



LIMAK  
GROUP OF  
COMPANIES

**SUSTAINABILITY  
REPORT**

2016-2017





**SUSTAINABILITY  
REPORT | 2016-2017**

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The third sustainability report published by the Limak Group of Companies aims to share the economic, environmental and social activities that are held in the perspective of the priority issues of the Limak Group of Companies with its stakeholders in light of the group's participatory, clear and transparent management principles.

## ABOUT THE REPORT

The third sustainability report published by the Limak Group of Companies aims to share the economic, environmental and social activities that are held in the perspective of the priority issues of the Limak Group of Companies with its stakeholders in light of the group's participatory, clear and transparent management principles.

The Limak 2016-2017 Sustainability Report covers activities, outputs of these activities, positive and negative impact data of our companies in construction, tourism, cement, infrastructure and energy investments and food sector which constitute the Limak Group within a period of two years between 01.01.2016 - 31.12.2017. Ankara Express Train Station Management, New Airport Costruction for Istanbul, 1915 Çanakkale Bridge, Malkara-Çanakkale Motorway consruction and Kosova Electric Distribution services are not included in this report. Activities that are included and excluded in this report are indicated in the section of the relevant group. Furthermore, the activities of the Limak Foundation, which is affiliated with the Limak Group of Companies, are also included in the report for the purpose of information sharing.

This report has been prepared in accordance with GRI Standards : "Core" option. It also includes our implementations regarding compliance with the United Nations Global Compact principles, which we signed in 2014. The last part of the report contains the GRI Standards Content Index and the UN Global Compact List. The report is not audited externally. SU Corporate Sustainability Consulting afforded assistance in the preparation of this report. Our report is prepared both in Turkish and English.

Below is the contact information for all kinds of opinions, suggestions and inquiries regarding the Limak 2016-2017 Sustainability Report published by the Limak Group of Companies. All opinions and remarks of our stakeholders are important for the Limak Group of Companies in developing the sustainability performance.

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Esteemed Stakeholders,

In this sustainability report, the third presented for your review, we are sharing the developments that are of particular interest concerning the agenda of both the world and Turkey in fields of economy, society and environment, and, in the light of the same, the activities executed by Limak, with you one more time. Sustainability is a long, labor-intensive journey that require the perspective of constant development, and that might extend towards the other end of the world with the impact it creates... We were attentive to take into consideration the preferences of the world when we set this year's sustainability materialities as an integral part of this journey.

As we mentioned before, we have declared that we are adopting a sustainability approach in the international platform by signing the United Nations Global Compact. In 2015, the "Sustainable Development Goals", a common agenda for the entire world, has been published under guidance of the United Nations. The principles acting as an action plan for year 2030 refer to the basic elements required for achieving a certain level of welfare in economic, social and environmental aspects varying greatly, such as societies' access to basic foodstuff, clean energy, aquatic life, and gender mainstreaming. We, both as Limak, and together with the Group of companies, have endeavored to associate the studies we executed in this respect with said principles. We all have important roles to play in order to pass a sustainable life to the next generations. I would like to indicate that we are contemplating our works in the light of said approach in all sectors and domains that we are active as Limak Group of Companies.

Gender mainstreaming is an issue making progress not only throughout the world but also in our country, and we, as Limak Group of Companies, consider as one of the top materiality. Our project called "Engineer Girls of Turkey" aims to develop our girls to the days where they might express themselves also in the fields of science and technology as the future business women. We believe that the developments intended for sustainable development of the societies, and especially the balance in the field of economics can be achieved only through the empowerment of the women.

We have set our sustainability materialities as occupational health and safety at top, followed by local development based practices at the areas where we are active, qualified workforce and innovation, climate change, product liability, sustainable urban, transportation and infrastructure works and sustainable agriculture. The fact that each domain set in this manner is associated with the fields of activity and expertise of our companies allow us to make efficient use of the knowledge on the area of expertise. The products and services of, and the works realized by, Limak and affiliates cover projects that expand into every aspect of the life and contribute to development of our country. This, in turn, further increases the responsibilities and assignments falling to us, the Limak Group of Companies. We are continuing to endeavor with all our personnel towards the objective of supporting our country aiming sustainable growth on its path for becoming the largest economic actors of the world.

Based on the sustainability materialities set by our companies in collaboration with our employees, which are further detailed throughout the report, I would like to offer a brief outline of the headlines that are prominent with respect to economic, environmental and social performances and associated with the Sustainable Development Goals;

#### **LİMAK CONSTRUCTION GROUP**

Managed to complete numerous successful projects worldwide by implementing people-oriented projects since the first day of its incorporation, Limak Construction Group has set "Occupational Health and Safety" as its top material. The Group aims to develop practices beyond the standards on occupational health and safety, and to become the role model in the sector in this respect. At the same time, the Group further focuses on industry, innovation and infrastructure, sustainable urban and living quarters, decent work and economic growth, high-quality training and gender mainstreaming principles, in particular the climate action, under the scope of the Sustainable Development Goals.

#### **LİMAK CEMENT GROUP**

Limak Cement Group is one of the important actors in Turkey and in the world for meeting the growing demand on cement. The investments made for meeting the demand are important also with respect to presentation of the natural sources. Limak Cement Group implements practices intended for efficient use of resources through environmentally friendly technologies while ensuring high product quality. Under the scope of the Sustainable Development Goals, the Group focuses on clean water and sanitary conditions, accessible and clean energy, climate action, decent work and economic growth industry, innovation and infrastructure and high-quality training principles.

#### **LİMAK TOURISM GROUP**

Founded in 1995, Limak Tourism Group appears as an investment active on both national and international platforms, hosting guests from 40 countries, in very diverse areas such as urban hotel management to resorts, medical tourism to airport hotel management. The sustainability materialities include especially the customer satisfaction, hygiene and food safety. Under the scope of the Sustainable Development Goals, the healthy individuals, responsible consumption and production, decent work and economic growth and climate action principles should be emphasized when setting the objectives for furthering the studies in said areas.

**LİMAK ENERGY GROUP**

Limak Energy Group essentially serves in four main domains: energy generation, distribution, sales and trading. The investments on the renewable energy sources are increasing every day in order to meet the energy demand due to increasing population in the world and in our country. The efforts of Limak Energy Group especially on the solar energy and wind energy investments are ongoing in rapid pace. The energy, and especially the energy efficiency, the most essential element of all sectors and the daily life, are considered a highly sensitive topic as an enterprise active in this field. One of the leading companies in the energy market, Limak Energy has set top materialities in its sustainability approaches as development of energy sources, energy efficiency, customer satisfaction and high quality. Under the scope of the Sustainable Development Goals, Limak Energy Group focuses especially on accessible and clean energy principle, as well as responsible consumption and generation, climate action, aquatic life, terrestrial life, decent work and economic growth industry, innovation and infrastructure.

**LİMAK FOOD & BEVERAGES GROUP**

Development and continuity of the food sector is of paramount importance for ensuring the food and beverages, an irreplaceable aspect of our lifecycle. Nowadays, the climate problems experienced due to high carbon emissions and global warming are common concerns for all. Therefore, Limak Food and Beverages Group endeavors to implement advanced practices on economic growth and sustainable agriculture under the conditions we currently experience. The materiality aspects of sustainability for the activities of Limak Food and Beverages Group are food safety and quality at first, as well as product liability, raw material continuity and efficiency, climate change and sustainable agricultural practices. The Sustainable Development Goals focus on end of hunger, climate action, clean water and sanitary conditions and terrestrial life.

**LİMAK INFRASTRUCTURE INVESTMENTS GROUP**

The population of the world is approximately 7.6 billion people according to year 2017 update of United Nations (UN) World Population Projection. Said figure is expected to increase to 8.6 billion in , 2030 and 9.8 billion in 2050. Other studies indicate that two third of the world's population will live in cities in 2050. This implies that the infrastructure of the cities should develop proportionally. Limak Infrastructure Investments Group offers sustainable city, transportation

and infrastructure services and endeavors to develop environment- and people-oriented approaches.

The new environmentally friendly terminal building of Prishtina International Airport Adem Jashari constructed under the scope of the airport investments according to international standards, covering an area of 42,000 m2 and equipped with smart building technology opened its gates as the sole international portal of Kosovo. The project further covers 54,000 m2 parking lot and 25,000 m2 landscaping (greenfield) aspects. The increase in number of passengers compared to the previous year has been 18.4% in 2017 with 1,885,136 passengers. LimakPort İskenderun, leased by Limak Group of Companies in 2011 for a period of 36 years is a transition spot for not only container loads, but also for non-container loads where 14 container shipment lines have active stops, and further has direct link to more than 50 ports on a broad geography extending from Far East to Northern Europe.

The Infrastructure Group under Limak Group of Companies focus on accessible and clean energy principle, decent work and economic growth, industry, innovation and infrastructure, responsible consumption and production, climate action, aquatic and terrestrial life under the scope of Sustainable Development Goals. As Limak Group of Companies, we maintain our works taking into consideration the cultural and ethics codes of all countries and regions we are active with aim to ensure development in economic, social and environmental areas. On the occasion of this third report issued, I would like to express my gratitude to our esteemed employees, our companions in our efforts we demonstrate as one of the pioneering enterprises of our country, our business partners, the clients and all stakeholders throughout the value chain.

Best Regards,

**EBRU ÖZDEMİR**  
CHAIRPERSON OF THE BOARD





Revenue	2017	2016	EBITDA	2017	2016	Assets	2017	2016	Equity	2017	2016
Construction	1.818	1.174	Construction	349	220	Construction	2.490	1.815	Group	1.030	895
Cement	420	404	Cement	106	116	Cement	1.102	1.044	Other	112	146
Energy	1.791	1.960	Energy	326	384	Energy	3.368	2.892			
Infrastructure	79	77	Infrastructure	39	36	Infrastructure	2.538	1.512			
Tourism	76	71	Tourism	26	19	Tourism	194	153			
Other	16	23	Other	1	1	Other	52	24			
<b>Total</b>	<b>4.200</b>	<b>3.709</b>	<b>Total</b>	<b>847</b>	<b>776</b>	<b>Total</b>	<b>9.744</b>	<b>7.440</b>	<b>Total</b>	<b>1.142</b>	<b>1.041</b>

Unit: Million USD



**1976**  
Founded in



Number of Employees  
**65.746**



Endorsement  
**4.2** Billion Dollar

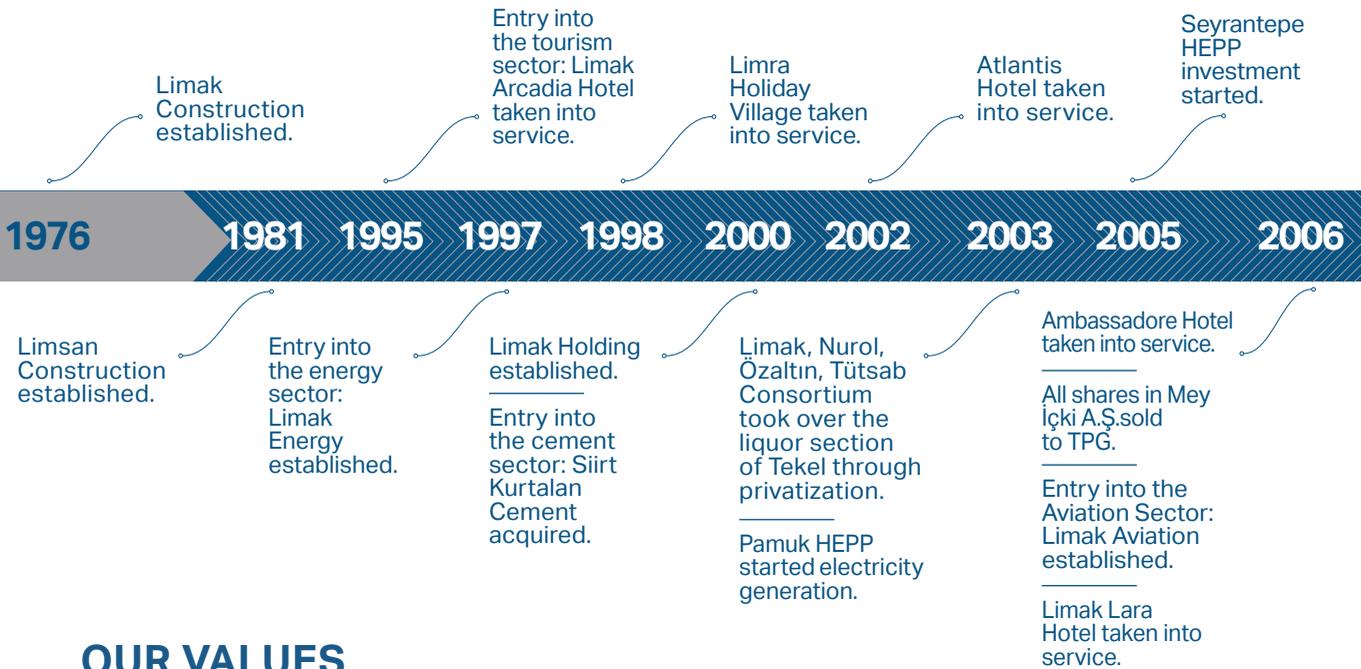


Number of Countries it Operates in  
**10**



Number of Sectors it operates in  
**8**

## LİMAK MILESTONES



## OUR VALUES

We are employees who are knowledgeable, skilled, industrious

Honest and loyal to their organization

Continuously developing

Respect each other

Adopt the team spirit

Do not compromise quality

Always protect the reputation of their organization

Are open to learning and innovation

Share the decisions and objectives of their organization

Respect the environment

Are flexible and able to make decisions quickly within a horizontal organization

Believe that we will be successful in all sectors where we operate.

## OUR VISION

To be among the top three successful companies in all sectors we operate.

## OUR MISSION

To create value for our stakeholders as led by the principles of sustainable growth, operational efficiency and continuous development.

Uzunçayır  
Dam and  
HEPP started  
generation.

Istanbul  
Sabiha Gökçen  
International  
Airport new  
International  
Lines Terminal  
taken into  
service.

Mardin  
Cement  
Factory  
started  
production.

Ege Cement  
joined Limak  
Cement Group.

Istanbul New  
Airport tender  
awarded to the  
JV where Limak  
is a partner and  
Implementation  
Contract signed.

Pristina  
International  
Airport new  
terminal  
building taken  
into service.

Ankara High Speed  
Train Station  
project started.

Istanbul  
Sabiha Gökçen  
International  
Airport Investment  
Construction and  
Operation Corp.  
established.

Seyrantepe  
HEPP started  
generation.

Limak-  
GMRMalaysia  
Airports  
Consortium took  
over Istanbul  
Sabiha Gökçen  
International  
Airport.

Bitlis Cement Plant  
taken into service.

Limkon  
Fruit Juice  
Concentrate  
Facilities taken  
into service.

Hamitabat Natural  
Gas Combine  
Cycle Power  
Plant renovation  
investment is  
started.

Kosovo Electricity  
Distribution  
Company  
privatization tender  
awarded to Limak-  
Çalık partnership.

Akdeniz  
Electricity  
Distribution  
privatization  
tender awarded  
to Cengiz-Limak-  
Kolin partnership.

Boğaziçi  
Electricity  
Distribution  
privatization  
tender awarded  
to Limak-  
Cengiz-Kolin  
Consortium.

Ankara  
High Speed  
Train  
Station  
taken into  
service.

2008

2009

2010

2011

2012

2013

2014

2015

2016

2017

Entry into the  
energy trade  
sector: Limak  
Energy Trade  
Company  
started to  
operate.

Alkumru Dam  
and HEPP taken  
into operation.

Set Cement  
joined Limak  
Cement Group.

Limak took  
over Pristina  
Airport.

36 years'  
operating rights  
of Iskenderun  
Port transferred  
to Limak.

Limak Eurasia  
Hotel taken  
into service.

Pembelik Dam  
and HEPP taken  
into operation.

New Limak  
Anka Integrated  
Cement  
Factory and  
Kilis Integrated  
Cement  
Factory  
investments  
started.

Limak Kilis  
BIMS plant  
taken into  
operation.

Yalova  
Thermal  
Boutique  
Hotel taken  
into service.

Entry into the  
electricity  
Distribution  
sector:  
UEDAŞ and  
ÇEDAŞ  
taken over  
by Cengiz-  
Limak-Kolin  
Partnership.

Hamitabat  
Natural Gas  
Combined  
Cycle Power  
Plant taken  
over by  
Limak.

Limak Cement  
signed  
investment  
contract with  
Afrikbat to  
build a new  
plant in Ivory  
Coast. Started  
investment  
activities in  
Mozambique.

Kemerköy  
and Yeniköy  
thermal  
power plants  
taken over by  
Limak-İC İçtaş  
partnership.

Partnership  
contract  
signed with  
InfraMed for  
25 percent  
of Hamitabat  
Natural Gas  
Combined  
Cycle Power  
Plant.

Ground  
breaking  
of Kuwait  
International  
Airport New  
Terminal  
Building.

1915  
Çanakkale  
Bridge and  
Malkara-  
Çanakkale  
Motorway  
Project  
initiated.

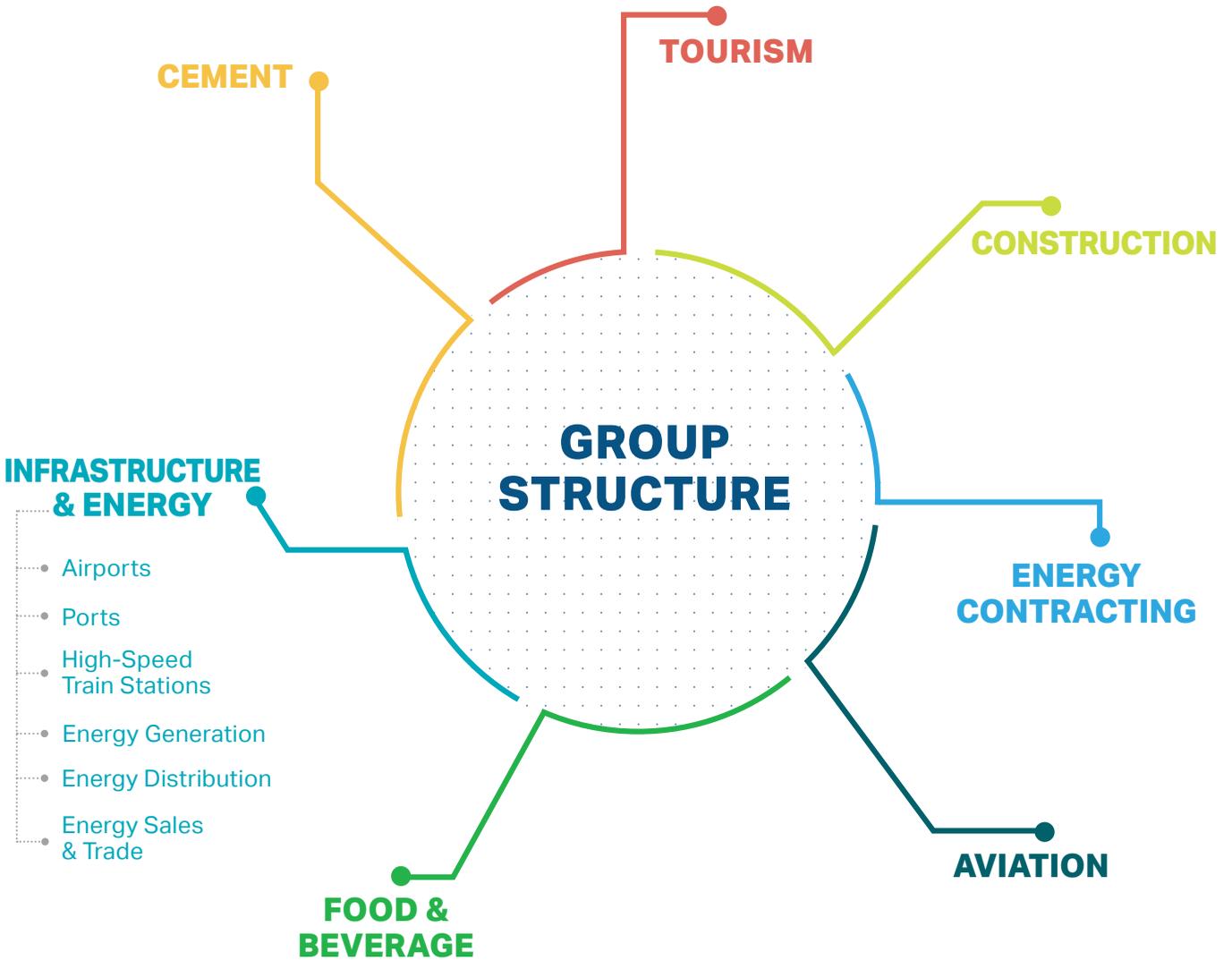
Senegal  
Dakar Blaise-  
Diagne  
International  
Airport taken  
into service.

Kargı Dam  
and HEPP  
taken into  
operation.

Limak Cyprus  
Deluxe Hotel  
taken into  
service.

# LİMAK GROUP OF COMPANIES

Having a history of more than 40 years, the Limak Group of Companies has become an establishment enriching both Turkey and 13 different countries of the globalized world with years of experience. With a wide range of business lines such as construction, tourism, cement, infrastructure and energy investments, energy contracting, aviation and food, the Limak Group of Companies carries on its services and projects with more than 65,000 employees.



## CONSTRUCTION

- 4 completed domestic projects
- 6 completed overseas projects
- 14 ongoing domestic projects
- 13 ongoing overseas projects
- 80,650 employees

## TOURISM

- 1,719 employees
- 8 hotels

## CEMENT

- 4 ongoing investments
  - ▶ 7 Integrated Cement Factory,
  - ▶ 3 Domestic Grinding and Packaging Plant,
  - ▶ 1 overseas (Mozambique) Grinding and Packaging Plant,
  - ▶ 24 ready mixed concrete plant
  - ▶ 1 BIMS blocks plant

## INFRASTRUCTURE AND ENERGY

- **Airport Management**  
Prishtina International Adem Jashari Airport
  - ▶ 1,885,136 passengers

- **Port Management**  
LimakPort
  - ▶ 1 million TEU container handling capacity
  - ▶ 14 container transportation lines

- **Ankara High-Speed Train Station Management**
  - ▶ Annually 15 million passengers capacity

- **Bridge and Motorway Operation**  
11915 Çanakkale Bridge and Çanakkale-Malkara Motorway
  - ▶ The longest suspension bridge of the world with a span of 2,023 meters between abutments

### ● Energy Generation

- ▶ 1 Natural Gas Combined Cycle Plant
- ▶ 1 Thermal Power Plant
- ▶ 7 Hydroelectric Power Plant
- ▶ 5 plants in investment and planning phase

### ● Energy Sales & Trade

- ▶ Wholesale and retail electricity sales volume over 7.3 TWh
- ▶ Limak Uludağ Electricity Distribution Corporation electricity sales volume 12.8 TWh
- ▶ Kosovo Electricity Distribution Company 4,0 TWh electricity sales volume

### ● Energy Distribution

- ▶ 3.1 million subscribers with Uludağ Electricity Distribution Co.
- ▶ 560 thousand subscribers with Kosovo Electricity Distribution

## ENERGY AND CONTRACT

## FOOD AND BEVERAGE

- Export to 32 countries
- 85,000 tons/year food processing capacity per annum
- 10,000 tons concentrate production per annum

## AVIATION

- Falcon 7X jet aircraft with 14 passengers capacity

## Global Cooperations



## Memberships



## Dialogue with Stakeholders

As the Limak Group of Companies we attach great importance to receiving the views of our key stakeholders while working on future plans that encourage sustainable development by supporting positive economic, environmental and social consequences and we carry on works to create future together with our stakeholders. Every person, orga-

nization and community affecting activities of the Limak Group of Companies in all sectors, and, similarly, all that are affected by the activities of the Group Companies are defined as the stakeholder of the Limak Group of Companies. Our Group, which operates in a wide variety of business lines, has a wide range of stakeholders. Our stakeholders vary according to the sectors and companies in which our Group operates. In this context, our stakeholders are gathered in two main groups. We define our em-

STAKEHOLDER GROUP	PLATFORM OF DIALOGUE	FREQUENCY OF DIALOGUE
EMPLOYEES	Limak organizational portal	Constantly
	Performance evaluation meetings	Annual
	Social activities	At least twice a a year
	Work health and safety meetings	Monthly
	Satisfaction surveys and sustainability evaluation surveys	Annual
CLIENTS	Satisfaction surveys	Once every two weeks in tourism group
	Call Center	Constantly
	E-mail	Constantly
	Seminars, conventions and fairs	Numerous times a year
SUPPLIERS/ SUBCONTRACTORS	Surveys	Annual
	Face to face meetings	When demanded
	E-mail	Constantly
DEALERS	Meetings	At least once a year
	Face to face meetings	When demanded

ployees, unions and senior management as our internal stakeholders, and all the denominators in our stakeholder list as our external stakeholders. Within the scope of our sustainability strategies, every year we intend to prioritize our stakeholders with the participation of our sustainabil-

ity teams and update our dialogue platforms we have established with them. Thus, we adapt to the changes that may exist both on national and global scale. Table below contains the dialogue platforms we set up on the basis of stakeholder groups and the communication frequency:

STAKEHOLDER GROUP	PLATFORM OF DIALOGUE	FREQUENCY OF DIALOGUE
LOCAL PUBLIC	Environmental impact evaluation report process	Before the investment and during construction period
	Social projects	During project
CAPITAL PROVIDERS/ CREDITORS	Tracking reports and field visits	At least once a year
PUBLIC INSTITUTIONS	Meetings	When demanded
	Forms and Informative reports	At least once a year
	Reviews	At least once a year
SECTORAL ESTABLISHMENTS/ NGO'S	Membership meetings	Constantly
	Seminars and fairs	Numerous times a year
	Surveys	Annual
UNIVERSITIES	Collaborations in education	Duration of project
SOCIETY AND MEDIA	Social responsibility projects	Duration of project
	Social responsibility projects	When needed
	Interviews	When needed
INTERNATIONAL NGO'S, UNIVERSITIES, F. GENERATIONS	Projects	Constantly



# Sustainability in Limak



# LİMAK SUSTAINABILITY JOURNEY



- In 2015, Limak Trakya Cement earned the GOLD label by receiving the TS EN ISO 50001: 2013 Energy Management system certificate in addition to the already received Integrated Management System Certificate (TS EN ISO 9001: 2008 Quality Management System, TS EN ISO 14001: 2005 Environmental Management System, OHSAS 18001: 2008 Occupational Health and Safety Management System).
- It became the first company introducing the Turkish cement industry to the loan agreement of the World Bank and the European Investment Bank, which is funded by energy efficiency and clean technology funds. Limak Cement is proud of introducing the Turkish cement industry to the first low NOx emissions calcined rotary kilns (low-NOx calciner) in Balıkesir and Trakya as well as applying the Equator Principles to all phases of investment and operation.
- Arcadia Hotel received the "Sustainable Tourism" award.

- As a result of efforts to reduce carbon emissions, Prishtina International Adem Jashari Airport was awarded the Airport Carbon Accreditation Level + 1 certificate by the Airports Council International (ACI). Prishtina International Airport Adem Jashari is expected to rise to +2 in Airport Carbon Accreditation by the Airports Council International (ACI) in 2017 as a consequence of its studies on this subject.
- The second sustainability report was published. The Limak 2014-2015 Sustainability Report was awarded at the annual International Communication Awards (2015/16 Vision Awards) that is organized by the League of American Communications Professionals (LACP), which is considered to be one of the world's most prestigious public relations platforms.
- It became the first and the only company to receive the ISO 14001: 2015 Environmental Management System Certificate in aviation and other comparative sectors in Turkey.
- The environment friendly and LEED-certified Ankara High Speed Rail Station (ATG), which is Turkey's first high-speed train station project with a 50 thousand passengers capacity per day, was opened.
- Kuwait International Airport Terminal Project, the biggest project with the biggest contract cost ever won by a Turkish contracting firm and of great importance to Kuwait was signed in 2016.

2014

2015

2016

2017

- Limak Cement Group switched to integrated management system. This way all operations and documentation were brought together under one roof.
- The amount of renewable energy in Limak's structure is expected to rise to 1.455 MW with Isparta Gönen, the Group's first solar energy station with a capacity of 5,7 MWp, Konya Apa solar energy station with a capacity of 15,7 MWp which is currently under construction and Buharkent geothermal station with 14,1 MW.
- Under the scope of integrated informatics project and structure of Limak energy distribution, the SCADA project whose first phase was completed in 2016, started its second phase in 2017.

- Hamitabat Natural Gas Combined Cycle Power Plant (HEAŞ) was renovated and the facilities became %62 more efficient.
- ISO14064 Greenhouse gas management system was established in Yeniköy-Keçmerköy Thermal Plant with volunteering. Approved and documented in year 2017.
- Prishtina International Airport Adem Jashari carbon accreditation level was raised to +2 bu ACI during 2017.
- With educator training started in 2017 under the scope of Engineer Girls of Turkey project, we reached 20.000 high school level students in 10 cities. Also with the same project, the number of women engineer candidates in universities was raised to 102.

## The Limak Group and Sustainability

While we were reviewing our Group's sustainability practices in the process of preparing this sustainability report, the new United Nations Sustainable Development Goals (SDG), which we consider as framework policy texts to be referenced, were announced in a joint statement by the UNGC, WBCSD and GRI in November 2015.

The tools that the business community may need in the course of implementing their compliance efforts with new targets are also presented under the SDG Compass heading. This guide plainly expresses the way the business world needs to follow. Accordingly, the activities that are advised to the company can be listed respectively: Understanding Sustainable Development Goals, defining corporate priorities, setting corporate goals, ensuring and reporting compliance, and communicating.

By following this roadmap, Limak Group of Companies, we have reviewed our priorities in all our fields of activity. By conducting a comparative analysis of these priorities with the sustainable development goals, Limak Group of Companies has formed its strategies that will carry the Limak Group of Companies and all of its stakeholders safely to the future.

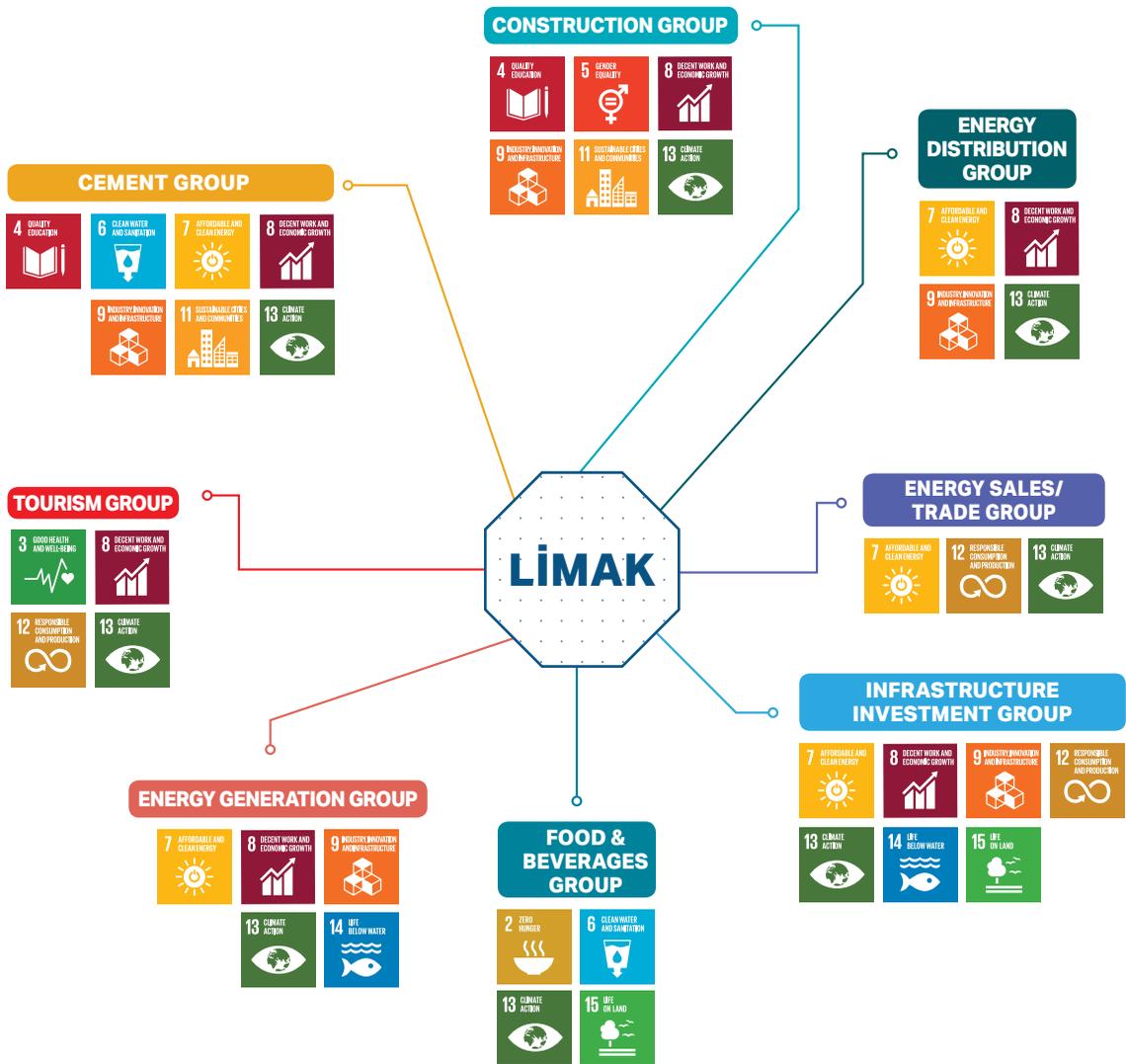
The future of the Limak Group and its stakeholders has a common ground with the future of humanity and the planet. Sustainable development can only be achieved when the humanitarian goals, goals of equal distribution of well-being, goals of conservation of the planet and the development of partnerships with the peace settlement goals are accomplished.

The fact that all values we produce as the Limak Group is shared with our stakeholders in harmony with this understanding and aligned with them, constitutes the basis of our sustainability strategy. With this cumulative move we, the Limak Group, have established our final roadmap by developing key success indicators (KPIs) for each of our companies, linking them to new sustainable development targets (SDGs) with rigorous work, together with common strategies that we have developed based on the founding values of all our companies.

In this report, we aimed to share with our stakeholders the issues we have focused on in accordance with sustainable development objectives and our future strategies and policies related to these strategies. Below, we share the main topics of our sustainability targets according to our business lines.



## Sustainability Development Goals



## Sustainability According to Each Business Line

### Construction Group

The major priority issue for the Construction Group of the Limak Group, which carries out its business in order to enable people to have sustainable cities and living environments compatible with the planet, is establishing a business understanding, which involves all its stakeholders, that is in line with international standards, and accepting human health and safety as the main priority for the future.

The Limak Construction Group aims to maintain decent work and economic growth with its activities and thus to provide employment security for all stakeholders and communities in the regions where it operates. However, it is also among the priorities of the Construction Group that these priorities are dealt with in line of the protection and development of limited resources of the world.

The fundamental issues are: the continuity of business operations through constant reformative and constructive activities in areas which have decisive impacts on the future of the planet and the whole humanity, such as waste management, energy efficiency, conservation of water; following the examples of all good practices in the world, and even becoming better than these examples in some areas. The Limak Group has made remarkable progress in reducing waste management and emissions in the last five years. It is known that one of the prerequisites for the Construction Group to achieve a more accelerated development in this area is to secure the employment of a well-trained and qualified employee profile. This understanding is an essential aspect the Group's commitment to develop social projects in engineering education and to promote these projects.

The Construction Group's focus for the next three years will be respectively: to increase the contribution to the local economic elements in the regions where it operates; to raise the proportion of energy efficiency and savings of the projects proportionally; to reduce emissions and to prefer low emission products as well as training and supporting the development of employees in order to guarantee these focal points.

Limak Construction prioritizes the local development elements and environmental impacts, in principal the safety practices, when constructing sustainable habitats.

### Cement Group

The Limak Cement Group is one of the important actors in Turkey and in the whole world to meet the growing demand. Apart from the fact that we supply cement, our major priority is the high product quality, which is a natural consequence of our business approach aiming to make Turkey the main address for the qualitative development in this area.

The Cement Group's goal of high quality also draws attention for being an objective that overlaps with global targets. The goal of establishing sustainable cities and habitats on the axis of water conservation through renewable and accessible clean energy paying regard to climate action can only be achieved through production that is compatible with these objectives. The Limak Cement Group aims to make progress on the reduction of production emissions and the use of alternative raw materials and energy resources, not only for itself but also for the whole sector, with its continuing R&D and P&D activities. Innovative products developed in this framework

also coincide with efforts to improve global innovation and infrastructures that overlap with targets. The first priority of the Limak Cement Group, as in all Limak Group companies, is ensuring employee satisfaction and safety in all occupational health and safety settings. The Group's sustainability objectives include the development of qualified labour practices complying with international legal and certification guidelines, and the extension of the scope of this understanding to include stakeholders.

Limak Cement Group believes skilled labor, innovation and robust infrastructure represent the very foundations of becoming and economic actor at the international arena.

## Tourism Group

The Tourism Group has a great significance for being a scene, where the Limak Group has the opportunity to share its business understanding with its stakeholders in a qualified way. In all our tourism activities, we strive to increase our stakeholders' perception of the future of the humankind and the planet as well as their control over the common goals of the world within this framework, with respect to the service content and presentation.

We aim to turn all our interactions with our customers into an experience which adds value to each individual by developing customer satisfaction through our service providing style and internalised philosophy of sustainability rather than degrading it to simply service providing. The Limak Tourism Group demonstrates in all its activities that the goals of guaranteeing the future of the humanity and planet can be possible, if internal and external stakeholders act together. Through all our activities, we share our understanding of the fight for energy use, water use, human health, and climate change with our guests, and carry this insight onwards with their valuable contribution. All stakeholders in the field of tourism are closely involved in our understanding prioritising the value we attach to human and occupational health and employee satisfaction as well as our efforts to reduce emissions.

Likewise, our priority issues in the institutional framework are occupational health and safety, employee satisfaction, training that supports the individual and professional development of employees, and the development of options in providing service that would positively affect the climate change. We are also aware that this approach will return to us as customer satisfaction, especially through employees who believe in and are satisfied with the corporation. The most explicit physical goals of the Limak Tourism Group are to reduce emissions, accomplish high efficiency and savings in energy and water use, and achieve zero waste target, which is considered to be impossible in the tourism sector.

Limak Tourism Group endeavors to develop "responsible" practices in order to diminish the impact of the climate change on the sector, and ensure sustainability.

## Energy Generation Group

Having a goal of accessible and clean energy is the focus of the SDG announced by the UN in order for the world to have a sustainable future. Producing and living in the world in harmony with the planet could only be possible with an efficient and clean energy access that would be compatible with the planet itself.

We need energy to achieve decent work and economic growth with an innovative infrastructure. However, in the production of this energy, the provision of a production composition compatible with the future of the planet is equally important.

With this point of view, the Limak Power Generation Group has accelerated its efforts to increase the diversity of energy sources, especially in the last five years. In order to meet the developing Turkish economy's need for reliable energy supply, the Limak Energy Generation has new license applications to increase wind and solar energy generation in addition to wind and geothermal energy generation, that constitute the basis of renewable energy, as well as thermal power generation.

On the other hand, we should mention that the Limak Energy Generation Group does not consider clean and accessible energy generation only through the narrow scope of obtaining renewable resources, but focuses on efficiency in all energy generation compositions with an emphasis on the R&D and P&D activities.

Like the other Limak Group companies, the Group gives priority to the reduction of emissions and wastes as well as water conservation within this critical area in which the Energy Generation Group operates. Similarly, as in all our companies, protecting high standards in occupational health and safety is a priority in the Energy Generation Group.

Limak Energy Generation Group considers the future generations as stakeholders, and continues to develop the energy sources for living in a better world.

## Energy Distribution Group

According to the Limak Group, the energy distribution area is also an important business line with respect to relations with stakeholders. For Limak, which is in contact with 3.1 million subscribers in these regions, it is a great opportunity to share sustainability goals and business understanding established in this framework with this large number of stakeholders. The Limak Group is aware of the fact that energy is not a produced, but a consumed resource. Accomplishing global goals in the energy field, achieving accessible and clean energy targets that are compatible with climate change, could not be managed only through improvements in production. Productive and economical consumption of energy is as important as efficient production.

As far as the Limak Group is concerned, the most important stakeholder group among all its stakeholders is the subscribers of the Energy Distribution Group in achieving the expected targets within the planet's sustainability

framework. The intensive communication with the subscribers is a critical bridge in transmitting the global goals and the perception of sustainability to the whole society. The corporate social responsibility activities developed by the Limak Energy Distribution Group are main practices which support this communication and expand the bridge.

For the Limak Energy Distribution Group, diversification of corporate social responsibility activities and increasing stakeholder interaction capability both qualitatively and numerically are the primary areas to be developed in the next period. The Limak Energy Distribution Group is working to increase the quality of service while simultaneously providing the security of supply in order to expand customer satisfaction. It is also acknowledged that the security of supply and the increase in the quality of service will be possible by promoting the satisfaction of employees simultaneously without compromising the standards of occupational health and safety. In this framework, qualified labour force practices and stimulating training to support the professional and individual development of employees are among the focus of future studies.

Committed to the product responsibility principle, Limak Energy Distribution Group constantly endeavors to offer best possible service to 3.1 million subscribers and ensure permanent access to the energy.

## Energy Sales/Trade Group

The Limak Group maintains its generation and distribution targets in its Sales / Trading Group activities too. Similar to the distribution services, customers are the most important stakeholders of the Limak Group in energy sales and trading.

All corporate and individual energy consumers are the pioneers in achieving global sustainability goals. The Limak Group shares its sustainability understanding with its stakeholders at every stage of its sales and trade activities. The Limak Energy Group attaches importance to the information and approach that is developed and transferred through the sales and trade relationship experience in order to promote individual and, more importantly, corporate consumption consciousness. In addition to the information and requests received from the consumer, the Limak Energy Group also provides constructive feedback to its stakeholders as the supplier.

In the future, the Limak Energy Group aims to be engaged in activities improving the demand quality of the consumption area with all its sub-structures. It is critical to develop and disseminate an understanding of responsible consumption and production in achieving all sustainable development goals.

Limak Group of Companies makes commitment for ensuring sustainability of the resources and for improving efficiency, as well as responsible consumption and production.

## Infrastructure Investment Group

Among the Limak Group initiatives, Prishtina International Airport Adem Jashari and LimakPort Iskenderun have a distinctive position. They both have a rich diversity of stakeholders, both on individual and corporate levels. This diversity creates a unique environment for the Limak Group in sharing its sustainable business understanding.

The Limak Infrastructure Group activities are important in terms of showing that global targets in almost every sector have a common language, although they can be regarded as different fields. The Limak Group's approach to climate-action targets within responsible consumption and production, accessible and clean energy, innovation and infrastructure, and water and land life practices, as well as its business understanding shaped according to this approach can be shared with all stakeholders through these activities.

Effective waste management, energy management and water management issues are the primary targets in both Prishtina and Iskenderun facilities. Likewise, the reduction of the emission effect and the adoption of the zero-waste approach in all kinds of services within the scope of facilities are prominent practices for stakeholders. All these areas of sustainability are placed in the high priority area in the priority matrices within the Limak Infrastructure Group's studies. It is also a priority for the next period to develop responsibility projects that will enable the transfer of this prioritisation of Group companies to all stakeholders. Like in all Limak initiatives, while implementing the Limak Infrastructure Group activities, the main focus is on attracting higher standards of occupational health and safety and increasing the diversity and number of training that would promote the professional and individual qualities of employees.

While population is increasing, urbanization rate is increasing. Limak Group of Companies continue its initiatives which are focused environment due to meet the sustainable city, transportation and infrastructure demands.

## Food & Beverages Group

The goal to zero hunger, which is the second among the sustainable development objectives published by the UN, is mainly concerned with the development of sustainable agricultural practices. The Limak Food & Beverage Group strives at the maximum level for the development of sustainable agriculture in the region where it operates. The basis of the business understanding is executing effective management of supply and demand in the agricultural field, controlling the harvest within the framework of a sustainable agricultural approach and developing stakeholders for its management. Limkon Adana, which is a significant initiative of Limak Food & Beverage Group, has an annual fruit processing capacity of 85 thousand tons and can produce 10 thousand tons concentrate per year. On the other hand, Limkon, which exports to 32 countries, enables the transfer of sustainable business understanding to a wide geographical field with this access area.

Within the Limak Food & Beverage Group, Limkon has a production understanding in line with international standards in the field of agriculture. Limkon is aware of the importance of achieving globally recognized targets for climate action, water conservation, aquatic life and land life to ensure sustainable development. Limkon, which is aware of the fact that it operates in a region (Turkey) that will be reaching a critical limit in terms of water in the next 30-year period, aims to conduct corporate social responsibility projects in the next period that would allow it to share its knowledge and experience with local producers. The progress in local producers' sustainable agricultural practices and improvements in their understanding of production are also critical to ensuring raw material sustainability and productivity. In addition, the priority issues are improving the understanding of product responsibility in agricultural products, internalizing them in the presence of all stakeholders, and ensuring occupational health and safety in agriculture.

Limak Food & Beverages Group makes contributions, from local producers up to the consumers, through investments on food and agriculture, and continues to create added value for the economy.

# Working Life in Limak





## Working Life in Limak

In line with the principles that make up Limak's human-focused approach, Limak sees its employees as Limak Group of Companies as the basic building block of its business. With this understanding, it is among Limak's basic priorities to provide a safe and fair work environment, where there is no discrimination and the employees are happy. Limak Group of Companies, provides employees the opportunity to strengthen their competencies, and believe that respecting different beliefs and opinions, and diversity enriches while reaching its business goals. In this context, no distinction is made between religion, language, race and gender in any in-house process of Limak groups working life (including in all our companies), including candidate selection, placement and promotion. It is Limak's main responsibility to provide the qualified workforce to both its country and its Company and to invest in the development of our employees. Limak Groups Human Resources Policy is to reinforce its corporate entrepreneurship with employees who are committed to business ethics and own its culture, under the leadership of its strong and dynamic management staff. The common ground of its group of companies growing in Construction, Tourism, Cement, Infrastructure and Energy Investments, Energy Contracting, Food and Aviation sectors is its business ethics, business discipline and its corporate entrepreneurial identity, each being the leader of one's own business. Limak Group avoids all forms of discrimination, supports gender equality and realizes its recruitment activities with this consciousness. In parallel to this, Engineer Girls of Turkey project is one of the important steps Limak has taken in the framework of gender equality awareness. With this project, Limak ensures the increase in the number of girls in its country in the sector, and aims to remove obstacles in front of participation of women in working life and to increase the number of female employees in its group where 44% of the white collar staff are formed by female employees.

## HR Policy

- Limak believes that employees share their "energy", "information" and "time" with Limak, and in return it aims to earn "trust and respect" of employees with fair human resources practices.
- Limak acknowledges that service and product quality depends on the quality of employees and it manage the recruitment processes with this consciousness.
- Limak aims to ensure that everyone working in Limak feels for long years the honor of working in a leading and respected organization in the sector before anything else.
- Limak provides the necessary facilities for rewarding and developing its employees who are high performing, honest, hardworking, loyal, professional and responsible.
- At the heart of the business strategies of Limak, there is confidence in the leaders who claim and carry the business and insists on obtaining result. Limak aims that this trust creates a solid and inimitable competitive advantage with teams working together for many years.
- Limak organizes social, cultural and educational activities in order to develop awareness that Limak is a big team, it believes in the importance of internal communication.
- Limak takes necessary measures to ensure the sustainability of occupational health and safety and environmental awareness, and perform activities.



## Our Working Principles

As a Group that recognizes that service and product quality depends on the quality of employees, Limak aims to work with candidates who have adopted the following principles and manages its recruitment processes with this consciousness:

### Honesty, Reliability, Responsibility

Adhering to the laws and ethical rules in all activities and relations; behaving in an honest and open way and keeping the promises; leading virtues of reliability, consistency and setting examples.

### Leadership

To be a leader in construction sector both at home and abroad by possessing strong corporate governance, business development and project management.

### Innovation, Creativity and Being Open to Changes

To follow up with the changes and the developments in the markets we work at. In the lights of continuous learning, innovation and continuous development, to support skills for creativity and to make the company progress.

### Efficiency and Effectiveness

In all activities, to convert the opportunities into success acting proactively; to be a profitable and productive company which utilizes its resources effectively.

### Quality and Result Oriented

To extend the products and services to clients on time, in universal standards, quality and costs as scheduled. To achieve the business targets through measurable, traceable parameters by associating them with business results.

### Equality of Opportunity

To stand against any kind of discrimination by avoiding any view and policies which are based on religion, language, gender, ethnicity or physical disability when making recruitment decisions or decisions regarding our employees.

### Transparency

Adopting democratic management model, to involve employees in management and decision making processes. As a result of this approach to offer clarity in decisions and transparency in executions.

### Employee and Customer Satisfaction

To perceive the customers the reason for its existence, to ensure customer satisfaction by offering them high quality service with added value. Being an institution whose employees feel proud of it and look to the future with confidence.

### Teamwork

Working in the direction of designated common goals and values in unity and harmony, aware of the responsibilities sharing, mediating and always considering the interests of the country and the company.

### Corporate Social Responsibility

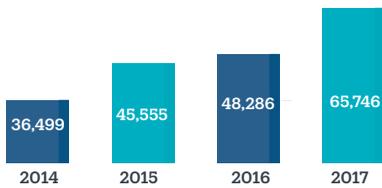
To enable the society to benefit from and be informed of the company's activities by acting as a proactive organization which is aware of its social and environmental responsibilities.



## Employee Profile and Qualification

The total number of employees working in the Limak Group of Companies as of the end of 2017 (including subcontractor employees) is 65,746. The year-on-year total number of personnel, which has increased steadily since 2011, made the biggest leap in 2017 and the total number of personnel increased by 36% compared to 2016.

Number of Employees by Years (Including Subcontractors)

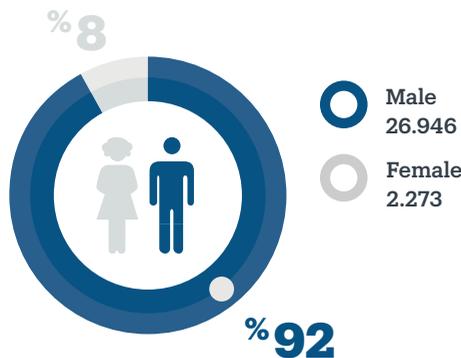


In 2017, the number of subcontractors has reached **36,527**, which is about **56%** of total employment. **93%** of total subcontracted personnel are working in construction group.

The workforce of Limak Group of Companies employed abroad in 2017 is **13,826** people. The share of this number in the total is **21%**.

By the end of 2017, the Limak Group of Companies has a total of **2,273** female employees and **26,946** male employees. On a proportional basis, the share of women in total payroll is **8%**.

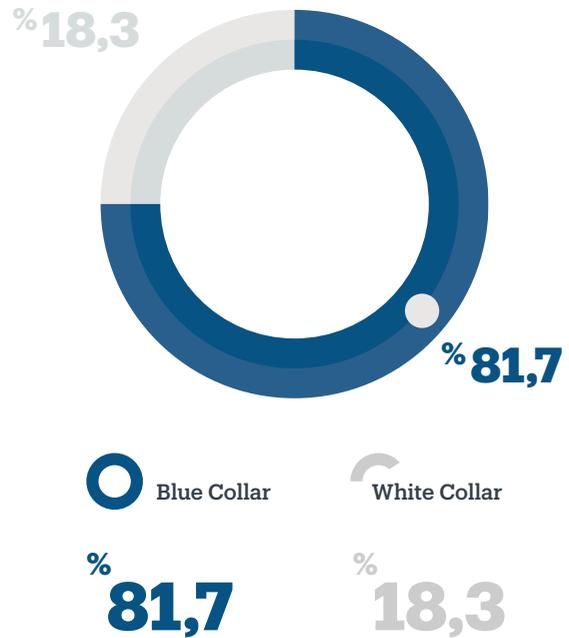
Gender Distribution



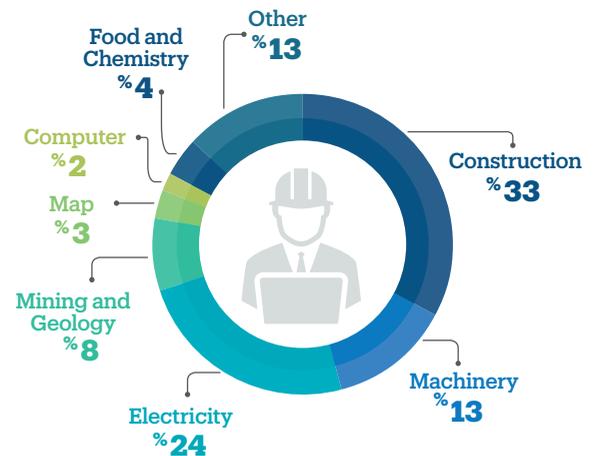
## WORKING LIFE IN LİMAK

The sector with the highest percentage of female employees is the Tourism sector with **28%**. Following the tourism sector are investment by **22%**; food-aviation by **21%**; energy by **10%**; cement by **5%** and construction groups by **4%**.

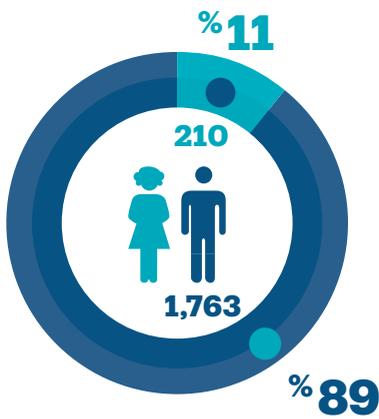
**18.3%** of the employees of the Limak Group of Companies are white collar and **81.7%** of them are blue collar personnel.



As of **2017**, a total of **2,058** engineers work within the Limak Group of Companies.

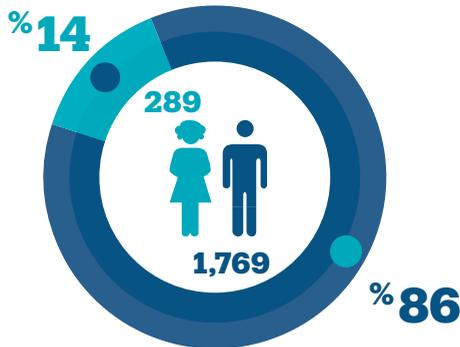


Within the Limak Group of Companies, **1,973** directors are employed. While the managers make up **7%** of the total payroll personnel; **83%** of the managers are mid-senior managers (Manager, Chief, Section Chief etc.) and **17%** of them are senior managers (General Manager, General Manager Assistant, General Coordinator, Director, Project Manager and above titles). The proportion of female directors, who made up **10%** (161 people) of total managers in 2016, has increased to **11%** (210 people) by the end of 2017.



○ Female Directors ○ Male Directors

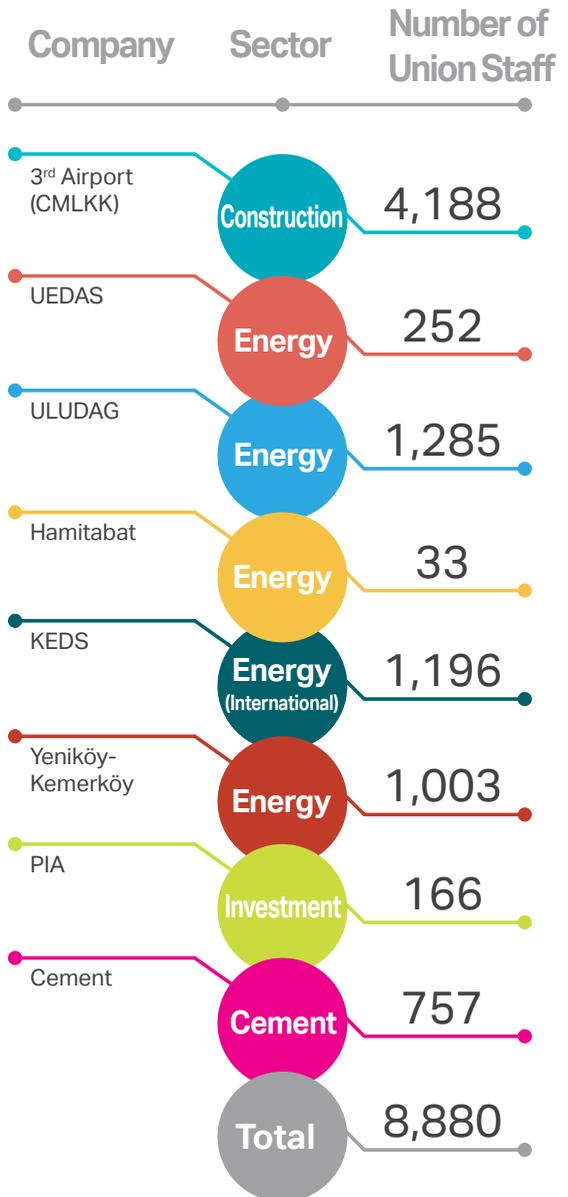
In comparison with **1,769** male engineers working in the Limak Group of Companies, it is seen that the number of female engineers is **289** and they comprise of **14%** of the total payroll engineers. **92%** of female engineers work in Construction, Energy and Investment groups.



○ Female Engineers ○ Male Engineers

## Employees in the Union

A total of **8,880** union members work in the Limak Group of Companies. These members are **30%** of total payroll personnel.



## Employment Abroad

The total number of employees in our overseas construction projects and operations is 13.826 and the summary distribution is as follows:

	Number of Payroll Employees	Ratio%	Number of Subcontractor Employees	TOTAL	2016 December	2017 December Variance
						%
KEDS-Kosova	2,196	37.5%	157	2,353	2,364	-0.5%
Pakistan	2	0.0%	4,937	4,939	2,139	131%
Rostov	786	13.4%	147	933	1,783	-48%
AGE – Arnavutluk	549	9.4%	568	1,117	1,134	-1.5%
PIA-Kosova	672	11.5%	0	672	666	0.9%
Cairo	160	2.7%	348	508	588	-14%
Kuwait	1,206	20.6%	1,746	2,952	196	1406%
Cement	69	1.2%	56	125	66	89%
Arabia	3	0.1%	0	3	40	-93%
Northern Iraq	8	0.1%	10	18	37	-51%
Limak Kosovo	26	0.4%	0	26	25	4%
Ukraine Metro	69	1.2%	0	69	17	306%
Prishtina Construction	6	0.1%	0	6	6	0%
Limak Bulgaria	0	0.0%	3	3	3	0%
PIA-ADLMS	3	0.1%	0	3	3	0%
Macedonia	26	0.4%	1	27	veri yok	–
Senegal	71	1.2%	1	72	veri yok	–
<b>TOTAL</b>	<b>5,852</b>	<b>100%</b>	<b>7,974</b>	<b>13,826</b>	<b>9,067</b>	<b>52.5%</b>



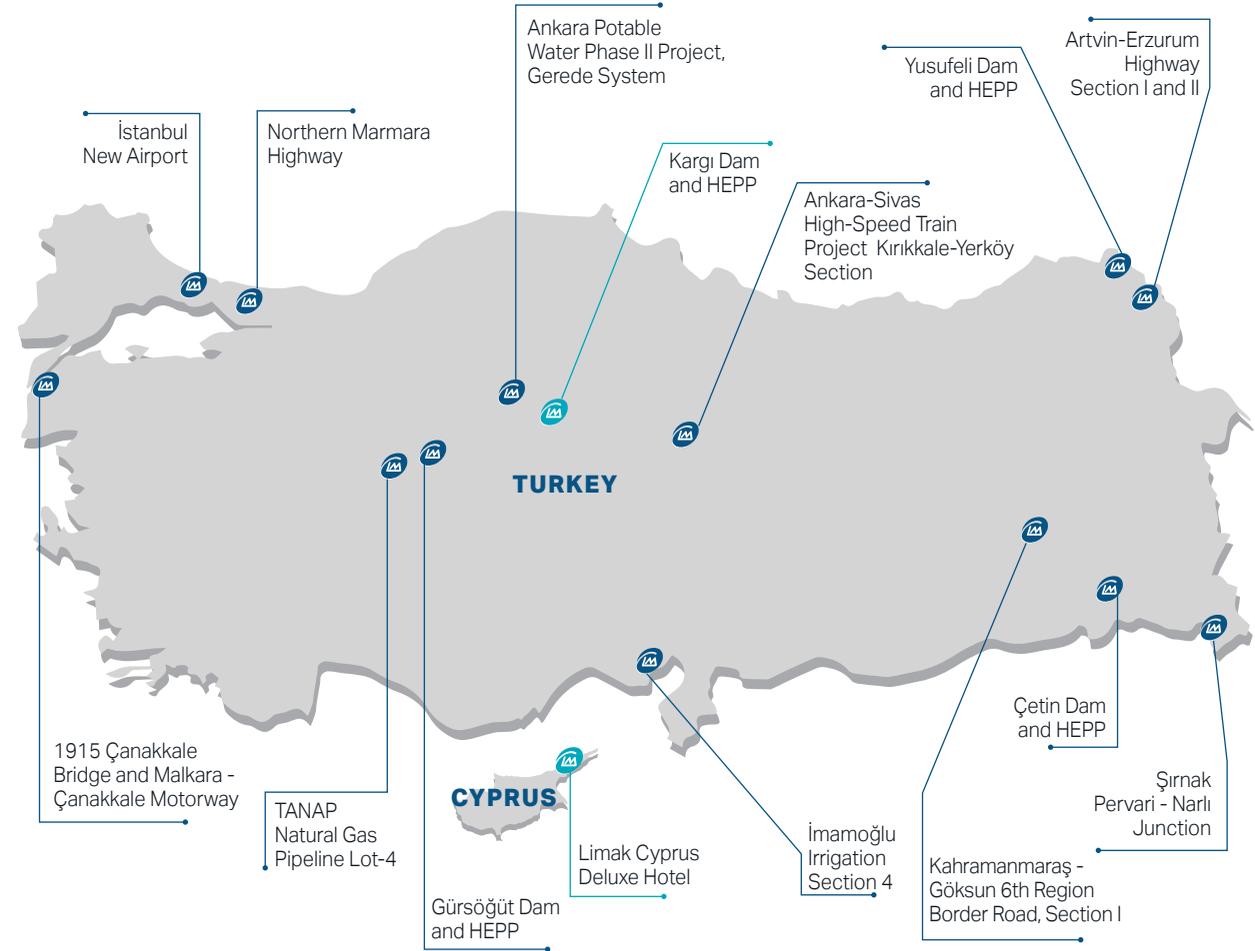
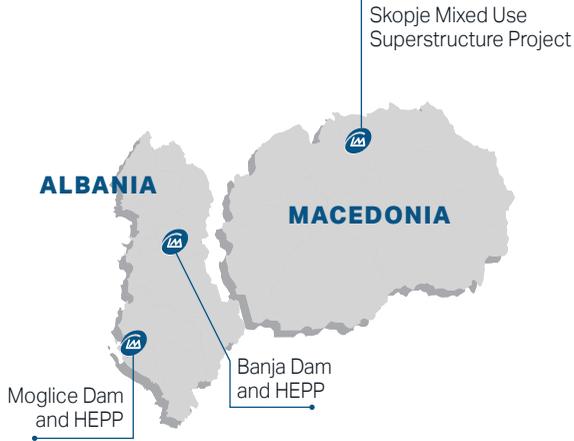


## Construction Group

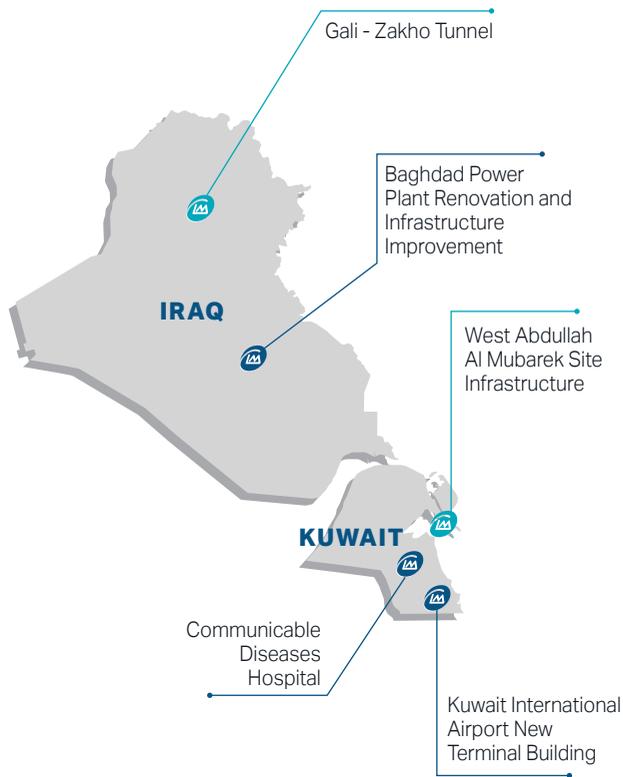
Limak Construction was founded in 1976 and has come until today as a company that has achieved success not only in Turkey but also abroad. Limak Construction, which invests in various successful construction projects such as dams, highways, hydroelectric power plants, tunnels, airports, ports, treatment plants, food facilities, mixed use buildings and hotels, contributes to economic and social development both at home and abroad with the employment created in the regions where it operates. Limak Construction Group will continue to work for a sustainable future with more efficient and successful projects with technical competency, experience, quality, speed, high technology, creativity and corporate responsibility.







-  ONGOING PROJECTS
-  PROJECTS COMPLETED IN 2017



As always, Limak Construction will be maintaining its role as the flag bearer for rising brand values and pursuing the mission required by the investment policies of all group companies.

The contract for Kuwait International Airport Terminal II Project, the highest contract price awarded to a Turkish contracting company and one of the most prestigious contracts of the world, which is also of paramount importance for Kuwait, has been under-signed in 2016. Aiming to become the first LEED GOLD building of the world in terms of passenger terminals, the airport shall generate solar energy by combining a network of solar energy panels installed on majority of the roof with the thermal characteristics of concrete construction.

Cairo International Airport project completed in 2016 is not only a technology and prestige project for Turkey-Egypt cooperation, but also of great importance as it is the first project to be carried out in the field of transport in international nature and credited by the World Bank after the revolution period in Egypt.

Limak Construction Group has Integrated Management Systems (**ISO 9001** Quality Management Systems, **ISO 14001** Environmental Management Systems and **OHSAS 18001** Occupational Health and Safety Management Systems) certifications and the Group has aimed to implement these management systems requirements in all its activities.

### Sustainability Studies

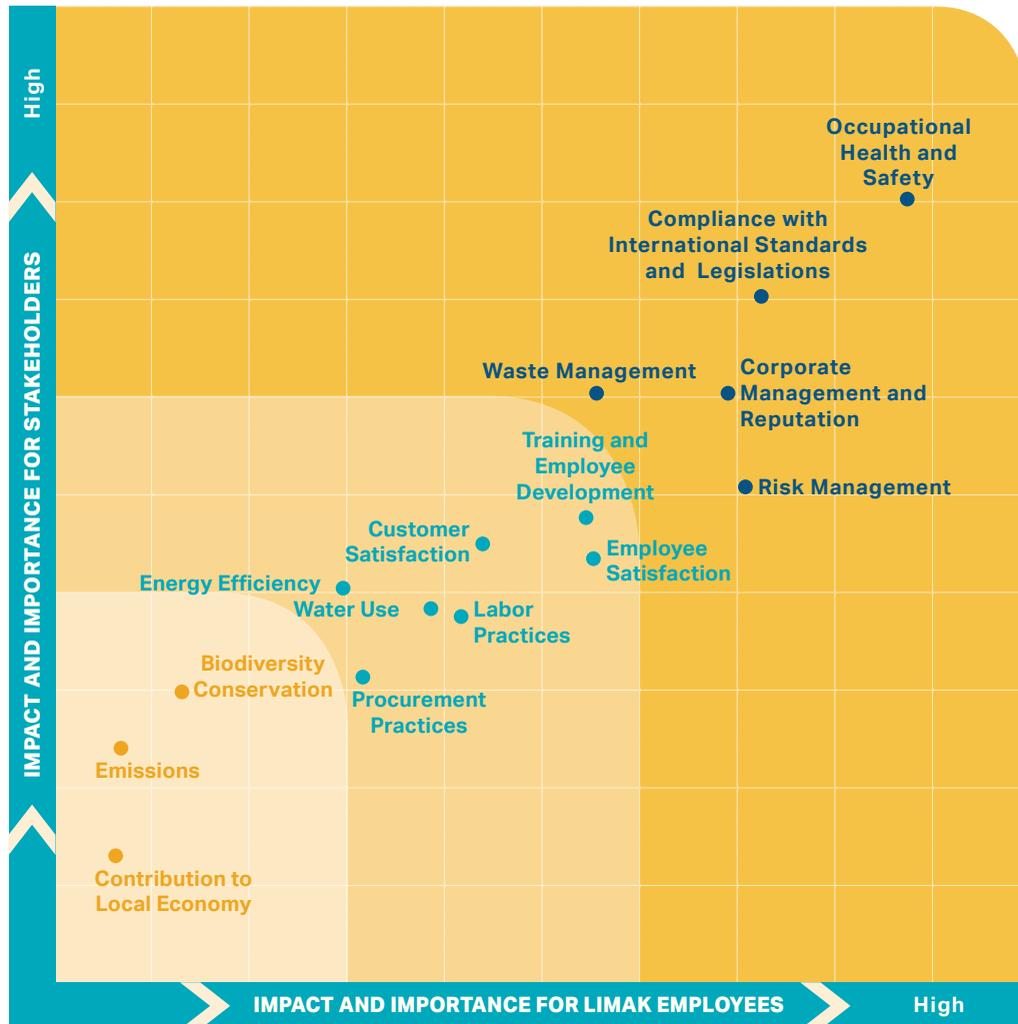
- In order to increase environmental awareness in all fields of activity, all employees are provided with periodic trainings on environmental management practices, environmental impacts and dimensions, protection of the environment, waste management, efficient use of energy, etc.
- Energy, water and fuel usage and the intensity indicators (per capita consumption) are monitored on a monthly basis at all sites including the head office of Limak Construction.
- Water recycling is encouraged wherever possible (eg in concrete plants, water is fed back to the system after settling and used in land irrigation for dust suppression). Besides, where possible, wastewater treated at domestic wastewater treatment plants is reused to achieve significant savings. For example, within the scope of the Kuwait Airport Project, it has been decided as a first step to use 500 m<sup>3</sup> of treated waste water per day in the irrigation of green area after being tested for compliance with standards and after obtaining permission from the relevant public institutions.
- As a consequence of the importance given to conservation and maintenance of the biological diversity which is a common wealth of the world and of our country, all precautions are taken regarding the identified risks. For example, within the scope of the TANAP project, which is one of the important pipeline projects, intensive construction activities have been stopped during the breeding periods of birds in certain sections of Gallipoli and Keşan regions in addition to previous works, and detailed observational studies were carried out by Dr. İlhami Kızıroğlu and the determined measures were taken regarding the observed species.
- In case endangered plants and animals or areas with ecological sensitivity are detected in areas close to the activity areas according to the Environmental Impact Assessment carried out by the investors, the activities are carried out taking into consideration the protection and support studies.
- Activities are planned and decisions are taken with an approach to prevent waste generation. Avoidance of waste generation is the primary priority of waste management, followed by the reduction of waste, reuse, recycling and treatment options, and the disposal of wastes as a last resort.

## Sustainability Priorities Matrix

● **Primary Topics**

● **Secondary Topics**

● **Tertiary Topics**



The sustainability priorities study of the Construction Group was assessed with the participation of 376 Limak Construction employees and 20 external stakeholders and the priorities identified in previous years were updated with the views of the Construction Group and the stakeholders in close relation. The primary priorities of Limak Construction for both stakeholders and employees are OHS, compliance with international standards and laws, corporate reputation and management, risk management and waste management. These material issues are the indispensable part of the industry and the way of doing business for both Limak Construction and its stakeholders that it interacts with. Limak Construction is planning its sustainability studies according to the sustainability priorities matrix that it updates with the views of its stakeholders during each reporting period.

## Environmental Management

### Limak Construction Environmental Policies

Limak Construction has Integrated Management Systems (ISO 9001 Quality Management Systems, ISO 14001 Environmental Management Systems and OHSAS 18001 Occupational Health and Safety Management Systems) certifications in for all of its activities and has aimed to fully implement the requirements of these management systems. An efficient occupational health, safety and environmental performance and health and safety for every employee are critical to the success of every project, so that by the most basic expression, no one is harmed, the environment is not destructed and there is no property loss.

There is full compliance with Environmental Impact Assessment (EIA) reports and / or the International Environmental and Social Impact Assessment (ESIA) reports

carried out by our investors on both domestic and international projects, applicable national and international environmental legislation, and related regulations and criteria.

To prevent negative effects on the environment and to the public, to reduce to a minimum level by studies where they cannot be prevented and to ensure appropriate measures are taken, the environmental dimension and effects of our activities are determined and environmental risk analysis and evaluation are carried out in projects. For the environmental effects identified on the basis of these analyzes and evaluations, the activities for reducing or totally eliminating the effects are targeted and continuously monitored. In the direction of the determined targets, related performance data and intensity indicators (per capita consumption) are collected, followed and evaluated. With a continuous improvement approach, corrective actions are identified so that measures can be taken to eliminate potential nonconformities and prevent their repetition.



## Energy Management

Motion sensor lighting and energy-saving light bulbs are used in every plant.

In the renewal of existing machinery, materials and equipment, purchasing new machinery, materials and hardware, unit energy and water consumption values and energy efficiency evaluations are taken into consideration.

**Energy consumption is observed monthly in any area Limak Construction operates in, since saving energy is one of the main goals.**

### Energy Consumption

Purchased primary energy source	Unit	2014	2015	2016	2017
LNG (liquefied natural gas)	GJ	16,685	23,340	21,651	174,743
Diesel	GJ	470,104	496,775	527,563	1,228,159
LPG	GJ	5,238	1,754	1,621	2,453
Fuel oil	GJ	0	2,393	3,863	1,514
Gasoline	GJ	6,768	6,376	3,563	1,246
Coal	GJ	0	0	604	3,571
Petroleum	GJ	3,698	1,965	-	-
Total	GJ	502,493	532,604	558,865	1,411,686
Number of Employees		38,039	68,676	42,563	80,650
Unit Energy Consumption per Working Hours	GJ	0.038	0.030	0.046	0.053

	Unit	2014	2015	2016	2017
<b>Electricity Consumption</b>	GJ	33,173	60,142	79,156	166,940
Total Labor Force	person	38,039	68,676	42,563	80,650
Electric Consumption Per Employee	GJ/person	0.87	0.88	1.86	2.07
Annual Working Hour		13,185,522	17,682,409	12,088,391	6,441,276
Unit Electricity Consumption Per Working Hour		0.0025	0.0034	0.0065	0.0063

In 2016-2017 period, there was an increase in unit energy consumption due to the diversity of the locations where the construction sites were located. The supply of electricity from the generator in Kuwait construction site and the high number of vehicles and work machines used in road sites

have led to an increase in diesel consumption. The other reason for the increase in energy consumption were the number of air conditioners and heaters used due to the location of the construction sites being in very hot or very cold climates as well as the winter being colder than the previous year.

## Water Management

Water recycling is encouraged in Limak Construction as much as possible. For example, in concrete plants, applications such as feeding the water back to the system or using for land irrigation for dust suppression after settling, contribute to the water saving by recycling the water. Although the

total water consumption has increased at a high rate due to the number of construction sites being worked on, particularly in 2016 and 2017, there has been a decrease in water consumption per working hour. Technical specifications of construction sites show differences in water consumption.

### Water Source m<sup>3</sup>

	2014	2015	2016	2017
<b>Water from the Municipality</b> (Network)	193,730	187,618	111,440	1,105,141
<b>Surface water</b> (including wetland, river, lake and sea water)	208,800	218,000	228,000	28,584
<b>Ground-water</b>	52,024	174,059	169,118	99,099
<b>Water brought by tank</b>	6,580	7,700	1,750	105
<b>Purified wastewater</b> (treated wastewater)	-	-	-	490
<b>Spring water</b>	-	64,800	64,800	-
<b>Total</b>	<b>461,134</b>	<b>652,177</b>	<b>575,108</b>	<b>1,233,420</b>
<b>Total labor force</b> (person)	38,039	68,676	42,563	80,650
<b>Water consumption per employee</b> (m <sup>3</sup> /person)	12	9	14	15
<b>Unit Water Consumption per Working Hour</b> (m <sup>3</sup> /person)	0.035	0.037	0.048	0.047

## Waste Management

In Limak Construction activities are planned and decisions are taken with an approach to prevent waste generation. As per the waste management principle, avoidance of waste generation is the primary priority of waste management, followed by the reduction of waste, reuse, recycling and treatment options, and the disposal of wastes as a last resort.

All waste is collected and disposed of according to waste categories based in legislation.

### Annually Amount of Waste (Tons)

	2015	2016	2017
Metal	493	533	2,986
Glass	4	4	10
Plastic	7	14	216
Paper	4	19	148
Wood Wastes	0	0	414
Batteries	3	6	4
Medical Wastes	1	1	2
Contaminated Wastes	7	41	29
Contaminated Packaging Wastes	0	4	7
Oil - Fuel Filters	6	33	42
Waste Tires	54	34	39
Scrap Cable	0	3	3
Paint, Ink, Resin Adhesive	0	1	0
Waste Oil	124	122	128
Waste Vegetable Oil	0	5	15

● Nonhazardous Wastes ● Hazardous Wastes

## Wastewater Management

Package biological treatment plant is used for domestic wastewaters in Albania, Iraq, Kargi, Northern Cyprus, Çetin, IGA Asphalt, KMO, Kuwait International Airport, Yusufeli HEPP, Yusufeli Erzurum-Artvin Road and Yusufeli Sangöl-Öğdem Road construction sites and after the necessary approvals are obtained the water is discharged to the receiving environment. The water from the Kuwait International Airport and Northern Cyprus construction sites are discharged to the municipal network after the biological treatment after obtaining the necessary permits. For Cairo, Ukraine (Dnipro) and Ankara Headquarters, domestic wastewater is discharged to the municipal network after taking the necessary permits.

The wastewater from the concrete plant is fed back to the system or used in land irrigation for dust settlement following the filter press in the KMO site and after settling in the settling basins in Kargi, Çetin, Kuwait International Airport, Yusufeli HEPP, Yusufeli Erzurum-Artvin Road and Yusufeli Sangöl-Öğdem Road construction sites. In Albania, Iraq and Cairo construction sites, water is discharged to the receiving environment or to the municipal network after being settled in settling basins. There are no concrete plants in Ukraine (Dnipro), IGA Asphalt and Northern Cyprus sites.

## Biodiversity

As a consequence of the importance given to conservation and maintenance of the biological diversity which is a common wealth of the world and of our country, the risks associated with biodiversity are determined within the context of environmental impact assessment studies. In case endangered plants and animals or areas with ecological sensitivity are detected in areas close to the activity areas in the Environmental Impact Assessment studies, the activities are carried out taking into consideration the proposed protection and support studies.

## Complaint Mechanism and Customer Satisfaction

"The "Grievance/Suggestion Form" is used for any grievances and suggestions received from the employees, visitors, subcontractors, customers, legal authorities and others concerning the Quality, Environment, Occupational Health and Safety. The grievances and suggestions so received are reviewed by the Quality Management Systems Manager or by Environment/HSE Directorate at the headquarters, and by the Project Manager, Site Manager and Site Management System Officers (SMSO) at the construction sites.

Complaints are grouped on quality, environment and OHS issues. According to complaints in 2016, the rates are 23% for quality, 15% for environment and 62% for OHS. In 2017, they have changed to 80% for OHS, 5% for environment and 14% for quality. Complaints often come from employees and customers, while third-party and community complaints are fewer. Complaints are taken into consideration and resolved immediately or studies are being initiated. Besides, Customer Satisfaction Survey is regularly implemented. The survey results are evaluated and analyzed annually and are documented in the Data and Performance Measurement Report. Results of those analyses are evaluated every 6 months and are analyzed and are documented in the Management System Performance Report.

In 2016, the average of Customer Satisfaction Surveys was measured as 95. In 2017, the average is 96.

### The Average of Customer Satisfaction Surveys



Ensuring customer satisfaction is considered as one of the most important performance criteria that enhances our corporate reputation.

## Occupational Health and Safety

According to the Integrated Management Policy, Limak Construction has committed to carrying out all its activities, taking into account the requirements of occupational health and safety legislation. It has been declared that this commitment includes environmental legislation as well as occupational health and safety. Having adopted the principle of providing quality production / service and customer-focused work in all its projects, Limak Construction has published a communiqué for informing about occupational health and safety, where the necessities and goals of occupational health and safety applications are stated.

## Social Investments

As part of the "Kuwait Engineer Girls" project in 2017, female engineers from Kuwait University were given two separate training courses. "LEED and Green Buildings" and "Renewable Energy" topics were taught as 12 hour - 2 day programs each.



In December 2017, a 1.5 hour seminar was held again at the University of Kuwait on LEED and Green Buildings, under the organization of the American Society of Civil Engineers (ASCE) student body, with the participation of faculty members.



In January of 2018; after the interest in the seminar held in December, again with ASCE organization, LEED-Green Associate training was given which is the 1st degree specialist in LEED certification system. At the end of the 2-day training program consisting of 4 hours each, certificates for participants were also given. The ALARGAN company hosting this training hosted Limak Construction team in its building which is Kuwait's first and only LEED-Platinum certified building. At the beginning of the second day of the training, a building tour was also held. A plaque of appreciation was also sent after the training.

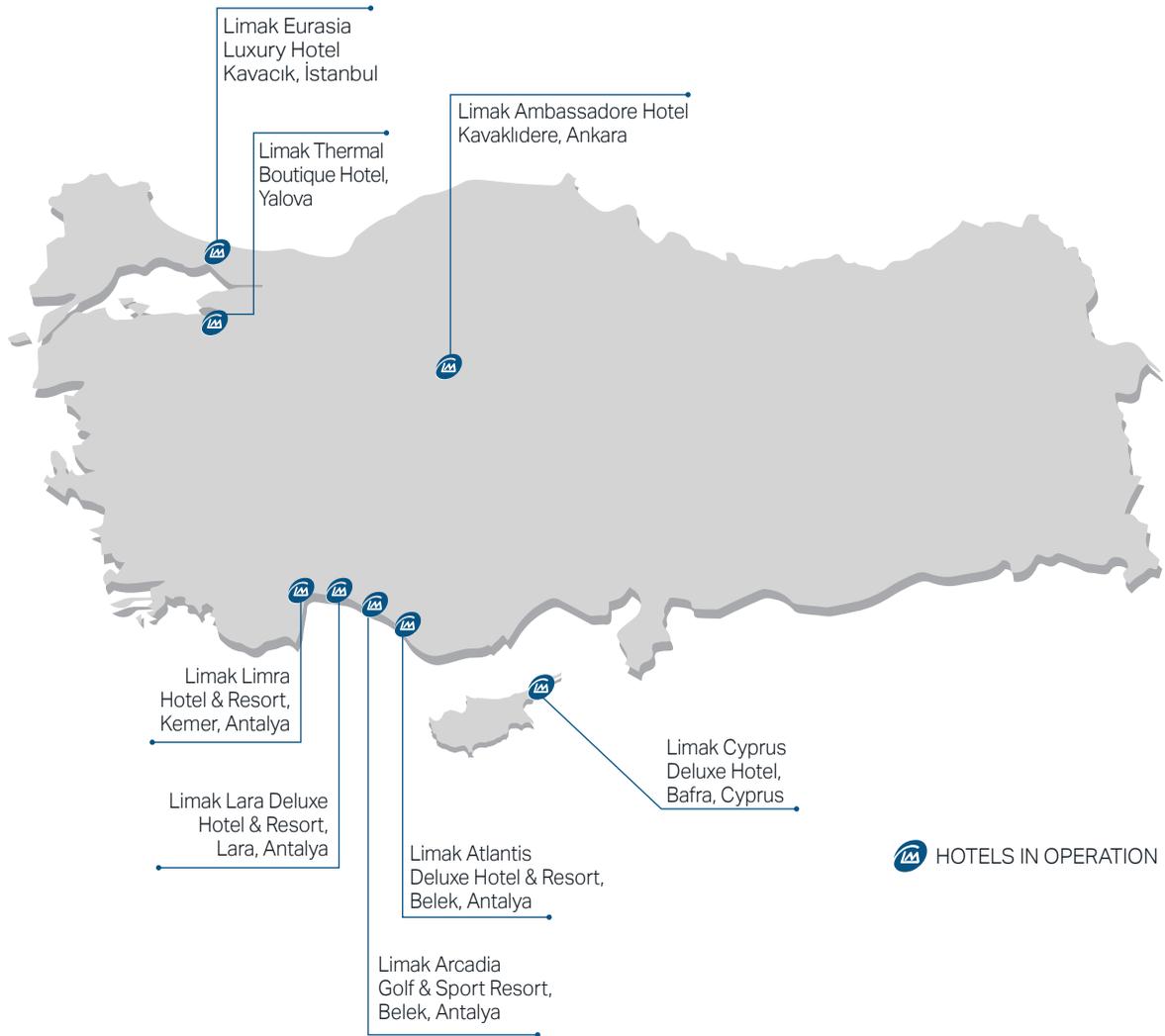


## Tourism Group

Limak Group of Companies started to deliver services for the tourism sector in the country by adding tourism to the active sectors in 1995. The Group has expanded the field of service in time, and now hosts a wide variety of guests from urban tourism management to resorts and to airport hotel management. Hosting and serving guests from around 40 countries of the world each year in various locations, Limak Tourism becomes prominent after differentiating itself from its rivals by incorporating the sports tourism, which is one of the major aspects of alternate tourism, to its portfolio. Limak Tourism further exhibits its difference from other hotel chains as being capable of carrying out the construction and operation aspects of this sector within its structure, thus saving greatly with respect to investment and costs.







6 Green Star Certified Hotels

More than **1700** employees

7 Hotels

Customer Satisfaction of **96%**

In **2017**, more than  
**300,000** guests  
were hosted through  
a bed capacity of  
almost **5000** beds.

## Tourism Group

Welcoming more than 300.000 guests from 40 countries as of 2017 with its more than 1.700 employees with the philosophy of "cordial hospitality and excellent service", Limak Tourism managed to achieve high levels in customer satisfaction such as 96% through such approach. As of the end of 2017, the group currently offers bed capacity of 5,000 beds. The facilities are open and in service for the entire year, steadily achieving occupancy rates exceeding 80 percent.



**1,716,610**  
days of lodging  
in **2016**,  
**1,830,795**  
days of lodging  
in **2017**.



## Awards

### Limak Arcadia

#### 2017

- Blue Flag
- Recommended On Holidaycheck
- Tripadvisor Travellers Choice
- Zoover Award Gold
- Otelpuan Customer Satisfaction Award
- Booking Guest Review Awards
- Corendon Hotel of The Awards (Rate-Quality)
- FiFEX – The Football Camp Hotel Group of the Year

#### 2016

- Tripadvisor Travelers' Choice 2016; Winner in The Category Family
- Otelpuan Award
- 2016-2018 Travelife Gold
- Booking.Com Award of Excellence
- Recommended On Holidaycheck
- Guest Review Awards
- Mediterranean Region Otelpuan Award
- Blue Flag



### Limak Atlantis

#### 2017

- Blue Flag
- Recommended On Holidaycheck
- The Golden City Gate
- Zoover Best Hotel
- Tripadvisor Certificate of Excellence
- Expedia Awards
- Booking.Com Awards
- Otelpuan Customer Satisfaction Award

#### 2016

- Otelpuan Customer Satisfaction Award
- Highly Rated Hotels On Holidaycheck
- Tophotels.Ru Top 10 Hotels İn Belek For A Family Holiday in Winter
- 2016-2018 Travelife Gold Award
- Booking.Com 2016
- Blue Flag

### Limak Lara

#### 2017

- Blue Flag
- Otelpuan.Com Customer Satisfaction Award
- Recommended Hotel On Holidaycheck
- The Best 100 All Inclusive Category (Hotels.com Expedia)

#### 2016

- Otelpuan.Com Customer Satisfaction Award
- Trip advisor Travellers' Choice 12th Best Family Hotel
- Coral Travel Top 100 World Best Hotels
- Hotels.Com Best All Inclusive Hotels
- Tophotels. Ru Top 10 Hotels İn Belek For A Family Holiday in Winter
- 2016-2018 Travelife
- Blue Flag

## Limak Limra

### 2017

- Tophotels.ru Top-10 Turkish Hotels For Winter Vacations
- Booking.com Guest Review Awards 2017 Score of 8.5
- Blue Flag
- Holidaycheck Recommended Hotels
- Guest Review Awards Booking.com
- Zoover Golden Awards

### 2016

- Booking.Com Award
- Corendon Hotel of the Year Award
- Year 2016 Customer Satisfaction Certificate
- Green Star
- Blue Flag
- 2016-2018 Travelife

## Limak Ambassadore

### 2017

- Tripadvisor Certificate of Excellence
- Bookingcom Guest Review Awards,
- Recommended Hotel On Holidaycheck

### 2016

- Tripadvisor Certificate of Excellence 2016
- Booking.Com Customer Satisfaction Award 2016

## Limak Thermal Boutique Hotel

### 2017

- Guest Review Awards (Booking.com)
- Tripadvisor Certificate of Excellence
- Quality Management Awards, Best Managed Spa-Thermal Hotel
- Tür-Yan Awards, Best Boutique Hotel in the Region

### 2016

- Booking.Com Guest Review Award
- Tripadvisor Certificate of Excellence

## Limak Eurasia Hotel

### 2017

- 2017 Tripadvisor Certificate of Excellence
- 2017 Booking.Com Award of Excellence
- 2017 Holidaycheck Quality Selection

### 2016

- 2016 Tripadvisor Certificate of Excellence
- 2016 Booking.Com Award of Excellence



### International Standards/Certifications

Limak Lara, Limak Limra, Limak Arcadia, Limak Atlantis, Limak Eurasia, and Limak Thermal Hotel are Green Star certified. Moreover, Limak Tourism is certified with ISO 9001 Quality Management Certification by virtue

of its high-quality service approach. The certification process of the resort hotels have been successfully completed, and ISO 9001 and ISO 22000 quality systems are being implemented at urban hotels. Besides, the international food safety systems are implemented through all Limak hotels as an indication of importance attached to health and hygiene.

	Arcadia	Limra	Atlantis	Lara	Yalova	Eurasia
<b>ISO 9001 (Quality Management System)</b>	✓	✓	✓	✓		
<b>ISO 22000 (Food Safety Management System)</b>	✓	✓	✓	✓		
<b>Green Star</b>	✓	✓	✓	✓	✓	✓

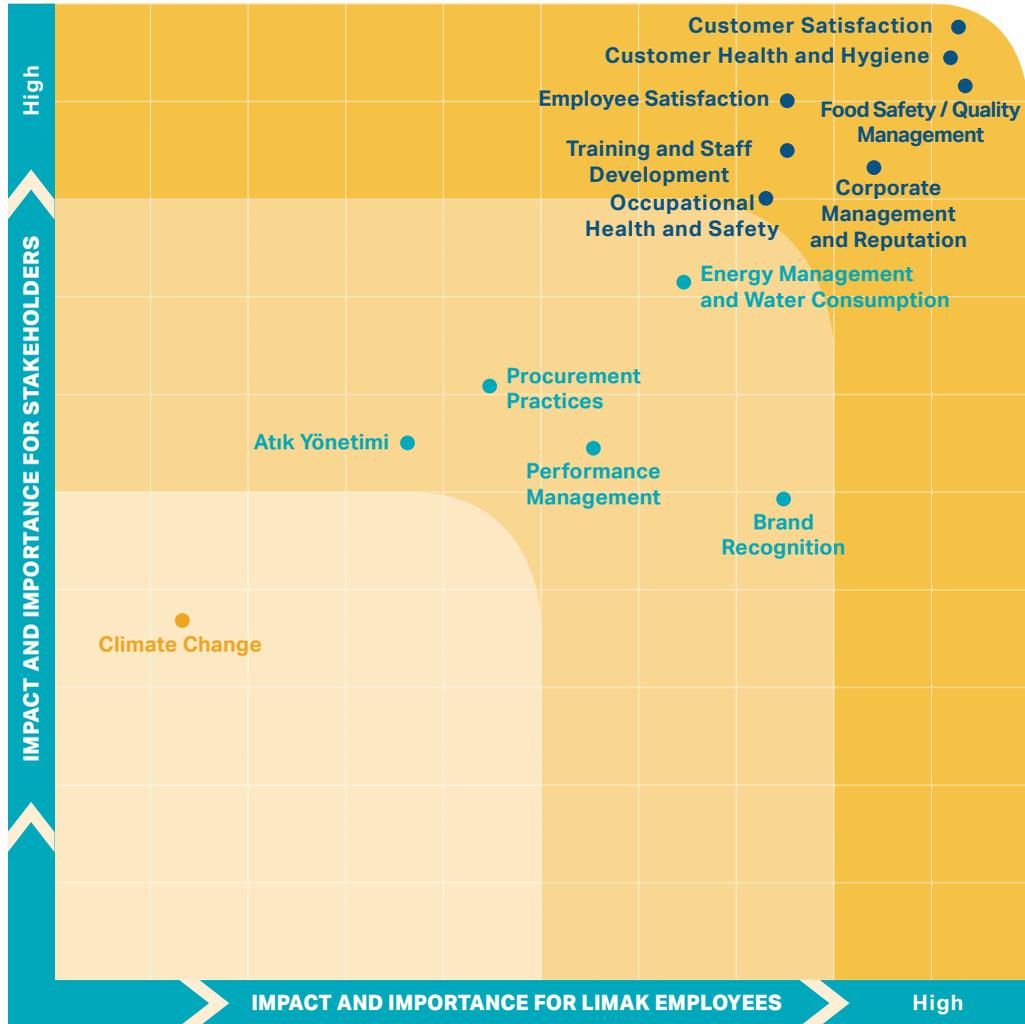


## Matrix of Sustainability Priorities

● **Primary Topics**

● **Secondary Topics**

● **Tertiary Topics**



Tourism Group sustainability priorities update studies have been conducted during the reporting period. The priority topics identified in conjunction with 125 employees and 26 external stakeholders are included in the sustainability matrix.

Awards have been received by virtue of the efforts on customer health and hygiene exerted pursuant to sustainability priorities, and the customer satisfaction surveys produce high appreciation results.

## Reserved for our Guests

Limak Tourism Group keeps the tradition to present plant seeds as gifts to the guests who stay at their hotels for growing in their homes, at their balconies and gardens. The seed kits include 14 species: sunflower, fennel, hibiscus, cosmos, redbud, echinacea, coriander, sage, aniseed, thyme, melissa, eucalyptus, basil and black pine. Limak Tourism Group currently executes "Bedside Books Project" in order to introduce the prominent characters emerged from Anatolia particularly to the foreign guests. The project involves placement of booklets on narratives from Mevlana, Karagöz-Hacivat and Dede Korkut in the rooms. Moreover, booklets containing excerpts from Nutuk (Oration) by Mustafa Kemal Atatürk are also gifted to the guests. Also in 2016, Limak Thermal Boutique Hotel managed to achieve an accommodation figure of more than 20 thousand by maintaining the customer satisfaction at the highest level possible, and hosted 96 national and international meetings. Awarded with the certificate of excellence by various national and international rating agencies following positive comments by the guests, the hotel also bears the title of first thermal facility awarded with the "Certificate of Environmentally Friendly Lodging Facility" in its region by implementing the environmental conservation and preservation as the fundamental principle for operation.

Limak Thermal Boutique Hotel is the first thermal facility awarded with the "Certificate of Environmentally Friendly Lodging Facility".



## Environmental Management

### Limak Tourism Environment Policies

Dedicated to preservation of the environment and fulfilling the requirements of sustainable tourism, Limak Tourism Group identifies the environmental impacts, and then contains any negative impacts and probable hazards. The Group endeavors for minimizing the consumption of natural resources, energy consumption, and pollution of air, water and soil, and closely monitors the wastes generated at its facilities. Endeavors are made for ensuring that the environmental conscience and sustainability efforts not only involve the personnel, but also the guests, suppliers, subcontractors and competent authorities. The Group makes contributions for development of environment preservation and social responsibility projects in collaboration with the local authorities, supplier firms and non-governmental organizations.

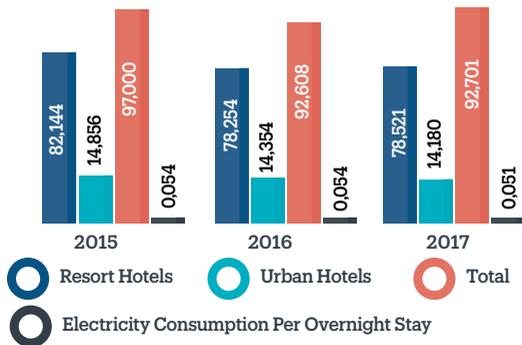
- The energy and water consumption figures are regularly monitored and projects are devised for savings.
- LED lighting technology is preferred at the facilities.
- Solar energy, a form of renewable energy source, is employed for hot water supply. (Limra and Atlantis Hotels)
- Sensor (photozell)-equipped fittings are preferred for saving from water consumption.
- Fan-coil (air-conditioner), which generates hot water using hot air input, and energy saving card system are used for reducing the energy consumption.
- Fireworks are not used, and measures are adopted to prevent noise/sound pollution at nighttime due to music.
- The feedbacks from customers are collected via customer satisfaction surveys, and actions are taken for constant improvement.

Various efforts are in progress in order to reduce the amount of waste generated at the facilities. Procurement of large packages is preferred over procurement of small packages. In restaurants, for example, large bowls are used rather than disposable bowls. For instance, rather than serving packaged marmalade, the marmalade is served in large bowls, and products like post-mix, premix, etc. are used rather than serving disposable drink containers. Concentrated chemical products are preferred in chemical procurements. Dosing system is in place and implemented and monitored in order to prevent uncontrolled use of chemicals.

## Energy Management

Energy and water consumption rates are monitored on daily, monthly and annual basis. Efforts are made for reducing the energy and water consumption rates. Photo-cell-fitted fittings, led lighting, solar energy, fan-coil systems, energy cards are installed to the rooms and photo-cell lights are used at common spaces. Information cards are placed in the rooms for the sake of reducing the water consumption and use of chemicals by the guests. The daylight is utilized at its maximum as the general lighting system is linked to timers. The personnel are trained on preventing water leaks and on energy and water consumption. Customer surveys are implemented in order to conduct improvement studies on consumption figures.

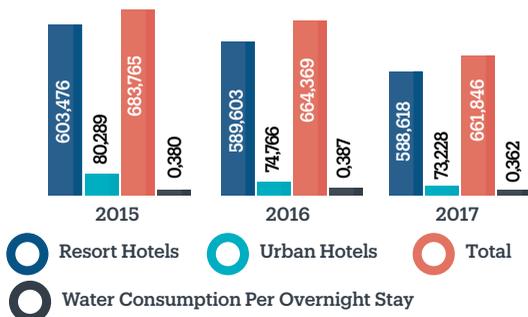
### Electricity Consumption (GJ)



## Water Management

Efforts are made for reducing the water consumption rates by installing photo-cell-fitted faucets, and 5 liter closet flushes. In order to raise awareness of the guests on consuming less water and detergents, written warnings are placed in the rooms. In general, municipal water is used at the facilities, while Yalova Thermal Hotel further uses natural spring water.

### Water Consumption (m<sup>3</sup>)



## Waste Management

All hotels outsourced the service to environment consultancy firms. Hazardous and non-Hazardous wastes are picked by disposal and recycling firms contracted by the municipality. The personnel are trained by the environment consultancy firm on annual basis on waste and garbage sorting practices.

## Waste Water Management

The waste water networks of the hotels in Antalya are connected to the ASAT sewage system, while the urban hotels are connected to the municipal sewage system.

## Biodiversity

Limak Group of Companies organizes afforestation events each year which involve our guests planting trees to the memorial forest. Moreover, during the egg laying period of caretta caretta turtles, the nests are encircled and put under protection. Upon hatching of the eggs, all lights on the shore are turned off in order to assist the hatchlings to reach the safety of the sea. Furthermore, the endemic plant species located on the hotel site are also put under preservation.

The electricity and water consumption rates at the Hotels of Limak Group of Companies are reduced by **7%** in the last year.

## Social Investments & Social Responsibility

With 4 premises in Antalya Region, Limak Tourism Group intends to plant 100 thousand trees to 100 acres of land allocated by the Ministry of Forestry in 10 years starting from 2011 under the scope of its efforts for sustainable development and environmental awareness. 10 thousand saplings were planted to Limak Group of Companies memorial forest until this day in memory of its customers. The endeavors for granting a permanent marker to Antalya are in progress also in 2017 in participation with the guests and the employees from all four hotels.



## Procurement Practices

Conformity of the food supply firms in terms of food safety is supervised and monitored based on the supplier supervision directive. The "Supplier Supervision Directive" regulates aspects such as preliminary assessment, identification of recognized suppliers, assessment as per the input quality control outcomes, on-site assessment of food suppliers, and assessment after use of material. The assessment is performed by requesting bids from at least three firms in procurement processes to be carried out outside the list of recognized suppliers. 95% of all procurement processes throughout all hotels are supplied by the local suppliers.

## Human Resources Management

Limak Tourism Group pursues a policy that respects the human rights. The legal rights of the employees are protected at all times. No discrimination is made during and after the recruitment process, and equal opportunity is offered for everyone. In order to avoid discrimination, the personnel wishing for promotion are subjected to written exams. The personnel passing the written exam are offered the change to promote through an oral interview before a committee comprising of the department managers from other companies. Moreover, Limak Tourism employs no child labor. Further, the Group doesn't get into collaboration with the firms who employ child labor. If the suppliers deploy personnel who work at child labor status, such personnel is now allowed working at the premises of the group (for, e.g., construction works, etc.). Moreover, all personnel employed at the hotels attend to regular two-hour training once per year on child abuse. The top executives also attend to regular two-hour training once per year by the human resources department concerning the legal rights. There are disciplinary boards established in the hotels of Limak Tourism Group, and all incidents experienced concerning the personnel are reviewed and assessed at the disciplinary board. It is strictly prohibited for the personnel to give and receive loans, use credit facility on behalf of others based on superior-subordinate relationship.

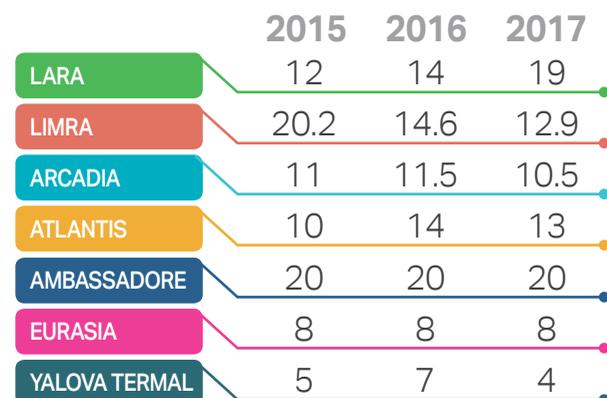
## Employee Profile

NUMBER OF PERSONNEL EMPLOYED (%)	Year 2015 White Collar Employees (%)		Year 2015 Blue Collar Employees (%)		Year 2016 White Collar Employees (%)		Year 2016 Blue Collar Employees (%)		Year 2017 White Collar Employees (%)		Year 2017 Blue Collar Employees (%)	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
LARA	6%	11%	39%	44%	6%	12%	38%	44%	5%	13%	36%	46%
LIMRA	5%	14%	19%	62%	5%	12%	18%	65%	4%	12%	23%	61%
ARCADIA	5%	11%	21%	63%	5%	12%	18%	65%	5%	11%	19%	65%
ATLANTIS	5%	9%	22%	64%	5%	9%	22%	64%	6%	9%	21%	64%
AMBASSADORE	6%	18%	18%	58%	5%	17%	19%	59%	11%	16%	21%	52%
EURASIA	7%	20%	19%	54%	13%	13%	15%	59%	14%	14%	12%	60%
YALOVA TERMAL	1%	12%	28%	59%	2%	13%	31%	54%	3%	11%	25%	61%

EMPLOYEE PROFILE BASED ON GENDER	2015		2016		2017	
	Female	Male	Female	Male	Female	Male
LARA	33%	67%	32%	68%	33%	67%
LIMRA	25%	75%	24%	76%	25%	75%
ARCADIA	25%	75%	23%	77%	24%	76%
ATLANTIS	27%	73%	28%	72%	30%	78%
AMBASSADORE	22%	78%	29%	71%	33%	67%
EURASIA	26%	74%	28%	72%	26%	74%
YALOVA TERMAL	29%	71%	33%	67%	28%	72%
<b>TOTAL</b>	27%	73%	27%	73%	36%	64%

All employees have been subjected to performance evaluations. Moreover, the number of white collar female employees has presented an increase per year.

### Training Durations Per Employee (Hour)



## Occupational Health and Safety

All national relevant laws, regulations and legislation currently in force in this respect are strictly observed. Upon recruitment, the employees are subjected to medical checks, and subjected to occupational health and safety, orientation and on-the-job trainings. Risk assessments and constant improvement efforts are in place through regular inspections. All efforts made, and improvements achieved, throughout the year are recorded by issuing annual work plans and annual assessment reports. The occupational accidents experienced, the hazards and risks are addressed at the meetings of the occupational health and safety board, where further decisions are adopted for improvement efforts.

Health and safety of the guests and the employees is amongst the top priority subjects of Limak Tourism.







## Cement Group

Limak Cement is currently capable of producing 8 million tons of clinkers and 14.9 million tons of cement through 10 cement factories, 7 of which are integrated and 3 of which are milling and packing plants, 24 ready-mixed concrete plants and 1 Pumice Block plant located throughout Turkey.





IN OPERATION CONSTRUCTION PHASE



**11** cement factories in operation, **24** ready-mix cement plants and **1** Pumice Block Plant Turkey and Africa

Second place in the sector according to the research results of Turkey's Top **500** Industrial Enterprises

The **first** integrated cement factory with GOLD Certification

## Cement Group Production(tone/year)

	2014	2015	2016	2017
Clinker Amount Produced	5,802,252	7,032,150	7,296,165	7,682,702
Cement Amount Produced	8,148,518	8,590,877	8,630,447	9,762,247
Amount of Pumice and Derivatives Produced	-	-	18,653,163	18,130,791
Amount of Cement Finish Sand Produced	-	-	14,040	3,281

Despite the dynamics in the rapidly changing cement industry due to the national and international reasons, Limak Cement produces cement in 7 Integrated Cement Factories, 3 Domestic Grinding Packing Factories, 1 Grinding Packing Factory overseas (Mozambique) as of the end of 2017 with the aim of providing the fastest and high quality answer to the customers' demands at home and abroad. There is also one pumice factory in the group. Limak Cement Group, with the second large production capacity of Turkey, has been continuing work in R & D ready-mix concrete plants to improve the product development – cost – customer satisfaction optimization. Limak Cement, which has made different projects in the cement sector not only in Turkey but also abroad, has carried out modernization, energy efficiency, capacity increase and environmental investments in its facilities while continuing its economic growth and continues to work to provide trust and best service to its internal and external stakeholders in the coming years.

Besides carrying out a sustainable corporate culture creating continuous and balanced growth strategy and value to its stakeholders in Turkey since 2000, Limak Cement has the vision to realize this strategy and culture in geographies outside of Turkey in the short term.

Limak Cement Group has achieved the highest figures of its history in 2017, in turnover, cement sales and clinker production data. Effective incentives in the south-eastern part of the country and resumed infrastructure and urban transformation projects have positively affected the sales of the group. On the other hand, the cement and concrete needs of the high-speed train-highway projects for the new Istanbul Airport, which will be the biggest airport in the world, and high-rise residential projects that require special products are supplied by Limak Cement brand.

Besides showing a performance above the sector average with a growth rate of 5.3% in clinker production and 10.7% in cement production, with the trading company that started to operate in 2017, the Group has caught a growth rate of 137% in clinker exports compared to 2016.

On the other hand, despite the increase experienced in cement production and sales figures throughout the sector in 2017, the increase at the fossil fuels, and accordingly, the costs of energy, had negative impact on the profitability of the sector. Limak Cement aims to minimize such negative trends in costs both by expediting investments on alternate fuel systems (thus reducing use of fossil fuel), and through alterations at the fossil fuel supply chain.

Growth of **5.3%** in clinker production, **10.7%** in cement production which is above sector average and growth rate of **%137** in clinker export was observed compared to **2016**.

Infrastructure investments in Turkey are supported by a variety of employment and tax incentives. Especially in the public-private sector cooperation model, the mega infrastructure and transportation projects are going on rapidly. It is seen that the construction and therefore the cement industry will also be dynamic, as the mentioned investments will continue in 2018 and the following years.

The Group continued its activities in the field of ready-mixed concrete in 2017 mainly by growing its franchise model. At the end of 2017, ready-mixed concrete sales volume was realized as 2.7 million cubic meters; 3 million cubic meters sales volume is targeted in 2018.

The sales volume of the Kilis Pumice Block Plant, which is established within the scope of the studies for expanding the product range of alternative building materials, and which has been continuing its activities since 2015, increased by 10% in 2017 compared to the previous year.



## Limak Cement in the 18<sup>th</sup> Year

- First group in the industry in Turkey in asset size and the second largest in capacity ranking,
- Second place in the sector according to the Turkey's Top 500 Industrial Enterprises research results done by Istanbul Chamber of Industry (ISO),
- Experienced investment and finance staff who have realized the latest innovations in the global cement sector with the most effective project financing solutions, which include 7 renewal / capacity upgrades and 6 new investment projects in the last ten years,
- Operations and investments in 4 countries; largest Turkish investments in two Sub-Saharan African countries,
- One of Mozambique's three largest producers, the first local producer to receive product quality certification,
- Factories spread over a large area and located in metropolitan markets,
- Young and dynamic staff employed in Turkey and sub-Saharan Africa,
- 3 Ready-Mixed Concrete R&D centers with international accreditation certificate, projects realized in product development area in cooperation with universities,
- For the first time in the Turkish cement sector, the projects realized by the World Bank and the European Investment Bank with energy efficiency and clean technology funds,
- Low-NOx emission calcined rotary kilns, first of its kind in the Turkish cement sector,
- According to 2016 data from the Ministry of Energy and Natural Resources, first ranking in the lowest electricity consumption in integrated factories in Turkey,
- The title of the first integrated cement factory with the GOLD Certificate,
- Adapting to current versions of integrated management systems in the fields of environment, energy, quality, occupational health and safety,
- With the SAP Hana investment, first of its kind to be realized in the Turkish cement sector, creating a more traceable and institutionalized structure.

## Limak Cement Targets

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Following the completion of ongoing investment in Turkey in 2019, being the group with the largest capacity in the industry,

Reaching 1.7 million tons of capacity in Sub-Saharan Africa following the completion of the investment in Ivory Coast this year,

To increase the trade volume of the international trade company to 1 million tons in 2019,

To ensure the continuity of adaptation studies to the 2030 Sustainable Development Goals published by the United Nations and the World Bank,

Reducing the environmental impact of products, reducing the ratio of cement clinker in this context, creating awareness in the optimization studies of mineral-added cement in special and high-class ready-mixed concrete projects, making environmental product declarations,

To continue to invest in information processing technologies and to establish a common and secure information management system in all geographical areas of operation,

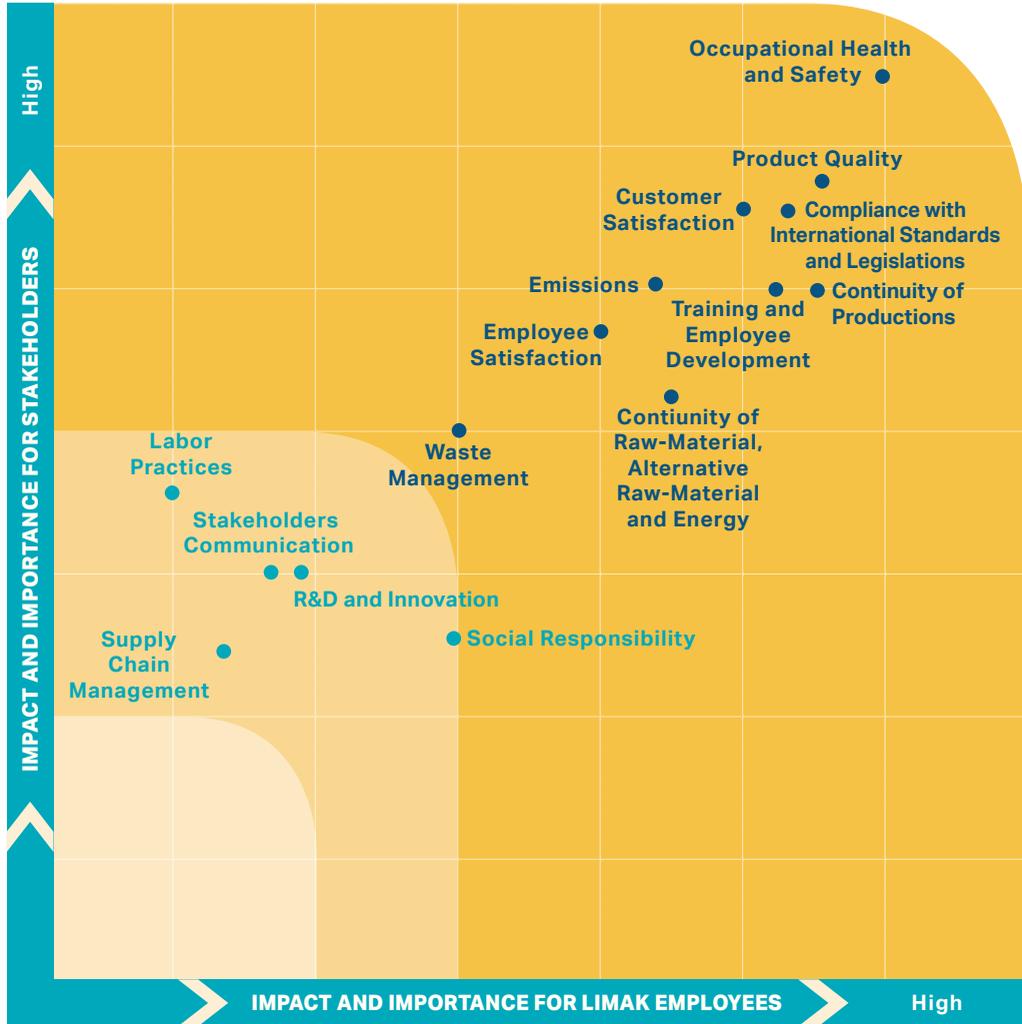
Within the scope of social responsibility projects in all geographies we have reached, undertake important missions with extensive projects such as student dormitories, supporting sports clubs, constructing impaired coordination center, Small Engineers of the House, Engineer Girls of Turkey and continue the regular programs such as blood donation,

To ensure the continuity of the goal of "zero accident, zero death", which is always adopted with the importance we give to the health and safety of our employees and subcontractors,

To train qualified personnel who will provide added value in the long term to the cement sector and which are developed in technical and academic direction.

### Sustainability Priorities Matrix

- Primary Topics
- Secondary Topics



The Cement Group’s sustainability priorities work has been updated with 92 employees and 112 external stakeholders within the framework of stakeholder expectations and the group’s strategic objectives.

Occupational health and safety, which comes first among sustainability issues, differs from all other issues and is the most important sustainability issue for the sector. Limak Cement has identified the sustainability issues it has identified as a priority business type, taking into consideration stakeholder expectations. OHS, product quality, compliance with standards, customer and employee satisfaction, environmental performance (energy, emissions and waste management) are the top priority issues.

## Cement Group Integrated Management System

Limak Cement Group has adopted integrated management system in order to record, document target, realization and process management and making them common inputs of the system, to provide more effective planning with the help of a single documentation system, to identify common goals

with measurable and value added, to benchmark for realization percentages and process management, to identify strengths and weaknesses, to share correct and incorrect practices on a single platform, to enable use of common procedure, to minimize resource usage, to increase the motivation to work with corporate synergy and common goals, to increase brand value and to measure the development of organizational efficiency by comparing with the global standards. Target process criteria have been set up and their follow-up has started.

### Limak Cement Management Systems Table

	ISO 9001	ISO 14001	OHSAS 18001	ISO 50001	TS EN 197-1	TS EN 196-1	GOLD Certificate	Other
Trakya	✓	✓	✓	✓	✓	✓	✓	
Balıkesir	✓	✓	✓	✓	✓			
Ankara	✓	✓	✓	✓	✓			
Şanlıurfa	✓	✓	✓	✓	✓		✓	
Gaziantep	✓	✓	✓		✓			SILVER Certificate
Kurtalan	✓	✓	✓		✓			
Ergani	✓	✓	✓		✓			
Aegean	✓	✓	✓		✓			
Bitlis					✓			
Derik				✓	✓			
Mozambique								NM NP EN 197-1
Kilis Pumice						TSE 771-3		CE "Compliance with European Product Legislation"

Limak Mardin-Derik grinding packaging plant is the only grinding packaging plant in Turkey with the energy management certificate ISO 50001.

## Sustainability Activities

Within the scope of sustainability activities, Limak Cement Group strives to set new targets continuously and make maximum efforts in order to achieve these targets. These include;

- Energy efficiency projects for emissions control and CO<sub>2</sub> reduction, to increase the use of alternative raw materials,
- To rehabilitate areas where production is finished on mine fields and to increase biodiversity,
- To provide effective water management,
- To more effectively follow the issue of whether suppliers provide products and services in compliance with environmental and labor standards during the procurement process (in our specifications and contracts); adding regulatory items related to environmental, labor and hu-

man rights standards to procurement contracts,

- To communicate effectively with all stakeholders, to increase the number of stakeholder meetings,
- To carry out sustainable procurement and logistics activities, to purchase energy-related acquisitions, to select new equipment, systems and services that are appropriate for the system in new projects and designs,
- In 2018, Limak Cement will continue to make high performance sustainable by establishing businesses and organizations that are sensitive to the environment, do not compromise on quality, are customer-focused, operate in the environment, occupational safety and responsibility awareness in all geographical areas in which they operate; and thus placing trust in its employees, business partners, internal and external stakeholders.

“Environment Friendly Cement”, which has been produced by the Gaziantep Cement Factory for the first time among the group factories and is obtained by evaluating the waste ashes of thermal power plants, has been continued in increasing amounts. The sales of this product in 2017 correspond to **95.5%** of the factory bulk sales and **66.7%** of the total domestic sales.

## OHS

Limak Cement undertakes to take all necessary measures to prevent any diseases and work accidents that may arise due to OHS policy and activities at work. The Occupational Health and Safety Policies of Limak Cement Plants can be accessed from the website: <http://www.limakcemento.com/fabrikalar.aspx>

The Integrated Management System, which includes the OHSAS 18001 Occupational Health and Safety Standard, is applied to all cement factories. The Group intends to go beyond compliance with the international management systems and legislative requirements it implements and to continuously improve OHS performance through OHS committees, risk assessments, exercises and regular trainings.

In the factory, observer reports, risk notifications, near-misses and work accidents are recorded and action plans are created so that factory workers are informed. Performance is monitored at meetings of the OHS Board, which is regularly held monthly and attended by experts, in-scope and out-of-scope personnel and contractor representatives.

The most important agenda item of the management oversight meeting, which takes place every year under the chairmanship of the factory general manager, is the OHS issues. At the meeting, annual targets and evaluation criteria for units are determined and decisions are recorded in minutes. The performance of the units related to the targets identified at this

meeting is evaluated every six months. Activities focused on awareness-raising and informing about legal legislation are ongoing.

Limak Cement, supporting OHS issue with various applications in each factory, uses EKED application in Balıkesir, Ankara, Trakya and Şanlıurfa, and follows OHS issues in Kurtaran, Ankara and Gaziantep Factories with Audit System. In addition, progress is made in the framework of OHS in group factories with structures such as "Field Responsibility Practice", "Flag Practice". In addition to the systems such as "Yellow Card Application" and "OHS Registered Application" in the Gaziantep Factory, there are also awarded activities such as Best Near-miss / Risky Situation Notification Contest and Inter-Unit 5S Application Competition in Group Plants to improve OHS motivation. Besides, Trakya Factory has organized a large OHS=LIFE Project and has given employees the knowledge that OSH is not a part of the work in this sector, but a working style that covers the whole. In addition to this, the Kurtaran Factory has benefited

from one of the most influential teaching formats, the theater, by the OHS theater event taking place, titled "Something Happened to Us Bro!"

The Mozambique Factory was commissioned on December 5, 2016, therefore although in total there was a loss of 5 working days, because the working time was 11718 hours, the accident weight rate for 2016 was high.

Trainings about OHS were given in Group Factory and Facilities and these trainings were supported with exercises and good practices. Apart from the basic trainings, OHS trainings are detailed as trainings for specialization.

All products sold have MSDS (Material Safety Data Sheet) according to relevant standards. Information on the content, the safe use of the product, the disposal of the product and the environmental impacts are available in the MSDS for the source of the product, the environmental or social impact of the product, and the proportion of products with MSDS in the product range is 100%.



## OHS Statistics

PLANTS	2016			2017		
	Accident Weight Ratio	Accident Frequency Rate	Number of Days Lost	Accident Weight Ratio	Accident Frequency Rate	Number of Days Lost
Urfa	72.30	7.41	38	291.94	11.37	154
Ankara	163.70	7.92	62	18.41	2.63	7
Balıkesir	57.39	166.95	32	5.603	64.44	23
Gaziantep	33.70	274.5	57	6.16	6.16	2
Ergani	37.38	4.98	15	91.06	10.41	35
Trakya	321	40,698	142	151	34,068	71
Kurtalan	274.76	2.37	116	19.41	0	8
Mardin	0	0	0	0	0	0
Bitlis	0	0	0	0	0	0
Aegean	0	0	0	0	0	0
Mozambique	426.69	85.33	5	64.55	19.86	13

Accident frequency rates are calculated according to the following formula.: Accident Frequency Rate = (Total Number of Injuries / person-hour) x 1,000,000

Accident weight ratios are calculated according to the following formula.: Accident Weight Rate = (Number of Days Lost / person-hour) x 1,000,000



## Environmental Management

Within the context of globalization objectives, processes, functioning, organizational structure, business culture and integrated management systems of the group companies are jointly integrated under one roof. By this, it is aimed that measurement of organizational efficiency development by comparing with global standards is possible.

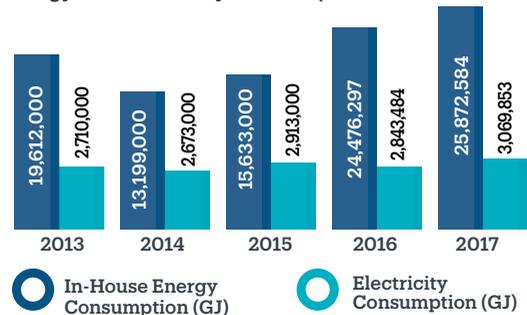
Applying its environmental policy in all factories and facilities in common, Limak Cement establishes businesses and organizations that are sensitive to environment, do not compromise quality, focus on customers, environment, work safety and responsibility in all geographical areas in which it operates; and aims to continue to make high performance sustainable by placing trust in employees, business partners, and internal and external stakeholders in 2018. Limak Cement further aims to ensure sustainability of the high performance demonstrated in the sector. These performances are monitored and audited within the framework of the Environmental Management System in order to continuously improve environmental performance and manage the environmental impacts resulting from factory activities. Points to be improved are identified and targets are set. With the awareness of the importance of stakeholder value, by keeping it a principle that all stakeholders should be informed through reports and explanations on environmental policy, approach and environmental performance, awareness trainings are held for employees and suppliers. Our environmental performance is constantly being improved by taking feedback from stakeholders during the meetings and through existing communication channels.

## Energy

In order to prevent the intensive energy consumption required for cement production, Limak Cement apply the Energy Policy. Limak Cement had adopted the principles of conducting regular reviews, documenting, and informing all concerned parties, supplying all information and resources for all concerned parties as required, and training its employees as an integral part of its business. Communicate this to the employees and interested parties by documenting, provide them all the necessary information and resources, train the employees. Also, in order to use energy and natural resources efficiently, it has adopted to use energy efficient technologies and applications, evaluate alternative and renewable energy sources, and support design activities that will improve the performance.

"In all factories, efficiency studies have been carried down to equipment with the lowest energy consumption, and optimization and capacity upgrades have been made and are continuing."

### Energy and Electricity Consumption:



### Production energies:

		2016	2017
Mixed Cement Production Energy	kWh/t Cement	87.4	88.2
Mixed Pumice Production Energy	kWh/1000 Pumice	58.1	57.8

### From Energy Saving (GJ)



## Water Management

In the operations such as cooling, dust elimination, washing, irrigation, and consumed water for domestic use, groundwater and mains water are used. Recognizing the limited resources, the efficiency and recycling of water resources are at the forefront in the factories / facilities. For this purpose, water resources in the cooling process have a high recovery

rate when used as a closed loop. The wastewater generated from washing, irrigation and similar processes during the cement production process is not discharged; it is collected in pools, precipitated and recycled by filtration. In the production of aggregate, the water used for dust elimination and washing is recycled and reused.

### Quantities of water withdrawn from various sources in 2016-2017:



There are 2 active water wells in the Balıkesir factory, 1 in the Urfa factory and 3 in the Antep factory. Underground Water Use Documents or well logs are available.

### Total volume and percentage of recycled and reused water:

PLANTS	2016		2017	
	Total (m³/year)	Ratio %	Total (m³/year)	Ratio%
Urfa	490	0.44	480	0.43
Ankara	1,498	0.46	1,498	0.57
Balıkesir	1,400	0.64	1,500	0.61
Gaziantep	1,422	0.58	1,422	0.79
Trakya	580	0.26	520	0.27
Kurtalan	680	0.53	680	0.52
Mardin	352	5.30	330	5.67
Bitlis	350	6.95	348	5.52
Aegean	10	0.33	11	0.34
Mozambique	5	0.14	17	0.16
<b>TOTAL</b>	<b>6,787</b>	<b>0.47</b>	<b>6,806</b>	<b>4.48</b>

## Air Emissions

One of the most important parameters to be followed in the cement production sector is the quantity and quality of the air emissions generated during production. Limak Cement continues its activities in this regard with monitoring and improvements.

The installation of SNCR system is planned to reduce NOx emissions In Balıkesir, Trakya and Urfa factories. SNCR systems have been purchased and the commissioning process will be completed in April 2018. In order to reduce the dust emissions from the chimney, the performance of the filter bags is evaluated and systems providing good efficiency over a long period of time are preferred. In the Gaziantep Factory, studies are carried out such as

keeping the furnace regime stable to prevent emission increases, preventing dust leaks, minimizing emission increases, taking urgent measures in case of an incident and preventing other incidents, raising awareness of kiln operators on the importance of the emission values, providing low emission values with new investments, and following the technology.

There is a Waste Incineration System Project in Trakya Factory and it will be possible to use fuel with lower CO2 emissions instead of fossil fuels. In order to reduce the dust emissions from the chimney, the performance of the filter bags is evaluated and bags providing good efficiency over a long period of time are preferred.

Group plants' emission values are monitored instantaneously by the **SEOS** system.

## Greenhouse Gas

In accordance with the Regulation on Monitoring Greenhouse Gas Emissions, cement factories should monitor, report and verify greenhouse gas emissions.

Seven integrated factories are authorized by TÜRKAK, inspected by Greenhouse Gas Verification Organizations in 2017 as in previous years, reports are prepared and inspections are completed successfully.

Emissions generated for the monitoring and report-

ing of greenhouse gas emissions during the reporting period should be evaluated in two categories as process emissions and combustion emissions. Limak Cement also monitors these emissions according to these categories.

In the use of emission factors, the sources of Renewable Energy General Directorate for electricity, National Inventory for diesel, petroleum odor, lignite and coal, IPPC sources for LNG, Limak Laboratory for fuel oil and waste oil have been taken as references.

		GROUP AVERAGE	
		2016	2017
Specific Consumption Per Cement Produced	kg CO <sub>2</sub> /tons cement (Direct+Indirect)	734	741
Specific Consumption Per Clinker Produced	kg CO <sub>2</sub> /tons clinker (Direct+Indirect)	880	883
Energy used from non-renewable sources	t CO <sub>2</sub> /year Direct	6,194,397	6,533,839
Total CO <sub>2</sub> Emission	t CO <sub>2</sub> /year Direct+Indirect	6,616,970	6,990,053

## Waste Management

Limak Cement has an understanding that it is aimed to reduce the level of waste generated by its operations, that is, to eliminate waste generation if possible, to sort waste at the source, to make contribution to recycling the primary priority, then to recover and to provide appropriate disposal methods.

Hazardous wastes which are temporarily stored in the impermeable area which provides other storage conditions with the Waste Temporary Storage Permit prepared by the Provincial Directorate of the Environment

are sent by the licensed vehicles to licensed companies with National Waste Transfer Form in accordance with the Waste Management Procedure and Plan.

There is a contract with ÇEVKO which is among the authorized institutions in the country in collecting the packaging wastes of the plants from the market and the obligation in terms of factories is fulfilled by transferring 52% of the packaging waste in the market for the year 2016 and 54% for the year 2017 to ÇEVKO by this contract.

### Hazardous / non-hazardous waste quantities by plant:

PLANTS	2016		2017	
	Hazardous Waste (tons/year)	Non - hazardous Waste (tons/year)	Hazardous Waste (tons/year)	Non - hazardous Waste (tons/year)
Balıkesir	61	449	25	648
Aegean	3	77	9	85
Gaziantep	19	1,290	7	1,316
Ankara	15	246	11	272
Ergani	1	565	8	767
Kurtalan	2	537	1	738
Bitlis	0	112	1	148
Şanlıurfa	6	1,224	4	865
Trakya	27	678	27	109
Mardin	0	211	0	197
Mozambiqu	0	38	3	552
Kilis	0	155	9	224

## Waste Water Management

The wastewaters generated in Balıkesir Factory are connected to the Balıkesir Sewerage; and Balıkesir Municipality makes measurements every 6 months.

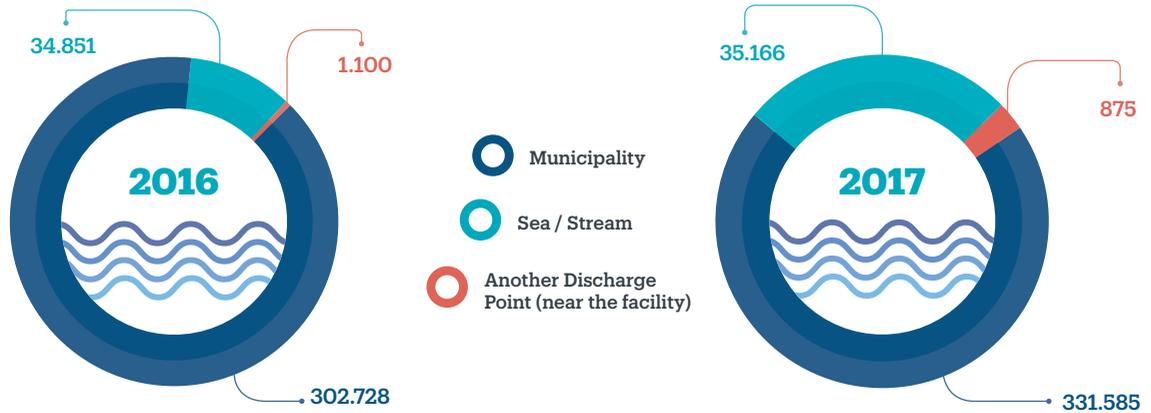
The wastewater generated in the Şanlıurfa Factory is treated in a package biological treatment plant located in the factory site and discharged to the dry stream. The analysis is done at 2 and 4 months depending on the capacities.

Domestic wastewater generated in the Ankara Factory is discharged to the ASKI channel and there is a canal connection permit.

In the Gaziantep Factory, domestic waste is given to sewage. Water without particles coming out of storm water sedimentation pools is used for irrigation of roads. The water discharge is measured and billed by the meters attached to the water in the boiler house and to the administrative and management buildings. Domestic wastewater discharge is done into sewage without treatment. Sewage water is treated in the municipal treatment plant.

The wastewater in Trakya Factory is discharged to the sewage system of the Municipality of Pınarhisar, which is finalized with waste water treatment plant.

Amount of water discharged according to discharge points: (m<sup>3</sup>/yıl):



## Employee Profile

2016	Limak's Employee		Under Supervision		Total	
	Male	Female	Male	Female	Male	Female
Number	1559	71	1229	26	2788	97
Ratio	54.0%	2.5%	42.6%	0.9%	96.6%	3.4%

2017	Limak's Employee		Under Supervision		Total	
	Male	Female	Male	Female	Male	Female
Number	1547	79	1343	43	2890	122
Ratio	51.4%	2.6%	44.6%	1.4%	95.9%	4.1%

Looking at the 2016 and 2017 employee profile, it is seen that the female employee ratio increased.

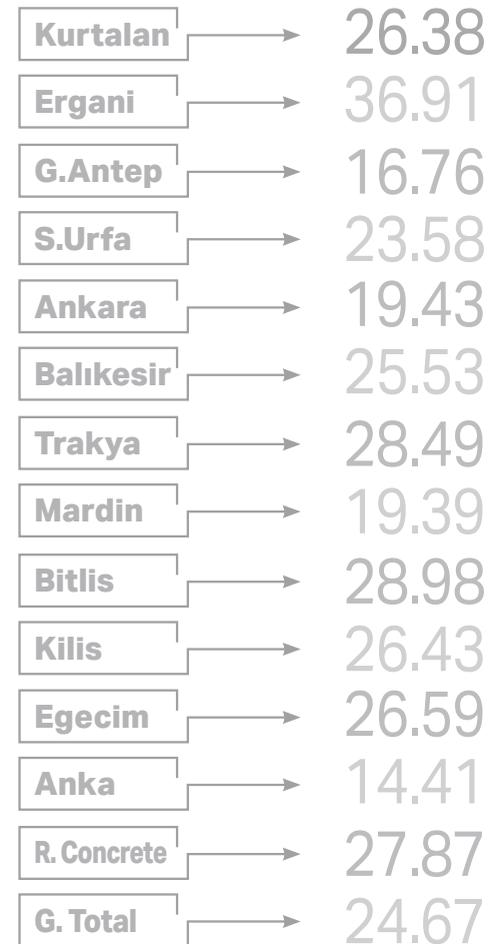
Region	2016		2017	
	Female	Male	Female	Male
Aegean Region	0.3%	8.9%	0.3%	9.0%
Marmara Region	0.3%	14.2%	0.5%	13.4%
Central Anatolia Region	1.5%	34.4%	1.6%	33.2%
Southeastern Anatolia Region	0.9%	37.3%	1.2%	36.6%
Abroad	0.3%	1.9%	0.4%	3.8%

Looking at the employee profile of Limak Cement Group, it is seen that the ratio of female workers increases both in Limak employees and monitored employees. Also looking at the new hires and turnover rates by Turkey's regions, the rates are higher in Southeastern Anatolia and Central Anatolia than the others.

The number of employees with disabilities increased from **29 in 2016** to **39 in 2017**.

## Training And Development

### Average training hours per employee



Trainings about environment and OSH have been given in the factories and these trainings have been supported by exercises and good practices. Environmental education covers waste management, climate change, pollution types, pollution management and environmental legislation, while OHS trainings are detailed for specialization as well as basic trainings.

The number of employees subject to collective agreement: **25%**

## Social Activities

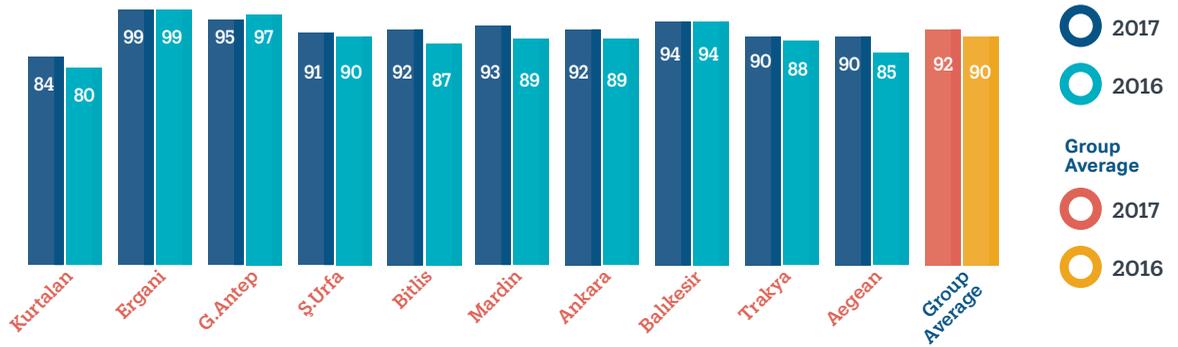
The Trakya Cement Factory continued its social responsibility activities in 2017 by providing financial and moral support to the Pınarhisar Culture and Arts Festival, Pınarhisar veterans and families and Kırklareli Sports Club. Blood donation was made by the staff of the company within the scope of the organization made with the Red Crescent in Şanlıurfa Factory in 2017.

With the fully equipped R & D laboratory in Mozambique, contribution is made to the development of the region's construction industry.

## Customer Satisfaction Survey

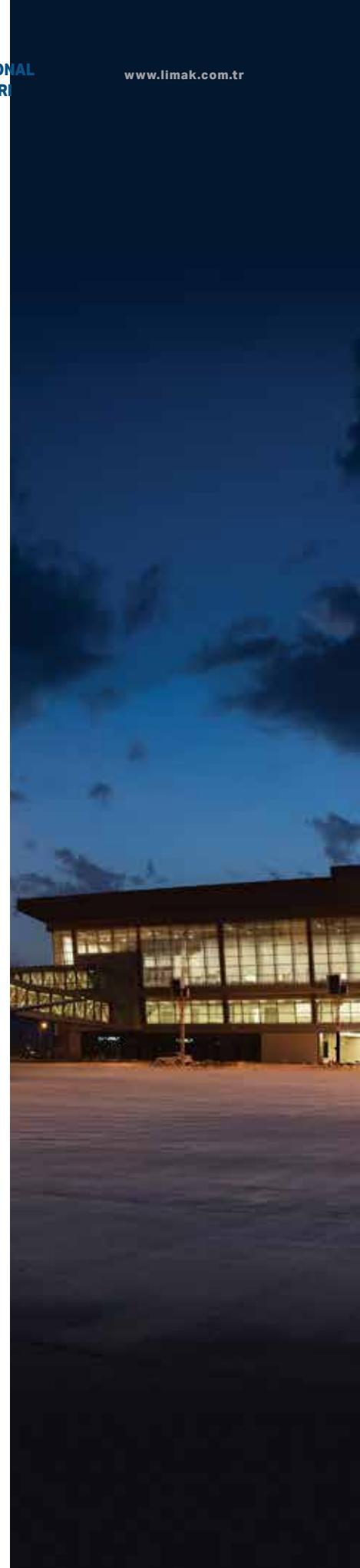
Different customer satisfaction surveys are implemented in different locations taking into account the customer profile and market structure of the region.

Customer satisfaction has improved from **90%** to **92%** when compared to the last year's performance.



# Prishtina International Airport Adem Jashari

Prishtina International Airport Adem Jashari (PIA), which is the first international airport in Kosovo, has been transferred to Limak Kosovo International Airport JSC, whose 90% of shares are owned by Limak Investments and Limak Construction, for 20 years starting from 2011 with the build-operate-transfer model. This airport adds value to the aviation sector and all institutions serving this sector not only in Kosovo, but also in the whole Balkan countries around the region. Limak Kosovo executes ground operations, cargo and RAT (runway, apron, taxiway) as well as terminal and parking facilities, and carries out their maintenance and repair works.





## Prishtina International Airport Adem Jashari

**1,885,136** passengers

### Airport Carbon Accreditation Level +2

Airports, which play a significant role in the transportation sector, have strategic importance in terms of the regions they serve. Prishtina International Airport Adem Jashari's strategic priority ensures sustainable growth by contributing to the economy of Kosovo.

Prishtina International Airport Adem Jashari (PIA) has been taken over by Limak for 20 years from 2011 on a build-operate-transfer model. In this period, Limak, which owns 90% of the airport's shares, has opened the new terminal building and additional facilities within a short period of two years as part of an investment of 140 million Euros.

The new terminal building of the airport, equipped with the environment-friendly and intelligent building technology in compliance with international standards on 42,000 sqm, has opened its doors to Kosovo's only international gateway. Besides, 54 thousand m<sup>2</sup> parking lot and 25 thousand m<sup>2</sup> landscaping (green area) were made. The new terminal created a platform for Kosovo to grow in many sectors, mainly tourism, by creating a large number and variety of flight routes, and hence contributed to the country's economic and cultural development.

Prishtina International Airport Adem Jashari aims to provide the passengers of the airport with a high quality travel experience with the best standards. The number

## 12 Rewards

### Consistent flight routes to Switzerland, Germany, Slovenia, Austria, Croatia and Turkey

of passengers, which was 1,404,730 in 2014 has increased by 9% in 2015 reaching 1,549,198. The on-going increase was recorded as 8.14% with 1,743,209 passengers in 2016; and as 12.6% with 1,885,136 passengers in 2017.

New flight routes that were added during the 2015-2017 period for PIA, which consistently provides flights to Switzerland, Germany, Slovenia, Austria, Croatia and Turkey, are successfully accomplished. Furthermore, flights to France, Hungary and England have also been added to the Prishtina International Airport Adem Jashari's service range.

Prishtina International Airport Adem Jashari carries out all services in accordance with ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 10002 Customer Satisfaction Management System ISO 50001 Energy Management System standards and ACA (Airport Carbon Accreditation).

PIA's sustainability vision is to strengthen its ability to increase profitability in changing and challenging economic, ecological, technological and social areas, while developing a culture of sustainability.

When assessing the approach to sustainability, various factors are taken into account, including business challenges, accountability to stakeholders, global aviation trends, laws and regulations, and risk management.

Number of passengers increased by **%8,14** in **2017** compared to previous year.

## Awards & Certificates

With emission measurements that were conducted every two years by the Carbon Accreditation of the Airport in 2016, the PIA was certified with Level + 1 (Mapping). In August 2017, the PIA rose to Level + 2 with ongoing emission reductions.



Stevie Silver Award - Executive of the Year in the Transportation Industry Award - CEO and Board Member Mr. Haldun Firat Köktürk

International Corporate Social Responsibility Excellence Award - Award for Hearty Firms - Social Responsibility Project Supreme Champion Award

IPRA Gold World Awards - Occupational and Technical Education Unique Value Proposition

Communitas Awards 2017 - Corporate Social Responsibility

Communitas Awards 2017 - Green initiative

International Stevie GOLD Award 2017 - Company of the Year / Transportation sector

International Stevie SILVER Award 2017 - Media Relations

International Stevie BRONZE Award 2017 - Environment & Occupational Health & Safety

Best Business Awards 2017 - Best communication

Best Business Awards 2017 - Best customer orientation

Best Business Awards 2017 - Best CSR

Best Business Awards 2017 - Best big business



## Matrix of Sustainability Priorities

● **Primary Topics**

● **Secondary Topics**

● **Tertiary Topics**



Prishtina International Airport Adem Jashari sustainability priorities study was evaluated with the participation of 175 employees and 15 external stakeholders. Moreover, the priorities identified in previous years have been updated in light of the views of the airport employees and closely related stakeholders. According to the updates, the primary priorities are aviation safety, passenger satisfaction, emissions and energy management. These priority issues are essential for the airport and the stakeholders it interacts with, concerning the industry and the way it carries out business.

## Aviation Security

10 internal audits have been carried out on units that are within the scope of aviation security. The aviation security internal audits demonstrated the compatibility of the units with the SMS (Safety Management System). Furthermore, daily security checks are conducted to discover whether they are compatible with this system or not. 341 controls were made in total. In 2017, 345 employees were given training on safety awareness by the Aviation Security Administration. This training helped to raise awareness of SMS policies and to increase the number of reports in the system.

## Aviation Security / Emergency Practices

In 2017, Full-Scale Emergency drills were executed at the airport. Full-Scale Emergency drills are

the most comprehensive tests and are designed to assess the operational capability of the emergency management system in a stressful environment with real mobilization and placement to demonstrate coordination and intervention capability. Said drill has demonstrated that a very successful organization is in place at PIA with respect to responding to emergencies. The other exercises conducted by the fire unit and 22 short-term drills further conducted in 2017 have revealed that it is possible to take action against any emergency situation that might arise at Prishtina International Airport Adem Jashari. As a result of the correct implementation of wildlife management resources in Prishtina International Airport, the number of bird bumps, which was 23 in 2016 have decreased to 12 in 2017. The airport was able to reduce the number of airborne attractions and reduce the number of bird bumps that occur within a year.



## Environmental Management

### Limak Prishtina International Airport Adem Jashari Environmental Policies

Together with its aviation partners, Prishtina International Airport Adem Jashari contributes to the community in which it operates, while reducing its impact on the environment by decreasing the level of exposure to the aircraft noise, reducing energy and water consumption, improving recycling and reducing carbon footprint by ensuring the sustainability of the system and hence represents an airport with responsibility. In the Prishtina International Airport Adem Jashari, one of the main business targets is to improve environmental performance.

The PIA takes measures to prevent environmental pollution, to protect natural resources and hence endeavors to raise awareness on these issues. Environmental protection policies (Environmental Management Policy / Energy and Carbon Management Policy) have been developed in order to realize these targets; and improvement activities are carried out in accordance with the "best available practices" goal.

All the necessary procedures, audits, trainings are developed under the ISO Standard and followed up. Furthermore, these systems are certified through periodic external audits and hence application reliability is ensured. Alongside the annual meetings to monitor energy and carbon management, the Climate Change Committee has been established in order to monitor climate change policy, to determine the necessary actions and measures for possible situations, and to study and periodically assess the environmental situation in such cases. Prishtina International Airport Adem Jashari has organized an event entitled "World Day" to promote environmental awareness. On 22 April 2017, 46 seedlings were planted by the children of the PIA personnel and the names of the children were written under the seedlings. The primary business objectives set for Prishtina International Airport Adem Jashari involve improvement of the environmental performance.

Improving environmental performance is one of the main business goal for Prishtina International Airport Adem Jashari.

## Biological Diversity

Henc Pond is located in the centre of the Kosovo valley and near Prishtina International Airport Adem Jashari. Henc was formed almost 60 years ago as a result of the merging of Magura and Vrella streams and in order to grow carp fish. Henc pond is characterized by certain biodiversity values when it is the only one in the ecosystem. Henc pond is utterly rich in terms of biological diversity. According to the research, there are vascular plants, fish species and many bird species. The Henc Pond has been protected by the Ministry of Environment and Spatial Planning since it has great importance in terms of biological diversity.

The Prishtina International Airport Adem Jashari constitutes various management programmes to protect biodiversity and reduce the loss of natural habitats. The PIA attaches importance on green spaces in the area it operates. It has also created environmental irrigation control mechanisms to avoid irreversible and permanent damages to vegetation and biodiversity. Moreover, the monitoring and calculation of PIA carbon emissions are executed in order to prevent the disengagement of biological species from their ecosystems and habitats due to the increase in general temperature levels and unstable outdoor temperatures as a consequence of the global climate change.



## Energy Management

Energy has a special significance to ensure operational continuity.

The PIA conducts periodic energy management meetings covering all departments. In these meetings, the PIA monitors consumption, takes necessary measures and follows up productivity values. Low energy consumption is maintained with the application of ISO 50001: 2011 standard as well as the application of new technologies and training. Thereby, one of the objectives of the PIA is implementing energy efficiency projects to reduce energy consumption, and hence reducing greenhouse gas emissions. Employees are trained in energy efficiency, regulations and updates are followed-up, and all employees are included in this system. In 2017, 415 employees were trained in Energy and Carbon Management.

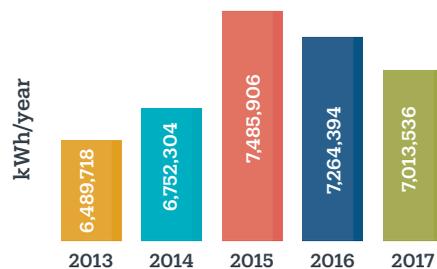
Monthly reports on energy efficiency are prepared in accordance with quality management and all analyses and parameters are presented annually to the top management. ISO 50001 Energy Management System and Greenhouse Gas Emission Management control are used as an integrated system and energy saving as well as energy efficiency studies continue effectively.

### PIA's goals in energy saving

- Using energy and natural resources in the most efficient way.
- Selecting the equipment with the most appropriate technology compatible with the environment; and taking energy efficiency into account, when purchasing new designs and services.
- Taking sustainable environmental issues into account, while planning and realizing investments, processes, and the development of equipment and products.
- Providing and updating the information, technology, data and human resources required to achieve the goals and objectives.
- Complying with all legal requirements in terms of energy use, consumption and productivity.
- Reviewing and updating energy targets annually.
- Sharing energy policy, annual goals and objectives with employees.

With the initiatives taken in energy management, 3% savings were made in electricity consumption in 2015-2016. With 3% electricity savings, 12% emission reduction per passenger was achieved. In 2017 electricity consumption was saved by 3.5%; when compared to last year.

PIA Electricity Consumption



PIA Fuel Consumption



**ISO 50001** Energy Management System and Greenhouse Gas Emission Management control are used as an integrated system and energy saving as well as energy efficiency studies continue effectively.

## Water Management

The fact that the adverse conditions created by the climate change are also reflected in the water management processes, increased the importance of following activities in this field closely. Since it cares about the safe and clean water supply, the PIA aims to use less water each year through various improvement mechanisms.

The PIA uses water (of which the PIA is also responsible for its credibility and quality) free of charge from the water station in the village of Vrella. The PIA is responsible for managing this resource as efficiently as possible and has created several methods for this management. These methods are as follows:

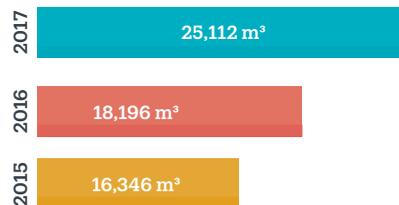
- Water meters at the buildings are monitored on a daily basis.
- Water tanks and water distribution are constantly monitored with an automatic system.
- The Kosova Health Institute conducts monthly chemical and bacteriological water analyses for the freshness of water and its reliability.
- All water users are encouraged to reduce water consumption in PIA.
- The water hardness value and the amount of chlorine are measured every day, ensuring that the water is of suitable quality.

In addition to that, increasing the wastewater discharge quality and reducing the amount of discharged wastewater is one of the priorities pursued within the scope of environmental strategy. All these operational fields are targeted in accordance with reporting systems and procedures, and performance results are evaluated annually. Wastewater is treated with biological processes suitable for pollution loads. The biological wastewater treatment system began its operations in November 2013 as one of the first wastewater treatment systems in Kosovo, with a capacity of 250 m<sup>3</sup> / day. In order to remove the physical and



chemical components from the wastewater, wastewater is subjected to primary, secondary and tertiary processes and discharged to the Sitncina river as purified. The wastewater quality parameters are monitored monthly in the Testing Laboratory Centre in accordance with Kosovo standards to ensure that the nature of the biodiversity of the natural environment and the living species present in these environments do not negatively affect their lives.

### Discharged Wastewater Annually



In 2015, 16,346 m<sup>3</sup> of wastewater resulting from the PIA activities has been discharged after reaching the appropriate quality norms.

In 2017, 25112 m<sup>3</sup> of wastewater was discharged.

In 2016, KFOR (military airport) wastewater was also connected to the PIA's wastewater treatment system and the amount of discharged wastewater thus reached 18,196 m<sup>3</sup>.

Furthermore, the PIA has a rainwater collecting pool, with a capacity of 30m<sup>3</sup>.

## Emissions

The PIA attaches great importance to factors such as energy and carbon reduction for environmental sustainability, which is an integral part of its mission, and it maintains this in accordance with the Energy and Carbon Management policy.

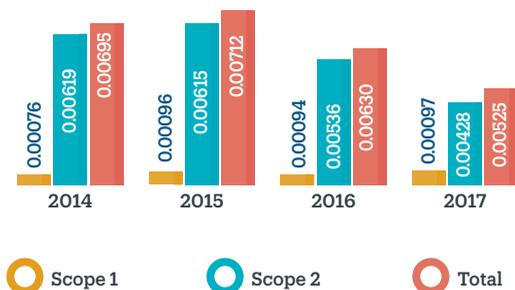
Measuring and managing greenhouse gas emissions have a high priority for the PIA. Hence, greenhouse gas emission is seen as an important environmental dimension and it is one of the aims of the PIA to investigate, implement and maintain mitigation methods within the framework of the Carbon Management Plan 2020.

In this context, based on the 2014-2015 emissions calculations, the PIA intends to reduce scope 1 and scope 2 carbon emissions by 20% until 2020.

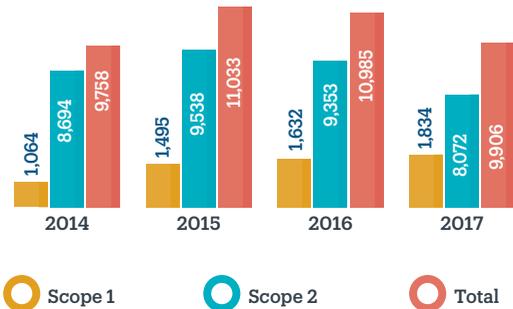
### To reduce carbon emissions, the PIA has adopted various approaches

- Strategic approach
- Monitoring, targeting and reporting
- Revision of politics
- Activities on carbon reduction
- Strategic investments

### Greenhouse Gas Emission Intensity (ton CO<sub>2</sub>/passanger-equivalent)



### Greenhouse Gas Emission (ton CO<sub>2</sub>/ equivalent)



All calculations of the PIA's carbon footprint as well as the emission factors used in calculation are prepared under the guidance of the International Energy Agency – Greenhouse Gas Protocol.

Calculations are done as ton CO<sub>2</sub> (equivalent) and based on the data of 2014. The reason for basing the calculations on 2014 is the fact that the airport's new terminal was opened in 2013 and the greenhouse gas and information were available for the first time in 2014. All emissions are calculated with the method of going back in time and the first accreditation certificate was obtained in 2016.

Prishtina International Airport Adem Jashari adopts different approaches to reduce emissions. The Carbon Management Plan is one of the strategic approaches. According to this plan, some of the initiatives taken to reduce emissions include implementing procurement policies, cooling and heating instructions, lighting instructions, annual inspection programmes, energy management programmes, reducing fuel consumption programmes, reducing electricity consumption programmes and the like.

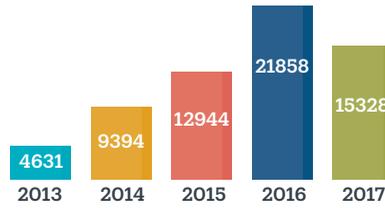
Compared to **2016** total emission amount went down by **%9,8** and emission amount per passanger went down by **%16,6**.

## Waste Management

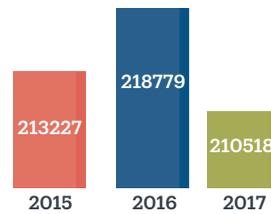
As part of its environmental goals and objectives for 2016, the PIA attached great importance to increasing the amount of recycled waste. Within the airport, waste is separated as hazardous and non-hazardous in accordance with the applicable legislation. All wastes are categorized and stored accordingly; recyclable wastes are delivered to licensed recycling companies; non-recyclable wastes are sent to licensed waste disposal companies. Moreover, passengers, third parties and employees are encouraged to contribute to increasing the amount of recycled waste. The PIA has established the Waste Management Plan in order to minimize the environmental and economic impacts of the waste generated within the waste management system. It has also set targets and determined its commitment to realize these targets:

- Reducing the amount of waste as much as possible with the effective use of resources and eliminating the wastes collected in a systematic manner in accordance with regulations,
- Continuously improving processes that affect the environment, taking into account the prevention of pollution,
- Completely fulfilling the legal obligations and responsibilities including waste management and other related conditions, and carrying on studies to determine new standards appropriate to the needs of the age,
- Trying to ensure that all stakeholders, particularly employees, become environmentally conscious individuals and gain environmental awareness.

Hazardous Waste (tone)



Non- Hazardous Waste (tone)



## Social Responsibility

Since its first day in Kosovo, Prishtina International Airport Adem Jashari has been a part of the community with the awareness of economic and social responsibility as well as daily business activities. Some of the social responsibility activities that are conducted by the Prishtina International Airport Adem Jashari are: the Limak Aviation Institute, DokuFest Documentary and Short Film Festival, Prishtina Street Basketball Festival, Aid for Mothers and Children, Prishtina Basketball Club Sponsorship, Turkish Jazz Week Sponsorship and the event it organized in order to raise awareness of the importance of early diagnosis of cancer.

- Limak Aviation Services Institute (Limak ASI) – This is a social responsibility project developed by Limak in Kosovo to increase the professional and academic capacity of university students in Aviation Management, and to support them in constructing their future careers and employment through accredited professional training programmes. Within this project, through which 90 students in total obtained internationally valid certificates, three generations have successfully completed their education. While unemployment rates are high in Kosovo, such programmes contribute to the area of employment.
- DokuFest - In 2015 and 2017, Limak Prishtina International Airport Adem Jashari hosted the DokuFest Documentary and Short Film Festival, which not only attracted attention within Kosovo but also worldwide; hence once again the PIA emphasized its commitment to support sustainable cultural events in Kosovo.
- Turkish Jazz Week – The PIA's support, which continued in 2015, brought a new dimension to the cultural exchanges between Kosovo and Turkey.
- Sponsorship of the Prishtina Basketball Club - Limak Prishtina International Airport Adem Jashari has continued to contribute promoting Kosovo's development in sports and introduction of international sports to society through the sponsorship it took over in 2015 and 2016.
- In order to raise awareness of the importance of early diagnosis of cancer, a considerable amount of donation has been received at the Fashion Designer Aferdita Pacarada's Fashion Show by serving the purpose of this aid project organized by Limak Prishtina International Airport Adem Jashari.
- Sponsorship of the Kosovo Street Basketball Organization - In 2015 and 2016 Limak Prishtina International Airport Adem Jashari continued to support the country's development in sports by serving as the general sponsor of Kosovo Street Basketball Championship.
- Humanitarian Aid Activities – In 2015 Limak Prishtina International Airport Adem Jashari contributed to the Aid for Mothers and Children as well as the Aid for Children with Down Syndrome.
- Apart from these, the PIA gives great importance to children too. Since the aviation sector is a different and interesting area, it attracts children's attention; and the PIA, which is aware of this attention, occasionally organizes visiting programmes for children. Generally, pre-school and primary school children are informed about the grounds and services of the airport. In another social project initiated in October and November 2017, the PIA voluntarily supported the Down Syndrome Kosovo Association and employed young people in various departments as trainees. Thus, it is aimed to give a new perspective to both the young people with down syndrome and the other employees working with them.
- Prishtina International Airport Adem Jashari also contributes to the "Kosovo Investment and Enterprise Support Agency - KIESA" project. The aim of this project is to illustrate why each investor is investing in Kosovo, taking examples of the successful companies in Kosovo.
- In 2017, Prishtina International Airport Adem Jashari contributed to the "Play International" project. The aim of this project is to support the minority children as part of the community in Kosovo.

## Prishtina International Airport Adem Jashari Workforce Implementations

Prishtina International Airport Adem Jashari is in compliance with relevant national and international legal regulations within the area in which it operates. It creates a significant amount of local employment and organizes its human resources policy to ensure the happiness and loyalty of all its employees. One of the priorities of the PIA is to provide a fair, supportive of development, participatory, healthy and humanitarian work environment for employees.

During the recruitment process, all candidates are provided with equality in terms of education, knowledge and skills. Considering that Kosovo is a state consisting of

different cultures, Limak considers all Kosovo employees equally without discrimination of ethnic, origin, language, religion, race, age, gender, nationality or cultural difference.

As of 2017, 27% of 672 employees are female and 73% are male. In accordance with the nature of the region we operate in, 98% of our employees are Albanian, 1% are Serbian and 1% are Turkish. The PIA aims to improve the work quality, productivity and expertise of its employees in order to ensure the sustainability of the human capital. In this context, Ground Services and Airport Services trainings are executed according to the standards set by the IATA, ICAO, ISAGO Standards and the Kosovo Civil Aviation Authority (CAAK). Educational programmes include all aspects of sustainability, including ethics, transparency and employee relations, as well as the environment and the economy.

### Number of trainees (annually)

	2015	2016	2017	Total
Ground Services Staff	360	442	425	1,227
Airport Operations Staff	150	58	158	366
All Units	595	383	1,194	2,172
<b>TOTAL</b>	<b>1,105</b>	<b>883</b>	<b>1,777</b>	<b>3,765</b>

### Distribution Of Employees By Type Of Employment And Gender

	Key/Manager		White-Collar		Blue-Collar		Temporary		Total	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
2015	87%	13%	93%	7%	95%	5%	78%	22%	73%	27%
2016	87%	13%	93%	7%	95%	5%	73%	27%	74%	26%
2017	87%	13%	93%	7%	95%	5%	74%	26%	73%	27%

Limak Kosovo has established a specific mechanism to handle complaints concerning human rights violations. Moreover, Human Resources Management and Unit respects the human rights of employees and passengers traveling through the airport as required by international laws and norms.

The anti-corruption policy that the PIA has established is a clear and strong statement that it works in accordance with ethical rules in compliance with local legislation. Within this framework, the PIA's internal audit teams, internal audit system, risk management,

and regular monitoring of systems are appropriate measures to reduce existing risks. In order to increase travel satisfaction and ensure the most enjoyable experience, Prishtina International Adem Jashari Airport has launched the "Airport Helper" programme. Apart from its primary duties, the airport staff is ready to help passengers on a voluntary basis within this programme. Prishtina International Airport Adem Jashari has managed to become the only airport in the region that has successfully implemented this service by tracing 35% of its staff and has always aimed to create a profile that is willing to help passengers.





## LimakPort İskenderun

LimakPort İskenderun Port, which was taken over by Limak for 36 years in 2011, is the transit point for non-containerized load as well as container freight; its 14 container transport lines are actively using this location as port of call and it is directly connected to more than 50 ports from the Far East to Northern Europe. LimakPort, which provides Container, General Cargo, Project Cargo, Bulk Cargo, Ro-Ro / Ro-Pax, CFS (Container Freight Station) and Storage, Railway Wagon Loading / Unloading, Piloting and Towing, Waste Purchase services, regularly increases the volumes of its existing lines and services and also adds new services.

## LimakPort

**1 million** TEU container handling capacity

**14** container transportation lines

In 2013, LimakPort has been transformed into a modern container port with a handling capacity of 1 million TEU of containers. With the investment on the next stage, the capacity will be increased to 1.3 million TEU (Twenty Foot Equivalent Unit), and the capacity of the port will reach 3 million TEU when the following third stage is completed.

The hardware employed at Limak ensures more secure intermodal transition for sensitive products without any wastage. By virtue of its comprehensive and multidisciplinary nature, LimakPort has become the most prominent port of the region also at Ro-Ro, project cargo, bulk load and general cargo load operations. The investments made in the full range of services, in terms of environmental and social impacts, are executed in compliance with the Equator Principles, which are led by the International Finance Corporation (IFC), the World Bank's private sector organization. These principles are taken into account at every stage of the investment such as planning, construction, and operation. Due to its high service quality and customer oriented perspective, LimakPort has become a transportation point preferred by industrialists in a short time. LimakPort aims to increase the diversity and capacity of the services it possesses continuously.

The goal of the port in the upcoming years is to carry out additional investments to serve larger container vessels alongside increasing the diversity and number of the services it provides.

Most trustworthy port of the Mediterranean in transit vehicle trade with capacity of yearly **120.000** vehicles

Direct connection to more than **50** ports



### Certificates

LimakPort, which has an integrated management system of quality, environment and occupational health and safety, owns the "Integrated Management System Certificate" which consists of ISO 9001-14001 and OHSAS 18001.

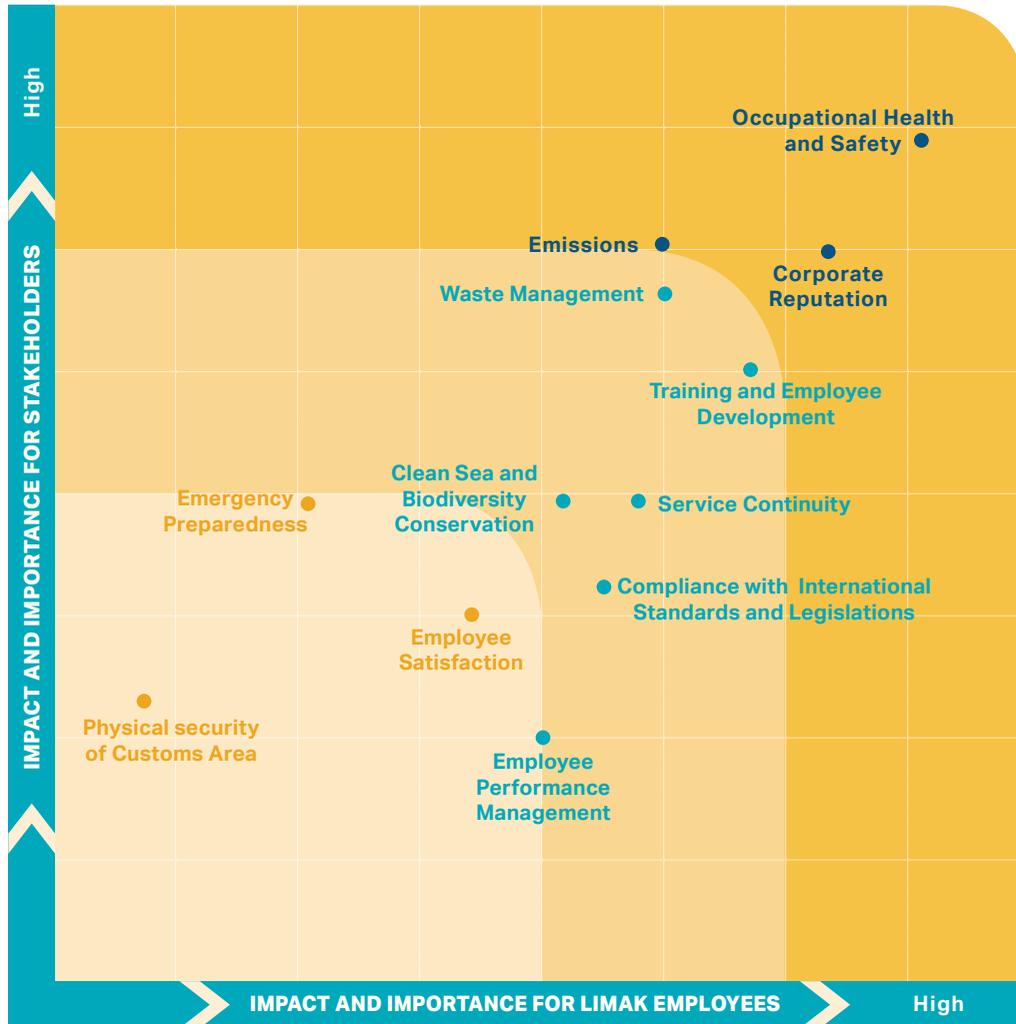
LimakPort is granted "Green Port/Eco Port" award by Ministry of Transport and Infrastructure on January 2018.

## Sustainability Priorities Matrix

● Primary Topics

● Secondary Topics

● Tertiary Topics



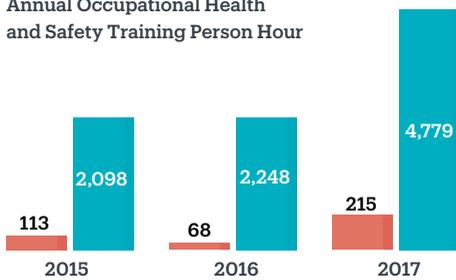
During the reporting period, LimakPort İskenderun's sustainability priorities were updated with 31 employees and 22 external stakeholders. LimakPort carries out its activities being conscious of its responsibilities towards the environment, society and all its stakeholders; and regarding sustainable development as the assurance of future, adopts it as its indispensable principle. In this context, the way it perceives business is stated in the updated sustainability priorities matrix.

## Occupational Health and Safety (Ohs)

Having adopted an integrated management system, LimakPort also effectively manages occupational health and safety. The relevant procedures and instructions have been established and decisions are made and carried out at the periodic OHS Board meetings, in which all sub-employers participate as well. All personnel are represented in the OHS Committee. An expert work safety team has been established and safety specialists and technical safety officers are available in every shift. Thanks to proactive point of view Limak has adopted, necessary precautions are taken without experiencing occupational accidents, and OSG trainings are provided

to employees within the framework of annual training plans. All accidents are examined and reported, root cause analysis is done, detailed statistical reports are prepared and discussed at the OSH board meetings and precautions are taken to avoid further accidents. There are no workers in LimakPort who are engaged in occupational activities with high accident rates or high risk of getting certain diseases. At the end of the year, future planning work is carried out by evaluating the person/hour training, the amount of suggestions offered to the management and how many of these proposals have been accomplished.

Annual Occupational Health and Safety Training Person Hour



Female Male

The graph shows person x hour information.

Percentage of Accident Frequency



## Drama Training

It is an awareness-raising training that explains the importance of occupational health and safety and teaches the need to work with this awareness. In this training, where subcontractors also participated in, the employees experienced how themselves, their families and their workplace would be affected by a possible occupational accident that the drama instructor had designed for them.



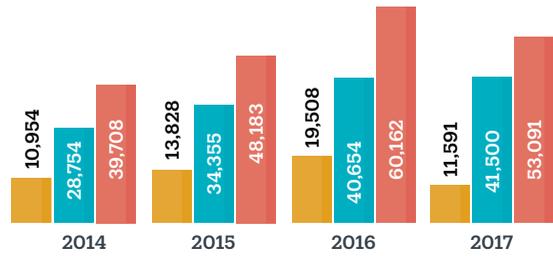
In order to minimize the Hazards and Risks to which every staff member in the Port area may be exposed to, PPE control and assurance are carried out at the entrance to the Port area.

The Occupational Safety Award Practice is held on a monthly basis to increase the OHS awareness in the staff. Each month, 3 of the LimakPort staff and the subcontractors, who observe the OHS regulations on the port area and offer practical improvement recommendations, are selected and rewarded.

## Energy Management

Electricity consumption was 40,654 GJ in 2016 and 41,500 GJ in 2017. The reason why the annual amount of electricity consumption increases lies in the increase in the amount of annual load handling and the business volume alongside the usage of electric cranes after reducing the usage of fossil fuel cranes at LimakPort Iskenderun Port. Accordingly, "Direct Energy Consumption" was 19,508 GJ in 2016 and 11,591 GJ in 2017.

The average machine-based electricity consumption per ton in 2017 is as follows:



## Waste Management

Waste management plans are prepared by the company and implemented effectively. The primary goal is to minimize waste. All wastes are categorized and stored properly, and subsequently, those that can be recycled are sent to licensed recycling companies, while those that cannot be recycled are sent to licensed waste disposal companies. Environmental studies and measurements are carried out and reported periodically

by related teams which are established within the Port. Periodical measurements and analysis are carried out within the framework of the relevant regulations and the company concentrates on improvements.

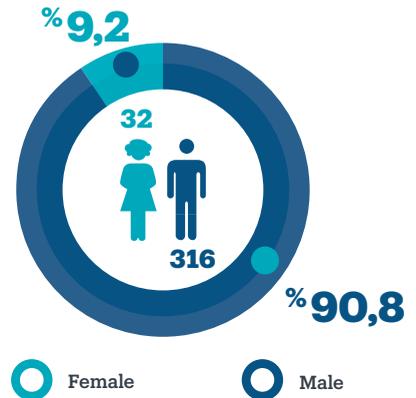
All hazardous wastes are recovered except for medical waste, while non-hazardous wastes are recycled. Medical wastes are disposed of through regular storage.

Waste (Tons)		2014	2015	2016	2017	DISPOSAL METHOD
Sludge	●	5	3.86	0.3	3.4	Recovery
Printing Toner	●	0.08	0.04	0.03	0.3	Recovery
Vegetable Waste Oil	●	0.2	0.16	0.22	0.5	Recovery
Other Hydraulic Oils	●	-	-	7.1	12.2	Recovery
Other Engine Transmission and Lubricating Oils (Waste Oil)	●	65	20	8	-	Recovery
Electronic Waste	●	9.5	1.1	-	-	Recovery
Fluorescent Lamps and Other Mercury Containing Wastes	●	0.05	0.04	0.02	-	Recovery
Contaminated Packaging	●	-	-	0.18	-	Recovery
Contaminated Waste	●	16	8	5	6	Recovery
OTL	●	-	0.4	0.9	3	Recovery
Pcb Containing Transformers and Capacitors (Distribution Transformer)	●	17	-	-	-	Recovery
Bilge	●	87	57	42	-	Recovery
Sludge	●	377	669	660	530	Recovery
Medical Waste	●	0.06	0.04	0.06	0.06	Landfill
Oil Filters	●	-	-	0.30	0.80	Recovery
Wooden	●	5	59	60	81	Recovery
Metal	●	103	7	81	48	Recovery
Mixed Packaging	●	5	2.5	4.7	2.1	Recovery

● Packaging Waste (Ton / Year) ● Hazardous Waste (ton/year)

## Employee Profile

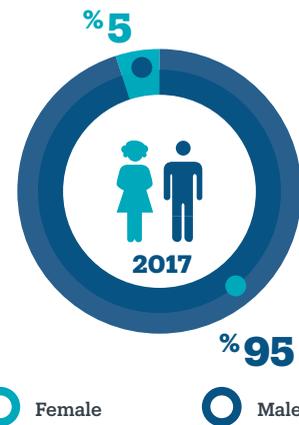
YEARS/ AMOUNT	WHITE COLLAR		BLUE COLLAR		Total Employee
	Female	Male	Female	Male	
2015	18	95	0	176	289
2016	21	82	1	217	321
2017	29	79	3	235	346



YEARS/ PERCENTAGE	WHITE COLLAR		BLUE COLLAR	
	Female	Male	Female	Male
2015	6	33	0	61
2016	7	26	0	68
2017	8	23	1	68

YEARS/ AMOUNT	KEY EXECUTIVE	
	Female	Male
2015	0	15
2016	0	15
2017	1	19

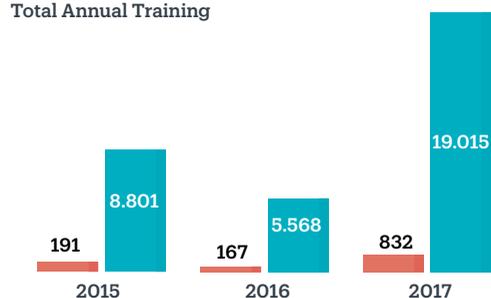
While there is 1 female employee in the key executive position, the white-collar female employee ratio has increased in 2016 and 2017 compared to 2015. All employees were employed in the Mediterranean region. The number of disabled employee was 8, 10 and 10 as of 2015, 2016 and 2017, respectively.



## Training

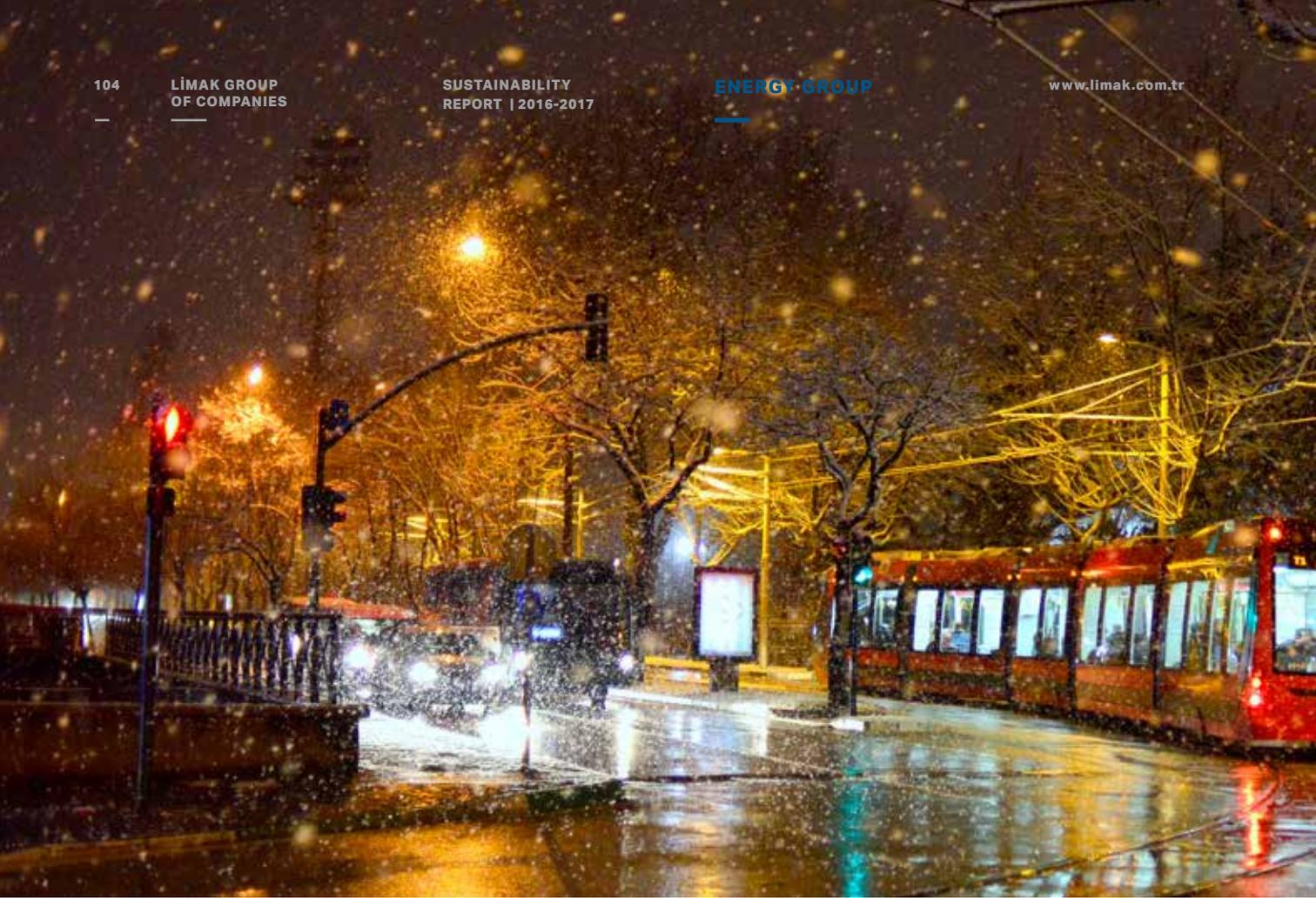
In order to improve the skills of its employees, LimakPort gives high priority to training. Personnel orientation programme is implemented for those who are new to work, who change their department, or who are assigned to another department as temporary staff. The relevant training development plan is prepared and applied in accordance with the performance evaluation results of the employee.

Total Annual Training



Female Male

The graph shows person x hour information.



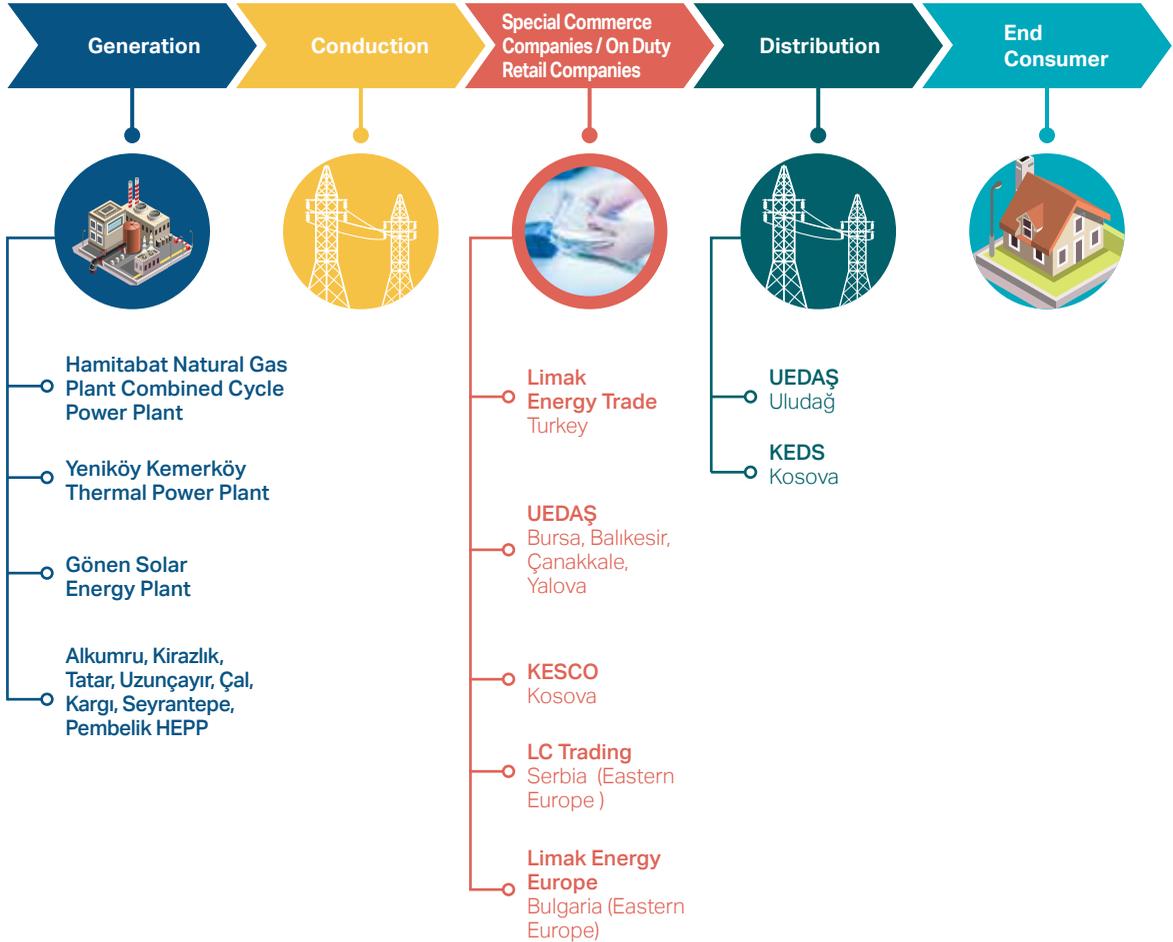


# Energy Group

## Energy Group

Limak Energy Group, one of the pioneers of Turkey's constantly changing energy market, operates in energy generation, distribution, sales and trade with its growing portfolio each year. It makes energy investments to provide medium and long term energy supply security with hydroelectric, natural gas and coal power plants. Limak Energy Group, which attaches importance to resource diversity, conducts license application, field measurement and research studies in order to make wind and solar energy investments in many regions.

Konya Apa; 15-17 MW (solar energy), Buharkent Geothermal; 10 MW (geothermal energy), Görsögüt Dam and HEPP; 56 MW (hydroelectric power) and Çetin Dam and HEPP; 517 MW-Siirt (hydroelectric power) are in the construction phase.



## Energy Group – Generation Portfolio

	Limak Partnership	Province	Type	Installed Power (MW)
Alkumru Dam and HEPP	100%	Siirt	Hydroelectric	280
Uzunçayır Dam and HEPP	100%	Tunceli	Hydroelectric	84
Pembelik Dam and HEPP	50%	Elazığ	Hydroelectric	130
Seyrantepe Dam and HEPP	50%	Elazığ	Hydroelectric	59
Tatar Dam and HEPP	50%	Elazığ	Hydroelectric	131
Kirazlık Dam and HEPP	45%	Siirt	Hydroelectric	48
Çal HEPP	100%	Denizli	Hydroelectric	2,2
Kargı HEPP	100%	Ankara	Hydroelectric	100
Gürsöğüt Dam and HEPP *	100%	Ankara	Hydroelectric	56
Çetin Dam and HEPP *	100%	Ankara	Hydroelectric	517
Gönen Solar Energy Plant *	100%	Isparta	Solar	5,7
Konya Apa *	100%	Konya	Solar	15-17
Buharkent*	100%	Aydın	Geothermal	14
Hamitabat Natural Gas Combined Cycle Power Plant (HEAŞ)	75%	Kırklareli	Natural Gas	1.220
Kemerköy Thermal Power Plant	50%	Muğla	Lignite	630
Yeniköy Thermal Power Plant	50%	Muğla	Lignite	420

\* construction phase



## Hydroelectric Power Plants

With Alkumru, Uzunçayır, Kargı, Seyrantepe, Pembelik, Tatar, Çal and Kirazlık Hydroelectric Power Plants currently operating and with both Çetin and Gürsöğüt Hydroelectric Power Plants currently under construction, Limak Group Hydroelectric power of 1420 MW and has a yearly electricity generation capacity of approximately 4,3 billions.



## Hydroelectric Power Plants

### 8 Hydroelectric Power Plants

When our country's current energy portfolio is analyzed, energy management relies largely on foreign sources and import. Besides, the last 15 years, Turkey is the country showing the greatest percentage increase in electricity demand in the world after China. In the coming period, electricity demand is expected to increase by 3.5-5% depending on the growth in annual GDP. When all these conditions are taken into account, the provision of energy

## 1,477,711,340 kWh

electricity generation in **2017**

from renewable sources is of great importance both in terms of our world and the economy of the country. Hydroelectric power plants convert the power of water, a renewable and indigenous resource, into electricity. Limak Energy carries out its activities with a sustainable future policy by environmentally sensitive energy generation with hydroelectric power plants in its portfolio.

### Electricity Generation (kWh)

	2015	2016	2017
Alkumru Dam and HEPP	725,642,332	933,667,156	720,911,495
Uzunçayır Dam and HEPP	245,868,750	264,428,760	178,040,750
Pembelik Dam and HEPP	339,938,665	259,785,311	136,595,873
Seyrantepe Dam and HEPP	155,909,870	119,069,309	64,815,821
Tatar Dam and HEPP	367,377,980	282,701,268	149,528,580
Kirazlık Dam and HEPP	118,270,700	169,659,723	118,656,558
Çal HEPP	12,881,900	4,854,064	1,674,196
Kargı HEPP	0	0	107,488,067
<b>Total</b>	<b>1,965,890,197</b>	<b>2,034,165,591</b>	<b>1,477,711,340</b>



### Certificates

Alkumru HEPP, Kirazlık HEPP, Uzunçayır HEPP, Çal HEPP and Kargı HEPP power plants have TS EN ISO 50001, TS EN ISO 27001, TS EN ISO 140001-2015, TS EN ISO 18001(OHSAS), TS EN ISO 9001 and TS EN ISO 10002 certificates.

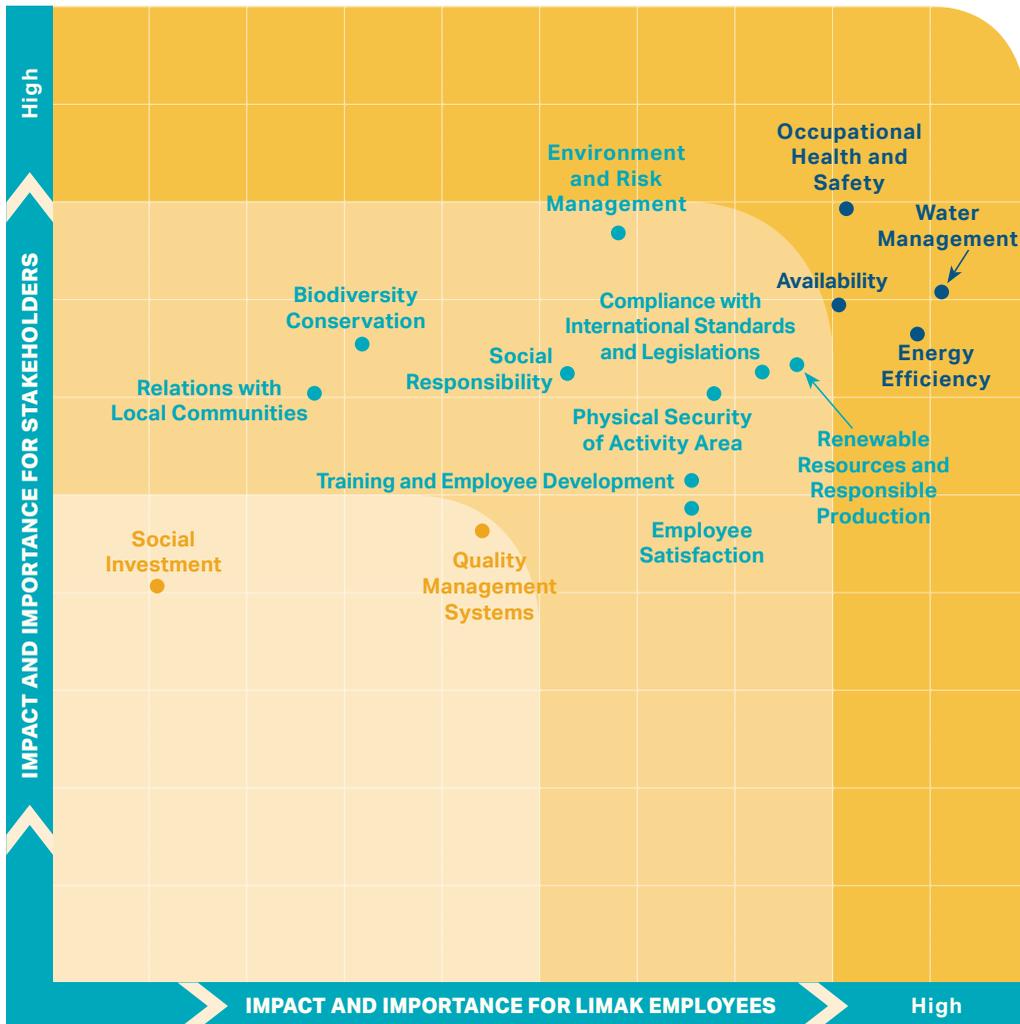
Çetin HEPP and Alkumru HEPP, assets available under our Group structure, have received awards at "2017 Project Financing Awards" organized by EMEA Finance, a periodical on international economy and finance: The Best Infrastructure Financing (Central and Eastern Europe): **Çetin and Alkumru hydroelectric power plant projects**, The Best Energy Financing (Central and Eastern Europe): **Çetin and Alkumru hydroelectric power plant projects.**

## Sustainability Priorities Matrix

● **Primary Topics**

● **Secondary Topics**

● **Tertiary Topics**



The sustainability priorities of Hydroelectric Power Plants are determined by 17 employees and 99 external stakeholders.

According to the matrix of sustainability priorities evaluated by taking into consideration the opinions of all components of the sector, the way HEPPs work and the determination of sustainability strategies have a high level of importance. Sustainability priorities that were implemented during the past period have been updated in the new reporting period.

The primary sustainability issues for the sector and Hydroelectric Power Plants are occupational health and safety, water management, energy efficiency and availability.

## Occupational Health And Safety (Ohs)

Training is continuing for OHSAS 18001 Occupational Health and Safety, TS ISO 50001 Energy Management System, TS ISO 27001 Information Security Management System, TS ISO 14001 Environmental Management System and TS ISO 9001 Quality Management System certification activities in all plants. It is planned to repeat trainings on occupational health and safety at regular intervals within the scope of zero work accident target. In all dams and hydroelectric power plants, many measures have been taken to ensure the safety of life and property of the local people living in the area.

### Some Measures Taken in Dams

- Control operator informs AFAD (Provincial Disaster and Emergency Directorate), Gendarmerie and DSİ while units are activated.
- In the summer months, two motorized crews patrol by the river to warn citizens.
- The siren system is improved and in addition to the sirens announcements are made in three different languages.
- The warning signs on the water side are increased and made in written and visually attractive.
- Primary school students are provided with training about dams.
- It is provided that informing announcements and warnings are done by the Office of Mufti and the Municipality.

## Environment and Risk Management

### Some environmental and risk management measures taken in HEPP managements are:

- Occupational health safety specialist, workplace doctor and other health personnel are appointed within the scope of OHS and OHS committee meeting is held once a month under the chairmanship of the Facility Manager.
- OHS basic trainings are given for not less than 20 hours once a year, fire drills, emergency actions and contingency plans and practices are carried out.

- Landfills are established for appropriate collection of wastes and contracts are signed with authorized companies for the disposal of wastes.
- Periodical analysis is done for required water analyzes.
- Instructions are created for use of all equipments and periodic maintenance is done, and training is given to the technical personnel.
- Risk analysis and risk assessment is done by the risk assessment team every two years.
- ISO 27001 Information Security Management System Certificate is obtained and security policies are implemented in this direction.

## Energy Use

The energy use in Limak HEPPs is caused by the consumption of diesel oil used in generators.

### Diesel Use (liters)

	2015	2016	2017
Alkumru Dam and HEPP	500	35,932	41,902
Uzunçayır Dam and HEPP	5,486	16,114	15,178
Pembelik Dam and HEPP	800	12,598	10,043
Seyrantepe Dam and HEPP	5,603	4,909	5,728
Tatar Dam and HEPP	270	3,320	3,440
Kirazlık Dam and HEPP	991	34,562	36,159
Çal HEPP	150	160	155
Kargı HEPP	0	0	19,710
<b>Total</b>	<b>13,800</b>	<b>107,595</b>	<b>132,315</b>

## Water Use

Water is used after it is treated by the treatment system in the power plants.

### Water Use (m<sup>3</sup>)

	2015	2016	2017
Alkumru Dam and HEPP	2,160	3,600	4,800
Uzunçayır Dam and HEPP	15,280	10,000	10,000
Pembelik Dam and HEPP	1,400	1,500	1,450
Seyrantepe Dam and HEPP	1,275	1,400	1,450
Tatar Dam and HEPP	1,533	1,420	1,390
Kirazlık Dam and HEPP	5,475	4,015	4,015
Çal HEPP	144	144	144
Kargı HEPP	0	0	810
<b>Total</b>	<b>27,267</b>	<b>22,079</b>	<b>24,059</b>

## Relations With Local Public

Local public is being continuously communicated through the governorate and village mukhtars. The local people can submit their requests and complaints to these institutions or directly to the Power Plant Administration. The requests and complaints are evaluated and returned quickly and the continuity and activeness of the communication with the local people is ensured.

## Hydroelectric Power Plants

### Alkumru Dam and HEPP

The Alkumru Dam and Hydroelectric Power Plant, with a total annual capacity of 280 MW and an annual production capacity of 1 billion kWh, installed on the Botan Stream in the Siirt province of Dicle River, was commissioned in 2011. The Alkumru Hydroelectric Power Plant Project is entitled to obtain a Carbon Reduction Certificate in 2013 in accordance with the International Carbon Standards (VCS). The greenhouse gas emission reduction at the plant is 475 thousand 143 tons of CO<sub>2</sub> per year. As a result of evaluating the social benefits for the project, Social Carbon Validation has been done and the project has got Social Carbon Certificate.

Orientation training is provided to incoming guests for the purpose of ensuring customer health and safety. Personnel are given annual OHS Trainings and periodical health screenings are made. Technical personnel have been given technical training on equipment and have been qualified in their fields.

## Availability

The availability of the power plants are a primary priority in regards to sustainability. Thus, periodical maintenance and inspections are carried out throughout the year to ensure that the equipment is in continuous operation.

## Uzunçayır Dam and HEPP

Uzunçayır Dam and Hydroelectric Power Plant, with a total installed capacity of 84 MW and an average annual production capacity of 322 million kWh, installed on the Munzur River connected to the Fırat River in Tunceli province, was commissioned in 2009. The Uzunçayır Hydroelectric Power Plant Project has obtained the Carbon Emission Reduction Certificate in accordance with the International Carbon Standards (VCS) on voluntary markets. Thus, having the right to establish 151 thousand tons of VCS Carbon Credits per year up to 2019, the plant has done Social Carbon Validation as a result of evaluating the social benefits for the project in 2011 and has got Social Carbon Certificate. In March 2012 the first 250,000 tons of social carbon-labeled verified carbon reduction of the project was presented to the voluntary markets.

## Seyrantepe Dam and HEPP

Seyrantepe Dam and Hydroelectric Power Plant, with a total installed capacity of 59 MW and an average annual production capacity of 164 million kWh, installed on the Peri River connected to the Fırat River in Elazığ province, was commissioned in 2008.

## Tatar Dam and HEPP

Tatar Dam and Hydroelectric Power Plant, with a total installed capacity of 131 MW and an average annual production capacity of 421 million kWh, installed on the Peri River connected to the Fırat River on the border of Elazığ and Tunceli provinces, was commissioned in 2013. Carbon Emission Reduction Certificate and Social Carbon Validation studies have been completed in Tatar Hydroelectric Power Plant in accordance with the International Carbon Standards.

## Kirazlık Regulator and HEPP

Kirazlık Regulator and Hydroelectric Power Plant, with an installed capacity of 48 MW and an average annual production capacity of 150 million kWh, installed on the Botan River connected to the Dicle River in Siirt province, was commissioned in 2013.

## Kargı Dam and HEPP

Kargı Dam and Hydroelectric Power Plant have been constructed on Sakarya River in Beypazarı district of Ankara province. Being a roller compacted concrete dam, the reservoir area of the project at maximum water level covers 2.393 square-kilometers. Kargı Dam is a 547,200 m<sup>3</sup> RCC fill dam with height of 95 meters. Active with three units, the installed capacity of the plant is 100 MW, and total energy generation is equal to 250 GWh. The Project was completed in April 2017 by 100% percent, and has been commissioned. Kargı Dam and HEPP is located on Sakarya river located in Beypazarı, Ankara.

## Çal Dam and HEPP

Çal Hydroelectric Power Plant located in Denizli receives water from Çal Plain Irrigation Facility and Büyük Menderes River. The plant has a total installed capacity of 2.2 MW and an average annual production capacity of 12 million kWh.

## Pembelik Dam and HEPP

Pembelik Dam and Hydroelectric Power Plant, with an installed capacity of 130 MW and an average annual production capacity of 405 million kWh, installed on the Peri River connected to the Fırat River in Elazığ province, was commissioned in 2015. Carbon Emission Reduction Certificate and Social Carbon Validation studies have been completed in Pembelik Hydroelectric Power Plant in accordance with the International Carbon Standards.

By generating energy that is environmentally sensitive with the power plants that are included in its portfolio, Limak Energy continues its operations with the principle of a sustainable future.





## Hamitabat Natural Gas Combined Cycle Power Plant (HEAŞ)

Founded in 1984 and serving for many years to Turkey's security of supply operating between 1986-89, Hamitabat Natural Gas Combined Cycle Power Plant is also the first natural gas-fired combined power plant in the history of our Republic. Providing security of supply in Turkey's energy market for many years with 1156 MWh of installed capacity, HEAŞ has been taken over by Limak Group in 2013 with privatization tender by share transfer sales. Revisions were made in the areas of business, environment and safety to improve the production conditions of the plant with 38% efficiency level at the time of takeover.

## Hamitabat Natural Gas Combined Cycle Power Plant (HEAŞ)

Turkey's first natural gas combined cycle power plant

Installed power of **1,220 MWh**

Hamitabat Plant is a critical facility for Thrace Region, and especially for the European Side of İstanbul. Limak Group of Companies launched Hamitabat Natural Gas Combined Cycle Plant Renovation Project in March 31st, 2015 by investing 520 million Euros with his French partner under the scope of investment opportunities in Turkey.

At the end of the first half of 2016, after the privatization of the oldest natural gas combined cycle power plant of our Republic, because the economic life of the plant had been completed and the energy efficiency of the plant was not sufficient, the plant has been renewed with 2 new gas and 2 steam turbines, and the efficiency level of the plant was raised to 62% within 4 years with this investment. HEAŞ has been not only Turkey's but also Europe's most efficient natural gas power plant that has been established at a time. Hamitabat Natural Gas Combined Cycle Power Plant (HEAŞ) has already fulfilled the 2019 Environmental Targets and European Union standards in power plants.

During the renovation project, with capacity increase target, all tests were successfully passed by increasing the installed power from 1,156 MWh to 1,220 MWh. Hamitabat Natural Gas Combined Cycle Power Plant (HEAŞ) can meet the electricity demand of 1,271,749 people in the daily life (housing, industry, metro transportation, official administration, lighting) with 4,209,488,059 kilowatt hours of electricity generation. When only the electricity consumption of the households is taken into account, Hamitabat Natural Gas Combined Cycle Power Plant (HEAŞ) generates electricity that can meet the demand of electricity for 1,336,345 houses.

The plant, which has been in service for many years, will continue to serve the supply security of the Marmara and İstanbul regions after the renovation works, especially at the point of integration with the European Transmission Lines.

Turkey's **13<sup>th</sup>** largest power plant

Turkey's **5<sup>th</sup>** largest Natural Gas Plant

### Key Developments & Sustainability Studies for HEAŞ

Since the start of operation by Limak, efforts have been made to improve the quality of steam and water chemistry, to stop the use of hydrazine due to the carcinogenic effect and to reduce the consumption of chemicals.

During the activities, HEAŞ (depend on current technology) works with the principle of improving and renewing the production processes for the most efficient use of natural resources within the available technology. In this context, work has been done in order for 30 years old technology, which was taken over by privatization tender, to leave its place to technology with 62% efficiency and the plant with the highest level of energy efficiency. Providing all standard conditions for environmental performance was completed in September 2017.

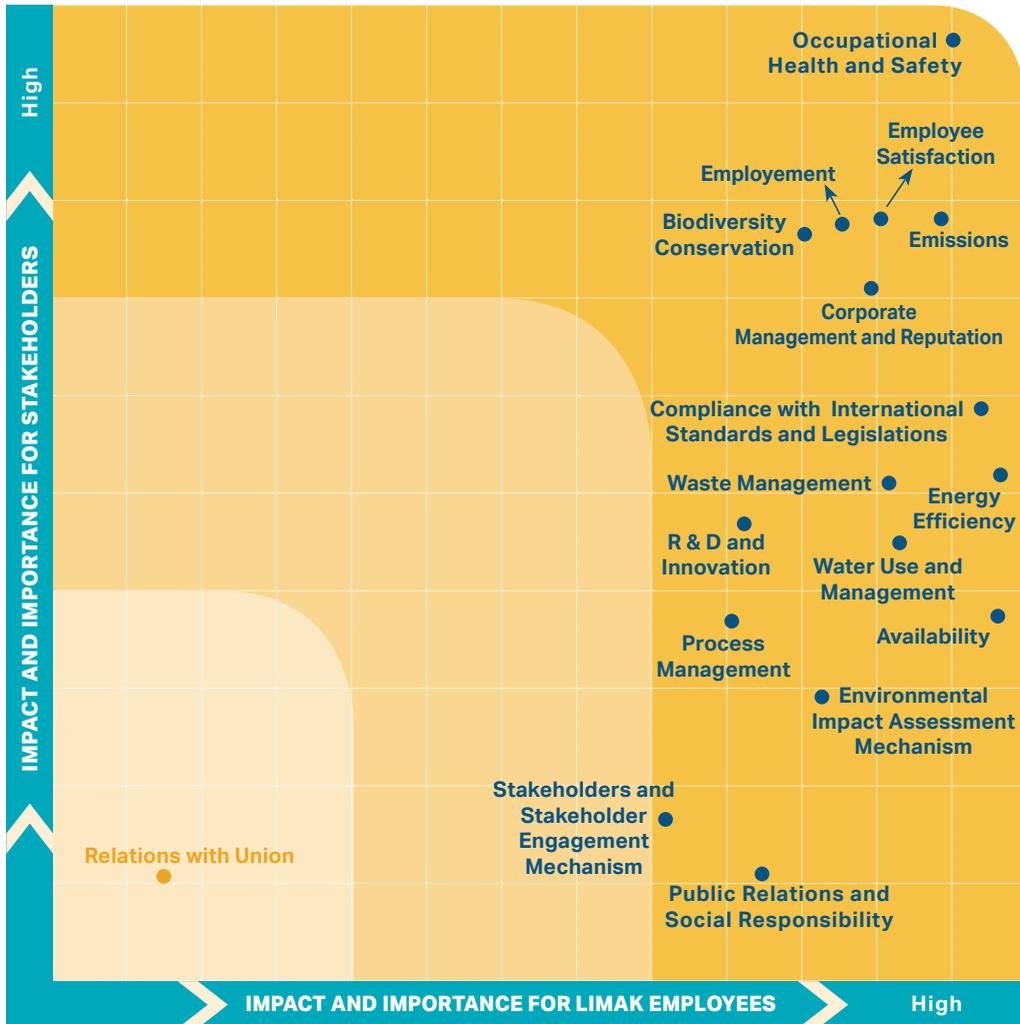
HEAŞ also has a long-term care agreement signed with Siemens, the main equipment manufacturer of the plant, to keep the plant's accessibility, power consumption and efficiency at the highest level. The establishment of TS EN ISO 9001, TS EN ISO 14001 and OHSAS 18001 management systems, which is one of the most important targets of the year 2018, and whose infrastructure works are continuing strictly since the takeover of the plant, will be completed.

## Sustainability Priorities Matrix

● **Primary Topics**

● **Secondary Topics**

● **Tertiary Topics**



The Hamitabat Natural Gas Combined Cycle Power Plant sustainability priorities work has been assessed with 42 employees and 10 stakeholder groups influencing or being influenced by HEAŞ activities, and our priorities we have identified in the past years have been updated with the views of our employees and our close stakeholders.

## OHS

At all stages of the HEAŞ work, it is acting with minimum environmental impact and zero work accidents and occupational disease goal. Every step of the activities carried out in the field is continuously supervised by the Environmental Health Safety team. National and international requirements are subject to continuous monitoring in the coordination of 3 Environmental Officers qualified by Ministry of Environment and Urbanization, 3 Occupational Safety Professionals qualified by Ministry of Labor and Social Security and 1 Workplace Doctor and 1 Health Personnel in HEAŞ staff.

A regular work permit is being implemented throughout the facility and the most stringent measures are taken and follow-ups are carried out to protect employees from system-based hazards in all their activities. With the participation of the operation and maintenance teams under the leadership of the Environment and Work Safety team, the work carried out in the plant is audited by weekly periods and employees are actively participating in the processes in detecting and sharing findings, raising their awareness about hazards and risks.

All employees in the plant contributed to the special certificate programs, such as vocational training and vocational qualifications, in accordance with the work they do. In 2017, an average of 58 hours of training per person was organized. Male workers were trained for 40 hours while female workers were trained for 18 hours per person. In 2016, 74 hours of training were organized. In these trainings, the female worker training data was recorded for 22 hours while the training data for male workers was recorded as 52 hours. As a result of the renovation project, training of new equipments is arranged to the operation maintenance teams, so the education of male workers is higher. HEAŞ does not start work of any employees and



sub-employees on site without having organized environment, occupational health and safety trainings. Each employee is able to work after completing his / her training successfully with the risks specific to the job he / she will be doing. These trainings are; basic occupational health safety trainings arising from legal requirements, first-aid, emergency situations and risk-based thinking, as well as special procedures applied throughout the HEAŞ site.

Emergency management for HEAS is extremely important. In addition to fire-fighting, search and rescue, first aid, evacuation teams with 7/24 service, an environmental leak control team has also been established and regularly conducts drills on various occasions.

Regional internal audits carried out within the internal audit programs created annually and the site controls in terms of employee and environmental health are carried out with the participation of employees of mechanical and electrical maintenance, management and administrative affairs under the leadership of EHS team. Work carried out within the scope of Environment, Occupational Health and Safety in HEAŞ site is audited in the Monthly Environment, Occupational Health and Safety Meeting with the participation of senior management and all employees on a monthly basis. The next month's work is programmed and findings and suggestions are brought to the agenda, and thus proactive participation of the employees in EHS Management system is ensured.

Improvements are being made to reduce the frequency of accidents by the establishment and management of work permit systems in order to minimize the system-based hazards of power plants during maintenance, commissioning and testing. In the same way, the preparation and implementation of procedures for specific works and conditions in environmental and occupational safety issues are also carried out plant-wide.

Work-specific risk assessments are made according to a specially prepared work plan across all works and continuous improvement and application checks are carried out to ensure that risk dimensions are kept at acceptable levels. "HAZOP, FMECA and RAM Study" has been carried out for the facility and necessary action plans have been prepared as a result of these studies. Risk assessments are done at the facility with the participation of all employees and are carried out and monitored at the highest level with the participation of the employees taking advantage of the work experience and competencies of all employees.

YEAR	Accident frequency rate
2015	19,28
2016	8,76
2017	5,86

Accident frequency rate = (Total number of injuries / person-hour) x 1.000.000

YEAR	Accident weight ratio
2015	16,07
2016	8,76
2017	5,86

Accident weight ratio = (Days Lost / person-hour) x 1.000.000

YEAR	Days lost
2015	32,14
2016	58,46
2017	0

Starting from 2015, there are significant developments in our accident frequency rates and accident weight ratios within our targets. The frequency rate of 19.28 in 2015 decreased to 5.86 by the end of 2017.

All accidents within HEAŞ are researched thoroughly with the participation of all involved parties and lessons are learned through analyses of root reasons.

There was no accidents with loss-time during the reporting period, a celebration was held in the power plant site with the participation of all employees and upper management afterwards.



## Environmental Management

HEAŞ pursues a balanced and environmentally-friendly strategy for growth, acting according to the principle of “supplying the needs of today without risking the capacity for the future generations” for all operations. Ecologic sustainability, environment and climate change are sensitive subjects prioritized by HEAŞ.

HEAŞ undertakes to make environmental requirements a part of work and business development process, to use natural resources efficiently and to use effective waste management and to comply with the requirements of national and international legislation. It also values to inform its stakeholders with transparency principle and take their opinions.

## Energy Management

During the renovation project assembly and commissioning which have been initiated to provide energy efficiency and environmental requirements, the old plant has continued production in emergency moments to balance the needs of the Turkish energy market, and gradual plant shut down has been carried out according to the renovation project needs.

After the renovation project at the power plant, natural gas is the only and main fuel consumed during electricity generation.

	2014	2015	2016	2017
Direct energy consumption (TJ)	9,510,933	8,383,170	3,249,195	21,783,630
Electricity used (GJ)	77,458	73,228	25,733	182,074
Electricity produced (GJ)	4,479,901	3,877,009	1,264,630	10,159,704

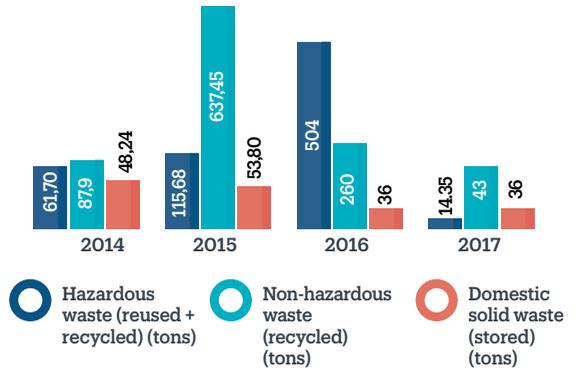
Since the old facility is gradually less used in 2016 because of the renovation projects, information on energy consumption numbers are seen as low.

## ENERGY GROUP- GENERATION-HEAŞ

## Waste Management

Hazardous wastes are transported with special vehicles suitable for waste hazard category by means of the “National Waste Transport Form (UATF)” to keep the effects under control during road transport until they are delivered to licensed disposal organizations.

### Waste Type



Despite the decline in the amount of waste from the production due to the lack of production of the old plant as of July 2016, the waste generation continued with the construction works. Since in the first half of 2017 commissioning work had been carried out, there was a considerable decline in waste generation. The amount of intensive non-hazardous waste recycling in 2015 is due to the scrap of steel building that was dismantled during the construction period.

When the table showing the amount of waste is examined, hazardous waste generation from the plant not in the full operating period has been considerably reduced due to the fact that the new plant is commissioned in 2017. The wastes generated in the previous years are due to the arrangement works of the plant taken over after the privatization. It is expected that waste generation in the coming years will be approximately parallel to the levels of 2017.



## Water Management

During the activity of HEAŞ, a large amount of water consumption is realized in the steam production process. Within the renovation project, the plant to obtain demineralized water for use in the steam process has also been revised. Thus, less wastewater is discharged and wastewater characteristics are improved. After renovation, chemical usage is reduced, waste production is minimized, and disposal and transportation costs are reduced. In addition, with the technology installed in the steam process the steam quality is increased by steam regeneration. Thus, the need for make-up water is reduced. With the renovation of the power generation plant, losses in water-steam lines were taken under control and water consumption was reduced by performing planned and preventive maintenance.

The use of Heller dry type cooling system in the cooling water process of the power generation plant ensures that the cooling water system is a closed cycle and thus minimum water consumption is achieved.

During the production in HEAŞ, water is provided from 4 underground deep water wells located within the boundaries of the site. Apart from water wells, there is no water source from a different area or source. According to the information read from the counters in the wells, the water consumption has been 221,570 m<sup>3</sup> in 2015, 117,872 m<sup>3</sup> in 2016 in the operation period of the first 6 months period in addition to the construction works, and 151,963 m<sup>3</sup> in 2017. These values include the amount of raw water consumed during steam production, domestic use and garden irrigation.

Storm water is discharged directly in receiving environment with underground storm water line in HEAŞ site separately from the treated waste water discharge line.



## Waste water Management

Storm water collected from the plant and treated industrial and domestic waste water are delivered to the discharge site by separate systems from the plant's underground lines.

As the commissioning and testing activities continued in 2017 as a part of the renovation project, the discharge amount remained high compared to the other years.

### Waste Water



Industrial Waste Water (m<sup>3</sup>) Domestic Waste Water (m<sup>3</sup>)

## Greenhouse Gas Management

Years	tons CO <sub>2</sub> e
2015	473,575
2016	154,764
2017	1,042,685

The natural gas used for electricity generation, diesel used in diesel generators and fire pumps, acetylene gas in welding and LPG used in the cafeteria are included in the calculations and greenhouse gas is calculated with CO<sub>2</sub> equivalence. Only in 2015, the diesel used as addition and propane used during the initial ignition were also included in the calculations. As the old facility started to be shut down gradually in 2016 as a part of renovation project works, the amount of greenhouse gas was considerably decreased due to the low production amount.

The year 2017 passed with testing and commissioning works. The greenhouse gas indicators of the plant, which will start the operating period in 2018, will start to make sense from this year on. The ICPP guideline is used during calculations.

## Air Emissions

With the renovation project, in all the technologies of the installed new plant, the equipment selection was made by the best available techniques taking into account the maximum measures required for human and environmental health, aiming to minimize the environmental impacts. In this context, flue gas emissions have been achieved not only in national legislation but also in international border values (50 mg / Nm<sup>3</sup> and 100 mg / Nm<sup>3</sup>) with the installation of "dry low NOx" technology in combustion systems.

	2015	2016	2017
<b>NOx Emissions (tons/year)</b>	621	201	226
<b>Hours worked</b>	13,020	3,977	7,765

As of July 2016, the amount of emissions is low due to the lack of production of the old plant. The first half of 2017 continued with commissioning studies and test work.

## Biodiversity

The protection of biodiversity is among the priorities included in the Environmental Impact Assessment prepared for the renovation activities of HEAŞ.

Renovation project works have been carried out within the borders of the plant existing for 30 years and there was no need for a new site. It has been approved by the General Directorate of Nature Conservation and the Provincial Directorate of Environment and Urbanization that there is no special environment and nature protection area in the region. Although no endemic types have been detected in the project area, when production emissions are taken into consideration, protection of the biodiversity will remain as a priority in the operating period that will start after the construction period of renovation project.

## Human Resources

### Number of Employees

	2015		2016		2017	
	Female	Male	Female	Male	Female	Male
White Collar	7	9	4	14	5	15
Blue Collar	3	63	1	63	1	62
Key/manager	4	8	6	9	6	6
Total	14	80	11	86	12	83
	94		97		95	

YEAR	Total number of employees	Number of employees subject to the collective agreement
2015	94	31
2016	97	31
2017	96	33

**%33** of Hamitabat Natural Gas Combined Cycle Power Plant (HEAŞ) employees are unionized.

## Complaint Mechanism

HEAŞ closely monitors its relations with its stakeholders at all stages of its activities and has created a complaints mechanism to further strengthen this communication. During the operation and renovation project processes, relations with stakeholders have been carried out in line with the principle of transparency; a continuous dialogue has been established with local people. It is under the responsibility of Güzde Açıklan to communicate, manage and follow-up the Complaints Mechanism prepared in this scope with the principle of transparency, and transmission of feedbacks to complainant. During the renovation project, 1 complaint was recorded from the nearest village, Tatarköy residents, and an urgent action was taken and the complainant was informed.

## Social Activities

In the studies conducted at the universities, it is aimed that the engineers increase their awareness of safety culture before getting into working life, become more qualified engineer candidates by strengthening existing knowledge and experience with the scope of Environment and Occupational security and raise their awareness in this subject. It is aimed to improve the viewpoints of engineering students through the solutions of the international standards applied in the HEAŞ Renovation Project. It has been repeated at meetings that as manager candidates, they should consider environment and occupational safety culture as well as good and high quality engineering education throughout their learning life, and take it as a priority to strengthen these aspects along with personal and career development goals. Within this context, career days were organized with Kırklareli University Civil Engineering and Beykent University Energy Systems Engineering departments.

Field visits have been conducted not only for university students but also for elementary school students to select engineering and add this profession to their career goals. Elementary school students were invited to field visits and informed.

Studies have been carried out for informing the surrounding village residents about social effects of the HEAŞ Renovation Project and environmental effects of the Natural Gas combined cycle plants, enabling them to make on-site visit of the plant established in their territories for many years and informing the public about the

innovations and improvements in their lives to happen with the current situation and renovation project.

Every year, on 8th of March, events were held with the women living in the neighboring villages for the International Women's Day. The dynamics of the renovation project, innovations and improvements to be achieved as a result of the renovation were discussed. The place and importance of women in working life were also discussed at these meetings. In particular, female employees working at the plant have been shown as examples for the girls to select field of engineering and become successful business women.

The students in energy systems and mechanical engineering in Energy Academy of Turkey program have completed their summer internships at HEAŞ plant.



# Yeniköy Kemerköy Thermal Power Plants

1150 employees

Installed capacity:  
Yeniköy Thermal Power  
Plant 420 MW

Kemerköy Thermal Power  
Plant 630 MW

Annual mean generation capacity:  
Yeniköy Thermal Power Plant  
2.940.000.000 kWh

Kemerköy Thermal Power Plant  
3.990.000.000 kWh





## Yeniköy Kemerköy Thermal Power Plants

Yeniköy Kemerköy Thermal Power Plants (YK Energy) is active on electricity generation and trading, and operation of collieries.

The Plants have been commissioned and activated in 1987 and 1995, respectively, in order to generate electricity using domestic lignite coal at Muğla province, Milas district. Yeniköy Thermal Power Plant comprises of 2 units, each with a capacity of 210 MW, while Kemerköy Thermal Power Plant comprises of 3 units, each with a capacity of 210 MW. Yeniköy Kemerköy Power Plants have been acquired by way of privatization on 23.12.2014 by Limak-İC İctaş equal partnership. Reg-

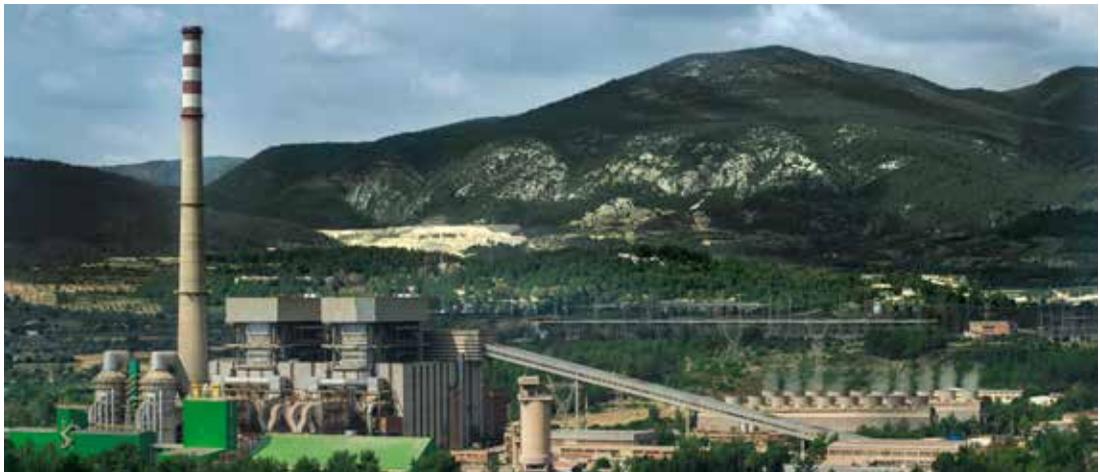
istered as one of the five largest privatization biddings in the Republic's history, management of the coal sites has also been taken over under the scope of said privatization bidding. The coal supplied from the collieries is consumed for generation of electricity.

The plants are operated in compliance with all applicable technical and environment standards.

During the reporting period, the plants were subjected to investments (such as wet soot blowing system) intended for improving availability and generation capacity and scheduled maintenance operations intended for ensuring generation continuity.

The contract on rehabilitation investment which will introduce improvements in terms of efficiency, capacity, and environment has been executed in June 2017.

	2015		2016		2017	
	Yeniköy	Kemerköy	Yeniköy	Kemerköy	Yeniköy	Kemerköy
Gross Production (GWh)	2,864	4,187	3,026	4,231	3,071	4,311
Sellable Generation (billion kwh)	2,864	3,635	2,586	3,687	2,651	3,757
Capacity Utilization Rate (%)	78	76	82	76	83	78



Yeniköy-KemerKöy Thermal Power Plant projects, assets available under our Group structure, have received awards at "2017 Project Financing Awards" organized by EMEA Finance, a periodical on international economy and finance: The Best Refinancing in the Europe, Middle East, and Africa: **Yeniköy-KemerKöy Thermal Power Plants Project**

### Sustainability Priorities Matrix

● **Primary Topics**

● **Secondary Topics**

● **Tertiary Topics**



The sustainability priorities of Yeniköy and KemerKöy Thermal Power Plants have been updated by consulting the opinion of 100 employees and 33 external stakeholders during the reporting period. As a result of such studies, the sustainability priorities have been identified as the HSE, availability, emissions and compliance with international standards and laws for the plants.

## Occupational Health and Safety

At YK Energy, the precautions and practices intended for occupational health and safety (HSE) are considered as an indispensable element of the work and production process.

### Occupational Health and Safety Policy

The occupational health and safety policy of our company is to;

- Fulfill all legal obligations,
- Ensure continuity at work by preventing occurrence of occupational accidents and occupational diseases by conducting preventive action for hazards and risks that might arise from the conditions at the work environment and emergencies,
- Set measurable objectives for Occupational Health and Safety, and assess the performance through regular reviews, and
- Constantly improve operations taking into consideration the best practices in the world in order to ensure occupational health and safety of the employees, suppliers, customers and the visitors during the operations of our company active in the energy sector.

Risk analysis studies are undertaken concerning all fields of operation in order to ensure effective implementation of such principles, and measures are adopted accordingly in order to minimize the risks so identified. All hardware is thoroughly inspected and all periodical tests and measurements are undertaken in due time in order to eliminate probable risks and hazards at the source.

Annual training activities on HSE practices are repeated each year for ensuring constant improvement, development and raised awareness of the employees through such trainings. Moreover, the new recruits are subjected to HSE trainings as well as on-the-job training. Another training program pursued in this respect is the training delivered to personnel on topics such as first aid, etc., which require expertise.

In 2017, 26.096 hours of training on occupational health and safety has been organized and delivered to each employee under various topics in compliance with the duration as identified in the Labor Law taking into consideration the characteristics and inherent risks at the worksite. Classified as "highly dangerous work" based on the classification given in the applicable legislation, there are seven employee representatives active in YK Enerji, and HSE Board meetings are held regularly on monthly

basis. Overalls and other personal protective equipment is furnished to the employees depending on the nature of the assignment, and comprehensive healthcare services are made available to the employees, and further studies are undertaken in this respect. YK Energy hereby undertakes to maintain its endeavors to create a healthy work environment at its enterprises.

The HSE operations are undertaken to the fullest by the occupational safety specialists and occupational physicians pursuant to the applicable regulations. Periodical medical checkups are performed at the worksites considering the work conditions and exposures of the employees, and the findings are recorded in their files.

The turnover in both plants in 2017 is 2.720.623 hours in total, with no occupational accident resulted with mortality or loss of limb. There were 67 occupational accidents in total. No occupational disease has been diagnosed throughout the year.

## Compliance with the Laws and Availability

Compliance with the applicable legislation stands as one of the top priority aspects for YK Energy, and any developments at the legislation is monitored constantly in order to ensure such compliance. Any and all environmental and social impacts that might arise from the operations are constantly monitored and reported. Said reports are made available to respective public agencies in order to get necessary approvals. The availability rates achievable at Yeniköy and Kemerköy Thermal Power Plants represent one of the significant parameters monitored closely as per the sustainability priorities. The production schedule is planned to ensure continuity.

In 2017, Kemerköy Thermal Power Plant achieved 86% availability rate while Yeniköy Thermal Power Plant achieved 85%. Higher availability rates and production figures are targeted for the forthcoming terms through scheduled maintenance operations executed through qualified and experienced maintenance team, as well as the rehabilitation investments.

Kemerköy Thermal Power Plant achieved an availability rate of **86%**, while Yeniköy Thermal Power Plant achieved **85%**.

## Environment Policy

The environment policy implemented at the facilities of Yeniköy-Kemerköy Thermal Power Plants and Yeniköy Lignite Enterprise is to:

- Analyze the environmental aspects and impacts of the operations and prevent pollution by employing best practices and technologies, preserve the environment, sustainable use of resources, fight the climate change and adapt to occurring changes, supervise preservation of biodiversity and ecosystems,
- Fulfill conformity obligations and train our employees accordingly,
- Endorse preservation of historical and cultural heritage,
- Raise awareness of the stakeholders on environment,

Set environmental performance targets in this respect, and improve such objectives constantly.

## Energy Management

**ISO 50001** Energy Management System set-up and certification is aimed in **2019**.

### Energy Consumption Quantities

	KEMERKÖY		YENİKÖY	
	2016	2017	2016	2017
Coal Consumption (GJ)	40,988,932	42,411,229	31,823,812	30,822,615
Fuel-oil Consumption (GJ)	131,942	114,282	48,831	36,253
Diesel oil (GJ)	0,00	0,00	572	2,627
Electricity Consumption (GJ)	688,038	706,819	483,208	490,239
Sellable Production (GJ)	13,938,647	14,228,334	9,792,380	10,039,326
<b>Total Energy Consumption (GJ)</b>	<b>27,373,349</b>	<b>28,999,996</b>	<b>22,564,043</b>	<b>21,312,408</b>

## Water Management

Water required by the plants is taken from Dereköy Wells and from Ahmetler Dam and the sea for Kemerköy Plant. Water for Yeniköy Plants is drawn from Dereköy wells, Ge-yik Dam and through a single collector. In 2017 Kemerköy Plant further drew additional water also from Ören Wells.

## Emissions

Flue gas treatment systems are installed at the Plants in order to treat the flue gas emissions generated during production process, and the flue gas is treated as per the requirements set forth in the Regulation on Controlling Industrial Air Pollution. FGD system is used for eliminating SO<sub>2</sub> emission and ESP system is installed for capturing the dust particles. Treated gas from the flue gas treatment system is monitored constantly using the Constant Emission measuring Systems installed as per the requirements set in the Regulation on Monitoring the Greenhouse Gas Emissions, and monitored data is transmitted instantly to the Ministry of Environment and Urban Planning.

The emission measurements as per the requirements set

in the Regulation on Controlling Industrial Air Pollution are conducted at periods specified in the regulation through tests and inspections and measurement systems as per the requirements set in the Regulation on Monitoring the Greenhouse Gas Emissions.

Furthermore, we hold a valid Environment Permit on Air Emission.

A rehabilitation agreement has been concluded with "General Electric" for emission reduction. As per the contract, the contractor undertaken to reduce the SO<sub>2</sub> concentration down to 320, and the NO<sub>x</sub> concentration down to <200.

ISO14064 Greenhouse Gas Management System has voluntarily been installed at the Plants. The statement was certified and documented in 2017.

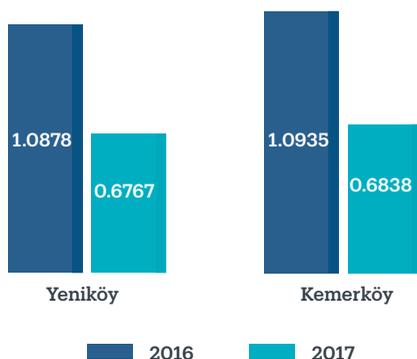
The enterprise control (operational) approach makes it possible to combine the greenhouse gas emissions and removals at the plant level. This approach had been held responsible from all greenhouse gas emissions and removals calculated for the plants, which is subject to self-control in terms of financial and administrative aspects.

The reference year has been chosen as 2016, as the first greenhouse gas inventory report was produced in 2016.

### Greenhouse Gas Emission

Plant		Yeniköy		Kemerköy	
		2016	2017	2016	2017
Gross Electricity Generation	(MWh)	3.025.825	3.070.768	4.231.596	4.311.700
Greenhouse Gas Emission	(tCO <sub>2</sub> e)	3.218.583	2.078.042	4.627.142	2.948.301

### Emission Density (tCO<sub>2</sub>e/MWh)

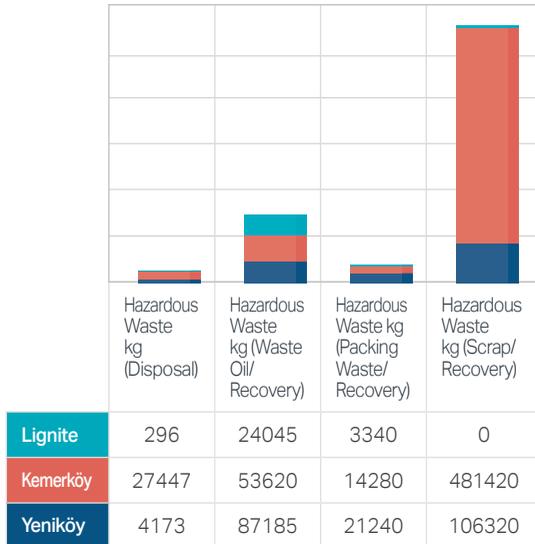


**ISO14064** Greenhouse Gas Management System has voluntarily been installed at the Plants. The statement was certified and documented in **2017**.

## Waste Management

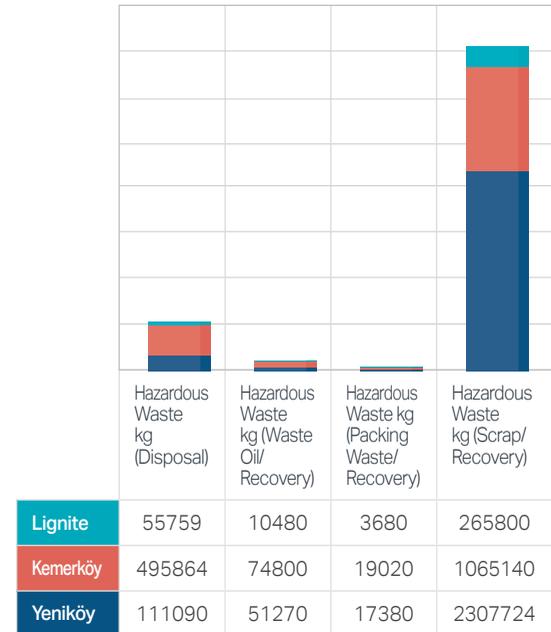
The Waste Management Plans that contain all short- and long-term programs and policies to be implemented for ensuring management of all wastes generated at Yeniköy-Kemerköy Elektrik Üretim A.Ş. facilities in compliance with the environmental requirements are drafted in compliance with the requirements set forth in the Waste Management Regulation. The wastes generated are stored at Approved Temporary Storage yards separately based on their types, and either recycled and/or disposed after forwarding to licensed firms.

2016 Waste Quantities All Enterprises (Kg)



YK Energy produces industrial waste management plans at its plants and implement the same effectively.

2017 Waste Quantities All Enterprises (Kg)



## Waste Water Management

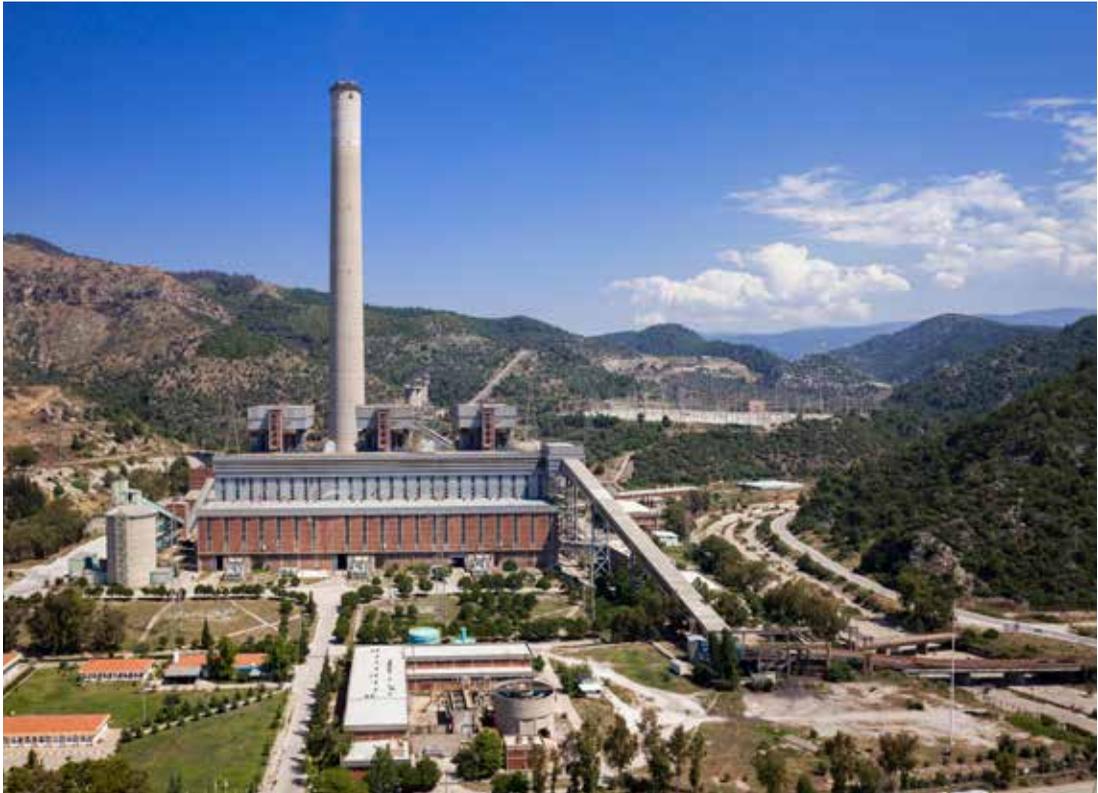
The domestic waste waters generated at Yeniköy Kemerköy Thermal Power Plants facilities are treated at wastewater treatment plants (1 at Yeniköy PP, 2 at Kemerköy PP, 1 at Lignite Enterprise). Treated wastewater is not discharge to the receiving body, but is used for irrigation of trees. The treated wastewater is subjected to periodical effluent analyses in compliance with the Water Pollution Control Regulation. Some portion of the industrial wastewater generated from the plants is treated by employing physical precipitation and reused for ash

humidification purposes. Some portion of the domestic wastewater generated is treated through biological processes and used for watering the trees.

The cooling water used at Kemerköy Thermal Power Plant is constantly monitored at the point of discharge using instant monitoring systems in compliance with the requirements of Waste Water Monitoring Communiqué, and monitored data is transmitted instantly to the Ministry of Environment and Urban Planning. Discharged cooling water is subjected to periodical effluent analyses in compliance with the Water Pollution Control Regulation.

Furthermore, we hold a valid Environment Permit on Waste Water Discharge.

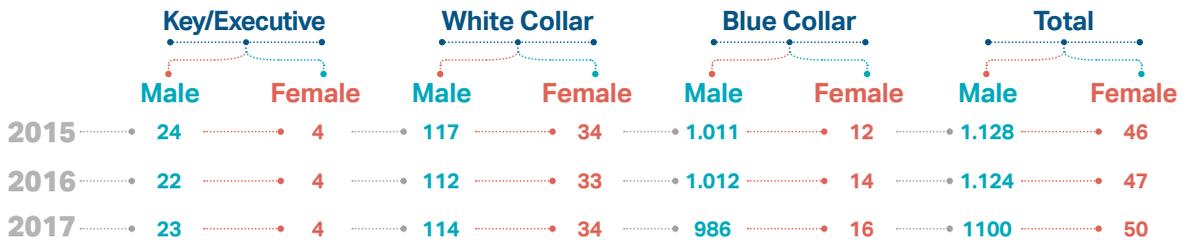
It is aimed to initiate **ISO 14046** Water Footprint computation studies in **2018**.



## Human Resources Management and Training

The training planning activities at the company is subdivided into two categories as technical training and personal development trainings. Personal development trainings are planned and performed by the Human Resources Department. The technical trainings, on the other hand, are planned and held by the HSE and Technical Training Directorate in accordance with the request from department managers.

The trainings organized on various topics under the company structure aim to improve the performance of the employees, and develop their skills and knowledge and enable career development. Educational activities especially on occupational safety, environment and professional competencies, etc. are organized regularly under the roof of YK Energy. The training activities undertaken in the enterprise are effectively reviewed and any feedbacks are rigorously investigated. Total of 26096 man/hours of both in-house and outsourced HSE and Technical trainings has been undertaken in 2017.



	Number of Employees Subject to Collective Employment Contract	Total Number of Employees	Percentage of Employees Subject to Collective Employment contract
2015	1,022	1,174	%87.05
2016	1,025	1,171	%87.53
2017	1,002	1,150	%87.13

### In-House Trainings

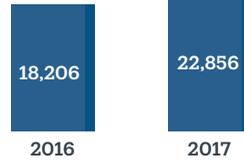
- Basic HSE Training
- HSE Information Training
- Work at Heights Training
- Environment and Waste Management Training
- Basic On-the-Jon Training
- Subcontractor Employees Information Training
- Emergency Plan Fire Service Group Training
- On-the-Jon Educational Training (Intern)
- Safe Work using Water Jet Training
- Tasks Assigned to Emergency Teams Training
- Occupational Health and Safety Board Membership Training
- Workshop Hazards and Risks
- Risk Assessment Training for Risk Assessment Team Members
- Safety Measures, Use of Correct Hand Tools and Apparatus in Maintenance and Repair Operations Training
- Welding Operations and Method, Electrode Selection and safety measures
- Measurement and Forming, Safety Measures Applicable When Using Workbench
- Safe Work at Laboratory Training
- Occupational Accident Return Training

### Outsourced Trainings

- Forklift Operator Training
- ATP Boom Mobile Lift Training
- Hydrogen Training
- Asbestos and Asbestos Removal Training
- Boiler and Gas Conduit Suspended Scaffolding Usage Training
- Disaster Awareness Training
- Work Safety on Belt Conveyors Training
- Thermal Process of Welded Manufacture Training
- First-Aider Training
- ADP Fire Service Training
- Crane Operator Training
- ADR Awareness Training
- Level 1 Basic Fire Instructor Training
- Training on Engine Oils, Usage Areas Thereof and measures to be adopted when use

**23 individuals received professional competence certifications after trainings and examinations under the scope of professional competence.**

2016-2017  
In-House  
Trainings  
Man X Hour



## Social Investments /Social Responsibility

- Archeopark (the spot where the mausoleums excavated from coal and decoupage areas at the Lignite Enterprise
- Construction of Milas Museum (the contracts are concluded, the projects are drawn up, permits are obtained; the construction works shall commence shortly with ground breaking ceremony.)
- Archeological Excavations (The endeavors for “preservation and salvaging of cultural assets” at the Lignite Site are in progress.)
- Employment of Women (An exemplary practice is created by employing women especially at excavation works.)
- Amateur Hand-line Fishing (Sponsorship support)
- Sister School in Siirt Campaign (the employees collected and provided assistance.)
- Muğla University Science Festival (Sponsorship.)
- Tree planting efforts
- Tailoring and Embroidery Courses (for the Employee’s Families) in coordination with Public Education Center
- Glazed Tile Courses (for the Employee’s Families) in coordination with Public Education Center
- Mosque Restoration and Maintenance Repair Assistance (Villages in the Vicinity)
- Restoration and Maintenance Repair Assistance for Elementary and Secondary Education Institutions (Schools in the Vicinity)
- Astro Pitch Football Tournaments
- Techno Park (in Muğla province)
- Assistance to Amateur Sport Club (Milas Sports Club)
- Assistance and Attendance to Parent-Teacher Association Activities (District and Villages in the vicinity)
- Education Endorsement Efforts (for secondary school last grade students)
- Student Scholarships and Education Endorsement efforts through Foundations of IC and Limak Holding,



Due to supporting preservation of historical and cultural heritage, pursuant to the protocol concluded by and between our company and the Ministry of Culture on 21.04.2015, the endeavors for discovering probable archeological finds within the mining activity sites in compliance with the applicable technique, unearthing such archeological finds and producing reports on the same, relocation of any finds so discovered and that must be preserved, and supporting relevant studies of concerned institutions have been undertaken also in 2017 on the condition to observe the annual budget allocation.

In this respect, planned studies have been conducted at Hüsamlar and Mengefe sites with 27 archeologists and 75 laborers. The landscaping and arrangement works at Milas Museum and at Ören archeopark site in line with the operations at the site in order to restore the cultural structures revealed during the works as cultural heritage of mankind for future generations.



# Uludağ Electricity Distribution Corporation (UEDAŞ)



## Uludağ Electricity Distribution Corporation

3.1 million subscribers

12.4 TWh energy distribution

Being one of Turkey's largest energy distribution companies, Uludağ Electricity Distribution Company (UEDAŞ) is also among the largest electricity distribution companies in the world. Services are delivered on the basis of uninterrupted, swift and reliable service in Bursa, Balıkesir, Çanakkale and Yalova provinces of Turkey. Main priority for the company reaching approximately 3.1 million subscribers and distributing 12.4 TWh electricity with continuous, fast and reliable service principle is to maintain and improve the pioneer place in distribution. The loss rate experienced by UEDAŞ in 2017 is 4.14%. Information technology investments and projects are accelerating. In 2017, with the same consciousness, the work continued on bringing new projects for the customers in the

responsibility areas. Investments in the area of information technology are given haste for customers in responsibility areas during 2017.

The Company is entitled to obtain **ISO 9001: 2015, ISO 27001, ISO 14001, TS 18001, ISO 22301, ISO 10002 and TS 15838** certificates as a result of the work carried out within the scope of the quality management system in **2017**.



## Awards & Certificates

UEDAŞ has been awarded 'Golden Voltage' Social Responsibility Award at the 7th Energy Summit, increasing its brand value with its technical achievements and social responsibility projects in its service areas.

	Key/Manager		White Collar		Blue Collar	
	Male	Female	Male	Female	Male	Female
2015	%7	%1	%32	%9	%51	%0,3
2016	%9	%1	%33	%10	%46	%0,4
2017	%9	%9	%32	%11	%46	%0,5

Looking at female worker employment over the years, there has been an increase in the employment of executive, white collar and blue collar female workers.

2017	Permanent Employees		Employees Under Observance		Genera	
	Male	Female	Male	Female	Male	Female
NUMBER	474	68	1592	181	2066	249
RATIO	87,5%	12,5%	89,8%	10,2%	89,2%	10,8%

The company supports employee participation in trade union activities determined by trade union organizations and laws. In this context, the Collective Labor Agreement between the company and TES-İŞ Trade Union is concluded.

**The rate of working with the collective labor contract in the company is 46% in 2017.**

**The training hours per employee are 31.89 for the 2017.**

## Sustainability Prioritization Matrix

● **Primary Topics**

● **Secondary Topics**

● **Tertiary Topics**



The priority issues identified in 2017 are updated with the participation of 189 employees and 109 external stakeholders, taking into account expectations and changes. The first priority issues in sustainability are occupational health and safety, distribution continuity / service quality, energy efficiency, customer satisfaction.

## Sustainability Initiatives Among Priority Issues

### Occupational Health and Safety:

Due to the fact that electricity distribution is a service provided in a wide geographical area, a great number of employees work in the field. Especially; failure, maintenance and repair workers are exposed to various risks due to their work in low and medium voltage lines. Distribution companies aim to ensure that all employees work in a safe environment and have zero accidents and injuries. To achieve this goal, UEDAŞ has developed the OHS management standard and related procedures

for all its activities, with the policy of "Developing systems to provide employees with full health and safety and prevent work accidents". Within the framework of the procedures, the risks for each business group are assessed and the measures to be taken to eliminate these risks have been identified. The trainings given within the scope of OHS practices is of great importance. OHS trainings are given regularly under many headings from basic OHS trainings to first. Training subjects and duration vary on a unit basis, and the staff with minimum training receives 24 hours (3 days) training on a yearly basis.



### Occupational-Work Accident



## Priority Objective:

"Developing systems that aim to provide total employee health and safety while also preventing occupational accidents."

### Call Center

UEDAŞ, which distributes electricity to Balıkesir, Bursa, Çanakkale and Yalova, contributes to the employment of a region as well as contributing to customer satisfaction with its call center opened in Kars province. Quality, Training, Support etc. for the call center serving in Kars region are carried out by the call center quality and training unit located in the Bursa General Directorate. 33 female and 11 male employees are employed in the call center in Bursa and 150 female and 54 male employees are employed in the call center in Kars. When we look at the statistics, most of the calls made at the call centers are on failure, notice on illegal use and turning on / off issues. While 2% listening rate done by the quality unit is considered successful according to the Call Centers standards, this ratio continues at 5% in the UEDAŞ call center.

### Mobile Applications

The next generation of communication tools is one of the most popular points for consumers. Social media tools are actively used to reach consumers quickly. Fast and efficient information is shared with consumers through consultants and agencies about digital content and diffusion. In order for customers to easily reach UEDAŞ, social media channels such as Facebook, Twitter, Instagram, and LinkedIn are used as well as traditional communication channels. UEDAŞ Facebook Social Media Account has the highest number of followers among distribution companies. A total of 5 million 408 thousand people were reached by digital platforms in 2017. In addition to this, UEDAŞ mobile application is materialized aiming to increase customer satisfaction. Customers who download the application can see the planned and instant interruptions as well as get live support by connecting to the customer representative. In addition to this, "Mukhtar Information System" panel is added to UEDAŞ mobile application for all mukhtars who work in the region. With this panel, it is aimed that the demands and complaints of the mukhtars will be answered in the fastest way.

Approximately **23**  
thousand people actively  
use mobile application  
currently.

### Mukhtar Information System

This is one of the projects carried out to increase the satisfaction of mukhtars who have significant influence on the positive or negative impact of the social perception. The teams working with the Corporate Communication Unit are in direct contact with all the mukhtars in the service area. They collect the problems and requests of the mukhtars in the region, transfer to the related party and reply back when solved. In addition, with the corporate mobile application software, a separate "**Mukhtar Support Line**" is provided for the mukhtars and it is ensured that their requests are answered in the fastest way. The application is used by 2,813 mukhtars in the region.

### Distribution Continuity and Service Quality:

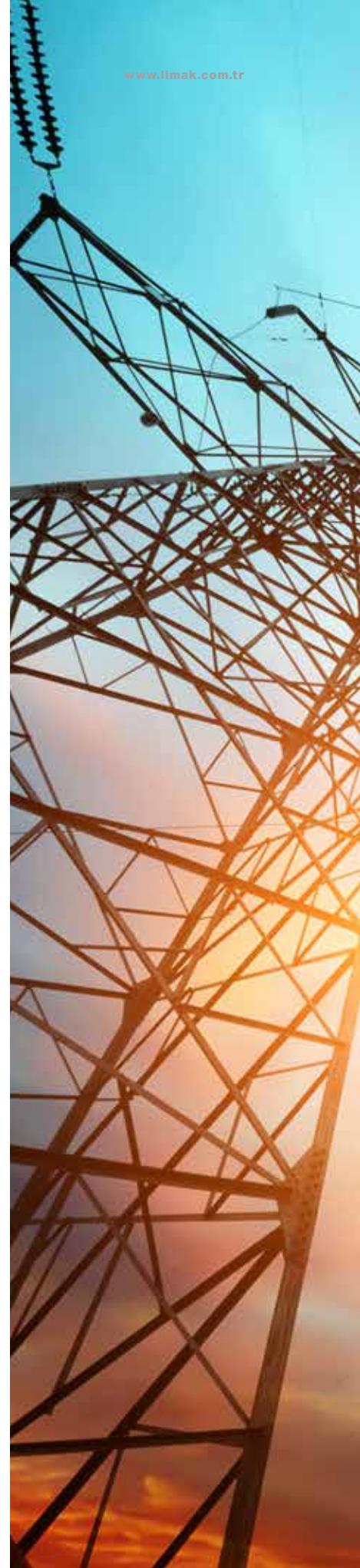
The first phase of the SCADA project, which was launched in the second half of 2014 as part of the Integrated Information Systems project, was completed in 2016. In 2017, the second phase of the project started. With the SCADA / DMS project, uninterrupted and better quality energy supply will be provided to the subscribers. The final number of stations to be included in SCADA is 538, and the ratio of Scada stations to the total number of stations is 36%. As a result of the work, the reduction in interruption time has been 42,000 minutes, or about 30 days.





## Energy Sales & Trade

Constantly improving its production diversity and capacity each year, Limak Energy undertakes operation of the plants in its portfolio and commercial activities related thereto under the scope of plant operation contracts. Limak Energy engages with trading of not only its own production portfolio, but also the electricity supplied from other commercial partners. Overseeing the needs of its customers concerning product development, Limak Energy offers access to both fixed or indexed energy sales, and to spot electricity market to its customers. Furthermore, Limak Energy also offers approved carbon sales service from renewable production sources in order to reduce the carbon emissions of environmentally sensitive customers.





## Limak Energy Sales & Trade

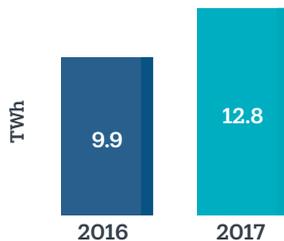
Limak Uludağ Electricity Distribution Corp. electricity sales volume **12.8 TWh**

Limak Energy Trading Company electricity sales volume **7.3 TWh**

While the volume of electricity sales of Limak Uludağ Electricity Distribution Corp. was 9.9 TWh in 2016, this volume was 12.8 TWh with a 29% increase in 2017. Moreover, while the volume of electricity sales of Limak Energy Trading Company was 6.9 TWh in 2016, this volume was 7.3 TWh in 2017.

Limak Energy, which enhances its capacity of foreign energy trading and aims to be consolidate, continues to take part in the electricity market in Romania following its activities in Bulgaria and Serbia.

Limak Uludağ Electricity Distribution Corporation 2016-2017 electricity sales volume



## Awards & Certificates

2017 and 2016 BİTSO Contribution to the Economy Energy Sector Leader,

2017 BİTSO Contribution to the Economy Company Tax 3<sup>rd</sup>,

2017 Marketing Turkey Brands Contributing to the City Award,

2016 BİTSO Contribution to the Economy Company Tax 5<sup>th</sup>

2016 Marketing Turkey Leading Brand Award in the Energy Sector,

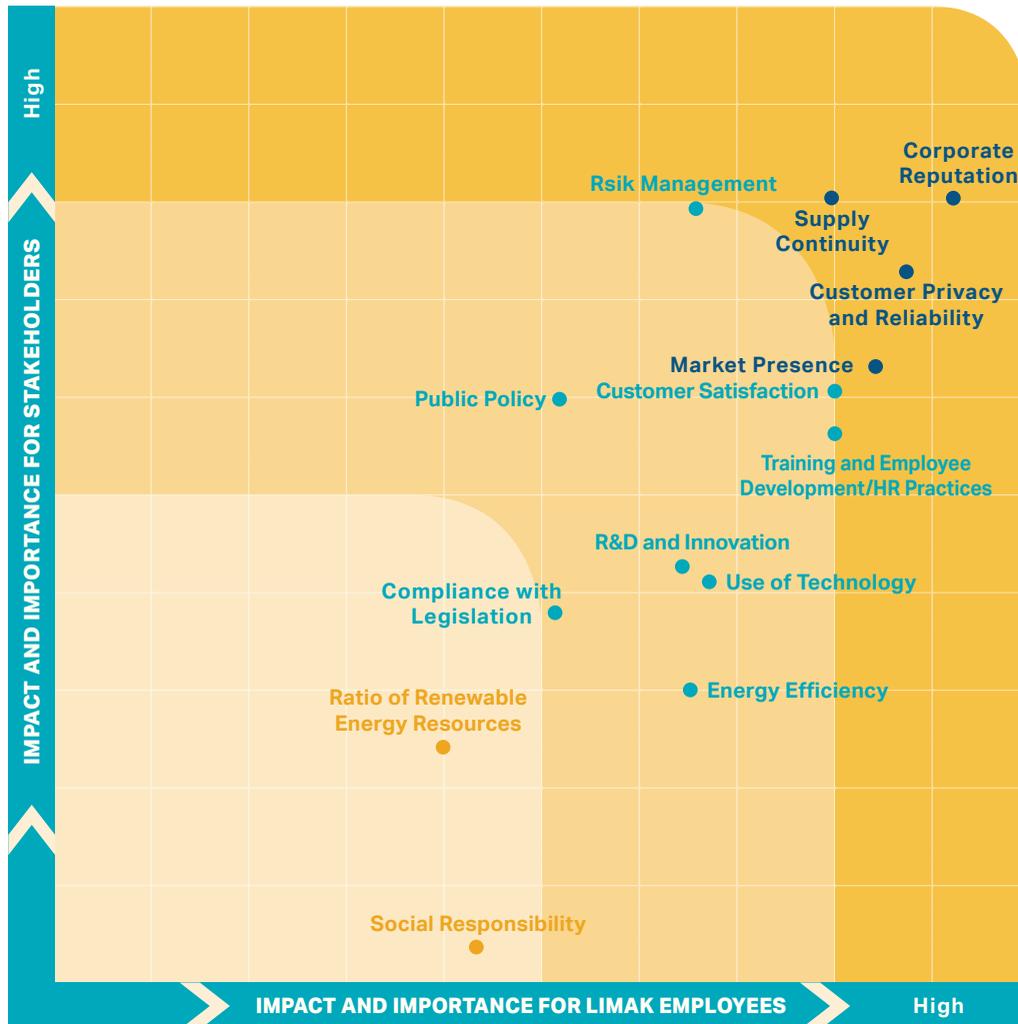
Voltage Gold award with the Energy Academy of Turkey project at the Energy Summit Turkey.

## Matrix of Sustainability Priorities

● **Primary Topics**

● **Secondary Topics**

● **Tertiary Topics**



Energy Group - Sales and Trade sustainability priorities are determined by 151 employees and 25 external stakeholders. The three priority issues for Limak and stakeholders are corporate reputation, supply continuity and customer privacy.

Owing to its corporate reputation as well as its experienced and educated working team, Limak Uludağ Electricity is one of the leading companies in the sector, which meets the needs and expectations of the industry and works on the principle of maximum efficiency and effectiveness. The Integrated Management Handbook has been prepared and approved for the regulation of working principles in Limak Uludağ Electricity. The regulations and procedures in its context apply to all employees. Within the handbook the following are explained: the management philosophy, mission, vision, the ethical codes – the behavioural principles, the values management system policy, the customer complaints management policy, the information security policy, the management system structure and standard references, requirement and party interest expectations, management system processes, leadership, planning, and support. The confidentiality of the customer refers to keeping information of the parties confidential after the commercial transactions and taking the necessary precautions for this, as well as not using and making this information public outside the issues regulated in the Electricity Market License Regulation. All units, including the company's boards of directors, are responsible for business ethics and moral principles. Limak Energy Trading has completed and published

the study of ethical codes with responsible business conduct; these codes can be used by all stakeholders. Risk management is responsible for managing the Energy Group within the frame of integrity as well as managing and monitoring the risks within the group. ETRM (Energy Trading and Risk Management) studies have been initiated and the company plans to commission the system in 2018. Within the scope of the ETRM project, it is aimed to make the electricity trading processes of the Energy Group transparent and systematic. Moreover, EFQM related Works have started in 2017. It is targeted to apply for the EFQM award in September 2018. Apart from that, ISO 9001, 10002 and 27001 quality certificates were obtained in 2017. Improvements and trainings have been carried out within the scope of National Quality

Movement Studies. The company is regularly engaged in advertisements, interviews, and news activities in local and national newspapers, magazines, internet and televisions under the leadership of the corporate communication unit. These activities are used for brand management, recognition awareness, positive perception, and information. With these activities, customers are informed about the practices, and thus the company tries to increase customer satisfaction.

## Ethical Codes

- Public service and effective presentation of information
- Legal compliance
- Respect for individual legitimacy
- Providing effective and efficient information the right to inform
- Neutrality and equality
- Transparency
- Integrity and honesty
- Respect for humanity and sincerity
- Conscientious responsibility
- Avoiding unauthorized initiative and task abuse
- Use resources effectively
- Approaching all stakeholders sincerely

## Customer Satisfaction Practices

Limak Uludağ Electricity brings its politics with customer satisfaction priority into action.

With the "Flexible Invoice", which is a first in the energy sector, the company allows customers to choose the due date of their invoices. Hence civil servants, retirees, employees and many others have the opportunity to arrange the final payment dates of their bills in line with their salary schedule.

Moreover, with the "Adjustable Invoice Lower Limit", which is also a part of the flexible invoice practice, the troubles (related to low invoices) that are experienced by the customers, especially those who have separate summer and winter houses, are eliminated. Customers who are away from their homes at certain times can receive bills (even if they are low) due to the consumption of white goods such as refrigerators, deep freezers, etc... Applying a low billing threshold, especially developed for customers' low billing follow-up and payment difficulties, eliminates the problems that can occur due to low invoices. It is observed that the number of power take-off decreased by 21% compared to last year, by means of the flexible invoice practice.

With the investments made in technology, the first online transactions through [www.limakuludag.com.tr](http://www.limakuludag.com.tr), call center 444 6 646 and mobile applications offer the possibility to process from home and mobile phones without visiting Transaction Centres.

In view of the customer portfolio, the number of Transaction Centres has increased by 40%, considering the fact that almost 50% of the customers are 50 years old or older. The number of customer Transaction Centres of Limak Uludağ Electricity in Bursa, Balıkesir, Çanakkale and Yalova is around 100.

In 2018, the Customer Satisfaction Survey will be conducted under the EFQM. Some of the social responsibility projects of Limak Uludağ Electricity are: the Science Festival, the Fraternity of Science, the Society for the Protection of Children projects, the informing activities in the invoices (eg Cancer Awareness Week), the energy saving colouring book, the support given to the sports.

Limak Uludağ Electricity is also actively using social media such as Instagram, Facebook and LinkedIn. Campaigns, announcements as well as posts concerning



special days and weeks are shared, and competitions are organized on these pages. Moreover, discounts and campaigns are announced to consumers in detail on the [limakavantaj.com](http://limakavantaj.com) website. In addition to that, the online customer transaction centre website and mobile application are the company's other practices.

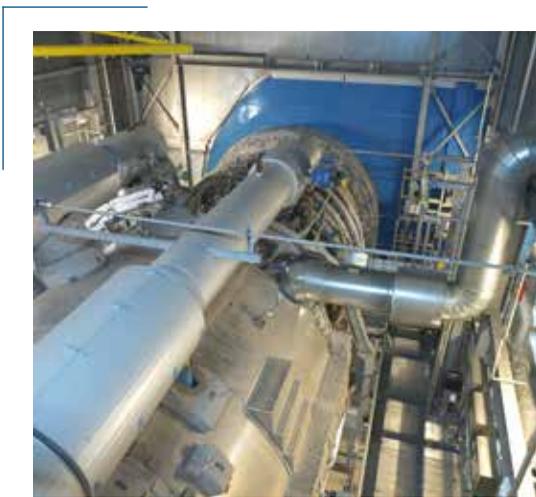
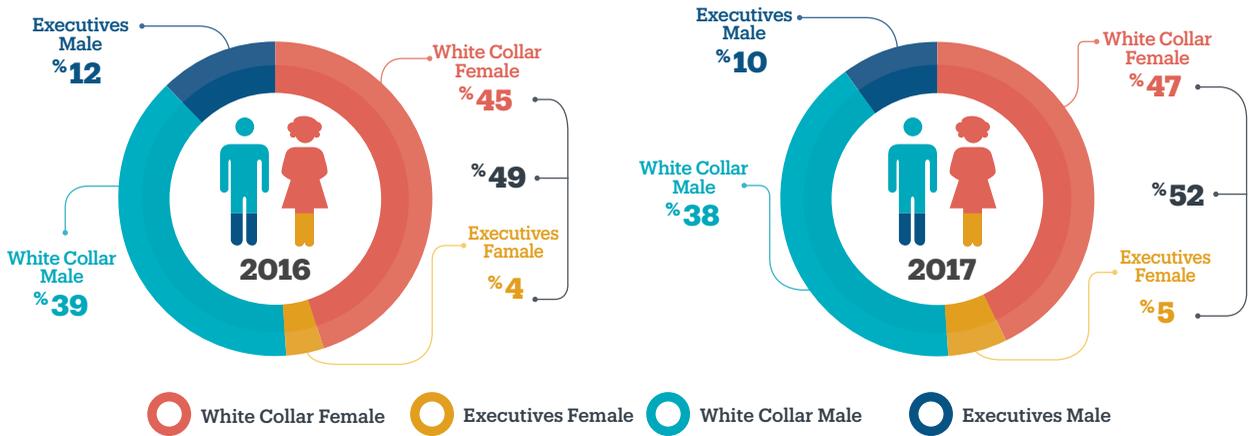
The "Customer Complaints Management" process has been established and covers all complaints including human rights violations. Limak Uludağ Electricity regularly checks complaints with a perspective of attentive business. Company website, call centre, social media accounts, email and customer transaction centres are evaluated by receiving requests, complaints and suggestions. Suggestions are classified as customer satisfaction practices and improvements are made accordingly. Limak Uludağ Electricity vision is to create added values that would contribute to the customer's life, and to develop customer-oriented innovative products and systems. Furthermore, the company also takes actions intended for customer satisfaction through innovations and improvement efforts undertaken in several domains.

Moreover, Limak Uludağ Electricity continues to execute studies for recognition and distinguishing of customers so as to ensure differentiation at the organization and channel management. The customers are differentiated according to their respective segments as residence, business and industry, and Special discounts and dedicated services are offered on this basis. This practice is another factor that improves the customer satisfaction. The CRM system, where peer-to-peer customer requests and grievances are measured by means of state-of-the-art technological systems and digital archiving methods, allows monitoring and management of the requests from the customers in digital platform through all channels. The contacts made with the customers at all channels are measured under 40 individual headings through "secret customer" studies, and performances are reviewed.

## Employee Profile

	Key Executive		White Collar		Total	
	Male	Female	Male	Female	Male	Female
2016	35	12	113	131	148	143
2017	29	16	113	138	142	154

The rate of female employees in Limak Energy has increased in the last two years. The proportion of female employees, which was **49% in 2016**, increased to **52%** by the end of **2017**.



Average annual training per person training

Gender	Total
Male	9.74 hr/person
Female	10.61 hr/person

**231** people in total were trained in various subjects.

There are **2** disabled people - **1** female and **1** male.





## Limkon Fruit Juice Concentrate Facilities

Founded in 2008 at Hacı Ömer Sabancı Organized Industry Zone over total of 40,000 square meters, including 13,000 square meter indoor space, Limkon Fruit Juice Concentrate Facilities produce fruit juice concentrate, tomato paste, conventional fruit juice concentrates, organic fruit juice concentrates and not-from-concentrate (NFC) juices and freshly-squeezed juices and squash type products, and markets its fresh orange juice, NFC juices and squash products under registered “Pomona” brand.



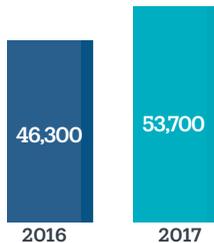
## Limak Food – Limkon Fruit Juice Concentrate Facilities

Annual fruit processing capacity of **85,000** ton/year

Annual concentrate production of **10,000** tons/year

Production area over **40,000** square meters

A production line investment at an amount of 5 million euros has been made as the first phase at Adana plant in collaboration with ADM Wild. A world leader in fruit juice, aroma and compound products, the partnership agreement with ADM Wild Food Company allows production of imported compound products under the structure of Limkon. In addition to contributions for reducing the current account deficit by reducing the importation of such products, a new market has been created for the concentrated products produced by the company. In this manner, it is aimed to increase the annual fruit processing capacity to 100,000 tons as the first phase, and then to 120,000 tons. Combining the experience and success of ADM Wild on compound products with Pomona brand of its creation, Limkon continues its efforts for offering special mix compound juice products to the Turkish market.



46,300 tons of raw materials was processed in 2016 and 53,700 tons of raw materials was processed in 2017.

**53,700** tons of raw materials processed in **2017**

Exporting to **34** countries



## Awards & Certifications

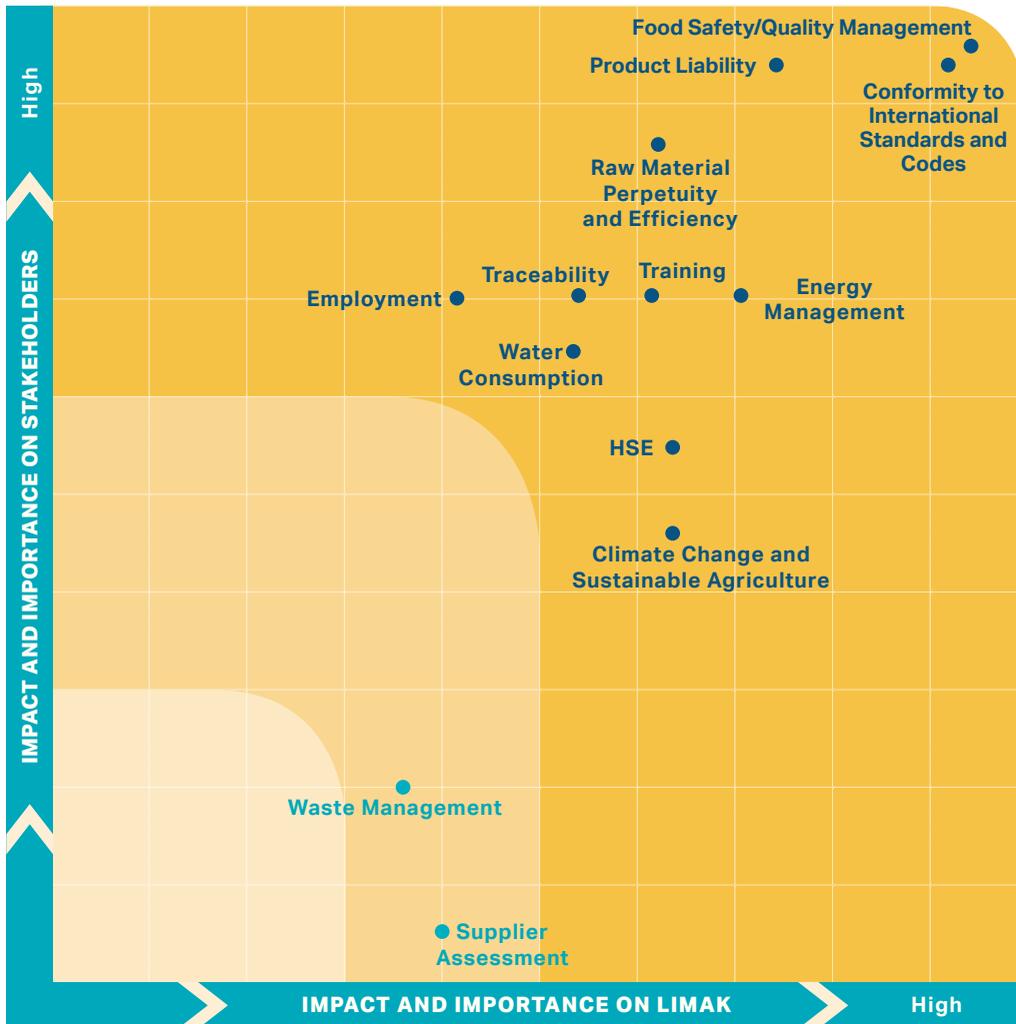
Limkon has internationally recognized BRC (British Retail Consortium), IFS (International Featured Standards) Food Safety Certifications which conform to GFSI (The Global Food Safety Initiative). Furthermore, SGF (Sure Global Fair), Organic Product Processing (TR, EU, NOP), ISO 9001, ISO 22000, Kosher, Helal and FDA certifications are also available.

## Matrix of Sustainability Materiality

● Primary Topics

● Secondary Topics

● Tertiary Topics



Limak Food – Limkon has updated the sustainability materiality studies pursuant to the stakeholder expectations and strategic objectives of the group in collaboration with 26 employees and 12 external stakeholders.

## Product Liability

In order to satisfy the product liability at its highest levels, Limkon has documented the legal conditions, customer specifications and food safety conditions and announced to all employees, and the information therein is constantly updated via trainings. A coordinated study with all units and stakeholders is in progress for product liability.

## Food Safety

In Limkon, the production and operation practices are executed on the basis of the food safety.

Food safety is the primary responsibility of all employees and the system has been created based on GFSI compatible standards and legal stipulations. In this manner, the products are secured through constant checks on the products and operating system based on food safety plans and procedures. The Food Safety System is constantly monitored throughout the entire process, from raw materials to the customer, and the system is updated through training activities. Limkon ranks at the top in processing of citrus in Turkey. In addition to the citrus, many other fruits, such as pomegranate, apple, cherry varieties, are also processed. The organic concentrate production increases each year in order to be able to meet the demand for the organic concentrate, especially from abroad. In addition to the increase in amount of organic production, the product range expands through the diversity of the organic products, and sales figures go up. Some of such products include apple, cherry, pomegranate, black carrot juice concentrates and purees. Moreover, the natural fruit aroma and fats extracted at the plant are products with increasing sales. Limkon has realized 65 percent of the overall export sales of concentrated product to 34 countries, adding both domestic and foreign new firms to its customer portfolio.

Limkon has attended the Paris Sial fair, one of the world's largest, in 2016 and Anuga food fair in 2017.

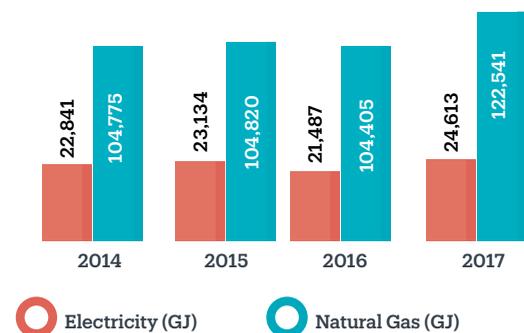
## Environmental Management

### Limkon Policies

Environmental impacts are monitored according to the legal conditions and measures are adopted as necessary. For instance, steel drums, cardboard boxes and wooden plates are materials used as renewable packaging, while metalized bags, AYPE bags are used as non-renewable packaging. 985 of the packaging used, and 100% of the organic input waste is recyclable. The percentage of recycled steel drums is 25% in 2016 and 27% in 2017. The packaging and auxiliary materials are supplied from suppliers holding international certifications, while the raw materials are supplied from local farmers through merchants. In order to diminish the environmental impact of the products and services, the production depends on the line capacity (no production at low tonnage), and the wastes are handed to certified recycling firms, while the waste waters are discharged to treatment plant.

## Energy Management

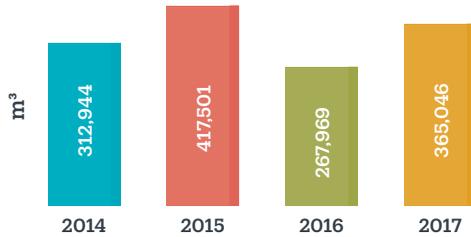
The increase in energy consumption compared to 2014 arises from the interruption in production due to the period in changing the type of raw material used.



In accordance with the sustainable production practices, Limkon has implemented micro-irrigation systems at plantations. Said practice ensures efficient use of water, thus endorses preservation of the water sources.

## Water Management

Endeavors are made to save from water consumption, and waste water is discharged to the water treatment plant of the organized industry zone.



## Waste Management

### Waste (Kg)



Organic wastes generated by Limkon are utilized as animal feed and fertilizer. Other wastes are handed to licensed firms contracted accordingly.

## Waste Water Management

90% of the water used at Limkon is discharged to the water treatment plant of Hacı Sabancı Organized Industry Zone, and recycled. The amount of waste water generated is equal to 241,172 m³ in 2016, and to 328,541 m³ in 2017.

## Human Resources

All Limkon employees are from local populace. In 2016 Limkon created employment for 88 people, 16 female and 72 male employees, and for 94 people, 19 female and 75 male employees in 2017. Moreover, Limkon also works with the contracted local farmers for tomato paste production, offering its support for local development. Limkon has executed contracts with 13 farmers and 11 technical staff in 2016 and 12 farmers and 9 technical staff in 2017 for plantation of tomato. Furthermore, employment opportunities are created for 3,500 people during planting period that lasts for two months.

Key Executive	Male	Female
2016	7,0%	2,0%
2017	7,0%	2,0%
White Collar	Male	Female
2016	6,0%	14,0%
2017	6,0%	13,0%
Blue Collar	Male	Female
2016	64,0%	1,0%
2017	61,0%	1,0%

All employees under Limkon structure attend to annual trainings at certain intervals on quality, food safety, occupational safety, hygiene, food defense, cleaning, etc., pursuant to annual training schedule. The farmers, on the other hand, are subjected to trainings on use of pesticides on land, product varieties to plant, disease prevention, etc., and monitored accordingly.

### Training Hours Per Person Annually

	Female	Male	Total
2015	7	32,7	39,7
2016	7,3	33,2	40,5
2017	8,3	38,7	47





## Limak Foundation

Limak Education Culture and Health Foundation was established in 2016 in order to gather all the social responsibility and aid projects that the Limak Group of Companies has been carrying out for years under a single roof and to provide a more institutional and effective continuation.

## Limak Foundation



One of the most important projects of the Foundation in the field of education is Engineer Girls of Turkey launched in 2015 as a comprehensive and long-term social responsibility project to support the wider existence of women in the field of engineering. With this project; female students currently or will be taking engineering education are supported in many ways throughout their education in order to bring out the engineers among us, enable our girls to become more involved in this area and invest in the bright future of Turkey. Engineer Girls of Turkey has started with the encouragement of the female students in our country in engineering education and comprises of many support activities afterwards.

The "Little Engineers of Home" project is also implemented in 2017 in order to popularize engineering at pre-school children, and explain existence of engineering practices in all domains of life to the parents and pre-school in an entertaining manner through specifically designed games.

With the Gülseren Özdemir Outstanding Success Scholarship Program, which was launched by Limak Foundation in 2016, it is aimed to contribute to the education and development of young people in secondary education who show success in despite of financial impossibilities.

Another project we give support in the field of education is the MISTI (MIT Science and Technology Initiatives) – Boğaziçi International Research, Training and Support Program, which was created with the aim of conducting joint research projects between Boğaziçi University and Massachusetts Institute of Technology (MIT) faculty members and students. With this project, which will be financially supported for three years, it is intended to give support to Turkey's research infrastructure and be a pioneer in the development of new projects. With Limak Talks, another project launched in 201 within the Foundation, it is aimed to contribute to the development of the community in the field of education through a platform hosting academicians, writers and artists. In the field of culture - arts, Limak Philharmonic Orchestra has been established where world-renowned tenor

Murat Karahan acts as general art director. The Orchestra performed all times best songs by Zeki Müren at its premiere conducted by Rengim Gökmen, one of the leading conductors of Turkey. The aim of the foundation is based on the fact that in today's rapidly globalizing world, our society can transform its young and dynamic potential into qualified human power, making its superiority a much larger and decisive force. With the awareness of "youth is future", the Foundation builds its activities on raising training-oriented, generations respecting the universal values of a strong, contemporary, respectable society, who will contribute to the solution of social and economic problems, with the consciousness that the most valuable investment to realize its goals is to invest in human beings.

## Engineer Girls of Turkey



As Limak, we created a project aiming to support the female students who currently or will receive engineering education in many ways during their education. Engineer Girls of Turkey starts with the encouragement the female students of engineering education in our country and also includes many supporting activities afterwards. Our project consists of two separate activity groups for high schools and universities.



## EGT-High School

Within the scope of the project, we inform the girls who are studying in Anatolian High Schools with different activities related to the engineering profession. In this way, we aim to make them feel closer to engineering and to make it stand out in their career choices. We are carrying out educational and awareness studies that will enable girl students to be aware of the future opportunities they will have if they know about and choose engineering as profession.

Last year we implemented student, teacher and parent education programs at the events we started in Hatay, our pilot province. In this way; we aimed to increase awareness of social gender equality, gender roles in the choice of occupation and engineering profession.

In order to enable the students to experience engineering, we played the "Decision is Yours" box game developed specifically by the METU-Design Factory. We also conducted interviews with our role model female engineers for all students, teachers and parents.

Professional evaluation during and after pilot practice has led to the conclusion that studies in a limited number of schools in limited time is a start but in order to strengthen sustainability studies towards teachers should be planned more effectively. We also have access to 20 thousand students in 10 provinces through the training of trainers started in 2018.



## EGT-University

We support our young girls in many ways throughout their education life, who are successfully studying in engineering faculties and are in need of financial. Among these supports are;

- Scholarship for study during university education,
- Internship opportunity in Limak and different organizations in the sector,
- Mentoring support through volunteer female engineers,
- Online social engineering certification program,
- Online certified English education,
- Employment opportunities in Limak and different organizations in the sector according to the needs.

Currently, a total of 106 female students studying in the electrical and electronic, industrial, civil, mechanical, environment and computer engineering departments of state universities benefit from the project. We also encourage students involved in the project to undertake social responsibilities. EGT students have a mission to be helpful in the society by taking place on a social responsibility project at least 4 hours a month.

## EGT 3<sup>rd</sup> İstanbul Meeting



## Gülseren Özdemir Outstanding Success Scholarship



As Limak Foundation; we brought Gülseren Özdemir Outstanding Success Scholarship into being, in memory of Gülseren Özdemir, who devoted her life to education, to support students who show outstanding success in secondary education and focusing on success defying impossibilities. 10 successful secondary school students benefit from the project. In addition to education scholarship and book / stationery support, students also have the opportunity to improve themselves by participating in the trainings and events organized by the Foundation.

## Junior Engineers of House



As Limak Foundation, we brought into effect the "Junior Engineers of House" project to popularize engineering within pre-school children and explain to the families and their pre-school children that engineering exists in all areas of life with the specially designed games. In the scope of the project, activities are organized in the

province of Gaziantep, which is selected as the first stop, with the book consisting of fun and educational games, prepared by Şermin Yaşar. In the first event participated by Limak Foundation Board of Directors Ebru Özdemir and Şermin Yaşar, Gaziantep Metropolitan Mayor Fatma Şahin and Gaziantep Provincial Director of National Education Cengiz Mete, both the book was introduced and the events were organized for kindergarten teachers, parents and children aged 4 – 6 years within the project. 300 parents and 300 children attended the event. About 1,000 pre-school children continued to have engineering experience in the venue for one week and the Foundation's book was given to the participating children as a present.

The project will continue in 2018 in Gaziantep with meeting with families, teacher training seminars, class applications and parents information meetings.

## Limak Philharmonic Orchestra



Limak Philharmonic Orchestra, with the world renowned tenor Murat Karahan acting as the general art director, was founded by Limak Foundation, inspired by the unlimited universal power of music, to give ear to thousands of different emotions. In the first performance of the orchestra conducted by one of Turkey's leading conductors, Rengim Gökmen, Zeki Müren's timeless songs were played. The Limak Philharmonic Orchestra aims to introduce polyphonic music to large masses by interpreting Turkish musicians in polyphony.

After the concert they gave in Ankara and Istanbul, the orchestra went on a Turkey tour and brought together a different interpretation of Zeki Müren's most popular songs with the audience in 8 different provinces. The tour started in Bursa, the birthplace of Zeki Müren, on his birthday 6th of December, and ended on January 13th 2018 with the Trabzon concert. The concert revenues of the Limak Philharmonic Orchestra, established under the roof of Limak Foundation and composed entirely of 70 professional musicians, are being transferred to different social responsibility projects that have been brought to life by the Limak Foundation.

**MISTI****MISTI**

Limak Foundation will give financial support for three years to MISTI (MIT Science and Technology Initiatives) – Boğaziçi International Research, Training and Support Program, which was created with the aim of conducting joint research projects between Boğaziçi University and Massachusetts Institute of Technology (MIT) faculty members and students. With this project, it is intended to give support to Turkey's research infrastructure and be a pioneer in the development of new projects. Limak Foundation will fund 100 thousand dollars every year in the MISTI-Boğaziçi Program. While giving support to new researchers in Turkey through the fund worth 300 thousand dollars which will be provided for 3 years, it is also aimed to bring out new research that will create worldwide effect and serve humanity. Within the scope of the program, a total of 11.7 million dollars resource has been provided to a total of 530 projects. With the collaboration signed with Boğaziçi University, it was the first time a university in Turkey has been included in the MISTI program.

## Our Other Social Responsibility Projects

### Energy Academy of Turkey



"Energy Academy of Turkey" launched by Limak Energy together with Boğaziçi University Lifelong Learning Center gave its first graduates. 100 engineering students from different universities in Turkey came to Is-

tanbul for two days after the online training period of 4 months. Engineering students who were entitled to get a certificate after their exam have received their certificates in the ceremony at Boğaziçi University. During the new education period, the education of 100 students continues.

In addition to the Boğaziçi University Certificate, university students who have successfully completed the program are also eligible to receive the NCCER Energy Certificate valid in 21 different countries, including the U.S.A., by Pearson, the largest educational solutions company in the world, where BÜYEM is accredited.

### KEDS Academy



The KEDS Academy, which was established by the Kosovo Electricity Distribution Company (KEDS), conducting electricity distribution activities in Kosovo, to contribute to the solution of the unemployment problem in Kosovo, gave its fourth term graduates. Students who have successfully completed their training for almost 9 months gain the opportunity to work in KEDS and in Europe through the BTEC certificate valid in all EU countries. The KEDS Academy which initially only cooperated with the University of Prishtina and technical high schools in Kosovo is now in cooperation with the state universities in Gilan, Prizren, Mitrovica and Peja in the fourth period.

In the 4 semesters completed at the KEDS Academy, there were 192 graduates and 126 were employed.

## LimakASI (Limak Airport Services Institute)



Limak Airport Services Institute – LimakASI, the social responsibility project we have launched as Prishtina International Airport Adem Jashari with the contribution of Boğaziçi University Lifelong Learning Center, University of Prishtina and the French Civil Aviation School ENAC to provide new career opportunities for young and talented workforce in the country gave its third term graduates. 30 senior students from different faculties of the University of Prishtina who took two challenging exams and interviews conducted by Boğaziçi University and were qualified to attend the training program applied by a total of 450 students, including 201 girls, in the first year, successfully completed their three months of internships with six months of theoretical and practical training. With this program, Airport Operation certificates gained by the students will be valid in more than 100 airports in more than 70 countries compatible with European Union Aviation Acquis and related industry organizations. By combining academic education with private sector knowledge and experience, LimakASI successfully carries out its activities as a reference training center for the labor force trained in the field of airport operation in its geography. In LimakASI, there were 90 graduates in total of 3 terms and 63 young people were employed.

## LimakPort İskenderun Handicapped Basketball Team Sponsorship

The İskenderun Handicapped Basketball Team, supported by LimakPort, was promoted to the first league in the 2013-2014 season and became the champion by completing the play-off games as undefeated. The İskenderun Handicapped Basketball Team that continues its effort successfully also in the new season, aims to be promoted to the Super League.

## There is Something in this Youth!



At the “TÜSİAD There is Something in this Youth Contest”, which was created in 2011 in order to increase the entrepreneurship awareness of university youth and support their ideas, the Buz Dökücüler team from Amasya University won the third prize of 25,000 TL in value, by their project aimed to find a long-term, rational and low-cost solution to the problem of ice load formed on power transmission lines, under the guidance of Limak Investment Board of Directors’ Chairperson Ebru Özdemir and Corporate Finance Director Kerem Güzel.

## “Lights of the City” Photography Contest



Professional and amateur photographers participated at the photography contest that was organized by Uludağ Electricity Distribution Corp. for the fifth time in 2017, with the “City and Light” theme. Photographs captured by amateur and professional photographers at night, under electrical light, contested. An exhibition composed of photographs that ranked was opened at the end of the contest.

## “A Book, A Brighter Future”



Village schools, which did not have libraries or had inadequate libraries, determined by the Directorate of National Education, acquired libraries at the end of the book collection process carried out by UEDAŞ within the scope of the “A Book A Brighter Future” project.

## LimakPort Turkish Red Crescent Blood Donation Campaign



Apart from the Holding headquarters and many of our group companies, this time LimakPort employees also gave support to Red Crescent, which carries out National Blood Supply Project since 2005 to ensure all the blood that Turkey needs is supplied from safe and regular donors. With the cooperation of LimakPort and Red Crescent, the needers and volunteer employees for blood donation came together at LimakPort. 36 of our employees who participated in this event supported the needers by donating blood.

## UEDAŞ Chorus Group



UEDAŞ Turkish Folk Music Choir sang Turkish classical and folk music from different regions to the benefit of Red Crescent, in order to both bring another artistic activity to the region and create awareness. The UEDAŞ Turkish Folk Music Choir, consisting of 20 UEDAŞ employees who have set heart on folk music, prepared for the concert for 3 months. All the sponsorship income and support obtained from the concert was donated to the Turkish Red Crescent.

## “May My Brother Not Be Cold” Campaign



Within the scope of the “May My Brother Not Be Cold” project that is conducted by UEDAŞ since 2013, winter clothing aid is provided to needy students in 9 schools, determined in the mountain villages of Bursa.

## Micro-credit

Limak supported microcredit by donating to the first microcredit branch opened in Siirt Kurtalan on November 21st 2008. The Branch, which has provided credit to 3,038 micro entrepreneur women since its foundation, has provided 813.988,31 TL microcredit to 401 micro entrepreneur women in 2017.



## Limak Group of Companies 2016-2017 Sustainability Report

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