

# LİMAK GROUP OF COMPANIES ANNUAL REPORT 2024





İNŞAAT

# LİMAK AT A GLANCE

## 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 employees\*  
31,236

Number of countries  
operated\*

14

\*by December, 2024

Number of  
sectors  
operated\*

8

## MESSAGE FROM THE BOARD OF DIRECTORS



**Ebru Özdemir**  
Chairperson of the Board

**Mehmet Serhan Bacaksız**  
Deputy Chairperson  
of the Board

**Batuhan Özdemir**  
Member of the Board

**Turhan Serdar Bacaksız**  
Member of the Board

### Esteemed Stakeholders,

Despite fluctuations in the global economy, 2024 was marked by promising developments for the future. Expectations of interest rate cuts in U.S. monetary policy, signs of recovery in the European economy, and China's growth-supportive policies significantly contributed to the restoration of stability in global markets. With the easing of inflationary pressures worldwide, the cautious and data-driven approaches of central banks created a favorable investment environment. While protectionist tendencies in global trade persisted, the investment appeal of developing countries increased, and the world economy entered 2025 with a more balanced growth outlook.

For the Turkish economy, 2024 was a year of economic rebalancing and enhanced financial stability. Decisive steps taken to combat inflation, a decline in the country's risk premium, and consistent macroeconomic policies reinforced investor confidence and placed the Turkish economy on a firmer foundation. Significant improvements were seen in the current account balance, the Turkish Lira appreciated in real terms, and the Central Bank's reserves increased notably. The banking sector's robust balance sheet and the vitality of real sector investments enabled Türkiye to enter 2025 with a more resilient economic structure. Looking ahead, we believe that Türkiye will secure a more competitive position in the global investment arena through continued policies that support sustainable growth and financial stability.

From the perspective of the Limak Group of Companies, 2024 was fairly a successful year. We continued our operations across all sectors with unwavering consistency and demonstrated strong, sustainable performance. Limak Construction achieved global recognition by ranking 48th in the Engineering News-Record (ENR) "Top 250 International Contractors" list, solidifying its leadership in Türkiye. As a crowning achievement, we were honored with the "Overseas Construction Services Achievement Award" by the Turkish Contractors' Association in August 2024.

At Limak Group, we continue to move forward with passion and determination, guided by our vision of being a pioneer and leader in every sector in which we operate. This vision is powered by the valuable projects we execute across 14 countries and the dedicated contributions of our 31,000+ employees. With each step, we focus not only on economic growth but also on social development, contributing meaningfully to the development of our country. We take great pride in advancing our people and economy through our multifaceted activities, both locally and internationally.

As of 2024, Limak Group made significant progress on the renovation and expansion of the Spotify Camp Nou Stadium, in collaboration with FC Barcelona-one of the world's most prestigious sports clubs. Our work continues uninterrupted, in line with the project timeline. This iconic endeavor will not only enhance Limak's global reputation but also showcase the Turkish construction sector's expertise, proudly flying our nation's flag in the global industry.

We are also engaged in three major projects in Saudi Arabia's visionary NEOM mega-city, continuing our long-standing regional presence. Being part of these globally followed projects, which will serve as blueprints for future urban

living, is a source of great pride. In 2024, we received seven awards at the "Culture of Care" ceremony in the NEOM Trojena Region for achievements in employee well-being, project management, and contractor performance.

In addition to making rapid progress on current projects, we successfully expanded our international and domestic operations in 2024 by signing several major new contracts. In Türkiye, we signed the construction contract for the 122-kilometer Antalya-Alanya Motorway - an eco-friendly initiative expected to support tourism, trade, and agriculture in the region while reducing around 47,000 tons of carbon emissions annually.

Internationally, we are proud to have secured the contract for the Dubai Metro Blue Line Design and Construction Project, in partnership with a leading consortium. The 30-kilometer metro line will expand and strengthen Dubai's transport infrastructure, improving network integration and accessibility.

Back home, we reached a major milestone with Limak Cement. Our subsidiary, Limak Doğu Anadolu Cement, completed a highly successful IPO on Borsa İstanbul, attracting 3.3 million investors. In addition, Limak Cement strengthened its international capital market presence through a successful Eurobond issuance.

2024 was a productive year, marked by the launch of strategic projects and the completion of key developments. We completed and commissioned the vital Terkos-İkitelli Water Transmission Line project to support İstanbul's growing water demand. Additionally, the İmamoğlu Irrigation Project in Adana was successfully delivered, bringing modern irrigation systems to 26,000 hectares of agricultural land.



• We are steadfast in our efforts to empower female engineers through our Global Engineer Girls (GEG) project, which continues to promote gender equality in the field of engineering.

In the energy sector, we commissioned Türkiye's second-largest solar power plant-Erzin-1 YEKA SPP-in Erzin, Hatay. With a capacity of 140 MW, the plant was completed in just over a year and is expected to prevent approximately 175,000 tons of carbon emissions annually.

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.

One of the most significant initiatives undertaken by our foundation is the "Engineers Girls of Türkiye" (EGT) project, which we proudly regard as our flagship program and have been implementing with unwavering commitment for the past nine years. Through this initiative, we offer scholarships, mentorship, and a range of other support mechanisms 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. The "Engineers Girls of Türkiye" project was recognized with the "Best Social Impact Initiative" award in the "People" category at the 2024 Partnership for Sustainability Awards, organized by the United Nations Global Compact (UNGC), receiving international recognition.

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. In 2024, we launched the GEG program in the Saudi Arabia. This year, our traditional İstanbul Meeting event brought together not only participants from Türkiye, but also female engineers from Kosovo, North Macedonia, and Saudi Arabia. During the event, young women pursuing careers in engineering had the opportunity to share their experiences and engage with inspiring role models in their respective fields. Through GEG, we remain committed to empowering female engineers and increasing women's representation in the engineering profession. We continue to work diligently to expand this meaningful initiative to additional countries and regions.

In line with our mission to make art accessible to broader audiences both domestically and internationally, we continue to extend our support to the cultural sphere. In this context, we have become an official supporter of the world-renowned Palau de la Música Catalana (Catalan Music Palace) in Barcelona-one of the most prominent cultural landmarks not only in Spain, but also across Europe and the world. Further underscoring our commitment to the arts, the Limak Philharmonic Orchestra held its first international performance at this prestigious venue on October 30, 2024, with a special concert titled "The Enchanting Melodies of the Mediterranean."

In addition to our efforts to generate social impact, sustainability remains a core focus area to which we are deeply committed at Limak. Since 2013, we have undertaken comprehensive initiatives in this domain, driven by the recognition that building a sustainable future is not only a necessity but also a fundamental responsibility. Guided by our vision to align with the global sustainability agenda and to lead by example, our company has assumed a pioneering role-driving positive change both within our industry and across society at large. We are enthusiastic about continuing this journey, drawing inspiration from successful international practices, striving for continuous improvement, and setting a benchmark for the business community through our ongoing sustainability initiatives.

In line with our sustainability strategy and objectives, we have published our 2023 Sustainability Report, prepared in alignment with the Global Reporting Initiative (GRI) standards. This report has been shared with all our stakeholders, providing a comprehensive overview of our sustainability approach and the progress made toward our goals. As a further demonstration of our commitment to sustainable finance, we are also collaborating with the Atlantic Council on the preparation of a dedicated report, which is scheduled for completion and public release in 2025.

In 2024, Limak Construction participated for the first time in the Fortune Türkiye & CRIF Türkiye sustainability survey and received a "Good Sustainability (B)" rating, highlighting the significance of its efforts in this area. Meanwhile, Limak Cement was honored with the prestigious Gold Stevie Award in recognition of its innovative Sustainability Learning Journey project. Additionally, Limak Cement earned the Great Place to Work certification, affirming its commitment to employee satisfaction and the cultivation of a positive workplace culture. Digitalization and innovation remain among our strategic priorities as we work to stay ahead of the competition, adapt to rapidly evolving technologies, and enhance our operational efficiency. In 2024, we successfully integrated numerous new technologies into our business processes, empowering our valued employees to work more effectively and efficiently.

• Our digital transformation journey is building a sustainable technological infrastructure that preserves and strengthens our corporate memory for the future.

As part of our digital transformation journey, we are fostering knowledge sharing and strong collaboration across the organization by

incorporating innovative solutions that facilitate easy access to information, automate workflows, and ensure effective data management. This comprehensive transformation not only enhances operational efficiency but also supports the development of a sustainable technological infrastructure that safeguards our institutional knowledge and empowers employees to make data-driven decisions. We are also leading the way in integrating cutting-edge technologies into Occupational Health and Safety (OHS). Studies show that interactive and, experience-based training can boost knowledge retention by up to 95%. Building on this insight, we have redesigned our OHS training programs with advanced digital tools. We introduced Limak Savity, a comprehensive digital training package developed from real-life field scenarios. Enhanced with Virtual Reality (VR), gamified simulations, and dynamic 3D animations, the platform offers 46 interactive modules and 509 minutes of total training time, providing our employees with a highly engaging and impactful learning experience. Through these strategic initiatives, we are achieving measurable gains in efficiency, operational excellence, and agility-confidently preparing our organization for the future.

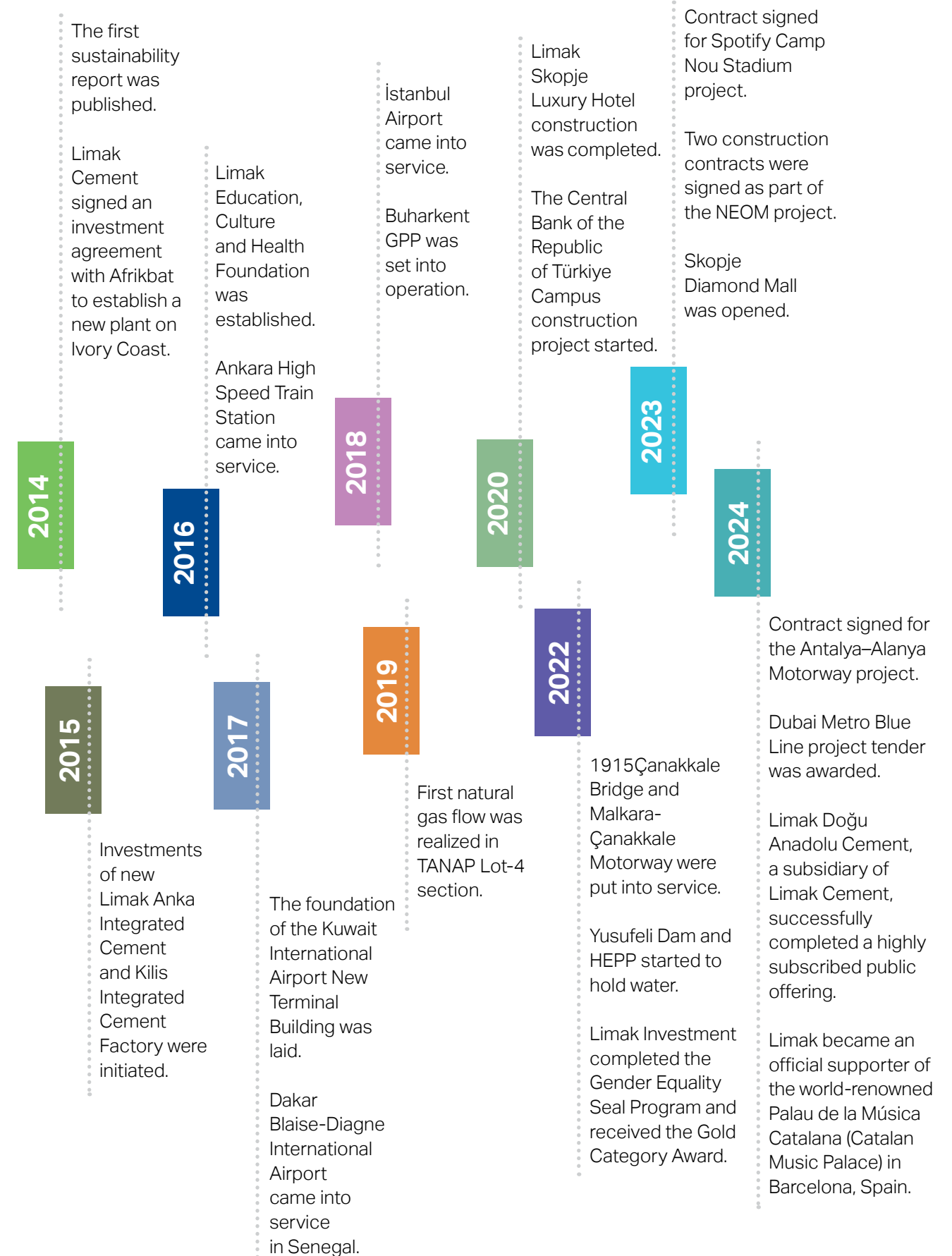
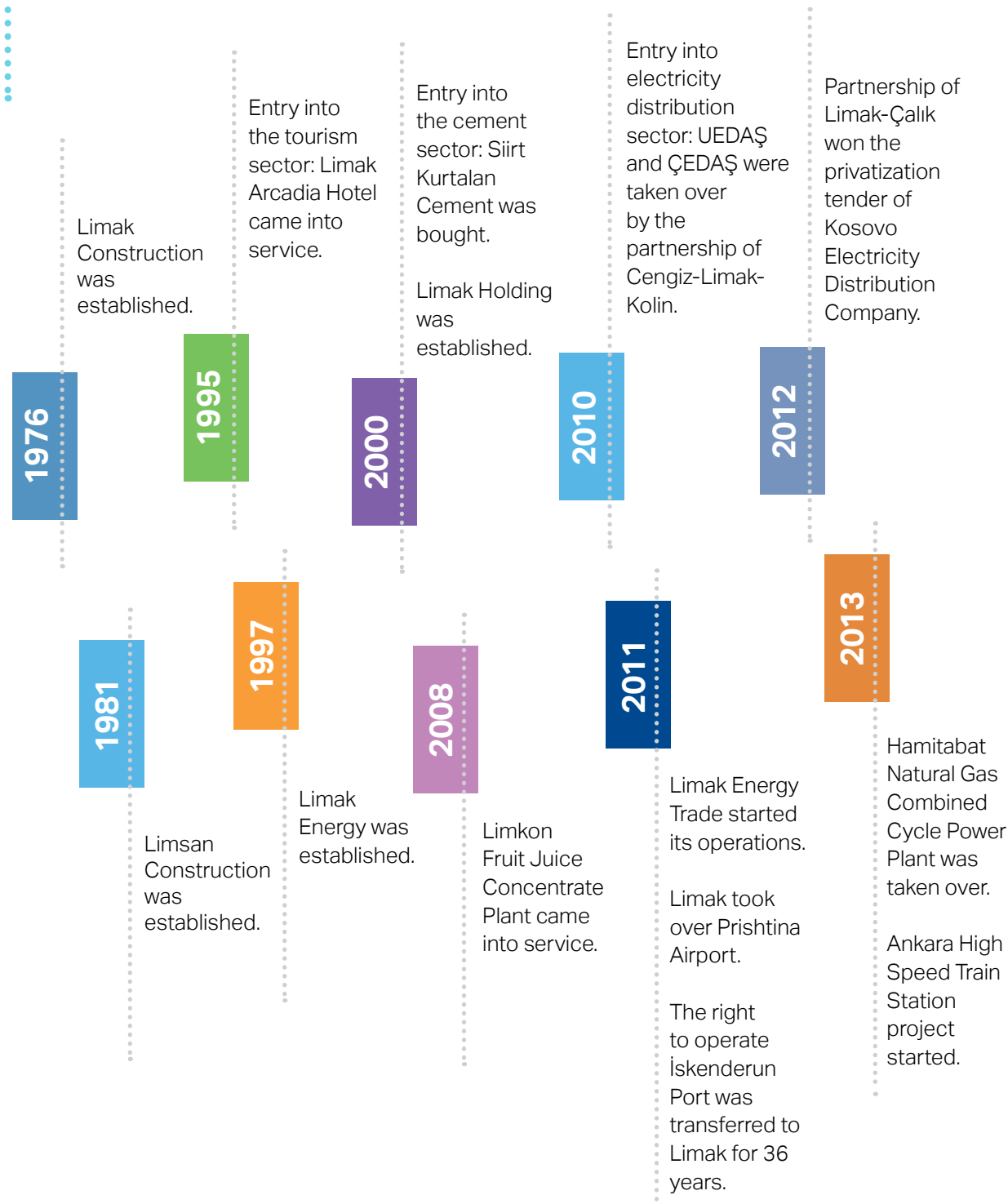
Esteemed Stakeholders,

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.



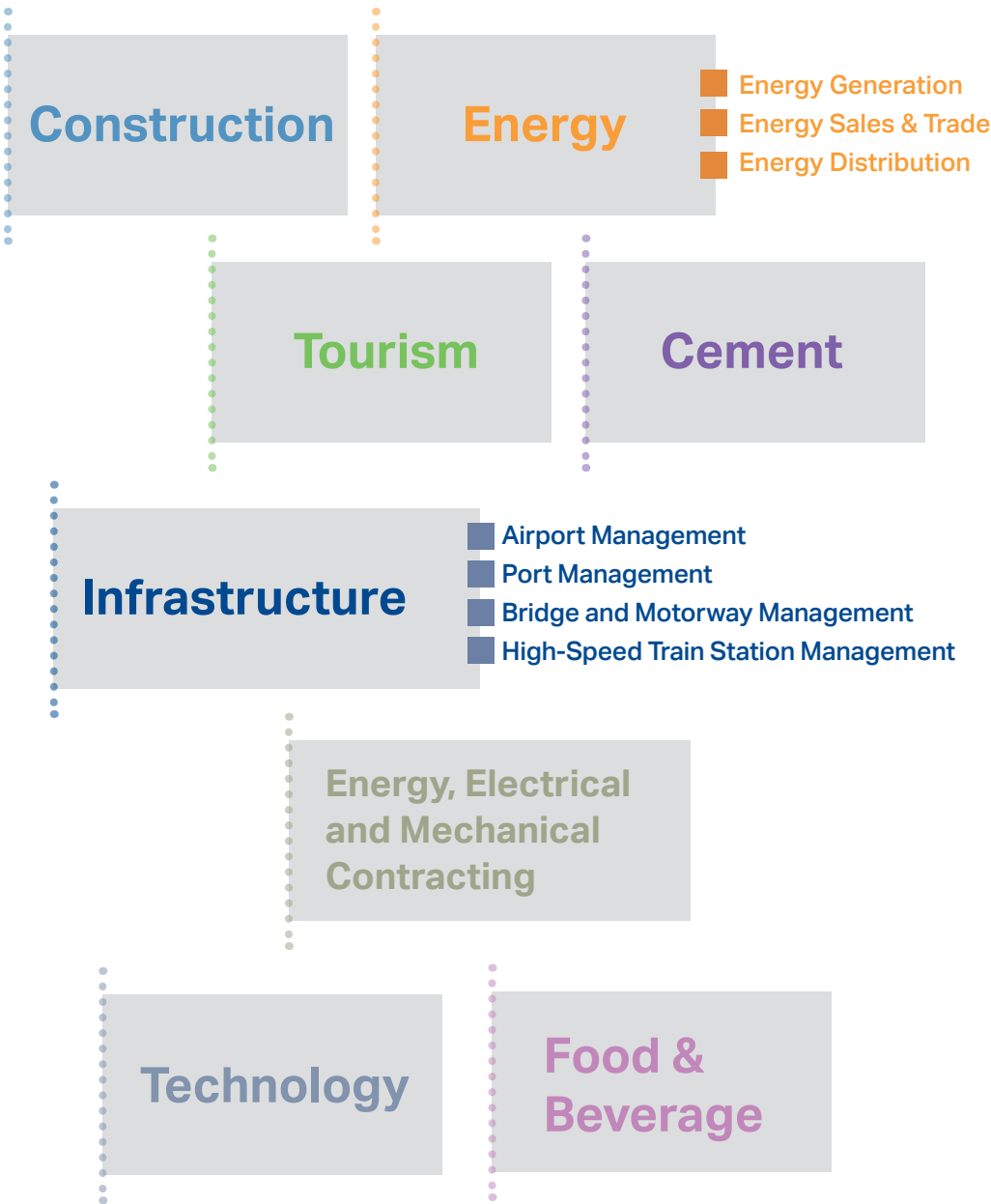
# MILESTONES





# GROUP STRUCTURE

# GLOBAL COLLABORATIONS





# CONSTRUCTION

Foreign  
Contracting  
Services  
Achievement  
Award

**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 is recognized among the world's leading construction companies, securing a prestigious position on Engineering News-Record (ENR) "Top 250 International Contractors" list. In the 2024 edition of the list, Limak Construction ranked 48th globally and proudly claimed the top spot among Turkish companies.

Limak Construction has completed significant international airport projects in the infrastructure sector. In 2014, it won the tender and signed the contract with its partners for the İstanbul Airport, one of the largest infrastructure investments in Türkiye and the world. The first phase of the project was completed on October 29, 2018.

Designed with an environmentally friendly approach on a total area of 500,000 square meters, the new terminal building and annexes of İstanbul Sabiha Gökçen International Airport, which has been selected as one of the world's safest structures and has won numerous awards, were completed in a record time of 18 months, including the design and construction process, with values far exceeding international standards.

In 2009, Limak Construction completed the Pristina Adem Jashari International Airport, which has a capacity of 5 million passengers and is recognized as the most technologically advanced, modern, and environmentally friendly airport in the Balkans. In 2016, the company

completed Terminal Building II at Cairo International Airport, a project 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.

On January 31, 2023, Limak Construction signed a contract with FC Barcelona-one of the world's largest sports clubs-for the renovation and expansion of Spotify Camp Nou Stadium. Construction work is progressing rapidly.

Limak Construction is actively involved in three projects in the Trojena and Magna regions of NEOM-a mega-city comprising four regions and exceeding USD 1 trillion in investment, designed to shape the future vision and strategy of the Kingdom of Saudi Arabia. The company is rapidly advancing the development of key engineering structures within this ambitious project.

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.

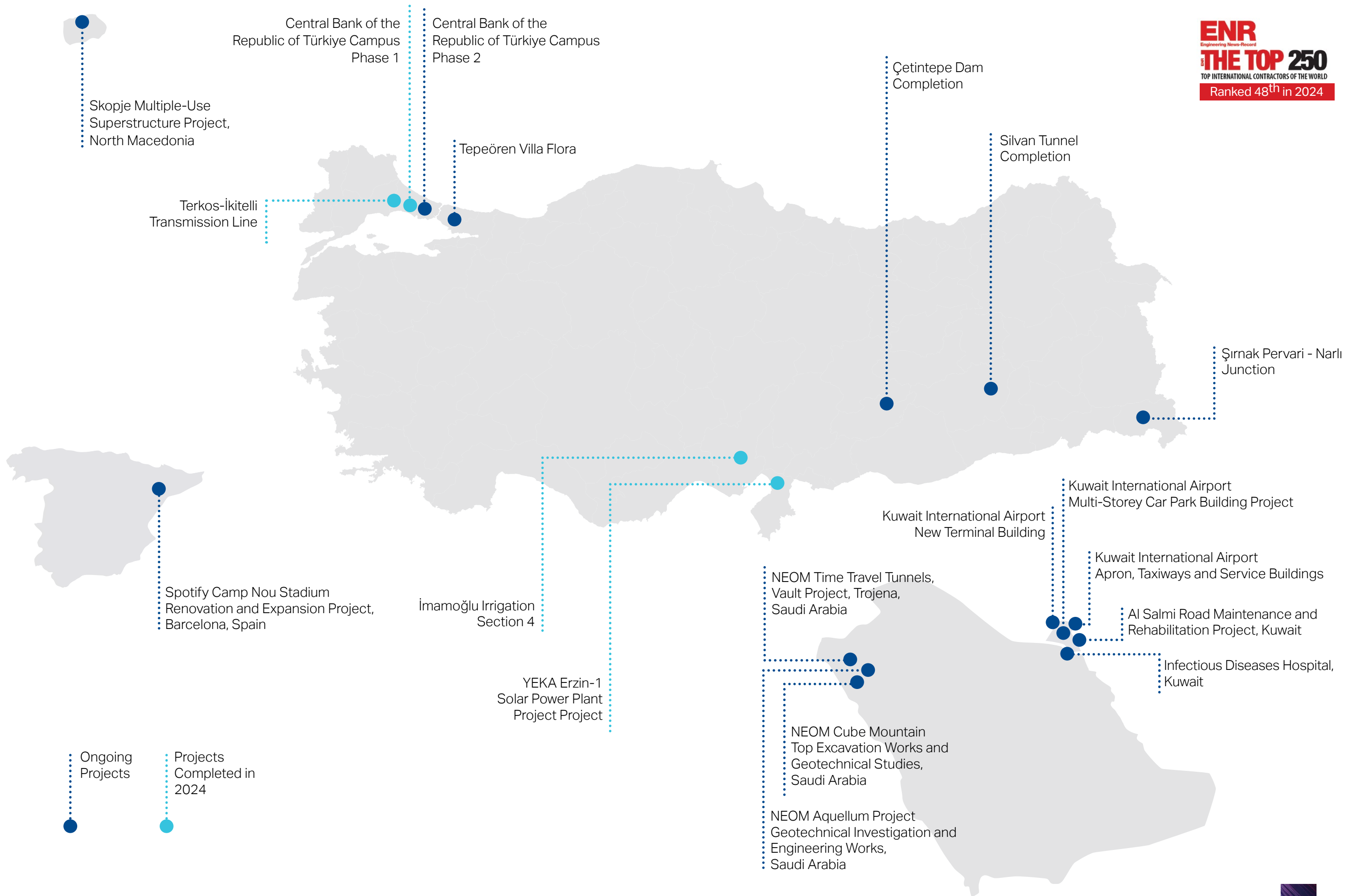
The provisional acceptance of the first phase of the Central Bank of the Republic of Türkiye Campus project-being constructed as part of the İstanbul International Financial Center-was completed in September 2024, with work on the second phase currently underway.

Meanwhile, the Çetintepe Dam project, which aims to provide drinking water to Gaziantep by irrigating a total of 70,000 hectares of land, is nearing completion. Additionally, the Silvan Tunnel project, which is an important part of the GAP and Silvan Irrigation project and has a length of 13,236 meters, is scheduled for completion in 2028.

The Terkos-İkitelli Water Transmission Line project, a critical initiative to meet İstanbul's growing water demand in 2024, and the İmamoğlu Irrigation Project, which will provide irrigation to 26,000 hectares of land in Adana, have both been completed.

Limak Construction will continue to work toward a sustainable future in 2025, undertaking large-scale energy, infrastructure, and superstructure projects both domestically and internationally. All projects are carried out with the highest standards of safety, quality, and environmental responsibility, contributing significant value to the economy.





## ONGOING DOMESTIC PROJECTS

İstanbul International Finance Center  
Central Bank of the Republic of Türkiye Campus  
Phase 2

Silvan Tunnel Completion, Section II

Şırnak Pervari - Narlı Road Junction

Tepeören Villa Flora

Çetintepe Dam Completion

## İstanbul International Finance Center Central Bank of the Republic of Türkiye Campus Phase 2



As of the end of 2024, 98.5% of the construction works for Phase 2 of the project, located within the İstanbul Financial Center and comprising a 59-storey building with a gross floor area of 350,000 square meters above ground, have been completed.

Within the scope of Phase 2 interior works, the progress rates are as follows: construction works at 99%, MEP works at 98%, and professional sound and lighting systems at 96%. The testing and commissioning processes for Phase 2 have reached a progress level of 92%.

In addition to the contractual works, demolition and reconstruction activities arising from revisions instructed by the Client are being carried out concurrently.

The completion of all Phase 2 works is scheduled for the first half of July 2025.



## Silvan Tunnel Completion Section II



The contract for the Silvan Tunnel Completion Section II was signed in May 2023.

This tunnel is the second in a series forming a key component of the Southeastern Anatolia Project (GAP) and the Silvan Irrigation project. It spans 13,236 meters in length, with an excavation volume of approximately 1.1 million cubic meters. The project also includes the production of 22,000 cubic meters of concrete for the water intake and outlet gates.

Tunnel construction will utilize TBM (Tunnel Boring Machine) technology. The TBM equipment is currently being manufactured in Germany, with factory testing successfully completed as of October 2024.

Project completion is expected in 2028.

## Şırnak Pervari - Narlı Road Junction



The tender for the project was held on July 25, 2013, and the contract was signed on September 13, 2013. Fieldwork commenced on September 25, 2013. The existing Şırnak-Van road is 351 km in length. Upon completion of the project, the route will be shortened by 167 km, reducing the total length to 184 km. The total length of the new road to be constructed under the contract is 45 km, comprising 15 km of tunnels (12 tunnels in total) and 30 km of open road sections.

The following works have been successfully completed as part of the project:

- T1 Tunnel, the longest of the 12 tunnels, with a length of 2,833 meters
- 13.6 km of open road
- Construction of 5 military outposts (kalekol) and their access roads
- Revision of the existing 32 km-long Çemikari road

The project is scheduled for completion in 2025.

## Tepeören Villa Flora



Located in the Tepeören neighborhood of İstanbul's Tuzla district, Tepeören Villa Flora comprises 70 villas and social facilities on a 38,684-square-meter plot.

The project is designed and built according to sustainability principles, with a focus on the smart use of water and energy, and the use of low-carbon footprint materials.

Tepeören Villa Flora, a candidate for EDGE certification-the green building certification system developed by the IFC-features high-capacity cisterns that will collect rainwater from roofs and landscaped areas for use in garden irrigation during the rainy season. The villas will utilize electricity generated by rooftop solar panels, with any surplus energy transferred to the local grid. Each villa will also include a dedicated electric vehicle charging unit in its parking area.

Designed to prioritize efficiency and conservation in both water and electricity consumption, the Tepeören Villa Flora is set to welcome its first residents in the spring and summer of 2025.

## Çetintepe Dam Completion



As part of the Çetintepe Dam project, signed with the General Directorate of State Hydraulic Works on January 26, 2018, construction of the 116-meter-high embankment dam is nearing completion. Located on the Göksu River in the Gölbaşı district of Adıyaman, Çetintepe Dam is the first and main component of the GAP-Adıyaman-Göksu-Araban Project.

Upon completion, the project aims to supply drinking water to Gaziantep and irrigate a total of 70,000 hectares of land across the Araban Plain, Yavuzeli Plain, Besni Keysun, and Besni Kızılın plains, covering areas within the provinces of Adıyaman, Gaziantep, and Kahramanmaraş.

To date, the project has reached 99% completion. Key accomplishments include 14.345 million cubic meters of embankment fill, spillway construction, water intake structure, shaft structure, 908 meters of transmission tunnel, conduit construction, and the outlet structure of the water intake tunnel. Installation of the dam's permanent equipment is currently in progress.

The project is planned to be completed in 2025.



## ONGOING INTERNATIONAL PROJECTS

Kuwait International Airport  
New Terminal Building, Kuwait

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

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

Kuwait International Airport  
Apron, Taxiways and Service Buildings, Kuwait

Kuwait International Airport  
Multi-Storey Car Park Building, Kuwait

Skopje Multiple-Use Superstructure Project,  
North Macedonia

Infectious Diseases Hospital, Kuwait

NEOM Aquellum Project Geotechnical Investigation and  
Engineering Works, Saudi Arabia

Al Salmi Road Maintenance and Rehabilitation Project,  
Kuwait

NEOM Cube Mountain Top Excavation Works and  
Geotechnical Studies, 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 at a signing ceremony held on May 30, 2016, and the construction site was handed over to Limak by the Kuwait Ministry of Public Works (MPW) on August 28, 2016.

The project is designed to significantly increase the airport's capacity and establish a new regional hub. The new terminal building, covering approximately 750,000 square meters, aims to provide passengers with the highest level of comfort. It features a single roof with glass openings that allow natural light to enter through refracted sunlight. The facade is engineered to be resistant to sand, dust, and explosions. Reflecting the region's culture of hospitality, the design leaves a memorable impression on arriving passengers, with a baggage area surrounded by a cooling waterfall.

Once operational, the terminal is expected to raise the airport's capacity to 25 million passengers annually. In addition to the terminal building, the project includes a central power plant, a water storage facility, a security building, an infrastructure tunnel, and an electrical substation. Aiming for LEED Gold certification, the airport incorporates solar energy generation by combining the thermal properties of concrete with solar panels installed over a large portion of the roof.

The terminal is designed in a triangular layout, with each side measuring 1.2 kilometers. It comprises three floors and a basement and will include gates capable of serving 21 Code F (A380) aircraft and 9 Code C (A320) aircraft. The Multi-Aircraft Ramp System (MARS) allows the configuration to be adjusted to accommodate 51C code aircraft.

The main structure features 90 mega concrete columns connected by post-tensioned precast arches and 817 precast elements, each weighing between 150 and 350 tons. These are supported by 39,800 composite steel and concrete cassettes forming the internal roof. Designed by the world-renowned, Pritzker Prize-winning architectural firm Foster + Partners, the project involves over 1 million cubic meters of concrete and more than 150,000 tons of structural steel.

This tender holds the distinction of being the largest single-package contract ever awarded to a Turkish contractor abroad.



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



NEOM is a mega-project being implemented in northwestern Saudi Arabia that brings together future technologies and sustainability. This innovative city aims to incorporate many advanced technologies, from digitalization to clean energy, artificial intelligence to environmental protection. Spanning a total area of 26,500 square kilometers, NEOM comprises the Line, Oxagon, Trojena, and Magna sub-projects.

Located in the Trojena region, the NEOM Time Travel Tunnels, Vault, and Vault Excavation Project involves the creation of an artificial valley and two TBM tunnels with a gradient of up to 40%.

General components of the project:

- TBM Tunnel 1: 3,709 meters (40% slope)
- TBM Tunnel 2: 3,717 meters (40% slope)
- D17 Logistic, D17 Link, B1 Tunnels, and Ventilation Tunnel (total length: 1,329 meters)
- Vault excavation (9 million cubic meters of rock excavation, including the design and implementation of support systems)

A total of 4.9 million cubic meters of the 9 million cubic meter vault excavation has been successfully completed. Of the 710,000 meters of active and passive anchorage planned for the vault structure excavation support systems, 105,000 meters of passive anchorage and 73,000 meters of active anchorage have been successfully completed, totaling 178,000 meters. Of the 465 meters of rock barriers to be constructed to prevent rockfalls, 270 meters have been completed.

The D17 Tunnel access road and tunnel portal excavation works have been completed. The D17 Tunnel excavation has reached 20% completion. The B1 Tunnel portal excavation has also been completed, and 91% of the tunnel excavation has been successfully finished. The construction of the explosive storage facility is complete, with the necessary legal permits for operational use currently pending. The portal access roads for the Time Travel Tunnels have been successfully completed, and the portal structure from which the TBM machine will begin excavation has reached 78% progress.

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



The renovation and expansion project of the Spotify Camp Nou Stadium, carried out under the design-build contract signed between FC Barcelona and Limak Construction on January 31, 2023, has made significant progress throughout 2024.

The demolition and foundation works-key phases of the construction-have been successfully completed. Considerable progress has been achieved in structural works across various areas of the stadium, while critical facility and infrastructure upgrades continue to drive the stadium's transformation. Notably, major milestones have been reached in the construction of the service ring beneath the first stand and the Compression Ring.

The project covers a total construction area of approximately 220,000 square meters, with around 75,000 square meters designated for renovation. As part of this effort, the lower two tiers of the stadium's three-tiered stands will be preserved. Renovation work on these tiers, including the replacement of all seats, is currently underway. The top tier will be completely demolished and replaced with newly built stands, which will be fully covered by a roof spanning approximately 45,000 square meters and equipped with photovoltaic panels. In addition, a covered parking area, VIP facilities, commercial spaces, and changing rooms will be constructed around the stadium and beneath the new third-tier stands.

The two floors of the newly built third stand will include VIP lounges as well as food and beverage areas. Additionally, the FC Barcelona Museum, currently located outside the stadium, will be relocated inside the newly designed third stand. The project is being executed with a strong focus on sustainability, with preparations underway for the integration of photovoltaic panels, modernization of MEP systems (mechanical, electrical, and plumbing), and updates to lighting and other key infrastructure components. Landscaping will also be carried out across an area of approximately 60,000 square meters surrounding the stadium.

Upon completion, the stadium's capacity will increase from 99,000 to 105,000, further reinforcing Spotify Camp Nou's status as one of the world's most iconic football venues. The project is progressing on schedule, with completion expected in 2026.



## Kuwait International Airport Apron, Taxiways and Service Buildings, Kuwait



In September 2024, Limak Construction signed a contract with the Kuwait Ministry of Public Works for the construction of the aircraft parking apron, taxiways, and service buildings for the Kuwait International Airport New Terminal Building II.

The project encompasses the construction of aircraft parking aprons and taxiways designed to support the operations of the new terminal building, also being built by Limak Construction, and to expand the airport's aircraft parking capacity. In addition, the project includes various service buildings and associated infrastructure works.

Key components of the project include a catering building with approximately 69,000 square meters of enclosed space, a logistics consolidation center covering 26,200 square meters, security gates and administrative buildings, and a central facility spanning approximately 4,700 square meters. The scope also includes an electrical substation, a 1.78-kilometer-long tunnel, 959,337 square meters of apron paving, 644,744 square meters of taxiways and service roads, and a 30-kilometer-long rainwater drainage system. Furthermore, the construction of 55 passenger boarding bridges is planned as part of the project.

## Kuwait International Airport Multi-Storey Car Park Building, Kuwait



The contract for the second package tender of the Kuwait International Airport construction, "Multistorey Car Park Building, Connection Roads, Bridges and Landscaping Works" was signed with the Kuwait Ministry of Public Works in July 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, each featuring three escape tunnels and covering a total area of 10,397 square meters; three rainwater storage tanks with a capacity of approximately 10,000 cubic meters each; one additional tank with a capacity of 6,000 cubic meters; a wastewater treatment plant with a capacity of 2 x 2,500 cubic meters per day; and a 4,000-square-meter warehouse building. Within the 21,366-square-meter mechanical area, the project incorporates a comprehensive vertical and horizontal transportation system, consisting of 24 passenger elevators, 24 moving walkways, 48 escalators, 8 freight/trolley elevators, and 8 moving walkways located on the bridges connecting the car park to the new terminal building.

The project also includes approximately 459,000 square meters of landscaping, comprising 174,604 square meters of hardscape paving and 260,889 square meters of asphalt paving.



## Skopje Multiple-Use Superstructure Project, North Macedonia



The mixed-use project, which began in Skopje, the capital of North Macedonia, has a gross area of 323,000 square meters and is located in the city center between Ulica Aziz Kiril i Metodi and Ulica Yordan Miyalkov streets. As part of the project, Macedonia Boulevard has been redesigned as an underpass, with a shopping mall, multi-storey car parks, a hotel, office spaces, and residential blocks constructed above it.

The project's location aligns with the main pedestrian axis extending from the historic city center. It sits on the route connecting the historic center to the city's hospital district and police headquarters.

The hotel section opened in 2021, introducing the quality of Limak Hotels to Skopje. The shopping mall officially opened on October 20, 2023. The first two residential blocks were delivered in 2023, and the final block is scheduled for delivery on May 15, 2025, marking the project's completion.

## Infectious Diseases Hospital, Kuwait



The tender for the design, construction, completion, equipment supply, furnishing, and operational maintenance of the Infectious Diseases Hospital, issued by the Kuwait Ministry of Health, was awarded to a joint venture that includes Limak. The project encompasses the design, construction, equipment supply, furnishing, testing, commissioning, and operational maintenance of the hospital and its associated facilities, covering a total construction area of 75,000 square meters.

The scope also includes the provision of fixed and movable furniture, medical and laboratory equipment, furnishings, artwork, and all supporting works. All construction activities-structural, electromechanical, exterior building works-as well as the necessary temporary works, are included in the project.

The provisional acceptance of the project is scheduled for July 2025.



# NEOM Aquellum Project Geotechnical Investigation and Engineering Works, Saudi Arabia



The general concept of the project, referred to as Phase II of the NEOM Magna Region Aquellum Project, includes excavation works related to the structure located near the Gulf of Aqaba.

The main components of the project include the 86.65-meter-long Mobility Extension Tunnel, a 133-meter-long Water Tunnel, a 588.26-meter-long Master Plan Tunnel, a 518-meter-long Logistic Tunnel, the installation of rock barriers totaling 257 meters in length, and a 126.31-meter-long vertical shaft excavation.

Within the scope of the project, excavation and reinforcement works for the Mobility Extension Tunnel, 70 meters of excavation and reinforcement for the Water Tunnel, excavation and reinforcement at the southern portal of the Master Plan Tunnel, as well as rock barrier drilling, injection, and anchor bolt installation, have been completed. Additionally, portal preparation has been carried out at the northern portal of the Master Plan Tunnel, and a 71-meter pilot drilling operation has been completed in the vertical shaft excavation.

# Al Salmi Road Maintenance and Rehabilitation Project, Kuwait



Under the project signed in October 2024, rehabilitation works will be carried out on Al Salmi Road, one of Kuwait's key transportation routes. The project encompasses the repair and maintenance of a 78-kilometer-long road, covering a total area of 1,253,450 square meters, including improvements to the existing road infrastructure and repair and reinforcement work in necessary sections.

Within this scope, the project aims to ensure the road provides long-lasting and safe service by renewing the asphalt pavement, maintaining drainage systems, and enhancing road safety measures. The project duration is 36 months, with a warranty period of 60 months.

# NEOM Cube Mountain Top Excavation Works and Geotechnical Studies, Saudi Arabia



The project, referred to as Phase I of the NEOM Magna Region Aquellum Project, involves excavation works related to a structure located near the Gulf of Aqaba.

The scope includes a 225-meter-long mobility tunnel, a 630-meter-long T1 tunnel with a 20% gradient, the installation of a 275-meter-long rock barrier, a 126-meter-long vertical shaft excavation, geotechnical investigations, horizontal exploration drilling in the tunnels, and 194,000 cubic meters of open excavation work.

Excluding the mobility tunnel infrastructure, the tunnel excavation and support works, vertical shaft excavation, and geotechnical investigations have been completed. To date, 46,000 cubic meters of the 194,000 cubic meters of excavation have been completed, with the remaining work scheduled for completion by March 2025.

## PROJECTS COMPLETED IN 2024

İstanbul International Finance Center  
Central Bank of the Republic of Türkiye Campus  
Phase 1

Terkos-İkitelli Water Transmission Line

İmamoğlu Irrigation – Section 4

YEKA Erzin-1 Solar Power Plant

## İstanbul International Finance Center Central Bank of the Republic of Türkiye Campus Phase 1



By the end of 2024, 99.5 percent of the construction works for Phase 1 of the project, located within the Istanbul Financial Center and consisting of a 59-storey building with a gross floor area of 350,000 square meters above ground, had been completed.

Within the scope of the shell and core works for Phase 1, the exterior of the building has been fully enclosed, construction works have reached 100 percent completion, MEP installations are 99.68 percent complete, and elevator works have also been finalized. Testing and commissioning activities for Phase 1 have progressed to 95 percent.

In addition to the contractual works, demolition and reconstruction activities arising from revisions instructed by the Client are being carried out simultaneously.

All works under Phase 1 were completed by September 2024.



## Terkos-İkitelli Water Transmission Line



As part of the Terkos-İkitelli Water Transmission Line project, the construction of both the Terkos-İkitelli transmission line and the Karacaköy Wells main water transmission line has been completed.

The project involved the installation of a steel pipeline with a diameter of Ø2500 mm, featuring external polyethylene insulation and internal concrete lining. This pipeline, with a total length of 33,500 meters, was constructed starting from the Osman Gazi Pumping Station. Additionally, a reduction connection was made to the existing Ø1800 mm steel pipeline within the FSM Treatment Plant. The works also included the installation of 10 Ø2500 mm pipeline valves and related structures; a balance chimney with a diameter of 21,000 mm and a height of 21.20 meters along with its mechanical connections; 39 Ø400 mm manhole-covered drain valves and structures; 38 Ø250 mm manhole-covered vent valves and structures; a connection structure for the Taşoluk branch with a diameter of 1,400 mm; valve manufacturing and installation; two horizontal drillings and pipe installations with a diameter of 3000 mm; and 96 meters of steel pipe laying for the North Marmara Highway crossing.

Within the scope of the Karacaköy Wells System and Main Transmission Line Project, a total of 12,000 meters of steel pipeline with diameters of Ø400, Ø600, Ø900, and Ø1000 mm-including reduction transitions-were installed. Additionally, 12 Ø150 mm vent structures, 11 Ø150 mm drainage structures, one steel bridge with a length of 28 meters, and 36 meters of steel pipe welding have been completed.

## İmamoğlu Irrigation Section 4



The İmamoğlu Irrigation area extends from Misis, located 20 kilometers east of Adana, to the district of Kozan in the Lower Ceyhan Plain. The project includes the construction of a main pipeline and a piped irrigation network to irrigate an area of 26,213 hectares, as well as the operation of the facility for a period of 36 months.

The project includes the installation of 152,000 meters of CTP and 572,000 meters of HDPE (PE 100) pipes, 2,121 hydrants, 271 air vents, 717 valves and line closures, 985 drainage structures, and 830 elbow anchorage concrete structures, totaling 4,924 structures. Additionally, 446 meters of horizontal drilling along 10 different road routes, 4,817 meters of drainage channels, 17 stream crossings, and 627 kilometers of operation and maintenance roads have been completed. Consolidation work has also been carried out on an area of approximately 28,000 hectares.

By the end of 2024, the entire irrigation area will be operational, and the provisional acceptance of all construction work will have been completed by the Authority.

## YEKA Erzin-1 Solar Power Plant



Within the scope of the "Competition Announcement for the Allocation of Renewable Energy Resource Areas and Connection Capacities Based on Solar Energy" issued by the Ministry of Energy and Natural Resources of the Republic of Türkiye, a connection right of 100 MW was secured for the YEKA Erzin-1 region in the competition held on June 28, 2022. The YEKA Usage Rights Agreement was signed on August 8, 2022.

The Erzin-1 Solar Power Plant, which ranks as the second largest power plant in Türkiye in terms of DC capacity and was constructed under the YEKA tender, was completed with the eighth and final partial acceptance on November 28, 2024.



# Completed Projects (1976-2024)

## AIRPORTS

- 2018 • İstanbul Airport
- 2017 • 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

## POWER PLANTS

- 2024 • YEKA Erzin-1 Solar Power Plant, Hatay

## 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-Visakhapatham 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



## PIPELINES

- 2024 • Terkos-İkitelli Water Transmission Line
- 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 Ambassadeur 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

## IRRIGATION SYSTEMS

- 2024 • İmamoğlu Irrigation Section 4, Adana
- 2007 • Yaylak Plain Irrigation, Şanlıurfa
- 2006 • Baklan Plain 4th Section Main Channel and Network, Denizli
- 1998 • Baklan Plain Irrigation 3rd Section Construction, Denizli

## BUILDING COMPLEXES

- 2024 • İstanbul International Finance Center Central Bank of the Republic of Türkiye Campus Phase 1
- 2023 • Al-Mutlaa Residential Project, Kuwait
  - Diamond Mall, Skopje, North Macedonia
- 2022 • 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 is steadily progressing toward its target of 5,000 MW installed capacity.

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

With a portfolio of 3,500 MW from hydroelectric, solar, geothermal, natural gas, and lignite power plants, Limak continues to grow by investing in diversified energy resources. These investments are part of its long-term business strategy to ensure medium- and long-term energy supply security and to reach its goal of 5,000 MW of installed capacity. In this context, large-scale hydroelectric investments play a key role in the renewable energy sector, which is critical to achieving supply security.

The Group's operational hydroelectric power plants-including Çetin, Alkumru, Kirazlık, Uzunçayır, Kargı, Gürsöğüt, Seyrantepe, Pembelik, and Tatar-have a total installed capacity of 1,319.22 MWm and 1,289.37 MWe. The total annual electricity generation capacity of these plants is approximately 4.075 billion kWh.

These hydroelectric power plants are certified under ISO 27001 Information Security Management System, ISO 14001 Environmental Management, ISO 9001 Quality Management, ISO 50001 Energy Management System, ISO 45001 Occupational Health and Safety Management System, and ISO 10002 Customer Satisfaction Management System. Regular audits are conducted to ensure compliance with these standards.

To further diversify its energy resources, Limak commissioned the 5.7 MWp Isparta Gönen Solar Power Plant in 2017 and the 16.3 MWp Konya Apa Solar Power Plant in 2019.

Development work is ongoing for hybrid solar power plant projects at the Gürsöğüt, Kargı, and Alkumru Dam and Hydroelectric Power Plants.

In 2022, Limak was awarded the tenders for the Pervari HEPP and İncir HEPP projects, located downstream of the Çetin HEPP. Once completed, these plants are expected to contribute approximately 452 MWe to Limak Renewable Energy's portfolio.

To maintain high availability in its electricity generation, Limak added Türkiye's first natural gas combined cycle power plant, the Hamitabat Natural Gas Combined Cycle Power Plant, to its portfolio in 2013. Following extensive renovation works aimed at maximizing efficiency, the facility reached full operational capacity in September 2017.

As part of its portfolio diversification strategy, Limak also commissioned the 14.1 MW Buharkent Geothermal Power Plant in Aydın in 2018.

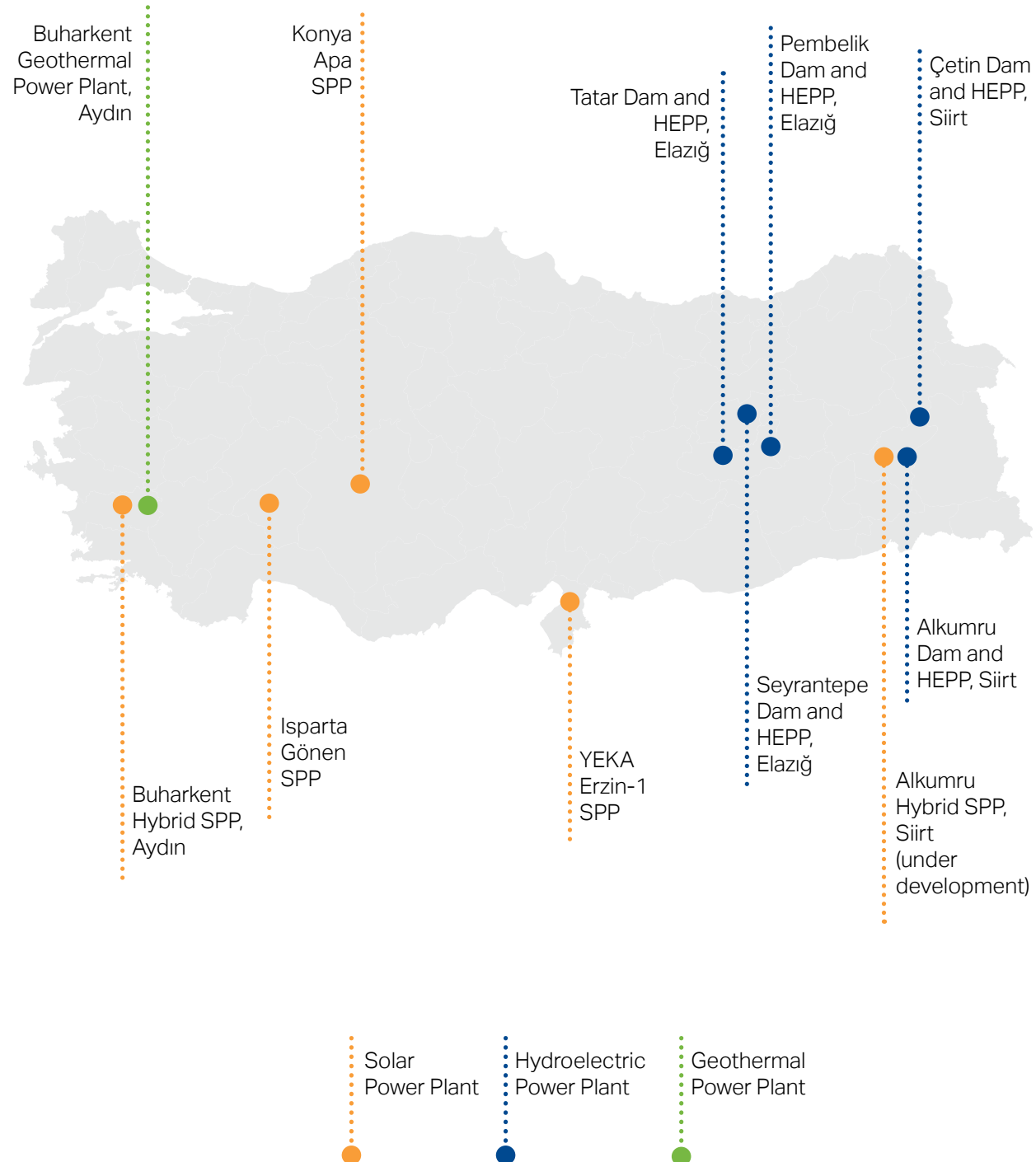
In 2024, under the YEKA tender, Limak commissioned a solar power plant with an installed capacity of 140 MWp and 100 MWe in the Erzin district of Hatay province. In 2025, Limak will continue contributing to the transformation of the Turkish energy market by pursuing new investment opportunities to further expand its renewable energy portfolio.



# ENERGY GENERATION

## Limak Renewable Energy

In 2024, a significant step was taken toward strengthening Limak's presence in the renewable energy sector. A number of power plants from the Limak portfolio-Çetin HEPP, Alkumru HEPP, Tatar HEPP, Pembelik HEPP, Seyrantepe HEPP, Buharkent Geothermal, Apa SPP, Gönen SPP, and Erzin SPP-were consolidated under Limak Renewable Energy.



### Çetin Dam and HEPP



CERCARBONO  
Certified Carbon Standard

Located within the provincial borders of Siirt and Bitlis, on the Botan River-a tributary of the Tigris River-the Çetin Dam and Hydroelectric Power Plant was commissioned in 2020.

The plant has a total installed capacity of 420.1 MWe, with an average annual production capacity of 1,174.74 million kWh as stated in its production license. In 2024, the facility achieved a production volume of 1,248.3 million kWh.

The Çetin Dam and Hydroelectric Power Plant is the largest RRC-type (Roller-Compacted Concrete) dam in both Europe and Türkiye. As the largest privately operated hydroelectric power plant in the region, it plays a vital role in meeting the region's energy needs. Equipped with the state-of-the-art technology, the plant makes a significant contribution to covering the annual electricity consumption of Siirt province.

In 2022, the Çetin Dam was officially registered under the Cercarbono carbon certification program.

### Alkumru Dam and HEPP



VCS  
VERIFIED CARBON STANDARD  
A Global Benchmark for Carbon

Located within the boundaries of the Tillo district in Siirt province, on the Botan River-a tributary of the Tigris River-the Alkumru Dam and Hydroelectric Power Plant was commissioned in 2011.

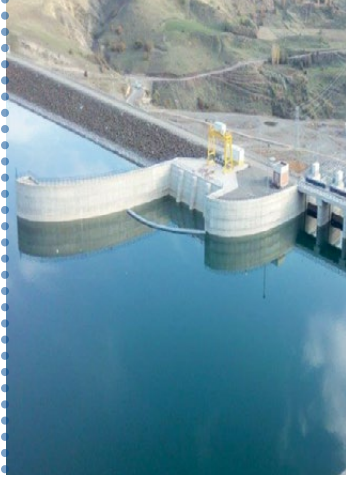
The power plant has a total installed capacity of 275.52 MWe, with an average annual production capacity of 881 million kWh, as stated in its production license. In 2024, the plant recorded a production volume of 931.2 million kWh.

In 2013, the Alkumru Hydroelectric Power Plant was awarded a Carbon Reduction Certificate in accordance with the Verified Carbon Standard (VCS), recognizing its contribution to reducing greenhouse gas emissions by 475,000 tons of CO<sub>2</sub> annually. Additionally, following an assessment of the social assistance provided to the region as part of the project, the plant received Social Carbon Validation and was issued a Social Carbon Certificate.

Design studies are currently underway for the development of a hybrid solar power plant project at the Alkumru Dam and HEPP.



## Tatar Dam and HEPP

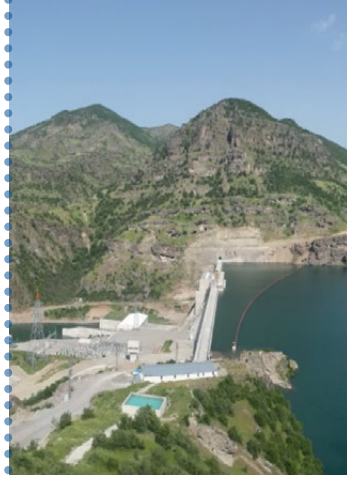


Located on the Peri River, a tributary of the Euphrates River, on the border of Elazığ and Tunceli provinces, the Tatar Dam and Hydroelectric Power Plant began operating in 2013. The plant has an installed capacity of 131 MW and an average annual production capacity of 421 million kWh.

In 2024, the plant's production volume was 386.16 million kWh.

The Tatar Hydroelectric Power Plant has successfully completed its Carbon Emission Reduction Certification and Social Carbon Validation studies in accordance with international carbon standards.

## Pembelik Dam and HEPP



Located within the borders of Elazığ province, on the Peri River, a tributary of the Euphrates River, the Pembelik Dam and Hydroelectric Power Plant began operating in 2015. The plant has an installed capacity of 130 MW and an average annual production capacity of 410 million kWh.

In 2024, the production volume was 355.94 million kWh.

The Pembelik Hydroelectric Power Plant has successfully completed its Carbon Emission Reduction Certification and Social Carbon Validation studies in accordance with international carbon standards.

## Seyrantepe Dam and HEPP



Located within the borders of Elazığ province, on the Peri River, a tributary of the Euphrates River, the Seyrantepe Dam and Hydroelectric Power Plant was commissioned in 2008.

With a total installed capacity of 59 MW, the plant has an average annual production capacity of 180 million kWh. The production volume in 2024 was 156.15 million kWh.

## Isparta Gönen Solar Power Plant



Located in the Gönen district of Isparta province, the solar power plant has a total installed capacity of 5,702.48 kWp.

Gönen SPP is the first solar power plant project in Türkiye to obtain independent and comprehensive international certification within its first year of operation. Following inspections, its performance values were found to comply with the IEC 61724 standard, and its adherence to the criteria specified in the IEC 62446-1 standard and other international best practices was confirmed.

In collaboration with an initiative supported under the Limak Energy Entrepreneurship Acceleration Program, the plant has transitioned to performance analysis and remote monitoring systems.

The power plant began operations in December 2017 and produced 8.83 million kWh in 2024. Its Cercarbono registration was completed in 2023.

## Konya Apa Solar Power Plant



The solar power plant located in the Çumra district of Konya province has a total installed capacity of 16,339.79 kWp.

Commissioned in 2019, Apa SPP is Türkiye's largest third-licensed solar power plant at a single location with its investment completed. Similar to Gönen SPP, the thin-film solar modules used at Apa SPP were selected as the most suitable PV technology for Türkiye's variable climate conditions. Additionally, the use of central inverters ensures the maximization and sustainability of energy production. Following inspections, the plant's performance values were found to comply with IEC 61724 standards, and its compliance with IEC 62446-1 standards and other international best practices was confirmed.

In collaboration with a venture supported under the Limak Energy Entrepreneurship Acceleration Program, performance analysis and remote monitoring systems have also been implemented at the Apa SPP.

The power plant began operations in September 2019 and produced 25.83 million kWh in 2024.

The Cercarbono registration for the Konya Apa Solar Power Plant was completed in 2023.



## Erzin Solar Power Plant (YEKA)



Located in the Erzin district of Hatay province, the Erzin SPP project, constructed by Limak under the YEKA tender, is Türkiye's second-largest power plant in terms of DC capacity. Completed in 2024, it has reached a licensed capacity of 140 MWm / 100 MWe.

As one of Türkiye's most innovative and technologically advanced YEKA projects, Erzin SPP utilizes a Single Axis Tracking System to maximize production, with a total of 26 solar power stations (solar inverters, transformers, cells) supplied and commissioned.

Following inspections at the plant, performance values were found to comply with the IEC 61724 standard, and compliance with the criteria specified in the IEC 62446-1 standard and other international best practices has been confirmed.

The power plant, which supports Türkiye's electricity supply security and contributes to the country's renewable energy vision, was commissioned in phases and reached full capacity in November 2024.

## Buharkent Hybrid Solar Power Plant



Construction of the Buharkent Hybrid Solar Power Plant, planned to be integrated into the Buharkent Geothermal Power Plant located within the borders of Aydın province, began in April 2023. The power plant, commissioned in October of the same year, has an installed capacity of 1.1 MWe.

In 2024, the plant's production reached 2.2 million kWh.

## Buharkent Geothermal Power Plant



Within the scope of the license obtained from MTA until 2041, construction of the Buharkent Geothermal Power Plant-planned on the geothermal field located in Kızıldere neighborhood, Buharkent District, Aydın Province-commenced in July 2017 following the drilling of five production and three reinjection wells.

The plant, with an installed capacity of 13.77 MWe, began production in September 2018. In 2024, the plant's gross production was 110,477 MWh, and its net production was 68,037 MWh.

The Buharkent Geothermal Power Plant's Cercarbono registration was completed in 2023.



# ENERGY GENERATION

## Other Power Plants



### Kargı Dam and HEPP



Located on the Sakarya River within the boundaries of Beypazarı district in Ankara province, Kargı Dam and Hydroelectric Power Plant was commissioned in April 2017.

As the largest private-sector hydroelectric power plant in the Sakarya basin, Kargı Dam and HES has an installed capacity of 100 MW. Its average annual production capacity reaches 254 million kWh, with a production volume of 119,792.02 kWh in 2024.

### Gürsöğüt Dam and HEPP



Located on the Sakarya River within the provincial borders of Ankara and Eskişehir, Gürsöğüt Dam and Hydroelectric Power Plant began operating its first unit in 2020 and reached full production capacity in 2021.

This HEPP is the first among Limak's hydroelectric power plants to feature domestically manufactured turbine equipment and benefits from incentives for domestic components.

The power plant, with an installed capacity of 58 MW, has an average annual production capacity of 300 million kWh. The production amount in 2024 is 117,136.26 kWh.

Within the scope of the Gürsöğüt Hybrid SPP project, the Hybrid Production License for the 19.48 MW Auxiliary Source Solar Energy System Electricity Production Project was obtained in November 2023. An "Environmental Impact Assessment (EIA) Positive" decision has been received for the entire capacity, and urban planning and expropriation permit processes are ongoing. The Auxiliary Solar Power Plant is expected to be commissioned in the first half of 2026.

## Kirazlık Regulator and HEPP



 Day İnşaat Aziz Yıldırım

Located within the borders of Siirt Province, on the Dicle River and Botan Creek, the Kirazlık Regulator and Hydroelectric Power Plant began operating in 2013. The facility is situated downstream from the Alkumru Hydroelectric Power Plant.

With an installed capacity of 48 MW, the plant has an average annual production capacity of 150 million kWh, with a production volume of 161,873.13 kWh in 2024.

## Uzunçayır Dam and HEPP



 VERIFIED CARBON STANDARD  
A Global Benchmark for Carbon

Located within the borders of Tunceli Province, on the Munzur River, a tributary of the Euphrates River, the Uzunçayır Dam and Hydroelectric Power Plant was commissioned in 2009.

The power plant, with a total installed capacity of 84 MW, has an average annual production capacity of 322 million kWh. The production volume for 2024 was 271,500.91 kWh.

The Uzunçayır Hydroelectric Power Plant obtained a Carbon Emission Reduction Certificate in accordance with the International Carbon Standard (VCS) in voluntary markets. As a result, it is entitled to generate 151,000 tons of VCS Carbon Credits annually until 2019.

The plant also received its Social Carbon Validation certificate following an assessment of social assistance provided to the region in 2011. In March 2012, the first 250,000 tons of verified carbon emissions reductions with a social carbon label were made available on voluntary markets.

## Cyprus Bafra Solar Power Plant



Located in the Bafra Tourism Region of the Turkish Republic of Northern Cyprus (TRNC), the Cyprus Bafra Solar Power Plant is a zero-injection facility with a total installed capacity of 2,257.2 kWp. It was commissioned to partially meet the electricity needs of the Limak Cyprus Deluxe Hotel.

Commissioned in 2022, this plant is the first solar power plant in Cyprus with a “zero injection” feature, meaning it does not feed energy back into the grid. It is also the third-largest solar power plant in the TRNC in terms of installed capacity at a single location.

To adapt to local climate conditions and maximize efficient use of the site, 550 Wp monocrystalline half-cell panels and string inverters were employed. A collaboration with an initiative supported under the Limak Energy Entrepreneurship Acceleration Program enabled the development of a performance analysis and remote monitoring system, which is also utilized in the Bafra SPP project.

The plant operated under the zero-injection model from its commissioning in August 2022 until October 13, 2023. Since then, it transitioned to a net metering mechanism, transferring its entire production to the Cyprus electricity grid to support the electricity supply security of the TRNC.

In 2024, the power plant produced 3.97 million kWh.

Permits and excavation processes have been initiated to expand the plant’s capacity by 4,500 kWp. The total installed capacity is targeted to reach 6,500 kWp by the fourth quarter of 2025.



## 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.

Ensuring energy supply in the Marmara Region with its strategic location, high reliability, and availability, HEAŞ increased its installed capacity to 1,220 MW in 2018. The net production volume for 2024 was 5.724 billion kWh.

In 2024, voluntary disclosures on Water Security and Climate Change were completed under the Carbon Disclosure Project (CDP), with a Water Security score of B. The carbon footprint was verified by an independent TÜRKAK-accredited organization in accordance with ISO 14064-1. Additionally, the Energy Management System was certified under the Integrated Management System in accordance with ISO 50001.

Water recovery projects implemented in 2024 saved 95,000 cubic meters of demineralized water. New opportunities to reduce water consumption will continue to be explored in 2025.

HEAŞ completed 2024 without any lost-time work accidents and launched the "visit.hamitabat" online platform to raise awareness among all on-site stakeholders about health and safety standards. All visiting suppliers were also trained on occupational health and safety as well as Limak's Code of Business Conduct.

Construction began in September 2024 on a 9.4 MW Solar Energy System Electricity Generation Project, aimed at reducing the carbon footprint from electricity consumption and meeting internal energy needs with renewable sources. The electricity production license was amended for the Hybrid Electricity Production Model, and an "Environmental Impact Assessment Not Required" decision was obtained. The project, located within the production site, is targeted to be operational by the first half of 2025.

The Presidential Office of Digital Transformation's Information and Communication Security compliance process, initiated in line with July 2020 guidelines, was integrated into existing processes and successfully passed its first audit in early 2023. Renewal audits in December 2023 and December 2024 further reduced risks and maintained compliance.

Operating since 1986 as a symbol of Kırklareli and the Republic's first natural gas combined cycle power plant, HEAŞ aims to sustain its role in the Turkish energy market with a focus on high efficiency, social impact, and environmental awareness in line with the Sustainable Development Goals.

## Yeniköy Kemerköy Thermal Power Plants



Yeniköy and Kemerköy Thermal Power Plants, commissioned in 1987 and 1995 respectively, are located in the Milas district of Muğla province. They generate electricity using domestic lignite coal, with their design tailored to the characteristics of the local coal. Yeniköy Kemerköy Electricity Production and Trade Inc. (YK Energy) was acquired by Limak IC İċtaş equal partnership on December 23, 2014, through one of the Republic's largest privatization tenders.

The Yeniköy Thermal Power Plant comprises two units, each with a capacity of 210 MW. At Kemerköy, rehabilitation increased the capacity of all three units from 210 MW to 232.604 MW. Acceptance procedures were completed on December 10, 2020, January 25, 2022, and September 13, 2024, by the Ministry of Energy and Natural Resources. Following rehabilitation, the total capacity at Kemerköy reached 698 MW.

The net annual production in 2024 was 2,557,247 MWh for Yeniköy and 3,708,917 MWh for Kemerköy. These plants, utilizing domestic resources, are strategically important, meeting an average of 2.09% of Türkiye's electricity needs and contributing approximately USD 510 million annually toward reducing the current account deficit.

The Energy Market Regulatory Authority (EMRA) approved a 54.80 MWe Auxiliary Source Solar Energy System Electricity Production Project to reduce the carbon footprint from electricity consumption and meet the country's internal renewable energy needs. An "Environmental Impact Assessment (EIA) Positive" decision has been obtained for 42 MWe of this capacity, and the EIA process is ongoing for the remaining 12.80 MWe. To expand the existing hybrid solar power plant capacity, applications have been made for an additional 89.62 MWe, bringing the total hybrid solar capacity-including approved and applied-for areas-to 144.42 MWe by 2025.

## ENERGY SALES & TRADE

Limak Energy Trading, staffed by experienced and expert professionals, stands among the leading companies in the energy sector. With its highly dynamic structure, Limak Energy Trading drives the development of Türkiye's energy market and actively participates in energy-focused associations and working groups such as EÜD, GÜYAD, and HESİAD, alongside key sector representatives. The company continues to diligently fulfill its mission to support sectoral growth. In this context, Limak Energy Trading, recognized as an active player in the development of Türkiye's energy markets, is also a founding partner and shareholder of Enerji Piyasaları İşletme A.Ş. (Energy Markets Operation Corp.).

Limak Energy Trading effectively plans the energy production assets across different sources within the Limak Group and ensures the profitability of these assets is optimized to the highest level. In addition, it evaluates opportunities within ancillary services to generate additional commercial income for production facilities. Beyond the Group's portfolio, Limak Energy Trading also undertakes operation and commercial activities for production facilities outside the Group.

Carbon markets, promoted globally to encourage renewable energy use and reduce carbon emissions that contribute to global warming, are gaining increasing importance in Türkiye. Within this framework, Limak has made significant contributions to carbon emissions trading.

Limak Energy Trading professionally manages certification processes for power plants generating energy from renewable sources to enable participation in the carbon market. To date, it has brought a total of 8 million tons of carbon certificates from five hydroelectric power plants to market and taken important steps to secure new certificates to strengthen its position. In 2024, following the commissioning of Erzin SPP- Türkiye's second-largest licensed solar power plant-efforts to include six additional renewable energy plants in the carbon market, alongside the five hydroelectric plants, have accelerated.

Additionally, Limak Energy Trading provides internationally recognized I-REC certificates and YEK-G certificates, which verify that electricity is generated from renewable sources, to customers with sustainability goals, enabling them to reduce their carbon emissions. Throughout 2024, the Limak Energy Trading team successfully settled 61,792 YEK-G and 66,488 I-REC certificates on behalf of free consumers.

Committed to sustainable growth, Limak Energy Trading actively participates in Over-the-Counter Markets (OTC), Day-Ahead Market, Intra-Day Market, and Futures and Options Market, steadily increasing its wholesale electricity sales volume each year. Having resumed retail electricity sales to free consumers at the end of 2021, it achieved a turnover of 1.36 billion TL in retail electricity sales throughout 2024. The total trade volume reached approximately 1,393,689,833 kWh, serving Limak's own production and retail portfolio, commercial business partners in the energy market, and non-group end consumers.

With a vision to be a key player both in Türkiye and abroad, Limak Energy Trading is expanding its operations across Southeast Europe-from Kosovo to Türkiye -through collaboration with LC Electricity Trading & Supply in Serbia, actively engaging in cross-border energy trade.

Limak Energy Trading manages all commercial activities of the Group in line with detailed market analyses. It conducts studies on consolidated management and monitoring of commercial risks that may arise. As part of the "Balance Responsible Group," it collaborates with over 20 companies to contribute to cost reduction and savings. Throughout this process, Limak Energy Trading supports its commercial partners with its expert operational team, aiming to maintain customer satisfaction at the highest level. It continues to operate successfully in line with its customer-focused service philosophy and win-win principle.

## ENERGY DISTRIBUTION

### Kosovo Electricity Distribution Corp. (KEDS)



Kosova Electricity Distribution (KEDS), operating in the electricity distribution sector in Kosovo-one of the youngest country in Europe and located in the heart of the Balkans-provides electricity distribution services across an area of 10,887 square kilometers, covering 7 provincial centers and 30 districts.

In 2024, KEDS distributed 6.26 billion kWh of electricity to 751,000 subscribers and invested EUR 39 million to enhance customer satisfaction. Since its establishment in May 2013, KEDS has successfully completed total investments amounting to EUR 278 million by the end of 2024.

Through the KEDS Academy program, special development opportunities have been offered to young people in Kosovo, contributing to the personal and professional skill development of vocational high school and university students.

In 2024, KEDS demonstrated its commitment to empowering women in society and within the company, promoting gender equality through inclusive recruitment processes and social awareness initiatives. Messages about breast cancer awareness and combating violence were included in invoices sent to more than 700,000 customers. Furthermore, in collaboration with UN Women and the Kosovo Ministry of Defense, awareness messages about violence were displayed on transformers within the electricity distribution infrastructure, turning these transformers into symbols of gender equality in Kosovo. To support women entrepreneurs, year-end gifts were purchased from small and medium-sized businesses owned by Kosovar women artists.

As a sponsor of the Kosovo Football Federation, KEDS provided technical equipment and support for the electrical infrastructure, contributing to the

development of Kosovo football at both national and international levels. KEDS continues to be a reliable partner, supporting Kosovo's development through such collaborations.

Within the scope of digital transformation projects, the ACCC Silvassa superconductor-one of the first innovative applications in the region-was installed in the Malisheva area. This technology has reduced energy losses, increased network stability, and doubled electricity distribution capacity. Extensive transformer replacements, digital relay installations, and transformer station renovations as part of infrastructure modernization have enhanced grid reliability and operational efficiency. With the new SCADA control center, the electricity distribution network can be monitored and controlled in real time. The SCADA infrastructure has been expanded to cover over 90 facilities.

In 2024, KEDS began electricity supply operations in northern Kosovo. This step integrated the region's electricity grid into Kosovo's national network, with ongoing efforts to renew infrastructure that had been idle for many years.

By the end of 2024, 15.7% of subscribers were integrated into the smart grid system. The usage rate of the eKesco mobile app, increasingly preferred by subscribers, rose to 36%. Energy losses-a major regional issue-have been reduced from 31% in 2013 to 14.49% by the end of 2024, thanks to investments and successful operational improvements.

Kosova Electricity Distribution aims to provide all subscribers with electricity services of the highest standard and resolve all infrastructure issues related to electricity supply.



# TOURISM

Limak Tourism aims to make 2025 a year of continued sustainable growth as it moves closer to the goal of becoming an international hotel chain.

Limak entered the tourism sector in 1995 with the opening of Limak Arcadia. Guided by the principle of being a pioneer and leader in every sector it operates in, Limak continued its investments with the launch of Limak Limra in Antalya Kemer in 1998, followed by Limak Atlantis Hotel in Antalya Belek in 2002.

In 2000, the Limak International Hotels & Resort brand was established, and the slogan **“Warm Hospitality & Excellent Service”** was registered as its brand promise-reflecting the essence of Turkish hospitality and the company’s commitment to exceptional service.

In 2006, the group expanded into the city hotel segment with Limak Ambassade and opened Limak Lara in Antalya the same year. In 2010, Türkiye’s first thermal boutique hotel, Limak Yalova Thermal, began operations, followed by the opening of Limak Eurasia in İstanbul Kavacık in 2011.

The facilities operate year-round, maintaining occupancy rates consistently above 80%. Limak Tourism welcomes guests from nearly 40 countries annually, alongside its domestic clientele.

Following the launch of Limak Cyprus Deluxe Hotel in 2018-the group’s first international investment-the number of Limak hotels increased to eight, with a total capacity of over 6,000 beds.

Limak Tourism’s second international investment, the Limak Skopje Luxury Hotel, began welcoming guests in April 2021 in Skopje, North Macedonia. Located in the heart of the city, the hotel is part of the “Diamond of Skopje” mixed-use real estate project, which also includes residences, offices, and a shopping center. Just 200 meters from the city center, the hotel features 142 rooms-21 suites and 121 standard rooms-with a total capacity of 285 beds. As a new landmark in the city, the hotel offers Limak’s signature hospitality with a main restaurant, lobby, rooftop bar, conference and ballroom facilities, meeting rooms, a fitness center, and a full-service spa.

A prestigious new tourism investment is also underway in Cyprus. The project, to be developed on a total area of 890,000 square meters, will feature a 560-room hotel, 96 villas, an 18-hole golf course, a golf club, and a golf academy. Architectural and engineering works have been completed, and construction is scheduled to begin in the second half of 2025. The golf course was designed by world-renowned golf architect David Jones in collaboration with European Golf Design.

In 2021, Limak Tourism rebranded three of its hotels-Limak Arcadia, Limak Limra, and Limak Cyprus-as “pet-friendly hotels,” allowing guests to enjoy their vacations with their pets.

Unlike many other hotel chains, the Limak Group carries out the full “A to Z” scope of hotel development-including setup, construction, and operations-in-house. This integrated approach allows for significant savings in investment and operational costs, leveraging the group’s extensive construction experience.

The group’s supply chain system creates additional efficiencies by taking full advantage of economies of scale. To maintain service

excellence, Limak also trains the staff of new hotels in-house, ensuring consistent quality standards and the continuous development of its human resources.

Limak also stands out in the field of sports tourism, one of the most important segments of alternative tourism. It regularly hosts teams for a wide variety of sports, including football. Each year, numerous football teams from Türkiye and abroad visit Antalya for training camps. In the past year alone, approximately 150 domestic and international football teams stayed at Limak hotels. In addition, the group organizes and hosts tournaments and national team training camps across a range of sports such as basketball, volleyball, judo, tennis, rugby, and baseball.

Operating with a strong sense of social responsibility, Limak Tourism has organized tree-planting events since 2011 for its hotels in Antalya, including Limra, Arcadia Sport Resort, Atlantis Deluxe, and Lara Deluxe. Limak plants trees annually in a 100-acre area allocated by the Turkish Ministry of Agriculture and Forestry in the Serik district of Antalya. To date, more than 10,000 black pine and pine trees have been planted in this memorial forest.

In addition to Antalya, 500 trees were also planted during a ceremony marking the opening of the Limak Eurasia Luxury Hotel in Kavacık, İstanbul. As part of the Memorial Forest Project, the group aims to plant a total of 100,000 trees.

As in previous years, Limak Tourism celebrated its success with numerous awards in 2024. Looking ahead, it aims to maintain its trajectory of sustainable growth in 2025, drawing closer to its vision of becoming a globally recognized hotel chain.







# Limak Limra Hotel & Resort

Kemer - Antalya



Limak Limra Hotel & Resort-where history, nature, sea, and sun harmoniously converge- opened its doors in August 1998 in Kemer-Kiriş. The resort is located 75 kilometers from Antalya Airport and 60 kilometers from the city center.

Covering a total area of 4,500 square meters, Limak Limra Hotel features the largest pool capacity in the Kemer region. The resort offers five outdoor pools and a 300-square-meter indoor pool, with six water slides integrated into the outdoor area. Guests can participate in lively activities led by a professional animation team or unwind in the serene ambiance of the silent pool.

Designed to meet the diverse needs of its guests, Limak Limra offers facilities for children to have fun, parents to relax, honeymooners to enjoy romance, young adults to socialize, and athletes to train. The hotel is committed to exceeding guest expectations and stands out in Türkiye's congress and sports tourism sectors with its innovative approach and high service standards. Having hosted numerous national and international events, Limak Limra Hotel & Resort is set to continue its contributions to the tourism sector with new initiatives in 2025.

## AWARDS AND CERTIFICATES 2024

- ISO 45001:2018 Occupational Health and Safety Management System
- ISO 50001:2018 Energy Management System Certificate
- ISO 9001:2015 Quality Management System
- ISO 22000:2018 Food Safety Management System
- TS 10082 Service Competence Certificate
- Zoover Gold Award
- Blue Flag
- Green Star
- Travelife Gold
- Zero Waste Certificate
- Sustainable Tourism Certificate
- Bicycle-Friendly Hotel Certificate
- Tripadvisor Travellers' Choice
- HolidayCheck.de Recommendation 2024
- Otelpuan Award 2024

# Limak Arcadia Sport Resort

Belek - Antalya



Limak Arcadia Sport Resort, the first member of the Limak International Hotels & Resorts chain, has been serving guests in Belek, Antalya, 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 Türkiye's first and largest sports-focused resort complexes, offering a total of 10 football fields, seven of which meet UEFA standards. The complex also includes mini fields measuring 55x90, 25x35, and 22x50 meters. Sports enthusiasts can also enjoy four fully lit tennis courts with special flooring designed for performance.

Guests are treated to a well-rounded holiday experience with four à la carte restaurants, indoor and outdoor swimming pools, an aquapark, and an amphitheater. The resort also offers two dividable meeting rooms with capacities of 400 and 100 seats, as well as a 60-seat conference room located within the hotel.

Dedicated to environmentally friendly tourism, Limak Arcadia actively works to preserve the area's unique historical and cultural heritage for future generations. In line with this commitment, the hotel obtained the "Bicycle-Friendly Hotel Certificate" in 2022 after completing all legal requirements, offering guests the opportunity to explore the surrounding region by bike.

Since 2021, Limak Arcadia has also operated as a pet-friendly hotel, allowing guests to enjoy a comfortable and pleasant holiday experience alongside their pets.

## AWARDS AND CERTIFICATES 2024

- ISO 45001:2018 Occupational Health and Safety Management System
- ISO 50001:2018 Energy Management System Certificate
- ISO 9001:2015 Quality Management System
- ISO 22000:2018 Food Safety Management System
- TS 10082 Service Sufficiency Certificate
- Zoover Gold Award
- Otelpuan Continuity of Success
- Otelpuan Award 2024
- Blue Flag
- Green Star
- Zero Waste Certificate
- Sustainable Tourism Certificate
- Bicycle-Friendly Accommodation Facility



# Limak Atlantis Deluxe Hotel & Resort

Belek - Antalya



Located in Antalya's Belek region, Limak Atlantis Deluxe Hotel & Resort opened its doors on May 3, 2002. The hotel is 35 kilometers from Antalya Airport and 45 kilometers from the city center.

The resort features a fully equipped conference center with 10 main halls, a 1,500-square-meter exhibition area, and a total indoor space of 4,100 square meters. It also includes a large conference hall with a capacity of 1,100 people and four additional halls accommodating 75 people each.

Limak Atlantis offers guests a truly memorable holiday experience with a diverse selection of swimming pools. The property includes 11 pools in total, featuring a three-slide aquapark, a dedicated aquapark for children, an Olympic-sized swimming pool, and a 175-square-meter heated indoor pool. Altogether, the facility encompasses 4,500 square meters of water surface area.

Combining luxury and comfort, the resort provides a wide range of services for guests of all ages, including five à la carte restaurants, eight bars, a wellness and spa center, a bowling alley, and numerous activity areas.

Since its opening, Limak Atlantis has catered to the growing demand for alternative tourism with its strategic location, modern infrastructure, and variety of services. Ensuring guest satisfaction has always been a top priority, as evidenced by the positive reviews on social media and the numerous awards the resort receives each year.

During the high season, Limak Atlantis welcomes guests from 40 different countries under the brand promise "Warm Hospitality & Excellent Service." Its exceptional facilities also make it a preferred venue for high-profile national and international conferences.

## AWARDS AND CERTIFICATES 2024

- ISO 45001:2018 Occupational Health and Safety Management System
- ISO 50001:2018 Energy Management System Certificate
- ISO 9001:2015 Quality Management System
- ISO 22000:2018 Food Safety Management System
- TS 10082 Service Competence Certificate
- Zoover Gold Award
- HolidayCheck Recommendation
- Blue Flag
- Green Star
- Travelife Gold
- Zero Waste Certificate
- Sustainable Tourism Certificate
- Bicycle-Friendly Accommodation Facility

# Limak Lara Deluxe Hotel & Resort

Lara - Antalya



Limak Lara Deluxe Hotel & Resort opened in June 2006 in Antalya's Lara district, one of Türkiye's premier tourist destinations. The hotel is conveniently located just 10 minutes from Antalya Airport and 15 minutes from the city center.

The resort offers a rich variety of facilities, including à la carte restaurants serving Turkish, Italian, and Asian cuisines, and a first-class open buffet restaurant with seating for 750 guests, complemented by an open-air dining area for 250 guests. Guests can enjoy a wide range of recreational and wellness facilities, such as bowling, billiards, a sauna, steam room, massage units, Turkish bath, fitness center, hair salon, and a mini golf course.

For events and entertainment, the hotel features a meeting room with a capacity of 1,000 guests, a disco, and an amphitheater. Additional facilities include a tennis court, indoor and outdoor children's clubs, a 7,500-square-meter outdoor pool, a 300-square-meter indoor pool, a 900-square-meter spa and beauty center, and on-site parking for 60 vehicles.

Limak Lara has seen especially high demand in 2024, particularly from European and Middle Eastern markets. It continues to rank among Türkiye's most popular hotels on social media platforms and has earned numerous accolades for guest satisfaction and service excellence.

Under the brand promise "Warm Hospitality & Excellent Service," the hotel remains committed to being one of the top choices for guests in 2025 and beyond.

## AWARDS AND CERTIFICATES 2024

- ISO 45001:2018 Occupational Health and Safety Management System
- ISO 50001:2018 Energy Management System
- ISO 9001:2015 Quality Management System
- ISO 22000:2018 Food Safety Management System
- TS 10082 Service Competence Certificate
- Blue Flag
- Green Star
- Travelife Gold
- Zero Waste Certificate
- Sustainable Tourism Certificate
- Orange Flag



# Limak Ambassadeur Hotel

Kavaklıdere - Ankara



Limak Ambassadeur Hotel has been welcoming guests since January 2006 in Kavaklıdere, the heart of Ankara. With 62 rooms and 3 suites, the hotel offers a total capacity of 132 beds. In 2023, it underwent a comprehensive renovation, further enhancing its facilities and guest experience.

Centrally located, the hotel is within walking distance of museums, embassies, business and shopping centers, cinemas, theaters, and various social venues. Designed to meet the needs of professional gatherings, Limak Ambassadeur features a 400-person multipurpose hall, a 400-person ballroom, and seven versatile meeting rooms that can be configured as needed.

Cafe Fiori, known for its modern architecture and stylish ambiance, offers a terrace restaurant, a lobby bar, and seasonal garden areas ideal for special dinners and meetings. The hotel is also equipped with a large-scale kitchen capable of serving up to 1,500 guests. Located within the hotel, Limak Chiva Spa offers a serene retreat where contemporary design meets relaxation and comfort.

Guided by the motto “To the Stars of Our World,” Limak Ambassadeur Hotel treats every guest like a star, delivering personalized, high-quality service that defines its boutique luxury experience.

## AWARDS AND CERTIFICATES 2024

- Hotels.com Our Guests Rated
- Green Star
- Zero Waste Certificate
- Sustainable Tourism Certificate
- Booking.com 2024 Guest Review Award

# Limak Eurasia Luxury Hotel

Kavacık - İstanbul



Limak Eurasia Luxury Hotel is situated in the heart of Kavacık, one of İstanbul’s rapidly growing business hubs. Just five minutes from the Bosphorus, the hotel enjoys a prime location-42 kilometers from İstanbul Airport and 36.8 kilometers from Sabiha Gökçen Airport. Its central position allows guests to experience the vibrant culture, shopping, and entertainment of the European side of İstanbul, while also enjoying the beauty of the Bosphorus.

Offering a high standard of luxury accommodation, the hotel features 197 rooms, 24-hour gourmet room service, a main restaurant serving Turkish and international cuisine, and an à la carte restaurant.

With spacious venues and premium service, Limak Eurasia is an ideal choice for corporate and social events, accommodating up to 600 guests. The hotel offers 1,400 square meters of conference and banquet space, including seven meeting rooms that can be divided into 11 flexible configurations. All rooms are equipped with advanced technology and can host events ranging from 10 to 750 people. The ballroom, with high ceilings and separable sections, is also accessible to vehicles-making it perfect for product launches and exhibitions. Guests seeking relaxation and wellness can enjoy the hotel’s expansive 800-square-meter spa center, which includes an indoor swimming pool, jacuzzies, sauna and steam rooms, a gym, and therapy rooms, offering a wide range of treatments and fitness options.

## AWARDS AND CERTIFICATES 2024

- Green Star
- Zero Waste Certificate
- Sustainable Tourism Certificate
- Booking.com 2024 Traveller Review Award



# Limak Thermal Boutique Hotel

Termal - Yalova



Originally constructed in a bygone era and meticulously restored by Limak in harmony with its historic architecture, Limak Yalova Thermal Boutique Hotel has been welcoming guests since 2010.

The restoration was carried out with exceptional care to preserve the spirit of the period in which the hotel was originally built. A dedicated team of 300 professionals-including skilled calligraphers and artisans-contributed to the hotel's distinctive design, incorporating handcrafted details into each room.

Limak Yalova Thermal Boutique Hotel offers 48 elegantly appointed rooms, each featuring a private bathtub with natural thermal water. The hotel's outdoor thermal pool and fitness center, housed within a striking glass pyramid structure, provide a unique and relaxing atmosphere. Guests can also enjoy the extensive spa center, which includes a 100-square-meter thermal pool, Turkish bath, sauna, steam room, and a massage center-designed to deliver a comprehensive wellness experience.

## AWARDS AND CERTIFICATES 2024

- Booking.com 2024 Traveller Review Award
- Otelz Guest Review Awards 2024
- Sustainable Tourism Certificate
- Zero Waste Certificate
- Green Star

# Limak Skopje Luxury Hotel

Skopje - North Macedonia



Located in the heart of Skopje, Limak Skopje Luxury Hotel is part of the prestigious "Diamond of Skopje" mixed-use real estate development, which includes residences, a hotel, offices, and a shopping center. The hotel officially opened its doors on April 23, 2021.

Operating under the slogan "The Crown of Skopje," the property is the ninth hotel in the Limak Tourism portfolio. It features 142 elegantly designed rooms, including 121 standard rooms and 21 spacious suites.

Limak Skopje Luxury Hotel offers a main restaurant, a stylish lobby bar, a scenic rooftop bar, conference and meeting rooms, a grand ballroom, and full-service fitness and spa facilities-bringing Limak's signature hospitality to the capital of North Macedonia. Its central location provides convenient access to the city museum and major shopping centers, while the international airport is just 24 kilometers away.

## AWARDS AND CERTIFICATES 2024

- Booking.com Traveller Review Awards (9.1)



## Limak Cyprus Deluxe Hotel

Bafra - Cyprus



Situated in the Bafra İskele region of Northern Cyprus, Limak Cyprus Deluxe Hotel is 25 kilometers from the city center, 65 kilometers from Ercan Airport, and 40 kilometers from Famagusta (Magosa).

Inspired by the legend of the Emerald Phoenix-a symbol of renewal and rebirth-the hotel welcomed its first guests in 2018. This mythical theme is reflected in its commitment to offering rejuvenating, luxurious vacation experiences.

### AWARDS AND CERTIFICATES 2024

- ISO 9001:2015 Quality Management System
- ISO 22000:2018 Food Safety Management System
- ETS Otelpuan Award 2024
- Satur Top Hotel Award 2024

With 598 rooms and a total capacity of 1,338 beds, the hotel provides an ultra-all-inclusive concept surrounded by stunning natural beauty.

The resort features an expansive aquapark with four swimming pools (one indoors) and seven water slides. Culinary offerings include four restaurants-one open buffet and three à la carte-serving exceptional Turkish and international cuisine.

The Babylon Congress Center, located within the hotel complex, provides an ideal venue for professional events, featuring nine meeting rooms with a theater capacity of up to 5,000 people. These can be reconfigured into a total of 12 rooms, allowing for exceptional flexibility.

Limak Cyprus Deluxe Hotel welcomes guests year-round with its favorable climate, high-tech and luxurious accommodations, exceptional gastronomy, comprehensive spa facilities, aquapark, one of the region's most extensive mini clubs, and a congress center equipped for seamless organization and high-capacity events.



# CEMENT

Limak Cement's "Threefold Transformation" approach-focused on digital innovation, sustainable growth, and human capital development-clearly reflects the company's commitment to driving meaningful change in the cement industry.

With 11 cement plants across Türkiye, Mozambique, Ivory Coast, and Dubai; 31 ready-mix concrete plants; one aggregate plant; and one BIMS block plant, Limak Cement is one of the leading producers in the sector. As of 2024, the company has a clinker production capacity of 9.6 million tons and a cement production capacity of 17.7 million tons, maintaining a strong leadership position in the Turkish cement industry.

Guided by the slogan "Now, must say new things," Limak Cement continues to lead the industry's transformation, driven by its core focus on digital innovation, sustainable growth, and human capital development. The company's initiatives in the Environmental, Social, and Governance (ESG) space reflect its deep commitment to the future and to delivering value to society.

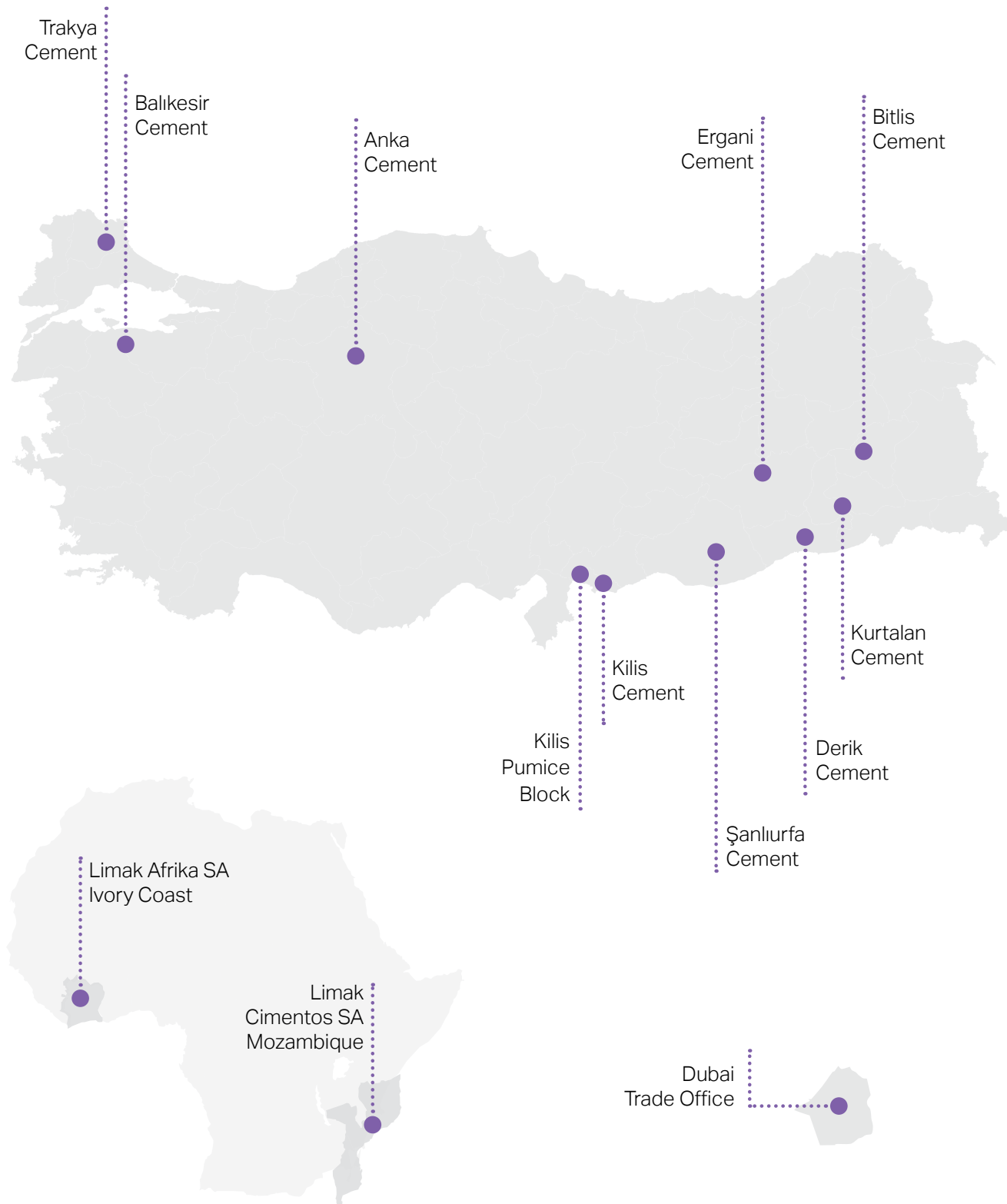
Limak Cement operates in compliance with national and international legal regulations and holds the following certifications: ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, ISO 50001 Energy Management System, ISO 27001 Information Security Management System, ISO 14046 Water Footprint, and ISO 14064 Greenhouse Gas and Emissions Management System. The company manages all its processes in accordance with the Equator Principles (EPs), as well as the Performance Criteria of the World Bank and International Finance Corporation (IFC), and the Performance Requirements of the European Bank for Reconstruction and Development (EBRD).

As of 2024, Limak Cement:

- Has carried out a strong and high-participation IPO through its affiliate Limak Doğu Anadolu Cement.
- Successfully completed the Eurobond process, marking an important step toward increasing its effectiveness in international capital markets.
- Ranked among the top three on the 2024 list of "Anatolia's Best Employers" published by Great Place to Work- Türkiye.
- Is the only cement group in Türkiye's ready-mix concrete laboratories to hold the ISO 17025 international quality standard certificate.
- Became the first industry player in Ivory Coast to establish a ready-mix concrete R&D laboratory.
- Holds the first European Technical Assessment product certificate enabling the use of bottom ash as a raw material in cement production between Türkiye and European Union countries.
- Through a project conducted by its R&D Center LCTO, successfully produced concrete and cement with lower carbon emissions by using construction waste as raw material in cement production.
- Conducted Türkiye's first hydrogen-fueled cement production tests at the Anka Plant.
- Through a strategic partnership with Air Liquide to develop a green hydrogen system, successfully implemented the first 50% carbon-neutral fuel supply with hydrogen.
- Achieved a two-level advancement in the areas of Climate Change and Water Security, rising from the "C - Awareness" level to the "B - Management" level.
- Launched the first product of its new generation mortar series designed for use in three-dimensional printing technologies, LimakCement 3DC-101.
- Limak Africa SA became the first company in the cement sector in Ivory Coast to obtain the ISO 45001:2018 Occupational Health and Safety Management System certification.
- Implemented the "Future Female Engineers Internship Program" at the Trakya, Balıkesir, and Şanlıurfa plants, aiming to create an inclusive and gender-equal work environment.
- Achieved the distinction of being included in the 2024 *Innovation By All* list.



## AWARDS AND CERTIFICATES 2024



**Gold Stevie Award**  
Limak Cement Academy  
"Sustainability Learning Journey" Project

Ranked 83rd in  
ISO 500  
**Türkiye's 500 Largest Industrial Companies**

Limak Afrika SA  
**Most Environmentally Friendly Company, National Excellence Award**  
(2nd Place)

Featured in Capital Magazine's  
**Most Admired Companies**  
(Sep-Nov 2024 issue)

**"Great Place to Work" Certification 2024**

**Turkish Cement & Exporters' Association**  
Platinum Certificate

Limak Çimentos S.A.  
Only company in its region with an  
**Occupational Health & Safety Certificate**

**Türkiye EN-VERİM 100 Research**  
1st Place in  
Top 100 Companies with the Highest Employment

**Türkiye EN-VERİM 100 Research**  
3rd Place in Top 100  
Companies with the Highest Female Employment

**"Anatolia's Best Employers 2024"**  
3rd Place by  
Great Place to Work

**First Turkish participant in the EU Emissions Trading System (EUAs)**  
through Vertis Environmental Finance Ltd.

**CCUS ZEN Project**  
First cement company from Türkiye to join the initiative



# Limak Kurtalan Cement



## Kurtalan, Siirt

Established: 1985

Transition to Limak Cement: 2000

Clinker production capacity: 779,700 tons/year

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

Following its transition to Limak in 2000, the Kurtalan Cement Factory underwent extensive modernization, capacity expansion, and environmental and social investments, largely completed between 2000 and 2005. Demonstrating full compliance with emission standards, the factory currently produces three types of cement:

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

The quality of production is audited annually to ensure full compliance with the TS EN 197-1:2012 standard. In 2024, Limak Kurtalan Cement continued to uphold its innovative approach, prioritizing customer satisfaction while remaining firmly committed to its environmental, energy, and quality policies.

The factory operates under robust management systems, holding ISO 9001:2015 (Quality), ISO 14001:2015 (Environmental), ISO 45001:2018 (Occupational Health and Safety), and ISO 50001:2018 (Energy) certifications. In 2024, the ISO 27001 Information Security Management System was also successfully integrated, further enhancing the factory's management framework. Over the course of the year, training was delivered both in person and online via Limak Academy, covering topics such as occupational health and safety, energy efficiency, employee rights, and environmental awareness. On average, each employee received 81.77 hours of training. An award system was introduced to raise awareness of occupational health and safety, and the LIMBES platform was actively utilized for the online management of OHS and documentation processes. Emergency drills, organized in collaboration with AFAD and the local fire department,

ensured staff were well-prepared for crisis situations.

As part of its environmental sustainability initiatives, Limak Kurtalan Cement actively participated in the "Zero Waste Project," establishing a comprehensive Zero Waste Management System. This system encompasses the segregation of waste at the source, temporary storage, transportation, and processing. By 2024, the factory had increased its use of alternative raw materials fivefold compared to the previous year.

In alignment with global climate change mitigation efforts, direct and indirect emissions from production activities were calculated in accordance with the ISO 14064-1:2018 standard and verified by an accredited third party. Additionally, the Water Footprint Inventory Report, developed to promote efficient water use and wastewater recycling, was validated in accordance with ISO 14046:2014 by an independent organization.

To enhance the use of renewable energy, an Environmental Impact Assessment (EIA) certificate was secured in 2022 for the planned solar power plant (SPP) project. Construction of the first phase commenced, with commissioning expected in 2025.

Limak Kurtalan Cement places great importance on afforestation as part of its environmental stewardship. The factory encompasses 789,083 square meters of green space and 13,559 square meters of grassed areas. Afforestation efforts have been carried out consistently since its inception. Through its strong commitment to sustainability and social responsibility, Limak Kurtalan Cement continues to solidify its leadership in Türkiye's cement industry.

# Limak Ergani Cement



## Ergani, Diyarbakır

Established: 1976

Transition to Limak Cement: 2006

Clinker production capacity: 793,500 tons/year

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

At the Limak Ergani Cement factory, three different products are manufactured 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 2024, the share of blended cement among total cement sales reached 56.5%. At Limak Ergani Cement, dust and gas emissions generated during production are kept well below legal limits. Dust reduction filters are installed in all units, and maintenance and upgrades to these filters were carried out throughout the year.

In line with environmental regulations, a 500-square-meter area within the facility was concreted to improve the factory's overall cleanliness. Additionally, 150 trees were planted in 2024, with plans to plant 250 more and establish 500 square meters of new green space by 2025.

The factory holds certifications for the TS EN ISO 9001 Quality Management System, TS EN ISO 14001 Environmental Management System, TS EN ISO 45001 Occupational Health and Safety Management System, TS EN ISO 50001 Energy Management System, and TS EN 197-1 Product Standard, as well as the Integrated Gold Certificate. In 2024, training continued across professional, technical, and administrative areas, including occupational health and safety, environmental protection, and energy efficiency. An average of 34.4 hours of training per employee was delivered to increase knowledge and awareness.

In 2024, the factory also obtained the TS EN ISO 27001 Information Security

Management System Certificate by meeting the required standards.

As part of efforts to combat climate change, direct and indirect emissions from production were calculated in accordance with the ISO 14064-1:2018 standard and verified by an independent accredited organization. The Water Footprint Inventory Report, aimed at ensuring efficient use of water resources and wastewater recovery, was also verified in line with the ISO 14046:2014 standard.

Occupational health, safety, and environmental training for employees was delivered through the Limak Academy online training platform. Under the Emergency Management Regulation, comprehensive drills-including Protection, Rescue, Firefighting, First Aid, CBRN (Chemical, Biological, Radiological, and Nuclear threats), and Environmental Accident scenarios-were conducted at both the factory and raw material sites, with support from the Disaster and Emergency Management Presidency (AFAD).

Given the recent earthquakes in the region, structural reinforcements have been completed in key facilities, including the preheater, clinker cooler, cement mills, raw meal mill, cooling tower, and staff dormitories.

In 2024, Limak Ergani Cement continued its commitment to an "Environmental Production" philosophy, prioritizing the reduction of natural resource use as a core sustainability goal. In line with this vision, investment in an alternative fuel supply system is planned for 2025.





## Ankara

Established: 2018

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

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

The Limak Anka Cement Factory, which began production in April 2018, manufactures three types of products in compliance with international standards:

- CEM I 42.5 R
- CEM II/A-M (V-LL) 42.5 R – CEM PLUS+
- CEM II/B-LL 32.5 R

In 2023, the Environmental Permit and License Certificate was renewed, with an added license for waste incineration and co-incineration. In line with circular economy goals, high-mineral-content waste from various sectors continues to be used as an alternative raw material.

As part of climate change mitigation efforts, direct and indirect emissions from production have been calculated in accordance with the ISO 14064-1:2018 standard and verified by an independent accredited organization.

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

Limak Anka Cement, committed to its “zero accident” goal, continued its training activities in 2024, covering professional, technical, and administrative topics such as occupational safety, environmental protection, energy efficiency, and personal development. Occupational health, safety, and environmental training was delivered via the Limak Cement Academy online platform. An AI-based occupational health and safety application was implemented to enhance workplace safety by proactively identifying and mitigating risks.

Emergency and environmental drills were conducted throughout the year to ensure preparedness for unexpected events. Surveillance audits were successfully completed in accordance with ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and ISO 50001:2018 standards.

In the “Türkiye Cement Sector Energy Benchmarking” study conducted by the Energy Efficiency and Environment Directorate of the Ministry of Energy and Natural Resources of the Republic of Türkiye, Limak Anka Cement ranked second in 2023.

Thanks to the investment in the Alternative Fuel Supply and Feeding System, commissioned in June 2022, fuels with high biomass content-including low-carbon municipal waste, tire waste, and industrial waste-derived fuels-were used. By 2024, this system enabled a daily alternative fuel usage rate of 56.43%, meeting 36.63% of the plant’s annual fuel needs.

As of 2024, Life Cycle Assessment (LCA) and Environmental Product Declaration (EPD) studies have been initiated. The LCA aims to reduce the carbon footprint, improve energy efficiency, optimize waste management, and increase the use of alternative fuels and raw materials. The EPD study is designed to provide transparent and comparable information on the environmental performance of products. Both the LCA and EPD processes will be assessed by an independent organization, with certification expected in 2025.

To ensure the confidentiality, integrity, and availability of information assets, the ISO 27001 Information Security Management System verification process has been successfully completed by an independent organization.

Limak Cement has successfully conducted Türkiye’s first hydrogen-fueled cement production tests at the Anka Factory. The facility achieved the first 50% carbon-neutral fuel supply using a green hydrogen blend. In line with its green cement roadmap, the company continues to focus on reducing its carbon footprint, improving energy efficiency, and expanding the use of recycled materials and alternative fuels. In this context, trial studies to increase the proportion of additives used in cement grinding are being successfully carried out.



# Limak Şanlıurfa Cement



## Şanlıurfa

Established: 1986

Transition to Limak Cement: 2007

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

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

In addition to clinker certified in compliance with ASTM C 150 standards, the plant produces a total of five product types according to international standards, four under TS EN 197-1 and one under TS EN 197-5:

- CEM I 42.5 R SR3
- CEM I 42.5 R SR5
- CEM II/A-M (P-LL) 42.5 N
- 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 cement type was replaced with CEM II/B-M (P-LL) 42.5 N. Additionally, CEM II/C-M (P-LL) 32.5 N-defined in the TS EN 197-5 standard published in 2021-was the first cement type in Türkiye to receive a G Conformity Certificate and was added to the factory's product portfolio.

Limak Şanlıurfa Cement operates under the following management systems: TS EN ISO 9001:2015 Quality Management System, TS EN ISO 14001:2015 Environmental Management System, TS EN ISO 50001:2018 Energy Management System, TS EN ISO 45001:2018 Occupational Health and Safety Management System, and ISO 27001:2022 Information Security Management System.

As part of a rehabilitation project aimed at returning a depleted marl field to nature, restoration efforts were carried out in 2023 in collaboration with the Şanlıurfa Metropolitan Municipality.

In 2024, a proactive approach was adopted in occupational health and safety, and

training, inspection, and drill programs continued. The goal of zero workplace accidents was reaffirmed for 2025. In this context, 207 person-hours of training were delivered. Additionally, one environmental drill and five emergency drills were conducted, along with natural disaster training coordinated by AFAD under the Provincial Risk Reduction Plan.

Aligned with the Limak Sustainability Strategy, the factory has implemented the cleanest and most advanced production processes, fully compliant with both national and international environmental standards. Throughout 2024, air pollutant emissions and wastewater discharge were regularly analyzed, with all results falling within legal limits. Greenhouse gas emissions were verified by independent organizations and disclosed, resulting in the awarding of the ISO 14064-1:2018 Carbon Footprint Certificate and ISO 14046:2014 Water Footprint Certificate.

As part of the Zero Waste Initiative, waste generated at the factory has been minimized, separated at the source, and recycled, contributing to the circular economy. Factory employees, subcontractors, and contractors have prioritized human health, operational safety, environmental protection, and community benefit.

In 2024, 100 trees were planted on the factory premises as part of afforestation efforts, with an additional 300 trees scheduled for planting by 2025.

# Limak Balıkesir Cement



## Balıkesir

Established: 1958

Transition to Limak Cement: 2011

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

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

At the Limak Balıkesir Cement Factory, six different types of products are manufactured in accordance with international standards:

- CEM I 42.5 R
- CEM II/A-M (V-LL) 42.5 R – CEM PLUS 42.5+
- CEM II/B-M (P-V) 42.5 R – ECO CEM PLUS 42.5+
- CEM IV/A (P) 42.5 N – SR
- CEM II/B-M (P-LL) 32.5 N
- CEM II/C-M (P-V) 32.5 N

As part of industrial symbiosis projects carried out with various industrial facilities, waste produced by different sectors is used as alternative raw materials in the factory. This approach both reduces waste and decreases natural resource consumption. In addition, bottom ash generated as a byproduct of thermal power plants is used in cement production under an ETA certificate, supporting the continued recovery of industrial waste. In 2023, the investment in an Automatic Solid Waste Feeding System was completed and commissioned. This system further supported the use of waste as an alternative fuel, increasing the consumption of alternative fuels and reducing fossil fuel usage in 2024.

In 2024, a total of 42.30 person-hours of training were provided at the factory on occupational health and safety, environmental, professional, and technical topics. Emergency drills were

also conducted at both the factory and mine sites as part of occupational health and safety (OHS) and environmental preparedness initiatives. To promote awareness and best practices, employees who demonstrated exemplary behavior were recognized and rewarded throughout the year.

The LIMBES platform was actively used in 2024 to support document management for OHS and environmental activities. Employee training in occupational health and safety, environmental protection, and integrated management systems was carried out via the Limak Cement Academy online training platform.

Surveillance audits for ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, ISO 50001:2018, and ISO/IEC 27001:2022 were successfully completed at the Limak Balıkesir Cement Factory.

In line with efforts to combat climate change, direct and indirect emissions from production activities were calculated in accordance with 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 water resources and support wastewater recovery, was also verified by an independent organization in compliance with the ISO 14046:2014 standard.



# Limak Kilis Cement



## Kilis

Established: 2019

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

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

Limak Kilis Cement, which began operations at the end of 2019, holds certification for clinker in compliance with ASTM C 150 standards, as well as international standards including ASTM TYPE I/II, CEM I 52.5 N, and CEM II/A-M (V-LL) 52.5 N, in accordance with the SII standard. Additionally, three types of cement are produced in accordance with TS EN 197-1 and one type under TS EN 197-5.

In 2024, for the first time in Türkiye, a new product compliant with the TS EN 197-6 standard was developed using "Construction and Demolition Waste" and certified as CEM II/A-M (F-V) 52.5 N.

At the factory, all material transport lines are enclosed in closed galleries to prevent dust emissions from raw materials and production processes. Bag filters are used throughout the facility to further control dust emissions. Additionally, a closed clinker storage facility with a capacity of 100,000 tons is in operation.

In March 2024, the Roller Press unit was successfully integrated with the Ball Mill. In alignment with energy efficiency goals and the 2050 Carbon Neutral Roadmap, this upgrade has resulted in approximately a 17% reduction in energy consumption during cement grinding and an annual reduction of 7,000 tons of indirect carbon emissions.

An investment in an Automatic Solid Waste Feeding System was initiated in 2024 to support the use of waste as an alternative fuel. Completion is targeted for 2025.

The factory is operated in an environmentally responsible manner, with low greenhouse gas emissions and low energy consumption-offering a distinct cost advantage. Since commissioning,

specific electricity consumption has been reduced through targeted energy-saving projects and adherence to best available techniques.

As the largest economic investment in Kilis province, Limak Kilis Cement has secured a significant market share and strong brand recognition in both domestic and export markets by 2024.

Aligned with the United Nations Sustainable Development Goal 12, "Responsible Production and Consumption," product development efforts continue with a focus on environmentally responsible alternative materials. These initiatives are supported by a ready-mix concrete laboratory accredited under ISO 17025 by TURKAK.

The factory has successfully passed audits for ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, ISO 50001:2018, and ISO 27001:2022 certification.

In 2024, the factory obtained both Carbon Footprint and Water Footprint certifications. For the CEM II/A-M (V-LL) 52.5 N – CEM PLUS 52.5+ and CEM II/B-M (V-LL) 42.5 R products, Life Cycle Assessment (LCA) and Environmental Product Declaration (EPD) processes were initiated, with document publication planned for 2025.

A proactive approach to occupational health and safety was maintained throughout 2024. Training sessions, emergency drills, and various workplace safety initiatives were conducted, resulting in the achievement of the factory's zero workplace accident target-a goal that has been renewed for 2025. Employee training on occupational health, safety, and environmental topics was delivered via the Limak Cement Academy online platform.

# Kilis Pumice Block Plant



## Polateli, Kilis

Established: 2015

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

Paving stone production capacity:  
1,500,000 m<sup>2</sup>/year

As part of Limak Cement's commitment to developing alternative construction materials, the Kilis Pumice Block Plant-completed and commissioned in 2015 in the Polateli district of Kilis-operates with an annual production capacity of 30 million units of pumice and 1.5 million square meters of paving stones. The facility utilizes a fully automated finger car system, which is unique in Türkiye, to manage its production processes efficiently.

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 manufactured hold the TSE 771-3 Quality Certificate, the CE European Product Conformity Certificate, and the National Technical Approval (UTO) certificate. The product range currently produced at the facility includes:

- 20-inch pumice block (9-hole)
- 20-inch pumice block (6-hole)
- 20-inch brick (9-hole)
- 20-inch iso pumice block (21-hole)
- 15-inch pumice block (6-hole)
- 15-inch brick (6-hole)
- 12.5-inch pumice block (6-hole)
- 10-inch pumice block (6-hole)
- 10-inch pumice block (3-hole)
- 25-inch asmolen
- Paving stone
- Curb stone
- Gutter

Since its establishment, Limak Kilis Pumice Block Plant has operated with a strong focus on customer satisfaction, high product quality, and environmental responsibility-continually contributing to the enhancement of its brand value. The facility has reaffirmed its goal of achieving zero workplace accidents by 2025. Additionally, it has been awarded the "Basic Level Zero Waste Certificate," demonstrating its commitment to minimizing natural resource consumption and contributing to the circular economy.



# Limak Trakya Cement



## Pınarhisar, Kırklareli

Established: 1959

Transition to Limak Cement: 2011

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

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

The factory operates in compliance with international standards and produces four types of cement products under TS EN 197-1:

- CEM I 42.5 R
- CEM II/B-LL 32.5 R
- CEM II/A-M (V-LL) 52.5 N
- Standard Sand (TS EN 196-1)

The factory has successfully completed audits for compliance with ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and ISO 50001:2018 standards. Additionally, it is the only facility in Türkiye producing standard sand.

Investments have been made in storage areas and feeding systems to improve the handling of end-of-life tire waste and waste-derived fuels. The goal is to increase the use of alternative feedstock in place of fossil fuels, thereby reducing CO<sub>2</sub> emissions.

The Water Footprint Inventory Report, prepared to ensure the efficient use of water resources and support wastewater recovery, has been verified by an independent organization in accordance with the ISO 14046:2014 standard.

In 2024, the TS EN ISO 27001 Information Security Management System certificate was obtained upon fulfilling the standard requirements.

As part of the fight against climate change, direct and indirect emissions from production were calculated in accordance with the ISO 14064-1:2018 standard and verified by an independent accredited organization.

Employee training on occupational health and safety, as well as sustainability, was conducted through the Limak Academy online training platform.

Life Cycle Assessment (LCA) and Environmental Product Declaration (EPD) verification studies are ongoing to ensure that the environmental impacts of the primary cement product are transparent and comparable throughout its entire life cycle. These assessments analyze and evaluate carbon emissions generated from raw material extraction, processing, production, use, end-of-life, and disposal.

In collaboration with AFAD, earthquake search and rescue training was provided, and 16 personnel were certified as part of disaster preparedness efforts. Additionally, search and rescue, first aid, and evacuation drills were conducted in coordination with AFAD to raise awareness and ensure personnel are prepared to respond effectively in emergency situations.

# Limak Bitlis Cement



## Bitlis

Established: 2008

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

The factory produces two different types of cement:

- CEM II/A-M (P-LL) 42.5 N
- CEM II/B-M (P-LL) 32.5 R

The cement produced is regularly tested each year to ensure compliance with the TS EN 197-1:2012 standard. The facility holds ISO 9001:2015 Quality Management System and ISO 50001:2018 Energy Management System certifications and undergoes annual audits to verify full compliance with all management system requirements.

In addition to ongoing training programs, environmental initiatives and afforestation efforts continued throughout 2024. The facility remains committed to reducing its carbon footprint and operates with a strong sense of environmental responsibility.

The factory holds a “Basic Level - Zero Waste Certificate,” supporting efforts to recycle waste and minimize the use of natural resources.

In 2024, employee training on health and safety, environmental awareness, and personal and professional development was delivered through the Limak Academy online platform. Additional training activities were conducted in collaboration with ÇEİS and Türk Çimento.

Since its establishment, Limak Bitlis Cement has carried out its operations with an innovative approach and a customer-focused service philosophy, underpinned by a strong commitment to environmental protection, energy efficiency, and quality.



# Limak Derik Cement



## Mardin, Derik

Established: 2009

Cement production capacity: 788,000 tons/year

Limak Derik Cement produces two types of cement tailored to the region's needs:

- CEM II/A-M (P-LL) 42.5 N
- CEM IV/B (P) 32.5 N

The compliance of these products with the TS EN 197-1:2012 standard is audited annually. The factory holds the ISO 50001:2018 Energy Management System certificate and earned the ISO 9001:2015 Quality Management System certification in 2021.

In 2024, training activities continued across professional, technical, and administrative fields, including occupational safety, environmental practices, and energy efficiency. Employee training on occupational health, safety, and environmental topics was delivered via the Limak Cement Academy online training platform.

All operations at the factory are carried out with a strong focus on workplace safety, and 2024 was completed with zero workplace accidents.

The facility continues to serve the construction sector without compromising its principles of sustainable quality, environmental protection, occupational health and safety, and customer and employee satisfaction. It maintains a strong and reputable market position by optimizing its product range in response to sector needs.

Based on customer feedback, product development and technical support efforts are ongoing, supported by a ready-mix concrete laboratory accredited to ISO 17025 by TÜRKAK.

The factory received the "Basic Level Zero Waste Certificate" in January 2021 and remains committed to recycling waste and reducing the consumption of natural resources.

As part of its efforts to incorporate renewable energy sources, the factory obtained an Environmental Impact Assessment (EIA) certificate in 2023 for its planned solar energy project, which is scheduled for implementation by 2025.

# Limak Cimentos SA



## Mozambique Grinding and Packing Plant

Mozambique, Maputo

Established: 2016

Cement production capacity: 700,000 tons/year

Two types of cement are produced at the plant, which marks Limak Cement's first overseas investment:

- CEM II/B-V 42.5 N
- CEM IV/B (V) 32.5 N

Located on an 80,000-square-meter site in the port area of Matola, in the capital city of Maputo, the plant began sales operations in the last quarter of 2016. Aligned with Limak Cement's sustainability goals, the facility was established and continues to operate in full compliance with World Bank standards in the areas of environment, human resources, and social responsibility.

Although Limak Cimentos SA currently has an annual production capacity of 700,000 tons of cement, it was designed with the potential to expand to 1,500,000 tons/year. In Mozambique-a strategic gateway to East Africa with significant natural gas and coal reserves-medium- and long-term investment plans include increasing grinding capacity, establishing a natural gas power plant, launching concrete and construction materials production, and building an integrated cement factory.

Limak Cimentos SA continues to enhance its brand value and, in 2024, expanded its market share to become the second-largest player in the domestic market.

In 2018, the plant became the first in the country to receive a local product certificate and was awarded the "Made in Mozambique" certification. It also obtained the ISO 9001 Quality Management System Certificate from the Mozambican National Institute for Standardization and Quality (INNOQ) in 2022.

As of 2023, training and implementation of ISO 45001 Occupational Health and Safety standards have been underway, with the goal of obtaining full certification by 2025. In 2024, the company received the "Best Practices in Occupational Health and Safety" award from the Mozambican Ministry of Labor and Social Security-an honor given to leading large enterprises.

The occupational health and safety certificate earned by the Limak Cimentos SA Mozambique factory has set a benchmark in the regional cement industry, making it the only company in the sector to obtain this certification as of 2024.

The plant's strategic location near the port is expected to further strengthen trade between Mozambique and Türkiye. Additionally, its fully equipped cement R&D laboratory supports the advancement of the regional construction industry.

Since 2020, Limak Cimentos SA has held a position within the management of the Mozambican Chamber of Industry, contributing actively to the country's commercial and industrial development.

The facility was honored with the "Best Industrial Investment Award" in Mozambique. With the commissioning of its Natural Gas Power Plant in June 2022, the factory became self-sufficient, contributing 4.8 MW of installed capacity to the national energy grid.

This critical investment-made during a time when Sub-Saharan African countries are grappling with severe energy challenges-has not only enhanced operational security but also supported the factory's commitment to sustainable production.



# Limak Afrika SA



## Ivory Coast Grinding and Packing Plant

Ivory Coast, Abidjan

Established: 2018

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

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

Located in Abidjan, the largest city and commercial capital of Ivory Coast, the factory spans an area of 131,290 square meters and produces two types of cement and a range of ready-mix concrete products:

- CPJ-CEM II/B-L 32.5 R cement
- CPJ-CEM II/A-L 42.5 R cement
- Ready-mix concrete: C16, C20, C25, C30, C35, C40, C45, C50

The Ivory Coast Grinding-Packaging Plant and Ready-Mix Concrete Plant was commissioned in December 2018 in full compliance with World Bank, ILO, and Equator Principles. Featuring a compact and efficient production structure with modern technologies, the factory rapidly gained a significant market share in the cement and ready-mix concrete sectors. It continues its operations successfully, bolstered by positive consumer feedback. As part of a protocol signed with CODINORM, the country's product quality certification authority, cement product quality certificates were obtained in the first quarter of 2019.

The facility has also earned several key international certifications in environmental and quality management. In November 2022, it was awarded the ISO 14001:2015 Environmental Management

System Certificate, followed by 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.

In recognition of its environmental leadership, Limak Africa SA received the Environment Award from the Ministry of Environment, Sustainable Development, and Ecological Transition of Ivory Coast in November 2024. This marked the first time a cement factory had received the award in the country.

Further reinforcing its commitment to sustainability, Limak Africa SA secured second place in the National Excellence Award for the Most Environmentally Friendly Company, underscoring its environmentally responsible practices and pioneering efforts in the field.

Thanks to its strategic location near the port, Limak Africa SA supports the development of trade between Ivory Coast and Türkiye while contributing to the advancement of the regional construction industry. With fully equipped cement and ready-mix concrete R&D laboratories, the company continues to lead the sector by prioritizing quality and innovation.

# Ready-Mixed Concrete Plants



Established: 2011

Limak Ready-Mixed Concrete operates an extensive network of 31 plants across Türkiye and Ivory Coast. Seventeen of these plants are operated directly by Limak, while 14 function under a franchise model. In addition to its existing operations, Limak Ready-Mixed Concrete aims to expand its presence in the industry by establishing specialized facilities for complex and large-scale construction projects and further growing its franchise network. As of the end of 2024, the company's sales volume reached approximately 2.46 million cubic meters.

Operating with a customer-centric approach, Limak Ready-Mixed Concrete offers a wide range of products that meet all classes of ready-mix concrete standards in compliance with TS EN 206 and TS 13515. As part of its R&D efforts, the company also produces self-compacting concrete, pumpable concrete suitable for high-rise construction, high-strength concrete (C50 and above), micro- and macro-fiber-reinforced concrete, waterproof concrete, colored concrete, and high-durability concrete.

R&D activities are conducted in three laboratories located in İstanbul, Ankara, and Şanlıurfa, all of which are regularly audited by the Turkish Accreditation Agency (TÜRKAK). The latest TÜRKAK audit was successfully completed in 2024.

In 2024, the İskenderun Ready-Mix Concrete Plant was awarded the "Basic Level Zero Waste Certificate," supporting efforts to reduce natural resource consumption and promote the circular economy.

At the Yenibosna Plant, the ISO 9001:2015 standard was successfully audited, while the Güvercinlik and Temelli Plants were successfully audited for ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 standards.

To enhance information security, the ISO 27001:2022 Information Security Management System certification was obtained at the Güvercinlik, Temelli, and Yenibosna plants. Additionally, in 2024, the company continued to advance the LIMBES program, which hosts environmental data and document management applications on an online platform. Risk reports and assessments related to environmental impact, occupational health and safety, and quality are also managed through this system.

Limak Ready-Mixed Concrete remains committed to maintaining a safe and healthy working environment by fully complying with occupational health and safety regulations, and it reaffirms its goal of achieving zero workplace accidents by 2025.



# INFRASTRUCTURE

Limak continued to successfully advance its infrastructure investments throughout 2024.

In airport operations, Pristina Adem Jashari International Airport-the sole international airport in the Republic of Kosovo, completed in 2013-served 4,077,480 passengers in 2024, marking a 19.22% increase compared to the previous year. Pristina Adem Jashari International Airport contributes significant value to the aviation sector of both Kosovo and the entire Balkan region, as well as to all organizations serving this sector. Limak, which completed the construction of Blaise Diagne Airport in Dakar, the capital of Senegal, and began operating it in partnership with the Senegalese State, handled 2,924,902 passengers in 2024.

In port operations, LimakPort İskenderun, which began operating in 2013, has become one of the most modern and largest container terminals in the Eastern Mediterranean, with an annual container handling capacity of 1 million TEU. The port is attracting an increasing number of shipping routes every day. In 2024, the number of container ships calling at the port rose by 7% compared to 2023, increasing from 661 to 771.

One of Türkiye's most significant infrastructure projects, the 1915 Çanakkale Bridge and Motorway-completed by a joint venture including Limak-was opened on

March 18, 2022. Executed under a public-private partnership model using the build-operate-transfer method, the project was completed in a record four years. It has reduced the distance between Türkiye's European territories and the Northern Aegean by 40 kilometers, and cut the Çanakkale Strait crossing time from hours by ferry to just 6 minutes.

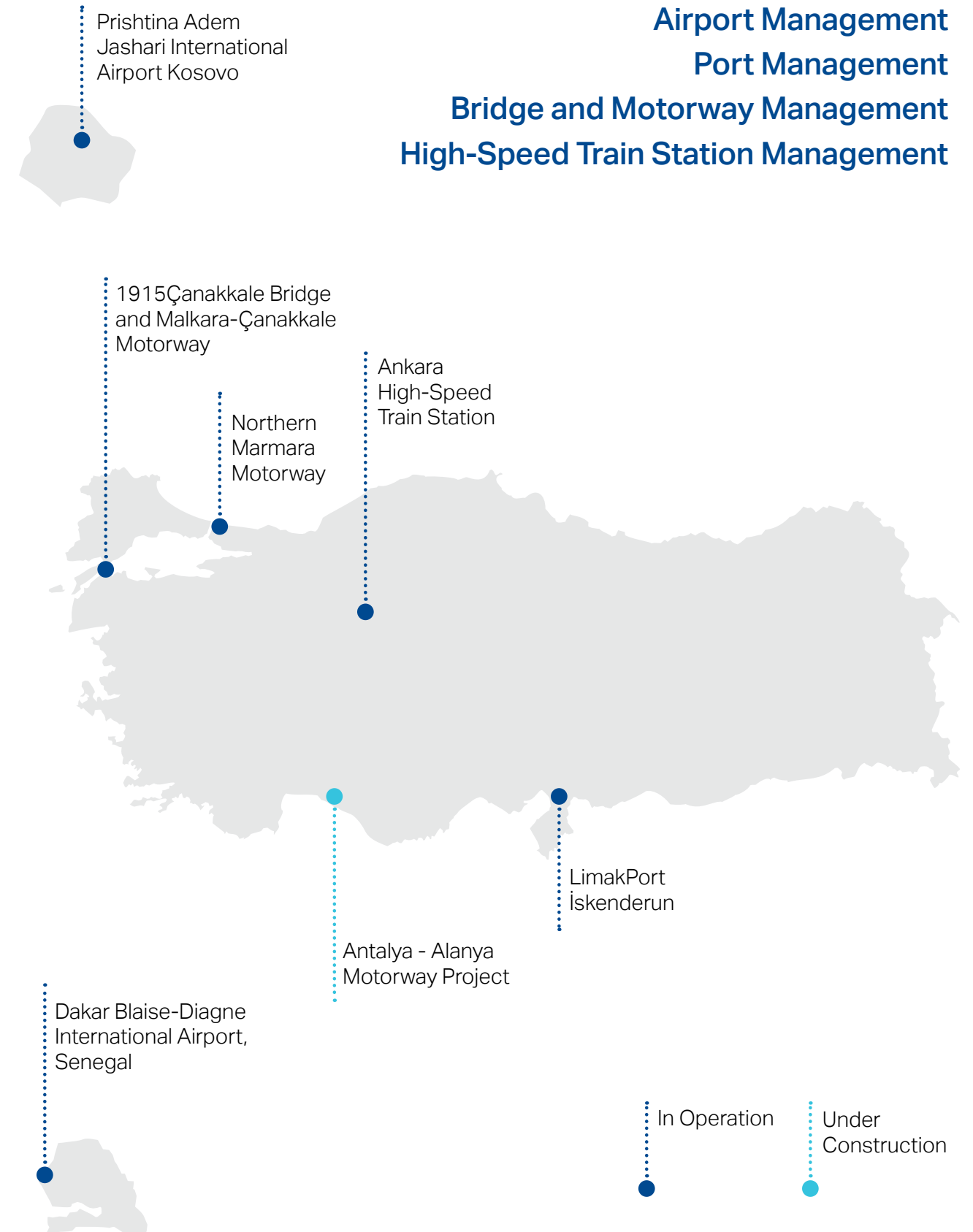
The Northern Marmara Motorway project, which connects Türkiye's key industrial cities İstanbul, Kocaeli, and Sakarya, was also completed in only 3.5 years.

In railway station operations, the Ankara Train Station and Center, which began service in 2016 as Türkiye's first and only high-speed train station project, continues to operate as a vibrant shopping center featuring a diverse mix of stores, a business hotel, and rentable offices, alongside revolutionizing transportation in the region.

In 2024, the Antalya-Alanya Motorway Project took its first step forward with the signing of the construction contract.

Limak will continue to pursue new infrastructure investment opportunities and enhance operational and financial efficiency in existing projects. Its priority for 2025 is to create value for shareholders, employees, and all stakeholders while achieving its financial targets.

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





## Prishtina Adem Jashari International Airport



The only international airport in the rapidly developing Republic of Kosovo, Prishtina Adem Jashari International Airport serves a region with a population of approximately 2.5 million, as well as the surrounding Balkan countries. Strategically located for passenger transportation, the airport adds significant value to the aviation sector of Kosovo and the broader Balkan region and serves as a key hub for all organizations operating in the local aviation industry.

Limak Kosovo is responsible for managing and maintaining terminal and parking lot operations, as well as ground services, aircraft fueling, cargo, and PAT (runway, apron, taxiways) operations at Prishtina Adem Jashari International Airport. With the completion of the "Prishtina Adem Jashari International Airport Runway Extension and Category Upgrade" project in 2021, the runway length was extended to 3,040 meters. This investment included essential improvements and upgraded the runway's category from CAT II to CAT IIIB, significantly enhancing its usability under the most adverse weather conditions.

In 2024, 32 different airlines operated regular flights from Prishtina Adem Jashari International Airport. Airlines such as Turkish Airlines, Pegasus Airlines, Eurowings, EasyJet, Wizz Air, Chair Airlines, Austrian Airlines, GP Aviation, Swiss/Edelweiss, and Trade Air operate direct flights to major European destinations including Germany, Switzerland, Türkiye, Austria, the United Kingdom, Italy, France, Belgium, Norway, and Sweden. The three countries with the most flights operated from the airport are Switzerland, Germany, and Türkiye. The airport reached 4,077,480 passengers in 2024, marking a 19.22% increase compared to the previous year. Thanks to new investments in duty-free shops, food and beverage areas, and other commercial spaces-alongside the new terminal building, which has been in operation for 10 years-passengers are provided with services that meet international standards and high quality. These investments have also significantly contributed to increasing the airport's revenues. The Business Lounge, which opened in 2014, continues to operate with a customer-focused approach and ongoing investments aimed at enhancing the passenger experience.

In 2024, Prishtina Adem Jashari International Airport initiated a project to construct four new gates on the north and south sides of the main terminal building to accommodate increasing passenger traffic and improve service quality.

This expansion not only enhanced the airport's infrastructure but also demonstrated its commitment to increasing operational capacity. The total number of gates was increased from 8 to 12, improving passenger circulation efficiency. A total of 1,245 square meters of new terminal space was added-615 square meters at the north gate and 630 square meters at the south gate. These areas are designed to provide a passenger experience that exceeds International Air Transport Association (IATA) standards.

Additionally, an open-air terrace of 54.60 square meters was added to each expanded gate, totaling 109.20 square meters of new terrace space. This development will enable the airport to serve an additional 1.2 million departing passengers annually, significantly boosting its capacity.

These investments aim to meet growing passenger demand, streamline operational processes, and enhance commercial efficiency.

Prishtina Adem Jashari International Airport seeks to standardize its business processes by adhering to international management system standards to increase operational efficiency and continuously improve service quality.

The airport successfully maintained its high level of sustainability and compliance with international standards achieved in 2023 throughout 2024. All services are conducted in accordance with 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 standards.

As a result of its ongoing commitment to environmentally friendly operations, the airport was awarded the "Airport Carbon Accreditation Level +3 (Neutral)" certificate by Airports Council International (ACI). Through annual environmental programs and continuous improvement efforts, Prishtina Adem Jashari International Airport aims to operate all its services with zero emissions.



## Dakar Blaise-Diagne International Airport



Blaise Diagne International Airport (AIBD) is located 45 kilometers southeast of Dakar, the capital of Senegal, in the new residential area of Diass, on a vast 45 million square meter site.

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 successfully completed the remaining 30% of the project in a short period of 8 months. During this period, a total of 1,500 people were employed, including approximately 500 Turks.

In addition to the main passenger terminal, the airport serves passenger traffic with a 2,770 square meter cargo terminal and a 1,360 square meter VIP lounge. It also features a 5,600 square meter cargo facility with an annual capacity of 50,000 tons, aimed at boosting Senegal's export capacity.

Blaise Diagne International Airport, with a runway 75 meters wide and 3,500 meters long, can accommodate all types of aircraft, including the A380.

The aircraft parking area has a total capacity for 50 aircraft: 26 large carriers, 6 small to medium carriers, and 18 general aviation aircraft.

In 2019, LAS Academie graduated its first graduates class in airport management through a collaboration with Thies University and Boğaziçi University. Social responsibility projects have been implemented in many villages around the airport, strengthening relations between the two countries.

Since its opening, the airport has maintained the highest standards of operation and has been awarded the ANACIM Aerodrome Certificate, ISO 9001 v2015, ISO 14001, ACI Airport Customer Certificate, ACI Airport Carbon Accreditation (ACA) Level 3, ACI Airport Health Accreditation, and ASQ ACI Customer Experience (Level 3). It was recognized as Africa's most enjoyable and best airport in the ACI ASQ rankings for 2022 and 2023. As of the end of 2024, the airport employs 581 people.

In 2024, the airport handled 2,924,902 passengers. In response to growing passenger numbers, expansions of the terminal, MRO, and cargo buildings are planned.

## LimakPort İskenderun



LimakPort İskenderun, which secured 36-year operating rights in December 2011 and began container operations in March 2013, has surpassed pre-earthquake container volumes as of 2024. Compared to 2023, container volume increased by 9% to 525,360 TEU.

LimakPort İskenderun provides direct and transshipment services to numerous ports through mainline and feeder vessels, partnering with Maersk Line, Arkas Line, CMA CGM, Hapag Lloyd, Cosco Shipping, Evergreen, Yang Ming, Turkon, Medkon, Akkon, Tarros, Admiral, ONE, Messina, OOCL, and ESL. In 2024, the number of container ships calling at the port rose by 7%, from 661 to 771. The full container rate in existing services reached 72%, and in December 2024, the port achieved its highest monthly container volume ever at 54,278 TEU. Throughout the year, exports totaled 265,827 TEU, while imports reached 259,533 TEU. LimakPort continues to enhance customer satisfaction through competitive container tariffs and a solution-oriented approach.

The port's railroad connection provides alternatives and advantages to its customers. As the transit trade port closest to border gates, it provides competitive advantages with favorable rates. Equipped with modern machinery, the port has become the preferred choice for container handling, as well as internal loading and unloading operations. In 2024, 20,975 boxes were loaded and 18,595 boxes were unloaded.

LimakPort was one of the first ports in Türkiye to establish a Customer Service Department, embodying a "Customer-Focused Service" approach. Its team of 30 specialized, dynamic, and innovative customer service professionals continues to elevate service quality and make a difference daily.

The sales and marketing team has expanded the port's customer portfolio and increased the region's market share by conducting intensive promotional activities and meetings with exporters and importers in the hinterland. As a result, by December 2024, the port reached a 26% market share among Eastern Mediterranean ports-the highest level to date.

With an annual handling capacity of 1 million TEUs, LimakPort İskenderun is one of the largest and most modern container terminals in the Eastern Mediterranean, operating on a 1 million square meter area. It features linear and long berthing structures, a breakwater providing full protection against adverse weather conditions, and a water depth of 15.50 meters, making it a deep-water port. Equipped with specially designed modern container handling equipment, including STS and RTG cranes, LimakPort is not only a container-focused terminal but also the region's leading port for Ro-Ro, Ro-Pax, project cargo, bulk cargo, general cargo, and live animal cargo operations.



## 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 1915Çanakkale Bridge, spanning 4.6 kilometers, along with its connecting roads, forms a crucial part of the 101-kilometer-long Malkara-Çanakkale Motorway and the 324-kilometer-long Kınalı-Tekirdağ-Çanakkale-Savaştepe Motorway Project.

The 1915 Çanakkale Bridge and Motorway, which connects the Marmara Region with the Northern Aegean, passes south of the Malkara settlement and west of the Şarköy district before reaching the Gallipoli Peninsula. The motorway, continuing north of Gelibolu, links Asia and Europe via the 1915 Çanakkale Bridge located between the Sütluçe and Şekerkaya areas.

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.

With a main span of 2,023 meters, the 1915 Çanakkale Bridge is the world's longest suspension bridge by main span. It also holds the distinction of being the world's tallest suspension bridge, with a peak height of 334 meters.

The 2,023-meter central span between the bridge's piers symbolizes the 100th anniversary of the Republic of Türkiye. The tower height of 318 meters above sea level commemorates the victory of the Battle of Çanakkale on March 18.

The 1915 Çanakkale Bridge, connecting the Kınalı-Tekirdağ-Çanakkale-Savaştepe Motorway to the Gebze-İzmir Highway, will complete the highway network encircling the Marmara region.

Following an Environmental Impact Assessment (EIA) conducted according to local legislation, an Environmental and Social Impact Assessment (ESIA), compliant with International Finance Corporation Standards and the Equator Principles, was performed for the 1915 Çanakkale Bridge and Motorway Project.

Within the scope of the ESIA, Marine Mammal Observers were on duty 24/7 during the

March-November 2018 period while seabed operations were ongoing. Experts instructed the construction team to halt pile driving whenever dolphins approached within 500 meters of the operational area. During this time, operations were stopped five times due to dolphin movements.

It was determined that Pinna Nobilis, a protected Mediterranean mussel species, could be affected by the bridge's marine structures; consequently, more than a thousand Pinna Nobilis individuals measuring up to one meter were relocated to safe areas.

The project has committed to planting 5 trees for each affected tree and reforestation works are ongoing.



## Northern Marmara Motorway



The Northern Marmara Motorway is a 412-kilometer project connecting İstanbul, Kocaeli, and Sakarya- Türkiye 's most important industrial cities-seamlessly and without interruption.

The tender process for the motorway was completed in 2016, with construction commencing shortly thereafter. The project was completed in just 3.5 years.

Three large maintenance and operation centers, along with a main control facility, have been established to monitor traffic safety 24/7 and ensure the highest levels of service quality and security. Within this framework, 156 dome cameras, 302 incident detection cameras, 93 variable traffic signs, 77 traffic counting sensors, 23 meteorological stations, 239 tunnel emergency call phones, 653 incident detection cameras, and 78 tunnel variable traffic signs are actively managed.

By investing in intelligent transportation systems, the Northern Marmara Motorway-pioneering among Build-Operate-Transfer model projects in Türkiye and worldwide-incorporates artificial intelligence products, advanced security systems, and state-of-the-art field equipment. The highway features a total of 30 viaducts spanning 15,085 meters, 8 tunnels totaling 31,862 meters, 125 bridges, 92 underpasses, and 69 overpasses.

With a workforce of 716 employees, the motorway operator is well-equipped to combat snow using 221 vehicles, 29,000 tons of salt, 1.6 million liters of solution, and a team of

429 personnel at its maintenance centers in Yassiören, Demirciler, and Adapazarı.

In 2024, a total of 159,934,080 vehicles passed safely, comfortably, and securely through the Northern Marmara Motorway.

As part of its social responsibility initiatives, the Northern Marmara Motorway inaugurated a Temporary Animal Shelter and Rehabilitation Center on October 4, World Animal Protection Day. Located on a 16,000-square-meter site and allocated to the Dilovası Municipality, the facility offers vital care and rehabilitation services for stray animals.

Waste management and recycling efforts focus on minimizing waste from operational processes and raising environmental awareness. The Ecological Bridge aids ecosystem preservation by providing safe passage for wild animals, while the Sound Barrier Project-produced from end-of-life tires-is another key initiative promoting recycling.

Since 2018, the Northern Marmara Motorway has planted an average of one million saplings annually, totaling 5.5 million trees introduced into the natural environment of İstanbul, Kocaeli, and Sakarya.

As part of the "Breath for the Future, Breath for the Republic" campaign, a tree-planting ceremony was held on November 11, 2024, at the Northern Marmara Motorway Adapazarı Maintenance and Operations Center, where highway staff and nearly a thousand students participated in watering 4,500 pine and laurel saplings.

## 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 AND 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 İstanbul Airport. Additionally, Elmak has been involved in projects like UEDAŞ, ÇEDAŞ, AKDENİZ EDAŞ GIS data collection, and various superstructure electromechanical projects.

Elmak employs approximately 1,200 personnel across domestic and international construction sites. The company's ISO 9001:2008 Quality and ISO 14001:2004 Environment certificates, initially obtained in 2014, have been upgraded to the 2015 versions, and the ISO 45001:2018 Occupational Health and Safety certificates have been revised and integrated into its management systems.

Elmak is the official subcontractor responsible for MEP works in the ongoing Kuwait International Airport project. It continues to serve as the electromechanical subcontractor for the central cooling building, service tunnels, water treatment building, and T2 terminal. The construction, electrical, and mechanical works for the entire camp site and social facilities have been completed and delivered. Additionally, electrical works for the airport parking lot, part of the project's second phase, are underway with testing and commissioning activities ongoing.

For the Kınalı-Tekirdağ-Çanakkale-Savaştepe Motorway Project, the Elmak-YM İdis Joint Venture handled highway lighting and electrification for the Malkara-Çanakkale section-including the 1915 Çanakkale Bridge-along with partial supply and installation of the bridge structure health monitoring system and intelligent transportation system works. The AUS-SCADA and Sixense-SHMS systems for the 1915 Çanakkale Bridge Motorway project have also been completed.

In Skopje, North Macedonia's capital, Elmak completed and delivered MEP works for the hotel construction within the Limak Diamond mixed-use superstructure project. The MEP works for the second phase, comprising four residential blocks and a shopping mall, have also been completed and delivered.

As part of the İstanbul Financial Center project, Elmak undertook all electrical and mechanical works for the Central Bank of the Republic of Türkiye Campus, a 340,000-square-meter complex that will be the tallest building in Continental Europe at 353 meters upon completion.



# FOOD & BEVERAGE



By commissioning its solar power plant and utilizing renewable energy to reduce carbon emissions, Limkon sourced approximately 26% of its total energy consumption from renewables in 2024, contributing to its sustainability efforts.

## 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.

The facilities produce fruit juice concentrate, fruit puree, and tomato paste. Limkon's product portfolio includes conventional and organic fruit juice concentrates, non-concentrated (NFC) fruit juices, freshly squeezed fruit juices, and fruit-flavored beverages.

In 2023, Limkon successfully completed the construction of a modern facility with an investment of 7.5 million euros. This facility, with an annual raw material processing capacity of 60,000 tons, increases the total processing capacity to 130,000 tons and enables the production of various products such as tomato paste, strawberry, peach, apricot, and apple purees. A large portion of these products is exported, with the aim of securing a competitive position in the international market.

Limkon, which received its zero-waste certificate in 2021, continued efforts to reduce plastic use in 2024.

By the end of 2022, it had already reduced carbon emissions by utilizing renewable energy from its solar power plant. In 2024, it further contributed to sustainability efforts by meeting approximately 26% of its total consumption from renewable energy.

As in previous years, Limkon remained among the top companies in Türkiye's citrus fruit processing sector in 2024, processing a variety of fruits including pomegranates, apples, and cherries. To meet growing demand for organic concentrates-especially from abroad-Limkon increased its organic concentrate production annually and continued to grow in the organic product market with international organic certifications in 2024.

Along with the increase in organic production, the range of organic products expanded and sales figures rose. These products include apple, cherry, pomegranate, and black carrot juice concentrates and purees. Additionally, sales of natural fruit flavors and oils produced at the factory are on the rise.

All raw materials used in the factory are carefully evaluated. Peels and pomace generated during production are repurposed as inputs in other sectors.

In 2024, concentrated product exports reached 32 countries, accounting for 40% of total sales. Limkon expanded its customer portfolio with many new domestic and international companies and continues to grow its product variety and export volume, especially in the Far East market.

Limkon continues to offer fresh orange juice, NFC (not-from-concentrate) fruit juices, and fruit-based beverages. Each year, it broadens its product range in cold tea and various fruit/flavored beverage categories through new R&D initiatives.

As part of its partnership with ADM Wild, an initial investment of 5 million euros has been made in the factory. Under this agreement with ADM Wild-a world leader in fruit juices, aromas, and compound products-production of imported compound products continues at Limkon. This partnership helps reduce the current account deficit by lowering imports while creating new markets for produced concentrated products. Combining ADM Wild's experience and success in compound products with Limkon's expertise aims to offer fruit-based beverages with custom blends tailored to the Turkish market.

As part of its social responsibility projects, Limkon provided internship opportunities for over 20 students in 2024, supporting young people in gaining professional experience.



# TECHNOLOGY



## Limak Technology

Limak Technology made significant strides in 2024 toward its goals of increasing technology adoption, centralization, and digitization, delivering successful projects along the way. During this process, it accelerated technological transformation, enhancing the efficiency of both internal business processes and external services.

Throughout 2024, artificial intelligence applications took center stage, widely deployed to speed up operations and boost efficiency. AI-supported systems, data analytics, predictive models, and workflow optimization introduced groundbreaking innovations to the company's business processes.

Within this framework, the AI-Supported Occupational Health and Safety (OHS) project was completed, enabling the automatic initiation of processes such as personal protective equipment control, person-area authorization control, and fire and smoke detection. Additionally, the Human Resources Talent Acquisition project was launched under TÜBİTAK 1501, with ongoing studies on AI applications in evaluation, bidding, and legal compliance processes.

Limak Technology focused on developing and disseminating customized applications across group companies. Under the Supplier Management System project, the operational workflows of the Purchasing and Quality units within the Tourism and Construction groups were digitized, leading to measurable efficiency gains.

To further increase operational efficiency, Limak Technology developed innovative solutions, particularly aimed at improving performance management and career processes.

Large-scale transformation projects were implemented to enhance employee competencies across the group and foster a more effective management environment. The Education Management System's Turquality program was expanded, Career System projects were rolled out group-wide, and external requests for usage began to be received. The CROMS Agile Project and Operations Management Tool was developed and piloted in project and operations units, quickly becoming integral to operational workflows.

Operational efficiency improved and costs were optimized through the centralization of procurement, installation, and management processes, alongside more effective management of shared resources.

Security and performance enhancement efforts continued uninterrupted throughout 2024. Solutions such as segmentation, prevention, backup, and proactive monitoring were developed to counter cyber threats posed by the expanding service infrastructure. Comprehensive security protocols ensured full compliance with cybersecurity regulations.

Next-generation technologies were integrated to safeguard company information assets and enhance system performance, with continuous performance monitoring processes implemented to boost user satisfaction.

Digitalization and automation projects significantly improved the traceability and efficiency of internal business processes. Manual operations were reduced, and digitalization spread widely across the group through enhancements to the Simurg Business Management System. Additionally, new applications developed on low-code platforms provided fast and effective solutions to various internal needs.

Notably, the widespread digitization of occupational health and safety training evaluation processes and supplier management helped reduce operational risks. By 2024, Limak Technology had clearly defined its strategic role within the group and guided its work with a future-focused vision. It strengthened its determination to be a technology leader, adding value to both employees and group companies. Thanks to infrastructure and technological investments, faster, more accurate, and personalized solutions were delivered to customers, while internal communication and information sharing were bolstered.

With its innovative projects and commitment to digital transformation, Limak Technology took important steps in 2024 and remains focused on continuing this progress by leveraging its experience and knowledge in the coming years.



## Limak Digital Transformation Office



The Limak Group of Companies continually strives for greater efficiency by integrating technology into every aspect of its business processes. It organizes events and establishes committees to evaluate opportunities, potentials, and risks arising from artificial intelligence and emerging technologies.

In its digital transformation journey, Limak incorporates solutions that simplify information access, automate processes, and enable effective data management. This fosters information sharing and collaboration across the company while empowering employees to make data-driven decisions. Through this approach, it carries its corporate memory into the future, laying a solid foundation for sustainable growth and success.

By 2024, many new technologies had been integrated into workflows to enhance efficiency. Previously manual and repetitive tasks were transferred to robots using Robotic Process Automation (RPA), freeing employees to focus on higher-value and creative work while eliminating errors and saving significant time.

AI-powered solutions are used in the legal department to accelerate the analysis of laws and court rulings.

Recognizing that interactive, experience-based training improves retention, Limak combined Occupational Health and Safety training with advanced technologies, pioneering this approach in the construction sector. To ensure the safest construction sites, an innovative digital training package called Limak Savity-consisting of 46 modules and totaling 509 minutes-was launched, featuring Virtual Reality (VR), gamified interactive simulations, and 3D animations.



Limak Group is advancing confidently on its digital transformation path, preparing for the future by achieving key gains in efficiency, operational excellence, and agility.



# SOCIAL INVESTMENTS

## Limak Foundation

The Limak Education, Culture, and Health Foundation was established in 2016 to unify all social investment and aid projects carried out by the Limak Group of Companies over the years under a single umbrella, ensuring their continuation in a more institutional and effective manner.

The Limak Foundation contributes to transforming our country's young and dynamic population into qualified human resources through sustainable projects that support social development and progress. Within this scope, the Engineer Girls of Türkiye (EGT) project was launched in 2015 to increase the representation of women in engineering and train well-equipped female engineers for the future. As one of Türkiye's longest-running social impact initiatives, EGT expanded beyond national borders in 2022 to become a global social impact movement under the name Global Engineer Girls (GEG). Under this umbrella, efforts continue in Türkiye, Kosovo, North Macedonia, and, as of 2024, Saudi Arabia, to train the next generation of skilled female engineers, increase female employment in engineering, and build a global sisterhood network.

In addition, social investment initiatives are underway to raise awareness of STEM among young people and support secondary school students who have achieved outstanding success despite difficult circumstances.

Believing that culture and art should be accessible to all segments of society, the Limak Philharmonic Orchestra, operating under the Limak Foundation, continues to organize concerts in different cities every year. It reaches thousands of listeners and earns widespread acclaim, aiming to bring polyphonic music to a wider audience.

The Limak Foundation conducts its activities on the fundamental belief that the most meaningful investment is in human capital, adhering to the principle that "youth is the future." Its mission is to foster generations equipped to address social and economic challenges, while upholding the universal values essential to a strong, modern, and esteemed society.

## AWARDS

### Limak Foundation

- 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

- UNGC Partnership for Sustainability Award 2024, People Category - Best Social Impact Initiative
- Inbusiness Magazine Sustainable Century Summit Sustainability Leaders Award - 2023
- 11th Corporate Social Responsibility Summit SKA Awards Gold Achievement Award - 2019
- IPRA Gold Award - Corporate Responsibility - 2018
- Stevie Awards - Silver Stevie Award for Best Corporate Social Responsibility Program in Europe - 2018
- Stevie Awards - Silver Stevie Award for Best Communication and Public Relations Campaign in Public Service - 2018
- Stevie Awards - Silver Stevie Award for Best Communication and Public Relations Campaign for Global Issues - 2018
- Private Sector Volunteers Association Heartfelt Awards Most Creative Volunteer Project-2016



## Engineer Girls of Türkiye



UNGC Partnership for Sustainability Award 2024  
People Category - **Best Social Impact Initiative**

Launched in 2015 to develop an inclusive model that increases the participation of women in engineering fields-where female representation is low-and to promote the employment of qualified women, the Engineer Girls of Türkiye (EGT) project is implemented by the Limak Foundation in collaboration with the Ministry of Family and Social Services of the Republic of Türkiye.

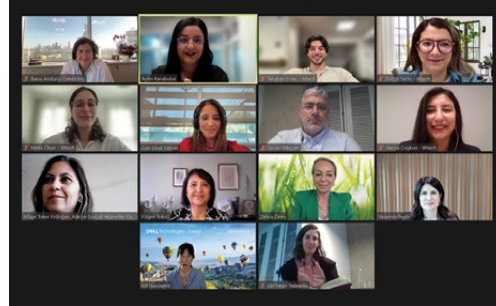
Designed with a holistic approach, the project is supported by the Equality Seal Program, which seeks to foster inclusion in corporate life, alongside programs aimed at high school and university students.

### Engineer Girls of Türkiye Showcased Sustainable Ideas in Ideathon Competition

As part of the EGT project, the third Ideathon event was held in 2024 within the scope of certificate programs. Students competed on the theme "Reducing Inequalities," aligned with the United Nations Sustainable Development Goals.


Projects were evaluated based on originality, creativity, sustainability, feasibility, added value, presentation skills, and teamwork. Group 4 won first prize with "Let's Equalize on the Map," a project aimed at understanding and reducing inequality to foster social transformation.

The "Barrier-Free Society" project, which aims to improve the living standards of people with disabilities and autism, raise social awareness, and reduce inequalities through technology, won second place in Group 3. The "Equal Conditions, Equal Society" project, focused on addressing challenges faced by people with disabilities in daily life and increasing their social and economic participation, won third place in Group 1.



### EGT - University Program

  
9 years  
1,546 students

  
37 cities and  
68 universities

  
9 years  
281 graduates

  
Internship support  
for 135 students

  
7 fields of  
engineering

Computer, Environmental,  
Electric-Electronic, Industrial,  
Civil, Chemical, Mechanical

#### 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

### EGT - High School Program

Since 2017, this program has aimed to challenge social stereotypes about career choices formed at an early age and encourage students to pursue careers aligned with their talents and interests. As part of the program, role model videos featuring the seven supported engineering disciplines and sharing the experiences of successful female engineers have been produced. These videos, published online and widely viewed, have amassed over 240,000 views.



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[/muhendisliklari](https://www.instagram.com/muhendisliklari)

[/TürkiyeninMühendisKizları](https://www.youtube.com/channel/UC7kYnMhndisKizlar)





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.

### Engineer Girls from Different Regions Meet in İstanbul



The Limak Foundation's Engineer Girls of Türkiye project has grown into an international social impact movement, now operating in Kosovo, North Macedonia, and Saudi Arabia under the name "Global Engineer Girls.

In 2024, the traditional İstanbul Gathering brought together engineering students from Kosovo, North Macedonia, Saudi Arabia, and Türkiye. Under the theme "Bold Ideas, Bright Futures," the event offered young engineering candidates opportunities to meet inspiring role models and share experiences. Hosted by Ebru Özdemir, Chair of the Limak Foundation and Limak Group of Companies, the gathering was attended by Mahinur Özdemir Göktaş, Türkiye's Minister of Family and Social Services; Fahad Assaad Abualnasr, Ambassador of Saudi Arabia to Ankara; and leading industry figures. The event featured panels, mentor-mentee meetings, workshops, and welcomed 71 engineering students from the earthquake zone incorporated into GEG Türkiye. Global Engineer Girls continues to grow yearly, inspiring qualified and empowered female engineers to pursue STEM careers.

#### 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 currently supports 67 students.

#### 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. It currently supports 55 students.

#### GEG Saudi Arabia



GEG Saudi Arabia 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 currently supports 53 students.



## 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 was honored with the “Best Public Service Building” award at the European Property Awards, which recognizes the world’s leading real estate and construction projects.

Providing education at all three levels-elementary (first grade), middle school (second grade), and high school (third grade)-the school spans 5,000 square meters of indoor space and includes 27 classrooms. The Gülseren Özdemir Special Education Practice School is designed to offer optimal education for students with moderate to severe autism, moderate to severe intellectual and physical disabilities, hearing impairments, visual impairments, and multiple disabilities.

Beyond classrooms, the school features a library, parent waiting room, parent meeting room, two independent practice houses, a foyer, a hobby garden, a conference hall for 100 people, two music workshops, an infirmary, a dining hall, animal care workshops, handicraft workshops, visual arts workshops, two wheelchair-accessible elevators, outdoor classrooms in the garden, playgrounds, two sensory integration rooms where occupational therapy and physiotherapy are provided, student observation rooms, group preparatory support education rooms, a gymnasium, and a physical education hall. The school currently enrolls 173 students, including 70 with autism and 103 with intellectual disabilities. The educational staff comprises five administrators, two guidance counselors and psychologists, one nurse, and 70 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.

Additionally, the school provides practical training to intern students from various universities in fields such as teaching, nursing, special education, and child development. Students have achieved notable successes in athletics, swimming, and shot put at national and provincial levels, winning 45 medals in the 2021–2022 academic year, 49 medals in 2022-2023 academic year, and 27 medals in 2023-2024 academic year.

The school holds the “Sports-Friendly School” certificate and has been recognized as one of İstanbul’s best schools in competitions held under the “Best Practices in Education” category. It also made history by becoming the first special education school worldwide to participate in Türkiye’s biannual International Jewelry Fair. At the 2024 International Jewelry Fair, the school’s promotional booth won the bronze prize in the “Best Booth Design” category.

In 2024, internship training was provided in departments including Child Development at Health Sciences University, Special Education, Nursing, and Occupational Therapy at Medipol University, and Nursing at Bezmialem University.

At Gülseren Özdemir Special Education Practice School, where teacher and parent training continues, regular education programs are implemented in diverse areas such as privacy education for individuals with special needs, obesity, first aid, social adaptation skills, occupational health and safety, communication skills, parent education, values education, and protocol rules.



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

In 2024, the Limak Philharmonic Orchestra captivated audiences in İstanbul, İzmir, and Ankara with its New Year's concerts, featuring world-renowned opera stars Murat Karahan, Rame Lahaj, and Ramón Vargas. In August, the orchestra delivered an unforgettable performance at the historic Bodrum Ancient Theater, once again joined by acclaimed opera talents. In October, it presented a unique musical experience in Ankara with the Unique Treasures of Anatolia concert, headlined by tenor Murat Karahan.

On October 30, 2024, the orchestra marked a major milestone with its first international performance at the Palau de la Música Catalana in Barcelona—one of the world's most prestigious concert halls and a cultural landmark of the city. The concert, conducted by Italian maestro Francesco Ivan Ciampa, featured celebrated tenor Murat Karahan and internationally acclaimed Catalan soprano Sara Blanch.

All proceeds from Limak Philharmonic Orchestra concerts are donated to the *Engineer Girls of Türkiye* project, a Limak Foundation initiative that supports the education of female engineering students.

## 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 2024, 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.



## KEDS Academy



The Kosovo Electricity Distribution Company, established KEDS Academy in 2014 to address unemployment in Kosovo and to cultivate a qualified workforce for the energy sector. To date, 11 cohorts have successfully graduated from the program, and the 12th cohort-comprising students from the University of Pristina-is currently enrolled in the Energy, Environment, and Leadership Program. In addition, a separate educational program for students from electrical and technical vocational high schools is ongoing.

The Energy, Environment, and Leadership Program offers students valuable professional development opportunities by enabling them to apply the knowledge and skills they have acquired at university through hands-on projects in the workplace.

The program is conducted in collaboration with the Ministry of Science, Education, and Technology of Kosovo, the University of Pristina, the Boğaziçi University Lifelong Education Center, and the Energy and Sustainability Center at the University of Pristina. To date, 800 high school and university students have benefited from the program. The program also provides internship and employment opportunities, with more than half of its graduates currently employed at KEDS and KESCO.

## 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 3,298 women micro-entrepreneurs. Some of these entrepreneurs have accessed second and third microcredits after successfully completing their initial year.

In 2024, the Siirt-Batman Nihat Özdemir Microfinance Branch served 357 active micro-entrepreneurs, distributing a total of 1,278,575.05 TL in microcredit throughout the year.

## Social Investments

### EDUCATION

- 2024 • Global Engineer Girls Saudi Arabia
- 2022 • Global Engineer Girls Kosovo
  - Global Engineer Girls North Macedonia
  - 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 Tuyji 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
  - 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 Erding - Leyla Çolakoğlu Concert
  - A Night in Venice Ankara State Opera and Ballet
  - Frantisek Brikcius and Anna Brikciusova Cello Duo
  - Yeşim Gökarp 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

Limak Group recognizes that we are living in a time when collective global action is essential to ensure the sustainable continuation of life on Earth in harmony with nature. Guided by this awareness, the Group approaches all its operations through a three-dimensional business model, making decisions and managing its value creation processes in line with these principles. The Limak Group Sustainability Policy, shaped by the Group's founding values, core principles, business ethics, and global goals-serves as the Group's guiding constitution. This policy informs all activities and decision-making processes across the Limak Group of Companies and extends to its global stakeholders, both direct and indirect.

The Limak Group of Companies' sustainability policy is built around three interrelated focus areas:

SP

## Social People Oriented Business Approach

Limak Group continuously strives to create a work environment where people are motivated to contribute and feel proud to work. The key to overcoming challenges and achieving long-term success lies in diversity, secured through a fair and inclusive workplace. Limak is committed to unconditionally protecting the fundamental rights of all stakeholders involved in its value creation process. The Group aims to foster a workplace that safeguards employees' physical and mental well-being, prepares them for the future, and supports their personal and professional development.

HP

## Healthy Planet Oriented Business Approach

Limak Group, a firm supporter of climate action, is setting ambitious goals and taking bold steps toward achieving them. It is among the sector leaders in energy efficiency, emissions reduction, waste minimization, and water conservation. As the Group operates in sectors-such as energy, cement, and infrastructure-that play a pivotal role in shaping the future, and engages in essential industries like food, logistics, and tourism, its environmental responsibility is paramount. Limak is committed to achieving climate neutrality across all sectors and ensuring a healthier future for the planet. This commitment is underpinned by the unwavering determination of its senior leadership.

ID

## Inclusive Development Oriented Business Approach

Limak is elevating its governance model to be more inclusive, transparent, and accountable. Today, it stands as a globally preferred investment partner, embedding ethical responsibility into its core management philosophy. The Group believes that honoring a company's responsibilities to all its stakeholders is an ethical imperative. Accordingly, it makes decisions based on conscious risk assessment and inclusive management-not only for the benefit of those directly or indirectly involved in value creation but also to protect the planet's future. Through this approach, Limak continues to build a sustainable and responsible business model.

## Sustainability Goals



### Social People

- To be a **leader** in inclusiveness and diversity.
- To become the most preferred employer across all sectors in which it operates.

### Healthy Planet

- To achieve **carbon neutrality** by 2050.
- To reach 28% **water efficiency** by 2026.\*

\*Water target currently under revision.

### Inclusive Development

- To make inclusive social investments in partnership with national and international stakeholders, contributing to the economic and social development of local communities in climate-resilient and responsive ways.
- To create a **100% sustainable** supply chain among strategic suppliers by 2030.

## Sustainability Management

Limak Group of Companies positions sustainability management as a fundamental component of its corporate business model. The Sustainability Department is responsible for coordinating sustainability activities across Group companies, defining the sustainability strategy, implementing relevant policies and procedures, and monitoring and reporting on targets and processes. These efforts are carried out in line with the decisions and guidance of the Sustainability Committee, which is led by the Chair of the Board.

To enhance the effectiveness of the Sustainability Committee's activities, subcommittees and working groups have been established with the participation of employees from Group companies who possess the necessary expertise and experience. These structures support the committee's work through analysis and performance evaluations.

## Limak Group of Companies 2023 Sustainability Report



The 2023 Limak Group of Companies Sustainability Report was prepared in alignment with the Global Reporting Initiative (GRI) Standards and highlights the Group's contributions to the United Nations Sustainable Development Goals (SDGs).

This year, the Group refined its sustainability strategy by consolidating the 12 goals previously disclosed into six broader and more inclusive objectives.

Having fully integrated sustainability principles into its corporate culture, Limak shares both its long-term sustainability goals and the performance outcomes achieved with the public through this report.

The report offers an in-depth overview of the Group's environmental, social, and governance (ESG) efforts across its construction, energy, tourism, cement, infrastructure, and food and beverage businesses, as well as initiatives by the Limak Foundation. It covers the reporting period from January to December 2023 and highlights best practices and notable performance achievements aligned with the Group's sustainability targets.



# MEMBERSHIPS

**AKTOB**  
Union of Mediterranean Touristic  
Hoteliars and Operators

**ASO**  
Ankara Chamber  
of Industry

**ato**  
Ankara Chamber  
of Commerce

**ATAU**  
Asphalt Contractors  
Association

**Atlantic Council**  
Atlantic  
Council

**UNITED NATIONS**  
Global Compact

**bruegel**

**DEİK**  
Foreign Economic  
Relations Board

**DTD**  
Railroad Transportation  
Association

**Clean Sea Association**  
TURMEPA

**CHAMBER OF SHIPPING**

**WORLD ENERGY COUNCIL**

**ENDEAVOR TÜRKİYE**

**etd**  
Energy Trade  
Association

**eüd**  
Electrical Manufacturers  
Association

**GÜYAD**  
Solar Energy Investors  
Association

**HESİAD**  
Hydroelectric Power Plants  
Industry Businessmen Association

**CIGB ICOLD**  
International Commission  
On Large Dams

**International Hydropower  
Association**

**International Pipe Line  
& Offshore Contractors  
Association**

**International Women's  
Forum Türkiye**

**HİB**  
IMMIB- Service  
Exporters' Association

**MASİS**  
Mining Industry  
Employers Union

**skd**  
Sustainable Development  
Association

**wtech**  
Women's  
Association in  
Technology

**TYD**  
Tourism Investors  
Association

**TUSİAD**  
Turkish Industrialists and  
Businessmen Association

**TESİB**  
Turkish Electrical  
Industry Association

**TÜGİD**  
Turkish Young  
Businessmen  
Association

**INTES**  
Turkish Construction  
Industrialists Employers  
Union

**Corporate Governance  
Association of Türkiye**

**Türk Port Managers  
Association**

**Türk Contractors  
Association**

**TÜROFED**  
Turkish Hoteliers  
Federation

**yased**  
International Investors  
Association

**WOMEN'S  
EMPOWERMENT  
PRINCIPLES**

**WORLD  
ECONOMIC  
FORUM**  
World Economic  
Forum

**World Water  
Council**

**YÖNETİM KURULUNDA KADIN DERNEĞİ**  
Women's  
Association in the  
Board of Directors

**30% Club**



# LİMAK GROUP OF COMPANIES ANNUAL REPORT 2024

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