



# **2023 BATISÖKE CSR/ESG DISCLOSURES REPORT**



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## ABOUT THIS REPORT

Batisöke's non-financial data is made available to stakeholders through its sustainability report and the Sustainability section on the company's official website. These resources provide comprehensive information about Batisöke's corporate social responsibility (CSR) activities and its environmental, social, and governance (ESG) performance. The Batisöke Sustainability Report is prepared in accordance with GRI Standards and covers all of the company's global operations. While aiming to transparently communicate Batisöke's environmental and social commitments to its stakeholders, the sustainability report also serves as one of the key pillars of the company's sustainability strategies.

This report serves as a special supplementary document specifically prepared for Batisöke, in addition to the 2023 Batı Anadolu Group Sustainability Report. Positioned as a Corporate Social Responsibility (CSR) Report, this document aims to present the company's ESG activities in greater detail and to share its sustainability strategies more comprehensively with stakeholders. The data included in the report covers the period from January 1, 2023, to December 31, 2023, and encompasses all of Batisöke's global operations. The greenhouse gas (GHG) emission data presented in the report is verified by an independent organization with international accreditation and is submitted to the Ministry in compliance with relevant regulations.

In addition, the company's policies, articles of association, general assembly resolutions, and other documents for investors are also made publicly accessible on Batisöke's official website. For more detailed information regarding the annual report, you can visit the [Batisöke 2023 Annual Report link](#). To access Batisöke's articles of association, please visit the link: [Batisöke Çimento Sanayii Anonim Şirketi Articles of Association](#).

## General Information

Established in 1955 in Söke, Aydın as one of the first cement factories of the Republic of Turkey and strengthened by joining the Batı Anadolu Group in 1993, Batisöke significantly contributes to both the regional and national economy through its high clinker and cement production capacity. Like all companies within the Batı Anadolu Group, Batisöke carries out its operations with a focus on technological advancement and continuous improvement. With the completion of its integrated cement production facility investment in 2018, Batisöke has become one of Turkey's most modern cement, clinker, and aggregate production plants.

Combining over 50 years of experience with cutting-edge technology, Batisöke has an annual production capacity of 3,000,000 tons of clinker and 4,000,000 tons of cement. With a commitment to "Quality First," the company produces high-quality, environmentally friendly products. It maintains quality standards through effective control systems implemented at every stage of production and a team of experienced employees, while adopting a service approach that places customer satisfaction as the ultimate goal of all processes.

With its half-century of experience, technological investments, and vision for continuous development, Batisöke meets a significant portion of Turkey's cement demand. At the same time, it continues to expand its export capacity, which has been ongoing since 1982, earning trust in international markets

with its expert workforce and impeccable service approach. Exporting over 1,000,000 tons of clinker and cement annually from the Aegean Region to the world, Batisöke not only contributes to the national economy but also enhances Turkey's image as a modern and advanced industrial country.

As a member of the Batı Anadolu Group of Companies, Batisöke is committed to minimizing its environmental and social impacts, ensuring resource efficiency, and promoting an innovative and responsible production approach as part of its sustainability strategies. In line with the Paris Climate Agreement and the 2053 Net Zero Emission targets of the Batı Anadolu Group, Batisöke prioritizes continuous improvement and transformation through collaboration with all its stakeholders.

Batisöke aims to minimize its environmental impacts and achieve sustainable development goals by establishing an effective governance structure in the fields of environment and sustainability. In this context, Batisöke's sustainability management is carried out through the Sustainability Committee of the Batı Anadolu Group of Companies and its affiliated Sustainability Subcommittees.

The Batı Anadolu Group of Companies Sustainability Committee operates under the Board of Directors and plays an active role in shaping the group's sustainability strategies. The committee is composed of senior executives from various departments and is responsible for guiding environmental and social sustainability policies. Within Batisöke, a dedicated Sustainability Subcommittee operates to ensure the effective implementation of sustainability initiatives and foster project-based collaboration.

The members of the Sustainability Subcommittee consist of department managers who are the heads of relevant functions. Through the subcommittee established by the main committee, sustainability-focused efforts are effectively conducted across various departments within the company to ensure the efficient management of sustainability-related matters.

The Batisöke Sustainability Subcommittee is composed of the following positions:

- Plant Director
- Occupational Health, Safety, Environment and Sustainability Manager
- Production Manager
- Maintenance Manager
- Raw Materials Manager
- Human Resources Manager
- Procurement Manager
- Information Technology Manager
- Marketing and Sales Manager
- Quality Management Manager
- Logistics Manager
- Waste Management Manager
- Internal Audit Manager
- Legal Affairs Manager
- Financial Affairs and Accounting Manager
- Budget and Reporting Manager
- Finance and Treasury Manager
- Ready-Mix Concrete Operations Manager
- Port Operations Manager
- Energy Operations Manager

This team is responsible for implementing projects aimed at achieving Batisöke's sustainability goals across environmental, social, and governance (ESG) areas. By focusing particularly on environmental priorities such as energy efficiency, water management, and waste management, they ensure the effective execution of sustainability strategies. The committee's efforts are not limited to environmental performance; they also work to enhance Batisöke's performance in social and governance dimensions.

Batisöke's comprehensive and inclusive governance structure enables the integration of sustainability into business processes and supports the continuous improvement of its sustainability performance.

## Risk Management

The Batı Anadolu Group of Companies aims to proactively identify and effectively manage operational risks through an integrated risk management approach. The early detection, assessment, and monitoring of risks are carried out in alignment with the group's strategic and financial goals, using strategies such as risk avoidance, transfer, mitigation, or acceptance. This process is conducted by the Executive Management Team and is evaluated by the Board of Directors and the Early Detection of Risk Committee.

Batisöke recognizes that climate change presents both significant risks and opportunities for its business operations. While it poses challenges such as regulatory pressures, rising costs, and resource scarcity, it also offers growth potential through the development of low-carbon products and access to green financing opportunities. In this regard, Batisöke conducts a comprehensive analysis of the risks and opportunities associated with climate change.

Issue	Category	Further Details	Risk/Opportunity
CBAM and Additional Costs	Risk	The implementation of carbon costs on cement exports to the EU could challenge Batisöke's competitiveness in the EU market.	Regulation and Market
Carbon Taxes and Domestic Market Regulations	Risk	The implementation of regulations such as carbon taxes or emissions trading in Turkey could increase cost pressures. This would necessitate reducing fossil fuel use and require Batisöke to transform its production processes.	Regulation and Market
Water Stress	Risk	Drought and the decline in water resources caused by climate change could make water supply for cement production more challenging. These climate-related issues may increase costs and operational risks.	Physical (Chronic)
Green Cement Production and New Markets	Opportunity	As demand for climate-friendly products increases, Batisöke's focus on low-carbon or "green cement" products will open access to new markets. Low-carbon cement types will be particularly favored in environmentally friendly building projects.	Market
Gaining Cost Advantage Through Energy Efficiency	Opportunity	As part of efforts to combat climate change, initiatives are being undertaken in energy efficiency and renewable energy. Investments in energy efficiency can reduce Batisöke's energy costs and create a competitive advantage in the long term.	Operational and Financial

Access to Low-Carbon Grants and Funds	Opportunity	Funds promoting low-carbon production in Turkey and the EU can help mitigate Batisöke's technology adaptation costs. For instance, grants for energy-saving projects or financing for CBAM compliance can support Batisöke in managing this transition advantageously.	Financial
Additional Revenue Opportunities Through Carbon Credits	Opportunity	Batisöke can generate additional revenue by reducing carbon emissions and selling carbon credits. These credits also contribute to promoting innovative practices in cement production, positioning Batisöke advantageously in the carbon market.	Financial and Market

## BATISÖKE ENVIRONMENTAL PRACTICES

Batisöke adopts a sustainability-focused strategy to mitigate the impacts of climate change on both the business world and natural resources. The company aims to minimize its environmental footprint by prioritizing low-carbon production processes, energy efficiency, and water management.

### Water Management

Batisöke implements various practices to ensure the efficient and responsible use of water. In cement production processes, water is primarily used for cooling in kilns and mills. It is also reused as circulation water and plays a significant role in dust suppression within crushers and across the site.

All faucets in the facilities are equipped with sensor systems, ensuring water flows only when needed and thereby preventing unnecessary consumption. Closed-loop systems are employed in cement production lines to recover and reuse water, significantly reducing overall water consumption. Additionally, rainwater collected from roofs and surfaces is stored in designated collection pools through channels and reused for site irrigation. These practices contribute to the conservation of natural resources and more effective water use.

To reduce water consumption in the power generation plant, feasibility studies are being conducted for waste heat recovery. These efforts aim to achieve both water savings and increased energy efficiency. Moreover, the company is expanding its network of measuring devices to conduct detailed analyses at various usage points, laying the groundwork for future conservation initiatives. New technologies are being explored to further reduce water consumption, and projects are being developed to detect and address water losses and leakages.

Under the ISO 14001 Environmental Management System, water-related risks are regularly monitored, and preventive and corrective measures are implemented accordingly. Continuous improvement processes are applied to ensure the efficient use of water resources and to minimize environmental impacts. Looking ahead, Batisöke will continue to implement new projects to enhance water savings and efficiency, supporting the achievement of its sustainability goals.

Batisöke's water withdrawal data for the year 2023 is as follows:

Total water withdrawal	m3	581,572
Fresh Water withdrawal	m3	581,572
Water recycled or reused	m3	14,400

## Emissions Management

Together with its parent organization, the Batı Anadolu Group of Companies, Batisöke follows a comprehensive policy for the reduction and management of emissions, implementing various processes, mechanisms, and programs in line with this goal. The Group closely monitors national and international regulations and, in alignment with Turkey's Net Zero targets, calculates both direct and indirect greenhouse gas emissions from its operations in accordance with the ISO 14064 Greenhouse Gas Calculation and Reporting Standard. Data from the year 2022 has been established as the base year for future emission calculations, and carbon footprint assessments have been conducted for all group companies.

Following the calculations, Batisöke had its 2022 and 2023 emissions verified by an independent verification body accredited by TÜRKAK, in accordance with the ISO 14064-1 standard.

In addition, Batisöke continues to calculate and have its direct emissions independently audited under the National Regulation on the Monitoring and Reporting of Greenhouse Gas Emissions, for submission to the Ministry of Environment, Urbanization, and Climate Change.

Waste management and the use of alternative fuels are key components of Batisöke's emissions reduction policies. Over the past three years, a total of 43,373 tons of waste has been used as alternative fuel at Batisöke, resulting in an emission reduction of 39,394 tons of CO<sub>2</sub> equivalent.

At Batisöke's facilities, significant investments have been made to comply with national and international limits and to minimize air emissions. Advanced technological solutions, such as the replacement of electrostatic precipitators with bag filters for rotary kilns, have been implemented. This conversion helps prevent sudden dust emissions during energy fluctuations and outages, thereby reducing environmental impacts. Continuous gas and dust analyzers, which measure and record emissions in real time, contribute to effective monitoring and control. Additionally, to minimize dust emissions from open areas, measures such as enclosing bunkers, using vacuum sweepers, implementing automatic watering systems, and other dust suppression practices have been adopted to further reduce environmental impact.

## Projects Implemented at the Batisöke Plant and Achievements

Several projects have been implemented at the Batisöke plant to reduce energy consumption and support environmental sustainability. Through design modifications and efficiency-enhancing practices within production processes, significant achievements have been realized.



By modifying the venturi design of the Line Cooling 421-BF1 bag filter, energy consumption was reduced by 30%, preventing 3,017 tons of CO<sub>2</sub> emissions. This change contributed to increased energy efficiency in production processes and a reduction in environmental impact.

A redesign of the fan blades in the waste heat plant cooling tower resulted in a 31% reduction in energy consumption, avoiding 36.77 tons of CO<sub>2</sub> emissions. This project significantly supported energy savings by enabling more effective waste heat management.

A design modification in the orifice region of the preheater calciner led to a 31% reduction in energy consumption and prevented 337.68 tons of CO<sub>2</sub> emissions. In addition to energy savings, this initiative also helped improve operational efficiency.

Thanks to these projects, the Batisöke plant has enhanced its energy efficiency, reduced its carbon footprint, and contributed to environmental sustainability. Moving forward, the company aims to continue implementing similar projects to further optimize energy consumption and minimize environmental impacts.

Batisöke's emission data\* is as follows:

	2022 yılı	2023 yılı
<b>Scope 1 (tonCO<sub>2</sub>e)</b>	2,092,158.83	2,045,291.09
<b>Scope 2 (tonCO<sub>2</sub>e)</b>	90,524.43	95,712.29
<b>Scope 3 (tonCO<sub>2</sub>e)</b>	481,003.18	297,006.30
<b>Total (tonCO<sub>2</sub>e)</b>	2,663,686.44	2,438,009.69
<b>Total emissions per ton of cement produced (kgCO<sub>2</sub>e/ton of cement)**</b>	675.31	716.08
<b>Total emissions per ton of clinker produced (kgCO<sub>2</sub>e/ton clinker)**</b>	925.08	967.68

\*Batisöke prepared its 2022 and 2023 emission data in accordance with the ISO 14064-1 Greenhouse Gas Emissions Verification and Reporting Standard, and had it verified by an independent third-party verification body accredited by TÜRKAK.

\*\* Calculations are based on Scope 1 and Scope 2 emissions.

## Pollutant Emissions

### Reduction of NO<sub>x</sub> and SO<sub>x</sub> Emissions:

Batisöke carries out comprehensive efforts to reduce nitrogen oxide (NO<sub>x</sub>) and other harmful emissions. To minimize NO<sub>x</sub> emissions, the company optimizes the combustion processes in kiln systems at its cement production facilities, thereby reducing NO<sub>x</sub> formation at the source. In addition to combustion optimization, the Selective Non-Catalytic Reduction (SNCR) system is employed to further lower NO<sub>x</sub> emissions. This technology enables the conversion of NO<sub>x</sub> through the injection of ammonia or urea, supported by continuous process monitoring and optimization to enhance system efficiency.

Batisöke also focuses on reducing sulfur dioxide (SO<sub>x</sub>) emissions through a sustainable approach. The company promotes the use of raw materials with low sulfur content and ensures emission control through chimney filter systems. Additionally, by increasing the use of alternative fuels and raw materials, Batisöke encourages the use of lower-sulfur fuels and implements waste optimization methods to reduce SO<sub>x</sub> formation at its source.



To reduce fossil fuel consumption, Batisöke integrates low-emission alternatives such as biomass and waste-derived fuels into its production processes. Furthermore, by lowering the clinker factor and shifting toward low-carbon cement types, the company contributes to an overall reduction in emissions.

In 2023, the vehicle fleet used for bulk cement transportation was modernized with the adoption of Euro 6 engine types, which operate below the European Union's emission limits. This modernization not only provides operational cost advantages but also significantly reduces NOx emissions. Batisöke continues to actively implement its goals of improving environmental performance and supporting sustainable transportation by complying with regulations.

### **Reduction of VOC Emissions**

Batisöke actively undertakes initiatives to reduce volatile organic compound (VOC) emissions. At the company's production facilities, Jetplus bag filter systems and NOx reduction systems are utilized to effectively control VOC emissions. Additionally, water-based paints are preferred in production processes, significantly contributing to the reduction of VOC emissions.

As part of combustion optimization efforts, the efficiency of kiln combustion is improved, minimizing the formation and release of volatile organic compounds into the atmosphere. Furthermore, the use of alternative fuels such as waste-derived fuels and biomass—both of which have lower VOC content—has significantly reduced VOC emissions originating from fossil fuels.

Batisöke actively implements these technological solutions not only to comply with regulations but also to go beyond compliance in reducing environmental impacts. These initiatives enable measurable results in VOC management and are continuously applied as part of the company's sustainability approach.

### **Employee Transportation Vehicles**

The company has developed various initiatives to reduce the environmental impact of employee transportation. New-generation vehicles have been procured for personnel transport, featuring low-emission technologies aimed at reducing NOx exhaust emissions, improving fuel efficiency, and utilizing AdBlue technology. These vehicles are equipped with environmentally friendly systems to help minimize environmental impact. In addition, the company transitioned from gasoline-powered vehicles to diesel vehicles to reduce fuel consumption and increase efficiency. Diesel vehicles consume less fuel, thereby contributing to a reduced carbon footprint.

Moreover, a total of 19 electric vehicles have been allocated for use within the plant premises by various departments, including IT, Quality Control, Mechanical Maintenance, Electrical Maintenance, Cement Production, and Construction Maintenance. These electric vehicles, which operate exclusively within the plant, offer zero-emission advantages and do not enter public traffic. This initiative not only contributes to environmental sustainability by reducing fossil fuel consumption but also enhances internal logistics efficiency within the facility.

These efforts reflect the company's strong commitment to reducing environmental impacts during personnel transportation and building a more sustainable mobility system.

Other emission figures for the year 2023 are as follows:

<b>NOx emissions</b>	<i>Tonnes</i>	<i>532.99</i>
<b>Sox emissions</b>	<i>Tonnes</i>	<i>47.12</i>
<b>VOC emissions</b>	<i>Tonnes</i>	<i>31.93</i>
<b>Ozone-Depleting Substances (ODS) emissions</b>	<i>Tonnes</i>	<i>11.46</i>

## Reduction of Particulate Matter Emissions

As part of the flue gas filtration systems, electrostatic precipitators in rotary kilns have been fully replaced with bag filter systems. These high-efficiency systems prevent the release of particles generated during production processes into the atmosphere, significantly minimizing PM10 emissions. Additionally, the replacement of electrostatic filters with bag filters helps reduce sudden dust emissions caused by energy fluctuations and interruptions, thereby lowering environmental impacts.

In the context of raw material and product storage management, sprinkler systems and enclosed storage areas are used in raw material yards and stockpiles to control dust formation. As part of optimization efforts in production processes, the 1.3 km-long enclosed conveyor belt systems used in grinding and transportation processes minimize particulate matter dispersion and contribute to environmental sustainability.

Within the facility, road and area management practices are implemented to keep dust emissions under control. Regular watering and concreting of roads contribute to maintaining air quality throughout the plant. Furthermore, raw materials with lower dust generation potential are selected, and the use of alternative fuels and raw materials is increased, significantly reducing PM10 emissions from the production process.

Through these efforts, Batisöke continues to minimize air pollution from its production operations and takes significant steps toward achieving its environmental sustainability goals.

## Energy Management

Batisöke takes a systematic approach to energy management, implementing concrete actions and various mechanisms to enhance energy efficiency. As part of the ISO 50001 Energy Management System implemented jointly with Batisöke, the company conducts detailed energy audits, infrastructure improvements, and applies innovative technologies to improve energy performance.

At both the Batisöke and Batıçim plants, Waste Heat Recovery Power Plants (WHRPPs) capture waste heat generated from production processes and rotary kilns. More than 15% of the electricity consumed on-site is generated internally through these systems. Over the past three years, Batisöke has produced a total of 52,636 MWh of energy from waste heat, resulting in a reduction of 23,265 tons of CO<sub>2</sub> emissions.

In addition to these systems, regular energy audits are conducted, and investments are directed toward prioritized areas based on audit findings. The data infrastructure used in energy management is continuously strengthened, allowing for precise monitoring of energy use and intensity. Through these initiatives, Batisöke has not only improved energy efficiency but also made significant progress in reducing carbon emissions.

In 2023, the 13,862 MWh of electricity generated at Batisöke's Waste Heat Recovery Power Plant was certified as renewable energy via the I-REC platform, documenting the company's environmental responsibility in accordance with international standards.

In line with this commitment, Batisöke applied for Verified Carbon Standard (VCS) certification for carbon credits based on its electricity production from waste heat for the period between 2013 and 2019. Upon completion of the verification process, the company secured carbon offset credits for 67,780 tons of CO<sub>2</sub> emissions.

To reduce fossil fuel consumption, Batisöke increases its annual production of blended cement in compliance with national and international standards. Waste feeding systems, fully financed through internal resources, have been integrated into the main combustion system, enabling the co-processing of end-of-life tires and other alternative fuels in rotary kilns. This reduces fossil fuel use and greenhouse gas emissions. In this context, Batisöke has obtained a Waste Incineration and Co-Incineration License, and aims to increase its alternative fuel substitution rate at both cement plants in 2024. Environmental, production, and quality departments work in close collaboration to ensure an error-free waste management process, while the use of waste sourced by the Waste Management Department is continuously increasing the substitution rate.

Batisöke's Energy Management System offers a results-oriented approach that combines sustainability and efficiency in energy use, aiming to reduce environmental impacts. The company continues to implement its energy efficiency policies by achieving measurable outcomes.

Framed within the Energy Management Systems established and maintained at Batıçim and Batisöke facilities, the following activities are carried out:

- Implementing energy efficiency programs across the entire supply chain, particularly in production areas, to reduce energy use and greenhouse gas emissions,
- Setting and monitoring targets related to energy efficiency, energy savings, and energy intensity,
- Working in line with emissions reduction commitments,
- Strengthening data collection infrastructure to enable comprehensive energy analysis,
- Conducting awareness-raising projects in collaboration with customers, suppliers, employees, and other stakeholders to promote energy-saving practices at both individual and institutional levels,
- Performing energy audits and directing efforts toward key improvement areas based on results,
- Engaging with stakeholders on platforms to raise awareness about energy usage, the future of energy, and the transition to renewables,
- Researching developments in clean and renewable energy and evaluating them in investment planning.

An Energy Management Unit has been established under the Energy Management System to track and implement these objectives.

## Our Targets for 2024

As of 2024, Batisöke plans to implement various projects to enhance energy efficiency and reduce carbon emissions. In this context, the company aims to install an additional filter in the clinker collection gallery of Line 1 to reduce dust emissions. This project is expected to improve air quality and minimize environmental impacts by effectively controlling particulate emissions.

In addition, at the common bag filter system of Line 2, the current diaphragm pulse valves will be replaced with a new type of pulse valves designed to improve filter cleaning efficiency while saving energy and pressure. This upgrade is expected to increase the effectiveness of filter cleaning and achieve up to 60% savings in compressed air and energy consumption. As a result of this initiative, an annual reduction of 714.70 tons of CO<sub>2e</sub> emissions is projected.

These projects reflect Batisöke's commitment to optimizing energy consumption and reducing carbon emissions by setting specific and measurable goals for energy efficiency in 2024.

Total energy consumption	MWh	2,339,219.94
Total renewable energy consumption	MWh	13,862.00
Total energy consumption per ton of clinker produced	MWh	1.11

## Waste Management

Batisöke adopts a zero-waste approach aimed at preventing waste, using resources efficiently, and minimizing waste generation, with a strong focus on recovery-oriented waste management. Within the scope of the ISO 14001 Environmental Management System, the company prioritizes the use of alternative raw materials to reduce the use of natural raw materials, limit raw material mining, decrease clinker usage, and reintegrate certain process wastes into the economic cycle. Through these efforts, Batisöke aims to minimize its environmental impact.

Batisöke's waste data for the year 2023 is as follows:

Total waste amount	Tonnes	11,808.33
Non-hazardous waste	Tonnes	11,769.33
Hazardous waste	Tonnes	39
Recycled or reused waste	Tonnes	11,662.24
Recycling or reuse rate	percentage	98.76

## Environmental Products

Batisöke contributes to its sustainability goals by offering environmentally designed and marketed products. A key example of this is the **ecoBATI** brand, developed for the cement and concrete sectors. Produced in compliance with the EN 197-5 standard, **ecoBATI CEM II C/M (L-W) 42.5 N** significantly reduces CO<sub>2</sub> emissions thanks to the supplementary materials used in its formulation. Designed as a next-generation cement product, it contains approximately 20% more additives and offers up to 30% lower CO<sub>2</sub> emissions compared to traditional alternatives. In addition to its lower carbon footprint, the product extends the service life of structures with its high durability performance, aligning with circular economy principles.

As Batisöke's flagship sustainable construction product, **ecoBATI** is favored in green building projects and features attributes that contribute to green building certification systems such as **LEED** and **BREEAM**. By supporting additional points for the use of sustainable materials in such certifications, the product has seen increased demand in the market. Through this expanding portfolio of climate- and environmentally-friendly low-carbon cement and concrete products, Batisöke promotes reduced use of natural resources, less clinker consumption, and lower energy demand.

The **TYPE 1L** product also presents a significant innovation compared to **CEM I** products in terms of environmental sustainability. By reducing the amount of clinker used in cement production by approximately 10%, it contributes both to the conservation of natural resources and the reduction of carbon emissions. The raw materials used in these products are carefully selected based on **Life Cycle Assessment (LCA)** results to ensure minimized environmental impact throughout their lifecycle.

In addition, sustainable products are defined as those that contain supplementary materials and are not made entirely of clinker. These additives help reduce the consumption of natural resources, lower the carbon footprint, and improve energy efficiency in cement production. In this context, cement types that include **fly ash**, **ground granulated blast furnace slag**, and **limestone** are considered sustainable products.

In 2023, the total accessible market share for products that reduce energy, water, or material impacts during use or production reached **73.7%**, indicating growing demand and market expansion for sustainable products.

Batisöke's initiative is not only aimed at reducing carbon emissions but also at optimizing the use of natural resources and energy. The company continues to develop its sustainability-focused product portfolio, creating positive impacts on both the industry and the environment.

## Sustainable Packaging

Batisöke takes concrete steps toward enhancing the use of sustainable packaging and offers environmentally friendly packaging solutions. All packaging used for the company's bagged cement products is 100% recyclable, supporting the reduction of environmental impacts and promoting a production model aligned with the principles of the circular economy.

## Biodiversity

Batisöke actively undertakes initiatives to reduce the environmental impacts of its production and mining activities, operating with a strong sense of responsibility toward nature. Immediately after the completion of operations at limestone quarries used in cement production, the company initiates land rehabilitation and ecological restoration efforts. As part of this process, the existing site topography is reshaped to align with the natural landscape, and the land is restored for agricultural or forestry use.

As part of its environmental restoration projects, in 2018 Batisöke planted a total of 1,000 trees—including stone pines, plane trees, carob trees, oleanders, and firethorns—along the pipe belt area. In 2023, 25 trees, including lemon cypress, daisy bushes, cypress bushes, and telegraph trees, were planted in the social facility area. That same year, a total of 95 plants—including lavender, myrtle, stone pine, maple, catalpa, and firethorn—were planted around the cafeteria, operational areas, administrative building, machinery maintenance section, and parking area to expand green space within the plant.

These planting efforts demonstrate Batisöke's commitment to preserving the natural environment and contribute to maintaining ecological balance on the factory premises. Reforestation projects will continue in the future as part of the company's ongoing efforts to protect natural resources and support the ecosystem.

Although there are no national parks, protected areas, or biodiversity-sensitive zones within the company's areas of operation, all environmental and social impacts are assessed within the scope of Environmental Impact Assessment (EIA) processes, and necessary preventive measures are planned. Through these actions, Batisöke aims to minimize the environmental impact of its activities and uphold its responsibility to nature.

## Other Environmental Practices

### Environmental Management System

Since 2014, Batisöke has implemented an Environmental Management System that is audited annually by an independent and accredited organization. The company's environmental management processes are 100% certified under the **ISO 14001 Environmental Management System**. This certification demonstrates that the company fulfills its environmental responsibilities in accordance with international standards.

### Green Buildings

Batisöke places great importance on environmentally friendly and energy-efficient practices within its operations, carrying out large-scale upgrades in its existing facilities to improve environmental performance. As part of these efforts, **Waste Heat Recovery Power Plants (WHRPPs)** have been developed at the Batisöke plant to recover heat from rotary kilns and production processes, generating **13,862 MWh of electricity**. This initiative marks a critical step toward increasing energy efficiency while reducing natural resource consumption.

In addition, Batisöke's energy management processes are fully certified under the **TS EN 50001 Energy Management System**, and continuous improvement efforts are carried out under the Energy Management Unit to enhance energy efficiency and optimize resource use. Through various design modifications, significant energy savings have been achieved:

- A **30%** reduction in energy consumption was realized by redesigning the venturi of the line cooling bag filter.
- A **31%** reduction was achieved by modifying the fan blade design in the waste heat plant cooling tower.
- A **31%** decrease in energy use was obtained by redesigning the orifice section of the preheater calciner.

These improvements have boosted the plant's energy efficiency and supported the adoption of sustainable building technologies.

The projects carried out in line with green building practices are aligned with Batisöke's energy efficiency goals, contributing to carbon emission reduction and the construction of a more sustainable future.

## **Environmental Partnerships and Investments**

### **Environmental Partnerships**

Batisöke actively engages in collaborations and partnerships focused on addressing environmental issues. Together with its parent organization, the Batı Anadolu Group of Companies, the company participated in a consortium involving the European Bank for Reconstruction and Development (EBRD), the Republic of Türkiye's Ministry of Industry and Technology, and PricewaterhouseCoopers (PwC) to develop the Low-Carbon Roadmap for the Turkish Cement Sector. This partnership aims to create concrete solutions for reducing the carbon footprint of the cement industry and contribute to the sector's overall transformation.

In addition, fly ash from the **Soma and Yatağan thermal power plants**, which would otherwise be disposed of as waste, is repurposed at Batisöke as a supplementary material in cement production. Through this collaboration:

- Waste materials from thermal power plants are recovered and reintegrated into the economy rather than being discarded,
- The preservation of natural resources is supported,
- Carbon emissions reduction efforts are reinforced.

### **Environmental Investments**

Batisöke undertakes various investments to reduce environmental risks and enhance future opportunities. In this context, several projects have been implemented at Batisöke cement plants, including the installation of a waste incineration system, rotary kiln modification, hot air furnace investment, water injection system, flame tube modernization, raw material pipe conveyor system, and concreting of plant roads. These investments have been made in line with the company's goals to reduce emissions and improve energy efficiency.



## Environmental Expenditures

- **Total environmental expenditures of Batisöke in 2023:** 53,640,000 TL
- **Environmental R&D expenditures in 2023:** 1,592,260 TL
- **Environmental fines in 2023:** None. (No environmental fines recorded during the year.)

These efforts highlight Batisöke's commitment to environmental responsibility and its dedication to continuous improvement in its operations.

## Supply Chain Management

Batisöke's supply chain management is governed by the principles and rules of the Batı Anadolu Group of Companies. All practices outlined in this section regarding the Group's approach are also implemented within Batisöke. The Batı Anadolu Group follows a comprehensive policy to involve its supply chain in efforts to reduce environmental impacts and applies various processes to this end.

During the supplier evaluation phase, priority is given to suppliers that hold certifications such as **ISO 9001**, **ISO 14001**, **ISO 45001**, and **ISO 50001**, which relate to environmental and energy management systems. Additional points are awarded for possessing these certifications. Suppliers are also informed about legal requirements and technical specifications related to environmental management and occupational health and safety.

Batisöke regularly monitors the environmental and social performance of its suppliers and conducts quarterly Supplier Performance Evaluations. These evaluations are based on environmental criteria outlined in contracts as well as certifications such as ISO 14001. If a supplier's performance is deemed insufficient, the company first issues a warning and requests corrective actions. If the necessary improvements are not made, the contract is terminated, and the collaboration ends. This process clearly demonstrates Batisöke's commitment to working only with suppliers who comply with environmental and social standards.

The Batı Anadolu Group of Companies also collaborates with logistics partners in its supply chain to reduce environmental impacts. In this context, the use of environmentally friendly vehicle fleets with new technologies is encouraged, and support is provided for fleet upgrades when needed. For example, one supplier achieved both a tonnage advantage and emission reductions in cement transport by switching to aluminum trailers.

Furthermore, investments have been made at the Batisöke Plant to support more efficient and organized railway transportation. A 700-meter-long double-track railway line is currently in place. In 2023, approximately 500,000 tons of cargo were transported by rail, resulting in both cost savings and a 70% reduction in emissions.

In 2023, the Batı Anadolu Group launched a digital platform that allows suppliers to upload their certifications and documentation. The Group aims to expand the use of this system across all its companies in 2024. Additionally, the Group supports its strategic suppliers in developing systems and practices to manage their environmental and social impacts more effectively.

The company continues to implement improvement projects aligned with international regulations as part of its sustainability roadmap and adopts eco-friendly transportation policies. Investments in railway logistics not only deliver environmental benefits but also reduce operational costs, supporting this sustainable approach.

Moreover, the company has established environmental requirements for suppliers to help improve their environmental performance. These environmental, occupational health, and safety specifications ensure that all activities carried out by external parties comply with the Batı Anadolu Group's environmental management systems and national regulations. Through this approach, the company aims to reduce environmental impacts across its supply chain and establish a more sustainable structure.

Batisöke also provides training for its suppliers on occupational health and safety (OHS) and environmental topics, fostering collaboration to help improve performance in these areas. Monthly OHS Committee meetings are held with the participation of permanent suppliers, supporting ongoing cooperation and continuous improvement. These practices form a framework for enhancing suppliers' Environmental, Social, and Governance (ESG) performance, and ESG-related training is also provided to suppliers as part of this effort.

## BATISÖKE WORKING PRINCIPLES

### Inclusion and Diversity

Batisöke upholds the principle of equal treatment for all employees, regardless of religion, language, race, gender, age, physical ability, or ethnic origin. The company enforces a strict zero-tolerance policy against all forms of discrimination and inequality, and no incidents related to these issues were reported during the reporting period. Batisöke considers equal opportunity as a fundamental condition in its recruitment processes and explicitly commits to prioritizing opportunities for women and individuals with special needs, as stated in its Management Systems Policy: *"We aim to develop our effective human resources by offering equal opportunities and prioritizing women and individuals with special needs, alongside inclusive, innovative, and creative approaches."*

To support work-life balance for women, Batisöke respects maternity rights, provides facilities such as nursing rooms, and, when necessary, offers remote working flexibility on a departmental basis to employees returning from maternity leave. Although no employees went on maternity leave during the reporting period, 100% of those who took leave in previous years returned to their positions.

Despite operating in a sector predominantly made up of male and blue-collar employees due to its nature, Batisöke continues efforts to increase the proportion of women in its workforce. The company also ensures equal opportunities for employees of all ages and strictly prohibits the employment of individuals under the age of 18, as its operations are classified as "Very Hazardous."

With its approach that promotes diversity and inclusion, Batisöke aims to foster a sustainable and equitable working environment.

Batisöke operates under the **Diversity, Equity, and Inclusion Policy of Batı Anadolu Group**, which also covers Batisöke's operations. For more detailed information, you can access the policy [\[here\]](#).

Batisöke's 2023 data on diversity and inclusion is as follows:

Total number of employees	person	359
Number of female employees	person	9
Number of female managers	person	1
Percentage of female managers	percentage	0.27%
Percentage of employees with disabilities	percentage	2.8%
Percentage of women's pay compared to men's for the same job	percentage	98.75%

**Diversity target:** Batisöke aims to increase the share of women in its workforce from 2.5% in 2023 to 8% by 2030, as part of a group-wide goal encompassing all Batı Anadolu companies.

## Human Rights

By adhering to the ILO Declaration on Fundamental Principles and Rights at Work, Batisöke demonstrates respect for the human rights of all individuals directly or indirectly affected by its operations—including employees, shareholders, suppliers, subcontractors, business partners, and customers. The company's core principle is to provide a dignified, peaceful, safe, transparent, and fair working environment for its employees. Batisöke upholds ethical principles and human rights in all processes such as recruitment, promotion, compensation, and benefits, and maintains a zero-tolerance policy against all forms of discrimination. Discrimination based on race, religion, language, gender, age, ethnic origin, or physical disability—whether visible or invisible—is strictly prohibited. Batisöke affirms its commitment to these principles through the **Batiçim Batı Anadolu Human Rights Policy**, approved by the Board of Directors.

### Freedom of Association and Collective Bargaining:

Batisöke respects the rights of its employees to unionize and organize and ensures they can exercise these rights freely. The company allows for the formation of unions and employee associations in line with legal regulations. Employees are free to join unions and take part in union activities and management without coercion or fear.

As of the reporting period, 74.65% of Batisöke employees are represented by independent trade unions or are covered under a collective bargaining agreement. Blue-collar workers at Batisöke are members of the Çimse-İş Union, while the employer side is represented by the ÇEİS Union.

### Forced Labor and Child Labor:

Batisöke strictly opposes child labor. The company rejects all forms of child labor that could harm children physically or psychologically or deprive them of their right to education and maintains a zero-tolerance policy on this issue. Batisöke also takes necessary precautions to prevent forced labor and other forms of abuse during recruitment processes and across the supply chain. The company raises awareness by conducting internal training and aims to foster broader societal understanding of the issue.

### **Human Rights in the Value Chain:**

Batisöke prioritizes human rights criteria in its supplier selection and monitoring processes. The company requires all partners in its supply chain to operate in alignment with fundamental human rights, including freedom of association, the prohibition of child labor, and the prevention of forced labor. Regular performance audits are conducted to assess suppliers' compliance with human rights standards. If any violations are identified, the supplier is first warned; if corrective actions are not taken, the contract is terminated.

This approach clearly reflects Batisöke's commitment to upholding human rights across its supply chain and its zero-tolerance policy in this regard.

### **Occupational Health and Safety**

Batisöke places occupational health and safety (OHS) as a top priority across all business processes and secures this approach through the **Batı Anadolu Group of Companies Management Systems Policy**. Under the **ISO 45001 Occupational Health and Safety Management System certification**, a systematic process is followed to protect employee health and prevent workplace accidents and occupational diseases.

The Group aims to control OHS risks and achieve continuous improvement through technological advancements and on-site enhancements. In line with the goal of reducing workplace accidents and occupational illnesses to zero, potential risks are identified in advance and measures are implemented to eliminate or mitigate them to an acceptable level.

All employees are regularly informed about on-site rules and procedures and are trained to take the necessary precautions. Workplace accidents and near-misses are reported, analyzed, and investigated in accordance with established procedures. Corrective and preventive actions are taken based on root cause analyses to prevent recurrence. The results of these analyses are shared with all employees, and improvements are made to operational processes. Additionally, physical safety measures are implemented on-site for high-risk areas and activities.

To enhance employee awareness of health and safety issues, regular trainings and meetings are organized. Moreover, documents containing instructions and safe working procedures are made digitally accessible in relevant on-site areas through QR codes. These practices reflect the Batı Anadolu Group's firm commitment to protecting the health and safety of its workforce.

Within the Batı Anadolu Group of Companies, which includes Batisöke, an Occupational Health and Safety, Environment, and Sustainability Department has been established to manage health, safety, and environmental processes across all group companies. This central unit is managed by a team of occupational safety experts, environmental managers, workplace physicians, and healthcare personnel. Workplace physicians and other healthcare staff are assigned through Joint Health and Safety Units (OSGB) and operate under the supervision of the central department.

The team conducts daily OHS inspections, investigates incidents, ensures the implementation of best practices, and facilitates necessary communication. They are responsible for implementing occupational health and safety strategies and regularly carry out improvement efforts aimed at minimizing risks on-site and creating a safer working environment.

Batisöke's occupational health and safety data for 2023 is as follows:

Total lost days	Days	532
Total lost days for employees	Days	368
Lost Workin days Ratio (employee)*	Rate	0,48
Toplam yaralanma sayısı	Person	52
Number of injuries (employee)	Person	27
Injury rate for employees**	Rate	35,28
Total training hours provided to employees on health and safety	Hour	8.868

\* **Lost Time Injury Rate (LTIR)** = (Lost workdays due to injuries / Total annual working hours) × 1,000

\*\* **Total Injury Rate (TIR)** = (Total number of injuries / Total working hours) × 1,000,000

Operating with the goal of zero workplace accidents and occupational diseases, **Batisöke reported no occupational illness cases in 2023**. Furthermore, no fatal work accidents occurred at Batisöke during the years **2021, 2022, or 2023**. Corrective and preventive actions are consistently planned and implemented to prevent workplace incidents. In this context, training and informing employees at all levels plays a critical role. All personnel are fully aware that occupational health and safety (OHS) is not only an essential part of their duties but also one of Batisöke's top priorities.

The Batı Anadolu Group, which includes Batisöke, strongly believes in continuous improvement in OHS practices and prioritizes OHS training as a key component of its safety culture. In addition to the legally required trainings provided in accordance with current laws and regulations, the company also organizes special awareness-raising sessions for employees. Following workplace accidents, refresher trainings are provided both to the affected individuals and to other employees who may face similar risks.

Batisöke's Code of Ethics also includes a section on occupational health and safety, and regular training is provided to ensure all employees understand and apply ethical and safety standards across all business operations. These trainings aim to both raise ethical awareness and promote the consistent implementation of OHS standards throughout all processes.

Before entering the factory premises, all supplier employees are required to complete a "Contractor Employee Onboarding Training", which covers topics such as occupational health and safety, environmental protection, and emergency procedures. At the end of the training, they must sign a "Health and Safety Commitment Declaration." Additionally, all external contractor staff are required to present documentation showing that they have completed trainings in accordance with the "Regulation on the Procedures and Principles of Occupational Health and Safety Training for Employees." This ensures that supplier personnel are properly informed and trained on health and safety matters.

Batisöke also applies policies aimed at improving OHS and environmental standards during its collaboration with contractors. All external parties are required to sign a "Contractor OHS and Environment Protocol", and provide evidence of completed relevant training before starting work. No external contractor is permitted to begin operations without submitting the required documentation.

Moreover, to continuously improve safety performance, weekly "Safety Talks" (Toolbox Talks) are held with all contractor representatives. These initiatives underline Batisöke's strong commitment to fostering a safe and healthy work environment for both its employees and external partners.

Since 2012, Batisöke has been **100% certified under the ISO 45001 standard**, demonstrating the effectiveness of its Occupational Health and Safety Management System and compliance with

international standards. ISO 45001 provides a structured framework for identifying, assessing, and controlling risks to ensure the health and safety of employees. This certification reflects Batisöke's strong commitment to occupational health and safety and its dedication to continuous improvement.

To build a sustainable OHS culture and ultimately achieve the goal of zero workplace accidents and occupational diseases, Batisöke implements the following best practices:

- **Safety Touch**  
All meetings begin with a "Safety Touch," during which recent positive or negative incidents or safety-related experiences are shared. This helps raise awareness and, when necessary, triggers appropriate corrective actions.
- **Hygiene Inspections**  
Regular hygiene checks are conducted in bathrooms, toilets, dressing rooms, and food preparation and service areas to protect employee health and ensure that any potential hazards are addressed promptly.
- **Safety Tours**  
Work activities across the site are monitored through task-based safety tours. These tours also serve as opportunities for direct, safety-focused engagement with employees.
- **Incident Management Process**  
Following a workplace accident, work in the affected area is suspended and a thorough on-site investigation is conducted with relevant personnel. A **Root Cause Analysis** is performed to identify the underlying factors that led to the incident. Corrective actions are then implemented to prevent recurrence. These findings are shared with all employees to support learning and improvement.
- **QR Codes for Documentation**  
All documents detailing safe working procedures, including instructions and safety guidelines, are assigned **QR codes** and made accessible in relevant on-site locations. This ensures easy digital access for employees.

## Employee Wellbeing

To support employees' work-life balance, Batisöke adopts flexible work arrangements and people-centered policies. The company offers remote or flexible work models to accommodate personal needs such as education and health, contributing to improved employee productivity and overall wellbeing.

As part of the Batı Anadolu Group of Companies, Batisöke also participates in wellness initiatives. At the cement plant, a healthy nutrition counseling service has been launched. Employees at all levels can consult with a professional dietitian twice a week for guidance on maintaining a healthy diet.

Batisöke regularly measures employee satisfaction and engagement to guide improvements in the workplace. An employee engagement survey was conducted, and according to the latest results, the overall employee satisfaction rate is 59.6% (with 61.4% among white-collar employees and 59.2% among blue-collar employees). These insights serve as a valuable reference for understanding employee needs and planning future improvement initiatives.



## Employee Development

Batisöke follows a policy that prioritizes professional, technical, and personal development trainings to support the skill enhancement of its employees. By organizing training programs tailored to sectoral and organizational needs, the company aims to improve employee competencies. The increase in training hours per employee is a tangible indicator of this commitment.

Additionally, Batisöke collaborates with **ÇEİS Akademi** and engages in initiatives such as an **in-house MBA program conducted with Ege University**, which aim to elevate employees' professional knowledge and capabilities. Training programs offered through ÇEİS Akademi span a wide range of personal, technical, and professional development areas, including:

- Digitalization and Technology
- Economics and Finance
- Law
- Human Resources
- Personal and Professional Development
- Leadership and Management
- Operational Development
- Sales and Marketing
- Sustainability
- Technician Development

Batisöke adopts a comprehensive approach to improving employee career development. Through competency-based performance evaluation systems, employee skills are aligned with career pathways, and leadership training programs are organized for future managerial positions. The company supports employees in advancing their careers through the In-House Business Administration Certificate Program (MBA) developed in collaboration with Ege University, underlining its commitment to long-term professional growth.

As part of the Batı Anadolu Group of Companies, Batisöke embraces the concept of the Learning Organization, aiming to strengthen its corporate culture and reach common goals through continuous innovation and efficiency. Originally developed by Peter Senge and colleagues at MIT, the Learning Organization is a management philosophy taught at many universities worldwide. It emphasizes that knowledge is not best acquired through teaching, but rather through shared learning and collaboration in practical settings.

Under the slogan "Learning and Growing Together!", Learning Organization Practice Teams are established across Batı Anadolu Group companies each year to work on project-based initiatives. Through these efforts, the Group aims to foster a corporate culture of continuous learning and development—cultivating team players, leaders, proactive individuals, solution-oriented thinkers, and emotionally intelligent professionals who are adept at using systems thinking.

One of the Group's key goals is to achieve tangible outcomes through these practices and to nurture the leaders of the future.



#### Training Data for Batisöke in 2023:

Total training hours	hour	22,828
Average training hours per employee per year	hour	63.9
Total training expenditure	TRY	401,800

At Batisöke, where importance is placed not only on the development of human resources but also on performance evaluation and the effective implementation of talent management processes, competency-based performance evaluation studies were conducted in 2023. The main focus has been to guide our employees in line with their career plans by measuring the gap, if any, between the competency level expected in a given position and the level demonstrated by the individual occupying that role, and by taking necessary actions accordingly.

In this competency-based performance evaluation method, assessments are carried out on an individual basis, with the ultimate goal of enhancing and improving the overall performance of the organization. Since we aim to achieve institutional success and realize our goals by improving the personal knowledge and skills of our internal employees, we plan to implement a performance management system in 2024 that evaluates both goals and competencies.

### Internal Promotions

Our company aims to support the learning and development of our employees through the Performance Management System and the professional and personal development trainings we organize throughout the year, with the goal of helping them build the competencies required for higher-level positions within the hierarchy.

For all positions, our priority is to manage promotion processes through internal resources. In this context, three employees were promoted internally in 2023. This approach reflects our principle of providing existing employees with opportunities to advance their careers.

### Community Contribution and Donations

Through the *İyi Pazarlar* (Happy Markets) project, Batisöke aims to raise public awareness about healthy living and nutrition. The project specifically focuses on helping both children and adults develop adequate and balanced eating habits.

As part of the project, 94 visits were made to over 30 traditional markets in the Aegean Region. During these visits, the public was informed about the importance of proper nutrition and the consumption of fresh, seasonal fruits and vegetables. In addition, body analyses were conducted with the participation of expert dietitians, informative talks were held, and engaging activities were organized to encourage participation.

The impact of the project can be summarized as follows:

- Reached 50,000 people, with 6,700 of them receiving consultations and analyses from dietitians.
- 7,250 individuals won prizes in competitions organized during the project.
- In cooperation with the Izmir Provincial Health Directorate of the Ministry of Health, 680 people signed the “My Word is My Bond” agreement, pledging to follow healthy eating and physical activity recommendations.
- The children's book *Domates, Biber, Patlıcan* (Tomato, Pepper, Eggplant), prepared specifically for children, was distributed to 24,500 children.

The *İyi Pazarlar* project is a significant initiative that reflects the Western Anatolia Group’s vision of social responsibility and public awareness. Without seeking any economic return, this project represents a social investment aimed at fostering a healthier society. Running since 2016, the project is a testament to the company’s ongoing commitment to creating value for the community.

Within the scope of the “100% Support for Education” campaign, Batisöke Cement Plant built a school in 2007. Since the 2012–2013 academic year, the school has been operating in the same building under the names *Batisöke Cement Primary School* and *Batisöke Cement Secondary School*. The facility includes 24 classrooms, 1 computer lab, 1 science lab, and 1 library.

### **Donations:**

In 2023, Batisöke made a total donation of 288,766.8 TL.

### **Awards:**

Batisöke continues to stand out in the industry with its innovative and people-centered practices. In 2024, the company was awarded first place in the *Value-Creating Practices, Learning Organization, and Learning Agility* category under the PERYÖN People Matter Awards.

As part of the award-winning project, Batisöke employees actively participated and played a significant role in the process, contributing to the achievement of this recognition. This success is a strong reflection of Batisöke’s human-centered approach.

### **Employee Turnover:**

While Batisöke continues its efforts to enhance employee engagement and satisfaction, the recent employee turnover rate has been recorded at 29.08%.

### **Other Practices:**

Since 2013, Batisöke has been certified 100% in compliance with the ISO 9001:2015 standard, undergoing annual audits conducted by an independent and accredited body. This certification demonstrates the company’s commitment to its quality management system and full alignment with international standards.

The ISO 9001 certification covers the processes implemented across all operations to ensure quality standards and continuously improve customer satisfaction. Batisöke’s compliance with this standard guarantees the sustainable management of product and service quality.

Within the Western Anatolia Group of Companies, the Executive Committee members, their assistants, and the heads of departments lead the establishment and effective implementation of integrated management systems. Management Representatives responsible for the setup and efficient operation of each management system within the integrated framework are appointed by the Executive Committee.

Top management commitment is defined through the “Batı Anadolu Group of Companies Management Systems Policy,” and the management objectives that serve these commitments are identified and monitored for each entity.

## **Business Ethics**

Batisöke aims to foster a corporate culture grounded in the principles of integrity, transparency, accountability, and fairness. Transparency and a commitment to ethical values in all business relationships are among the company’s core principles. In this regard, Batisöke’s emphasis on business ethics is consistently applied in alignment with its approach to building trust-based and sustainable relationships with stakeholders. These principles are outlined in the document titled *Western Anatolia Group of Companies Code of Business Ethics and Working Principles*.

To ensure compliance with ethical standards and promote overall business ethics, Batisöke provides effective communication channels. The company has established a dedicated email address (etik@batianadolu.com) and a petition system for employees, suppliers, contractors, and business partners to report any violations of ethical conduct. These reports are evaluated confidentially by the Ethics Committee, which operates under the authority of the Executive Committee, and appropriate actions are taken.

The fact that the Ethics Committee reports directly to the Executive Committee reflects Batisöke’s commitment to integrating ethical decisions and practices into top-level management. This structure also strengthens internal control mechanisms and supports the principle of transparency.

## **Whistleblowing Mechanisms and Protections**

At Batisöke, the Ethics Committee reviews and evaluates reports submitted via email or written petitions. Upon hiring, all employees sign the “Employee Code of Ethics Commitment,” pledging to adhere to ethical standards. Additionally, the company implements a formal regulation concerning the *Code of Business Ethics and Working Principles*.

The Ethics Committee operates in line with the following principles and places particular emphasis on protecting employees who report ethical violations:

- The identity of whistleblowers is kept strictly confidential, and the non-disclosure of such information is a fundamental principle.
- A strong policy is enforced to prevent any retaliation or negative treatment toward employees or third parties who report ethical violations.
- Investigation and inquiry processes are conducted in accordance with confidentiality rules.

These practices are designed to ensure that employees can safely report ethical breaches and are protected against potential retaliation.

In line with sustainability principles, a new *Solution Center* process was launched in 2024 to enable the effective collection of feedback. A platform has been created through the contact section of the company website, allowing all employees, customers, business partners, and visitors to submit complaints, opinions, suggestions, satisfaction, and solution requests.

All notifications are integrated into the *Softexpert* (Corporate Governance Software Program) system, through which the entire process is managed. Reports are automatically forwarded to the relevant department managers via the system, and these managers are required to take action within 24 hours of receiving a report.

The system also allows for anonymous submissions, enabling feedback to be shared confidentially. This feature ensures that both employees and other stakeholders can freely and securely submit their concerns.

Through this platform, Batisöke enhances the traceability of its processes in line with the principles of transparency and accountability, while also offering a solution-oriented communication channel focused on customer and employee satisfaction.

## **Principles of Fair Competition**

Batisöke conducts its operations in full compliance with Competition Law and actively promotes fair competition. The company is committed to maintaining competitive independence and implements all necessary measures to support a fair and competitive market structure.

Batisöke's ethical principles include acting honestly and fairly toward competitors, respecting intellectual property rights such as patents and copyrights, and avoiding anti-competitive behavior. These practices reflect the company's commitment to contributing to a fair and transparent competitive environment.

## **Anti-Bribery and Anti-Corruption**

Under the *Western Anatolia Group of Companies Anti-Bribery and Anti-Corruption Policy*, Batisöke adopts a zero-tolerance approach to bribery and corruption across all its operations. The company strictly prohibits employees and third parties from engaging in any actions that may constitute bribery or corruption.

Furthermore, it is emphasized that no payments that could be considered bribes should be made or accepted in any business process. This approach underscores Batisöke's strong commitment to ethical values and full compliance with legal regulations.

## **Customer Health and Safety**

In line with the European Union's New Approach Directives, our products comply with CE marking requirements, which demonstrate that they are safe for human, animal, and environmental health. Accordingly, CE marking is obtained for the products we manufacture in our cement plants, both for those exported to the European Union and those offered in the Turkish market. For bagged products, the CE mark is printed directly on the bags, while for both bagged and bulk products, it is included in the commercial shipment documents.

In line with our commitment to product safety and user health, *Safety Data Sheets (SDS)* have been prepared for clinker and cement products and shared with our customers. These documents are made accessible both directly and through our company website to raise awareness among customers regarding the safe use of our products.

These practices reflect our commitment to ensuring that the products we manufacture pose no risk to consumer health and safety and to providing our customers with reliable and trustworthy products.

## **Customer Satisfaction**

Batisöke places great importance on customer satisfaction and demonstrates outstanding performance in this area. Based on evaluations conducted, the customer satisfaction rate has been measured at 92.87%.

## **Data Privacy**

Batisöke demonstrates its commitment to protecting customer and public confidentiality through the [Batı Anadolu Group of Companies Information Security Policy](#) and the [Batı Anadolu Group of Companies Personal Data Protection and Privacy Policy](#).

Under the scope of the Information Security Policy, the company has established the necessary infrastructure to ensure the confidentiality, integrity, and availability of data, and continuously updates it. Additionally, Batisöke complies with the principles of the [TS ISO 27001 Information Security Management System](#).

To safeguard customer data, both administrative and technical measures are implemented, and processes aligned with national and international regulations are applied to ensure the security of this information.

Within the framework of the [Personal Data Protection and Privacy Policy](#), Batisöke places great emphasis on protecting customer information—such as account numbers, passwords, and personal identification numbers—and ensures full compliance with all relevant legal regulations. Through these policies, Batisöke guarantees customer privacy and upholds its vision of being a trustworthy business partner by maintaining the highest level of confidentiality.

As a company fully aware that data security is the most critical aspect of digitalization, Batisöke continuously enhances its data protection efforts.

- In 2023, critical data security was ensured through the use of a DLP (Data Loss Prevention) solution. In addition, the Bullwall solution was integrated as a precaution against ransomware attacks.
- In 2024, further progress is planned through the integration of SIEM (Security Information and Event Management) and SOC (Security Operations Center) services, as well as the implementation of dual-factor authentication and email security solutions to ensure the integrity of data security systems.

At Western Anatolia Group of Companies, periodic *Information Systems Security Awareness* training is provided to all departments. In 2022, a total of 50 hours of training was conducted. This figure rose by

196% in 2023, reaching 148 hours. This significant increase reflects Batisöke's strong commitment to raising awareness around information security.

The primary goal is to ensure that employees are better equipped to address current threats and risks related to information security, to strengthen the overall culture of security within the organization, and to protect company data through a proactive approach to cyber threats.

## GOVERNANCE

### General Company Structure

The company's issued capital amounts to 1,600,000,000 TL. All company shares are registered as bearer shares. The company's capital consists of Class A and Class B shares.

Individuals and legal entities holding 5% or more of the company's capital or voting rights are listed below.

Shareholder's Name	Share in Capital (TL)	Share in Capital (%)	Voting Rights (%)
BATICİM BATI ANADOLU CİMENTO SANAYİİ A.Ş.	1,193,976,211.11	74.62	74.62
OTHER	406,023,788.89	25.38	25.38
TOTAL	1,600,000,000	100	100

All members of the Board of Directors are elected from among the candidates nominated by the majority of Class A bearer shareholders.

- At the General Assembly, each share entitles the holder to one vote. There are no privileged voting rights.

### Board of Directors Structure and Function

The company's affairs and administration are conducted by a Board of Directors consisting of a minimum of 7 (seven) and a maximum of 9 (nine) members, elected by the General Assembly in accordance with the provisions of the Turkish Commercial Code and capital markets regulations, for a term not exceeding three years.

All Board members are selected from among the candidates nominated by the majority of holders of Class A bearer shares. In accordance with Article 363 of the Turkish Commercial Code, any member appointed to fill a vacancy on the Board must also be approved by the majority of Class A shareholders. **Board members may be re-elected.** If necessary, the General Assembly may dismiss some or all of the Board members and elect replacements. The company complies with the Capital Markets Board (CMB) regulations concerning independent board members.

## **Batisöke's Policy of Independency:**

In line with internal governance principles and the regulations set forth by the Capital Markets Board (CMB), Batisöke adheres to a corporate policy requiring a certain number of independent board members. In compliance with applicable legislation, including the Capital Markets Law, Batisöke ensures the presence of independent members on its Board of Directors.

Article 4.3.4 of the CMB's *Corporate Governance Principles*, titled *Structure of the Board of Directors*, states:

"The number of independent members on the board cannot be less than one-third of the total number of members. When calculating this number, fractions are rounded up to the nearest whole number. In any case, there must be at least two independent members."

Additionally, under Article 363 of the Turkish Commercial Code, any individual appointed to the Board must be approved by the majority of Class A bearer shareholders.

**The Board of Directors is responsible for managing the company and representing it before third parties.**

## **Powers and Functioning of the Board of Directors**

The management of the company and its representation before third parties are entrusted to the Board of Directors. Except for decisions and transactions that are required by law or the Articles of Association to be resolved by the General Assembly, the Board of Directors is authorized to make all decisions regarding the company. The duties, rights, and authorities granted to independent board members by the Capital Markets Law and relevant Capital Markets Board (CMB) regulations are reserved.

In addition to the committees and commissions required by CMB regulations, the Board may also establish other committees or commissions to manage or oversee specific business activities, decisions, and policy implementations. Through the *Sustainability Committee*, the Board of Directors also defines and monitors the company's strategies on ESG (Environmental, Social, and Governance) issues.

Board meetings are held as needed upon the written request of the Chairperson or any Board member. Meetings generally take place at the company headquarters; however, with the consensus of at least three members, meetings may be held elsewhere in Turkey or abroad. Individuals entitled to participate in board meetings may also attend electronically, as per Article 1527 of the Turkish Commercial Code.

In accordance with the *Regulation on Electronic Meetings Outside of General Assemblies for Joint Stock Companies*, the company may establish an *Electronic Meeting System* to enable rightsholders to participate in and vote at meetings electronically, or may procure services from systems designed for this purpose. These systems allow rightsholders to exercise their legal rights in accordance with the provisions set out in the regulation.



Board meeting minutes are prepared, signed, and archived in accordance with the Turkish Commercial Code. The quorum requirements for meetings and resolutions are also governed by the provisions of the Turkish Commercial Code. However, in transactions involving related parties and in resolutions regarding the provision of guarantees, pledges, and mortgages in favor of third parties, the relevant CMB regulations apply.

Board resolutions can be made electronically and stored using secure electronic signatures. These resolutions are digitally recorded in the resolution book, ensuring the continuity of resolution numbering.

The following matters must be approved by a majority of independent members of the Board, unless otherwise required by special legislation to be submitted to the General Assembly:

- Disposal or lease of all or a significant portion of the company's assets,
- Acquisition or leasing of significant assets,
- Granting or amending privileges,
- Delisting from the stock exchange.

If any of these matters are submitted to the General Assembly, and the parties involved are related parties, those parties are not allowed to vote on the related resolutions. The relevant provisions of the Capital Markets Law and CMB regulations remain in force.

Following an election-based General Assembly, the Board of Directors elects from among its members a Chairperson and a Vice Chairperson at its first meeting. Subject to the non-transferable duties and responsibilities of the Board, it may, in accordance with Article 367 of the Turkish Commercial Code and through an internal directive, delegate all or part of its management authority to one or more Board members or third parties.

Board members are paid a remuneration amount determined by the General Assembly. The General Assembly sets compensation for both independent and non-independent members in accordance with capital markets legislation.

## **Board Member Competency Policy**

The company aims to establish and maintain a Board of Directors with a well-balanced composition in terms of social, financial, administrative, and technical competencies. The detailed structure of the current Board is presented in the Board of Directors matrix below.

## Board of Directors Matrix

SABİT AYDIN      GÜLANT CANDAŞ      ERDOĞAN GÖĞEN      ÖMER ÇAĞDAŞ SELVİ      ŞÜKRÜ SERDAR BAĞCIOĞLU      MUSTAFA TEOMAN GÜRGAN      UFUK BALAYÜCEL

Basic Information							
Type of director	Executive	Executive	Non-executive	Executive	Non-executive	Non-executive	Non-executive
Independency	Non-independent	Non-independent	Non-independent	Non-independent	Independent	Independent	Independent
Age	50	64	65	47	69	80	60
Member of sub committee							
Audit committee					Yes		Yes
Corporate governance committee			Yes			Yes	
Risk management committee					Yes		Yes
Sustainability committee				Yes			
Term Expiration Date							
Term Beginning Date	Aug-2021	Aug-2021	Aug-2021	Aug-2021	Jul-2020	Jul-2020	Oct-2022
Term Expiration Date	Jul-2024	Jul-2024	Jul-2024	Jul-2024	Jul-2024	Jul-2024	Jul-2024
Tenure	3	3	3	3	4	4	2
Education Background							
Finance & Accounting		YES			YES	YES	YES
Business Administration	YES						
Engineering			YES		YES		
Humanities				YES			
Science & Technology							

Skills & Experience							
Solution Business	YES		YES				
International Business Management					YES		
Management/ executive post. outside mother land		YES				YES	YES
Local law/ Tax Compliance				YES	YES		
Human resources & Talent Development							
Public and Investor Relationship Communication	YES	YES			YES		
Risk management	YES		YES	YES	YES		
Supply Chain Management			YES				
Sustainable Development		YES					
Information and privacy security		YES		YES	YES		
Experience in Global Industry Classification (GICS) Level 1 Sectors							
Consumer Discretionary						YES	
Consumer Staples						YES	
Energy	YES	YES	YES				
Material	YES	YES	YES				
Industrials	YES	YES	YES	YES			
Healthcare							
Financials		YES			YES		YES
Demographic Background							
African origins							

Asian origins							
Caribbean origins							
European origins	YES	YES	YES	YES	YES	YES	YES
Latin, Centreal and South American origins							
North American Aboriginal origins							
Oceania origins							

#### Board Meeting Attendance

Board Attendance	100%	100%	97%	100%	76%	97%	94%
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#### Committee Independency

Audit committee	100%						
Corporate governance committee	33%						
Risk management committee	100%						
Sustainability committee	100%						

#### Committee Meeting Attendance

Audit committee	100%						
Corporate governance committee (Compensation Committee- Nomination Committee)	100%						
Risk management committee	100%						
Sustainability committee	100%						

#### Board Meeting Attendance

Number of Board Meetings	19						
Board Meeting Attendance Average	95%						

## Committees

Batisöke operates under the umbrella of the Batı Anadolu Group of Companies, and the group's overarching governance structure also shapes Batisöke's own corporate governance processes. In compliance with capital markets regulations, the Western Anatolia Group of Companies has established several committees under the Board of Directors, which also play an active role in Batisöke's governance practices.

Established in 2013, the Audit Committee, Corporate Governance Committee, and Committee for the Early Detection of Risk operate to support the Board of Directors in fulfilling its duties and responsibilities effectively. In line with the Capital Markets Board's Communiqué on Corporate Governance, the responsibilities of the Nomination Committee and Remuneration Committee have been delegated to the Corporate Governance Committee.

In 2023, a Sustainability Committee was established on a voluntary basis. This committee began operating to assist the Board of Directors in developing and overseeing sustainability strategies and practices.

These committees serve as the cornerstone of Batisöke's governance model, which is focused on transparency, efficiency, and sustainability across financial and operational processes.

Within the Batı Anadolu Group of Companies, both the Board of Directors and its committees are authorized to retain external consultants or advisors without requiring management approval. This practice is adopted to support independent decision-making processes and to ensure alignment with corporate governance principles.

## Compensation Policy

At Batisöke, we follow a fair, transparent, and performance-based compensation policy for all our employees. Employee salaries are determined based on the organizational hierarchy, market salary medians, and performance management system results. A competitive compensation structure has been created to attract employees and managers with the necessary skills and qualifications to support the growth and success of the company and to retain existing employees and managers. This approach regarding the compensation is equally applied to attract and retain our senior managers. For the compensation of senior managers, industry salary survey results from internationally recognized consultancy firms such as Mercer or Korn Ferry are used. Additionally, senior managers are provided with benefits such as company cars, mobile phone lines, and health insurance. The Board of Directors submits the compensation policies for senior managers to shareholder approval, maintaining a commitment to transparency and accountability. Under our performance-based compensation policy, all employees receive a seniority incentive bonus every 5 years, based on their length of service. Performance-based bonuses are also paid. These practices aim to enhance employee motivation and encourage high performance. Batisöke reserves the right for the Board of Directors and the Compensation Committee to seek external consultancy. In this regard, independent consultancy reports, surveys, and statistics are utilized to develop and maintain compensation policies aligned with industry standards. This approach aims to increase employee satisfaction while ensuring the company's competitiveness. Our compensation policy applies to the CEO, executive directors,

managers not on the board, and other management bodies, and is supported by incentive plans based on individual and company performance. This structure helps achieve our strategic objectives while ensuring the recruitment and retention of high-caliber leaders for our company.

## **Internal Audit Processes**

The Internal Audit Department operates to evaluate the organization's risk management, internal control, and corporate governance processes, providing recommendations for improvements, and supporting the achievement of the company's goals. Internal audit responsibilities, covering all financial and non-financial activities, are carried out annually within the framework of the Internal Audit Plan, approved by the Audit Committee. This plan is reviewed during quarterly meetings, and at the end of the year, the results of its implementation are reported to the Audit Committee. The department operates independently from day-to-day operations and works with the assurance of independence provided by the Board of Directors. Audits are conducted in accordance with the standards of the Institute of Internal Auditors (IIA). Internal auditors regularly participate in professional training, workshops, and conferences to ensure continuous development. Additionally, the department's performance is independently evaluated every five years as part of the Quality Assurance and Improvement Program. The Internal Audit Department aims to provide assurance in areas such as risk identification and management, accuracy and reliability of data, compliance with legal and corporate policies, efficient use of resources, achievement of objectives, improvement of internal control systems, and early detection of potential risks. The department conducts its activities in line with the Ethical Standards of the Institute of Internal Auditors (IIA).

The Auditing Committee Directive implemented within the Batı Anadolu Group of Companies can be accessed through the provided link.

## **Succession Plan**

In response to unforeseen circumstances, Batisöke effectively implements succession plans for senior management and key executive positions. Executive Committee members are structured to be successors to one another, allowing for seamless transitions when position changes are necessary. Additionally, backup plans for managerial positions are prepared under the Organizational Success Plan (OBP) framework, identifying potential candidates and supporting their development. This planning is of strategic importance to ensure corporate sustainability and operational continuity.

## **Stakeholder Engagement**

At Batisöke, we consider establishing effective and transparent communication with our stakeholders as one of our core principles. Batisöke sees it as a corporate responsibility to provide accurate and timely information to all stakeholders. We inform our stakeholders in accordance with the principles of equality, transparency, accountability, and responsibility, and engage with them through various platforms. Through our annual activity reports, Batisöke transparently shares its strategy and performance. In addition, we reach all stakeholder groups via regular communication through social media channels and our website. With the help of Quality, Environmental, Energy, and OHS management systems, we understand stakeholders' expectations and needs, and conduct risk and

opportunity analyses, along with action planning. Continuous communication is maintained with all stakeholders through communication tools based on their needs. We also conduct an annual customer satisfaction survey to analyze the needs and expectations of our dealers and customers. Our communication methods and tools with different stakeholder groups are structured to address their needs:

#### **1. Shareholders:**

The company informs its shareholders through the Public Disclosure Platform (KAP), disclosing all material and regular events. Additionally, shareholders are kept informed via general assembly meetings, integrated reports, annual activity reports, and corporate governance compliance reports. Communication is also maintained through both physical and virtual investor meetings, as well as through social media channels.

#### **2. Employees:**

To ensure effective internal communication with employees, tools such as intranet, internal publications, bulletins, trainings, and seminars are utilized. Information is shared through both electronic and in-person meetings, while social responsibility projects are used to foster a stronger connection between employees and the company's values and goals.

#### **3. Public Institutions and Universities:**

Cooperation with public institutions and universities is maintained through official correspondence, conferences, and social responsibility projects. Electronic and face-to-face meetings serve as key tools for ensuring the flow of information.

#### **4. Suppliers:**

To build healthy and efficient cooperation with suppliers, surveys, and both electronic and physical meetings are conducted. These methods help create a dialogue that supports sustainability across the supply chain.

#### **5. Media:**

Communication with media stakeholders is carried out via press bulletins, social media posts, and both electronic and physical meetings. This approach aims to provide transparent and accurate information about the company's activities.

#### **6. Customers and Dealers:**

Surveys and both digital and in-person meetings are held to maintain effective communication with customers and dealers. These methods are used to enhance customer satisfaction and establish strong relationships with business partners.

#### **7. Society:**

Relations with society are strengthened through donations, sponsorships, aid, and support packages, as well as various social responsibility projects. Both digital and physical meetings enable the development of projects that are responsive to community needs.

#### **8. Consumers:**

Communication with consumers is established through surveys and electronic or face-to-face



meetings. Regular feedback mechanisms are implemented to better understand consumer expectations and improve the quality of products and services.

#### **9. NGOs, Associations, and Trade Unions:**

Engagement with non-governmental organizations, associations, and trade unions is carried out through memberships, electronic and physical meetings, conferences, and social responsibility initiatives. These collaborations play a significant role in developing projects that generate social value.

At Batisöke, we conduct our activities based on the principles of transparency, trust, and collaboration in all our communications with stakeholders. These communication methods support the company's sustainability goals and contribute to long-term success.

### **Management Discussion and Analysis**

At Batisöke, we are taking comprehensive steps to achieve our carbon neutrality goals and integrate environmental, social, and governance (ESG) criteria into our business strategies. In this context, we assess both financial and non-financial factors through sustainability-focused investments, managing our environmental impacts and operational costs effectively. As a significant step towards reducing environmental impact in our production processes, we have implemented waste heat recovery projects that convert excess heat into energy. These projects allow us to optimize energy consumption and reduce our carbon emissions. Additionally, we have enhanced our waste feed systems, enabling us to use more waste as fuel and significantly reduce our consumption of fossil fuels. This approach not only reduces our carbon emissions but also supports our financial sustainability by lowering carbon-related costs. Batisöke is aligning with the Carbon Intensity Cap Mechanism (SKDM) and is investing in various clean energy sources, primarily solar energy, to develop renewable energy projects. By doing so, we are reducing our carbon intensity while producing sustainable solutions for energy management. We are also focusing on reducing clinker consumption to develop more environmentally friendly products and expand our green product portfolio. This strategy not only enhances the efficiency of our production processes but also enables us to offer sustainability-focused solutions to our customers. All of these investments contribute to Batisöke's carbon neutrality goals while simultaneously increasing the company's capacity for long-term value creation. In line with our environmental and financial responsibilities, we continue to integrate ESG criteria into our business processes and maintain transparent and sustainable communication with our stakeholders.

### **Litigation Expenses**

In 2023, Batisöke incurred a total of 851,926.68 TL in expenses related to legal proceedings. This amount includes court fees, attorney fees, and other operational costs associated with the company's legal obligations.

The litigation expenses were realized during the reporting period and have been recorded as an expense item under the Income Statement. This amount is treated separately from provisions set aside for anticipated outcomes of ongoing legal cases (legal provisions) and has been directly associated with the income statement rather than the balance sheet.

## **Additional Explanations Regarding Auditors**

In Batisöke's Annual Report, it is stated that the independent audit firm conducting the financial audits, Güney Bağımsız Denetim ve SMMM A.Ş., has been working with the company for seven years. However, as of 2024, the audit will be carried out by DRT Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş