A.Ş. was established in Kütahya in 1972. In 1976, it started to produce sinter magnesite from natural magnesite ore. The Company possesses rich magnesite and dolomite resources and reserves. The market leader of the Turkish refractory industry on the basis of reserves and size, the Company's mining sites are located in Kütahya, Eskişehir and Konya. Kümaş Manyezit mainly serves the iron and steel, cement and glass industries.

On 3 February 2021, Erdemir, one of the OYAK Mining Metallurgy companies, purchased Kümaş Manyezit, the world's largest mining operator of the qualified magnesite ore sector and the Turkish market leader of the refractory sector. This acquisition was aimed at achieving cost control and improved efficiency by ensuring vertical integration.

Subsidiaries

- Odak Refrakter ve Madencilik San. ve Tic. A.Ş.
- Yenilikçi Yapı Malzemeleri Yatırım Üretim San. ve Tic. A.Ş.

WEBSITE
www.kumasref.com

YEAR OF FOUNDATION
1972

YEAR OF OYAK'S PARTICIPATION
2021

OYAK'S SHARE
100%

AREA OF OPERATION
REFRACTORY AND MAGNESITE PRODUCTION

There are two cement companies, one of which is publicly traded in Türkiye, along with one paper packaging company and one energy company.

CEMENT CONCRETE PAPER COMPANIES

The OYAK Cement Concrete Paper Companies operate in Türkiye, Portugal, Cape Verde and Africa. The activities of the companies in Türkiye consist of the production of cement, ready mixed concrete, aggregate, paper from cellulose and paper packaging. The OYAK Cement Concrete Paper Companies command the highest cement production capacity in Türkiye with a cement production capacity of 22.5 million tons. Companies are also the market leaders and at the forefront of the sector in terms of net profitability.

Operating in all seven geographical regions of Türkiye, the OYAK Cement Concrete Paper owns two cement companies (OYKA Enerji and OYAK Çimento Enerji), one of which is publicly traded in Türkiye, one paper packaging company and one energy company.

The headquarters of Cimpor Portugal Cabo Verde Operations SGPS SA ("Cimpor") is located in Lisbon, Portugal. The OYAK Cement Concrete Paper Companies participated in Cimpor in 2019 within the scope of its international operations. Cimpor produces various types of gray cement and clinker with its three integrated plants and two grinding and packaging plants. The company, whose first factory was established in 1894, is the market leader in Portugal. With an annual cement production capacity of 9.1 million tons, Cimpor sells to foreign markets as well as the domestic market.

The company's export and import activities are carried out from the ports of Lisbon, Aveiro, Setubal and Faro. In addition, Cimpor also has subsidiaries operating in port operations and waste fuel supply. With all of these facilities, Cimpor is the country's largest producer of cement, ready mixed concrete and aggregate. It is also one of the important cement brands in the international cement market. In addition to cement, ready mixed concrete and aggregate production facilities, the company also has mortar and paper packaging production facilities in Portugal. At the same time, the cement production capacity of the company in Africa is 1 million tons per year.

The OYAK Cement Concrete Paper Companies completed three important mergers in 2020 in line with their strategic plans and goals in the cement sector:

In accordance with the Board of Directors decision dated 30 December 2019, Aslan Çimento A.Ş. ("Aslan Çimento"), Adana Çimento Sanayii Türk A.Ş. ("Adana Çimento"), Bolu Çimento Sanayii A.Ş. ("Bolu Çimento") and Ünye Çimento Sanayi ve Ticaret A.Ş. ("Ünye Çimento") were merged under Mardin Çimento Sanayii ve Ticaret A.Ş. through a transfer on 15 May 2020. The title of the entity was changed to OYAK Çimento Fabrikaları A.Ş. following the merger. The merger was carried out with the aim of providing more effective management, to establish a strong financial, administrative and legal structure in the sector of operation, and to further strengthen production and distribution activities.

OYAK Beton Sanayi ve Ticaret A.Ş., was merged through a transfer to OYAK Çimento Fabrikaları A.Ş., in which it had been a 100% subsidiary, by a simplified procedure on 31 December 2020.



THE OYAK CEMENT CONCRETE PAPER COMPANIES COMMAND THE HIGHEST SLAG CEMENT PRODUCTION CAPACITY IN TÜRKİYE, WITH A DOMESTIC CAPACITY OF 22.5 MILLION TONS AND A TOTAL CAPACITY OF 32.6 MILLION TONS.

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Pursuant to the transfer agreement dated 2 December 2020, Cimpor Cement Trading Activities - Comercio Internacional S.A. ("CTA") and Nova Cimpor Serviços Portugal S.A. ("Nova Cimpor") were merged under Nova Cimpor by means of transfer for the purpose of providing more effective management. After the merger, the title of the company was changed to Cimpor Serviços.

On 2 November 2020, the Board of Directors of the Company approved the sale of Cimpor Cote D'Ivoire to Cimpor Portugal Holdings, SPGS, S.A. ("Cimpor Portugal"), which is a subsidiary of Cimpor Global Holdings BV, which is the main shareholder of the Company. Cimpor Cote D'Ivoire was transferred to Cimpor Portugal on 15 April 2021.

In addition to international operations in Portugal and Cape Verde, the Group has a cement and calcined clay production facility with a cement production capacity of 0.5 million tons operating in the Ivory Coast in West Africa. In addition, there is an investment project in a cement and calcined clay plant with a production capacity of 0.5 million tons under construction in Cameroon. The project is planned to enter operation in 2022. Concrete production plant in Cameroon became operational in 2021.



The OYAK Cement Concrete Paper Companies at a glance

- Total clinker capacity of 18 million tons, of which 12.6 million tons is located in Türkiye and 5.4 million tons abroad.
- The Companies command a total cement capacity of 32.6 million tons, with 22.5 million tons of the capacity in Türkiye and 10.1 million tons abroad.
- In 2021, 131,511 MWh of electricity was generated, a net of 52,221 MWh of which was from the Cogen (Cogeneration) facility, a net of 76,624 MWh from the WHR (waste heat recovery) facility and a gross of 2,666 MWh of which was from solar power.
- Production is carried out in 46 ready-mixed concrete facilities spread over a wide geographical area covering Türkiye's Mediterranean, Marmara, Black Sea, Central Anatolia and Aegean regions.
- OYAK Çimento Fabrikaları A.Ş. is traded on Borsa İstanbul.

The OYAK Cement Companies remained the biggest players in our country's cement industry in 2021 on the basis of their clinker production and cement grinding capacities and market share.

OYAK Çimento maintained its leadership in the Turkish cement market, producing 11.1 million tons of cement in 2021.

According to the cumulative data of the Turkish Cement Industrialists' Association for December 2021, there was an 8.2% year-on-year increase in cement consumption. On a regional basis, growth in consumption was seen in all regions except the Eastern Anatolia Region, while the Aegean Region recorded the sharpest increase. On the basis of domestic cement sales, OYAK Cement's market share stood at 15.5% in 2021.

Based on data provided by the Turkish Cement Industrialists' Association for the end of December 2021, there was a 9.2% year-on-year increase in cement production during the year.

Moreover, based on historical data provided by the Turkish Ready Mixed Concrete Association, the ready mixed concrete industry is expected to reach a production volume of 100 million m^3 in 2021 based on unofficial figures. Accordingly, the market share of the OYAK Concrete Companies is expected to have stood at 4.5% in 2021.

CIMPOR GLOBAL HOLDINGS B.V.

The partnership established with the Taiwan Cement Corporation (TCC) is the largest partnership agreement in Turkish cement industry, both in terms of its size and in terms of its transaction and the valuation criteria.

CIMPOR
GLOBAL HOLDINGS

Cimpor, which is the market leader in Portugal, has a cement production capacity of approximately 9.1 million tons.

In Africa, Cimpor has a cement production capacity of approximately 1 million tons.

60% of the shares in the Netherlands-based Cimpor Global Holdings B.V. belongs to OYAK and 40% of the shares belong to the Taiwan Cement Corporation (TCC). The partnership established with TCC is the largest partnership agreement in the Turkish cement industry both in terms of the size of the transaction and its valuation.

60% OF THE SHARES IN THE NETHERLANDS-BASED CIMPOR GLOBAL HOLDINGS B.V. BELONGS TO OYAK AND 40% OF THE SHARES BELONG TO TAIWAN CEMENT CORPORATION (TCC). THE PARTNERSHIP ESTABLISHED WITH TCC IS THE LARGEST PARTNERSHIP AGREEMENT IN THE TURKISH CEMENT INDUSTRY BOTH IN TERMS OF THE SIZE OF THE TRANSACTION AND ITS VALUATION.



The company owns all of the shares in OYAK Çimento A.Ş. and all of the shares in Cimpor Portugal Cabo Verde Operations, SGPS, S.A., which is the cement company operating in Portugal and Cape Verde through Cimpor Portugal Holdings, SGPS, S.A.

Subsidiaries

- OYAK Çimento A.Ş.
- Cimpor Portugal Holdings, SGPS, S.A.

CIMPOR COMMANDS A CEMENT PRODUCTION CAPACITY OF APPROXIMATELY 1 MILLION TONS IN AFRICA.



YEAR OF FOUNDATION

2018

YEAR OF OYAK'S PARTICIPATION

2018

OYAK'S SHARE

60%

AREA OF OPERATION

CEMENT, INVESTMENT IN READY MIXED CONCRETE AND PAPER PACKAGING SECTORS

OYAK ÇİMENTO A.Ş.

OYAK Çimento was established to gather the OYAK Group Companies operating in the cement and related sectors under one roof.

OYAK Çimento was established in November 2015 with the aim of gathering the OYAK Group Companies operating in the cement and related sectors under one roof. The Company took over OYKA's shares belonging to OYAK and the OYAK Cement Companies on 3 December 2015. In 2018, the company transferred its OYKA shares to OYAK Selüloz ve Kağıt Fabrikaları A.Ş. through the demerging method.

Subsidiaries

- OYAK Çimento Fabrikaları A.Ş.
  - Adana Çim. Free Port Ltd. (TRNC)
  - Adana Çim. San. ve Tic. Ltd. (TRNC)
  - Ünye Cem SRL (Romania)
  - Marmara Madencilik San ve Tic. Ltd. Şti.
- Denizli Çimento San. T.A.Ş.
- OYAK Çimento Enerji San. ve Tic. A.Ş.
- Cimpor Cameroun S.A.

WEBSITE
www.oyakcimento.com





YEAR OF FOUNDATION

2015

YEAR OF OYAK'S PARTICIPATION

2015

CIMPOR GLOBAL HOLDINGS BV'S SHARE

100%

AREA OF OPERATION

PARTICIPATION IN COMPANIES OPERATING IN THE CEMENT INDUSTRY

OYAK ÇİMENTO FABRİKALARI A.Ş.

OYAK Çimento Fabrikaları A.Ş. established the Integrated Management System in order to raise quality and environmental awareness, reduce occupational accidents and costs, and increase efficiency.

In accordance with the decision taken by the Board of Directors decision on 30 December 2019, Aslan Çimento A.Ş. ("Aslan Çimento"), Adana Çimento Sanayii Türk A.Ş. ("Adana Çimento"), Bolu Çimento Sanayii A.Ş. ("Bolu Çimento") and Ünye Çimento Sanayi ve Ticaret A.Ş. ("Ünye Çimento") were merged under Mardin Çimento Sanayii ve Ticaret A.Ş.[1] through a transfer on 15 May 2020. The title of the entity was changed to OYAK Çimento Fabrikaları A.Ş. following the merger. As a result of the merger of the OYAK Cement Companies, the total clinker capacity reached 10.95 million tons and the cement production capacity reached 19.5 million tons.

OYAK Beton Sanayi ve Ticaret A.Ş. merged through a transfer to OYAK Çimento Fabrikaları A.Ş. under a simplified procedure on 31 December 2020.

OYAK Çimento Fabrikaları A.Ş. ranked 104th on the ISO 500 list according to the criteria of sales from production in 2020, and entered the Fortune 500 list in 121st place.

Contribution to the environment and society

OYAK Çimento Fabrikaları A.Ş. established the Integrated Management System (IMS), which fulfils the requirements of ISO 9001 Quality Management System, the ISO 14001 Environmental Management System, the ISO 50001 Energy Management System and the OHSAS 18001 OHS Management System. The purpose of the IMS is to raise quality and environmental awareness, reduce the rate of occupational accidents and costs and increase efficiency.

WEBSITE
www.oyakcimento.com.tr

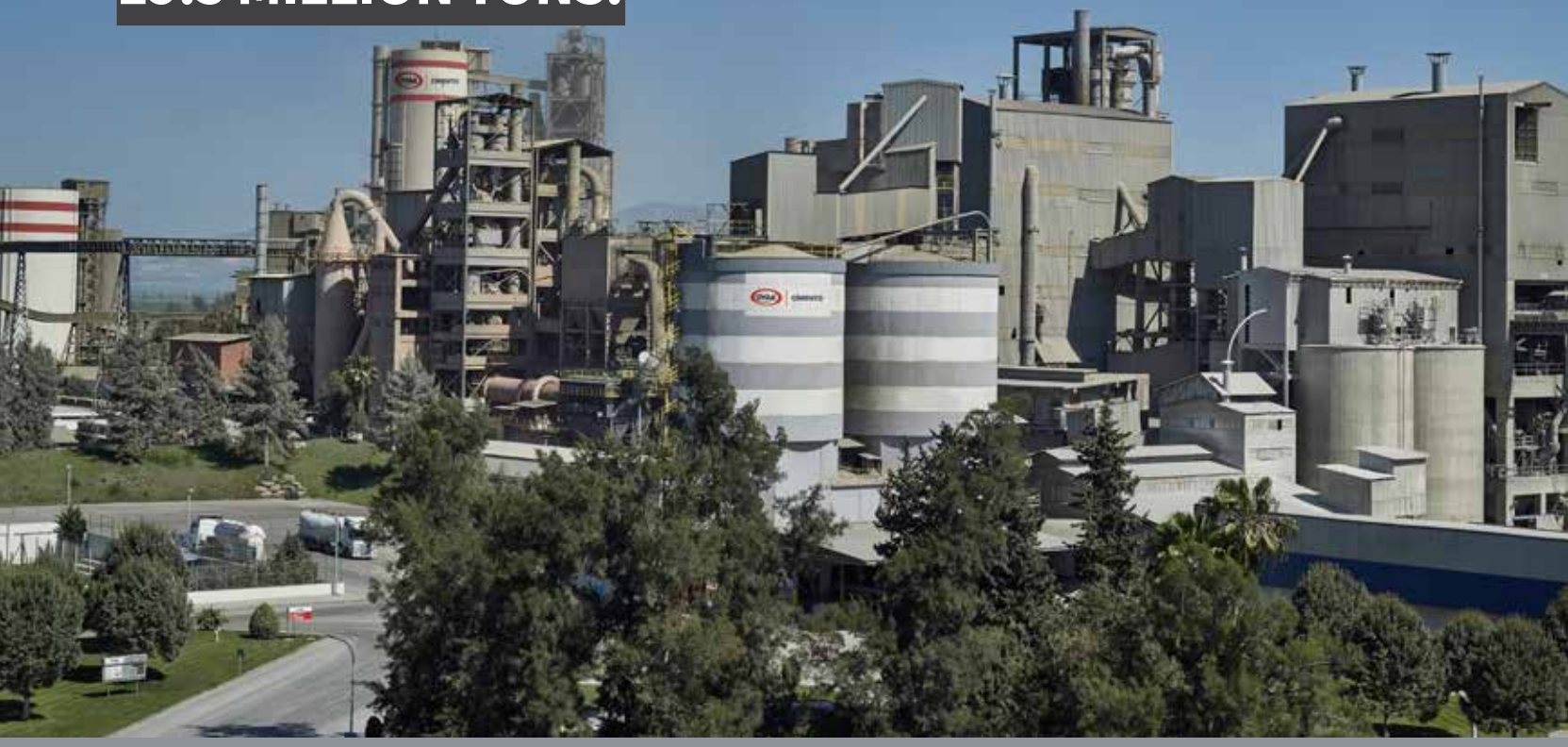


Quality Management System

- ISO 9001
- ISO 14001
- OHSAS 18001
- ISO 50001
- TS 197-1

[1] Mardin Çimento Sanayii ve Ticaret A.Ş. (Mardin Çimento) was established in Mardin in 1969 under a 40% participation of OYAK. The factory, the construction of which began in 1972, entered operation in 1975.

FOLLOWING THE MERGER OF THE OYAK CEMENT COMPANIES, THE TOTAL CLINKER CAPACITY REACHED 10.95 MILLION TONS AND THE CEMENT PRODUCTION CAPACITY REACHED 19.5 MILLION TONS.



YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE [1]	AREA OF OPERATION	OYAKC.IS
1969	1969	73.25%	CEMENT-CLINKER-CONCRETE PRODUCTION AND SALES	BIST TICKER

[1] OYAK's share was given as the share in the capital held by OYAK/ the OYAK Group Company, which is in the tag of the Public Disclosure Platform of the Company.

DENİZLİ ÇİMENTO SANAYİİ T.A.Ş.

Denizli Çimento commands a production capacity of 1.65 million tons of clinker and a cement production capacity of 3 million tons.

Denizli Çimento Sanayii T.A.Ş. (Denizli Çimento) entered operation in 1988. It was acquired by OYAK in 2014, following various partnerships which OYAK realized following the privatizations, and Denizli Çimento joined the OYAK Cement Concrete Paper Companies.

Denizli Çimento and its subsidiary, Modern Beton, were merged under Denizli Çimento as of 7 March 2018. The company has a production capacity of 1.65 million tons of clinker and a cement production capacity of 3 million tons.

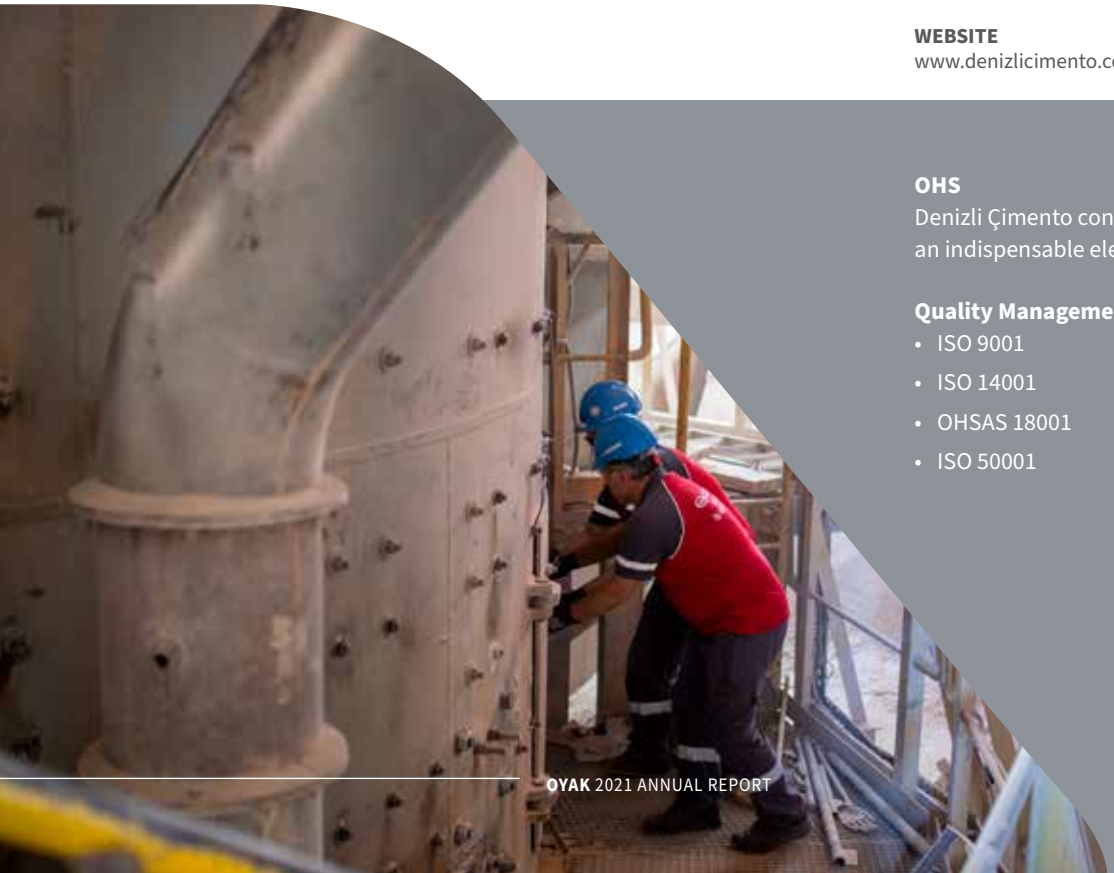
Investments providing energy efficiency

In 2017, an application was submitted to the Ministry of Energy and Natural Resources for the Rotary Furnace-2 Flue Gas Fan Efficient Engine-Rotor and Converter replacement project within the scope of Efficiency Enhancing Project Support. The project was completed and payment for project support was received from the Ministry.

Through the use of Artificial Intelligence algorithms in clinker production in the Rotary Kiln-1 unit, it was possible to intervene in clinker firing parameters instantly by predicting the future period of the firing process in line with the defined parameters and limits. As a result, thermal energy savings were achieved by minimizing operator errors and ensuring that the process operated in more stable and optimum conditions.

Denizli Çimento considers occupational health and safety and environmental activities as an integral part of our lives and an indispensable part of the business and social lives of managers and employees. In this context, the company implements various projects, and encourages the employees to participate in these activities. Denizli Çimento maintains its efforts to minimize its risks in these fields. The company meticulously fulfils its duties to society with its approach to social responsibility and sustainability.

WEBSITE
www.denizlicimento.com.tr



OHS
Denizli Çimento considers occupational health and safety to be an indispensable element in all of its activities.

Quality Management System
- ISO 9001
- ISO 14001
- OHSAS 18001
- ISO 50001



YEAR OF FOUNDATION

1988

YEAR OF OYAK'S PARTICIPATION

2014

OYAK'S SHARE

100%

AREA OF OPERATION

CEMENT AND CLINKER PRODUCTION AND SALES

CIMPOR PORTUGAL CABO VERDE OPERATIONS SGPS S.A.

Cimpor produces various types of gray cement and clinker from its three integrated plants and two grinding/packaging plants. The company's export and import activities are carried out from the ports of Lisbon, Aveiro, Setubal and Faro.

Cimpor's head office is located in Lisbon-Portugal. In 2019, OYAK established its participation in Cimpor, which produces various types of gray cement and clinker from its three integrated plants and two grinding/packaging plants. The company has an annual cement grinding capacity of 9.1 million tons, and sells to foreign markets as well as the domestic market. The company's export and import activities are carried out from the ports of Lisbon, Aveiro and Faro.

In addition, Cimpor also has subsidiaries operating in the port operations and waste fuel supply. With all these facilities, Cimpor is the country's largest cement, ready mixed concrete and aggregate player. It is also one of the important cement brands in the international cement market.

As the leader in the Portuguese market, Cimpor's first factory was established in 1894. The company has a cement production capacity of approximately 6.3 million tons, with Cimpor owning three integrated cement plants, two cement grinding and packaging plants, 14 aggregate quarries, 42 concrete plants, two mortar plants and a packaging terminal located in Portugal, and two additive material quarries, two concrete plants and a terminal in Cape Verde Islands.

Pursuant to the transfer agreement dated 2 December 2020, Cimpor Cement Trading Activities - Comercio Internacional S.A. ("CTA") and Nova Cimpor Serviços Portugal S.A. ("Nova Cimpor") were merged under Nova Cimpor by means of transfer in order to ensure a more effective management. The title of Nova Cimpor Serviços was changed to Cimpor Serviços. Moreover, some of the minority shares of Cimpor Cabo Verde and Setefrete SGSP were acquired by Cimpor.

WEBSITE
www.cimpor.pt



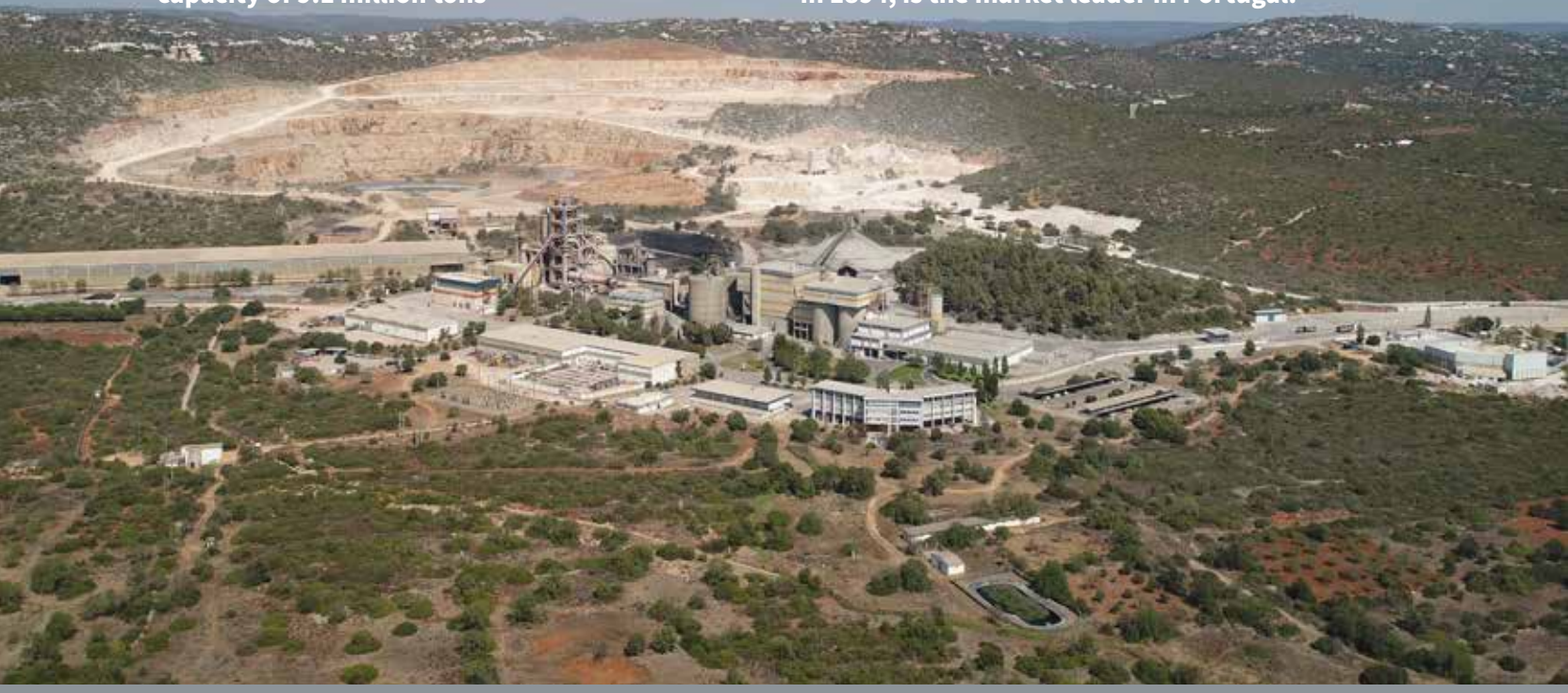
Subsidiaries and Associates

- Cimpor - Industria de Cimentos S.A.
  - Cimentaçor - Cimentos Dos Açores LDA
  - Setefrete - SGPS
    - Seteshipping
    - Setefrete S.A.
- Agrepor Agregados - Extracção de Inertes, S.A.
- Betao Liz S.A.
- Ciarga - Argamassas Secas S.A.
- Sacopor Sociedade de Embalagens e Sacos de Papel
- Cimpor Serviços Portugal S.A.
- Ibera - Industria de Betao S.A.
- AVE - Gestao Ambiental e Valorização Energética S.A.
- Cimpor Cabo Verde S.A.

CIMPOR, WHICH OYAK FORMED A PARTICIPATION IN 2019, HAS AN ANNUAL CEMENT GRINDING CAPACITY OF 9.1 MILLION TONS.

9.1 million tons cement
Cimpor has an annual cement grinding capacity of 9.1 million tons

1894
Cimpor, whose first factory was established in 1894, is the market leader in Portugal.



YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	CIMPOR GLOBAL HOLDINGS BV'S SHARE	AREA OF OPERATION
1976	2019	100%	CEMENT AND CLINKER PRODUCTION AND SALES

CIMPOR COTE D'IVOIRE SARL
CIMPOR CAMEROUN SA

Cimpor Cote D'Ivoire SARL, a wholly owned subsidiary of Cimpor Portugal Holdings, was acquired by OYAK Çimento on 15 April 2021.

With this investment in the Republic of Ivory Coast (Cote D'Ivoire), OYAK Çimento commands a grinding capacity of 100 tons per hour, and has a calcined clay plant with a capacity of 30 tons per hour. With its calcined clay plant, which is a first in the sector, the company has achieved a cost advantage in the production of cement with additives compared to its competitors in the region. The company has become an active player in the West African market.

This investment, carried out by Cimpor Cote D'Ivoire SARL, offers logistical advantages with its location 37 km from the port and 2 km from the main road. The facility has annual sales of 0.5 million tons of cement. The facility replaces the 30% clinker used as an input with calcined clay. The construction of the cement grinding line and calcined clay line of the facility has been completed.

Cimpor Cameroun SA's cement mill and packaging unit was commissioned in March 2020, and cement sales got underway in April 2020. The calcined clay production line, which is a first in the industry, entered operation as of 11 August 2020. The international certificates required for the production of cement with calcined clay were granted. Work on the optimization for the calcined clay production line continues.

The transfer of Cimpor Cote D'Ivoire SARL to Cimpor Portugal was completed in 2021. Through Cimpor Cote D'Ivoire SARL and Cimpor Cameroun SA, OYAK Çimento aims to expand in the African continent through cement grinding and by producing pozzolan, and selling the material in the Ivory Coast and Cameroon.

The facility, which is under construction, is situated in a strategic location 2 km from the port in the developing new port city of Kribi. This investment, which is expected to provide a cost advantage with the production of calcined clay, is on course to be commissioned in 2022.





THE INVESTMENT UNDERTAKEN BY CIMPOR CAMEROUN SA, A WHOLLY OWNED SUBSIDIARY OF OYAK ÇİMENTO A.Ş., IS OYAK ÇİMENTO'S SECOND FACILITY IN WEST AFRICA. THE FACILITY HAS A PRODUCTION CAPACITY OF 100 TONS PER HOUR OF CEMENT GRINDING AND 30 TONES PER HOUR OF CALCINE.

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THE TRANSFER OF CIMPOR COTE D'IVOIRE SARL TO CIMPOR PORTUGAL WAS COMPLETED IN 2021. WITH CIMPOR COTE D'IVOIRE SARL AND CIMPOR CAMEROUN SA, OYAK ÇİMENTO AIMS TO GROW IN THE AFRICAN CONTINENT IN THE AREA OF CEMENT GRINDING AND PRODUCING POZZOLAN, AND SELLING THE MATERIAL IN THE IVORY COAST AND CAMEROON.

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OYAK SELÜLOZ VE KAĞIT FABRİKALARI A.Ş.

The company produces kraft, kraftliner and klupak type paper for corrugated cardboard and bag manufacturers, principally in the packaging industry.

OYAK | SELÜLOZ KAĞIT

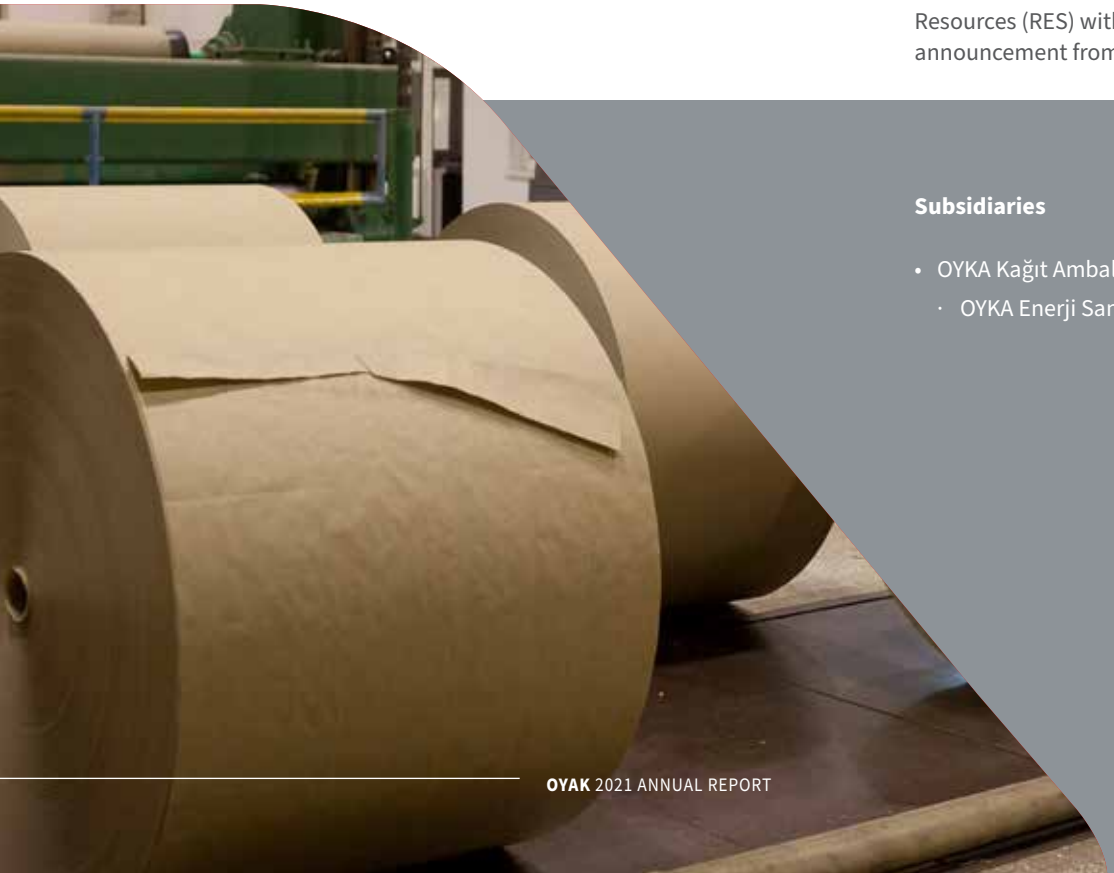
OYAK SELÜLOZ VE KAĞIT FABRİKALARI A.Ş. WAS ESTABLISHED IN NOVEMBER 2018. THE COMPANY THEN BECAME THE 100% SHAREHOLDER IN OYKA KAĞIT AMBALAJ SANAYİİ VE TİCARET A.Ş. (OYKA) THROUGH SHARE TRANSFER TRANSACTIONS.

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The company's area of activity is to participate in companies which manufacture paper and cardboard, cardboard sacks and bags (including paper sacks). OYAK Selüloz ve Kağıt Fabrikaları A.Ş. has two subsidiaries. One of its subsidiaries, OYKA, is the only company in Türkiye to produce cellulose and kraft paper from cellulose in an integrated manner. It produces kraft, kraftliner, klupak type paper for corrugated cardboard and bag manufacturers, especially the packaging industry.

At the same time, kraft bags are produced in Türkiye's state of the art bag manufacturing factory for sectors such as cement, lime, gypsum, chemical, mining, construction materials and food.

The investment in the OYKA Energy Biomass Power Plant with an installed capacity of 21 MWe was completed on 31 December 2018. The electricity production license was obtained under the Renewable Energy Resources Support Mechanism (YEKDEM). The OYKA Energy Biomass Power Plant was included in the list of Final Renewable Energy Resources (RES) with effect from 1 January 2020 following the announcement from the Energy Market Regulatory Authority.



Subsidiaries

- OYKA Kağıt Ambalaj Sanayii ve Ticaret A.Ş.
  - OYKA Enerji San. ve Tic. A.Ş.

THE ONLY ORGANIZATION IN TÜRKİYE TO PRODUCE CELLULOSE AND KRAFT PAPER FROM CELLULOSE IN AN INTEGRATED MANNER.



YEAR OF FOUNDATION

2018

YEAR OF OYAK'S PARTICIPATION

2018

OYAK'S SHARE

100%

AREA OF OPERATION

MANUFACTURE OF PAPER AND CARDBOARD, ESTABLISHING PARTICIPATIONS IN COMPANIES WHICH MANUFACTURE PAPER AND CARTON CARRIER BAGS AND BAGS (INCLUDING PAPER SACKS)

OYKA KAĞIT AMBALAJ SANAYİİ VE TİCARET A.Ş.

OYKA supplies products to the domestic and international manufacturing sectors, primarily the cement, lime, gypsum, chemical, mining, construction materials and food sectors.

OYKA was established with the title of Adana Kağıt Torba Sanayii Türk A.Ş. in 1963 in order to carry out paper sack production and sales. With the acquisition of its shares by Adana Çimento and OYAK in 1998, 2002 and 2005, the Company became one of the OYAK Group Companies with the title of OYKA Kağıt Ambalaj Sanayii ve Ticaret A.Ş. With the acquisition of SEKA Çaycuma Factory from the Privatization Administration in 2003, it became an integrated paper production company.

Türkiye's first and only integrated kraft paper manufacturer

OYKA principally manufactures five types of brown kraft and packaging paper, which are suitable for industrial bag manufacturing, and kraft bags with the ISO 22000 Food Safety Management System Certificate at two separate facilities in Çaycuma. OYKA is the only company in Türkiye to perform the production of cellulose and kraft paper from cellulose in an integrated manner. It supplies products to domestic and foreign manufacturing sectors, primarily the cement, lime, gypsum, chemical, mining, construction materials and food sectors.

OYKA continued to grow with the investments that were realized in 2021. When compared to the previous year, the company's paper export volumes increased by 68% and its bag export volumes increased by 21%.

The Biomass Shell Boiler Revision investment was completed in 2021. In addition, work continues on its investments in the Concentrator, Cellulose Cooking Heater and Paper Machine Quality Control System (QCS).

As of 31 December 2018, work on the OYKA Energy Biomass Power Plant, with an installed capacity of 21 MW, was completed and electricity generation license was obtained under YEKDEM. The Ministry of Energy and Natural Resources granted a temporary permit to the power plant on 27 June 2019 and the power plant was legally brought into operation. Following the announcement from the Energy Market Regulatory Authority (EMRA), the OYKA Energy Biomass Power Plant, which was included in the Final Renewable Energy Resources (RER) list with effect from 1 January 2020, started to sell electricity on 1 January 2020.

WEBSITE
www.oyka.com.tr



Subsidiaries
OYKA Enerji San. ve Tic. A.Ş.

Quality Management System
- ISO 9001
- ISO 14001
- ISO 22000
- ISO 50001
- OHSAS 18001

OYKA WAS ESTABLISHED IN 1963 WITH THE TITLE OF ADANA KAĞIT TORBA SANAYİİ TÜRK A.Ş. TO REALIZE THE PRODUCTION OF SALE OF PAPER BAGS.



Since the steam production by the Biomass Shell and Biomass Black Liquor Boilers will be used to generate electricity, a steam boiler investment was undertaken in order to produce the steam needed for paper production. In addition, the Biomass Shell Boiler Revision Investment was carried out within the scope of machinery and equipment investments at the Company's Çaycuma facilities.

Green cover against global warming

ENAT A.Ş. was established in 2005 to develop industrial forest plantations in Türkiye. OYKA is one of the founding members of Endüstriyel Ağaç Tarımı Sanayi ve Ticaret Anonim Şirketi (ENAT A.Ş.). OYKA acts with an awareness of serving the environment as well as the economy and demonstrates sensitivity to social responsibility. OYKA believes that the most effective solution in reducing carbon emissions and preventing global warming is to protect and expand the green cover. The Company supports tree farming, which involves the growing of trees and mass-production of wood raw materials, as a solution to this problem.

YEAR OF FOUNDATION

1963

YEAR OF OYAK'S PARTICIPATION

1998

OYAK'S SHARE

100%

AREA OF OPERATION

PRODUCTION AND SALE OF KRAFT PAPER AND BAGS MADE OF KRAFT PAPER AUTOMOTIVE LOGISTICS COMPANIES

OYAK RENAULT OTOMOBİL FABRİKALARI

MAİS MOTORLU ARAÇLAR İMAL VE SATIŞ A.Ş.

ORFİN Finansman A.Ş.

ORF Kiralama Pazarlama ve Pazarlama Danışmanlığı A.Ş.

omsan LOGISTICS

OYAK Denizcilik ve Liman İşletmeleri A.Ş.

PORT YARIMCA

AUTOMOTIVE LOGISTICS COMPANIES



The OYAK Automotive Logistics Companies manufacture automobiles, engines and mechanical parts with OYAK Renault, conduct sales and after-sales services for cars and light commercial vehicles with MAİS, provide brokerage services for automobile financing with ORFIN and carry out car rental transactions for corporate companies with ORF. OYAK Renault and MAİS have succeeded in increasing their presence in the Turkish automotive industry year by year, and rank first in terms of automobile production and exports.

Quality financing solutions

ORFİN Finansman A.Ş. operates in the field of automotive financing. The company gathers all loan and related insurance products needed in the Renault MAİS sales network under one roof. It offers its customers quality financing solutions for automotive purchases with its preferential campaigns and its wide range of products and services.

A pioneering and innovative brand in logistics

OMSAN Lojistik A.Ş. operates as one of OYAK's pioneering and innovative companies in the logistics sector. The company provides logistics services to leading companies in many sectors, particularly in the automotive, iron and steel, cement-construction, fuel, textile, retail, food and communication sectors. These services include domestic and international road, sea, air and rail transportation, storage, distribution, warehouse management, project logistics, finished vehicle logistics, transportation of hazardous substances, home and office logistics, customs clearance and insurance services.

The OYAK Automotive Logistics Companies at a glance

- The OYAK Renault Factories maintained their leading position in 2021, commanding a share of 31.7% in Türkiye's total automobile production.
- With 116,146 vehicles sold and market share of 15.8% in the Turkish automotive market MAİS is in the second position.
- Achieving sales of 75,561 passenger cars under the Renault brand, it took 13.4% share of the market and became the passenger car market leader for the 22nd time.
- Realizing exports of 187,923 units, Türkiye ranked 1st in automobile exports and 2nd in general vehicle exports.
- The OYAK Port provided transit agency services to 208 ships in the Bosphorus and Çanakkale Straits in 2021, and posted a 108% year-on-year increase in related operations.



The First

The OYAK Automotive Sector has succeeded in increasing its share in the Turkish automotive industry every year. It also ranks first in automobile production and exports.

With the sale of 75,561 passenger cars under the Renault brand, it captured a 13.4% share of the market and became the passenger car market leader for the 22nd year.



OMSAN LOGISTICS IS ONE OF THE PIONEERING AND INNOVATIVE COMPANIES IN THE LOGISTICS SECTOR.



OYAK RENAULT OTOMOBİL FABRİKALARI A.Ş.

High quality and continuity lie behind OYAK Renault's leadership in production and exports.

OYAK RENAULT
OTOMOBİL FABRİKALARI

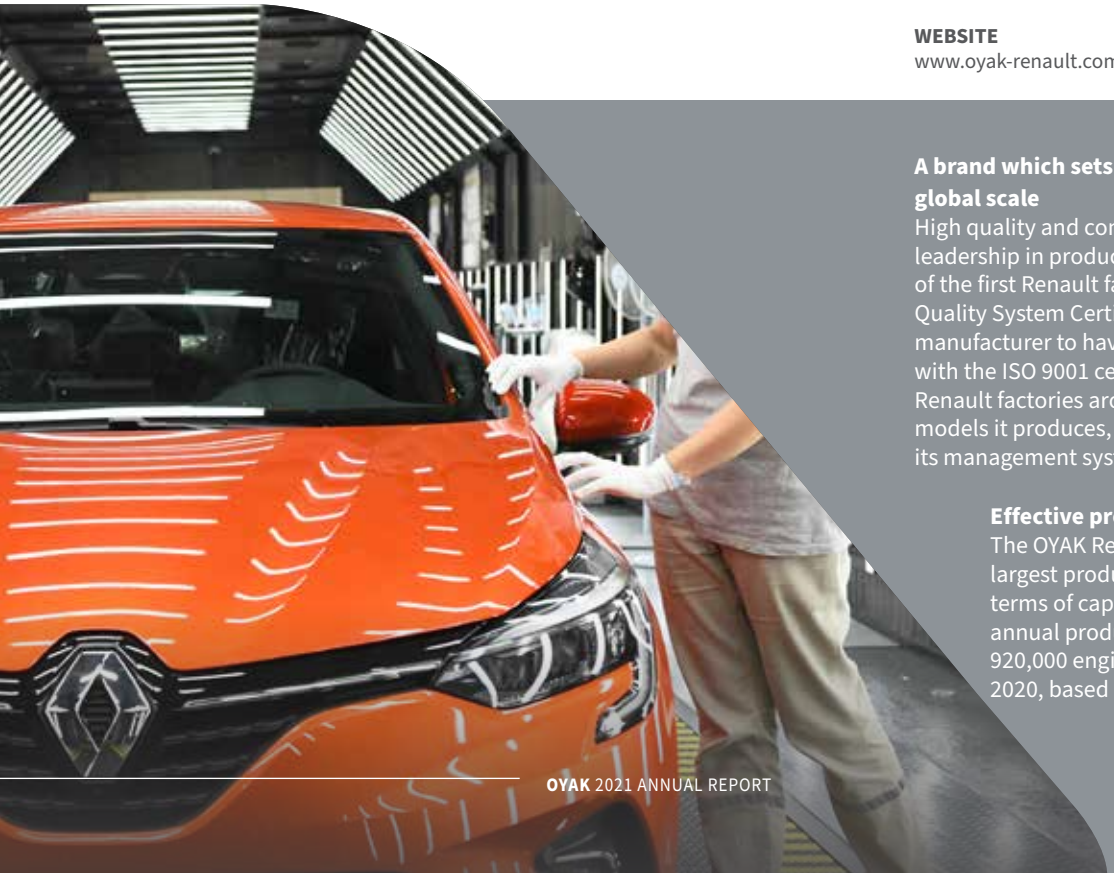
OYAK Renault Otomobil Fabrikaları A.Ş. (OYAK Renault) was established in 1969 with the partnership of OYAK and the French Renault Group to produce Renault branded cars in Türkiye. As a result of the agreement entered into and the exchange of shares between the two shareholders in 1997, the shareholding structure was determined with OYAK holding 49% of the Company's shares and Renault holding 51% of the shares. As of 2021, OYAK transferred its 49% stake to OYAK Akaryakıt ve LPG Yatırımları A.Ş., which is a wholly owned subsidiary of OYAK.

As of the end of 2021, OYAK Renault was producing the Clio, Clio E-Tech (hybrid) and Megane Sedan models for domestic and international markets. In addition to the engines used in these vehicles and the wide array of different models, the company also produces and exports mechanical parts, especially gearboxes.

The leader of the Turkish automotive industry
1,332,000 vehicles were produced in the Turkish automotive industry in 2021, including 783,000 passenger cars. OYAK Renault produced approximately 248,000 passenger cars in 2021, single-handedly realizing a considerable 31.7% of Türkiye's total automobile production and maintained its leadership. The company also produced approximately 173,000 engines. Attaining the highest production figure ever recorded in Türkiye, OYAK Renault has the capacity to produce one automobile every minute.

One third of automobile exports
With exports of 188,000 vehicles, OYAK Renault had a 33.2% share of Türkiye's automobile exports. The company ranked second in the ranking of companies with the highest number of exports and ranked first in automobile exports based on data provided by the Uludağ Automotive Industry Exporters' Association (OIB).

WEBSITE
www.oyak-renault.com.tr



A brand which sets itself apart with its superior quality on a global scale
High quality and continuity lie behind OYAK Renault's leadership in production and exports. OYAK Renault was one of the first Renault factories in the world to hold the Renault Quality System Certificate and also the first Turkish automobile manufacturer to have its Quality Assurance System approved with the ISO 9001 certificate. The company ranks top among Renault factories around the world in terms of the quality of the models it produces, its employees, its sub-manufacturers and its management system.

Effective production with high-capacity
The OYAK Renault production facilities are one of largest production facilities in the Renault Group in terms of capacity outside of Western Europe, with an annual production capacity of 390,000 automobiles and 920,000 engines. It ranked third on the ISO 500 list for 2020, based on the criteria of sales from production.

OYAK RENAULT PRODUCES THE CLIO, CLIO E-TECH AND MEGANE SEDAN MODELS. IT PRODUCES ENGINES AND MECHANICAL PARTS THAT ARE USED IN MANY DIFFERENT MODELS IN ADDITION TO THESE VEHICLES.

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Third on the ISO 500 list

OYAK Renault ranks third on the ISO 500 list based on the criteria of sales from production.

The highest production

Reaching the highest automobile production figure in Türkiye, OYAK Renault has the capacity to produce one automobile every minute.

The OYAK Renault production facility is one of largest production facilities in the Renault Group in terms of capacity outside of Western Europe.



YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE	AREA OF OPERATION
1969	1969	49%	PRODUCTION AND EXPORT OF RENAULT BRANDED AUTOMOBILE AND MECHANICAL PARTS

MAİS MOTORLU ARAÇLAR İMAL VE SATIŞ A.Ş.

In the ranking of the best-selling models in Türkiye, two of the top four models are Renault models, produced in the OYAK Renault Factory.

MAİS
MOTORLU ARAÇLAR
İMAL VE SATIŞ A.Ş.

MAİS Motorlu Araçlar İmal ve Satış A.Ş. was established in 1968 as a wholly owned subsidiary of OYAK. In 1993, the Renault Group participated in MAİS with a 20% stake. As a result of the share exchange agreement reached between the two shareholders in 1997, the share structure was determined with OYAK holding 51% of the shares and Renault holding the remaining 49% of the shares. The DOSSD company, which is the general distributor of Dacia branded cars in Türkiye, joined MAİS within the framework of the agreement reached between OYAK and the Renault Group in 2007. OYAK transferred its 51% stake to OYAK Akaryakıt ve LPG Yatırımları A.Ş., a wholly owned subsidiary of OYAK, in 2021.

A wide nationwide service network

MAİS operates as the general distributor of Renault and Dacia branded cars in Türkiye. MAİS also imports Renault and Dacia branded cars. With its four branches in İstanbul, Ankara, Izmir and Bursa and 154 service providing points throughout the country, MAİS offers all kinds of spare parts and service assurance with its years of experience.

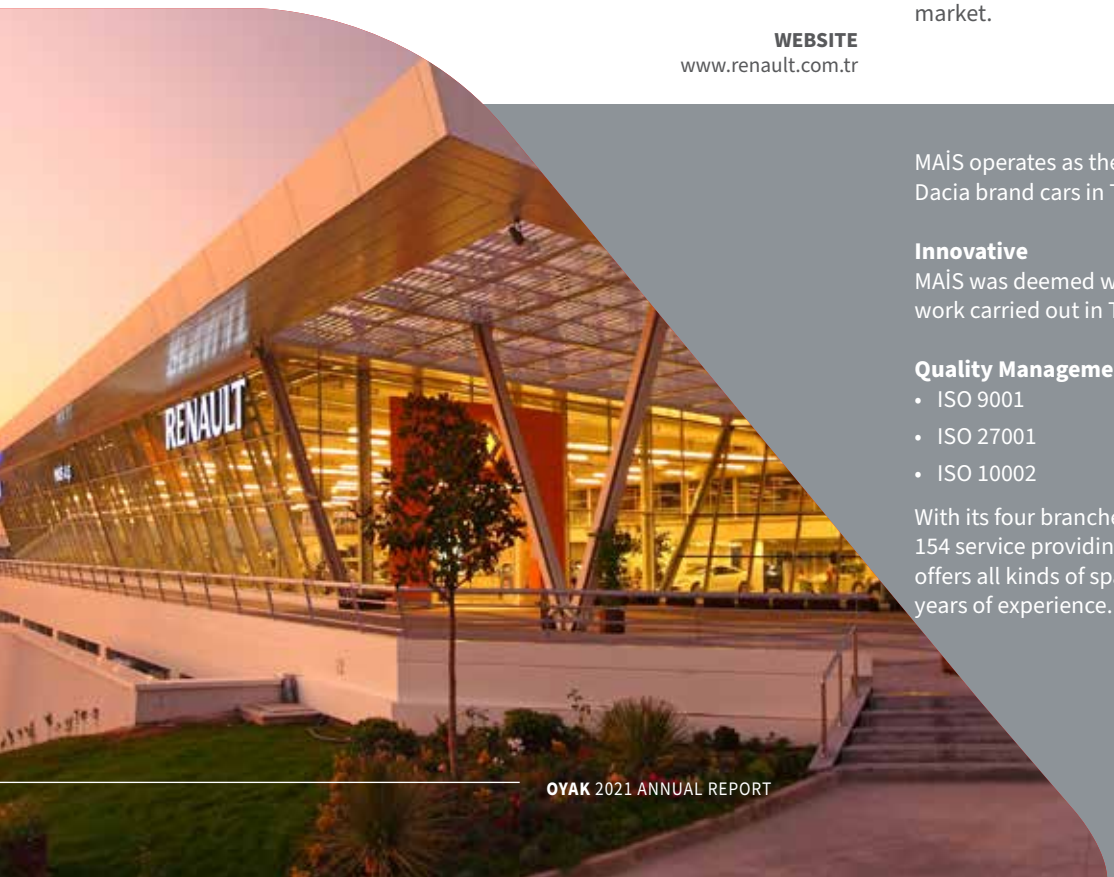
WEBSITE
www.renault.com.tr



Continued market leadership in automobiles in 2021

The Turkish automobile and light commercial vehicle market contracted by 5% in 2021 compared to the previous year, with 737,350 vehicles sold. In 2021, automobile sales decreased by 8% compared to the previous year, with 561,853 cars sold. On the other hand, sales of Light Commercial Vehicles increased by 8% to reach 175,497 units.

MAİS sold 116,146 vehicles, including 103,233 cars and 12,913 Light Commercial Vehicles in 2021, capturing a market share of 15.8%. The company rounded off 2021 as the leader in the passenger car market and in second position in the total market.



MAİS operates as the general distributor of the Renault and Dacia brand cars in Türkiye.

Innovative
MAİS was deemed worthy of many awards with its innovative work carried out in Türkiye in 2021.

Quality Management System
- ISO 9001
- ISO 27001
- ISO 10002

With its four branches in İstanbul, Ankara, Izmir and Bursa and 154 service providing points throughout the country, MAİS offers all kinds of spare parts and service assurance with its years of experience.

Türkiye's most popular passenger brand for 22 consecutive years

Renault sold 75,561 passenger cars in 2021. The company has maintained its leadership in the Turkish passenger car market for a 22nd year in succession with a 13.4% market share. Two of the four best-selling models in Türkiye are Renault models produced at the OYAK Renault Factory. The Clio HB is ranked in the third place, with sales of 36,438 cars, with the Megane Sedan ranking fourth with sales of 29,832 cars.

Dacia is among the top 10 in the market

Selling 34,866 vehicles in 2021, the Dacia brand attained a market share of 4.7%. The Dacia Duster is ranked as the sixth best-selling car in Türkiye, with 19,038 cars sold.

New awards in 2021

MAİS was deemed worthy of many awards with its innovative work carried out in Türkiye in 2021.

Renault was the best-selling automobile brand of the year at the 2021 Sales and Communication Awards organized by the Automotive Distributors Association (ADA). It also received the "Media Application of the Year" award in 2021 in recognition of the Dacia brand.

The Renault brand was selected as "Automotive Brand of the Year" in the fifth Türkiye Golden Brand Awards event.

The New Renault Clio won the "Bronze Award" with "Spots with Active Emergency Brake Support System" in the Radio category of the Ad Stars awards competition.

The Dacia brand was chosen as the "Most Reputable Commercial Automotive Brand of the Year" at The ONE Awards.

Significant achievements in the field of quality and customer satisfaction

In the Şikayetvar.com A.C.E (Achievement in Customer Excellence) Awards 2021 event, which was held for the sixth time in 2021, Renault and Dacia won the first place in the automotive category, based on market share, for the third year in a row, according to the results announced every three months.

On the other hand, in the annual quality audits (QHC 2021) conducted by Renault France in 2021, MAİS was selected as the "Best in Class", obtaining the highest score among all countries in the fields of Customer Service and Call Centers.

The ECCCSA (European Contact Center & Customer Service Awards) is the most prestigious Call Center competition in Europe. In the 2021 ECCCSA, the final of which was held in London, MAİS won the "Bronze Award" in the category of "Best Innovation in Customer Service" with the YARDIM-CI application, which is used in road assistance.

The MAİS authorized dealers achieved a success above the determined targets in the "Voice of the Customer Survey", which is the main customer satisfaction indicator, in 2021.

Aiming to maintain its strong performance with its new products in 2022, MAİS plans to introduce the following models to its customers:

- The Traffic model, which was renewed in the commercial vehicles market, in the second quarter of the year,
- The Jogger model, which will strengthen the product range of the Dacia brand, which has already been successful in Türkiye, and which will increase its clout in the market, in the third quarter of the year,
- The 100% electric Megane E-Tech and the Austral model, which will replace the Kadjar in the C-SUV segment, in the last quarter of the year.

YEAR OF FOUNDATION

1968

YEAR OF OYAK'S PARTICIPATION

1968

OYAK'S SHARE

51%

AREA OF OPERATION

RENAULT AND DACIA BRANDED PASSENGER CARS AND LIGHT COMMERCIAL VEHICLES SALES AND AFTER SALES SERVICES

ORFİN FİNANSMAN A.Ş.

ORFİN Finansman A.Ş. offers standard vehicle loans for new and second-hand vehicles to individual and corporate customers of the Renault and Dacia Network.

ORFİN Finansman A.Ş. was established in 2011 under an equal partnership between OYAK and RCI Banque S.A., with the permission of the Banking Regulation and Supervision Agency (BRSA) in order to operate to facilitate the sale of Renault and Dacia branded cars, primarily by providing consumer financing options.

The company offers standard vehicle loans for new and second-hand vehicles to individual and corporate customers of the Renault and Dacia network. In addition, it offers needs-based, innovative and preferential loan campaigns and differentiated loan programs such as the Renault Plan and Dacia Plan, which are supported by authorized dealers with buyback guarantees. Moreover, loan protection and extended guarantee insurance for individual customers who are on loan, and loan protection insurance products specific to corporations and vehicle value protection insurance for new and second-hand vehicles are also provided.

ORFİN FİNANSMAN A.Ş.'S ACTIVE LOAN BALANCE STOOD AT TRY 4.26 BILLION AS OF THE END OF 2021.

—

As of the end of 2021, total active vehicle loan balance, which constitutes a large part of the assets of financing companies, increased by 35% year-on-year to reach TRY 38.1 billion. ORFIN Finansman's active loan balance amounted to TRY 4.26 billion as of the end of 2021. Financing companies accounted for 11.2% of the total active vehicle loan balance.

As of 2021, the Company's legal non-performing loans (NPL) ratio, without the sale of assets, stood at 0.95% - just 42% of the average 2.27% ratio of legal non-performing vehicle loans for financing companies. As of the end of 2021, the ratio of legal non-performing loans ratio for vehicle loans disbursed by banks stood at 1.56%.





THE COMPANY OFFERS NEEDS-BASED, INNOVATIVE AND PREFERENTIAL LOAN CAMPAIGNS AND DIFFERENTIATED LOAN PROGRAMS SUCH AS THE RENAULT PLAN AND DACIA PLAN, WHICH ARE SUPPORTED BY AUTHORIZED DEALERS WITH BUYBACK GUARANTEES.

—

YEAR OF FOUNDATION

2011

YEAR OF OYAK'S PARTICIPATION

2011

OYAK'S SHARE

50%

AREA OF OPERATION

FINANCING OF THE RENAULT AND DACIA BRANDED AUTOMOBILE SALES AND COMPLEMENTARY INSURANCE SERVICES AND SALES

ORF KİRALAMA PAZARLAMA VE PAZARLAMA DANIŞMANLIĞI A.Ş.

ORF acts as a broker in the car rental transactions of corporations with the Renault Fleet Leasing brand.

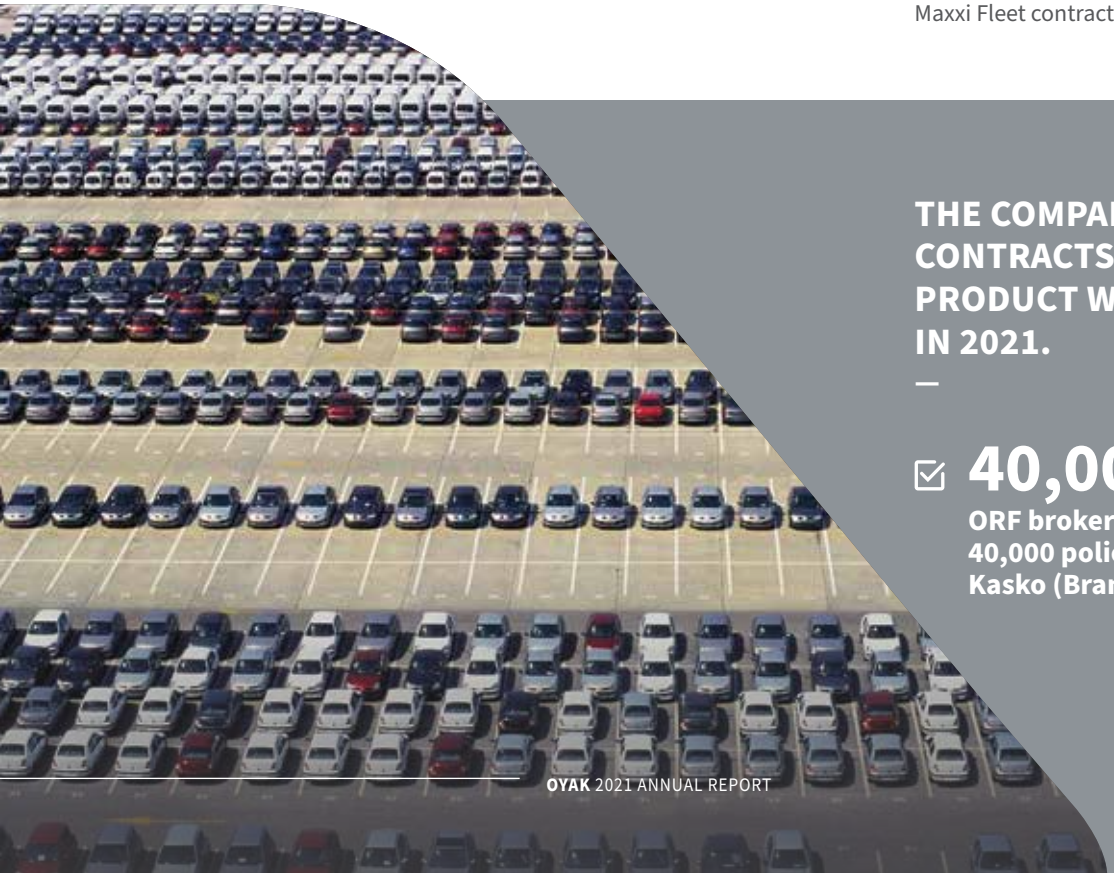
OYAK participated in RCI Pazarlama ve Danışmanlık Hizmetleri Ltd. Şti., which was founded in 2009 by RCI Banque, with a 50% partnership ratio in 2013. On 22 January 2014, the title of the Company was changed to ORF Kiralama Pazarlama ve Pazarlama Danışmanlığı A.Ş.

ORF acts as a broker in the car rental transactions of corporations with the "Renault Fleet Leasing" brand. Renault Fleet Leasing is a service to meet the long-term car rental needs of the customers who come to Renault's authorized dealer network within the scope of commercial agreements that ORF and MAİS entered into with Leaseplan and AVIS Filo. The activities are aimed at increasing the share of the Renault and Dacia branded vehicles in the "Long Term Rental (leasing)" sector. 2,545 rental transactions were carried out within the scope of these activities in the 2021 operating year.

The activities of the company include the rental of batteries for electric vehicles, the sale of maintenance packages for Renault and Dacia branded vehicles with the Maxxi Maintenance brand and consultancy services for the Extended Guarantee for New and Second-Hand Vehicles product. ORF completed 3,847 Extended Guarantee transactions in 2021 as part of its Extended Guarantee consultancy activities.

ORF and MAİS entered agreements with Mapfre Insurance, HDI Insurance and AXA Insurance under the brokerage of OYAK Grup Sigorta and Willis Towers Watson to offer the "Marka Kasko (Brand Motor Insurance)" product for new and second-hand Renault and Dacia vehicles. In this context, the company focused on Branded Motor Insurance sales and brokered the production of more than 40,000 Branded Motor Insurance policies in 2021.

ORF brought the "Maxxi Filo" brand into service in April 2021 as part of its Fleet Management Service activities. ORF sold 2,377 Maxxi Fleet contracts.



THE COMPANY SOLD 2,377 CONTRACTS FROM THE "MAXXİ FİLO" PRODUCT WHICH WAS INTRODUCED IN 2021.

—

40,000

ORF brokered the production of more than 40,000 policies within the scope of Marka Kasko (Brand Motor Insurance) in 2021.

THE COMPANY SOLD 2,545 LONG TERM VEHICLE LEASING CONTRACTS IN 2021.



YEAR OF FOUNDATION

2009

YEAR OF OYAK'S PARTICIPATION

2013

OYAK'S SHARE

50%

AREA OF OPERATION

BROKERAGE FOR VEHICLE FLEET LEASING TRANSACTIONS, MARKETING AND MARKETING CONSULTANCY

OMSAN LOJİSTİK A.Ş.

OMSAN Logistics provides customer-oriented, integrated, digital and environmentally friendly logistics services to leading companies from different sectors with its specialized human resources.

OMSAN LOGISTICS IS THE PRIVATE SECTOR'S FIRST TRAIN OPERATOR IN RAILWAY TRANSPORTATION IN TÜRKİYE.

—

OMSAN Lojistik A.Ş. was established in 1978 as an OYAK subsidiary in order to operate in the automotive sub-industry. In the following years, it changed its field of activity and specialized in the logistics sector. The company expanded its field of activity to include domestic and international transportation with the amendment of the articles of association in 1982. The title of the company, which had been OMSAN Uluslararası Nakliyat San. ve Tic. A.Ş., was changed to OMSAN Lojistik A.Ş. in 2001.

Integrated, digital, environmentalist solution partner

OMSAN Logistics provides customer-oriented, integrated, digital and environmentalist logistics services with its expert human resources to leading companies from different sectors, especially in the automotive, energy, iron and steel, cement, ready mixed concrete, chemical, agriculture, retail, telecommunication and fast consumption sectors.

OMSAN is a long-standing and one of the leading brands in its sector. OMSAN integrates road, sea, air and railway transportation, bonded warehouse and free storage activities with its road and railway fleet, which consists of self-owned fleet as well as a supplier base, two self-owned and rented ships, storage areas, vehicle logistics centers, which the company uses in international and domestic activities as part of logistics services.

With its companies in France, Romania and Morocco abroad, and its Marmara, Mediterranean, Aegean, Central Anatolia and Black Sea Regional Directorates in Türkiye, the company provides the services needed by its customers in a wide geographical area with its technological infrastructure, operational power and 44 years of experience with the mission of being a solution partner.

Branding activities

A new corporate identity and logo has been rolled out to serve the company's strategies. The developments in the areas of customer-oriented integrated services, digitalization, innovation and sustainability were reflected on the new logo and reinforced. In the logo that defines the new corporate identity of OMSAN, the circle form consisting of different colors symbolizes the whole world as an integrated service providing area, the movements that turn into linear lines symbolizes the rapid progress, and the red colors symbolizes OYAK's trust.

WEBSITE
www.omsan.com

In addition to OMSAN's success in logistics operations, OMSAN'S sensitivity to the environment and society has been recognized with awards every year.

Subsidiaries

- OMSAN Denizcilik A.Ş.
  - OMSAN Havacılık A.Ş.
- OMSAN Logistica SRL
- OMSAN Logistique SARL
  - OMSAN Warehousing Maroc SARL
- OMSAN Logistique Maroc SARL

Quality Management System

- ISO 9001
- ISO 14001
- OHSAS 18001
- ISO 10002
- ISO 27001

Authorized Economic Operator (AEO) Certificate valid in Türkiye and France



“Always OHS approach” at the center of our strategy to increase women’s employment

OMSAN Logistics increases the power and employment of women in logistics in line with its approach that is based on “OHS in Every Moment”. In the transportation of hazardous substances, a difficult area in the logistics sector, women drivers have started to work after having completed the necessary training. Women have also started working as drivers in car parks. Necessary document application and training support in the field of driving heavy goods vehicles is provided to women who are interested in a career in driving but lack a license or training. The number of women in the company’s management has increased by 64% in the last 3 years.

Awards and achievements

In addition to OMSAN’s success in logistics operations, its sensitive approach towards the environment and society is recognized with awards every year.

OMSAN Logistics was awarded the “International Logistics Operators” award at the Atlas Awards, which is one of the leading programs in the logistics industry, for the last 3 years in a row.

With its “Automobile Transportation by Railway” project, which was a first of its kind in Türkiye, OMSAN Logistics was awarded in the Innovation category at the “Logistics Achievement Awards of the Year” organized by UTA Logistics Magazine.

For the last eight years in a row, the Company has received the “Respect for People Award”, which is awarded following evaluations carried out by Kariyer.net based on criteria such as the number of jobs created and specific answers provided by candidates.

As one of the biggest supporters of the liberalization process of railway transportation in Türkiye, it carries out ore transportation by railway with the title of “The First Train Operator of the Private Sector”.

The first company to transport cars from one continent to another through the Marmaray

As the first train operator in the private sector in railway transportation in Türkiye, OMSAN Logistics broke new ground in its field by transporting the first car from Europe to Asia through the Marmaray.



YEAR OF FOUNDATION

1978

YEAR OF OYAK’S PARTICIPATION

1978

OYAK’S SHARE

100%

AREA OF OPERATION

LOGISTICS SERVICES, DOMESTIC AND INTERNATIONAL LAND, AIR, SEA AND RAILWAY TRANSPORTATION, E-LOGISTICS AND WAREHOUSE SERVICES

OYAK DENİZCİLİK VE LİMAN İŞLETMELERİ A.Ş.

OYAK Liman provides agency services in all shipping segments, as well as operating existing coastal facilities and realizing new port investments under OYAK.

OYAK Denizcilik ve Liman İşletmeleri A.Ş. was restructured in 2016 in order to operate existing coastal facilities and realize new port investments under OYAK.

OYAK Liman has three main business lines.

Port management activities

The field of activity of OYAK Denizcilik ve Liman İşletmeleri A.Ş. is to establish ports, jetties, loading and unloading facilities, warehouses and cold warehouses and to carry out operational activities. OYAK Liman, which manages the operation processes of the Erdemir and İsdemir port facilities, has an annual operating capacity of 41 million metric tons.

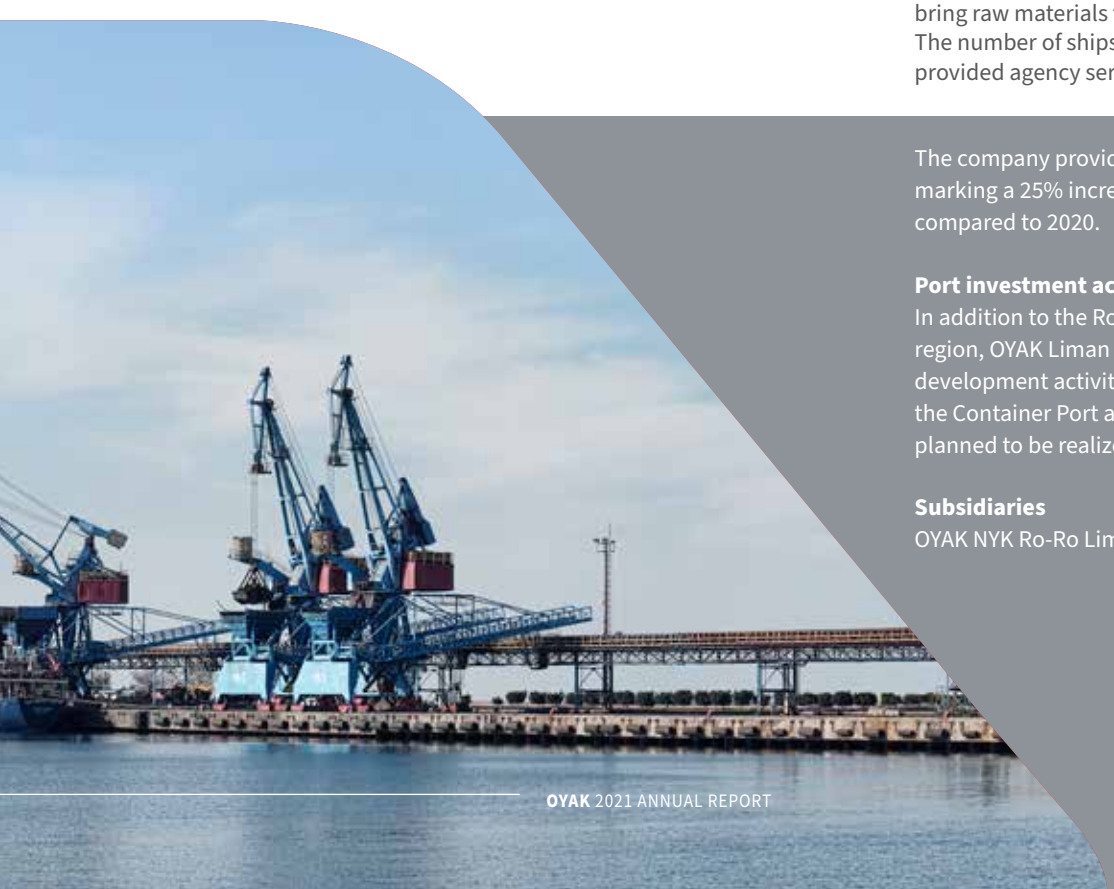
25.1 million metric tons of cargo was handled by OYAK Liman at its existing port facilities in 2021. The Company commanded a market share of 11% throughout Türkiye in the “General Cargo and Solid Bulk Cargo” product segment.

At Erdemir Port, 1.23 million metric tons of cargo was handled, breaking a 10-year record in terms of volumes for third party cargoes.

Shipping agency activities

Since 12 April 2017, OYAK Denizcilik ve Liman İşletmeleri A.Ş. has been providing agency services in all shipping segments from the Koster class to the capesize class, which is the largest class of bulk ship able to carry any type of cargo, with an increasing potential in all ports of Türkiye, primarily İsdemir and Erdemir ports, as well as in the Dardanelles and Bosphorus Straits.

OYAK Liman started to provide shipping agency services abroad from August 2019, providing agency services to 56 ships which called at Romanian ports during 2021. OYAK Liman provided agency services to 208 ships transiting the straits in 2021. OYAK Liman recorded a 108% increase in its activities in related operations year-on-year. The company also started to provide agency services to capesize class coal ships which bring raw materials to the İSKEN Sugözü Power Plant in 2019. The number of ships going to İSKEN, for which OYAK Liman provided agency services, stood at 17 in 2021.



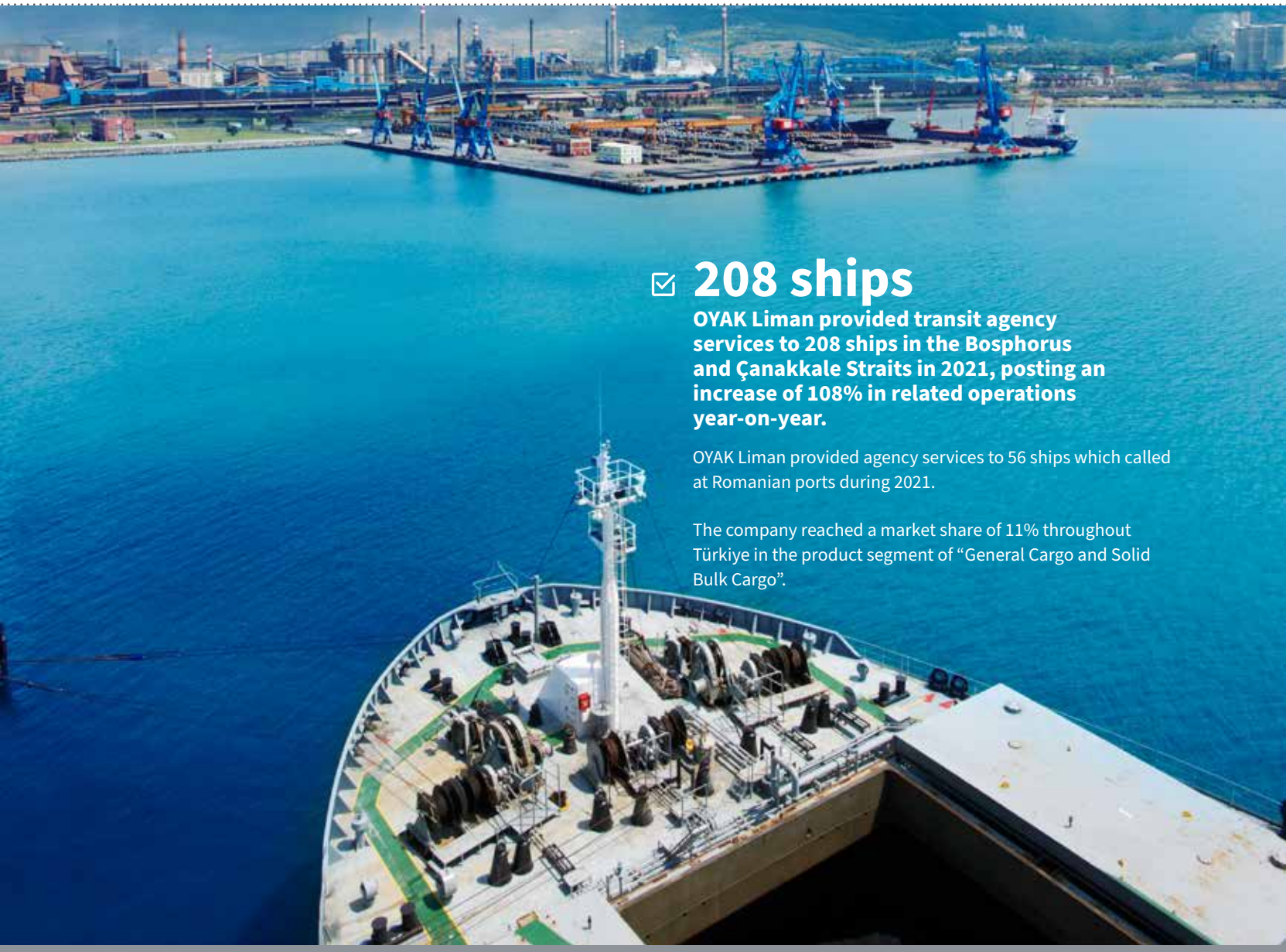
The company provided agency services to 1,701 ships in 2021, marking a 25% increase in the number of ships served when compared to 2020.

Port investment activities

In addition to the Ro-Ro port investment in the Gulf region, OYAK Liman unwaveringly maintained its business development activities in new investment projects, especially the Container Port and Railway Logistics Center, which is planned to be realized in the İskenderun Region.

Subsidiaries

OYAK NYK Ro-Ro Liman İşletmeleri A.Ş.



208 ships

OYAK Liman provided transit agency services to 208 ships in the Bosphorus and Çanakkale Straits in 2021, posting an increase of 108% in related operations year-on-year.

OYAK Liman provided agency services to 56 ships which called at Romanian ports during 2021.

The company reached a market share of 11% throughout Türkiye in the product segment of "General Cargo and Solid Bulk Cargo".

YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE	AREA OF OPERATION
2016	2021	100%	PORT MANAGEMENT, SHIPPING AND SHIPPING AGENCY

OYAK NYK RO-RO LİMAN İŞLETMELERİ A.Ş.

OYAK NYK Ro-Ro Liman İşletmeleri A.Ş. (Port Yarımca) is a Ro-Ro Port investment which was realized jointly with the Japanese NYK Group, which has 16% market share in the Ro-Ro transportation worldwide and that currently operates 17 Ro-Ro ports.

Port Yarımca is an important investment project for our country's automotive sector. At Port Yarımca, in March 2021, the evacuation of imported vehicles from Romania was carried out with the berthing of the first test ship. The port project is expected to become a center that will change the course of international automotive logistics.

The "automotive oriented specialized port" project has an annual handling capacity of 780,000 vehicles. Within the scope of the project, with a berth length of 540 meters, port services will be provided capable of handling two Ro-Ro ships with a capacity of 8,000 CEUs simultaneously.

PORT YARIMCA IS A RO-RO PORT INVESTMENT REALIZED JOINTLY WITH JAPANESE NYK GROUP.

In terms of the ports providing Ro-Ro services in Türkiye, Port Yarımca is the first project which is 100% automotive oriented and is a global Ro-Ro Operator partner.

OYAK's automotive oriented Ro-Ro Port

Port Yarımca is a key investment project for the automotive sector in our country. The first imported vehicle was offloaded at Port Yarımca in April 2021, and handling services got underway. The automotive-oriented Ro-Ro Port, which will meet international standards, is preparing to become a new hub for global automotive logistics.



Handling capacity of 780,000 vehicles

Port Yarımca is an "automotive oriented specialized port" project with an annual handling capacity of 780,000 vehicles.

PORT YARIMCA IS THE FIRST PROJECT WHICH IS 100% AUTOMOTIVE-ORIENTED, AND IS A PARTNER OF GLOBAL RO-RO OPERATOR.



YEAR OF FOUNDATION

2018

YEAR OF OYAK'S PARTICIPATION

2018

OYAK'S SHARE

55%

AREA OF OPERATION

RO-RO PORT MANAGEMENT

ENERGY COMPANIES



WITH ITS 914 STATIONS, GÜZEL ENERJİ HAS BEEN SERVING IN THE FUEL SECTOR AS TÜRKİYE'S FIFTH LARGEST FUEL COMPANY.



Installed power and production of electric energy in Türkiye
Amid the receding impact of the pandemic and rise in industrial production, there was a surge in electricity generation in the country during 2021. An analysis of the data for the electricity sector in 2021 finds that total electricity consumption increased by 8.1% year-on-year to reach 326.8 billion kWh.

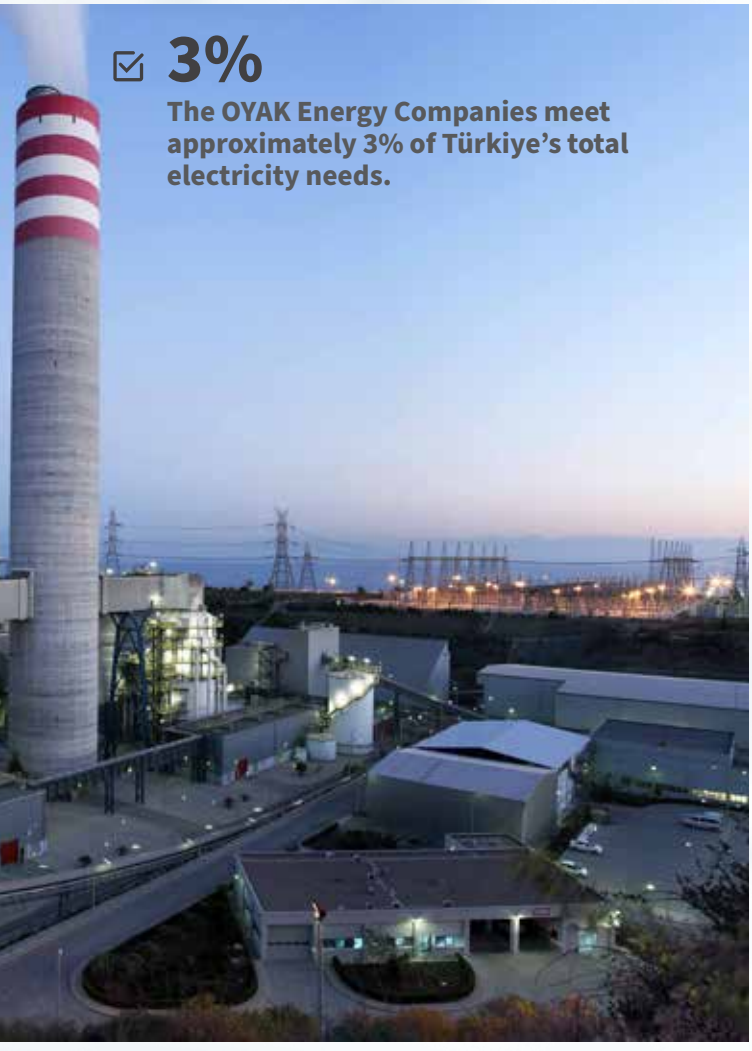
The total installed generation capacity of licensed and unlicensed generation facilities in Türkiye amounted to 99,792 MW at the end of 2021, with a rise of 4.3% - of 4,084 MW - in installed capacity when compared to 2020. There was an increase of 518 MW in hydro-electric installed capacity, 60 MW in geothermal installed capacity, 1,176 MW in the capacity of solar power plants and 1,903 MW in wind capacity. On the other hand, the capacity of thermal installed power decreased by 426 MW. As of the end of 2021, the total installed power of unlicensed power plants increased by 10.4% to reach 7,544 MW.

Türkiye's total electric energy generation stood at 328.8 kWh in 2021 with 4.2 billion kWh of electricity exported and 2.3 billion kWh of electricity being imported. Natural gas power plants accounted for 32.6% of total generation, followed by hydroelectric power plants (16.9%), power plants running on imported coal (16.7%) and power plants running on lignite (13.1%). Power plants running on other sources of energy accounted for 20.7% of the total electricity generation in 2021.

In 2021, the average Market Clearing Price stood at TL 508.1 / MWh, marking an increase of 82.3% compared to 2020. The YEKDEM (Renewable Energy Resources Support Mechanism) Unit Cost, which is another important sectoral cost element for consumers, stood at TL 103.1 /MWh in 2021.

The OYAK Energy Companies at a glance

- The OYAK Energy Companies have one of the largest power plants in Türkiye, with a total installed net electricity generation capacity of 1,308 MW. The OYAK Energy Companies meet approximately 3% of Türkiye's total electricity needs.
- With its "Energy Management" approach, the companies supply electricity and perform other related electricity market services to customers in the wholesale and retail electricity market.
- At of the end of 2021, Türkiye's licensed and unlicensed total installed power generation was realized at 99,429 MW.
- In the petroleum products trading sector, Güzel Enerji has been operating as the fifth largest fuel company in Türkiye's fuel sector with its 914 stations. In the LPG sector, the Company provides services in the liquid gas, autogas, canister gas, bulk gas and wholesale segments with five marine terminals, 19 canister filling facilities, more than 550 autogas dealers, around 1,200 canister gas dealers and its LPG storage capacity of 55,000 tons.



Last resort supply tariff

Pursuant to the "Communiqué on the Regulation of the Last Resource Supply Tariff" published in the Official Gazette on 20 January 2018, "consumers who qualify as a free consumer but do not procure their electricity through bilateral agreements and whose annual electricity consumption is 50 million kWh or more", are considered to be subject to the Last Resort Supply Tariff (LRST) which has been in effect since 1 April 2018.

An LRST limit of 50 million kWh started to be implemented in 2018 but was later reduced to 10 million kWh in 2019 and to 7 million kWh in 2020. EMRA has set an LRST limit of 3 million kWh for 2022.

One of Türkiye's largest international investments

İSKEN is one of OYAK's companies operating in the electricity sector with a generation license. It is among the largest international investments in the Türkiye's energy sector and also one of the largest thermal power plants in the country.

OYAK Energy, which holds a supply license, operates in the field of wholesale and retail electricity supply in the market. OYAK Energy started electricity supply activities, primarily for the OYAK Companies, on 1 April 2018. The Company maintains its activities with the goals of portfolio development and diversification following the developments and restructuring carried out.

Petroleum products trade and LPG sector

Based on the share transfer agreement signed on 22 February 2020, the shares of "Güzel Enerji Akaryakıt A.Ş." and Milan Petrol San. ve Tic. A.Ş. (M Oil) companies operating in the petroleum products trade sector were acquired by OYAK as of 16 March 2020. Güzel Enerji A.Ş., together with its subsidiaries, was transferred to OYAK Akaryakıt ve LPG Yatırımları A.Ş. as of 30 April 2020. Operating in Türkiye since 1992, Total İstasyonları has been operating as Türkiye's fifth largest fuel company with its 557 stations, while M Oil has been operating in the fuel and mineral oil sector since 1996 with 357 stations.

These two companies, which were merged on 10 August 2020, continue to operate with their own brands under the roof of Güzel Enerji Akaryakıt A.Ş.

Based on the share transfer agreement signed on 4 June 2020, 100% of the shares of "Likitgaz Dağıtım ve Endüstri A.Ş.", which operates in the LPG sector, were acquired by OYAK Akaryakıt ve LPG Yatırımları A.Ş. as of 20 August 2020.

İSKENDERUN ENERJİ ÜRETİM VE TİCARET A.Ş.

The İSKEN Sugözü Power Plant is one of Türkiye's largest international investments. İSKEN is the owner and operator of the Sugözü Power Plant, which is Türkiye's first thermal power plant based on imported coal.

İskenderun Enerji Üretim ve Ticaret A.Ş. (İSKEN) was established in 1998 in order to produce and sell electric energy. İSKEN is the owner and operator of the Sugözü Power Plant, which is Türkiye's first thermal power plant based on imported coal. OYAK became a partner in İSKEN by acquiring 24% of the shares belonging to STEAG GmbH in April 2004.

OYAK acquired 25% of the shares of RWE Power AG, another partner in İSKEN, in October 2004. With this acquisition, OYAK increased its share in the partnership in İSKEN to 49%. As part of the efforts to gather the OYAK Group's energy sector companies under a single roof, İSKEN's shares held by OYAK were transferred to OYAK Birleşik Enerji at the end of 2012.

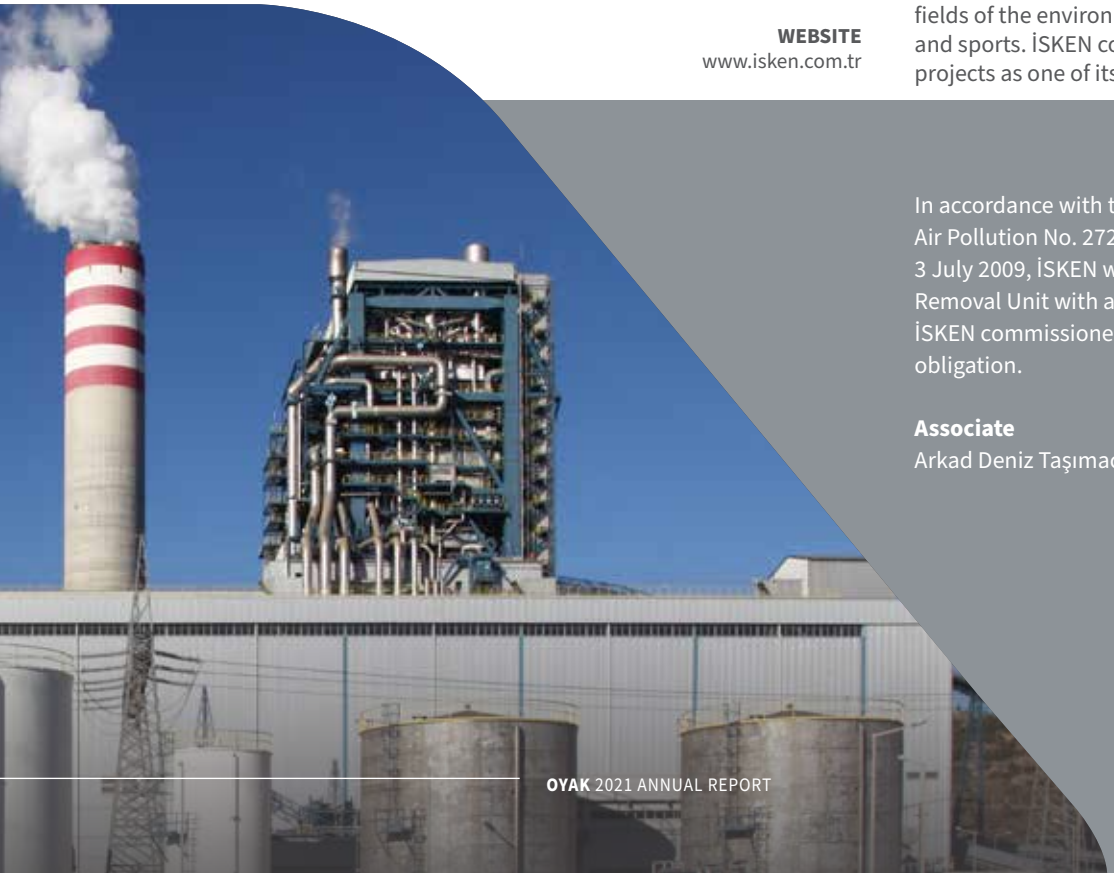
WEBSITE
www.isken.com.tr

Türkiye's first private sector owned coal-fired power plant

In 2003, the İSKEN Sugözü Power Plant was commissioned in Sugözü, İskenderun under the build-operate model. The Sugözü Power Plant has a gross installed generation capacity of 1,320 MW and is one of Türkiye's largest international investments, meeting approximately 3% of Türkiye's total electricity needs with an annual average net electricity generation of 9 billion kWh. The İSKEN Sugözü Power Plant has maintained its commercial activities in the free market since 22 November 2019, following the end of the Energy Sales Agreement (ESA) which had been signed with the Elektrik Üretim Anonim Şirketi (EÜAŞ) within the framework of the build-operate model on 21 November 2019.

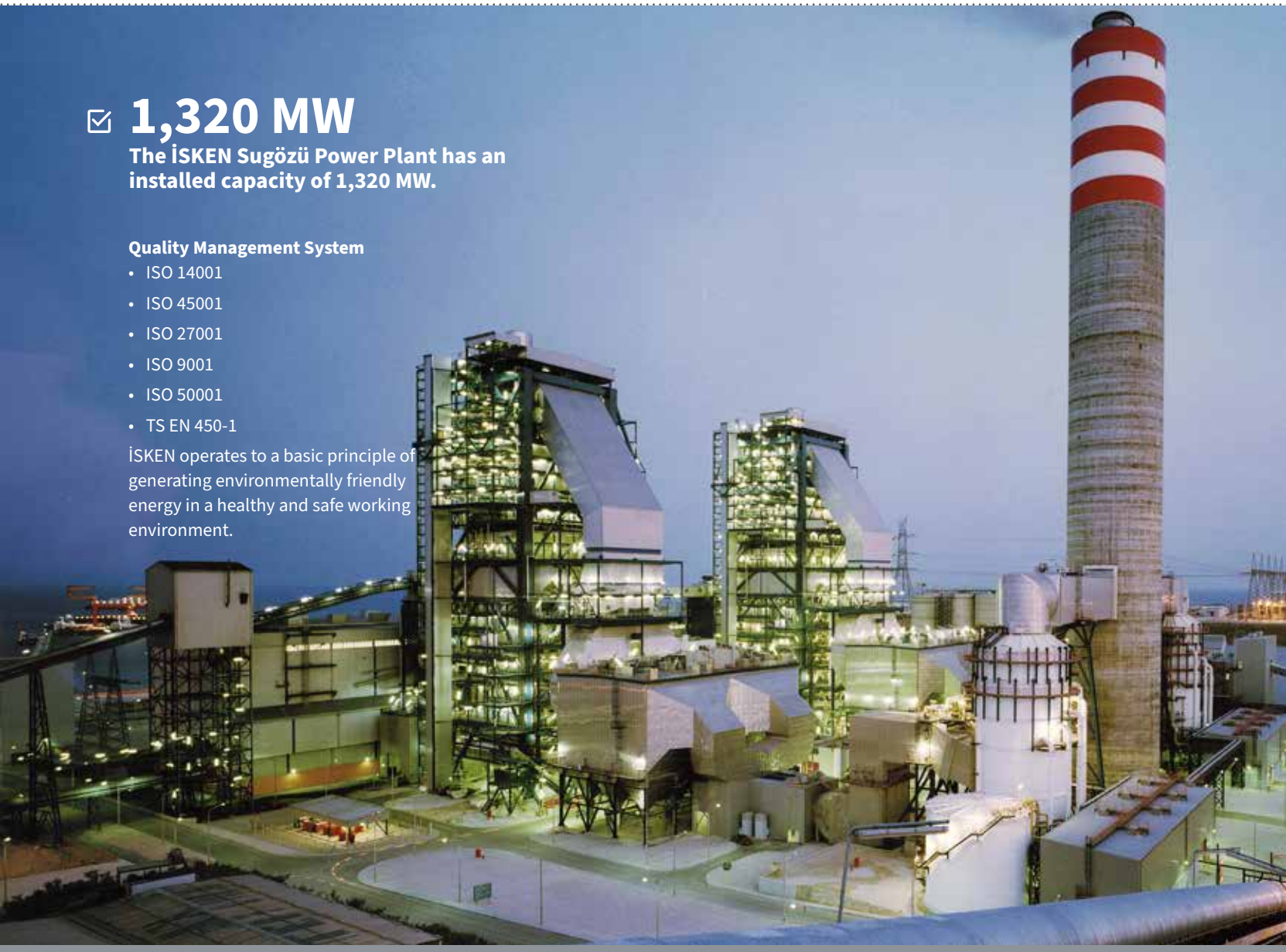
A contemporary, environmentally friendly organization focused on people and society

İSKEN's basic principle is to produce environmentally friendly energy in a healthy and safe working environment. İSKEN's projects aim to develop regional employment opportunities and strengthen local social capacity. İSKEN develops these projects with many institutions and organizations in the fields of the environment, education, health, culture, the arts and sports. İSKEN considers the support it provides to these projects as one of its basic duties to society.



In accordance with the Regulation on the Control of Industrial Air Pollution No. 27277 published in the Official Gazette on 3 July 2009, İSKEN was required to build a "Nitrogen Oxide Removal Unit with a Catalyst" (SCR DeNOx) by 8 June 2019. İSKEN commissioned the investment in 2019 and fulfilled its obligation.

Associate
Arkad Deniz Taşımacılığı A.Ş.



1,320 MW

The İSKEN Sugözü Power Plant has an installed capacity of 1,320 MW.

Quality Management System

- ISO 14001
- ISO 45001
- ISO 27001
- ISO 9001
- ISO 50001
- TS EN 450-1

İSKEN operates to a basic principle of generating environmentally friendly energy in a healthy and safe working environment.

YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE	AREA OF OPERATION
1998	2004	49%	ELECTRICITY GENERATION AND SALES

OYAK ELEKTRİK ENERJİSİ TOPTAN SATIŞ A.Ş.

Based on its "Energy Management" approach, OYAK Enerji offers its customers supply of electricity and other related electric market services. It aims to maintain and build on its activities.

OYAK Enerji Sanayi ve Ticaret A.Ş. was established in 2002 to seek investment opportunities which may arise in the energy sector. In 2009, the title of the company was changed as OYAK Elektrik Enerjisi Toptan Satış A.Ş. (OYAK Enerji).

OYAK Enerji's purpose of activity is to sell electricity to wholesale and free consumers. The company obtained a Supply License from the Energy Market Regulatory Authority (EMRA) on 11 November 2009 within the framework of the relevant legislation, in order to trade electric energy and capacity.

As part of the efforts to gather OYAK energy sector companies under a single roof, the Company's OYAK shares were transferred to OYAK Birleşik Enerji at the end of 2012.

OYAK ENERJİ PROVIDES SERVICES IN THE FIELDS OF ELECTRICITY TRADING, ELECTRIC SUPPLY, MARKET OPERATIONS AND CONSULTING SERVICES.

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Starting its operations in 2018, the Company provides electricity trading, electricity supply, market operations services and consultancy services.

A wholly owned subsidiary of OYAK, OYAK Enerji provides its customers with electricity supply and other related electricity market services based on the "Energy Management" approach, and aims to continue to develop its activities.

WEBSITE
www.oyakenerji.com.tr



AS PART OF THE EFFORTS TO GATHER THE OYAK ENERGY SECTOR COMPANIES UNDER A SINGLE ROOF, ISKEN'S SHARES BELONGING TO OYAK WERE TRANSFERRED TO OYAK BİRLEŞİK ENERJİ AT THE END OF 2012.

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YEAR OF FOUNDATION

2002

YEAR OF OYAK'S PARTICIPATION

2002

OYAK'S SHARE

100%

AREA OF OPERATION

THE SALE OF ELECTRICITY TO WHOLESALE AND FREE CONSUMERS

OYAK STEAG ENERJİ TİCARETİ VE HİZMETLERİ A.Ş.

A consensus was reached among shareholders that the electricity generated by the İSKEN power plant would be sold in the free market through a company holding a supply license.

A consensus was reached among the shareholders that the electricity generated by the power plant owned by İSKEN would be sold in the free market through a company holding a supply license. In this vein, a share acquisition agreement was signed on 24 May 2019 for the participation of OYAK Birleşik Enerji A.Ş. in Steag Enerji Ticareti ve Hizmetleri A.Ş., which had been previously established by STEAG, as a 50% shareholder, and agreed to operate for this purpose. Following the completion of the necessary permits and approvals, the share transfer was carried out on 12 August 2020.

The company's title was changed to OYAK STEAG Enerji Ticareti ve Hizmetleri A.Ş. (OYAK STEAG Enerji) following the share transfer. The company operates in the electricity /capacity trading sector with the supply license it holds.

THE COMPANY'S TITLE WAS CHANGED TO OYAK STEAG ENERJİ TİCARETİ VE HİZMETLERİ A.Ş. (OYAK STEAG ENERJİ). THE COMPANY OPERATES IN THE ELECTRICITY/CAPACITY TRADING SECTOR AND HOLDS A SUPPLY LICENCE.

—

WEBSITE
www.oyaksteag.com.tr





YEAR OF FOUNDATION

2017

YEAR OF OYAK'S PARTICIPATION

2020

OYAK'S SHARE

50%

AREA OF OPERATION

SALE OF ELECTRICITY TO WHOLESALE AND FREE CONSUMERS

GÜZEL ENERJİ AKARYAKIT A.Ş. (TOTAL İSTASYONLARI - M OIL)

The Total İstasyonları and M Oil brands were merged under one roof on 10 August 2020. They continue to operate under Güzel Enerji Akaryakıt A.Ş. with their own brands.

Total İstasyonları, in which OYAK formed a participation in 2020, had been operating in Türkiye under the international energy company, Total S.A., since 1992. With its 557 stations, Total İstasyonları serves as Türkiye's fifth largest fuel company in the fuel sector. With the M Oil brand established in 1996, 357 stations are serving the fuel and mineral oil sector. On 10 August 2020, these two brands were merged under one roof, and continue their activities under Güzel Enerji Akaryakıt A.Ş.

100% of the shares in Güzel Enerji Akaryakıt A.Ş. (Total İstasyonları) and Milan Petrol San. ve Tic. A.Ş. (M Oil) were acquired by OYAK on 16 March 2020 through the share transfer agreement signed on 22 February 2020. Güzel Enerji Akaryakıt A.Ş. and Milan Petrol (M Oil) companies were merged under the roof of Güzel Enerji Akaryakıt on 10 August 2020.

Operating in the petroleum products trading sector, the Company increased its number of stations from 892 to 914 in 2021. The company ranks fifth in the Turkish market in terms of number of stations and market share. At the end of 2021, the Company had a total of 914 stations, 557 of which were Total and 357 being M Oil. Of these stations, 51 are operated by Güzel Enerji and its subsidiaries. The company sold 3.2 million m^3 of fuel in 2021.

Subsidiaries

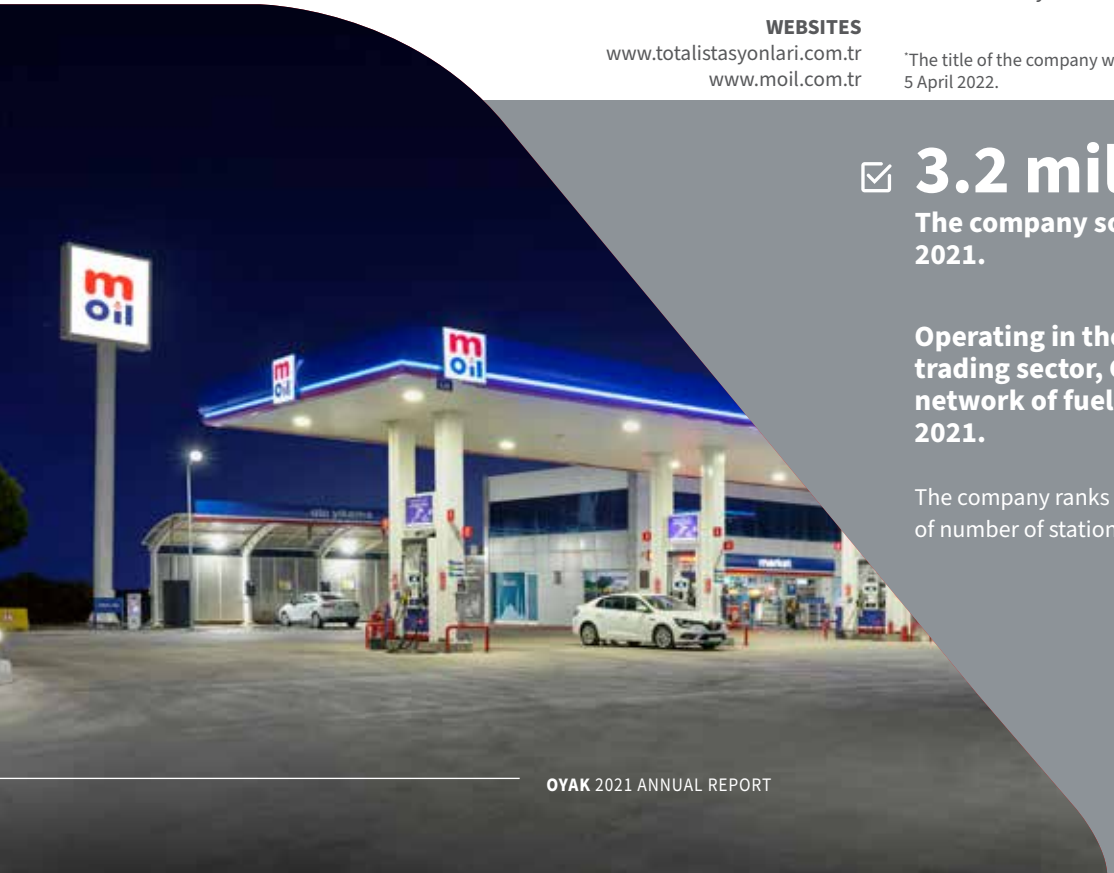
- Doco Petrol ve Danışmanlık A.Ş.
- Armada Petrol Ürünleri Sanayi ve Ticaret Ltd. Şti.
- Berkim Petrol Denizcilik ve Nakliyat A.Ş.*
- Kaan Akaryakıt San. ve Tic. A.Ş.
- Turen Turizm Endüstrisi ve Sanayi Ltd. Şti.
- Petrol Petrol Ürünleri Taşıt Araçları ve Dış Ticaret A.Ş.

Joint Ventures

Samsun Akaryakıt Depolama A.Ş. (Sadaş)

WEBSITES
www.totalistasyonlari.com.tr
www.moil.com.tr

*The title of the company was changed as Şarjet Enerji San. ve Tic. A.Ş. as of 5 April 2022.



3.2 million m^3

The company sold 3.2 million m^3 of fuel in 2021.

Operating in the petroleum products trading sector, Güzel Enerji expanded its network of fuel stations from 892 to 914 in 2021.

The company ranks fifth in the Turkish market in terms of number of stations and market share.



YEAR OF FOUNDATION

1992

YEAR OF OYAK'S PARTICIPATION

2020

OYAK'S SHARE

100%

AREA OF OPERATION

TRADE OF PETROLEUM PRODUCTS

LİKİTGAZ DAĞITIM VE ENDÜSTRİ A.Ş. (MİLANGAZ)

Türkiye is the fifth largest market in Europe in terms of domestic LPG consumption, and ranks first in the world in the autogas market. The company commanded a market share of 5.1% in the autogas segment and 18.1% in the canister gas segment in 2021.

Milangaz

LİKİTGAZ

OYAK formed a participation in Milangaz, which was founded in the early 1960s, in 2020. The company operates in the autogas, canister gas, bulk gas and wholesale trade segments. The company now operates in Türkiye with 18 canister filling facilities, five marine terminals an LPG storage capacity of 130,000 m^3, more than 530 autogas stations and nearly 1,100 canister gas dealers and sales points.

Based on the share transfer agreement signed on 4 June 2020, 100% of the shares in "Likitgaz Dağıtım ve Endüstri A.Ş.", which operates in the LPG sector, were acquired by OYAK Akaryakıt ve LPG Yatırımları A.Ş. on 20 August 2020.

Türkiye is Europe's fifth largest market for LPG in terms of domestic LPG consumption, and is home to the largest autogas market in the world. The company commanded a market share of 5.1% in the autogas segment and 18.1% in the canister gas segment in 2021.

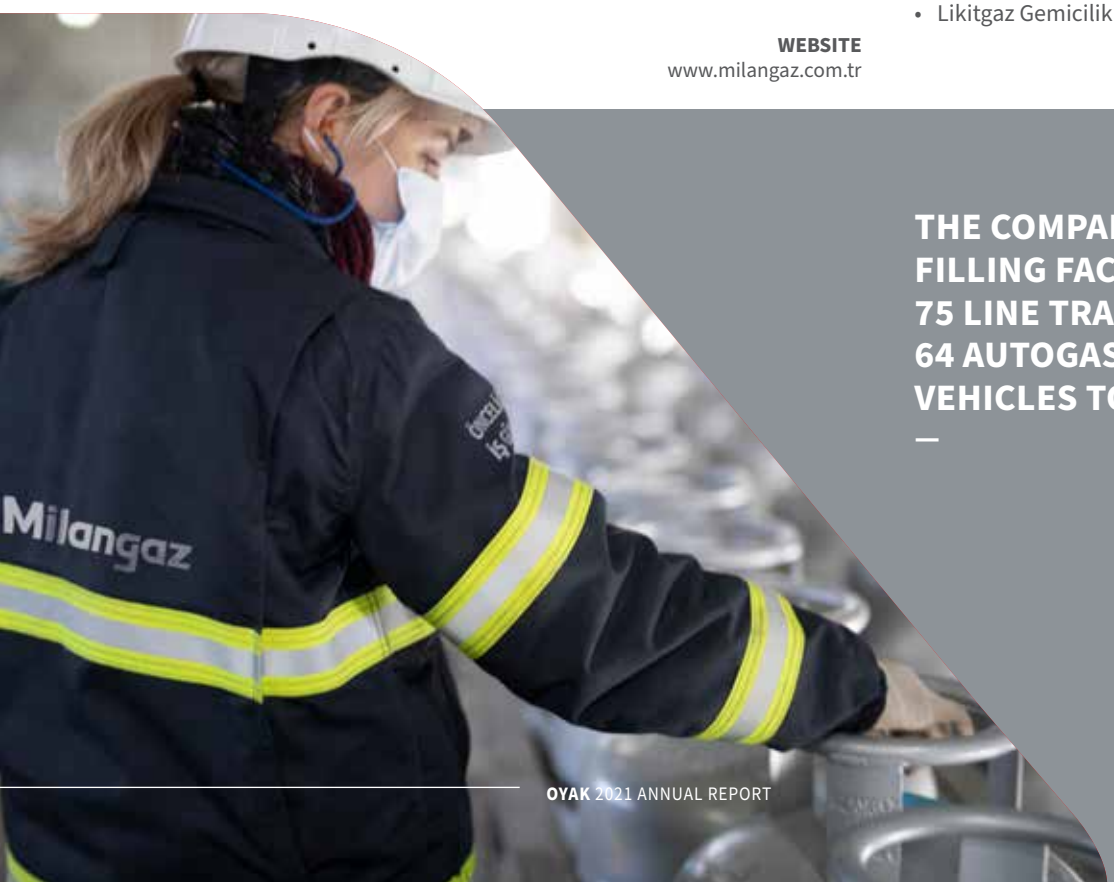
The Company has five marine terminals in Aliağa, Dörtyol, Samsun, Yarımca and Marmara Ereğlisi, 18 canister gas filling facilities in Adana, Antalya, Aydın, Devrek, Diyarbakır, Eskişehir, Gaziantep, Işıkkent, Kahramanmaraş, Kayseri, Kırıkkale, Konya, Mersin, Vakfıkebir, Yarımca, Samsun, Aliağa and Marmara Ereğlisi, two LPG ships, 75 line transport vehicles and 64 autogas tankers for bulk distribution. The Company also has 194 vehicles to transport the canisters.

The company completed its canister production facility investment in Dörtyol, Hatay at the end of 2021 and the facility entered operation.

Subsidiaries

- Miraboğlu Petrol Otomotiv İnş. San. Tic. Ltd. Şti.
  - Lezsan Gıda İnş. Petrol Ürünleri Pazarlama San. ve Tic. A.Ş.
- Nemrut Liman ve Boru Hatları İşletmeciliği Nakliyat İç ve Dış Tic. Ltd. Şti.
- Likitgaz Gemicilik Ltd. Şti.

WEBSITE
www.milangaz.com.tr



THE COMPANY HAS 18 CANISTER GAS FILLING FACILITIES, TWO LPG SHIPS, 75 LINE TRANSPORT VEHICLES, 64 AUTOGAS TANKERS AND 194 VEHICLES TO CARRY LPG CANISTERS.

A modern new logo

With its modern new logo, the company presents a younger, dynamic and customer-oriented structure.



YEAR OF FOUNDATION

1975

YEAR OF OYAK'S PARTICIPATION

2020

OYAK'S SHARE

100%

AREA OF OPERATION

PROCUREMENT OF LIQUEFIED PETROLEUM GAS (LPG) FROM DOMESTIC AND INTERNATIONAL MARKETS AND THE STORAGE AND DISTRIBUTION OF LPG



FOOD, AGRICULTURE AND ANIMAL HUSBANDRY COMPANIES

IN 2021, THE OYAK FOOD, AGRICULTURE AND ANIMAL HUSBANDRY COMPANIES UNDERTOOK MAJOR INVESTMENTS IN THE FOOD SECTOR, AN AREA WHICH THE GROUP ATTACHES STRATEGIC IMPORTANCE TO, IN LINE WITH OYAK'S SUSTAINABLE GROWTH VISION.

The OYAK Food, Agriculture and Animal Husbandry companies are rapidly growing in our country and in the global arena with new company acquisitions and investments. Our Agriculture and Animal Husbandry companies include Ferbis Tarım and Sunset Kimya in the plant protection sector, Arma İlaç, which holds the GMP production certificate, in the animal health sector, Areo Tohum, which carries out seed improvement activities, Agriventis Technologies, which operates in Australia and that develops drought tolerant seeds, and OYAK Biyoteknoloji, which carries out agricultural R&D-oriented studies, together with Hektaş, which has a 65-year history and which operates in all input sectors of the agricultural industry.

Strategic moves in the food industry

The OYAK Food, Agriculture and Animal Husbandry companies attach strategic importance to the food sector in line with OYAK's sustainable growth vision, and undertook major investments in the food sector in 2021. OYAK has incorporated the Tadelle, Sarelle and Gol brands together with Sagra, a deeply rooted brand in the Turkish chocolate products market which dates back more than 85 years, into its structure.
OYAK vigorously entered the Turkish food sector, whose size exceeds TRY 120 billion, by acquiring Sagra. OYAK made its second strategic move in the sector by acquiring Tamek, a food producer of 100% Turkish origin, which was established in Bursa in 1955.

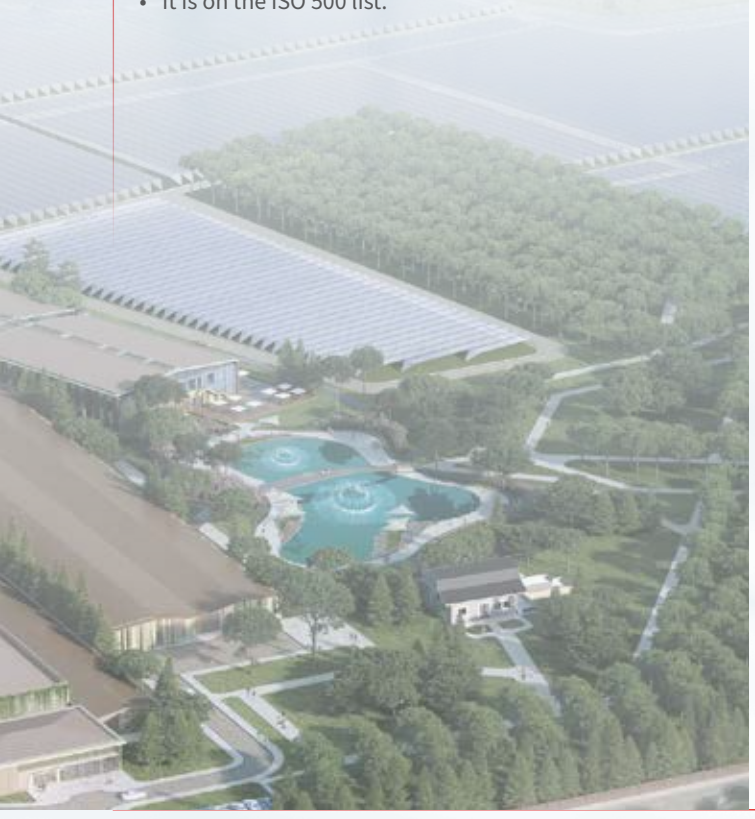


HEKTAŞ PRODUCES, SELLS AND MARKETS MORE THAN 400 PLANT PROTECTION, PLANT NUTRITION, SEED, ANIMAL HEALTH, PET FOOD AND PET CARE PRODUCTS.



The OYAK Food, Agriculture and Animal Husbandry Companies at a glance

- Hektaş is the leader in the plant protection market and operates in all input sectors for the agricultural industry. Hektaş is engaged in promoting the Turkish agricultural sector with R&D oriented new product studies and national projects which it has developed in the field of agricultural technologies.
- Hektaş produces, sells and markets more than 400 plant protection, plant nutrition, seeds, animal health, pet food and pet care products.
- It is the pioneer of Smart Agriculture applications.
- It is a leader in the plant protection market.
- It produces organomineral fertilizers, which regulate the organic structure of soils, under the Tradite brand.
- It is on the ISO 500 list.



- Regional directorates, located in six geographical regions of Türkiye, carry out the marketing and sales activities of its products.
- It provides services in the plant protection sector with Ferbis Tarım.
- The main goal of Sunset Kimya, which operates in the plant protection sector, is to expand to foreign markets.
- With the slogan of “One Health, One Arma”, Arma İlaç provides services in the animal health sector.
- Areo Tohum is positioned as the seed base for Hektaş.
- OYAK Biyoteknoloji continues its work to develop biological and molecular based new generation plant protection and plant nutrition products. The company cooperates with the world’s most innovative companies in a wide range of R&D projects.
- It also establishes strategic partnerships with global plant protection and plant nutrition companies.
- Ferbis Tarım serves with the aim of addressing the price conscious market in the plant protection sector.
- Arma İlaç focuses on the “One Health Concept”, a concept which is gaining importance at the current time. Arma İlaç serves in the animal health sector under the banner of “One Health, One Arma”. Arma İlaç’s production facility is located in Ankara. Arma İlaç, which has a production capacity of 11 million boxes per year, holds a GMP production certificate.
- Areo Tohum, headquartered in Antalya, was positioned as the seed base for Hektaş. The company carries out seed improvement studies (especially for vegetable seeds) and production is carried out in accordance with the Traceable Safe Food Platform concept.
- Established in Australia as a venture capital firm, Agriventis Technologies develops seeds which require less water and can adapt to all climatic conditions. It supports Hektaş’s vision of being a “Global Player in Agriculture”, as the company neighbors a region which is home to half of the world’s population.

HEKTAŞ TİCARET TÜRK A.Ş.

Hektaş Ticaret Türk A.Ş. was established in Adana in 1956 to manufacture and market pharmaceuticals. The company switched to the production and marketing of pesticides in 1962 to cater to the needs of the market. OYAK formed a participation in the Company in 1963 and became the largest partner in 1981.

The most widely recognized company in the plant protection industry

Hektaş established its animal health department in 2005 and its plant nutrition and seed departments in 2017, backed by its brand recognition, sector leadership, extensive sales and distribution network which it built up as a result of its many years of work in the agricultural sector. The Company has become the most well-known leading brand in the market, offering more than 400 products suitable for our country's ecological structure and product diversity in its innovative product portfolio which caters to the needs of the sector, with a focus on R&D.

Hektaş also establishes strategic partnerships with global companies and brings products which will benefit producers to the field with the assurance of Hektaş.

The closest solution partner to the farmer

The sales and marketing activities for Hektaş products are carried out by regional directorates located in six geographical regions in Türkiye; Adana, Ankara, Antalya, Bursa, İzmir and Şanlıurfa. The company, which has a young and dynamic team, provides consultancy services with agricultural engineers who support producers in the field.

A pioneer of Smart Agriculture

Under the banner of a "Pioneer of Smart Agriculture", Hektaş offers products which include sustainable agricultural practices that respect people, the environment and nature in line with the needs and expectations of producers while improving its existing product range. Formulation development studies, which are carried out within the scope of research and development activities, are of tremendous importance when it comes to adding innovative drugs to the product portfolio. Hektaş was the first company in Türkiye to obtain the ECOCERT Certificate of Conformity to Organic Agriculture in the category of plant protection products. Hektaş offers ten products which hold this certificate.



UNDER THE BANNER OF "A PIONEER OF SMART AGRICULTURE", HEKTAŞ OFFERS PRODUCTS THAT INCLUDE SUSTAINABLE AGRICULTURAL PRACTICES WHICH RESPECT PEOPLE, THE ENVIRONMENT AND NATURE AND WHICH CATER TO THE NEEDS AND EXPECTATIONS OF PRODUCERS, WHILE ENHANCING ITS EXISTING PRODUCT RANGE.

Hektaş carries out work in the fields of plant protection, plant nutrition, seeds, animal health, pet food and pet care products, and smart agriculture technologies. It carries out all of its R&D activities at its R&D Center located in the Gebze Organized Industrial Zone.



THE "TRACEABLE SAFE FOOD PLATFORM" HAS A BLOCKCHAIN INFRASTRUCTURE AND RECORDS ALL PROCESSES OF CROPS FROM THE SEED TO THE TABLE IN AN UNALTERABLE WAY. WITH THIS PLATFORM, HEKTAŞ REACHED THE END CONSUMER THROUGH A RETAIL MARKET CHAIN FOR THE FIRST TIME IN 2021.



R&D studies serve as the key to success

Hektaş carries out studies in the fields of plant protection, plant nutrition, seeds, animal health, pet food and pet care products, and smart agriculture technologies, with all R&D activities carried out at its R&D Center in the Gebze Organized Industrial Zone. Turna, which belongs to Hektaş, is an unmanned aerial vehicle, the field work for which was completed within the scope of the nationalization of agricultural technologies project. With a wingspan of 2.5 meters, Turna is the first unmanned aerial vehicle in the UAV-2 status, and is registered by the General Directorate of Civil Aviation. Turna is the only model to hold a special flight certificate which is capable of performing spreading activities.

The "Traceable Safe Food Platform" has a blockchain infrastructure and records all processes for crops, from the seed to the table, in an unalterable way. With this platform, Hektaş reached the end consumer through a retail market chain for the first time in 2021. The "Smart Assistant" is an artificial intelligence supported mobile application that was transformed into a digital assistant during the pandemic period. With the "Smart Assistant", the company made a difference in the sector by enabling producers to detect diseases in crops, access wholesale stock exchange prices and land satellite images by using only their mobile phones.

Continued growth with investments

In 2017, Hektaş acquired Ferbis Tarım Ticaret ve Sanayi A.Ş., which had operated in the field of plant protection products in Niğde, and incorporated it into its structure. The company is active in the agricultural sector with its Ferbis branded products, which provide price advantages.

Joining Hektaş in 2019, Areo Tohumculuk Ar-Ge Sanayi ve Dış Ticaret A.Ş. was positioned as the seed base of the company. The gene pool has been expanded and strengthened in the tomato, pepper, cucumber, aubergine, wheat, corn, cotton and sunflower segment with improvement activities carried out under the roof of Areo Tohumculuk operating in Antalya.

In 2020, the company further strengthened its export activities with the acquisition of Sunset Kimya Tarım Ürünleri ve Aletleri Üretim Pazarlama Sanayi Ticaret A.Ş., whose innovative products are exported to many parts of the world.

HEKTAŞ TİCARET TÜRK A.Ş.

11 million

Acquired by Hektaş, Arma İlaç carries out production from four production lines, including vials, beta-lactam vials, beta-lactam powder and tablets, with an annual production capacity of 11 million boxes.

Ranked 327th

Hektaş rose 55 places compared to the previous year to rank in 327th place in terms of sales from production on the list of "Türkiye's Top 500 Industrial Enterprises", organized by the İstanbul Chamber of Industry.

THE TURNOVER OF THE ORGANOMINERAL FERTILIZER MARKET INCREASED BY 310% IN 2021 WITH THE MARKET EXPANDING TO TRY 1.7 BILLION. HEKTAŞ MAINTAINED ITS LEADING POSITION IN THE ORGANOMINERAL FERTILIZER MARKET IN 2021.



Hektaş manufactures fertilizers which meet the needs of soils in all regions of Türkiye from its Organomineral Fertilizer Production Facility in Adana, which entered operation in 2017. The production is aimed at protecting the land in our country from becoming barren, to increase production yields, to increase the mineral ratio of the products grown and to balance the pH value of the soil. The organomineral fertilizer market, in which Hektaş maintained its market leadership during 2021, witnessed a rise of 310% in turnover in 2021 and the market size reached TRY 1.7 billion.

Arma İlaç, which was acquired by Hektaş in 2021, carries out production on four production lines: vials, beta-lactam vials, beta-lactam powder and tablets at its "Veterinary Medical Product" production facility in Ankara, which holds the "GMP Production Certificate". The company, which has an annual production capacity of 11 million boxes, plays a strong role in the development of our country's animal husbandry sector as it seeks to offer world-class products to producers at more affordable prices.

Agriventis Technologies Pty Ltd. had been established as a venture capital in Australia to develop seeds which require less water and which are able to adapt to all climatic conditions. Hektaş acquired a 51% stake in Agriventis Technologies, thus seizing growth opportunities in the inorganic sector. Agriventis supports Hektaş's vision of becoming a "Global Player in Agriculture", as it neighbors a region which is home to half the world's population.

Hektaş has taken a strategic step in the pet food market, which is developing and growing rapidly every year. The company has started work to establish a pet food production facility in the Manyas district of Balıkesir on a 40,336 m^2 plot in line with its growth strategies.

Success recognized with many awards

Crowning its sustainable success with awards every year, Hektaş was awarded for the third time in a row at the 2020 İKMİB Stars of Export Awards organized by the İstanbul Chemicals and Products Exporters' Association (İKMİB).

For the second time this year, the company was included on the list of "Türkiye's Top 500 Industrial Enterprises" compiled by the İstanbul Chamber of Industry (ISO). Hektaş rose 55 places compared to the previous year to rank 327th on the basis of sales from production. The Company also climbed 71 places on the Fortune 500 Türkiye Survey to rank in 347th place.

The Hektaş Smart Assistant mobile application was strengthened with new modules for producers during the pandemic. The application was awarded in the "Mobile Application" category at the Social Media Awards Türkiye 2021, which was held in cooperation with Marketing Türkiye and BoomSonar.

In addition to its R&D activities, Hektaş prepares its business partners and producers for the future and enables them to compete with global producers with its activities which make a difference in the sector. Hektaş has proven its sustainable success both with its performance in its financial statements and with its sales, marketing and communication activities in the sector.

The "Corporate Perception and Customer Satisfaction Survey" is carried out every 2 years in cooperation with an independent and accredited research institution. According to the results of the survey, Hektaş surpassed global brands and reached a brand recognition rate of 100% in its target audience, with a satisfaction rate of 99.3%. The company was also selected as the company to carry out the best sales campaign in its sector among all companies.

Between 2016 and 2021, Hektaş's company value increased approximately 14-fold in US dollar terms.

41.18% of the company's shares are publicly traded and the company is listed on the Borsa İstanbul BIST 50 index. The company provided a 178% return to its investors in 2021. On 28 May 2021, the company entered the MSCI Small Scale Türkiye Index (MSCI), one of the most important indices accepted for global capital markets outside the USA.

To ensure that Hektaş's growth would be sustainable, its paid-in capital increased from TRY 227,571,100 to TRY 860,000,000, of which TRY 400,000,000 was paid and TRY 232,428,900 of which was in the form of bonus shares. A portion of the incoming proceeds were used for net working capital needs. An amount of TRY 92,000,000 of the proceeds was used to purchase the entire stake in OYAK Biyoteknoloji A.Ş., which holds 100% stake in the Arma company, on 28 July 2021. In addition, the same 51% stake in Agriventis, based in Australia, was acquired from OYAK Sermaye Yatırımları A.Ş. on 12 January 2022 for TRY 28,000,000. Accordingly, the entire funds derived from the TRY 400,000,000 capital increase were used as promised in the fund utilization report submitted to the CMB.

In addition to its R&D activities, through its activities which set itself apart in the sector, Hektaş has prepared its business partners and producers for the future, enabling them to compete in the world. Hektaş has proven its sustainable success both with its performance in its financial statements and with its sales, marketing and communication activities in the sector.



Agricultural Innovation, Training and Experience Center

The "Agricultural Innovation, Training and Experience Center" was established on 607 decares of land in the Orhangazi district of Bursa and is one of the few projects of its kind in the world. The center was implemented with the benefit of Hektaş's strong foresight when it comes to developments in agriculture and the backing of OYAK's vision and support.

The facility was established with the aim of exposing Turkish farmers to innovative, technological and productivity oriented agricultural practices. The facility hosted the first groups of producers, dealers and engineers in 2021 and will start to a center of activity for all stakeholders and producers in 2022. The facility, which includes more than 200 different types of approximately 40 species, including medicinal and aromatic plants, will play a role in bringing together all agricultural stakeholders. The facility will contribute to the future of agriculture, not only in Türkiye but in the world.

The center is focused on increasing agricultural productivity with its fully digitalized processes. An average of 5,000 farmers will benefit every year from the center, where international congresses will be held, showcasing the latest technologies and modern production techniques in agricultural production to producers, dealers, academics and students.

In addition to sowing and planting areas containing hundreds of varieties of plants, the facility will also include a Smart Agricultural Technologies and R&D innovation center, an IoT Artificial Intelligence laboratory, a High-Tech biopesticide production center, a technological and sustainable agricultural production complex, an IoT-based infrastructures of the traceable safe food platform, a producer information center, an agricultural museum, an accommodation facility and a conference hall and exhibition hall.

HEKTAŞ TİCARET TÜRK A.Ş.

Under the banner of "Pioneer of Smart Agriculture", Hektaş offers products that include sustainable agricultural practices which respect people, the environment and nature, in line with the needs and expectations of the producers, while improving its existing product range.

Hektaş Customer Club

The company's loyalty program, the Hektaş Customer Club, completed its third year in 2021 with 691 members. A number of activities such as the Hektaş Agricultural League, Watch and Earn, Show Yourself, Match and Earn and Product Campaigns which allow customers to earn points were offered at the Hektaş Customer Club. The Hektaş Agricultural League is a special digital agriculture competition exclusive to Hektaş Customer Club members and where awards are won at the end of the league. It aims to strengthen customer loyalty and enhance the Hektaş experience with product promotions where privileges are offered. The club enables data analysis from a range of different aspects such as the sensitivity of its members to events, their purchasing habits and their communication activities.

Smart agriculture is in villages with Hektaş

"Smart Agricultural Villages" events were launched to raise awareness among producers, explain smart agriculture practices and expose them to these practices, to encourage more efficient production and enable producers to compete with global producers. The "Smart Agricultural Villages" events were reconfigured for digital platforms during the pandemic. The project has reached more than 20,000 farmers in previous years. Within the scope of the project, communication activities, which could not be carried out on the field in 2021 because the pandemic, were performed on digital platforms. The digital communication activities, which took place on a district, crop and product basis, reached approximately 3 million producers.

The "Çiftçime Teşekkürler" (Thank you My Farmer) awareness project

A special awareness campaign was launched to mark World Farmers' Day on 14 May. The purpose of the campaign was to invite all segments of society to come together to thank the farmers who had worked unrelentingly throughout the pandemic when everyone was confined to their homes. Within the scope of the campaign, real farmers took part in the advert, which was broadcast with the hashtag of #ÇİFTÇİMETTEŞEKÜRLER. After the advert was broadcast on digital platforms and on TV channels, the posts made with the hashtag #ÇİFTÇİMETTEŞEKÜRLER turned into a chain of thank you notes on social media platforms.

The "Toprakla Yeniden" (Reconstruction with Soil) Project

After the fires which ravaged parts of our country in July and August, affecting agricultural production areas as well as forests, Hektaş implemented the "Reconstruction with Soil" project to support ecological and agricultural rehabilitation. Field teams from Hektaş carried out damage assessment studies in the region and met producers immediately following the fires. The teams took an important step to maintain agricultural production and improve efficiency by selecting the most suitable plant nutrition products for the ecological and agricultural rehabilitation of the region. Hektaş extended support to all producers who suffered damage from the fires in the Yavrudoğan Neighborhood of Antalya's Manavgat district with its plant nutrition product. The Yavrudoğan Neighborhood, where the largest greenhouse production area was affected by the fire, was determined as a pilot area in line with the field studies carried out in August. In order to strengthen the land in the 150 decare production area and ensure that production was more efficient, the Hektaş field teams provided technical support to producers in the process until the harvest, enabling them to produce more efficiently and with improved knowledge.

Barrier-Free Agriculture Project

Hektaş provided consultancy and sapling support to the "Barrier Free Agriculture" project, which was implemented for the students with special needs under the coordination of the Bursa Orhangazi District Governorship. The "Barrier Free Agriculture" project will include greenhouse areas, agricultural workshops, classrooms and a product sales office. The purpose of the project is to involve students with special needs in agriculture and offer vocational training.

Subsidiaries

- Ferbis Tarım Tic. ve San. A.Ş.
- Areo Tohumculuk Ar-Ge Sanayi ve Dış Ticaret A.Ş.
- Sunset Kimya Tarım Ürünleri ve Aletleri İmalat Pazarlama San. ve Tic. A.Ş.
- Arma İlaç Sanayi ve Ticaret A.Ş.
- Agriventis Technologies Pty. Ltd.
- Takimsan Tarım Kimya San. ve Tic. A.Ş.

Smart Assistant
Hektaş has set itself apart in the sector with its "Smart Assistant", an artificial intelligence supported mobile application which was transformed into a digital assistant during the pandemic.

Hektaş carries out work in the fields of plant protection, plant nutrition, seeds, animal health, pet food and pet care products, and smart agriculture technologies. It carries out all of its R&D activities at its R&D Center located in the Gebze Organized Industrial Zone.

Hektaş has proven its sustainable success both with its performance in its financial statements and with its sales, marketing and communication activities in the sector.

The company value of Hektaş increased approximately 14-fold between 2016 and 2021 in US dollar terms.

Hektaş reached approximately 3 million producers through digital communication activities which were carried out on a district, crop and product basis.



Quality Management System
- ISO 9001
- ISO 14001
- ISO 45001
- ISO 27001
- Ranked 327th on the ISO 500 list

Hektaş ranked 327th on the ISO 500 list in terms of sales from production.

WEBSITE
www.hektas.com.tr

With its focus on R&D, Hektaş's innovative product portfolio includes over 400 products which are suitable for the ecological structure and product diversity of our country and which cater to the needs and demands of the sector.

YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE [1]	AREA OF OPERATION	HEKTS.IS
1956	1963	58.82%	THE PRODUCTION, IMPORT AND MARKETING OF PLANT PROTECTION, PLANT NUTRITION, SEED, ANIMAL HEALTH, AGRICULTURAL TECHNOLOGIES, PET FOOD AND PET CARE PRODUCTS; AGRICULTURAL RESEARCH AND DEVELOPMENT ACTIVITIES	BIST TICKER

[1] OYAK's share was given as the share in the capital of the OYAK/the OYAK Group Company, which is in the tag of the Public Disclosure Platform (PDP) of the Company.

OYAK BİYOTEKNOLOJİ SANAYİ VE TİCARET A.Ş.

OYAK Biyoteknoloji has started to work on the production of organomineral fertilizers and potassium nitrate.

OYAK BİYOTEKNOLOJİ

OYAK Biyoteknoloji A.Ş. was established as a wholly owned subsidiary of OYAK. The Company's field of activity consists of investing in innovation and R&D studies in the field of agricultural biotechnology, gene technology transfer and gene processing studies and other activities in the field of agriculture and animal husbandry.

Moreover, OYAK Biyoteknoloji has started to work on the production of organomineral fertilizers and potassium nitrate. OYAK Biyoteknoloji will supply the potassium nitrate and organomineral fertilizers, which it will produce in Konya, to the market through the Hektaş sales channel.

OYAK Biyoteknoloji has branches in Konya, Antalya, Ankara and Izmir. These branches were opened as a requirement within the framework of the relevant regulations of the Ministry of Agriculture.



The commercial center of OYAK Biyoteknoloji was moved to the Orhangazi district in Bursa at the beginning of 2021. This operation is planned to create synergy between Hektaş's activities at the Orhangazi facilities. In addition, the Company has started various agricultural innovation and R&D studies at its Orhangazi facilities.



The commercial center of OYAK Biyoteknoloji was moved to the Orhangazi district in Bursa at the beginning of 2021.



OYAK BİYOTEKNOLOJİ HAS STARTED TO WORK ON THE PRODUCTION OF ORGANOMINERAL FERTILIZERS AND POTASSIUM NITRATE.



YEAR OF FOUNDATION

2019

YEAR OF OYAK'S PARTICIPATION

2019

OYAK'S SHARE

100%

AREA OF OPERATION

INVESTING IN INNOVATION AND R&D IN THE FIELD OF AGRICULTURAL BIOTECHNOLOGY, GENE TECHNOLOGY TRANSFER AND GENE PROCESSING STUDIES

SAGRA GRUP GIDA ÜRETİM VE TİCARET A.Ş.

OYAK aims to advance the brand further by combining its current strength and vision in the food and agricultural sector with Sagra's 85 years of know-how and experience. It also aims to widen its product range by seizing opportunities in the market and to reach significant volumes, especially in food exports.

The Sagra Group operates in the fast-moving consumer goods sector. Sagra, which was founded as a family company back in 1936, was Türkiye's first exporter of hazelnuts. The company is the manufacturer of some of Türkiye's most important and well-established brands, including Tadelle, Sarelle, Gol and Sagra.

These strong Turkish brands, which have carried out their activities under the roof of different companies in the past, joined the OYAK Group in 2021.

OYAK aims to move the brand further by combining its current strength and vision in the food-agricultural sector with Sagra's 85 years of know-how and experience. It also aims to widen its product range by seizing the opportunities in the market, and to reach a significant volume especially in food exports.

WEBSITES
www.tadelle.com
www.sarelle.com.tr

Production

The Sagra Group has a production facility which operates to the highest standards of health and safety. The Group carries out its production in the province of Ordu in the Black Sea Region, home to the world's most abundant hazelnut plantations. The facility, which operates on an area of 60,000 m^2 to high standards, has an annual production capacity of 30,000 tons.

Following the acquisition of Sagra by OYAK, the production lines were brought to a standard to meet the needs of Sagra and the Sagra owned brands such as Sarelle, Tadelle and Gol, and to cater to the expectations of consumers. Maintenance work was carried out at the facility and developments in the sector were examined and implemented at the facility.

Value-added ingredients, legendary flavors

Bringing Türkiye's iconic brands to consumers, Sagra does not use trans fats, artificial colors or preservatives in its products. The sugar used in the products is obtained from sugar beet and does not contain fructose or glucose, with only real chocolate used. Production is carried out with the use of natural vanilla extract instead of nature-identical aroma vanillin, and it is this attention to quality which sets its products part in the sector.



CERTIFICATES HELD

- BRC Certificate
- IFS Certificate
- ISO 22000 Food Safety Management System Certificate
- ISO 9001 Quality Management System Certificate
- Gimdes Halal Certificate
- Kascert Halal Certificate
- Orthodox Union Kosher Certificate
- TSE Covid-19 Safe Production Certificate

Sagra presents healthy flavors with natural ingredients to consumers with its chocolate and wafer brand, Tadelle, which offers an indulgent and intense hazelnut and chocolate flavor, with its spread chocolate and wafer brand Sarelle, and Gol, the brand for a delicious and enjoyable chocolate coated hazelnut dragee. The company plans to revive the nostalgic Sagra Special stores with their renewed vision and visuality, which have left their mark on history, as a cafe that offers a range of chocolate, coffee and ice cream varieties under the Sagra brand.

The story of the hazelnut is rewritten.

Sagra embarked on its journey to become a world brand by joining the OYAK Food, Agriculture and Animal Husbandry Companies on 31 March 2021. It set out a road map of rewriting the story of the hazelnut. Touching the lives of both local people and farmers in this journey, which starts from the province of Ordu - the home of hazelnut growing in Türkiye - and extends to 65 countries, the Company aims to act as the bridge bringing Turkish hazelnuts to the world.

In addition to creating jobs in the region, Sagra also contributes to hazelnut producers with training programs, R&D activities, fertilizer support and production power. Moreover, it increases the value of the region by strengthening its position in exports. In this process, it plans to carry out work in cooperation with public institutions and organizations, local governments, non-governmental organizations and universities in the Ordu province and surrounding provinces for the future of agriculture and hazelnut harvesting.

The brand that introduced the Turkish hazelnut to the world

Aiming to expand in exports as well as in the domestic market, Sagra currently exports to Iraq, Yemen, Azerbaijan, Qatar, the TRNC and Canada. The company aims to have a say in foreign export markets by increasing the number of categories, product range and number of brands in a short time and reaching an even more diverse portfolio. Sagra's primary target market for its high value-added products is the countries of the Middle East, while also focusing on European and American markets.

Türkiye's brand, Tadelle

Tadelle is Türkiye's first hazelnut chocolate brand. It brings its unique flavor, brought by a decadently abundant layer of hazelnut and intense chocolate and additive-free and natural ingredients to the whole of Türkiye with the difference of OYAK. In line with OYAK's global vision, the Tadelle brand is preparing to expand in the world after cornering Türkiye's market with its brand-new product range, in addition to the milky, bitter, white and sugar-free varieties of chocolate bars which are an indispensable taste option for a wide range of customers, young and old alike, and the wafer group with maxinut which stands out with its sheer abundance of hazelnuts.

Sarelle was offered to the market in the 1980s and is still a strong brand which is popular with consumers, enjoying high brand recognition today. With the unique flavor of its special Sagra hazelnuts, it continues to embrace all sections of the market in Türkiye regardless of lifestyle, age, profession or taste. Sarelle aims to be a pioneer in the chocolate spread category, and promises to offer surprise flavors in the future.



You can scan the QR code on your mobile device to watch the advertising film.

YEAR OF FOUNDATION

1936

YEAR OF OYAK'S PARTICIPATION

2021

OYAK'S SHARE

100%

AREA OF OPERATION

CHOCOLATE COATED PRODUCTS AND PRODUCTION OF CHOCOLATE SPREAD

TAMEK GRUP GIDA ÜRETİM A.Ş.

TAMEK continues its production, product development and R&D activities in the beverage and food categories from its facilities in Karacabey, Bursa, and its tomato paste production from its facilities in Salihli, Manisa. The company joined OYAK in June 2021.

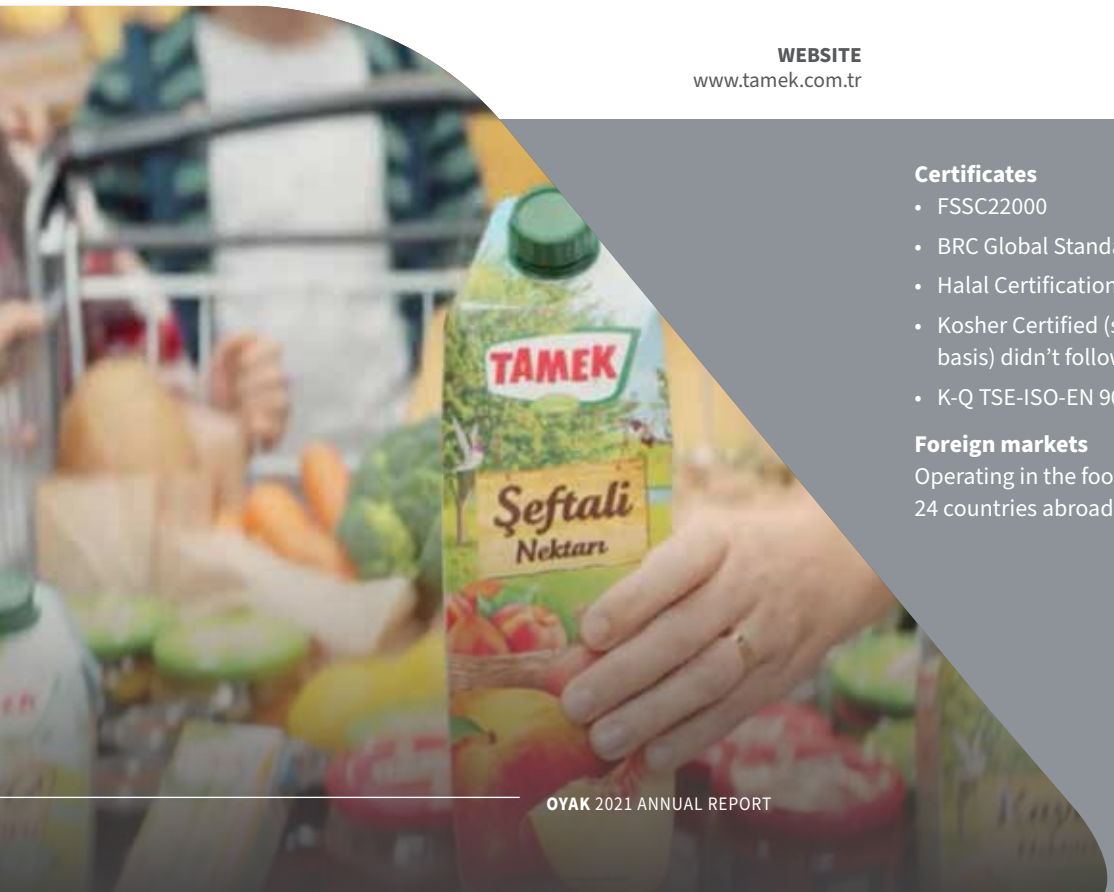
Established on 31 March 1955 in Demirtaş, Bursa, TAMEK takes its name from the initials of the Turkish-German Fruit Extracts Company. In the 1950s, efficiency in the production of ready-made food products could not keep up with the breakneck pace of industrial development. TAMEK was established within the framework of technological cooperation entered into with a German company in this period, when modern production technologies were not yet in use. The company then became a 100% Turkish origin food producer in the sector with the departure of the German partner one year later.

TAMEK started its production activities with tomato juice and ketchup products and continued its production and marketing activities in the categories of fruit juice, canned food, tomato paste, jam and ready meals to cater to the needs of the market.

TAMEK produced Türkiye's first ketchup and tomato juice in 1958. In 1959, it produced Türkiye's first ready-made meals and stuffed vine leaves. The company started fruit juice production at its facility in Demirtaş, Bursa in 1963, and introduced the legendary brown bottles to the market. The company then went on to offer Türkiye's first boiled legumes in 1974.

TAMEK started production of tomato paste, canned food, jam, fruit concentrate and marmalade from its facility in Karacabey, Bursa in 1987. The company produced Türkiye's first diabetic jam in 1992, the first canned fruit juice in 1993 and tomato paste in a cardboard carton in 2000. In 2002, the Salihli facility in Manisa, which still produces tomato paste, was commissioned. In 2006, the company started to prepare Türkiye's first additive-free and preservative-free canned products.

A wholly owned subsidiary of OYAK Gıda Tarım ve Hayvancılık Holding A.Ş., TAMEK Grup Gıda Üretim A.Ş. was established on 18 May 2021 and joined among the OYAK Companies.



WEBSITE
www.tamek.com.tr

Certificates

- FSSC22000
- BRC Global Standard for Food Safety
- Halal Certification Services - HALAL Certified
- Kosher Certified (supplied according to demand on a product basis) didn't follow what that means
- K-Q TSE-ISO-EN 9000 Certified

Foreign markets

Operating in the food and beverage industry, TAMEK exports to 24 countries abroad.



TAMEK holds the BRC, FSSC, ISO 9000 and Halal certificates. It produces more than 300 different varieties in 7 categories, and in packaging types for its domestic and foreign customers at its facilities with a total capacity of 171,000 tons. The facilities are established over a total area of 163,000 m^2 in Karacabey, in the Bursa province and Salihli, in Manisa province.

The Brand of the firsts

- 1958 - Türkiye's first ketchup and tomato juice
- 1959 - The first ready-made meals and stuffed vine leaves in Türkiye
- 1963 - The first fruit juice and introduced the famous brown bottles to the market.
- 1974 - Türkiye's first boiled legumes.
- 1992 - Türkiye's first diabetic jam.
- 1993 - Türkiye's first canned fruit juice.
- 2000 - Türkiye's first tomato paste in cardboard cartons.
- 2006 - Türkiye's first additive-free and preservative-free canned food.
- 2007 - Produced 100% orange juice, enriched with potassium and which protects heart health, for the first time in Türkiye.
- 2014 - Used Crystal Tetra Pak packaging in fruit juice for the first time in Türkiye.



You can scan the QR code on your mobile device to watch the advertising film.

YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE	AREA OF OPERATION
1955	2021	100%	PRODUCTION, SALES AND MARKETING OF FRUIT JUICE, TOMATO PASTE, KETCHUP, MAYONNAISE AND SAUCES, CANNED FRESH AND BOILED VEGETABLES, READY MEALS, JAM AND MARMALADES, PRODUCT RESEARCH AND DEVELOPMENT

SATEM GRUP GIDA DAĞITIM VE PAZARLAMA A.Ş.

SATEM was established with the aim of increasing the market share of the brands under its roof and placing them in the most effective sales points by integrating its distribution activities and ensuring cost optimization.

SATEM takes its title from the combination of the brand names of the Sagra and TAMEK companies, both of which joined OYAK in 2021. The company was established on 17 May 2021 in order to increase the market share of the brands under its roof, to integrate distribution activities and to place them in the most effective sales points while ensuring cost optimization.

SATEM started its active distribution operations on 1 September 2021. It carries out its activities by combining the technological infrastructure with the most efficient model of going to the field. The company is active through all administrative and operational units, especially sales and commercial marketing operations, in order to deliver the products and brands it represents to various sales points such as national chains, local chains, traditional sales points and alternative channels such as consumption points outside the home and e-commerce customers, throughout the world and in Türkiye.

The Company's product portfolio includes more than 250 basic food, beverage and snack products which cater to the needs, consumption habits, growth potential and product variety of the food industry.

SATEM tripled the number of sales points it reached and the turnover of its existing brands in the space of just four months. SATEM will distribute the Sagra, TAMEK and GOLD HARVEST products, which are in its portfolio, to 102,850 sales points.

The company gains its strength in the fields of sales, distribution and marketing by closely following technological advances and employing technology in its operations.



SATEM WILL DISTRIBUTE THE SAGRA, TAMEK AND GOLD HARVEST PRODUCTS IN ITS PORTFOLIO TO 102,850 SALES POINTS.



YEAR OF FOUNDATION

2021

YEAR OF OYAK'S PARTICIPATION

2021

OYAK'S SHARE

100%

AREA OF OPERATION

SALES AND MARKETING OF FRUIT JUICE, TOMATO PASTE, KETCHUP, MAYONNAISE AND SAUCES, CANNED FRESH AND BOILED VEGETABLES, READY MEALS, JAM AND MARMALADES

Akdeniz Chemson

ALMATIS
PREMIUM ALUMINA

SENTETİKKARBON

CHEMICALS COMPANIES





A global player

The OYAK Chemicals Companies have more than half a century of experience in the Turkish chemicals industry. They continue to grow by adding world giants to the group with the investments they have undertaken on a global scale.

One of the largest in the world

In line with the goal of sustainability and profitability in the sectors in which it operates, Akdeniz Kimya, which was an OYAK company serving the Chemicals industry, was merged with and Chemson, together with all their operations, under the brand of “Akdeniz Chemson”. In this major merger, Akdeniz Chemson Global (“AC Global”) became the world’s largest producers of PVC stabilizers in the world, operating in 5 continents and selling its products to more than 100 countries.

Together with its AC Global companies, The OYAK Companies command the highest global production and market share in the production of stabilizers, an indispensable input for the PVC industry, as well as other additives. Additives produced by AC Global are used in the manufacture of final products in a wide range of different industrial areas such as construction, electricals and electronics, and in the automotive sector.



* THE PREMIUM ALUMINA



4.6%

In 2021, Türkiye's PVC imports increased by approximately 4.6%.

THE OYAK CHEMICALS COMPANIES DEVELOP AND PRODUCE INDUSTRIAL CHEMICALS PRODUCTS AT 15 INTEGRATED FACILITIES SPREAD OVER FIVE CONTINENTS.

—

THE OYAK CHEMICALS COMPANIES ARE LEADERS IN THE PRODUCTION OF STABILIZER, A KEY INPUT FOR THE PVC INDUSTRY, AND OTHER ADDITIVES, AND COMMAND THE LARGEST MARKET SHARE ON A GLOBAL BASIS.

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The OYAK Chemicals Companies at a glance

- The OYAK Chemicals Companies develop and produce industrial chemicals products from 15 integrated facilities spread over five continents.
- With an annual production capacity of approximately 360,000 tons of PVC polymer chemicals additives, they are among the world's largest producers in the PVC industry.
- They lead among producers of PVC stabilizers in the world.
- They are pioneers in the development of specialty alumina and alumina-based products. They are the main suppliers on a global scale with an annual production capacity of more than 600,000 tons.
- In 2020, they started to work on establishing a carbon black production facility with the partnership of Taiwanese International CSRC Investment Holdings Co. Ltd., which is the world's sixth largest carbon black producer.

In 2021, Türkiye's PVC imports increased by approximately 4.6% from 667,958 metric tons to 698,689 metric tons. There had been a contraction and stagnation in demand due to the restrictions in force throughout the world, including in Türkiye, in response to the Covid-19 pandemic in the first half of 2020. In the second half of the year, a recovery process was seen in Türkiye, which was followed by a stronger performance in 2021.

Almatis has been active for more than 100 years and operates from nine production facilities in three different continents. Almatis carries OYAK's presence to 68 different countries where it sells its products. Specialty alumina is a key input in many industries such as refractories, ceramics, polishing, glass, thermal interface materials, fabricated casting products, catalyst carriers, construction Chemicals, electronic manufacturing filling materials, high voltage insulators and mechanical wear parts.

Operating globally in this market and the only and largest producer of its kind in the world, Almatis also offers unique breadth in its product range.

AKDENİZ CHEMSON

Akdeniz Chemson is one of a select few integrated companies in the world which are able to produce many of the calcium/zinc and lead based stabilizer intermediate raw materials in-house.

Akdeniz Chemson Kimya Sanayi ve Ticaret A.Ş. was established in Izmir to realize the production, sales and marketing of additives which provide color, flexibility and durability to PVC-based window and building profiles, injection products, cable insulation and soft surface coatings. Akdeniz Chemson joined the OYAK Group Companies when OYAK acquired the entire stake in the company on 19 December 2012.

Atterbury SA had held the shares of the Austria-based Chemson AG, which operates in the same field as Akdeniz Chemson Kimya and is an important rival to Akdeniz Chemson Kimya in the global marketplace. Akdeniz Chemson Kimya acquired a 100% stake in the special purpose company, Atterbury SA, on 8 November 2013. Following this transaction, Atterbury SA became a subsidiary of Akdeniz Chemson Kimya. Atterbury SA took over all of the shares in the Almatis Group, the world leader in the specialty alumina sector, with the share acquisition agreement signed on 14 July 2015.

Atterbury SA's company title was changed to OYAK Global Investments SA on 23 December 2016.

The Akdeniz and Chemson brands merged under the name Akdeniz Chemson on 5 October 2020, thus becoming one of the world's leading polymer additive producers and the leading producer of PVC stabilizer products in the world market. The joint management approach of the two companies, providing services in the same line of business, created synergies and the profitability of the companies was positively affected.

A global brand

Akdeniz Chemson is one of the world's leading companies in the production and marketing of PVC stabilizers and industrial Chemicals, operating with an annual production capacity of 360,000 tons. The company is of a select few integrated companies in the world capable of producing most of the calcium/zinc and lead based stabilizer intermediate raw materials in-house.



Subsidiaries

- OYAK Global Investments
  - Akdeniz Chemson Additives AG
    - Akdeniz Chemson Additives Ltd.
    - Akdeniz Chemson Additives GmbH
    - Akdeniz Chemson Additives Inc.
    - Akdeniz Chemson Additives Pacific Pty. Ltd.
    - Akdeniz Chemson Additives (Zhejiang) Co. Ltd.
    - Akdeniz Chemson Aditivos Ltda.
    - Innostar GmbH
    - Akdeniz Chemson Additives (Dalian) Co. Ltd.
      - Akdeniz Chemson Additives Technical (Dalian) Co. Ltd.

Joint Venture

Durox Ltda.

Akdeniz Chemson ranks 267th on the ISO 500 list prepared based on the criteria of sales from production in 2020. The company is the 10th biggest exporter in the Chemicals industry.

As an integrated facility, Akdeniz Chemson is striving to become the world leader both in terms of quality continuity and product diversity in PVC additives. The company's total Chemicals production stood at 206,000 tons at the end of 2021.

Akdeniz Chemson is advancing rapidly in line with the strategic goals, which it has set for the future, by adding new products used in different sectors to its production range, in addition to PVC. It achieved a sales volume of 222,000 tons and a sales turnover of USD 523 million in 2021, setting new production and sales records.

Akdeniz Chemson ranks 267th on the ISO 500 ranking prepared based on the criteria of sales from production in 2020. The company is ranked as the 10th biggest exporter in the Chemicals industry.

Akdeniz Chemson was awarded the 2nd prize in the Export Stars competition, organized by the Aegean Exporters' Associations within the Turkish Exporters Assembly in 2021.

The equipment shortage in the transportation sector and record high freight rates adversely affected profitability and the supply chain in 2021. Despite an increase in PVC and raw material prices and supply issues all over the world, the PVC market is estimated to have reached a volume of approximately 45 million tons in 2021. Due the effect of the current inflationary environment, the forecasts for growth in the PVC market were revised down from 4.3% to 2.9% for 2022.

Foreign markets

- Despite the adverse conditions, an annual sales volume of over 42,000 tons was realized in the European market, with the company maintaining its market share in Europe.
- In the USA, the company's recorded sales volume of 14,000 tons in 2021 - a record performance which exceeded the target.
- With the advantage of being a local manufacturer in Australia, production was realized at 5,200 tons with a market share of 60%, renewing its 2018 record.



AKDENİZ CHEMSON

The construction of Chemicals enterprise, which was established to create a new business line, started to operate with an annual production capacity of 15,000 tons. Akdeniz Chemson completed the engineering work for the new hydrotalcite project, which will have a capacity of 14,000 tons/year with its own know-how and experience, in addition to its existing enterprise. The company initiated the work on the project in 2021.

The new Zinc Borat plant, with an annual capacity of 3,000 tons, was successfully brought into operation in January 2021 after an assembly period with zero workplace accidents. The Polymer Auxiliaries enterprise, which had been deactivated in 2019, was moved to Uzbekistan, and its dismantling process was completed for re-commissioning. The equipment was dismantled under the supervision of the Akdeniz Chemson teams. The equipment will be brought into use again under the supervision of Akdeniz Chemson, after being installed at its new location.

The construction Chemicals enterprise, which had been established to create a new business line, started to operate with a capacity of 15,000 tons/year. Akdeniz Chemson completed the engineering work of the new hydrotalcite project with a capacity of 14,000 tons/year with its own know-how and experience, in addition to its existing enterprise. The company started work on the project in 2021.

The investment for the logistics center, which got underway in the Aliağa Organized Industrial Zone (ALOSBİ), is planned to be completed in December 2022. Work is ongoing to commission the new Pe-Wax plant, which will have a capacity of 16,000 tons/year, by the end of the third quarter of 2022.

The production facility, the investment of which was initiated with the establishment of a new company in China in November 2019, is expected to be completed in 2022.

After the Akdeniz Chemson brand merger, the joint R&D and Intellectual property (IP) management was transferred to the Izmir campus to operate under a single roof. Work has been initiated to ensure that information is collected in one place and used efficiently in all companies. The Stage Gate process, which ensures the organized management of R&D projects, has been brought into use, thus aiming to carry out the projects much more rapidly and efficiently, and to contribute to the company's income by commercializing the projects within a short space of time. Collaboration is entered into with different partners in the R&D Department. More communication was established with the OYAK Companies, and work related to the joint projects has continued.

AKDENİZ CHEMSON'S TOTAL CHEMICALS PRODUCTION STOOD AT 206,000 TONS IN 2021.



107 countries

Akdeniz Chemson sold its products to 107 countries in 2021.

Certificates

- ISO 9001 Quality Management Systems
- ISO 14001 Environmental Management Systems
- ISO 45001 Occupational Health and Safety Management Systems
- ISO 27001 Information Security Management Systems
- Authorized Economic Operator Certificate
- Vinyl Plus
- Responsible Care
- Ecovadis
- TSE Covid-19 Safe Production Certificate
- Ranked 267th on the ISO 500 based on the criteria of sales from production

WEBSITE
www.akdenizchemson.com



YEAR OF FOUNDATION

1942

YEAR OF OYAK'S PARTICIPATION

2012

OYAK'S SHARE

100%

AREA OF OPERATION

PRODUCTION AND MARKETING OF PVC STABILIZER AND INDUSTRIAL CHEMICALS

ALMATIS

With more than 100 years of experience in its field, Almatis is the developer, producer and main supplier of alumina-based products.

ALMATIS
PREMIUM ALUMINA

ALMATIS PROCESSES ALUMINUM OXIDE (ALUMINA), WHICH IS THE RAW MATERIAL OF ALUMINUM. THE COMPANY PRODUCES AND SELLS SPECIALTY ALUMINA.

—

Almatis was established in the Netherlands to provide high quality raw materials to the refractory and Chemicals industries. Following the share acquisition agreement signed in 2015, all of the shares in Almatis were taken over by OYAK Global Investments SA. Thus, Almatis and its subsidiaries joined the OYAK Group Companies.

Almatis produces and sells specialty alumina by processing aluminum oxide (alumina), which is an aluminum raw material.

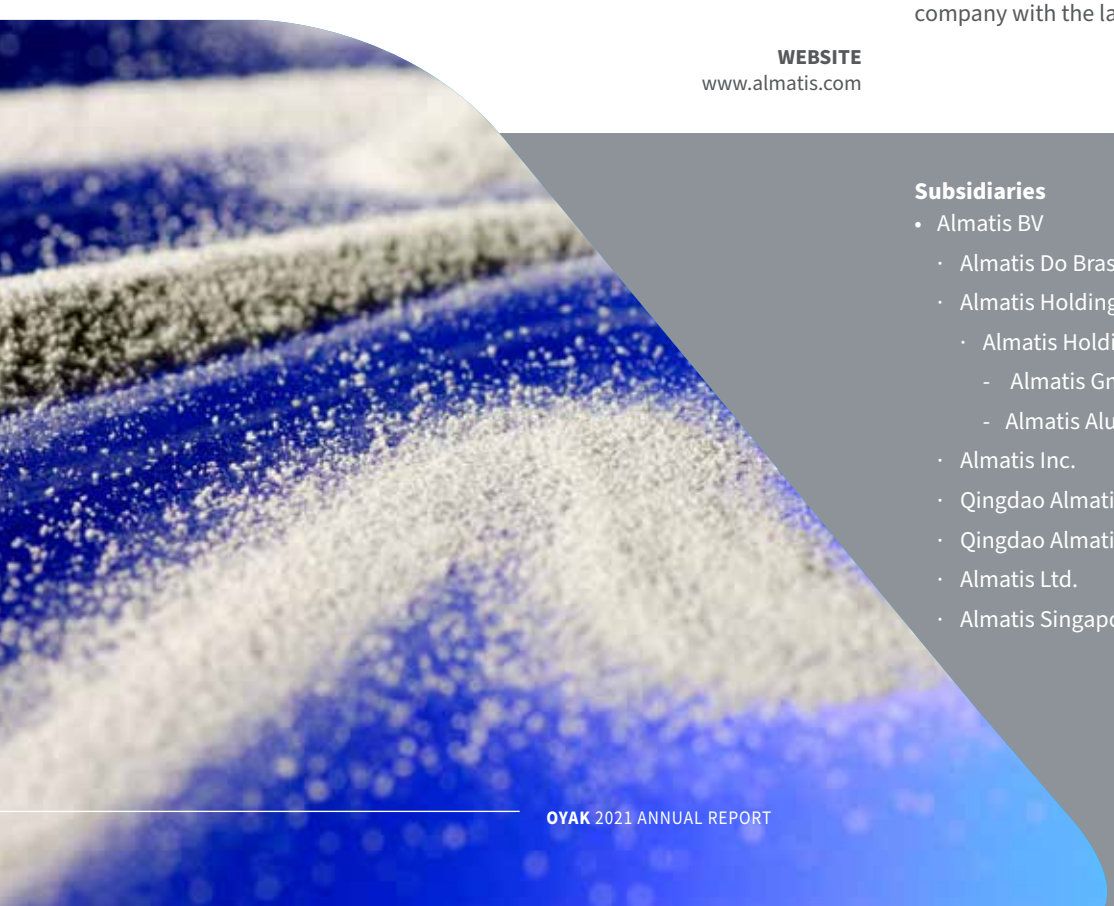
A global brand

Almatis has nine production centers, six sales offices and six application-product development laboratories worldwide. In addition to its headquarters in the Netherlands, the Group has four plants in the USA, one plant each in Germany, the Netherlands, Japan, China and India, and sales offices in Brazil, the USA, Germany, India, Singapore, Japan and China.

The world leader in the alumina market

With more than 100 years of experience in its field, Almatis is the developer, producer and main supplier of alumina-based products. Producing at nine separate integrated facilities in three different continents around the world, Almatis is the company with the largest alumina product portfolio.

WEBSITE
www.almatis.com



Subsidiaries

- Almatis BV
  - Almatis Do Brasil Ltda.
  - Almatis Holdings 2 GmbH
    - Almatis Holdings GmbH
      - Almatis GmbH
      - Almatis Alumina Private Ltd.
  - Almatis Inc.
  - Qingdao Almatis Co. Ltd.
  - Qingdao Almatis Trading Co. Ltd.
  - Almatis Ltd.
  - Almatis Singapore Pty Ltd.

Quality Management System

- ISO 9001
- ISO 14001
- ISO 50001
- ISO 45001

Active in three different continents

Almatis produces from nine separate integrated facilities in three different continents around the world.



YEAR OF FOUNDATION

2004

YEAR OF OYAK'S PARTICIPATION

2015

OYAK'S SHARE

100%

AREA OF OPERATION

PRODUCTION AND SALE OF SPECIALTY ALUMINA

OYAK SENTETİK KARBON ÜRÜNLERİ SAN. VE TİC. A.Ş.

With the Presidential decision number 3274 dated 4 December 2020, the decision was taken to support the carbon black production facility investment which will be realized in Hatay province by OYAK Sentetik Karbon Ürünleri Sanayi ve Ticaret A.Ş., under the project-based incentive.

SENTETİKKARBON

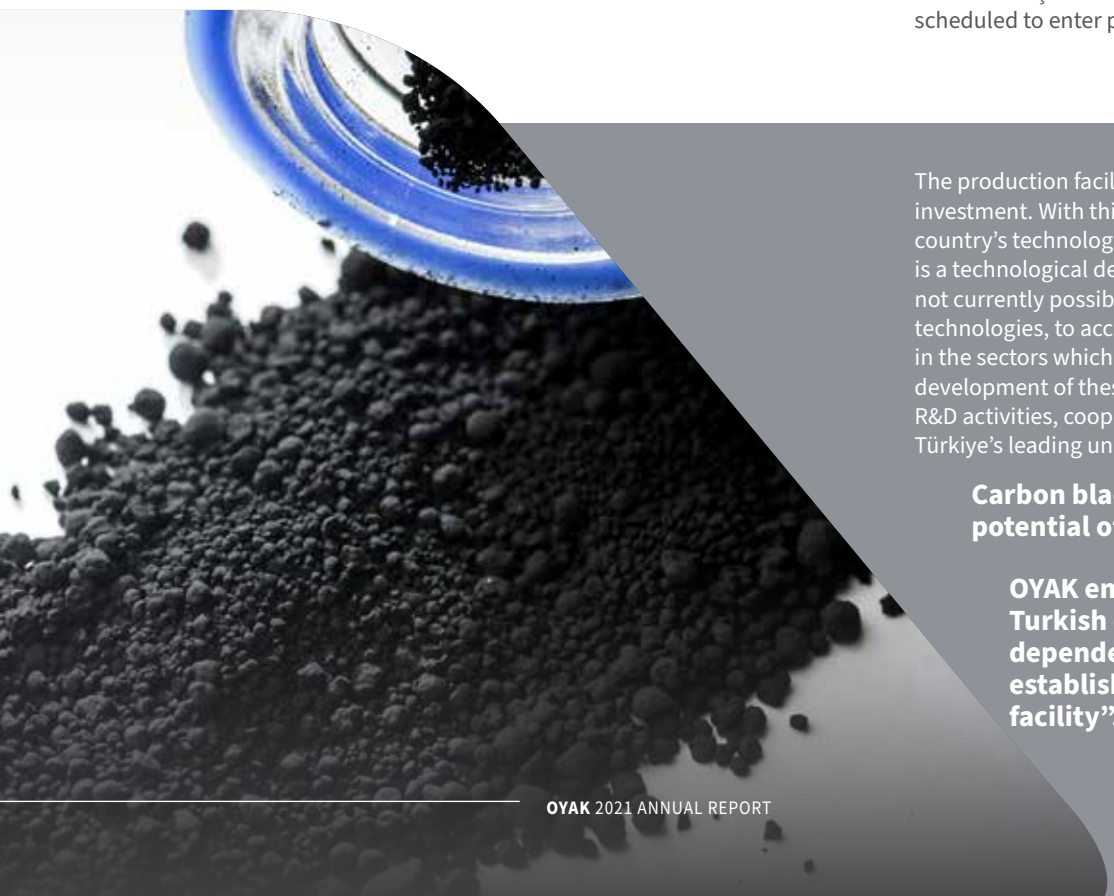
Established on 10 December 2019, OYAK Sentetik Karbon Ürünleri Sanayi ve Ticaret A.Ş. holds the capacity to meet Türkiye's entire needs as the country's sole carbon black production facility.

In 2020, the company established a 50-50 partnership with the China Synthetic Rubber Corporation (CSRC), a subsidiary of Taiwan Cement Corporation (TCC). Under the Continental Carbon brand, the CSRC has a total of eight carbon black production facilities, three of which are in the United States and five in the Asian region. Also continuing its investments in new countries, the CSRC's production facilities have an annual capacity of 810,000 tons. This capacity places the company as the sixth largest carbon black producer in the world.

Carbon black strengthens the flexibility, durability, black color and conductivity properties of the product where it is used. Carbon black is a valuable raw material in many different fields, especially in the tire, rubber, paint and electronics sectors. Carbon black is not produced in Türkiye. The annual domestic demand of 220,000 tons for the product, which corresponds to a value of approximately USD 260 million, is met entirely by imports from countries such as Russia, Egypt and Italy.

OYAK is executing a strategic investment for its high value-added carbon black product, which is R&D intensive, and which is produced as customized to meet the needs of the sectors in which it is used. This investment will meet our country's entire requirement for carbon black, ensure supply security, eliminate foreign dependency, realize technological transformation, support job creation, increase international competitive clout and allow the entry of foreign direct investment.

With the Presidential decision numbered 3274 dated 4 December 2020, the decision was taken to support the carbon black production facility investment, which will be realized in the province of Hatay by OYAK Sentetik Karbon Ürünleri Sanayi ve Ticaret A.Ş. under a project-based incentive. The facility is scheduled to enter production in 2023.



The production facility is an innovative and R&D based investment. With this investment, OYAK aims to improve our country's technological capacity in the fields where there is a technological deficit, to pave the way for production not currently possible through the use of new generation technologies, to accelerate the technological transformation in the sectors which it interacts with and to contribute to the development of these sectors. During the course of the planned R&D activities, cooperation will be realized with many of Türkiye's leading universities.

Carbon black has a domestic market potential of USD 260 million.

OYAK embraced another field, where the Turkish economy is completely foreign-dependent, and started to work on establishing a "carbon black production facility".



220,000 tons

The company aims to meet Türkiye's annual domestic carbon black needs of 220,000 tons.

YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	CONTINENTAL CARBON OYAK B.V.'S SHARE	AREA OF OPERATION
2019	2019	100%	PRODUCTION OF CARBON BLACK PRODUCTS, THEIR SALE IN THE DOMESTIC MARKET AND EXPORTS

FINANCE COMPANIES



THE OYAK FINANCE COMPANIES ARE IDENTIFIED WITH TRUST, QUALITY AND REPUTATION.

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The trust exuded by the OYAK brand

The OYAK Finance Companies, whose names are synonymous with trust, quality and reputation, set themselves apart in their sectors with their expert staff and innovative solutions.

The OYAK Finance Companies provide retail and corporate banking services abroad through OYAK Anker Bank. In Türkiye, they provide services to investors in the capital markets through OYAK YATIRIM, OYAK Yatırım Ortaklığı and OYAK Portföy Yönetimi (Portfolio Management). With the establishment of OYAK Group Insurance in 2017, insurance and reinsurance brokerage was added to the field of activity of financial companies.

The preferred players of their sectors

OYAK Anker Bank GmbH, which is a member of the German Banks Association, operates in the German banking sector in the fields of corporate and retail banking.

OYAK YATIRIM is an OYAK company operating in the brokerage sector. It commands an important place in the sector with the portfolio of its customers increasing day by day. It is also a popular choice of brokerage house for foreign corporate customers.

The OYAK Finance Companies at a glance

- The OYAK Finance Companies provide the following services:
- Brokerage for trading of capital markets instruments in the capital markets, corporate finance, financial consultancy, wealth management, research and investment consultancy for individual and corporate domestic and foreign investors with 13 branches in 11 provinces of Türkiye,
- Insurance and reinsurance brokerage
- In the field of banking, banking for individual and corporate customers in Germany,

OYAK YATIRIM successfully completed the book-building process between 2 and 4 June 2021, and was offered to the public.





OYAK ANKER BANK GMBH

Operating effectively in the Treasury and financial institutions segments, OYAK Anker Bank provides foreign exchange transactions, derivative transactions, bond/ bill transactions and cash management services in the Treasury segment.

Founded in 1958, Anker Bank was acquired by OYAK Bank in 1996 within the scope of its strategy to develop banking activities internationally, and its title was changed to OYAK Anker Bank GmbH. With the acquisition of all of its shares by OYAK in August 2004, the Bank joined the OYAK Group Companies.

OYAK Anker Bank GmbH, which is a member of the German Banks Association, operates in the field of corporate and retail banking. The Bank conducts branchless banking and provides direct banking services to its local and international customers.

The Bank has a representative office in İstanbul and a subsidiary, VfG GmbH, in Germany. The İstanbul representative office operating in Türkiye represents the Bank in the corporate field. The field of activity of the VfG subsidiary in Germany is follow up of legal proceedings, collection and warning transactions, receivables accounting for commercial companies and legal consultancy services.

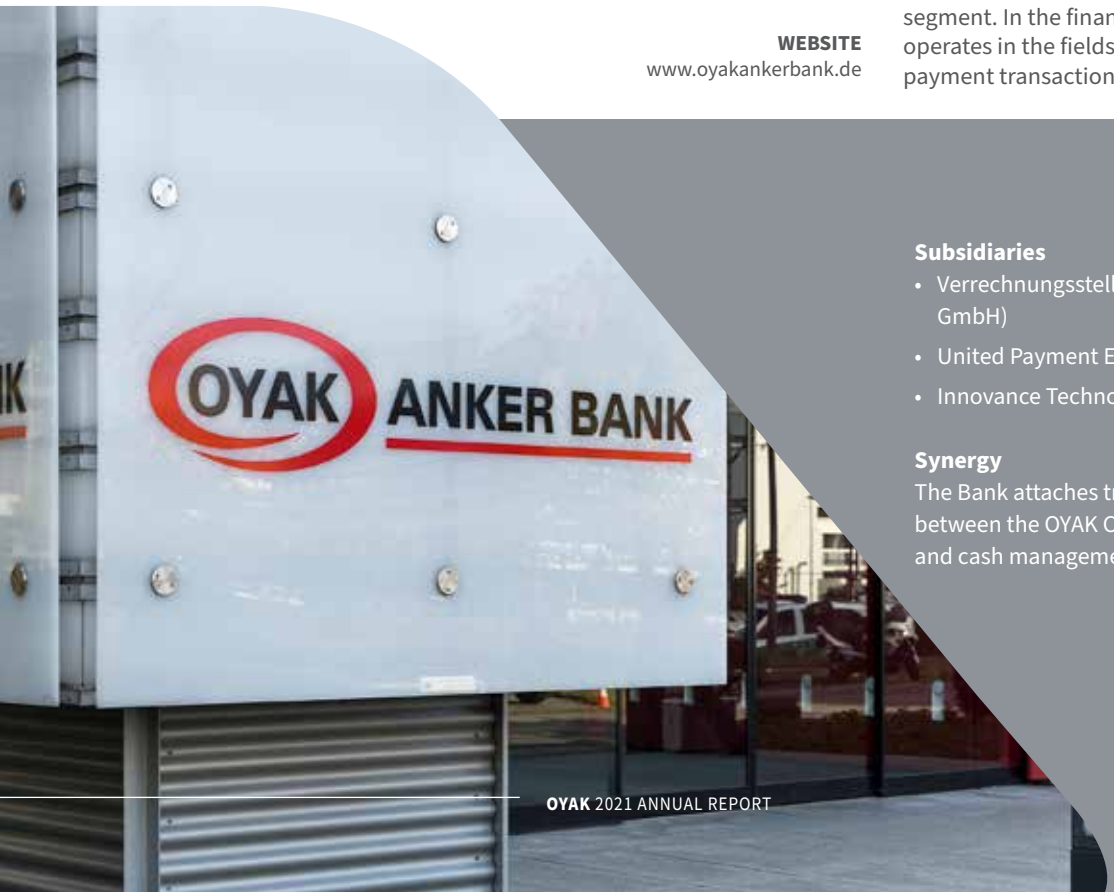
WEBSITE
www.oyakankerbank.de

The Bank is a member of the German Savings Deposit Insurance Fund. All customer deposits held by the bank, which is under the German Banks Association, are protected to an amount of up to EUR 20.7 million per person.

OYAK Anker Bank GmbH is rapidly moving away from the retail banking field to the digital banking field. The Bank provides a high-quality service to its retail banking customers with an extensive portfolio of loan and deposit products.

The Bank is forming a financial bridge between the Turkish companies and the European companies in corporate banking. The Bank's global services include trade finance, refinancing, import/export letter of credit transactions, factoring transactions and transactions of promissory notes.

OYAK Anker Bank also operates effectively in the treasury and financial institutions segments. OYAK Anker Bank provides foreign exchange transactions, derivative transactions, bond/ bill transactions and cash management services in the treasury segment. In the financial institutions segment, the Bank operates in the fields of foreign trade finance (Trade Finance), payment transactions and syndicated loan transactions.



Subsidiaries

- Verrechnungsstelle für Gewerbliche Wirtschaft GmbH (VfG GmbH)
- United Payment Europe SRL
- Innovance Technologies GMBH

Synergy

The Bank attaches tremendous importance to building synergy between the OYAK Companies and responds to their financing and cash management needs.

A member of the German Banks Association, OYAK Anker Bank GmbH operates in the field of corporate and retail banking. OYAK Anker Bank conducts branchless banking and only provides direct banking services to its local and international customers.

In addition, the Bank contributes to the financing operations and cash management of the OYAK Companies, thus supporting the creation of synergies within OYAK.

Activities in 2021

OYAK Anker Bank maintained the growth in the corporate banking activities in 2021. Moving forward with the goal of specializing in the financing of foreign trade transactions, the Bank brokered EUR 171 million in transactions in 2021. In the same period, the Bank provided EUR 167 million of financing for syndication transactions in Turkish banks and EUR 32 million for Turkish leasing companies.

The Bank carries out letter of credit and other foreign trade brokerage transactions through its correspondent relations established with banks abroad. The volume of international trade financing transactions, which started to be carried out in 2019, has so far reached EUR 669 million.

OYAK Anker Bank aims to offer banking products and services directly or as the Banking-as-a-Service (BaaS) only through digital channels. OYAK Anker Bank has initiated investments in service providers as subsidiaries as well as infrastructure investments which will accelerate its digital transformation. The bank also plans to expand in the field of international payment systems. In this vein, it has established a company in Romania under the name of Unites Payment Europe SRL in partnership with Birleşik Ödeme A.Ş., which has significant experience in this field in Türkiye. The bank has applied for an E-Money license.

Innovance Technologies GmbH was established in Germany in conjunction with Innovance, an important software development company specializing in digital banking in Türkiye. The company was established with the purpose of supporting both the Bank and the entire financial sector in its digital transformation processes.

Successful services registered with awards

The Bank's activities have been recognized with a number of awards in the categories of "Germany's Most Liked Products and Services", "Private Banks Customer Consultancy", "Best Daily Deposit", "Best Timed Deposit" by the business newspaper Handelsblatt, Focus Money and the FAZ Institute.



YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE	AREA OF OPERATION
1958	1996	100%	BANKING

OYAK YATIRIM MENKUL DEĞERLER A.Ş.

OYAK YATIRIM was authorized by the CMB as a "Broadly Authorized Brokerage House", and is positioned as one of the leading companies in the sector. OYAK YATIRIM serves both corporate and individual customers in the capital markets.

OYAK YATIRIM

OYAK Yatırım Menkul Değerler A.Ş. (OYAK YATIRIM) was established in 1982 and started its operations after obtaining the Stock Exchange Banking Certificate in 1984.

In 2001, the Company acquired the company named Yaşar Yatırım in order to strengthen its position in the capital markets and increase its market share. In 2002, OB Menkul Değerler, a subsidiary of OYAK Bank and OYAK Menkul Değerler A.Ş., was incorporated into the Company in order to save money and complete transactions in a shorter space of time. The title of the company was changed to OYAK Yatırım Menkul Değerler A.Ş.

13 branches in 11 provinces in Türkiye

OYAK YATIRIM serves both corporate and individual customers by identifying its name with trust, quality, power and prestige in the capital markets in which it operates. The company stands out in the sector with its stable market share, extensive sales and distribution network, strong local customer portfolio, its innovative and creative approach in corporate finance agreements, the relations it has developed with international investment banks, its strong financial structure, sectoral experience and leadership in the professional field.

With its 13 branches spread over 11 provinces in Türkiye, OYAK YATIRIM provides brokerage services for trading of capital market instruments, corporate finance, financial consultancy, wealth management, research and investment consultancy services to its base of over 230,000 individual and corporate domestic and foreign customers.

A "Broadly Authorized" brokerage house in the capital markets

OYAK YATIRIM holds all licenses granted by the Capital Markets Board (CMB) and was authorized as a "Broadly Authorized Brokerage House" by the CMB at the end of 2014. It is positioned as one of the leading companies in the sector.

WEBSITE
www.oyakyatirim.com.tr



Subsidiaries

- OYAK Yatırım Ortaklığı A.Ş.
- OYAK Portföy Yönetimi A.Ş.
- OYAK Grup Sigorta ve Reasürans Brokerliği A.Ş.
  - OYAK Global Risk Services Limited

OYAK YATIRIM provides services to more than 230,000 individual, corporate domestic and foreign customers with its 13 branches spread over 11 provinces throughout Türkiye.

A comprehensive research and analysis service which guides investments

The OYAK YATIRIM Research Department provides customers with a broad perspective on the direction of their investments; offers analysis, forecasts and advice on capital market instruments and other investment opportunities. The department became one of the teams providing the most comprehensive research service among brokerage houses, monitoring a large number of stocks traded on the Borsa İstanbul in 2021.

The OYAK YATIRIM Corporate Finance Department serves companies in public offerings, debt instrument issuances, mergers and acquisitions and financial consultancy with its long-term communication and strong customer-oriented approach. The Department offers financial consultancy services covering a wide spectrum of sectors such as banking, leasing, private pension, retail, the media, real estate, energy, iron and steel, cement, mining, food, chemicals, transportation, logistics, information technologies, paper, petrochemicals, construction, fertilizer, sugar production, telecommunications and oil refining. The Department continued to provide financial consultancy services in 2021.

Activities in 2021

Within the scope of the public offering of OYAK YATIRIM shares, book building transactions for shares with a nominal value of TL 1 at a price of TL 18.65 were carried out between 2 and 4 June 2021. The company started to be traded on the Star Market on 10 June 2021 with the OYYAT ticker.

The Company entered cooperation with Türkiye Finans Katılım Bankası, Fibabanka, Creditwest Bank and Albank in 2017 within the scope of the brokerage for the order transmission project. This cooperation continued to expand in 2021. In addition, brokerage for order transmission transactions started to be provided with Albaraka Türk. The volume of OYAK YATIRIM's brokerage transactions with all of its collaborations is increasing every year.

In 2021, OYAK YATIRIM ranked 18th in the Equity Market terms of transaction volume, with TL 281 billion of transactions, up by 13% year-on-year, with a 1.87% market share. OYAK YATIRIM ranked in 22nd place with a volume of TL 80.2 billion, increasing by 50% year-on-year, and representing a market share of 0.90% in the Futures and Options Market (VIOP).

The company ranked first among issuers who do not hold a bank brokerage house, leading the issuance of 59 Private Sector Bonds, Bills (Private Sector) and Structured Debt Instruments in terms of Private Sector Bond/Bill issuances in 2021. During the awards ceremony held in 2021, OYAK YATIRIM won the 2020 Leader of Brokerage for Share Issuance Award in the "Corporate Finance Transactions" category.

OYAK YATIRIM brokered the public offerings of five companies in 2021 and ranked 2nd with a total public offering size of TL 2.2 billion.

Upward revision to credit rating

In 2021, the international credit rating agency, JCR-Eurasia, revised OYAK YATIRIM's long-term national rating upward from A+(Trk) to AA-(Trk). JCR-Eurasia confirmed the Company's long-term international foreign and local currency rating as BB+, which is the country rating ceiling.

YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE [1]	AREA OF OPERATION	OYYAT.IS
1982	1982	69.65%	BROKERAGE ACTIVITIES IN THE CAPITAL MARKETS	BIST TICKER

[1] OYAK's share was given as the share in the capital of the OYAK/the OYAK Group Company, which is in the tag of the Public Disclosure Platform (PDP) of the Company.

OYAK YATIRIM ORTAKLIĞI A.Ş.

OYAK Yatırım Ortaklığı is one of the nine companies operating in the Securities Investment Trusts sector. The company aims to continue to expand its partnership portfolio consistently within the framework of the risk management principle.

OYAK YATIRIM ORTAKLIĞI

OYAK Yatırım Ortaklığı A.Ş. was established in 2006 with the purpose of managing capital market instruments, a portfolio of gold and other precious metals traded in national and international stock exchanges or in organized over-the-counter markets, within the framework of the principles and rules set forth in the Capital Markets Law No. 6362 and the relevant legislation. Pursuant to the law, the Company obtained a certificate of authorization from the Capital Markets Board to create and manage the partnership portfolio and to carry out changes to the portfolio when necessary.

The partnership, which is subject to the registered capital system, was offered to the public in April 2007 with a registered capital of TL 50 million and a paid-in capital of TL 20 million. The Company has been traded on the Borsa İstanbul under the OYAYO ticker since 4 May 2007.

OYAK YATIRIM ORTAKLIĞI IS ONE OF THE NINE COMPANIES OPERATING IN THE SECURITIES INVESTMENT TRUSTS SECTOR. THE COMPANY AIMS TO CONTINUE TO EXPAND ITS PARTNERSHIP PORTFOLIO CONSISTENTLY WITHIN THE FRAMEWORK OF RISK MANAGEMENT PRINCIPLE.





YEAR OF FOUNDATION

2006

YEAR OF OYAK'S PARTICIPATION

2006

OYAK'S SHARE [1]

47.29%[2]

AREA OF OPERATION

ENGAGING IN CAPITAL MARKET ACTIVITIES IN ACCORDANCE WITH CMB REGULATIONS AND RELEVANT LEGISLATIVE PROVISIONS

[1] OYAK's share was given as the share in the capital of the OYAK/the OYAK Group Company, which is in the tag of the Public Disclosure Platform (PDP) of the Company.

[2] Voting right is 86.40%.

OYAK PORTFÖY YÖNETİMİ A.Ş.

OYAK Portföy offers a wide range of financial services, including the management of individual and corporate portfolios consisting of financial assets, the management of domestic and foreign investment funds and investment trusts within the framework of the Capital Market Law and the provisions of the relevant legislation.

OYAK PORTFÖY

Within the scope of the regulations carried out on portfolio management activities in the CMB legislation, OYAK Portföy Yönetimi A.Ş. was established on 14 June 2013 as a 100% subsidiary of OYAK YATIRIM. The company started its activities in January 2014 after obtaining the necessary authorization documents.

OYAK Portföy offers a wide range of financial services, including the management of individual and corporate portfolios consisting of financial assets, the management of domestic and foreign investment funds and investment trusts, within the framework of the Capital Market Law and the provisions of the relevant legislation.

OYAK Portföy obtained an investment consultancy authorization certificate in 2021.

As of the end of 2021, OYAK Portföy was managing a total of 23 investment funds, including real estate and venture capital investment funds. In addition, OYAK Portföy also manages 11 pension funds which were founded by Fiba Emeklilik ve Hayat A.Ş. and Aegon Emeklilik ve Hayat A.Ş. In 2021, the total volume of assets in the portfolio under the management of the company increased by 85.2% year-on-year to reach TL 7.07 billion. Moreover, the number of participants increased.

In addition to investors, OYAK Portföy also helps OYAK members and employees participate in the capital markets by establishing special funds for OYAK members and employees.

The company aims to play a more active role in the capital markets by widening its fund diversity and expanding its customer base.



OYAK PORTFÖY OFFERS A WIDE RANGE OF FINANCIAL SERVICES.

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YEAR OF FOUNDATION

2013

YEAR OF OYAK'S PARTICIPATION

2013

OYAK'S SHARE

100%

AREA OF OPERATION

ENGAGING IN CAPITAL MARKET ACTIVITIES IN ACCORDANCE WITH CMB REGULATIONS AND RELEVANT LEGISLATIVE PROVISIONS

OYAK GRUP SİGORTA VE REASÜRANS BROKERLİĞİ A.Ş.

OYAK Grup Sigorta designs customized insurance solutions for the OYAK Companies, its members and employees with its specialized staff who are well-versed in local and global market dynamics, thus helping them achieve their key goals.

OYAK GRUP SİGORTA
REASÜRANS BROKERLİĞİ A.Ş.

OYAK Grup Sigorta ve Reasürans Brokerliği A.Ş. was established in 2017, 100% owned by OYAK YATIRIM, to exclusively engage in insurance and reinsurance brokerage activities.

OYAK Grup Sigorta is taking firm steps towards its goal of being a pioneer in the sector by identifying itself with the trust, quality, power and prestige created by the OYAK name in Türkiye. In the short time since its establishment, the company has surpassed many of its competitors, expanding its premium volume to over TL 1 billion. The company is one of the top five players in the sector.

OYAK Grup Sigorta designs customized insurance solutions for the OYAK Companies, its members and employees with its specialized staff who are well-versed in local and global market dynamics. Thus, the company helps them achieve their key goals. Moreover, it strengthens its position in the insurance market through its involvement in the insurance purchase processes of its customers, in addition to the OYAK Companies.

OYAK Grup Sigorta signed a cooperation agreement with Türkiye's important and leading insurance companies. It considers the interests of all companies in all insurance needs of the OYAK Companies, in respect to risks and damages involving more than one OYAK Company.

OYAK Grup Sigorta offers insurance and consultancy services to its non-OYAK customers in a similar manner.

THE OYAK GRUP SİGORTA BRAND IN GLOBAL MARKETS

Lloyd's Licence

Lloyd's is the world's longstanding and leading insurance and reinsurance market. As of April 2020, OYAK Grup Sigorta obtained a license to carry out business at Lloyd's as an authorized broker. To date, only 335 brokers among nearly 300,000 brokers operating in global markets hold a Lloyd's license. OYAK Grup Sigorta met the criteria of the British giant Lloyd's with the license it obtained. Thus, it became one of the select few brokers to be accepted by this powerful institution. In this respect, the Company has strengthened its brand value and its position in global markets.



LLOYD'S IS THE WORLD'S LONGSTANDING LEADING INSURANCE AND REINSURANCE MARKET. OYAK GRUP SİGORTA OBTAINED THE LICENCE TO CARRY OUT BUSINESS AT LLOYD'S AS AN AUTHORIZED BROKER.
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OYAK Grup Sigorta provides support to the OYAK Companies and external customers in establishing the risk/damage management procedures they need. In addition to group visits, it also organizes training on required risk and damage management matters.

OYAK Global Risk Services

With the establishment of OYAK Global Risk Services in London, OYAK Grup Sigorta has started to offer global insurance and reinsurance solutions to both Turkish and foreign corporate and individual customers, which operate locally and internationally, in all industrial fields and risks with specialty.

Cooperation negotiations are carried out by OYAK Grup Sigorta with leading companies in the global insurance and reinsurance market, especially Lloyd's member trade unions and the European, Far East and Middle East insurance markets. To date, cooperation agreements have been signed with more than 30 reinsurance companies.

The Worldwide Broker Network (WBN) Membership

OYAK Grup Sigorta is a member of the Worldwide Broker Network (WBN), which is the largest international network of independent Insurance Brokers and Employee Benefits Consultants. This allows the Company to provide local insurance solutions at its international locations with more than 500 offices in more than 100 countries over six continents.

Risk and damage consultancy

OYAK Grup Sigorta provides support to the OYAK Companies and external customers in establishing the risk/damage management procedures they need. In addition to group visits, it also organizes training on required risk and damage management matters.

OYAK Grup Sigorta provides specific consultancy services on risk and damage management to insured parties or those which may be insured both within and outside the group.

OYAK Grup Sigorta aims to offer the damage consultancy service to all insured customers, whether or not the policy of the insured is issued through OYAK Grup Sigorta.

By integrating its strength in the local market with its global network, OYAK Grup Sigorta plays an active role in the management of the claims processes of the policies which are covered in the Turkish insurance market and foreign market.



OYAK GRUP SİGORTA VE REASÜRANS BROKERLİĞİ A.Ş.

By integrating its strength in the local market with its global network, OYAK Grup Sigorta plays an active role in the management of the claims processes of the policies which are covered in the Turkish insurance market and foreign market.

Within the scope of risk consultancy, OYAK Grup Sigorta offers a wide range of corporate risk management services in order to support the management of risks, which can be transferred to insurance and which cannot be transferred to insurance, in line with the strategies of the enterprises, within the framework of a risk management approach which is applicable to today's businesses.

The scope of risk consultancy service includes fixed asset risks arising from fire, explosion, and natural disasters, earthquake portfolio analysis, business interruption and loss of profit risks, cyber risks, product safety and recall risks and assessment of other risks.

As an important part of the risk consultancy service, special services are offered to the insured customers with effective risk management, including the proposal of insurance solutions in accordance with the specifications in all projects and/or possible tenders, the formation of an appropriate guarantee structure, the identification and transfer of possible risks.

Cooperation with the defense industry and special projects

OYAK Grup Sigorta works on insurance programs for the interests of institutions operating in the defence industry.

At the same time, the Company carries out special projects jointly developed with companies in the defence industry. An agreement was reached with HAVELSAN, which is the public authority on IT security products and solutions, regarding cyber risks, which are the threat of our age, and that have been on the rise recently.

With this agreement, cyber risks specific consultancy services are provided to institutions through work which will be carried out jointly with HAVELSAN and against cyber-attack/leak risks, which have increased especially during the pandemic. At the same time, insurance processes are negotiated by OYAK Grup Sigorta.

Cooperation with the OYAK Companies and projects

In addition to generating solutions to tackle the risks of its insured customers with appropriate insurance tools, OYAK Grup Sigorta also aims to provide maximum assurance for its insured customers by insuring risks that may be external with a holistic risk management perspective.

The company examines the contracts of its insured customers entered into with their subcontractors, business partners, customers and dealers and creates the most appropriate insurance solution for the contract and relevant activity.

Among the activities carried out in this vein are the Employer and third-party Financial Responsibility program for the subcontractors of the OYAK Companies, which serve in the fields, the Carrier Responsibility Program for the subcontractors which transport with spot vehicles, the liability program for sea agencies, and the Bail (Guarantee) Insurance program for Cement Dealers. In collective meetings, in addition to providing more favorable conditions than individual applications, the operational processes of the insured customers are supported by the management of the entire process by OYAK Grup Sigorta.

Individual and affinity projects

With the establishment of OYAK Platform, OYAK Grup Sigorta offers the OYAK Motor Insurance-Traffic, OYAK Housing and OYAK Complementary Health Insurance products and preferential campaigns which are customized for OYAK members and employees. Platform management, which provides benefits for OYAK Group members and employees, is successfully maintained.

The call center was established with the aim of managing the insurance needs of all OYAK members, employees and non-OYAK Group customers as effectively and rapidly as possible. The call center provides an effective and high-quality service.

The Company will continue to develop effective and highly profitable Affinity programs in digital sales channels with its customers and business partners in different sectors.

With the systems it developed within the scope of the Channel Management project, OYAK Grup Sigorta offers small-scale

OYAK Grup Sigorta offers the OYAK Motor Insurance-Traffic, OYAK Housing and OYAK Complementary Health Insurance products and preferential campaigns, which are customized for OYAK members and employees.

agencies the opportunity to maintain their existence and production in different locations under the same roof. With the different network models it created such as branch, captive agency business partnership, personnel employment, the company aims to achieve sustainable growth by assuming a unifying and system provider role in the insurance industry.

A digital quotation and sales platform, where comparative, most affordable and fastest price quotations are provided, was created by Türkiye's leading insurance companies, including OYAK Grup Sigorta, thus minimizing operational sales costs. Moreover, the Company continues to work on the OYAK Grup Sigorta Mobile Application Project, which will be created in order to create new alternatives to existing sales channels.

As it progresses towards the future with clear steps as an exemplary insurance and brokerage company, OYAK Grup Sigorta ve Reasürans Brokerliği A.Ş. does not compromise on

OYAK GRUP SİGORTA VE REASÜRANS BROKERLİĞİ A.Ş. IS EXCLUSIVELY ENGAGED IN INSURANCE AND REINSURANCE BROKERAGE ACTIVITIES.

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the quality it offers to its customers and the trust it provides, and always cherishes the appreciation of its customers above all else.

39 Companies
OYAK Grup Sigorta signed cooperation agreements with 39 insurance companies and more than 30 reinsurance companies in Türkiye.

Digital platform
A digital quotation and sales platform, where comparative, most affordable and fastest price quotations are provided was created by Türkiye's leading insurance companies.

WEBSITE
www.oyakgrupsigorta.com

Subsidiaries
OYAK Global Risk Services Limited

YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE	AREA OF OPERATION
2017	2017	100%	ENGAGING IN INSURANCE AND REINSURANCE BROKERAGE ACTIVITIES

ATAER

ATAER MADENCİLİK

Miilux® OY

OYAK PAZARLAMA

OYAK İNŞAAT

OYAK GÜVENLİK

OTHER COMPANIES









ATAER HOLDİNG A.Ş.

ATAER Holding A.Ş. was established as a 100% OYAK company in December 2005 to participate in the companies operating in the iron and steel sector. On 27 February 2006, ATAER Holding took over the 49.29% stake in Ereğli Demir ve Çelik Fabrikaları T.A.Ş. (Erdemir), which is Türkiye's largest iron and steel organization and integrated flat steel producer, within the scope of privatization.

The Company has undergone various changes in its activities over the years. It has also formed participations in companies in various sectors in which OYAK is active. ATAER Holding operates in the fields of mining & metallurgy and chemical industry through its subsidiaries.

Subsidiaries

- Ereğli Demir ve Çelik Fabrikaları T.A.Ş.
- Akdeniz Chemson Kimya San. ve Tic. A.Ş.
- Akdeniz Chemson Kimyasal Ürünler Pazarlama İç ve Dış Ticaret A.Ş.
- ATAER Madencilik San. ve Tic. A.Ş.
- Ata Steel Investments BV

ATAER HOLDING OPERATES IN THE FIELDS OF MINING & METALLURGY AND CHEMICAL INDUSTRY THROUGH ITS SUBSIDIARIES.



WEBSITE
www.ataer.com.tr

YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE	AREA OF OPERATION
2005	2005	100%	PARTICIPATION IN COMPANIES OPERATING IN VARIOUS SECTORS, ESPECIALLY MINING AND METALLURGY

ATAER MADENCİLİK SAN. VE TİC. A.Ş.

14.9% of the ATAER Madencilik's production will be exported to Japan. This will also contribute significantly to our country's exports.

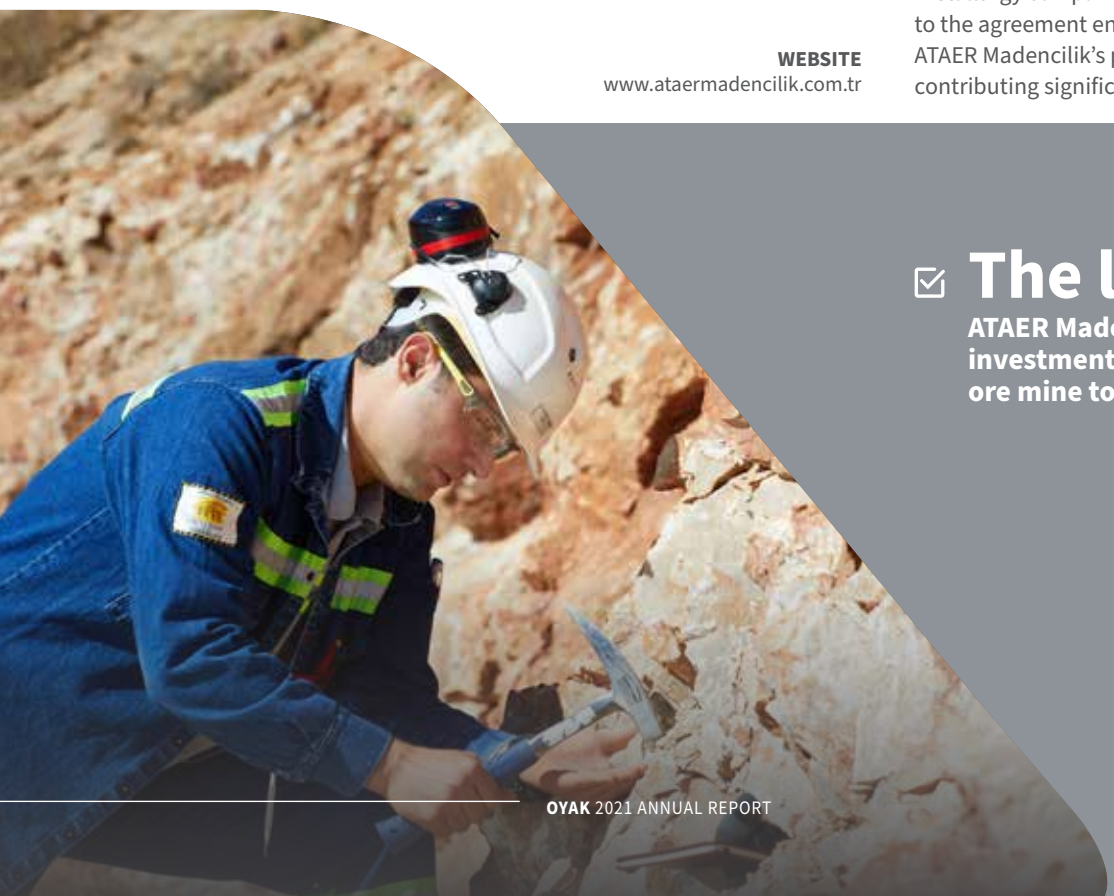
ATAER Madencilik A.Ş., a wholly owned subsidiary of ATAER Holding A.Ş., was established on 3 May 2019. JFE Steel is the 8th largest steel producer in the world and is the steel producer which develops technology most in the world. ATAER Holding transferred 14.9% of the shares in ATAER Madencilik to JFE Steel on 13 July 2020.

ATAER Madencilik has started work on its investment to bring Türkiye's largest iron ore mine to the country's economy. Within the scope of the project, various infrastructure activities including the construction of a 1.9 km field electricity transmission line, engineering work on the waste dam and road projects, 5 km of drilling work, the expropriation of 80% of the project area and administrative registration procedures were completed in 2021. Work on the basic engineering, railway junction line, natural gas connection line, waste dam construction preparation work and project-based incentive application has got underway.

With the investment, the iron ore to be extracted from the Hasançelebi ore field in Hasançelebi, in the Hekimhan district of Malatya, will be enriched and 3 million tons of high-quality pellets will be produced annually. The realized pellet production is planned to replace the USD 350 million in annual imports with domestic resources. The use of the produced pellet as a raw material at the Erdemir and İsdemir integrated iron and steel production facilities will mean high added value being created in Türkiye.

Developed new steel production technologies and more onerous environmental requirements will increase demand for pellet as an environmentally friendly steel production input. In addition, 65% of the world's iron ore supply is controlled by four big companies, leading to fluctuations in raw material prices and negatively affecting the profitability of steel producers. The investment to be undertaken will ensure the security of the high-quality pellet supply of the mining metallurgy companies under favorable conditions. According to the agreement entered into between the partners, 14.9% of ATAER Madencilik's production will be exported to Japan, also contributing significantly to our country's exports.

WEBSITE
www.ataermadencilik.com.tr



The largest

ATAER Madencilik initiated work on its investment to bring Türkiye's largest iron ore mine to the country's economy.



ITS PRODUCTION OF PELLET IS PLANNED TO REPLACE USD 350 MILLION WORTH OF ANNUAL IMPORTS WITH DOMESTIC RESOURCES

YEAR OF FOUNDATION

2019

YEAR OF OYAK'S PARTICIPATION

2019

OYAK'S SHARE

85.1%

AREA OF OPERATION

PUBLIC ADMINISTRATION SERVICES RELATED TO MINING, NATURAL RESOURCES PRODUCTION AND CONSTRUCTION

MIILUX OY

Miilux invested in a facility with an annual production capacity of 14,000 tons in Manisa. The Company's 20,684 m² facility includes a heat treatment and quenching line, a cold straightening line, a tempering furnace, a sandblasting-painting line and laser cutting machines.

Miilux®OY

Miilux OY is a leader in the production of strategically important heat-treated high strength steel. OYAK realized a share partnership with the Miilux OY company located in Finland. OYAK acquired a 70% stake in the company on 25 February 2019.

The company has two subsidiaries, Miilux Yüksek Mukavemetli Çelik Üretim A.Ş. and Miilux Poland Sp. z.o.o.

Miilux invested in a facility with a production capacity of 14,000 tons in Manisa. The Company's 20,684 m² facility includes a heat treatment and quenching line, a cold straightening line, a tempering furnace, a sandblasting-painting line and laser cutting machines. Materials with a hardness of 500-600 HB, which are used in Türkiye, are produced from domestic plates at the facility. The Company, which started commercial activities at the beginning of 2020, sells plates in the wear-resistant and heat-treated high-strength steel product groups.

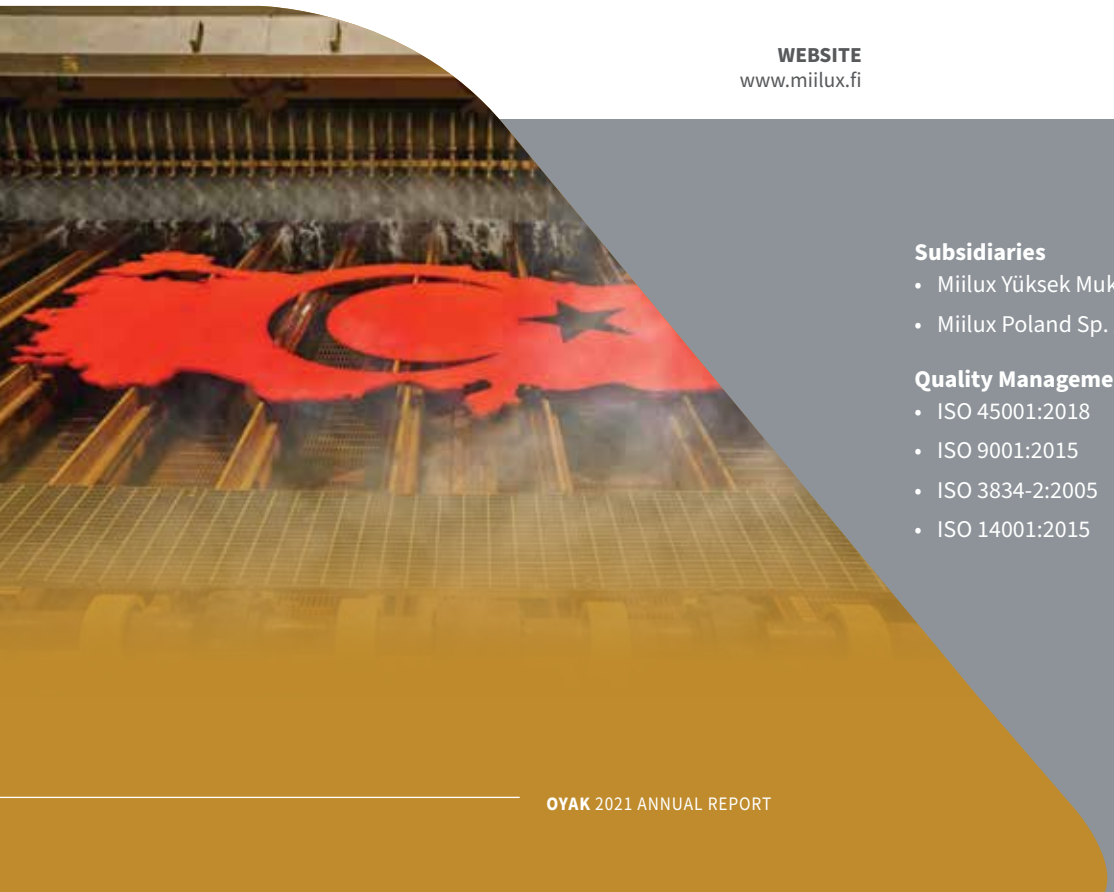
THE COMPANY PRODUCES STRATEGICALLY IMPORTANT HEAT-TREATED HIGH STRENGTH STEEL.

—

Türkiye's first domestic, heat treated high-strength steel production continued to expand in 2021, thus reducing dependence on foreign supplies of this steel.

In 2021, product development studies in the high-strength structural steel product group (HSS - QL) were completed. The company aims to start sales of this product group in 2022.

WEBSITE
www.miilux.fi



Subsidiaries

- Miilux Yüksek Mukavemetli Çelik Üretim A.Ş.
- Miilux Poland Sp. z.o.o.

Quality Management System

- ISO 45001:2018
- ISO 9001:2015
- ISO 3834-2:2005
- ISO 14001:2015

☑ 38,000 tons

The company has an annual production capacity of 14,000 tons at its Manisa facility, 12,000 tons at its Finnish facility and 12,000 tons at its Polish facility, with a combined production capacity of 38,000 tons.

☑ 14,000 tons

The company invested in a facility with a capacity with a capacity of 14,000 tons in Manisa.



YEAR OF FOUNDATION	YEAR OF OYAK'S PARTICIPATION	OYAK'S SHARE	AREA OF OPERATION
1994	2019	70%	PRODUCTION OF HEAT-TREATED HIGH STRENGTH STEEL

OYAK AKARYAKIT VE LPG YATIRIMLARI A.Ş.

OYAK Akaryakıt ve LPG Yatırımları is focused on investments and developing new businesses especially in the energy sector and its sub-branch sectors.

OYAK Akaryakıt ve LPG Yatırımları A.Ş. is focused on national and international services for exploration, research, production, transportation, processing, operation, distribution, storage, import, export, re-export and national and international investments for trade, and developing new businesses especially in the energy sector and its sub-branch sectors such as oil, fuel, electricity and natural gas. The Company continues its activities to establish a capital company and/or to participate in established capital companies.

The shares held by OYAK Renault Otomobil Fabrikaları A.Ş. and OYAK Denizcilik ve Liman İşletmeleri A.Ş. were transferred to OYAK Akaryakıt ve LPG Yatırımları A.Ş. as capital in kind on 31 December 2020 and the shares of MAİS Motorlu Araçlar İmal ve Satış A.Ş. were likewise transferred on 27 December 2021.

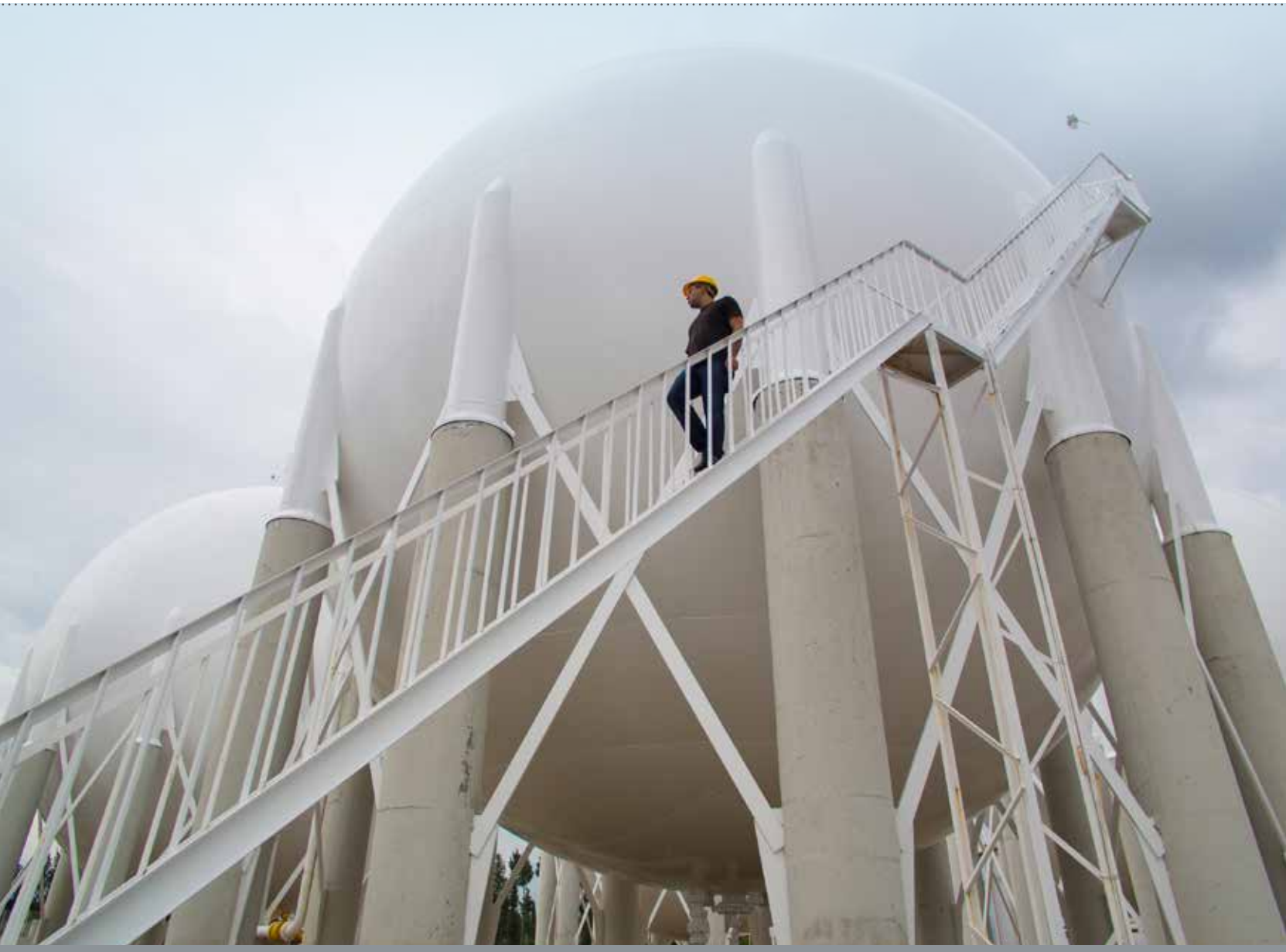
THE COMPANY IS FOCUSED ON INVESTMENTS AND DEVELOPING NEW BUSINESSES, ESPECIALLY IN THE ENERGY SECTOR AND ITS SUB-BRANCH SECTORS.

—

Subsidiaries

- OYAK Renault Otomobil Fabrikaları A.Ş.
- MAİS Motorlu Araçlar İmal ve Satış A.Ş.
- OYAK Denizcilik ve Liman İşletmeleri A.Ş.
- Güzel Enerji Akaryakıt A.Ş. (Total - M OIL)
- Likitgaz Dağıtım ve Endüstri A.Ş. (MİLANGAZ)





YEAR OF FOUNDATION

2013

YEAR OF OYAK'S PARTICIPATION

2013

OYAK'S SHARE

100%

AREA OF OPERATION

INVESTING IN THE AUTOMOTIVE, LOGISTICS, FUEL AND LPG COMPANIES

OYAK SAVUNMA VE GÜVENLİK SİSTEMLERİ A.Ş.

In 2000, OYAK Savunma ve Güvenlik Sistemleri A.Ş. (OYAK SGS), as an OYAK organization, initiated activities to meet private security needs. OYAK SGS offers physical and electronic security solutions in all sectors throughout Türkiye.

OYAK GÜVENLİK

More than 1,600 employees throughout Türkiye

OYAK SGS produces security solutions in line with the needs of its strategic partners in the most appropriate manner, with the awareness of its responsibilities to the environment, society and its employees. With its expert team, OYAK SGS provides asset security and it acts with high service standards in every project and task in order to achieve this.

OYAK SGS developed a risk analysis method, referred to as the Security Sensitivity Analysis (GÜVENHAN) methodology. OYAK SGS offers integrated security solutions through the GÜVENHAN methodology with more than 1,600 employees on duty at more than 120 service points spread over approximately 30 provinces in Türkiye.

Security related services at the OYAK Companies are provided with the backing of the significant know-how obtained from more than 20 years of experiences gained in the field, risk analysis and assessment work including GÜVENHAN and security studies.

Security 4.0 and quality-oriented practice

Within the scope of the concept of “Security 4.0”, internationally accepted ISO 9001 Quality, ISO 14001 Environment, ISO 45001 Occupational Health and Safety, ISO 27001 Information Security Management Systems are currently implemented at OYAK SGS.

Physical security services

Since 2000, OYAK SGS has been working on physical security services in order to contribute to asset security in the places it has served. In this context, OYAK SGS provides Security Sensitivity Analysis (GÜVENHAN), private security personnel services, strategic facility and critical infrastructure security services, security consultancy services, port facilities security (ISPS / RSO) services, person protection and travel management services.

WEBSITE
www.oyaksgs.com.tr



Quality Management System

- ISO 9001
- ISO 45001
- ISO 14001
- ISO 27001
- ISO 27001





Security technologies and solutions
OYAK SGS conducts electronic security and fire risk assessments with its expert teams which undergo constant improvement with a focus on developing technology. It provides design and consultancy services in the field of electronic security. In the field of fire, it provides design and consultancy services on fire detection and alarm systems and fire extinguishing systems.

The only organization to hold the "ISPS Code" in port security
OYAK SGS was authorized by the Ministry of Transportation and Infrastructure of the Republic of Türkiye in 2013 as a "Recognized Security Organization" (RSO) for ports. OYAK SGS is the sole RSO authorized to provide the Port Facility Security Officer (PFSO) training.

Arms training and range services
The OYAK SGS Ankara Indoor Shooting Range is designed to provide shooting experience. OYAK SGS also provides training with shooting simulation systems.

YEAR OF FOUNDATION
2000

YEAR OF OYAK'S PARTICIPATION
2000

OYAK'S SHARE
100%

AREA OF OPERATION
INTEGRATED ASSET SECURITY, CRITICAL INFRASTRUCTURE FACILITY SECURITY, PORT FACILITY SECURITY, ALARM MONITORING, SECURITY CONSULTANCY, RISK ANALYSIS

OYAK İNŞAAT A.Ş.

OYAK İnşaat provides engineering and consultancy services by undertaking the design, construction and assembly work for all kinds of buildings.

OYAK İnşaat A.Ş. was established in Ankara in 1982 within the framework of OYAK's social service activities in the field of housing, mainly to build low-cost housing with certain quality for OYAK members. The company has been operating in İstanbul since 2004.

OYAK İnşaat provides engineering and consultancy services by undertaking the design, construction and assembly work for all kinds of buildings such as housing, hospitals, industrial buildings, tourism facilities and military facilities. In addition to conventional construction systems, the company also successfully applies modern construction techniques such as prefabrication, tunnel formwork and steel construction in its projects.

Having gained significant experience in the fields of industrial plant, port, pipeline, road and similar infrastructure construction through its contribution to the investments undertaken by OYAK Group Companies, OYAK İnşaat has increased its competence in highway construction, dam weir, regulator modification and hydro-electric power plant rehabilitation projects within the framework of its international activities.

Prominent projects in 2021

- **The OYAK DRAGOS Project** consists of 414 homes, 156 offices and 10 shops. The structural construction of reinforced concrete, backfill and brick wall work was completed in 2021. In addition, within the scope of the project, the construction work on the exterior façade, screed, wall plaster, tiling and suspended ceiling work got underway. By the end of the year, 80% of the physical progress of the project, for which electrical and mechanical work is continuing, had been completed.
- **The OYAKKENT 3 Silüet Project** is planned to be realized on the OYAKKENT 1406/11, 1407/1 and 1408/4 parcels. The project includes a total of 1,029 homes, 23 detached houses and 20 commercial units. The general progress in the project, for which the excavation, structural construction, electrical and mechanical work had got underway in 2021, had reached approximately 6% by the end of the year.

WEBSITE
www.oyakinsaat.com.tr



Modern

In addition to conventional construction systems, the company also successfully applies modern construction techniques such as prefabrication, tunnel formwork, and steel construction in its projects.

Quality Management System

- ISO 45001:2018
- İSO 9001:2015

- Construction and shoring licenses were obtained in the **OYAK General Directorate Service Building (Tandoğan) project** on 19 June 2020. The excavation area reinforcement shoring work, excavation and sub-base soil reinforcement pile work for the project was completed in 2021. By the end of the year, the overall progress rate of the project, in which work on the construction of the structural reinforced concrete, foundation and curtain wall waterproofing, backfill, brick wall, electrical and mechanical work had got underway, stood at 25%.
- Excavation, rough construction reinforced concrete, foundation and curtain wall waterproofing, backfilling, electrical and mechanical work on the **OYAK Ankara Seyirce** plot started in 2021, with the licenses having been granted on 30 December 2019. As of the end of the year, the overall progress in the project was 26.4%.
- Pursuant to the license obtained on 2 June 2021 for the **Likitgaz Canister Manufacturing Plant**, the construction started on a total land of 58,898 m^2 within the borders of plot 126 and parcel 5 in Dörtyol district in Hatay province by transferring the land on 8 June 2021. The project involves the construction of a Canister Manufacturing Facility on a total construction area of 6,779 m^2. Construction work was completed by 31 December 2021.
- The construction of the 24 Classroom **Elazığ School Building Project** started on 24 August 2020. The building, the construction work for which was completed on 27 August 2021, was handed over to the **Elazığ** Directorate of National Education.
- Within the scope of real estate development activities, it is planned to complete the zoning plan revisions and renovation license works for the projects to be realized on the lands owned by OYAK, which are namely OYAKKENT 4, OYAKKENT 5, OYAKKENT 6, Ayazağa, Urla, Çiğli, Mordoğan, Ankara Zirvekent; have the zoning plans with all scales approved, obtain construction licenses.

IN ADDITION TO CONVENTIONAL CONSTRUCTION SYSTEMS, THE COMPANY ALSO APPLIES MODERN CONSTRUCTION TECHNIQUES SUCH AS PREFABRICATION, TUNNEL FORMWORK, AND STEEL CONSTRUCTION SUCCESSFULLY IN ITS PROJECTS.

—

Completed projects in 2021

- Likitgaz Hatay Dörtyol Canister Manufacturing Plant Construction Project
- OYAKKENT Fuel Station Construction Work
- 24-classroom Elazığ School Building Project

Projects which were ongoing at the end of 2021

- OYAK Dragos Project
- OYAKKENT 3 Silüet Project
- OYAK General Directorate Service Building Construction Work
- OYAK Seyirce First Stage Housing Project
- New zoning plan work for the OYAK İzmir Urla Bademler, İzmir Çiğli Harmandalı, İzmir Mordoğan, İstanbul Ayazağa, Ankara Zirvekent, Yalova Çiftlikköy, Erdemir Yalova Taşköprü plots
- Ferbis Tarım Niğde/Bor Additional Factory Building Work
- Hektaş Orhangazi Buildings Renovation Work
- Akdeniz Chemson Kimya Aliağa ALOSBİ Logistics Center

Moreover, the repair and renovation work for the OYAK General Directorate Buildings, the land development, zoning plan and security services for land owned by OYAK as well as various repair, renovation and consultancy services for the OYAK Companies were among the projects ongoing at the end of 2021.

YEAR OF FOUNDATION

1982

YEAR OF OYAK'S PARTICIPATION

1982

OYAK'S SHARE

100%

AREA OF OPERATION

CONSTRUCTION, CONTRACTING, CONSULTING SERVICES

OYAK PAZARLAMA HİZMET VE TURİZM A.Ş.

OYAK Pazarlama also carried out work to improve its non-OYAK customer portfolio in 2021.

Serving within OYAK organization until 1998, Ordu Pazarları was turned into a joint stock company with the title of OYPA OYAK Büyük Mağazacılık T.A.Ş. in 1998.

The company's activities in the field of large retail were terminated in 2002. In 2004, the company's field of activity was expanded to include hygiene services, tourism, event organization and ticket sales activities. Moreover, its title was changed to OYAK Pazarlama Hizmet ve Turizm A.Ş. (OYAK Pazarlama). In 2014, technology services were added to the Company's activities.

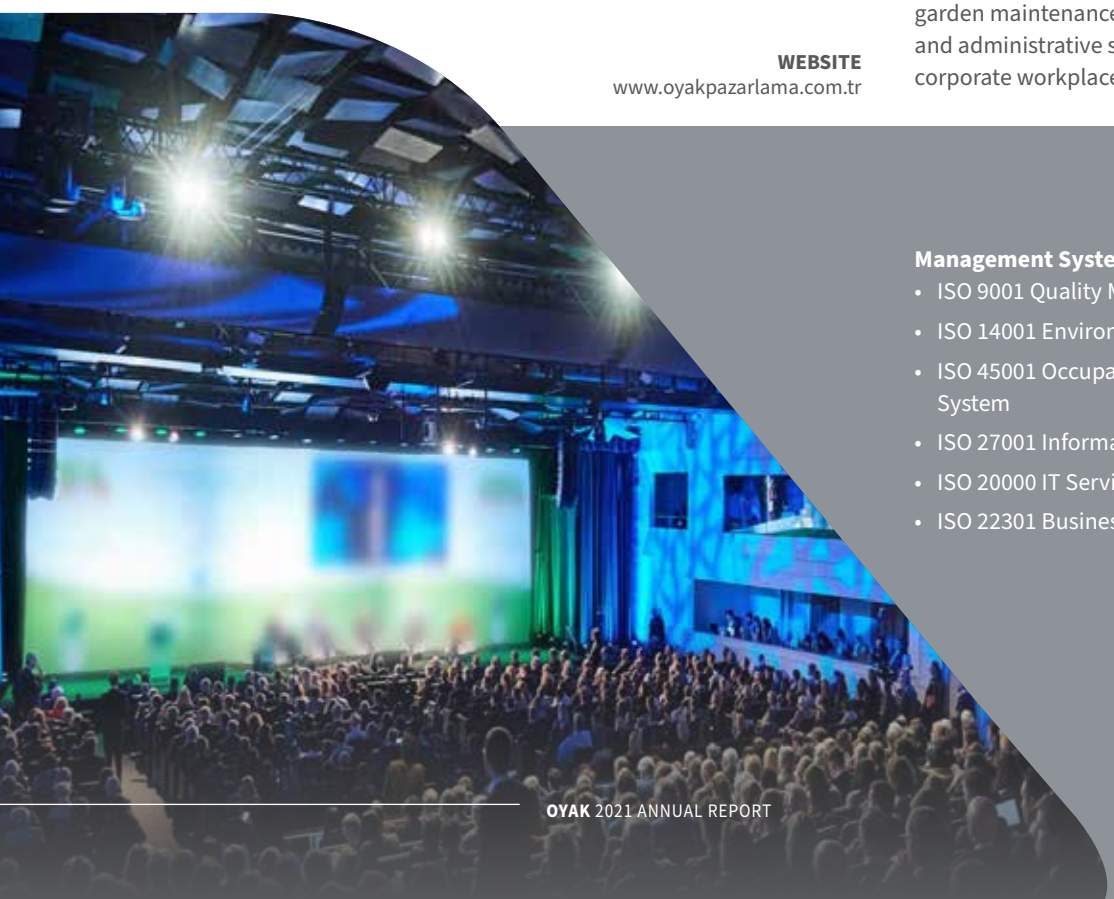
In the field of tourism services, OYAK Pazarlama provides a full range of services to in-group and non-group companies within the scope of the A group travel agency and tourism organizations, from domestic and international organizations to hotel reservations, from flight ticket services to visa services. In addition, offering affordable hotel options and tour packages to the OYAK members in summer and winter seasons via the OYAK Platform continued also in 2021.

WITH THE TITLE OF "GROUP A TRAVEL AGENT", OYAK PAZARLAMA PROVIDES FULL COMPREHENSIVE SERVICES IN THE FIELD OF TOURISM.

In the field of technological services, the company provides consultancy and professional information system support services on network, security, system management.

The services offered by OYAK Pazarlama in the field of facility management include technical maintenance and repair, garden maintenance, professional cleaning, disinfection and administrative support services in industrial areas and corporate workplaces such as high-end office buildings.

WEBSITE
www.oyakpazarlama.com.tr



Management Systems

- ISO 9001 Quality Management System
- ISO 14001 Environmental Management System
- ISO 45001 Occupational Health and Safety Management System
- ISO 27001 Information Security Management System
- ISO 20000 IT Service Management System
- ISO 22301 Business Continuity Management System



YEAR OF FOUNDATION

1998

YEAR OF OYAK'S PARTICIPATION

1998

OYAK'S SHARE

100%

AREA OF OPERATION

TOURISM SERVICES, FACILITY MANAGEMENT SERVICES AND TECHNOLOGICAL SERVICES



SUSTAINABILITY, OCCUPATIONAL HEALTH AND SAFETY

ABOUT THE REPORT

The Sustainability and Occupational Health and Safety (OHS) section of the OYAK 2021 Annual Report addresses the evaluations of OYAK and the OYAK Group companies in regards to their corporate culture, stakeholder relations, long-term goal oriented value creating business strategies and how opportunities and risks are managed.

This part of the report covers the activities of OYAK and the OYAK Group Companies operating in the mining metallurgy, cement concrete paper, automotive logistics, energy, food, agriculture and animal husbandry and chemicals sectors within the period of 1 January 2021 to 31 December 2021.

In the entire value chain extending to OYAK and the OYAK Group Companies, material issues within the scope of sustainability and the OHS and the materiality analysis, which was created within the framework of these issues, were prepared with reference to the Global Reporting Initiative Standards (GRI), Sustainability Accounting Standards Board (SASB) and Sustainability Reporting Guidelines.



SUSTAINABILITY AND THE OHS CULTURE AT OYAK

OYAK maintained its activities with a focus on sustainable growth and efficiency in 2021, amid the continuing effects of the pandemic. OYAK stepped up its efforts to transition to a sustainable transformation with its infrastructure for safe working.

AT OYAK, THE DEVELOPMENT OF A SUSTAINABLE CORPORATE CULTURE IS SUPPORTED BY ESTABLISHING HEALTHY AND REGULAR COMMUNICATION WITH STAKEHOLDERS THROUGH VARIOUS COMMUNICATION MECHANISMS.

—

Agile governance

Maintaining its activities by focusing on sustainable growth and efficiency in 2021, amid the continuing effects of the pandemic, OYAK accelerated its efforts in transitioning to the sustainable transformation with its infrastructure for safe working.

OYAK's OHS and Sustainability Committees carry out their work by closely monitoring performance and practices. Relevant committees are responsible for integrating sustainability and OHS strategies into activities, preparing business plans and roadmaps, identifying and managing risks and opportunities, especially legal compliance, developing best practices and supporting the maturation of sustainability corporate culture.

The OYAK Group Companies increased their reflex ability in response to all kinds of uncertainty in the external environment with the agile approach which was quickly adopted by the business world during the pandemic. In this vein, they stepped up the risk assessment and opportunity identification activities against unforeseen changes. Establishing a sustainable and high-quality customer experience by emphasizing the importance placed on organizational culture to develop skills and experience related to agile methods is a key priority for the OYAK Group Companies. The adoption and support of the dimensions of the process by the employees has become indispensable in sustainability governance.

Corporate work, which primarily serves six of the United Nations Sustainable Development Goals, continued in 2021.

The SDGs



Sustainability material issues

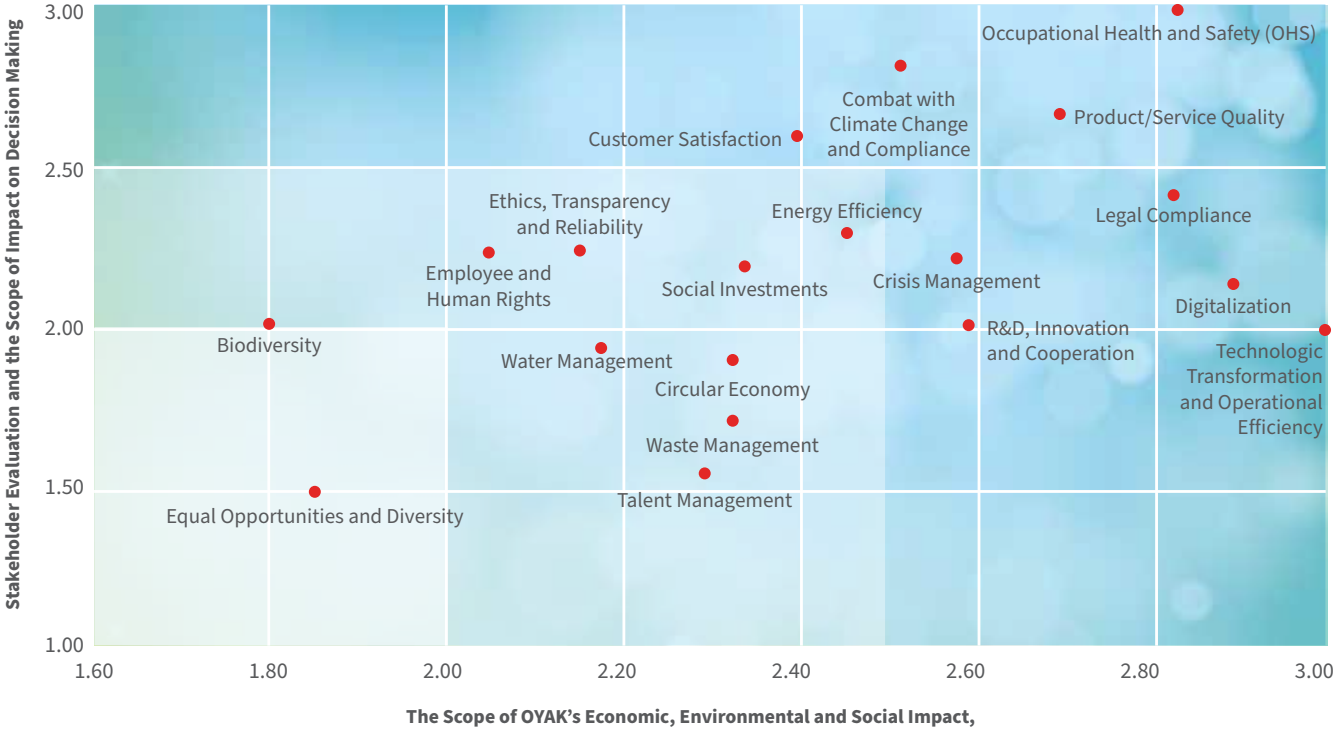
OYAK supports the development of a sustainable corporate culture by establishing healthy and regular communication with its stakeholders through various communication mechanisms.

Materiality analysis for 2021 was carried out together with OYAK employees and stakeholders.



OYAK's sustainability culture places priority on efficient production through the optimal use of resources.

MATERIALITY ANALYSIS AT OYAK AND THE OYAK GROUP COMPANIES IN 2021



EFFICIENT USE OF RESOURCES

OYAK's sustainability culture places priority on realizing efficient production through the optimal use of resources.

Waste management and circular economy

The Circular Economy Action Plan decision, adopted by the European Parliament on 10 February 2021, is one of the most important components of the European Green Deal.

The Circular Economy Action Plan, which is focused on the product throughout its life cycle, is aimed at product design, supporting circular economy processes, strengthening sustainable consumption and using resources to contribute to the national economy in the longest possible time frame.

In 2021, OYAK Çimento continued its industrial symbiosis activities with the OYAK Companies and non-OYAK companies in order to reduce the environmental impacts of wastes and the use of primary resources, and to create economic value.

443,000 tons of alternative raw materials were used in OYAK Çimento Factories in 2021.

The product input of İsdemir in industrial symbiosis applications stood at 1.47 million tons with the OYAK

SUSTAINABILITY AND THE OHS CULTURE AT OYAK

The Zero Waste Management System was established at the OYAK Group Companies. Zero waste certifications were completed in line with the Company performance targets.

IN ADDITION TO THE FINANCIAL SAVINGS ACHIEVED AS A RESULT OF USE OF ALTERNATIVE FUEL AND ALTERNATIVE RAW MATERIALS, ENVIRONMENTAL VALUE WAS ALSO CREATED BY PREVENTING DISPATCH OF THIS WASTE TO LANDFILLS.



Companies and 107,000 tons with non-OYAK companies, thus saving 1.58 million tons of natural resources with the financial savings achieved through industrial symbiosis applications reaching TL 44.5 million.

Within the scope of waste management implemented by İSKEN, ash and gypsum produced from the activities of coal-fired power plants is not considered as waste, with almost all ash and gypsum brought back to the economy. In 2021, approximately USD 450,000 was earned from 326,000 tons of by-products. In this framework, the produced ash and gypsum are certified as by-products to be used as building materials.

Zero waste practices

Zero Waste Management System was established at the OYAK Group Companies. Zero waste certifications were completed in line with the Company's performance targets. In order to increase waste reduction measures at the OYAK Companies, the waste reduction target given to companies is 15% on average.

In 2021, after the lifting of pandemic measures, employees started to return to the office. Despite this, and the increase in the consumption of disposable products, a high level of operability of the Zero Waste Management System was ensured in terms of zero waste applications.

Some of the waste reduction practices are mentioned below:

- Re-use was ensured by returning packages to the relevant company by choosing which materials can be purchased with deposited cash.
- Recycled copy paper started to be used.
- Printers were set to automatically print on both sides of paper.
- The use of tertiary packaging material in the products was cancelled, paving the way for reduced consumption of paper and cardboard. Lighter packaging started to be used in primary and secondary packaging.
- Basic food raw materials were procured in large volumes.
- Awareness-raising communication activities were carried out in order to prevent waste generation and encourage reduction of waste.

Gains as a result of the zero waste practices at the OYAK Group Companies in 2021 were as follows:

- By preventing the felling of 69,000 trees, approximately 2.75 million m^2 of woodland was saved.
- The 1,154 tons of greenhouse gas emissions prevented are equivalent to the greenhouse gas emissions of 178 people in Türkiye for one year.
- Energy savings of 28 million kWh correspond to the energy needs of approximately 9,800 people.

CORPORATE HANDPRINT

At OYAK, we actively participate in multilateral work within the scope of climate change. Work is carried out with maximum effort to improve the process within the framework of the long-term interests of our country and the low-carbon development model of the sectors.

OYAK HAS ADOPTED AN APPROACH OF ASSESSMENT OF CLIMATE RISKS IN ALL OF ITS OPERATIONAL PROCESSES IN ORDER TO BE PREPARED FOR THE RISKS OF CLIMATE CHANGE.

—

The Paris Agreement, signed by our country in 2016, was ratified by the law passed by the Turkish Grand National Assembly on 7 October 2021. The agreement's entry into force ushers in a new era in the fight against climate change in our country.

In this context, the Nationally Determined Contribution (NDC) document, which was submitted to the United Nations Framework Convention on Climate Change (UNFCCC) Secretariat in 2015 and which summarizes the work planned to be carried out until 2030, will be updated. The measures and work to achieve the targeted emission reductions in the energy, industry, transportation, construction, waste and agriculture and forestry sectors responsible for greenhouse gas emissions will be shaped within the scope of the NDC update. In addition, with the ratification of the Paris Agreement, our President has pledged a commitment to achieving net zero carbon emissions by 2053. The process leading to the achievement of this commitment started with the preparation of Türkiye's Long-Term Climate Change Strategy and Action Plan. It is thought that the long-term strategy and action plan will play a key role in the transition of sectors to a low-carbon and climate-resilient economy, with the studies carried out under the coordination of the Ministry of Environment, Urbanization and Climate Change expected to be completed in 2022 and submitted to the UNFCCC.

At OYAK, we actively participate in multilateral work within the scope of climate change, and work is carried out with maximum effort in order to improve the process within the framework of our country's long-term interests and the low-carbon development model of the sectors.

In order to increase the resilience and adaptation capacity of the business world to the current and future effects of climate change, it is imperative that companies determine the level of vulnerability and integrate it into the business model by creating action plans.

To prepare for the risks of climate change, OYAK has adopted the climate risk assessment approach in all of its operational processes, and has initiated the "Climate Change Analysis Project" to evaluate climate risks and opportunities for six sectors and 20 companies based on the TCFD approach. In addition, as a potential domino effect, it has included the necessary activities to identify these risks throughout the supply chain in its planning. The project outputs will also include business models and decisions that can be transformative, inspiring and pioneering for the sectors in which OYAK operates.

Emission reduction and compliance work

The European Green Deal was prepared in a broad perspective with the aim of rendering the European continent carbon neutral by 2050, improving the quality of life while reducing emissions, promoting the circular economy and generating jobs.

The EU has proposed a number of strategies to achieve its objectives under the Green Deal. One of these has been the Carbon Border Adjustment Mechanism (CBAM), which will present an additional carbon cost for countries that export to the EU and do not limit or price their emissions. The aim of the mechanism is to prevent carbon leakage for sectors producing within EU borders and to create a worldwide incentive for low carbon production. It is based on the comparison to be made on the carbon intensity of the goods of the EU importers and paying a price accordingly. The mechanism is expected to be fully in place following a transition phase. The existing EU Emissions Trading System rules are also expected to be amended to sustain economic development in the face of potential losses to competitiveness which could lead to carbon leakage.

CORPORATE HANDPRINT

In order to reduce emissions while diversifying their energy sources, the OYAK Group Companies give ever increasing importance to renewable energy sources every passing year.

As the European Union is a primary market for Turkish exports, the CBAM is likely to have a significant impact, especially on emission-intensive export items.

The Green Deal Action Plan of Türkiye was prepared by the Ministry of Commerce on 16 July 2021. The Action Plan aims to achieve harmony with the regulations and principles adopted within the scope of the European Green Consensus in order to contribute to the transition to a more sustainable, resource efficient and green economy in a way that will ensure and carry forward Türkiye's integration into this new era and rules. A detailed study on the subject was carried out with an evaluation of its impact on our sectors.

In addition, the necessary analysis work was initiated to determine the cost burdens of the CBAM and its impact on competitiveness in the OYAK Group Companies operating in the steel and cement sectors, which are the priority sectors. The conditions required for the EU Taxonomy harmonization work, which include the requirements for compliance with the "Green Finance Framework", have also been examined by the same priority sectors.

In 2021, the OYAK Group Companies continued to work on the implementation of new technologies and opportunities to improve efficiency in order to reduce greenhouse gas emissions.

A solar power plant with a capacity of 3,483 kWp was installed on the roof of Ersem Manisa facilities, with electricity generation getting underway, thus preventing CO_2 emissions of 2,306 tons/year.

In line with the developments in vehicle and machinery technology in the market, Güzel Enerji has started to work on the production and development of products taking into account environmental sensitivities, and its existing product range was renewed in this direction.

The 72 efficiency increasing projects carried out at the mining metallurgy, energy, chemicals, agriculture and automotive companies achieved energy savings of 545 million kWh, equivalent to the annual energy consumption of approximately 190,000 consumers. This prevented the emission of approximately 300,000 tons of greenhouse gasses, saving TL 276 million.



Energy efficiency and renewable energy

Energy efficiency and reducing energy consumption remain the key issues in sustainability practices. In order to reduce emissions while diversifying their energy sources, the OYAK Group Companies are attaching ever greater importance to renewable energy sources with each passing year.

107.6 million kWh of renewable energy was generated from the solar power plants in the Adana and Mardin facilities of OYAK Çimento and the biomass power generation plant at OYKA. In addition, 76.6 million kWh of electricity was generated from the waste heat recovery plants in the Bolu and Aslan Çimento.

İSKEN has set targets in its activities starting from the selection of fuel and technology to waste management and resource use. The reduction in greenhouse gas emissions at the power plant is due to its design. While coal-fired power plants operate with an average efficiency rate of 35-36% in Türkiye, İSKEN operates with 40% efficiency. Accordingly, it has one of the lowest greenhouse gas emission intensity rates among other enterprises in its sector.

Continuing to develop innovative products and to offer special solutions which meet the different needs of its customers, the OYAK Group Companies carefully monitor the sector-specific technological and scientific developments. Digitalization, on the other hand, maintains its place as a powerful tool with a priority of managing change.

Restructuring for sustainable products

Continuing to develop innovative products and offer special solutions that meet the different needs of its customers, the OYAK Group Companies carefully monitor technological and scientific developments specific to the sectors, in which they operate. Digitalization, on the other hand, maintains its place as a powerful tool which is deployed to manage change.

In line with its sustainability approach and quality policy, OYAK fulfils its product needs responsibility while producing with technology, reliability and high efficiency in accordance with local and international standards. In 2021, the OYAK Group Companies accelerated their work on innovative and value-added products that will strengthen climate-oriented transition work over the next ten years. In addition, while R&D and innovation work is carried out with due regard to product quality, improvement trials continue in the fields of biomass, waste and emissions.

In 2021, a budget of TL 215 million was allocated to R&D and innovation activities within OYAK.

New generation cements with calcined clay additive and calcined clay process technologies, new generation alternative fuel combustion cells, self-cleaning and the air-cleaning cement project are among the inventions and developments at the OYAK Cement Companies. Relevant patents were obtained in Türkiye and Europe.

At Aslan Çimento, product development studies continue in order to contribute to environmental sustainability by using high-additive cement. These efforts led to a reduction in 225,890 tons of CO_2 emissions with the cement produced using 251,151 tons less clinker. Work is carried out on the mortar and ready-mixed concrete performances of cements with additives, which are produced by using high and low alkaline clinker.

Trial studies were carried out on CEM II / A-LL 42.5R type cement, which can replace limestone-added CEM I 42.5R type cement, at Ankara Çimento. The Performance Constancy Certificate of the product was obtained, confirming the reduced use of clinker and, indirectly, the reduction in CO_2 emissions. A Waste Laboratory was established for Refuse Derived Fuel analysis. Within the scope of the study carried out to make use of the blast furnace slag produced by the iron and steel sector, patent studies were initiated on 7 different subjects in concrete plants.

In 2021, 59 R&D projects were carried out at İsdemir. In addition, the Company took part in a European Union project for the use of steelwork slag and some iron-containing wastes as oxygen carriers in chemical cycle combustion systems. Collaborations are established to carry out projects under the EU Green Deal on the reuse of waste, the reduction of emissions by using biomass in certain proportions in iron and steel processes, hydrogen technologies and carbon capture and storage technologies.

64 R&D projects were carried out at Hektaş, including the development of an automatic system for irrigation and drip fertilizer with the Internet of Things (IoT), precision agriculture practices, the Hektaş Safe Food Platform, wheat, corn and sunflower seed improvement projects.

At Akdeniz Chemson, globally accepted Stage-Gate project management methodology is used to ensure the right resource investment us undertaken for the right project. The most important criterion taken into consideration when selecting the ideas to pursue as an R&D project is the compatibility of potential products with the EU Green Deal, which seeks a solution to the climate crisis and aims to establish a sustainable life and economic system. Within the scope of REACH Regulation, work in the legal process continues for the purpose of harmonization with national legislation. Examples of improving products within the framework of the EU Green Deal are the “Sustainable (Green) Solvents Production” and “Synthesis of Alternative Beta-Diketone” projects.

CORPORATE HANDPRINT

OYAK and the OYAK Group Companies have started to give more importance to the design and content detailing of the purchased product during the procurement processes. In this context, work continues for replacing hazardous chemicals with harmless or less harmful chemicals in full continuity.

Green purchasing- Green labelling

OYAK and the OYAK Group Companies have started to give more importance to the design and content detailing of the purchased product during the procurement processes. In this context, work continues on replacing hazardous chemicals with harmless or less harmful chemicals in full continuity.

The feasibility of the process is carried out by considering the technical specifications, environmental and the OHS requirements at the purchasing stage. In addition to the contracts entered into with suppliers during the purchasing processes, an OHS and Environmental Commitment is signed.

OYAK İnşaat ensures that the products to be used in the OYAK Dragos Project, the construction process of which is ongoing, are selected by considering the energy efficiency criteria. Care is taken to select all products to be used in the OYAKKENT Project from materials with environmental impact declarations such as greenguard and cradle to cradle. In addition, when selecting refrigerants in mechanical systems, priority will be given to choosing refrigerants which comply with the Montreal Protocol, and which do not deplete the ozone layer and have a reduced effect on global warming. Priority will also be given to the use of green vehicles with electric vehicle charging units in the enclosed car park.

At Akdeniz Chemson, the use, transmission of safety data sheets and labelling of products is carried out by paying attention to customer satisfaction beyond the legal requirements.

At Güzel Enerji, product technical information files and safety data sheets for all products are accessible and available on the corporate website.

PROTECTION OF ECOSYSTEMS

In the management of water resources, supporting ecological restoration, improving water quality, and the establishment of mechanisms which will reorganize water consumption according to the needs of industry, agriculture and nature are among the material issues for OYAK.

With an awareness that the water crisis will be one of the main risks we face the next ten years, the OYAK Group Companies continue to take measures to minimize the stress on water resources and water quality in the regions where they operate. In the management of water resources, it is important to use water resources in a manner which is sustainable and which protects the water resource.

In their use of surface water, groundwater and sea water, the OYAK Group Companies place preference on water recovery applications and the method of controlling at the source. Withdrawals at water resources and water consumption at the factories are monitored instantly and reported on a daily, monthly and annual basis. If investments are to be undertaken in regions suffering from water stress, attention is paid to the selection of more efficient technologies with low water consumption. When it comes to ongoing activities, attention is paid to the continuity of water saving efforts. Maintaining regional relations which respect stakeholders' water rights is a part of OYAK's corporate culture.

The main goal of the OYAK Group Companies for 2022 and beyond is to use water resources efficiently and to ensure savings are even more effective.

At İSKEN, water related risks and opportunities are evaluated in update work carried out at least once a year within the scope of the integrated management system. Taking the cooling water needed for power plant activities from the sea and returning it with deep sea discharge is subject to permissions and licenses from the Ministry of Environment, Urbanization and Climate Change. All kinds of controls, monitoring and inspections continue throughout the year. Moreover, the Çukurova University Faculty of Fisheries has been conducting a comprehensive marine ecology study since the Environmental Impact Assessment process at the power plant in the area where the deep-sea discharges are carried out. No adverse effects have been observed from the deep-sea discharge.



Biodiversity

At OYAK İnşaat, the site data is shared with the designers before starting the project work. It is ensured that the projects are produced with optimum solutions that will not harm the natural area. As a result of the optimum solutions reached, the trees that cannot be protected are transplanted to nearby environment, thus contributing to the efforts to protect biodiversity. Moreover, the concrete area under the ground is kept to a minimum, with the design carried out to maximize the connection between plant roots and the soil.

Kümaş determines strategies to prevent deterioration and to protect biodiversity in the region where it operates. It works in accordance with planned programs with deadlines.

A project to contribute to tree planting and green space will be set out by Tamek in cooperation with the Bursa Regional Directorate of Forestry in 2023 with the aim of providing a value-added product chain from the field to the table, with the project setting out plans for the design and project work for organic agriculture.

For many years, İSKEN's monitoring project on soil, plants and products for the monitoring of the terrestrial ecosystem in the region has been carried out by the Provincial Directorate of Food, Agriculture and Livestock and the Faculty of Agriculture at Çukurova University, and there has been no negative impact. With the landscaping work carried out since its establishment, over 1 million roots have been planted in the power plant area. In this context, good agricultural practices are carried out by creating citrus orchards to set an example in the region. The olive tree is suitable for the local climate, with only limited cultivation areas in the region. Approximately 100,000 olive seedlings were planted in the region with the aim of popularizing the olive tree within the framework of a long-term Social Responsibility project which aims to offer an alternative source of income to farmers in the region.

CORPORATE HANDPRINT

At OYAK, "Management of Change" has gained pace with digitalization. All processes related to environment and the OHS at the OYAK Group Companies have been digitalized through the development of the technological infrastructure in order to monitor and manage business performance. The ODAK software project, which had got underway in 2020, started to be implemented in 2021.

Corporate performance - digitalization

The "Management of Change" has accelerated at OYAK with digitalization. All processes related to the environment and the OHS at the OYAK Group Companies have been digitalized with the development of the technological infrastructure in order to monitor and manage business performance. The ODAK software project, which had got underway in 2020, started to be implemented in 2021.

Stakeholder and Supplier Relations - Corporate Social Responsibility

OYAK believes in the importance of establishing partnerships and effective communication with stakeholders and suppliers in order to create long-term, goal-oriented value. Various communication methods such as supplier days, sectoral business associations and social responsibility projects are used to accurately understand stakeholder views, demands and expectations.

Erdemir, one of OYAK's Mining Metallurgy Companies, organized the sixth "Steel and Life Sculpture Competition" in order to draw attention to the indispensable role of steel in life and to support the young talent that will play a role in the development of the art of sculpture.

1,015 tablets were supplied and were delivered to the students, who could not access distance education in Ereğli, and who are in need.

In order to pass on the cultural heritage of Karadeniz Ereğli to future generations and to support women's enterprise, the project of "Let the Elpek Cloth Be Woven and Our Cultural Heritage Be Protected (Elpek Bezleri Korunsun, Kültürel Mirasımız Korunsun)", was implemented. Relevant training and production activities got underway.

Revisions related to the ergonomics are carried out to provide ease of use in the ongoing and completed housing projects of OYAK İnşaat. The revisions were initiated upon request from disabled members and the members with disabled spouses and children. The Elâzığ school construction project, which was initiated after the Elâzığ earthquake in 2020, was completed. The project was delivered to the Elâzığ Provincial Directorate of National Education in 2021.

Aiming to support the development of students studying in the Vocational and Technical Anatolian High Schools by increasing their practical abilities on electric vehicles, the Ministry of National Education and Renault MAİS entered an agreement of cooperation.

At Likitgaz, stakeholder meetings were held with local people and non-governmental organizations within the scope of construction activities in 2021. Evaluation studies were conducted with the Boğaziçi University in order to see the climate change risks for the established facilities and with ITU (İstanbul Technical University) and the Marmara University for coastal facility operations.

At Kümaş, the planned projects and their environmental impacts were explained in the EIA Public Participation meetings held for the areas where production activities are planned to be realized with the participation of local people and stakeholders in the local area.

Equality of Opportunity

At OYAK, equal opportunity is matured by the broad and open-minded policies of process owners, managers and team leaders. In order to strengthen positive steps, learning and development programs, meetings, team work, the use of effective internal communication channels are integrated into the human resources department's ways of doing business.

At OYAK Renault, practices have been initiated to increase the proportion of women employees with an informative guide emphasizing gender equality, called ÖzdeEşit-SözdeEşit (Equal in Essence-Equal in Words).

The corporate mentoring practice for women employees and a test study, which is open to the participation of all employees, was conducted in order to increase individual awareness regarding the prevention of discrimination on the basis of gender.

OMSAN has started a project to increase the number of women drivers in line with its 2022 targets.

In 2021, Hektaş employed 48 women. Moreover, through its support to the "Barrier Free Agriculture" Project, students

Erdemir was awarded in the category of "Those who paved the way for Youth" in the Joint Future award program organized by the Turkish Confederation of Employer Associations.



with special needs were offered the opportunity to gain work experience in agriculture and receive vocational training. Support is scheduled to continue in 2022.

After the fires affecting agricultural production areas as well as forest areas in 2021, Hektaş implemented the "Reconstruction with Soil" project to support ecological and agricultural rehabilitation. Plant nutrition product support was provided to all producers who were suffered losses from the fires which ravaged Manavgat in the Antalya province. The "Agricultural Innovation, Training and Experience Center" was established on 607 decares of land in the Orhangazi district of Bursa and is one of the few projects of its kind in the world. The facility was established with the aim of enabling Turkish farmers to learn by exposing them to innovative, technological and productivity-oriented agricultural practices. The facility hosted the first groups of producers, dealers and engineers in 2021. It will start to be at the center of activities for all stakeholders as well as producers from 2022.

IN 2021, GÜZEL ENERJİ TOTAL İSTASYONLARI WON A TOTAL OF THREE AWARDS, INCLUDING ONE SILVER AND TWO BRONZE AWARDS IN THE STEVIE INTERNATIONAL BUSINESS AWARDS WITH THE "THE ENERGY OF TWO HANDS IS BEAUTIFUL" PROJECT AND THE "VIDEO CALL CENTER" SERVICE.

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Awards

Prioritizing its work in the field of education, Erdemir continued to support the work of the Zonguldak Bülent Ecevit University Space Team in 2021.

In 2021, Türkiye's first pocket satellite, "Grizu-263A", which was produced by the space team, was launched into space on 13 January 2022 with a Spacex rocket, thus starting its mission which will last for about 4 years. With its support to the **Grizu-263 Space Team**, Erdemir was awarded in the category of **"Those who paved the way for Youth"** in the **Joint Future** award program organized by the Turkish Confederation of Employer Associations.

In 2021, Güzel Enerji Total İstasyonları won a total of three awards, including one Silver and two Bronze awards at the Stevie International Business Awards for its "Energy of Two Hands is Beautiful" project and its "Video Call Center" service. The "Energy of Two Hands is Beautiful" project was implemented in order to strengthen and support individuals such as children, the elderly and the disabled, who are among the social stakeholders which need to be specially protected. The project was awarded the bronze award in the diversity and inclusiveness category of the TİSK Joint Future award program.

The Hektaş Smart Assistant mobile application was strengthened with new modules for manufacturers during the pandemic period. The app was awarded in the "Mobile Application" category at the Social Media Awards Türkiye 2021, organized in cooperation with Marketing Türkiye and BoomSonar.

THE OYAK OCCUPATIONAL HEALTH AND SAFETY CULTURE

While ensuring that the OYAK safety culture is sustainable throughout OYAK, the basic management approach is to convey the importance of zero-accidents to all employees. In addition to the zero-accident target, measurable and challenging targets, determined in accordance with the multi-sectoral structure, mediate in the continuous improvement of the OHS performance.

OYAK's principle management approach is to convey a zero-accident awareness to all employees while ensuring the sustainability of the safety culture throughout the entirety of OYAK. In addition to the zero-accident target, measurable and challenging targets determined in accordance with OYAK's multi-sectoral structure play an important part in the continuous improvement of OHS performance.

In 2021, works regarding the software project named ODAK continued in order to manage sustainability and OHS activities in a more effective and quicker manner. The software infrastructure was developed and started to be used in 2021. With the "ODAK" project, the process of collecting, processing and managing all information, documents, data and processes of the OYAK Companies regarding sustainability and OHS activities under a single roof has begun. In this respect, ODAK is the first and only integrated software in Türkiye where occupational safety, occupational health, environment and process safety operations can be managed holistically in a multi-sectoral structure.

The Behavior Oriented Safety Management (BOSM) System at Erdemir and İsdemir is one of the OHS practices implemented to promote safe behaviors. This system is aimed at ensuring that all employees perceive OHS risks, acquire an OHS culture, share the same sensitivity, and develop safe behaviors instead of frequently encountered risky behaviors. The process is constantly supported by training programs.

The OYAK Companies completed the transformation to the ISO 45001:2018 Management system by integrating occupational health and safety into their business processes in 2021.

Activities were carried out to manage occupational health and safety with risks and opportunities, and to create an occupational health and safety culture, including subcontractors and suppliers.

Proactive electronic communication of incident reports of occupational accidents developed by the OYAK Cement Concrete Paper Group in order to raise awareness and prevent the same incident from occurring in other sites continued to be implemented.

The OHS Incentive and Fine issues were redefined and integrated into the OHS system.

IN 2021, COMPLIANCE WITH MEASURES AT ALL SITES WAS CONTROLLED, MONITORED AND REPORTED ON A DAILY BASIS IN ALL SHIFTS IN ORDER TO PREVENT THE SPREAD OF COVID-19.

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The pandemic management process and measures in 2021

In order to prevent the spread of Covid-19 in 2021, compliance with the designated measures at all sites was controlled, monitored and reported daily in all shifts, while ensuring the continuity of the implementation of existing OHS system practices. Relevant improvements were made through the communication of the Covid-19 coordination teams. The TSE Covid-19 Safe Production Certificates, which had been obtained by the OYAK Companies in 2020, were renewed in 2021.

Practices offered at the OYAK Companies in 2021 within the scope of health services other than occupational risks

At Erdemir, all employees continued to be provided with medical laboratory examination services for health problems that develop independently of occupational risks. In the event of a serious illness requiring surgery or hospitalization, the service was provided by establishing coordination with the provincial and non-provincial hospitals. Preventive training was provided for people with chronic diseases such as obesity, diabetes and metabolic syndrome.

During this period, an online dietitian service was provided at OYAK Renault, and 994 people received this service. Employees received psychologist services both within and outside the company. In addition to pandemic measures, all suspected and positive cases were followed up before and after recovery.

At the Group Companies, Private Health Insurance has been expanded to cover Covid-19. With the OYAK Health Platform, health discounts were provided for employees and their relatives in contracted health institutions. Online consultations with doctors alongside obtaining second opinions from doctors through uploading documents such as examinations and analysis were provided through the OYAK Doktorum Mobile Application.

OYAK Renault was awarded first prize in the Automotive field in the "Strong Communication, Safe Workplace" competition held by the Ministry of Labor and Social Security. In addition, OYAK Renault was awarded second prize with its "Zero Accident, Zero Defect" practice.





The Covid-19 Safe Production Certificate, which had been obtained in accordance with the TSE standards in cleaning works within the scope of the pandemic process throughout Sagra, was renewed in 2021. Within the scope of Covid-19 Safe Production, a hygiene and sanitation plan and a contamination-based prevention plan were prepared, and controls and follow-ups were stepped up. A risk assessment study and an emergency plan have been prepared in order to determine the possible dangers and risks of the Covid-19 pandemic and to be used in case of Covid-19 positive cases.

Rewards, incentives, good practices

The OYAK Group Companies, which crown their achievements in the field of sustainability with OYAK Group in-house and external awards every year, continued their success in 2021 as well.

The number of accident-free days was celebrated with awards at the Group Companies. In 2021, trainings on "Mechanical Hazards in the Cement Sector" were held at the OYAK Cement Concrete Paper Group as part of the World Safety Day events. After the training, the most successful project group was awarded by the Cement Industry Employers' Union (CCIEU). The events held throughout April created awareness and positive feedback was received from all employees.

Before the pandemic, meetings were held with the participation of all employees to select and reward the "Safety Personnel of the Month" at all OYAK Cement Factories. After the pandemic, a meeting was held with events to which the winners of the awards were invited.

OYAK Renault won first prize in the Automotive field in the "Strong Communication, Safe Workplace" competition of the Ministry of Labor and Social Security. In addition, it was awarded second prize with its "Zero Accident, Zero Defect" application.

A blue-collar employee at OYAK Renault won the application award by the Turkish Employers Association of Metal Industries (MESS).

During the year, the best OHS and Ergonomics suggestions were evaluated within the scope of the "Crystal Helmet" Awards.

At OMSAN, a hazard and near-miss notification awareness questionnaire was conducted on DijitalİK for all employees. The ten best and most astute notifications were awarded.

Ersem was deemed worthy of two awards in the Safety Envoys and the Safety Special Award categories in the "Stars of Safety" competition organized by the Turkish Employers Association of Metal Industries (MESS).

At Ersem, points obtained throughout 2021 in the Target 12 Rewarding System were evaluated on the basis of teams and individuals. The teams that ranked in the top three in terms of score were determined and gift certificates were awarded to the members of these teams. In addition, gift certificates were given to three people with the top three highest overall scores.

A slogan contest regarding safety issues was held in Ermaden during Safety Week between 4-10 May, and three top scoring personnel were awarded. Within the scope of the same week's activities, personnel who reported the most hazards were also rewarded.

A slogan contest was held to raise awareness among employees at Sagra within the scope of occupational health and safety. Gift certificates, honorable mention awards were handed out and certificates of appreciation were given to all participants. Slogans were hung in many different areas of the business to raise awareness within the scope of both OHS and food safety.

THE OYAK OCCUPATIONAL HEALTH AND SAFETY CULTURE

Under the leadership of OYAK's OHS and Sustainability Directorate, risk analyses were carried out for the locations of the OYAK Companies and all actions were taken for the identified non-conformities in order to eliminate the existing risks or reduce them to an acceptable level by taking into account the pandemic conditions.



Risk analysis carried out by taking into account the pandemic and the action process

Under the leadership of the OYAK OHS and Sustainability Directorate, risk analysis was carried out for all the locations of the OYAK Companies and actions were taken for the identified non-conformities in order to eliminate the existing risks or reduce them to an acceptable level by taking into consideration the conditions of the pandemic.

The action plan consisting of 44 items, which had been prepared in the previous year during the pandemic, continued to be used as a reference throughout OYAK.

In COVID cases, remote working situations were evaluated in accordance with board decisions, and informatory meetings were held at certain periods regarding COVID-19 processes with participation of relevant authorities.

In 2021, rotational work was initiated at certain periods in order to reduce the number of shift workers. Following the transition to the gradual normalization process implemented by the Ministry of Internal Affairs, normal working order resumed on 5 July 2021 at the OYAK Companies. Rotational work is continued to be implemented in the event of a rise in cases.

Measures taken at companies and in supply chain processes in the management of OHS and environmental impacts

The purpose of the workflows in the OYAK OHS activities is to manage the process with the same sensitivity with all stakeholders and to carry out continuous improvement with a holistic approach.

In the entire purchasing processes at OYAK, the OHS, technical safety and environmental impacts are handled with a holistic approach and followed in full continuity. In addition to the contracts made with suppliers, an OHS and Environmental Commitment document is also signed.

At OYAK Renault, the issues of Occupational Safety and Ergonomics are evaluated in all project (machine-plant, product) stages, including the design stage. The requirements are determined in accordance with Occupational Safety approval.

In 2021, OMSAN, in line with Occupational Safety risks, purchased non-flammable containers and fuel containers for the refueling process in parking areas, and training was given to the employees. During the management of the Yarımca Port OHS processes in 2021, a task-based risk analysis approach was employed. OMSAN aims to implement the same approach in other service areas in 2022.

The OYAK Mining Metallurgy Companies ensure that the OHS teams are included in the process. Controls of project investments within the scope of Erdemir Mühendislik are carried out by engineering teams.

Full compliance is ensured regarding legislation on chemical substances which are prohibited in chemical, agricultural and animal husbandry companies. Safety Data Sheets of the relevant materials are evaluated in advance for all kinds of purchased goods and services.

Change analysis, risk analysis and risk management processes are applied in long-term works that are to be carried out. The OHS team plays an active role in issuing work permits within the project group for all kinds of investment work and on-site controls. In addition, employees of service providers are informed through training programs before they start working at the company sites and are constantly supervised during their services.



Controls are implemented during preliminary processes and during the execution of works. In the case that it is determined that an equipment does not comply with occupational health and safety and environmental requirements, work is halted and the responsibilities of companies or personnel who do not comply with the provisions of work specifications are determined.

At the Food Companies, workflows are in place in the factory line and equipment investments in the technical format content, in which equipment and line flow are examined in terms of the OHS, Food Safety and efficiency. Such activities progress with the approval process of the relevant departments such as the Technical Department, Production Department, Quality Department, and the OHS specialists.

At Tamek, a New Equipment Evaluation Form has been put into practice with a systematic approach in order to evaluate the efficiency, food safety, work safety and energy consumption information of the equipment during the purchasing process of technical equipment. In all line and equipment installations planned to be included in 2022, processes will be carried out and continued in line with the approvals of the relevant authorized teams within the scope of the monitoring parameters included in the evaluation form.

At Likitgaz, the equipment and process requirements are examined during the project stages, and the process is managed both internally and with the OYAK OHS and Sustainability Directorate Specialists.

☑ 570,593 person*hours of training

In order to develop the OHS culture and raise awareness, 570,593 person*hours of training was provided throughout OYAK.

OHS performance

In 2021, 570,593 person*hours of training was provided across OYAK in order to develop the OHS culture and raise the level of awareness.

As of 2021, 142 facilities held the ISO 45001:2018 Occupational Health and Safety Management System certificate at the OYAK Group Companies.

In 2021, OYAK's OHS was one of the material issues and approximately TL 134 million of OHS investment and expenditure was realized.

In 2021, periodic health examinations and pre-recruitment health examinations for 13,849 group employees were monitored with the same meticulousness as in previous years.

Occupational accidents and near miss incidents throughout OYAK were analyzed with root cause analysis. Accidents with serious injuries were also examined in detail at OYAK.

As a result of efforts to increase safety culture and awareness, significant improvements were observed in the accident frequency and accident severity rates of the OYAK Group Companies.

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