LİMAK GROUP OF COMPANIES
ANNUAL REPORT
2025

Powered by **50**, Focused on the **Future**

Powered by **50**, Focused on the **Future**

At every step of our half-century journey, we have combined our engineering expertise with a culture of collaboration.

We view our past not merely as a record of achievements, but as a trusted guide to building the future.

As a brand expanding from Türkiye to the world, we continue to work with passion toward a more sustainable, inclusive, and innovative future.

LİMAK GROUP OF COMPANIES

ANNUAL REPORT 2025

Please click on the section you want to reach

LİMAK AT A GLANCE

Our Vision

To strive for positive societal transformation through sustainable growth.

Our Mission

To create enduring global value by championing excellence, driving innovation, and advancing sustainability.

Establishment

1976

Number of Employees*

37,417

Number of Countries Operated*

14

Number of Sectors Operated*

8

* The data presented shows the total number of employees in companies with an ownership interest as of December 2025. These figures are not calculated based on shareholding ratios and reflect the total workforce of the respective companies, including subcontractor employees.

Our Values

Our Foundation: *Integrity & Trust*

Honesty and Responsibility: We act with integrity, accountability, and ethical conduct in all we do.

Transparency: We foster openness and clear communication.

Compliance: Upholding legal and ethical standards is paramount.

Our Drive: *Excellence & Impact*

Leadership: Guiding with vision and inspiring action.

Efficiency & Effectiveness: Maximizing our impact with smart execution.

Quality & Results-Oriented: Delivering superior outcomes with unwavering standards.

Our Spirit: *Innovation & Growth*

Innovation, Creativity, & Openness to Change: Embracing new ideas and adapting for the future.

Sustainability: Building for a better tomorrow, responsibly.

Employee & Customer Satisfaction: Our people and partners are at the heart of our success.

Our Culture: *People & Inclusion*

Teamwork: Achieving more, together.

Equality of Opportunity: Empowering everyone to thrive.

Diversity & Tolerance: Celebrating unique perspectives and fostering respect.

Corporate Social Responsibility: Contributing positively to our communities.

MESSAGE FROM THE BOARD

Mehmet Serhan Bacaksız
Deputy Chair
of the Board

Ebru Özdemir
Chair
of the Board

Turhan Serdar Bacaksız
Member
of the Board

Batuhan Özdemir
Member
of the Board

Esteemed Stakeholders,

The year 2025 marked a transition in the global economy from monetary tightening to gradual normalization; however, growth dynamics continued to be shaped by geopolitical developments and trade uncertainties. While major central banks' rate-cut cycle has improved global liquidity. Meanwhile, AI-driven technology investments and green transition expenditures have become key drivers supporting global trade activity. Despite the recovery in global trade volumes, protectionist policies and the trend toward regionalization in supply chains have led to a cautious yet resilient growth outlook.

In the Turkish economy, 2025 marked a period during which the effects of rational economic policies became increasingly evident, and the disinflation process gained clear momentum. Decisive measures implemented to combat inflation strengthened investor confidence, while improvements in Türkiye's credit rating, and the decline in the risk premium contributed to the strengthening of external financing conditions. Despite the stabilization in domestic demand, ongoing efforts to diversify exports, together with the strong contribution of tourism revenues, supported the current account balance in maintaining a manageable trajectory. Within this context-characterized by a resilient real sector and reinforced by structural reforms- Türkiye further consolidated its position within global value chains, thereby establishing a solid foundation for sustainable growth.

In this context, when assessing the year 2025 from the perspective of the Limak Group of Companies, we leave behind a successful year in which we continued our operations across all sectors with the same determination and stability, demonstrating a strong and sustainable performance. Limak Construction reaffirmed its strong global standing by ranking 61st on the Engineering News-Record (ENR) "Top 250 International Contractors" list, one of the most prestigious rankings of the world's largest construction firms. As a reflection of this achievement, we were honored with the "Overseas Construction Services Achievement Award" presented by the Turkish Contractors' Association in January 2026.

As Limak Group of Companies, we continue to advance our operations across 14 countries, supported by the expertise and dedication of our more than 37,000 employees. We move forward with a clear vision, maintaining our strong position across the sectors in which we operate.

Beyond contributing to economic growth, we remain committed to creating long-term value through our investments and to supporting social development. We take pride in the impact we generate for our people and our economy, both locally and internationally.

In this context, the year 2025 holds special significance for us. As we prepare to mark the 50th anniversary of the Limak Group of Companies in 2026, we view 2025 as a "leap year" in which we blended this half-century of experience with next-generation technologies and our sustainability goals. Drawing strength from our heritage, we are taking decisive strategic steps not only to shape the present but also to build the next fifty years, further reinforcing our global presence.

As of 2025, the Limak Group of Companies has made significant progress in the renovation and expansion project of the Spotify Camp Nou Stadium, undertaken in partnership with FC Barcelona, one of the world's most prestigious sports clubs. The first match held at the renewed stadium in November 2025 stands as a tangible milestone reflecting the project's current stage. Work continues uninterrupted, in line with the planned phases of the project. Upon completion, this iconic development will serve as a distinguished reference, further strengthening Limak's global reputation and expertise, while proudly representing the capabilities of Türkiye's construction sector on the world stage.

We successfully completed two of the three projects we are undertaking in the Trojena and Magna districts of NEOM, the Kingdom of Saudi Arabia's visionary mega-city project, in 2025. Being part of these prestigious projects-closely followed worldwide and set to inspire the urban life of the future-is a source of great pride for the Limak Group of Companies. We are also honored to share that we were granted six prestigious awards, including "Contractor of the Year," at the NEOM "Culture of Care" Awards Ceremony in 2025. We also held the groundbreaking ceremony for the Antalya-Alanya Motorway Project, which will further strengthen Türkiye's transportation infrastructure. Executed under the Public-Private Partnership (PPP) model, 87% of the €1.7 billion sustainability-linked loan for the project was provided by international financial institutions. This environmentally conscious project, spanning 122 kilometers, will make significant contributions to the region's tourism, trade, and agriculture sectors. Internationally, we held the groundbreaking ceremony for the Dubai Metro Blue Line Design and Construction, which we are undertaking under the Mapa-Limak-CRRC consortium.

This 30-kilometer new metro line, implemented to expand Dubai's rapidly developing metro network, will make the city's transportation infrastructure more integrated and accessible.

2025 was a productive year during which we both took key steps in new strategic projects and completed existing ones. Within the scope of the İstanbul International Financial Center Project, the Central Bank of the Republic of Türkiye Campus Phase 2 project was completed, as was the Çetintepe Dam project, which aims to provide drinking water to Gaziantep and contribute to the irrigation of 70,000 hectares of land. The Kuwait Infectious Diseases Hospital has also been completed and officially transferred to the Ministry of Health as of May 29, 2025.

While continuing to create value for the national economy through our strategic investments, we also contribute to our country's social and cultural development through our social investments led by the Limak Foundation. Established in 2016, the Foundation reflects our long-term commitment to investing in the future of our youth.

Through our "flagship" project, Global Engineer Girls (GEG) previously known as "Engineer Girls of Türkiye" (EGT), which we have sustained with great excitement for ten years, we provide scholarships, mentoring, and various supports to female students who are studying or aiming to study engineering. In this way, we prepare the female engineers of tomorrow who are leaders, possess ethical values, and are socially conscious for the professional world. As part of the 2025 Communitas Awards, our Global Engineer Girls (GEG) Project was honored with the "Excellence in Corporate Social Responsibility" award in the "Education and Empowerment of Youth and Environmental Applications" category. What began in 2017 with Kuwait's Engineer Girls was restructured in 2022 as Global Engineer Girls (GEG) and expanded to North Macedonia and Kosovo.

Through the Global Engineer Girls project, our primary objective is to support young female engineering candidates in the countries where we operate and to expand our social impact globally by building an international network of sisterhood. In 2025, we also launched our GEG program in Spain, Mozambique, and the Ivory Coast. Through GEG, we continue our efforts with determination to empower women engineers and increase female representation in the engineering field, while working diligently to expand this meaningful initiative to new countries and regions.

In line with our mission to bring art to wider audiences both locally and internationally, the Limak Philharmonic Orchestra continued its international engagements following its first overseas concert at the Palau de la Música Catalana in Barcelona in 2024.

In addition to our efforts to create social impact, sustainability remains a core priority for Limak. Through the work we have carried out in this field since 2013, we have embedded environmental, social, and governance principles into our business practices, while continuing to take responsibility for a sustainable future.

Guided by our vision to align with the global sustainability agenda and to act as a pioneer in this field, we have assumed a leading role in driving positive change not only within our industry but also across society. As we continue this journey with strong commitment, we draw inspiration from global best practices, continuously enhancing our performance and setting an example for the business community through our sustainability initiatives.

In 2025, we restructured our sustainability organization in line with developments in the global sustainability agenda and stakeholder expectations. The Sustainability Committee, chaired by the Chair of the Board, oversees the definition, implementation, and monitoring of our group-wide sustainability strategy.

We advance our sustainability agenda through a holistic approach, supported by the Sustainability Department within the Group and cross-functional working groups composed of representatives from our group companies. In line with our sustainability strategy and objectives, we shared our 2024 Sustainability Report-prepared in compliance with the Global Reporting Initiative (GRI) standards-with all our stakeholders in 2025. In this report, we presented our sustainability approach and the progress made toward our goals comprehensively and transparently.

We have also taken significant steps in sustainable finance and climate transformation. While Limak Renewable Energy successfully completed its first Green Eurobond issuance, the sustainability-linked financing secured for the Antalya-Alanya Motorway Project became one of the largest transactions of its kind in Türkiye by a corporate entity. Limak Cement's Science-Based Targets (SBTi) were approved, while Prishtina Adem Jashari International Airport publicly shared its carbon reduction roadmap. Additionally, LimakPort Iskenderun published its first standalone sustainability report, further strengthening its commitment to transparency and accountability.

We continue to prioritize digital transformation and innovation as key strategic imperatives to remain competitive, adapt to rapidly evolving technologies, and enhance operational efficiency. As Limak Group of Companies, we view digitalization not merely as technological modernization, but as a comprehensive transformation encompassing our ways of working, decision-making processes, and corporate culture.

Throughout 2025, we took significant steps in data management, process automation, and AI-powered applications. As part of our Human Resources transformation project, we implemented a digital infrastructure that centralizes employee data across our group companies.

We enhanced efficiency by integrating robotic process automation and AI-driven applications into our operations, while enabling the tracking of our energy, water, and carbon footprints through digital platforms to better monitor our sustainability goals. We also accelerated decision-making through the deployment of advanced business intelligence systems.

In the field of occupational health and safety, we leveraged innovative digital technologies to introduce virtual reality-supported training applications. To foster a strong digital culture across the organization, we delivered training programs focused on AI and emerging technologies, and began utilizing generative AI tools to enhance productivity. These efforts were recognized with an award in the digitalization category under the "Common Futures" project of the Turkish Confederation of Employer Associations (TİSK).

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

1976
Limak Construction was established.

1995
Entry into the tourism sector: Limak Arcadia Hotel came into service.

1997
Limak Energy was established.

2000
Entry into the cement sector: Siirt Kurtalan Cement was bought.

Limak Holding was established.

2008
Limkon Fruit Juice Concentrate Plant came into service.

2010
Entry into electricity distribution sector: UEDAŞ and ÇEDAŞ were taken over by the partnership of Cengiz-Limak-Kolin.

2011
Limak Energy Trade started its operations.

Limak took over Prishtina Airport.

The right to operate İskenderun Port was transferred to Limak for 36 years.

2012
Partnership of Limak-Çalık won the privatization tender of Kosovo Electricity Distribution Company.

2013
Hamitabat Natural Gas Combined Cycle Power Plant was taken over.

Ankara High Speed Train Station project started.

2014
The first sustainability report was published.

Limak Cement signed an investment agreement with Afrikbat to establish a new plant on Ivory Coast.

2015
Investments of new Limak Anka Integrated Cement and Kilis Integrated Cement Factory were initiated.

2016
Limak Education, Culture and Health Foundation was established.

Ankara High Speed Train Station came into service.

2017
The foundation of the Kuwait International Airport New Terminal Building was laid.

Dakar Blaise-Diagne International Airport came into service in Senegal.

2018
İstanbul Airport came into service.

Buharkent GPP was set into operation.

2019
First natural gas flow was realized in TANAP Lot-4 section.

2020
Limak Skopje Luxury Hotel construction was completed.

The Central Bank of the Republic of Türkiye Campus construction project started.

2022
1915Çanakkale Bridge and Malkara-Çanakkale Motorway were put into service.

Yusufeli Dam and HEPP started to hold water.

Limak Investment completed the Gender Equality Seal Program and received the Gold Category Award.

2023
Contract signed for Spotify Camp Nou Stadium project.

Two construction contracts were signed as part of the NEOM project.

Skopje Diamond Mall was opened.

2024
Contract signed for the Antalya–Alanya Motorway project.

Dubai Metro Blue Line project tender was awarded.

Limak Doğu Anadolu Cement, a subsidiary of Limak Cement, successfully completed a highly subscribed public offering.

Limak became an official supporter of the world-renowned Palau de la Música Catalana (Catalan Music Palace) in Barcelona, Spain.

2025
Global Engineer Girls expanded its international reach with the launch of initiatives in Spain, Mozambique, and Côte d'Ivoire.

Limak Group completed its first green bond issuance in the energy sector.

The Central Bank of the Republic of Türkiye Campus Phase II was completed.

GROUP STRUCTURE

CONSTRUCTION

TOURISM

CEMENT

ENERGY

Energy Generation
Energy Sales and Trade
Energy Distribution

INFRASTRUCTURE

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

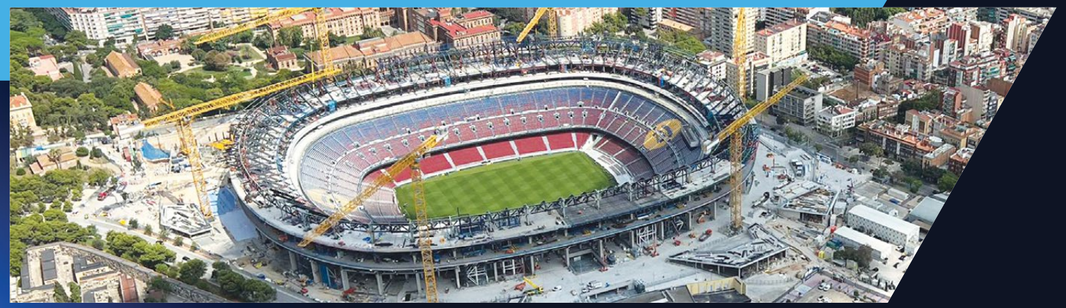
ENERGY ELECTRICAL AND MECHANICAL CONTRACTING

FOOD & BEVERAGE

TECHNOLOGY

GLOBAL COLLABORATIONS

CONSTRUCTION



Since 1976, Limak Construction has carried out its operations by leveraging its extensive experience in infrastructure and superstructure projects, including airports, ports, highways, dams, hydropower plants, wastewater treatment plants, factories, industrial and food processing facilities, pipelines, mixed-use complexes, and hotels. Through the high-engineering projects it undertakes globally, the company ranks among the leading firms in the international construction sector. Consistently listed among Engineering News-Record (ENR)'s "Top 250 International Contractors," Limak Construction ranks 61st as of 2025.

Limak Construction has developed significant expertise through the international airport projects. The first phase of the İstanbul Airport Project, one of the largest infrastructure investments in Türkiye and globally, was completed and became operational on October 29, 2018, following the contract signed in 2014.

The İstanbul Sabiha Gökçen International Airport New Terminal Building and its annexes, with a total enclosed area of 500,000 square meters, were designed and completed in a record 18 months under a design-build model. The project, which has received numerous international awards, is recognized for its safety and engineering excellence.

Internationally, Prishtina Adem Jashari International Airport, one of the most modern and technologically advanced airports in the Balkans, was completed in 2013, while the Cairo International Airport Terminal 2 Project, financed by the World Bank, was completed in 2016. Blaise-Diagne International Airport in Dakar, the capital of Senegal, became operational in 2017, while construction continues on the Kuwait International Airport Terminal II Project, which is of strategic importance to Kuwait and represents one of the highest-value contracts undertaken by a Turkish construction firm.

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 the Spotify Camp Nou Stadium. Work on the project, scheduled for completion in 2027, is progressing in line with the established timeline. As part of the project, the stadium reopened to spectators in November 2025 with an approximate capacity of 45,000 for the FC Barcelona vs. Athletic Club fixture and has continued to host matches since that date.

As part of NEOM, a mega-city project comprising four regions and exceeding USD 1 trillion in value, which is shaping the Kingdom of Saudi Arabia's vision and strategy for the future, Limak Construction completed two of the three projects underway in the Trojena and Magna regions in 2025 and continues to deliver major engineering structures at pace.

In the energy sector, Limak Construction has successfully completed numerous hydroelectric power plant (HEPP) projects to date. Among these are the Çetin Dam and HEPP, which, with an installed capacity of 420 MW and annual generation of approximately 1.5 billion kWh, is the largest RCC-type dam in Türkiye and Europe, and the Yusufeli Dam and HEPP, which, at 275 meters in height, is the tallest dam in Türkiye and the world's fifth-tallest double-curved concrete arch dam. Construction work on the İncir Dam and HEPP and the Pervari Dam and HEPP projects is ongoing.

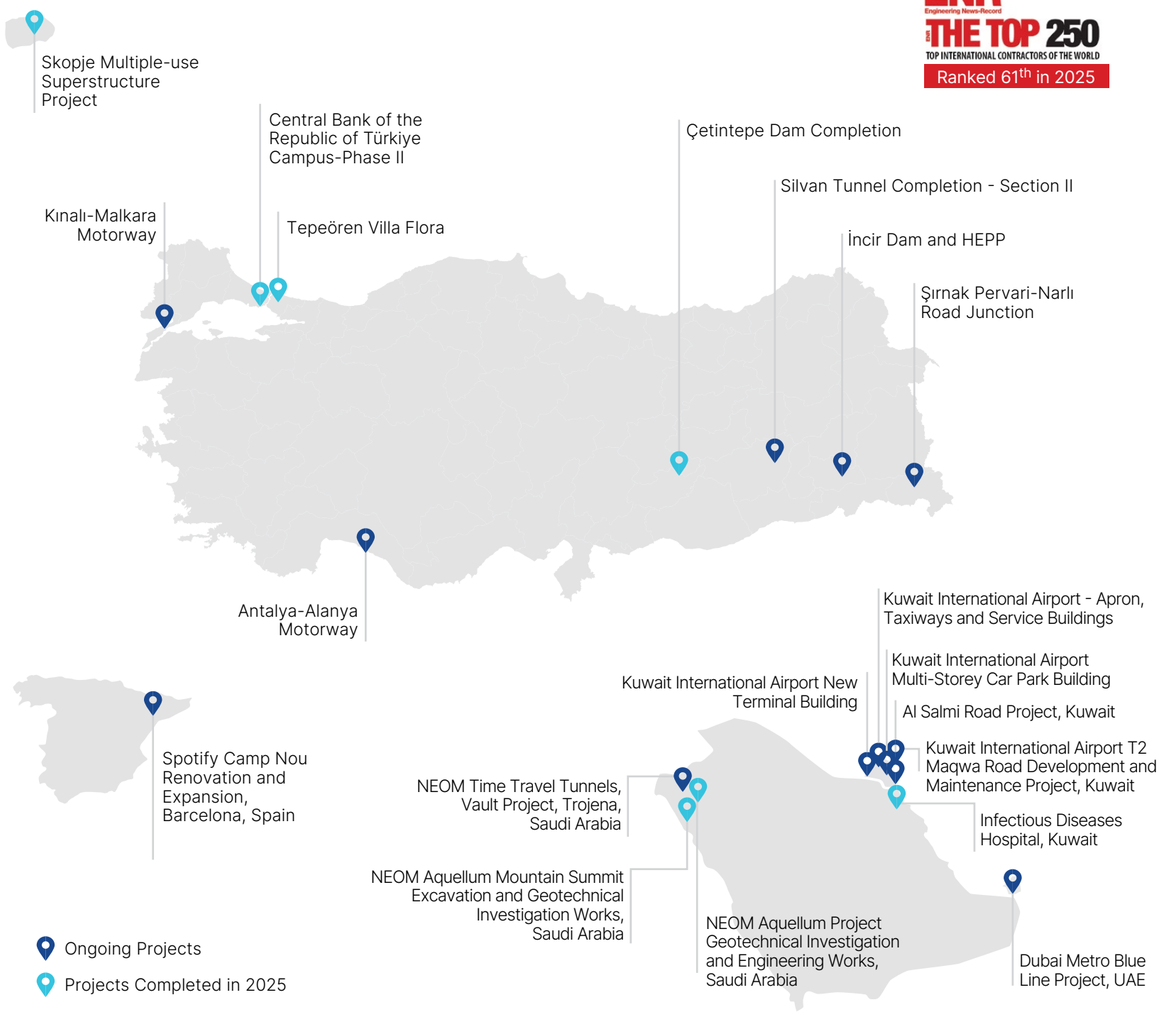
The groundbreaking ceremony for the Dubai Metro Blue Line Design, Construction, Testing, and Commissioning project, carried out by a consortium including Limak in collaboration with the Dubai Roads and Transport Authority, was held in 2025. The project is expected to make a significant contribution to the city's transportation infrastructure and stands as a strong example of advanced technology, engineering capability, and international collaboration.

In Türkiye, the groundbreaking ceremony for the 122-kilometer Antalya-Alanya Motorway, which will connect Antalya and Alanya, was held on July 25, 2025, while the financial closing ceremony for the project, implemented under a public-private partnership model, took place on October 6, 2025. The project is scheduled for completion in 2028. The Silvan Tunnel, a key component of the GAP and Silvan Irrigation Project, with a total length of 13,236 meters, is also scheduled for completion in 2028.

In 2025, the Çetintepe Dam Project, aimed at providing drinking water to Gaziantep and contributing to the irrigation of a total of 70,000 hectares of land, was completed, along with the second phase of the Central Bank of the Republic of Türkiye Campus Project, part of the İstanbul International Financial Center. The Kuwait Infectious Diseases Hospital was completed and officially transferred to the Ministry of Health as of May 29, 2025. In the Skopje Mixed-Use Infrastructure Project, located in Skopje, the capital of North Macedonia, and spanning a total gross area of 323,000 square meters, residential blocks have now been completed following the construction of the shopping mall, office, and hotel components.

In its 50th year, Limak Construction aims to continue working toward a sustainable future; to deliver large-scale energy, infrastructure, and superstructure projects both domestically and internationally in line with the highest standards of safety, quality, and environmental sustainability; and to create lasting value for the economy.

ENR Engineering News-Record
THE TOP 250
TOP INTERNATIONAL CONTRACTORS OF THE WORLD
Ranked 61th in 2025



ONGOING DOMESTIC PROJECTS

Antalya-Alanya Motorway

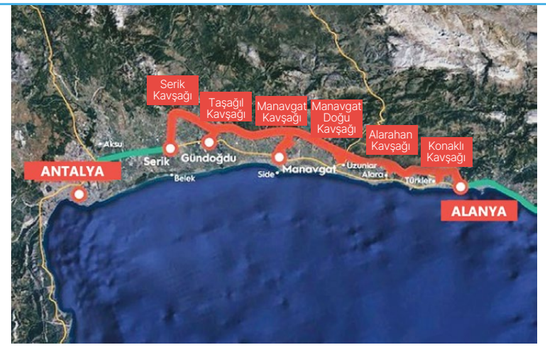
Kınalı-Malkara Motorway

Silvan Tunnel Completion-Section II

İncir Dam and HEPP

Şırnak Pervari-Narlı Road Junction

Antalya-Alanya Motorway



The tender for the construction and operation of the Antalya-Alanya Motorway under a build-operate-transfer model was held on December 15, 2023, and the project contract was signed on October 14, 2024, between Antalya-Alanya Motorway Construction, Investment, and Operation, a subsidiary of the Limak Group, and the General Directorate of Highways.

The project's groundbreaking ceremony took place on July 25, 2025, followed by the signing of the financing agreement at a ceremony in Ankara on October 6, 2025. For this project, which will be implemented under a public-private partnership model, 87% of the EUR 1.7 billion sustainability-linked loan was provided by international financial institutions.

A consortium of 14 banks and financial institutions provided the loan for the project, which is strategically significant for the region's tourism and trade potential.
The project is targeted for completion within three years, and strong demand from lenders during the financing process reached 2.1 times the required amount.

The Antalya-Alanya Motorway will span a total of 122 kilometers, comprising an 84-kilometer 2×3-lane main highway and a 38-kilometer 2×2-lane connector. The design speed for the main highway is 140 km/h, while the connector roads are designed for 110 km/h.

The project route begins at the Serik Junction, extends eastward along the foothills of the Taurus Mountains within the Serik and Manavgat districts, and terminates at the Alanya Interchange, north of Konaklı.

Once operational, the highway will provide users with a seamless, reliable, comfortable, and high-quality travel experience at all times.

Kınalı-Malkara Motorway

The Kınalı-Malkara Motorway, whose groundbreaking ceremony was held on March 18, 2025, will extend from Silivri through the districts of Marmaraereğlisi, Çorlu, Süleymanpaşa, and Malkara, all within the borders of Tekirdağ. With a total length of 105.2 kilometers, the project is designed to integrate seamlessly with both regional and national transportation networks.

Designed as a divided highway with three lanes in each direction (six lanes in total), the project represents a comprehensive infrastructure investment. It encompasses a wide range of superstructure and infrastructure components beyond the main route. The project will include 52 overpasses, 51 underpasses, 155 culverts, and 9 intersections, reflecting its scale as a full-fledged infrastructure development.

In line with modern highway management standards, the project will feature three integrated service areas equipped with fuel stations, food and beverage outlets, and various commercial facilities, as well as a dedicated maintenance and repair area.

Project construction has commenced, while the financing process is currently underway.

Silvan Tunnel Completion Section II

Limak Mapa

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

The second tunnel, a key component of the GAP and Silvan Irrigation Project, spans 13,236 meters and involves an excavation volume of 1.1 million cubic meters. As of 2025, the excavation has reached a depth of 1,735 meters. The project includes the production of a total of 22,000 cubic meters of concrete for the intake and outlet gates. Tunnel Boring Machine (TBM) technology is being utilized throughout the construction process.

The project is scheduled for completion in 2027.

İncir Dam and HEPP

Located within the borders of Siirt Province on the Büyükçay River-the largest tributary of the Botan River-the İncir Dam and Hydroelectric Power Plant (HEPP), situated upstream of the operational Çetin Dam and HEPP, Alkumru Dam and HEPP, and Kirazlık Regulator and HEPP, is scheduled for commissioning in March 2027.

The İncir Dam and HEPP features an RCC-type dam body, standing 150 meters high with a fill volume of 1.9 million cubic meters.

The power plant will have a total capacity of 120 MWe, with an annual average production of 315.070 million kWh, as stated in its production license. With this capacity, it will play a key role in meeting the electricity needs of Siirt and the surrounding provinces.

Şırnak Pervari-Narlı Road Junction

The project was put out to tender on July 25, 2013, and the contract was signed on September 13, 2013, marking the commencement of fieldwork.

The current Şırnak-Van road, which spans 351 kilometers, will be reduced to 184 kilometers as part of the project.

The total length of the new road constructed under this tender is 45 kilometers, comprising 15 kilometers of 12 tunnels and 30 kilometers of open-cut sections. Under the project, the T1 tunnel, the longest of the 12 tunnels at 2,833 meters, a 13.6-kilometer section of open-cut road, five military outposts, and associated access roads were constructed. The project also included the renovation of the existing 32-kilometer-long Çemikari Road and received provisional acceptance on December 31, 2025.

ONGOING INTERNATIONAL PROJECTS

Dubai Metro Blue Line Project, UAE

Kuwait International Airport New Terminal Building, Kuwait

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

Spotify Camp Nou Renovation and Expansion Project, Barcelona, Spain

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

Kuwait International Airport Multi-Storey Car Park Building, Kuwait

Kuwait International Airport T2 Maqwa Road Development and Maintenance Project, Kuwait

Al Salmi Road Maintenance and Rehabilitation Project, Kuwait

Dubai Metro Blue Line Project, UAE

On December 19, 2024, the Mapa-Limak-CRRC Consortium (MLCC) signed a contract with the Dubai Roads and Transport Authority for the Design, Construction, Testing, and Commissioning of the Dubai Metro Blue Line. The Parsons-Atkins Joint Venture has been appointed as the project engineer.

The route consists of two main sections. The Creek main line extends from the Green Line Creek (G30) station across Dubai Creek Harbour to the International City 1 (BB06) station, passing through the Silicon Oasis and Academic City areas and terminating at the new depot facility. This section includes a combination of viaducts and underground segments, including a bridge crossing over Dubai Creek. The Rashidiya branch line begins at the Rashidiya station on the Red Line, passes through the Mirdif, Al Warqa, and Dragon Mart areas, and runs primarily underground for approximately 9 kilometers, reaching the International City 1 station.

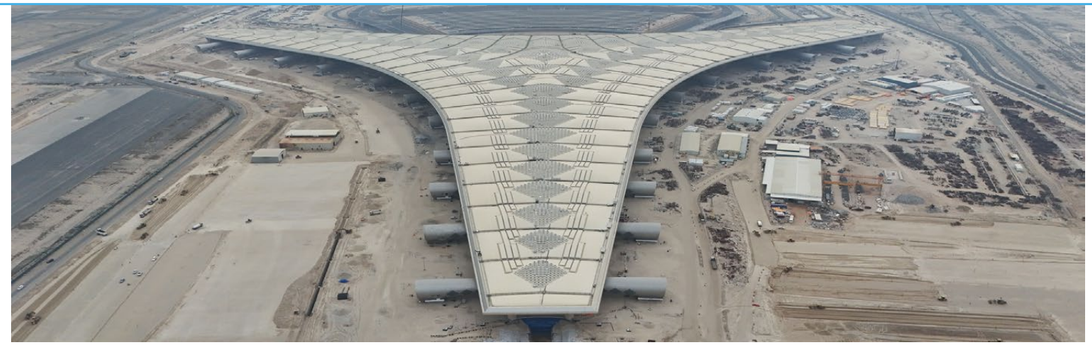
The new depot facility is designed to accommodate up to 60 trains, with the first phase set to receive 28 new train sets.

The project scope includes the construction of four underground stations, four elevated stations, one iconic station, and three transfer stations, along with approximately 15.3 kilometers of tunnel, 13 kilometers of elevated viaducts, and a 135-meter extension of the existing Green Line. Optional works include two additional elevated stations.

The project involves integrated project management, system integration, and interface coordination across all disciplines. Railway systems to be implemented include Automatic Train Control (ATC), Communications (COM), Automatic Fare Collection (AFC), Power Distribution System (PDS), Platform Screen Doors (PSD), and Track Superstructure (TRK). System tests, including FAT, SAT, SIT, and dynamic tests-commissioning, and validation activities will be conducted for the Dubai Metro Blue Line, which encompasses the construction of track superstructure, depots, and ancillary structures, as well as geotechnical studies, traffic management, and infrastructure relocations. Operation and maintenance support services will be provided for three years following commissioning.

Project progress is ahead of schedule as of 2025, with a 12% completion rate achieved. In this context, production and delivery processes for three tunnel boring machines have been completed, and a total of four million person-hours of work have been performed.

Kuwait International Airport New Terminal Building, Kuwait



The tender for the construction of the New Terminal Building (T2) at Kuwait International Airport was announced at a signing ceremony held on May 30, 2016, and the construction site was handed over to Limak by the Kuwaiti Ministry of Public Works on August 28, 2016. The project is designed to significantly increase the airport's capacity and establish a new regional hub. Covering approximately 750,000 square meters, the new terminal will provide passengers with the highest level of comfort. The building is housed under a single roof with glass openings that refract sunlight, allowing natural light to permeate the interior. The terminal's facade is designed to be sand and dust-proof and blast-resistant.

Once operational, the airport's capacity is expected to reach 25 million passengers annually. Targeting LEED GOLD certification, the terminal will generate solar energy by leveraging the thermal properties of its concrete structure in combination with solar panels installed across a large portion of the roof.

The terminal comprises three floors and a basement, arranged in a triangular layout with each side measuring 1.2 kilometers. It will feature passenger boarding gates capable of serving 21 Code F (A380) aircraft and 9 Code C (A320) aircraft. With the Multi-Aircraft Ramp System (MARS), the layout can be reconfigured to accommodate Code 51C aircraft.

Designed by the Pritzker Prize-winning architecture firm Foster + Partners, the Kuwait International Airport New Terminal Building project incorporates over 1 million cubic meters of concrete and more than 150,000 tons of structural steel.

The project tender represents the largest single-package contract ever awarded to Turkish contractors abroad.

As of the end of 2025, the project is 84.19% complete in physical terms. Structural construction, facade and roof cladding, and airtightness works have been finalized. With the permanent power supply in place, the indoor climate control system has been commissioned, and testing is underway. As the project approaches completion, architectural finishing and low-voltage (ICT-Security Systems) works are ongoing. Following the latest change order issued by the client, the project completion date is scheduled for 2026.

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

AWARDS 2025

2025 NEOM Culture of Care Awards

- Contractor of the Year: First Prize
- Project Director of the Year: First Prize
- Environmental and Sustainability Impact Award: First Prize
- Culture of Care Award: First Prize
- Occupational Health and Safety Initiative of the Year: Second Prize
- Auditor of the Year: Second Prize

NEOM is a mega-project under development in northwestern Saudi Arabia that combines advanced technologies with a strong commitment to sustainability. This innovative city is designed to integrate a wide array of advanced solutions, from digitalization and clean energy to artificial intelligence and environmental protection. Covering a total area of 26,500 square kilometers, NEOM comprises four sub-projects: the Line, Oxagon, Trojena, and Magna.

The NEOM Time Travel Tunnels, Storage, and Vault Excavation project in the Trojena region involves the creation of an artificial valley and the construction of two TBM tunnels with gradients of up to 40%.

Project's General Components:

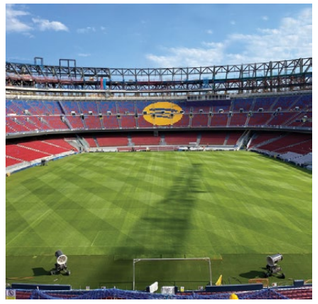
- TTT North Tunnel (TBM-1): 3,622 meters
- TTT South Tunnel (TBM-2): 3,628 meters
- TTT NATM Tunnels: Total 1,036 meters
- Ventilation Tunnels: 137 meters, 2 consecutive tunnels
- Front Shunt Tunnels: 25 meters, 4 tunnels
- Mined Switch Tunnels: 185 meters, 2 tunnels
- Cavern: 81-meter tunnel
- Hammerhead: 15-meter gallery
- Cross Passages: Total 196 meters, 16 tunnels
- Vault Excavation
- Vault NATM Tunnels: Total 978 meters

As of 2025, significant progress has been achieved on the Vault excavation: 7 million cubic meters of the planned 8.88 million cubic meters have been completed, 635,000 meters of the 810,000-meter anchor installation work for excavation support activities have been carried out, and 1,183 meters of the total 1,796-meter rock barrier, designed to prevent rockfalls, have been constructed.

Excavation and construction of the D17 and B1 Tunnels within the Vault tunnels have been completed. The explosive storage facility has been finalized and handed over to the administration. The segment factory has been fully established, and production has commenced; of the total 4,833 segment rings to be produced, 1,517 were manufactured by the end of 2025.

The installation of TBM-1 for the TTT North Tunnel has been completed, and excavation has begun, with 332 meters achieved by the end of 2025. TBM-2 for the TTT South Tunnel has also been installed, all required permits have been obtained, and excavation is scheduled to start in 2026. Excavation and construction continue on ventilation, access, cavern, and cross-passage tunnels within the TTT NATM Tunnel scope. Of the 383-meter rock barrier designed to prevent rockfalls in the TTT project, 174 meters have been completed.

Spotify Camp Nou Renovation and Expansion Project, Barcelona, Spain



The renovation and expansion of the Spotify Camp Nou Stadium, under a design-build contract signed between FC Barcelona and Limak Construction on January 31, 2023, achieved significant progress throughout 2025.

Key construction phases, including demolition and foundation works, have been successfully completed. Significant progress has also been achieved on structural and construction activities across various areas of the stadium, while foundation and infrastructure works continue to support the overall transformation. Notably, the service ring beneath the first tier of stands and the Compression Ring have progressed significantly.

The construction site covers approximately 220,000 square meters, with the renovation area spanning around 75,000 square meters. As part of the project, the bottom two tiers of the three-tiered grandstand have been preserved, renovated, and fully updated with new seating.

The stadium reopened in November 2025 with a capacity of 45,000 spectators. Work on the first and second tiers (Tier 1 and Tier 2), bringing the total capacity to 62,000, has been completed, with the necessary licensing expected in 2026.

FC Barcelona has submitted official applications to the relevant authorities to host the UEFA Champions League Final in 2029 and the FIFA World Cup Final in 2030.

The third tier of the existing stands will be demolished and rebuilt, with a new roof covering the entire upper section. The roof will span approximately 45,000 square meters and will feature photovoltaic panels. Around the stadium and beneath the renovated third stand, a covered parking area, VIP lounges, commercial spaces, and locker rooms will be constructed.

VIP lounges and dedicated food and beverage areas will be integrated across the two levels of the new third stand. Additionally, the FC Barcelona Museum, currently located outside the stadium, will be relocated to the newly designed upper tier. The project follows a sustainability-focused approach, including the installation of photovoltaic panels, modernization of mechanical, electrical, and plumbing (MEP) systems, and upgrades to lighting and other critical infrastructure. Landscaping works are planned for approximately 60,000 square meters surrounding the stadium.

Upon completion, the stadium's capacity will increase from 99,000 to 105,000 spectators, further reinforcing its iconic status. The project remains on schedule, with full completion targeted for 2027.

Kuwait International Airport Apron, Taxiways and Service Buildings, Kuwait

The project, for which a contract was signed with the Kuwaiti Ministry of Public Works in 2024, encompasses a catering building with approximately 69,000 square meters of floor space, a logistics consolidation center covering 26,200 square meters, security gates and guardhouse buildings, a central facility of roughly 4,700 square meters, an electrical substation, a 1.78-kilometer tunnel, 959,337 square meters of apron paving, 644,744 square meters of taxiways and service roads, a 30-kilometer stormwater drainage line, and 55 passenger boarding bridges.

As of the end of 2025, the project reached 19.5% physical completion, with procurement and subcontractor bidding processes substantially completed. Currently, within this two-year project, reinforced concrete and steel works are underway for the catering building, consolidation building, central plant, substation, east and west reservoirs, and the APM (AT1)-GSE West-GSE East tunnels. Concurrently, work continues on apron excavation, infrastructure, and concrete paving, along with the construction of on-site roads and employee parking areas.

The Kuwait International Airport Apron, Taxiways, and Service Buildings Construction is scheduled for completion by the end of 2026.

Kuwait International Airport Multi-Storey Car Park Building, Kuwait

The project, representing the second tender package for the construction of Kuwait International Airport, features a parking facility with a total capacity of 5,127 vehicles-including 4,747 passenger spaces and 380 VIP and staff spaces-distributed across three basement levels and a mezzanine.

Covering a construction area of approximately 325,000 square meters, the project also incorporates over 700,000 square meters of landscaping and environmental design areas. Key components include two shelters, each spanning 11,000 square meters and equipped with three escape tunnels; three rainwater storage tanks with capacities of 12,000 cubic meters each, and one tank with a capacity of 14,000 cubic meters; a wastewater treatment plant with a daily capacity of 2,500 cubic meters; and a high-standard, climate-controlled warehouse building covering 4,000 square meters. The vertical and horizontal transportation system features 24 passenger elevators, 32 moving walkways, 48 escalators, and 8 freight/trolley elevators. Additionally, the project encompasses 240,000 square meters of terminal access roads, 8 bridges, 2 viaducts, and a 2.8-kilometer retaining wall, with the visible surfaces of the parking garage and retaining walls designed as landscaped areas.

Low-voltage systems were activated in May 2025. The layout of the connecting corridor (Link area) between the parking garage and the terminal building, as well as the VIP entrance area (Amiri Diwan), has been finalized, subject to final administrative approvals. The project is scheduled for completion by the end of 2026.

Kuwait International Airport T2 Maqwa Road Development and Maintenance Project, Kuwait

The project, encompassing the construction, development, and maintenance of roads and intersections serving the New Terminal Building at Kuwait International Airport along Maqwa Road, plays a key role in enhancing access to the airport and improving traffic flow through complex intersection designs and extensive roadworks.

The Maqwa Road Development and Maintenance project includes the construction of three major bridge-linked intersections:

- IC1: An at-grade roundabout with an underpass structure for Route 51 and two directional overpasses.
- IC2: A full cloverleaf interchange on the bypass, featuring two-way overpasses.
- IC3: At-grade roundabouts complemented by an exit underpass and two entrance bridges.

The project scope further includes 31 kilometers of roadway ranging from 2 to 7 lanes, 13 bridges totaling 2,500 meters in length, 3,600 meters of mechanically stabilized earth (MSE) retaining walls, two underpasses/tunnel structures spanning 2,150 meters, two pedestrian bridges, and four bus stop bays, alongside the relocation and protection of existing infrastructure lines.

Initiated in May 2025, the project reached 14.25% physical completion and was scheduled for final delivery in 2028.

Al Salmi Road Maintenance and Rehabilitation Project, Kuwait

Under the project agreement signed in October 2024, rehabilitation works will be carried out on Al Salmi Road, one of Kuwait's major transportation routes. The scope covers maintenance and repair of the 78-kilometer-long road, totaling 1,253,450 square meters, and includes the enhancement of existing road infrastructure along with repair and reinforcement in necessary sections. The project is designed to ensure the road provides long-lasting, safe service by renewing the asphalt pavement, maintaining drainage systems, and improving road safety measures.

Currently, work is ongoing on subgrade preparation, excavation, backfilling, and the construction of aggregate subbase and base layers. The project scope further encompasses asphalt milling, repair, and paving works; road marking and traffic signage; installation of highway fences and guardrails, median barriers, and bridge parapets; stormwater drainage and irrigation lines; microtunneling and CCTV systems; and bridge repair works.

The project is scheduled for completion over 36 months, with a warranty period of 60 months.

PROJECTS COMPLETED IN 2025

Skopje Multiple-use Superstructure Project, North Macedonia

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

NEOM Aquellum Mountain Summit Excavation and Geotechnical Investigation Works, Saudi Arabia

NEOM Aquellum Project Geotechnical Investigation and Engineering Works, Saudi Arabia

Tepeören Villa Flora

Çetintepe Dam Completion

Infectious Diseases Hospital, Kuwait

Skopje Multiple-use Superstructure Project, North Macedonia

This mixed-use project, located in Skopje, the capital of North Macedonia, spans a gross area of 323,000 square meters and is located in the city center between Ulica Sv. Kiril i Metodij and Ulica Yordan Miyalkov. As part of the development, Macedonia Boulevard has been redesigned as an underpass, with a shopping mall, multi-storey parking garages, a hotel, offices, and residential blocks constructed above.

The project's location is aligned with the city's main pedestrian axis, connecting the historic city center with key urban landmarks, including the hospital and police headquarters.

The hotel component opened in 2021, introducing the quality of Limak Hotels to Skopje. The shopping mall was inaugurated on October 20, 2023. The first two residential blocks were delivered in 2023. The project was completed with the delivery of the final two residential blocks following technical acceptance on May 10, 2025, and October 27, 2025, respectively.

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

The Central Bank of the Republic of Türkiye, Türkiye's tallest building, is located within the İstanbul International Financial Center. With a design integrating modern engineering, sustainability, and aesthetic considerations, the building has a gross floor area of 350,000 square meters and rises to 59 stories.

The provisional acceptance of Phase 2 of the Central Bank of the Republic of Türkiye Complex was achieved in 2025.

NEOM Aquellum Mountain Summit Excavation and Geotechnical Investigation Works, Saudi Arabia

The project, designated as Phase 1 of the NEOM Magna Region Aquellum Project, involves excavation works for a structure located near the Gulf of Aqaba.

The scope includes the construction of a 225-meter mobility tunnel, a 630-meter T1 tunnel with a 20% gradient, the installation of a 275-meter rock barrier, the excavation of an approximately 126-meter vertical shaft, geotechnical investigations along the tunnels, horizontal exploratory drilling, and 197,000 cubic meters of open-cut excavation.

The project was completed in 2025, and provisional acceptance certificate was granted.

NEOM Aquellum Project Geotechnical Investigation and Engineering Works, Saudi Arabia

The project, referred to as Phase 2 of the NEOM Magna Region Aquellum Project, involves excavation works associated with a structure located near the Gulf of Aqaba. Following the successful completion of Phase 1, Phase 2 was also completed in 2025.

Within the scope of the project, excavation and support works for the 87-meter-long Mobility Extension Tunnel, a 128-meter-deep vertical shaft excavated using the Raise Boring method, approximately 108 meters of excavation and support works in the Water Tunnel, and 218 meters of rockfall barrier installation works at the southern and northern portals of the Master Plan Tunnel were successfully completed.

In addition, a total of 440 meters of excavation and support works were completed in the Master Plan Tunnel, comprising approximately 425 meters from the southern side and 15 meters from the northern side. Furthermore, approximately 22 meters of full-face tunnel excavation and support works were carried out in the Logistic Tunnel.

AWARDS 2025

Safety Recognition Award
Best H&S Performance Award
Best Contractor H&S Award

Tepeören Villa Flora Project

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

The development was designed and constructed in line with sustainability principles, with a focus on the efficient use of water and energy, as well as the incorporation of low-carbon-footprint materials.

The project, a candidate for EDGE certification (IFC's green building certification system) features a high-capacity cistern that collects all roof and landscape runoff water for use in garden irrigation during dry seasons. The villas are equipped with solar panels, enabling on-site electricity use and surplus feed-in to the grid. Each villa also includes a vehicle charging station within its private parking area.

The project was completed by the end 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 earth-fill dam has been completed. The Çetintepe Dam, located on the Göksu River in the Gölbaşı district of Adıyaman, constitutes the first and primary component of the GAP-Adıyaman-Göksu-Araban Project.

The project is expected to irrigate a total of 70,000 hectares of land across the Araban Plain, Yavuzeli Plain, Besni Keysun, and Besni Kızılin plains-spanning the provinces of Adıyaman, Gaziantep, and Kahramanmaraş-and to provide supplementary drinking water to Gaziantep.

In 2025, 14,345,000 cubic meters of embankment construction were completed, along with the spillway, the transmission tunnel intake structure, the shaft structure, 908 meters of transmission tunnel, and the conduit and the outlet structure of the water intake tunnel. These works enabled the commencement of water retention operations, and an application for provisional acceptance has been filed. Once the reservoir is filled, the phased commissioning of irrigation networks is expected to significantly increase agricultural productivity in the region and enhance the reliability of drinking and domestic water supply.

Infectious Diseases Hospital, Kuwait

The project, covering the design, construction, completion, equipment supply, furnishing, and operational maintenance of the Infectious Diseases Hospital, launched by the Kuwaiti Ministry of Health, was awarded to a general partnership that includes Limak. The project encompasses the design, construction, equipment procurement, furnishing, testing, commissioning, and operational maintenance of the Infectious Diseases Hospital, which has a total construction area of 75,000 square meters, together with its associated facilities.

The scope also includes the provision of fixed and movable furniture, medical and laboratory equipment, furnishings, artworks, and all supporting works. All construction, structural, electromechanical, and exterior works, as well as the necessary temporary works, are covered within the project scope.

The project was officially handed over to the Kuwaiti Ministry of Health on May 29, 2025.

Completed Projects (1976-2025)

AIRPORTS

2018 • İstanbul Airport
2017 • Dakar Blaise-Diagne International Airport, Senegal
2016 • Kahire International Airport Egypt
2013 • Prishtina Adem Jashari International Airport, Kosovo
2009 • İstanbul Sabiha Gökçen International Airport
1998 • Cengiz Topel Airport Construction, İzmit
1997 • Uşak Airport Infrastructure Construction
1994 • Balıkesir Airport F-16 Installation Construction
1992 • Selçuk Airport Concrete Paving Construction, Ephesus-İzmir

PORTS AND MARINE STRUCTURES

2014 • Çandarlı Port Breakwater Construction
• LimakPort Iskenderun
2004 • Erdemir-Zonguldak Interport Train Ferry
• Derince Port Container Terminal Construction, İzmit
1997 • Burhaniye Marina Construction, Balıkesir
1994 • İzmir Port Construction
1986 • Karşıyaka-Bostanlı Shipyard Monument Area Filling, Infrastructure, and Quay Construction, İzmir

HIGH-SPEED RAILWAY STATIONS

2016 • Ankara High-Speed Railway Station

DAMS

2025 • Çetintepe Dam Completion
2022 • Yusufeli Dam and HEPP
2020 • Çetin Dam and HEPP
• Gürsöğüt 1-2 Dam and HEPP
• Moglice Dam and HEPP (Devoll HEPPs)
2017 • Kargı Dam and HEPP
2016 • Banja Dam and HEPP (Devoll HEPPs)
2014 • Burgaz Dam • Adatepe Dam
• Arkun Dam and HEPP
2013 • Tatar Dam and HEPP
• Kirazlık Regulator and HEPP
• Daran I-II Regulator and HEPP
2012 • Karacasu Dam
• Balkusan Dam and HEPP
2011 • Alkumru Dam and HEPP
2010 • İkizdere Dam
2009 • Obruk Dam and HEPP
• Uzunçayır Dam and HEPP
2008 • Seyrantepe Dam and HEPP
2002 • Pamuk HEPP
2001 • Çal HEPP
1998 • Yenice-Gönen HEPP
1997 • Yenice-Gönen Dam
• Çavdır Dam
1992 • Keban Dam Spillway Improvement
1988 • Geyik Dam and Facilities

POWER PLANTS

2024 • Erzin Solar Power Plant, Hatay

İÇME SUYU VE ARITMA TESİSLERİ

2019 • Ankara Drinking Water Phase II Project-Gerede System
2013 • İstanbul Cumhuriyet Drinking Water Treatment Plant
2001 • Kurfallı-İsaköy Pump Station Construction
2000 • Adana Organized Industrial Zone Domestic and Industrial Wastewater Treatment Plant
1997 • Diyarbakır Alcohol Factory Wastewater Treatment Plant Construction
1993 • Adana Organized Industrial Zone Drinking and Domestic Water Supply Construction
1983 • İncirlik Airport Sewage Treatment Plant, 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
• Belevi Selçuk Meryem Ana Expresway
2012 • Düzce-Akçakoca-Karadeniz Ereğli Highway
• Gaziantep Beltway
2011 • Bozüyük-Mekece Expressway Rehabilitation Project
2010 • Ankara-Pozantı Expressway Eminlik Çiftehan 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
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
1996 • Main Artery Road, Square Arrangement, Storm Water and Missing Construction, İstanbul
1995 • Ümraniye Şile Highway 1st Section Construction
1993 • Kavacık-Anadolu Hisarı Coastal Road Construction
1991 • Seyhan 5 Bridge Construction, Adana
1989 • Sincan-Yenikent Railroad Section II Construction
1981 • Aksaray-Koçhisar Border Road Construction

PIPELINES

2024 • Terkos-İkitelli Water Transmission Pipeline
2023 • Jubail-Riyadh Water Transmission Pipeline, Saudi Arabia
2018 • Trans Anatolian Natural Gas Pipeline (TANAP) Lot 4
2015 • Ras Al Khair-Riyadh Water Transmission Pipeline, Saudi Arabia
• Ras Al Khair-Hafar Al Batin Pipeline, 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 Pipeline
2002 • Kayseri-Ankara Natural Gas Pipeline
1991 • Dalaman Air Supply Command Promotion Station Pipeline, Muğla
1989 • East-West Pipeline Damage Repair
• Malatya-Hekimhan Pipeline Variant Construction
• East-West Pipeline Damage Repair

TOURISTIC FACILITIES

2020 • Limak Skopje Luxury Hotel, North Macedonia
2017 • Limak Cyprus Deluxe Hotel, Cyprus
2011 • Eurasia Luxury Hotel, İstanbul
2010 • Limak Thermal Boutique Hotel, Yalova
2006 • Limak Ambassadore 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

2025 • NEOM Aquellum Mountain Summit Excavation and Geotechnical Investigation Works, Saudi Arabia
• NEOM Aquellum Project Geotechnical Investigation and Engineering Works, Saudi Arabia
2020 • South Abdullah Mubarek Infrastructure Project, Kuwait
• Baghdad Power Plant Renovation and Infrastructure Improvement, Iraq
2017 • 5201 West Abdullah Al Mubarek Area Construction Works, Kuwait
2012 • U.S. FY11 Baghdad Master Plan Implementation Project, Iraq
1992 • Central Bank Computer and Training Facilities Infrastructure, Ankara
1991 • Adana OIZ Infrastructure Construction
1989 • İzmir Atatürk Organized Industrial Zone Infrastructure Construction

INDUSTRIAL FACILITIES AND FACTORIES

2018 • Anka Cement Factory
• Ivory Coast Grinding and Packaging Facility
2016 • Mozambique Grinding and Packaging Facility
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 Annealing Line Buildings, Ereğli
1997 • Bayramiç Brandy Must Preparation Plant, Çanakkale
1996 • Alaşehir Suma Factory, Manisa
• Karaman Suma Factory
1984 • Çamaltı Saltworks-12th Section Renovation, İzmir
• MSB Weapons Maintenance Workshop
1982 • Kaldırım Saltworks-No. 1 Embankment, Şereflikoçhisar
1981 • Milk Factory Machinery Assembly and Water Supply Line
• EBK Kastamonu
1979 • Milk Industry Corporation Kırşehir-Çankırı Garage and Warehouse
• Sincan Meat Center
1978 • Mineral Oil Factory Installation
1977 • Kırşehir–Çorum Dairy Factory
1976 • Molasses Factory Installation, Ürgüp

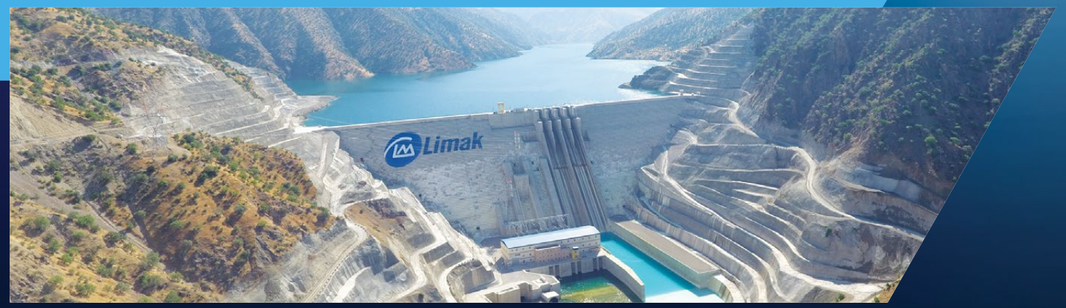
IRRIGATION PROJECTS

2024 • Imamoğlu Irrigation – 4th Section, Adana
2007 • Yaylak Plain Irrigation, Şanlıurfa
2006 • Baklan Ovası 4. Kısım Ana Kanal ve Şebekesi, Denizli
1998 • Baklan Plain-4th Section Main Canal and Network, Denizli

BUILDING COMPLEXES

2025 • Skopje Multiple-use Superstructure Project, North Macedonia
• Central Bank of the Republic of Türkiye Campus-Phase II
• NEOM Cube Mountain Top Excavation Works and Geotechnical Studies, Saudi Arabia
• Tepeören Villa Flora Çetintepe Dam Completion
• Infectious Diseases Hospital, Kuwait
2024 • Central Bank of the Republic of Türkiye Campus-Phase I
2023 • Al-Mutlaa Housing Project, Kuwait
• Diamond Mall Shopping Center, North Macedonia
2022 • G-Drive Arena Stadium, Russian Federation
• Esplanada Multi-Purpose Superstructure, Russian Federation
• TUSAŞ Assembly Hangar
2013 • Mersin Stadium
• İstanbul Technopark
2001 • Erdemir Steel Service Center Administration Building, Ereğli
2000 • Guard Regiment Reconstruction-2nd Phase, Ankara
• 560 Housing and Infrastructure Project, Samsun
1999 • Gazi University Faculty of Engineering and Architecture
1998 • Guard Regiment Reconstruction, Ankara
• Incirlik Airport Fuel Facility, Adana
1996 • Çamaltı Saltworks-15th Section Completion, İzmir
1994 • Manisa-Muradiye Tobacco Warehouse
1993 • City Hall Completion, Ankara
• Mersin Post Processing Center
1992 • Gazi University Engineering and Architecture Faculty Building and Labs
• Tekel Denizli Regional Directorate Admin and Warehouse
1991 • 4th Block Commercial Building, 220 Housing Units, 2 Commercial Buildings, Ostimbank, Ostim Market, Ankara
• 188 Residential Units and Infrastructure, Aydın
1990 • Altındağ City Hall and Facilities, Ankara
• Gazi University Faculty of Science and Letters Teaching Blocks
1989 • Gazi University Engineering and Architecture Faculty Teaching Blocks Completion
• Adana Regional Directorate Admin and Warehouse
• Gaziemir 3rd Group 130 Apartments
1988 • İncirlik Airport School and Sports Facilities, Adana
1987 • Karşıyaka 70 Apartments, İzmir
• Gazi University Engineering and Architecture Lab Buildings Completion
1986 • Gazi University Engineering and Architecture Blocks J-M
• TCDD Adana Station Dormitory and Service Buildings
1985 • TCDD Adana Station Apartments
• Public Works Documentation Center
• USACE Household Goods Storage Building, Ankara
1984 • 80-Apartment Police Dormitory, Diyarbakır
• Air Training Command Facilities, İzmit
• Fethiye Fire System, Muğla
1982 • Agricultural Housing Blocks, Ankara
• Yenimahalle Housing Project, Ankara
1981 • Sincan 8-Classroom School, Ankara

ENERGY



Energy Generation
Energy Sales and Trade
Energy Distribution

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.

With its operational hydroelectric power plants, Çetin, Alkumru, Kirazlık, Uzunçayır, Kargı, Gürsöğüt, Seyrantepe, Pembelik, and Tatar, the Group's total installed HEPP capacity stands at 1,319.22 MWm and 1,289.37 MWe, with an annual electricity generation capacity of approximately 4,075,379,000 kWh.

These facilities hold certifications including ISO 27001 Information Security Management System, ISO 14001 Environmental Management System, ISO 9001 Quality Management System, ISO 50001 Energy Management System, ISO 45001 Occupational Health and Safety Management System, and ISO 10002 Customer Satisfaction Management System, with regular audits conducted to ensure compliance.

To further diversify its energy sources, 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. Project development activities for hybrid solar power plants at the Gürsöğüt, Kargı, and Alkumru dams and HEPPs are ongoing.

The tender for the Pervari Dam and HEPP project, located at the headwaters of the Çetin HEPP, has been awarded, and construction of the İncir Dam and HEPP project commenced in 2025. Upon completion, these plants are expected to contribute approximately 452 MWe to Limak Renewable Energy's portfolio.

To maintain a high level of dispatch readiness across its generation portfolio, Limak added the Hamitabat Natural Gas Combined Cycle Power Plant (HEAŞ)-Türkiye's first natural gas combined cycle power plant-to its portfolio in 2013. Through efficiency-enhancing renovations, full-capacity availability was achieved as of September 2017. The 9.4 MWp solar power plant commissioned at HEAŞ in August 2025 generated a net output of 3,334 MWh in 2025.

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

Under the YEKA tender, the 140 MWp and 100 MWe solar power plant located in the Erzin district of Hatay province was commissioned in 2024. Looking ahead to 2026, Limak will continue to pursue new investment opportunities to expand its renewable energy portfolio and contribute to the transformation of Türkiye's energy market.

Limak Renewable Energy

In 2024, several 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.

AWARDS 2025

- **GBM Awards 2025**
  ESG Bond Deal of the Year
- **Limak Renewable Energy completed its first green Eurobond issuance**

Solar Power Plant Hydroelectric Power Plant Geothermal Power Plant

Çetin Dam and HEPP

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 2025, the facility achieved a production volume of 502,717.6 MWh.

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 country, it plays a vital role in meeting the region's energy needs. Outfitted with state-of-the-art equipment, the plant makes a substantial contribution to covering the annual electricity consumption of the Siirt province.

Alkumru Dam and HEPP

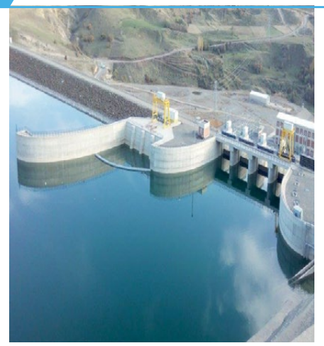
Located within the boundaries of the Tillo district in Siirt province, on the Botan River-a tributary of the Tigris River-the Alkumru Dam and Hydroelectric Power Plant was commissioned in 2011.

The power plant has a total installed capacity of 275.52 MWe, with an average annual production capacity of 881 million kWh according to its production license. In 2025, the plant recorded a production volume of 395,976.58 MWh.

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_2 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

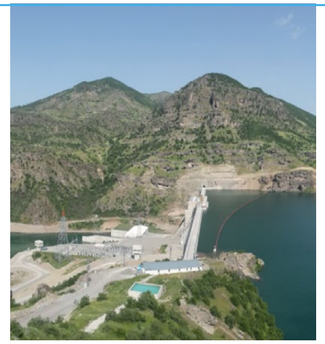


Located on the Peri River, a tributary of the Euphrates River, on the border of Elazığ and Tunceli provinces, the Tatar Dam and Hydroelectric Power Plant began operating in 2013. The plant has an installed capacity of 131 MW and an average annual production capacity of 421 million kWh.

In 2025, the plant's production volume was 233,894.335 MWh.

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 2025, the production volume was 226,554.599 MWh.

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 2025 was 96,859.492 MWh.

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 9.12 million kWh in 2025.

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 power plant.

The power plant began operations in September 2019 and produced 26.28 million kWh in 2025.

Erzin Solar Power Plant

Located in the Erzin district of Hatay Province, the Erzin Solar Power Plant was constructed by Limak under the YEKA tender. At the time construction commenced, the plant was Türkiye's second-largest in terms of DC capacity; it was completed in 2024 and reached a licensed capacity of 140 MWm / 100 MWe.

Standing out as one of Türkiye's most innovative and technologically advanced YEKA projects, the Erzin Solar Power Plant utilizes a single-axis tracking system to maximize power generation. A total of 26 solar power units-comprising inverters, transformers, and modules-have been commissioned.

Following inspections conducted at the plant, performance values were confirmed to comply with the criteria set out in IEC 61724, IEC 62446-1, and other international best practice standards. A SCADA monitoring and field tracking system has been installed within the switchgear building, enabling continuous 24/7 monitoring and control by SCADA operators. Based on reports and meter data obtained from the SCADA system, performance ratio (PR) calculations indicate that the plant operates at 99.59% efficiency and meets the production requirements defined in the specifications.

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 2025, the plant's production reached 2,225 MWh.

Buharkent Geothermal Power Plant

CERCARBONO
Certified Carbon Standard

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 2025, the power plant, which underwent a Major Industrial Accident Risk Reduction (BEKRA) inspection, recorded gross production of 118,379 MWh and net production of 71,889 MWh.

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 HEPP has an installed capacity of 100 MW. Its average annual production capacity reaches 254 million kWh, with a production volume of 104,464.72 MWh in 2025.

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 2025 is 101,527.84 MWh.

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

Limak 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 71,065.64 MWh in 2025.

Uzunçayır Dam and HEPP

VCS 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 2025 was 212,471.67 MWh.

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 Zone of the TRNC, the self-consumption (zero-injection) solar power plant-commissioned to meet a portion of the Limak Cyprus Deluxe Hotel's electricity demand-has a total installed capacity of 2,257.2 kWp.

As of its commissioning in 2022, the Cyprus Bafra Solar Power Plant was the first in Cyprus to feature full zero-injection capability, meaning it did not feed any electricity into the grid. At the time it became operational, it was also the third-largest solar power plant in the TRNC 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, which commenced operations in August 2022, operated in self-consumption (zero-injection) model until October 13, 2023. As of that date, it obtained the right to transition to the net metering mechanism. Following this transition, which supports the TRNC's electricity supply security, the plant now feeds its entire production into the Cyprus power grid. In 2025, the plant's total production reached 4.01 million kWh.

Hamitabat Natural Gas Combined Cycle Power Plant

Hamitabat Electricity Generation and Trade (HEAŞ) has significantly enhanced the efficient use of the country's natural resources and reduced energy import costs by increasing efficiency to 61% through a EUR 520 million modernization investment.

With its strategic location, high reliability, and operational readiness, HEAŞ serves as a cornerstone of energy supply in the Marmara Region. In 2018, the company increased its installed capacity to 1,220 MW. Net electricity production reached 5.871 billion kWh in 2025.

In 2025, 14,345,000 cubic meters of embankment construction were completed, along with the spillway, the transmission tunnel intake structure, the shaft structure, 908 meters of transmission tunnel, and the conduit and the outlet structure of the water intake tunnel. These works enabled the commencement of water retention operations, and an application for provisional acceptance has been filed.

As a result of water recovery initiatives, 92,000 cubic meters of demineralized water were recovered in 2025. HEAŞ obtained ISO 46001 Water Efficiency Management System certification in August 2025, becoming the first power plant in Türkiye to receive this certification. These efforts resulted in a 30% water recovery rate.

HEAŞ completed 2025 with zero lost-time injuries. To promote awareness of occupational health and safety standards among all on-site stakeholders, training was delivered through the "visit.hamitabat" online platform, developed in collaboration with Limak Technology. In addition, all suppliers visiting the site received training on occupational health and safety.

To reduce its carbon footprint and meet internal energy needs through renewable sources, a 9.4 MWp solar energy system-established with a EUR 7 million green loan provided in partnership with ING European Financial Services PLC-was commissioned on August 29, 2025. The solar power plant generated 3,334 MWh of net electricity in 2025. The manufacturing of a 730 MVA backup transformer was completed in 2025, and the transformer was prepared for delivery to the power plant. Major Maintenance for Units 10 and 20 is scheduled for completion in 2026. The commissioning of the solar power system contributed to the avoidance of 2,126.36 tons of CO_2e emissions in 2025.

HEAŞ supports educational initiatives targeting middle school, high school, and university students. In 2025, events such as career days, industry meetings, and World Environment Day were organized to engage and educate students.

Operating as a symbol of Kırklareli since 1986 and as the first natural gas combined-cycle power plant in the history of the Republic, HEAŞ aims to maintain its presence in the Turkish energy market with a focus on high efficiency, social impact, and environmental responsibility.

Yeniköy and Kemerköy Thermal Power Plants

The Yeniköy and Kemerköy Thermal Power Plants, located in the Milas district of Muğla Province, were commissioned in 1987 and 1995, respectively, to generate electricity using domestic lignite coal. A defining feature of these plants is that they were designed specifically for the type and characteristics of coal found in this region. Yeniköy Kemerköy Electricity Generation and Trade (YK Energy) was acquired on December 23, 2014, by the Limak–IC İçtaş joint venture following one of the largest privatization tenders in the history of the Republic.

The Yeniköy Thermal Power Plant comprises two units, each with a capacity of 210 MW. At the Kemerköy Thermal Power Plant, necessary upgrades were implemented as part of rehabilitation efforts, increasing the installed capacity of all units (Units 1, 2, and 3) from 210 MW to 232.604 MW per unit. Acceptance procedures were conducted before officials of the Ministry of Energy and Natural Resources of the Republic of Türkiye on December 10, 2020, January 25, 2022, and September 13, 2024, respectively. With the completion of these rehabilitation works, the total capacity of the three units at Kemerköy Thermal Power Plant reached 698 MW.

Net electricity production for 2025, amounted to 7,708,249 MWh for the Yeniköy and Kemerköy Thermal Power Plants. The plants supply approximately 2.18% of Türkiye's electricity demand and contribute approximately USD 500 million annually to reducing the current account deficit.

ENERGY SALES AND TRADE

Limak Energy Trading ranks among the leading companies in the energy sector, supported by its experienced and expert team. With its highly dynamic structure, the company contributes to the development of Türkiye's energy market. It actively participates in sectoral associations and working groups, including EÜD, GÜYAD, and HESİAD, alongside key industry representatives, and continues its efforts to support sectoral development. Limak Energy Trading is also a founding partner and shareholder of Enerji Piyasaları İşletme A.Ş. (Energy Markets Operation Corp.).

Effectively planning energy production assets across various sources within the Limak Group, Limak Energy Trading ensures that the profitability of these assets is optimized. Additionally, the company fully leverages opportunities from ancillary services to generate additional commercial revenue for production facilities. Limak Energy Trading is capable of managing both the operations and commercial activities of the group's portfolio as well as production facilities outside the group.

Carbon markets, promoted globally to encourage renewable energy use and reduce carbon emissions, are gaining importance in Türkiye. In this context, Limak has made significant contributions to carbon emissions trading.

Limak Energy Trading professionally manages the certification processes required for power plants generating renewable energy to participate in carbon markets. To date, the company has released a total of 8 million tons of carbon credits from five hydroelectric power plants into the market and has taken substantial steps to secure new credits, establishing a strong market position. In 2025, while maintaining the market position of the five hydroelectric power plants already included in carbon markets, certification and verification efforts continued for an additional six renewable energy power plants.

Limak Energy Trading also provides internationally recognized I-REC certificates and YEK-G certificates-which guarantee that electricity is generated from renewable sources, as recognized by EPİAŞ-to its customers pursuing sustainability goals, enabling them to reduce their carbon footprint. In 2025, the team successfully redeemed 47,207 YEK-G certificates and 35,296 I-REC certificates on behalf of eligible consumers.

Committed to sustainable growth, Limak Energy Trading actively participates in the Over-the-Counter Markets, the Day-Ahead Market, the Intraday Market, and the Futures and Options Market, continuing its wholesale electricity sales with transaction volumes that increase year over year. Since offering retail electricity sales services to eligible consumers at the end of 2021, it achieved a turnover of TRY 741 million in retail electricity sales in 2025. The trading volume reached approximately 195.4 GWh, meeting the needs of Limak's own generation and retail portfolios, as well as those of commercial partners in the energy market and end-users outside the group.

Operating with a vision to be a key player both in Türkiye and abroad, Limak Energy Trading conducts cross-border energy trade through LC Electricity Trading & Supply, based in Serbia, expanding its operations across the Southeast European region.

Limak Energy Trading manages all of the Group's commercial activities based on detailed market analyses. The company conducts studies on the consolidated management and monitoring of potential commercial risks. Additionally, through collaboration with over 20 companies under the "Balance Responsible Group," it contributes to cost reduction and operational savings. Throughout this process, it provides support to its commercial partners via a specialized operations team and strives to maintain customer satisfaction at the highest level. Limak Energy Trading continues to operate successfully in line with a customer-focused service philosophy and the win-win principle.

ENERGY DISTRIBUTION

Kosova Electricity Distribution (KEDS) - Kosovo Electricity Supply Company (KESCO)

The Kosovo Electricity Distribution Company (KEDS) continued its operations in 2025 with a focus on strengthening the electricity distribution infrastructure, modernizing the grid, and advancing digital transformation across Kosovo. With over 2,000 employees nationwide, the company continues to provide reliable and uninterrupted electricity distribution services to approximately 750,000 customers. Key priorities included the rehabilitation of low- and medium-voltage grids, replacement of overloaded transformers, and conversion of distribution feeders from the 10 kV level to the 20 kV level. In 2025, 45 feeders were successfully converted to 20 kV, increasing network capacity, reducing technical losses, and improving voltage quality. Over 700 projects were reviewed, and more than 200 were completed, significantly enhancing the flexibility and operational safety of the distribution network.

As part of infrastructure modernization, 142,000 power poles were installed across Kosovo through over 2,500 projects. Comprehensive renovations were carried out at substations, and more than 289 relay protection systems were upgraded. Additionally, 50 new medium-voltage substations were established, and 10 power transformers, five of which are new, were commissioned, strengthening grid capacity and system stability. These investments aim to reduce outage durations, enhance system security, and meet growing demand.

In digital transformation, SCADA-based monitoring and management of the medium-voltage grid were further expanded, improving real-time monitoring and fault management capabilities. By 2025, the system had been extended to 10 new facilities, with 170 substations remotely monitored. Smart grid applications, including automatic reclosers, were commissioned, and a Geographic Information System (GIS) project was launched for the first time to support asset management, planning, and future automation. The widespread adoption of smart and electronic metering systems improved measurement accuracy and operational efficiency.

Development of human resources and institutional capacity remained a priority in 2025. Approximately EUR 2 million was invested in protective equipment for employee health and safety, while technical and professional development activities continued through the KEDS Training Center. The Kosovo Electricity Supply Company (KESCO) focused on adapting to liberalized market conditions and strengthening its customer-centric service structure. Following Energy Regulatory Office decisions, large commercial customers transitioned to the liberalized market, marking KESCO's first full year of active operations in this segment in 2025. The company continued to serve over 750,000 customers nationwide and supplied more than 176,000 MWh of electricity within its liberalized market portfolio.

Digitalization was a key element of KESCO's 2025 strategy. The E-KESCO digital platform grew by 15% compared to the previous year, reaching over 375,000 users. By expanding digital services such as payments, billing, and consumption tracking through digital channels, transaction costs were reduced, and customer engagement increased. Service quality and operational efficiency were further strengthened through a new billing infrastructure and modernized call center systems. In the free market segment, tailored supply solutions were offered to commercial customers under the KESCO Premium brand, while the contractual and operational framework for managing price volatility and market risks was reinforced.

KESCO and KEDS adopted a joint approach to governance, sustainability, and corporate social responsibility. The Gender Equality Action Plan and the Corporate Social Responsibility Strategy were publicly released, reflecting principles of gender equality, inclusivity, and good governance. The green transition agenda was supported through energy efficiency, responsible consumption, and environmental awareness programs. Stakeholder engagement and sustainability reporting were further strengthened through transparent communication.

These investments and operational improvements reinforced KEDS and KESCO's long-term objective of creating value in Kosovo's electricity sector, with a focus on reliability, digitalization, sustainability, and customer focus.

TOURISM

Limak entered the tourism sector in 1995 with Limak Arcadia and expanded its presence with the opening of Limak Limra in Kemer, Antalya (1998) and Limak Atlantis in Belek, Antalya (2002).

In 2000, the Limak International Hotels & Resorts brand was established, adopting the slogan “Warm Hospitality & Excellent Service” as its brand promise, reflecting the essence of Turkish hospitality and a commitment to excellence. In 2006, the Group entered the city hotel segment with Limak Ambassadore and, in the same year, added Limak Lara to its portfolio in Antalya. In 2010, Türkiye’s first thermal boutique hotel, Limak Yalova Thermal, was opened, followed by Limak Eurasia in Kavacık, İstanbul, in 2011.

The facilities operate year-round and maintain occupancy rates consistently above 80%, hosting guests from nearly 40 countries each year in addition to domestic visitors.

Following the opening of the Limak Cyprus Deluxe Hotel in 2018, Limak Tourism increased its portfolio to eight hotels, reaching a total bed capacity exceeding 6,000. Limak Cyprus Deluxe represents the group’s first international investment.

Limak Tourism’s integrated supply chain structure enables economies of scale, while service quality is supported through in-house training programs and continuous investment in human resources. Limak Skopje Luxury Hotel, the group’s second international investment, opened in April 2021 in Skopje.

Located just 200 meters from the city center, the hotel is part of the “Diamond of Skopje” project, which includes residences, offices, and a shopping center. With a capacity of 285 beds, the hotel offers 142 rooms, including 21 suites and 121 standard rooms. As a new meeting point in the city, the hotel provides a main restaurant, lobby, rooftop bar, conference and ballroom facilities, meeting rooms, as well as fitness and spa services.

A new tourism investment is underway in Cyprus. The project, planned on a total land area of 890,000 square meters, will include a 560-room hotel, 96 villas, an 18-hole golf course, a golf club, and a golf academy. Architectural and engineering designs have been completed. The golf course has been designed by world-renowned golf architect David Jones in collaboration with European Golf Design.

In 2021, Limak Tourism repositioned three of its hotels as “pet-friendly”, enabling guests at Limak Arcadia, Limak Limra, and Limak Cyprus to travel with their pets. The Group manages the entire value chain-from design and construction to operations-in-house, creating efficiency in both investment and operational processes.

Limak Tourism 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, as well as national team training camps.

Committed to social responsibility, Limak Tourism has been organizing tree-planting initiatives for its Antalya hotels since 2011. Each year, trees are planted on a 100-acre plot allocated by the Ministry of Agriculture and Forestry in the Serik district of Antalya on behalf of hotel guests. To date, more than 10,000 black pine and pine trees have been planted in the memorial forest. In addition, 500 trees distributed to guests during the opening of Limak Eurasia Luxury Hotel in Kavacık, İstanbul, were planted in a ceremonial event. The Memorial Forest Project aims to reach a total of 100,000 trees.

Limak Tourism continued to receive numerous awards in 2025 and The company aims to sustain its growth momentum in 2026, progressing toward its goal of becoming an international hotel chain.

Limak Limra Hotel & Resort

Kemer - Antalya

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

Spanning a total area of 4,500 square meters, the hotel stands out with one of the largest pool capacities in the Kemer region, featuring five outdoor pools and a 300-square-meter indoor pool.

With its strong service quality and operational experience, Limak Limra Hotel holds a prominent position in Türkiye's conference and sports tourism sector. Since its opening, the hotel has hosted numerous national and international events and will continue to contribute to the sector through new agreements in 2026.

AWARDS AND CERTIFICATES 2025

- Zoover Silver Award 2025
- 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
- Blue Flag
- Zero Waste Certificate
- Sustainable Tourism Certificate
- Bicycle-Friendly Hotel Certificate
- Bioscore Sustainability Certificate

Limak Arcadia Sport Resort

Belek - Antalya

Limak Arcadia Sport Resort, the first property of the Limak International Hotels & Resorts brand, has been operating in Belek, Antalya, since September 1995. Meaning “valley of peace” in mythology, Limak Arcadia is built on a total area of 97,000 square meters and is one of the few hotels where greenery and natural vegetation are meticulously preserved. The resort is located 35 kilometers from Antalya Airport, 40 kilometers from the city center, and just 700 meters from the center of Belek.

As one of Türkiye’s first and largest sports complexes, Limak Arcadia features 10 football fields, seven of which meet UEFA standards. The remaining fields measure 55×90 meters, 25×35 meters, and 22×50 meters.

The hotel offers four à la carte restaurants, indoor and outdoor swimming pools, an aquapark, an amphitheater, two divisible banquet halls with capacities of 400 and 100, respectively, and a 60-person meeting room.

Limak Arcadia received the “Bicycle-Friendly Hotel Certification” in 2022 and has been operating as a pet-friendly hotel since 2021.

AWARDS AND CERTIFICATES 2025

- Zoover Gold Award 2025
- Otelpuan Award 2025
- Bioscore Sustainability Certificate
- 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
- Blue Flag
- Zero Waste Certificate
- Sustainable Tourism Certificate
- Bicycle-Friendly Accommodation Facility

Limak Atlantis Deluxe Hotel & Resort

Belek - Antalya

Limak Atlantis Deluxe Hotel & Resort, opened in May 2002, is located in Belek, Antalya, 35 kilometers from Antalya Airport and 45 kilometers from the city center.

The hotel features a comprehensive conference center with 10 main halls, a 1,500-square-meter exhibition area, and 4,100 square meters of indoor space. In addition, it includes a 1,100-seat conference hall and four separate halls, each with a capacity of 75 people.

The resort offers a total of 11 pools, including water slides, a children’s water park, an Olympic-sized swimming pool, and a 175-square-meter heated indoor pool, with a total water surface area of 4,500 square meters. Additional facilities include five à la carte restaurants, eight bars, a wellness and spa center, a bowling center, and various activity areas.

Since its opening, Limak Atlantis has served a wide range of alternative tourism segments, continuously expanding its service offering. The hotel hosts guests from approximately 40 countries and is a preferred venue for large-scale national and international conferences.

AWARDS AND CERTIFICATES 2025

- Otelpuan Award 2025
- Zoover Gold Award 2025
- Bioscore Sustainability Certificate
- 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
- Blue Flag
- Zero Waste Certificate
- Sustainable Tourism Certificate

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 2025 from Germany, Switzerland, the Benelux countries, the United Kingdom, the Russian Federation, and Middle Eastern countries. 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 2026 and beyond.

AWARDS AND CERTIFICATES 2025

- Otelpuan Award 2025
- Zoover Gold Award 2025
- 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
- Zero Waste Certificate
- Sustainable Tourism Certificate
- Orange Flag
- Bioscore Sustainability Certificate

Limak Ambassadore Hotel

Kavaklıdere - Ankara

Limak Ambassadore 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. 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 Ambassadore 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 Ambassadore Hotel treats every guest like a star, delivering personalized, high-quality service that defines its boutique luxury experience.

AWARDS AND CERTIFICATES 2025

- Green Star
- Zero Waste Certificate
- Bioscore Sustainability Certificate
- Sustainable Tourism Certificate

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 2025

- Zero Waste Certificate
- Bioscore Sustainability Certificate
- Sustainable Tourism Certificate

Limak Yalova Thermal Boutique Hotel

Termal - Yalova

This historic hotel, whose first guest was Mustafa Kemal Atatürk, has been faithfully reconstructed by Limak. A dedicated team of 300 people restored the building with great care to reflect the era in which the building was originally constructed. Calligraphers and artists each contributed their individual craftsmanship to the hotel's design. The Limak Yalova Thermal Boutique Hotel features 48 rooms. Room numbers begin with 1881, Mustafa Kemal Atatürk's birth year, and continue through 1938, with the infinity symbol "∞" on the door of room 1938 representing Atatürk's enduring legacy.

Each room is equipped with specially designed bathtubs fed by thermal water. In addition, a glass pyramid housing an outdoor thermal pool and a fitness center is among the hotel's distinctive features.

The spa center offers guests a 100-square-meter thermal pool, a Turkish bath, a sauna, a steam room, and a massage center.

AWARDS AND CERTIFICATES 2025

- Tripadvisor Travellers Choice Awards 2025
- Sustainable Tourism Certificate
- Zero Waste Certificate
- Green Star
- Bioscore Sustainability Certificate

Limak Skopje Luxury Hotel

Skopje-North Macedonia

The Limak Skopje Luxury Hotel, part of the “Diamond of Skopje” project, which includes residential units, a hotel, office space, and a shopping center is located in the heart of Skopje. The hotel opened its doors on April 23, 2021, and has been welcoming guests ever since.

Operating under the slogan “The Crown of Skopje,” the hotel is Limak Tourism’s ninth property and features a total of 142 stylish rooms, including 121 standard rooms and 21 suites.

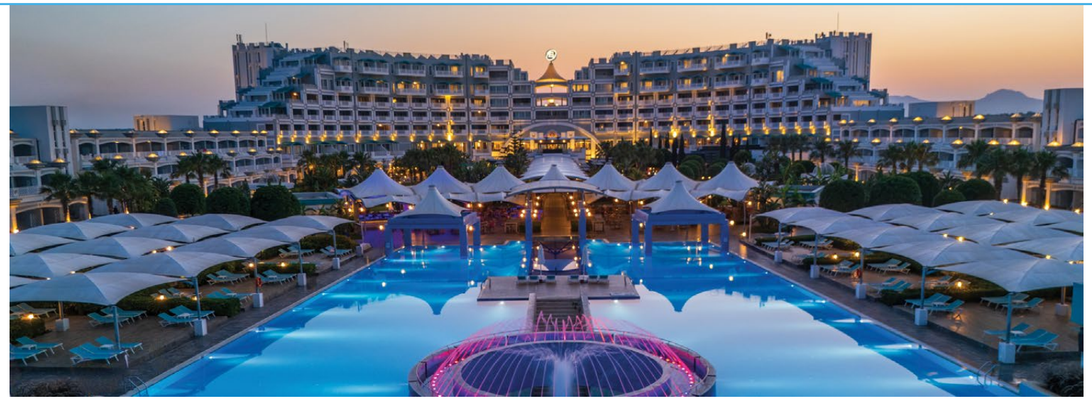
Limak Skopje Luxury Hotel brings Limak’s hospitality to Skopje with its main restaurant, lobby, and rooftop bar, as well as conference, ballroom, and meeting rooms, complemented by fitness and spa services. Located in the city center, the hotel is within walking distance of the city museum and shopping center and is just 24 kilometers from the airport.

AWARDS AND CERTIFICATES 2025

- Bioscore Sustainability Certificate
- Hotels.com points 9.0 (Superb)
- Booking.com Traveller Review Award

Limak Cyprus Deluxe Hotel

Bafra - Northern Cyprus



The Limak Cyprus Deluxe Hotel is located in the Bafra-İskele area of Northern Cyprus, 25 kilometers from the city center, 65 kilometers from Ercan Airport, and 40 kilometers from Famagusta.

Inspired by the Legend of the Phoenix, symbolizing renewal and rejuvenation, the hotel opened its doors in 2018, shaping the foundation of its guest experience.

With 598 rooms offering a variety of accommodation options, a capacity of 1,338 beds, an ultra-all-inclusive concept, and a unique natural setting, the Limak Cyprus Deluxe Hotel delivers a distinctive vacation experience. The property features four swimming pools (one indoor), an aqua park, and four restaurants (one buffet and three à la carte).

The Babylon Convention Center, located within the hotel, provides an ideal setting for professional events and organizations. It offers nine meeting rooms with a total capacity of up to 5,000 people in theater-style seating and can be divided into 12 separate rooms.

The hotel offers year-round comfort with a vacation-friendly climate, modern rooms equipped with the latest technology, diverse dining options, a spa center, indoor and outdoor pools, an aqua park, and comprehensive mini-club facilities, along with the Babylon Convention Center for seamless event hosting.

AWARDS AND CERTIFICATES 2025

- ISO 9001:2015 Quality Management System
- ISO 22000:2018 Food Safety Management System

CEMENT

In 2025, Limak Cement further strengthened its position in the industry through strategic initiatives in operational excellence, low-carbon production, digital transformation, and a people-centric corporate culture. Investments, innovative projects, and international achievements throughout the year marked significant milestones supporting the company's vision for sustainable growth.

As part of its environmental transformation and low-carbon production strategy, Limak Cement pioneered groundbreaking applications in the industry. At the Limak Anka Plant, tests involving the simultaneous injection of hydrogen and oxygen into the calciner were conducted for the first time globally, enabling a 100% alternative fuel usage rate. In addition, Boron-Activated Cement (BAC) technology, which enables production with a lower carbon footprint, was further developed and implemented.

The company's long-term climate targets have also been validated at an international level. Limak Cement's 2030 and 2050 net-zero emission targets were approved by the Science Based Targets initiative (SBTi), positioning the company among the first manufacturers in Türkiye to receive this validation. As part of its alignment with the European Green Deal, the company also joined the Responsible® Green Deal Program, further strengthening its carbon reduction strategy.

Digital transformation efforts gained further momentum in 2025. To enhance efficiency across corporate processes, a wide range of digital solutions were implemented, including the Corporate Assistant (Rodi), Quality and Document Management System (QDMS), Request Management System (TSM), a low-code application platform, and an inventory management system. Additional applications such as a drone-supported inventory measurement system, a customer complaint management infrastructure, and AI-powered recruitment tools in human resources improved speed, accuracy, and efficiency across operations.

Investments aimed at improving energy efficiency and expanding the use of renewable energy continued throughout the year. Solar energy projects implemented in Diyarbakır–Ergani, Siirt–Kurtalan, Şanlıurfa, and Mardin–Derik resulted in a total installed capacity of 36 MWe, with approximately USD 23 million allocated to these investments. In addition, new waste feeding systems were commissioned at the Kilis, Trakya, and Şanlıurfa facilities, increasing alternative fuel usage capacity. Process stability and energy efficiency were further enhanced through tower modifications at the Ergani facility, while sustainability at the Kilis plant was strengthened with the commissioning of the pre-combustion chamber (HotDisc) and the RDF-TDF feeding system. Limak Cement also advanced industry-leading applications in product development and innovation. The CEM PLUS+ product-produced for the first time in the Turkish cement sector at the Kilis Plant-was supported by the creation of a Digital Product Passport (DPP), making product data fully accessible in a digital environment via a QR code. Additionally, the company contributed to establishing standards for construction using 3D printing technology, ranking among the first adopters of such applications in Türkiye.

Initiatives aimed at creating value for society also continued across various regions in 2025. Through the Biodiversity Management Plan implemented at all factories, efforts were made to protect local species. Under the Future Women Engineers Internship Program, more than 100 students gained technical field experience.

Social impact projects were also carried out in international operating regions. A clean water well was constructed for the Bigoane community in Mozambique, and educational support was provided to approximately 1,450 students at three elementary schools in the Ivory Coast. In addition, the company's website was redesigned in line with accessibility standards, offering a more inclusive digital experience for users with visual, hearing, or mobility impairments.

The company's approach to operational excellence and sustainable production is further supported by international certifications. The Limak Anka Plant is the first and only facility in Türkiye to receive the CSC Platinum certification for sustainable concrete and cement production, while the Güvercinlik plant holds the CSC Gold certification. The company is also certified under numerous international ISO standards in areas such as quality, environment, energy, occupational health and safety, information security, and carbon and water footprint management.

To contribute to sectoral transformation and strengthen global partnerships, Limak Cement plays an active role on international platforms. The company maintains partnerships with various international and regional organizations, notably the Global Cement and Concrete Association (GCCA), supporting the sustainable transformation of the global cement and concrete sector. Through these platforms, the company contributes to the sector's net-zero transition while supporting knowledge sharing and the dissemination of best practices.

Investments, innovation initiatives, and international achievements realized throughout 2025 have reinforced Limak Cement's vision for sustainable growth and low-carbon production, while continuing to position the company as a leading actor driving transformation in the global cement sector.

AWARDS 2025

Brandon Hall Group Excellence Awards
A total of 12 awards
including 6 Gold, 5 Silver, and 1 Bronze

Stevie® Awards for Great Employers
5 Awards
for a Human-Centric Approach

Great Place To Work®

- The only cement company to make the Türkiye 2025 list
- Best Workplaces for Young Millennials™ list
- Best People & Culture Leaders 2025
  Şule Öztürk, Group Director of People, Culture, and Sustainability

Fitch Sustainable ESG Rating
ER3 - The highest score in the sector

EMEA Finance
Corporate Bond of the Year
A bond issuance worth USD 690 million

TEDAR & CGE Evaluation
ESG Practices Excellence Award

Turkish Confederation of Employer Associations
A Shared Future Is Possible Together 2025
"Limak Cement's Horizontal Governance and Committee-Based Organizational Participation Model" project received the award in the
"The Future of Our Work" category

ÇEİS (Cement Industry Employers' Association) Awards for Contributors to Occupational Safety and Health

- **Gold Award for Contributors to Workplace Safety**
- **Bronze Award for Contributors to Occupational Safety and Health through Training and Development**
- **Bronze Award for Leaders in Occupational Safety and Health**

Ministry of Environment, Sustainable Development, and Ecological Transition of Côte d'Ivoire
National Excellence Awards
Limak Afrika SA
Second Best Eco-Citizen Organization Award
Best Eco-Friendly Factory Category
Third Place Award

Limak Kurtalan Cement

TS EN ISO 9001
TS 18001
TS EN ISO 14001
TS EN ISO 50001

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 N
- 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 2025, Limak Kurtalan Cement continued to uphold its innovative approach, prioritizing customer satisfaction while remaining firmly committed to its environmental, energy, and quality policies.

In 2025, management systems at Limak Kurtalan Cement were further strengthened through the integration of the ISO 46001 Water Efficiency Management System. Throughout the year, employees received training on occupational health and safety, energy efficiency, employee rights, and environmental issues, delivered both in person and online via the Limak Cement Academy. With an average of 72.59 hours of training per employee, knowledge and awareness across the workforce were significantly enhanced. To promote occupational health and safety, the reward system continued to be implemented, while the LİMBES program-enabling the management of OHS and documentation on an online platform-was actively utilized.

Emergency drills organized in collaboration with AFAD and the Fire Department ensured that staff were well-prepared for crises.
As part of environmental sustainability efforts, Limak Kurtalan Cement participated in the “Zero Waste Project” to systematize waste management processes. A comprehensive Zero Waste Management System was established, covering waste separation at the source, temporary storage, transportation, and processing. By 2025, the use of alternative raw materials had increased compared to the previous year.

Efforts to combat climate change continued, with direct and indirect emissions from production calculated in accordance with ISO 14064-1:2018 and verified by an independent accredited organization. The Water Footprint Inventory Report, prepared to ensure efficient water use and wastewater recovery, was also verified by an independent organization under ISO 14046:2014.
To increase the use of renewable energy, an EIA Certificate was obtained in 2022 for the solar power plant project, which has since been put into operation.

Limak Kurtalan Cement places great emphasis on afforestation and environmental conservation. The facility encompasses 789,083 square meters of green space and 13,559 square meters of grassed areas, with afforestation activities conducted regularly since the company’s inception. Through its commitment to environmental and social responsibility and by making its production processes sustainable, Limak Kurtalan Cement continues to maintain its leading position in Türkiye’s cement sector.

Limak Ergani Cement

TS EN ISO 9001
TS 18001
TS EN ISO 14001

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 2025, the sales ratio of blended cement at Limak Cement reached 100%. At Limak Ergani Cement, dust and gas emissions generated during production remained well below legal limits. Dust-reduction filters, designed to minimize emissions, are installed in all plant units, and maintenance and improvement work on these filters was carried out throughout the year.

Limak Ergani Cement continued to rigorously uphold its policies on innovation, customer satisfaction, environmental protection, occupational health and safety, energy efficiency, and quality in 2025. As part of its environmental initiatives, 30 trees were planted, and 80 square meters of green space were created within various areas of the factory site. For 2026, the company aims to plant 50 trees and expand green space by 200 square meters.

Training activities at the facility continued in professional, technical, and administrative areas, including occupational health and safety, environmental management, and energy efficiency. In 2025, each employee received an average of 45.55 hours of training. Occupational health and safety training was delivered through the Limak Cement Academy online platform. Under the Emergency Situations Regulation, a comprehensive emergency drill was conducted by the Occupational Health and Safety Unit, covering protection, rescue, firefighting, first aid, CBRN, and environmental accident scenarios across the factory and raw material sites.

Efforts to combat climate change included calculating direct and indirect emissions from production in accordance with ISO 14064-1:2018, verified by an independent accredited organization. The Water Footprint Inventory Report, prepared to ensure efficient water use and wastewater recovery, was verified under ISO 14046:2014 standards.

A 3.5 MWe solar power plant was commissioned in 2025, with the electricity generated now used for internal consumption. The preheater tower was upgraded from 4 stages to 6 stages, improving thermal efficiency, and all project requirements were completed. Additionally, licensing processes for alternative fuel combustion were finalized, and the license was obtained.

Limak Ergani Cement continued its “Eco-Friendly Production” approach in 2025, maintaining the reduction of natural resource usage as its core sustainability goal. Following 139 days without a lost-time injury, the company reaffirmed its goal of zero workplace accidents for 2026.

Limak Anka Cement

TS EN ISO 9001
TS EN ISO 14001
TS EN ISO 50001
TS ISO 45001

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 line with Limak Anka Cement's circular economy goals, waste with high mineral content from various sectors is utilized as an alternative raw material.

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

The Water Footprint Inventory Report, prepared to ensure efficient water use and wastewater recovery, has been verified by an independent organization in accordance with ISO 14046:2014. Water management initiatives at the plant began in 2025, including the preparation of a comprehensive water management report to evaluate consumption points and identify areas for improvement. In the same year, the facility was awarded the TSE 46001 Water Efficiency Management System Certificate, documenting its efforts toward effective and efficient water resource management in line with national standards.

Emergency and environmental drills were conducted throughout the year to ensure preparedness for unforeseen situations. Surveillance audits for ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and ISO 50001:2018 were successfully completed.

By 2025, Limak Anka Cement has established itself among the world's most energy-efficient facilities in the cement industry. Following the commissioning of the Alternative Fuel Conveyance and Feeding System in June 2022, fuels derived from household waste with high biomass content, tire waste, and industrial waste have enabled a daily alternative fuel usage rate of 68.93%, with alternative fuels accounting for 39.56% of annual fuel consumption.

The Life Cycle Assessment (LCA) and Environmental Product Declaration (EPD) processes, initiated in 2024, were independently evaluated and certified. LCA studies aim to reduce the carbon footprint, improve energy efficiency, enhance waste management, and increase the use of alternative fuels and raw materials. EPD studies provide transparent and comparable information regarding the environmental performance of products.

To ensure the confidentiality, integrity, and availability of information assets, ISO 27001 certification was obtained following independent verification.

Limak Cement successfully conducted Türkiye's first hydrogen-fueled cement production tests at the Anka Plant. Using a green hydrogen system, a 50% hydrogen-blended, carbon-neutral fuel supply was achieved for the first time. In line with the green cement roadmap, the initiative aims to reduce the carbon footprint, improve energy efficiency, and increase the use of recycled materials and alternative fuels. Pilot studies aimed at increasing the proportion of additives used in cement grinding are ongoing.

The plant became the first facility in Türkiye and the tenth globally to receive the CSC (Concrete Sustainability Council) Platinum Certification in 2025. This certification verifies practices related to the efficient use of natural resources, energy consumption and carbon emissions reduction, water management and efficiency, waste management and recycling, as well as occupational health, safety, and social responsibility, in line with international standards.

As of 2025, biodiversity initiatives have been launched at the plant. A comprehensive biodiversity report covering the facility site and its surroundings was prepared to assess the current status, identify species requiring protection, and highlight areas for development.

Limak Anka Cement, committed to achieving "zero accidents," delivered extensive training programs in 2025 covering professional, technical, and administrative topics, including workplace safety, environmental management, energy efficiency, and personal development. Occupational health, safety, and environmental training was delivered through the Limak Cement Academy online platform. In addition, an AI-based occupational health and safety (OHS) application has been implemented to proactively support a safer working environment and mitigate risks.

Limak Şanlıurfa Cement

TS EN ISO 9001
TS EN ISO 14001
TS EN ISO 50001
TS ISO 45001

Şanlıurfa

Established: 1986

Transition to Limak Cement: 2007

Clinker production capacity 1,485,000 tons/year

Cement production capacity 1,940,400 tons/year

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

- CEM II/A–M (P-LL) 52.5 N
- CEM II/B–M (P-LL) 42.5 N
- CEM II/C–M (P-LL) 32.5 N

Limak Şanlıurfa Cement holds certifications for the 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, TS ISO 46001 Water Efficiency Management System, and ISO 27001:2022 Information Security Management System. In 2025, the Limak Şanlıurfa Plant became the first cement plant in Türkiye to voluntarily implement the TS ISO 46001 Water Efficiency Management System.

As part of the rehabilitation project aimed at restoring the marl field-which had reached the end of its economic life-work continued in 2025 in collaboration with the Şanlıurfa Metropolitan Municipality.

Throughout the year, proactive approaches to occupational health and safety were maintained through training, inspections, and drills, reaffirming the goal of zero workplace accidents for 2026. A total of 204 hours of training were conducted.

Additionally, 1 environmental drill and 4 emergency drills were held, while natural disaster training sessions were organized by AFAD within the framework of the Provincial Risk Reduction Plan.

Under the Limak Sustainability Strategy, the plant implemented the cleanest and most technologically advanced production processes in compliance with national and international environmental standards. All measurements-including air pollutant emissions and wastewater discharge analyses-were completed throughout 2025, with legal limit values not exceeded in any instance. Greenhouse gas emissions were verified by independent organizations, and the ISO 14064-1:2018 Carbon Footprint Certificate and ISO 14046:2014 Water Footprint Certificate were obtained.

As part of the “Zero Waste” initiative, factory-generated waste was minimized, separated at the source, and sent for recycling to be reintroduced into the economy.

In 2025, a Solar Power Plant (SPP) with an installed capacity of 7,160 kWe was commissioned to support sustainable energy production, protect natural resources, increase efficiency, and reduce electricity costs at the facility.

As part of afforestation efforts on the factory premises, 300 trees were planted in 2025, with an additional 150 trees planned for 2026.

Limak Balıkesir Cement

TS EN ISO 9001
TS 18001
TS EN ISO 14001
TS EN ISO 50001

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

By adopting an industrial symbiosis approach at the core of its production processes, Limak Balıkesir Cement transforms by-products and waste from various industrial sectors into valuable raw materials. This approach reduces clinker usage in production, significantly lowering both natural raw material consumption and carbon emissions.

The plant has developed and patented “Boron-Activated Cement (BAC),” an innovative product made using boron minerals. This product provides significant environmental and industrial benefits through its structure, which supports circular economy principles, ensures high product performance, and helps reduce carbon emissions.

In cement production, bottom ash-a waste product from thermal power plants-is utilized under the scope of the obtained ETA certificate, continuing the company’s goal of recovering industrial waste. Within this framework, efforts to reduce fossil fuel consumption by increasing the use of alternative fuels continued throughout 2025.

At the plant, employees received 32.94 hours of training per person in 2025, covering occupational health and safety, environmental, vocational, and technical topics. The LİMBES program was actively used to manage document processes on an online platform, and training sessions were conducted via the Limak Cement Academy online platform. Additionally, emergency drills were carried out at the plant and quarry sites to ensure preparedness for unexpected situations. Staff demonstrating exemplary behavior were rewarded throughout the year to promote OSH practices and raise awareness.

In 2025, the plant completed the ISO 46001:2021 Water Efficiency Management System certification process. The Water Footprint Inventory Report, prepared to ensure efficient use of water resources and effective wastewater recovery, was verified by an independent organization in accordance with the ISO 14046:2014 standard.

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.

Under the Limak Cement Biodiversity Policy, the “Current Status of Biodiversity, Impact Assessment, and Management Plan” was prepared. This plan includes an inventory of existing biological assets and an analysis of the direct and indirect impacts of operational activities on biodiversity, supporting to develop sustainable management strategies.

Limak Kilis Cement

TS EN ISO 9001:2015
TS EN ISO 14001:2015
TS ISO 45001:2018
TS EN ISO 50001:2018

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 a clinker conformity certificate in accordance with ASTM C 150 standards. The plant also produces two types of cement under TS EN 197-1 and one type under TS EN 197-5.

All material conveyance lines at the plant have been designed as enclosed galleries to prevent dust emissions from raw materials and production processes, and bag filters are used to minimize dust discharge. The facility also features a clinker storage silo with a capacity of 100,000 tons, and an investment in an Automatic Solid Waste Feeding System for the use of waste as alternative fuel was completed in 2025.

With the completion of the bulk cement silo and sales terminal at Iskenderun Ekinciler Port, scheduled for 2026, the facility will gain the capability to load high-tonnage vessels. This development will accelerate export operations, facilitate access to international markets, and enhance competitive strength.

The factory operates with high environmental performance and benefits from cost optimization through energy efficiency. Following commissioning, energy-saving projects and the application of best available techniques have reduced specific electricity consumption.

As the largest economic investment established in Kilis Province, Limak Kilis Cement had achieved a significant market share and strong brand value in both exports and the domestic market by 2025.

In line with the United Nations Sustainable Development Goal "Responsible Consumption and Production" (SDG-12), product development efforts using environmentally conscious alternatives are supported by a ready-mix concrete laboratory accredited to ISO/IEC 17025 by TURKAK. Compliance audits for ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, ISO 50001:2018, ISO 27001:2022, and ISO 46001:2019 standards have been successfully completed at the plant.

In 2025, Carbon Footprint and Water Footprint certifications were obtained. Life Cycle Assessment (LCA) and Environmental Product Declaration (EPD) processes were completed and published in the same year.

As part of Limak Cement's sustainability approach, the Current Status of Biodiversity, Impact Assessment, Needs Analysis Plan, and Water Management Plan were prepared in 2025. Efforts to implement the actions identified in these plans and continuously improve environmental performance are being actively pursued.

Proactive initiatives in Occupational Health and Safety were implemented throughout 2025 through training, drills, and various applications. By eliminating or minimizing risks at their source, the plant has set the goal of Zero Workplace Accidents for 2026. Employee training on Occupational Health and Safety and environmental topics was conducted through the Limak Cement Academy online platform.

Kilis Pumice Block Plant

Polateli, Kilis

Established: 2015

Pumice production capacity
30,000,000 pcs/year

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

As a result of Limak Cement's initiatives in alternative building materials, the Kilis Pumice Block Plant-constructed and brought online in 2015 in the Polateli district of Kilis-operates with an annual production capacity of 30 million pumice units and 1.5 million square meters of paving stones. The plant utilizes a fully automated finger car system, the only one of its kind in Türkiye, to maintain its production processes.

Leveraging its strategic proximity to Kilis, Gaziantep, Hatay, Kahramanmaraş, Şanlıurfa, as well as to Syria and export ports, the plant aims to further strengthen its position in the international market over time.

The facility holds the TSE 771-3 quality certificate for its pumice products, the TSE 436 EN 1340 quality certificate for curb stones, and the TSE 2824 EN 1338 quality certificate for paving stones. It also holds a CE Conformity Certificate in accordance with European Product Legislation and a National Technical Approval (UTO) certificate for its pumice products. Additionally, the Limak Kilis Pumice Block Plant has earned the "Basic Level Zero Waste Certificate," reinforcing its commitment to reducing natural resource use and supporting the circular economy.

Products currently manufactured at the facility include:

- 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
- Curbstone
- Gutter

Since its inception, the Limak Kilis Pumice Block Plant has continued to enhance its brand value in the sector through a commitment to customer focus, high quality, and environmental responsibility. The goal of zero workplace accidents was achieved in 2025 and has been renewed for 2026.

Limak Trakya Cement

TS EN ISO 9001
TS 18001
TS EN ISO 14001
TS EN ISO 50001

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 three 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

The factory has successfully completed compliance audits for the ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and ISO 50001:2018 standards, as well as for the TS ISO/IEC 27001 standard.

Investments have been made in storage facilities and feeding systems to enable more efficient use of secondary fuels, aiming to increase the amount of waste feedstock utilized as an alternative to fossil fuels. These efforts support the facility's near-term 2030 and 2050 net-zero emission targets, contributing to CO_2 reduction goals.

The TSE has verified and certified compliance with the TS ISO 46001:2019 standard, ensuring efficient and sustainable management of the facility's water usage. To allow customers to assess the environmental impacts of products, a Life Cycle Assessment (LCA) was conducted, and an Environmental Product Declaration (EPD) certificate was issued for the CEM PLUS+ 52.5 [CEM II/A-M (V-LL) 52.5 N] type of cement. This EPD Certificate has been published on the EPD International System website.

To further reduce CO_2 emissions, the product portfolio was optimized, with a transition from the CEM I 52.5 N type product to the CEM II/A-M (V-LL) 52.5 N type product, which features a lower clinker ratio.

As Türkiye's sole production facility for standard sand, Limak Trakya Cement reliably and sustainably meets the industry's demand for CEN Standard Sand under TS EN 196-1.

Under the Biodiversity Policy, the factory aims to identify significant species, habitats, and ecosystems within the facility and quarry sites, assess direct and indirect impacts on biodiversity, and clarify conservation needs. Accordingly, a Biodiversity Status Report, Impact Assessment, and Needs Analysis Report were prepared in collaboration with independent expert organizations.

Forward-looking projects are also being developed to ensure efficient water use and the sustainability of groundwater resources. In this context, a comprehensive Water Management Plan has been developed in coordination with specialized third-party firms.

Certification processes for the responsible use of resources have been initiated at the Limak Trakya Plant, with results scheduled to be published in 2026.

As part of the Occupational Safety and Health (OSH) program, emergency drills were conducted in 2025. Employees received training on fire safety, chemical treatment of cooling towers, risks associated with construction chemicals, and issues related to addiction and cancer.

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

Compliance of the cement produced in accordance with the TS EN 197-1:2012 standard is audited annually. The facility holds ISO 9001:2015 Quality Management System and ISO 50001:2018 Energy Management System certifications, undergoes regular yearly audits, and ensures full compliance with all management system requirements.

Throughout 2025, Limak Bitlis Cement consistently continued both training programs and environmental initiatives. During this period, the ISO 27001 Information Security Management System certification was obtained, elevating data security, business continuity, and the protection of information assets to the highest standards. As a result, all operational processes are secured in accordance with international norms.

In line with sustainability objectives, the facility's commitment to protecting natural resources was reinforced through the acquisition of ISO 14046 Water Footprint and ISO 14064 Carbon Footprint certifications, further demonstrating environmental responsibility.

The facility also holds a "Basic Level Zero Waste Certificate," ensuring that waste is reintroduced into the economy while reducing the use of natural resources.

In 2025, employee training on occupational health and safety, environmental awareness, and personal and professional development was conducted via the Limak Cement Academy online platform. Additional training activities were carried out in collaboration with ÇEİS and the Turkish Cement Association.

Limak Bitlis Cement continues its production activities guided by its innovative approach, customer satisfaction principles, and its established policies on environmental stewardship, energy efficiency, and quality.

Limak Derik Cement

TS EN ISO 50001

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

Compliance of the cement types produced in accordance with the TS EN 197-1:2012 standard is audited annually. The facility holds ISO 9001:2015 Quality Management System and ISO 50001:2018 Energy Management System certifications, undergoes regular yearly audits, and ensures full compliance with all management system requirements.

In 2025, training activities continued across professional, technical, and administrative areas, including occupational safety, environmental management, and energy efficiency. Employee training in occupational health, safety, and environmental practices was conducted via the Limak Cement Academy online platform. All plant operations throughout the year were carried out with a strong focus on occupational safety, culminating in zero workplace accidents.

The plant serves the construction sector while upholding standards in sustainable quality, environmental protection, occupational health and safety, and employee and customer satisfaction. By aligning its product portfolio with sector needs, it maintains a strong and competitive position in the market.

Product development and technical support initiatives, guided by customer feedback, are carried out through a ready-mix concrete laboratory accredited under the 17025 TÜRKAK standard.

Limak Derik Cement earned the "Basic Level Zero Waste Certificate" in 2021 and continues to contribute to reintegrating waste into the economy and reducing natural resource consumption.

As part of its renewable energy initiatives, the solar power plant-granted an EIA certificate in 2023-was completed and commissioned in 2025.

Limak Cimentos SA

NM NP EN 197-1
NM NP EN 197-2
ISO 9001:2015

Maputo, Mozambique

Mozambique Grinding and Packaging Plant

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 in the Matola port area of Maputo, the capital of Mozambique, on an 80,000-square-meter site, the plant began sales operations in the fourth quarter of 2016. In line with Limak Cement's sustainability goals, the facility continues to operate in full compliance with World Bank standards, focusing on environmental management, human resources, and social responsibility.

Although Limak Cimentos SA has an annual cement production capacity of 700,000 tons, the plant was designed during planning and construction to reach an annual capacity of 1.5 million tons. Mozambique, a strategic gateway to East Africa with significant natural gas and coal reserves, presents medium- and long-term investment opportunities, including natural gas power plants, concrete facilities, construction materials production, and the establishment of an integrated cement plant. Through continues brand development, Limak Cimentos SA maintained its market share in 2025.

The plant holds Mozambique's first "Made in Mozambique" certification-the nation's inaugural local product certification-and the ISO 9001 Quality Management System Certificate issued by the Mozambican National Institute of Standardization and Quality (INNOQ). In 2025, it obtained ISO 45001 certification, and the process to achieve ISO 14001 certification was initiated, to secure it by 2026, following the necessary training and adjustments.

Leveraging its strategic location near the port, the plant is expected to contribute to expanding trade between Mozambique and Türkiye. In addition, its fully equipped cement R&D laboratory supports the development of the regional construction industry. Since 2020, Limak Cimentos SA, a member of the Mozambican Chamber of Industry, has actively contributed to commercial activities in the country.

Awarded the "Best Industrial Investment Award" in Mozambique, the plant became self-sufficient with the commissioning of its Natural Gas Power Generation Plant in June 2022, providing a 4.8 MW boost to the country's energy production capacity. This critical investment, made at a time when Sub-Saharan African countries face severe energy shortages, supports sustainable production while enhancing operational safety.

Limak Africa SA

Abidjan, Ivory Coast

Ivory Coast Cement Grinding and Packaging Plant

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 the 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 Limak Africa SA Ivory Coast Cement Grinding and Packaging Plant, along with its Ready-Mix Concrete Facility, was commissioned in December 2018 in full compliance with World Bank standards, the ILO, and the Equator Principles. Featuring a compact, efficient production structure that utilizes modern technologies, the plant quickly secured a significant market share in the cement and ready-mix concrete sectors and continues to operate successfully, supported by positive consumer feedback. Under an agreement with CODINORM, the country's product quality certification body, cement product quality certificates were obtained in the first quarter of 2019.

The plant has also achieved important international certifications in environmental and quality management. In November 2022, it obtained the ISO 14001:2015 Environmental Management System Certificate; in April 2023, the ISO 9001:2015 Quality Management System Certificate; and in November 2023, the ISO 45001:2018 Occupational Health and Safety Management System Certificate. Work has begun on ISO 14067 for carbon footprint measurement and ISO 14046 for water footprint measurement, to complete these certifications by the end of 2025.

In November 2025, Limak Africa SA was awarded third place in the "Best Eco-Friendly Factory" category by the Ministry of Environment, Sustainable Development, and Ecological Transition of Côte d'Ivoire. This recognition marks the first time a cement plant in the country has received such an honor, highlighting the facility's leadership in environmental sustainability.

Leveraging its strategic location near the port area, Limak Africa SA contributes to expanding trade between the Ivory Coast and Türkiye and supports the growth of the regional construction industry. With its fully equipped cement and ready-mix concrete R&D laboratories, the company emphasizes quality and innovation, further fostering the development of the region's construction sector.

Ready-Mixed Concrete Plants

Established: 2011

Limak Ready-Mix Concrete operates an extensive network of 37 plants across Türkiye and the Ivory Coast. Thirty of these plants are directly managed by Limak, while seven operate under a franchise model. The company combines a broad regional presence with a sustainable production approach.

In 2025, Limak Ready-Mix Concrete produced a total of 2,532,590.54 cubic meters of ready-mix concrete. Its product portfolio covers all classes compliant with TS EN 206 and TS 13515 standards. Brand-registered products developed through R&D efforts include:

- SOLID Duratech – Long-lasting, high-strength concrete
- SOLID Airtech – High-strength concrete for heavy-load areas
- SOLID EarlyTech – Concrete with early strength gain
- SOLID PoreTech – Permeable concrete
- SOLID FlowTech – Self-compacting concrete
- SOLID ColorTech – Colored concrete
- SOLID HighTech – High-strength, custom-designed concrete

R&D activities are conducted in three laboratories located in İstanbul, Ankara, and Şanlıurfa, all of which are accredited by the Turkish Accreditation Agency (TÜRKAK). TÜRKAK audits for all laboratories were successfully completed in 2025.

Operations across all facilities are conducted in compliance with ISO 9001, ISO 14001, ISO 45001, and ISO 27001 standards. Following audits by KGS, the certification body of the Concrete Sustainability Council (CSC), the Limak Cement Güvercinlik Plant was certified at the GOLD level, making it one of the first six ready-mix concrete plants in Türkiye to achieve this distinction.

In 2025, an Environmental Product Declaration (EPD) certificate was obtained for the C30/37 concrete class at the Güvercinlik Ready-Mix Concrete Plant. Carbon footprint and water footprint calculations were completed and certified. Additionally, the plant introduced hybrid transit mixers, achieving approximately 20% fuel savings, with plans to expand this initiative in 2026.

The Driver Management System is used to monitor driver performance during transportation processes.

Limak Ready-Mix Concrete also actively supports the industry and educational initiatives. In 2025, the company sponsored the BETON Fair and Summit and provided technical tours in collaboration with the Yıldız Technical University Concrete Canoe Team. Employees receive 16 hours of mandatory occupational safety and health (OSH) training annually, while environmental and sustainability training is conducted through the Limak Cement Academy online platform. The goal of zero workplace accidents for 2026 remains a key priority.

INFRASTRUCTURE

Limak continued to successfully advance its infrastructure investment operations in 2026.

In airport operations, Prishtina Adem Jashari International Airport, Kosovo's only international airport, completed by Limak in 2013, served 4,595,524 passengers in 2025, reflecting a 12.7% increase compared to the previous year. Meanwhile, Blaise Diagne Airport in Dakar, Senegal, constructed and operated by Limak in partnership with the Senegalese government, handled 2,939,453 passengers in 2025. At both airports, infrastructure investments aligned with long-term growth strategies will continue in parallel with rising passenger demand.

In port operations, LimakPort İskenderun-one of the Eastern Mediterranean's most modern and largest container terminals, with an annual handling capacity of 1 million TEU-achieved a container volume of 588,107 TEU in 2025, representing a 12% increase compared to the previous year. The terminal continues to attract a growing number of shipping lines.

The 1915 Çanakkale Bridge and Motorway, one of Türkiye's most significant infrastructure projects, was completed by a joint venture including Limak and opened on March 18, 2022. Implemented under a build-operate-transfer model within a public-private partnership framework, the project was completed in a record four years. It reduced the distance between Turkish territory and the European mainland by 40 kilometers, while crossing time over the Çanakkale Strait-previously taking hours by ferry-has been reduced to just 6 minutes. In 2025, the groundbreaking ceremony for the Kınalı–Malkara Highway section of the project was held, with financing processes currently ongoing.

The Northern Marmara Motorway, which seamlessly connects İstanbul, Kocaeli, and Sakarya-Türkiye's key industrial cities-was also completed within a short period of 3.5 years.

In railway station operations, Ankara Train Station and Life Center, opened in 2016 as Türkiye's first high-speed train station project, continues to operate not only as a major transportation hub but also as a mixed-use complex featuring premium retail stores, a business hotel, and rentable office spaces.

The foundation of the Antalya–Alanya Motorway, spanning 122 kilometers, was laid in 2025.

Limak will continue to pursue new infrastructure project opportunities while enhancing operational and financial efficiency across its existing portfolio. By 2026, the company's priority remains creating value for shareholders, employees, and all stakeholders, while achieving its financial targets.

Great Place To Work®
Limak Yatırım - *December 2025*

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

Prishtina Adem Jashari International Airport

AWARDS 2025

Communitas Award 2025
Corporate Social Responsibility Category
Leadership in Community Service

Following the introduction of visa-free travel for citizens of the Republic of Kosovo to Schengen Area countries on January 1, 2024, Prishtina Adem Jashari International Airport experienced a significant increase in passenger traffic. According to ACI Europe data, passenger volume in the first quarter of 2025 rose by 72.1% compared to 2019 levels, ranking the airport among Europe's fastest-growing. This strong performance reflects rising passenger demand and the airport's increasing regional appeal.

The top three countries with the highest number of flights operated by airlines at the airport in 2025 were Switzerland, Germany, and Türkiye. Prishtina Adem Jashari International Airport handled 4,595,524 passengers in 2025, marking a 12.7% increase compared to the previous year.

In 2025, ASL Airlines launched flights to Lyon, while Jeddah was added to the network. The rapid increase in passenger demand has been closely aligned with airlines' operational strategies. Notably, wide-body A350 aircraft began operating on the Prishtina-Zurich route, marking a significant upgrade in operational capacity. This development demonstrates that the runway, apron, terminal, ground services, and air traffic operations can effectively support larger aircraft, strengthening the airport's position in the international market and enhancing its potential for future network expansion.

Prishtina Adem Jashari International Airport launched capacity, enhancement projects in 2025, with investments covering the terminal, landside, and operational infrastructure entering the planning and implementation phases. These projects aim to support growing passenger volumes and improve service quality over the long term. The Runway Strip Rehabilitation Project, launched in 2023, was completed as planned in 2025, reducing the risk of runway excursions, improving emergency response capabilities, and ensuring safer aircraft operations. These improvements have enhanced safety levels on and around the runway, strengthening the airport's international operational compliance and sustainable flight safety standards.

The new 17,200-square-meter parking area, completed and opened in 2025, has significantly improved user experience by accelerating vehicle entry and exit processes through advanced technological infrastructure.

Significant improvements in accordance with IATA standards were implemented in the arrivals area. To support efficient wide-body aircraft operations, the baggage carousel systems were expanded to meet international standards, and the overall layout of the baggage claim area was redesigned to optimize passenger circulation, waiting capacity, and baggage delivery times. Entrance and exit doors in the arrivals hall were widened, and the area was reconfigured to accommodate increased capacity in line with IATA Service Level standards. These enhancements have improved passenger flow management, reduced congestion during peak hours, and significantly increased passenger comfort and operational efficiency.

A comprehensive equipment upgrade is currently underway in the security checkpoint area. Once completed, passengers will be able to undergo security screening more quickly and seamlessly, without removing perfumes, liquid bottles, or laptops from their bags. The deployment of state-of-the-art security screening devices will boost operational speed, reduce passenger transit times, and elevate overall passenger satisfaction.

Prishtina Adem Jashari International Airport continued its social responsibility initiatives in 2025. In this context, an agreement was signed with the University of Prishtina under the Global Engineer Girls (GEG) initiative to support the continued participation of female students. Additionally, the airport, having joined the list of organizations endorsing the Women's Empowerment Principles (WEPs), collaborated with OPEA under the GEG Kosovo initiative, and signed an agreement with the Kosovo CSR Network to develop new mentoring opportunities for GEG Kosovo students.

The airport will continue to invest in infrastructure aligned with long-term growth strategies, supporting operational upgrades in line with the increasing passenger demand expected in 2026.

Dakar Blaise-Diagne International Airport

AWARDS 2025

ACI World Africa AWARDS
Best Airport
Most Hygienic Airport
Most Dedicated Staff
Most Enjoyable Airport
User-Friendly Airport Experience
Senegal National Quality Award

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

Construction of AIBD began in 2007; however, due to slow project progress, the Government of Senegal signed an agreement on May 22, 2016, with the Limak–Summa consortium, which has extensive experience in airport construction and operations, to complete the airport and operate the airport for 25 years.

Limak and Summa successfully completed the remaining 30% of the project in just eight months. During this period, approximately 1,500 people were employed, including around 500 Turkish nationals.

In addition to the main passenger terminal, the airport serves passenger traffic through 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, designed to enhance Senegal's logistics capabilities.

Blaise Diagne International Airport, with its 75-meter-wide, 3,500-meter-long runway, can accommodate all types of aircraft, including the A380.

Aircraft parking areas have a total capacity for 50 aircraft, including 26 large carriers, 6 small-to-medium carriers, and 18 general aviation aircraft.

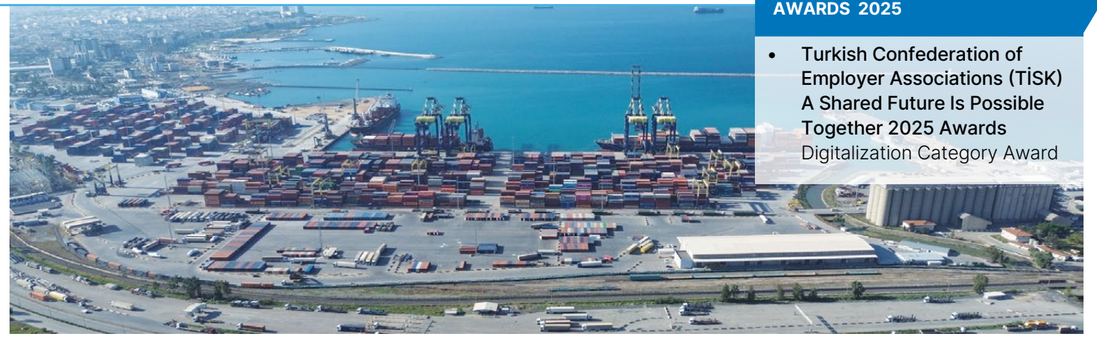
Since its opening, the airport has maintained the highest operational standards, earning numerous international certifications, including ANACIM Airport Carbon Accreditation (ACA) Level 3, ACI Airport Health Accreditation, and ASQ ACI Customer Experience (Level 3). In 2022, 2023, and 2024, it was recognized as Africa's most enjoyable and best airport.

As of the end of 2025, the airport employs 593 people and handled 2,939,453 passengers during the year. Renovations to the Duty Free and CIP Lounge were completed and plans are underway to expand the terminal, MRO, and cargo facilities to accommodate increasing passenger demand.

In 2025, United Airlines launched flights between Washington and Dakar, while Transavia began operating 14 weekly flights to eight destinations from France.

Blaise Diagne International Airport joined the Airports Council International (ACI) Board of Directors in 2025, representing Senegal.

LimakPort İskenderun



AWARDS 2025

- **Turkish Confederation of Employer Associations (TİSK) A Shared Future Is Possible Together 2025 Awards**
  Digitalization Category Award

LimakPort İskenderun, which acquired a 36-year operating concession in December 2011 and began container operations in March 2013, increased its container volume by 12% compared to the previous year, reaching 588,107 TEU in 2025.

The port provides direct and transshipment services to numerous destinations via mainline and feeder vessels, serving major global carriers including Maersk Line, Arkas Line, CMA CGM, Hapag-Lloyd, Cosco Shipping, Evergreen, Turkon, Medkon, Akkon, Admiral, Sidra, ONE, Butros, Messina, and OOCL. In 2025, a total of 645 container ships called at LimakPort İskenderun. The container load factor stood at 76%, and in May 2025, the port reached its highest-ever monthly container volume of 63,808 TEU. Over the course of the year, 292,851 TEU in exports and 295,256 TEU in imports were handled. LimakPort continues to enhance customer satisfaction through competitive pricing and a solution-oriented approach.

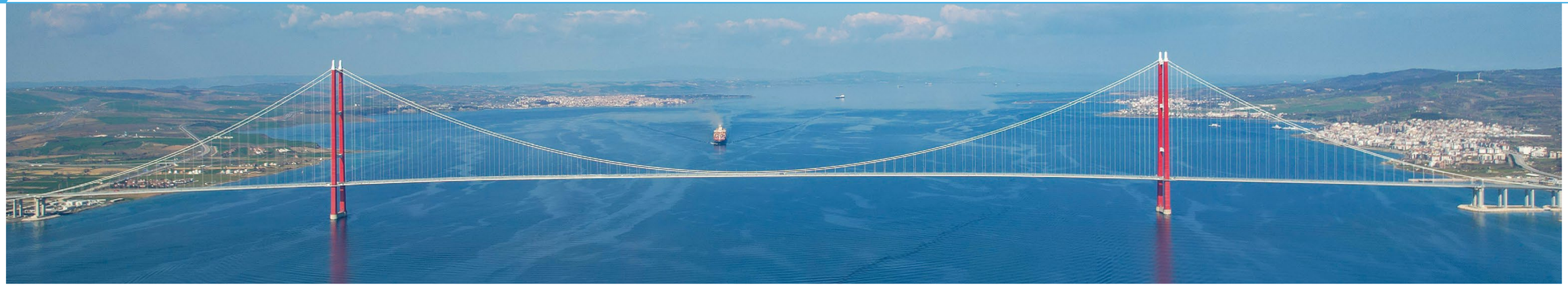
With its rail connection and the Type A General Warehouse, which opened in 2025, the port offers alternative logistics solutions to its customers. As the transit port closest to border crossings, it provides significant advantages through competitive rates. Equipped with modern infrastructure, LimakPort has become a preferred hub not only for container handling but also for inland loading and unloading operations. In 2025, 12,188 containers were loaded and 29,937 containers were unloaded in inland operations.

As one of the first ports in Türkiye to establish a dedicated Customer Service Department under a customer-centric approach, LimakPort continues to differentiate itself through high service quality, supported by a team of 30 specialized professionals. The Net Promoter Score (NPS) increased from 26.0 in 2024 to 56.60 in 2025, surpassing the industry average.

The sales and marketing team expanded the port's customer portfolio and strengthened its market share in the İskenderun region through targeted promotional activities and meetings with exporters and importers in the hinterland. As a result, by December 2025, LimakPort achieved a 22% market share among Eastern Mediterranean ports.

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. The port features linear and long quay structures, a breakwater providing full protection against adverse weather conditions, and a water depth of 15.50 meters, qualifying it as a deep-water port. Equipped with advanced container handling systems, including STS and RTG cranes, LimakPort serves not only container traffic but also acts as a key regional hub for Ro-Ro, Ro-Pax, project cargo, bulk cargo, general cargo, and live animal cargo operations.

1915Çanakkale Bridge and Malkara-Çanakkale Motorway



The joint venture group, including Limak, won the tender for the design, financing, construction, and operation of the 1915 Çanakkale Bridge and Malkara-Çanakkale Motorway in January 2017. The project was completed and opened to traffic on March 18, 2022, under a build-operate-transfer (BOT) model within a public-private partnership framework.

The 1915 Çanakkale Bridge, spanning 4.6 kilometers, together with the 101-kilometer Malkara–Çanakkale Motorway (including access roads), forms a key section of the 324-kilometer Kınalı–Tekirdağ–Çanakkale–Savaştepe Highway corridor. The groundbreaking ceremony for the Kınalı–Malkara section was held on March 18, 2025.

Connecting the Marmara Region with the Northern Aegean, the motorway passes south of Malkara and west of Şarköy before reaching the Gallipoli Peninsula.

It then continues north of Gelibolu, linking Asia and Europe via the 1915 Çanakkale Bridge, located between Sütlüce and Şekerkaya.

Completed in a record four years, the project reduced the distance between Türkiye's European territories and the Northern Aegean by 40 kilometers, while crossing time over the Çanakkale Strait, previously taking hours by ferry, has been reduced to just six minutes.

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

The 2,023-meter main span symbolizes the 100th anniversary of the Republic of Türkiye, while the 318-meter tower height above sea level commemorates the March 18 Çanakkale Victory.

Once integrated with the Gebze-İzmir Motorway as part of the Kınalı-Tekirdağ-Çanakkale-Savaştepe Highway, the project will complete the ring of highways encircling the Marmara Region.

For the project, an Environmental Impact Assessment (EIA) was conducted in compliance with local regulations, along with an Environmental and Social Impact Assessment (ESIA) in line with International Finance Corporation (IFC) Standards and the Equator Principles.

As part of the ESIA, marine mammal observers were deployed 24/7 between March and November 2018 to monitor seabed operations. Construction activities were temporarily halted whenever dolphins approached within 500 meters of the operational area, resulting in five precautionary suspensions.

The project also addressed potential impacts on the protected Mediterranean species Pinna nobilis. More than one thousand individuals-some measuring up to one meter in length-were carefully relocated to safe habitats.

As part of its environmental commitments, the project implemented a five-to-one tree planting approach, ensuring that five trees were planted for every tree affected.

Northern Marmara Motorway

AWARDS 2025

10th İstanbul PPP Week
PPP Week Special Award

The Northern Marmara Motorway is a 412-kilometer project that seamlessly connects İstanbul, Kocaeli, and Sakarya, Türkiye's most important industrial cities. To ensure 24/7 highway safety and high service quality, three major maintenance and operations centers, along with a main control facility, have been established. Within this framework, and leveraging the highway's fiber-optic infrastructure, 156 dome cameras, 302 incident detection cameras, 93 variable message signs, 77 traffic counting sensors, 23 weather stations, 239 in-tunnel emergency call phones, 653 incident detection cameras, and 78 in-tunnel variable traffic signs are actively monitored.

Driven by investments in intelligent transportation systems, the Northern Marmara Motorway stands out among build-operate-transfer (BOT) projects in Türkiye globally. The project incorporates advanced artificial intelligence solutions, high-performance security systems, and state-of-the-art field equipment. It features 30 viaducts spanning 15,085 meters, 8 tunnels totaling 31,862 meters, 125 bridges, 92 underpasses, and 69 overpasses.

Service integrations and data warehouse initiatives were successfully completed in 2025, resulting in approximately $175,000 in outsourcing cost savings. Enhancements in the SAP system significantly accelerated business processes, reduced manual workloads, and strengthened data integrity, while also improving decision-support mechanisms and overall operational efficiency.

Environmental sustainability remains a core pillar of Project's operational approach. Ecological bridges constructed along the highway support the natural movement of wildlife, helping preserve ecosystem integrity. Regular bird observation studies and biodiversity monitoring enable scientific tracking of environmental impacts. Intelligent Transportation Systems help ensure smoother traffic flow, reducing fuel consumption associated with stop-and-go conditions, while energy-efficient lighting and operational optimizations contribute to lowering the highway's carbon footprint.

In line with these efforts, the Corporate Sustainability Report and Carbon Footprint Report were publicly shared in January 2025.

Since 2018, the project has contributed to large-scale afforestation efforts, with an average of 1 million saplings planted annually, totaling over 6.5 million saplings across İstanbul, Kocaeli, and Sakarya. In addition, sound barriers made from recycled end-of-life tires highlight the project's commitment to circular economy practices.

As part of its animal welfare initiatives, a Temporary Animal Shelter and Rehabilitation Center has been established to provide treatment, care, and rehabilitation for stray animals. Animals that complete their treatment are released back into their natural habitats under controlled conditions.

Ankara High-Speed Train Station

Ankara High-Speed Train Station (ATS), operated by a joint venture between Limak, Cengiz, and Kolin, opened on October 29, 2016.

A first of its kind in Türkiye, ATS integrates a high-speed train station with a modern lifestyle center, including a shopping mall featuring premium retail brands, a business hotel, and leasable office spaces.

Featuring contemporary architecture and LEED certification as an environmentally responsible building, ATS spans a total area of 195,000 square meters, including 25,000 square meters of leasable commercial space and 4,000 square meters of office space. With the capacity to host approximately 100,000 visitors daily, the Ankara Train Station and Lifestyle Center contributes to the national economy not only through transportation services but also through commercial ecosystem.

With 6 railway lines and 6 platforms, ATS serves as the hub for all of Türkiye's railway and high-speed train network. Passengers benefit from a wide range of services, including VIP and CIP lounges, banking services, car rental counters, travel agencies, cargo services, and luggage storage facilities. Project also offers extensive parking capacity, with 2,500 covered and 90 open-air parking spaces.

The Ankara Hotel, part of the project, features 134 rooms and a ballroom with a capacity of 1,000 guests, making it an ideal venue for meetings, conferences, and events.

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

ENERGY ELECTRICAL AND MECHANICAL CONTRACTING

Elmak Energy Electrical and Mechanical Contracting

Elmak Energy Electrical and Mechanical Contracting, established in 2013, provides project and contracting services in the energy sector and has contributed to numerous major projects both locally and internationally.

Through the EHA General Partnership, established in 2015, the company has delivered key projects, including the Ankara High-Speed Train Station, the BEDAŞ and BEPSAŞ General Directorate buildings, electromechanical and mobilization works at İstanbul Airport, and CBS data collection projects for UEDAŞ, ÇEDAŞ, and AKDENİZ EDAŞ. The company offers comprehensive services in superstructure electromechanical systems.

Today, Elmak employs approximately 1,200 personnel across domestic and international construction sites. Its management systems are supported by internationally recognized certifications, including ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health and Safety), all aligned with current standards.

Elmak serves as the official MEP subcontractor for the Kuwait International Airport project, where it is responsible for electromechanical works in the central cooling plant, service tunnels, water treatment plant, and Terminal 2. In addition, all construction, electrical, and mechanical works for camp facilities and social amenities have been completed and handed over. As part of the second phase, Elmak is undertaking electrical works for the airport parking facilities, with testing and commissioning activities currently in progress.

Within the İstanbul International Financial Center project, Elmak has successfully completed all electrical and mechanical works for the Central Bank of the Republic of Türkiye Campus. Spanning 340,000 square meters and rising to 353 meters, the development is the tallest building in Continental Europe. The project has been handed over to the client, with final commissioning activities nearing completion.

FOOD AND BEVERAGE

Limkon Fruit Juice Concentrate Facilities

Limkon Fruit Juice Concentrate Facilities are located in the Adana Hacı Ömer Sabancı Organized Industrial Zone. Following recent investments, the facilities now span a total area of 55,000 square meters, including 16,000 square meters of covered space, and have been in operation since May 14, 2008.

The facilities produce fruit juice concentrates, fruit purees, and tomato paste. Limkon's product portfolio includes conventional and organic fruit juice concentrates, non-concentrated (NFC) fruit juices, fresh-squeezed juices, and fruit-flavored beverages. The company has also expanded its research and development activities, focusing on oils and aromas derived from its products, with new product launches planned by 2026.

With a EUR 7.5 million investment completed in 2023, Limkon established a modern production facility with an annual raw material processing capacity of 60,000 tons, increasing total capacity to 130,000 tons. This investment has supported greater product diversification across categories such as tomato paste, as well as apple, strawberry, peach, and apricot purees. By allocating a significant share of production to export markets, the company aims to further strengthen its position in international markets.

Operational efficiency improved by an average of 10% in 2025 through maintenance, repair, and preventive activities, contributing to enhanced overall performance and competitiveness.

Having received the Zero Waste Certificate in 2021, Limkon continued its efforts to reduce plastic usage in 2025. Following the commissioning of its solar power plant at the end of 2022, approximately 35% of total energy consumption in 2025 was met through renewable sources, contributing to a reduction in the carbon footprint.

As in previous years, Limkon maintained its leading position in Türkiye's citrus processing sector in 2025, notably increasing the volume of black carrot processing. Investment efforts in organic concentrate production continue to meet international demand and comply with global organic certifications.

All raw materials used in production are fully utilized, with peels and pulp repurposed across various sectors. In 2025, exports accounted for 36% of total sales. Limkon expanded its domestic and international customer portfolio, particularly in the Far East market, while continuing sales of fresh orange juice, NFC fruit juices, and fruit-based beverages.

Through a collaboration with ADM Wild, an initial investment of EUR 5 million was made in a new production line. This partnership with a global leader in fruit juices, flavors, and compound products, enabled the domestic production of compound products that were previously imported.

Filling projects for packaging formats not currently available in Türkiye are scheduled for completion in Q1 2026, which will positively impact production capacity.

As part of its social responsibility initiatives, Limkon provided internship opportunities to over 20 students in 2025. In collaboration with the Fair Labor Association (FLA), one-on-one interviews were conducted with agricultural workers to assess needs and requests, and awareness campaigns were implemented on child labor prevention, workers' rights, and working conditions.

In 2025, in line with corporate digitalization goals, the IBM-based Lotus Notes infrastructure was updated, and pilot ERP applications were launched. Scheduled for full implementation in 2026, the system enhances data storage, security, and traceability across operations.

Finally, HORIZONCL5, approved under Horizon Europe (2026-02-D4-06), focuses on industrial energy efficiency and decarbonization. The project aims to implement planar and parabolic solar thermal systems, heat pumps, and thermal energy storage solutions in industrial facilities with suitable process temperatures, gradually reducing fossil fuel use in energy-intensive sectors through renewable energy integration.

TECHNOLOGY

Limak Technology

Limak Technology continued to play a strategic role in supporting the Limak Group's multi-sector and international operations in 2025, focusing on information security, operational continuity, technological capability enhancement, and digital transformation. In response to increasing digitalization needs, operational scale, and regulatory requirements across the Group, various critical infrastructure and governance projects were implemented under the coordination of Limak Technology.

The foundations of corporate information security, centralized IT governance, and digital maturity established in previous years were further strengthened in 2025. In this context, a Disaster Recovery Center (DRC) architecture was designed and implemented to protect data assets and ensure business continuity. This structure enhances system resilience, redundancy, and recovery capabilities in line with corporate standards.

In line with increasing regulatory requirements in energy production facilities, information security and IT maturity model initiatives were launched in coordination with relevant subsidiaries, led by Limak Energy. As part of these efforts, current status assessments and gap analyses were conducted to measure regulatory compliance levels, and improvement roadmaps were developed. The second phase, planned for 2026, aims to establish a sustainable and measurable governance and technology framework in energy operations.

At headquarters, network infrastructure renewal and modernization initiatives were launched across the Ankara and Istanbul offices. As demand for users, applications, and remote access continues to grow, the infrastructure is being upgraded to enhance performance, security, and scalability.

Corporate expertise in information security, built over the years, was further strengthened in 2025.

The ISO 27001 Information Security Management System, implemented across the Group, was successfully updated to align with the latest standard. Policies, processes, and technical controls were reviewed holistically, reinforcing Limak Technology's coordinating role in information security. Support was also provided for integrating IT into quality and certification processes in construction activities.

As digital usage expands and system complexity increases, strengthening security across the Group remains a top priority. In this context, external penetration tests were conducted on applications and infrastructure, followed by the initiation of improvement and risk mitigation processes based on the findings.

Support was also provided for initiatives aimed at expanding artificial intelligence (AI) applications across the Group. Limak Technology contributed to the development and deployment of AI-based solutions across business units, enhancing decision-support mechanisms and operational efficiency.

In 2025, Limak Technology continued to advance the Group's sustainable growth and digital transformation goals through initiatives focused on information security, infrastructure modernization, regulatory compliance, and innovative technologies.

As part of software development efforts, the AI-powered HEALIX Project was prepared and submitted to the European Union Fund. To support occupational health and safety (OHS) processes, pilot implementations of an AI-powered OHS project—designed to detect violations via security cameras—were initiated.

In line with the strategy to generate added value from existing software assets, LMS (Learning Management System), Visitor Management System, Vehicle Management System, and Supplier Management System solutions were introduced across various companies. As a result, sales processes for the LMS and Visitor Management System have begun. The Real Estate Management System was developed in line with sector-specific needs and is now live, with marketing activities underway.

To strengthen the technological dimension of energy operations, Sirius Energy Trading Management System Phase 1 was developed and deployed.

The Vehicle Management System has been rolled out, with integrations completed for OPET and Petrol Ofisi fuel systems. The Supplier Management System was further enhanced with an Education module and AI-powered document control capabilities.

In coordination with the Digital Transformation Office, the HR Service Application was completed, and efforts began to establish a centralized HR database across the cement, tourism, construction, and investment sectors. To support financial risk management, the Findeks Project, enabling integration with the Credit Bureau, was completed and deployed, enhancing data-driven decision-making and strengthening risk management capacity.

In collaboration with Limak Tourism, AI-powered language translation capabilities were integrated into the LMS system, and candidate evaluation functions were incorporated into the career management system. Additionally, a career management system developed in partnership with the Professional Hotel Managers Association was launched.

Finally, as part of the digitalization of financial processes, the Nethesapp Project, enabling centralized monitoring of all bank accounts, was further developed.

Limak Digital Transformation Office

Limak approaches digital transformation not merely as technological modernization, but as a comprehensive journey encompassing business processes, decision-making mechanisms, and corporate culture. In line with this vision, a systematic, measurable, and sustainable transformation model is being implemented. In 2025, this approach delivered tangible results, advancing digital maturity to a higher level. More than 70 projects were managed across various areas, with 60% aimed at improving operational efficiency and 40% focused on strengthening corporate memory and process standardization.

AWARDS 2025

Turkish Confederation of Employer Associations (TİSK)
A Shared Future Is Possible Together 2025 Awards
The Digitalization of Energy Management at LimakPort
Digitalization Category Award

Through the “Koza” Human Resources transformation project, 450,000 data points from employees across 25 group companies were consolidated into a single central hub, fully digitizing processes and establishing a reliable, data-driven infrastructure. To enhance the employee experience, solutions such as single-password system access were implemented and data flows were optimized, simplifying the user experience. Decision-making processes were accelerated and made more data-driven through the implementation of business intelligence solutions. In parallel, the Project Management System digitized task tracking, reporting, and archiving processes, strengthening the corporate memory.

Within the scope of operational efficiency, Robotic Process Automation (RPA) projects implemented in areas such as insurance, tax, and social security significantly reduced team workloads. In the legal department, AI-powered systems were deployed for contract analysis, comparison, and translation processes.

In line with the Limak’s sustainability vision, energy management was digitized, enabling centralized monitoring of energy, water, and carbon footprint data. Additionally, VR-supported occupational health and safety (OHS)training programs, tailored to specific work sites, further elevated OHS awareness across teams.

Recognizing that digital transformation also requires a cultural shift, AI training programs were delivered to hundreds of employees across all companies in 2025. Webinars promoting the corporate use of tools such as Google Gemini and NotebookLM encouraged employees to integrate artificial intelligence into their daily work.

Digital awareness continued to be strengthened through monthly technology newsletters, launches, and interviews. Limak’s digital vision was also shared with external stakeholders via social media platforms. To foster the technology ecosystem, a collaboration network was established with over 140 technology firms, while national and international funding opportunities were actively monitored. In addition, information sessions were organized in collaboration with the Ministry of Foreign Affairs’ EU Directorate.

Limak is advancing rapidly and confidently in its digital transformation journey. By delivering measurable gains in efficiency, operational excellence, and agility, it continues to build a more resilient and future-ready organization.

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.

Through sustainable projects that support social development, the Foundation contributes to transforming Türkiye's young and dynamic population into a qualified workforce. In this context, the Engineer Girls of Türkiye (EGT) project was launched in 2015 to increase female representation in engineering and to support the development of future women engineers.

As one of Türkiye's longest-running social impact programs, EGT has expanded internationally over time. The initiative evolved into the Global Engineer Girls (GEG) program and now operates in Kosovo, North Macedonia, Saudi Arabia, Spain, Mozambique, and the Ivory Coast.

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

- 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

Global Engineer Girls

- Winners of Communitas Awards 2025 Corporate Social Responsibility
- UNGC Partnership for Sustainability Award 2024 People Category
  Best Social Impact Initiative

Engineer Girls of Türkiye

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.

Engineering Girls of Türkiye Competed for a Sustainable World at the Ideathon

As part of the EGT project, students developed projects aligned with the United Nations Sustainable Development Goals, focusing on the "Industry, Innovation, and Infrastructure" theme during the fourth Ideathon held in 2025.

Projects were evaluated based on originality, creativity, sustainability, feasibility, added value, presentation skills, and teamwork.

The first-place award went to the Aquaclean project, which introduced an innovative solar-powered buoy system designed to combat industrial water pollution.

The second-place award was presented to Smart Infrastructure for Microclimate Generation, a project addressing the impacts of global warming on urban life by enhancing environmental comfort through adaptive solutions.

The third-place award went to Digital Apprenticeship Network, a mobile-based platform that connects young people with small businesses, supporting employment through a digital transformation approach.

EGT - University Program

10 years
1,864 students

37 provinces and
68 universities

Internship support
for 135 students

10 years
324 graduates

7 engineering disciplines
Computer, Environmental, Electric-Electronic, Industrial, Civil, Chemical, Mechanical

Supports

- Tuition scholarships throughout university education
- Mentorship by female engineers from Limak and other organizations (Years 1-3)
- Coaching support for senior-year students (Year 4)
- Participation in an annually updated certificate program focused on 21st century skills
- Online English language training
- Internship opportunities within Limak and other organizations
- Employment opportunities aligned with graduates' skills and interests

EGT - High School Program

Since 2017, the program has aimed to challenge early-formed gender stereotypes in career choices formed at an early age and encourage students to pursue paths aligned with their talents and interests.

As part of the program, role model videos featuring the seven supported engineering disciplines and the experiences of successful female engineers have been produced. Published online and widely viewed, these videos have reached over 640,000 views.

www.turkiyeninmuhendiskizlari.com /turkiyeninmuhendiskizlari /Muhendis_Kizlar /muhendiskizlar /TürkiyeninMühendisKızları

GLOBAL ENGINEER GIRLS

The Engineer Girls of Türkiye (EGT) project, successfully running for over a decade, has expanded beyond national borders to become an international program.

Launched in Kuwait in 2017, the initiative was restructured in 2022 under the Global Engineer Girls (GEG) brand. Today, the program operates in Kosovo, North Macedonia, Saudi Arabia, Spain, Mozambique, and the Ivory Coast, continuing to create impact across different geographies.

Limak continues to scale the Global Engineer Girls (GEG) program across its geographies, strengthening its international impact by increasing women's participation in engineering.

The program currently supports 67 students in Kosovo, 55 in North Macedonia, 53 in Saudi Arabia, 14 in Spain, and 10 each in Mozambique and the Ivory Coast.

Gülseren Özdemir Special Education Practice School

The Gülseren Özdemir Special Education Practice School, established by the Limak Foundation to provide equal opportunities for children with intellectual and physical disabilities requiring special education, was opened on November 5, 2018, and donated to the Ministry of National Education of the Republic of Türkiye.

The school provides education at three levels-elementary school (1st stage), middle (2nd stage), and high school (3rd stage)-and comprises of 29 classrooms within 5,000 square meters of indoor space. It is designed to deliver high-quality education for students with moderate-to-severe autism, moderate-to-severe intellectual and physical disabilities, as well as multiple disabilities, including hearing and visual impairments.

In addition to classrooms, the school includes a library, parent waiting and consultation rooms, two independent activity homes, a lobby area, a hobby garden, a 100-person conference hall, two music workshops, a health room, a cafeteria, animal care, handicraft and visual arts workshops, two elevators designed for wheelchair access, open-air classrooms, play areas, two sensory integration rooms, observation rooms, group preparation support rooms, a gymnastics hall where occupational and physical therapy are provided, student observation rooms, and a physical education hall.

A total of 154 students are enrolled at the school, including 60 with autism and 94 with intellectual disabilities. The academic staff consists of 3 administrators, 2 guidance and psychological counselors, 1 nurse, and special education and subject teachers, totaling 68 educators.

Since the 2021–2022 academic year, occupational therapy programs have been implemented exclusively at the Gülseren Özdemir Special Education Practice School in Türkiye in collaboration with Medipol University. In addition, the school provides practical training opportunities for student interns from various universities in fields such as teaching, nursing, special education, and child development.

The school, which holds the “Sports-Friendly School” certification, has been recognized among leading schools in İstanbul-wide competitions in the “Best Practices in Education” category. Students have achieved notable success in sports such as athletics, swimming, and shot put at both national and provincial levels.

The school has also gained distinction as the first special education school to participate, together with its students, in the International Jewelry Fair held twice annually in Türkiye. In 2024, the school’s promotional booth was awarded a bronze medal in the “Best Booth Design” category.

At the Gülseren Özdemir Special Education Practice School, training programs for both teachers and parents continue to be delivered across various areas, including privacy education for individuals with special needs, obesity awareness, first aid, social adaptation skills, occupational health and safety, communication skills, parent education, values education, and protocol rules.

Limak Philharmonic Orchestra

The Limak Philharmonic Orchestra was founded by the Limak Foundation in 2017. Following concerts in Ankara and İstanbul, the orchestra embarked on a nationwide tour, presenting Zeki Müren’s most beloved songs with a unique interpretation to audiences across eight provinces. Reaching 20,000 music lovers across Türkiye within a year, the orchestra released the album Zeki Müren Songs in 2018, featuring memorable pieces such as Şimdi Uzaklardasın, Elbet Bir Gün Buluşacağız, Veda Busesi, and Senede Bir Gün. The album was made available on digital platforms and in music stores. The documentary A Long Road Story: The Star Traveling Alone in the Sky, which chronicles the orchestra’s tour of Türkiye, premiered on BluTV on June 23, 2023.

On October 30, 2024, the orchestra gave its first international concert at the Palau de la Música Catalana in Barcelona, one of the world’s most prestigious cultural venues, under the baton of Italian conductor Francesco Ivan Ciampa.

The concert featured world-renowned tenor Murat Karahan and internationally acclaimed Catalan soprano Sara Blanch.

In 2025, the Limak Philharmonic Orchestra continued its Meeting with Opera Stars concert series in Ankara and İstanbul, bringing together renowned opera artists such as Murat Karahan, Eleonora Buratto, Carolina L. Moreno, Alessandra Di Giorgio, and Tamara Radjenovic with audiences.

Having expanded its international presence with a concert in Barcelona in October 2024, the orchestra took the stage again in 2025 to celebrate Turkish–Colombian friendship. Organized as part of the 66th anniversary of diplomatic relations between Türkiye and Colombia, the concert was held on September 1, 2025, at the Şinasi Stage in Ankara, in collaboration with the Colombian Embassy.

All proceeds from the Limak Philharmonic Orchestra’s concerts are donated to the Engineer Girls of Türkiye project run by the Limak Foundation, contributing to the education of future female engineers.

Gülseren Özdemir Outstanding Success Scholarship

The Gülseren Özdemir Outstanding Success Scholarship was established in memory of Gülseren Özdemir, who dedicated her life to education, with the aim of supporting students who demonstrate outstanding academic achievement despite limited resources. Under the program, students receive both a tuition scholarship and mentorship support, and are encouraged to participate in educational and development programs that support their academic and personal growth.

The program aims to strengthen students' transition to university by enhancing their analytical thinking and academic competencies. Scholarship recipients have the opportunity for well-rounded development by participating in educational, developmental, and engagement programs organized by the foundation. The program currently supports the educational journey of 10 students.

KEDS Academy

KEDS Academy continued its activities in 2025 with the aim of supporting youth employment and strengthening the qualified workforce in the energy sector.

By the end of 2025, the 12th cohort had completed its training, and the candidate selection process for the 13th cohort was finalized. Including the 12th cohort, a total of 800 students have benefited from the program to date. Additionally, 72 new students were admitted to the program for the 13th cohort in 2025.

The program is implemented in collaboration with the Kosovo Ministry of Education, Science, and Technology, the University of Prishtina, and the Center for Energy and Sustainability at the University of Prishtina. It offers a comprehensive development model that integrates academic knowledge with practical work experience. Throughout the one-year program, participants are supported through technical and non-technical training, occupational health and safety modules, project-based work, interactive educational content, and regular performance evaluations.

Microcredit

Limak supported the microcredit program by donating to the first microcredit branch opened in Siirt Kurtalan on November 21, 2008.

At the Siirt Batman Nihat Özdemir Microcredit Branch, 3,311 women micro-entrepreneurs have received microcredit since its establishment. Some of these entrepreneurs have utilized second and third microcredits after completing their first year, while others have benefited from interim drawdown opportunities.

In 2025, the Siirt-Batman Nihat Özdemir Microfinance Branch served 367 active micro-entrepreneurs, distributing a total of 1,373,892.80 TRY in microcredit throughout the year.

Social Investments

EDUCATION

2025 • Global Engineer Girls Spain
• Global Engineer Girls Ivory Coast
• Global Engineer Girls Mozambique
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
• Anıttepe Indoor Swimming Pool, Ankara
2002 • Belek Limak Elementary School, Antalya
1991 • Baklan Limak Hüsamettin Tuyji Multi-Program High-school, Denizli

ARTS & CULTURE

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 Önol, 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 Erdinç - Leyla Çolakoğlu Concert
• A Night in Venice Ankara State Opera and Ballet
• Frantisek Brikcius and Anna Brikciusova Cello Duo
• Yeşim Gökalp Concert

SPORTS

2018 • İskenderun Disabled Basketball Team Sponsorship
2017 • İskenderun Disabled Basketball Team Sponsorship
2015 • Streetball Pristine
• Pristine Basketball Club Balkan League and European League Basketball Team
• KTV Carting Event Kosovo GoCart Races
2014 • İskenderun Disabled Basketball Team 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

MICROCREDIT

• Siirt Kurtalan Micro-credit Branch

SUSTAINABILITY

Limak conducts its operations with a balanced approach that aligns financial objectives with social and environmental impact. In this context, sustainability has been identified as a core strategic priority across the Group.

Limak Sustainability Strategy

Guided by its responsibility toward people and the planet, and in line with its vision of building a resilient and inclusive future, Limak's sustainability strategy is structured around three core pillars:

Inclusive Development: Limak adopts a sustainable business approach aligned with global goals and recognizes that economic development must go hand in hand with social progress.

Social People: Limak believes that long-term success depends on strong social structures and the engagement of its employees.

Healthy Planet: Limak considers conducting its operations with respect for the environment a fundamental value.

Limak monitors progress against its sustainability targets using key performance indicators and reports annually in line with the principle of transparency.

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**[1]
- To reach **28% water efficiency** by 2026[2]

1 This target relates to Scope 1 and 2 emissions.
2 Water efficiency refers to a reduction in water consumption.

Inclusive Development

- To make inclusive social investments in collaboration 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 Structure and Management

Limak restructured its sustainability organization in 2025 in line with global trends and evolving stakeholder expectations.

Sustainability Committee:
Restructured in 2025 under the chair of the Board of Directors, the Sustainability Committee oversees the development, implementation, and monitoring of the Group's sustainability strategy. The Committee operates with the participation of representatives from the Compliance and Internal Audit functions and met twice in 2025.

Sustainability Department:
This department is responsible for coordinating sustainability projects and initiatives, managing the sustainability finance infrastructure, conducting risk and opportunity analyses, and preparing sustainability reports. The department consists of five team members: a director, a senior manager, a manager, a senior specialist, and a specialist.

Sustainability Leadership Subcommittee:
The Subcommittee meets monthly with sustainability representatives from group companies, facilitating coordination and information sharing across the Group, while also overseeing the activities carried out within the working groups. It met seven times in 2025.

Working Groups and Sub-Working Groups:
Working groups and sub-working groups have been established to carry out activities aligned with Limak's sustainability strategy, with participation from experts across group companies.

- Sustainable Finance Working Group
- Sustainability Reporting Working Group
- Decarbonization Working Group
- Sustainability Risk Management Working Group
- Social, Human, and Inclusive Development Working Group
- Sustainability Trends and Developments Working Group
- Digital Transformation Working Group
- Biodiversity and Responsible Use of Resources Working Group
- Sustainability Goals Working Group
  - Sub-Working Group on Water
  - Sub-Working Group on Sustainable Supply Chain

Sustainability Policies and Procedures

The Sustainability, Environmental, and Biodiversity Policies-integral components of Limak's corporate policy framework, serve as the primary guide for achieving its environmental and social objectives.

To operationalize this framework, the following procedures were developed and published in 2025: the Sustainability Committee Procedure, the Sustainability Leadership Subcommittee and Working Groups Procedure, and the Sustainability Communication Procedure.

Through these procedures, the roles and responsibilities of committees, subcommittees, and working groups have been clearly defined, strengthening sustainability governance. Limak reviews its policies and procedures annually and updates them in line with evolving global and local regulations.

2024 Sustainability Report

The report provides a comprehensive overview of the Limak's sustainability strategy, operations, and future goals.

Covering the period from January 1, 2024, to December 31, 2024, the report highlights the environmental, social, and governance (ESG) performance of companies in which Limak holds more than a 50% direct ownership stake or exercises significant control, as well as those whose with material impacts on sustainability.

The 2024 Sustainability Report has been prepared in accordance with the GRI Standards. It also incorporates SASB (Sustainability Accounting Standards Board) Sector Metrics, World Economic Forum – International Business Council (WEF-IBC) Stakeholder Metrics, the United Nations Sustainable Development Goals (UN SDGs), the United Nations Global Compact (UNGC), and the Women's Empowerment Principles (WEPs). In addition, a prioritization approach was adopted, impacts were assessed holistically, and limited assurance was obtained for selected sustainability indicators. The report covers environmental and social data from operations both in Türkiye and internationally.

Access Limak's 2024 Sustainability Report

Limak Group's Sustainability Journey

2014
First sustainability report published
.....
UN Global Compact signed

2015
The "Engineer Girls of Türkiye" (EGT) project launched

2016
Limak Education, Culture, and Health Foundation established

2017
Limak Philharmonic Orchestra founded

2019
Gender Equality Loan utilized as part of pioneering initiatives
.....
Prishtina Adem Jashari International Airport became a carbon-neutral airport, achieving Level 3+ Zero Emissions certificate under the Airport Carbon Accreditation Program

2021
LimakPort İskenderun completed its first sustainability-linked bond issuance

2022
Engineer Girls of Türkiye expanded internationally under the Global Engineer Girls (GEG) program
.....
Limak Investment completed the Equality Seal Program and received the Gold Category Award

2024
Limak Renewable Energy commissioned the Erzin Solar Power Plant, Türkiye's second-largest YEKA solar power plant in terms of DC capacity
.....
Limak Cement published its first standalone sustainability report covering 2023 data

2025
Limak Renewable Energy completed its first Green Eurobond issuance
.....
Limak Cement's Science-Based Net-Zero Targets (SBTi) approved
.....
Sustainability-Linked Financing provided for the Antalya-Alanya Motorway project, making one of the largest sustainability-linked transactions extended to a corporate entity in Türkiye
.....
LimakPort İskenderun published its first standalone sustainability report covering 2024 data
.....
Prishtina Adem Jashari International Airport publicly announced its Carbon Reduction Roadmap

MEMBERSHIPS

- Union of Mediterranean Touristic Hoteliers and Operators
- German-Turkish Chamber of Industry and Commerce
- Ankara Chamber of Industry
- Ankara Chamber of Commerce
- International Women's Forum Türkiye
- IMMIB- Service Exporters' Association
- Mining Industry Employers Union
- The Turkish Fruit Juice Industry Association
- Asphalt Contractors Association
- Atlantic Council
- UN Global Compact
- Association of Manufacturers of Recyclable Waste Materials
- Sustainable Development Association
- Women's Association in Technology
- Tourism Investors Association
- Turkish Industry and Business Association
- Railroad Transportation Association
- Clean Sea Association TURMEPA
- Chamber of Shipping
- World Energy Council
- Turkish Electrical Industry Association
- Young Business People Association of Türkiye
- The Turkish Employers' Association of Construction Industries
- Corporate Governance Association of Türkiye
- Foreign Economic Relations Board
- Turkish Business Council in Dubai & Northern Emirates
- Endeavor Türkiye
- Electrical Manufacturers Association
- Turkish Port Managers Association
- Turkish Contractors Association
- Turkish Hoteliers Federation
- International Investors Association
- Impact Investing Advisory Board
- Global Cement and Concrete Association
- Solar Energy Investors Association
- The Hydroelectric Power Plants Industrialists Association
- Women's Empowerment Principles
- World Economic Forum
- Women's Empowerment Principles
- Women's Association in the Board of Directors
- 30% Club

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