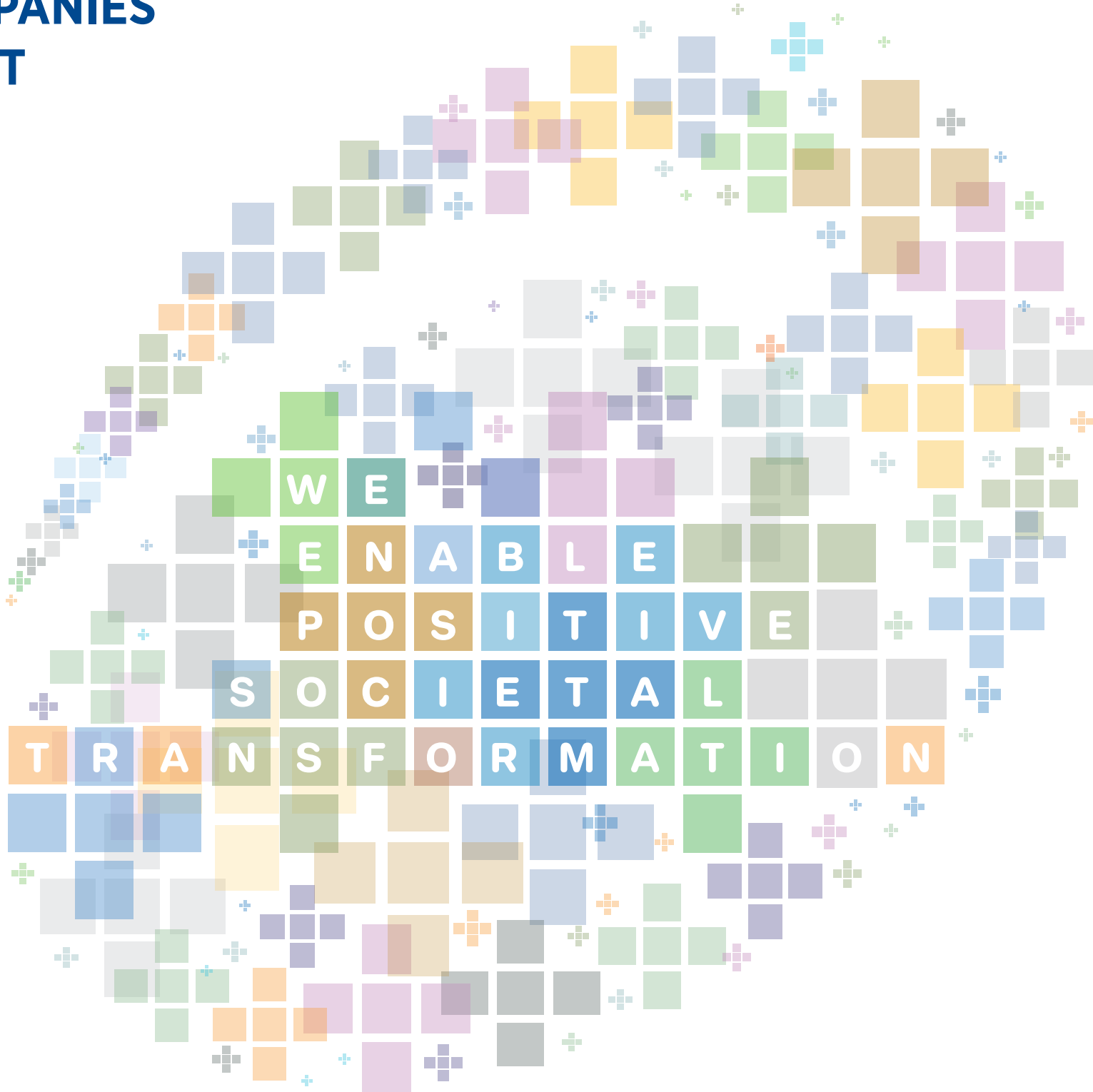
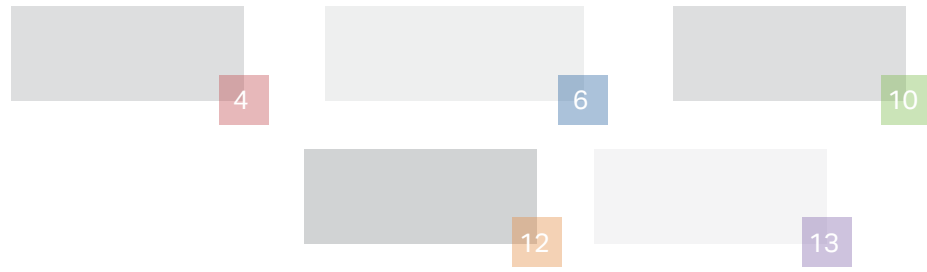


LİMAK
GROUP OF COMPANIES
ANNUAL REPORT
2023



LİMAK GROUP OF COMPANIES
ANNUAL REPORT 2023



OUR VISION

We enable positive societal transformation.

OUR MISSION

With the guiding principles of sustainable growth, operational efficiency and continuous development, we aim to create value for our stakeholders.

OUR VALUES

- Honesty, Reliability, Responsibility
- Leadership
- Innovation, Creativity and Flexibility
- 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 Law



Establishment
1976

Number of
sectors
operated*
9



Number of
employees*
42,339

*December 2023

Number of
countries
operated*
14

MESSAGE FROM THE BOARD OF DIRECTORS



Ebru Özdemir
Chairperson of the Board of Directors

Mehmet Serhan Bacaksız
Deputy Chairperson of the Board of Directors

Batuhan Özdemir
Member of the Board of Directors

Turhan Serdar Bacaksız
Member of the Board of Directors

Esteemed Stakeholders,

2023 was notable as a period of post-pandemic recovery and normalization in the world economy, with inflation and commodity prices finally beginning to decline. Nevertheless, for many countries this period of decline did not reach the desired levels. Several factors, such as the slowdown in growth, supply chain problems obstructing trade despite the increase in global trade, increases in raw material prices, regional geopolitical tensions- particularly between Ukraine and Russia- and the economic slowdown in China, had a negative impact on the global economy. As a result, international financial institutions such as the World Bank and the International Monetary Fund revised their global growth forecasts downwards, and the gap between developed and developing economies continued to widen.

As a globally integrated economy, it is impossible to say that Türkiye's economy was not affected by the turmoil in the world. Nonetheless, in 2023, despite confronting numerous obstacles, the Turkish economy displayed resilience. The effectiveness of the macroeconomic strategies implemented in response to these global challenges were instrumental in fostering economic stability and advancing sustainable growth targets. Contrary to the slowdown in economic activity, the increased predictability and revival of foreign investor interest in Türkiye are clear indicators of the country's economic resilience and appeal. As the Board of Directors, we maintain our strong belief in the medium and long-term economic potential of our country and

continue to resolutely implement our strategies to maximize this potential.

Looking back at 2023, from Limak Group's perspective, we evaluate it as a year in which we continued our work across all business lines without a downturn in operations nor in our markets, maintaining a strong and continuous performance. Limak Construction, which ranked 50th in the "Top 250 International Contractors" list published by Engineering News-Record (ENR), ranked second among the Turkish contracting companies included in the list. Limak Construction, which was deemed worthy of the "Overseas Contracting Services Achievement Award" given by the Turkish Contractors Association in August 2023, also ranked first in the list of "10 Contractor Companies" in Kuwait with the "Kuwait International Airport New Terminal Building" project.

As Limak Group of Companies, we continue to move forward with passion and determination toward our goal of becoming a pioneer and leader in our industries, through the numerous projects we have realized in 14 countries and the devoted efforts of more than 42 thousand employees. With every step we take, we contribute not only to economic growth but also to social welfare in order to make a significant contribution to the development of our country. Thanks to the success we have achieved through our multifaceted sectoral activities, we will continue to contribute to the progress of our society and economy both locally and internationally.

At the beginning of 2023, we launched the jewel project for both our company and the contracting sector of our country. On January 31, 2023, we signed a contract with FC Barcelona, one of the biggest sports clubs in the world, for the renovation and expansion of the Spotify Camp Nou Stadium. As Limak Group of Companies, we are happy to have undertaken this project of great importance and to add a new country to our list of locations.

This project is not only a stadium renovation and expansion project but also a significant milestone for Limak and Türkiye. This project signifies the prestige of the Turkish contracting sector in the international arena and will further its reach and influence. Through the completion of this project, we will prove that Limak are capable of undertaking one of the most prestigious projects in the world.

Similarly, our involvement in the NEOM mega-city project, which constitutes the Kingdom of Saudi Arabia's Vision 2030, and our signing of two crucial contracts is an extremely exciting development for us. NEOM is a futuristic project that has the attention of the whole world. We are very proud of our role in this project.

2023 was a year in which Limak Group of Companies completed existing projects with great speed and efficiency, while also signing new projects abroad. Diamond Mall, the shining star of our Diamond of Skopje project rising in the heart of Skopje, North Macedonia, opened its doors on October 20, 2023. Diamond Mall is not just a shopping center but offers its visitors a life experience beyond the ordinary with its ultramodern architecture and innovative concept. The Dreamzone Entertainment Center appeals to visitors of all ages, from children to young adults, and blends education and entertainment. The Diamond Mall turns an ordinary shopping experience into unforgettable moments. This unique project is changing the face of the city by making a significant contribution not only to the economy but also to the social and cultural life of Skopje.

The Jubail-Riyadh Water Transmission Line, the largest water supply project of Riyadh, Saudi Arabia, realized by Limak Construction, was deployed on February 28, 2023, and started water pumping operations.

We also signed a supply, installation, and commissioning agreement with GE and Inogen Energy for the G4-Erzin-1 Solar Power Plant in Hatay.

With Global Engineer Girls, we aim to amplify our social impact to a global level by supporting young female engineer candidates in the countries where Limak Group of Companies operates and to establish an international sisterhood.

The 1915Çanakkale Bridge and Malkara-Çanakkale Motorway Project was awarded the first prize at the Public-Private Partnership and Infrastructure Awards organized by the United Nations Economic Commission for Europe. These projects are one of the great sources of pride in our country and we are honored to have completed them as part of the joint venture group. The project received ENR's "World's Best Projects" award in the bridge and tunnel category and the "ENR Project of the Year" award among 31 category winners.

Through our investments we work to provide added value to the national economy but we also invest in both the future and cultural life of our country through the social investments of the Limak Foundation since its inception in 2016. Our foundation's flagship project "Engineer Girls of Türkiye" (EGT), which we have been running with the same enthusiasm for eight years and which has grown in number of students each year, provides various forms of support to female students who are studying or planning to study engineering. In this way, we make positive contributions to the economic and social development of our country by training

tomorrow's leading, ethical, and socially sensitive businesswomen.

Engineer Girls of Türkiye received the "Sustainability Leaders Award" at the Sustainable Century Summit organized by Inbusiness Magazine.

The program's international expansion, which started in Kuwait in 2017 with Engineer Girls of Kuwait, then expanded to North Macedonia and Kosovo was recognized by the redesign to Global Engineer Girls (GEG) in 2022. With Global Engineer Girls, we aim to amplify our social impact to a global level by supporting young female engineer candidates in the countries where Limak Group of Companies operates and to establish an international sisterhood.

As part of GEG, we signed the "Executive Program Memorandum of Understanding" in Saudi Arabia in 2023. This new step represents an important milestone in GEG's international expansion and reaffirms the importance of collaboration with international and local institutions. The program supports Saudi Arabia's Vision 2030 which prioritizes women's empowerment and fair representation in various industries, including STEM.

In addition to our efforts to create social impact, sustainability is another critical area that we prioritize and continue to develop. Focusing on this essential aspect of business, the work we have been carrying out since 2013 reminds us every day that taking steps for a sustainable future is both a necessity and a responsibility. With our efforts to act in tandem with the global sustainability movement and to become a leader in this field, our company plays a pioneering role in making positive changes in society. In our sustainability journey, which we continue with great enthusiasm, we improve ourselves every year by taking global best practices as our starting point and setting an example for the business world. In light of Limak's sustainability strategy and targets, we organized the Sustainability Workshop and performance evaluation in 2022.

In 2023, we announced to our stakeholders our 2022 Sustainability Report, published in line with the Global Reporting Initiative (GRI) standards.

In this report, we shared our sustainability approach and progress towards sustainable development goals.

Limak Group of Companies received the "Platinum Special Award" at the Global 100 Sustainability Awards.

Limak Cement became the first cement company to receive this title due to the verification of its work on carbon footprint standards by an accredited organization. Limak Africa SA became the first factory in the cement industry to receive the "ISO14001:2015 Environmental Management Systems Certificate". Limkon was awarded an A+ grade as a result of the audit conducted by the international audit company Intertek. LimakPort became the first port to verify its corporate carbon footprint. We were also awarded in two different categories by EMEA Finance, a reputable magazine in the finance sector.

Differentiation in competition, adaptation to advanced technologies, digitalization, and innovation to increase productivity continue to be our priorities. 2023 was the year the transformation began. With our "Let's Change" slogan, we are rapidly adapting to change and moving forward with methodologies that are profitable, easy, reducing risk, and ensuring success. Within the scope of our transformation activities, we continue to produce new technologies through our corporate work and software development teams. For three years, we have been collaborating with early and advanced-stage startups through the Startup Business Partnership program, accelerating our digitalization processes and providing an advantage in global competition.

Limak Group of Companies received the "Platinum Special Award" at the Global 100 Sustainability Awards.

In our sustainability journey, which we continue with great enthusiasm, we improve ourselves every year by taking global best practices as our starting point and setting an example for the business world.

Within the scope of the program, we contribute to the digitalization of our group of companies by enabling them to use many new technologies such as artificial intelligence, internet of things, robotics, 3D visualization, image processing, drones, automation, natural language processing, and augmented and virtual reality, while supporting the growth of businesses in the areas that startups need. Looking ahead, we will continue to digitalize rapidly with new innovation programs and projects.

Esteemed Stakeholders,

As Limak Group of Companies, we are proud to realize projects that will contribute to the social and cultural richness of our country beyond our economic achievements. We act with our vision of adding value to human life in every region where we operate, and we shape the future with the steps we take in areas such as social impact, corporate sustainability, digital transformation, and innovation.

In this journey, we would like to thank our esteemed stakeholders, partners, managers, and employees, who have contributed to the continuous development and success of our group. We extend our sincerest gratitude. Together with you, we renew our determination to build a fairer, sustainable, and digital future and share our belief that we will achieve many more successes together.

M I L E S T O N E S

1976

Limak Construction was established.

1995

Entry into the tourism sector: Limak Arcadia Hotel came into service.

1981

Limsan Construction was established.

1997

Limak Energy was established.

2000

Entry into the cement sector: Siirt Kurtalan Cement was bought. --- Limak Holding was established.

2008

Limkon Fruit Juice Concentrate Plant came into service.

2010

Entry into electricity distribution sector: UEDAŞ and ÇEDAŞ were taken over by the partnership of Cengiz-Limak-Kolin.

2006

Limak Aviation was established.

2011

Limak Energy Trade started its operations. --- Limak took over Prishtina Airport. --- The right to operate İskenderun Port was transferred to Limak for 36 years.

2012

Partnership of Limak-Çalık won the privatization tender of Kosovo Electricity Distribution Company.

2013

Hamitabat Natural Gas Combined Cycle Power Plant was taken over. --- Ankara High Speed Train Station project started.

2014

The first sustainability report was published. --- Limak Cement signed an investment agreement with Afrikbat to establish a new plant on Ivory Coast.

2015

Investments of new Limak Anka Integrated Cement and Kilis Integrated Cement Factory were initiated.

2016

Limak Education, Culture and Health Foundation was established. --- Ankara High Speed Train Station came into service.

2017

The foundation of the Kuwait International Airport New Terminal Building was laid. --- Dakar Blaise-Diagne International Airport came into service in Senegal.

2018

İstanbul Airport came into service. --- Buharkent GPP was set into operation.

2019

First natural gas flow was realized in TANAP Lot-4 section.

2020

Limak Skopje Hotel construction was completed. --- The Central Bank of the Republic of Türkiye Campus construction project started.

2023

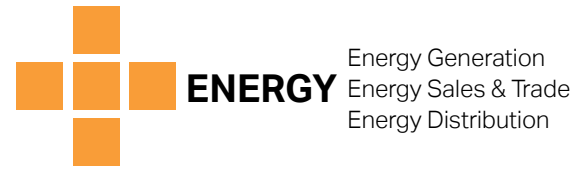
Contract signed for Spotify Camp Nou Stadium project. --- Two construction contracts were signed as part of the NEOM project. --- Skopje Diamond Mall was opened.

2022

1915Çanakkale Bridge and Malkara-Çanakkale Motorway were put into service. --- Yusufeli Dam and HEPP started to hold water. --- Limak Investment completed the Gender Equality Seal Program and received the Gold Category Award.

G R O U P
S T R U C T U R E

G L O B A L
C O L L A B O R A T I O N S



CONSTRUCTION



AWARDS 2023

Overseas Contracting Services
Achievement Award-2022

First place on Kuwait's
"10 Contractor Companies" List

Limak Construction, exhibits a high level of safety, quality, and environmental performance and continues to work for a sustainable future with large-scale energy, infrastructure, and superstructure construction projects in Spain, North Macedonia, Saudi Arabia, and Kuwait in addition to its domestic projects.

Established in 1976, Limak Construction has specialized in a wide array of infrastructure and superstructure projects, ranging from airports, ports, and highways to dams, hydroelectric power plants, and industrial facilities. Over the years, the company has expanded its expertise to include the construction of treatment plants, factories, food plants, pipelines, mixed-use complex structures, and hotels. Today, Limak Construction stands among the world's premier construction firms, earning a coveted spot in the "Top 250 International Contractors" list published by Engineering News-Record (ENR). In the 2023 edition of the list, Limak Construction secured the 50th position globally and ranked second among Turkish companies.

Internationally, Limak Construction has spearheaded significant airport projects, notably contributing to the development of the aviation sector. One notable achievement is the completion of the first phase of Istanbul Airport, one of the largest infrastructure investments worldwide. Securing the tender and signing the contract in 2014, Limak Construction, alongside its partners, finalized the construction on October 29, 2018. Additionally, the company played a pivotal role in the construction of the new terminal building and annexes at Istanbul Sabiha Gökçen International Airport. These were completed in a record time of 18 months, earning recognition as one of the safest buildings globally and embodying eco-friendly design principles.

Beyond Türkiye's borders, Limak Construction has left its mark on the international stage. Noteworthy projects include the Prishtina Adem Jashari International Airport in the Balkans, recognized

for its technological advancements, modernity, and environmental sustainability upon completion in 2013. Furthermore, the company successfully delivered the Cairo International Airport Terminal 2 project in 2016, financed by the World Bank.

Limak Construction completed the International Blaise-Diagne Airport Project in Dakar, Senegal's capital, in 2017. Currently, the construction of Kuwait International Airport Terminal II, which is ongoing, possesses the highest contract value secured by a Turkish contracting company. This project stands as one of the world's most prestigious endeavors, holding significant importance for Kuwait. Limak Construction has been ranked first among the "10 Contractor Companies" in Kuwait due to its involvement in the "Kuwait International Airport New Terminal Building" project.

Furthermore, Limak Construction embarked on a contract with FC Barcelona, one of the globe's largest sports clubs, to renovate and expand the Spotify Camp Nou Stadium on January 31, 2023. Construction is progressing rapidly. Additionally, the company signed two construction contracts as part of the Neom mega-city project, representing the Kingdom of Saudi Arabia's new vision and strategy for the future.

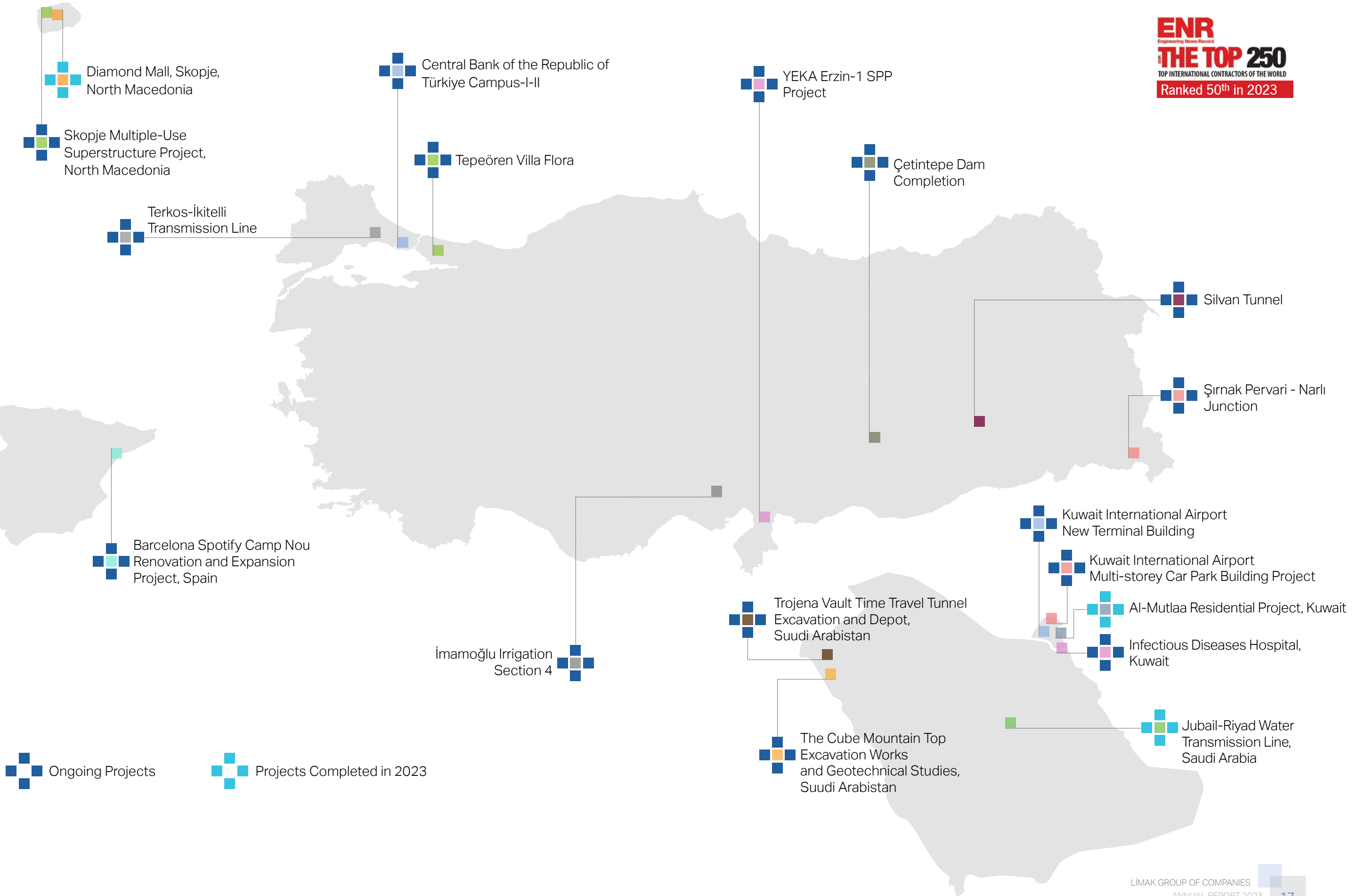
In the energy sector, Limak Construction has successfully delivered numerous hydroelectric power plant (HEPP) projects. Notable among them is the Çetin Dam and HEPP, completed in a record-breaking period

of 2.5 years. With an installed capacity of 420 MW and an annual energy generation capacity of 1.5 billion kWh, Çetin Dam stands as the largest dam in Türkiye and Europe of the Reinforced Cement Concrete (RCC) type. Similarly, the Yusufeli Dam and HEPP project, located on the Çoruh River, holds the distinction of being the highest dam in Türkiye and the fifth highest in the world in the double curvature concrete arch dam type.

In Türkiye, Limak Construction is progressing with the construction of the 1st and 2nd phases of the Central Bank of the Republic of Türkiye Campus within the Istanbul International Finance Center.

Internationally, Limak Construction achieved a significant milestone with the commissioning of the Jubail-Riyadh Water Transmission Line, the largest water supply project in Riyadh, Saudi Arabia's capital, on February 28, 2023. The Diamond Mall, part of the Diamond of Skopje project in Skopje's heart, was completed and opened on October 20, 2023. Additionally, substantial completion of the Al-Mutlaa residential project in Kuwait was achieved in June 2023.

Looking ahead to 2024, Limak Construction remains committed to advancing sustainable practices and undertaking large-scale energy, infrastructure, and superstructure construction projects both domestically and internationally. With an unwavering focus on safety, quality, and environmental standards, the company aims to continue contributing to economic growth.



ONGOING DOMESTIC PROJECTS

- İstanbul International Finance Center
Central Bank of the Republic of Türkiye Campus
1st and 2nd Stage
- Terkos-İkitelli Transmission Line
- Çetintepe Dam Completion
- Şırnak Pervari - Narlı Road Junction
- İmamoğlu Irrigation Section 4
- Tepeören Villa Flora Project
- YEKA Erzin-1 Solar Power Plant
- Silvan Tunnel

İstanbul International Finance Center Central Bank of the Republic of Türkiye Campus 1st and 2nd Stage



As of the end of 2023, the construction of the 59-story above-ground building with a gross area of 350,000 square meters, which is under construction at the Istanbul Finance Center, was 95% completed in Phase I and 75% completed in Phase II.

Within the scope of the Phase I shell and core works, the facade is 92% finished with civil works 97% complete, MEP installations 93% complete, and elevator installations 96% complete. Phase II interior works are 60% finished: MEP works are 88% complete and professional sound and lighting systems are 75% complete.

A 20% progress has been achieved in the testing and commissioning works of the 1st and 2nd phases.

In addition to the contractual works, dismantling and reconstruction works are being carried out in parallel due to the revisions submitted by the administration.

Phase 1 works are planned to be completed by the end of June 2024 and Phase 2 works by the end of December 2024.

Terkos-İkitelli Transmission Line



With the Terkos-İkitelli Transmission Line project, water will be transmitted from Terkos Lake to the İkitelli Drinking Water Treatment Plant and from Terkos Lake to Büyükçekmece Basin to meet the increasing drinking water demand on the European Side.

Within the scope of the project, 98% of the 33.6-kilometer long Ø2500 mm diameter Terkos İkitelli transmission line and 100% of the 12-kilometer Ø400 mm-Ø1000 mm diameter Karacaköy Kuyular system transmission line have been completed, and the work on the suction cup, discharge art, valve room structures continue.

Construction of 9 kilometers of Ø3000 mm diameter transmission line between the Ömerli-Cumhuriyet Treatment Plant is planned.

The entire project is set to be completed in the first quarter of 2024.

Çetintepe Dam Completion



Within the scope of the Çetintepe Dam project signed with the General Directorate of State Hydraulic Works on January 26, 2018, the completion of the 116-meter-high embankment dam is nearing completion. Being built on Göksu Stream in Gölbaşı district of Adıyaman province, Çetintepe Dam is the first and main unit of the GAP- Adıyaman-Göksu-Araban Project.

After the completion, the project aims to irrigate a total of 70 thousand hectares of land in the Araban Plain, Yavuzeli Plain, Besni Keysun and Besni Kızılın plains covering the provinces of Adıyaman, Gaziantep and Kahramanmaraş, and to supply drinking water to Gaziantep.

In this project, 14 million 345 thousand cubic meters of body embankment and spillway productions, transmission tunnel water intake structure, shaft structure, 908 meters transmission tunnel and conduit productions have been completed and the water intake tunnel outlet structure construction has reached 90% level. Installation works for the permanent equipment of the dam are ongoing.

The project is planned to be completed in 2024.

İmamoğlu Irrigation Section 4



İmamoglu Irrigation area starts from Misis, which is located 20 kilometers east of Adana, in the Lower Ceyhan Plain, and extends to the Kozan district. The project encompasses the construction of the main pipeline and a piped irrigation network intended to irrigate 26,213 hectares of land, along with facility operation for a duration of 36 months.

Within the project's scope, plans include the installation of 152 thousand meters of GRP, 564 thousand meters of HDPE (PE 100) pipes, as well as the construction of 4,790 art structures, 705 kilometers of operation and maintenance roads, and consolidation works covering approximately 28 thousand hectares of land.

Irrigation had commenced on 22 thousand hectares. During this period, 152 thousand meters of GRP pipe laying was completed. Furthermore, 4,786 art structures, which encompassed 563 thousand 247 meters of HDPE (PE 100) pipes, 2,086 hydrants, 270 suction cups, 691 separations and line closures, 909 evacuations, 830 elbow detection mass concrete units, 621 kilometers of operation and maintenance roads, and 364 meters of horizontal drilling across 8 road routes, were successfully constructed.

Consolidation procedures are currently at 93% completion.

Tepeören Villa Flora Project



Located in the Tepeören neighborhood of Tuzla district, Istanbul the project comprises 70 villas and social areas on a 38,684 square meter plot.

The project is designed and constructed according to sustainability principles in terms of the smart use of water and energy and the use of materials with a low carbon footprint. The project is a candidate for EDGE certification, IFC's green building certification system.

All roof and structural landscape water will be collected in high-capacity cisterns and used for garden irrigation during the dry season. The villas will use the electricity generated by the solar panels installed on the roof and transfer the surplus to the local distribution network. Each villa will have its own car charging unit in the parking lot. Water and electricity consumption will be optimized through the use of water and electricity saving and efficiency fixtures. The project will include solar panel environmental lighting in common areas.

The project is planned to be completed in 2024.

YEKA Erzin-1 Solar Power Plant




Within the scope of the "Competition Announcement on the Allocation of Renewable Energy Resource Areas and Connection Capacities Based on Solar Energy" of the Ministry of Energy and Natural Resources of the Republic of Türkiye, 100 MW connection right was obtained for Erzin-1 region in the competition held on 28.06.2022.


The Renewable Energy Resource Area Agreement was signed on 08.08.2022 and a 22-month preliminary license was obtained, effective from 08.09.2022. Following the provisions of the Electricity Market License Regulation, the necessary permissions are being carried out before the relevant institutions to fulfill the works and transactions to be completed within the pre-license period.

Limak Construction carries out leveling and compaction works, construction of site access and on-site roads, design and construction of the site drainage system.

The power plant is planned to be opened in 2024.

ONGOING INTERNATIONAL PROJECTS

 Kuwait International Airport New Terminal Building, Kuwait


 Spotify Camp Nou Stadium Renovation and Expansion Project, Barcelona, Spain

 Vault Project, NEOM Time Travel Tunnels, Trojena, Saudi Arabia

 Kuveyt International Airport Multi-storey Car Park Building, Kuwait

 Skopje Mixed-Use Superstructure Project, North Macedonia

 Infectious Diseases Hospital, Kuwait

 NEOM Aquellum Project Geotechnical Investigation and Engineering Works, Saudi Arabia

Kuwait International Airport New Terminal Building, Kuwait



The tender for the construction of the Kuwait International Airport New Terminal Building (T2) was announced with a signing ceremony held on May 30, 2016. Subsequently, the construction site was officially handed over to Limak by the Kuwait Ministry of Public Works (MPW) on August 28, 2016.

The project is planned to significantly increase the existing airport capacity and create a new regional hub. The new terminal building will provide the highest level of comfort for passengers with an area of approximately 750,000 square meters. The building is located under a single roof with glazed openings that refract the sunbeams and let in daylight. The facade of the terminal building is designed to be sand, dust, and explosion-proof. Reflecting the region's culture of hospitality, the design will create an elegant impression for arriving passengers, with the baggage area surrounded by a refreshing waterfall.

After the new terminal becomes operational, the airport capacity is planned to reach 25 million passengers per year. The terminal building package also includes the construction of a central power building, water storage building, security building, infrastructure tunnel, and electrical substations. The airport aims to become one of the world's LEED GOLD-certified terminal buildings and the thermal properties of concrete construction and solar panels mounted on the roof to generate solar energy.

The airport's architectural blueprint comprises three floors and a basement, delineated in a triangular layout, with each side spanning 1.2 kilometers. It is equipped with passenger gates capable of accommodating 21 Code F (A380) aircraft and 9 Code C (A320) aircraft. Through the innovative Multiple Aircraft Ramp System (MARS), this configuration can be reconfigured to service 51 Code C aircraft, ensuring operational flexibility and efficiency.

The primary structure consists of 90 precast concrete columns connected by post-tensioned precast arches. These are supported by 39,800 composite steel and concrete cassettes forming the inner roof. Designed by the world-renowned Pritzker Prize winning architecture firm Foster + Partners, the Kuwait International Airport New Terminal Building project consists of over 1 million cubic meters of concrete and over 150,000 tons of structural steel.

Notably, this tender marks a historic milestone, representing the largest single package tender secured by Turkish contractors on foreign soil.

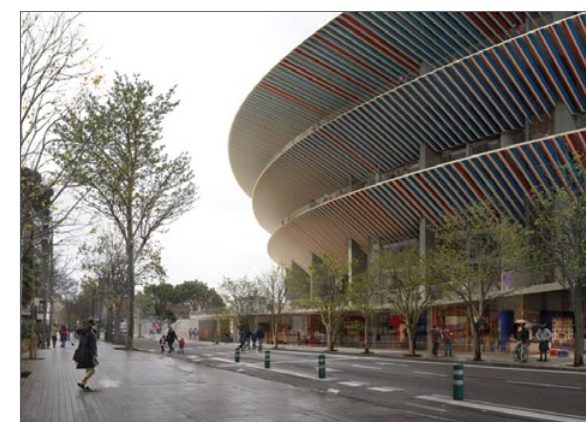
Spotify Camp Nou Stadium Renovation and Expansion Project, Barcelona, Spain



The contract for the Renovation and Expansion of the Barcelona Spotify Camp Nou Stadium was formalized through a signing between FC Barcelona and Limak Construction on January 31, 2023. The contractual arrangement adopts the design & build approach.

The new construction area is approximately 220 thousand square meters and the area to be renovated is approximately 75 thousand square meters. Within the scope of the renovation, the lowest two tiers of the tribunes, which consist of 3 tiers vertically, will not be demolished and the structure will be preserved in its current state. These two levels will be renovated and all seats will be replaced. The top 3rd tier of the existing stands will be completely demolished and the stands in this section will be rebuilt.

The top of the stands will be covered with a completely new roof. The approximate roof area is 45 thousand square meters. Photovoltaic panels will be placed on the roof. An indoor parking lot, VIP areas, commercial areas, and changing rooms will be built around the stadium and under the renovated 3rd tier tribune.



VIP boxes and VIP catering areas will be designed on two levels of the newly constructed 3rd tribune. In addition, the FC Barcelona Museum, which is located outside the stadium, will be moved inside the newly designed 3rd tier tribune.

Within the scope of the renovation and expansion works, MEP systems, sports facilities, lighting and screens will be renewed in line with our commitment to sustainability. Landscaping will be carried out on an area of approximately 60 thousand square meters around the stadium.

The commencement of construction activities saw the initiation of demolition works in 2023, paving the groundwork for subsequent phases. Subsequently, excavation efforts were set into motion.

Upon the project's culmination, the stadium's spectator capacity is slated to escalate from 99 thousand to 105 thousand individuals, reflecting a significant expansion in its operational scope.

Completion of the project is targeted for 2026, signifying a transformative milestone in the evolution of the Barcelona Spotify Camp Nou Stadium.

Vault Project, NEOM Time Travel Tunnels, Trojena, Saudi Arabia



The Vault project is referred to as the gateway to the Trojena region and includes the creation of an artificial valley and two TBM tunnels to be drilled at a slope of up to 40%.

The main components of the project are as follows:

- Civil, Mechanical, Electrical, Instrumentation, Control, and Automation works for the 7.2-kilometer-long NEOM Time Travel Tunnels
- TBM Tunnel 1: 3,595 m (Slope 40%)
- TBM Tunnel 2: 3,590 m (Slope 40%)
- D17 Logistic, D17 Link, B1 Tunnels (total length 895 meters)
- Vault excavation (design and implementation of 9 Mil.m³ rock excavation and support)
- Mirage Freight Depot building construction and MEP works
- Construction and operation of explosive storage facility

The first phase of the Vault excavation of 300,000 cubic meters has been completed and the second phase, which includes 2,800,000 cubic meters of excavation, has reached 1,041,742 cubic meters with 38% progress. The Vault excavation, which has started rock stabilization works, is planned to be completed in January 2025.

D17 Access Road and tunnel portal excavation is 86% complete. Machinery and equipment procurement processes for TBM tunnels have been completed and technical studies and mobilization works are ongoing.

Kuveyt International Airport Multi-storey Car Park Building, Kuwait



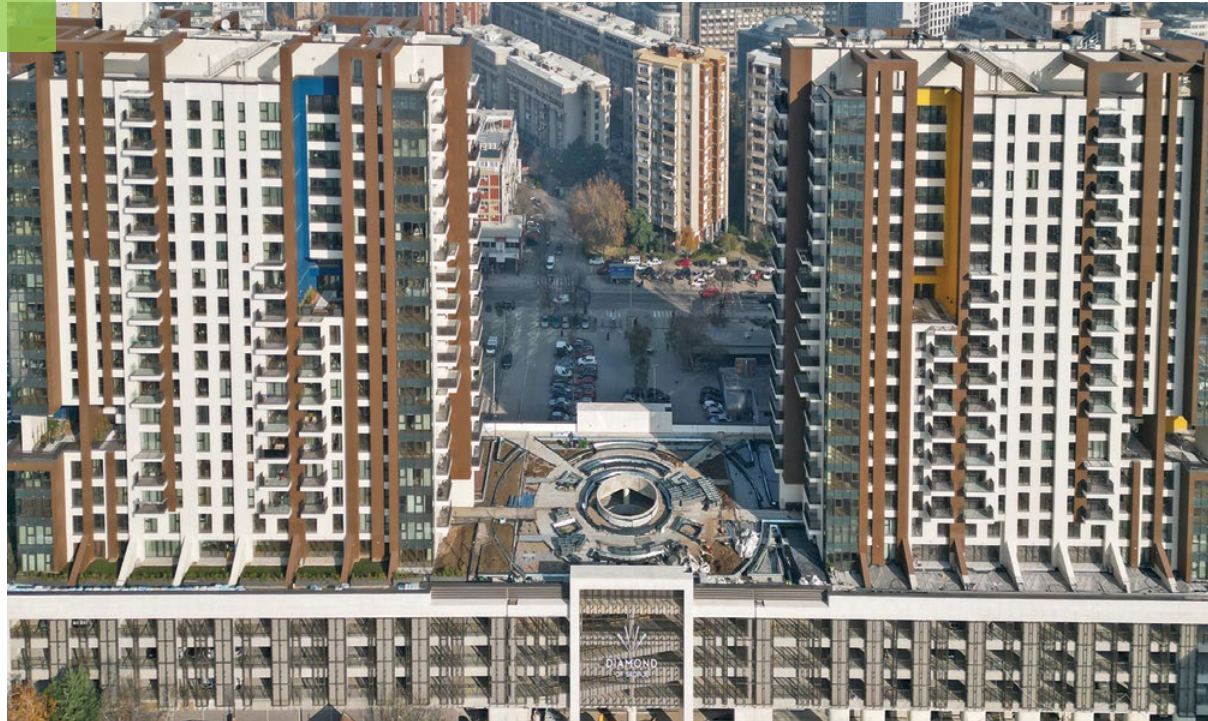
The contract for the second package tender of the Kuwait International Airport construction, "Multi-storey Car Park Building, Connection Roads, Bridges and Landscaping Works" was signed with the Kuwait Ministry of Public Works on 09.07.2020.

The Multi-storey Car Park Building project has a parking capacity of approximately 4,747 vehicles distributed over three basements and a mezzanine floor, in addition to 380 parking spaces reserved for VIPs and senior staff. The approximate construction area of the project is 325 thousand square meters.

The project includes two shelters of 10,397 square meters, each with three escape tunnels, 3 rainwater storage tanks with a capacity of approximately 10,000 cubic meters and 1 rainwater storage tank with a capacity of approximately 6,000 cubic meters, 1 wastewater treatment plant with a capacity of 2x2,500 cubic meters/day and 1 storage building of 4,000 square meters. In 21,366 square meters of mechanical area, there will be 24 passenger elevators, 24 walking bands, 48 escalators, 8 freight/trolley elevators and 8 walking bands on the bridges connecting the parking lot building to the new terminal building as vertical and horizontal transportation system.

Within the scope of the project, approximately 459 thousand square meters of landscaping is planned; 174,604 square meters of hard landscaping and 260,889 square meters of asphalt pavement will be constructed.

Skopje Mixed-Use Superstructure Project, North Macedonia



Originating in Skopje, the capital of Macedonia, the mixed-use project spans an impressive gross area of 323 thousand square meters, nestled within the bustling city center between Ulica St. Kiril, Metodi, and Ulica Jordan Miyalkov streets. Central to its design is the transformation of Macedonia Boulevard into an underpass, complemented by the integration of a dynamic shopping mall, multi-story parking facilities, hotel accommodations, office spaces, and residential blocks.

Strategically positioned along the pedestrian axis that links the historic city center to the city's hospital center and police station, the project serves as a pivotal nexus within Skopje's urban fabric.

The inauguration of the hotel segment in 2021 marked the introduction of Limak Hotels' renowned quality to Skopje. Subsequently, the unveiling of the shopping mall occurred on October 20, 2023. The delivery of the first residential block to owners commenced on April 13, 2023, followed by the second residential block on September 20, 2023. The third residential block is slated for delivery to owners on May 30, 2024, with the final residential block set to be completed on October 31, 2024, marking the project's comprehensive culmination.

Infectious Diseases Hospital, Kuwait



The tender for the design, construction, completion, equipment supply, furnishing operation, and maintenance of the Infectious Diseases Hospital opened by the Kuwaiti Ministry of Health has been won by the joint venture including Limak.

The project covers the design, construction, equipment supply, furnishing, testing and commissioning, and operation and maintenance of the Infectious Diseases Hospital and its facilities, with a total construction area of 75 thousand square meters.

The project also includes fixed and movable furniture, medical and laboratory equipment, furnishings, artworks, and all supporting works.

All civil, structural, electromechanical and external construction works and necessary temporary works are within the scope of the project.

The project is in the substantial completion phase.

NEOM Aquellum Project Geotechnical Investigation and Engineering Works, Saudi Arabia



The contract includes geotechnical investigation and modeling, engineering, tunneling, and excavation works for the Aquellum project on the shores of the Gulf of Aqaba as part of NEOM. Aquellum will be realized as an innovative project with accommodation and leisure areas, which will be located in a location that will not be visible from the outside.

Main components of the project;

- Engineering works
- Geotechnical investigations
- Mobility tunnel, 225 meters
- T1 spiral tunnel, 650 meters
- Vertical shaft, 130 m.
- Rock barriers
- Exposed excavation, 192,000 m³

The design of the project has been completed and approved by the administration. The upper half of the mobility tunnel has progressed 161 meters and is 72% complete. Surface cleaning and rock barrier installation works have been completed on the slopes. T1 tunnel excavation works have recently started and 6 meters of progress has been achieved. Tunnel excavations, geological surveys, vertical shaft, and exposed excavations are targeted to be completed in November 2024.

PROJECTS
COMPLETED
IN 2023

Jubail - Riyadh Water Transmission Line, Saudi Arabia

Diamond Mall, North Macedonia

Al-Mutlaa Residential Project, Kuwait

Jubail - Riyadh Water Transmission Line, Saudi Arabia



The Jubail-Riyadh Water Transmission Line Project encompasses the construction of one main and two intermediate pumping stations, situated in Jubail and strategically positioned between Jubail and Riyadh, respectively. Additionally, the project entails the installation of 14 steel water storage tanks- seven located in Jubail and seven in Riyadh-with an individual capacity of 170 thousand cubic meters, culminating in a total capacity of 2 million 380 thousand cubic meters.

The project scope includes civil works, supply and installation of all equipment for pumping stations, tank farm, reservoir stations, and connection stations, hydraulic design for the entire Jubail-Riyadh Water Transmission System including the connection line, control and communication system, electrical power systems, testing and commissioning of the system.

Commencing in September 2018, the project has achieved significant milestones, with substantial completion attained by July 2023. Presently, the warranty and maintenance phase is underway, with final acceptance predicted for July 2024.

Diamond Mall, North Macedonia



Opened on October 20, 2023, at the heart of Skopje, Diamond Mall is more than just a shopping center. With its modern architecture and distinctive concept, the mall seeks to redefine the retail experience, doubling as a hub for entertainment and gastronomy, boasting an array of upscale restaurants. Spanning a total leasable area of 48,000 square meters, Diamond Mall welcomed visitors with 150 stores spread across three floors.

One of the most important features that distinguishes Diamond Mall from other shopping mall projects is the Dreamzone Entertainment Center, which combines education and entertainment for children and young adults over 7 thousand square meters. On the other hand, Gourmet Street has become the center of attention for visitors with its restaurants offering a selection of both local and international cuisine. Including strong restaurant chains, Gourmet Street is a candidate to become the new gastronomic center of Skopje.

Diamond Mall serves as a pivotal component of the broader Diamond of Skopje project, complemented by four residential blocks, office spaces, and a comprehensive hotel complex.

Al-Mutlaa Residential Project, Kuwait



The project consists of the construction and maintenance of public buildings and infrastructure works in the N11 neighborhood center of Kuwait Al-Mutlaa District.

Within the scope of the project, there are 28 public buildings such as schools, a mosque, a supermarket, a clinic, a police station, social facilities, substations, etc. with an indoor area of approximately 82 thousand square meters and infrastructure works with an area of approximately 146 thousand square meters.

Substantial completion of the project was made in June 2023.

Completed Projects (1976-2023)

AIRPORTS

- 2022 • Novy Urengoy International Airport, Russian Federation
- 2021 • Kemerovo International Airport Domestic Terminal Building, Russian Federation
- 2020 • Chelyabinsk International Airport Domestic Flights Terminal, Russian Federation
- 2019 • Khabarovsk Airport, Russian Federation
- 2018 • İstanbul Airport
 - Volgograd International Airport, Russia
- 2017 • Platov International Airport, Russia
 - Dakar Blaise-Diagne International Airport, Senegal
- 2016 • Cairo International Airport, Egypt
- 2013 • Prishtina International Adem Jashari Airport, Kosovo
- 2009 • İstanbul Sabiha Gökçen International Airport
- 1998 • Cengiz Topel Airport Construction, İzmit
- 1997 • Uşak Airport Infrastructure Construction
- 1994 • Balıkesir Airport F-16 Installations Construction
- 1992 • Selçuk Airport Concrete Pavement Construction, Efes-İzmir

PORTS AND MARINE STRUCTURES

- 2014 • Çandarlı Port Breakwater Construction • LimakPort İskenderun
- 2004 • Train Ferry between Erdemir-Zonguldak Ports
- 1999 • Derince Port Container Dock Construction, İzmit
- 1997 • Burhaniye Marina Construction, Balıkesir
- 1994 • İzmir Port Construction
- 1986 • Embankment Infrastructure between Karşıyaka-Bostanlı Tersane Anıt and Dock Construction, İzmir

HIGH-SPEED TRAIN STATIONS

- 2016 • Ankara High-Speed Train Station

DAMS

- 2022 • Yusufeli Dam and HEPP
- 2020 • Çetin Dam and HEPP
 - Gürsöğüt 1-2 Dam and HEPP
 - Moglice Dam & HEPP (Devoll Hydroelectric Power Plants)
- 2017 • Kargı Dam & HEPP
- 2016 • Banja Dam & HEPP (Devoll Hydroelectric Power Plants)
- 2014 • Burgaz Dam • Adatepe Dam • Arkun Dam & HEPP
- 2013 • Tatar Dam & HEPP • Kirazlık Regulator & HEPP • Daran I-II Regulator & HEPP
- 2012 • Karacasu Dam • Balkusan Dam & HEPP
- 2011 • Alkumru Dam & HEPP
- 2010 • İkizdere Dam
- 2009 • Obruk Dam & HEPP • Uzunçayır Dam & HEPP
- 2008 • Seyrantepe Dam & HEPP
- 2002 • Pamuk HEPP
- 2001 • Çal HEPP
- 1998 • Yenice-Gönen HEPP
- 1997 • Yenice-Gönen Dam • Çavdır Dam
- 1992 • Keban Dam Spillway Rehabilitation
- 1988 • Geyik Dam & Facilities

POTABLE WATER AND TREATMENT PLANTS

- 2019 • Ankara Potable Water Phase II Project, Gerede System
- 2013 • İstanbul Cumhuriyet Potable Water Treatment Plant
- 2001 • Kurfalı-İsaköy Pump Station Construction, İstanbul
- 2000 • Adana Organized Industrial Zone Domestic and Industrial Waste Water Plant Construction
- 1997 • Diyarbakir Liquor Factory Waste Water Treatment Plant Construction
- 1993 • Adana Organized Industrial Zone Potable and Utility Water Supply Construction
- 1983 • İncirlik Airport Sewage Treatment Plant Construction, Adana

MOTORWAYS, HIGHWAYS, RAILED SYSTEMS

- 2022 • 1915Çanakkale Bridge and Malkara Çanakkale Motorway
 - Duhail Intersection, Al Gharrafa Street and Al Waab Street Improvement, Qatar
 - D - Ring Road Improvement, Qatar
 - China-Pakistan Economic Corridor, Pindi Gheb-Tarap Section, Pakistan
 - China-Pakistan Economic Corridor, Hakla-Pindi Gheb Section, Pakistan
 - Artvin-Erzurum Highway Section III • Artvin-Erzurum Highway Section I
- 2021 • Artvin-Erzurum Highway, Section II
 - Hassanabdal-Havelian Highway (E-35) Sarai Saleh-Simlaila Section, Pakistan
 - State Highway (N-50) Zhob-Killi Khudae Nazar Section, Pakistan
- 2020 • Northern Marmara Motorway Section 6
- 2019 • Northern Marmara Motorway Section 4
- 2018 • Ankara-Sivas High-Speed Train Project, Kırıkkale-Yerköy Section
 - Kahramanmaraş-Göksun 6th Region Border Road, Section I
- 2017 • Gali-Zakho Tunnel, Iraq
- 2016 • Kahramanmaraş-Göksun 6th Region Border Section II • Tandoğan-Keçiören (M4) Subway Line
- 2015 • Rawalpindi-İslamabad Metrobus Project, (İslamabad Section), Pakistan
 - Rawalpindi-İslamabad Metrobus Project, (Rawalpindi Section), Pakistan
- 2014 • Ankara-Sivas High-Speed Train Project, Yerköy-Yozgat-Sivas Section
 - Qila Saifullah-Zhob (ICB-3B) N-50 Highway, Pakistan
 - Sukkur-Shikarpur-Jacobabad (ICB-5) N-65 Highway, Pakistan • Belevi Selçuk Meryem Ana Expressway
- 2012 • Düzce-Akçakoca-Karadeniz Ereğli Highway • Gaziantep Beltway
- 2011 • Bozüyük-Mekece Expressway Rehabilitation Project (Section II)
- 2010 • Ankara-Pozantı Expressway Eminlik Çiftahan Section • Espiye-Çarşıbaşı (including Giresun Passage) Highway
 - Piraziz-Espiye-Çarşıbaşı (including Giresun City Passage) Highway
 - Tirebolu-Doğankent-Kürtün State Highway • Hub-Utal ICB-1 (N-25) Highway, Pakistan
- 2009 • İyidere-Çayeli Highway • Muslim Bagh-Qila Saifullah ICA-3A (N-50) Highway, Pakistan
- 2007 • Gaziantep-Şanlıurfa Expressway Birecik-Suruç Section
 - Bağcılar-Güneşli TEM Connection Road Intersection • Porbandar-Bhiladi Highway, India
- 2005 • Kabil-Salang-Doshi Highway Rehabilitation Project, Afghanistan
 - Shibergan Sar-e-Pul Highway Rehabilitation Project, Afghanistan
- 2003 • Ap-18 Vijayawada-Visakhapatnam Highway Rehabilitation, India
- 2001 • Bolu Mountain Passage Road Construction, Bolu
- 1998 • Ümraniye-Altunizade Expressway Construction, İstanbul
- 1996 • Main Artery Road, Square Arrangement, Storm Water and Missing Infrastructure Supply Construction, İstanbul
- 1995 • Ümraniye Şile Highway 1st Section Construction, İstanbul
- 1993 • Kavacık-Anadolu Hisarı Coastal Road Construction, İstanbul
- 1991 • Seyhan 5 Bridge Construction, Adana
- 1989 • Sincan-Yenikent Railroad Section II Construction, Ankara
- 1981 • Aksaray-Koçhisar Border Road Construction

IRRIGATION SYSTEMS

- 2007 • Yaylak Plain Irrigation, Şanlıurfa
- 2006 • Baklan Plain 4th Section Main Channel and Network, Denizli
- 1998 • Baklan Plain Irrigation 3rd Section Construction, Denizli

PIPELINES

- 2023 • Jubail-Riyad Water Transmission Line, Saudi Arabia
- 2018 • Trans Anatolian Natural Gas Pipeline (TANAP) Lot 4
- 2015 • Ras Al Khair-Riyadh Water Transmission Line, Saudi Arabia
 - Ras Al Khair-Hafar Al Batin Water Transmission Line, Saudi Arabia
- 2008 • Paradip-Haldia Oil Pipeline, India
- 2007 • Koyali-Ratlam Oil Pipeline, India
- 2005 • Baku-Tbilisi-Ceyhan Oil Pipeline Lot C • Gaziantep-Mersin Natural Gas Pipeline
- 2003 • Kırıkkale-Kırşehir-Yozgat-Yerköy-Polatlı Natural Gas Distribution Line
- 2002 • Kayseri-Ankara Natural Gas Pipeline, Kayseri-Kırşehir-Ankara
- 1991 • Dalaman Air Supply Directorship Upgrade Station Pipeline, Muğla
- 1989 • East-West 1986-87 Pipeline Damages Repair
- 1988 • Malatya-Hekimhan Pipeline Variant Construction, Malatya
- 1983 • East-West 1980-81 Pipeline Damages Repair

TOURISTIC FACILITIES

- 2020 • Limak Skopje Hotel, North Macedonia
- 2017 • Limak Cyprus Deluxe Hotel, Cyprus
- 2011 • Eurasia Luxury Hotel, İstanbul
- 2010 • Limak Thermal Boutique Hotel, Yalova
- 2006 • Limak Ambassade Hotel, Ankara
 - Limak Lara De Luxe Hotel, Antalya
- 2001 • Atlantis Hotel & Resort, Belek Antalya
- 1997 • Limra Hotel & Resort, Kemer Antalya
- 1995 • Arcadia Hotel & Resort, Belek Antalya

INFRASTRUCTURE

- 2020 • South Abdullah Mubarak Infrastructure Project, Kuwait
 - Baghdad Power Plant Renovation and Infrastructure Improvement, Iraq
- 2017 • 5201 West Abdullah Al Mubarek Site Construction Works, Kuwait
- 2012 • U.S. FY11 Baghdad Master Plan Implementation Project, Iraq
- 1992 • Central Bank Computer-Training Facilities Infrastructure Construction, Ankara
- 1991 • Adana Organized Industrial Zone Infrastructure Construction, Adana
- 1989 • İzmir Atatürk Organized Industrial Zone Infrastructure Construction

INDUSTRIAL FACILITIES AND FACTORIES

- 2018 • Anka Cement Factory • Ivory Coast Grinding and Packing Plant
- 2016 • Mozambique Grinding and Packing Plant
- 2015 • Kilis Pumice Block Plant
- 2009 • Mardin-Derik Cement Factory
- 2008 • Bitlis Cement Factory
- 2007 • Limkon Concentrated Fruit Juice Factory, Adana
- 2005 • Akhisar Cigarette Factory
- 2004 • Kilis Factory Suma Distillation Modernization
- 2001 • Diyarbakır Liquor Factory Suma Distillation Modernization • 2nd Continuous Tempering Line Buildings
- 1997 • Bayramiç Cognac Wort Preparation Plant Construction, Çanakkale
- 1996 • Alaşehir Suma Factory Construction, Manisa • Karaman Suma Factory Construction
- 1984 • Çamaltı Saltworks Maintenance Renovation 12th Section Construction, İzmir
 - Republic of Türkiye Ministry of Defense Arms Maintenance Workshop Construction
- 1982 • Kaldırım Saltworks Bank No. 1 Construction, Şereflikoçhisar
- 1981 • Dairy Institution General Directorate Milk Factory Machinery Installation and Water Supply Line
 - Meat and Fish Institution Kastamonu Meat Complex Installation
- 1979 • Dairy Industry Institution Kırşehir-Çankırı Garage and Warehouse Construction
 - Sincan Meat Center Installation • Meat and Fish Institution Ağrı-Van Meat Complex Installation
- 1978 • Mineral Oil Factory Installation
- 1977 • Kırşehir-Çorum Milk Factory
- 1976 • Molasses Factory Installation, Ürgüp

BUILDING COMPLEXES

- 2023 • Al-Mutlaa Residential Project, Kuwait
 - Diamond Mall, Skopje, North Macedonia
- 2022 • G-Drive Arena Stadium, Russian Federation
 - Esplanada Multifunctional Center Project, Russian Federation
 - Turkish Aerospace Industries Assembly Hangar
- 2013 • Mersin Stadium
 - İstanbul Technopark
- 2001 • Erdemir Steel Service Center Administrative Building Construction, Ereğli
- 2000 • Guard Regiment Reorganization 2nd Section Construction, Ankara
 - Mass Housing Project 560 Residential Units and Infrastructure Construction, Samsun
- 1999 • Gazi University Engineering and Architecture Faculty
- 1998 • Guard Regiment Reorganization Construction, Ankara
 - Guard Regiment Reorganization Supply Construction, Ankara
 - İncirlik Airport Fuel Plant Construction, Adana
- 1996 • Çamaltı Saltworks 15th Section Supply Construction, İzmir
- 1994 • Manisa-Muradiye Tobacco Warehouse
- 1993 • Municipal Palace Supply Construction, Ankara
 - Mersin Mail Processing Center Construction
- 1992 • Gazi University Eng. Arch. Fac. Building, Laboratory and Science-Lit. Facility
 - Tekel Denizli Chief Directorate Administration and Warehouse Building Construction
- 1991 • 4. Blocks Business Complex, 220 Residential Units, 2 Blocks Business Complex, Ostimbank, Ostim Market Construction, Ankara
 - 188 Residential Units and Infrastructure Construction, Aydın
- 1990 • Altındağ Municipal Palace, Revenue Facilities Construction, Ankara
 - Gazi University Science-Literature Faculty Teaching Blocks Construction, Ankara
- 1989 • Gazi University Eng. And Arch. Fac. Teaching Blocks Construction
 - Adana Chief Directorate Administration and Warehouse Building Construction
 - Gaziemir 3rd Group 130 Flats Construction
- 1988 • İncirlik Airport Elementary-Secondary-High-school Building and Sports Facilities Construction, Adana
- 1987 • İzmir Karşıyaka 70 Flats Construction
 - Gazi University Eng. Arch. Fac. Building and Laboratory Blocks Supply Construction, Ankara
- 1986 • Gazi University Eng. Arch. Fac. J-K-L-M-N Blocks Construction, Ankara
 - TCDD Adana Train Station 1x32 Flats Lodging Building Construction, Adana
 - TCDD Adana Train Station-Supplementary Services Building Construction, Adana
 - TCDD Adana Train Station Installation Works, Adana
- 1985 • TCDD Adana Train Station 2x32 Flats Lodging Building Construction, Adana
 - Public Works Directorate Documentation Center and Social Facility Construction, Ankara
 - U.S. Army Corps of Eng. Household Goods Warehouse Building Construction, Ankara
 - TCDD Adana Train Station-Additional Building Installations Construction, Adana
- 1984 • 80-Flats Police Lodging Building Construction, Diyarbakır
 - Air Training Command Washing-Lubrication Plant Construction, İzmit
 - Fethiye Fire Extinguishing Installations Construction, Muğla
- 1982 • Agricultural Pest Control 4 Blocks 32 Flats Lodging Building Construction, Ankara
 - Ankara Governorship Yenimahalle 20 Flats Lodging Building Construction
- 1981 • Sincan 8-Classroom School, Ankara

ENERGY

Energy Generation Energy Sales & Trade Energy Distribution

Expanding its portfolio annually and investing in energy generation across diverse resources, Limak Energy is steadily progressing toward its target of 5,000 MW installed capacity.

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

With its hydroelectric, solar, geothermal, natural gas, and coal power plants, Limak Energy is annually expanding its portfolio, which currently stands at 3,500 MW while making energy generation investments based on resource diversity to ensure medium and long-term energy supply security, and moving towards the target of 5,000 MW installed capacity within the framework of its long-term business plans. Limak Energy has a large production capacity HEPP investments in the field of renewable energy, which is of great importance in ensuring the security of supply.

With the Çetin, Alkumru, Kirazlık, Uzunçayır, Kargı, Gürsöğüt, Seyrantepe, Pembelik, and Tatar hydroelectric power plants in operation, the total HEPP installed capacity of Limak Energy is 1,319.22 MWm, 1,289.37 MWe and the total annual electricity generation capacity is approximately 4 billion 75 million 379 thousand kWh.

The operational hydroelectric power plants hold certificates for ISO 27001 Information Security Management System, ISO 14001 Environmental Management, ISO 9001 Quality Management, ISO

50001 Energy Management System, ISO 45001 Occupational Safety and Health Management System, and ISO 10002 Customer Satisfaction Management System. Regular audits are conducted to ensure compliance with these standards.

Limak Energy commissioned Isparta Gönen SPP with a capacity of 5.7 MWp in Isparta province in 2017 to increase resource diversity. In addition, Konya Apa SPP, a licensed solar power plant with a capacity of 16.3 MWp, was completed in the 3rd quarter of 2019 and began to operate following the 2019 investment program.

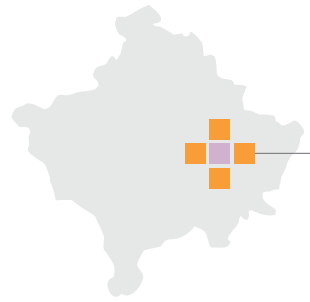
Installation works for the Combined Renewable Electricity Generation Facility (Hybrid Facility) for Gürsöğüt, Kargı and Alkumru Dams and HEPPs are ongoing. Gürsöğüt HEPP has a license for an SPP plant with an installed capacity of 19,4. At Alkumru HEPP, work is underway to establish an SPP production facility.

In 2022, tenders were awarded for the Pervari HEPP and İncir HEPP projects, situated upstream of the Çetin HEPP. Upon completion, these power plants will contribute approximately 414.75 MW to the Limak Energy portfolio.

In 2013, Limak Energy added the Hamitabat Natural Gas Combined Cycle Power Plant, the first of its kind in Türkiye, to its portfolio to bolster generation capacity. The company conducted renovation works to enhance plant efficiency in this significant facility, achieving full capacity availability as of September 2017. Additionally, the Buharkent Geothermal Power Plant, boasting an installed capacity of 14.1 MW in Aydın, commenced operations in 2018.

Within the scope of the YEKA tender, our SPP project with an installed capacity of 140 MW, whose construction and installation activities are ongoing in Hatay and Erzin Districts, is planned to be fully commissioned in 2024.

Limak Energy maintains a keen interest in the privatization tenders for large-capacity EÜAŞ hydroelectric power plants scheduled for 2024, as well as the large-capacity HEPP tenders to be conducted by DSI in 2024 and beyond, as it continues to expand its portfolio.



Kosovo
Electricity
Distribution

Hamitabat Natural Gas
Combined Cycle
Power Plant, Kırklareli



Buharkent Geothermal
Power Plant, Aydın



Yeniköy Kemerköy
Thermal Power Plants,
Muğla



Gürsöğüt Dam
and HEPP,
Eskişehir



Isparta
Gönen
SPP



Kargı Dam
and HEPP,
Ankara



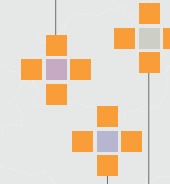
Konya
Apa
SPP



Cyprus Bafra
SPP



Uzunçayır Dam
and HEPP,
Tunceli



Tatar Dam
and HEPP,
Elazığ



Seyrantepe
Dam and HEPP,
Elazığ



Pembelik Dam
and HEPP,
Elazığ



Kirazlık Regulator
and HEPP, Siirt



İncir Dam and
HEPP, Siirt



Pervari Dam and
HEPP, Siirt

Çetin Dam
and HEPP,
Siirt

Alkumru Dam
and HEPP, Siirt



In Operation



Under Construction

Çetin Dam and HEPP



Located on Botan Stream of the Tigris River and within the boundaries of the Siirt and Bitlis provinces, Çetin Dam and Hydroelectric Power Plant began operations in 2020.

The power plant, with a total capacity of 420.1 Mwe, boasts an annual average generation capacity of 1,174.740 million kWh under its production license. In 2023, it produced a total of 664,365,951 kWh of energy.

Çetin Dam and Hydroelectric Power Plant is the largest RRC-type dam in Europe and Türkiye. The power plant plays a crucial role in fulfilling the region's energy requirements and operates as the largest private sector hydroelectric power plant in the area. Equipped with high-tech equipment, the power plant meets the entire annual electricity demand of Siirt province.

Alkumru Dam and HEPP



Located on Botan Stream of the Tigris River within the borders of the Tillo district of Siirt province, the Alkumru Dam and Hydroelectric Power Plant began operating in 2011.

With a total capacity of 280 MW, Alkumru possesses an annual average generation capacity of 881 million kWh in its production license. In 2023, the plant's production output was 542,694,155 kWh.

Alkumru Dam and Hydroelectric Power Plant ranks among the hydroelectric power plants with the largest body volume in Türkiye. The high-tech equipped power plant meets the entire annual electricity demand of Siirt province.

In 2013, Alkumru Hydroelectric Power Plant was awarded the Carbon Reduction Certificate by the International Carbon Standard (VCS). The greenhouse gas emission reduction at the power plant is 475 thousand tons of CO₂ per year.

The project was awarded a Social Carbon Validation and a Social Carbon Certificate as a result of the evaluation of the social assistance provided to the region for the project. Work on the Combined Renewable Electricity Generation Facility (Hybrid Facility) for Alkumru Dam and HEPP is ongoing.

Kirazlık Regulator and HEPP



Kirazlık Regulator and Hydroelectric Power Plant, located on Botan Stream within the borders of Siirt province, began operating in 2013. The plant is situated downstream from the Alkumru Hydroelectric Power Plant.

The plant has an installed capacity of 48 MW and an average annual generation capacity of 150 million kWh. The production amount in 2023 was 94,070,727 kWh.

Uzunçayır Dam and HEPP



Located on the Munzur Stream of the Euphrates River within the borders of Tunceli province, Uzunçayır Dam and Hydroelectric Power Plant began operations in 2009.

With a total installed capacity of 84 MW, the plant has an annual average generation capacity of 322 million kWh. The production amount in 2023 was 323,019,264 kWh. The high-tech equipped Uzunçayır, the largest power plant in Tunceli, meets the entire annual electricity demand of Tunceli province.

Uzunçayır Hydroelectric Power Plant has earned a Carbon Emission Reduction Certificate from the International Carbon Standards (VCS) in voluntary markets. The power plant held the right to generate 151,000 tons of VCS Carbon Credits annually until 2019. In 2011, the plant underwent Social Carbon Validation due to its assessment of the social assistance provided to the region. As a result, the plant obtained its certification. In March 2012, the plant introduced its first 250,000 tons of verified carbon emission reduction into voluntary markets.

Kargı Dam and HEPP



Kargı Dam and Hydroelectric Power Plant began operations in April 2017. It is located on the Sakarya River in the Bey pazarı district of Ankara province

The plant, which is the largest private-sector hydroelectric power plant in the Sakarya basin, has an installed capacity of 100 MW and an annual average generation capacity of 254 million kWh. The production amount in 2023 was 138,784,884 kWh.

Gürsöğüt Dam and HEPP



After opening its first unit in 2020, Gürsöğüt Dam and Hydroelectric Power Plant, located on the Sakarya River within the borders of Ankara and Eskişehir provinces, started production at full capacity in 2021.

Among Limak Energy's hydroelectric power plants, Gürsöğüt Dam and HEPP is the first to be manufactured using locally produced turbine equipment. It also benefits from the domestic components' incentive.

The plant has an installed capacity of 58 MW, with an annual average generation capacity of 300 million kWh. In 2023, the production amount was 137,166,098 kWh.

Work on the Combined Renewable Electricity Generation Facility (Hybrid Facility) for the Gürsöğüt Dam and Hydroelectric Power Plant is ongoing.

Pembelik Dam and HEPP



Located on the Peri Stream of the Euphrates River within the borders of Elazığ province, Pembelik Dam and Hydroelectric Power Plant began operations in 2015. The plant has an installed capacity of 130 MW and an annual average generation capacity of 410 million kWh. The production amount in 2023 was 348,834,724 kWh.

The Carbon Emission Reduction Certificate and Social Carbon Validation studies of the power plant were completed by International Carbon Standards.

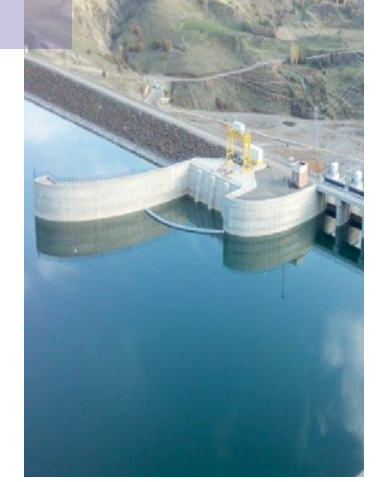
Seyrantepe Dam and HEPP



Seyrantepe Dam and Hydroelectric Power Plant, located on the Peri Stream of the Euphrates River within the borders of Elazığ province, began to operate in 2008.

The plant has a total installed capacity of 59 MW and an annual average generation capacity of 180 million kWh. The production amount in 2023 was 153,519,646 kWh.

Tatar Dam and HEPP



Tatar Dam and Hydroelectric Power Plant, located on the Peri Stream of the Euphrates River within the borders of Elazığ and Tunceli provinces, began operations in 2013. The plant has an installed capacity of 131 MW and an annual average generation capacity of 421 million kWh. The production amount in 2023 was 375,471,655 kWh.

Carbon Emission Reduction Certificate and Social Carbon Validation studies were completed by International Carbon Standards.

Hamitabat Natural Gas Combined Cycle Power Plant



Due to a renovation investment of 520 million euros, Hamitabat Electricity Generation and Trade Corp. (HEAŞ) has increased its efficiency level to 61%. This investment has resulted in a substantial improvement in Türkiye's natural resource consumption and has contributed to reducing the country's energy import expenses.

In June 2023, Limak Energy acquired shares representing 25 percent of the capital of Limak Natural Gas Electricity Generation Corp. from InfraKan Holding S.a.r.l. The transaction has made Limak Energy the sole controlling owner of Hamitabat Electricity Generation and Trade Corp.

With its strategic location, the assurance of energy supply in the Marmara Region, high reliability, and availability, increased HEAŞ' installed capacity to 1,220 MW in 2018. In 2023, the net generation amount was realized as 5.736 billion kWh.

In 2023, HEAŞ voluntarily made Water Security and Climate Change declarations through the Carbon Disclosure Project (CDP). The plant's ISO 14064-1 Guidelines for the Calculation and Reporting of Greenhouse Gas Emissions and Removals at the Organization Level footprint was verified by an impartial organization. HEAŞ completed its work within the scope of ISO 50001 Energy Management System. In the first quarter of 2024, 3rd party certification audits will be conducted.

In 2023, recycling projects were implemented to reduce the amount of water consumed. As a result of these efforts, approximately 185 m3/day savings are targeted for 2024. In 2024, additional investments will continue for existing opportunities to reduce water consumption. The feasibility study for the 9.4MW Solar Energy System Electricity Generation Project was completed to meet the internal need for renewable resources and to reduce the carbon footprint of electricity consumption. For the Hybrid Electricity Generation model, the electricity generation license has been amended and the EIA is not required for the project. The installation and commissioning of this project are planned to start in 2024 and will be located within the production site.

The CBDDO Information Communication Security Guideline compliance process was completed by integrating it into existing processes, and the first audit was successfully conducted at the beginning of 2023. Within the framework of the EMRA Cyber Security Competency Model Regulation published in June 2023, a new compliance process integrated into the existing structure has been initiated.

HEAŞ, Türkiye's first natural gas combined cycle power plant which has been operating as a symbol of Kırklareli since 1986, will continue its presence in the Turkish energy market in the future with high efficiency and environmental sensitivity in line with the Sustainable Development Goals.

Yeniköy Kemerköy Thermal Power Plants



To generate electricity using local lignite coal in Milas district of Muğla province, Yeniköy and Kemerköy Thermal Power Plants began operations in 1987 and 1995, respectively. The most significant feature of both power plants is that they were built taking into account the type and characteristics of the coal found in this region. YK Energy was taken over by the Limak İÇ İtış equal partnership on 23.12.2014 following one of the largest privatization tenders in the history of the Türkiye.

Yeniköy Thermal Power Plant consists of two units, each with 210 MW power. By making the necessary revisions within the scope of rehabilitation works, the installed capacity of Kemerköy Thermal Power Plant's units 1 and 2 increased from 210 MW to 232,604 MW. On 10 December 2020 and 25 January 2022, respectively, the authorities of the Republic of Türkiye Ministry of Energy and Natural Resources accepted this. At the end of the rehabilitation, the total power of the three units at Kemerköy Thermal Power Plant will reach 696 MW.

The 2023 net annual production values based on sales were realized as 2,591,719 mWh for Yeniköy Thermal Power Plant and 3,267,018 mWh for Kemerköy Thermal Power Plant. These power plants utilize domestic resources and are of strategic importance for Turkey due to their production capacity; they meet an average of 2.5 percent of Türkiye's electricity demand. They also contribute approximately USD 1 billion annually to closing the current account deficit.

Buharkent Geothermal Power Plant



The Buharkent Geothermal Power Plant secured a license from the MTA until 2041 and commenced construction in July 2017. This followed the drilling of five production wells and three reinjection wells in the geothermal license area located in the Kızıldere neighborhood of the Buharkent district in Aydın province.

In 2023, Buharkent's gross production amounted to 118,428 MWh while net output amounted to 75,598 MWh. With the Ministry's temporary admission in October 2023, a 1.30364MW auxiliary source was made for the construction of a solar power plant.

Isparta Gönen Solar Power Plant



The solar power plant, located in the Gönen district of Isparta province, has a total installed capacity of 5,702.48 kW. Gönen SPP became the first solar power plant project in Türkiye to receive independent and comprehensive international certification within its first year of operation. As a result of the audits carried out at the power plant, the performance result is in reference to the IEC 61724 standard and IEC62446-1 standard and the criteria specified within the framework of other international good practices. In collaboration with the initiative supported under the Limak Energy Entrepreneurship Acceleration Program of Türkiye's Energy Academy (TEA), a performance analysis and remote monitoring system was introduced to the plant. The power plant began operations at the end of 2017. In 2023, the plant's capacity was realized to be 8.68 million kWh.

Konya Apa Solar Power Plant



Located in the Çumra district of Konya province, the Konya APA SPP has a total installed capacity of 16,339.79 kW. Since 2019, the Konya APA SPP has been Türkiye's third-largest single-point licensed solar power plant. Similar to the Gönen SPP, the APA SPP employs thin-film solar modules that are particularly well-suited to Türkiye's variable climate conditions. A central type inverter is used to maximize and sustain energy production, providing an optimal solution for efficiency and performance. In collaboration with the initiative supported within the scope of Türkiye's Energy Academy (TEA) Limak Energy Entrepreneurship Acceleration Program, the performance analysis and remote monitoring system has also been introduced at the APA SPP power plant. 2023 production of the power plant was amounted to 26.39 million kWh.

Cyprus Bafra Solar Power Plant



Situated in the Bafra Tourism Region of Northern Cyprus, the zero-injection solar power plant aims to supply a portion of the electricity needs of the Kıbrıs Limak Deluxe Hotel. The plant has a total installed capacity of 2,257.2 kW. Cyprus Bafra SPP is the first solar power plant that has the full zero-injection feature and is capable of not pumping energy to the grid in any way. Monocrystalline half-cell panels with 550Wp power and string inverters have been compatible with the climate conditions in developing panel technologies and used the project site most efficiently. The performance analysis and remote monitoring system is also used in the Cyprus Bafra SPP to monitor all solar power plants within Limak on a single platform and in collaboration with the initiative supported within the scope of Türkiye's Energy Academy (TEA) Limak Energy Entrepreneurship Acceleration Program. The power plant, which began operations in August 2022, operated as zero-injection until October 13, 2023, and the right to switch to the offset mechanism was obtained after the relevant date. After October 13, 2023, the entire generation of the power plant can be fed into the grid. The plant's generation in 2023 amounted to 2.94 million kWh.

Energy Sales & Trade

With its experienced and trained workforce, Limak Energy Trade not only meets the needs and expectations of the industry but also ranks among the leading companies with the principle of maximum efficiency. Leading the development of the highly dynamic Turkish energy market, Limak Energy Trade meticulously maintains its role as the pioneer of development by supporting associations and working groups that shape the energy field such as EÜD, GÜYAD, HESİAD together with sector representatives. In addition to taking an active role in the establishment of the Turkish Energy Exchange, Limak Energy Trade is also a founding partner and shareholder of the EPIAŞ (Energy Markets Operation Corp).

Limak Energy Trade manages the efficient planning of energy generation assets across various resources including coal, natural gas, solar, hydroelectric, and geothermal resources affiliated with the group. The goal is to optimize the profitability of these resources to the highest level. In addition, Limak Energy Trade makes the best use of the advantages that may arise within the scope of Ancillary Services to provide extra commercial gain to the energy generation facilities. Limak Energy Trade can also undertake the operation and commercial activities of facilities outside its portfolio consisting of group companies.

Carbon markets have gradually gained importance in Türkiye which are promoted worldwide to encourage the use of renewable energy and to reduce carbon emissions causing global warming. Limak Energy Trade has also contributed significantly to the carbon emission trade within this framework. Professionally carrying out the certification processes for renewable resource type power plants to be included in the carbon market, Limak Energy Trade has not only offered a total of 8 million tons of carbon certificates of five hydroelectric power plants to the market but has also made a move for other carbon certificates and has started to include 6 renewable energy power plants in the carbon market. Limak Energy Trade also provides a YEK-G certificate, which is introduced to the market by EPIAŞ and guarantees

that electricity is generated from renewable energy to customers with environmental sensitivity so that they can reduce their carbon emissions.

During 2023, taking an active role in the YEK-G market, the Limak Energy Trade team realized the redemption of 23,602 YEK-G certificates on behalf of its eligible consumers.

Limak Energy Trade prioritizes sustainable growth by actively participating in the wholesome electricity market by selling increasing volumes, every year, by taking an active role in Over Counter Markets (OTC), Day-Ahead Market, Intraday Market, Futures and Options Market. At the end of 2021, Limak Energy Trade, started providing services in this field again by selling retail electricity to eligible consumers, increasing its retail electricity sales of approximately 618 million kWh in total throughout 2022 by more than 20% and realized it as 752 million kWh in 2023. The trade volume has been approximately 4,303,066,389 kWh for Limak Energy's generation and retail portfolios, commercial business partners operating in the energy market, and the needs of non-group end consumers.

With the vision of becoming an important international actor, Limak Energy Trade has expanded its activities in the entire Southeastern Europe region from Kosovo to Türkiye together with LC Electricity Trading & Supply in Serbia and can conduct cross-border energy trade.

Through market analysis, Limak Energy Trading manages all commercial activities of Limak Energy Group. It carries out studies responsible for the consolidated management and follow-up of commercial risks that may occur in the market. In addition, within the scope of the "Balanced Group" with more than 20 companies, it contributes to achieving savings by reducing costs. In this process, the group supports commercial companies with its expert operation team and maintains customer satisfaction at the highest level. Limak Energy Trade continues its activities with a customer-oriented service approach and a win-win principle.

Energy Distribution

Kosovo Electricity Distribution Corp. (KEDS)



Kosovo Electricity Distributio Corp. (KEDS) operates the electricity distribution sector in Kosovo, one of the the youngest country in Europe and provides electricity distribution services across an area of 10,887 square kilometers. This encompasses 7 provincial centers and 30 districts of Kosovo. In 2023, KEDS distributed 6.2 billion kWh of electricity to 703 thousand subscribers nationwide. Within the same year, an investment of EUR 30 million was made towards network and technology enhancements aimed at enhancing customer satisfaction. Since commencing operations in May 2013, KEDS has completed a total investment of 239 million euros.

In 2023, KEDS achieved a significant milestone with the successful implementation of the ERP project, marking a substantial advancement towards its digital transformation goals. As part of this initiative, the company modernized its inventory of handheld terminals by upgrading them with devices featuring the Android operating system integrated with proprietary software. Furthermore, KEDS bolstered its defense against MIT&RE attacks, achieving a protection rate of 98% through the deployment of comprehensive cybersecurity projects, thereby ensuring the security of its data and information systems. Notably, KEDS attained a rating of 4.5 out of 5 in NIST, the most comprehensive cybersecurity standard globally.

By the end of 2023, 14.8% of customers were integrated into the smart grid system, while the utilization rate of the eKesco mobile application, increasingly favored by subscribers, surged to 33%. By the end of 2022, energy losses, a significant challenge in the region, decreased from 31% in 2013 to 15.32% with the strategic investments and effective operational measures.

KEDS remains committed to delivering electricity services to all its customers at the highest standards and aims to address all infrastructure-related challenges associated with electrical energy distribution.

T O U R I S M

In 2024, Limak Tourism aims to continue its sustainable growth and become an international hotel chain.

Limak established Limak Arcadia in 1995 and debuted in the tourism sector. Upholding its commitment to pioneering in every industry it enters, Limak subsequently expanded its investments, inaugurating Limak Limra Hotel in Antalya Kemer in 1998 and Limak Atlantis Hotel in Antalya Belek in 2002. In 2000, the company introduced the Limak International Hotels & Resort brand, embodying the principles of Warm Turkish Hospitality and Excellent Service, which are trademarked as a brand promise with the slogan "Warm Hospitality & Excellent Service."

Limak Tourism ventured into the city hotel management industry with Limak Ambassadors in 2006. Concurrently, it introduced Limak Lara to Antalya's tourism landscape in the same year. In 2010, Limak Yalova Thermal, Türkiye's first thermal boutique hotel, commenced operations. Subsequently, Limak Eurasia Hotel opened its doors in Kavacak, Istanbul, in 2011.

Limak Tourism offers year-round services at its facilities, maintaining occupancy rates consistently surpassing 80%. In addition to catering to local guests, Limak Tourism welcomes visitors from nearly 40 countries worldwide each year.

In 2018, Limak Tourism expanded its hotel portfolio to 8 properties and added Limak Cyprus Deluxe Hotel to its portfolio. This expansion propelled the group's bed capacity to over 6,000. Notably, Limak Cyprus Deluxe marks the group's inaugural overseas investment.

Limak Skopje Luxury Hotel, Limak Tourism's second overseas investment, commenced hosting guests in Skopje, Macedonia, in April 2021.

In 2023, Limak Tourism undertook two significant investments aimed at bolstering its general presence in the sector. The Bodrum Luxury Resort, situated on a sprawling 36,000 square meters seafront plot on the southern coast of the Bodrum peninsula, will feature 150 accommodation units, including Presidential, Signature, and Serenity villas, as well as Premier and Superior suites. This upscale facility will bear the hallmark of a global luxury resort brand.

Additionally, the Limak Cyprus Golf Hotel Project, located in the Bafra Tourism Region of the Turkish Republic of Northern Cyprus, will encompass 600 rooms and 100 villa units across an extensive 850,000 square meters land area with 1250 meters of coastline. The centerpiece of this development, undertaken in 2023, will be the 650,000 square meters golf course complex, complete with a clubhouse, restaurant lounge, and an 18-hole "connected golf course" offering a unique golfing experience.

In 2021, three Limak hotels were renovated to become "animal-friendly hotels". Guests staying at Limak Arcadia in Antalya Belek, Limak Limra in Kemer and Limak Cyprus hotels in Cyprus can now experience the comfort of vacation with their pet friends.

Unlike other hotel chains, Limak Tourism handles the establishment, construction, and operation of its hotels entirely in-house, providing substantial savings in investment and costs through its construction expertise. The integrated supply chain system enables effective utilization of economies of scale. Moreover, Limak Tourism conducts in-house training for the staff of its new hotels, ensuring standardized service quality and ongoing improvement of its human resources.

By hosting various sports competitions in addition to football, Limak Tourism distinguishes itself with sports tourism, a key segment of alternative tourism. Annually, numerous domestic and international football teams choose Antalya for training camps, with around 150 teams lodging at Limak hotels last year alone. Antalya also hosts basketball,

volleyball, judo, tennis, rugby, softball, baseball, and various other sports events, including national team selections and preparations.

Demonstrating its commitment to social responsibility, Limak Tourism has been organizing tree planting initiatives since 2011 on behalf of its hotels in Antalya. Spanning 100 hectares of land allocated by the Ministry of Agriculture and Forestry in Serik district, Limak Tourism has planted over 10 thousand black cypress and pistachio pine trees in the memorial forest. In 2023, a tree planting event was held with the ministry's support as part of the Memorial Forest Project, aiming to plant 100 thousand trees within a decade.

Limak Tourism has a longstanding tradition of gifting plant seeds to its hotel guests, enabling them to cultivate their own plants at home. The seed sets comprise 14 varieties, including sunflower, fennel, marshmallow, cosmos, redbud, echinacea, coriander, sage, anise, thyme, lemon balm, eucalyptus, basil, and larch.

Additionally, Limak Tourism implemented the "Bedside Books" project to introduce local and international guests to significant figures from Anatolian heritage. Booklets featuring stories of Mevlana, Karagöz-Hacivat, and Dede Korkut are placed in guest rooms, along with booklets containing messages from Mustafa Kemal Atatürk's Nutuk.

Building upon its previous achievements and awards, Limak Tourism aims for sustained growth and aspires to become an international hotel chain in 2024.

Limak
Skopje Hotel,
North Macedonia

Limak Eurasia
Luxury Hotel
Kavacik, Istanbul

Limak Thermal
Boutique Hotel,
Yalova

Limak
Ambassadore Hotel
Kavaklidere, Ankara

Limak Bodrum
Luxury Resort,
Bodrum, Muğla

Limak Atlantis
Deluxe Hotel & Resort,
Belek, Antalya

Limak Limra
Hotel & Resort,
Kemer, Antalya

Limak Lara
Deluxe Hotel & Resort,
Lara, Antalya

Limak Arcadia
Sport Resort,
Belek, Antalya

Limak Cyprus Deluxe Hotel,
Bafra, Cyprus

Limak Limak Cyprus Golf Hotel,
Bafra, Cyprus

 In Operation  Under Construction

Limak Limra Hotel & Resort

Kemer - Antalya



In August 1998, Limra Hotel & Resort made its debut in Kemer-Kiriş, offering a seamless blend of history, nature, sea, and sun. The facility is 75 kilometers from the airport and 60 kilometers from Antalya.

Limak Limra Hotel has the largest pool capacity in the Kemer region with five outdoor pools totaling 4,500 square meters and one indoor pool of 300 square meters. There are a total of six water slides in the outdoor swimming pools. Guests at Limra Hotel & Resort can enjoy a lively experience with activities led by a professional animation, while those wishing to relax can unwind in the "quiet pool."

Limak Limra Hotel is fun for children, peaceful for parents, romantic for honeymooners, lively for young people, and has a suitable infrastructure for athletes with services meeting the expectations of its guests. Pioneering Turkish congress and sports tourism with its innovations and quality service, the hotel has successfully hosted many important national and international organizations since its establishment and will continue to revitalize the sector with new agreements in 2024.



AWARDS AND CERTIFICATES 2023

- Safe Tourism Certificate
- ISO 9001:2015 Quality Management System
- ISO 22000:2018
- Food Safety Management System
- TS 10082 Service Quality Certificate
- Blue Flag
- Green Star
- Travelife Gold
- Zero Waste Certificate
- Sustainable Tourism Certificate
- Bicycle-friendly accommodation
- Booking Traveller Review Awards 2023
- Recommended on HolidayCheck 2023
- Zoover 2023 Award Silver

Limak Arcadia Sport Resort

Belek - Antalya



Limak Arcadia Sport Resort, the first link of the Limak hotel chain, has been in service since September 1995.

Limak Arcadia means "valley of peace" and has been established on a total area of 97 thousand square meters. The hotel uniquely preserves green and natural vegetation. Located in Serik-Belek, Limak Arcadia is 35 kilometers from Antalya Airport, 40 kilometers from the city center, and only 700 meters from Belek center.

Limak Arcadia is one of the first and largest sports complexes in Türkiye with a total of 10 football fields, seven of which are at UEFA standards, one of which is 55x90 meters and one each of 25x35 meters and 22x50 meters, and four tennis courts, all of which are illuminated and have special ground covering.

The hotel has four à la carte restaurants, indoor and outdoor swimming pools, an aquapark, an amphitheater, and three meeting halls, including two halls, which can be divided in the middle, and can accommodate 400 and 100 people, and a hall which can accommodate 60 people.

AWARDS AND CERTIFICATES 2023

- Safe Tourism certificate
- ISO 9001:2015 Quality Management System
- ISO 22000:2018 Food Safety Management System
- TS 10082 Service Quality Certificate
- Blue Flag
- Green Star
- Travelife Gold
- Zero Waste Certificate
- Sustainable Tourism Certificate
- Bicycle-friendly accommodation
- Holidaycheck Recommended on Holidaycheck
- Tripadvisor Travellers Choice
- Hotel Zoover Gold
- Booking.com Traveller Review Awards 2023



Limak Atlantis Deluxe Hotel & Resort

Belek - Antalya



Opened in Antalya Belek on May 3, 2002, Limak Atlantis Deluxe Hotel & Resort is located 35 kilometers from Antalya Airport and 45 kilometers from the city center. The hotel has a congress center with 10 main halls, an exhibition area of 1,500 square meters, and an indoor area of 4,100 square meters. Apart from the congress center, it has a conference hall for 1,100 people and 4 separate halls for 75 people.

The facility has a total of 11 pools, including an aquapark with four slides, an Olympic-size swimming pool, a 175-square-meter heated indoor swimming pool, and a relaxing pool. The total water area of the facility is 4,500 square meters. There are five à la carte restaurants, eight bars, a wellness & spa center, a bowling center, and various activity areas.

Since its inception, Limak Atlantis has catered to all alternative tourism demands with its versatile location and structure suitable for a wide range of purposes. By expanding its variety of services, the facility ensures that guests leave the facility satisfied and content. The increase in positive comments on social media and the awards received every year are indicative of this success. Serving guests of different colors, languages, religions, and ages from 40 different countries during the high season, based on the slogan 'Warm Hospitality & Excellent Service,' Limak Atlantis is also preferred by national and international congresses as it sees active participation.



AWARDS AND CERTIFICATES 2023

- Zoover Award Gold
- QM Quality Management Tourism Awards
- Türkiye's Best QM Destination Family Hotels
- Safe Tourism Certificate
- ISO 9001:2015 Quality Management System
- ISO 22000:2018 Food Safety Management
- TS 10082 Service Qualification Certificate
- Blue Flag
- Green Star
- Travelife Gold
- Zero Waste Certificate
- Sustainable Tourism Certificate
- Bicycle-friendly accommodation

Limak Lara Deluxe Hotel & Resort

Lara - Antalya



Limak Lara Deluxe Hotel & Resort was opened in June 2006 in Antalya Lara, the world-famous tourism paradise of Türkiye. The hotel is located 10 minutes from the airport and 15 minutes from the city center.

Limak Lara Deluxe Hotel & Resort offers services with restaurants offering a la carte Turkish, Italian, and Far East (Sushi & Thai & Indian cuisine) cuisines, a first-class open buffet restaurant for 750 persons, an outdoor dining area for 250 persons, bowling, billiards, sauna, steam room, massage units, a Turkish bath, a gymnasium, a hairdresser, a mini golf area, a meeting hall for 1,000 persons, a disco, and an amphitheater. In addition, the facility has a tennis court, indoor and outdoor kids club, a 7,500-square-meter pool, a 300-square-meter indoor pool, a 900-square-meter SPA and beauty center, and a parking lot for 60 cars.

In 2023, Limak Lara experienced strong demand from various international markets such as Germany, Switzerland, Benelux countries, England, the Russian Federation, and several Middle Eastern countries. For these countries, Limak Lara was among the most popular hotels in Türkiye on social media and the hotel won several awards in 2023.

The hotel continues to remain among the most preferred hotels in 2024 with the slogan 'Warm Hospitality and Excellent Service.'

AWARDS AND CERTIFICATES 2023

- Hotel Point 2023 Award
- Booking.com - 2023 Traveller Review Award
- Agoda - 2023 Customer Review Awards
- Safe Tourism Certificate
- ISO 9001:2015 Quality Management System
- ISO 22000:2018 Food Safety Management System
- TS 10082 Service Qualification Certificate
- Blue Flag
- Green Star
- Travelife Gold
- Zero Waste Certificate
- Sustainable Tourism Certificate



Limak Ambassadeur Hotel

Kavaklıdere - Ankara



Opened in January 2006 in Kavaklıdere, the heart of Ankara, Limak Ambassadeur Hotel has a capacity of 62 rooms, 3 suites, and 132 beds. It is located within walking distance of museums, embassies, shops, cinemas, theaters, and entertainment centers. Limak Ambassadeur Hotel offers an indispensable environment with its multi-purpose hall for 400 persons, ballroom for 400 persons, and 7 different meeting halls with modifiable features.

Cafe Fiori stands out due to its modern architecture and stylish design, offering unique flavors paired with impeccable presentations. The hotel features a terrace restaurant for special meals and meetings, a lobby bar, a summer and winter garden, and a kitchen that can serve 1,500 people.

Joined in 2016 to Limak Ambassadeur Hotel, Limak Chiva Spa provides its guests with a unique experience. The atmosphere is relaxing while comfort and tranquility are combined along modern lines. The Limak Ambassadeur Hotel hosts the Limak Chiva Spa designed with the most modern equipment, magnificent treatments. It offers a quiet and peaceful atmosphere and supports guests to relax and rejuvenate the body, mind, and soul.

The hotel uses "Renewable Limak Energy" to protect nature and has also received the Green Star Certificate and Safe Tourism Certificate. With the slogan "To the Stars of Our World", the hotel perceives all its guests as "stars" and continues to offer special services to them.



AWARDS AND CERTIFICATES 2023

- Green Star
- Safe Tourism Certificate
- Zero-Waste Certificate
- Sustainable Tourism Certificate
- Booking.com Guest Review Awards

Limak Eurasia Luxury Hotel

Kavacık - İstanbul



One of the most ambitious hotels on the Anatolian side, Limak Eurasia Luxury Hotel is located in the center of Kavacık, the rising business district of İstanbul. The hotel has an excellent location as it is located 5 minutes away from the Bosphorus Bridge. Limak Eurasia Hotel is 42 kilometers from İstanbul Airport and can be reached in 33 minutes. Sabiha Gökçen Airport is only 36.8 kilometers away from the hotel. Thanks to this central location, guests have the opportunity to experience the culture, shopping, and entertainment life on the European side and enjoy the Bosphorus.

With 197 rooms, Limak Eurasia Luxury Hotel offers 24-hour gourmet room service, a main restaurant, and an à la carte restaurant with menus suitable for all tastes from Turkish and international cuisines. With its spacious meeting areas and first-class service, the 5-star Limak Eurasia Luxury Hotel in Kavacık offers services for up to 600 persons for various events and meetings.

Limak Eurasia Luxury Hotel hosts a conference and invitation area of 1,400 square meters in total and has 7 halls in total which can be transformed into 11 halls. The halls are equipped with the latest and advanced technology, can host several organizations, can accommodate invitations from 10 to 750 people. The ballroom, which has high ceilings and is detachable, is vehicle accessible.

In addition to its location and features, Limak Eurasia Luxury Hotel also creates a center of attraction with its SPA at high standards. With an area of 800 square meters, the spacious SPA center includes an indoor swimming pool, jacuzzi, sauna, steam rooms, gym, and therapy rooms.

AWARDS AND CERTIFICATES 2023

- Sustainable Tourism Certificate
- Zero Waste Certificate
- Safe Tourism Certificate
- Green Star



Limak Thermal Boutique Hotel

Termal - Yalova



In 2023, Limak Thermal Boutique Hotel continued to welcome local and foreign guests, offering a blend of historical and architectural significance. The dedicated staff take pride in upholding the heritage they have embraced since the hotel began operations in 2010.

In 2023, the ratio of direct bookings to total bookings exceeded 50 percent. The hotel utilizes the opportunities offered by technology in the best possible way and leads the way in providing the best service to its guests thanks to new applications developed with original ideas.

Due to positive guest reviews, in 2023, the hotel received awards from various national and international organizations. It aims to increase guest satisfaction in 2024.



AWARDS AND CERTIFICATES 2023

- Zero Waste Certificate
- Green Star
- Safe Tourism Certificate
- Sustainable Tourism Certificate
- Traveller Review Awards 2023 (Booking.com)

Limak Skopje Hotel

Skopje - North Macedonia



Limak Skopje Luxury Hotel is a part of the Diamond of Skopje, a mixed real estate project which consists of a residence, hotel, office and shopping center located in the center of Skopje. The hotel opened its doors on April 23, 2021. The hotel is within walking distance to the city museum and shopping center, and only 24 kilometers from the airport.

This is the 9th hotel of Limak Tourism and it opened with the slogan "Crown of Skopje." It consists of 142 elegant rooms in total with 121 standard and 21 suite room options.

Limak Skopje Luxury Hotel brings the renowned Limak hospitality to Skopje. The hotel features a main restaurant, a lobby, a roof bar, conference rooms, meeting halls, a ballroom, and fitness and spa services.

AWARDS AND CERTIFICATES 2023

- Booking.com points 9.2 (Country Leader at Booking.com)



Limak Cyprus Deluxe Hotel

Bafra - Kıbrıs



Limak Cyprus Deluxe Hotel is located in Northern Cyprus Bafra İskele vicinity, 25 kilometers from the city center, 65 kilometers from Ercan Airport, and 40 kilometers from Magosa.

Limak Cyprus Deluxe Hotel, the crown jewel of the Limak hotels chain, draws its inspiration for unique service from the legendary Phoenix. Established in 2018, this hotel embodies the spirit of renewal and rejuvenation, echoing the timeless tale of the Phoenix rising from its ashes. Just as the mythical bird symbolizes rebirth, the hotel invites guests to embark on a journey of revitalization and rediscovery.

The Limak Cyprus Deluxe Hotel offers a holiday experience which transcends the ordinary. It boasts 598 rooms with a total bed capacity of 1,338, each of which offer a host of accommodation options. The hotel embraces an ultra-all-inclusive concept with four swimming pools, one of which is indoor, an aqua park, and four restaurants, one of which is an open buffet and the other three a la carte. For business guests, the Babylon Congress Center offers nine meeting rooms (which can be expanded to 12) that can accommodate up to 5,000 guests in a theatre style layout.

Limak Cyprus Deluxe Hotel offers a year-round holiday ambiance, deluxe rooms equipped with state-of-the-art technology and utmost comfort, dining venues featuring a diverse array of exquisite dishes from Turkish and international cuisines, a luxurious spa center, both indoor and outdoor pools, an aqua park boasting seven thrilling slides, the region's most comprehensive mini club amenities, and the Babylon Congress Center, ideal for hosting flawless events and gatherings.



AWARDS AND CERTIFICATES 2023

- ISO 9001:2015
Quality Management System
- ISO 22000:2018
Food Safety Management System
- Hotel Points Satisfaction Award
- Ets- Hotel Points Satisfaction
Award
- Satur - Top Hotel Award 2023

C E M E N T



AWARDS 2023

- The first cement company to have its work on carbon footprint standards verified by an accredited organization.
- The Türkiye Exporters Assembly recognized Limak Cement as the third highest exporter of clinker.

Limak Cement is a market leader, boasting 11 cement factories, 27 ready-mixed concrete plants, and pumice block plants across Türkiye, Mozambique, Ivory Coast, and Dubai. As of 2023, Limak Cement has a total production capacity of 9.6 million tons of clinker and 17.7 million tons of cement. This places the company second in the Turkish cement sector capacity ranking.

The organisation's cement and clinker production sales and exports for 2023 exceeded expectations compared to the previous year. In particular, clinker exports gained momentum due to rising demand in both Turkish and global markets. Furthermore, activities in ready-mixed concrete, primarily conducted through the franchising model, remained robust in 2023. The Global Trading Company augmented its annual trade volume by diversifying its export markets and enhancing its structure with clinker, additives, and petroleum coke.

Limak Cement has established four core sustainability objectives aimed at upholding the highest standards of labor and working conditions across all its operations. These goals are designed to effectively manage environmental and social impacts, enhance social welfare, and achieve sustainability performance aligned with the overarching sustainability ethos of the Limak Group of Companies, in accordance with global trends. Limak Cement, which works to achieve the 12 common goals of the Limak Group of Companies together with the basic sustainability goals, manages

its environmental, social, and governance performance through the Inclusive Development, Healthy Planet, and Social People committees.

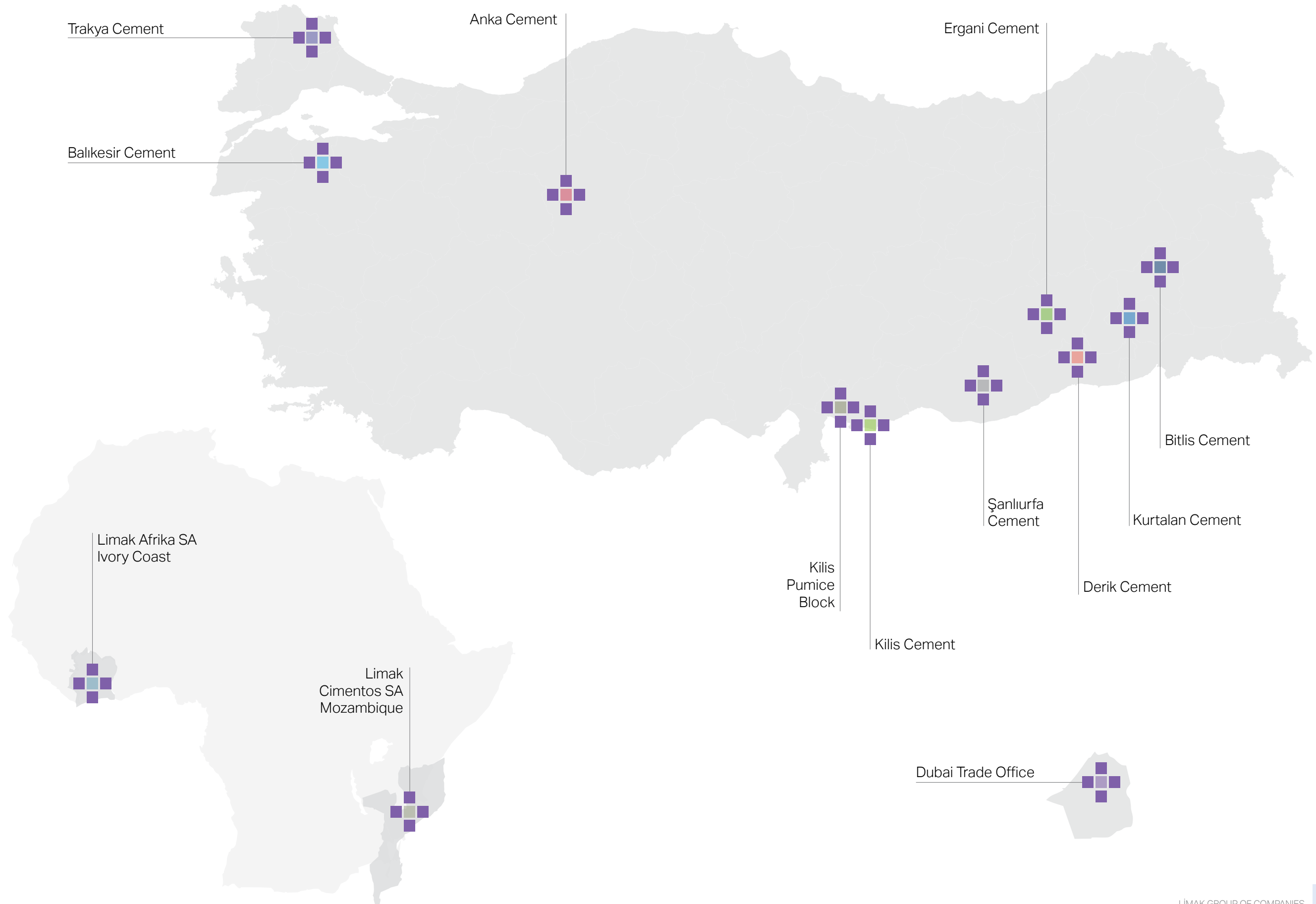
Limak Cement is committed to leading the way in reducing production emissions and improving energy efficiency, not only within its own operations but also across the entire sector. Through continuous research and development efforts, the company strives to pioneer innovative solutions. The company's cutting-edge products not only meet global standards but also contribute to broader innovation and infrastructure enhancement initiatives.

Limak Cement factories are recognized globally for their highly efficient energy usage, employing state-of-the-art technology. By 2023, seven factories in Türkiye had completed the ISO 50001 Energy Management System certification process. According to the latest benchmarking data released by the Ministry of Energy and Natural Resources, Limak Anka Cement Factory secured the top position in the "kWh/tons cement category" among 55 integrated cement factories. Additionally, four other Limak Cement factories achieved top-five rankings in the same list.

Limak Cement is a top-performing company when it comes to energy efficiency within the Turkish cement sector, a feat attributed to ongoing investments in this space since 2008.

Limak Cement at a glance;

- The Triple Transformation project, carried out within the scope of the Center of Excellence, has started.
- The Limak Cement Academy, which aims to improve both the professional and social competencies of its employees via the Training Management System (LMS), has provided 44.3 hours of training per person throughout the year.
- Purchasing processes have been digitalized and sustainability training started for supplier companies through the Limak Cement Academy.
- The Limak Cement 3DC (three-dimensional concrete printer) was launched and product range was expanded. Internal audit and internal control processes have been digitalized and internal resource trainings have been provided via the Limak Cement Academy.
- The Limak Cement Save Program was implemented to create a healthier, safer, coordinated, and proactively connected working environment in all factories.
- It is the only cement group that holds the "17025" international quality standard certificate among the ready-mixed concrete laboratories in Türkiye.
- One of the three largest producers in Mozambique, it is also the country's first local producer to receive product quality certification.
- Côte d'Ivoire's first industry player with a ready-mixed concrete R&D laboratory.
- Management models are in compliance with IFC and Equator Principles, National and International Environmental, Occupational Safety, and Social Responsibility norms.
- The company holds the first European Technical Assessment product certificate in Türkiye and European Union countries, which allows the use of bottom ash as an additive in cement production.
- In cooperation with the Sustainable Development Association and EBRD, the Company works to raise awareness of the circular economy and identify opportunities for industrial cooperation.
- EN 197-1, ISO 9001, ISO 14001, ISO 14001, ISO 45001 and ISO 50001 Integrated Management Systems are common to all plants.
- Efforts to comply with ISO 14046 (Water Footprint) and ISO 14064 (Carbon Footprint) Standards, which will also include supply chain management, are ongoing.
- The Anka Plant is the first factory in the cement sector to have its Carbon Footprint Report approved by an accredited organization.
- The amount of alternative raw materials and fuels used by the plants (Trakya, Anka, Balıkesir) is increasing every year.
- The R&D Center, which was registered in October 2022 and continues its activities uninterrupted, was certified by the Ministry of Industry and Technology.
- In its first year of participation, Limak Cement received a "C" Awareness Score within the framework of the CDP Climate Change Program.



Limak Kurtalan Cement



Kurtalan, Siirt 1985 Limak 2000

Clinker production capacity:
779,700 tons/year

Cement production capacity:
1,242,000 tons/year

Since the factory was acquired by Limak in 2000, significant strides were made in the first five years in terms of modernization, capacity expansion, and environmental and social investments. The factory now produces three distinct types of products, each meeting proven emission value standards.

- CEM I 42,5 N
- CEM II/A-LL 42,5 N
- CEM II/B-LL 32,5 R

Each year, Limak Kurtalan Cement undergoes rigorous audits to ensure compliance with the TS EN 197-1:2012 standard for cement production. The company consistently upholds its commitment to innovative practices, customer satisfaction, environmental stewardship, energy efficiency, and quality policies. This dedication has remained in 2023 and will continue to do so.

Limak Kurtalan Cement Plant proudly maintains ISO certifications in ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and ISO 50001:2018, all of which were independently verified by accredited organizations.

Prioritizing the occupational health and safety of employees, customers, and suppliers, the plant actively promotes a safe working environment. In 2023, Kurtalan Cement remained committed to fostering employment opportunities in the region and conducting training programs on various topics including occupational health and safety, energy efficiency, and social rights. With a total of 79 person/hour training sessions provided, the plant emphasizes continuous improvement in these areas. Furthermore, initiatives such as the award system and the LIMBES

program, an online platform for maintaining Occupational Health and Safety and Document Management practices, were actively utilized throughout 2023 to promote exemplary standards, raise awareness, and foster healthier and safer workplaces.

Emergency drills were conducted with AFAD and Fire Departments to ensure that personnel are prepared for possible emergencies. It is aimed to raise the competencies of our employees to higher levels by receiving pieces of training on professional and technical issues. Kurtalan Cement has participated in the "Zero Waste Project" and established a "Zero Waste Management System" that includes all the processes of waste reduction, separate accumulation at source, temporary storage, separate collection, transportation, and processing. In 2023, the use of wastes as an alternative to raw materials continued.

Kurtalan Cement carries out its activities to create a sustainable environment. In this context, the water and carbon footprint of the factory has been determined and verified by independent organizations.

In 2022, Limak Kurtalan Cement obtained the Environmental Impact Assessment (EIA) Certificate for its Solar Power Plant (SPP) project, aimed at harnessing renewable energy resources. The project is scheduled for implementation in 2024.

Kurtalan Cement boasts a green space covering 789,083 square meters, complemented by a grassed area spanning 13,559 square meters. The company also leads by example in the region by cultivating tree species perfectly suited to the local climatic conditions.

Limak Ergani Cement



Ergani, Diyarbakır Limak 2006

Clinker production capacity:
793,500 tons/year

Cement production capacity:
1,400,000 tons/year

Three different products are produced in the factory in compliance with international standards:

- CEM I 42.5 N
- CEM II/A-LL 42.5 R
- CEM II/B-LL 32.5 R

In 2023, among the cement types sold, the sales ratio of blended-type cement reached 48%. All units of the factory have dedusting filters to reduce dust emissions. The dust and gas emissions released during the production phase remain significantly below the limit values, emphasizing the factory's sensitivity to the environment. In this context, costly maintenance investments in the dust filters in the factory area continued during the year.

Throughout the year, Ergani Cement has improved the aesthetics of its factory by concreting various 300-square-meter areas, resulting in a significantly cleaner appearance. The company continues to uphold its commitment to innovation, customer satisfaction, environmental responsibility, occupational health and safety, energy efficiency, and quality standards throughout 2023.

As part of the nationwide "Breath for the Future" campaign initiated in 2019, Ergani Cement planted 250 trees across different areas of the factory in 2023. Ergani Cement, which has completed the surveillance audits of the standards of ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and ISO 50001:2018, continued training activities on professional, technical, and administrative

issues such as occupational health and safety, environment and energy efficiency in 2023. In this context, the training duration has been realized as 40.58 hours per person.

Employee occupational health and safety and environmental training was carried out through the Limak Academy online training platform.

Within the scope of the Emergency Regulation, a comprehensive Protection, Rescue, Extinguishing, First Aid, and Environmental Accident Drill was carried out at the factory and raw material sites with professional support from the Provincial Disaster and Emergency Directorate. In addition, 18 of our employees completed their Light Level Search and Rescue training as AFAD volunteers with the support of the AFAD unit.

After 265 days without a lost time accident in 2023, the target of zero occupational accidents was reiterated in 2024.

Within the scope of combating climate change, our direct emissions and indirect emissions from production were calculated within the framework of the ISO 14064-1:2018 standard and verified by an independent accredited organization.

The Water Footprint Inventory Report prepared to ensure efficient use of our water resources and wastewater recovery, was verified by an independent organization following ISO 14046:2014 standard.



economy targets, wastes with high mineral content from different sectors continue to be used as alternative raw materials.

For combating climate change, our direct emissions and indirect emissions from production were calculated within the framework of the ISO 14064-1:2018 standard and verified by an independent accredited organization.

The Water Footprint Inventory Report, prepared to ensure the efficient use of our water resources and wastewater recovery, was verified by an independent organization following the ISO 14046:2014 standard.

In the centennial year of our Republic, the "100th year 100 trees" event was organized and the greening of the factory site continues.

At Limak Anka Cement, where the commitment to "zero accidents" drives operations, training remains a cornerstone. Throughout 2023, comprehensive training sessions to address professional, technical, and administrative aspects such as occupational safety, environmental stewardship, energy efficiency, and personal development were conducted. With an average training duration of 27.7 hours per person, the company ensures the continuous enhancement of its workforce's capabilities. Employees received occupational health and safety as well as environmental training via the Limak Academy online platform.

To create a safer working environment and eliminate risks in advance, the use of artificial intelligence-based OHS application has been started. Emergency and Environmental Drills were held during the year to be prepared and trained for unexpected situations. Within the scope of the June 5 World Environment Day activities, training was organized to raise environmental awareness among primary school students. ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and ISO 50001:2018 standards surveillance audits were completed.

Ankara, 2018

Clinker production capacity:
1,440,000 tons/year

Cement production capacity:
1,800,000 tons/year

In the Anka Cement factory, which started production in April 2018, three types of products are produced according to the following international standards.

- CEM I 42,5 R
- CEM III/A-M (V-LL) 42,5 R - CEM PLUS +
- CEM II/B-LL 32,5 R

Limak Anka Cement achieved the lowest level of specific energy consumption among all cement plants in Türkiye in terms of clinker firing and cement grinding.

In June 2022, Limak successfully implemented the Alternative Fuel Dispatching and Feeding system investment. This enabled the utilization of fuels derived from domestic waste rich in biomass, tire waste, and low-carbon-emission industrial waste. By 2023, the daily usage of alternative fuels surged to 40%, reflecting a substantial increase. Moreover, 12.87% of the annual fuel consumption was sourced from alternative fuels.

In February 2023, waste incineration and co-incineration licenses were added, and the Environmental Permit and License certificate was renewed. In line with circular



AWARDS AND CERTIFICATES 2023

- For the past four years, Ergani Cement has secured the top position in the "Turkish Cement Sector Energy Benchmarking" conducted by the Energy Efficiency and Environment Department of the Ministry of Energy and Natural Resources.

Limak Şanlıurfa Cement



Şanlıurfa 1986 Limak 2007

Clinker production capacity:
1,485,000 tons/year

Cement production capacity:
2,201,760 tons/year

In addition to producing certified clinker in accordance with TS EN 197-1 and ASTM C 150 standards, the plant manufactures a total of four product types. Among these, three product types adhere to the TS EN 197-1 standard, while one product type complies with the TS EN 197-5 standard. The product types are as follows:

- CEM I 52,5 N
- CEM I 42,5 R SR3
- CEM II /B – M (P-LL) 42,5 N
- CEM II /C – M (P-LL) 32,5 N

In 2021, the existing CEM II /A - M (P-LL) 42.5 R-type cement was replaced with CEM II /B - M (P-LL) 42.5 N-type cement. In addition, CEM II /C - M (P-LL) 32.5 N-type cement, which was included in the 197-5 Standard published in 2021, was added to the product range of the plant by obtaining the G Conformity Certificate, for the first time in Türkiye.

In collaboration with Şanlıurfa Metropolitan Municipality, the factory continued its rehabilitation efforts in 2023 as part of the project to restore the marl field, which had reached the end of its economic life, back to its natural state.

In 2023, Occupational Health and Safety activities continued with a proactive approach to Occupational Health and Safety issues through training, audits, drills, and similar practices, while the zero occupational accident target was reiterated for 2024. In this context, a total of 141 hours/person training was provided. The occupational health and safety and environmental training of the employees was carried out through the Limak Academy online training platform. In addition, four Emergency Drills were held during the year, and Natural Disaster trainings against emergencies were

organized by AFAD within the framework of the Provincial Risk Reduction Plan.

In accordance with the Limak Sustainability Strategy, the company remains committed to upholding the cleanest and most technologically advanced production methods, ensuring strict adherence to both national and international environmental standards. Comprehensive monitoring, including air pollutant emissions and wastewater discharge analyses, has been carried out, with all measurements consistently meeting established limit values. Moreover, greenhouse gas emissions have undergone verification by accredited bodies.

Within the scope of combating climate change, the company's direct emissions and indirect emissions from production were calculated within the framework of the ISO 14064-1:2018 standard and verified by an independent accredited organization.

The Water Footprint Inventory Report, which was prepared to use our water resources efficiently and ensure wastewater recovery, was verified by an independent organization within the scope of ISO 14046:2014 standard.

Within the scope of the Zero Waste mobilization strategy, the waste generated in the factory was minimized, separated at its source, and sent for recycling. Together with all factory employees, subcontractors, and contractors; human health, operational safety, environmental protection, and community benefit are always prioritized.

In 2023, 349 trees were planted within the scope of afforestation works in the factory area. In 2024, a further 375 trees will be planted.

Limak Balıkesir Cement



Balıkesir 1958 Limak 2011

Clinker production capacity:
1,100,000 tons/year

Cement production capacity:
2,100,000 tons/year

In Balıkesir Cement, four different types of products are produced in accordance with international standards.

- CEM I 42,5 R
- CEM II/A-M(V-LL) 42,5 R - CEM PLUS 42,5 +
- CEM IV/A (P) 42,5 N - SR
- CEM II B-M (P-LL) 32,5 N

Within the scope of industrial symbiosis projects carried out with industrial organizations, waste produced by facilities from different sectors are used as alternative raw materials in their factories. Thus, both waste utilization and natural resource consumption are reduced. In addition, in cement production, bottom ash, which is produced as waste from thermal power plants, is used within the scope of the ETA certificate obtained. The goal of recovering industrial wastes was also maintained. In 2023, the Automatic Solid Waste Feeding system investment was completed for using waste as Alternative Fuel. In this context, alternative fuel consumption was increased and fossil fuel use was reduced.

In 2023, the plant provided 31.52 hours/ person of training on OHS, environment, vocational and technical issues. In addition, to be prepared and trained for unexpected situations within the scope of OHS, Emergency Drills were carried out in the factory and quarry areas. To encourage occupational health and safety

practices and raise awareness, employees who exhibited exemplary behavior were rewarded throughout the year. Within the scope of the June 5 World Environment Day activities, training was organized to raise environmental awareness among primary school students.

In 2023, the LIMBES program was used effectively to maintain occupational health and safety and document management practices on an online platform. The occupational health and safety and environmental training of the employees was carried out through the Limak Academy online training platform.

The Limak Balıkesir Cement Factory successfully completed surveillance audits for ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and ISO 50001:2018 standards.

Within the scope of combating climate change, our direct emissions and indirect emissions from production were calculated within the framework of ISO 14064-1:2018 standards and verified by an independent accredited organization.

The Water Footprint Inventory Report, which was prepared to use our water resources efficiently and ensure wastewater recovery, was verified by an independent organization within the scope of ISO 14046:2014 standard.

Limak Kilis Cement



Limak 2019

At Limak Kilis Cement, which opened at the end of 2019, the production lineup extends beyond certified clinker that meets ASTM C 150 standards. The factory also ensures compliance with ASTM TYPE I/II international standards and holds certificates of conformity for CEM I 52.5N and CEM II/A M(V-LL) 52.5 N products to the SII standard. Within this framework, the plant manufactures three product types under TS EN 197-1 and one product type under TS EN 197-5.

Clinker production capacity:
1,825,000 tons/year

Cement production capacity:
2,257,000 tons/year

- CEM I 52,5 N
- CEM II/A-M (V-LL) 52,5 N - CEM PLUS 52,5+
- CEM II/B-M (V-LL) 42,5 R
- CEM II/C – M (V-LL) 32,5 N

To prevent dust emission from raw materials and production processes at the plant, all material transportation lines were designed as closed galleries and bag filters were used on the line to prevent dust emission from the environment. In addition, a closed clinker storage hall with a capacity of 100 thousand tons was constructed. Clinker is also not stocked in the open area.

The factory, which makes eco-friendly production with low greenhouse gas emissions, also has a significant advantage in terms of cost optimization with its low energy consumption. Within the scope of the energy-saving projects carried out after the opening of the plant and the best available techniques, specific electricity energy consumption has been reduced with the claim of being the best.

Within the scope of "Responsible Production and Consumption" (SDG-12), one of the United Nations Sustainable Development Goals, product studies where environmentally sensitive alternative additives can be used are carried out with the support of the ready-mixed concrete laboratory with 17025 TURKAK accreditation. Limak Kilis Cement Factory ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and ISO 50001:2018 standards surveillance audits were completed.

In 2023, "Carbon Footprint and Water Footprint" certificates were obtained. In addition, training activities were continued on professional, technical, and administrative issues such as occupational safety, environment, and energy efficiency. In this context, a total of 35 hours/person of training was provided in 2023.

In 2023, the plant continued Occupational Health and Safety activities with a proactive approach to Occupational Health and Safety issues through training, audits, drills, and similar practices, while the zero occupational accident target was reiterated for 2024. In addition, two Emergency Drills, one Environmental Drill and Natural Disaster training and drills against emergencies were carried out by AFAD within the framework of the Provincial Risk Mitigation Plan. Occupational health and safety and environmental training of the employees have been carried out through the Limak Cement Academy online platform. In 2024, the zero occupational accident target has been repeated.

Kilis Pumice Block Plant



Polateli, Kilis 2015

Pumice production capacity:
30,00,000 pcs/year

Paving stone production capacity:
1,500,000 m²/year

The Kilis Pumice Plant, established in 2015 in the Polateli district of Kilis, is the outcome of Limak Cement's research into alternative building materials. Operating with an impressive annual production capacity of 30 million pieces of pumice and 1.5 million square meters of paving stones.

The facility will further consolidate its position in international markets over time by leveraging its proximity to Kilis, Gaziantep, Hatay, Kahramanmaraş, and Şanlıurfa, as well as export ports.

The products have a TSE 771-3 quality certificate as well as CE "Conformity with European Product Legislation" certificate.

Products currently being produced:

- 20 pumice (9 compartments)
- 20 pumice (6 mesh)
- 20 briquettes (9 compartments)
- 20 iso pumice (21 mesh)
- 15 pumice (6 mesh)
- 15 briquettes (6 compartments)
- 12.5 pumice (6 mesh)
- 10% pumice (6 mesh)
- 10% pumice (3 compartments)
- 25' hollow block
- Paving stones
- Curbstone
- Rain gutter

Limak Kilis Pumice Plant remains dedicated to enhancing its brand reputation through a steadfast commitment to customer satisfaction, top-notch quality, and environmental responsibility. The facility continues to prioritize these values, reaffirming its zero occupational accident target for 2024. The plant has also earned recognition with the "Basic Level Zero Waste Certificate," underscoring its dedication to minimizing natural resource consumption and promoting the principles of the circular economy.

Limak Trakya Cement



Pınarhisar, Kırklareli 1959 Limak 2011

Clinker production capacity: 2,100,000 tons/year

Cement production capacity: 2,300,000 tons/year

At Trakya Cement, six types of products are produced within the scope of TS EN 197-1 in line with international standards. These are:

- CEM I 52,5 R
- CEM I 42,5 R
- CEM II/A LL 42,5 R
- CEM II/B-LL 42,5 N
- CEM II/ B-LL 32,5R
- CEM I 52,5 N
- Norm Sand (TS EN 196-1)

Limak Trakya Cement is the first Limak Cement factory to import shredded tires. To utilise the End-of-Life Tire waste in production, the company invested in state-of-the-art shredder equipment. Additionally, the facility introduced non-hazardous dry treatment sludge and non-hazardous aluminum sludge into its system for the first time. This initiative not only increases the quantity of waste feed but also reduces reliance on fossil fuels.

The plant has completed surveillance audits for ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and ISO 50001:2018 standards and is the only producer of norm sand in Türkiye.

Limak Trakya Cement continues to support many social responsibility projects. On June 5, World Environment Day, Limak Trakya Cement provided awareness training on "Basic Environmental Awareness and Climate Change" to nearly 100 primary school students in the region.

As part of the Limak Cement Save Program, monthly meetings convene with designated change leaders to review and assess the weekly group feedback from the GEMBA's.

Within the scope of combating climate change, our direct emissions and indirect emissions from production have been calculated within the framework of ISO 14064-1:2018 standard and verified by an independent accredited organization.

The Water Footprint Inventory Report, which was prepared to use our water resources efficiently and ensure wastewater recovery, was verified by an independent organization within the scope of the ISO 14046:2014 standard.

Limak Bitlis Cement



Bitlis Limak 2008

Cement production capacity: 1,000,000 tons/year

Two types of cement are produced at the plant.

- CEM II/A-M(P-LL) 42,5 N
- CEM II/B-M(P-LL) 32,5 R

The compliance of cement production with the TS EN 197-1:2012 standard is regularly audited every year. The facility holds the ISO 9001:2015 Quality Management System certificate and was awarded the ISO 50001:2018 Energy Management System certificate in 2023.

Since 2022, the facility has been producing 25kg bagged products as an alternative to 50kg bagged products to increase the use of additive cement and to provide ease of use in areas where cement is needed.

In 2023, training organizations, environmental activities, and afforestation efforts continued at the facility. It is aimed to continue and increase afforestation and green area activities in the new year.

The facility has a "Basic Level - Zero Waste Certificate", enabling waste to be recycled into the economy and reducing the use of natural resources.

In 2023, 90 hours/person of occupational safety, professional-personal development training, and environmental training were provided. In 2023, the Occupational Health and Safety and Environmental Training was carried out to support the employees' personal and professional development. This was carried out through the Limak Academy online platform, and training activities on various subjects have continued in cooperation with ÇEİS.

Limak Bitlis Cement remains committed to its production operations, upholding an innovative approach and maintaining principles centered on customer satisfaction, environmental stewardship, energy efficiency, and quality policies.

Limak Derik Cement



Mardin, Derik Limak 2009

Cement production capacity:
788,000 tons/year

Two types of cement are produced at Limak Derik Cement to support regional demand.

- CEM II /A-M (P-LL) 42,5 N
- CEM IV/B (P) 32,5 N

The compliance of the cement types produced with the TS EN 197-1: 2012 standard is regularly audited every year. The factory also holds the Energy Management System ISO 50001:2018 certificate in Türkiye and was awarded the ISO 9001:2015 Quality Management System certificate in 2021.

Throughout 2023, comprehensive training sessions continued to be carried out, covering professional, technical, and administrative topics such as occupational safety, environmental awareness, and energy efficiency. The training duration averaged 209 hours per person. Employees received occupational health and safety as well as environmental training via the Limak Academy online training platform.

The factory will maintain its commitment to environmental activities by expanding green areas through afforestation efforts in 2024, continuing its tradition of prioritizing environmental stewardship year after year.

The plant continues to serve the construction sector without compromising on standards such as sustainable quality, environment, occupational safety, employee/customer satisfaction, etc., and to be an effective and respected sector player in the market by optimizing product types.

Utilizing customer feedback, the factory conducts research in its ready-mixed concrete laboratory, accredited with 17025 TÜRKAK, for both product development and technical support. In January 2021, the facility earned the "Basic Level - Zero Waste Certificate," affirming its commitment to waste recycling and reducing reliance on natural resources.

In 2023, the factory secured the Environmental Impact Assessment (EIA) Certificate for its planned Renewable Energy Resources project, slated for implementation in 2024.

Additionally, all operations at our facility prioritize occupational safety, which culminated in a successful year of zero occupational accidents in 2023.

Limak Cimentos SA



Mozambique Grinding and Packing Plant

Mozambique, Maputo 2016

Cement production capacity:
700,000 tons/year

Two types of cement are produced at the plant, which is the first overseas investment made by Limak Cement.

- CEM III/A-V 42,5 N
- CEM IV/B (V) 32,5 N

The factory, established on an area of 80,000 m² in the Matola port area of Maputo, the capital of Mozambique, began its sales activities in the last quarter of 2016. It continues to operate in full compliance with World Bank norms in the fields of environment, human resources, and social responsibility, in line with the sustainability targets of the group.

Although Limak Cimentos SA currently operates with a cement production capacity of 700,000 tons per year, it has been designed to easily reach a capacity of 1,500,000 tons per year during the project design and planning phases. In fact, in this country, which serves as one of the important gateways to East Africa and has limited natural gas and coal reserves globally, there are plans to increase the grinding capacity of the existing factory, establish a natural gas power plant, concrete facilities, and construction building materials. Additionally, there are medium and long-term investment plans for the establishment of an integrated cement plant.

Limak Cimentos SA is experiencing a trend of increasing brand value day by day, which has resulted in an increased market share in 2023. Consequently, it has become the second-largest player in the domestic market due to its success in product and service quality.

In 2018, Limak Cimentos SA received the first local product certificate in the country, the "Made in Mozambique" certificate, which is one of the most prestigious quality indicators in the country. Moreover, efforts to obtain the ISO 9001:2015 Quality Management System certificate from the Mozambique National Institute of Standardization and Quality (INNOQ) began in 2021, and the ISO 9001:2015 Quality Management Certificate was obtained in July 2022. As of 2023, ISO 45001:2018 training and practices have commenced, to obtain the Occupational Health and Safety Management Certificate in 2024.

The factory contributes to increasing trade between Mozambique and Türkiye due to its strategic location close to the ports and the development of the region's construction industry with its fully equipped cement R&D laboratory.

As part of its ongoing commercial activities, the company has been involved in the Management of the Mozambique Chamber of Industry since 2020.

Limak Cimentos S.A., which has been awarded the "Best Industrial Investment Award in Mozambique", has also become a factory capable of generating its energy with the Natural Gas Energy Generation Facility commissioned in June 2022. It has provided 4.8 MW of installed power support to the energy generation capacity of the country where it is located. This critical investment ensures operational security, especially during periods when Sub-Saharan African countries face serious energy crises.

Limak Afrika SA



Ivory Coast Grinding and Packing Plant

Two types of cement and ready-mixed concrete are produced at the factory which is built on an area of 131,290 square metres in Abidjan, the largest city and commercial capital of Côte d'Ivoire.

Ivory Coast, Abidjan 2018

Cement production capacity: 1,000,000 tons/year

Concrete production capacity: 1,000,000 m³/year

- Ciment CPJ-CEM II/B-L 32,5 R
- Ciment CPJ-CEM II/A-L 42,5 R
- Concrete C16, C20, C25, C30, C35, C40, C45, C50

The Ivory Grinding-Packing Plant and Ready-Mixed Concrete Plant were commissioned in December 2018, fully compliant with standards set by the World Bank, ILO, and Equator Principles. Despite the short time since its establishment, the plant, equipped with modern technology and boasting a compact design, continues to operate successfully, garnering a significant market share and receiving positive feedback from consumers in both the cement and ready-mixed concrete sectors.

Through a protocol established with CODINORM, the national certification body for product quality, certification was successfully achieved in the first quarter of 2019, leading to the acquisition of certificates which affirmed the quality of cement products.

Furthermore, the plant obtained the ISO 14001:2015 Environmental Management System Certificate in November 2022, the ISO 9001:2015 Quality Management System Certificate in April 2023, and the ISO 45001:2018 Occupational Health and Safety Management System Certificate in November 2023.

Strategically situated in a port-rich region, Limak Africa SA Ivory Grinding and Packing Factory not only enhances trade between the Ivory Coast and Turkey but also makes a substantial contribution to the regional construction sector. It achieves this by offering fully equipped R&D laboratories for cement and ready-mixed concrete, facilitating innovation and development within the industry.



AWARDS AND CERTIFICATES 2023

- First factory to obtain the ISO14001:2015 Environmental Management Systems Certificate in the cement sector

Ready-Mixed Concrete Plants



Limak 2011

Limak Ready-Mixed Concrete manages a network of 21 plants across Türkiye and the Ivory Coast. Within this network, 10 plants are directly operated by Limak, while 11 operate under a franchise model. Limak Ready-Mixed Concrete plans to further extend its footprint in the sector by establishing plants tailored to specific construction projects. By the close of 2023, the cumulative sales volume of Limak Ready-Mixed Concrete Plants had surged to around 2.1 million cubic meters.

Limak Ready-Mixed Concrete's product portfolio, centered on customer satisfaction, encompasses all classes of ready-mixed concrete adhering to TS EN 206 and TS 13515 standards. Furthermore, it includes ongoing R&D initiatives such as:

- Self-compacting concrete,
- Constantly pumped concrete for high-rise casting,
- High-strength concrete (C50 and above) - Micro and macro fiber concrete,
- Waterproof concretes,
- Concrete produced in various colors,
- Concretes with high durability.

Ready-mixed concrete R&D activities are conducted in three laboratories in Istanbul, Ankara, and Şanlıurfa, all audited by the Turkish Accreditation Agency. These laboratories were successfully audited by TÜRKAK in 2023.

The Güvercinlik, Temelli, Polatlı, and Nurdağı Ready-Mixed Concrete plants were awarded the "Basic Level - Zero Waste Certificate" in 2023, contributing to

reduced natural resource consumption and promoting the circular economy.

The Temelli and Güvercinlik Ready-Mixed Concrete plants continue to utilize and improve the ISO 9001:2015 Quality Management System, ISO 14001:2015 Environmental Management System, and ISO 45001:2018 Occupational Health and Safety Management System. These systems help assess environmental aspects, manage occupational health and safety risks, and enhance overall organizational performance.

To maintain the Environmental Information System and Document Management on an online platform, applications were carried out through the LIMBES program. Risk notifications and assessments on environmental, OHS, and Quality issues are also carried out through this platform. The occupational health and safety and environmental training of the employees has been carried out through the Limak Academy online training platform.

In 2023, training activities on occupational safety, environment, professional and personal development, technical and administrative issues were continued. The training duration was realized at a rate of 26.32 persons per hour. Limak Ready Mixed Concrete reaffirmed its commitment to achieving zero occupational accidents in 2024. This commitment will be upheld through the establishment of a safe and healthy work environment, in full compliance with Occupational Health and Safety Legislation.

I N F R A S T R U C T U R E

Limak continued to invest in infrastructure while enhancing operational and financial efficiency in 2023.

In terms of airport operations, Prishtina Adem Jashari International Airport, the sole international airport of the Republic of Kosovo, saw a significant increase in passengers, reaching 3,420,130 in 2023, marking a 14.4% rise compared to the previous year. This airport plays a crucial role in the aviation sector of Kosovo and the wider Balkan region. Similarly, Blaise Diagne Airport in Dakar, Senegal's capital, served 2,941,080 passengers in 2023.

In port operations, LimakPort İskenderun, a leading container terminal in the Eastern Mediterranean with an annual capacity of 1 million TEU, swiftly recovered from an earthquake disaster, surpassing pre-earthquake container volumes and setting a new record in the last months.

One of Türkiye's flagship infrastructure projects, the 1915Çanakkale Bridge and Motorway, completed by a consortium including Limak, was inaugurated on March 18, 2022. This project, completed in a record time of four years, significantly shortened the distance between Türkiye's European

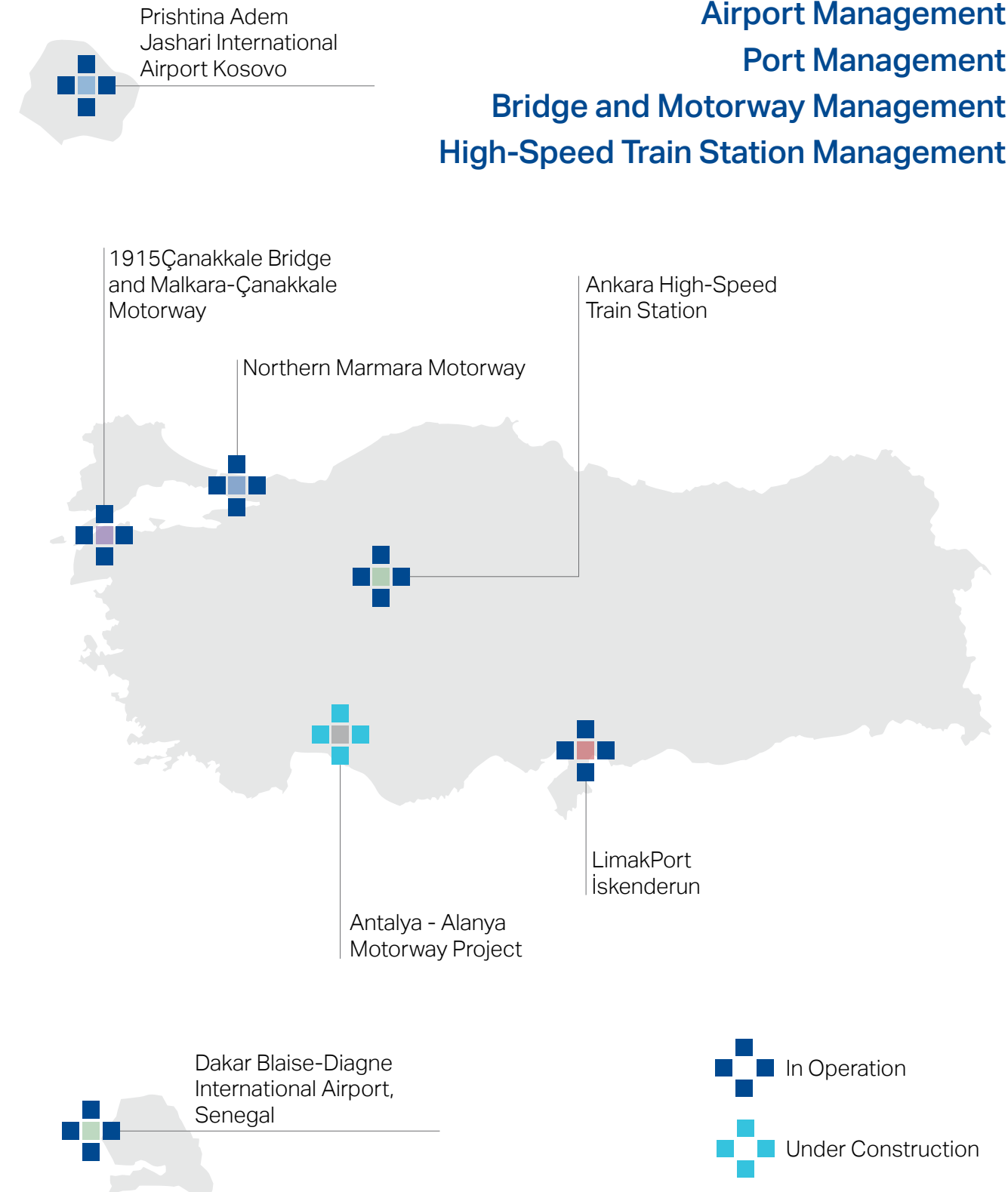
territories and the North Aegean Sea, and reduced Dardanelles crossing time from hours by ferry to six minutes. Additionally, the Northern Marmara Motorway, connecting key industrial cities of Istanbul, Kocaeli, and Sakarya without interruption, was finished in just 3.5 years.

Regarding train station operations, Ankara Train Station and Center, Türkiye's first high-speed train station project, continues to thrive with a diverse mix of retail stores, a business hotel, and commercial offices, revolutionizing transportation in the region.

In 2023, Limak Construction won the tender for the Antalya-Alanya Motorway Project, a major infrastructure endeavor spanning 122 kilometers. This comprehensive project includes the construction of 7 junctions, 8 tunnels, and 19 viaducts.

Limak remains committed to seeking new infrastructure project opportunities and enhancing operational and financial efficiency in existing projects. While achieving its financial targets, the company prioritizes creating value for its shareholders, employees, and all stakeholders in 2024 and beyond.

Airport Management Port Management Bridge and Motorway Management High-Speed Train Station Management



Prishtina Adem Jashari International Airport



As the only international airport in the rapidly developing Republic of Kosovo, Prishtina Adem Jashari International Airport (PIA) serves a region of approximately 2.5 million inhabitants, including neighboring Balkan countries. The airport is a strategic hub for the aviation sector of both Kosovo and the entire Balkan geography, serving businesses, organizations and individuals. At Prishtina Adem Jashari International Airport, Limak Kosovo is responsible for terminal and parking lot operations, as well as ground handling services, aircraft fuel, cargo and PAT (runway, apron, taxiways) operations, and maintenance.

Completed in 2021, the runway was extended to 3,40 meters with the "Prishtina Adem Jashari International Airport Runway Extension and Upgrading Category" project. As part of this investment, due to the improvements that were made, the category of the runway was upgraded from CAT II to CAT IIIB, making it possible to use the runway even in the most adverse visibility conditions.

In 2023, 32 airlines, including Turkish Airlines, Pegasus Airlines, Eurowings, Easyjet, Wizzair, Chair Airlines, Austrian Airlines, GP Aviation, Swiss / Edelweiss, and Trade Air operated regular flights on Prishtina Adem Jashari International Airport. The airport has strategic importance in Central Europe given Kosovo's strong diaspora traffic and connections to many countries such as Germany, Switzerland, Türkiye, Austria, England, Italy, France, Belgium, Norway, and Sweden.

Switzerland, Germany, and Türkiye are the three countries with the most flights realized by the airlines operating at the airport. Prishtina Adem Jashari International Airport reached 3.420.130 passengers in 2023 with an increase of 14.4% compared to the previous year.

In operation for 10 years, the new terminal building has brought new duty-free, food & beverage, and other commercial areas into service, providing airport passengers with services at international norms and high standards and increasing the airport's revenues. A new Business Lounge was put into service in 2014, while Limak continues with its customer satisfaction-oriented investments.

In addition to the project, which is expected to be completed in 2024 and includes the construction of a total of four new gates on both the north and south sides of the main terminal building on the airside, the airport's passenger capacity will increase from four million to seven million with the renewal of the entire technological infrastructure and the completion of mobile, online check-in & baggage acceptance systems. With the Boarding Gates Expansion project, an additional area of 1,245 square meters will be created for the main building. In 2023, the construction of an additional 757.45-square-meter building on the land side, in addition to the airport building, was completed to provide operational convenience and to maximize the benefit from commercial areas. The rent-a-car offices were moved to this area and opened for operation. With these improvements, it is aimed to

meet the requirements arising from the increasing number of passengers and to enhance the operational and commercial efficiency of the airport.

Prishtina Adem Jashari International Airport follows international management system standards as well as developed practices to ensure standardization in business processes. The airport conducts all its services following the standards of ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 50001 Energy Management System, ISO 10002 Customer Satisfaction Management System, ISO 27001 Information Security Management System and Airport Carbon Accreditation.

As a result of continued environmental efforts, Prishtina Adem Jashari International Airport was awarded Airport Carbon Accreditation Level +3 (Neutrality) certification by Airports Council International (ACI).

With annual environmental programs and continuous improvement methods, Prishtina Adem Jashari International Airport aims to maintain all its services with zero emissions.

Dakar Blaise-Diagne International Airport



Blaise Diagne International Airport (AIBD) is located on a large area of 45 million square meters in the new residential area DIASS, 45 kilometers southeast of Dakar, the capital of Senegal in West Africa.

Although the construction of the new airport "Aéroport International Blaise Diagne" (AIBD) started in 2007, due to the slow progress of the project, on 22.05.2016, Limak and Summa signed an agreement with the Senegalese state to complete the project and operate the airport for 25 years.

Limak and Summa, two Turkish companies that have proven themselves in the Turkish construction sector, joined forces and completed the remaining part of the project in a short period of 8 months. Limak was awarded the tender due to its experience in airport construction and operation, while Summa was considered for its construction activities in Senegal. During the 8-month construction period, a total of 1,500 people, including 500 Turks, were employed. In addition to the main passenger terminal, a 2,770 square meter pilgrimage terminal and 1,360 square meter VIP lounges will serve passenger traffic.

With 5,600 square meters of cargo facilities with an annual capacity of 50,000 tons, it has paved the way for Senegal to increase its export capacity, which is very important for Senegal. The runway of Blaise Diagne International Airport, with a width of 75 meters and a length of 3,500 meters, can accept all types of aircraft, including

A380. In addition, the aircraft parking areas can accommodate a total of 50 aircraft, including 26 large carriers, 6 small-medium carriers, and 18 general-purpose aircraft.

In 2019, LAS Academie graduated its first graduates in airport management in cooperation with Thies University and Boğaziçi University. Social responsibility projects have been implemented in many villages around the airport, contributing to the strengthening of ties between the two countries.

Since its inauguration, the airport has managed to obtain all certificates such as the ANACIM Aerodrome Certificate, ISO 9001-v2015, ISO 14001, ACI Airport Customer Certificate, ACI Airport Carbon Accreditation (ACA) Level 3, ACI Airport Health Accreditation, ASQ ACI Customer Experience (Level 3), ACI Africa Safety Award Runner Up to keep the airport operating standards at the highest level. In the ACI ASQ rating, it was selected as the CLEANEST, MOST FUN, and BEST AIRPORT in Africa. In 2023, it won the Environment and Sustainability Award as a result of the evaluation among African Airports.

As of the end of 2023, a total of 1,515 personnel were working on the project, 586 at "LAS" and 929 at "2AS".

In 2023, the number of passengers reached 2,941,080. In parallel with the increase in the number of passengers, the expansion of the terminal building, MRO, and cargo buildings is planned in line with the project.

LimakPort İskenderun



AWARDS AND CERTIFICATES 2023

First port verifying corporate carbon footprint



In December 2011, Limak took a 36-year operating right over the İskenderun port, with container operations starting in March 2013. In 2023, the container volumes reached the pre-earthquake capacity with a rapid recovery after the earthquake disaster and even exceeded this capacity in the last months, breaking its volume record.

LimakPort İskenderun has been actively serving Maersk Line, Arkas Line, CMA CGM, Hapag Lloyd, Cosco Shipping, Evergreen, Yang Ming, Turkon, Medkon, Akkon, Tarros, Admiral, ONE, Messina, and OOCL lines provide direct and connecting services to many ports worldwide.

While the occupancy rate of the existing services was 73% on average before the earthquake, it showed a rapid upward trend in the months following the earthquake and returned to the usual levels with an average of 71%. In December 2023, the highest container volumes in the port's history were reached with 38,025 TEU in full container handling and 50,707 TEU in full+empty container handling. With a total of 189,072 TEU in exports, 204,747 in imports, and 395,819 TEU in total in 2023, LimakPort continues to be the choice of its customers by expanding its Eastern Mediterranean market share with an average occupancy rate of 74% in the last 4 months, despite the major disaster experienced in the region.

The port's railroad connection provides alternatives and advantages to its customers. As the closest port to the border gates in transit trade, LimakPort is an advantageous port for its customers engaged in transit trade with its favorable tariffs.

LimakPort has become the preferred choice of its customers in CFS internal filling and unloading operations, as well as in container handling, thanks to the advantages it has created and modern equipment. In 2023, 17,250 boxes of inland loading and 12,037 boxes of inland unloading were handled.

LimakPort is one of the first ports in Türkiye where a Customer Services Department has been established; and continues to make a difference with its service quality every passing day with its customer service team of 30 experts, dynamic and innovative.

LimakPort İskenderun became one of the most modern and largest container terminals in the Eastern Mediterranean with an annual handling capacity of 1 million TEU. Operating on an area of 1 million square meters, the port has linear and long quay structures, a breakwater providing full protection against adverse weather conditions, and a deep-water feature with a water depth of 15.50 meters. LimakPort, which serves with modern container handling equipment STS and RTG cranes specially designed for the port, is the most important port of the region in Ro-ro, Ro-pax, project cargo, bulk cargo, general cargo, and livestock cargo operations with comprehensive and versatile investment made.

LimakPort has become one of the indispensable ports of the Eastern Mediterranean in a short time by being adopted more and more by the industrialists in its hinterland with its high service quality and customer-oriented approach. The goal of increasing service quality, diversity, and volume will continue in the following period as well.

1915Çanakkale Bridge and Malkara-Çanakkale Motorway



In January 2017, the joint venture group that included Limak won the tender for the design, financing, construction, and operation of the 1915Çanakkale Bridge and Malkara-Çanakkale Motorway Project. Inaugurated on March 18, 2022, the project was realized through the build-operate-transfer method within the framework of the public-private partnership model.

The 101-km-long Malkara-Çanakkale motorway, including the 4.6-km-long 1915Çanakkale Bridge and connecting roads, is an important part of the 324-km Kınalı-Tekirdağ-Çanakkale-Savaştepe Motorway Project.

Connecting the Marmara Region and the North Aegean, the 1915Çanakkale Bridge and Highway reaches the Gallipoli Peninsula after passing south of the Malkara settlement and west of the Şarköy district. The motorway passes through the north of Gallipoli while connecting Asia and Europe with the 1915Çanakkale Bridge between Sütluçe and Şekerkeya.

The project, which was completed in a record time of four years, shortened the distance between Türkiye's European territories and the North Aegean by 40 kilometers and reduced the crossing time of the Dardanelles from hours to 6 minutes.

The 1915Çanakkale Bridge, which is the world's longest suspension bridge with a mid-span of 2023 meters, also has the title of the world's tallest suspension bridge with a tower peak height of 334 meters. The 2023-meter mid-span between the bridge's piers symbolizes the 100th anniversary of the founding of the Republic of Türkiye. The tower height of 318 meters above sea level marks the March 18 Çanakkale Victory.

1915Çanakkale Bridge will connect all the links of the motorway chain surrounding the Marmara Sea, with the connection of the Kınalı-Tekirdağ-Çanakkale-Savaştepe Motorway to the Gebze-İzmir Motorway.

Following an Environmental Impact Assessment in line with local legislation, an Environmental and Social Impact Assessment (ESIA) study in line with International Finance Corporation Standards and Equator Principles was conducted for the 1915Çanakkale Bridge and Motorway Project. As part of the ESIA, Marine Mammal Observers were deployed 24/7 between March and November 2018 when operations were ongoing on the seabed. These experts alerted the construction group to stop piling if dolphins came within 500 meters of the operation area. During this period, the operation was stopped 7 times due to dolphin passage. It was determined that Pinna Nobilis, a protected species in the Mediterranean, could be affected by the marine structures of the Bridge, and over 1000 Pinna Nobilis individuals measuring up to one meter in length were moved to neighboring safe areas. The project has committed to planting 5 trees for each affected tree and reforestation works are ongoing.



AWARDS AND CERTIFICATES 2023

ENR
Project of The Year
(among the winners of 31 categories)
First Prize
2023

ENR
Bridge ve Tunnel Category "World's
Best Projects" Award 2023

United Nations
Economic Commission for Europe
Public-Private Partnership and
Infrastructure Awards
First Prize 2023

Northern Marmara Motorway



The Northern Marmara Motorway is a 415-kilometer mega project connecting Türkiye's most important industrial cities İstanbul, Kocaeli, and Sakarya. Following the 2016 tender processes, the construction of the Northern Marmara Motorway started, and it was completed in a short period of 3.5 years.

Using the fiber infrastructure of the motorway, 156 dome cameras and 311 incident cameras, 95 variable traffic panels, 77 traffic counting sensors, 23 meteorological stations, 233 in-tunnel emergency call phones, 730 incident cameras, 70 in-tunnel variable traffic signs, 156 dome cameras and 311 incident cameras, 95 variable traffic panels, 77 traffic counting sensors, 23 meteorological stations, 233 in-tunnel emergency call phones, 730 incident cameras, and 70 in-tunnel variable traffic signs can be managed from the Control Room facility located in the three major maintenance and operation centers and Main Control campus, established to monitor the motorway's navigation safety 24/7 and to ensure the highest level of security and service quality. All these variable signs, CCTV cameras, weather stations, optical gauge systems, incident detection systems, emergency management systems, optical license plate recognition systems, image processing and analysis systems, fog warning systems, and SCADA systems enable us to provide an uninterrupted, safe, comfortable, fuel and time-saving traffic flow at high standards. The motorway has a total of 30 viaducts with a length of 15,085 meters, 8 tunnels with a total length of 15,871 (31,742) meters, 125 bridges, 92 underpasses, and 69 overpasses.

In the first quarter of 2023, a record number of crossings was achieved.

As part of the "No Difference with Autism, There's Work" corporate social responsibility project realized in 2023, Northern Marmara Motorway employed individuals with autism for the first time in Türkiye. Over 18 years of age, it has realized an exemplary project in cooperation with the Turkish Autistic Support and Education Foundation (TODEV) to bring individuals with autism into business life without any difference or privilege.

The Northern Marmara Motorway Temporary Animal Care and Rehabilitation Center opened on October 4, World Animal Protection Day. The facility, allocated to Dilovası Municipality, serves an area of 16 thousand square meters. The facility offers many services such as diagnosis, treatment, vaccination, internal and external parasite applications, operating rooms, intensive care units, hemogram devices, ultrasonography surgical intervention, vaccines, internal disease treatments, tagging and chipping applications, animal ambulance, and staff rooms.

As a reflection of its environmental, social and governance approaches to sustainability and the steps to be taken for the future, the Northern Marmara Motorway published the first Corporate Sustainability Report of its operational period on October 29, 2023.

Having planted an average of 1 million saplings every year since 2018, Northern Marmara Motorway has planted more than 5 million saplings in total in İstanbul, Kocaeli, and Sakarya, and in 2023 more saplings were planted for the 100th Anniversary Republican Forests within the scope of the "Breath for the Future, Breath for the Republic" campaign.

Ankara High-Speed Train Station



Ankara High-Speed Train Station (ATS), which is being operated by the partnership of Limak, Cengiz, and Kolin, was opened on October 29, 2016.

ATS, the first of its kind in our country, includes a shopping center with an exclusive store mix, a business hotel, and leasable offices in addition to the train station.

ATS, which is an environmentally friendly and Leed-certified building with its contemporary and modern architecture, has a total area of 195 thousand square meters, a leasable area of 25 thousand square meters, and a leasable office area of 4 thousand square meters. Hosting 100 thousand visitors a day, Ankara Train Station and Life Center aims to contribute to the country's economy in commercial terms as well as its revolution in transportation.

There are 6 railway lines and 6 platforms inside ATS. It is the intersection point of all railway and high-speed train lines of our country. ATS, which also includes services such as VIP and CIP lounges, banking services, car rental points, travel companies, cargo companies, luggage, and suitcase storage stations, and infirmary, continues to offer shopping and transportation. It also has an indoor parking capacity of 2,500 vehicles and outdoor parking capacity of 90 vehicles.

ATS's The Ankara Hotel offers an alternative for all kinds of meetings and organizations with 134 rooms and a ballroom with a capacity of 1,000 people.

ATS is the eighth-largest transportation complex in the world and the sixth-largest in Europe.

ELMAK ENERGY ELECTRICAL & MECHANICAL CONTRACTING



Since its establishment, ELMAK has served many large projects both in Türkiye and abroad.

Elmak Energy Electrical and Mechanical Contracting

Elmak Energy Electrical and Mechanical Contracting was established in March 2013 to provide project and contracting services within the energy sector. Since its inception, the company has successfully completed numerous large-scale projects both domestically in Türkiye and internationally.

In 2015, the company formed the EHA Ordinary Partnership, expanding its portfolio to include significant projects such as the Ankara High-Speed Train Station, BEDAŞ and BEPSAŞ headquarters buildings, and electromechanical works at the Istanbul Airport. Additionally, Elmak has been involved in projects like UEDAŞ, ÇEDAŞ, AKDENİZ EDAŞ GIS data collection, and various superstructure electromechanical projects.

With approximately 1,200 personnel working across its domestic and foreign construction sites, Elmak places a strong emphasis on quality and safety. In 2014, the company upgraded its ISO 9001:2008 Quality and ISO 14001:2004 Environmental certificates to the 2015 versions, alongside revising its ISO 45001:2018 Occupational Health and Safety certificates, transitioning to integrated management systems.

Currently, Elmak serves as the official subcontractor handling MEP (Mechanical, Electrical, Plumbing) works for the ongoing Kuwait International Airport project. This includes involvement in crucial areas such as the central cooling building, service tunnels, water preparation building, and T2 terminal. Moreover, Elmak has successfully completed

the construction, electrical, and mechanical works for the entire camp compound and social facilities within the same project, while also undertaking parking lot electrical works for Phase 2 of Kuwait International Airport.

In Skopje, the capital of Macedonia, Elmak has completed and delivered the MEP works for the hotel construction as part of the Limak Diamond of Skopje mixed-use project. Currently, the company is engaged in the MEP works for the second phase, comprising four residence blocks and a shopping mall.

Elmak, in partnership with YM İdis, has executed various infrastructure projects, including the Kınalı-Tekirdağ-Çanakkale-Savaştepe Motorway, Malkara-Çanakkale section (which includes the 1915Çanakkale Bridge) motorway lighting and electrification. Additionally, Elmak has been involved in bridge structural health monitoring system installation, partial supply and installation of the bridge intelligent transportation system, and ITS-SCADA works. Currently, works for the 1915Çanakkale Bridge and Motorway and the Sixense-SHMS project are underway.

Moreover, Elmak has been entrusted with all electrical and mechanical works for the Central Bank Campus in the Istanbul International Finance Center project. Once completed, this building, with its impressive 340 thousand square meters of indoor area and towering height of 310 meters, will become the tallest in Türkiye. The project is slated for completion in the first half of 2024.

FOOD & BEVERAGE

Limkon Fruit Juice Concentrate Facilities



Limkon Fruit Juice Concentrate Facilities, situated in Adana Hacı Ömer Sabancı Organized Industrial Zone, span a total area of 40 thousand square meters, with 13 thousand square meters covered. The facility was officially inaugurated on May 14, 2008.

In addition to fruit juice concentrate and fruit puree, the facility also produces tomato paste. Limkon's product range encompasses conventional fruit juice concentrates, organic fruit juice concentrates, non-concentrated (NFC) fruit juices, freshly squeezed fruit juices, and fruit-flavored beverages.

In 2023, Limkon completed the construction of a modern facility with a 10 million Euro investment. This facility enables the

production of various products, including fruit purees, tomatoes, strawberries, peaches, apricots, and apples, increasing the total processing capacity to 130,000 tons annually, with a raw material processing capacity of 60,000 tons. Additionally, a significant portion of the products are directed for export, aiming to secure a competitive position in the international market. The facility contributes positively to the local economy by providing employment to a total of 70 individuals, in addition to the existing workforce.

With a commitment to environmental sustainability, the facility aims to reduce carbon emissions by 40%. It has embraced a sustainable production process by transitioning to green energy, aligning

with European standards. Designed in accordance with Industry 4.0 standards, the facility will integrate artificial intelligence and machine learning to optimize production processes, thereby enhancing efficiency and gaining a competitive edge. This new investment positions Limkon to deliver high-quality products to the market, expanding its portfolio with environmentally friendly, innovative, and flavorful offerings for both existing and potential customers in new markets. By prioritizing human health through environmentally friendly production practices and minimal carbon emissions, Limkon continues to provide consumers with healthy and trustworthy products.

Limkon achieved the zero waste certificate in 2021 and maintained its commitment to reducing plastic usage in 2023. By the end of 2022, the company successfully decreased carbon emissions through its Solar Power Plant project, commissioned in the same year. This initiative is projected to contribute to sustainability efforts with a 35% reduction in energy consumption.

Consistently leading in citrus product processing in Türkiye, Limkon continued its operations in 2023, processing a variety of fruits, notably pomegranates, apples, and cherries. The company has been increasing its organic concentrate production each year, particularly to meet international demand, and pursued growth in the organic product market by obtaining international organic certifications in 2023. Alongside an expansion in organic product offerings, sales figures have also seen an upward trend. Products such as apple, cherry, pomegranate, black carrot juice concentrates, and purees have been in high demand. Additionally, sales of natural fruit flavors and oils from the

factory have been on the rise. Utilizing all raw materials, including peels and pulps, the company ensures efficient resource utilization, supplying inputs to various sectors beyond product production.

By exporting concentrated products to 32 countries, which constituted 50% of total sales, Limkon expanded its customer portfolio with new domestic and international companies. In 2023, the company continued its efforts to broaden its product range and increase export volume, particularly to the Far East. Limkon's renowned "Pomona" brand offers fresh orange juice, NFC (not-from-concentrate) fruit juices, and fruit drink products. The company consistently expands its product line in ice tea and various fruit/flavored beverages categories through ongoing R&D activities.

Partnering with ADM Wild, Limkon invested 5 million euros in the factory's first stage to enhance production capabilities. This partnership facilitates the production of imported compound products within Limkon, reducing imports and creating a new market for concentrated products. Leveraging ADM Wild's expertise in compound products, Limkon aims to introduce special blended fruit drinks to the Turkish market under its Pomona brand.

In line with its social responsibility initiative "LimkonYouthZone," the company continued to accept internship applications and provide information about fruit juice concentrate production via its website, www.limkonyz.com, in 2023. Over 30 students were offered internship opportunities at the factory, continuing the company's commitment to nurturing young talent.



Achieved an A+ grade in the audit conducted by the international audit company Intertek.

TECHNOLOGY

Limak Technology

In 2023, Limak Technology made significant strides toward its goal of providing top-tier services and solidifying its position as a technology leader. Numerous successful initiatives were undertaken to enhance various aspects of operations.

Limak Technology achieved notable progress in key areas such as management efficiency, scalability, sustainability, information accessibility, security, and performance enhancement. By offering tailored solutions to group companies, the company aimed to maintain its competitive edge in the dynamic technology landscape and provide cutting-edge solutions to its users.

Key activities in 2023 showcased the company's commitment to innovation and its dedication to offering pioneering solutions. Pilot applications of the Sustainability Governance Platform commenced, with the first phase completed and the initiation of two projects within Bilkent Cyberpark for the second phase, focusing on Artificial Intelligence/Machine Learning and Supplier/Subcontractor management.

The implementation of LimakID infrastructure facilitated the development of a unified identity system, enabling the integration of structures using different systems. This platform centralized the management of various identity data, including candidates, employees, suppliers, subcontractors, and visitors, along with related orientation/training, task management, asset management, business processes, authorization, reporting, and legal requirements.

Efforts to enhance manageability led to the development of an application and integrated systems, enabling more effective internal operations management. The Vehicle Management System was introduced within the Simurg Business Management System, automating manual data entries and digitalizing business processes.

Improvements to the Nethesapp application automated integration works with bank-accounting systems. Additionally, a low-code platform was developed to pilot applications for the digitalization of processes such as tracking OHS Non-Compliance notifications, visitor processes at facilities with stringent occupational safety measures, and digital data collection from suppliers and subcontractors.

Adopting digitalization and automation significantly strengthened the traceability and management of internal processes, leading to increased internal efficiency across the Group and the ability to provide faster and more accurate solutions to customers.

Efforts to improve scalability aligned with the company's vision to increase service capacity and respond promptly to demand. Innovative technology infrastructure and a continuous improvement approach formed the cornerstone of Limak Technology's growth strategy, enabling significant progress in meeting evolving technological standards. Efforts to improve access to information and efficiency bolstered Limak Technology's customer-oriented approach. Digitalization and data management strategies facilitated the provision of faster, reliable, and



personalized solutions to customers, while enhanced access to information improved internal communication and positively impacted decision-making processes.

Efforts to enhance security and performance resulted in the adoption of a proactive stance against cyber threats. Security measures were strengthened with the integration of new systems and continuous system performance improvements enhanced user satisfaction.

The research conducted to introduce next-generation technologies has profoundly influenced Limak Technology's future vision. Projects spanning artificial intelligence, the Internet of Things, automation, remote work, and communication have propelled the company toward its technological goals.

Limak Technology has fortified its professional team and fostered a supportive corporate culture through initiatives aimed at bolstering human resources.

By offering training and development opportunities to employees, their expertise within the company has grown, equipping

them with the necessary skills to play more effective roles in projects.

Moreover, the career system, initially developed and tested, was expanded in the last quarter of 2023 and evolved into an Artificial Intelligence Supported Talent Acquisition System, which was then submitted to TÜBİTAK. This project, leveraging computerized image processing, artificial intelligence, and gaming technologies in talent acquisition processes, will assist Business Units and Human Resources Specialists by furnishing extensive data to pinpoint the most suitable candidate with precision.

Aligned to attain cost advantages, efforts have focused on centralizing information technology investments and enhancing the management of shared resources, thereby optimizing costs and fostering more efficient business models.

In 2023, Limak Technology took numerous successful steps, conducting studies and projects, and developing specialized products for group use.

Limak Customer Solutions



OlduBil SuperApp

Limak Customer Solutions emerged in 2019 as a financial technology (fintech) firm, driven by the vision of democratizing the opportunities presented by the global digital transformation, ensuring accessibility for users of all ages, and streamlining life. In 2020, Limak Customer Solutions unveiled its groundbreaking brand, OlduBil, delivering swift and hassle-free digital solutions via its mobile application, e-wallet, Mastercard licensed prepaid card and a suite of unique and advantageous perks.

At the core of OlduBil's philosophy lie convenience and profitability, the pivotal values extended to its users. OlduBil strides forward with a vision geared towards providing speed, simplicity, and ease in fulfilling individuals' financial needs. Positioned as a dynamic fintech entity, OlduBil excels in marketing and data analytics, furnishing competitive edges to its business partners. Through collaborative ventures with specialized firms, OlduBil facilitates the delivery of innovative services to a broad audience in an ever-evolving landscape.

Described as a "Superwallet," OlduBil empowers its users to obtain a Mastercard-licensed virtual card through its mobile app in under a minute, even without a bank account. OlduBil users enjoy a range of benefits, including contactless payments worldwide with both virtual and physical cards, seamless 24/7 money transfers using just a mobile number, bill payments, and even installment options, alongside discounts at partnered brands and uncapped cashback rewards. From e-commerce to fashion, groceries to tech, OlduBil offers unlimited cashback rewards across nearly forty top brands. Furthermore, OlduBil introduces OlduBil Gastro, a complimentary program featuring a plethora of perks such as discounts at hundreds of restaurants, cafes, and eateries, takeaway service advantages, dry cleaning benefits, and grocery shopping incentives. Beyond these benefits, OlduBil consolidates various services on its platform, including ready-to-use limits for bill installments, insurance products, and a marketplace for technological goods. By integrating these services, OlduBil upholds its core philosophy of providing convenience and profitability to its users.

OlduBil generates significant value also by offering advantages to employees and members of the companies it collaborates with.

By fostering employee loyalty through these benefits, it incentivizes both companies and their staff to access unique perks and enhance their earnings. Whether it's scholarship disbursements, food assistance, or payments on behalf of trade unions and associations, these transactions can be seamlessly executed through OlduBil's digital infrastructure.

In 2022, OlduBil experienced exponential growth, increasing its user base by fivefold and the total expenditures made by users by tenfold, establishing itself as a key player in the sector within just two years of entering the market. Additionally, in 2022 alone, OlduBil facilitated approximately 5 million TL in savings for its users through refunds and discounts on essential spending transactions. Looking ahead to 2023, OlduBil remains committed to growth-oriented initiatives, ramping up investments to develop tailored solutions for its customers and business partners in the realm of financial technologies.



A V I A T I O N

Limak Aviation

Limak Aviation has been providing air taxi services to its valued customers 24 hours a day, 7 days a week with its 14-passenger capacity Falcon 7X three jet engine aircraft, with the principle of "safety first" adopted by its experienced aviation personnel since its establishment in 2006.



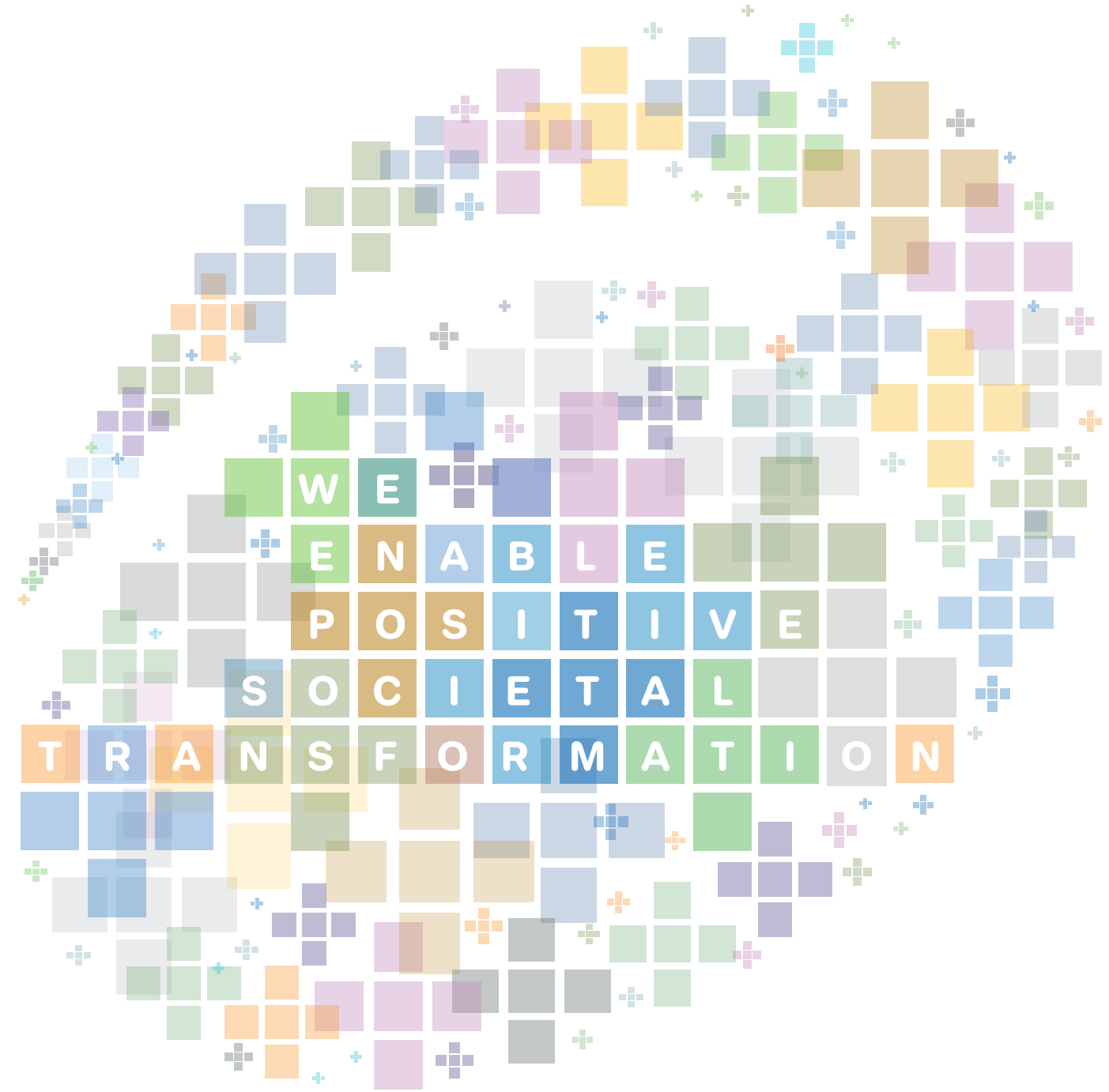
S O C I A L I N V E S T M E N T S

Limak Foundation

The Limak Education, Culture, and Health Foundation was established in 2016 to centralize and enhance the effectiveness of the Limak Group of Companies' social investments and aid projects, which had been ongoing for years, under a unified umbrella.

The Foundation's mission is to facilitate the transformation of our country's young and dynamic population into qualified human resources through sustainable initiatives that foster social development. In line with this vision, the Foundation supports the next generation of engineers through various educational initiatives, notably the Engineer Girls of Türkiye program, which aims to boost women's participation in engineering and promote STEM awareness from an early age. Additionally, the Foundation provides assistance to high-achieving students from underprivileged backgrounds in secondary education and champions projects that ensure culture and arts activities are accessible to all segments of society.

Recognizing that investing in people is the most valuable investment and embracing the belief that "youth is the future", the Limak Foundation is dedicated to nurturing generations that uphold the universal values of a strong, modern, and respected society. Its activities are geared towards instilling respect for these values while empowering individuals to contribute to the resolution of social and economic challenges.



AWARDS

Limak Vakfi

- Stevie Awards - Gold Stevie Executive of the Year Civil Society Ebru Özdemir-2018

Gülseren Özdemir Special Education Practice School

- European Property Awards Best Public Service Building-2018

Engineer Girls of Türkiye

- Inbusiness Magazine Sustainable Century Summit Sustainability Leaders Award-2023
- 11. Corporate Social Responsibility Summit SKA Awards - Gold Achievement Award -2019
- IPRA Gold Prize – Corporate Responsibility-2018
- Stevie Awards - Silver Stevie Best Corporate Social Responsibility Program of the Year Europe-2018
- Stevie Awards - Silver Stevie Best Communication and Public Relations Campaign of the Year Public Service-2018
- Stevie Awards - Silver Stevie Best Communication and Public Relations Campaign of the Year Global Issues-2018
- Private Sector Volunteers Association Heartfelt Awards The Most Creative Volunteering Project -2016

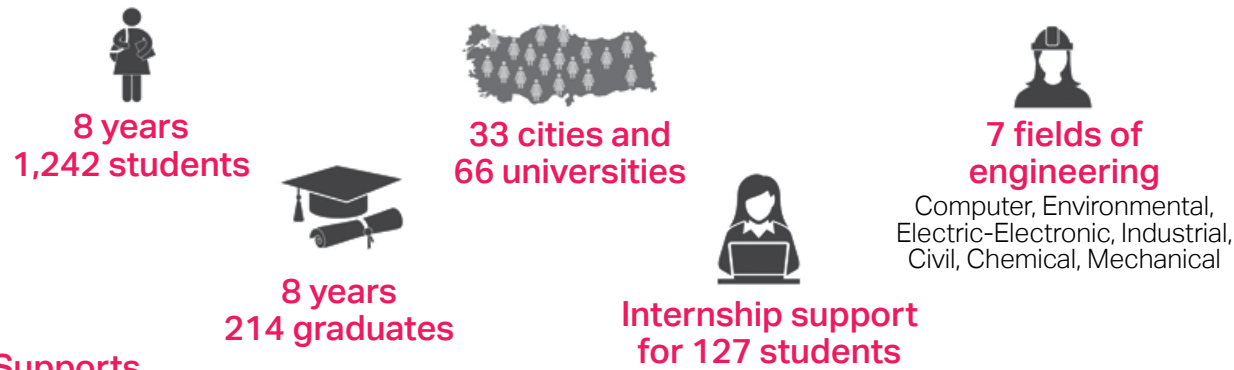
Engineer Girls of Türkiye



The Engineer Girls of Türkiye (EGT) was launched in 2015 with the goal of fostering inclusive and sustainable growth. Its aim is to develop a model that increases the employment of qualified women by encouraging their greater participation in the field of engineering, where female representation in the workforce is traditionally low. This project is a collaborative effort between the Limak Foundation and the Ministry of Family and Social Services of the Republic of Türkiye.

Taking a comprehensive approach, the initiative comprises programs tailored for both high school and university students. Additionally, it includes the Equality Seal Program, which endeavors to establish an inclusive model within corporate environments, serving as the third focal area of activity.

EGT - University Program



Supports

- Scholarship support university education
- Voluntary mentoring support for 1st, 2nd, 3rd year students with women engineers working in Limak Group of Companies and other organizations
- Coaching 4th grade students with engineers working in Limak Group of Companies and other organizations volunteer coaching support
- The right to participate in the certificate program prepared by expert institutions in order to gain competencies called 21st century skills, the content of which is renewed every year
- Online English language training
- Internship opportunities in Limak Group of Companies and other organizations
- Employment opportunities in Limak Group of Companies and other organizations in accordance with the skills and interests of graduates

Engineer Girls of Türkiye Showcase Sustainable Ideas in Ideathon Competition

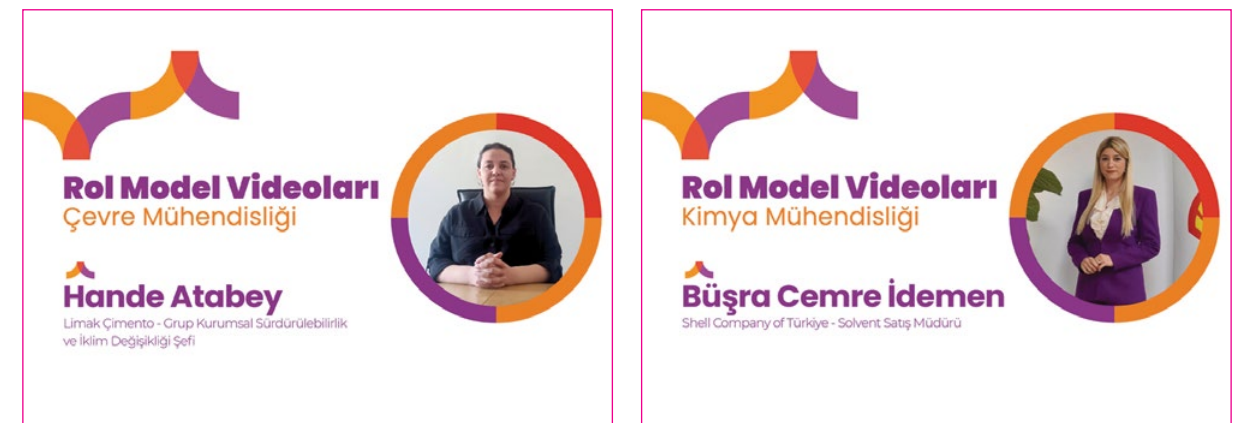
Participants from the EGT program recently showcased their innovative projects at the Ideathon Competition, focusing on the Sustainable Development Goal "SDG 11: Sustainable Cities and Communities." This event, held as part of their certificate program for the second consecutive year, aimed to evaluate projects based on criteria such as originality, creativity, sustainability, applicability, added value, presentation techniques, and teamwork.

Among the standout entries, "W-Cycle" emerged victorious, offering a solution to reduce the reliance on single-use cargo bags. Claiming the top spot, this project captured the attention of the jury with its inventive approach. Following closely, "Sustainability in Agriculture" secured second place with its utilization of artificial intelligence to detect plant diseases, tailor agricultural practices to weather conditions, and optimize irrigation systems. Rounding out the top three, the "Minimum Risk" initiative proposed an audible warning system to mitigate loss of life during earthquakes, earning third place for its impactful contribution to community safety.



EGT - High School Program

As part of the EGT High School Program, initiated in 2017 to combat early-age social stereotypes surrounding occupational preferences and empower students to make career choices based on their abilities and interests, role model videos featuring seven engineering disciplines supported by EGT were produced and shared online. These videos showcased the experiences of accomplished female engineers, aiming to inspire and educate. Collectively, the videos garnered over 190 thousand views, highlighting the impact of the initiative in raising awareness and promoting diversity in engineering.





GLOBAL ENGINEER GIRLS

The Engineer Girls of Türkiye project, which has completed nine years of successful operation, has expanded beyond national boundaries, acquiring an international presence. The international expansion begun in 2017 with the Engineer Girls of Kuwait, at which point the initiative was subsequently rebranded as Global Engineer Girls. It has since been effectively implemented in Kosovo, North Macedonia, and Saudi Arabia, where it continues to thrive. Efforts are currently underway to introduce Global Engineer Girls in countries where the Limak Group of Companies operates. The overarching goal of Global Engineer Girls is to make a global impact, advocating for and empowering women in the field of engineering.

GEG North Macedonia

As part of the program, GEG North Macedonia provides its students with scholarships and opportunities such as certificate programs, mentoring support, internships, and professional networking events that contribute to their personal and professional development. The program continues with a new cohort of 20 engineering students.

GEG North Macedonia Launch



The official opening of GEG North Macedonia was held with the participation of Global Engineer Girls Founder Ebru Özdemir and Minister of Education and Science of North Macedonia Jeton Shaqiri.

GEG Kosovo

GEG Kosovo provides its students with scholarships and opportunities such as certificate programs, mentoring support, internships, and professional networking events aimed at fostering their personal and professional growth. The program welcomed a new cohort of 20 students.

GEG Kosovo Graduation Ceremony



“Engineer Girls of Kosovo” celebrated its inaugural semester graduates. Twenty young students who successfully completed the program received their certificates at the graduation ceremony held in the capital, Prishtina.

GEG Saudi Arabia

As part of the GEG initiative, an “Executive Program Memorandum of Understanding” was signed with Saudi Arabia in 2023. Under this agreement, students will be provided with opportunities including certificate programs, mentoring support, and internships aimed at enhancing their personal and professional development.

Gülseren Özdemir Special Education Practice School



The Gülseren Özdemir Special Education Practice School, constructed by the Limak Foundation to ensure equal opportunities for mentally and physically disabled children with special education needs, was inaugurated on November 5, 2018. The opening ceremony was graced by the presence of President Recep Tayyip Erdoğan and his wife, Emine Erdoğan, and the school was donated to the Republic of Türkiye Ministry of National Education.

The school offers education across all three levels: primary school (1st level), middle school (2nd level), and high school (3rd level). Spanning a closed area of 5,000 square meters and comprising 27 classrooms, the facility is designed to cater to students with moderate to severe autism, as well as those with moderate to severe mental and multiple disabilities, including physical, hearing, and visual impairments.

In addition to classrooms, the school features a library, a parent waiting room, two independent practice houses, a foyer area, a hobby garden, a conference hall for 100 people, two music workshops, an infirmary, a dining hall, animal care and handicraft workshops, visual arts workshops, two wheelchair-accessible elevators, outdoor classrooms, playgrounds, sensory integration rooms for occupational therapy and physiotherapy sessions, student observation rooms, a gymnastics hall, and a physical education hall. Currently, the school accommodates 174 students, including those enrolled in lifelong education programs, with a total of 89 educators, including five administrators, one PDR specialist, one nurse, and special education and subject teachers.

Since the 2021-2022 academic year, occupational therapy sessions, exclusively offered at the Gülseren Özdemir Special Education Practice School in Türkiye, have been conducted in collaboration with Medipol University. In sports activities such as athletics, swimming, and students achieved remarkable success, winning 45 medals in the 2021-2022 academic year and 49 medals in the 2022-2023 academic year.

The school, awarded the "Sports Friendly School" certificate, stood out as one of the top educational institutions in Istanbul's "Good Examples in Education" competitions. Moreover, its students made history by participating in the International Jewelry Fair, making it the first private education institution worldwide to partake in such an event.

In 2023, the school hosted intern trainees from various universities. Health Sciences University interns received training in Child Development, while Medipol University interns specialized in Special Education, Nursing, and Occupational Therapy. Additionally, Bezmialem University interns focused on Nursing.

Gülseren Özdemir Special Education Practice School continues to provide ongoing training for teachers and parents. These comprehensive sessions cover a wide range of topics, including privacy training for individuals with special needs, obesity awareness, first aid, social adaptation skills, occupational health and safety, and communication skills.



Limak Philharmonic Orchestra



Established by the Limak Foundation in 2017, the orchestra has embarked on a Türkiye tour, bringing Zeki Müren's most beloved songs to audiences in eight provinces. Following concerts in Ankara and Istanbul, the "Zeki Müren Songs" album of the Limak Philharmonic Orchestra, featuring unforgettable works such as "Şimdi Uzaklardasın," "Elbet Bir Gün Buluşacağız," "Veda Busesi," and "Senede Bir Gün," reached 20,000 art lovers nationwide within a year. Released on all digital platforms and music markets in 2018, the album garnered widespread acclaim.

In 2023, the Limak Philharmonic Orchestra hosted New Year concerts in Istanbul and Ankara,

featuring renowned tenor Murat Karahan and international stars Rame Lahaj and Marcelo Alvarez.

Alongside its concert series, the orchestra is actively engaged in digital projects.

One such project is the documentary "A Long Road Story: The Star Traveling Alone in the Sky," which chronicles the Limak Philharmonic Orchestra's Türkiye tour. Released on Blutr as of June 23, 2023, the documentary offers a captivating glimpse into the orchestra's journey, appealing to art enthusiasts nationwide.

Gülseren Özdemir Outstanding Success Scholarship



The Gülseren Özdemir Outstanding Success Scholarship, established in memory of Gülseren Özdemir, a dedicated educator, aims to support students who represent the future of our nation. These students demonstrate a commitment to success by overcoming challenges and achieving excellence. The program benefits ten outstanding students and offers comprehensive support, including scholarships, mentorship from volunteers, computer assistance as needed, access to special education programs, online English language training, and university preparation courses. Students enrolled in the program also have the opportunity to attend a pre-university summer school, where they gain insights into university life, academic pursuits, and critical thinking skills. Furthermore, they can enhance their personal and academic development by participating in various trainings and events organized by the foundation. Through the Gülseren Özdemir Outstanding Success Scholarship, students receive invaluable resources and support to help them thrive academically and beyond.

Junior Engineers of Home



The Junior Engineers Project was launched to introduce preschool children to the concept of engineering and to illustrate to families and preschoolers that engineering is integral to all aspects of life, using specially designed games.

In 2018, the project was piloted in Gaziantep, featuring teacher training seminars, classroom activities, and parent information sessions. Following these trainings and awareness campaigns in schools, projects created by children and their families, inspired by the book "Junior Engineers Project," were showcased at the "Engineering Days Fair" held in kindergartens.

In 2019, after conducting the "Training of Trainers" program at the Presidential Nursery and Day Care Center, the project culminated in the "Engineering Days Fair."

In 2023, the project transitioned to digital platforms. Various experiments and interactive games centered around engineering were shared, encouraging children and parents to participate together. Additionally, awareness-raising activities continued through competitions and events.

Social Investments

KEDS Academy



Established in 2014 by the Kosovo Electricity Distribution Company (KEDS), KEDS Academy aims to address unemployment in Kosovo and supply qualified labor to the energy sector. Recently, the academy celebrated its 10th term graduation, with 57 students continuing their internships within the company after completing the program. With over 600 graduates to date, KEDS Academy has established itself as a leading institution in Kosovo, operating in partnership with Boğaziçi University Lifelong Learning Center, Prishtina University, and the Kosovo Ministry of Science, Education, and Technology. Remarkably, more than half of the graduates are now employed by KEDS and KESCO.

Currently, the 11th cycle of KEDS Academy includes 18 university students and 80 students from technical high schools. This cycle also marks a significant partnership with the Center for Energy and Sustainability at the University of Prishtina, allowing students to explore topics such as green processes for sustainability, renewable energy, energy consumption, and the global challenges facing the energy transition.

Microcredit



Limak supported microcredit by contributing to the establishment of the first microcredit branch in Siirt Kurtalan on November 21, 2008.

Since its inception, the Nihat Özdemir Microfinance Branch in Siirt/Batman has provided microcredit to 3,286 female microentrepreneurs. Some of these entrepreneurs have accessed second and third microcredits after successfully completing their initial year.

In 2023, the Siirt-Batman Nihat Özdemir Microfinance Branch served 301 active micro-entrepreneurs, distributing a total of 1,115,509.11 TL in microcredit throughout the year.

EDUCATION

- 2022 • Global Engineer Girls
- 2018 • Gülseren Özdemir Special Education Practice School
 - Las Academie
 - Kuwait's Engineer Girls
- 2017 • Energy Academy of Türkiye
 - MISTI (MIT Science and Technology Initiatives)
 - Junior Engineers Project
- 2016 • Gülseren Özdemir Outstanding Achievement Scholarship
 - Şanlıurfa Disabled Coordination Center
 - "A Book A Brighter Future"
 - Limak Chats
- 2015 • Engineer Girls of Türkiye
 - UEDAŞ Classroom Uludağ University
- 2014 • Limak Airport Services Institute (LimakASI)
 - Siirt Education Center
- 2013 • KEDS Academy
 - Future of Electricity, Professionals of the Future
 - Limkon Youth Zone
 - "May My Brother Not Be Cold"
- 2012 • 100 Fundamental Works Hatay Book Campaign
 - "There is Something in this Youth"
- 2011 • Kurtalan Limak Kindergarten, Siirt
- 2010 • Şuhut Limak Girls' Vocational High-school and Kindergarten, Afyon
- 2008 • Limak-Türker Elementary School, İstanbul
 - Turkish Civil Engineering Students Meeting, Ankara
- 2006 • Limak Kurtalan Cement Girls' Dormitory, Siirt
 - Anittepe Indoor Swimming Pool, Ankara
- 2002 • Belek Limak Elementary School, Antalya
- 1991 • Baklan Limak Hüsamettin Tuylı Multi-Program High-school, Denizli

CULTURE-ARTS

- 2018 • Limak Energy Disabled Music Chorus
- 2017 • Limak Philharmonic Orchestra
 - UEDAŞ Chorus Group
- 2016 • Lights of the City Photography Contest
- 2015 • Turkish Jazz Week Pristine
 - Dokufest, International Documentary Film Festival
- 2014 • 17th Ankara International Jazz Festival
 - 17th Fying Broom International Women's Films Festival
 - "Art knows No Holdbacks" Theater Sponsorship
 - Lights of the City Photography Contest
 - Eye Wonder Bank of America Collection Women Photography Artists Exhibition
- 2013 • LimakPort Theater Sponsorship
 - Turkish Jazz Week Pristine
- 2012 • Mardin Biennial
 - Gordion Excavation Project
 - Turkish Jazz Week Pristine
- 2011 • 9th International Kosovo Waking Up with Art Festival
 - İstanbul Modern Sponsorship
 - International Adem Jashari Boxing Tournament
- 2010 • Flying Broom Traces of Women in Democracy
 - Harem Ballet to the Benefit of Lösev
 - 13th Fying Broom International Women's Films Festival
- 2008 • 11th Fying Broom International Women's Films Festival
 - "Turkish Kids' Pieces" Music CD
 - Limak Tourism Group "Introducing Our Culture" Book Project
- 2007 • Limak 18th Ankara International Film Festival
 - "Beyaz Melek" Film
 - 13th European Films Touring Festival
 - Fest-i Kült Ankara 3rd Inter-cultural Film Festival
- 2006 • 17th Ankara International Film Festival
 - Touring Film Festival

Presidential Symphony Orchestra Sponsorship

- 2015 • Domenico Nordio Concerts
 - Soyoung Yoon Concerts
 - Ludwig Wicki – Soundtracks
- 2014 • Ning Feng Concerts
 - Sarah Chang Concert
 - Soyoung Yoon Concerts
- 2013 • Swingle Singers
 - New Year's Concerts
 - Alexander Markov Concerts
 - Alexander Rudin Concerts
 - Katia Skanavi Concerts
- 2012 • Mikhael Simonyan Concerts
 - Antonio Meneses Concerts
 - Philippe Aiche Concerts
- 2011 • Klazz Brothers & Cuba
 - Percussion Concert
 - Anatolian Sopranos - Esin Talinli, Çiğdem Önel, Funda Ateşoğlu and Bülent Bezdüz Concerts
 - Vanya Milanova Concerts
 - Elina Vahala Concerts
- 2010 • Robert Cohen Concerts
 - Trio Jean Paul Concerts
 - Russian State Artists' New Year's Concert
 - Roby Lakatos Concerts
 - David Geringas Concerts
- 2009 • Simona Baldolini and Enrique Ferrer
 - New Year's Concert
 - İdil Biret Concerts
 - Fazıl Say Concerts
 - Natalia Gutman Concerts
 - Patricia Kopatchinskaja Concerts
- 2008 • Soprano Elmira Veda, Tenor Emil Ivanov
 - New Year's Concert
 - Shlomo Mintz Concerts

Events to the Benefit of Martyr Families and Scholarship Students

- 2009 • Stories to 2023 -XVIII
 - Erol Erdinç - Leyla Çolakoğlu Concert
 - A Night in Venice Ankara State Opera and Ballet
 - Frantisek Brikcius and Anna Brikciusova Cello Duo
 - Yeşim Gökbalp Concert

SPORTS

- 2018 • İskenderun Disabled Basketball Tem Sponsorship
- 2017 • İskenderun Disabled Basketball Tem Sponsorship
- 2015 • Streetball Pristine
 - Pristine Basketball Club Balkan League and European League Basketball Team
 - KTV Carting Event Kosovo GoCart Races
- 2014 • İskenderun Disabled Basketball Tem Sponsorship
 - 2nd Bursa Bicycle Festival Sponsorship

ENVIRONMENT

- "Grow Your Memories" Plant Seed Campaign
- "One sapling changes the world" Limak Kids' Forest
- Limak Memorial Forest
- Limak Cement Forestation Activities

MICRO-CREDIT

- Siirt Kurtalan Micro-credit Branch

SUSTAINABILITY

Running Ahead of the Wave

The Limak Group of Companies recognizes the imperative for global cooperation to ensure the continued health of human life on a sustainable planet, harmonizing with the natural world. Guided by this understanding, the company evaluates its operations across three dimensions and makes decisions accordingly, striving to manage value creation with these principles in mind. The Sustainability Policy of the Limak Group of Companies is crafted in alignment with its founding values, core principles, ethical standards, and global objectives. Serving as the organizational constitution, this policy serves as a beacon for the Group, directing its actions and decisions. It encompasses all stakeholders throughout the value chain, whether they have direct or indirect interactions with the Group, ensuring a comprehensive approach to sustainability.



AWARDS 2023
Global 100
Sustainability Awards
Limak Group of
Companies
Platinum Special Award

Limak Group of Companies sustainability policy has been established on three directly interrelated focus areas.



Social People Oriented Business Approach

At Limak Group of Companies, we are dedicated to fostering a work environment where every individual feels valued and motivated to contribute to our collective success. We understand that diversity is key to navigating the varied challenges a company encounters, and we prioritize cultivating a fair and inclusive workplace. In every sector we engage in, we aim to uphold the fundamental rights of all our stakeholders, ensuring their physical and mental well-being, fostering readiness for the future, and supporting their personal growth and development. We are unwavering in our commitment to creating such an environment.



Healthy Planet Oriented Business Approach

As Limak Group of Companies, we wholeheartedly champion climate action and boldly set ambitious targets to lead the way. Today, Limak stands out among industry peers for its clear achievements in energy efficiency, waste reduction, emission control, and water conservation. We recognize that a company's future hinges on its commitment to climate action and its ability to withstand potential climate crises. Across the sectors in which we operate, such as energy, cement, and infrastructure, we play a crucial role in shaping tomorrow's landscape. Likewise, industries like food production, vital for meeting our current needs, and logistics and tourism, essential for global connectivity, are deeply intertwined with the planet's future. By committing to ambitious goals to achieve climate neutrality across all our sectors, we are paving the way for a healthier future. We have full confidence in our ability to achieve these targets, driven by the unwavering determination of our top management.



Inclusive Development Oriented Business Approach

As Limak Group of Companies, we are elevating our management standards to be inclusive, accountable, and highly skilled. Today, Limak has emerged as a significant global investment partner of choice. We firmly believe that ethical responsibility towards all stakeholders is paramount, and we prioritize ethical conduct in every aspect of our management philosophy. With a deep sense of responsibility towards our stakeholders and the planet, which we view as our silent partner, we adopt a management approach that is egalitarian and inclusive. Our decisions and actions are guided by a thorough analysis of risks, ensuring the protection of rights and the future well-being of all stakeholders, whether they are directly or indirectly associated with the value we generate.

Sustainability Goals



Social People

- To be a leader in inclusion and diversity.
- To become the most preferred company by employees in all sectors in which we operate.

Healthy Planet

- To achieve an average 27% reduction in emissions by 2026 through reduction efforts across all companies.
- To achieve 28% water efficiency by 2026.

Inclusive Development

- To implement inclusive social investments through national and international partnerships that contribute to the economic and social development of local stakeholders in regions of operation, in a climate-resilient and compatible manner.
- To achieve a 100% sustainable supply chain with strategic suppliers by 2030.

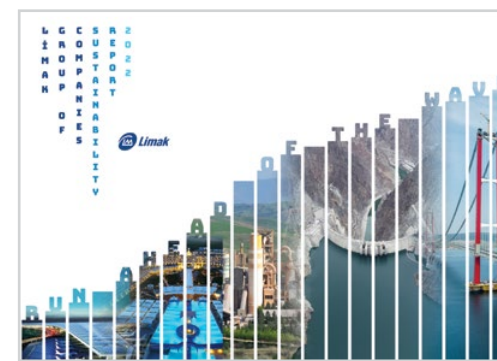
Sustainability Management

Aligned with our sustainability strategy and objectives, we convened a Sustainability Workshop on April 18, 2023, bringing together sustainability officials from our group companies to assess our performance in 2022.

During this workshop, we shared our initiatives undertaken in 2022 across various areas such as addressing the climate crisis, managing risks and opportunities, engaging stakeholders, fostering diversity and inclusion, and investing in social causes. We also delved into potential solutions and collaborations to enhance our sustainability efforts in 2023.

Furthermore, we convened our Healthy Planet, Inclusive Development, and Social People committee meetings at Hamitabat, Türkiye's inaugural natural gas combined cycle power plant, with representatives from all our group companies in attendance. Alongside reviewing our sustainability objectives and associated action plans, we scrutinized the operational processes and best practices of the natural gas combined cycle power plant on-site. As Limak Group of Companies, we remain committed to pioneering innovative and sustainable solutions, recognizing the impact of our daily actions on shaping a better future for society.

Limak Group of Companies 2022 Sustainability Report











































We have reached another milestone in our sustainability commitment by releasing the 2022 Limak Group of Companies Sustainability Report in November 2023, prepared in accordance with the Global Reporting Initiative (GRI) Standards.

This year, we have significantly enhanced our transparency standards by conducting double materiality analyses across all our business operations. We are proud to be among the pioneering companies in Türkiye to have completed this analysis, and we have shared the outcomes in our report. These analyses vividly demonstrate the interconnectedness of our financial performance and sustainability objectives.

The report comprehensively covers the economic, environmental, social, and governance endeavors of our companies operating in construction, energy, tourism, cement, infrastructure, and food, as well as the Limak Foundation, spanning from January 2022 to December 2022. It presents the outcomes derived from these activities. Additionally, the report outlines Limak Group of Companies' sustainability aspirations for the future and provides an overview of our progress toward these objectives, encapsulating our sustainability ethos.

MEMBERSHIPS

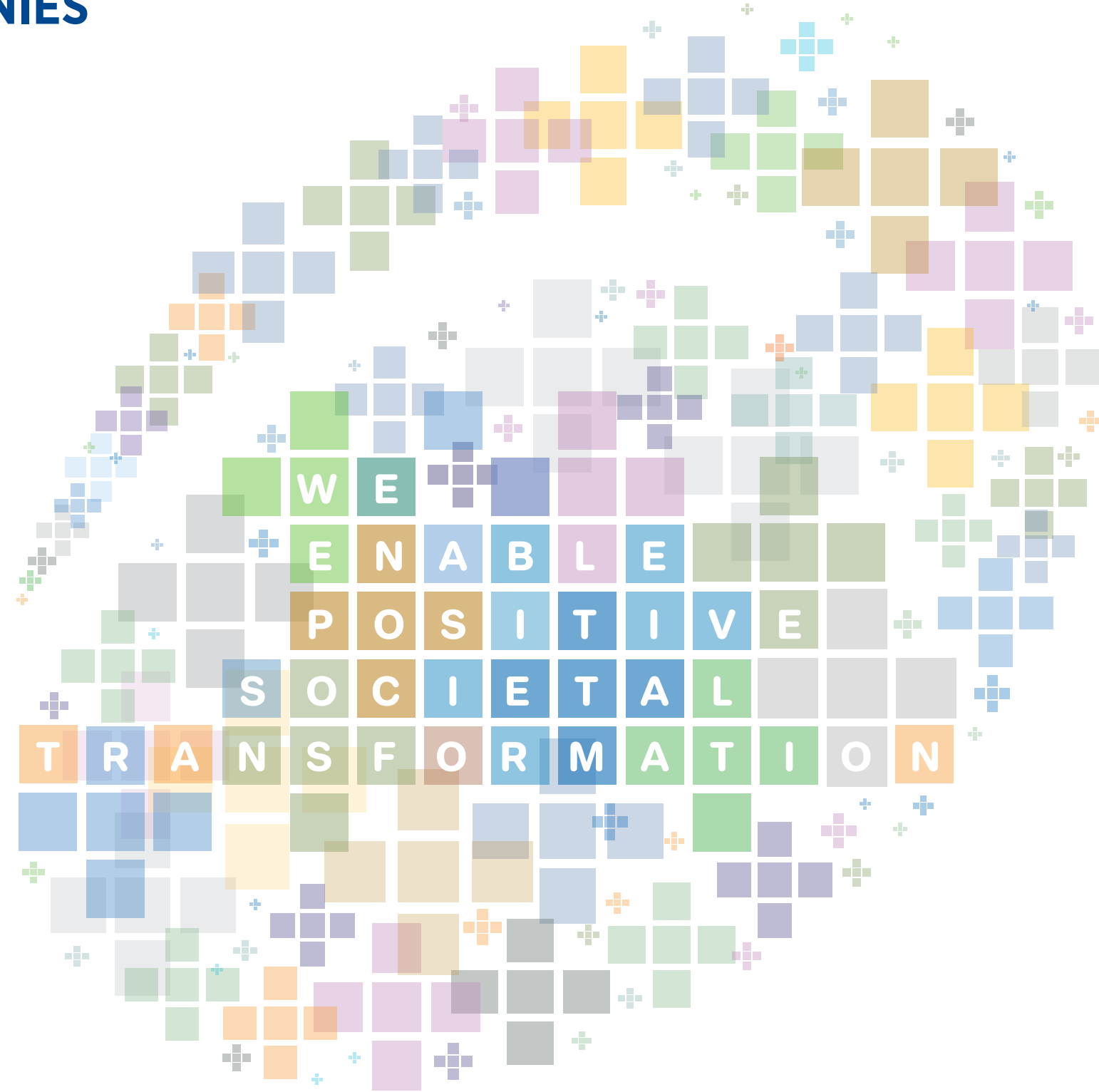
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Union of Mediterranean Touristic Hoteliers and Operators | 
Ankara Chamber of Industry | 
Ankara Chamber of Commerce | 
Asphalt Contractors Association | 
Atlantic Council |
| 
United Nations Global Compact | 
Bruegel | 
Foreign Economic Relations Board | 
Railroad Transportation Association | 
Clean Sea Association TURMEPA |
| 
Chamber of Shipping | 
World 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 | 
IMMIB- 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 | | | |

LİMAK GROUP OF COMPANIES ANNUAL REPORT 2023

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