

In the sustainability report we are presenting for the sixth time this year, we are pleased to note that sustainable development, which was our primary goal ten years ago, has now become the cornerstone of our group culture today.

Five years ago, we conducted studies to learn about the goals and needs of our stakeholders and gather their opinions. Based on our findings, we have gathered our environmental, social and governance (**ESG**)-based management approach under the interrelated headings of “Inclusive Development”, “Social Human” and “Healthy Planet”. We have been monitoring the sustainability performance of our group companies within this framework. During the same period, we also fully aligned our ESG-based business approach with the Stakeholder Capitalism Metrics announced by the World Economic Forum (**WEF**) International Business Council (**IBC**) in 2020. We shared this development on WEF platforms and received recognition for our sustainability approach and performance at international meetings. In the last section of our 2022 report, you can find our indicators index on Stakeholder Capitalism Metrics.

This year's report, together with our contribution to the  **Sustainable Development Goals (SDGs)** have been prepared in compliance with the global reporting initiative **GRI** Standards and the  **WEF – IBC Stakeholder Capitalism Indicators**.

Our report also includes our initiatives in compliance with the

 **Women's Empowerment Principles (WEPs)** and the

 **United Nations Global Compact (UNGC)**, both of which we are signatories.

Limak Group of Companies has released its 2022 Sustainability Report. The report has been prepared in both Turkish and English by Limak's Sustainability Management team, in coordination with the Inclusive Development Committee, Social Human Committee, and Healthy Planet Committee. The report includes data from the Sustainability Governance Platform and was compiled with the consultancy of SUCSR Sustainability Consultancy. We, as the Limak Group of Companies, announce that we will continue to publish sustainability reports annually, starting from this year.

Scope of Report: The report covers Limak Group of Companies' activities from January 1, 2022, to December 31, 2022. The following companies are listed in the report:

- Limak Construction
- Limak Tourism
- Limak Cement
- Priştina Adem Jashari International Airport (PIA)
- LimakPort İskenderun International Port
- Hamitabat Natural Gas Combined Cycle Power Plant (HEAŞ)
- Limak Energy Hydroelectric Power Plants
- Limak Energy Solar Power Plants
- Limak Energy Geothermal Power Plants
- Limkon
- Limak Foundation

Throughout the report;



When clicked, it navigates to the appropriate section of the report when clicked.



When clicked, it navigates to a web page outside the report.



The information note opens in its location.

Definitions of the texts in this font and color can be found in the APPENDICES section on the “Glossary/Abbreviations” page.

The “**Our Sustainability Performance**” heading in the menu to the right of the pages provides access to the sustainability performances of the companies addressed by the report.

The icons below lead to the company's relevant data.

EBRU ÖZDEMİR
Chairperson of the Board



Dear Stakeholders,

First and foremost, I would like to send my condolences to all our fellow citizens who passed away in the earthquake that occurred in Kahramanmaraş on February 6, 2023, and impacted many of our communities. I would also like to wish those who were injured a swift recovery, Limak Group of Companies and we as the entire Limak family, have been working arduously since the first hours after the accident to mend the wounds caused by this terrible event. I'd like to take this chance to express my gratitude to all our coworkers and business partners who have helped us out from the beginning. With the projects we will complete in the earthquake region, we will continue to support the local community in the following months.

In today's world, when sustainability, sustainable business practices, and sustainable development

have all become corporate priorities, we at the Limak Group of Companies strive to make our operations more sustainable and to achieve concrete results. We are making every attempt to take action. In this regard, in our journey in the field of sustainability since 2013, we continue to improve ourselves every year, acting on global good examples. While we systematically monitor our committed, inclusive, social and healthy development with clear indicators, we regularly inform all our stakeholders with transparent reports.

We developed twelve priority targets with the input from our stakeholders to show progress toward our global

common goals, and we disclosed them in our report published in 2020. Twelve objectives were developed, some of which covered multiple environmental, social, and governance (ESG) performance categories and these objectives, seven were designed to help create a healthy planet, six to create an equitable social structure, and six to form an effective government.

The tangible work we have done to achieve these twelve goals shows how truly and passionately all our stakeholders support our the belief and open support of our management and employees in this field motivates us even more.

As Limak Group of Companies, we monitor our committed, inclusive, social and healthy development with clear indicators while continually adding value by taking concrete steps.

The tangible progress we've made toward our objectives and the outcomes we have got demonstrate to us the sincere and ardent support of all of our stakeholders for our efforts in the sustainability field.

We were among the first companies in Türkiye to conduct *double materiality* analyses for each of our companies last year, and these analyses, along with our goals, have allowed us to better understand the sustainability performance and demonstrate the alignment between financial performance and sustainability goals.

These analyses allowed us to evaluate all of our risks and the significance of our priorities. We were also able to financialize our sustainability performance, which focuses on building a better future.

As the Limak Group of Companies, we take great effort to ensure that our work is carried out in line with scientific goals in every sector in which we operate. As humanity, we are working to ensure that the current period of economic growth and social change meets the needs of future generations while also working to ensure that it does so in harmony with the environment. To this end, we are conducting

We are increasing our investments with the goal of reducing energy consumption through operational upgrades across all industries and sourcing all the energy we use from renewable sources.

significant scientific studies in both the technological and sociological fields.

In this regard, we keep working together with our entire team across all of the sectors and geographies in which we operate on one hand, to further improve and maintain our status as the industry leader and on the other hand, to adopt more sustainable ways of doing business.

In addition to our Solar Power Plant (SPP) projects with a total installed power of 27.37 MWp in Türkiye and overseas, the permit applications for 14 Self Consumption SPPs with a total installed power

of 101.13 MWp and 6 Hybrid SPPs with a total installed capacity of 125.81 MWp are still being processed. We intend to implement these projects as soon as possible. The construction of the 1,304.73 kWp Hybrid SPP, which will be integrated into our Buharkent Geothermal Power Plant is completed and as planned has been put into operation as of October year 2023.

Being the first market project bond issued by a Turkish company in Türkiye and the only "sustainability-linked" bond example of this type, LimakPort Iskenderun Port, which is in our portfolio, succeeded in becoming the first sustainability-linked bond in the country.

As the Limak Group of Companies we place a high priority on following global standards in each of the sectors we work in. All of

our hotels in Türkiye have been handed certificates of compliance with **GSTC** (Global Sustainable Tourism Council) standards for sustainable management, socioeconomic impact, cultural impact, and environmental impact. The Carbon Disclosure Project (**CDP**), the largest environmental reporting platform, in which governance structure, risks and opportunities, corporate strategy and objectives for climate change and water security are declared, has once again accepted Limak Cement and HEAŞ as those of its Climate Change and Water Security Program which strengthened their role in their sectors. On the other hand, with the Limkon solar power plant project we launched as part of compliance with climate

action, we aim to achieve 35% energy savings in 2023 compared to the previous year. As the Limak Group of Companies, we value our intellectual capital highly and work to support the growth of all of our employees' skills and abilities so they can participate in the world of tomorrow. Considering not only today but also the future, we support young people who will manage our activities in the near future, and we carry out projects to increase their experience and increase their employment opportunities.

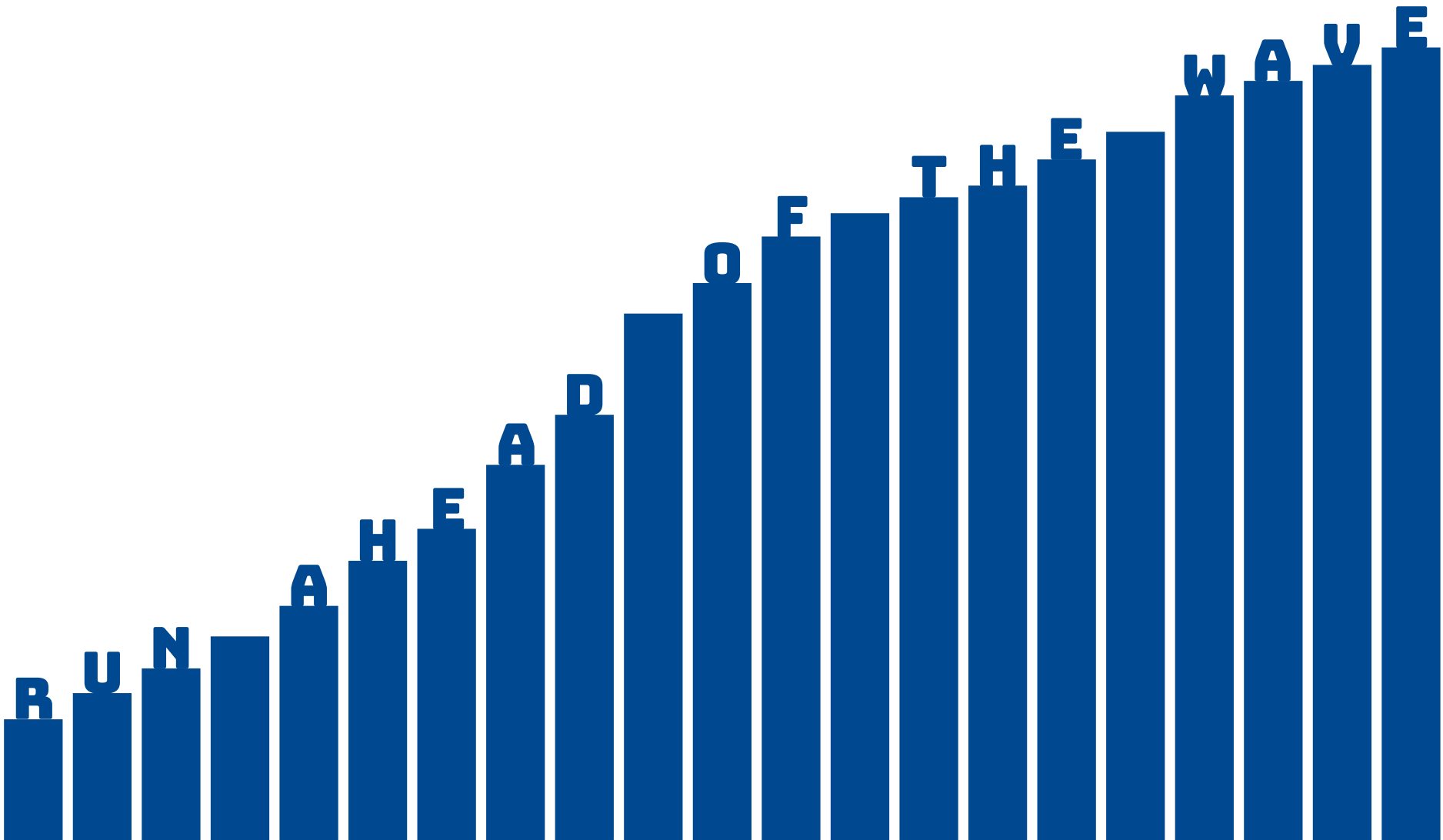
In this regard, Limak Investment successfully completed the Gender Equality Seal Program and was awarded the Gold Category Award with a score of 96.52%. In addition, we signed the second

agreement of the Limak Group of Companies' four tourism businesses with Garanti BBVA's Gender Loan which is based on equal employment opportunities for men and women. We are working to implement the project known as Global Engineer Girls abroad, in the nations where we operate, as we get ready to close up the seventh year of Engineer Girls of Türkiye, which we refer to as our "Flagship."

As the Limak Group of Companies, without compromising our goals and development, we once again express our enthusiasm to serve 85 million people from the East, the West, the North, the South, the women, the young, and the elderly. With the determination to lead our country to a bright future, we thank our colleagues and

business partners who have not left us alone with their opinions and contributions to all our work.

EBRU ÖZDEMİR
Chairperson of the Board



Establishment **1976**

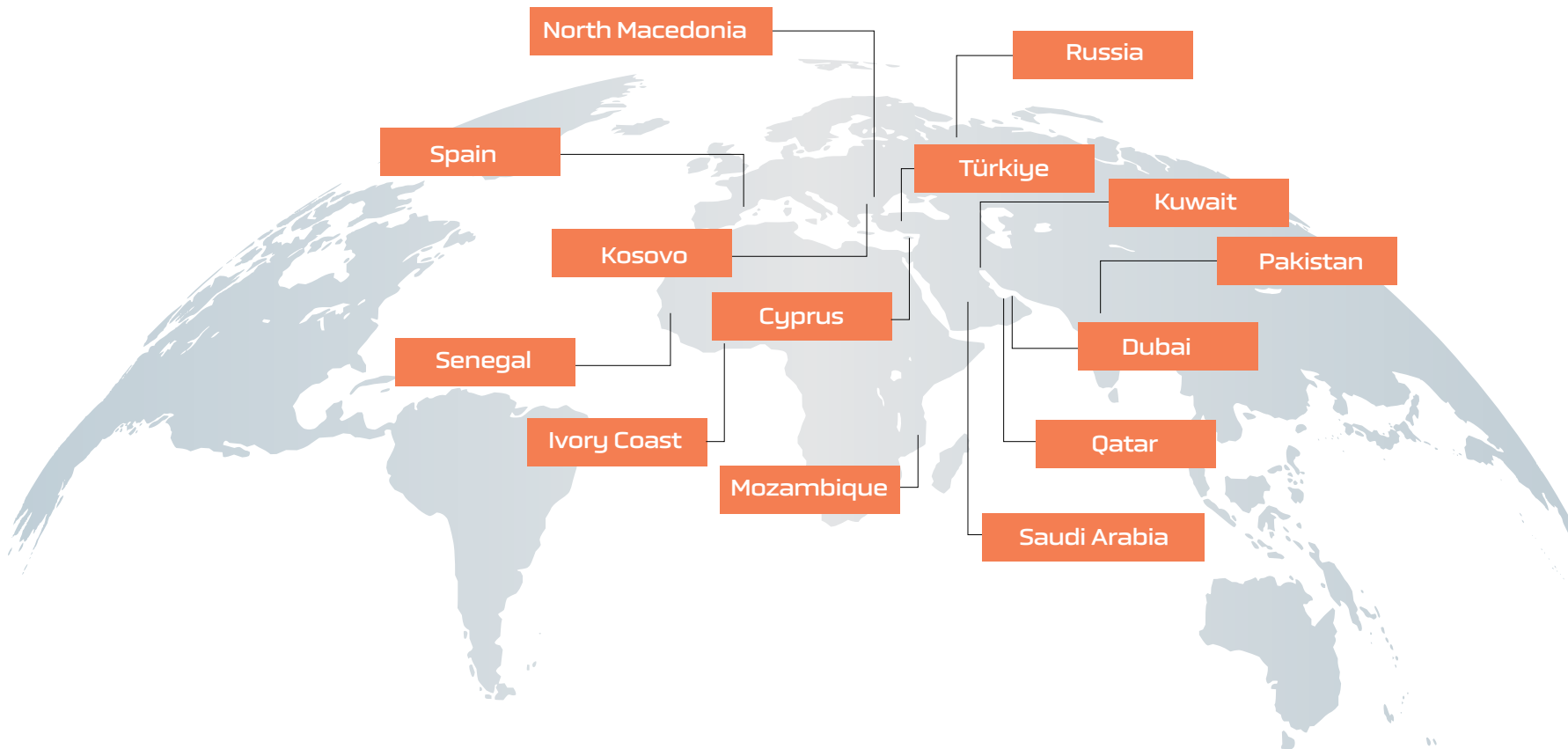
Number of Sectors Operated **9**

Number of Employees **46,779**

Number of Countries Operated **14**

S
E
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S

Construction
Energy
Tourism
Cement
Infrastructure
Energy Electrical and Mechanical Contracting
Food and Beverage
Technology
Aviation



C LİMAK CONSTRUCTION

- According to the 2022 Engineering News Record magazine ranking, Limak Construction ranked **50th** among the world's largest construction companies.
- **The longest mid-span suspension bridge and the highest tower suspension bridge in the world** were announced as the 1915 Çanakkale Bridge built by Limak Construction.
- Limak Construction undertook the construction of Yusufeli Dam, the highest dam in Türkiye and the fifth highest in the world.
- The construction of the National Combat Aircraft (MMU) Assembly Hangar has been completed.
- Kuwait International Airport New Terminal Building was realized as the biggest international tender of Turkish contractors.
- **Number of Completed Projects in 2022**
12
- **Number of Ongoing Projects Abroad**
18
- **Number of Ongoing Projects in Türkiye**
5



For the details of the developments in 2022 regarding our group companies, you can view our annual report through the link.

LİMAK ENERGY

3,500 MW
energy portfolio

5,000 MW
installed power
target

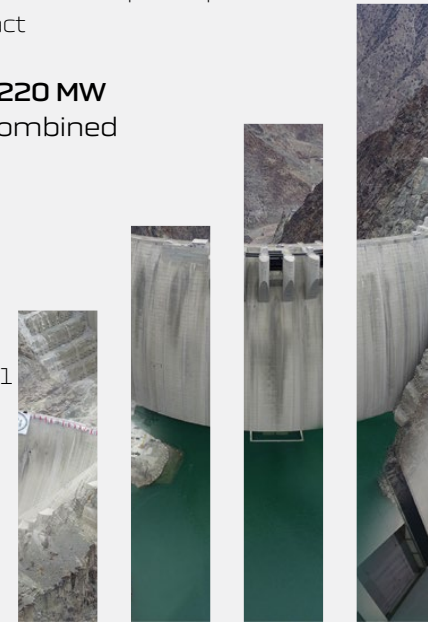
17
properties

Retail electricity sales of
617 million 923 thousand 561 kWh
in total throughout 2022

3 billion 474 million 404 thousand 961 kWh
trade volume

- **Hydroelectrical Power Plant (HEPP) installed power of**
1,319.22 MWm and 1,289.37 MWe
Annual electricity generation capacity of approximately 4 billion
75 million 379 thousand kWh
- **Installed power of SPP (Solar Power Plant)**
Total 27.37 MWp domestically and internationally
3 power plants with performance analysis and remote monitoring
system
- **GPP (Geothermal Power Plant) installed power of 13,770 kWe**
Undertaking the construction of the first power plant
in Türkiye with the **EPC** contract
- **HEAŞ installed power of 1,220 MW**
Türkiye's first natural gas combined
cycle power plant
Realize Water Security and
Climate Change statements
under the Carbon Disclosure
Project (CDP) in 2022.

Completion of the calculation
and verification of ISO 14064-1
greenhouse gas emissions.



T LİMAK TOURISM

Türkiye's leading hotel chain with 9 hotels and a bed capacity of more than 6,000

Limak Skopje Hotel has a
Booking.com score of 9.2
the country leader on Booking.com

All hotels are
Sustainable Tourism
certified in accordance with the criteria of the Global Sustainable Tourism Council (GSTC).

Garanti BBVA signed the second loan agreement of the **Gender Loan** structure, in which the loan interest indexed to ensure equal chances for male and female employees, with four tourism businesses operating within the Limak Group, marking it as a first for Türkiye and the rest of the world.

The amount of energy obtained from renewable energy sources with solar panels installed in hotels has
increased 3 times in the last 3 years.

Zero Waste Certificate
in all hotels in Türkiye



C LİMAK CEMENT

The only cement factory in the top 10
of Ivory Coast Most Environmentally Friendly Company

Ivory Coast's first industry player to have
a ready-mixed concrete
R&D laboratory

The first factory in the cement sector whose
Carbon Footprint Report has been approved by the
accredited institution:
Anka Cement

"C" awareness score
within the framework of the CDP Climate Change
Program in the first year of participation

"B" management score
in the Water Security category of the
Carbon Disclosure Project (CDP) for 2022



INFRASTRUCTURE

- **Pristina Adem Jashari International Airport**, increased the number of passengers by 37% compared to the previous year, with approximately 3 million passengers.
- **LimakPort İskenderun**, is one of the largest container ports in the Eastern Mediterranean region with a capacity over 1 million TEU containers.

An increase of 14% was achieved in non-containerized general cargo with handling of 1,083,519 tons in 2022, 30% in project cargo handling with 57,221 tons, and 43% in Ro-Ro vehicle loads with 51,962 vehicle handling.

Li FOOD AND BEVERAGE

- Limkon's new facility investment is **200 million TRY** in total.
- Contracted employment opportunities were provided to **5 thousand new farmers** mostly women, in the region.
- With the commissioned solar power plant project, it is aimed to achieve **35% energy saving** in 2023 compared to the previous year.

TECHNOLOGY

Limak Technology is a company, dedicated to ensure the continuity and digital development of the technological infrastructure of the operations across various sectors. Limak Technology provides services in the fields of digital transformation, software development, database management, information security, system, infrastructure and support, in the areas of activity of the Limak Group of Companies. As part of our commitment to growth and development, we have a "Start-Up Partnership Program" in which we collaborate with start-up companies to offer technological solutions/products that can benefit the operations of the Limak Group of Companies.

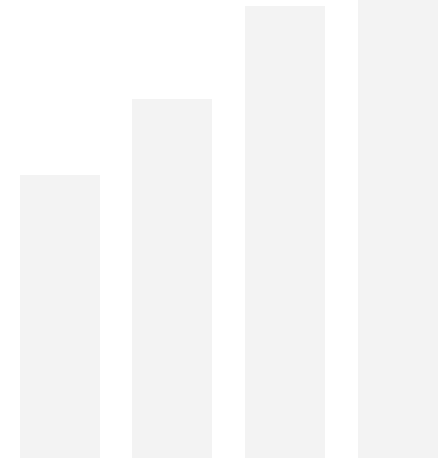
The Number of Ongoing Projects: 4

The Number of Customers: 650

Limak Customer Solutions

Limak Customer Solutions was established in 2019 as a financial technology (fintech) company with the vision of making the opportunities offered by digital transformation in the world accessible to everyone and making life easier.

In November 2020, OlduBil mobile application, the first brand of Limak Customer Solutions, was offered to users with its MasterCard licensed prepaid card and earning privileges.



OUR VISION

Acquiring a leading position in all the sectors in which we operate.

OUR MISSION

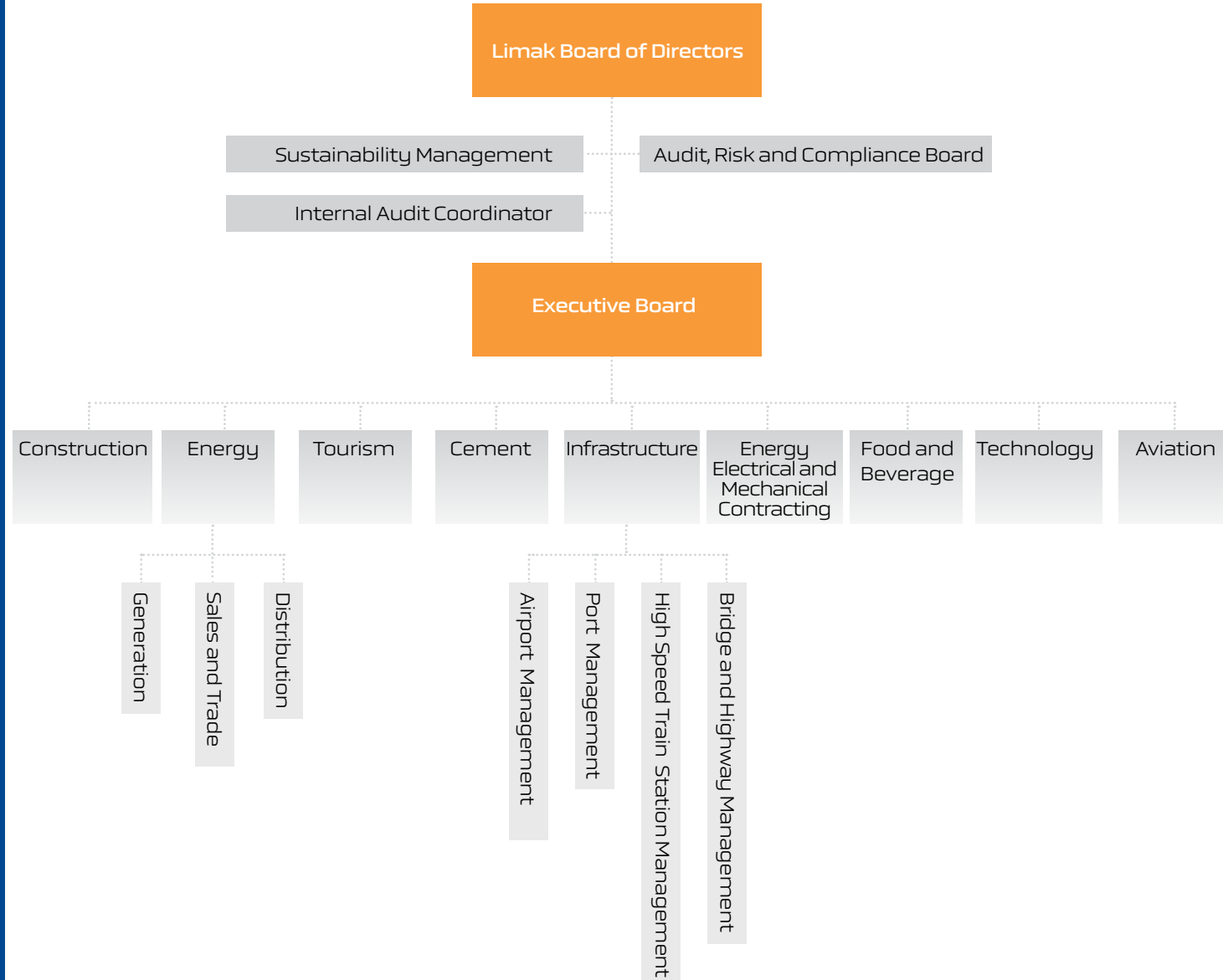
Aiming to create value for our stakeholders, using the guiding principles of sustainable growth, operational efficiency and continuous development.

OUR VALUES

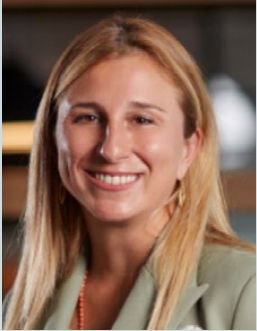
- Honesty, Reliability, Responsibility
- Leadership
- Innovation, Creativity and being Open to Changes
- Efficiency and Effectiveness
- Quality and Result Oriented
- Equality of Opportunity
- Transparency
- Employee and Customer Satisfaction
- Teamwork
- Corporate Social Responsibility
- Sustainability
- Diversity and Tolerance
- Compliance with the Law

OUR CORPORATE GOVERNANCE

Limak Group of Companies was established in 1976 for the purpose of construction. Today, operations are carried out in 9 sectors. Engaged in operations across numerous primary sectors such as energy, cement, tourism, food, construction, and infrastructure, the rapidly expanding international company, headquartered in Türkiye, operates according to best operational practices.



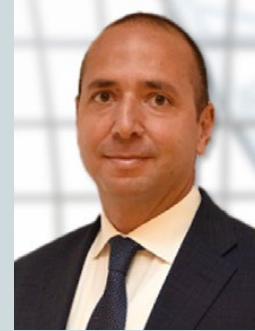
BOARD OF DIRECTORS



EBRU ÖZDEMİR
Chairperson



MEHMET SERHAN BACAKSIZ
Vice Chairperson



BATUHAN ÖZDEMİR
Member of the Board



TURHAN SERDAR BACAKSIZ
Member of the Board



At the core of Limak Group of Companies' corporate governance strategy is the efficient implementation of activities as per the values underlying the company, including transparency, fair trade, accountability, sustainability, and stakeholder responsibility. This approach enables companies to adopt an attitude that considers their social and environmental impacts rather than being profit oriented. The fact that the companies affiliated with the group value transparency in all their activities, discuss their decisions openly with their internal and external stakeholders, and prioritize communication with all these parties help them create sustainable success by increasing trust and cooperation.

The fact that the companies affiliated with group prioritize transparency in all their activities helps them achieve a sustainable success by increasing trust and cooperation.

The highest governance body responsible for the strategic management of all companies of the Limak Group of Companies is the board of directors, which consists of four people. However, all companies under group have their own board of directors and senior management. The board of directors evaluates the impact of strategy and risks on the company's long-term interests.

Company senior management is responsible for taking the necessary steps to achieve the strategic goals determined by the board of directors.

The Groups' Audit, Risk, and Compliance Board, to which all companies are affiliated, consists of three people. This board oversees the determination of appropriate risk strategies the operation of the internal control system, the publication of disclosure of financial and non-financial information, the efficiency of audit activities, and the observance of corporate ethics and legal requirements by all companies. In addition, companies have audit committees whose members are selected from among the members of the board of directors, general managers, group companies audit and finance managers. These committees meet at least four times a year.

LİMAK GROUP OF COMPANIES CORPORATE POLICIES



SUSTAINABILITY POLICY

POLICY ON
COMMUNICATION

HUMAN
RESOURCES
POLICY

CODE OF
ETHICS

POLICY OF
COMBATING
DOMESTIC
VIOLENCE

CORPORATE
EQUALITY
POLICY

POLICY ON
PROTECTION
AND
PROCESSING
OF
PERSONAL
DATA

POLICY ON
TRANSACTIONING
BUSINESS
WITH PUBLIC

POLICY ON
RETENTION
AND
DESTRUCTION
OF PERSONAL
DATA

POLICY ON
OCCUPATIONAL
HEALTH AND
SAFETY

QUALITY
POLICY

POLICY ON
INFORMATION
CONFIDENTIALITY
AND SECURITY

ENVIRONMENTAL
POLICY

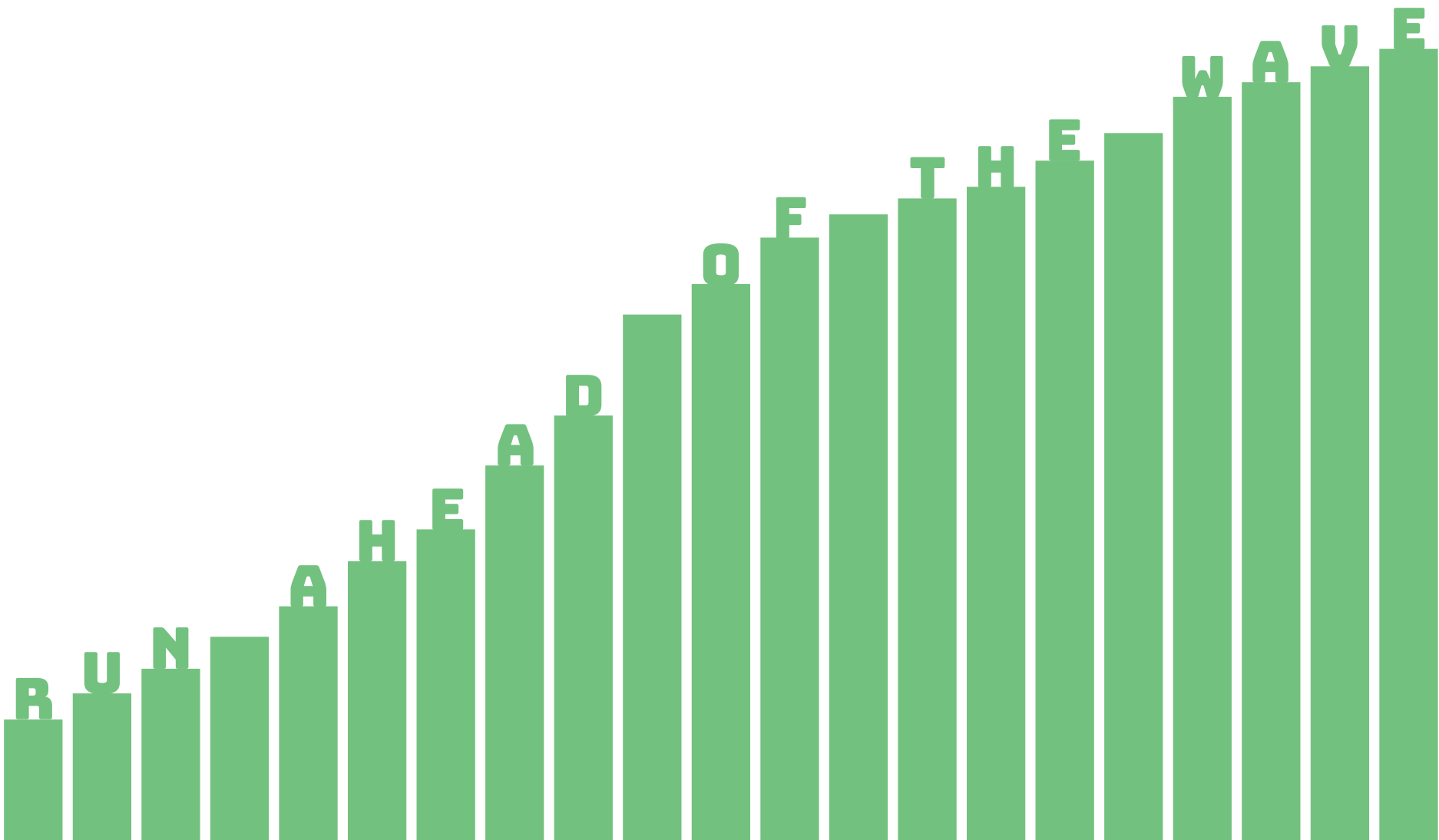
STAKEHOLDER
INVOLVEMENT
AND
SUGGESTION/
COMPLAINT
POLICY

AGREEMENT
MANAGEMENT
POLICY

APPLICATION
PRINCIPLES
OF CODE
OF ETHICS,
COMPLIANCE
AND
VIOLATIONS

ANTI-CORRUPTION
POLICY

ZERO TOLERANCE POLICY
AGAINST VIOLENCE AND
VIOLATION OF SEXUAL
INVOLABILITY



Purpose and Goal Partnership

Sustainability is a critical issue for the future of our planet and people. Sustainability challenges and risks are frequently complex, and no single organization or country can address them. Partnerships can assist in better managing these risks and mitigating their negative consequences. Sustainability goals often require long-term results. Long-term commitments and collaborations, as a result, increase the likelihood of success. Broad segments of society must support common goals. The shared purpose and goal can motivate more people to take ownership and support these efforts.

We value understanding common goals in all our companies and aim to contribute to global goals in all our activities.

Limak Group of Companies is a responsible and transformative investor that draws its ecosystem to a structure compatible with common purposes in all sectors in which it operates.

Together with all our companies, we attach importance to understanding common goals and work in a way that contributes to global goals in all our activities. The appreciation and unconditional support for this competence by all our stakeholders in our country and in the world gives us strength.

Our efforts to ensure goal and target partnership have brought us to the point where we can produce on the same ground in the same projects, and with the same business understanding as the world today.



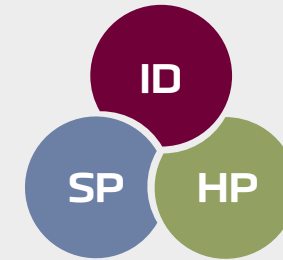
INCLUSIVE DEVELOPMENT

Limak: An “Effective Decisions” Group.

As the Limak Group of Companies, we raise our management to an inclusive, accountable, and qualified level. Today, Limak has become an important investment partner preferred on a global scale.

We believe that it is an ethical value for a company to fulfill its responsibilities towards all its stakeholders, and we place an ethical stance at the center of our management approach.

In order to protect the rights and future of all our stakeholders who are directly or indirectly tied to the value we produce, as well as our planet as our silent partner, we make our decisions and carry out our activities with an equitable and inclusive management system that can examine the risks.



Together with all our employees, business partners, and stakeholders, we adopt a sustainable business approach compatible with global goals in every sector we operate. We do this because we believe that economic growth should be achieved in a way that includes all elements of the planet as well as humanity.

■ We carry out all our activities in accordance with the United Nations Sustainable Development Goals.

■ We comply with the ten principles of the United Nations Global Compact, of which we are a signatory.

■ We allocate resources to research and development studies in every sector we operate.

■ We enable the use and development of innovative technologies that will contribute to sustainable development.

■ Considering the wishes and expectations of our stakeholders, we attach importance to supporting stakeholder participation in decision-making processes.

■ We strive to make the sustainability perspective a corporate culture, and we try to raise awareness in this area for our employees and stakeholders.

■ We consider it our duty to convey our sustainability efforts and experience to all our stakeholders and the world through international partnerships and active initiatives.

■ We enable the realization of all kinds of studies to ensure sustainability in the supply chain.

■ By measuring and evaluating all our activities' economic, environmental, and social impacts, we take improvement actions to reduce the negative effects.

■ We regularly publish sustainability reports in line with international standards.

■ We have a transparent business approach compatible with basic business ethics and fighting against corruption.

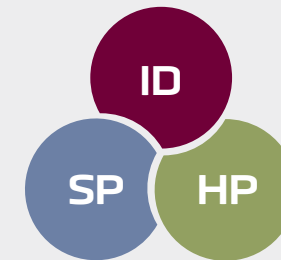
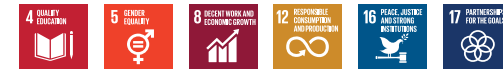
SOCIAL PERSON

Limak is a “Those Who Know Value” Group.

As the Limak Group of Companies, the number of our internal stakeholders, which was 30 thousand in the first reporting period, approached 50 thousand in 2022. Today, Limak has become a business environment where everyone wants to work and contribute to the value produced.

We know that the way for a company to be successful by coping with the many different risks it faces is through the diversity it can secure in a fair business environment.

We work without compromise to create a business environment that will unconditionally guarantee the fundamental rights of all our stakeholders who contribute to the production of this value, protect their physical and mental health, allow them to be future-ready, and support their development, while creating value in every sector we are in.



We continue all our activities and business processes based on protecting human health, supporting human development and equality of opportunity. In a way that will enable human development to be sustainable; we focus on establishing innovative, reliable, accessible work and living environments. We believe that social structure development, corporate commitment from our employees, and employee continuity are all necessary for sustainability and also believe that each individual should view the social structure in which they live holistically and weigh their existence

against the health of the social structure.

- We give the issues of preserving and ensuring equality of opportunity, especially distributing competent education and maintaining social health in all the places and regions where we operate, with both our sectoral and social initiatives.

- We consider it as part of our job to develop and implement applications that will improve the Occupational Health and Safety field.

- We create opportunities to develop social projects that will contribute to

the social and economic development of the society and our local stakeholders in our fields of activity, and to make cooperations that will contribute to local employment.

- Aiming to increase the loyalty and well-being of our employees, we create conditions that will make the working environment more efficient.

- By preventing all kinds of discrimination, we provide our employees with equal rights in matters such as employment, career management, remuneration, and performance evaluation.

- We are trying to increase women's employment at all levels by supporting the development of women's employment and their qualified active participation.

- We actively work towards the personal development of our employees and their awareness of global citizenship, and we support such efforts.

HEALTHY PLANET

Limak: A “Planet Lover” Group.

The Limak Group of Companies supports climate action wholeheartedly and sets ambitious goals by acting courageously. Today, Limak is one of the organizations that has met the sector’s most specific goals for water conservation, waste and emission reduction, and energy efficiency.

We know that a company’s future depends on its support for climate action and its resilience to a possible climate crisis.

Food which satisfies our basic needs today, logistics and tourism, which are essential for interplanetary communication, are all directly related to the planet’s future. These are the sectors in which we operate, and they include energy, cement, and infrastructure investments. We ensure a healthier future with the significant goals we set for achieving carbon neutrality throughout all our sectors, and we are certain that our senior management will be able to accomplish all these objectives.

Together with all our business partners and stakeholders, we base all of our operations on preserving the planet’s natural resources and eliminating any negative environmental effects. Respecting the environment in all our operations is something we regard as fundamental. We believe that **R&D** and **P&D** efforts should be valued for this goal by anticipating all the negative aspects of our environmental interaction

and finding strategies to avoid them.

- We measure and report the environmental impact in all our fields of activity and take improvement actions by setting sector-based targets.

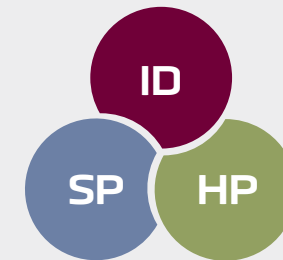
- We enable the development and implementation of environmentally friendly products and services.

- We constantly follow and develop energy efficiency studies in all sectors and work to create the necessary

infrastructure or to renew the existing one.

- We strive to increase the use of renewable energy sources (**RES**) in energy consumption.

- We are developing projects that will ensure the efficient use of water and raise awareness among all of our stakeholders, beginning with our employees.



- To combat the climate crisis, we calculate, verify, and track the emissions from our activities.

- We are working to reduce the environmental impact of companies in our value chain.

Without Leaving Anyone Behind

“Leaving no one behind”, which is the second of the seven values of the United Nations’ 2030 Agenda, is the development principle we place at the center of all our activities as the Limak.

“Leaving no one behind,” this principle is at the basis of the three main headings in our last two reports that we shared with our stakeholders: **Inclusive Development, Social People, and Healthy Planet.**

All our stakeholders’ comments are taken into consideration as we develop our sustainability policy, strategy, and action plans, monitor our progress, and assess their results.

Our main aim is to develop by protecting our most crucial silent stakeholder, the planet.

Development for us as the Limak Group of Companies means reaching a common level of prosperity with all our stakeholders as an equitable and inclusive manner. In addition, our main goal is to make this development by protecting our most important silent stakeholder, the planet.

In this sense, we assess the outcomes of all scientific studies around the globe in a way that will direct our actions while analyzing the relationship of all human beings with our activities and their capacity to access the value we generate.

As part of our sustainability goals, we have implemented feedback systems for all our stakeholders.



The basic principles we adopt for effective stakeholder engagement are as follows:

- Providing meaningful information in a format that is easily understandable and formalized according to the needs of the target stakeholder groups,
- Providing information before consultation and decision-making activities,
- Providing information to stakeholders in an easily accessible and culturally appropriate manner,
- Respecting local customs, languages, and decision-making processes,
- Establishing a two-way dialogue with both parties, giving the opportunity to exchange views and information, listening to them, hearing their problems and addressing these problems,
- Ensuring that all opinions are represented, including age, gender, vulnerable and/or minority groups,
- Establishing clear mechanisms to respond to stakeholders’ concerns, suggestions and/or complaints and providing feedback at all stages.
- The primary goal of our regular satisfaction and expectation surveys, our analyses of macro and micro trends, and our risk and opportunity analyses is to realize a production that will be valuable to all our stakeholders.
- We allow all stakeholders the opportunity to make written and/or verbal suggestions/complaints if it is believed that the activities positively or negatively impact the society, environment, or quality of life. We keep a record of all complaints and suggestions made by the stakeholders, review them in accordance with confidentiality guidelines, address them by taking the necessary steps, and give feedback to the relevant individuals.

We have a broad stakeholder network in terms of the sectors in which we operate. Therefore, stakeholder communication strategy and priorities for each group company vary according to the dynamics in the sector. As a result of sustainability management studies, we identified key stakeholders that are important in terms of economic, environmental, and social impacts and created stakeholder maps. These efforts help the group of companies to steer their activities in a sustainable and socially beneficial way and to determine strategies that meet the expectations and demands of the stakeholders. Each of our companies has different stakeholder communication maps according to their way of doing business and priorities. On the side is the consolidated stakeholder communication matrix, consolidated for the group companies in general.

STAKEHOLDER GROUP	DIALOGUE PLATFORM	COMMUNICATION FREQUENCY
EMPLOYEES	Limak Corporate Portal	Continuously
	Performance assessment meetings	Once a Year
	Social events	At least twice a year
	Occupational Health and Safety meetings	Monthly
	Satisfaction survey and sustainability assessment survey	Once a Year
	Digital channels	Continuously
CUSTOMERS	Satisfaction survey	Bi-weekly (Limak Tourism)
	Call center	Continuously
	E-mail	Continuously
	Seminars, congresses and fairs	A few times a year
	Digital channels	Continuously
SUPPLIERS, SUBCONTRACTORS	Surveys	Once a year
	Face-to-face meetings	At least once a year
	Supplier Inspections	On demand
	E-mail	Always
	Digital channels	Continuously
VENDORS	Meetings	At least once a year
	Face-to-face meetings	On demand
	Digital channels	Continuously
LOCAL PEOPLE	Environmental Impact Assessment (EIA) Report process	Before starting the investment and during the construction period
	Social projects	During the project
	Digital channels	Continuously
CAPITAL PROVIDERS, CREDITORS	Monitoring reports and site visits	At least once a year
	Digital channels	Continuously
PUBLIC ORGANISATIONS	Meetings	On demand
	Forms, information reports	At least once a year
	Audits	At least once a year
	Digital channels	Continuously
SECTORAL ORGANISATIONS, NONGOVERNMENTAL ORGANISATIONS	Membership meetings	Always
	Seminars and exhibitions	A few times a year
	Surveys	Once a Year
	Digital channels	Continuously
UNIVERSITIES	Collaborations in the field of education	During the project
	Digital channels	Continuously
SOCIETY & MEDIA	Social responsibility projects	During the project
	Interviews	When necessary
	Digital channels	Continuously
INTERNATIONAL NGOS, UNIVERSITIES, N. GENERATIONS	Projects	Always
	Digital channels	Continuously

What is Double Materiality?

Double materiality is a study that reveals the effect of [internal/external] stakeholder materiality results on their environmental and social impacts and, thus, the institution's financial viability. As a result, it is a unique study that enables the development of a strategic roadmap by examining all ESG issues and the dual influence of the financial future [from the outside to the inside and from the inside to the outside].

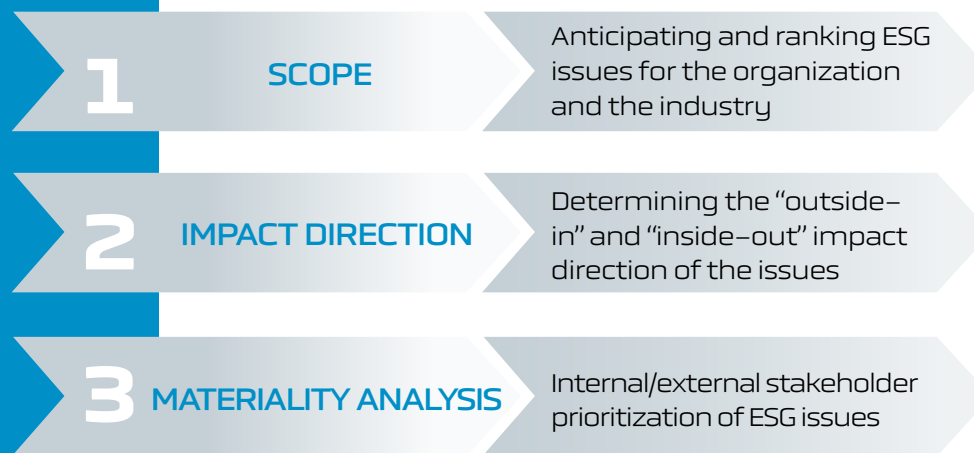
Scope of Analysis Study

In all our companies and throughout the group companies, we carried out a materiality study of sustainability issues, considering both our employees and the stakeholders we interact with.

The Sustainable Development Goals (SDGs), UN standards, and UN frameworks were taken into consideration when establishing the criteria. We also analyzed resources, including frameworks like the ESG ratings, sustainability standards, and GRI reporting.

Methodology

The Materiality study contributed to the first three phases of the double materiality study that followed.



Waste Management Conservation of Biodiversity Emission Management Energy Efficiency Combating Climate Change Water Management Use of Sustainable Resources Use of Renewable Energy	Employee Engagement Employee Satisfaction Employee Development Diversity and Inclusion Working Standards Occupational Health and Safety Talent and Performance Management	R&D and Innovation Digitalization Technology Use Ethics and Compliance Corporate Transparency Corporate Governance Approach Customer Satisfaction Risk Management Supply Chain Management and Sustainability Social Investments Compliance with International Standards Data Security Contribution to Local Economy	Extreme Weather Events Biodiversity Loss Infectious Diseases Natural Disasters Natural Resource Crises Livelihood Crises and Inflation Migration Movements Failure in Climate Action Social Inequalities Local Political Changes
ENVIRONMENT	SOCIAL	GOVERNANCE	GLOBAL RISKS

We conducted an online survey to see the impact and importance of the issues we have determined on internal and external stakeholders (inside-out and outside-in). **778 internal stakeholders** from our group companies and companies included in the report, and **367 critical external stakeholders** that affect the business processes of all our companies participated in this study.

Mega Trends and Limak Double Materiality Analysis

The climate crisis and the mega trends it has created that shape and accelerate the change in the rules of the general economy and business understanding on a global scale directs ESG targets with risk and opportunity analyses. These mega trends are:

■ Climate crisis and its effects

- Extreme weather events and disasters
- Depletion of fresh water resources and access to fresh water
- Deterioration of air quality and emissions
- Biodiversity loss and collapse of the food system

■ Social transformation and its effects

- Climate inequality and great migrations
- Demographic change and the aging world

- Life habits and change in demands of youth
- Geopolitical problems and conflicts between countries
- Effects of economic transformation
 - Transition from shareholder capitalism to stakeholder capitalism
 - New technologies, digitalization, and artificial intelligence
 - New payment systems and blockchain technology
 - Change in labor standards and human health

Due to the transformation under the pressure of mega trends and their effects, in addition to our regular materiality studies, as the Limak Group of Companies recently, necessitated the need to conduct separate double materiality analyses for

each of our companies and the industries we operate in.

Overcoming the problems stemming from the climate crisis and achieving global goals depends on gathering all stakeholders in our value chain around a common goal and their active efforts by participating. The establishment of this can only be achieved with qualified business management.

The double materiality study we undertook as the Limak Group of Companies demonstrates how these powerful trends, which have an impact both inside and outside, will be controlled to support our strategic objectives and effect change.

Limak Group of Companies Double Materiality Strategy

ESG PRIORITY AND GLOBAL TRENDS

LIMAK IMPORTANCE LEVEL

Mega Trends and the ESG Importance

Area Level

Limak Strategic Goals

Combating Climate Change

Emission Management

Combating climate change accelerates financial regulations to reduce **GHG** emissions.

Continuity High

Compatibility High

In order to make an active contribution to the combating climate change, the focus is on creating precise emission reduction targets that are consistent with science based targets.



Energy Efficiency

Use of Renewable Energy

Fossil resource costs are rising, RES conversion is promoted, and the costs of investment and technology are decreasing.

Compatibility Medium

Continuity Medium

Energy consumption has been decreased through operational upgrades across all sectors, while RES investments have been expedited to fulfill the demand for clean energy caused by economic development



Water Management

Waste Management

RES investments have been expedited to fulfill the clean energy demand of economic development, even if energy usage has been decreased via operational improvements in all sectors.

Transformation High

Continuity Medium

Zero waste is a goal for all enterprises, and it aims to employ innovative technologies to protect freshwater resources and guarantee company continuation under water stress.



Conservation of Biodiversity

Protection of Aquatic Life

Biodiversity is protected in terrestrial ecological systems and water to prevent the extinction of global life.

Transformation Medium

Transformation Medium

With the construction, food, and tourism sectors as a starting point, it aims to quickly establish environmental measures that protect biodiversity and life in the water.



Use of Sustainable Resources

Traceability of Resources

Resource tracking studies and the circular economy are made easier as recycling technology advance.

Continuity Medium

Continuity Low

The focus is on using recyclable materials in all operations and developing products suitable for recycling.



Limak Group of Companies Double Materiality Strategy



ESG PRIORITY AND GLOBAL TRENDS

LIMAK IMPORTANCE LEVEL

PERFORMANCE AREAS

Mega Trends and the ESG Importance

Occupational Health and Safety
Working Standards

The framework of occupational health and safety is expanded and decent working environments are created.

Employee Engagement
Employee Satisfaction

Rational expectations of new generation employees lead organizations to find new loyalty and motivation tools.

Diversity, Inclusion And Equality
Employee Development

It is commonly acknowledged that establishing global development should be done in a way that includes everyone and leaves no one behind.

Product Health, Safety and Quality
Emergency Management

The focus is on preventing crises in production and securing the supply of quality products and services.

Area Level

Limak Strategic Goals

Compatibility High
Continuity Medium

All operations aim to have zero accident, occupational health and safety is increased, and suitable standards are created for worker physical and emotional well-being.



Transformation Medium
Continuity Medium

Employee engagement and satisfaction surveys have been expedited to protect and develop intellectual capital as required by the integrated management strategy.



Continuity High
Compatibility Low

The whole ecosystem aims to create a working environment that is founded on human rights, diversity, and inclusion, with contributions from all activities and decision-making systems.



Compatibility High
Compatibility Medium

To ensure the continuity of economic and social life, the business focus has been decided to be high quality product/service continuity and energy availability.



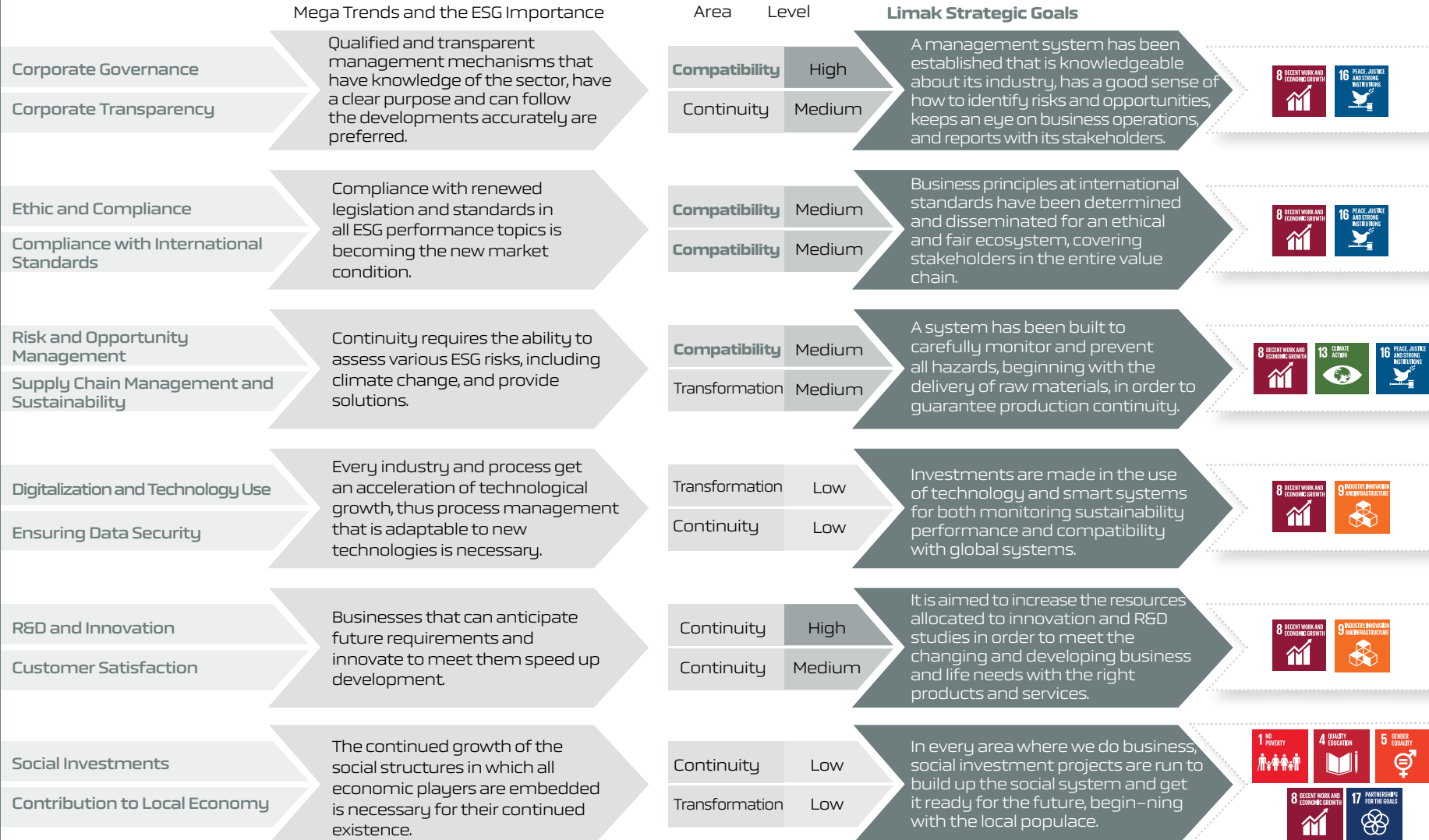
Limak Group of Companies Double Materiality Strategy



ESG PRIORITY AND GLOBAL TRENDS

LIMAK IMPORTANCE LEVEL

PERFORMANCE AREAS



Understanding the global ESG priorities and status of the performance areas we face, that require “compliance in the short-term,” “continuity in the medium-term,” and “transformation in the long-term” enabled us to define these strategic targets.

Our short-term compliance goals are:

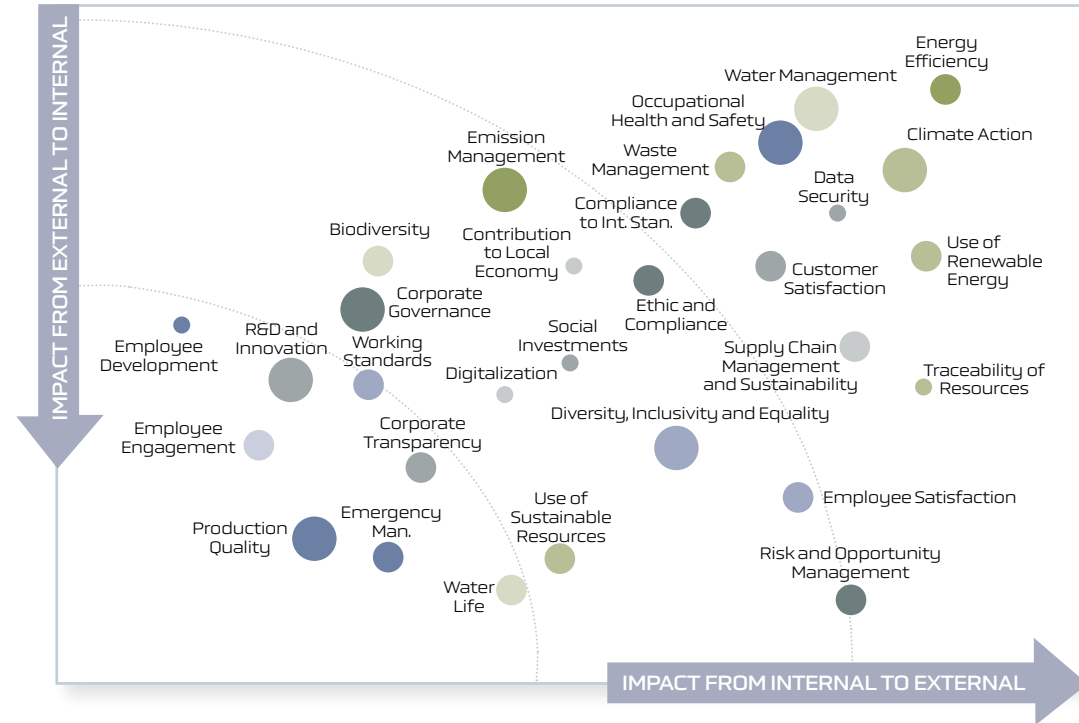
- Increasing the rate of energy efficiency and renewable energy source (RES) usage in the field of environment,
- In the social field, Occupational Health and Safety, employee development, product health, safety and quality and emergency management,
- Corporate governance must be implemented throughout the entire value chain, an ethical ecosystem must be established, a supply structure must be set in accordance with international standards, and multidimensional risk and opportunity analysis must be systematically implemented.

Our short-term strategic compliance goals will also enable us to fulfill the requirements of our medium-term sustainability priorities and long-term transformation focus.

Our definitions of short, medium, and long-term are because of the need to specify the time we require to devote to these issues, starting today, rather than postponing what we need to do to a later date.

We adopt as our first business goal to deal with all the problems on our table, which are included in our double materiality analysis, by giving the same value without interpreting them as today's and tomorrow's issues and to realize high-performance studies and projects in this regard.

LİMAK GROUP OF COMPANIES DOUBLE MATERIALITY ANALYSIS



ENVIRONMENTAL Priority/Materiality				SOCIAL Priority/Materiality				GOVERNANCE Priority/Materiality			
Low Medium High				Low Medium High				Low Medium High			
COMPATIBILITY Areas	●	●	●	COMPATIBILITY Areas	●	●	●	COMPATIBILITY Areas	●	●	●
CONTINUITY Priorities	●	●	●	CONTINUITY Priorities	●	●	●	CONTINUITY Priorities	●	●	●
TRANSFORMATION Associates	●	●	●	TRANSFORMATION Associates	●	●	●	TRANSFORMATION Associates	●	●	●

All our internal and external stakeholders and investors, are confident in the Limak Group of Companies because of its structure that has analyzed its condition, determined its effects, understood what must be done, and clarified its goals.

Real Accountability


By breaking new ground in this report, we took our sustainability materiality work one step further by performing a double materiality analysis and decided to present it for your evaluation.

For us, sustainability is essentially a contemporary management approach related to our existence. This understanding is the basis of our management in compliance with the universal sustainability principles in all our activities. However, we are aware this understanding should be embodied and conveyed to all stakeholders, especially investment and activity partners.

A significant part of the indicators and metrics, which have increasingly been on our agenda and underpinned the ESG approach, especially in the last two decades, were considered voluntarily.

However, in the last five years, significant progress has been made in the financialization of these indicators and metrics.

Although we, as the Limak Group of Companies, knew that the work we have carried out in the last ten years are of vital importance in the development of our group, we were having difficulties conveying this to our stakeholders.

 **The Corporate Sustainability Directive** was published by the European Commission on May 2023, just before this report was published, and the new  **Financial Reporting Standards** introduced by *IFRS* in June of the same year, show how right we are in this regard.

On the other hand, the *CSRD*  **Corporate Sustainability Reporting Directive**, which was discussed and accepted in the European Parliament in December 2022 also opened the page of a new era in the understanding of accountability of companies.

As the Limak Group Companies, by breaking new ground in this report, we took our sustainability materiality work one step further by performing a double materiality analysis and decided to present it for your evaluation.

We analyzed our transformation, compliance, and sustainability subjects and their impacts from the outside to inside and from the inside to outside by associating the materiality efforts of all our sectors with our external stakeholder's materialities, mega, and micro trends.

We carefully assess the outcomes we have achieved with our double materiality strategy, conduct financial analyses, and continue our efforts to fulfill our responsibilities towards our investment partners more qualifiedly.

As the Limak Group of Companies, we are determined to fulfill our investor responsibility by making more transparent and clear reports regarding all our activities and their ESG indicators.

OUR GLOBAL COLLABORATIONS



AECOM



DAELIM



OUR MEMBERSHIPS

AKTOB

Union of Mediterranean
Touristic Hoteliers and
Operators



Ankara
Chamber of
Industry



Ankara Chamber
of Commerce



Asphalt Contractors
Association



Atlantic
Council



United Nations
Global Compact



Bruegel



Foreign Economic
Relations Board



Railroad
Transportation
Association



Clean Sea Association
TURMEPA



Chamber of
Shipping



World Wildlife
Fund



World Energy
Council



Endeavor
Türkiye



Energy Trade
Association



Electrical
Manufacturers
Association



Solar Energy
Investors
Association



Hydroelectric Power Plants
Industry Businessmen
Association



International Commission
On Large Dams



International Hydropower
Association



International Pipe Line
& Offshore Contractors
Association



International Women's
Forum Türkiye



İMMİB- Service
Exporters'
Association



Mining Industry
Employers Union



Sustainable
Development
Association



Women's
Association in
Technology



Tourism Investors
Association



Turkish Industrialists
and Businessmen
Association



Turkish Electrical
Industry
Association



Turkish Young
Businessmen
Association



Turkish Construction
Industrialists
Employers Union



Corporate Governance
Association of Türkiye



Turkish Port Managers
Association



Turkish
Contractors
Association



Turkish Hoteliers
Federation



International Investors
Association



Women's Empowerment
Principles



World Economic
Forum



World Water
Council



Women's Association in
the Board of Directors



30% Club

Determination, Not Obligation

The sustainability approach, which is perceived as goodwill practices or an obligation in many institutions, has become a highly approved determination and stance in the Limak Group of Companies.

In the process of making sustainability our reality, we are in a continuous improvement process depending on the needs. We have also made improvements in the mechanisms of sustainability and total management of our business as a requirement of the process.

Today, as the Limak Group of Companies, sustainability management is carried out by the "Sustainability Department", directly reporting to our board of directors. The sustainable governance platform, which formerly functioned under the Corporate Communications Directorate reporting to the board

of directors with contributions from the Sustainability Support Office, was determined to become more executive and active today, depending on developments and needs.

In this new organizational structure, the sectoral studies carried out by the relevant "Company Committees" in each of our companies, the analyses carried out by the "Joint Task Forces" working under each field and covering the whole group, performance evaluations, follow-up and reporting, is consolidated by the "Limak Sustainability Directorate"; are transformed into concrete targets,

commitments, decisions, and actions, and reported to the Limak Board of Directors.

As a result, sustainable approaches have become highly authorized and equipped with the power to directly influence sustainability standards and decision-making processes in our group when many institutions consider sustainable practices as a necessity or a goodwill gesture.



OUR ETHICAL BUSINESS APPROACH

Establishing an ethical culture is the second crucial step in managing diversity and inclusion at Limak. The objective is to assist stakeholders in identifying the ethical principles that employees must follow while performing their duties. Employees must adhere to these principles, and any violations must be subjected to necessary examinations and evaluations. To oversee this process, an “Ethics Committee” has been established, consisting of one male and two female managers, namely Limak Investment Human Resources Director, General Counsel, and Internal Audit Coordinator. Additionally, an “Ethics Counseling Line” has been set up to monitor potential violations and resolve them promptly.



CODE OF ETHICS



APPLICATION PRINCIPLES OF CODE OF ETHICS, COMPLIANCE AND VIOLATIONS

The Limak Group of Companies, which has a “Zero Tolerance Policy” for bribery and corruption, has put its sensitivity on this issue in writing through the “Anti-Corruption Policy” it developed; it aims to raise employee awareness and support their compliance with ethical rules. This policy explains in detail how employees should act on bribery, corruption, conflict of interest and similar issues.



ANTI-CORRUPTION POLICY

The ethical principles and norms adopted by Limak are communicated to all its stakeholders, starting with the supplier chain they belong to, through group companies, to develop an ethical, fair, and responsible business culture throughout the whole value chain.



Progress

We identified twelve priority goals for our 2018–2019 report, shared them with the public, and took into account the opinions of stakeholders. These goals promote the Sustainable Development Goals and are consistent with the WEF Stakeholder Capitalism Indicators.

These twelve goals aim to create a healthy living space for the world, support social equality, and serve to establish a qualified government. We focused on our goals, which we set 2020 as the base year, considering our development in the next three years (2023) and our position in 2026, the 50th anniversary of our establishment.

2023 will be a year for us to update our goals in line with our ESG risks.

By clicking on the icon, you can reach the relevant goal page of the company.

GOAL 1

Constantly monitoring and developing energy efficiency studies, creating the necessary infrastructure and renewing the existing one.

By 2026, an average of **25%** energy efficiency will be achieved across the group.

Total energy consumption across the group decreased by 44% compared to 2020.

0% 100%

GOAL 2

Constantly monitoring and developing the water efficiency studies, to create the necessary infrastructure and to renew the existing one.

28% water efficiency will be achieved by 2026.

Water consumption across the group decreased by 7% compared to 2020.

0% 100%

GOAL 3

Reducing the emissions caused from our activities.

Emission reduction studies will be carried out in all companies, and an average of **27%** reduction will be achieved by 2026.*

Total greenhouse gas emissions across the Group decreased by 11% compared to 2020.

0%  100%

*This goal includes Scope 1 and Scope 2 emissions.

GOAL 4

Developing awareness projects that will encourage the reduction of consumption through the development of waste reduction practices.

It is aimed to complete **zero waste** studies by 2026 for all companies.

Zero waste studies continue rapidly. Limak Tourism's all hotels in Türkiye, Limkon, all factories of Limak Cement, LimakPort, HEAŞ, HEPP Çetin, Alkumru, Kirazlık and Uzunçayır in the HEPP locations have zero waste certificates.

0%  100%

GOAL 5

Supporting the development of women's employment and their qualified active participation.

The rate of female employment will be increased by **20%** by 2023 and **40%** by 2026.

Compared to 2020, the number of our female employees is **20%**, our female (the number of male employees increased by 10% in the same period) employee rate has increased by **9%**.

0%  100%

GOAL 6

The goal is zero accidents achieved by developing practices that will provide improvement in occupational health and safety and by providing international performance criteria and standards in this field.

It is aimed to achieve a “zero accident” rate by ensuring international standards in all companies.

OHS studies continue as a priority target in all our companies.

0%  100%

GOAL 7

To monitor and increase employee satisfaction regularly.

Employee satisfaction is targeted to be at least **80%** every year.

Target is achieved only in Limkon.

Group-wide CMA Rate for 2021*: 71.7%

0%  100%

* Employee satisfaction survey is conducted every 2 years throughout the group. The last employee satisfaction survey was conducted in 2021. The next employee satisfaction survey will be conducted in 2023.

GOAL 8

Carrying out studies to improve the understanding of sustainability in all sectors and supporting existing studies.

Our group companies will support efforts to develop the understanding of sustainability with at least one project each year.



You can find the list of 409 sustainability projects of Limak companies here.

0%  100%

GOAL 9

Spreading ethical principles and rules across the entire value chain in group companies, including suppliers.

It will be transferred to the entire value chain by 2023.

An Ethical Principles and Rules booklet has been created, and these principles and rules have been conveyed to all Limak employees. Our efforts to inform our external stakeholders continue.

0%  100%

GOAL 10

Establishing feedback management systems for the external stakeholders and regularly monitoring and reporting.

Feedback mechanisms in all sectors will be updated and participation of all external stakeholders will be ensured by 2023.

Necessary management systems have been established for the feedback of our critical stakeholder groups in all sectors.

0%  100%

GOAL 11

Reflecting the sustainability perspective to all suppliers.

Training of all suppliers will be completed by 2026.

Supplier training contents are being prepared. As of 2024, the trainings will start by programming.

0%  100%

GOAL 12

Increasing the use of renewable energy sources in energy consumption.

The use of these resources in total energy consumption will be increased to at least **30%** by 2030.

In addition to our SPP project with a total installed capacity of 2737 MWp in Türkiye and abroad, we plan to realize and commission the Self-Consumption SPP Project with an installed capacity of 101.13 MWp and the Hybrid SPP Project with an installed capacity of 12451 MWp.

0%  100%

OUR SKILLS FIRST...

With the motto **People First**, we call our employees **our talents** and see them as the basic building block of success. With this understanding, it is our main priority to provide a safe working environment, in particular, a fair, non-discriminatory and happy working atmosphere for all our employees. We know that the way to reach goals is through the prosperity of our work life.

We strengthen our corporate leadership through a committed work ethic and an inclusive corporate culture

Our Human Resources Policy ensures that we always encourage dynamic collaboration and open communication, regardless of management level.



HUMAN RESOURCES POLICY

By collaborating with Avita, which aims to achieve a holistic state of health and happiness by protecting the mental and physical well-being of the employees in line with the work-life balance;

■ In our offices “Employee Support Program” and “Employee Support Line” applications were put into practice. Thanks to these applications, employees can access consulting services for their needs in their social life, such as psychological, medical, legal, financial, healthy diet, office ergonomics, technology, veterinary, and home/ garden needs.

■ “Limak Group of Companies Domestic Violence Hotline” has been established for all Limak employees. With the Domestic Violence Hotline, employees benefit from psychological or legal counseling services 24/7 free of charge.

As one of the 100 companies participating in the “Business Against Domestic Violence” (BADV) Project, which is carried out with funding from the UNFPA, the Sabancı Foundation, TÜSİAD, and the implementing partnership of the Sabancı University Corporate Governance Forum, Limak has been added to the Network of Companies Against Domestic Violence.

With the Domestic Violence Hotline, employees can benefit from psychological or legal counseling services 24/7 free of charge.

Limak-Avita İşbirliğiyle
“Limak Holding Ev İç Şiddet Destek Hattı”
7 gün 24 saat ihtiyaç duyduğunuz
her an yanınızda!

Ev İç Şiddet Destek Hattı ile psikolojik veya hukuki danışmanlık hizmetlerinden 7/24 ücretsiz olarak faydalanabilirsiniz. Ev İç Şiddet Destek Hattı üzerinden yapacağınız aramalarda kişisel bilgileriniz Limak dahil üçüncü kişi/kisilerle paylaşılmayacak olup Avita tarafından gizlilik içerisinde yürütülecektir.

24/7 Ev İç Şiddet Destek Hattı
0212 8003473

Ev İç Şiddet Hattı Destek Hizmetleri

PSİKOLOJİK DANIŞMANLIK

Kişinin kendisi, ailesi ve çevresiyle ilişkili yaşadığı tüm psikolojik sorunlar, psikolojik destek gördüğü durumlarda, yüz yüze psikolojik danışmanlık verilecektir.

HUKUKİ BİLGİ

Özel hayatta karşılaşılan hukuki sorun, anlaşmazlık ve endişeler, Avukatı tavsiyesi gibi hizmetler ve kurum ile çalışan arasındaki konular bu hizmetin kapsamı dışındadır.



A voluntary **Coaching Program** is organized with the “Engineer Girls of Türkiye” Project and female engineers employed by the Limak Group of Companies and other organizations to support the professional and personal growth of young business talents and to help them be successful, efficient, and highly aware in both their professional and personal lives.

Structuring the development processes of future leaders towards strategy and shared goals, ensuring that they can work in synergy by developing their innovative, creative, and open-to-change perspectives, evolving the way of doing business, being a role model for young professionals by adopting the corporate culture, carrying the institution into the future, and the relationship between the institution’s objectives, strategies, and competitors. The **Executive Development Program** is designed to assist executives in making significant contributions to their positions.

Performance Evaluation

The e-performance assessment system, which considers competency- and target-based performance criteria was established in 2020. Annual reports were then generated based on performance results and training

requirements, and thus, gender-sensitive monitoring and control mechanisms were formed.

The performance system was taken into consideration as the vertical and horizontal motions of male and female employees started to be tracked; based on the system, guidelines for career management and promotion and development were devised to foster diversity and inclusion. The e-performance evaluation system, which began with the office in Istanbul, started to be used in 4 hotels in the tourism and Hamitabat Power Plant with the aim of spreading it across group companies.

Remuneration Approach

Remuneration policies include fixed base salary, incentives for new hires, dismissal procedures, tier structure, market data and performance-based remuneration.

As the organization is shaped by functional units and has multiple business lines, it is crucial to analyze and evaluate the work to fit the hierarchical structure. In addition to a fair and transparent compensation system supported by internal policies, regular market research is an essential component of the system. Through

annual wage analysis and reporting on gender equality, any possible wage disparities or differences in benefits among employees are prevented. This reinforces the connection between fair and transparent wage management practices and organizational performance.

Limak Group of Companies provides financial convenience to their employees with OlduBil.

In this way, our institution and our employees save many additional costs and time.

The payments mediated by OlduBil are as follows:

- Corporate expenses
- Employee meal cards
- In-house competition awards
- Special day gifts
[March 8, Women’s Day, etc.]
- Holiday aid
- Expenses and per diems
- Christmas gifts

DIGITALIZATION AND INNOVATION

Digitalization and innovation remain one of Limak Group of Companies' priorities for long-term growth, competitive differentiation, adapting to advanced technologies, and increasing efficiency.

Limak Group of Companies uses technology development, technology purchasing from external sources, and working with startup models to integrate technology and innovation into processes within the scope of the **Transformation Office** activities. Many new technologies have been developed in collaboration with the Limak Group of Companies' Corporate Applications and Software Development teams, and new technologies are being developed rapidly.

The **Startup Business Partnership** program, which has been running for three years under the direction of the Transformation Office, after

the startup's successful PoC (Proof of Concept), we not only continued our collaboration but also supported TUBITAK 1512, Endeavor, and numerous other institutions and programs in the startup ecosystem. By putting it on the agenda, these organizations helped the country's development technologically.

As Limak Group of Companies, we attach importance to measuring the environmental and socio-economic impacts of our business practices we prioritize digitalization as one of our top R&D and innovation priorities.

For instance, by using the machine tracking startup (TNGZ), we significantly reduce carbon emissions. We anticipate the benefits of implementing virtual reality technology and animations in our group companies to enhance our OHS trainings.

At Limak Construction, we started the **Innovation Leaders Project**. With the events we'll organize in this context, we hope to spread Limak Construction's innovation culture, accelerate transformation adaptation, and boost organizational effectiveness.

With new innovation projects and programs, our rapid digitalization will continue in the upcoming years. With teams having an adaptable, diverse, and creative workforce that picks up new skills, technology and innovation move in a continuous cycle. This year, we will carry out

projects and programs full of training and activities by distributing them among a very large team in an effort to accelerate this cycle.



409 Projects with Our Intellectual Capital

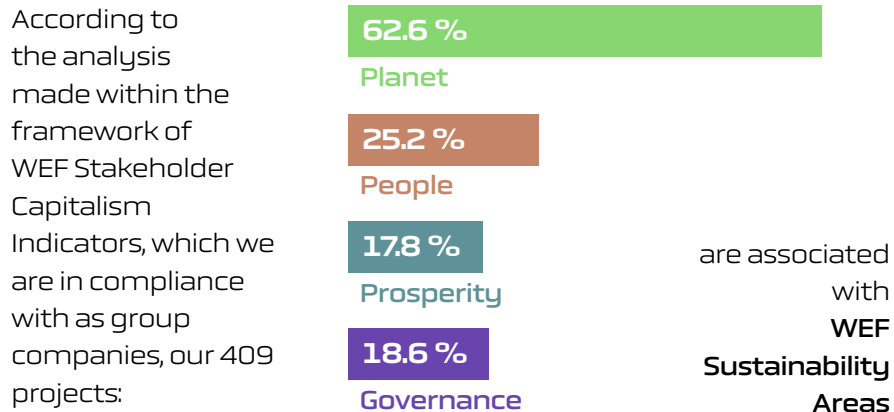
As the Limak Group of Companies, we provided our active support to the global sustainability effort with **409 tangible projects** across the six sectors in which we operate.

It is not surprising to see that a project contributes to more than one sustainability area and global goal, as they approach the problems they address and produce solutions from a multidimensional perspective.

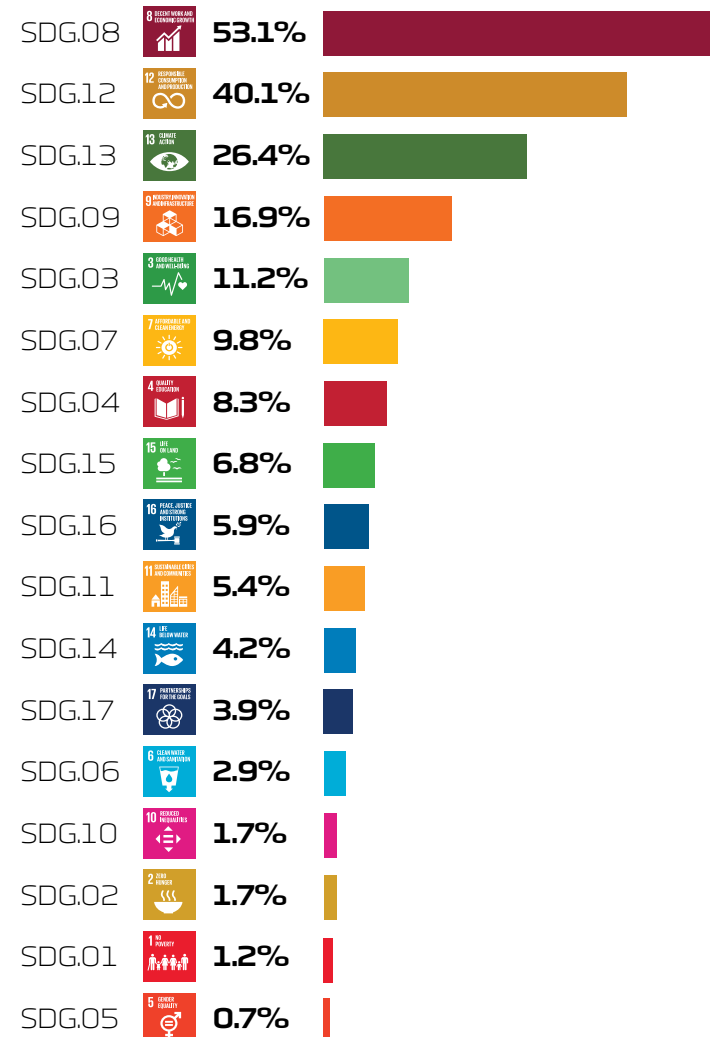
Our 409 projects;



Compliance with Global Frameworks



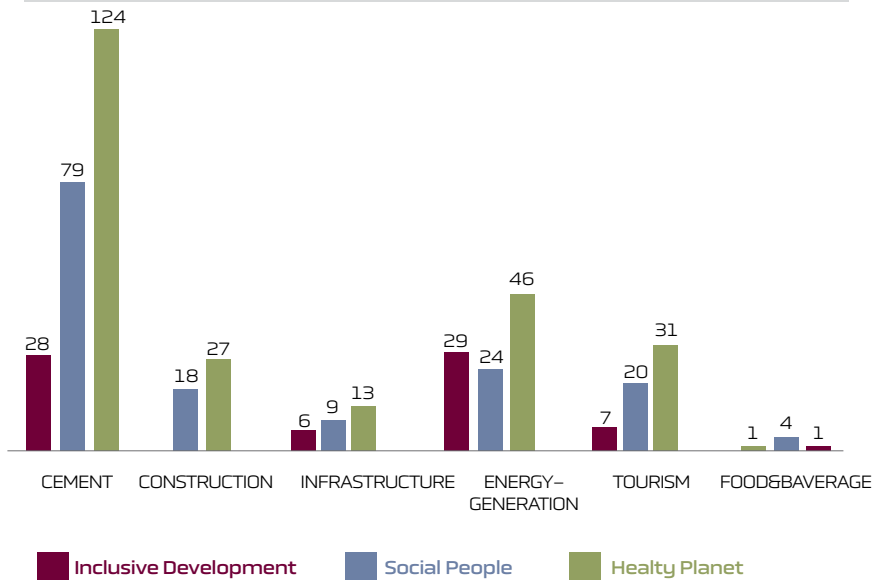
According to the evaluation made within the framework of the UN SDGs as a summary of our common global goals, the primary contributions of our projects are as follows:



Our Project Performance According to Our Sustainability Areas

The interest and participation of our sectors in the fields of sustainability, which is applicable for all companies affiliated with our group, is at a very high level.

PROJECTS OF SECTORS ACCORDING TO SUSTAINABILITY AREAS AT LIMAK



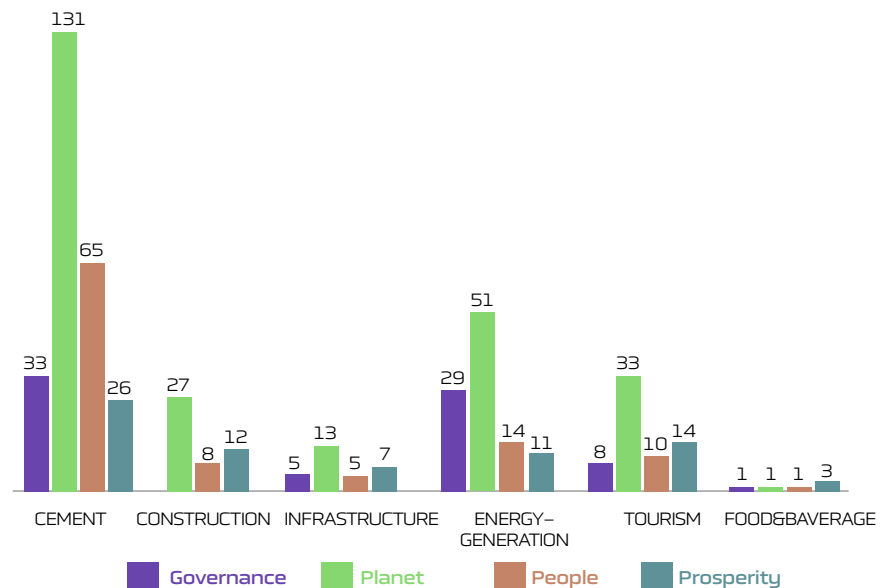
The issue of combating climate action, clearly revealed in the risk analysis and double materiality analysis carried out systematically, also left its mark on the project materiality of all our sectors. We are pleased to inform you that dozens of projects in almost every sector align with our Healthy Planet focus.

As the Limak Group of Companies, we are determined to continue our fight intensively and uninterruptedly against the climate crisis and its natural extension, climate inequality.

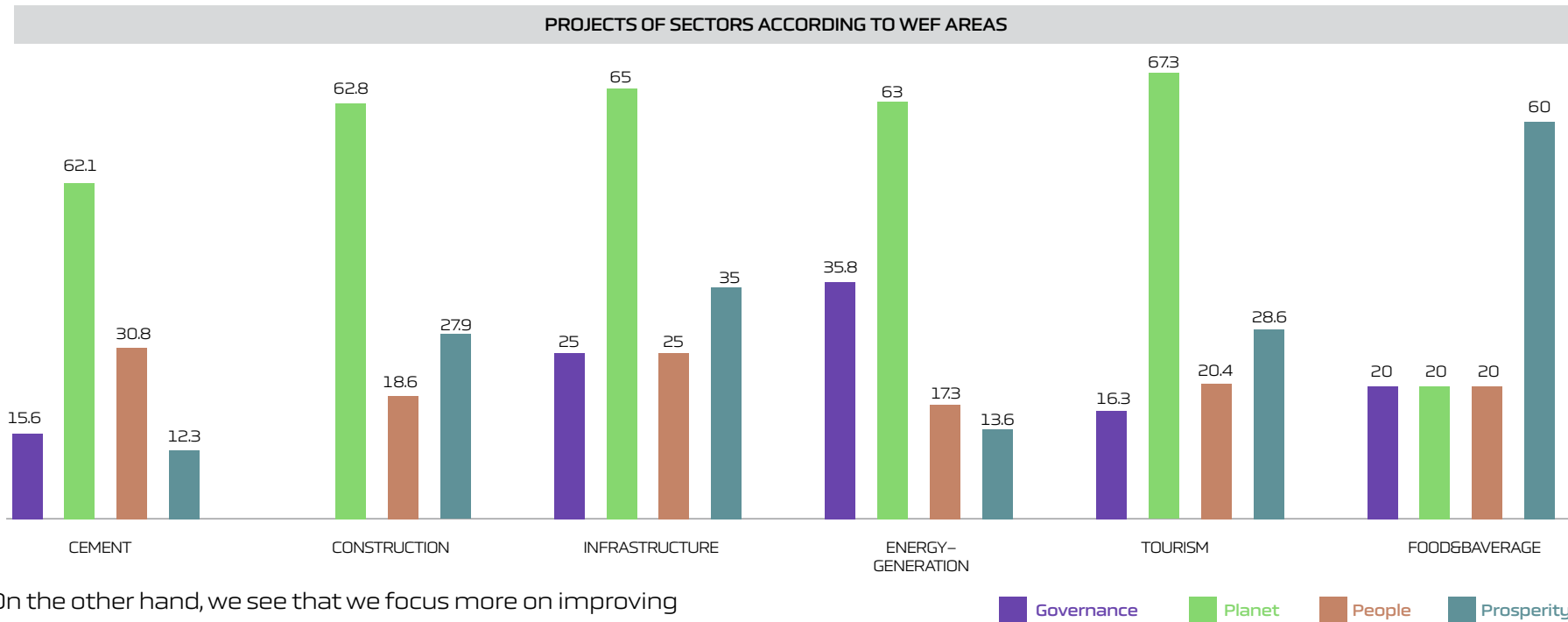
As the Limak Group of Companies, we are determined to continue our fight intensively and uninterruptedly against the climate crisis and its natural extension, climate inequality.. This effort also enables our group to make significant progress in climate adaptability and resilience and to look to the future with confidence. We recognize the vital role of businesses for the financial industry and all investors that support climate action, combat climate inequality, increase climate resilience, and start adapting to the future today.

The analysis of the projects carried out by our companies in our sectors within the framework of WEF metrics gives the same result.

PROJECTS OF SECTORS ACCORDING TO WEF AREAS



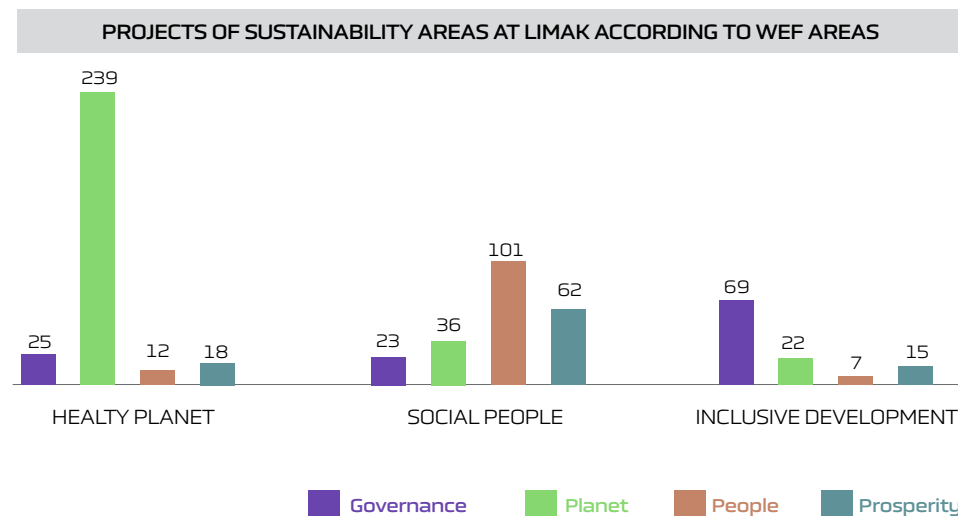
In addition to numerical evaluation, when we look at the compositions of our sectors to focus on four main areas proportionally, it is seen that we attach great importance to protecting the planet.



On the other hand, we see that we focus more on improving social prosperity in our food and beverage and infrastructure sectors.

When the classification of the projects based on the “Limak Sustainability Areas” is compared to the WEF framework, it is evident that our enterprises have a focus composition that is in line with the global strategy.

Despite the fact that our work in the “Healthy Planet” performance area overlaps with the WEF’s planetary metrics, it is notable that our “Social People” projects substantially satisfy the people and prosperity indicators. On the other hand, “Inclusive Development” demonstrates that our management approach that guides all initiatives is effective in terms of WEF’s governance metrics.







LİMAK CONSTRUCTION



Limak Construction has constructed various infrastructure and superstructure projects including crucial airports, ports, highways, dams, hydroelectric power plants, treatment plants, factories, industrial plants, food plants, pipelines, mixed-use complex structures, hotel constructions in many cities of the world with its construction experience of more than 45 years accumulated since its establishment. Limak Construction, which took its place at the top of the list of the first 250 international construction companies in the Engineering News-Record (ENR), jumped six places in 2022 and came to the 50th place.

Limak Construction has undertaken construction projects of national and international importance in numerous cities around the world. The company is committed to providing safe and fair working conditions for all its employees across its projects. Additionally, it maintains positive relationships with its stakeholders in the project areas and ensures responsible management of environmental and social factors associated with its projects, to ensure sustainable economic and social development.



You can access all the completed and ongoing projects of Limak Construction from here.

ENR
Engineering News-Record
THE TOP 250
TOP INTERNATIONAL CONTRACTORS OF THE WORLD
50th rank in 2022



Yusufeli Dam and HEPP

Limak Construction received the Achievement Award in 2022 from the Turkish Contractors' Association, International Contracting Services

The International Roads Federation (IRF) recognized the 1915 Çanakkale Bridge as the Most Successful Project of the Year in the "Construction Methodology" category for its use of cutting-edge techniques and engineering solutions applied during the project's 4-year record completion span.

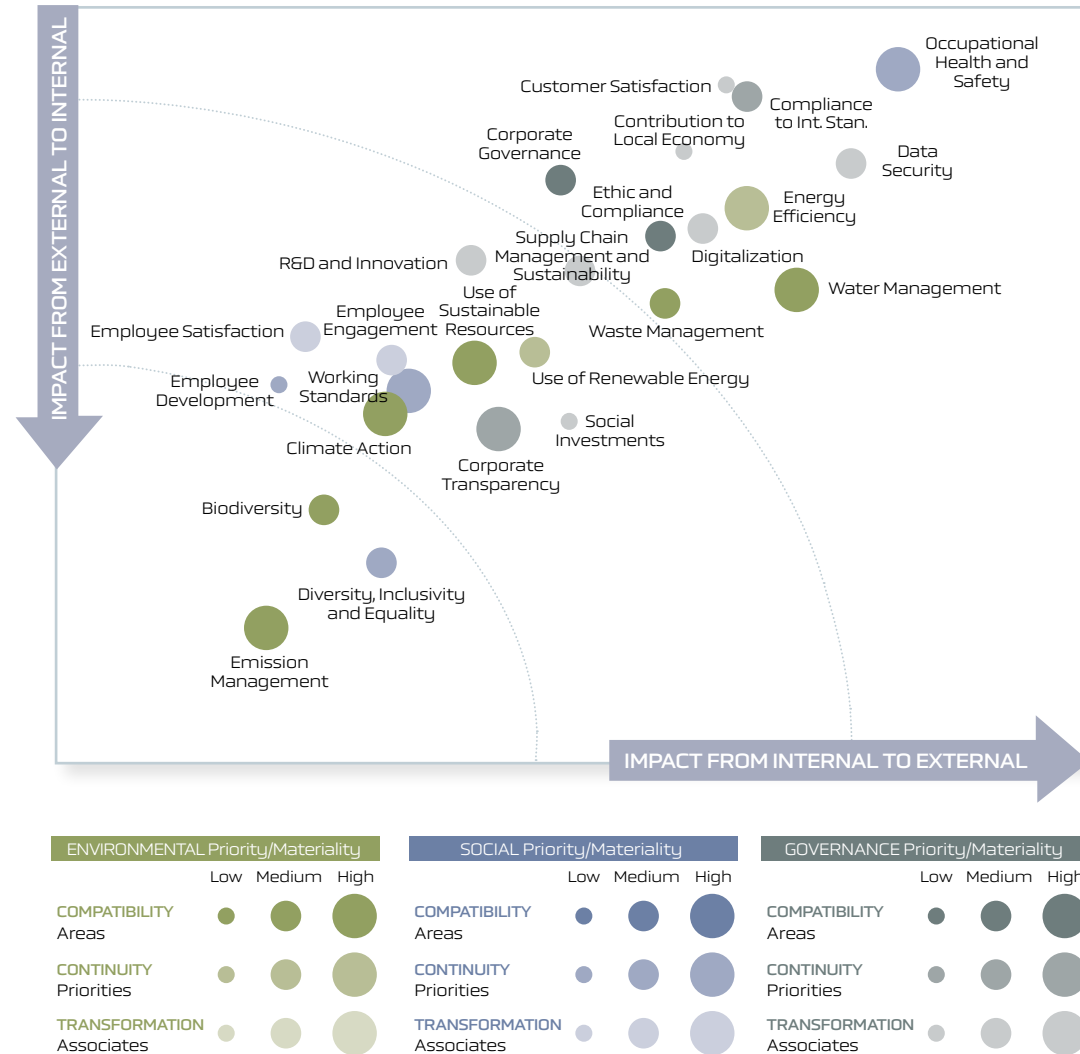
The 1915 Çanakkale Bridge Project was completed by Limak Group of Companies, which was recognized in 2021 as the firm that gives the most insured employment, pays the most premiums, hires people with disability, and employs insured women by the Republic of Türkiye Ministry of Labour and Social Security and Social Security Institution.

Central Bank of the Republic of Türkiye Campus



LİMAK CONSTRUCTION DOUBLE MATERIALITY ANALYSIS

During the reporting period, by determining the priority sustainability focus issues in the construction sector, it conducted a survey with the participation of its internal and external stakeholders and analyzed the two-way impact of the survey results on the organization's ESG policy, strategy and performance, and its financial future (from outside to inside and from inside to outside). A matrix created as a result of the double materiality analysis was determined as the sustainability priorities of the new period after the approval of the Limak Construction Sustainability Team and the Board of Directors.



LİMAK CONSTRUCTION SUSTAINABILITY GOALS

GOAL 1

Constantly monitoring and developing energy efficiency studies, creating the necessary infrastructure and renewing the existing one.

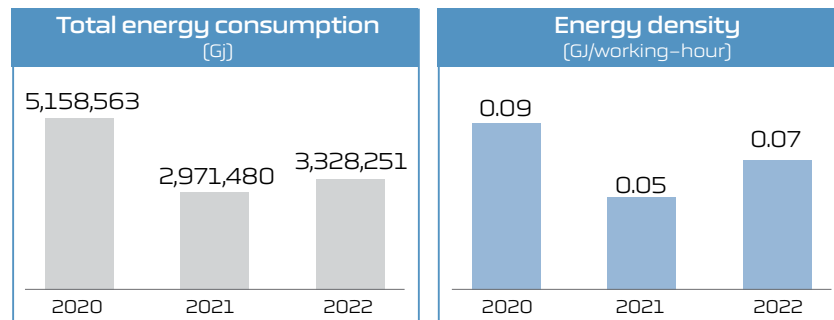
Unit energy consumption shall be reduced by **30%** by 2026.

In order to utilize fewer resources at its headquarters and construction sites and to reduce its influence on climate change by reducing its energy-related emissions, Limak Construction examines the results of its energy efficiency studies every month. It develops strategies to ensure energy efficiency and reduce current energy consumption.

Limak Construction uses its engineering knowledge to ensure energy efficiency and invests in this direction. It implements numerous projects, from thermal insulation activities conducted to prevent the use of energy-based air conditioning at its construction sites due to temperature changes to large-scale energy efficiency projects.

2020 **2022** Total energy consumption was reduced by **35%** and energy intensity by **28%**.

Energy Consumption*



* While only electricity consumption was taken as a basis before 2022, total energy consumption has been started to be calculated since 2022.

GOAL 2

Constantly monitoring and developing water efficiency studies, creating the necessary infrastructure and renewing the existing one.

Unit water consumption shall be reduced by **30%** until 2026.

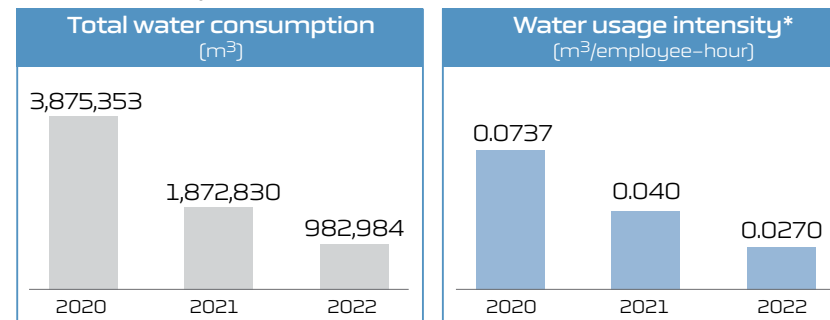
Water recycling is encouraged at Limak Construction, and unnecessary water consumption is prevented by taking all necessary precautions regarding water use. Water meters are calibrated regularly, unused taps are closed, and faulty valves and pipes are repaired as quickly as possible.

Administrative and operational water consumptions at all construction sites are monitored monthly, and strategies to reduce water consumption are studied.

To reduce the amount of water use in the projects, awareness-raising activities are carried out for the employees.

2020 **2022** Per capita water consumption decreased by **70%**.

Water Consumption Amount



* Before 2022, water usage intensity is calculated over the total number of employees, and from 2022 on the total working hours.

GOAL 3

Reducing the emissions caused from our activities.

A reduction of **20%** is targeted in emissions by 2026 by establishing emission monitoring systems at all construction sites.

Limak Construction, which carries out practices that will support climate action by limiting the impact of the projects it carries out on climate change, monitors the amount of greenhouse gas emissions originating from its construction sites.

Since the most obvious emission sources in the

projects are the exhaust emissions of construction equipment, Limak Construction prefers low-emission vehicles in its construction sites.

Limak Construction monitors and reports periodically by measuring the **generator** and vehicle exhaust emissions used in construction sites.

Emission Intensity has been reduced by 34% reaching the target before 2026.

Greenhouse Gas Emissions	2020	2021	2022
Scope 1 Emissions (tons of CO ₂ e)	303,109.14	176,425.23	185,926.73
Scope 2 Emissions (tons of CO ₂ e)	54,295.26	44,609.91	26,207.10
Greenhouse gas density (tons of CO ₂ e / employee-hour)	0.00678	0.00408	0.00447

GOAL 4

Implementing awareness projects that will help to reduce consumption through the development of waste reduction practices.

It is aimed to complete **zero waste** studies by 2026 for all companies.

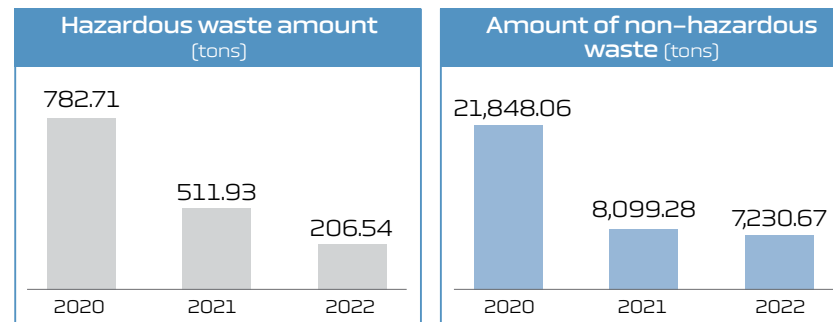
With trainings that are repeated on a regular basis, Limak Construction explains the significance of waste management and what must be done in order to raise the awareness of its employees and manage the administrative and operational wastes generated as a result of its activities in accordance with the zero waste principle.

The wastes produced as a result of operations are stored separately by Limak Construction per the established waste management plan. The waste is managed in collaboration with authorized recycling and

disposal businesses, and waste amounts are adhered to on all construction sites depending on the type of waste.

The Healthy Planet Committee conducts research to identify new methods to reduce the amount of waste generated per worker on construction sites, and best practices are implemented as examples. It also creates systems to decrease single-use plastics and lower waste at its source. Large amounts of food waste from construction sites are donated to animal shelters to provide social and environmental benefits.

Waste Amount



GOAL 5



Supporting the development of women's employment and their qualified active participation.

It is aimed to increase the rate of female employees at all levels by **40%** by 2026 and to support women's projects related to our sector.

Limak Construction supports the development of women's employment in business life by advocating gender equality in all areas of life, including its sector. With this understanding, Limak Construction promotes social responsibility initiatives that will increase the number of women employed on construction sites. Limak Construction evaluates male and female employees fairly in the recruitment procedures based on talent and prohibits all

forms of discrimination. Engineer Girls of Türkiye project offers internship opportunities at construction sites, mentoring, and post-internship recruitment opportunities to female students at universities' Engineering Faculties.

Number of Employees*

	2020	2021	2022
	698	877	873
	13,872	15,657	15,336

* In contrast to the calculation in the 2020–2021 Sustainability Report, Limak Construction has changed and shared the methodology for calculating the number of female employees as of 2022.



GOAL 6

The goal is zero accidents achieved by developing practices that will provide improvement in occupational health and safety and by providing international performance criteria and standards in this field.

In 2022, Limak Construction has made substantial investments in occupational health and safety on its construction sites.

As the results of the Double Materiality study carried out during the reporting period present, occupational health and safety are among the high-priority issues of Limak Construction. Limak Construction has invested 17,675,000 TRY in 2022 on occupational health and safety at its construction sites. Personal protective gear and equipment are fully distributed, national and international laws and regulations are followed in all areas, and numerous precautions are taken to create safe working conditions and to ensure that the activities performed at construction sites do not adversely affect the health and safety of the employees.

Employees receive training on occupational health and safety, and it is made clear that everyone must participate in these activities. Work continues offering practical workplace health and safety training alongside academic instruction using **VR simulation** technologies. In addition to Limak Construction, employees, subcontractors, suppliers, and visitors who receive services are also ensured to comply with the occupational health and safety rules. The Occupational Safety and Environment League is a trial program implemented in several construction sites. It rewards employees who follow occupational health and safety regulations to instill the concept's value.

In 2022 94,384 employees*hours of OHS training was provided.

All construction sites of Limak Construction are managed and certified in accordance with the ISO 45001:2018 Occupational Health and Safety Management System.

The senior management of Limak Construction pays close attention to the OHS data reports and accident root-cause analyses in order to achieve the zero-accident target and prevent future accidents.

With the decrease in the number of lost days accidents, the accident severity rate has been improved by 76%.

2020
2022

OHS Statistics	2020	2021	2022
Accident Frequency Rate [%]	763	10.85	8.16
Accident Severity Rate [%]	904.47	478.27	512.59

GOAL 7

Employee satisfaction is targeted to be **at least 80%** by monitoring every year.

Due to the industry in which it operates, each project for Limak Construction presents a unique set of challenges. However, Limak Construction overcomes these obstacles by working to maintain the prosperity of its personnel despite the changing circumstances.

In order not to adversely affect the living conditions of the employees from the project-based changing locations, it provides accommodation by creating living spaces in line with the needs of the employees at the construction sites.

Limak Construction conducts employee satisfaction surveys every two years. The last employee satisfaction survey was conducted in 2021, and employee satisfaction at Limak Construction was 73.2%; employee engagement was measured as 73.8%.



GOAL 8

Carrying out studies to develop the understanding of sustainability in the sectors in which it operates.

Each company is expected to support these studies with at least one initiative per year.

Starting from the construction sector, Limak Construction carries out studies to develop the understanding of sustainability in the society. Limak Construction provides trainings on sustainability to its employees and carries out awareness raising activities.

Limak Construction implements environmental and social sustainability projects in line with the goals of Limak Group of Companies in the construction projects it undertakes and tries to create social benefits for everyone.

İstanbul Central Bank Project

- Meeting the needs of the Cement Manufacturers' School
- Environmental and social responsibility practices carried out within the construction site
- Blood donation organization to the Kızılay
- Efforts to provide medical care, nutrition and shelter for stray animals
- Sending leftover food from the mess halls to the animal shelters as feedstuff
- Meeting the needs of the Sevgi Evleri Kindergarten

Yusufeli Dam Relocation Roads Project

- Afforestation work of the highways, roadsides, central refuges

Yusufeli Dam HEPP supply construction work

- Feeding, sheltering and protection of cats, dogs and wild deer

GOAL 9

It is aimed by 2023 to apply the ethical principles and rules which are in all of group companies to entire value chain, starting from the employees and including the supply chain.

Limak Construction has adopted the Limak Group of Companies Code of Business Ethics for all its projects' most significant ethical guide, and in 2022, all their personnel completed training in compliance with the Limak Group of Companies Code of Business Ethics.

For ethical behavior to become widespread and business ethics rules to be known and adopted by stakeholders in the entire value chain, Limak Construction has added to its 2023 goals the transfer of ethical practices to all stakeholders in the value chain, beginning with suppliers and it has been planned to prepare a common presentation to be used by all companies for sharing the Limak Group of Companies Code of Business Ethics with the supply chain.

GOAL 10

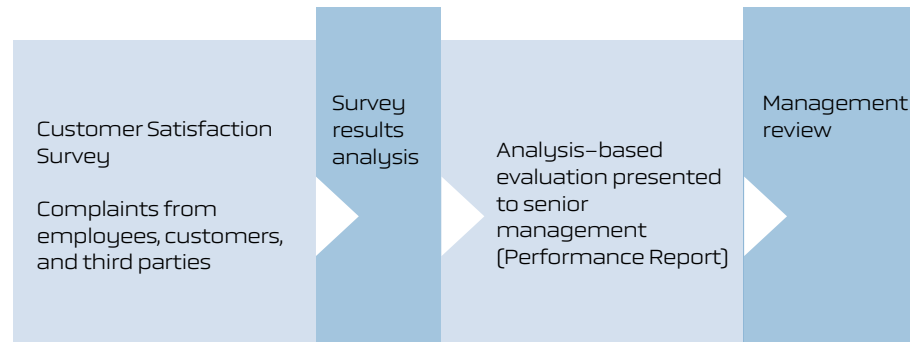
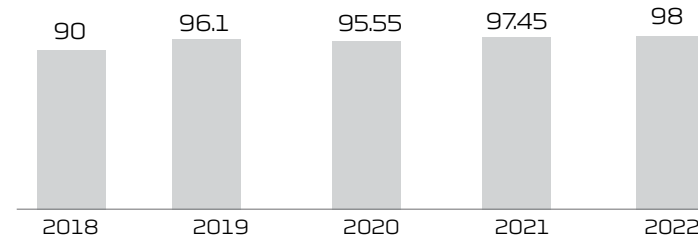
It is aimed to create, monitor and report feedback systems for the external stakeholders and to implement the feedback mechanisms in all companies up to date and with full participation, until 2023.

Limak Construction owes its sectoral success, to the customer satisfaction it provides, as well as the successful national and international projects it has realized. To ensure customer satisfaction, actions are taken in accordance with the business strategy regarding stakeholder feedback from various channels. Stakeholder complaints received at construction sites are also resolved and reported to management in Monthly Quality Activity Reports are received from all construction sites and analyzed, and a Quality Management System Performance Report is prepared every 6 months.

Stakeholders' opinions about Limak Construction are collected and their pulse is taken through the customer satisfaction surveys that are carried out regularly every year.

Limak
Construction
achieved a
customer
satisfaction rate
of **98%** in 2022.

Limak Construction Customer Satisfaction Survey Results [%]



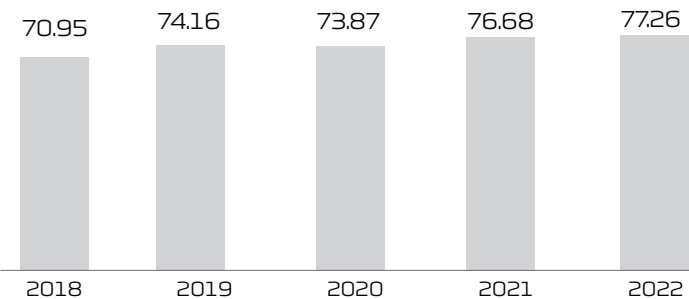
GOAL 11

It is aimed to bring a sustainability perspective to the supply chain and to complete the training of all suppliers by 2026.

Limak Construction aims to create a robust supply chain structure with over 6,000 suppliers, to ensure its sectoral success and business continuity. Limak Construction continues to work with all its suppliers and develops business agreements in various project locations to obtain a sustainable viewpoint. They also create training plans for their suppliers.

Limak Construction has taken steps to digitize its procurement and supplier management operations, now carrying out its processes through an **ERP** system. The company's procurement and supplier selection teams work meticulously, following a thorough Purchasing-Supplier and Subcontractor Evaluation Procedure. They require suppliers to sign a Supplier Sustainability Commitment and conduct evaluations of their suppliers and subcontractors every six months. The teams create a Performance Report to track and analyze the results of their suppliers' and subcontractors' work.

Limak Construction Supplier Evaluations [%]



T

LİMAK TOURISM



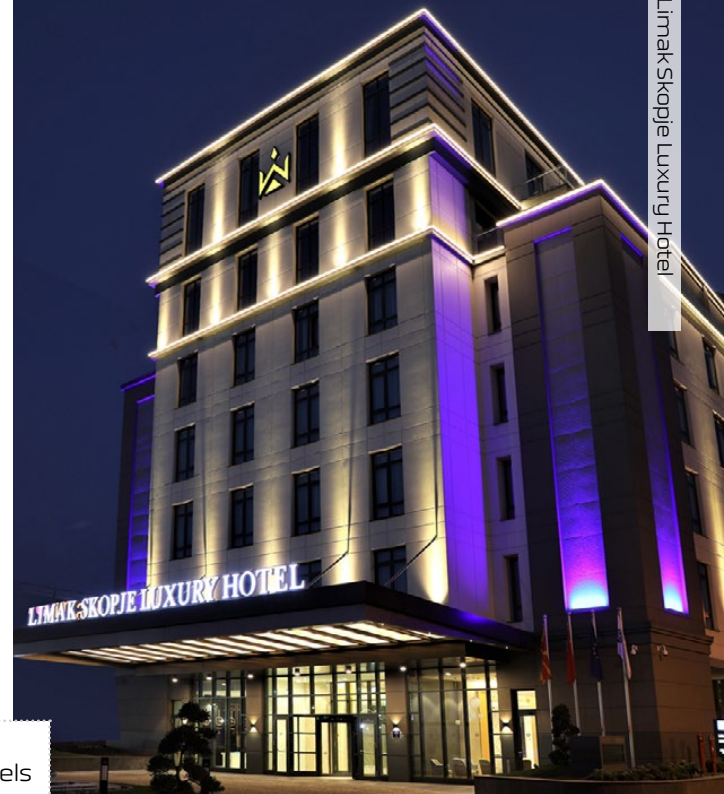
Limak started its journey in the tourism sector back in 1995 with the establishment of Limak Arcadia. Over the years, Limak Tourism expanded its portfolio by introducing new hotels such as the Limak Limra in Antalya Kemer in 1998 and the Limak Atlantis Hotel in Antalya Belek in 2002. The company's investment strategy revolves around the concept of being a pioneer and a leader in every industry it operates in.

The slogan "Warm Hospitality & Excellent Service" was registered as a brand promise of Warm Turkish Hospitality and Excellent Service when Limak International Hotels &

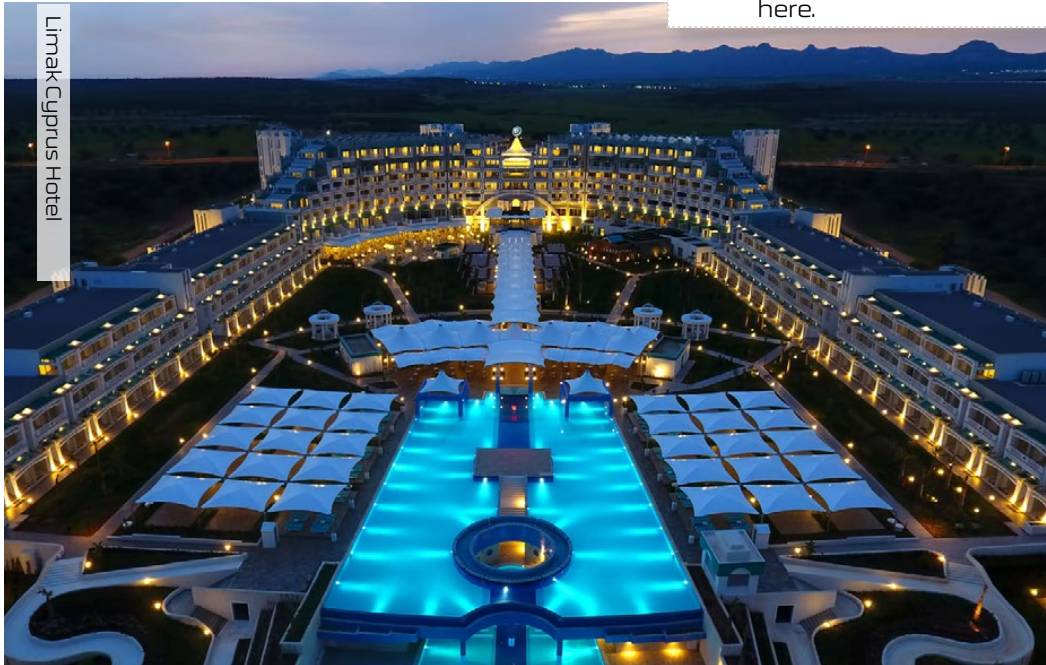
Resorts was established in 2000. Limak Ambassadeur was launched in 2006 to manage city hotels, while Limak Lara was introduced in the same year to cater to country tourism in Antalya Lara. In 2010, Limak Yalova Thermal, Türkiye's first thermal boutique hotel, was opened for service, and in 2011, Limak Eurasia Hotel in Istanbul Kavacık was launched for guests. These facilities provide services throughout the year and maintain occupancy rates exceeding 80%. Limak Tourism is proud to host guests from nearly 40 countries every year in addition to its domestic guests.



You can find information about Limak Tourism hotels here.



Limak Skopje Luxury Hotel



Limak Cyprus Hotel

LİMAK HOTELS 2022 AWARDS

Limak Arcadia Hotel

Travelife Gold Award
Tripadvisor Travellers
Choice
Recommended on
Holidaycheck
Tripadvisor Travellers
Choice
Otel puan Award 2022
Hotel Zoover Gold

Limak Limra Hotel

Holidaycheck 2022
Recommended on 2022

Limak Ambassadeur Hotel

Booking.com Guest Review
Awards
Otelz Guest Review Awards

Limak Eurasia Hotel

Booking.com Award of
Excellence

Limak Thermal Boutique Hotel

Türkiye's Best Managed QM
Boutique and Small Hotel
[Qm Awards]

Limak Skopje Hotel

Booking.com puanı 9.2
**country leader on
Booking.com**

Limak Cyprus Hotel

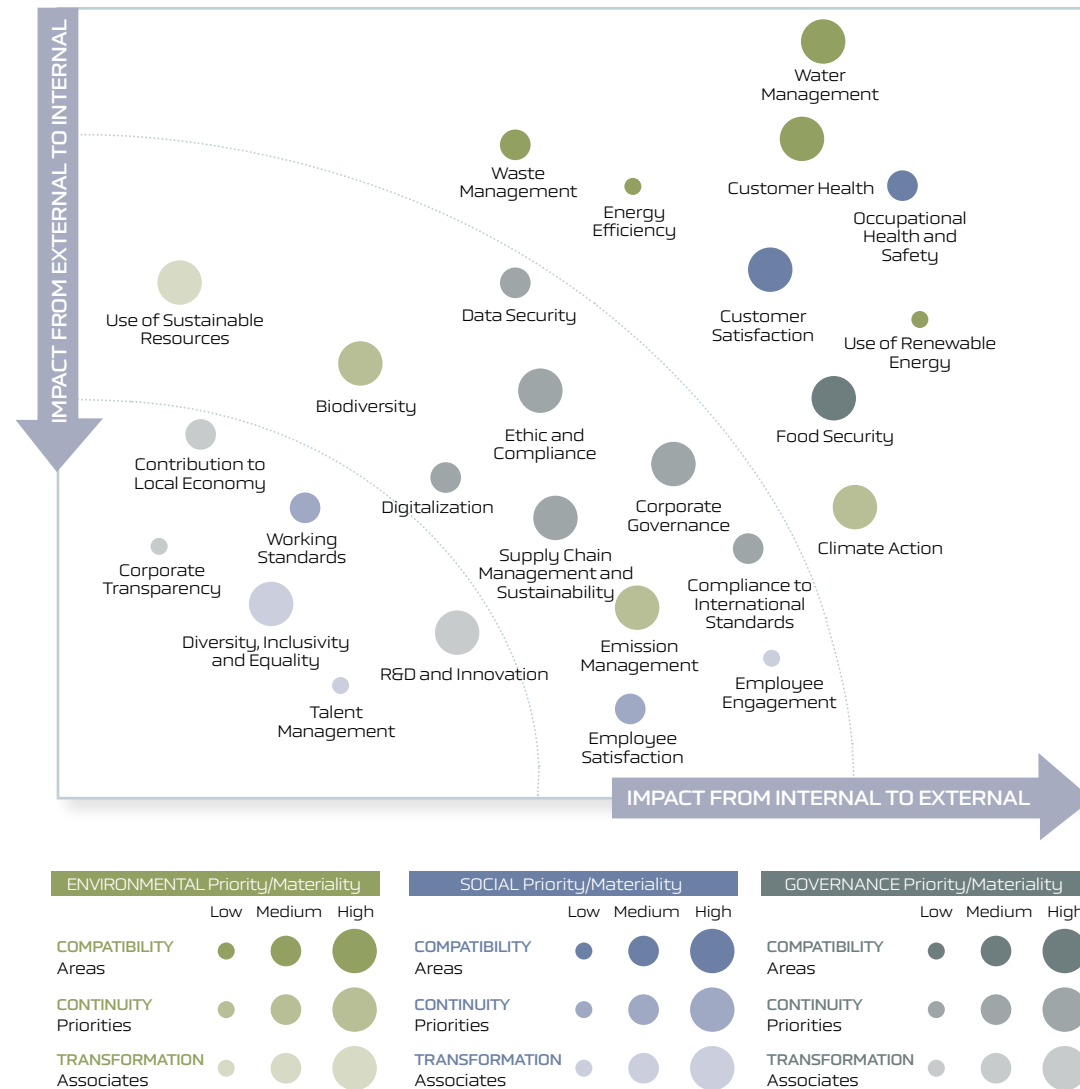
Otelz-Guest Satisfaction
Award

Sustainability at Limak Tourism

LIMAK TOURISM DOUBLE MATERIALITY ANALYSIS

Unlike previous years, Limak Tourism carried out a new study to update its sustainability priorities in 2022 and conducted a double materiality analysis.

During the reporting period, Limak Tourism identified sustainability-related issues that were of particular importance to the industry. Limak Tourism conducted an internal and external stakeholder survey and carried out a double materiality study to examine the impact of the survey's findings on the organization's ESG policy, strategy, and performance. The study was conducted from the outside to inside and from the inside to outside. As a result of the double materiality analysis carried out, a matrix was created, which determined the new sustainability priorities of Limak Tourism, considering their financial future.



LİMAK TOURISM SUSTAINABILITY GOALS

GOAL 1

Constantly monitoring and developing energy efficiency studies, creating the necessary infrastructure and renewing the existing one.

It is aimed to increase energy efficiency practices in all hotels, especially for guests, and to reduce electricity consumption per night by **10%** by 2026.

Limak Tourism is committed to providing consistent high-quality service across all its hotels, while also maintaining uninterrupted customer service. To achieve this goal, the company is constantly researching ways to improve energy efficiency. To analyze the current energy consumption, daily monitoring

is carried out in all hotels, and energy efficiency targets are implemented based on electricity consumption.

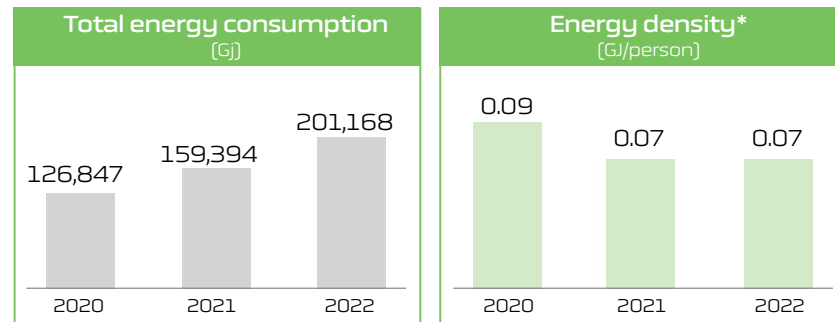
To meet the energy needs of the projects with renewable energy, investments are made in solar energy. Additionally, hotels increase their share of SPP in energy consumption.

- Controlling the pool and surrounding lighting with the automation system,
- Use of photocell and timer in environmental and general space lighting,
- Using LED lighting and energy saving bulbs,
- Controlling the air conditioners with a timer,
- Periodic maintenance and inspection of all machinery and equipment, including pool heating-cooling, hydrophore pumps,
- Using the solar energy panel system,
- Providing pre-heating to the domestic water by passing the water of the cooling tower through the **heat exchanger**,
- Steam boilers are used in the laundry by passing the **condensate** return through the heat exchanger.

 2020
2022

Limak Tourism has reduced its energy intensity by **23%**.

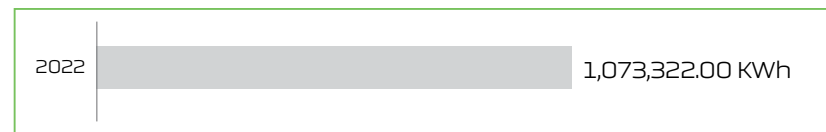
Energy Consumption



*The number of paid adults and paid children staying in hotels is taken as a basis when calculating the density.

The amount of energy provided from renewable energy sources has tripled in the last 3 years.

Energy from renewable energy sources SPP



GOAL 2

Constantly monitoring and developing water efficiency studies, creating the necessary infrastructure and renewing the existing one.

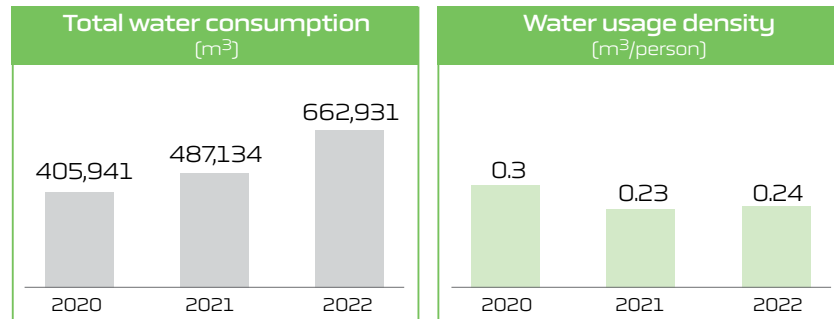
It is aimed to reduce water consumption per night by **20%** by 2026.

In the tourism sector, water is extensively used for entertainment purposes, unlike other sectors. Recognizing the importance of water and being conscious of water resource preservation, Limak Tourism provides training to its employees on water efficiency and conservation.

Limak Tourism implements efficiency studies by following the water consumption in all its hotels and developing applications to reduce the amount of water consumption per overnight stay. During the reporting period, they implemented various water-saving techniques such as **gray water**-rainwater storage, gray water-backwash water application, and gray water-vegetable washing water recycling. As a result, they were able to save a total of 15,450 m³ of water. Additionally, they installed automatic irrigation systems to reduce evaporation during the garden irrigation process, which has now become a procedure.

Water usage intensity per person was reduced by 20% in Limak Tourism.

Water Consumption Amount



GOAL 3

Reducing the emissions caused from our activities.

It is aimed to establish emission monitoring systems in all hotels by 2023.

Limak Tourism has built a system for tracking greenhouse gas emissions in all its hotels as of December 2022 and has its emissions estimated as of 2021 to mitigate climate change.

The emission intensity per person was reduced by 5% in Limak Tourism.

Greenhouse Gas Emissions	2020	2021	2022
Scope 1 Emissions (tons CO ₂ e)	4,112.65	4,240.98	8,180.24
Scope 2 Emissions (tons CO ₂ e)	7,059.35	16,584.02	17,199.00
Greenhouse gas density (tons CO ₂ e / person)	0.0083	0.0098	0.0093

To cut its energy-related emissions and switch to renewable energy sources, Limak Tourism has invested in clean energy. In 5 hotels in Türkiye, Limak Tourism has self-consumption solar power projects with a combined installed power of 18.75 MWp. Permit applications are currently being processed.

GOAL 4

Implementing awareness projects that will help to reduce consumption through the development of waste reduction practices.

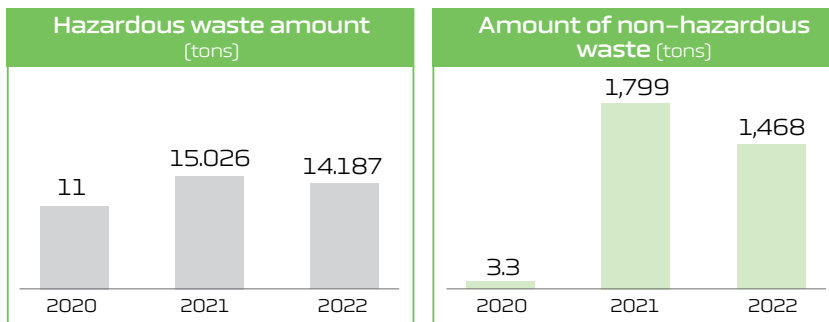
It is aimed to complete **zero waste** studies by 2026 for all companies.

In accordance with the zero waste approach, the waste coming out of Limak Tourism hotels reduces waste at its source, evaluates the waste, and brings unavoidable waste to the economy.

Limak Tourism is committed to protecting natural resources and promoting a circular

It has obtained a zero waste certificate by applying the principles of the **zero waste** model in all its hotels in Türkiye and manages its overseas hotels in accordance with the zero waste approach.

Waste Amount*



* The tourism industry was one of the sectors most impacted by the measures implemented to lessen the effects of the ongoing pandemic in the world in 2020. Because there were fewer visitors staying in hotels, there was a corresponding decline in hotel waste, which was then restored to normal in 2021 as the pandemic lost its effects.

GOAL 5

Supporting the development of women's employment and their qualified active participation.

It is aimed to increase the rate of our female employees at all levels by 50% by 2026 and to support women's projects related to our sector.

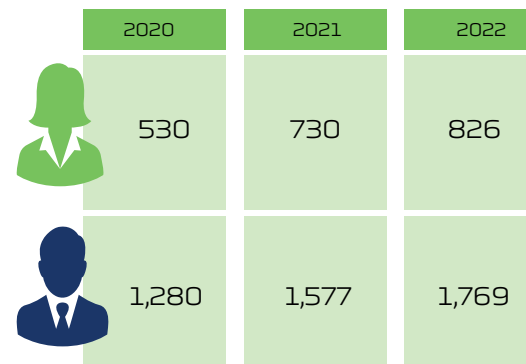
Limak Tourism is committed to promoting gender equality and increasing women's employment opportunities across all its hotels. The company has received national and international recognition for its efforts in this area.

In 2019, Limak Tourism, as part of its commitment, continues to support for women in business through the Gender Loan program, which was the first of its kind in the world and

the company was recognized as the second in Türkiye to implement this program.

To further support its female employees, Limak Tourism has created a Policy for Combating Domestic Violence and a Zero Tolerance Policy against Violence and Violation of Sexual Immunity. These policies are designed to guide and protect female employees from any form of abuse or discrimination.

Number of Employees



GOAL 6

The goal is zero accidents achieved by developing practices that will provide improvement in occupational health and safety and by providing international performance criteria and standards in this field.

Limak Tourism conducts continuous improvement studies to ensure the health and safety of its employees and guests in all its hotels established across a wide area. The hotel's Occupational Health and Safety (OHS) Boards closely monitor statistics related to workplace safety, including field risks, workplace accidents, and changes in the law. They regularly hold OHS meetings to discuss these issues and develop solutions to mitigate the risks found, with the boards' decisions being implemented.

To create a culture of occupational health and safety, employees receive

OHS training every two weeks to raise awareness and encourage adoption of safe work practices.

Following a detailed analysis of occupational health and safety statistics at Limak Tourism in 2022, it was found that the newly recruited employees had a high rate of near misses and occupational accidents. In response, physical environment improvements were conducted in areas where occupational accidents were frequent. Additionally, analyses were conducted to achieve the goal of zero accidents.

OHS Statistics*	2020	2021	2022
Accident Frequency Rate [%]	19	30	45

*Included in OHS statistics are 8 hotels.



In 2022, **17,024 person*hours** of training were provided at Limak Tourism.

GOAL 7

It is aimed to have **at least 80%** employee satisfaction every year.

The tourism sector is a sector with high turnover. Being aware of the increased role of its employees in providing the current service quality, Limak Tourism develops practices that will ensure corporate belonging and employee satisfaction in its employees. It offers supplemental perks to its employees, including gifts for mothers' and fathers' days, stationery aid for workers with children, religious holiday packages, marriage and birth benefits, birthday celebrations, and achievement awards.

Limak Tourism, which acts by examining employee feedback and suggestions throughout the year, regularly measures the employee satisfaction rate annually.

Employee satisfaction rate **69%**, employee engagement rate **69.2%** in 2021



GOAL 8

Carrying out studies to develop the understanding of sustainability in the sectors in which it operates

Each company is expected to support these studies with at least one initiative per year.

Limak Tourism promotes sustainable tourism by creating initiatives to benefit the environment, its clients, and the community. It goes beyond just making economic profit and carries out studies in this direction with the participation of all its employees. To increase the sustainability awareness of its employees, Limak Tourism provided 211,680 person*hour training to all its employees in 2022.

The Global Sustainable Tourism Council (GSTC), the world's foremost environmental and sustainability platform for the tourism industry, has awarded **Stage 3 Sustainable Tourism Certification** to Limak Tourism in Türkiye for 2022. This accomplishment is the result of meeting all of the criteria within the four primary categories of Sustainable Management, Socioeconomic Impacts, Cultural Impacts, and Environmental Impacts.

Republic of Türkiye Ministry of Culture and Tourism's **Bicycle Friendly Accommodation Facility** project was supported by Arcadia Hotel in an effort to protect the historical and cultural fabric of the area, pass it on to future generations without destroying it, and encourage bicycle travel through these regions. With the title **Bicycle Friendly Accommodation Facility**, it offers its guests 15 different bicycle routes and a total of 1,136 kilometers of bicycle paths.

Limak Tourism provides inclusive service to its guests with the **Pet-Friendly Hotel Project**, which will allow pet-owning guests to spend their holidays with their pets.

GOAL 9

It is aimed by 2023 to apply the ethical principles and rules which are in all of group companies to entire value chain, starting from the employees and including the supply chain.

Limak Tourism provides equal and fair service to everyone by developing activities in accordance with the Limak Group of Companies Business Ethics Rules in all its hotels.

To ensure that our employees comply with our Code of Business Ethics, we provide ethics training to raise awareness about the Code of Ethics.

In 2022, 183 person*hour **ethics training** was given to Limak Tourism employees.

GOAL 10

It is aimed to create, monitor and report feedback systems for the external stakeholders and to implement the feedback mechanisms in all companies up to date and with full participation, until 2023.

Limak Tourism stays connected with its guests through various communication channels such as call center and email. They strive to meet the changing expectations and trends of the hotel management industry to enhance the quality of their service and ensure the satisfaction of their guests. The company has a system in place to consistently gather and assess feedback and suggestions from guests throughout the year and provide appropriate solutions.

In 2022, Limak Tourism started working and testing the program at the demo level to implement the **Customer Relationship Management (CRM)** project, which offers an integrated approach to increase guest satisfaction.

GOAL 11

It is aimed to bring a sustainability perspective to the supply chain and to complete the training of all suppliers by 2026.

Instead of purchasing the most appropriate food, Limak Tourism uses the highest-quality, most natural products produced by local farmers in its hotels across the globe. It also monitors its suppliers' adherence to policies promoting social and environmental sustainability and plans educational events for their suppliers.

While central purchasing teams determine the suppliers in the hotels in Antalya, the purchasing and supplier selection processes in other hotels are carried out by the purchasing units within their structure.



LİMAK CEMENT



22 years of cement industry experience

Limak Cement is one of the industry's leading companies, with 12 cement plants in Türkiye, Mozambique, Ivory Coast, and Dubai, as well as over 20 ready-mixed concrete plants and a **BIMS** block facility. It entered the **ISO 500** list at position 93 in 2022, securing its position among the top 100 industrial companies in Türkiye, according to data from 2022.

In terms of production capacity, it is ranked second in the Turkish cement industry, with a capacity of 9.6 million tons of **clinker** and 17.7 million tons of cement as of 2022. In 2022, Limak Cement's cement and clinker production sales and exports exceeded expectations and showed growth compared to the previous year. Clinker exports were particularly strong due to increased demand in Türkiye and the global market. Additionally, the company's **franchised** activities in the field of ready-mixed concrete continued in 2022.

As the Global Trading Company expanded its export markets and increased its annual trade volume, it added clinker, additives, and petroleum coke to its trading portfolio. Limak Cement has established four fundamental sustainability goals for integrated and globally aligned sustainability performance across all operations, including the highest standards of workforce and working condition quality, accurate management of environmental and social impacts, enhancement of societal benefits, and alignment with the Limak Group of Companies' sustainability strategy.

Limak Cement is continuously engaged in R&D and P&D efforts to reduce production emissions and enhance energy efficiency. These efforts are aimed at bringing advancements in the industry, applicable not only to Limak Cement but to the entire sector. The company's innovative products align with global innovation and infrastructure improvement efforts and contribute to achieving the set targets.



You can find information about Limak Cement here.

Limak Anka Cement



- The **R&D Center** was registered by the Ministry of Industry and Technology of the Republic of Türkiye in October 2022
- In accordance with the standards of the **ISO 14064-1:2018** Standard, it is the first cement company in Türkiye to have its **Carbon Footprint** report validated by a recognized authority.
- In its first year of participation, it received a **"C" Awareness Score** within the framework of the CDP Climate Change Program.
- It received the **"B" Management score** in the Water Security category of the Carbon Transparency Project (CDP) for 2022.
- It continues to invest in a 4.8 MW natural gas cycle power plant in Mozambique in order to meet the Net Zero Carbon goal.
- With **ISO 17025** international accreditation, it has 3 Ready Concrete R&D laboratories, which are **unique and exemplary in the industry**.
- **For the first time in the cement sector, Türkiye has implemented projects with the World Bank and the European Investment Bank's energy efficiency and clean technology funds.**
- It is one of Mozambique's three largest producers and also the **first local producer** to receive the country's product quality certificate.
- Ivory Coast is the only cement factory to rank in the top 10 of the Ministry of the Environment's ranking of Most Environmental Companies.
- Ivory Coast is the first industry player to have a ready-made concrete R&D laboratory.

■ **The first factory** to receive the certification TS EN 197-5 "Cement – Part 5: Portland Composite Cement CEM II/CM and Compound Cement – CEM V" is the Limak Cement Factory in Şanlıurfa.

■ It has low **NOx** emission calciner rotary kilns, which were commissioned for the first time in the Turkish cement industry.

■ It has received the **first European Technical Assessment (ETA)** product accreditation between Türkiye and the European Union nations, allowing bottom ash to be used as an addition in the manufacture of cement.

■ Studies are being conducted in collaboration with the **EBRD** and the Sustainable Development Association to find opportunities that will foster industry cooperation through promoting the circular economy.

■ Limak Cement's factories have Zero Waste Certificates, which are subject to the inspection of the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change, which were obtained with the aim of spreading **Zero Waste Certificate** and the use of alternative raw materials.

■ All factories adhere to the EN 197-1, **ISO 9001, ISO 14001, ISO 45001, and ISO 50001** Integrated Management Systems.

■ It continues to fund research and development through partnerships with universities.

■ It holds the distinction of being Türkiye's first integrated cement production to earn the **GOLD Certificate** and the Türkak Accredited ISO 45001 and ISO 50001 certifications in 2020, respectively.

■ In Ivory Coast, it became the first cement production to acquire the ISO 14001: 2015 Environmental Management Systems certification.

■ Supply chain management will be a part of ongoing efforts to comply with **ISO 14046** (Water Footprint) and **ISO 14064** (Carbon Footprint) Standards.

■ Every year, more and more factories (in Trakya, Anka, and Balkesir) are using alternative fuels and raw materials.

■ Through its continuing HR Organizational and Digital Transformation Projects, it seeks to **lead the industry** in the field of HR.

■ Through mentor programs developed with **Limak Cement Academy**, efforts are still being made to build a pool of qualified human resources as part of the sustainability strategy.

■ It continues to operate within the framework of the United Nations' (UN) 2030 Sustainable Development Goals, whose committees have improved the procedures for making decisions.

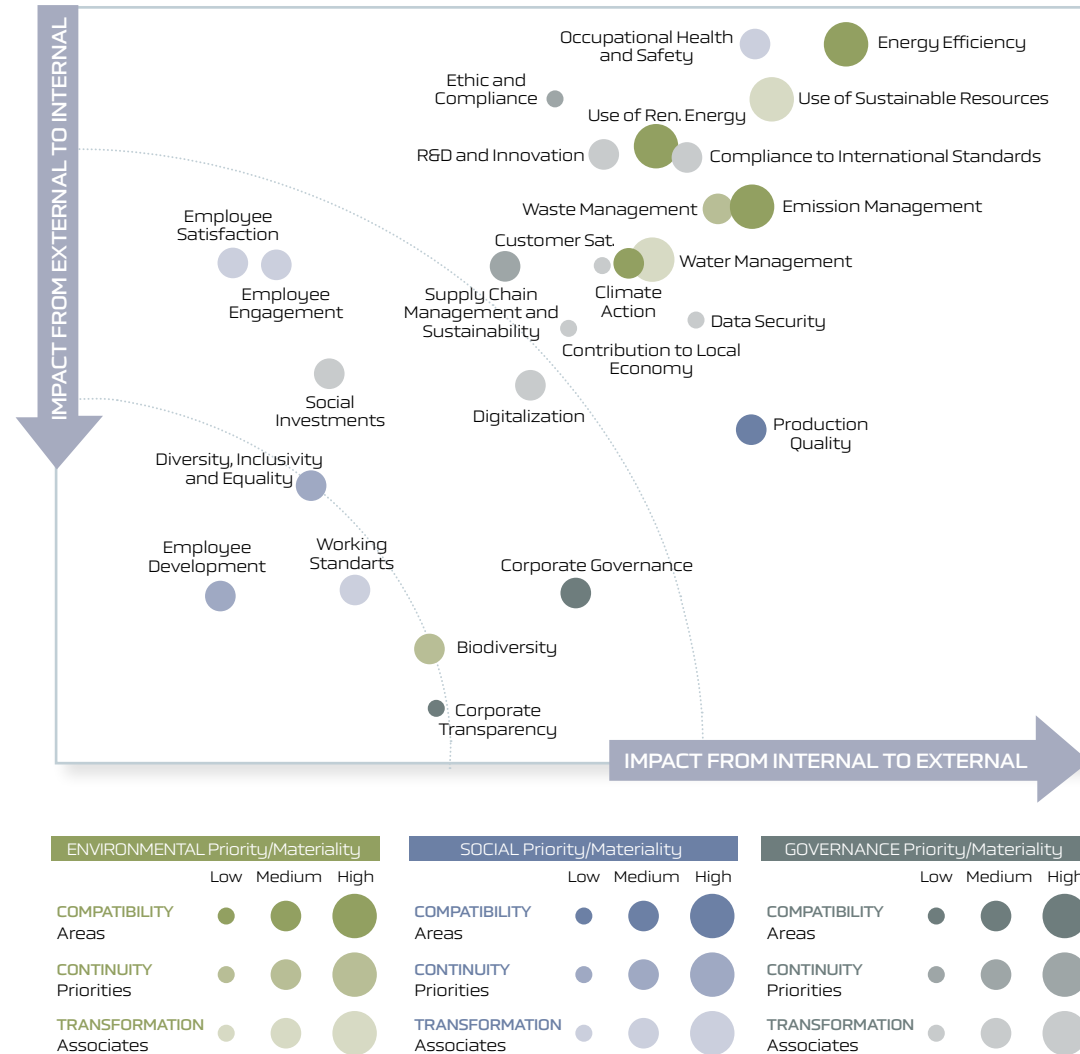
■ The International Finance Corporation (**IFC**) and Equator Principles, as well as national and international standards for the environment, occupational safety, and social responsibility, are all taken into consideration while working with management models.

Sustainability at Limak Cement

LIMAK CEMENT DOUBLE MATERIALITY ANALYSIS

In 2022, Limak Cement conducted a sustainability materiality study to update its priorities in light of changing global sustainability issues, risks, and trends. The company identified priority sustainability issues in the cement sector by surveying internal and external stakeholders.

Limak Cement determined the top sustainability priority areas for the cement sector in the reporting period and conducted a survey with the participation of its internal and external stakeholders. Stakeholders from within and without answered the survey. The survey's two-way effects on the organization's financial future (from outside to inside and from inside to outside) as well as its performance, strategy, and policies were analyzed by Limak Cement. The matrix created as a consequence of the double materiality analysis was endorsed by the Limak Cement Sustainability Team and the Board of Directors, and it was determined to be the new sustainability priorities. Weekly "We Sustain Meetings" are organized by Limak Cement to monitor performance progress on priority issues.



LİMAK CEMENT SUSTAINABILITY GOALS

GOAL 1

Constantly monitoring and developing energy efficiency studies, creating the necessary infrastructure and renewing the existing one.

Limak Cement has successfully completed the ISO 50001 Energy Management System certification processes.

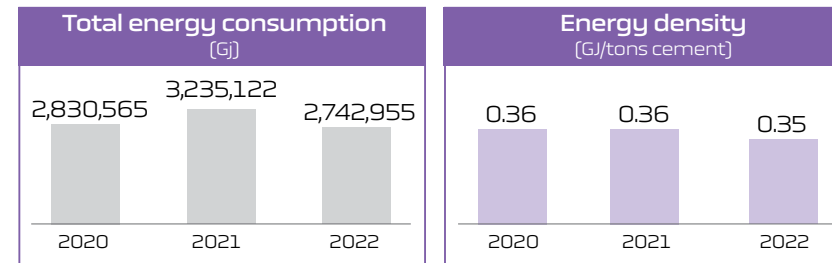
Limak Cement carries out studies to reduce consumption by ensuring energy efficiency in all its locations. It also carries out energy efficiency projects that it can implement by following the current good techniques and global energy trends in the sector.

It evaluates current and future trends regarding energy efficiency investments at Limak Cement Investment Meetings. Limak Cement plans to implement a solar power plant project to meet its energy consumption from renewable energy in its factories.

Limak Cement is actively exploring renewable energy sources in line with Limak Group's goal of increasing the use of renewable energy in its energy consumption. In 2022, the company obtained the **YEK-G (RES)** certificate with the aim of sourcing 21,600 GJ of its total energy consumption from renewable sources.

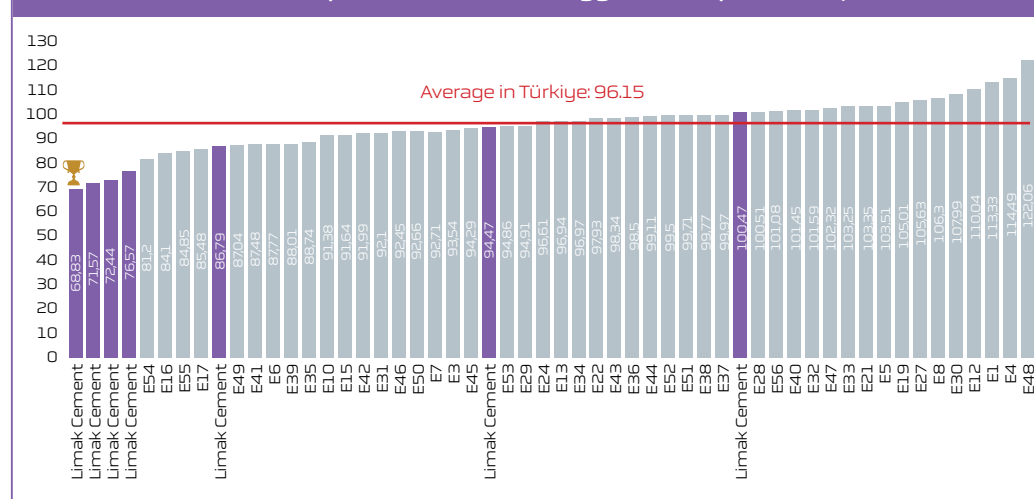
According to the 2021 Benchmarking data from the Republic of Türkiye Ministry of Energy and Natural Resources, Limak Ankara Cement Factory achieved first place in the 'kWh/ton of cement' category among 55 integrated cement factories. Furthermore, four of Limak's factories secured positions in the top 5 within this category.

Energy consumption*



*Consolidated data of all cement factories.

Specific Electrical Energy Consumption kWh/t c



2020
2022

Total energy consumption and intensity was reduced by 3%

GOAL 2

Constantly monitoring and developing water efficiency studies, creating the necessary infrastructure and renewing the existing one.

Completion of the transition to the Water Footprint Standard in at least **30%** of the factories, and to reduce the amount of water drawn from nature and added to the system by 15% by 2030.

Limak Cement, which monitors the current water consumption amounts in its factories monthly in order to develop water efficiency projects, has carried out a water footprint study by monitoring the data on Green, Blue, Gray Water in all its factories in 2022 in accordance with the ISO 14046 Water Footprint Standard and has created a Water Footprint

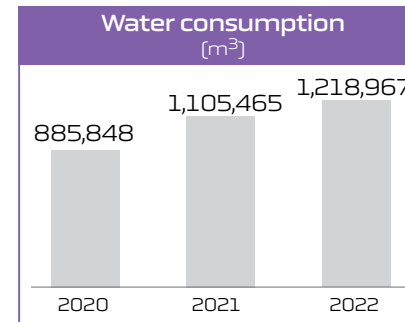
Inventory Report. In 2022, only Limak Anka Cement's Water Footprint Inventory Report was verified within the scope of **ISO 14046:2014** standard. The target is to have the report prepared in 2023 verified by an accredited verifier in accordance with the requirements of "ISO 14046 Water Footprint – Principles, Requirements and Guidelines".

Limak Cement won the 'B' Management Score in Water Safety category of the Carbon Disclosure Project (CDP) in 2022.

Limak Cement has taken measures to reduce water consumption through process changes. Furthermore, the company conducts training sessions to raise awareness about water efficiency, emphasizing the importance

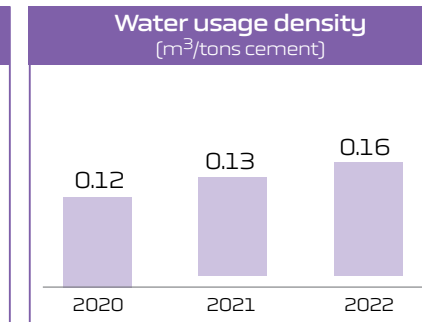
of water to its employees. In celebration of World Water Day, informative events were held in Limak Cement's factories in Ivory Coast and Mozambique to promote the efficient use and significance of water.

Water Consumption Amount*

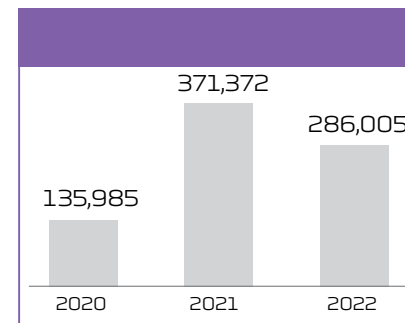


*Consolidated data of all cement factories.

Water consumption intensity is monitored very precisely throughout Limak Cement. It increased in Balıkesir, Kilis and Trakya factories. The reason for these increases affecting the consolidated data is the structural changes experienced in these factories.



Amount of Reused Water and Wastewater (m³)



GOAL 3

Reducing the emissions caused from our activities.

A reduction of 24.3% in Scope 1 emissions and 5.8% in Scope 2 emissions are targeted by 2026.

Limak Cement is taking action to reduce its impact on climate change. The company is conducting studies to decrease its emissions resulting from production and exploring production methods that produce fewer carbon emissions in its factories. Limak Cement adheres to the Carbon Footprint Standard in all its factories in 2022. It has identified the ability to monitor and reduce emissions,

exposure to risk or business opportunities, GHG emissions recognized as significant by the business sector, and industry-specific guidance. It also tracks indirect emissions and reductions typically from outsourced activities that are core business activities. In 2023, Limak Cement plans to prepare and verify Corporate Carbon Footprint reports for all its factories within the framework of ISO 14064-1:2018 standard.

Limak Cement was awarded the 'C' Awareness Score within the framework of the Climate Change Program (CDP) it participated in, in 2022.

Greenhouse Gas Emissions*	2020	2021	2022
Scope 1 Emissions (tons CO ₂ e)	7,376,559	8,379,528	7,290,513
Scope 2 Emissions (tons CO ₂ e)	403,289	464,414	362,822
Greenhouse gas density (tons CO ₂ e / tons cement)	1.0606	1.0622	1.0141

*Consolidated data of all cement factories.

Limak Cement developed a low carbon cement type and received a patent and launched a new cement type called Limak CEM PLUS+.

In 2022, **Limak Anka Cement** created a Corporate Carbon Footprint report in accordance with ISO 14064-1:2018 standard,

marking it a first in the Turkish cement industry. The report aimed to lower greenhouse gas emissions and develop appropriate and conscientious strategies for addressing climate change. Limak Anka Cement Factory has been the first cement factory whose carbon footprint report has been verified.

GOAL 4

Implementing awareness projects that will help to reduce consumption through the development of waste reduction practices.

It is aimed to complete **zero waste** studies by 2026 for all companies.

All factories of Limak Cement have Zero Waste Certificate.

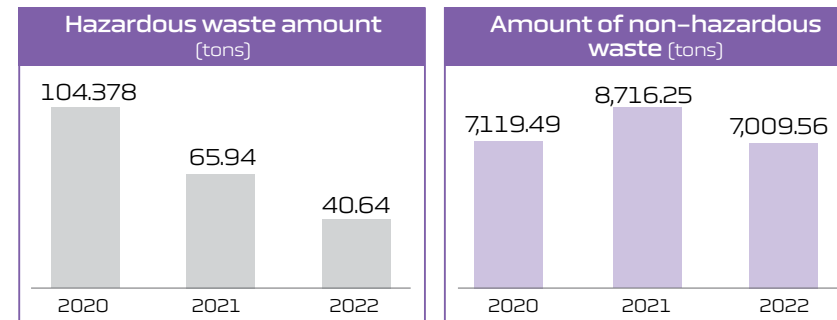
Limak Cement is a company aware of the need to protect natural resources. All Limak Cement's factories operate under the zero waste principle in accordance with the circular economy model. As a result, they have all received a Zero Waste Certificate. Any waste generated during their operational activities, is either recycled or disposed of properly. Additionally, Limak Cement collects waste from other industrial establishments in the region as an alternative raw material to use in their factories. In honor of World Water Day, Limak Cement hosted an event at their Ivory Coast and Mozambique factories. The event aimed to raise awareness among local communities and subcontractor employees on the importance of waste sorting and recycling.

Limak Cement; Within the scope of *industrial symbiosis* studies, it uses the wastes in the regions where it operates as alternative raw materials and alternative fuel.



Limak Kilis Cement is committed to achieving the United Nations Sustainable Development Goal of "Responsible Production and Consumption" (SDG-12). To this end, the company conducts product studies with the support of a **17025 TURKAK** accredited ready-mixed concrete laboratory, aimed at finding environmentally friendly alternative additives. In line with its objective of practicing environmentally friendly production, Limak Kilis Cement uses industrial waste materials such as iron and steel factory wastes, fly and bottom ash from thermal power plants as alternative raw materials instead of natural resources. This effort has enabled the company to obtain an ETA certificate, further endorsing its commitment to sustainable production.

Waste Amount *



*Consolidated data of all cement factories.

GOAL 5

Supporting the development of women's employment and their qualified active participation.



It is aimed to increase the rate of female employees by **20%** by 2026, primarily in Sub-Saharan African countries.

Limak Cement continued its work in 2022 to improve women's employment by considering gender equality in business life.

Limak Cement developed gender-neutral, talent-based interviews resulting in 26% female recruitment in 2022.

9% of the employees in the managerial positions are women.

Number of Employees

	2020	2021	2022
	55	63	85
	1,280	1,372	1,366



GOAL 6

The goal is zero accidents achieved by developing practices that will provide improvement in occupational health and safety and by providing international performance criteria and standards in this field.

Occupational Health and Safety is a major concern for Limak Cement and is considered a key sustainability priority. The company places great value on its employees and works towards ensuring zero accidents in the workplace. To achieve this, they have developed various programs and initiatives to safeguard the health and safety of their workers. The 2022 World Occupational Health and Safety Day was celebrated with activities aimed at raising awareness among employees in Limak Cement's factories and facilities.

To establish a culture of occupational health and safety, Limak Cement has implemented the OHS Change and Care Culture Program. The program aims to increase awareness among employees and promote a healthier and safer workplace, and to become "an organization that takes care of everyone and everything, everywhere, consisting of exemplary individuals who are pointed at, speaking healthier and safer and constantly improving".

OHS Statistics for 2022*	2020	2021	2022
Accident Frequency Rate [%]	60.86	70.08	122.5

*Consolidated data of all cement factories.



GOAL 7

It is aimed to have **at least 80%** employee satisfaction every year.

To achieve its objective of being the **“Best Employer”** in its industry, Limak Cement adopts a human-oriented management approach when dealing with its workforce. The company also conducts studies to keep human resources practices more equal, transparent and human-oriented in a way that ensures employee engagement and satisfaction.

Limak Cement has established Limak Cement Academy in 2021 to meet the lifelong training needs of all its employees, to improve their knowledge, skills and competencies, and to create common value within the group as a learning organization that supports the career development of its employees, with the Human Oriented Transformation Project.

Limak Cement conducted the last employee satisfaction survey in 2021 and measured employee satisfaction and loyalty as 70.2%.

Human-oriented management (what do we do?)

Together with all of our employees, we developed our corporate culture and values.

We started working on creating a goal-based, **SMART methodology**-compliant performance management system.

Every year, we undertake a survey on the employee experience.

Our Core, Leadership, and Functional Competencies have been identified.

By starting a Digital HR Project, we began the process of moving all HR processes to the online platform.

GOAL 8

Carrying out studies to develop the understanding of sustainability in the sectors in which it operates.

It is aimed that each company will support these studies with at least one project per year.

It has gained prominence in university internship and technical tour programs, as well as educational activities conducted in schools in the districts where the plants are located.



Limak Cement provided **31,922 person*hour** training to its employees in 2022.

GOAL 9

It is aimed by 2023 to apply the ethical principles and rules which are in all of group companies to entire value chain, starting from the employees and including the supply chain.

Limak Cement adheres to the Limak Group of Companies Code of Business Ethics, which is the principal guide for all its activities. The company promotes equality, fairness, and accountability in all its processes. To manage the investigation and resolution of complaints and notifications related to violations of the Code of Business Ethics, Limak Cement has established an Ethics Committee.

The company expects all stakeholders in the value chain to operate in compliance with the Limak Group of Companies Code of Business Ethics. Limak Cement also provides sustainability training to its suppliers, which includes educating them about business ethics rules.

GOAL 10

It is aimed to create, monitor and report feedback systems for the external stakeholders and to implement the feedback mechanisms in all companies up to date and with full participation, until 2023.

In 2022, Limak Cement created a Stakeholder Engagement Plan ([SEP](#)) to establish a mechanism for regular feedback from external stakeholders. To fulfill its commitments to stakeholder engagement, the company has developed processes for gathering feedback from external stakeholders as part of its integrated management systems. These processes include the use of internal and external complaint monitoring tables, complaint request forms, and complaint request closing forms.

GOAL 11

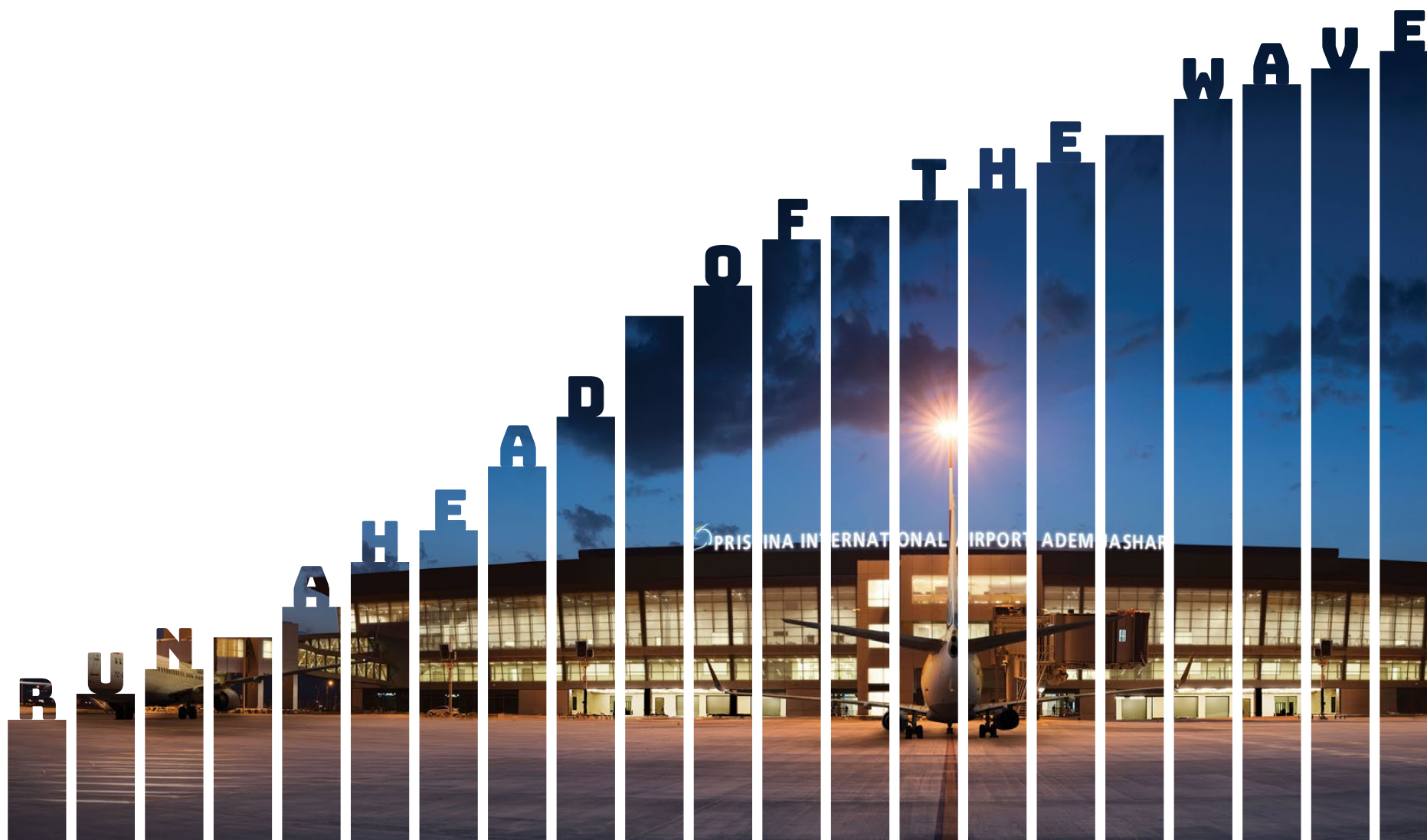
It is aimed to bring a sustainability perspective to the supply chain and to complete the training of all suppliers by 2026.

Limak Cement established the Limak Cement Academy platform in 2021 to meet the internal training requirements. In 2022, they further developed the platform to offer an extensive range of training programs, which would enhance the sustainable practices of their suppliers. The training covers the fundamentals of sustainable development, and provide individual awareness on what can be done to promote sustainability. Limak Cement plans to extend the training to their suppliers via the Limak Cement Academy platform in 2023.

P

PIA

Pristina Adem Jashari International Airport





You can find information about Pristina Adem Jashari International Airport here.

Pristina Adem Jashari International Airport (PIA) was acquired in 2010 by Limak Kosovo, one of the key companies in Kosovo's economic development, within the scope of a 20-year build-operate-transfer agreement.

The construction of the airport's modern terminal, control tower, road and parking infrastructure started in 2011 and was completed within two years.

Being the first and only international airport in the fast-developing Republic of Kosovo, PIA brings significant value to the aviation industry in both Kosovo and the Balkan region. Its services cater to approximately 2.5 million people in and around the country, benefiting various organizations that operate in this sector.

Pristina Adem Jashari International Airport has four main sustainability goals in line with the Limak Group of Companies' sustainability approach and global trends. The airport also works towards achieving the Limak Group's 12 common goals and oversees its performance through the Inclusive Development, Healthy Planet, and Social People Committees.

PIA manages its sustainability goals and practices in an integrated and compatible manner with the UN Sustainable Development Goals.

The airport places a strong focus on the Healthy Planet Business Concept, as environmental impact is the most significant sustainability management area in airport operations. When evaluated in terms of the Stakeholder Capitalism metrics shared by the World Economic Forum in 2020, PIA's

sustainability projects stand out for their central focus on the planet.

While aviation security remains a crucial sustainability issue, the significance of energy and emissions continues to increase. Compliance with international standards established to manage these issues effectively is a fundamental requirement for PIA's business operations.

PIA adheres to worldwide management system standards and creates applications to ensure business process standardization while continuing to operate in full compliance with legal and sectoral requirements.

It upholds the standards set forth by the ISO 9001 Quality Management System, the ISO 14001 Environmental Management System, the ISO 50001 Energy Management System, the **ISO 10002** Customer Satisfaction Management System, the **ISO 27001** Information Security Management System, and the Airport Carbon Accreditation (**ACA**).

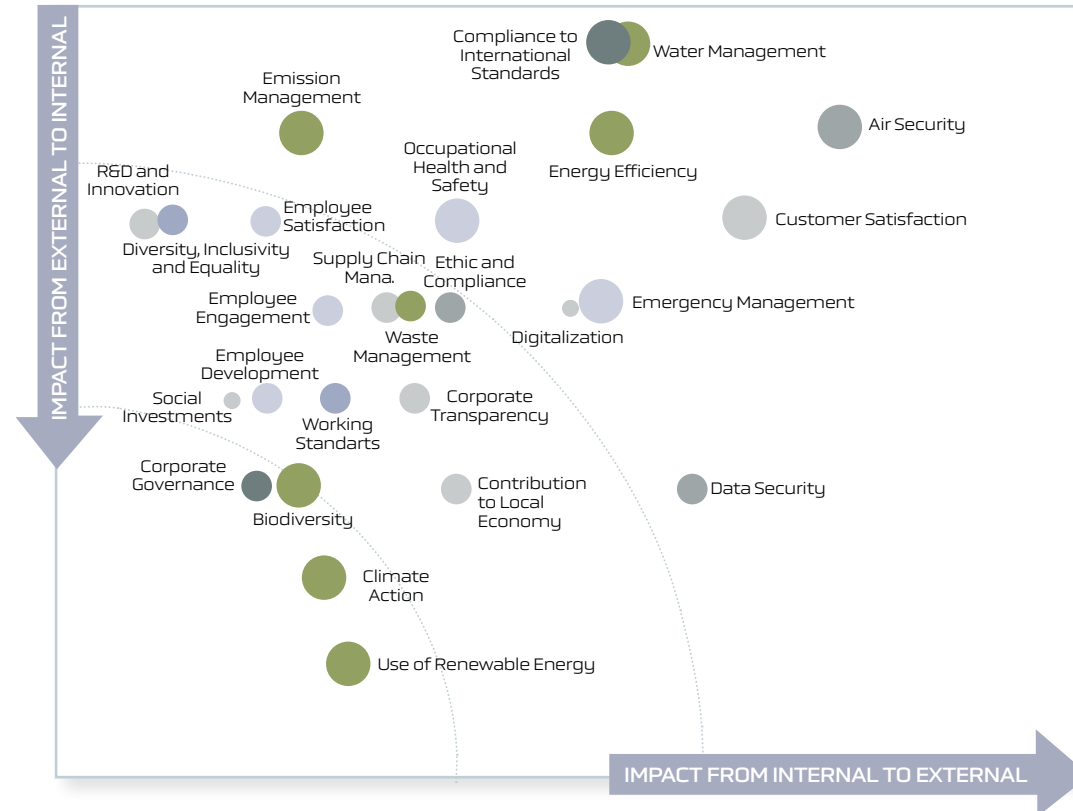
PIA was awarded the Airport Carbon Accreditation Level +3 (Neutrality) certificate from the Airports Council International (**ACI**) because of its environmental research. Continuing all its services with zero emissions within the scope of Level +3, the airport implements annual environmental programs and continuous improvement methods.

Sustainability at PIA

PIA DOUBLE MATERIALITY ANALYSIS

In 2022, PIA conducted a study to update its sustainability priorities. Unlike previous years, the study was a double materiality study.

During the reporting period, PIA conducted a survey with both internal and external stakeholders to determine the priority sustainability issues in the construction sector. The survey results were analyzed to prepare a new term sustainability matrix that takes into account the institution's ESG policy, strategy, and performance, as well as its two-way impact on its financial future. This impact was analyzed from both outside to inside and from inside to outside. As a result of the analysis, administrative and environmental issues were identified as sustainability priorities for the new period.



ENVIRONMENTAL Priority/Materiality				SOCIAL Priority/Materiality				GOVERNANCE Priority/Materiality			
	Low	Medium	High		Low	Medium	High		Low	Medium	High
COMPATIBILITY Areas	●	●	●	COMPATIBILITY Areas	●	●	●	COMPATIBILITY Areas	●	●	●
CONTINUITY Priorities	●	●	●	CONTINUITY Priorities	●	●	●	CONTINUITY Priorities	●	●	●
TRANSFORMATION Associates	●	●	●	TRANSFORMATION Associates	●	●	●	TRANSFORMATION Associates	●	●	●

PIA SUSTAINABILITY GOALS

GOAL 1

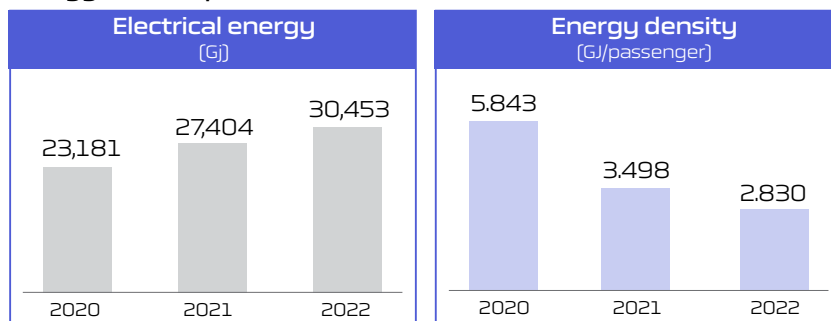
Constantly monitoring and developing energy efficiency studies, creating the necessary infrastructure and renewing the existing one.

It is aimed to achieve **20%** energy efficiency by 2026.

Limak PIA Airport adheres to studies that will guarantee optimum energy efficiency by minimizing energy consumption in all airport activities. Additionally, improvements and investments are made to the airport's infrastructure to continually enhance it in this direction.

PIA replaced 70% of the lighting at the airport with LED lighting in 2022 to reduce lighting-related energy consumption and ensure energy efficiency and will continue to work to replace all lighting with LED in 2023. PIA is planning an SPP project to be implemented at the airport to meet the electrical energy it uses from renewable energy. In addition, the issue of replacing existing laptop computers with desktop computers to reduce the electricity used for energy efficiency has come to the fore, and the related work is continuing.

Energy Consumption


 2020
2022

PIA reduced energy density **51%.**



GOAL 2

Constantly monitoring and developing water efficiency studies, creating the necessary infrastructure and renewing the existing one.

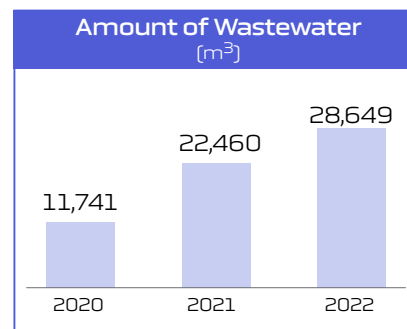
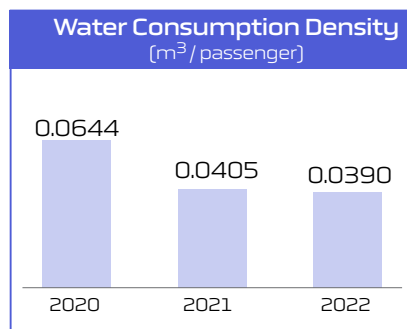
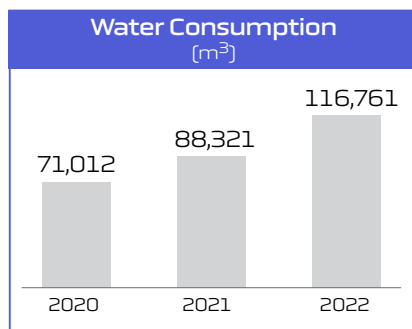
It is aimed to reduce water consumption per passenger by **50%** by 2026.

Water management is a top sustainability priority for PIA. The company takes measures to protect natural resources, reduce water consumption, and increase efficiency. To raise awareness and encourage individual action, PIA has installed water-saving awareness boards in the airport's water consumption areas. Before hiring new employees, PIA provides them with **"Environmental Management Systems Orientation Training,"**

which includes information on water efficiency. Additionally, PIA regularly sends emails to its staff with tips on how to conserve water. The airport's water comes from two underground wells in Vrella Village. PIA purifies this water using an advanced purification system. To ensure that all water consumption is monitored properly, PIA implemented a system in 2022 that tracks water usage on a daily and hourly basis. Thanks to this

system, necessary measures were taken instantly with the rapid detection of leaks, and PIA reduced water consumption per passenger by 4% in 2022.

PIA treats airport wastewater in the latest technology two-tank biological plant on site and discharges it in compliance with local laws.



GOAL 3

Reducing the emissions caused from our activities.

A reduction of **30%** is targeted in emissions by 2026.

PIA carries out and manages emission reduction projects in accordance with the roadmap it has prepared to reduce its emissions from airport activities.

Greenhouse Gas Emissions	2020	2021	2022
Scope 1 Emissions (tons CO ₂ e)	1,428,521	1,828,943	1,974,841
Scope 2 Emissions (tons CO ₂ e)	7,403,666	8,504,713	5,626,128
Greenhouse gas density (tons CO ₂ e / passenger)	0.008015	0.004749	0.000676

PIA holds the Airport Carbon Accreditation Level 3+ Neutrality Certificate.



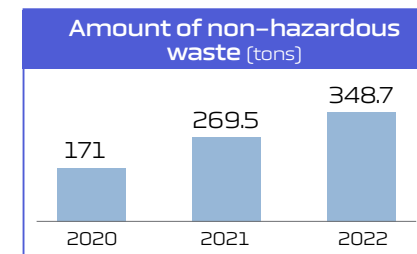
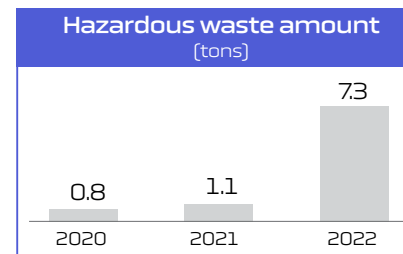
GOAL 4

Implementing awareness projects that will help to reduce consumption through the development of waste reduction practices.

PIA applies the zero waste principle, in line with the Limak Group of Companies' approach, to manage waste generated from airport operations. Waste bins and awareness signs that will inform and draw the attention of all stakeholders have been placed at the airport in order to ensure the zero waste principle, which aims to reduce waste at the source and then separate the final waste at the source.

Recovering and disposal techniques specific to waste types are applied by evaluating environmental and social solutions in waste management at the airport. In collaboration with local governments, organic waste, such as food waste, will be sent to animal shelters and hazardous waste to recovering companies.

Waste Amount *



*The pandemic's effects began to fade by 2021, which led to an increase in passengers and, in turn, a rise in the total amount of hazardous and non-hazardous waste.





GOAL 5

Supporting the development of women's employment and their qualified active participation.

PIA works to create inclusive work environments by putting equality and justice at the foundation of its human resources processes. In support of the idea that gender equality should be attained in all spheres of life, including the workplace, PIA implements initiatives to boost female employment and creates human resources practices with fair policies and procedures. It offers equal employment opportunities to all applicants, regardless of age, ethnicity, gender, religion or disability in the recruitment process.

Number of Employees

	2020	2021	2022
	202	183	185
	572	563	603

GOAL 6

The goal is zero accidents achieved by developing practices that will provide improvement in occupational health and safety and by providing international performance criteria and standards in this field.

PIA places a high value on the safety and well-being of its employees and is committed to providing a safe working environment for everyone. The airport is maintained to a high standard with no risks to health. PIA adheres to national and European health and safety standards, extending its understanding of health and safety to include all passengers, visitors and contractors who benefit from airport activities.

The Occupational Health and Safety Team at the airport is responsible for ensuring that employees are safe and healthy, and that existing OHS policies and procedures are implemented effectively. To instill a culture of OHS throughout the airport, employees receive training on the existing legal requirements, and awareness campaigns are carried out.



GOAL 7

It is aimed to have **at least 80%** employee satisfaction every year.

PIA believes that employees with high satisfaction and loyalty will work with devotion to improve their service quality. The PIA Human Resources Department conducts actions to enhance the working environment, emphasizes on employee prosperity, and boosts company loyalty through supporting employees' career development to assure the happiness of its workers.

The PIA Human Resources Department, which maintains open lines of communication with its employees, develops action plans based on the complaints, suggestions and feedback it receives from the employees and, in accordance with the findings of the employee satisfaction survey it conducts every two years, develops practices that will increase satisfaction.

The last employee satisfaction survey at PIA was conducted in 2021 and employee satisfaction was 73.6%; employee engagement was measured as 74%.

GOAL 8

Carrying out studies to develop the understanding of sustainability in the sectors in which it operates.

It is aimed that each company will support these studies with at least one project per year.

PIA reaches hundreds of thousands of people everyday thanks to its service. The organization adopts a responsible management approach and utilizes its influence to promote sustainability in society. It arranges awareness events at the airport during significant days and weeks to provide social and environmental benefits. Collaborating with the public, private sector, and academia, it supports social sustainable development through various social responsibility projects.

Important days celebrated at the airport in the year 2022:

- 5 March – World Energy Efficiency Day
- 22 March – World Water Day
- 22 April – Earth Day
- 5 June – World Environment Day
- 16 September – International Day for Conservation of the Ozone Layer
- 22 September – World No Driving Day
- October – Breast Cancer Awareness Month
- October – Cyber Security Awareness Month
- 24–28 January Data Privacy Week
- 1 June Children's Day



GOAL 9

It is aimed by 2023 to apply the ethical principles and rules which are in all of group companies to entire value chain, starting from the employees and including the supply chain.

PIA complies with all applicable laws and regulations of the nation in which it is located, treats all its employees equally, respects differences, and adopts globally recognized standards to raise the caliber of its services in accordance with these guidelines. It also adopts the Code of Business Ethics of the Limak Group of Companies.

To internalize the rules of business ethics and to inform its employees about the Code of Business Ethics that must be observed in the workplace, PIA conducted a series of studies in 2022. It then disseminated the Code of Ethics procedure to all its employees as a guide.

GOAL 10

It is aimed to create, monitor and report feedback systems for the external stakeholders and to implement the feedback mechanisms in all companies up to date and with full participation, until 2023.

Reaching millions of people throughout the year due to its activities, PIA works hard to ensure customer satisfaction and manages its processes per the ISO 10002 Customer Satisfaction standard to ensure customer satisfaction.

Only 112 complaints, comments, or other feedback were submitted to PIA in 2022, a year in which the airline carried almost 3 million passengers. PIA achieved high customer satisfaction by providing quick responses to feedback.

GOAL 11

It is aimed to bring a sustainability perspective to the supply chain and to complete the training of all suppliers by 2026.

PIA, which manages the procurement processes in terms of managing the supply chain in accordance with the **Green Procurement** policy, promotes expanded environmental management and occupational health practices in its industry.

LP

LİMAKPORT





You can find information about LimakPort here.

LimakPort started its port management and operations in 2013 upon taking over the 36-year operating rights in 2011. With an annual container handling capacity of 1 million **TEU**, LimakPort is one of the biggest and most advanced container terminals in the Eastern Mediterranean. It occupies a space of 1 million square meters. The port is a deep water port with a water depth of 15.50 meters, long, linear dock structures,

and a breakwater that offers complete protection against inclement weather.

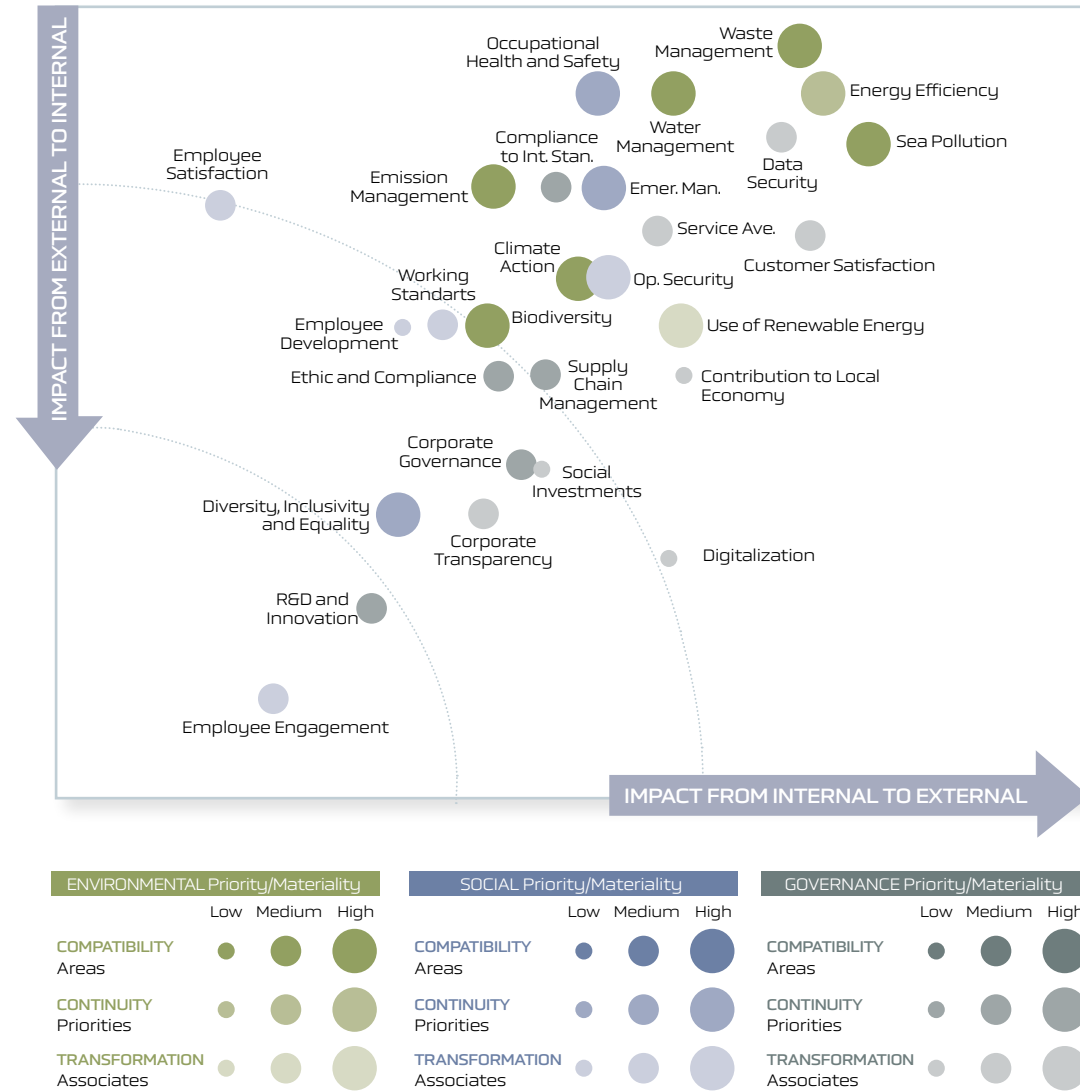
LimakPort uses innovative technologies in its operations to meet the needs and expectations of its customers and continues its processes with the understanding of continuous improvement in order to ensure customer satisfaction.

With its 370 million dollar sustainable bond issuance, Limak Iskenderun won the First Prize in the **“Corporate Bond of the Year”** category and the Second Prize in the **“Infrastructure Financing of the Year”** category at the Bonds, Loans & Sukuk Türkiye Awards, where it was nominated for three different awards. Limak Group of Companies additionally won the Second Prize in the **“Sponsor of the Year”** division.

Sustainability at LimakPort

LİMAKPORT DOUBLE MATERIALITY ANALYSIS

LimakPort, which is one of Türkiye's significant trade gates, has identified the key sustainability focus areas in its sector during the reporting period. The aim was to manage its processes by evaluating them according to the current stakeholder expectations and sector priorities. The organization conducted a survey with the participation of its internal and external stakeholders. It analyzed the survey results in both directions, from outside to inside and from inside to outside, to understand its impact on the organization's ESG policy, strategy, performance, and its financial future. After the approval of the Sustainability Team and the Board of Directors, LimakPort determined the new sustainability priorities using a matrix created due to the double materiality analysis.



LİMAKPORT SUSTAINABILITY GOALS

GOAL 1

Constantly monitoring and developing energy efficiency studies, creating the necessary infrastructure and renewing the existing one.

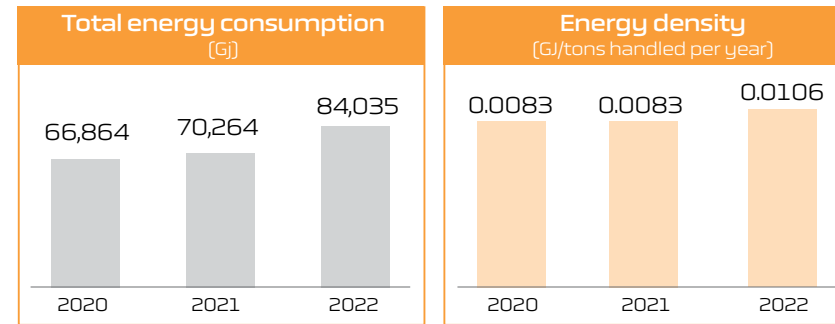
It is aimed to achieve **35% energy efficiency** by 2026.

LimakPort is committed to investing in innovative applications to ensure efficient use of energy in its processes and reduce energy consumption. Its goal is to achieve 35% energy efficiency by 2026, with a target of over 25%, which is the common energy efficiency target of the Limak Group of Companies. The company closely monitors energy consumption in all processes, including port operations.

In order to achieve energy efficiency, regenerative RTG and SSG container cranes are utilized. **RGT** and **SSG** cranes do not continuously consume the energy they possess during port operations; instead, they convert their kinetic energy into the energy they will consume. RGT and SSG cranes self-generated 884 MWh of the electricity they consumed, resulting in a reduction of 427.86 tons of CO_{2e} emissions in 2022.

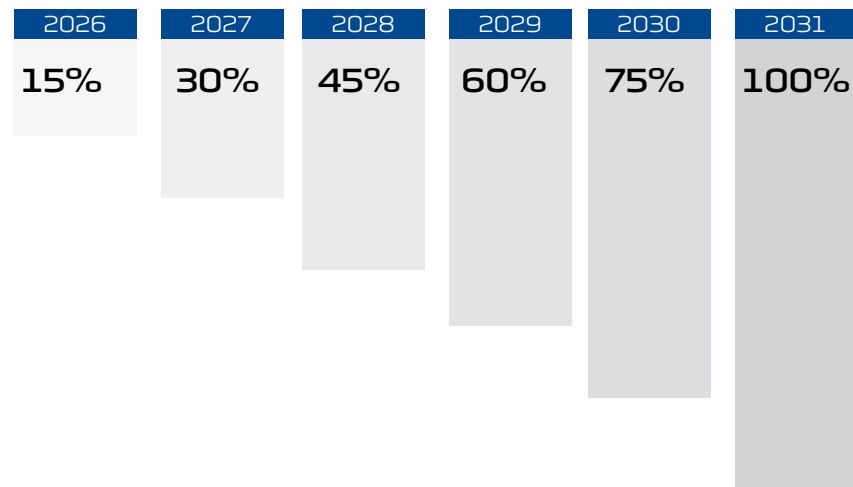
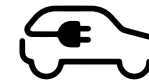
LimakPort, a part of the Limak Companies Group, aims to increase the use of renewable energy sources in its energy consumption. In 2022, LimakPort obtained the YEK-G (RES) certificate with the goal of documenting that 14,400 GJ of its total energy consumption is met through renewable energy. Additionally, LimakPort plans to implement a solar power plant project to partially meet its energy needs through renewable energy sources.

Energy Consumption



LimakPort accelerated its transition to electric vehicles, reducing fossil fuel consumption and improving energy efficiency as part of its Sustainability Bond.

Terminal trucks *forklifts* Vehicles used by the port



GOAL 2

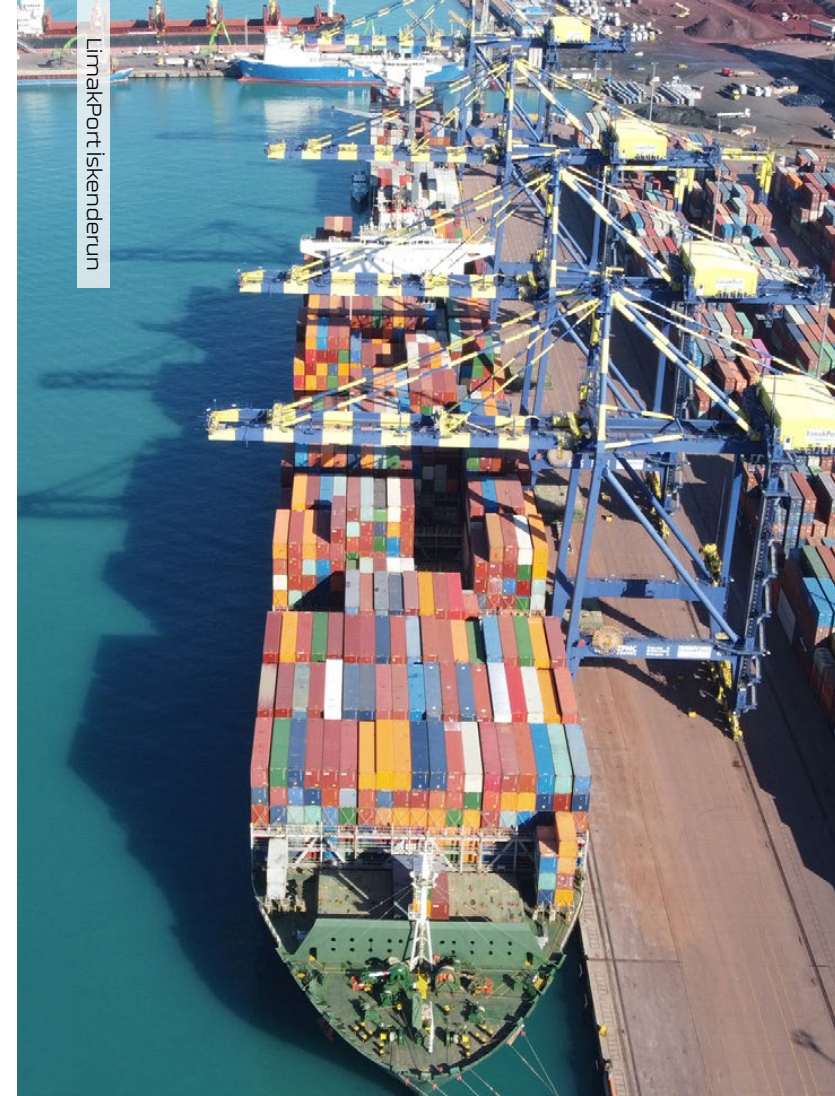
Constantly monitoring and developing water efficiency studies, creating the necessary infrastructure and renewing the existing one.

It is aimed to develop projects for the protection of water.

LimakPort is a company that related to water for its activities. Therefore, the protection of water resources and the execution of water efficiency projects are of utmost importance to the company. To ensure that its activities do not cause marine pollution or harm water resources, LimakPort has implemented several measures. It has established 24/7 emergency response teams to address marine pollution in case of an emergency.

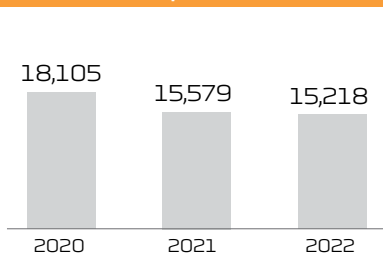
LimakPort monitors the administrative and operational water consumption amounts at the port and makes plans for the development of applications that will increase efficiency, especially in locations where water usage is high. The company also educates its employees and stakeholders on the efficient use of water to promote awareness.

LimakPort treats rainwater accumulated in the mineral stock area at its purification facility in compliance with legal regulations.

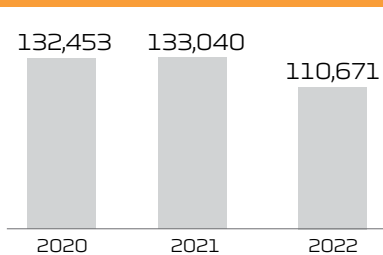


Water Consumption

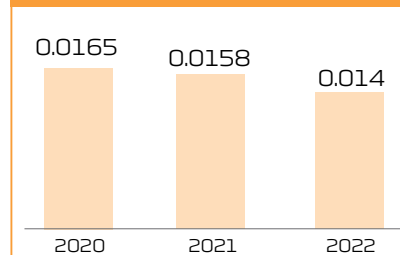
Amount of water supplied to ships (m³)



Total water consumption (m³)

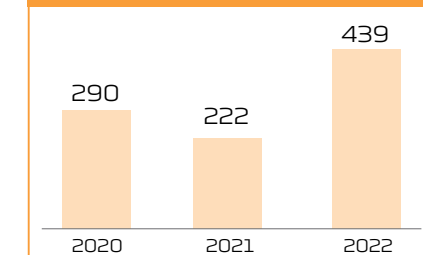


Water usage density (m³ / total handled ton)



Amount of Wastewater

Wastewater amount (m³)



GOAL 3

Reducing the emissions caused from our activities.

A reduction of **30%** is targeted in emissions by 2026.

LimakPort's goal is to decrease energy consumption per unit based on the equipment and machinery used for each ton of volume handled, and to increase the usage of electric cranes. LimakPort is committed to taking additional measures to expand the use of electric equipment in its operations. By 2026, 15% of the trucks, forklifts, and vehicles used by port personnel are planned to be converted to electric vehicles instead of vehicles that run on fossil fuels. The conversion of fossil fuel vehicles used in intermediate transportation operations to electric vehicles is a significant project in reducing emissions. To reduce Scope-3

emissions, feasibility studies have been initiated for automation systems with investments in improvements in transition and waiting areas. LimakPort is committed to complying with the standards and targets set by international organizations while addressing the challenges posed by climate change. The Solar Power Plant Project, which is expected to have a significant impact on reducing emissions, aims to supply most of the energy needed in domestic consumption with zero emissions. The feasibility study of the investment is planned to be completed by 2023.

Greenhouse Gas Emissions

	2021	2022
Scope 1 emissions (tons CO ₂ e)	4,637.69	6,338.06
Scope 2 emissions (tons CO ₂ e)	6,030.9	4,814.28
Greenhouse gas density (tons of CO ₂ e /production)	0.001270	0.001406

GOAL 4

Implementing awareness projects that will help to reduce consumption through the development of waste reduction practices.

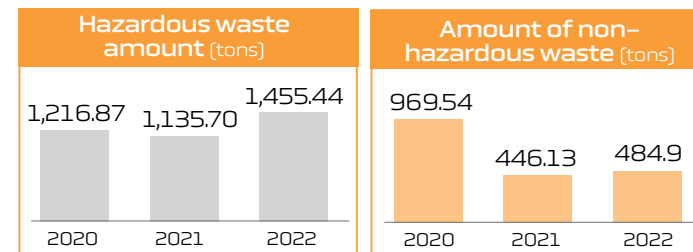
LimakPort has a Zero Waste Certificate.

The wastes generated from operational processes at LimakPort are carried out with the zero waste principle in accordance with the waste management approach of the Limak Group of Companies. At LimakPort, the port is managed in accordance with activities and legal regulations, and the circular economy model is supported by sending waste to recycling facilities in accordance with its type and characteristics.

In 2022, LimakPort collected 21.06 tons of municipal waste, out of a total of 33.85 tons. The waste was sent for recycling, which means that 62.24% of the waste was brought into the circular economy.

LimakPort also receive *bilge oil* and *sludge wastes* from ships as part of our Waste Collection Service. To ensure recycling, these wastes are sent to a contracted cement facility as Alternative Fuel.

Waste Amount



GOAL 5



Supporting the development of women's employment and their qualified active participation.

It is aimed to increase the rate of female employees at all levels by **40%** by 2026.

Despite its hazardous and operationally challenging working conditions, LimakPort İskenderun International Port takes proactive measures to ensure gender equality and increase women's employment. As in all its businesses, the Limak Group of Companies develops and implements successful corporate initiatives and projects to advance women's employment opportunities and end gender discrimination. It also implements social programs and

human resources procedures that promote gender equality and fight discrimination. To ensure the increase of women's employment, to encourage women's active participation in business life, and to ensure that all company practices are founded on equality, all policies, procedures, communication activities, and practices for all employee candidates and employees, beginning with the recruitment process, are structured in accordance with gender equality.

Number of Employees

	2020	2021	2022
	44	40	46
	418	413	468



GOAL 6

The goal is zero accidents achieved by developing practices that will provide improvement in occupational health and safety and by providing international performance criteria and standards in this field.



LimakPort constantly works to create healthy and safe working environments for its employees. To accomplish the goal of Zero Occupational Accidents, activities at the port are managed in accordance with the TSE EN ISO 45001 Occupational Health and Safety Management System, and awareness campaigns are run to instill a culture of occupational health and safety among our stakeholders.

In 2022, a total of 14,263 person*hour OHS training was provided to employees.

OHS Statistics

	2020	2021	2022
Accident Frequency Rate [%]	1.98	6.17	5.17

Starting from 2022, OHS Suggestion/Request/Complaint boxes were placed at different points within the port to collect feedback from employees anonymously. It was observed that the occupational health and safety awareness of the employees increased with the placement of these boxes.

In 2022, process improvement studies were carried out in order to ensure the health and safety of employees. As a result of these studies:

- Work accidents from heights have been prevented by establishing a mobile tarpaulin removal platform, which automates the opening or closing of the tarpaulin by loading and unloading trucks.
- To prevent work accidents that may occur due to insufficient lighting in container loading and unloading operations, helmet-top headlamps were provided, and made mandatory to use.
- A sufficient number of emergency buttons have been placed in the designated areas in order for the employees to reach the fire brigade and ambulance teams in case of emergencies that may occur during port operations.
- In pipe operations, seat belts and Yoyo (mobile fall arrester) are used to protect employees against fall-slip hazards. By determining the appropriate anchorage point for each operation, the fall-slip hazards are minimized in practice.
- Mobile lighting projectors have been provided and set up on the site in sufficient numbers and with enough power to minimize occupational accidents caused by inadequate lighting while infrastructure improvements for field lighting are ongoing.

GOAL 7

It is aimed to have **at least 80%** employee satisfaction every year.

LimakPort Iskenderun International Port carries out its work on employee satisfaction with a high level of sensitivity.

In LimakPort, the last employee satisfaction survey was conducted in 2021, measuring employee satisfaction as 69,8% and employee engagement as 71,6%.

GOAL 8

Carrying out studies to develop the understanding of sustainability in the sectors in which it operates.

It is aimed that each company will support these studies with at least one project per year.

LimakPort prioritizes sustainability in all its investments and operations. The sustainability projects are designed with the Limak Group of Companies' ESG targets in mind and follow the Green Port Certificate criteria and Sustainability Linked Bond commitments.

LimakPort collaborates with local governments and other organizations to ensure that sustainability projects have a positive impact on the environment and society while also contributing to local development goals which enables companies to benefit from local government leadership and resources.



GOAL 9

It is aimed by 2023 to apply the ethical principles and rules which are in all of group companies to entire value chain, starting from the employees and including the supply chain.

LimakPort conducts its operations in accordance with the Limak Group of Companies Business Ethics Rules, which serve as the most essential guide compatible with its corporate values and uphold ethical principles. In order to increase awareness and ownership of the ethical rules of the Limak Group of Companies, multidimensional and inclusive activities are carried out throughout the value chain, which includes port workers, suppliers, external stakeholders, and customers.

GOAL 10

It is aimed to create, monitor and report feedback systems for the external stakeholders and to implement the feedback mechanisms in all companies up to date and with full participation, until 2023.

In the context of a customer satisfaction management system, LimakPort efficiently makes use of tools like customer surveys, complaint forms, and suggestion forms to assess and track feedback from its external stakeholders. LimakPort, which has more than 6000 customers, received 81 feedbacks from various platforms in 2022, and quick solutions were provided to customers.

Annual customer satisfaction surveys are conducted at LimakPort to measure the level of customer satisfaction by keeping the pulse of the customer.

GOAL 11

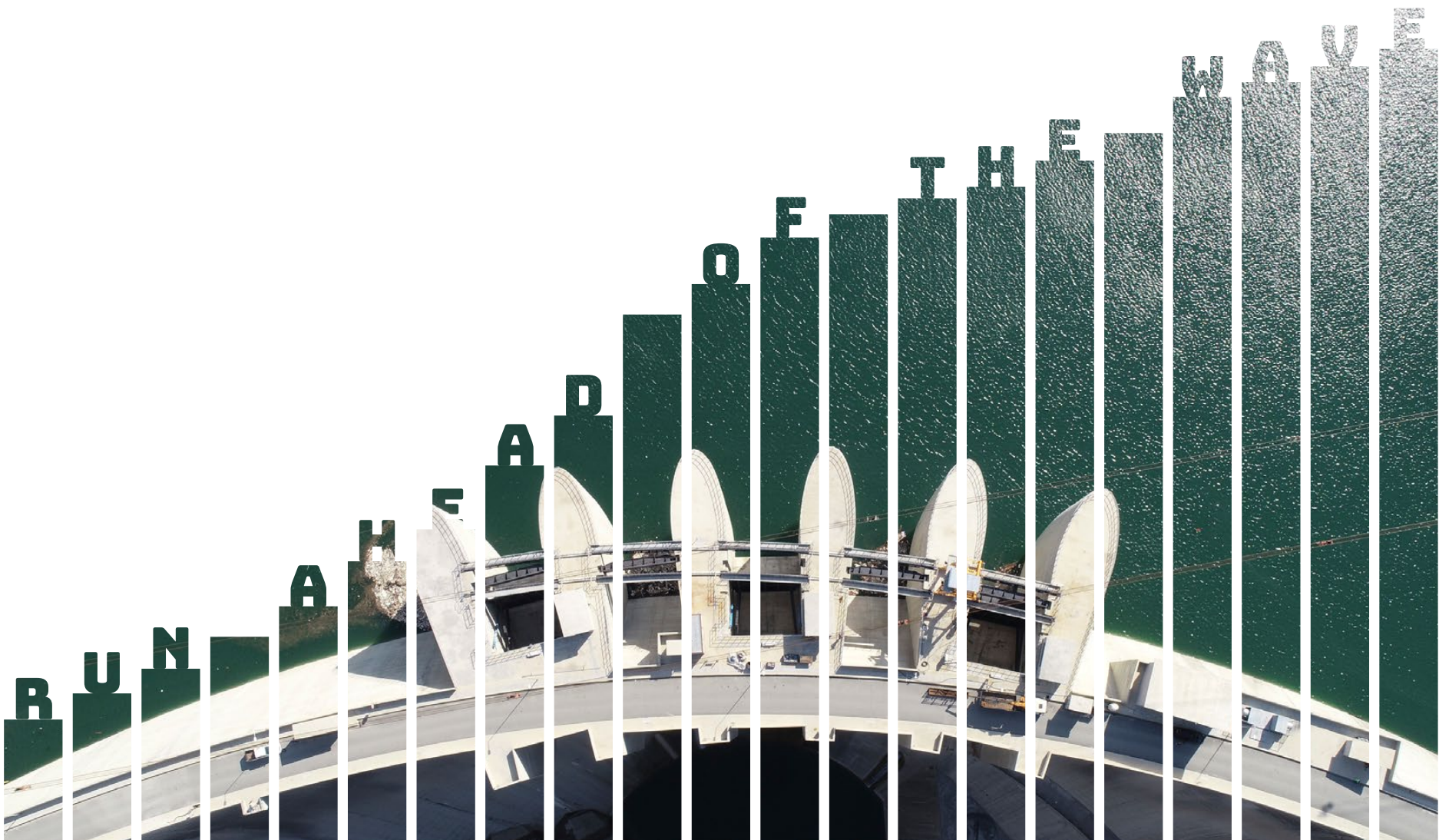
It is aimed to bring a sustainability perspective to the supply chain and to complete the training of all suppliers by 2026.

LimakPort understands that having a sustainable supply chain is crucial for providing high-quality services and ensuring customer satisfaction. To achieve this, they implemented a monitoring system to evaluate the sustainability performance of our procurement and supply chain. They have also created evaluation criteria and digitized their processes using the [SAP](#) system to streamline operations.

During purchasing practices, LimakPort conducted pre-assessments and final evaluations of suppliers to ensure they meet the sustainability, environmental, and occupational health, and safety criteria. LimakPort requires suppliers to sign the Supplier Sustainability Commitment before working with them.

E

LİMAK ENERGY



Limak Energy operates in the fields of energy generation, sales, trade, and distribution.

Enlarging its portfolio every year and making energy generation investments based on resource diversity, Limak Energy takes firm steps towards its target of 5,000 MW installed power.

Limak Energy Trade was established to increase the efficiency and effectiveness of the Turkish energy market. It continues to wholesale electricity in increasing volumes every year.

The use of renewable energy and the reduction of carbon emissions that cause global warming are essential worldwide. Carbon markets have become increasingly important in Türkiye to address these issues. Limak Energy has recently signed the largest carbon emission trade within this framework. Limak Energy Trade team carried out the first commercial transaction in the newly formed YEK-G (RES) market.

The Limak Group of Companies maintains its social and environmental investments within the parameters of its business practices with a focus on sustainability, and it supports the reduction of carbon emissions for a more livable and cleaner future. With its 9 HEPPs, 2 Solar Power Plants, and 1 GPP in renewable production, Limak Energy, one of Türkiye's largest private energy investors, is also among the top businesses in the carbon industry. One of the largest tons and certificate sales in Türkiye was made by 5 of the renewable energy power plants after they finished their monitoring and verification processes with the **VCS** certification system. The monitoring and verification procedures are still ongoing for the six additional facilities that have been registered in the **CerCarbono** Certification system.

LİMAK ENERGY

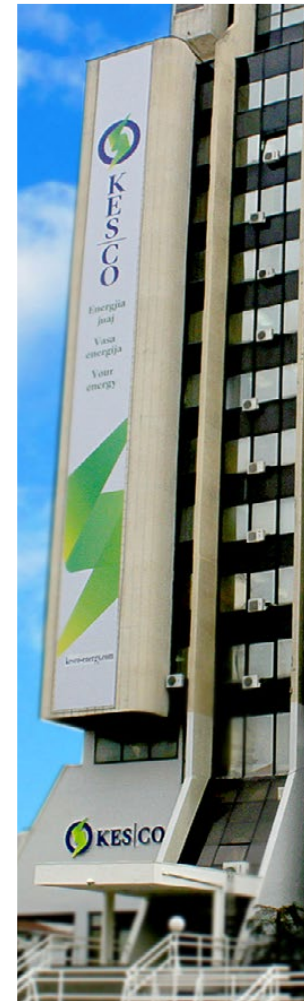
GENERATION

SALES AND TRADE

DISTRIBUTION



You can find information about Limak Energy here.



Kosovo Electricity Distribution
KOSOVO

Kargı Dam and HEPP, Ankara

Gürsöğüt Dam and HEPP, Eskişehir

Seyrantepe Dam and HEPP, Elazığ

Pembelik Dam and HEPP, Elazığ

Uzunçayır Dam and HEPP, Tunceli

Alkumru Dam and HEPP, Siirt

Çetin Dam and HEPP, Siirt

Kirazlık Regulator ve HEPP, Siirt

Tatar Dam and HEPP, Elazığ

Limkon Zero-Injection Solar Power Plant

Konya Apa Solar Power Plant

Isparta Solar Power Plant

Kemerköy Thermal Power Plant, Muğla

Yeniköy Thermal Power Plant, Muğla

Buharkent Hybrit SPP, Aydın

Buharkent Geothermal Power Plant, Aydın

Hamitabat Natural Gas Combined Cycle Power Plant, Kırklareli

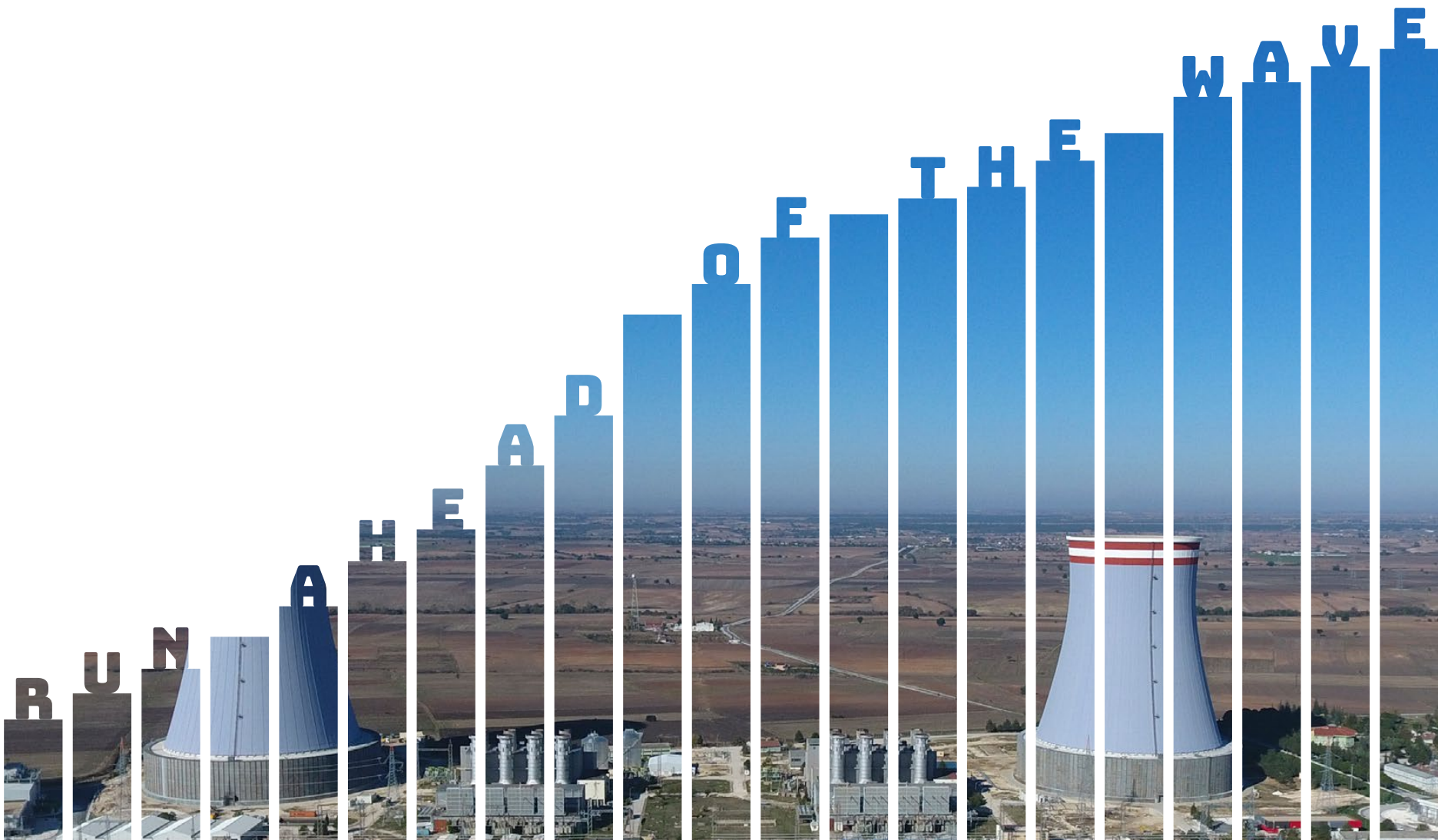
TÜRKİYE

HEAŞ, Türkiye's first natural gas combined cycle power plant, has an installed power of 1,220 MW and continues to operate as a symbol of Türkiye's growing role in sustainable energy production.

H

HEAŞ

Hamitabat Natural Gas Combined Cycle Power Plant



HEAŞ maintains environmental and occupational health and safety measures in all its activities across the field in accordance with national and international requirements, continuing its production activities with minimal impact by taking into account today's resources and tomorrow's demands. HEAŞ has completed the ISO 14001:2015 Environment and ISO 45001:2018 Occupational Health and Safety, ISO 27001 Information Security, and ISO 9001 Quality Management Systems certification processes with the works it has carried out since 2018. In 2023, ISO 50001 Energy Management System will be included in the Integrated Management system.

Water Security and Climate Change statements were made in 2022 for the first time voluntarily within the Carbon Disclosure Project (CDP) scope. In accordance with ISO 14064-1, a guideline for calculating and reporting greenhouse gas emissions and removals at the organization level, the carbon footprint for 2021 has been verified by an impartial organization.

The first natural gas combined cycle power plant in Türkiye, HEAŞ, which has served as the symbol of Kırklareli since 1986, will continue to operate with high efficiency and environmental consciousness in accordance with the Sustainable Development Goals.



You can find information about HEAŞ here.

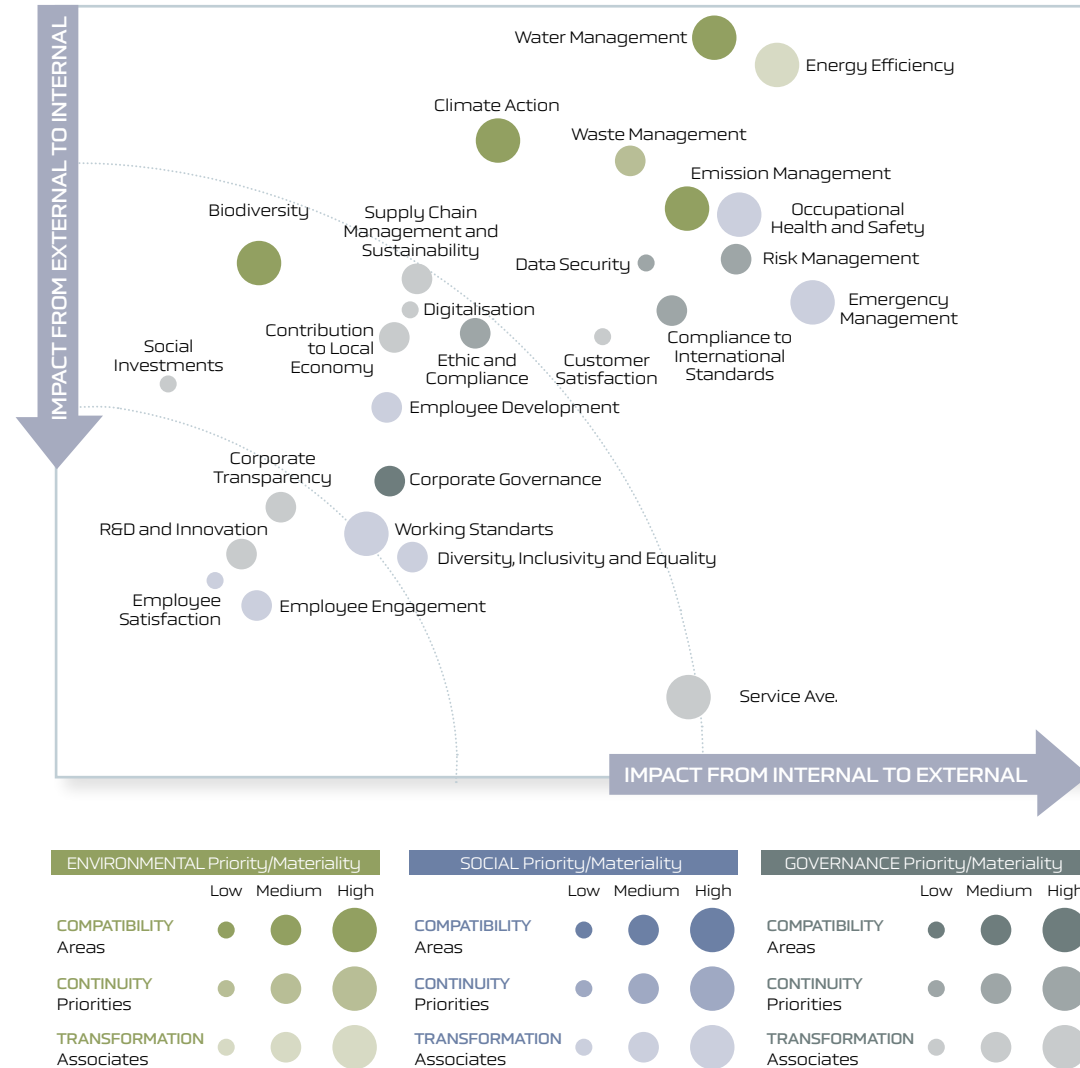


Hamitabat Natural Gas Combined Cycle Power Plant

Sustainability at HEAŞ

HEAŞ DOUBLE MATERIALITY ANALYSIS

HEAŞ has conducted a new study to update its sustainability priorities for 2022. In doing so, it sought the opinions of its stakeholders and conducted a double materiality analysis. By determining the sustainability focus issues in the sector, the company conducted a survey with the participation of both internal and external stakeholders. It analyzed the two-way impact of the survey results on the organization's ESG policy, strategy, and performance, as well as its financial future. This analysis was conducted from outside to inside and from inside to outside to create a sustainability priorities matrix.



HEAŞ SUSTAINABILITY GOALS

GOAL 1

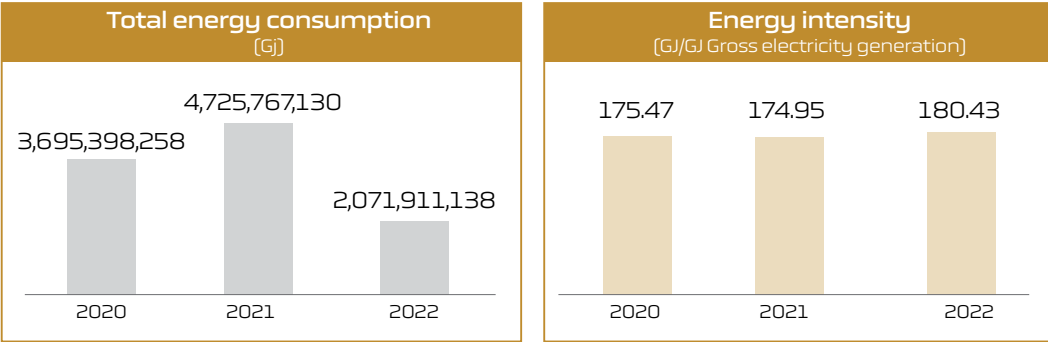
Constantly monitoring and developing energy efficiency studies, creating the necessary infrastructure and renewing the existing one.

It is aimed to achieve a minimum annual design efficiency of **95%** for the corresponding production amount.

At HEAŞ, energy consumption is closely monitored throughout all processes using planned monitoring, engineering, and administrative control procedures. Location-based energy efficiency targets are implemented to ensure optimal operational efficiency and reduce energy usage. Employees are trained on the importance of energy efficiency through investment in innovative practices.

In 2021, HEAŞ began working towards ISO 50001 Energy Management System Certification. As part of this process, in 2022, the current energy management policies and documents were reviewed and updated to meet the necessary requirements. A document application was then submitted. In 2023, ISO 50001 Energy Management System will be integrated into the Integrated Management System.

Energy Consumption



In HEAŞ, the energy density is impacted by the number of start-stops and working loads that are performed annually based on the demands and production conditions of the electricity markets. Two of the facility's **generators** for producing electricity had problems in 2022. The energy intensity reflects the continued use of natural gas in auxiliary facilities due to internal field needs despite the production volume decreasing as a result of prolonged downtimes. The facility uses the nation's grid system to obtain the electricity it requires for domestic use while it is not in use. The amount of electricity drawn from the system has also increased as a result of extended downtimes.

GOAL 2

Constantly monitoring and developing water efficiency studies, creating the necessary infrastructure and renewing the existing one.

It is aimed to reduce the amount of demineralized water used in electricity generation by **15%** and the amount of water used throughout the plant by **25%** by 2026.

HEAŞ's Water Security Policy was established in 2022. It has established its objectives in accordance with this policy on a process basis.



You can access HEAŞ Water Safety Policy from the link below.

HEAŞ in 2022 compared to the previous year;

The water production facility has reached its goal of **74% efficiency**.

The goal of limiting the amount of allocated raw water withdrawal to less than the permitted withdrawal amount has been 100% accomplished by HEAŞ by acting with awareness of responsible consumption and production.

By 2026, it aims to reach a raw water withdrawal rate of 0.045 m³/MW. When compared to 2020 data, this value represents a 13% decline.

The recovery project of sample water from the facility water and steam quality monitoring systems saved 9,052 m³/year of demineralized water and an equivalent amount of over 12,000 m³/year of **raw water** at the beginning of 2022.

It is aimed to reuse 100,000 m³ of demineralized water annually with the **HRSG** (Head Recovery Steam Generator) blowdown recovery project, which will be put into operation at the end of 2022.

To ensure water efficiency in HEAŞ, sectoral best practice techniques are followed, and the necessary infrastructure works are continuously carried out. Water consumption of the facility's auxiliary facilities and electrical energy production process is monitored, and water efficiency projects appropriate to the process are determined and implemented.

It is intended to reduce losses and leaks in the potable water line by 15% in 2023 compared to the previous year by taking action in 2022.

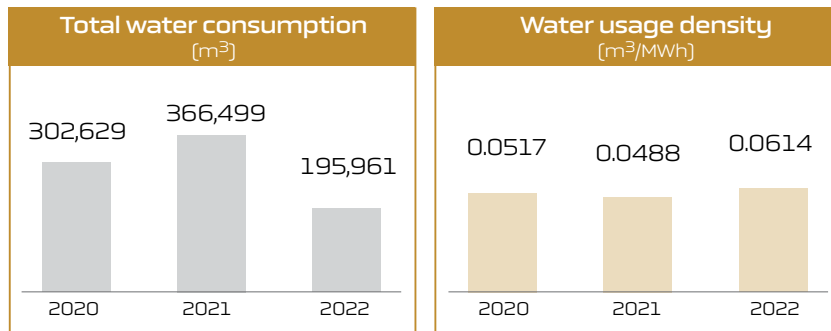
HEAŞ periodically tests that the drinking water served throughout the site complies with human consumption conditions and has it tested by accredited laboratories.

It continues to work to ensure that water footprint critical reviews are carried out by independent institutions.

HEAŞ operates two distinct treatment plants for domestic and process water. Treatment systems have been put in place to ensure that treated wastewater complies with the local and international limit values for which we are responsible, and quality analyses are performed by accredited laboratories. To ensure the efficient use of water in all of its projects, HEAŞ develops awareness-raising projects for all of its stakeholders, beginning with its employees.

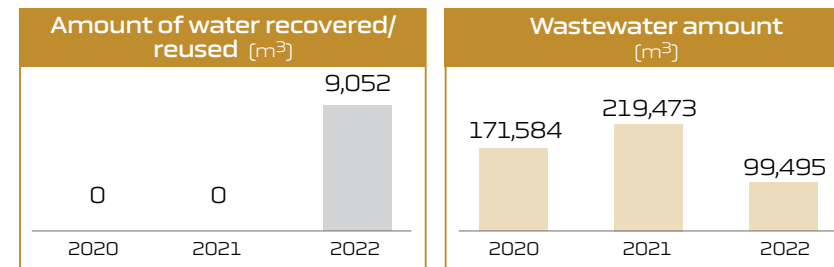
It organizes informative trainings on the environmental impact and measures taken for its employees, field service suppliers, and permanent subcontractors.

Water Consumption



When the data on water consumption in HEAŞ is examined, total water consumption decreases in 2022, but water use intensity increases. The reason for the increase in 2022 over the previous year is that, in response to the decreased production volume caused by the malfunction, the ongoing domestic water use in the field is water usage resulting from consumption for garden irrigation and testing operations.

Amount of Reused Water and Wastewater



GOAL 3

Reducing the emissions caused from our activities.

It is aimed to keep the direct greenhouse gas emissions from annual electricity generation below 0.40 tons of CO₂e/kWh.

HEAŞ is committed to reducing its emissions and combatting climate change as part of its sustainability priorities. To this end, the company conducts regular studies on Emissions Management and Climate Action. Every year, HEAŞ calculates its greenhouse gas emissions and has them verified by accredited verification bodies. In 2021, the company voluntarily reported its carbon disclosure project.

As a consequence of its operations, it monitors with Continuous Emission Measurement Systems in accordance with the Industrial Air Pollution Control Regulation. It immediately reports to the Republic of Türkiye Ministry of Environment, Urbanization, and Climate Change.

Greenhouse Gas Emissions	2020	2021	2022
Scope 1 Emission (tons CO ₂ e)	2,007,764.46	2,528,216.03	1,126,179.34
Scope 2 Emission (tons CO ₂ e)	3,856.60	1,729.20	4,614.05
Greenhouse gas density (tons CO ₂ e/MWh)	0.344	0.337	0.355

HEAŞ carries out measurements at a minimum of 10 points in 2-month periods to monitor NO₂ emissions and ground level concentrations with passive tubes. HEAŞ received its emissions environmental permit in 2017 and renewed it for another five years in 2022.

GOAL 4

Implementing awareness projects that will help to reduce consumption through the development of waste reduction practices.

By 2026 to complete **zero waste** studies for all companies.

HEAŞ follows a zero waste policy and holds a Zero Waste Certificate since 2020. The company stores its waste in temporary areas and collaborates with licensed waste management firms to recycle and dispose of them correctly.

In 2020, HEAŞ received the Zero Waste Certificate.

In the compost area created within the facility in 2021, the kitchen continued to process raw vegetable and fruit waste in 2022. In 2022, instead of sending 1.3 tons of **biodegradable waste** to the landfill, the company used the compost produced on-site to obtain fertilizer.

Waste Amount	2020	2021	2022
Hazardous waste amount (ton)	38.58	2.984	5.976
Amount of non-hazardous waste (ton)	49.387	81.172	51.85

GOAL 5

Supporting the development of women's employment and their qualified active participation.

It is aimed to increase the rate of female employees at all levels by **40%** by 2026 and to support women's projects related to our sector.

HEAŞ advocates for gender equality and works to support women's employment in business life. Acting fairly, equitably, and transparently in its Human Resources practices, HEAŞ evaluates the recruitment processes based on talent and does not discriminate employees in any way. To enhance the equality culture within the business and to increase employee understanding of gender equality, it engages in communication initiatives to help internalize the current policies and procedures.

Number of Employees

	2020	2021	2022
	7	6	7
	81	81	78



GOAL 6

The goal is zero accidents achieved by developing practices that will provide improvement in occupational health and safety and by providing international performance criteria and standards in this field.

HEAŞ is dedicated to prioritizing the health and safety of its employees, working towards a zero-accident goal by establishing secure working environments. In order to prevent potential workplace accidents within its operational scope, the company conducts risk assessment studies with the highest level of employee involvement. These efforts leverage the experiences and competencies of employees at all levels, implementing control measures as integral components of the job.

To maintain the highest level of employee participation, HEAŞ conducts regional internal audits on a weekly basis under the leadership of the Environment and Health and Safety Team, forms risk assessment teams, and holds meetings with the participation of subcontractors and HEAŞ employees.

In addition to the mandatory OHS training required by institutional legislation, HEAŞ also conducts extra activities to promote EHS as a corporate culture. The company recognizes the importance of raising awareness among future generations to promote health and safety culture and environmental awareness. HEAŞ aims to increase communication in the field and raise the awareness of the parties on environmental health and sustainability issues with the Monthly HEAŞ Bulletin, which it started to publish monthly.

In 2022, 2,335 person*hours of OHS training was provided at HEAŞ.

To minimize system-based hazards during maintenance, commissioning, and testing periods of power plants, studies, and improvements are carried out to establish and manage work permit systems and to reduce accident frequency rates. Within the scope of accident prevention activities, root cause research training was organized with the participation of senior and middle-level managers, white-collar employees, and blue-collar team leaders. **Toolbox** applications throughout the field, regional internal audits with employee participation, and on-the-job risk assessment studies are followed.

OHS Statistics	2020	2021	2022
Accident Frequency Rate [%]	10.45	9.34	9.64

The number of foot sprains and accidents increased in different locations compared to the previous year. Controls and improvements were implemented after the incidents, especially in areas with potential accident risks. To ensure user convenience, a mechanism for reporting unsafe situations and behaviors has been implemented, which employees can easily use to report any detections at an early stage. This reporting system has been in place for many years across the field.

GOAL 7

It is aimed to have **at least 80%** employee satisfaction every year.

As a company aware of the value of its qualified employees in ensuring production continuity, HEAŞ develops studies to increase employee satisfaction and tries to ensure employee engagement.

In HEAŞ the last employee satisfaction survey was conducted in 2021, measuring employee satisfaction as 68.4% and employee engagement as 66.8%.



GOAL 8

Carrying out studies to develop the understanding of sustainability in the sectors in which it operates.

It is aimed that each company will support these studies with at least one project per year.

HEAŞ develops projects in line with sustainability priorities in its activities and implements projects to improve its employees' environmental, social and governance sustainability understanding.

HEAŞ collaborates with the established high schools and universities of the region, organizes technical field trips for students to observe business life and learn about the procedures firsthand. Additionally, HEAŞ participates in career days at schools, where they can interact with students and share their knowledge and experiences to guide them in their career journey. By making these efforts, HEAŞ is able to access many young talents and contribute to the acquisition of qualified vocational education by providing short and long-term internship opportunities to students.



GOAL 9

It is aimed by 2023 to apply the ethical principles and rules which are in all of group companies to entire value chain, starting from the employees and including the supply chain.

HEAŞ follows the Limak Group of Companies Code of Business Ethics in all its projects as it sets out ethical principles that are compatible with corporate values. To ensure that all employees implement ethical rules in their work, HEAŞ provides ethics training. To maintain high levels of compliance with ethical rules, HEAŞ works only with suppliers that demonstrate ethical behavior in their supply chain. Further, it regularly monitors the performance of its suppliers, and provides sustainability training to increase supplier awareness of ethical rules.

GOAL 10

It is aimed to create, monitor and report feedback systems for the external stakeholders and to implement the feedback mechanisms in all companies up to date and with full participation, until 2023.

HEAŞ strives to ensure the satisfaction of all its external stakeholders, including those residing in the region. For electricity sales transactions with its customers, the EPIAŞ system is used to process electricity sales price offers, generation demand, and acceptance transactions. In order to receive feedback from all stakeholders, including customers, HEAŞ has set up a communication channel on its website where customers can share their complaints, opinions, and suggestions. To provide prompt solutions, HEAŞ manages these feedbacks within the scope of Quality Management Systems and conducts customer surveys to enhance its services.

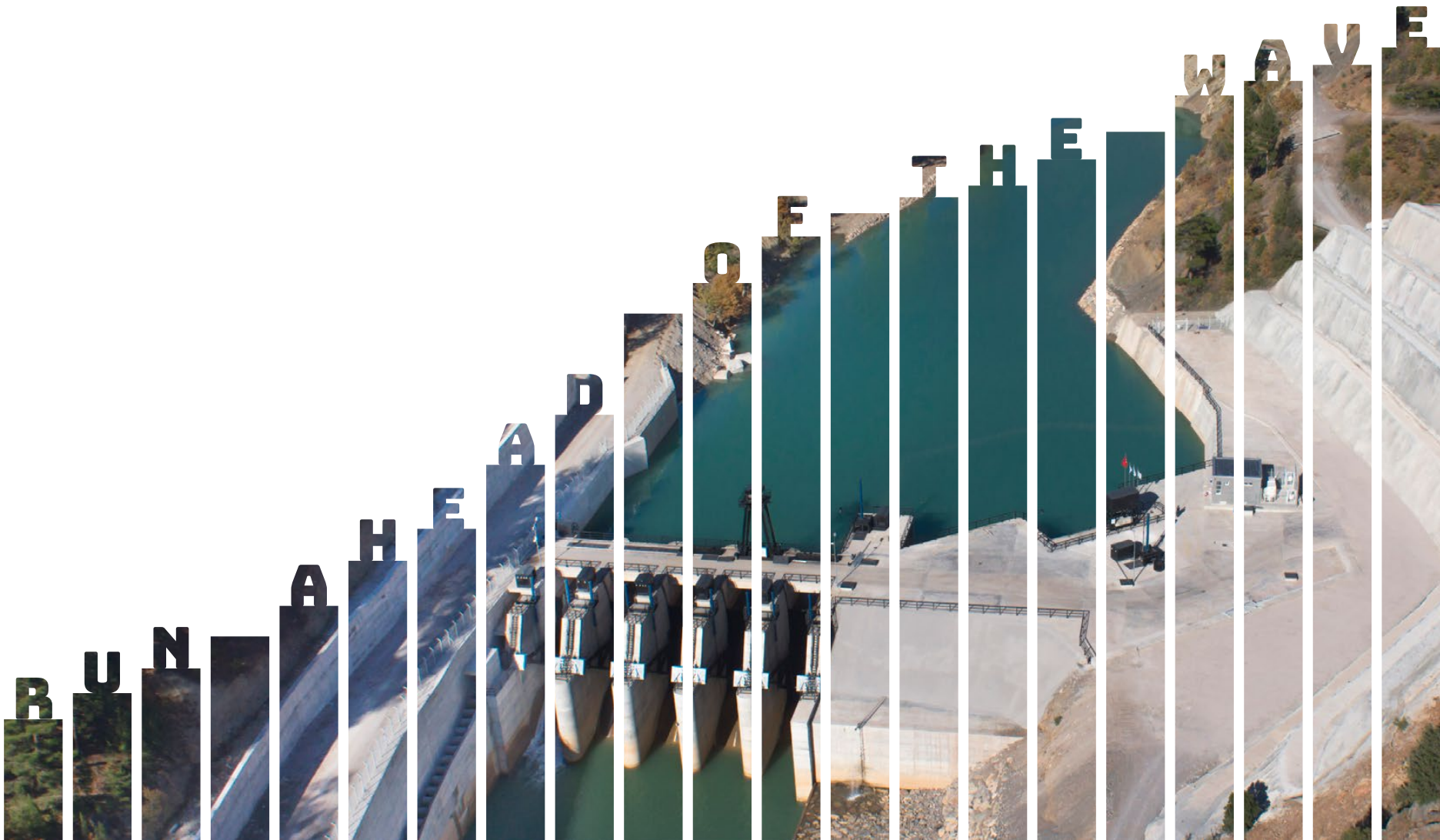
GOAL 11

It is aimed to bring a sustainability perspective to the supply chain and to complete the training of all suppliers by 2026.

HEAŞ is a business that values the environment and its employees in all aspects of its operations. Therefore, it expects its suppliers to have the same level of sensitivity towards the environment and its employees. HEAŞ also takes initiatives to improve its sustainability performance. The Limak Group of Companies ensures that all its suppliers sign the Supplier Sustainability Commitment. This commitment was created as part of a study on sustainability performance for the procurement and supply chain. The Group makes sure that all their suppliers follow the procedures listed in the commitment. HEAŞ pays attention to working with local suppliers, contributing to local economic development. With a local supplier ratio of 96%, the company is committed to social responsibility and community development.

H

LİMAK ENERGY HYDROELECTRIC POWER PLANTS (HEPP)





With the Çetin, Alkumru, Kirazlık, Uzunçayır, Kargı, Gürsöğüt, Seyrantepe, Pembelik, Tatar hydroelectric power plants of Limak Energy in operation, the group's total HEPP installed power is 1,319.22 MWm, 1,289.73 MWe, and the total annual electricity generation capacity is approximately 4 billion 75 million 379 thousand kWh.

Additional projects, the Pervari Hydroelectric Power Plant (HES) and the Incir HES, both of which are part of the Çetin HES basin, were awarded tenders in 2022. These power facilities will contribute approximately 540 MW to the Limak Energy Portfolio upon completion.



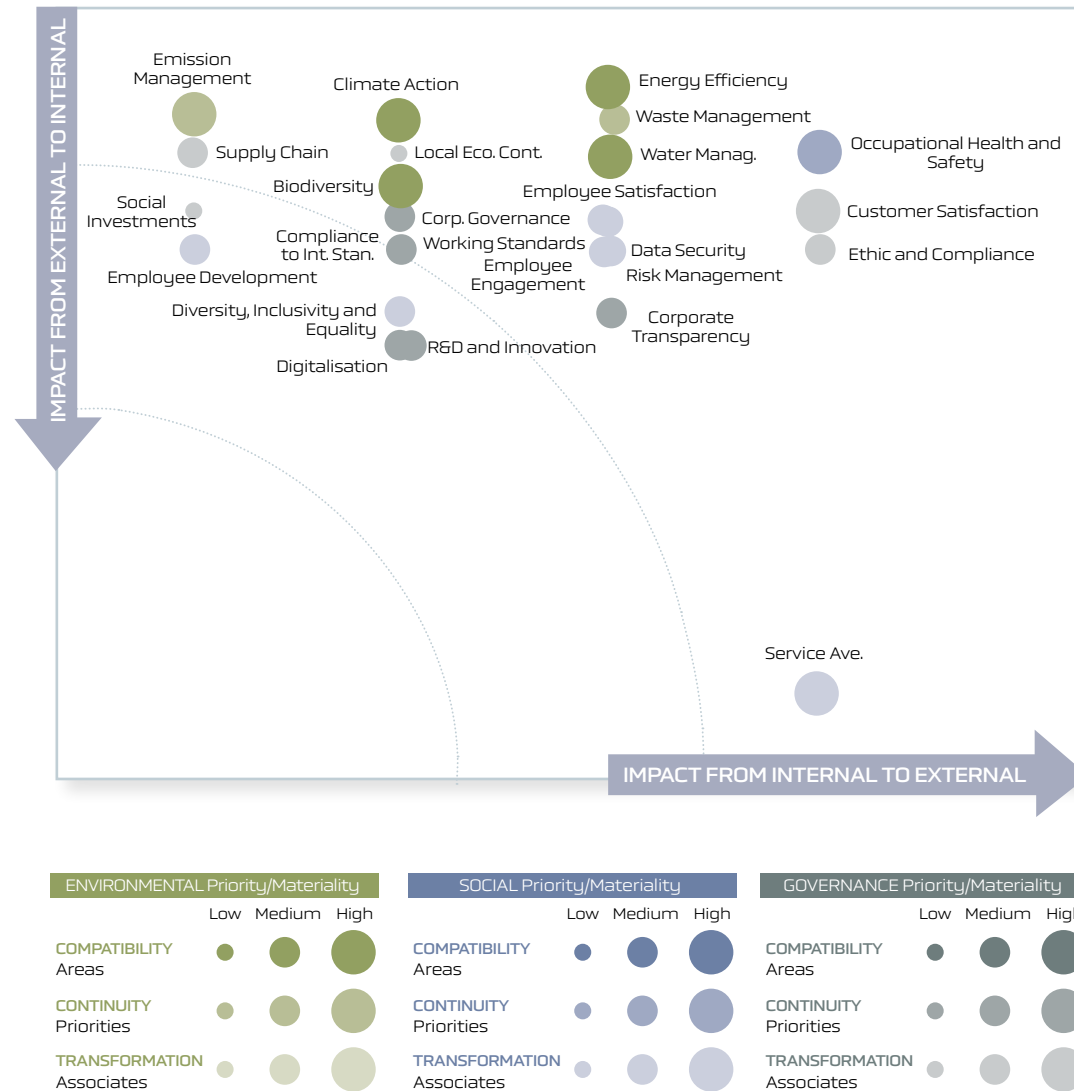
You can find information about Limak HEPP projects here.

Sustainability at HEPPs

HEPP DOUBLE MATERIALITY ANALYSIS

To update its sustainability priorities, Limak HEPP undertook a new study in 2022, examined stakeholder opinions on those priorities, as well as ESG risks and opportunities, and carried out a double materiality survey.

A survey was conducted to determine the sustainability focus issues in the sector, prioritizing the participation of both internal and external stakeholders. The survey results were analyzed to create a sustainability priorities matrix based on the ESG policy, strategy, and performance of the institution, as well as its financial future, from the outside to inside and inside to outside. Upon examining the sustainability matrix of Limak HEPP, it was observed that the priorities were shaped by the focus on environmental issues, which is consistent with the findings of the previous materiality study in the 2018–2019 report.



The reason for the low total energy consumption in 2020 is that the hydroelectric power plant in Gürsöğüt will start operating in 2021. While the amount of energy consumption in HEPPs became normal in 2021, energy consumption decreased with the energy efficiency studies carried out in 2022.

GOAL 2

Constantly monitoring and developing water efficiency studies, creating the necessary infrastructure and renewing the existing one.

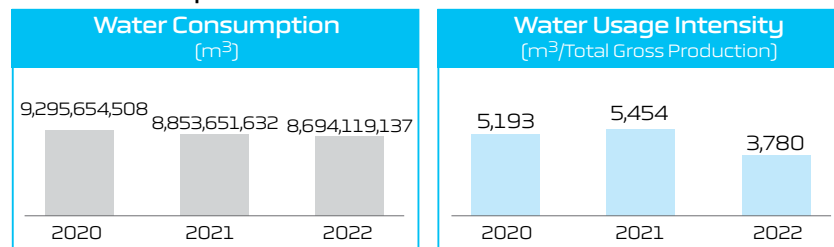
It is aimed to develop projects for the protection of water.

Limak HEPP is directly involved with water due to its activities and is aware of the importance of conserving water resources. For this reason, the company implements measures to protect the aquatic area, reduce water consumption, and ensure water efficiency. In 2022, an irrigation automation system was introduced for the trees in the dam's activity area, which helped to reduce water consumption during irrigation through the use of drip irrigation.

The water used for energy production during the dam activities is returned to nature without any loss after production in accordance with legislation. The water quality is constantly monitored at the entrance and exit of the dam, and employees are trained on water conservation to ensure the water source's sustainability. Vacuum trucks are used to transport domestic wastewater from human use in the dam sites to the regional municipality wastewater treatment plant, where it undergoes purification and is discharged, in accordance with the region's conditions and legislation.

The amount of water consumption in Limak HEPPs has decreased by 6.5%.

Water Consumption



GOAL 3

To reduce emissions from activities.

It is aimed to complete the Carbon Emission Reduction Certificate and Social Carbon Validation Certificates in all power plants.

Since waterpower is used for energy production during electricity generation, there is no direct CO2 emission by hydroelectric power plants. To assess the prospects of the renewable energy portfolio that will help the Limak Group of Companies achieve its emission reduction goals, initiatives in the global carbon markets continue in all the Limak Hydroelectrical Power Plants.



In 2022, Carbon Emission Reduction Certification was completed in all operations of Limak HEPP in accordance with International Carbon Standards (VCS).

GOAL 4

Implementing awareness projects that will help to reduce consumption through the development of waste reduction practices.

The target is to complete **zero waste** studies by 2026 for all companies.

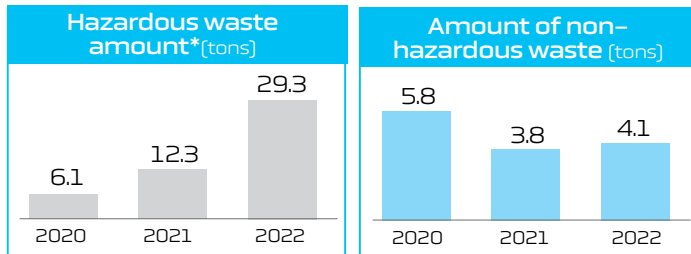
Limak HEPP manages waste in line with the zero waste principle, minimizing waste and maximizing recovery by separating it at its source.

At Limak HEPP locations, processes are managed following ISO 14001 Environmental Management Systems. Waste management is carried out on a location-by-location basis, adhering to standard requirements.

To prevent waste generation in processes, necessary steps are taken, and employees are provided with regular training to maintain high awareness levels.

Çetin HEPP, Alkumru HEPP, Kirazlık HEPP and Uzunçayır HEPP have Zero Waste Certificate.

Waste Amount





*The reason for the increase in the amount of hazardous waste is the increase in the number of HEPPs commissioned over the years.

GOAL 5

Supporting the development of women's employment and their qualified active participation.

Limak HEPP is aware that providing women's employment will create positive value for social development and business life, but it has difficulty in reaching female workforce due to factors such as transportation difficulties in its locations and distance from the city center. As a result, it develops projects to improve women's employment in all business groups by overcoming these obstacles.

Number of Employees

	2020	2021	2022
	2	2	2
	376	385	352

GOAL 6

The goal is zero accidents achieved by developing practices that will provide improvement in occupational health and safety and by providing international performance criteria and standards in this field.

Limak HEPP carries out its processes in accordance with ISO 45001 Occupational Health and Safety Management System and relevant legal regulations to protect the health and safety of its employees in the work environment. Limak HEPP OHS Teams carry out risk assessment studies to improve working environment conditions and report occupational health and safety data to the senior management.

Limak HEPP not only creates work settings that will safeguard health and safety, but also educates its employees on occupational health and safety issues and conducts awareness activities to reach the zero occupational accident goal.

GOAL 7

It is aimed to have **at least 80%** employee satisfaction every year.

Limak HEPP acts meticulously to ensure the satisfaction of its employees, who work with devotion in its challenging locations. Living spaces have been built in the HEPP project locations where workers may live comfortably. Additionally, social areas that workers will need and sports facilities where workers can engage in physical activity have been constructed.

Employee satisfaction rate 76%, employee engagement rate 75% in 2021.

GOAL 8

Carrying out studies for the development of sustainability understanding in the sectors in which it operates.

Limak HEPP is committed to promoting environmental, social, and governance sustainability in all its activities. The company is actively working to develop sustainable projects that align with its operations and benefit society.

At Limak HEPP, preserving the natural characteristics of aquatic and terrestrial areas is a top priority. The company is dedicated to protecting the region's biological diversity by implementing sustainable agricultural practices, such as afforestation, and raising awareness about the importance of soil health to local farmers.

GOAL 9

It is aimed by 2023 to apply the ethical principles and rules which are in all of group companies to entire value chain, starting from the employees and including the supply chain.

Limak HEPP acknowledges the Limak Group of Companies Code of Business Ethics as the most significant document that lays out ethical principles consistent with its corporate values and upholds business ethics in all its operations. Limak HEPP considers the Code of Business Ethics, which constitutes the nature of the Limak working culture, as an inseparable part of both business processes and the scope of organizational behavior. Limak HEPP conducts business ethics awareness-raising programs, expects workers and suppliers to perform in accordance with Limak's values and culture, and requires adherence to the Limak Code of Business Ethics.

GOAL 10

It is aimed to create, monitor and report feedback systems for the external stakeholders and to implement the feedback mechanisms in all companies up to date and with full participation, until 2023.

Limak HEPP maintains continuous communication with external stakeholders, particularly the people and local public administrations in the regions where it operates. As part of its quality management systems, the company collects stakeholder complaints, suggestions, and feedback from various channels, including telephone, email, and website. It also conducts regular customer satisfaction surveys to obtain stakeholder opinions. All feedback received through these channels is carefully evaluated by the relevant departments and appropriate actions are taken to ensure stakeholder satisfaction.

GOAL 11

It is aimed to bring a sustainability perspective to the supply chain and to complete the training of all suppliers by 2026.

To ensure continuous production and availability of our products, Limak HEPP collaborates with companies that adhere to ethical rules in the supply chain and prioritize environmental and social benefits. Supplier Evaluation Procedure is implemented at all locations to ensure that sustainability performance is taken into account during purchasing processes. Limak HEPP pays attention to work primarily with local suppliers with high sustainability performance in the regions where it operates.

SP

LİMAK ENERGY SOLAR POWER PLANTS (SPP)



The power plant, which was put into operation at the end of 2017, produced 9.08 million kWh in 2022.

The solar power plant located in Gönen district of Isparta province has a total installed power of 5,702.48 kWp.

Gönen GES became the first solar power plant project in Türkiye to receive independent and comprehensive international certification within the first year of its operation.

As a result of the inspections carried out at the power plant, the performance results have been verified in accordance with the [IEC 61724](#) standard, approved for compliance with the criteria outlined in the [IEC 62446-1](#) standard, and aligned with other international best practises. By collaborating with the initiative supported within the scope of Türkiye's Energy Academy (TEA) Limak Energy Entrepreneurship Acceleration Program, performance analysis and remote monitoring system has been activated.

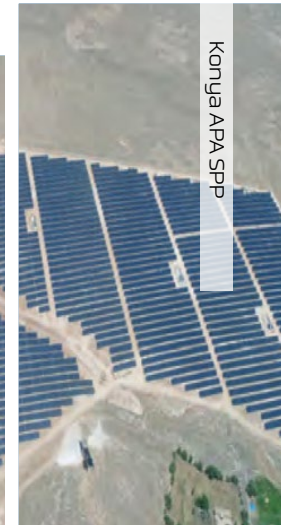


Isparta Gönen SPP

You can find information about Limak Energy SPP here.

The Apa GES solar power plant, located in the Çumra district of Konya province, has a total installed power of 16,339.79 kWp, making it Türkiye's third-largest licensed solar power plant at a single point. Its construction was completed in 2019, and it has been commissioned. Thin-film solar modules, which are ideal for the variable climatic conditions of Türkiye, are used in Apa GES and Gönen SPP. They were chosen as the most appropriate solution to maximize energy production with a central type of inverter and make it sustainable.

Apa GES power plant has implemented performance analysis and remote monitoring systems in cooperation with Türkiye's Energy Academy (TEA) Limak Energy Entrepreneurship Acceleration Program. In 2022, the plant produced 25.79 million kWh.



Konya APA SPP

YEKA
ERZİN
SPP

Within the scope of the “Competition Announcement for the Allocation of Renewable Energy Resource Areas and Connection Capacities Based on Solar Energy” of the Republic of Türkiye Ministry of Energy and Natural Resources, 100 MW connection rights were obtained for Erzin-1 region in the competition held on 28.06.2022 (“G4-Erzin-1 SPP Project”). The Renewable Energy Resource Area Agreement was signed on 08.08.2022 and a 22-month preliminary license effective as of 08.09.2022 was obtained. The appropriate permit procedures are carried out at the pertinent institutions in line with the provisions of the Electricity Market License Regulation to carry out the works and transactions that must be finished within the pre-license period.

When the facility comes into operation at full capacity in 2024, the estimated annual energy production for the first year will be at the level of **266.87 million kWh.**



Cyprus Limak Deluxe Hotel Self-Consumption (Zero-Injection) Solar Power Plant

The Cyprus Limak SPP is a solar power plant located in the Bafra tourism region of the Turkish Republic of Northern Cyprus. It was commissioned in August 2022 to meet the electricity needs of the Cyprus Limak Deluxe Hotel. The plant has a total installed power of 2,257.2 kWp and as of the end of 2022, it generated 1.09 million kWh of electrical energy.

Cyprus Limak SPP is the first solar power plant in Cyprus with a complete “zero injection” feature and the ability to not pump any energy into the grid as of 2022 when it came into operation.



Limkon SPP

The food and beverage company Limkon Gıda Sanayi ve Ticaret A.Ş. is a member of the Limak Group Of Companies. It has a production facility in the Adana Hacı Sabancı Organized Industrial Zone with a closed area of 14,000 square meters on a total area of 40,000 square meters. The project to build a solar power plant, which was started to provide the facility with energy from renewable sources, was finished in December 2022. As a result, the factory began using the solar power plant project, which will provide **2,754 MWh** of energy annually.



Solar Power Projects with Ongoing Project Development Activities and Permit Processes

Self-Consumption Solar Power Projects

There are a total of **70.38 MWp integrated self-consumption SPP projects**, with the tender process for 34.38 MWp installed power in 5 factories of Limak Cement and the permit process for 36 MWp at Limak Anka Cement still ongoing.

Limak Tourism has **self-consumption solar power projects** with a total installed capacity of **18.75 MWp**, whose permit processes are ongoing, in 5 of its hotels in Türkiye.

The self-consumption SPP project in LimakPort, with a **12 MWp installed capacity**, is still ongoing the necessary permit processes.

Hybrid Projects Integrated into the Main Source Power Plant

The permit processes for a total of **60,245.39 kWp Integrated hybrid SPP** projects at Limak Energy, Gürsöğüt HEPP, and Alkumru HEPP are still being processed.

The necessary permit processes for the **9,422.01 kWp integrated solar power plant** project at HEAŞ are still in progress.

GP

LİMAK ENERGY GEOTHERMAL POWER PLANT (GPP)





You can find information about Limak Energy GPP here.

B U H A R K E N T G P P

The Aydın Buharkent Geothermal Power Plant began construction in July 2017 and was operational by September 2018, with an installed power capacity of 13.77 MWe. In 2022, it produced 79,314 MWh of electricity. Buharkent GPP generation constitutes 0.8% of Türkiye's total installed geothermal capacity.

It is the first Geothermal Power Plant to receive a Zero Waste Certificate, the first power plant in Türkiye designed for pumped production, and the first Geothermal Power Plant built with EPC. Additionally, in 2022, a license amendment was granted for the construction of a 1,3041 MW SPP as an auxiliary source.



Buharkent Hybrid Solar Project

Construction on the 1,304.73 kWp Hybrid Solar Power Plant, which is a part of Limgaz's Buharkent GPP project, began in April 2023 and was completed as scheduled in October of that same year. By the end of the first production year, the power plant is anticipated to produce 2.19 million kWh in addition to the output of the GPP power plant for the system.





Limkon Gıda Sanayi ve Ticaret A.Ş. began constructing a factory in April 2007 to produce fruit juice concentrate, puree, puree concentrate, tomato paste, **NFC** (not-from-concentrate) fruit juice, fruit nectar, fruit and flavored syrup, and fruit drinks. The company aimed to sell these products in domestic and international markets. The factory's construction began in April 2007 and was concluded within seven months, becoming operational upon completion.

The concentrated products were exported to 32 countries, accounting for 50% of total sales. Every year, new domestic and foreign companies are added to their customer portfolio.

In 2022, the company aims to expand its product variety and increase export volumes in Far East exports.

Limkon continues to sell fresh orange juice, NFC fruit juices and fruit drink products under the registered brand "Pomona". They expand their product range in cold tea and different fruit/flavored beverage groups with new R&D studies every year.

The factory, constructed on a total area of 40,000 square meters with a closed area of 14,000 square meters, has the advantage of being located close to where many kinds of fruits are grown.



You can find information about Limkon here.

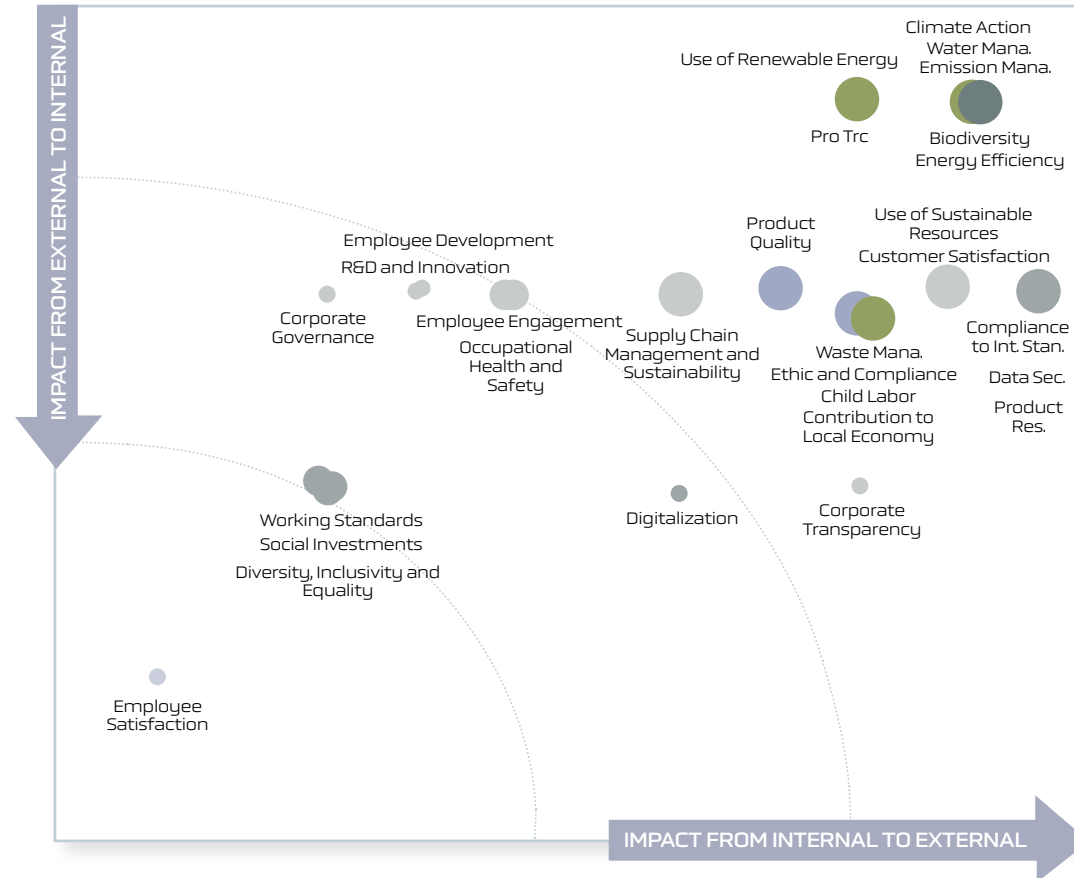


Sustainability at Limkon

LIMKON DOUBLE MATERIALITY ANALYSIS

Limkon carried out a double materiality study to update its sustainability priorities in 2022.

In the reporting period, by identifying the sustainability focus issues in the sector, Limkon conducted a survey to determine sustainability priorities with the participation of internal and external stakeholders. They conducted a study analyzing the survey results on the two-pronged impact on the organization's ESG policy, strategy and performance, and its financial future [outside-in and inside-out]. The matrix resulting from the double materiality analysis was accepted as Limkon's new sustainability priorities, with both environmental and managerial issues being prioritized.



ENVIRONMENTAL Priority/Materiality				SOCIAL Priority/Materiality				GOVERNANCE Priority/Materiality			
Low Medium High				Low Medium High				Low Medium High			
COMPATIBILITY Areas	●	●	●	COMPATIBILITY Areas	●	●	●	COMPATIBILITY Areas	●	●	●
CONTINUITY Priorities	●	●	●	CONTINUITY Priorities	●	●	●	CONTINUITY Priorities	●	●	●
TRANSFORMATION Associates	●	●	●	TRANSFORMATION Associates	●	●	●	TRANSFORMATION Associates	●	●	●

LIMKON SUSTAINABILITY GOALS

GOAL 1

Constantly monitoring and developing energy efficiency studies, creating the necessary infrastructure and renewing the existing one.

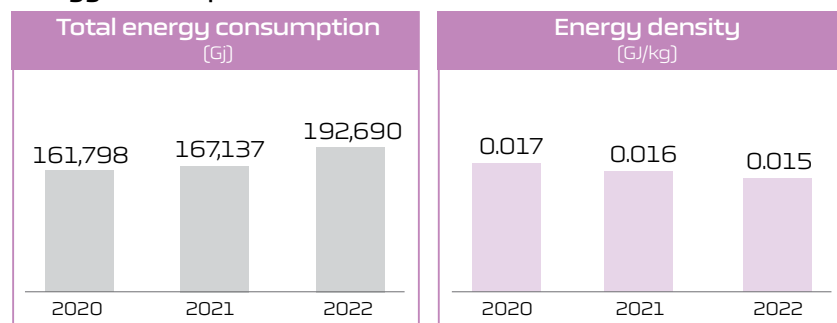
It is aimed to reduce the amount of energy used per 1 kg of product in production by **30%** until 2026.

Limkon focuses on developing projects that will reduce the amount of consumption by monitoring the amount of energy used in its production facility annually. The solar power plant project was initiated to meet the energy

used in the production facility from renewable energy sources, was completed in December 2022. Thus, the SPP project was started to be used to meet the annual energy amount of 2,754 MWh of the factory.

With the improvements made since 2020, energy intensity has been reduced by **12%**.

Energy Consumption



GOAL 2

Constantly monitoring and developing water efficiency studies, creating the necessary infrastructure and renewing the existing one.

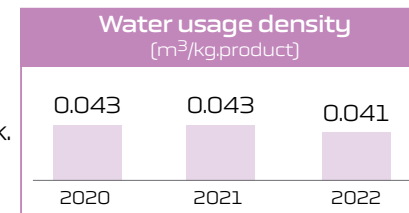
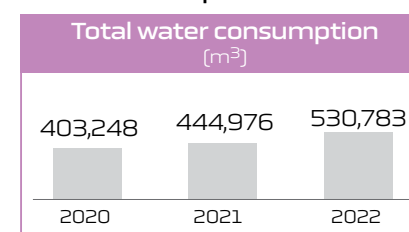
It is aimed to reduce the amount of water and wastewater used for 1 kg of product in production by **20%** by 2026.

Limkon is aware of the importance of protecting water, which is an essential production input. To ensure efficient use of water in its production facility, the company carries out water-saving projects. In 2022, the company was able to recover **53,078 m³** of water generated as a result of production, which ultimately reduced the amount of water drawn from the network. As per legal regulations, Limkon pre-treats the wastewater produced in the state-of-the-art treatment plant located in its facility and delivers it to the treatment plant of the OIZ it is affiliated with.

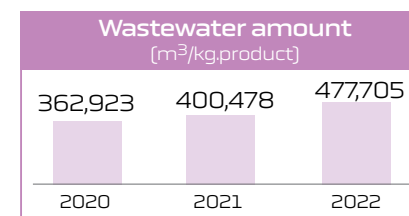
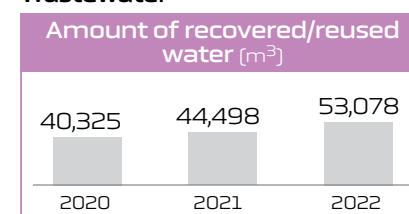
The water usage intensity has been reduced by **5%**.

Efforts continue without slowing down to reach the target of reducing water consumption until 2026.

Water Consumption Amount



Amount Of Reused Water and Wastewater



GOAL 3

Reducing the emissions caused from our activities.

It is aimed to reduce plant emissions by **30% by 2026.**

Limkon has taken the first step in reducing emissions from its activities by calculating Scope 1 and Scope 2 emissions. Considering Scope 1 and Scope 2 emissions, although the current emission seems to have increased, Limkon has reduced the current greenhouse gas density compared to 2020 and 2021.

Greenhouse Gas Emissions	2020	2021	2022
Scope 1 Emission (tons CO ₂ e)	7,351	7,192	8,628
Scope 2 Emission (tons CO ₂ e)	3,058	3,441	3,940
Greenhouse gas density (ton CO ₂ e / kg)	0.0011	0.0010	0.0009

2020 → 2022
Limkon reduced greenhouse gas density **18%.**

GOAL 4

Implementing awareness projects that will help to reduce consumption through the development of waste reduction practices.

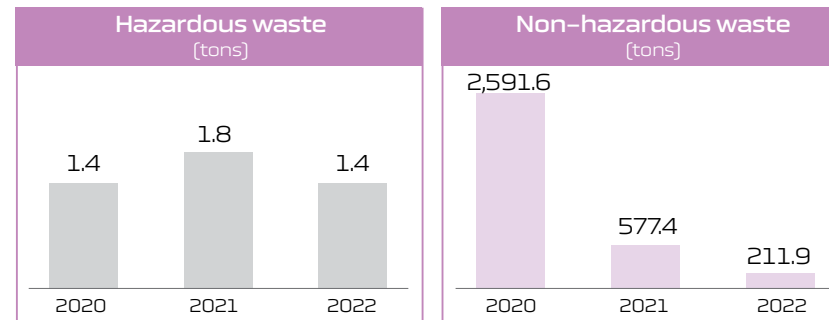
The target is to complete **zero waste** studies by 2026 for all companies.

Limkon has Zero Waste certificate.

Limkon places the concept of zero waste at the core of its waste management model. The company establishes a zero waste system in its facility and conducts training sessions on waste management and environmental awareness for its employees. By promoting recycling as a corporate culture, Limkon has successfully reduced the amount of waste generated during the pandemic period. This has been achieved through awareness-raising activities that have been carried out within the company over the years.

2020 → 2022
Limkon reduced the amount of non-hazardous waste by **91%.**

Waste Amount



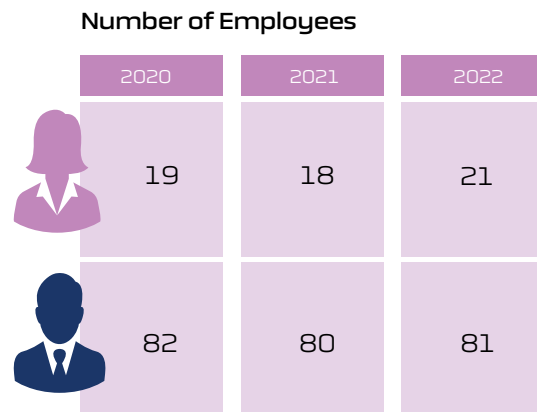
GOAL 5

Supporting the development of women's employment and their qualified active participation.

By 2026, the goal is to increase female employees by **50%** and continue projects supporting female agricultural workers.

Limkon, as a company that is aware of the need for women to participate in employment to achieve gender equality, continues its efforts to support female employees in the agricultural sector.

Limkon manages its human resources processes in accordance with the principle of gender equality in business and does not tolerate any form of discrimination. Furthermore, Limkon guarantees the rights of its employees in accordance with the principle of equality and by developing policies and procedures, as well as various awareness studies, in an effort to make the concept of equality a part of the company's corporate culture.



GOAL 6

The goal is zero accidents achieved by developing practices that will provide improvement in occupational health and safety and by providing international performance criteria and standards in this field.

As an indicator of the importance it attaches to its employees, Limkon adopts the principle of zero accident that will prevent work accidents and occupational diseases with its Health and Safety Policy.

It conducts a variety of awareness-raising activities throughout the year, including fire drills and occupational health and safety trainings, to educate employees about workplace hazards while adhering to all OHS-related legal requirements. Limkon carries out a systematic risk assessment to prevent possible accidents that may occur during its activities. In the past three years, Limkon has not experienced any lost workdays due to work accidents. There were no work accidents in 2022.

In 2022, 816 hours of **OHS training** was given to employees.

OHS Statistics	2020	2021	2022
Accident Frequency Rate [%]	5.48	5.37	0

GOAL 7

It is aimed to have **at least 80%** employee satisfaction every year.

Limkon believes that its employees are the most fundamental and valuable element of its establishment. For this reason, it aims to keep employee satisfaction high in all its activities, organizes in-house events to create corporate belonging, and supports employees with side benefits.

Limkon has started to digitalize the existing satisfaction forms that measure employee engagement to ease the follow-up the forms in the factory, and the process continues.

In Limkon, the last employee satisfaction survey was conducted in 2021, measuring employee satisfaction as **80.4%** and employee engagement as **80%**.



GOAL 8

Carrying out studies to develop the understanding of sustainability in the sectors in which it operates.

Each company is expected to support these studies with at least one initiative per year.




Limkon has employed **75%** female employees in industrial tomato production.

Limkon is committed to managing the environmental and social impacts of its activities in Türkiye and all its operating countries with a sense of corporate citizenship. To achieve this, it develops and implements social responsibility projects that support the growth and development of society, with a focus on promoting environmental, social, and governance sustainability. Limkon aims to ensure the prosperity of society and to drive economic growth in the regions where it operates.

Beginning with its factory area, Limkon has planted saplings around the factory. It also believes in gender equality and the importance of women's presence in business life. To promote women's employment

in the region, Limkon initiated the **"Women Agricultural Workers"** project, which prioritizes women's employment in recruitment. Through this project, Limkon has employed 75% of female workers in the field maintenance and harvesting works in Contracted Industrial Tomato production.


For the past ten years, Limkon has been providing internship opportunities, training, and scholarships to students studying in the Food, Industry, Chemistry, Biology, and Engineering departments of universities.

Limkon created the  **"Limkon Youth Zone"** project to help create a qualified workforce in agriculture. Within the scope of this project, Limkon provided scholarships to six students in 2022.

GOAL 9

It is aimed by 2023 to apply the ethical principles and rules which are in all of group companies to entire value chain, starting from the employees and including the supply chain.

In all its operations, Limkon abides by the Limak Group of Companies Code of Business Ethics, treats all employees equally in accordance with these principles, respects individual differences, and complies with all applicable laws and rules. In addition, Limkon manages the production process per its own

 **Food Safety Policy and Halal Policy,** which was developed after considering food safety.

Limkon provided training to its employees on the Code of Business Ethics in 2022. This code must be followed by all employees in the workplace. In 2023, Limkon aims to provide relevant training on the same code to its supply chain.

In 2022, Limkon expanded its ethics hotline application and established a reporting system. This allows employees to report their concerns about product safety, integrity, quality, or compliance with the law directly to the General Manager via telephone.

GOAL 10

It is aimed to create, monitor and report feedback systems for the external stakeholders and to implement the feedback mechanisms in all companies up to date and with full participation, until 2023.

At Limkon, we are in constant contact with customers through customer visits, fair meetings, satisfaction surveys and phone calls. External stakeholders, including customers, provide their feedback via customer satisfaction surveys, e-mails, telephone and online platforms. Complaints made by stakeholders are responded to with a swift and permanent solution policy to ensure customer satisfaction.

GOAL 11

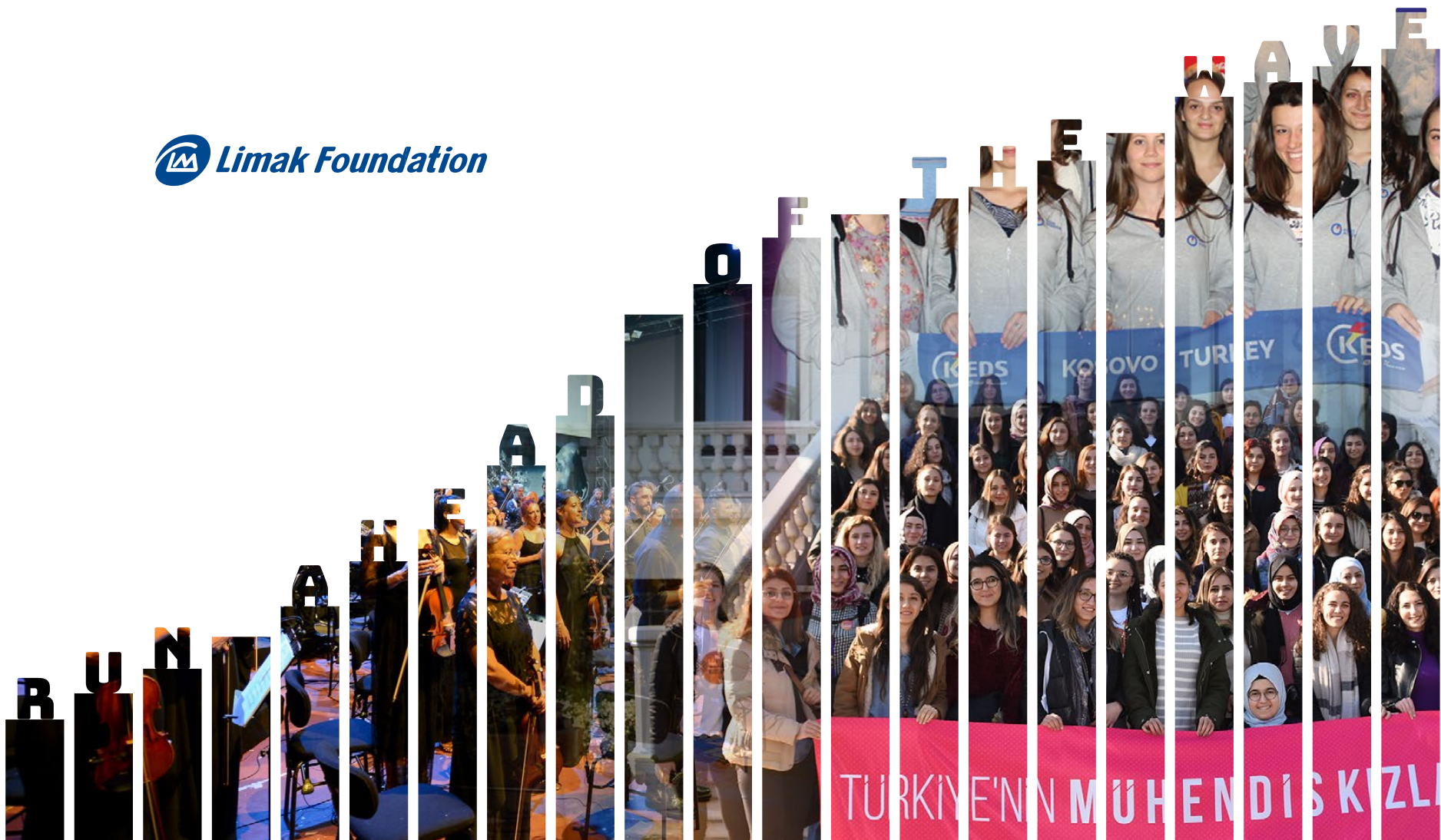
It is aimed to bring a sustainability perspective to the supply chain and to complete the training of all suppliers by 2026.

A quality supply chain with a strong sustainability performance is accepted by Limkon as the fundamental requirement for the continuity of production. Limkon, which has operated in accordance with the highest standards in food safety since the day it was founded, also works to bring an environmental, social, and governance sustainability perspective.

With **local suppliers making up 80% of its supply chain**, Limkon assesses its partners' performance in terms of ethical standards, environmental management, occupational health and safety, and management of quality and management systems.

To improve its raw material suppliers and raise the quality and efficiency of its products, Limkon offers farmers verbal trainings on **Good Agricultural Practices**. By upgrading these trainings in 2023, both verbally and in writing, Limkon hopes to bring lasting advantages to its suppliers.

LİMAK FOUNDATION



In 2016, the Limak Group of Companies established the Limak Education Culture and Health Foundation to better execute its mission of social investment and aid projects in an institutional and effective manner.

The Foundation aims to transform the young and dynamic potential of our nation into qualified human resources through sustainable studies that contribute to social and developmental growth. The Limak Foundation is committed to supporting the next generation of engineer candidates with its investments in education and projects like Engineer Girls of Türkiye, which encourages women to take an active role in engineering. It also aims to raise awareness

by organizing **STEM**-focused activities for children from an early age.

The Limak Foundation supports students in secondary education who have achieved outstanding success despite challenging circumstances. The foundation also carries out projects that enable cultural and artistic activities to reach all segments of society.

The Limak Foundation's activities are human-oriented, and it aims to raise a generation of qualified individuals who can contribute to solving social and economic problems while respecting the universal values of a strong, modern, and respected society. The foundation operates with the principle of "youth is the future."



You can find information about Limak Foundation here.



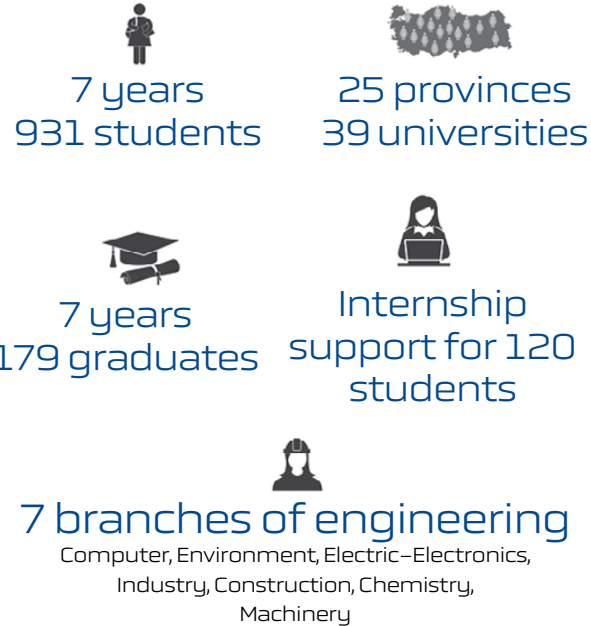
Engineer Girls of Türkiye

Girls Who Break Glass Ceilings in Engineering are in their 7th year

The Limak Foundation's "Engineer Girls of Türkiye (EGT)" project is a significant social investment initiative aimed at increasing the number of female engineers, encouraging women to take on more active and decision-making roles in business, and removing obstacles in the industry. The project has been running for seven years and is continuously growing and progressing. In collaboration with the Ministry of Family, Labour and Social Services of the Republic of Türkiye and the Limak Foundation conducted the project to promote the employment of qualified women in Türkiye.

The EGT project has been developed with a comprehensive approach that includes programs for high school and university students, as well as the Equality Seal Program which seeks to create an inclusive model in corporate life. The project's goal is to promote gender equality in the workforce by inspiring women to take a more active role in the engineering field.

EGT – University Program



The Supports Given

- Scholarship for university education
- Volunteer mentoring and coaching with female engineers working in Limak Group of Companies and other organizations
- The right to participate in certificate programs prepared by expert institutions to gain the competencies are called 21st-century-skills
- Online English language training
- Internship opportunities in Limak Group of Companies and other organizations
- After graduation, employment opportunities in Limak Group of Companies and other companies in the sector, in accordance with their requirements

6th Istanbul Meeting

The 6th Istanbul Meeting of Engineer Girls of Türkiye was held between May 13th and 15th, 2022. The event brought together 150 female engineering students from various universities in Türkiye along with EGT graduates, mentors, coaches, and guest speakers.

During the meeting, the students had the opportunity to listen to valuable speakers and received training on social innovation, social entrepreneurship, and gender equality. The event also included a bicycle-making workshop, which aimed to strengthen the students' team spirit. The Engineer Girls of Türkiye donated the bicycles they assembled in this workshop to Darüşşafaka. This was a great initiative to support the community and promote social responsibility among the students.



EGT – High School Program



Since 2017, the EGT High School Program has been aiming to raise awareness about social stereotypes surrounding career choices at a young age. The program encourages students to choose careers based on their abilities and interests, rather than societal norms.

As part of the program, seven engineering departments supported by EGT were introduced. Additionally, videos featuring successful female engineers were produced and published online as role-models for young people. These videos garnered over 40,000 views and captured the attention of many.

By emphasizing that women can be successful and exemplary role models in the field of engineering, the program aimed to overcome social stereotypes. Students had the opportunity to discover their talents and pursue their career goals without gender discrimination. Thanks to the EGT High School Program, future female engineers received the necessary support, contributing to the promotion of gender equality awareness.

UNDP Equality Seal

Limak Investment has received the UNDP Equality Seal with its work in the field of equality, diversity, and inclusion. For its efforts in the areas of equality, diversity, and inclusion, Limak Investment was qualified to receive a certificate of achievement from the United Nations Development Program (UNDP) under the Global Program for Gender Equality in the Business.

Limak Investment is the first and only company in Türkiye, as well as in the UNDP Europe and Central Asia Region, to complete this program and receive a certificate of achievement.

The UNDP's Gender Equality in Business Program works with corporations to decrease gender disparities and advance gender equality at work. Limak Investment submitted an application in 2019 to meet the program's requirements, and it was audited for compliance in seven areas: corporate profile and performance, hiring and placement procedures, professional development and performance, remuneration, workplace policies against sexual and gender-based harassment, work-life balance, and inclusive communication.



In this process, a gender-sensitive institutional evaluation was made and deficiencies were identified, and improvement measures were taken with inclusive methods to eliminate these deficiencies. After three years of hard work, Limak Investment was re-audited by UNDP and was awarded the Golden Category Award with a score of 96.52 out of hundred.

To implement the perspective of equal opportunity and to reflect the goal of diversity and inclusion in all policies, processes, and systems, Limak Investment developed an equality committee by implementing the equality management system. Implementing the principle of "Equal Pay for Equal Work", encouraging women's access to decision-making positions, and empowering women are among the basic principles of Limak Investment. A zero-tolerance policy against sexual harassment and gender-based violence has been adopted, along with regular monitoring and reporting of women's participation rates in recruitment and promotions. Training and career opportunities have also been expanded. With these efforts, Limak Investment stands out as a successful and exemplary company in terms of gender equality.

Gülseren Özdemir Special Education Practice School

Gülseren Özdemir Special Education Practice School, built by the Limak Foundation, was opened with a ceremony attended by President Recep Tayyip Erdoğan and his wife Emine Erdoğan on November 5, 2018. The school aimed to ensure that mentally and physically disabled children with special educational needs have equal opportunities in the society and was donated to the Republic of Türkiye Ministry of National Education.

Gülseren Özdemir Special Education Practice School offers primary, secondary, and high school education to students with moderate to severe autism and moderate-to-severe mental disabilities. The school has an indoor area of 5,000 square meters, providing an optimal learning environment for its students. Its facilities are designed to deliver the highest quality education and training to ensure the best possible outcomes for its students. The school has 27 classrooms, a library, parent waiting area, foyer, hobby garden, conference room, infirmary, cafeteria, animal care workshops, handicraft workshops, visual arts workshops, elevators, open classrooms and playgrounds, occupational therapy and physiotherapy rooms, and student observation rooms, gymnastics, and physical education halls.

The only practice in Türkiye that focuses on metabolic diseases in children with special educational needs.

There are 178 students studying at the school, and 94 educators consisting of 5 administrators, 2 psychological counseling and guidance specialists, special education and branch teachers, are employed.

Gülseren Özdemir Special Education Practice School has been offering occupational therapy training exclusively in Türkiye since the 2021–2022 academic year. The school collaborates with Medipol University to provide specialized education and rehabilitation services to students.

Furthermore, the school has been granted permission by the Republic of Türkiye Ministry of Health Ethics Committee to carry out the first and only practice in Türkiye that focuses on metabolic diseases in children with special educational needs. This collaboration with Başakşehir Çam and Sakura City Hospital aims to better understand the health status of children with special needs and provide them with more effective care.

The students of Gülseren Özdemir Special Education Practice School have also excelled in sports. In the 2021–2022 academic year, they won 45 medals in various athletic activities such as swimming, shot put, and athletics. As a result, the school received the “Sports Friendly School” certificate and was recognized as one of the best schools in Istanbul for “Good Practices in Education”.



Gülseren Özdemir Special Education Practice School continues to set an example in education and support the holistic development of its students. Through its efforts, the school ensures that children with special educational needs have equal opportunities to lead an active and fulfilling life in society.

In the academic year of 2022, the Gülseren Özdemir Special Education Practice School collaborated with Aydın University and Bezmialem University to provide special education and nursing practice. This collaboration enabled 17 trainee teacher candidates from Aydın University and 30 trainee nurse candidates from Bezmialem University to receive training at the school.

The first academic study about produce functional design clothes of children with Down Syndrome.

Additionally, for the first time in Türkiye, an academic study was initiated to produce functional design clothes that cater to the clothing problems and preferences of children with Down Syndrome. This study was

conducted in collaboration with the School of Fashion Design and aimed to develop solutions for the special clothing needs of children with Down Syndrome, thereby improving their quality of life. This academic year marks the first collaboration with Gelişim University's Fashion Design Department in our country. As part of this collaboration, an academic study was conducted to create functional clothing designs by researching the clothing problems and preferences of children with Down Syndrome. The study aims to gain a better understanding of the clothing needs of children with Down syndrome and provide solutions for their unique clothing needs. By doing so, it is hoped that children with Down Syndrome will have more comfortable and practical options when it comes to choosing their daily clothing.

The Gülseren Özdemir Special Education Practice School is committed to contributing to the development of special education through collaborations with different universities and experts in various fields such as teachers and nurses. These collaborations are crucial in improving the education and quality of life of children with special educational needs.

Gülseren Özdemir Success Scholarship

Gülseren Özdemir Success Scholarship has been implemented to support students who shape the future of our country, who focus on success by challenging difficulties, and who show outstanding success. This scholarship program aims to keep alive the memory of Gülseren Özdemir, who has devoted her life to education, and to perpetuate her precious legacy.

Gülseren Özdemir Success Scholarship aims to facilitate students' educational life by providing multi-faceted support. 10 successful students benefit from the program. Students are provided with a variety of possibilities in addition to tuition scholarships, including participation in special education programs, online English language education, mentoring support, and courses to help them prepare for university. These supports help students to increase their academic success and to spend their university preparation processes more efficiently.

The pre-university summer school provides students with the opportunity to gain knowledge and experience about university life, as well as meet with academic professionals who promote analytical thinking. Additionally, the foundation hosts training and activities to help students improve themselves.

Junior Engineers of the House

This project is an important initiative launched to endear engineering to pre-school children and to explain to them that engineering exists in all areas of life.

The initial implementation of the project took place in Gaziantep in 2018, where teacher training seminars, classroom practices, and parent information meetings were conducted. The children and their families completed projects based on the book "Junior Engineers of the House" after the training and awareness activities in schools, and these projects were then exhibited in kindergartens during the "Engineering Days Fair."

In 2019, the "Training for Trainers" and the "Engineering Days Fair" were held at the Presidential Nursery and Day Care Center, marking the completion of the project implementation.

In 2022, the project was carried out through digital channels, where awareness studies continued by sharing experiments and interactive games that children and their parents can perform together.



The objective is to increase the interest and awareness of engineering among children by organizing competitions and events.

The "Junior Engineers of the House" project aims to present the concept of engineering in an understandable and entertaining way to children at an early age, increasing their awareness and interest in this field. By engaging in various experiments and games using their imaginations, children get the opportunity to become acquainted with engineering. The project also encourages families to support their children's interest in engineering. Initiatives like this create significant value for the country by contributing to the training of talented and successful individuals in the field of engineering of the future.

Limak Philharmonic Orchestra

Limak Philharmonic Orchestra, founded by the Limak Foundation in 2017 with the goal of interpreting Turkish music in polyphonic form and bringing it to large audiences, brought the most popular songs of Zeki Müren to the audience as part of its Türkiye Tour following concerts in Ankara and Istanbul.

After successful concerts in Ankara and Istanbul, the Limak Philharmonic Orchestra organized a Türkiye tour, performing compiled into the album “Zeki Müren Songs”, which was released on digital platforms and music markets in 2018.

The Limak Philharmonic Orchestra continued to captivate large audiences with polyphonic music in 2022. The famous tenor Jonathan Antoine, singer Cristina Ramos, and the orchestra gave an impressive performance at a benefit concert for stray animals held in Antalya. The concert featuring the renowned tenor Alessandro Safina in September was another unforgettable night, with Murat Karahan and Jennifer Rowley sharing the stage.

The Limak Philharmonic Orchestra once again impressed audiences with a special concert held at the Istanbul Atatürk Cultural Center, hosted by the Governorship of Istanbul in celebration of the 99th anniversary of the Republic Day.

In addition to live concerts, the orchestra reaches out to art lovers through digital projects. The Limak Philharmonic Orchestra continues to fulfill an important cultural mission by bringing art and music together with society.



KEDS Academy

KEDS Academy was established in 2014 by the Kosovo Electricity Distribution Company (KEDS) as a means of contributing to Kosovo's unemployment problem by providing a qualified workforce to the energy sector. The Academy has successfully graduated nine terms of students and currently has 70 students continuing their internships within the company.

The program is carried out in cooperation with Boğaziçi University Lifelong Education Center, Pristina University, and the Kosovo Ministry of Science, Education and Technology. This collaboration has made KEDS Academy an extremely effective and sustainable program. To date, the program has graduated approximately 500 students, with more than half of these graduates still employed by institutions like KEDS and KESCO.

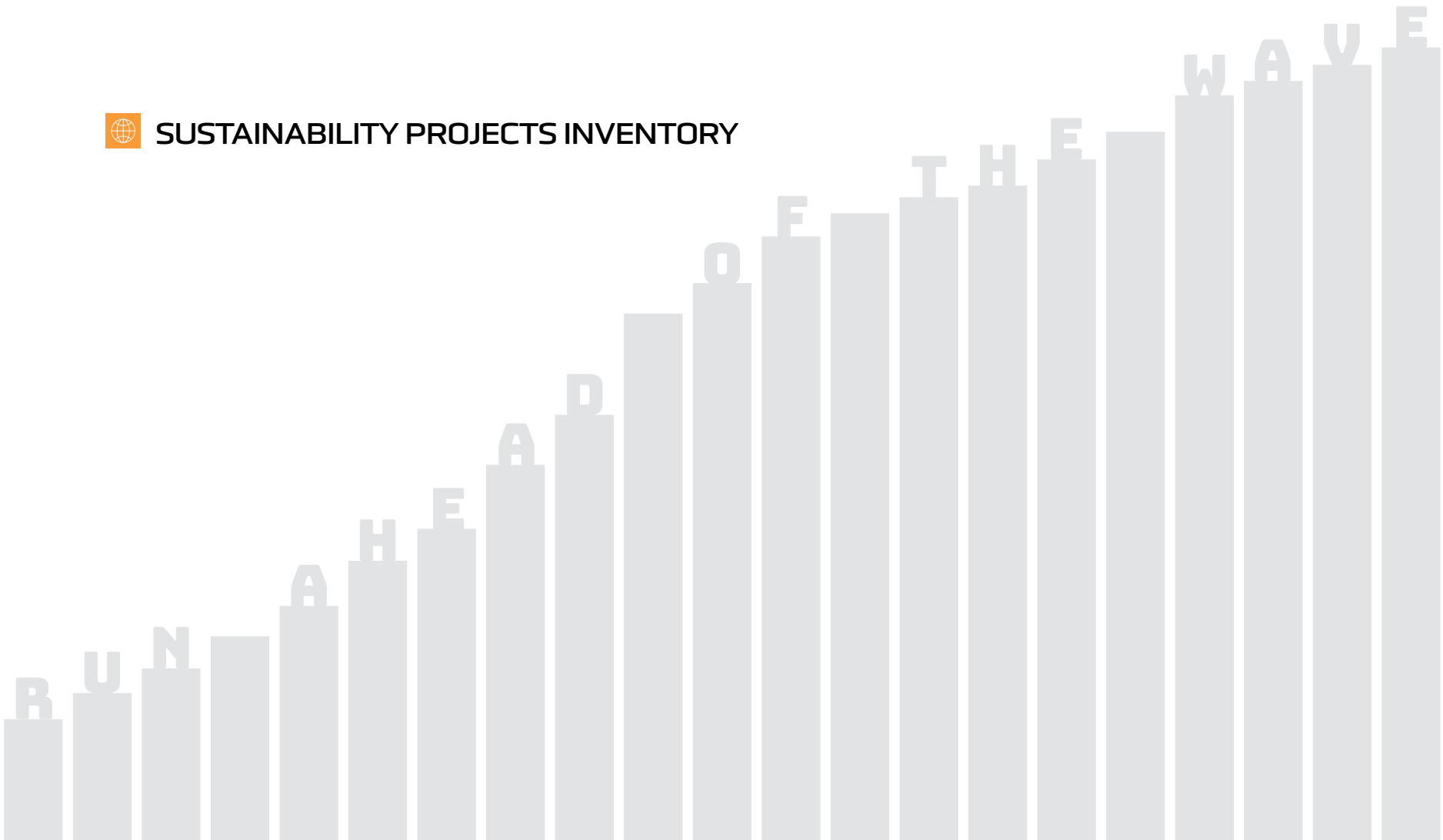
KEDS Academy plays a vital role in providing students with the necessary skills and knowledge required to succeed in the business world, particularly in the energy sector. The program provides students with both practical experience and theoretical knowledge, which prepares them for their future careers.

The 10th semester of KEDS Academy has 30 university students and 60 technical high school students. This diversity of participants offers a wide range of opportunities to work towards creating a qualified workforce in the energy sector, despite the different education levels of the students.

The success of KEDS Academy has gained recognition at the International Social Sciences Conference in July 2021. An academic article titled “University–Industry Cooperation Practice Example in Preventing Youth Unemployment: KEDS Academy” was presented, which evaluated the program's effectiveness. Additionally, the program was published as a “**Best Practice**” in the book “**Current Research in Social Sciences**”. These academic presentations and publication demonstrate that KEDS Academy is an exemplary practice in university–industry cooperation, which can effectively contribute to preventing youth unemployment.



SUSTAINABILITY PROJECTS INVENTORY



GLOSSARY / ABBREVIATIONS

17025 TURKAK: General Requirements for the Competence of Testing and Calibration Laboratories

ACA: Airport Carbon Accreditation

ACI: Airports Council International

BIMS: It is a building material made from pumice, formed by volcanic activity. It is earthquake-resistant and provides insulation from heat and sound.

Bilge Oil: On ships or boats, it is the fluid that is created when water and oil from the engine and boiler rooms mix with diesel water.

Biodegradable waste: Biodegradable waste is waste that is subject to the process of natural decomposition with the help of microorganisms such as bacteria, protozoa, algae or fungi.

Blue Water: It is the amount of surface and groundwater used during the production process.

Carbon Footprint: The equivalent of the greenhouse gases released into the atmosphere as a result of the activities carried out by an individual, a country or an organization, in terms of carbon dioxide, is called carbon footprint.

CerCarbono: It is the standard that certifies the removal of greenhouse gases as well as the reductions in greenhouse gas emissions brought on by mitigation measures.

CDP: Carbon Disclosure Project

Clinker: It is a granular substance used in the manufacture of cement.

Condensate: It is the area in steam systems where the water that has returned from the system but has lost some of its heat is stored

CSRD: The Corporate Sustainability Reporting Directive is a component of the European Green Deal, a set of legislative proposals intended to establish the groundwork for the EU's green transition to achieve carbon neutrality by 2050.

CRM: Customer Relationship Management

Decarbonization: It is the lowering, or ideally, the complete eradication, of greenhouse gas emissions.

Double Materiality: Double materiality is a study that reveals the effect of (internal/external) stakeholder materiality results on their environmental and social impacts, and thus the institution's financial viability.

EBRD: European Bank for Reconstruction and Development

ENR: Engineering News-Record. It is the publication that publishes news, analysis, data, and opinions for the construction industry worldwide.

EPC: Engineering Procurement and Construction. It means that the contractor company undertakes all engineering, production, delivery, and assembly processes.

ERP: Enterprise resource planning

ESG: It refers to Environmental, Social, Governance performance indicators, which is the abbreviation of the English words "environmental, social, governance".

ETA Certificate: The European Technical Assessment provides the assessment of key performance characteristics of non-standard building materials.

Franchising: This marketing system is directly integrated and contract-based.

Forklift: A means of moving and positioning laden weights.

Generator: It is the name given to the electrical device used in power plants to produce electricity.

GHG: Greenhouse Gas

Gold Certificate: The document provided to businesses that possess all ISO standard documents.

GPP: Geothermal Power Plant

Gray Water: It is the amount of water required to clean the contaminated water arising from its production or supply chain.

Green Water: It is the total rainwater used in production.

GREY: Global Reporting Initiative

GRI: Global Reporting Initiative

GSTC: Global Sustainable Tourism Council

H₂: It is the hydrogen gas formula.

Heat Exchanger: A device for heating or cooling liquids with various viscosities and densities.

HEPP: Hydroelectric power plant

HRSG: Head Recovery Steam Generator

IBC: International Business Council

IEC 61724: Standard for Photovoltaic System Performance

IEC 62446-1: Photovoltaic (PV) systems – Standard for testing, documentation, and maintenance requirements

IFC: International Finance Corporation

IFRS: International Financial Reporting Standards

Industrial Symbiosis: It is the creation of industrial partnerships between businesses to benefit both parties from trash and byproducts.

ISO 10002: Customer Satisfaction Management System

ISO 14001: Environmental Management System

ISO 14046: Water Footprint Standard

ISO 14064: Carbon Footprint Standard

ISO 17025: Laboratory Accreditation

ISO 27001: Information Security Management System

ISO 45001: Occupational Health and Safety Management System

ISO 500: Türkiye's Top 500 Industrial Enterprises

ISO 50001: Energy Management System

ISO 9001: Quality Management System

NFC (Not-from-concentrate): They are the products obtained by squeezing the fruits and vegetables without concentration, only by squeezing.

NO_x: It's the chemical equation for nitrogen oxides.

OHS: Occupational Health and Safety

Oxy-fuel: Fuel used in the industrial thermal cutting process to melt and weld metals.

P&D: Product Development

R&D: Research and Development

RES: Renewable Energy Sources

RTG Crane: They are portable gantry cranes used for a variety of transportation tasks.

SAP: Systems Applications and Products in Data Processing

SDG: Sustainable Development Goals

SEP: Stakeholder Engagement Plan

Sludge Waste: It is the sludge that accumulates in oil tankers' cargo, fuel, and/or engine rooms as sediment and/or oil precipitates.

Smart Methodology: They are a set of goals and objectives that are specified by parameters

that combine structure and traceability.
Specific Measurable Achievable Realistic Timely

Spectrum: Variation

SPP: Solar Power Plant

SSG Crane: On ships, these cranes handle the loading and unloading of containers.

STEM: It is a cross-curricular strategy in which the fields of science, technology, math, and engineering are combined.

TEU (Twenty Foot Equivalent Unit): It is a unit often used to describe the capacity of container ships and container terminals.

Toolbox: All employees participate in a talk and briefing about the activity that is conducted on the job.

UN: United Nations

UNGC: United Nations Global Compact

VR Simulation: It is a virtual reality environment created with computer technology.

VCS: Verified Carbon Standard

Water Footprint: It is the total amount of fresh water used to produce the goods and services produced.

WEF: World Economic Forum

WEPS: United Nations Women's Empowerment Principles

YEK-G (RES): It is a document that provides to monitor, prove and disclose that a certain amount or proportion of electric energy supplied to consumers is generated by licensed legal entities and from renewable energy resources.

LİMAK GROUP OF COMPANIES SUSTAINABILITY REPORT 2022 GRI CONTENT INDEX

Limak Group Of Companies has reported in accordance with GRI Standards for the period of 1 January 2022 – 31 December 2022.

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	2-3 Reporting period, frequency and contact point	About The Report	2
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	2-5 External assurance	No external audit was received within the scope of the report	-
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	2-8 Workers who are not employees	Limak, reports all employees within the scope of reporting as its own personnel.	-
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		It is not declared due to the privacy policies of the company.	-

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	Economic contribution	It is not declared due to the privacy policies of the company.	
	Financial investment contribution	It is not declared due to the privacy policies of the company.	
Innovation of better products and services	Total R&D expenses	 Limak Group of Companies Annual Report 2022	
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