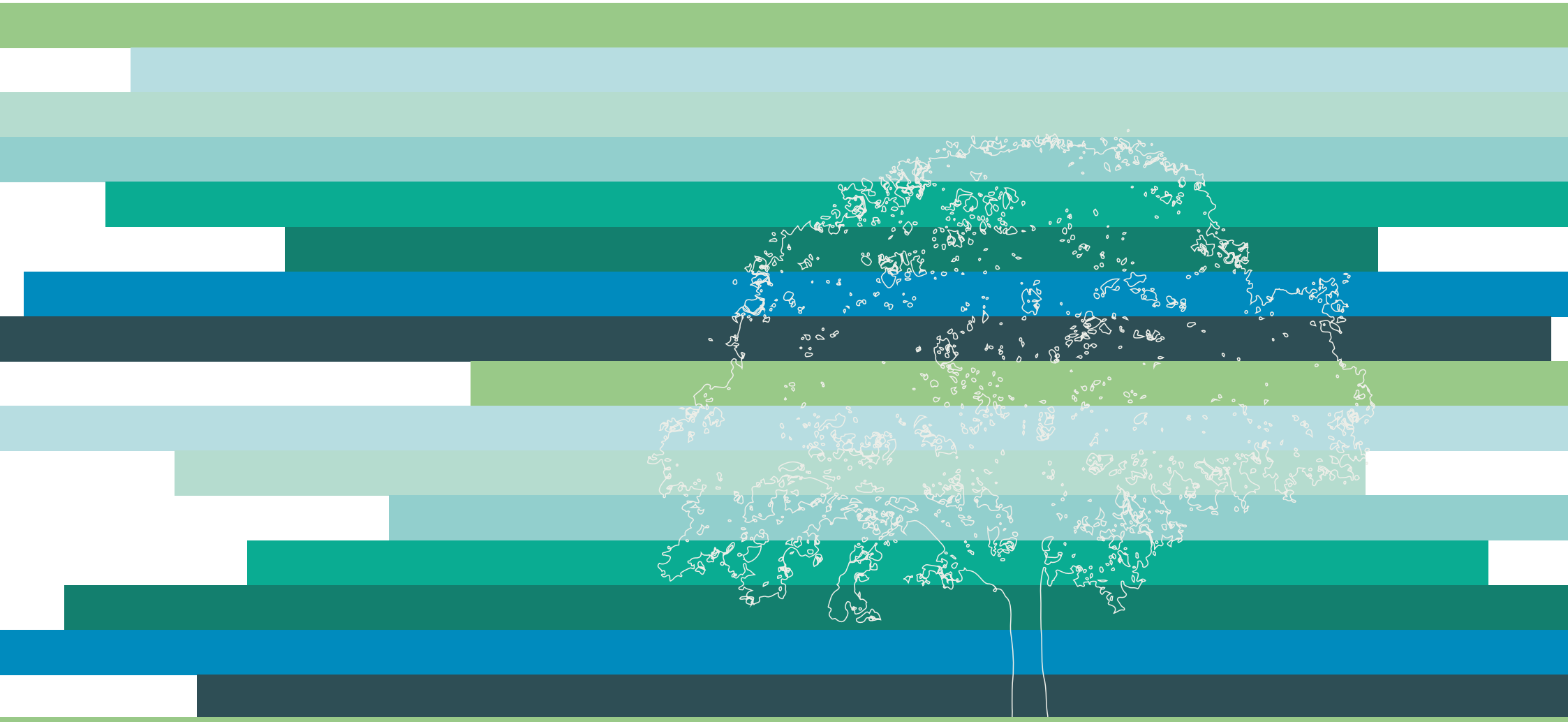
2023 SUSTAINABILITY REPORT



Limak Cement now must say new things

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Now, Must Strengthen Our Corporate Management Approach

Now, Must Move Our Sustainability Journey Forward



About the Report

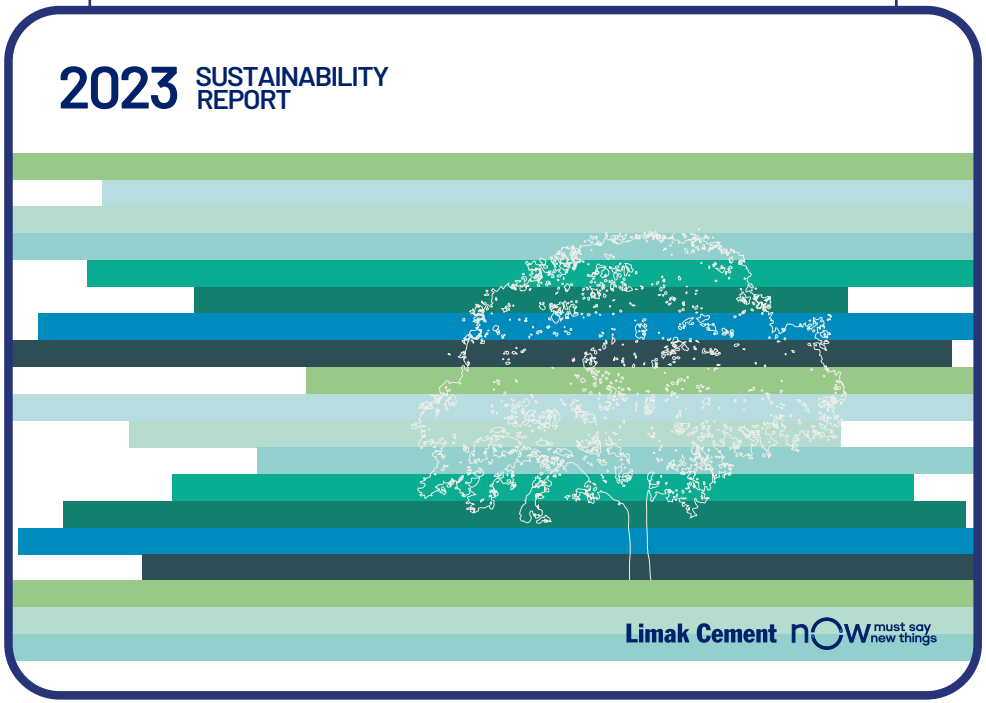
As Limak Cement San. ve Tic. A.Ş., we adopt sustainability as a fundamental principle in all our activities and continue our clinker, cement, concrete and BIMS production activities in this manner. In addition to the Sustainability Report of Limak Holding, with which we have been affiliated since 2013, we are pleased to present our first sustainability report as Cement Group this year. Our report represents one of the crucial milestones in our company's sustainability journey, addressing the sustainability-based management approach while also considering our stakeholders' needs and expectations.

The information contained in our sustainability report covers all our activities for the period January 1, 2023 - December 31, 2023 and aims to transparently share our company's commitment and progress in fulfilling its sustainability commitments with our stakeholders.

Our report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and the World Economic Forum (WEF) Stakeholder Capitalism Metrics. The activities we have carried out in accordance with the Women Empowerment Principles (WEPs) and the United Nations Global Compact (UNGC), to which our Holding is a signatory, have been included in the scope of the report. In addition, our report presents concrete data on our company's contribution to the United Nations Sustainable Development Goals (UN SDGs) and the steps we have taken in this manner. With this report, which will guide our future sustainability efforts, we reaffirm our goal to becoming an industry leader in all fields.

For your ideas, suggestions and questions regarding our 2023 sustainability report and our sustainability performance, you can contact us via **surdurulebilirlik@limakcement.com** e-mail address.

In addition to the Sustainability Report of the Holding, with which we have been affiliated since 2013, we are pleased to present *our first sustainability report* as Cement Group this year.



Message from the Deputy Chairperson of the Board of Directors



Our Valued Stakeholders,

At Limak Cement, we are thrilled to embark on a new chapter in our sustainability journey. The year 2023 marked a turning point where we addressed our sustainability and financial performance goals with a holistic perspective. Through this, we demonstrated how environmental and social risks, as well as opportunities, are integrated into our corporate strategy. Today, we view sustainability not only as an environmental responsibility but also as a financial necessity. Accordingly, we focus on transforming our business approach by evaluating the economic, social, and environmental impacts of every step we take.

While Türkiye ranks among the world's largest cement producers, our energy-intensive industry plays a critical role in achieving both global and national climate targets. According to the Ministry of Energy and Natural Resources, the cement industry accounts for 18.48% of Türkiye's industrial energy consumption and contributes 7-8% of global emissions. Therefore, our initiatives and projects focusing on energy efficiency are of great importance. We are developing renewable energy projects, such as solar energy, to reduce energy consumption in production, leverage innovative technologies, and minimize the use of fossil fuels. Using clean hydrogen as an alternative fuel in cement kilns stands out as a promising solution for reducing emissions.

In line with Türkiye's 2053 net-zero emission target, we are implementing comprehensive projects to reduce emissions, improve energy efficiency, and support the circular economy. In this context, we are accelerating investments in renewable energy sources and developing circular solutions in waste management to utilize resources efficiently. As of 2023, all our plants have achieved ISO 50001 Energy Management System certification, reinforcing our commitment to energy efficiency.

One of our primary focus areas for achieving sustainability goals is reducing greenhouse gas emissions. Reducing the clinker ratio, the largest source of emissions in cement production, is one of our priority actions. By using alternative binding materials and low-carbon cement types, we are making our production processes more environmentally friendly. Additionally, we aim to reduce fossil fuel use by increasing the utilization of alternative fuels such as biomass and clean hydrogen. We strive to lead new technologies in this area through strengthened collaboration with our stakeholders in R&D, setting an example for our industry.

As we evaluate our sustainability performance in 2023, we cannot forget the devastating earthquake centered in Kahramanmaraş in February. The pain of losing our citizens in this disaster remains deeply felt. As Limak Cement, we actively contributed to the region's reconstruction, focusing on the use of our sustainable building materials. In post-earthquake urban transformation projects, we aim to support the circular economy through the recovery of construction and demolition waste.

An integral part of our sustainability strategy is biodiversity. Through our updated biodiversity policies and practices, we embrace nature-compatible business practices and improve our water management systems for the sustainable use of water resources. We conduct water-saving projects across our plants. Our human-centered approach is reinforced with occupational health and safety (OHS) priorities, ensuring the highest standards of safety and health for our workforce. We provide regular OHS training and take proactive measures against potential risks.

We support projects that encourage women engineers to play more active roles in the cement industry, contributing to our inclusivity and diversity goals. Our program, "Engineer Girls of Türkiye," demonstrates our commitment to achieving equal opportunities in engineering. Creating a sustainable supply chain remains a priority. We shape our collaborations with suppliers based on environmental and social criteria. This year, we rigorously evaluated all our suppliers against sustainability standards and are proud to announce that none of them fell below the established benchmarks.

In this special year, coinciding with the 100th anniversary of the Republic of Türkiye, we are acutely aware of the immense responsibility we bear for the future and act with this awareness. Inspired by the century-long achievements of our Republic, we will continue working toward our sustainability goals. While contributing to economic growth, we remain committed to advancing our environment and society for a better future.

By adopting a sustainability-centered business approach, we are investing in projects aligned with scientific targets. As we continue to create added value for our economy and environment with a sense of social responsibility, we aim to take stronger steps with the support of you, our valued stakeholders. We extend our heartfelt gratitude to all our colleagues, business partners, and everyone who has contributed to this journey. Together, we will build a more sustainable future.

Sincerely,

Mehmet Serhan Bacaksız
Deputy Chairperson of the Board of Directors

Message from the CEO



Our Valued Stakeholders,

With operations spanning 11 factories and nearly 30 ready-mix concrete facilities across 3 continents and 4 countries, and employing nearly 2,000 people, Limak Cement is not only a significant player in the global sector but also one of the two largest players operating in nearly every region of Turkey, Europe's largest cement market. Limak Cement continues to stride forward with confidence.

Moreover, in 2023, Limak Cement has achieved record-breaking results, emerging stronger than ever. Its redefined business model, supported by horizontal silos offering substantial intellectual capital, and its reinforced and accountable performance culture have solidified Limak Cement's position as the undisputed global sector leader in EBITDA margin. Additionally, our leverage ratio has significantly decreased. This new foundation provides greater flexibility to advance seamlessly along our 2050 net-zero decarbonization roadmap, further strengthen our capital structure, and accelerate our future growth strategy.

As we step into 2024, witnessing the impactful outcomes of our transformative journey to become a global leader in sustainability and make decarbonization a driver of profitable growth has significantly boosted our motivation for further progress. In our first standalone report this year, we are proud to share our progress and commitment to sustainable business practices.

Undoubtedly, this success has been achieved through our investment in employees and partnerships, as well as the excellent design offered by our Triple Transformation Project (TTP), which we initiated in 2021 to drive operational and strategic excellence. We are deeply grateful for the belief and dedication of our employees and the trust of all our stakeholders.

At Limak Cement, we believe that stakeholder capitalism and ESG criteria are fundamental to achieving long-term sustainable value creation. With this approach, we prioritize both financial prosperity and the interests of our stakeholders in our business strategies and risk management.

Aligned with this goal, we continually forge new partnerships and implement numerous projects to achieve our targets of "Reaching Net Zero Emissions," "Becoming Nature Positive," and "Reducing Inequalities."

We consider topics such as sustainable finance, circular economy, conservation of natural resources, waste management, reporting, and gender equality as integral parts of our daily business practices.

Achieving this, of course, requires developing long-term strategies, adopting a holistic perspective, fostering a strong culture of innovation, and establishing collaborations.

In this context, we redefined our culture and business model in 2021. By introducing our Triple Transformation Project (TTP) to all stakeholders, we initiated a deep human resources transformation process designed to align with Limak Cement's 2030, 2050, and 2075 visions, focusing on green, digital, and social business practices.

Message from the CEO

Our fully digital, integrated, and AI-powered human resources, corporate academy (LCA - Limak Cement Global Academy), and internal control platforms continuously contribute to the skills, talents, and culture required to address the challenges faced by our sector and the world. They also strongly support our governance capabilities and principles of social equity.

While incorporating members from diverse disciplines into our Decarbonization, Digital Transformation, and Human Resources Strategy Committees as an integral part of our development and decision-making processes, we have maintained our agility. As Limak Cement completes the second year of its ambitious transformation journey, it has successfully established a cross-functional, multi-layered organizational architecture that combines heavy industry with advanced technology, setting a unique and visionary example.

The global cement industry is undergoing the most significant transformation in its history. Decarbonization in the sector requires executing hundreds of projects across the lifecycle stages of clinker, cement, concrete, construction, and carbonation, as outlined in the 5C approach. Recognizing that such a broad-spectrum approach—extending far beyond existing renewable technologies—can only be addressed through significant innovation capacity, we are rapidly increasing the number of researchers in our R&D and Innovation Center, shifting to diverse disciplines, and collaborating with numerous technology companies, universities, and NGOs in the field of climate technology.

Operating under the umbrella of LCTO (Limak Cement Technical Center), our R&D and Innovation Center continued its work in 2023 on various SCMs and low-carbon fuel technologies while developing circularity and self-sufficiency projects for the construction industry as a whole. This year, we launched one of the global cement industry's first three-dimensional concrete mortar series, the 3DC 101 series. In our 3D printer workshop, established under the R&D and Innovation Center, we are training the first three-dimensional concrete engineers in the global sector and conducting extensive tests, including seismic tests for 3D concrete structures.

As Limak Cement, we continue to enhance our innovation capacity daily with the vision of becoming a pioneer in climate technologies in the global industry by 2030. Meanwhile, we are confidently advancing toward success with our horizontal silos, which unite all business families responsible for thousands of projects and processes. Our global industry's most comprehensive Hybrid Excellence Center (LCOEDX – Limak Cement Center of Excellence) project, designed to process limitless data diversity and analytics capabilities, is progressing as planned in alignment with our roadmap.

At the same time, our Sustainability and Climate Change Center (LCSC – Limak Cement Center of Sustainability & Climate Change) ensures that all disciplines align with our ESG vision and policies at all times, providing transparent and data-driven management through compliance reports like CDP and ESG. We understand that combating climate change requires collective action, and as a significant global player, we use our voice accordingly. All our horizontal silos, decarbonization committees, and R&D and Innovation Centers advocate for science-based climate action, emphasizing the importance of policy levers that enable decarbonization.

Without a doubt, success is never an accident. The achievements of Limak Cement in 2023 are the result of the disciplined and successful implementation of the 2050 vision and roadmap developed in 2021.

As we move into 2024, we remain focused on the disciplined implementation of our sustainable growth strategy. Through continuous improvement and collective alignment, we will increase the technology readiness levels of our projects and work to strengthen policy levers, continuing to lead and set an example for the world with our decarbonization roadmaps.

I thank all our stakeholders for their support on this journey and firmly believe that we will achieve great successes together in the coming years.

Sincerely,

M. Erkam Kocakerim
Global CEO

Message from the Sustainability Director



We Work Together to Leave a Better Legacy for the Future

The World Business Council for Sustainable Development's (WBCSD) Better Business, Better World report highlights the flaws in our current economic model that significantly undermine the growth and long-term stability the world needs and describes the Risks of Inaction, particularly the "Doing nothing is a costly option" approach. For the business world, it states that the Sustainable Development Goals will set the future policy direction at the international, national and regional levels, and that companies will be unable to seize opportunities and may be left out of the game in the new business models being developed if they do not align their business strategies with the SDGs and translate them into the language of corporate management. As we proceed on our sustainability journey, this perspective emphasizes once again how important it is to share our first sustainability report.

We are proud to share our first sustainability report on our sustainability journey. This report is a concrete indicator of not just our sensitivity to the environment, but also our vision to leave a more habitable world to future generations by integrating sustainability principles into all our activities. While awareness on sustainability is increasing in our industry, we aim to be a pioneer in this field with the innovative steps we take as Limak Cement.

Sustainability is an approach that is not limited to environmental responsibilities, but covers all our departments and guides our strategic decision-making processes. With our ESG-based (Environmental, Social and Governance) efforts, we establish collaborations and prioritize multidisciplinary projects across departments. In this scope, we engage in a wide variety of activities, from talent management to circular economy practices. We also support the achievement of our sustainable development goals by integrating corporate communication and academy structures into our processes.

In our work compatible with the United Nations Sustainable Development Goals, we integrate global priorities such as combating climate change, energy efficiency and the European Green Deal into our company policies. At the same time, we accord with criteria such as the IFC, World Bank and Equator Principles in line with international standards while meticulously complying with current legislation in Türkiye. We thus aim to contribute to a sustainable future both on a global and local scale.

Diversity and inclusion are the cornerstones of our sustainability approach. Increasing women's participation in the workforce and supporting them to assume more active roles in decision-making processes are part of our gender equality goals. Our goal of creating an inclusive work environment in our company is the strongest indicator of our determination in this regard.

Our first sustainability report is a guarantee of our vision for the future and the work we have realized so far. As an environmentally sensitive, ethical and socially responsible company, we continue to work hand in hand with all our stakeholders to realize our sustainable development goals. We believe that together we will take firm steps towards a better future.

Yours sincerely,

Şule Öztürk
Sustainability Director

About Limak Holding

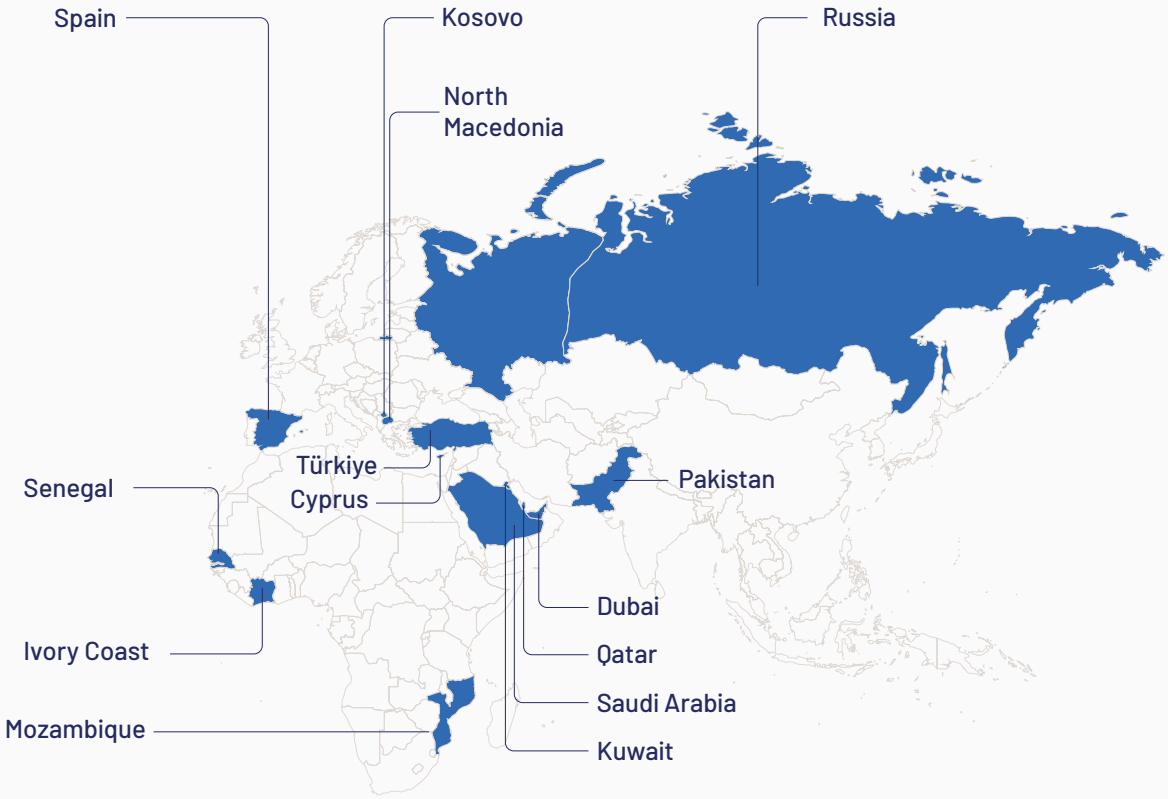
Our conglomerate Limak Holding has been effectively operating in 14 countries with 42,339 employees since 1976. With its robust organizational structure, effective process management and global business ethics standards, it has maintained a leading position for more than 50 years in 9 different industries, including construction, energy, tourism, cement, infrastructure, energy electrical and mechanical contracting, food and beverage, technology, and aviation.

Nearly **45,000** employees

Operations in **14** countries

Leader in **9** industries

Our Countries of Activity



Our Industries of Activity

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

About Limak Holding

Limak Holding carries out its activities in accordance with GRI Standards and WEF-IBC Stakeholder Capitalism Metrics, together with its contribution to the Sustainable Development Goals (SDGs). In addition, it carries out activities within the framework of the Women's Empowerment Principles and the United Nations Global Compact, of which it is a signatory. With this approach, Limak Holding contributes to building a sustainable future in social, environmental and economic areas.

Our Holding creates value with our stakeholders through its vision of making a positive contribution to social transformation and its mission of sustainable growth, operational efficiency and continuous development. As Limak Cement, we are proud to be a part of Limak Holding, and as a member of this big family, we accomplish significant achievements together. We achieve a competitive and sustainable growth on a global scale by continuously increasing our production capacity in Türkiye and abroad. Within the framework of Limak Holding's international business ethics and efficiency principles, we contribute to the economy and employment by increasing our effectiveness in the cement industry.





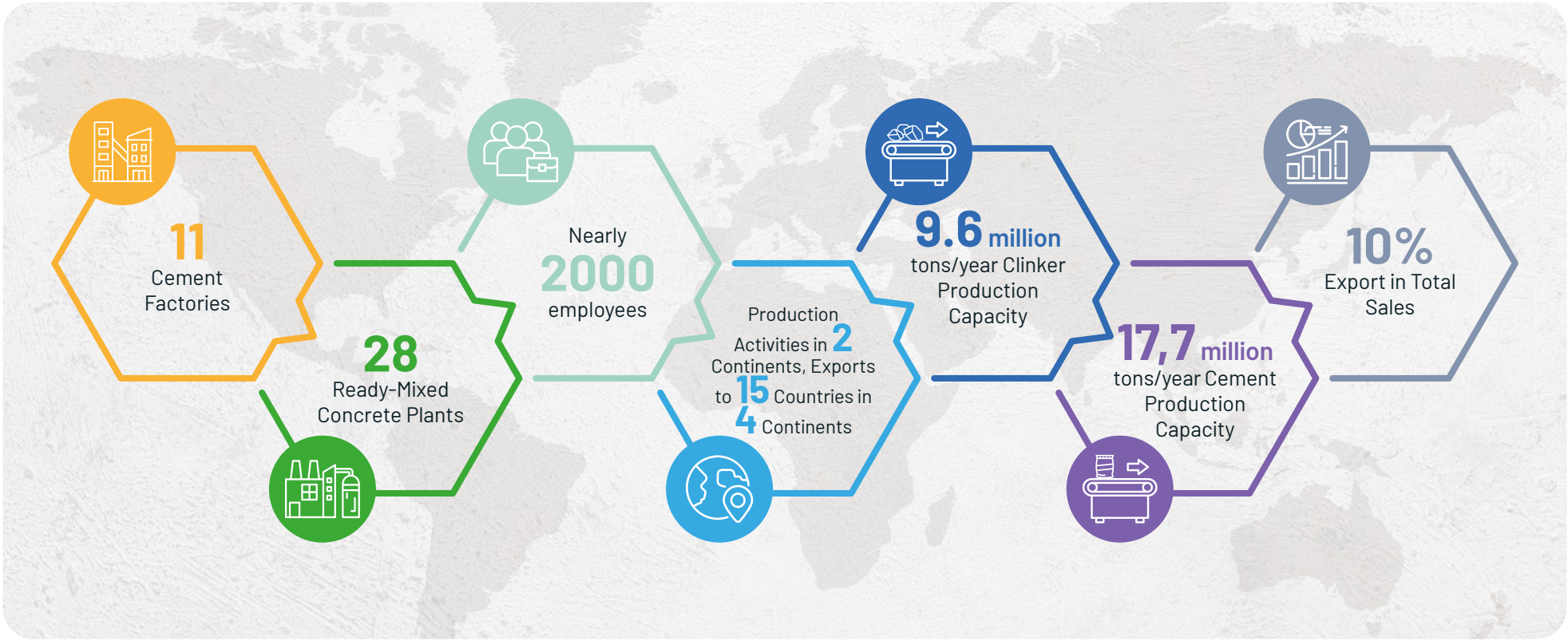


Limak Cement At a Glance

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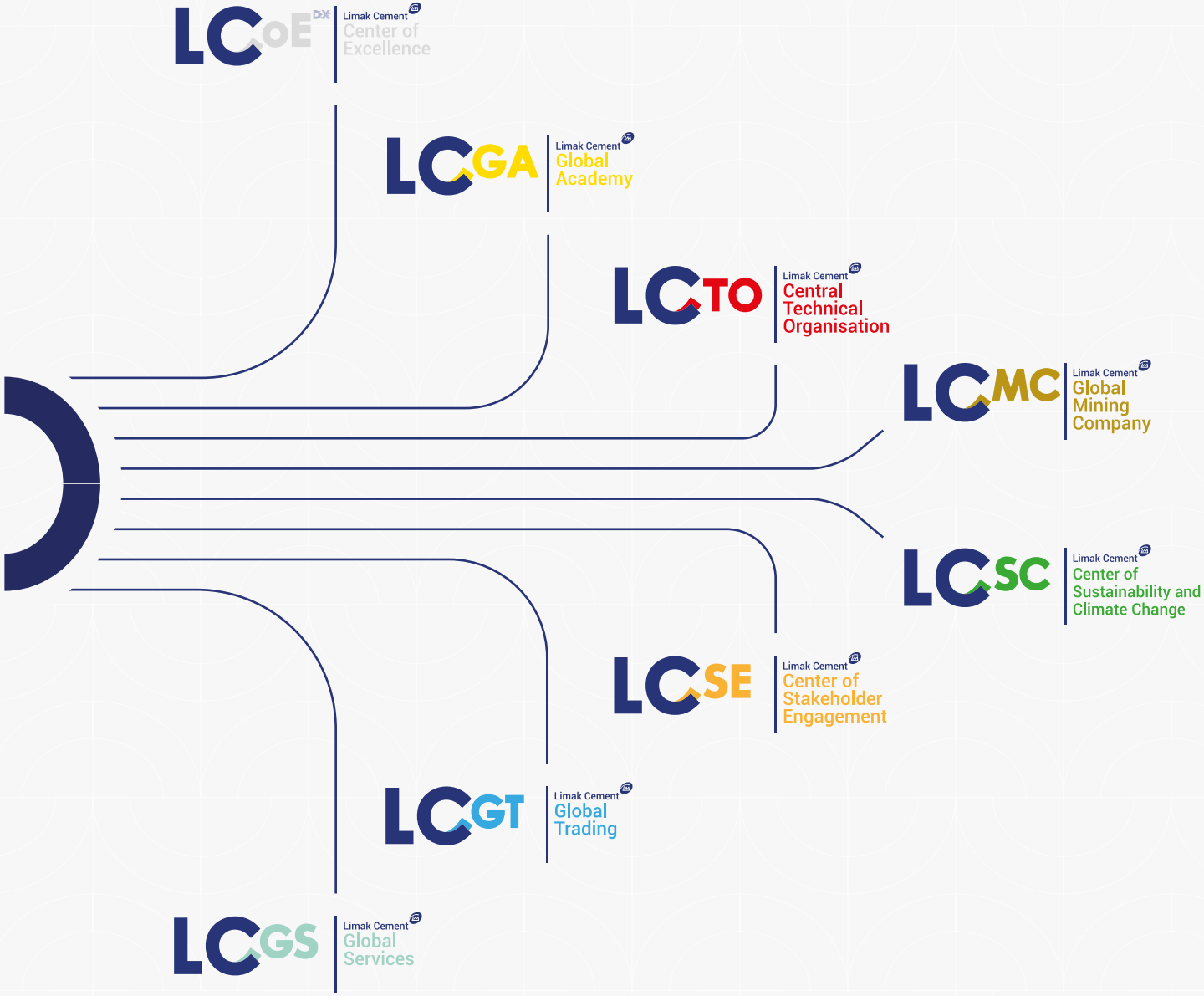
As a subsidiary of Limak Holding, we have been operating in the cement industry since 2000. We strengthen our presence in the industry with our 11 cement factories, 28 ready-mixed concrete facilities, 8 sub-brands and nearly 2000 employees, and continue to move forward with advanced technologies and our pioneering steps in the industry by implementing "Best Available Techniques" in line with our strong decarbonization roadmap. In our triple transformation journey, we make it our mission to break new ground in the industry, our country, and even the world on a daily basis by improving our sustainability and digitalization processes, particularly human resources.

In all our facilities, we carry out our production activities in compliance with the management system certificates we obtained in various fields. We conduct our operations in compliance with national and international legal regulations, ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, ISO 50001 Energy Management System, ISO 14046 Water Footprint and ISO 14064 Greenhouse Gas and Emissions Management System standards. Furthermore, we pay attention to manage all our processes in line with the Equator Principles (EPs), the World Bank, the International Finance Corporation (IFC) Performance Criteria and the European Bank for Reconstruction and Development (EBRD) Performance Requirements.



Limak Cement At a Glance

Limak Cement Our Sub-Brands



Limak Cement At a Glance

LCoE[DX] Limak Cement Center of Excellence is an organism that facilitates quicker and more effective access to the correct data, where analyses are conducted in an integrated manner between business divisions and internal and external resources. Depending on the type of analysis, an end-to-end approach is adopted, which includes the entire process from supplier to balance sheet. In addition to enabling business processes to be managed more efficiently, LCoE[DX] also contributes to managers making fast and accurate decisions in ordinary or extraordinary situations. The current structure includes people specialized in areas such as procurement, budget, reporting, sales, export, accounting and finance operations. In addition, the CoE team, in collaboration with the senior managers of other business units within Limak Cement, ensures the inclusion of the data belonging to those business units into the system and the coordination of the integration process. The work is carried out within the scope of the multidisciplinary work of the CoE Directorate, business analysts and reporting experts.

LCSC The Limak Cement Center of Sustainability and Climate Change is a comprehensive center that aims to contribute to sustainability goals in social and governance areas as well as reducing environmental impacts. In addition to environment-focused projects, it aims to establish strong ties with society by supporting social sustainability efforts such as employee health and safety, social responsibility projects and local development. In the field of governance, it ensures reliability and sustainability in corporate management by developing projects that strengthen the management structure in line with transparency and ethical principles. This center reinforces Limak Cement's pioneering role in the industry by offering innovative solutions that promote sustainable development in Environmental, Social and Governance (ESG) areas.

LCTO The Limak Cement Central Technical Organization undertakes innovative projects in areas such as product and system development, carbon emission reduction, digital transformation and circular economy through industrial symbiosis. Operating in line with the principles of carbon capture and zero waste, this center plays a critical role in achieving our 2050 Net Zero Carbon targets. These R&D and innovation oriented efforts empower us to reach a sustainable future and achieve our goals of creating value in the industry by contributing to the fulfillment of our environmental responsibilities.

LCGA Limak Cement Global Academy was established in 2021 as a learning organization to meet the lifelong education needs of all its employees, enhance their knowledge, skills, and competencies, and create shared values within the group. Various trainings are offered to support the development of our employees as a learning organization. Our employees have easy access to trainings through the learning and development module or mobile application. Digital and face-to-face program options are tailored to meet evolving needs. Our Learning Management System (LMS) manages various learning processes and methods in a centralized manner, enabling our employees to access their training more effectively.

LCGT Limak Cement Global Trading aims to enhance added value by managing the Group's international commercial activities across different geographies under a single center. We make a difference in the sector by increasing the diversity of financial solutions and maximizing our competitive power thanks to the consolidation of supply and sales processes on a global scale in a single structure. We expand our access to information and take strategic steps based on up-to-date and accurate data by closely monitoring international product and logistics markets. It strengthens our recognition and accessibility through the constant representation of our Group in international markets.

LCMC Limak Cement Global Mining Company aims to create sustainable resources for cement and concrete raw materials and solid fuels by prioritizing environmental and social impacts and demonstrating the highest performance in the mining industry, to achieve a market-leading position and to develop strategies to ensure production continuity and cost reduction in all geographies where it operates. It has three main functions: Domestic, International and Business Development.

LCSE For achieving its sustainability goals, Limak Cement Center of Stakeholder Engagement aims to increase the company's performance in environmental, social and governance (ESG) areas by establishing effective communication and collaboration with all its stakeholders in alignment with the stakeholder capitalism metrics of the World Economic Forum (WEF). With strong stakeholder relations management based on transparency, trust and collaboration, LCSE regularly communicates with a wide range of stakeholders from employees to suppliers, from public institutions to non-governmental organizations and aims to build a sustainable future by integrating feedback received in areas such as trade, environment, social responsibility and governance into our strategies.

LCGS The Limak Cement Global Services sub-brand's purpose is to carry out Limak Cement's international collaborations and partnership activities that can respond to the new world brought about by the climate transformation. It is the sub-brand that assures Limak Cement's global connection, with the goal and mission of introducing trends driven by the European Union and advanced economies to Türkiye and carrying out the first technical-social trials. The mission of LCGS is to play a supervisor role on the global stage by "know-how" sharing. LCGS' working principle is to create a roadmap from a common perspective using a multidisciplinary approach in collaboration with other sub-brands.

We, as the Limak Cement family, have meticulously designed each of our sub-brands in order to accelerate our progress in the industry and to add new ones to our global achievements together with our country. These brands not only expand our business area, but also build a strong bridge between us and our valued stakeholders, with whom we work shoulder to shoulder to achieve excellence in every field in line with our sustainability principle. With their support, we bring a new momentum to both our country and the industry with every step we take. We will continue to build sustainable success and lasting values together with determination in the construction of the future.

Limak Cement At a Glance

Our slogan ***"Now, must say new things"*** emphasizes our commitment to change and innovation in the industry. We are aware that in our rapidly changing world, the most effective way to achieve success is to be agile and able to adapt quickly to changing conditions. In this context, our understanding of Triple Transformation, which we built on digitalization, sustainability and human orientation, is the most concrete example of our determination to lead this change. As the Limak Cement family, by adopting an approach focused on continuous development and innovation, we encourage transformation and flexibility in our individual and professional lives as well as in our business. With this approach, the practices we have realized in the fields of environmental, social and governance (ESG) reflect our belief in the future and the value we provide to the society.

Our motto reflects our mission to be not simply a brand that transcends traditional boundaries, but also a leading source of industry innovation. With the determination to do better every day and contribute to our environment and our industry, we develop new solutions beyond the conventional. Thus, we say ***"Now, must say new things"*** as a symbol of our determination to move forward with an innovative perspective and to respond to the needs of our world in the most effective way in every step.



Our Vision, Mission and Business Understanding

Our Vision

In coordination with our continuous and gender-balanced growth approach, making digital transformation, sustainability, climate change mitigation and R&D activities the center of our strategy and becoming a multinational company that grows alongside all of its stakeholders based on our mission of being a responsible company.

Our Mission

Carrying on our efforts to adapt to the United Nations' Sustainable Development Goals in all geographies where we have a presence, while still pursuing our activities as the industry's leading player.

Our Business Approach

We believe that sustainable economic development may be achieved through a comprehensive approach if the individual has environmental and social awareness and lives on a healthy planet.

By addressing our sustainability policy in a way that reflects the entirety of fundamental understandings that apply in all geographical territories where we have operations and in collaboration with all of our employees, business partners, and stakeholders, we are modeling our business understanding in a way that aligns with today's global objectives, such as:

- Sustainable Development-Oriented Business Understanding
- Humanitarian Development-Oriented Business Understanding
- Spreading Prosperity-Oriented Business Understanding
- Planet-Oriented Business Understanding
- Fair and Sharing Business Understanding.

Highlights in 2023

Anka facility became the **first facility** in the Turkish Cement industry to have its carbon footprint calculations verified.

Limak Cement Group became the **first cement company** to have its carbon footprint calculations verified by an accredited organization within the scope of **Standard 14064-1:2018** by TÜRKAK.

The Ivory Coast Factory became the **first factory** in the cement industry in the Ivory Coast to receive the **ISO 14001 Environmental Management System Certificate**.

The Ivory Coast Factory **ranked 8th** in the top 10 of the **"National Prize for the Best Eco-Citizen Company"** list organized by the **Ivorian Anti- Pollution Centre (CIAPOL)**. The facility was also named the **most eco-friendly company in the Yopougon Industrial zone**.

We commissioned the **first low NOx emission calciner rotary kiln** in the Turkish cement industry.

As part of the **Triple Transformation Project (TTP)** we launched in 2021, we inaugurated the **Center of Excellence at our Head Quarter**, the first of its kind in the cement industry.

In December, with participation from our domestic and international factories, we organized the **"II. Human-Oriented Transformation Meeting"** in Antalya and collected feedback from the expert level to **C-level** through a year-end evaluation.

We announced the global cement industry's first **Federal Center of Excellence (LCoEDX)** and **Green Data Center** projects.

We proudly achieved **365 days without any LTI (Lost Time Injury)** at Balıkesir Cement Plant.

Our Ivory Coast factory has been entitled to receive the first **ISO 45001:2018 Occupational Health and Safety Management System** certificate in the cement industry in the country.

We launched **Limak Cement 3DC-101**, the first product of the innovative printable mortar series suitable for use in 3D concrete printers at Limak Cement's **R&D Center (LCTO)** on the way to combat climate change.

We took part in the **"Argus Global Coke & Carbon"** conference held in Seattle, USA. **We presented projections for the cement sector's transition away from fossil fuels to the global coal markets.**

We participated as speaker and sponsor at the **"Cemtech Europe 2023: Decarbonizing the Cement Industry"** conference held in Istanbul. **We shared the progress and roadmap of our TTP (Triple Transition Project) with global industry stakeholders.**

Our Mozambique factory became the **first local producer** to receive product quality certification in the country.

We sponsored the **"INTERCEM Istanbul 2023"** conference held in Istanbul.

We sponsored the **"ESG & Sustainable Investment Forum"** event organized in Istanbul.

We took part in the **"Smart Businesses"** section of the **"Key Points of Digital Transformation"** e-book prepared in partnership with Harvard Business Review Türkiye and NTT Data.

We participated as a panelist in the **"Solar+Storage NX Fair and Conference"** held in Istanbul.

In 2023, our total environmental expenditures amounted to approximately **TL 310 million** within the scope of the investments and improvement works we realized for environmental sustainability.

In Mozambique, we established a new natural gas power plant with a capacity of **4.8 MW** with a **EUR 3.5 million** financing from our own resources.

Our Firsts and Achievements

We were the ***first cement business*** to have an accredited organization validate our work on carbon footprint standards.

We received the third prize in the ***"Company Exporting the Most Clinker"*** category at the Champions of Export award ceremony organized by the Exporters Association.

We received the ***"Most Environmentally Sensitive Company"*** and ***"Integrated Plant with the Lowest Electric Energy Consumption"*** awards from the Turkish Ministry of Energy and Natural Resources.

We became the first cement group in Türkiye to receive the GOLD Certificate and the ***ISO 45001*** and ***ISO 50001*** certificates accredited by TÜRKAK.

We received ***zero waste certification*** for all our factories.

According to the latest data published by the Turkish Ministry of Energy and Natural Resources, our factories ranked in the top 4 in the category of energy consumption per ton of cement (kWn/ton cement) among 55 integrated cement factories.

Our R&D Center was registered by the Turkish Ministry of Industry and Technology.

Our ready-mixed concrete facility in Ivory Coast became the ***first R&D laboratory in the industry***.

Our facility was the ***only cement factory*** in Ivory Coast to rank among the ***most environmentally friendly*** companies.

We became the first group in the cement industry in Ivory Coast to receive the ***ISO 14001:2015 Environmental Management Systems*** certificate.

In line with our Net Zero Carbon target, we continue our clean energy projects with our ***4.8 MW natural gas power plant investment in Mozambique***.

We became the first TÜRKAK accredited organization to certify our carbon footprint according to ISO 14064-1 standard and our water footprint according to ISO 14046 standard.

We are proud to be ranked 83rd in Türkiye's Top Industrial Enterprises, with an increase of 10 places.

For the ***first time*** in the Turkish cement industry, we realized projects with ***energy efficiency and clean technology*** funds from the World Bank and the European Investment Bank.

We obtained the European Technical Assessment product certificate in Türkiye and European Union countries, which allows the use of bottom ash as an additive in cement production.

We commissioned the Turkish cement sector's ***first rotary kiln with a low NOx emission calciner***.

Limak Çimento now must say new things

Appendices

Now, Must Make Innovation Sustainable

Now, Must Strengthen Our Corporate Management Approach

Now, Must Move Our Sustainability Journey Forward

Now, Must Create Sustainable Solutions for the Environment and Climate



Our Corporate Management Approach

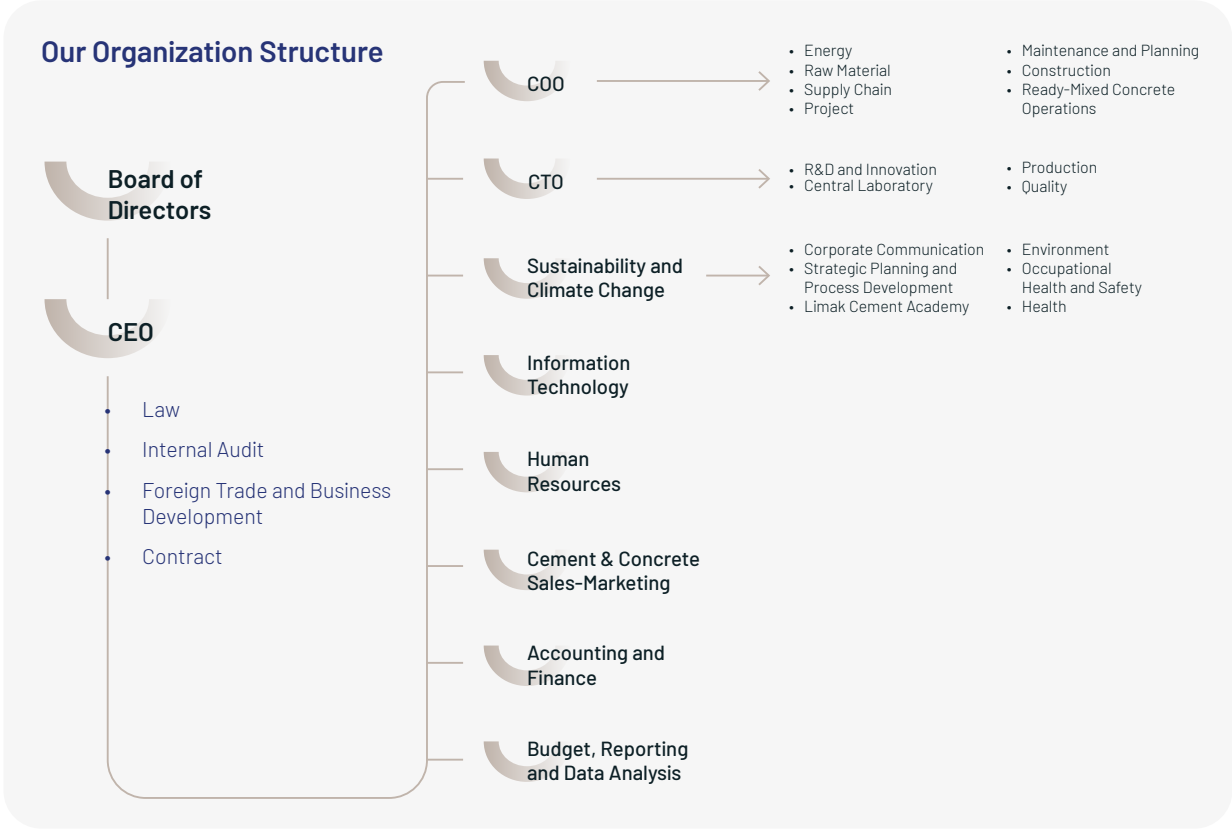
We shape our activities in line with ethical values and the principle of transparency, aiming to create long-term value for all our stakeholders and maintain the highest level of trust between us. We regularly evaluate the effectiveness of our transparency policy and make dynamic updates based on open communication with our stakeholders.

While our corporate management structure serves our goals of continuous development and sustainable growth, we adopt the principles of accountability and fair management in our processes. This approach enables us to manage our economic, environmental and social responsibilities in a balanced manner and to fully comply with national and international legal regulations.

While our management structure is being shaped under the strategic guidance of our Board of Directors and the leadership of our CEO, our organizational structure plays a critical role in achieving our sustainability goals, taking an active role in combating climate change and increasing operational efficiency.

By working in coordination with all our departments, we continue to contribute to the long-term growth strategies of Limak Cement.

Our Organization Structure



Our Policies

As Limak Cement, we fully comply with Limak Holding's policies on sustainability, corporate management and risk management. Aiming for high standards in environmental, social and governance areas in line with these policies adopted by Limak Holding for all its group companies, we are guided by the principles of responsible business conduct. Within the framework of the Holding's sustainability vision, we prioritize the transition to a low carbon economy, efficient use of natural resources and combating climate change and strictly adhere to these principles in all risk management and operational processes. However, we develop company-specific policies in certain areas.

Click to reach Limak Cement policies.

Our Board of Directors and Affiliated Committees

Our Board of Directors makes strategic decisions to increase the power of Limak Cement in the global arena and to maintain our leading position in the industry and assumes an important role as the highest governance body in the execution and strengthening of our company strategy. Our Board of Directors, which supports our projects ***we carry out in environmental and social sustainability work*** to achieve our sustainable growth targets, leads our Limak Cement long-term value creation strategy.

Our Board of Directors, consisting of four members, one of whom is a woman, convenes once a month and reviews strategic decisions. The duties of the Chairperson of the Board of Directors and the General Manager are carried out by different persons in line with the corporate management principles. At the General Assembly meetings, each shareholder has one vote in line with the amount of shares they hold and votes are cast transparently by open voting. In addition to our remuneration policy for our senior management, we also determine the remuneration of the Board members by submitting them to the approval of the General Assembly.

We continue our commitment to strengthen the presence of women in all our business lines, starting with our Board of Directors.

We reinforce an effective and transparent management approach by incorporating plurality of voices in our decision-making processes through committees and commissions. We make our management processes more participatory and dynamic with a multi-disciplinary structure.

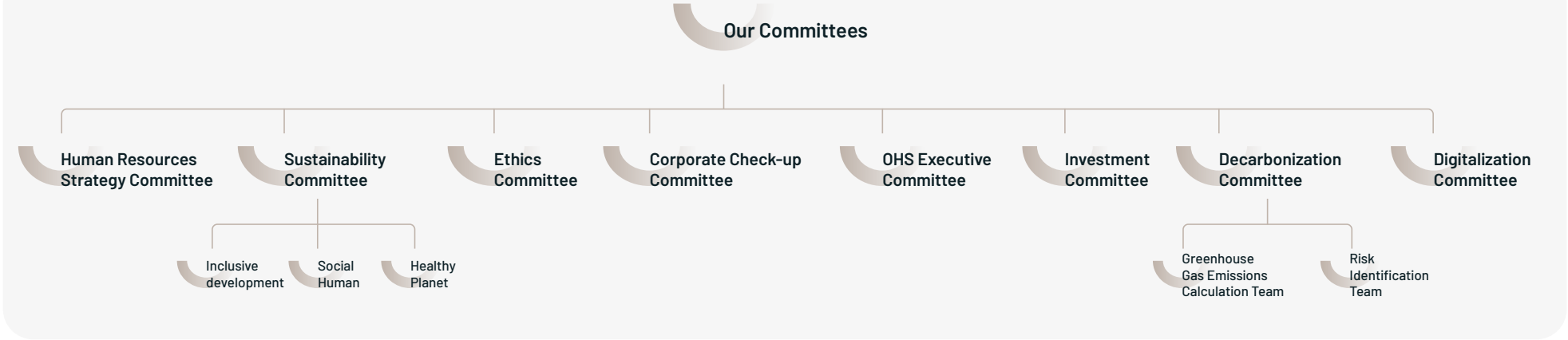
We actively support our decision-making mechanisms through regular meetings and create a management structure reinforced by committees. We involve our employees and managers at all levels of the hierarchical structure in the solution of economic, social and environmental issues through formations such as Process Officers, Working Groups, Sub-Committees, Regulatory Executive Committees and Evaluation Committees within the organizational structure of our plants and Head Office.

With these structures, we not only support our decision-making processes, but also strengthen our work with procedures and management guidelines specially designed to ensure the systematic follow-up of our processes.

With our comprehensive management approach, we increase the effectiveness of our management processes while placing our corporate governance approach on a more transparent and sustainable basis.

We have **25%** female members on our Board of Directors.

Click to reach the page of Limak Cement Board of Directors.



Our Financial Performance and Sustainable Finance

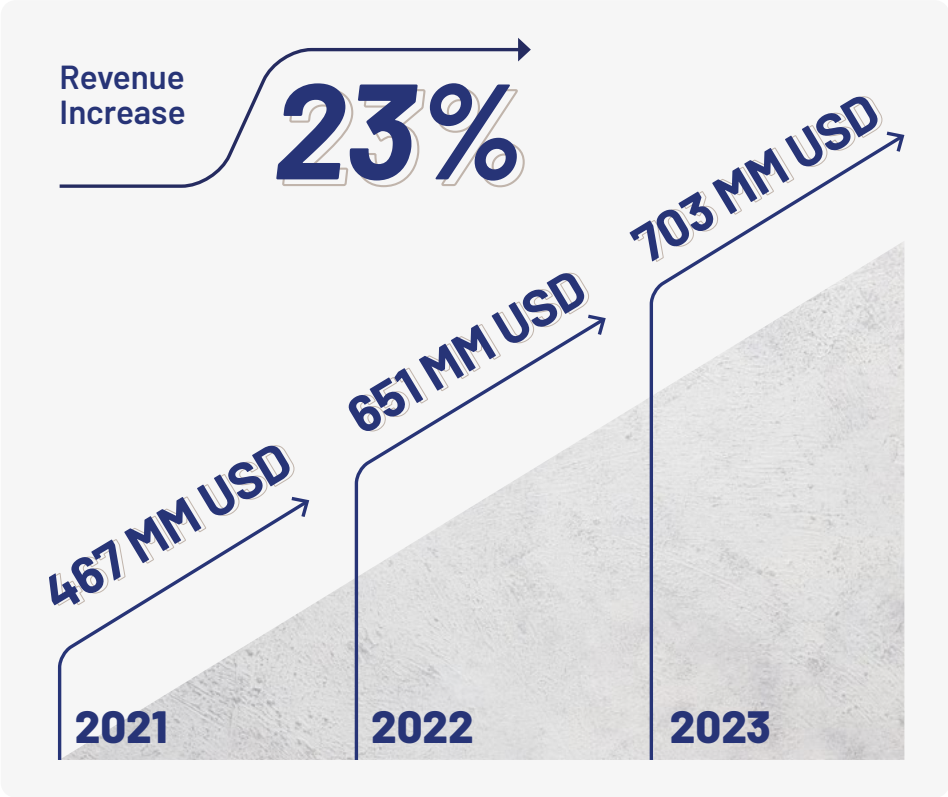
2023 was a year in which we continued to create value by prioritizing not only financial growth but also sustainability. We achieved a sustainable growth with our strong presence and the right strategic investments in both domestic and international markets. Since 2021, our total revenue increased by 23% and EBITDA by 92%. In addition to local market demands, our effective strategies in global cement markets were also effective in this increase. We base our financial performance on an approach that aims for success through the integration of sustainable financing models and environmentally friendly strategies.

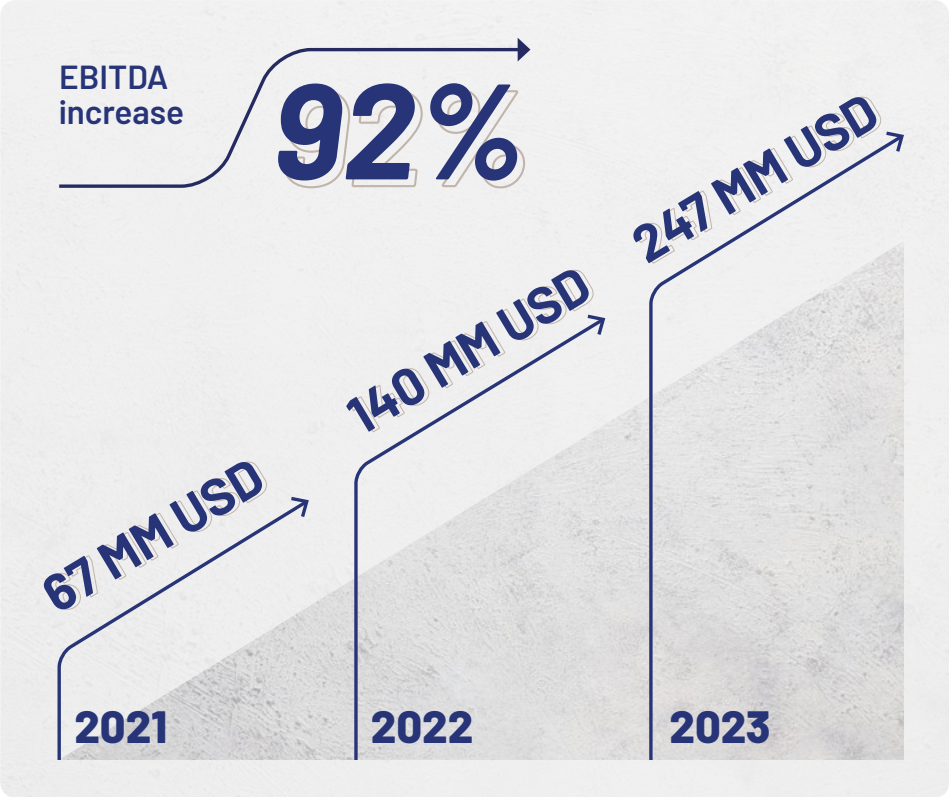
We thus strive to build a better future for both our investors and the environment.

By placing sustainable finance at the heart of our business processes, we act by taking into account not only our profitability but also environmental, social and governance principles. Accordingly, we set our own sustainability goals, create strategic plans to achieve these goals and integrate these plans into all our business processes. At the same time, we closely follow sustainable finance practices in the industry and monitor global financial movements.

Thus, we take stronger steps to manage the risks that the business world may face in the future.

As Limak Cement, being aware that we need to direct our financial resources to green and social areas, we have included sustainable finance among our material topics. While we continue to carry out our own studies, we also closely follow the studies around the world. We will continue to take important steps to realize sustainable financing models in 2024 as well.





Human Rights

As Limak Cement, we accept human rights as a fundamental element of all our business processes and are committed to providing a fair, inclusive and discrimination-free work environment. In processes such as recruitment, remuneration, access to trainings, promotion, resignation and retirement, we create a suitable work environment so that our employees do not face discrimination on the basis of any difference such as religion, language, race, ethnic origin, social status, birth, disability status, gender, sexual orientation, family responsibilities, marital status, union membership, political opinion or age. We do not support or accept practices such as forced labor, child labor and human trafficking under any circumstances. We prioritize the development of a working culture where every individual has equal opportunities and where diversity is seen as richness.

We provide a supportive environment for our employees to freely express their beliefs, thoughts and identities. We respect their rights to fulfill their practices based on race, religion, gender or other individual differences and do not interfere with these rights in any way. We recognize the rights of our employees to freely organize and collectively bargain, provide a safe and healthy environment and develop policies that comply with legal regulations and international standards. We clearly reflect the importance we attach to human rights and our determination in this regard in our Human Resources policy as well. We meticulously prepared these policies, which we created to protect and improve the rights of our employees, to ensure that every individual has a safe, fair and equal work environment.

Our commitment to human rights is centered on protecting the welfare, safety and dignity of our employees, while at the same time creating an environment where they can realize their full potential. By prioritizing human rights at every stage of our business processes, we manage not only our practices within the company, but also our stakeholder relations and our impacts on the society in accordance with these principles.

In addition, as Limak Cement, we adopt full compliance with international human rights legislations, especially the labor standards of ILO, as one of our main goals. We ensure the protection of the rights of our employees and business partners through our policies that observe the welfare of our workforce. In this scope, we fulfill our responsibilities in our business processes by acting in compliance with international norms such as the United Nations Global Compact. Our commitment to providing an equitable, safe and healthy work environment that respects human rights is one of the cornerstones of our sustainable business model.

> We adopt full compliance with international human rights legislation, particularly ILO labor standards, as one of our main goals.





Business Ethics and Compliance

As a company operating in Türkiye and abroad, we are committed to conducting all our operations in accordance with ethical standards and compliance principles. By acting in accordance with the ***Limak Group of Companies Code of Business Ethics***, we take a transparent, fair and responsible management approach as a basis, from our employees to our customers, from our suppliers to the society and all other stakeholders.

Our Code of Business Ethics is a guide that covers issues such as work environment, conflicts of interest, anti-bribery and anti-corruption and explains our values and principles in detail. All our employees act in line with the principles of the ***United Nations Global Compact (UNGC)***, of which Limak Holding is a signatory, and contribute to the spread of these principles and rules throughout the company.

We established our Ethics Committee to manage the processes for feedback and complaints received from our stakeholders more effectively. This committee resolutely continues its efforts to improve our practices within the framework of the Ethical Codes and Principles of the Limak Group of Companies.

While continuing to maintain all our processes within the framework of ethical principles in our company, we diversified our ethical notification channels. Complaints about ethical violations are communicated through the contact information of the ethics committee and necessary investigations are carried out directly. 24/7 communication is available through the following communication channels:

- Mail,
- Petition,
- Dialog,
- Ethics committee contact line (via the contact number ***0850 759 12 12***, open 24/7),
- ***etik@limak.com.tr*** email address

While our employees share all their suggestions and complaints through the in-house digital platform, feedback processes are monitored simultaneously on the same platform. We also enable our stakeholders to convey their requests through the ***complaint and suggestion channels*** on our company's website.



In accordance with our ***Personal Data Retention Policy***, we keep the information of the applicants confidential and undertake not to share this information with third parties. Accordingly, applicants can also apply without specifying their personal information if they wish and/or request that their information be kept confidential to third parties. These practices constitute an important part of our efforts to adopt transparency and continuous improvement approach in our operations. In 2023, we provided 100% feedback to all notifications we received from our employees and anonymous sources. As a result of the evaluations made, we resolved the notifications by providing the necessary notices.

Compliance with ethical rules is of great importance in our internal promotion processes. Ethical and disciplinary rules and potential violations are included as a determining factor among the promotion criteria of our employees, and in this way, it is aimed to reward our employees' commitment to ethical standards. As Limak Cement, we regularly organize business ethics trainings through Limak Cement Academy in order to raise the awareness of our employees on business ethics and to ensure that ethical rules are integrated into daily business processes. We ensure that all our newly recruited employees have access to orientation programs and all our suppliers registered on the procurement portal have access to ethics trainings through the Academy.

Click here to reach Limak Group of Companies Code of Business Ethics.

Click here to access our Personal Data Retention Policy.

Our Risk and Opportunity Management

As Limak Cement, we do not limit our risk management processes only to our own operations, but we build them with a comprehensive and integrated approach to cover our entire value chain. We meticulously evaluate risks and opportunities related to environmental, social and governance (ESG) at each stage extending from our direct operations to our supply chain, from public relations to our customers. By integrating these elements into our strategic decision-making processes, we not only support our sustainable growth targets but also aim to increase the long-term resilience of our operations.

Our risk management framework is designed in compliance with the principles of ISO 31000, and stands out with its dynamic and flexible structure. Thanks to this flexibility, we quickly adapt to changing regulations, market conditions and sectoral trends. This constantly updated framework enables us to not only minimize risks, but also proactively evaluate opportunities that improve our business processes and create value. This approach is an indicator of our determination to lead the industry as Limak Cement with an environmentally, socially and governance responsible corporate approach.

Area	Material Topics	Risk Title	Risk Definition	Actions
ENVIRONMENT	• Circular Economy and Responsible Use of Resources • Biodiversity, Natural disasters, Water stress and scarcity	Water stress and scarcity access to clean and quality water	The risk that may be experienced in the production processes or operational areas of the company due to the decrease in water resources and difficulty of accessing water, and the risk of decreased access to clean and reliable water resources necessary for the Company to continue its operations and public health	We conduct project studies on water management in our production facilities with water stress and prepare water management plans. We carry out project studies on rainwater utilization. We ensure safe water access to our entire ecosystem. We create projects to ensure the recovery of wastewater generated at our production sites. We participate in the CDP Water Security scoring process every year.
	• Responsible Supply Chain Management • Circular Economy and Responsible Use of Resources	Waste / emission management	The risk that minimizing the environmental impact of waste/emissions arising from the company's operations and their disposal in accordance with legal requirements may not be effectively achieved.	We ensure that hazardous and non-hazardous wastes generated by our production facilities are sent to licensed facilities with priority recovery within the framework of legal compliance. Regarding the limit values that we are required to comply to, we continuously monitor them on digital platforms using emission measuring devices in our production facilities.
	• Decarbonization and Combating the Climate Crisis	Climate change	The risk that increasing global temperatures, extreme weather events, and environmental changes may adversely impact the company's operational processes, sourcing, and sustainability strategies.	We minimize risks through sustainability roadmaps within the framework of the climate change action plan being prepared for the sustainability of operational processes. We participate in the CDP Climate Change scoring process every year. We are setting Science-Based Targets (SBTs) in alignment with the SBTi framework to support the 1.5-degree target of the Paris Climate Agreement.
	• Biodiversity Conservation	Biodiversity	The risk that company operations may cause damage to natural habitats, disrupt ecosystem balance, and reduce species diversity.	Within the published biodiversity policy, we are preparing a biodiversity plan on the basis of production locations together with teams of academics.
	• Decarbonization and Combating the Climate Crisis • Energy Efficiency	Carbon footprint	The risk that carbon emissions arising from the company's operations may increase, negatively impacting sustainability goals, legal compliance, and environmental reputation.	We have a decarbonization roadmap and we take action within the scope of the 2050 Net Zero target.
	• Responsible Supply Chain Management • Circular Economy and Responsible Use of Resources	Natural resources	The risk that a decrease in the raw materials needed for the company's activities or potential limitations in their supply may lead to reduced operational efficiency.	In cement and clinker production, instead of natural raw materials (clay, limestone, trass, etc.), we use waste from different sectors as alternative raw materials through projects such as industrial symbiosis.
	• Energy Efficiency	Energy management	The risk that difficulties in accessing energy resources and fluctuations in energy costs may adversely affect the company's operational efficiency, sustainability targets and financial performance.	In clinker production, we use waste from different sectors as alternative fuel instead of fossil fuels (coal, petcoke, lignite, etc.). We continue to increase the amount of alternative fuel use every year.
	• Biodiversity Conservation	Natural disasters	The risk that natural disasters such as earthquakes, floods, fires and storms could have negative impacts on the company's operational continuity, supply chain and sustainability goals	We conduct earthquake surveys at our production sites. We routinely organize emergency drills. We dynamically review action plans to ensure business continuity. In addition, we plan to provide fire consultancy services at our production sites.

Our Risk and Opportunity Management

Area	Material Topics	Risk Title	Risk Definition	Actions
	•Sustainable Finance	**Exchange Rate**	The risk that exchange rate fluctuations could have negative impacts on the company's operational costs, investment budgets and sustainability projects	In order to increase export revenues, we are focusing on researching new target countries and international customers. To this end, we plan to increase product and service diversity and to start implementing e-commerce sales channel alternatives. With these strategies, we aim to make our company more secure against exchange rate risk and increase our natural hedge position. We also plan to introduce derivative transactions if needed.
	•Sustainable Finance	**Credit / Insurance risk**	The risk that the company may incur financial losses if it fails to collect its receivables from customers or business partners.	Within the scope of credit risk management, our insurance strategy aims to acquire and maintain policies that will cover all tangible assets and employees of our cement plants and ensure effective management of risks with the right coverage amounts and limits.
	•Sustainable Finance	**Liquidity risk**	The risk that may arise if the company's available cash resources cannot meet its short-term financial liabilities	By diversifying our investment portfolio, we identify and monitor liquidity risks. We aim to reduce overdue receivables while enhancing financial stability and improving operational efficiency.
	•Decarbonization and Combating the Climate Crisis •Energy Efficiency	**Increase in energy costs**	The risk that fluctuations and continuous increase in energy prices will increase the company's operational costs and negatively affect its financial sustainability and capacity to invest in sustainability projects	In order to mitigate the impact of rising coal prices and market volatility, we are developing alternative fuel alternatives and increasing their availability in our production facilities. In order to be less affected by sudden changes in electricity prices, we invest in renewable energy in the regions where we have production facilities.
	•Human Rights, Ethics and Compliance •Occupational Health and Safety •Talent Management and Employee Commitment •Customer Experience and Satisfaction	**Changes in stakeholder expectations**	The risk that the strategic targets of the company become incompatible with the changing expectations of stakeholders such as employees, customers, investors and society on sustainability, social responsibility and environmental performance	We regularly conduct stakeholder analyses and consider the expectations of all our stakeholders. We create action plans in line with material topics and carry out financial planning and analysis processes. We continuously monitor market conditions and maintain regular contact with various stakeholder groups and seek their views.
	•Responsible Supply Chain Management	**Supply chain management**	The risk that disruptions in the supply chain, the presence of suppliers that do not comply with sustainability principles or uncertainties in sourcing processes could have negative impacts on the company's operational continuity, environmental performance and corporate reputation	For sustainable supply chain management, we register suppliers through digital systems, thus questioning, monitoring and supporting the sustainability criteria of our suppliers.
	•Product Quality and Reliability •Customer Experience and Satisfaction	**Customer complaint**	The risk that the increase in customer complaints and inability to resolve them could have negative impacts on the company's reputation, customer satisfaction and sustainability goals	We carry out our "processes" through digital systems in a way to take action to prevent recurrence following technical evaluation by keeping the complaints received through the customer complaint system setup in the corporate memory.

Our Risk and Opportunity Management

Area	Material Topics	Risk Title	Risk Definition	Actions
GOVERNANCE	• Product Quality and Reliability • Customer Experience and Satisfaction	Market	The risk that the company may not be able to maintain its market position as a result of rapid changes in competitive conditions, customer expectations and sustainability demands in the industry	We are expanding our portfolio within the scope of sustainable products in market conditions where customer demands are increasing day by day. We are preparing Life Cycle Analysis (LCA) for the publication of Environmental Product Declarations (EPD), where our customers can see the environmental impact of the products during their product selection.
	• Human Rights, Ethics and Compliance • Equal Opportunity, Diversity and Inclusion • Product Quality and Reliability	Corporate reputation	The risk that the company's performance in sustainability, environmental responsibility and social value creation will affect its credibility and positive image in the eyes of society and stakeholders	We meticulously carry out the necessary preparations to transparently share our sustainability performance with the public through tools such as sustainability reports, CDP reports and ESG scoring.
	• Occupational Health and Safety	Occupational accidents	The negative impact of occupational accidents that may occur during the company's operations on employee health, labor productivity and legal responsibilities	By organizing face-to-face and online trainings, we focus on topics such as safe equipment use, emergency management and risk awareness in the workplace, aiming to prevent occupational accidents and strengthen the safety culture.
	• Talent Management and Employee Commitment	Talent management	Risk of disruption that may be experienced in operational efficiency and sustainability targets due to the company's inability to attract, retain or develop the talent it needs	We conduct a 6th-month evaluation survey with employees and take necessary actions based on the results, in consultation with team leaders when necessary. We implement the Leadership Development Program to increase the leadership competencies of employees in leadership positions or candidates for such positions.
TEKNOLOJİ	• Digital Transformation • R&D and Innovation	Failure to adapt to technology / technological developments	Risk of negative impact on operational efficiency, competitiveness and sustainability targets due to failure to adapt to technological developments in the industry quickly enough	Within the scope of LCTO, one of our sub-brands consisting of 30 researchers competent in their fields, we focus on a series of groundbreaking R&D projects such as the use of hydrogen as a fuel source, carbonization, carbon capture, 3D concrete printing technologies, waste-to-fuel management strategy and the development of a new generation of green cement using leading technologies in the cement industry on a local and global scale.
	• Digital Transformation	Information security / cybersecurity	Risk of cyber attacks and data breaches that could impact the company's efforts to protect its critical information assets, data security and operational systems	We regularly take server-based images and database backups of our systems and store them on separate machines in at least one-month backups. We host key elements of our infrastructure in the Data Center and develop disaster recovery plans. We plan to establish a Disaster Recovery Center (DRC) at a different location in the near future.
COMPLIANCE OBLIGATIONS	• Product Quality and Reliability • Responsible Supply Chain Management	Trade quotas and bans	The risk that export quotas, bans or restrictions imposed in the markets in which the company operates could have a negative impact on operational continuity, diversity of revenue sources and sustainable growth targets	For the sustainability of export operations, we invest in alternative fuels, raw materials and renewable energy for the future. We are developing our sustainable product portfolio. We continue our technological and operational R&D efforts. We focus on local market supply chain efforts against the risk of alternative fuel import restrictions.
	• Human Rights, Ethics and Compliance • Sustainable Finance • R&D and Innovation • Product Quality and Reliability	Regulation	Risk of legal regulations and legislative changes that may affect the company's sustainability strategies	We attach importance to working in collaboration with the relevant NGOs and Ministries in the Turkish cement industry regarding the Emission Trading System. We get prepared for the necessary reporting processes in preparation for CBAM obligations.

Our Risk and Opportunity Management

We start with a comprehensive environmental risk analysis at all our operational sites and address all direct or indirect impacts throughout our value chain. We regularly monitor environmental performance indicators such as ***carbon emission intensity, energy efficiency, water use and waste management,*** develop corrective action plans in line with this data and ensure compliance. Our continuous monitoring process focuses on critical metrics such as carbon emission reduction, water use and waste management.

Our company established the Decarbonization Committee in order to comply with the targets set by the Paris Climate Agreement and the European Green Deal. This committee, which includes experts from different fields such as R&D-innovation, process, renewable energy, waste, foreign trade, project, finance, business development and sustainability, closely monitors global regulations, analyzes risks and assesses financial and operational impacts while setting our 2030 and 2050 carbon roadmap targets. Our committee, which convenes once a month under the leadership of the CEO, actively manages decarbonization processes.

Through the center of excellence, we monitor all processes in real time, thus ensuring that our management has access to up-to-date information at all times. Our climate risk management aims to mitigate the risks arising from the transition to a low-carbon economy and at the same time take advantage of emerging opportunities. We integrate climate risks into our business strategy and financial planning through scenario analysis, monitoring processes and compliance with global standards.

Together with our committee, we evaluate ***short-term (0-3 years), medium-term (3-5 years)*** and long-term (5-10 years) risks, manage our operational risks and also prepare our long-term plans for the low-carbon transition.

Within the scope of CDP reporting, we share climate change and water security risks and actions in detail. We include factors such as carbon pricing and water scarcity in our financial projections and evaluate the financial impacts of dependencies such as water supply or regulatory changes through our scenario analyses. We also maintain emergency water reserves to ensure the continuity of our operations by implementing water conservation strategies against risks such as water scarcity and drought. We integrate the risk management process with scenario analysis and climate projections against natural events such as extreme weather events, drought, floods and earthquakes. With lessons learned from past events, such as the flooding at the Şanlıurfa plant, we ensure the protection of our assets through measures such as infrastructure improvements and drainage systems.

We consider climate-related risks as part of our financial planning and perform ***capital allocation for renewable energy projects, carbon capture initiatives and sustainability investments*** in line with this strategy.

Our risk assessment methodology considers both qualitative and quantitative factors, analyzing factors such as regulatory changes or physical risks. Against water stress, we use independent analysis tools such as the WWF Water Scarcity Report to identify areas in our facilities that are susceptible to water scarcity. We regularly review the data we use in risk management

Although we have already started to serve the 1.5 degree target with the steps we took within the scope of our decarbonization roadmap, we plan to formalize our goals and actions, our work against the climate crisis and our commitment to the 2050 targets within the scope of the ***Science Based Targets Initiative (SBTi)*** in 2024. In the next stage, we plan to complete the calculations and audits required by SBTi in 2025 and finalize the verification studies of our targets. Within the scope of these efforts, we aim to both understand the scientific acceptability of the targets we set and to accelerate our processes towards net zero by making updates to our roadmap if necessary.

Within the social risks, we focus on issues such as employee rights, labor safety, community health and safety in our supply chain. Our priorities include preventing human rights violations, increasing employee satisfaction and working in harmony with local communities. In line with the importance we attach to diversity and inclusion, we constantly review our social risks and develop strategies for areas of improvement. We plan to minimize the negative social impacts of our projects by considering the needs of local communities and aim to build strong and reliable relationships with all stakeholders we interact with.

Our Risk and Opportunity Management

Opportunities

Area	Opportunities	Actions
Environment	While the cement industry faces risks in combating climate change, it also has significant opportunities such as transition to alternative fuels and raw materials, increasing energy efficiency and turning to new technologies.	We are taking concrete steps to turn the challenges we face in the cement industry into opportunities as part of the combat against climate change. Our transition to alternative fuels and raw materials is gaining momentum. We continue to develop our green cement products by increasing the use of alternative raw materials as well as energy savings by introducing innovative technologies in our facilities to increase energy efficiency, thus aiming to reduce our environmental footprint.
Economy	As part of combating climate change, financial instruments such as green/sustainable bonds and government incentives are being diversified, and these financing sources offer significant opportunities for the cement industry. Sustainable financing in new investments increases the financial flexibility of the industry, supports environmental sustainability and can provide cost savings and profitability in the long term. Investments in low emission technologies provide long-term economic benefits by reducing energy costs. Green bonds and sustainable financing instruments offer financial flexibility to the industry, while supporting environmental sustainability and ensuring profitability.	We ensure that hazardous and non-hazardous wastes generated by our production facilities are sent to licensed facilities with priority recovery within the framework of legal compliance. Regarding the limit values that we are required to comply to, we continuously monitor them on digital platforms using emission measuring devices in our production facilities.
Technology	Access to emerging markets is a strategic advantage for companies that meet the demand for sustainable products, while R&D and innovation activities create new market opportunities with eco-friendly products.	Our investments in low emission technologies ensure alignment with our decarbonization targets, while reducing our energy costs and ensuring long-term profitability. Our R&D and innovation activities allow us to meet the demand for sustainable products and give us a significant competitive advantage in new markets.
Value Chain	Policies focused on the value chain not only help enhance a company's brand value and provide a competitive edge but also foster trust through environmentally conscious actions, ethical trade practices, and customer-oriented approaches. These policies strengthen a company's reputation, shield it from legal risks, and attract investor interest by improving sustainability performance, laying the foundation for long-term business partnerships.	To ensure transparency throughout the value chain, we are taking measurable steps toward our sustainability goals and establishing strong agreements with our suppliers that incorporate ethical standards. We prioritize integrating customer feedback into our product and service development processes to meet their expectations. At the same time, we focus on building long-term relationships by enhancing customer satisfaction. Through these actions, we strengthen both our operational success and our contribution to a sustainable future.
Governance	A company's governance model and policies can enhance organizational efficiency by providing an advantage in attracting and retaining talented employees. Inclusive and transparent governance structures offer broader perspectives in decision-making processes while strengthening employee engagement and motivation. These policies reinforce the company's employer brand, enhance its reputation, and contribute to sustainable growth and the achievement of long-term strategic goals. Additionally, they bolster stakeholder trust, paving the way for broader collaborations and investment opportunities.	To increase employee engagement, we develop inclusive programs and continuously improve our talent management processes. Under the Limak Cement Global Academy, we organize training and mentoring programs to support employees' career development, prioritizing diversity and equality. With robust governance structures, we conduct transparent and participatory decision-making processes, building trust-based relationships with all our stakeholders. This approach not only enhances team productivity but also establishes a solid foundation for sustainable growth. By incorporating diverse perspectives into our decision-making processes through committees and commissions, we reinforce an effective and transparent management approach. Our multidisciplinary governance structure makes our management processes more inclusive and dynamic, ensuring robust and adaptive governance.
Compliance Obligations	For firms in Türkiye, regulations such as the CBAM (Carbon Border Adjustment Mechanism) and ETS (Emissions Trading System) offer strategic opportunities in line with their sustainability goals. Firms that adapt quickly to these regulations can gain a competitive advantage by reducing their carbon emissions and find a place in international markets more easily. Systems such as CBAM and ETS encourage firms to adopt production processes with lower carbon footprints, resulting in cost savings and operational efficiency. In addition, these compliance efforts facilitate companies' access to green financing sources, allowing them to improve their environmental performance while gaining an economically advantageous position. Firms that embrace environmental sustainability in this process can achieve a leadership position in the industry and increase their reputation and customer loyalty in the long term.	We established focus groups and committees within the company in order to quickly adapt to regulations such as CBAM and ETS that have been introduced in Türkiye. We hold regular meetings with ministry officials and sectoral organizations in order to closely follow the legal processes and provide feedback during the development of regulations. We aim to increase our competitiveness by adapting to these systems and reducing our carbon footprint and to support our sustainable growth by accessing green financing sources more easily. This approach enables us to achieve our environmental sustainability goals, strengthens our position in the industry and increases customer loyalty in the long term.

Our Responsible Supply Chain

99% of our **2.822** suppliers are locally sourced.

Our sustainability strategy is based on ensuring that the collaboration we establish with our suppliers complies with ethical, environmental and social criteria. Accordingly, our responsible procurement approach aims to transform not only our procurement processes for goods and services, but also the way our suppliers do business within the framework of sustainability principles. We provide the necessary tools for our suppliers to develop sustainability awareness in their own operations and support them on this path, and we care about establishing long-term relationships with mutual trust by establishing a transparent and open communication. In line with the ***Limak Group of Companies Code of Business Ethics,*** we carry out collaborations with our suppliers and business partners based on mutual care and goodwill, aiming for long-term and sustainable collaborations based on solid foundations, transparency and honesty within the framework of justice and respect.

The key factor that makes our supply chain strong is the importance we attach to our local collaborations. Out of our 2.822 suppliers, 99% are locally sourced, with only 1% being international.. We value continuous collaboration with our suppliers to help them reduce their environmental impact, fulfill their social responsibilities and improve their business processes. We aim to strengthen sustainability in our entire value chain by encouraging our suppliers to continuously improve.

Supplier Selection and Evaluation

We aim to help our suppliers fulfill their sustainability responsibilities and reduce their environmental and social impacts. Accordingly, when selecting suppliers, we expect them to comply with

Limak Group of Companies Code of Business Ethics,

Human Resources Policy,

Anti-Corruption Policy,

United Nations Guiding Principles on Business and Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work.

Furthermore, our supplier contracts mandate that they refrain from discrimination based on religion, language, race, or gender, prohibit the use of verbal, physical, or sexual violence, and strictly forbid the employment of forced, compulsory, or child labor.

As of 2023, we made significant innovations in our supplier evaluation processes. By adding questions aligned with Environmental, Social and Governance criteria to our Supplier Evaluation System, we have made our infrastructure for measuring supplier performance more comprehensive. As a result, our sustainability-oriented supply chain management is based on a holistic approach that not only meets today's needs but also aims to add value to the future. Through strong and long-term partnerships with our suppliers, we continue to strengthen sustainability not only in our own operations but also across our entire value chain. With our focus on ethical principles, transparency and continuous development, we encourage each stakeholder in our supply chain to comply with Environmental, Social and Governance criteria. This approach is a reflection of Limak Cement's determination to reach sustainability targets at global standards while increasing its contribution to the local economy. Accordingly, we will continue to expand the positive impact we create together with our suppliers and take a leading role in the sustainable development journey.



Capacity Building

With our ***Limak Cement Academy*** sub-brand, we spread environmental responsibility awareness and sustainable practices by offering trainings on the following topics:

- Introduction to Sustainability
- Fundamentals of Sustainable Development
- The History of Sustainability: Millennium Development Goals
- Preparing for 2030
- Sustainable Development Goals: Environment and Economy
- Sustainable Development Goals: Partnerships
- Sustainable Development Goals: Environment and Economy II

to our suppliers in order to improve their sustainability understanding. With the project we started in late 2023, we aim to have 25% of our suppliers complete the 75-minute Sustainability Awareness Training in 2024.

Limak Çimento now must say new things

Now, Must Make Innovation Sustainable

Now, Must Strengthen Our Corporate Management Approach

Now, Must Move Our Sustainability Journey Forward

Now, Must Create Sustainable Solutions for the Environment and Climate

Now, Must Expand Our Responsibilities



Our Sustainability Strategy

As Limak Cement, we are aware of the transformation required by the global climate crisis and rapidly changing environmental conditions. In this direction, we focus on strengthening our company's net zero emission target at national and international standards through our Decarbonization Committee. By modernizing our business processes with digitalization and artificial intelligence-based approaches, we integrate environmental, economic and social sustainability into every stage of our operations.

In line with our goal of creating a positive impact on society, we prioritize projects in the fields of gender equality, education, innovation and culture and aim to increase women's employment at all levels by supporting women's active participation in the workforce. In line with our Human Resources strategy, we contribute to the development of our employees and stakeholders by strengthening the Limak Cement Academy infrastructure. In addition, we design sustainable products, services and business models based on R&D and innovation principles.

Increasing energy efficiency and contributing to the protection of natural resources are among our strategic priorities. While optimizing our energy consumption with renewable energy sources, we develop practices to reduce waste and minimize our environmental impact. We work in close collaboration with our suppliers to spread sustainability awareness throughout our value chain and provide support for them to develop their sustainability understanding. Within the framework of our ethical values and rules, we include our suppliers and business partners in this process and create a fair and responsible supply chain.

Continuously monitoring and improving employee satisfaction as well as occupational health and safety is an integral part of our strategy. In this context, we implement practices that improve occupational health and safety standards, taking into account international performance criteria. We prioritize accountability in our sustainability journey through transparent and regular reporting by keeping feedback management systems up-to-date for our external stakeholders.

With this holistic approach, we once again demonstrate Limak Cement's commitment to sustainable growth and its leading role in the industry. Our strategy, which we created based on environmental, social and governance (ESG) criteria, contributes to our goal of building a more livable world in the long term.

We actively contribute to local projects and social responsibility programs to expand our positive impact on society.

You can find details under the ***Corporate Social Responsibility heading.***

Innovation is at the heart of our sustainability journey. Through our R&D studies, we develop innovative projects to accelerate the transition to a low-carbon economy and increase efficiency in the use of materials.

You can find details under the ***R&D and Innovation*** activities heading.

We apply sustainability principles in every link of our supply chain. We also develop strong collaborations with our partners and stakeholders with whom we share our sustainability goals.

You can find details under the ***Responsible Supply Chain*** heading.

Our Sustainability Strategy

Sustainability Goals

1. Reinforcing the activities of the Limak Cement Decarbonization Committee for the country and the net zero emission target of our company in national and international standards
2. Implementing our new approach to internal control/ audit, digitalization and artificial intelligence in all processes
3. Creating a positive impact on communities by supporting projects in the areas of gender equality, education, innovation and culture
4. Designing sustainable products, services and business models by following the principles of R&D and innovation
5. Strengthening the Limak Cement Academy infrastructure in line with the Group's Human Resources strategy
6. Increasing women's employment at all levels by supporting their competent and effective participation
7. Continuously monitoring and improving energy efficiency studies, creating the necessary infrastructure and renewing the existing ones
8. Reducing the level of emissions in our operations by prioritizing natural resources and biodiversity
9. Carrying out activities to improve the sustainability understanding in all industries and supporting existing activities
10. Increasing the use of renewable energy sources in energy consumption
11. Developing practices and systems to reduce the amount of waste and creating awareness for reduction in consumption
12. Transferring our ethical values and rules, to which Limak companies are bound, to our entire value chain including our suppliers
13. Keeping feedback management systems for external stakeholders up to date and reporting regularly
14. Contributing to the development of sustainability perception of all our suppliers
15. Developing and implementing practices to improve occupational health and safety as well as following international performance criteria in this field
16. Regularly checking and increasing employee satisfaction as well as participating in international certification processes for this purpose



Stakeholder Engagement and Our Material Topics

In the sustainability materiality analysis process we conducted in 2023, we focused on identifying the issues that have the greatest impact on our business by taking into account the developments in current sustainability reporting standards, global trends, our long-term vision and sectoral studies and gathering the views of our stakeholders. In the prepared survey, we used a scoring scale to evaluate our material topics and asked for further feedback from our stakeholders who gave very low or very high scores. In this process, the results of the survey, which was conducted with the participation of nearly 1000 stakeholders, were shaped in line with the views of different stakeholder groups such as employees, customers, universities, financial institutions, government and regulatory bodies, business partners, non-governmental organizations, local communities, media and senior management.

While shaping our sustainability strategy as a result of the feedback received from our stakeholders and the analyses conducted, we also continue to work on the Stakeholder Engagement Plan (SEP). With this plan, we aim to create a corporate structure that determines our company's approach and commitments regarding stakeholder engagement, adopt a common approach in communication with stakeholders in all locations and minimize social risks.

You can find detailed information about our stakeholders in the table in the *"Annexes"* section.

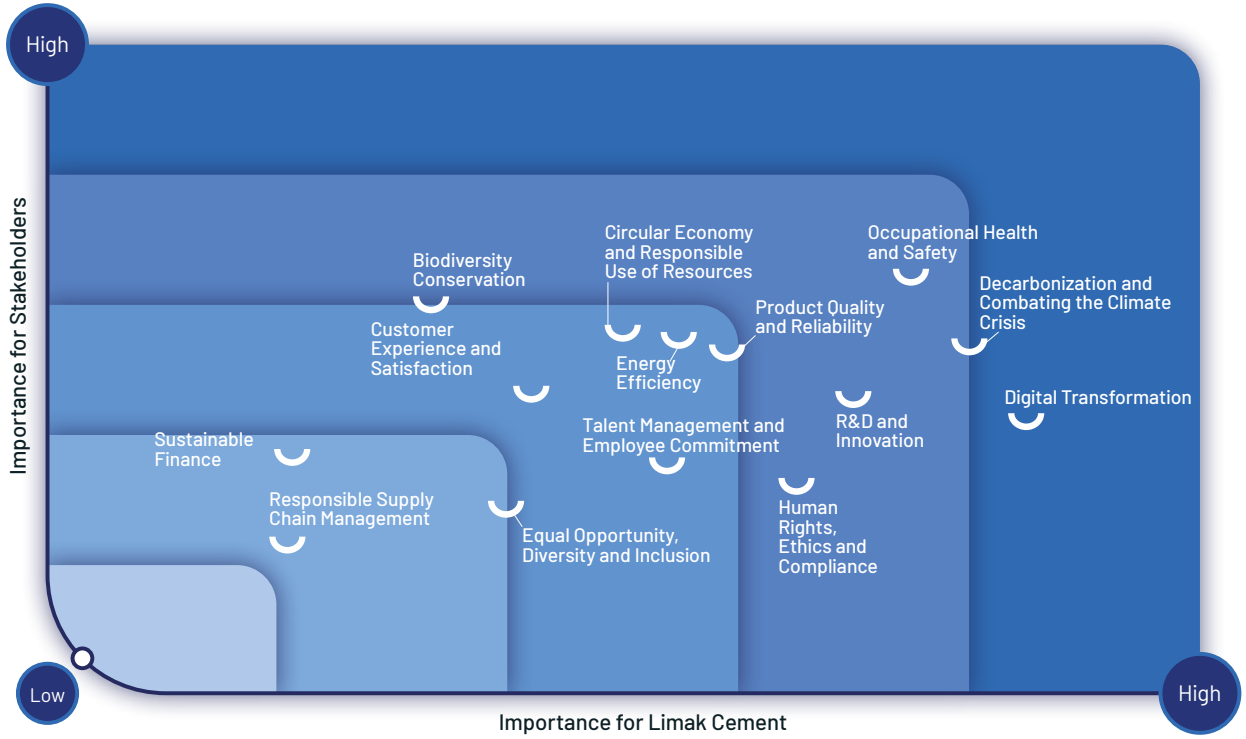
Stakeholder Engagement and Materiality Process

In line with feedback from our stakeholders, we addressed material sustainability issues with a two-dimensional approach. Thanks to this approach, we shaped our sustainability strategy by analyzing the financial impact of the issues and their Environmental, Social and Governance impacts on our company. We analyzed the topics identified as material by our management and sustainability committees to integrate them into our business processes. In this year's assessment, we analyzed strategic risks and opportunities in line with stakeholder feedback, taking into account sectoral and global trends.

As a result of the views and analyses received from our stakeholders, we grouped our sustainability report around six focus areas: "Now, Must Make Innovation Sustainable", "Now, Must Strengthen Our Corporate Management Approach", "Now, Must Move Our Sustainability Journey Forward", "Now, Must Create Sustainable Solutions for the Environment and Climate", "Now, Must Expand Our Responsibilities" and "Now, Must Expand Our Innovative Approaches". We have integrated the issues under these focus areas into our business processes and set targets for each of them. Our Sustainability Committee examined the material topics in detail, aligned them with business processes and submitted them to the Management for approval. This process contributed to the regular monitoring of our sustainability performance and the identification of areas for improvement.

In this assessment process, we regularly review our 14 material topics, which we have identified by adopting an approach in line with global and sectoral trends, and implement our actions to improve our sustainability performance.

Materiality Matrix



Stakeholder Engagement and Our Material Topics

Focus Area	Material Topic
Now, Must Make Innovation Sustainable	Digital Transformation
Now, Must Strengthen Our Corporate Management Approach	Human Rights, Ethics and Compliance
	Responsible Supply Chain Management
	Sustainable Finance
Now, Must Move Our Sustainability Journey Forward	Responsible Supply Chain
Now, Must Create Sustainable Solutions for the Environment and Climate	Decarbonization and Combating the Climate Crisis
	Energy Efficiency
	Circular Economy and Responsible Use of Resources
	Biodiversity Conservation
Now, Must Expand Our Responsibilities	Occupational Health and Safety
	Talent Management and Employee Commitment
	Equal Opportunity, Diversity and Inclusion
Now, Must Expand Our Innovative Approaches	Digital Transformation
	R&D and Innovation
	Product Quality and Reliability
	Customer Experience and Satisfaction

Stakeholder Engagement and Our Material Topics

Material Topics	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Digital Transformation						◡	◡								
Human Rights, Ethics and Compliance								◡						◡	
Responsible Supply Chain Management						◡	◡			◡					◡
Sustainable Finance						◡					◡				◡
Decarbonization and Combating the Climate Crisis					◡		◡		◡	◡	◡				
Energy Efficiency				◡	◡		◡				◡				
Circular Economy and Responsible Use of Resources							◡		◡	◡	◡				◡
Biodiversity Conservation											◡	◡	◡		
Occupational Health and Safety	◡					◡				◡					
Talent Management and Employee Commitment		◡	◡					◡							
Equal Opportunity, Diversity and Inclusion		◡	◡					◡						◡	
R&D and Innovation				◡		◡	◡		◡	◡	◡				◡
Product Quality and Reliability	◡					◡	◡		◡	◡	◡				
Customer Experience and Satisfaction							◡			◡					◡

Stakeholder Engagement and Our Material Topics

Participation in Sectoral Events

Participation in sectoral events plays a critical role in achieving our company's sustainability goals. Following the developments in the industry closely, adopting innovations in the field of sustainability and taking advantage of collaboration opportunities enable our company to make a difference not only in its own activities but also in the entire industry.

As Limak Cement, we aim to reinforce our leadership in sustainability and contribute to sectoral developments by sharing information and exchanging experiences in every event we attend as sponsor, speaker, panelist or participant. Under this heading, we are pleased to share the values we added to our sustainability vision through the events we participated in throughout the year.

Cemtech Europe 2023: Decarbonizing the Cement Industry, İstanbul



ESG & Sustainable Investment Forum, İstanbul



Stakeholder Engagement and Our Material Topics

Participation in Sectoral Events

INTERCEM Shipping Americas 2023, ABD

UK Construction Week, UK

The CO_2 Capture, Storage & Reuse 2023 Conference, Denmark



INTERCEM Singapore 2023, Singapore

Argus Global Coke & Carbon, USA

Carbon Capture Summit Europe 2023, Netherlands



INTERCEM İstanbul 2023, İstanbul

INTERCEM Americas 2023, USA

International Seminar on Sustainable Cement and Clinker Production Technologies, Antalya

DIGITALCEM Bugünün Geleceği Konferans ve Sergisi, İstanbul

Argus Coal 2023 International Conference, İstanbul

INTERCEM Dubai 2023, UAE

Talent Mobility Conference, Belgium

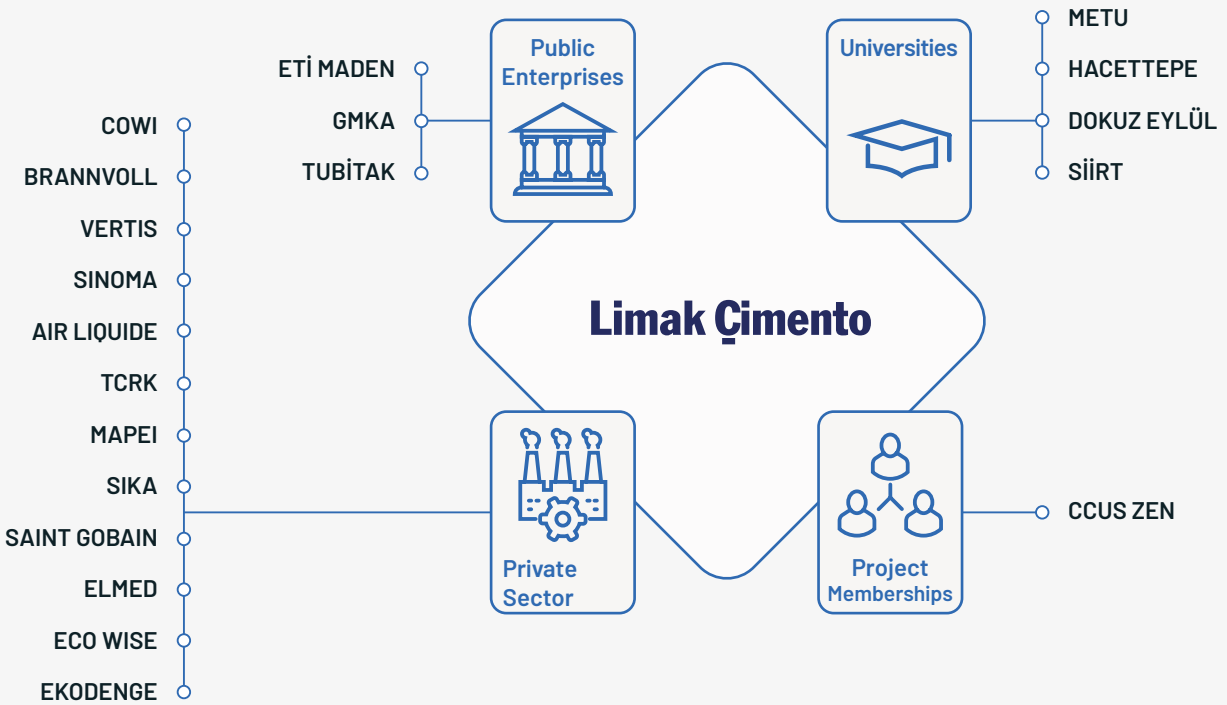
World Procurement Excellence Summit, Germany

Presentation on the Remuneration Report 2023, İstanbul

Climate Change Summit 2023: Green Transition, İstanbul

Corporate Memberships and Collaborations

Collaborations



Memberships

TÜRKÇİMENTO

Middle East Exporters Association

ASO

Turkish Exporters Assembly

ATO

Turkish Patent and Trademark Office

ÇEİS

TURKAK

Chambers of Industry and Commerce where our facilities are located

Turkish Ready Mixed Concrete Association

Our Sustainability Targets and Performance

As Limak Cement, we aim to continuously improve our sustainability performance. While ensuring high quality standards in labor force and working conditions in our company, we attach great importance to the correct management of environmental and social impacts. At the same time, we aim to increase social benefit and follow global trends in line with the sustainability approach of Limak Group of Companies. With the targets we have set in this direction, we lead the industry with our practices in areas such as increasing energy efficiency and reducing carbon emissions, effective use of natural resources, contributing to social responsibility projects and creating a sustainable workforce, and we continue to realize our sustainability targets by minimizing our environmental impacts with this approach.

- We aim to carry our environmental responsibility forward at international standards by continuously improving our Carbon Disclosure Project (CDP) performance.
- We aim to strengthen our transparency and position in the industry by being included in international sustainability indices.
- We plan to reinforce the reliability of our work by obtaining independent assurance statements for our sustainability reports.
- We are committed to effectively managing our sustainability strategies through our strong corporate governance structure.
- The Science Based Target Initiative (SBTi) contributes to limiting global warming to 1.5 °C, and we are laying the groundwork to achieve this goal in line with the vision of combating climate change.
- We are focusing on data set preparations within the scope of Environmental, Social and Governance (ESG) scoring.

You can find detailed information about our stakeholders in the table in the ***"Annexes"*** section.



Limak Çimento now must say new things

Now, Must Strengthen Our
Corporate Management Approach

Now, Must Move Our Sustainability
Journey Forward

Now, Must Create Sustainable Solutions for the Environment and Climate

Now, Must Expand Our
Responsibilities

Now, Must Enhance Our
Innovative Approach



Decarbonization and Combating the Climate Crisis

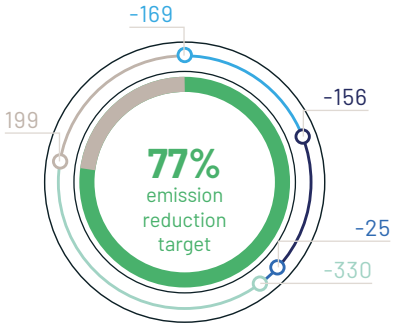
As Limak Cement, a leading company in the industry, we embrace our responsibilities and actively implement our decarbonization roadmap. We prioritize both our company and stakeholders in introducing new technologies to our country and contributing to the establishment of legal frameworks to combat the climate crisis. Aligned with our decarbonization strategy, we aim to minimize our carbon footprint across every stage, from cradle to grave. We continue to move forward by making new investments and enhancing our human resources to take decisive action against the climate crisis.

Decarbonization Roadmap

As Limak Cement, we put the combat against the climate crisis at the heart of all our activities in line with our goal of building a sustainable future. We follow a comprehensive decarbonization strategy to minimize environmental impacts in our production processes. This strategy includes a wide range of innovative solutions from raw material and fuel use to energy efficiency, carbon capture and storage technologies. Our goal is to reach Net Zero Emissions level by 2050.

Our decarbonization strategy, in parallel with our milestones and targets, includes steps such as alternative fuels, green hydrogen use, carbon capture technologies and renewable energy investments. In this scope, we plan to validate our decarbonization roadmap through the Science Based Targets Initiative (SBTi).

Clinker Emission Intensity 2050



2021 emissions
879
kg CO_2 / ton Clinker

77% emission reduction target

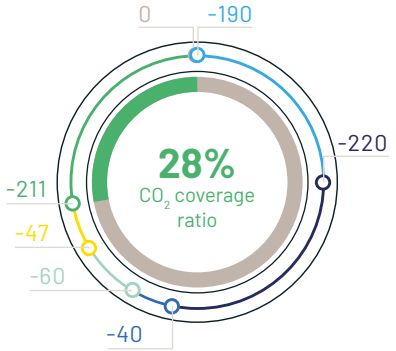
2050 emisssions
199
kg CO_2 / ton Clinker

Clinker carbon reduction strategy focuses on the use of alternative fuels, alternative raw materials, and renewable energy, as well as carbon capture, utilization and storage.

We aim to reduce clinker CO_2 emissions by 77% by 2050.

Alternative Fuels — Alternative Raw materials — Renewable Energy
Carbon Capture and Storage (CCUS) — 2050 Emission Target

Cement Emissions Intensity 2050



2021 emissions
767
kg CO_2 / ton Cement

2050 emissions
0
kg CO_2 / ton Cement

The cement decarbonization strategy covers all production processes up to concrete.

The goal is to reach net zero by 2050.

With CCUS, we aim to reduce total CO_2 emissions up to concrete by 28%.

Clinker: Alternative Fuels + Alternative Raw materials — Concrete: Mixture Optimization
Cement: Clinker Substitution — Construction: Capture in Build — Renewable Energy
CCUS

Decarbonization Roadmap

Methodology

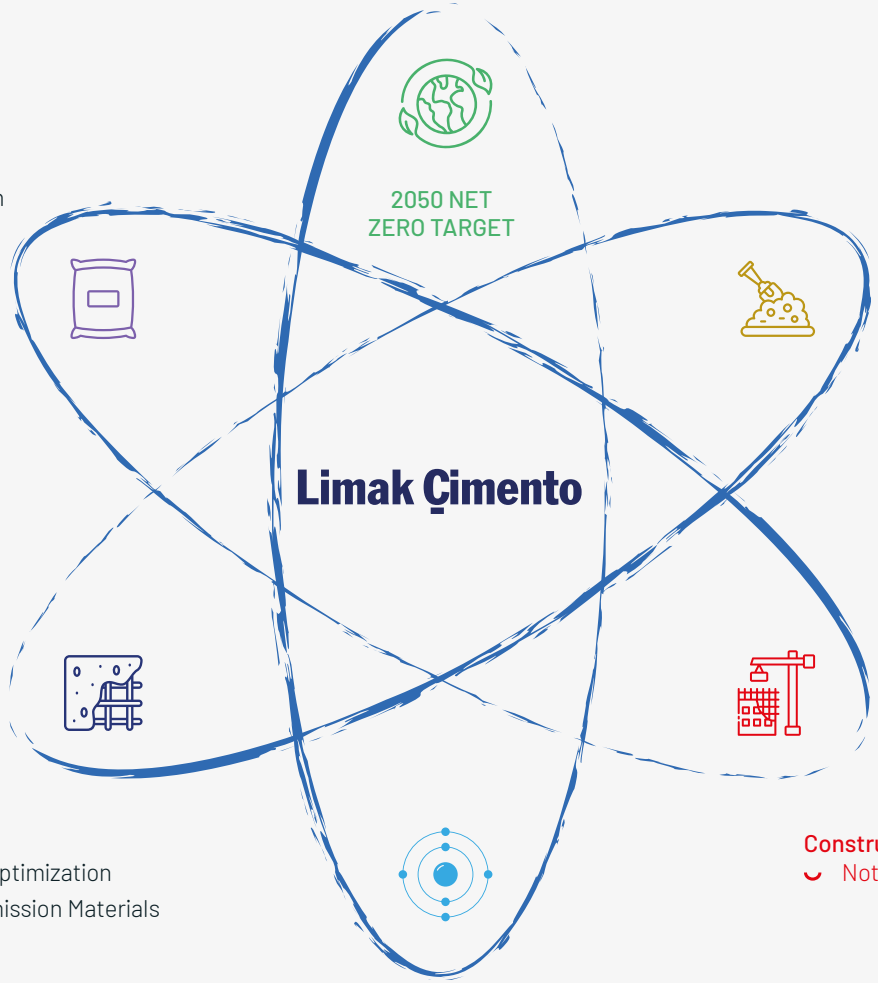
Our decarbonization roadmap covers the following levers:

Clinker: Use of alternative fuels, alternative raw materials, production of low-carbon clinker, improvement of thermal and energy efficiency, carbon capture utilization and storage, use of Hydrogen and fuel augmentation for high alternative fuel utilization rate, Oxygen boosted combustion.

Cement: Clinker substitution, green cement production, renewable energy use.

Concrete: Concrete mixture optimization, use of carbonated materials.

Carbonation: Carbonation of calcium/magnesium raw materials/waste, carbonation of concrete in construction.



Cement:
- Clinker Substitution
- Renewable Energy

Clinker:
- Alternative Fuel
- Alternative Raw Material
- Thermal Efficiency
- CCUS
- H_2 Fuel
- O_2 Augmentation

Concrete:
- Concrete Mixture Optimization
- Use of Negative Emission Materials

Construction:
- Not included.

Carbonation:
- Carbonation of Raw Materials, Carbonation of Concrete in Construction

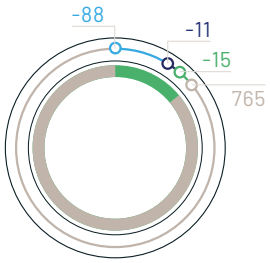
Decarbonization Roadmap

As Limak Cement, we follow a comprehensive Decarbonization Roadmap that we have created in order to achieve our 2030 and 2040 emission reduction targets according to 2021 base year values and our net zero targets in 2050. In the first phase, we plan to achieve targets such as reduction projects per ton of clinker, increasing the use of alternative fuels, and renewable energy. In the long term, we aim to continue our net-zero journey through CCUS, hydrogen, and advanced technology utilization.

Clinker Emission Intensity 2030

2021 emissions
879
kg CO_2 / ton Clinker

2030 emissions
765
kg CO_2 / ton Clinker

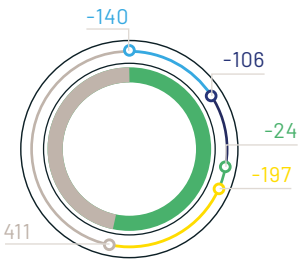


- Alternative Fuel
- Alternative Raw materials
- Renewable Energy
- 2030 Emission Target

Clinker Emission Intensity 2040

2021 emissions
879
kg CO_2 / ton Clinker

2040 emissions
411
kg CO_2 / ton Clinker

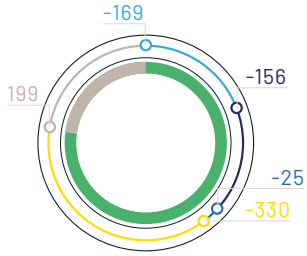


- Alternative Fuel
- Alternative Raw materials
- Renewable Energy
- CCUS
- 2040 Emission Target

Clinker Emission Intensity 2050

2021 emissions
879
kg CO_2 / ton Clinker

2050 emissions
199
kg CO_2 / ton Clinker



- Alternative Fuel
- Alternative Raw materials
- Renewable Energy
- CCUS
- 2050 Emission Target



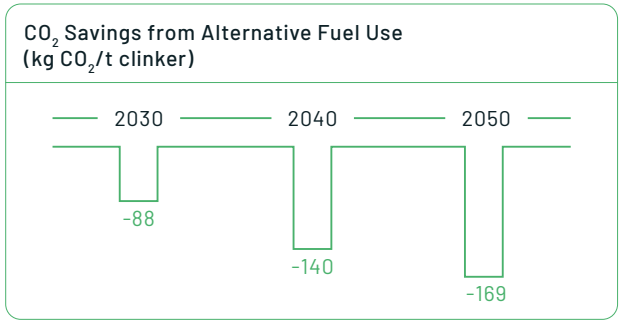
Decarbonization Roadmap

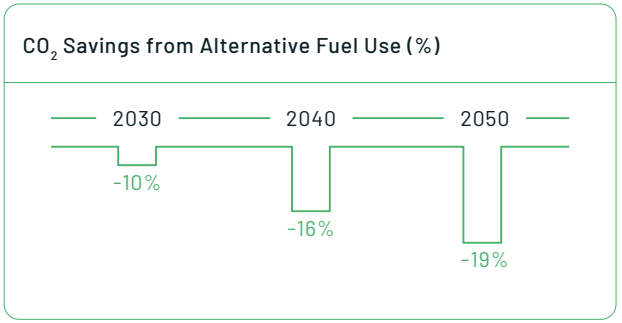
In the last 2 years, we have achieved a **240%** increase in the use of alternative fuels

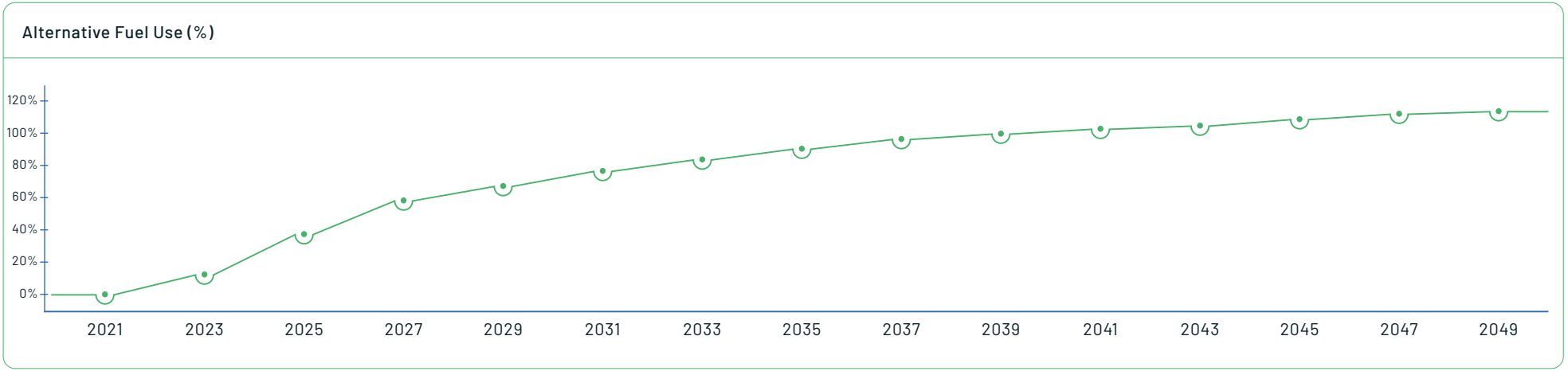
Alternative Fuel Use

We are reducing fossil fuel use and turning to alternative fuels to reduce greenhouse gas emissions. *In 2023, we used approximately 130,000 tons of alternative fuels,* having an increase of *240% compared to 2022*. In this scope, we generated *approximately TL 45 million* in revenue. Our alternative fuel portfolio generally consists of sources such as *fuels derived from industrial resources (RDF), end-of-life tires (ELT), bilge and sludge waste*. We plan to add alternative fuel types consisting of biomass and household waste to our portfolio. All alternative fuel sources we currently use and aim to use are the most important indicators of our contribution to industrial symbiosis and circular economy.

Our alternative fuel use increased from 0.7% in 2021 to 8% in 2023.







Decarbonization Roadmap

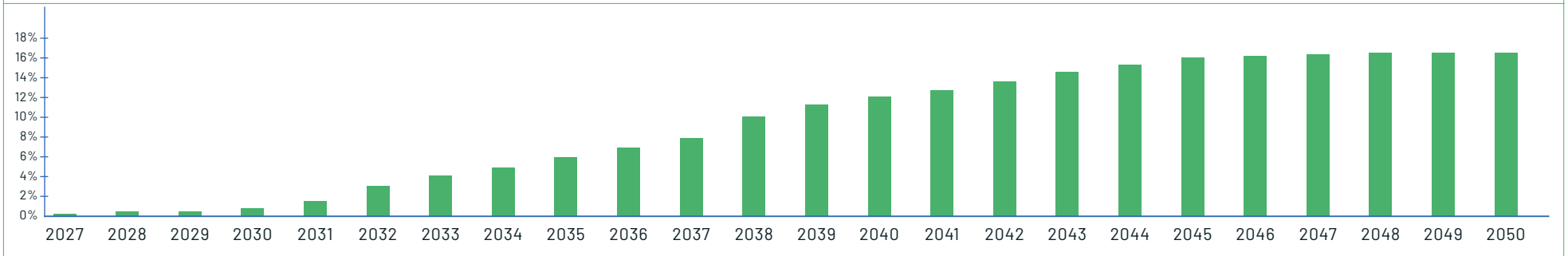
Alternative Raw Material Utilization

An important pillar of our sustainability strategy is to reduce natural resource consumption by increasing the use of alternative raw materials. *In 2023*, as *Limak Cement, we achieved an increase of 86% in the use of alternative raw materials compared to the previous year*. This increase we achieved reflects our determination to reduce natural resource consumption and to include recyclable materials in our production processes.

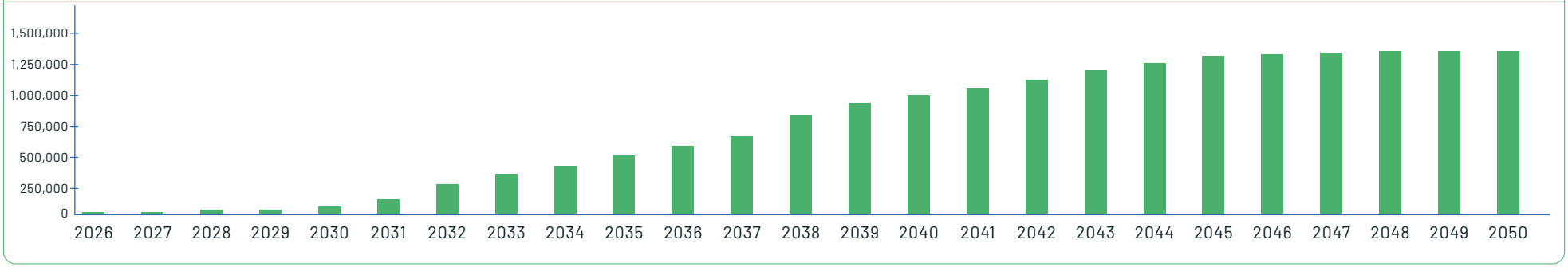
With alternative raw materials utilization, we reduce carbon emissions and increase resource efficiency. These materials obtained from recycling processes contribute to achieving our circular economy goals. We thus create a sustainable production cycle by reducing our dependence on natural resources.

We plan to gradually increase the use of alternative raw materials every year, as shown below, in our 2050 decarbonization roadmap

Alternative Raw Materials Used in Clinker Production (%)



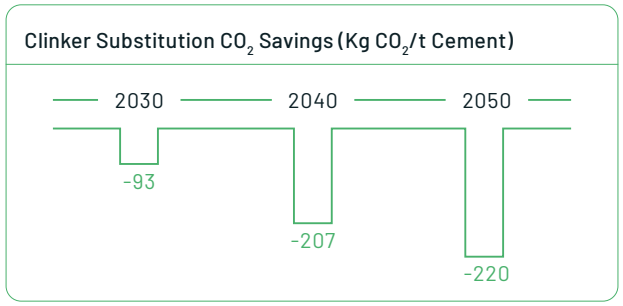
Alternative Raw Material Utilization in Clinker Production (t/year)

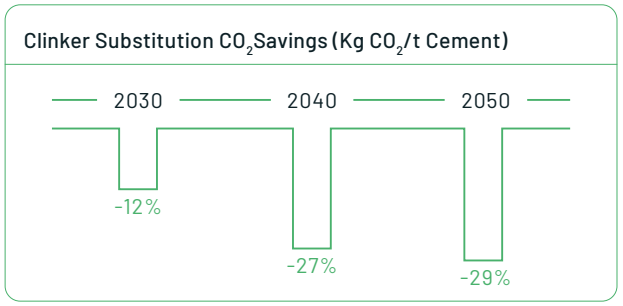


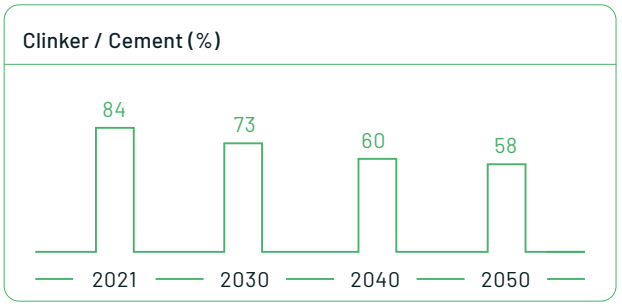
Decarbonization Roadmap

Clinker Substitution

Our objective is to optimize clinker substitution in cement production by incorporating calcined clay, carbonated materials, and other pozzolanic materials, thereby increasing the use of supplementary cementitious materials (SCMs). Through the implementation of our comprehensive decarbonization roadmap and strategic investment plan, we are targeting a 30% reduction in carbon dioxide emissions by 2050.



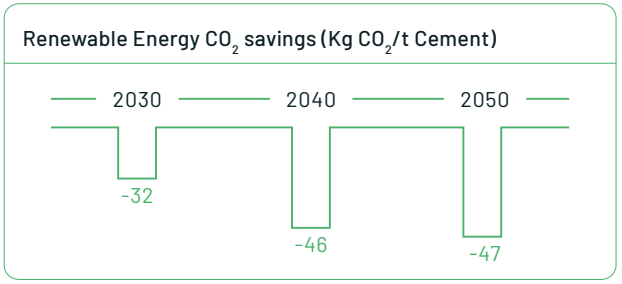


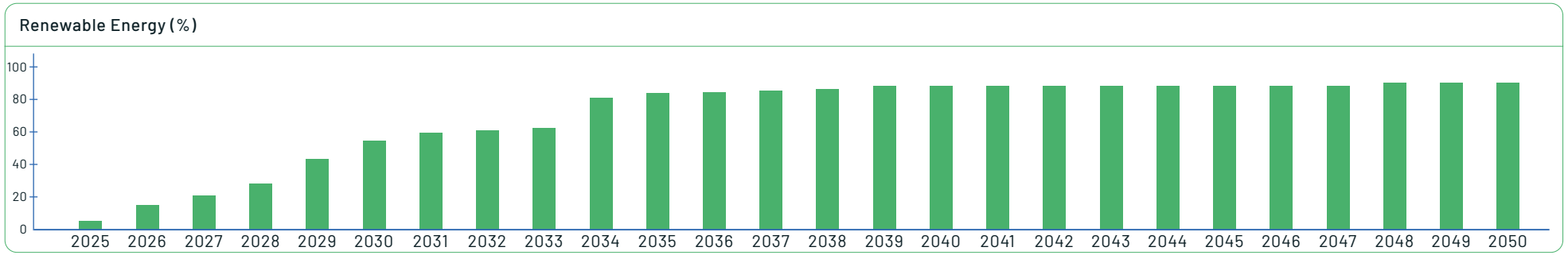


Renewable Energy

We plan to meet more than half of our total electricity needs with renewable energy until 2030.

In this scope, we will activate various renewable energy systems in our facilities in the coming period and rapidly increase this utilization rate over the years. With these investments, we aim not only to reduce our carbon emissions, but also to increase our long-term competitiveness by optimizing our energy costs.



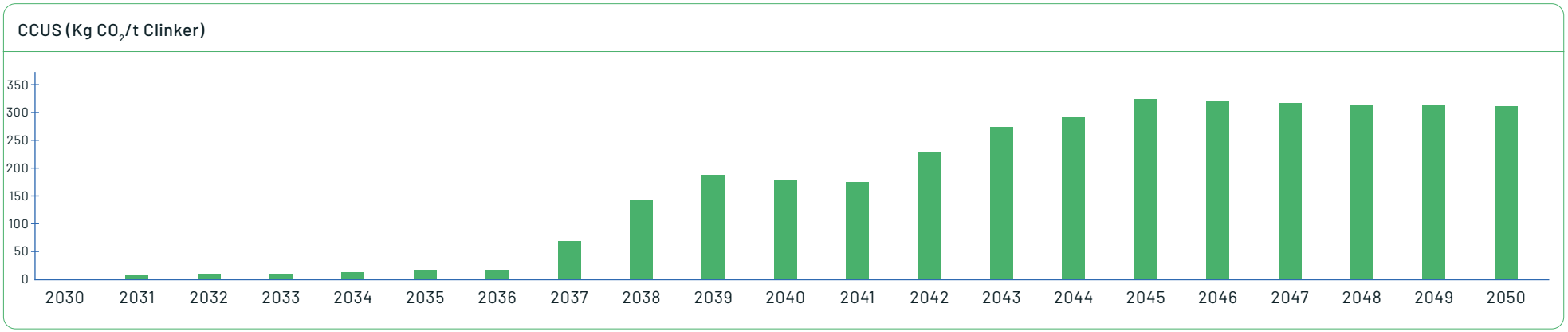


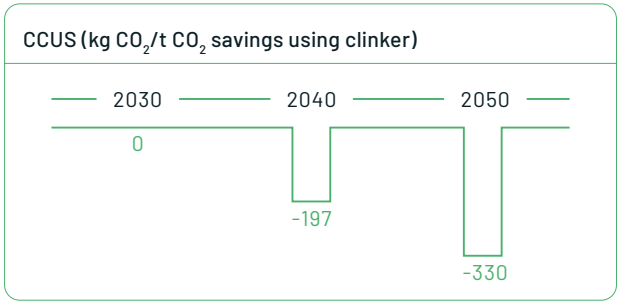
Decarbonization Roadmap

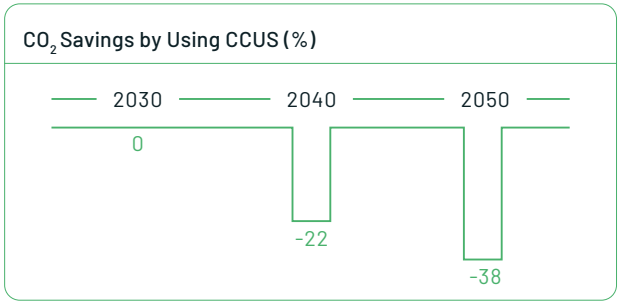
Carbon Capture Utilization and Storage [1]CCUS

The application of CCUS technologies in clinker production processes stands out as a necessity for our industry. The primary reason for this is that over 60% of total emissions from clinker production are generated during the calcination process.The use of alternative raw material sources containing calcined calcium oxide may play an important role in reducing process emissions. However, in today's conditions, the difficulties in the supply of such materials and the structural limitations of the process do not make it possible to completely eliminate process-related CO_2 emissions.

Accordingly, as Limak Cement, we consider CCUS technologies as an important factor of our Decarbonization Roadmap and an integral part of our net zero targets.





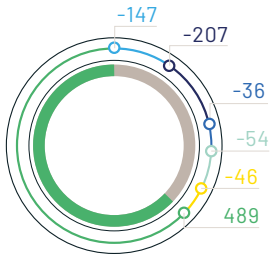


[1] Carbonation included

Decarbonization Roadmap

Limak Cement Emission Intensity 2030

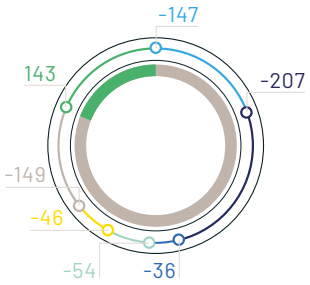
2021 emissions: 767 kg CO_2 / ton Cement
2030 emissions: 489 kg CO_2 / ton Cement



- Clinker: Alternative Fuels + Alternative Raw materials
- Cement: Clinker Substitution
- Concrete: Mixture Optimization
- Construction: Capture in Build
- Renewable Energy
- CCUS

Limak Cement Emission Intensity 2040

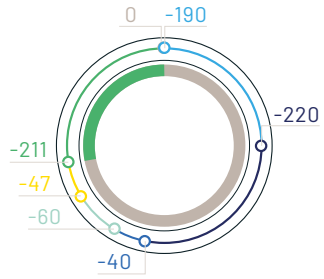
2021 emissions: 767 kg CO_2 / ton Cement
2040 emissions: 143 kg CO_2 / ton Cement



- Clinker: Alternative Fuels + Alternative Raw materials
- Cement: Clinker Substitution
- Concrete: Mixture Optimization
- Construction: Capture in Build
- Renewable Energy
- CCUS

Limak Cement Emission Intensity 2050

2021 emissions: 767 kg CO_2 / ton Cement
2050 emissions: 0 kg CO_2 / ton Cement



- Clinker: Alternative Fuels + Alternative Raw materials
- Cement: Clinker Substitution
- Concrete: Mixture Optimization
- Construction: Capture in Build
- Renewable Energy
- CCUS

By 2030, we aim to reduce the emission intensity per ton of cement produced by 36%.

Among the ways to reach our target are factors such as clinker substitution, increasing the use of alternative raw materials and alternative fuels, commissioning renewable energy systems and optimization on the concrete side.

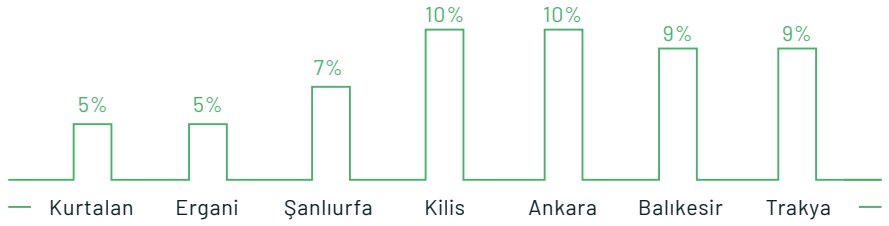
In the long term, we plan to resort to ways such as the commissioning and use of advanced technologies such as CCUS and H2. Thus, by 2050, we will be taking firm steps towards our Net Zero Goal.

Green Hydrogen

Until 2030, the use of green hydrogen in our facilities will reach 3% thermal substitution of total heat consumption. In 2040, thermal substitution using green hydrogen will be 7%. In 2050, the use of green hydrogen will cover 8% of total heat consumption.

The use of green hydrogen will vary from facility to facility depending on the process used and will meet 5% to 10% of the total heat required by the facility.

Thermal Substitution of Hydrogen by Facility in 2050



Decarbonization Roadmap

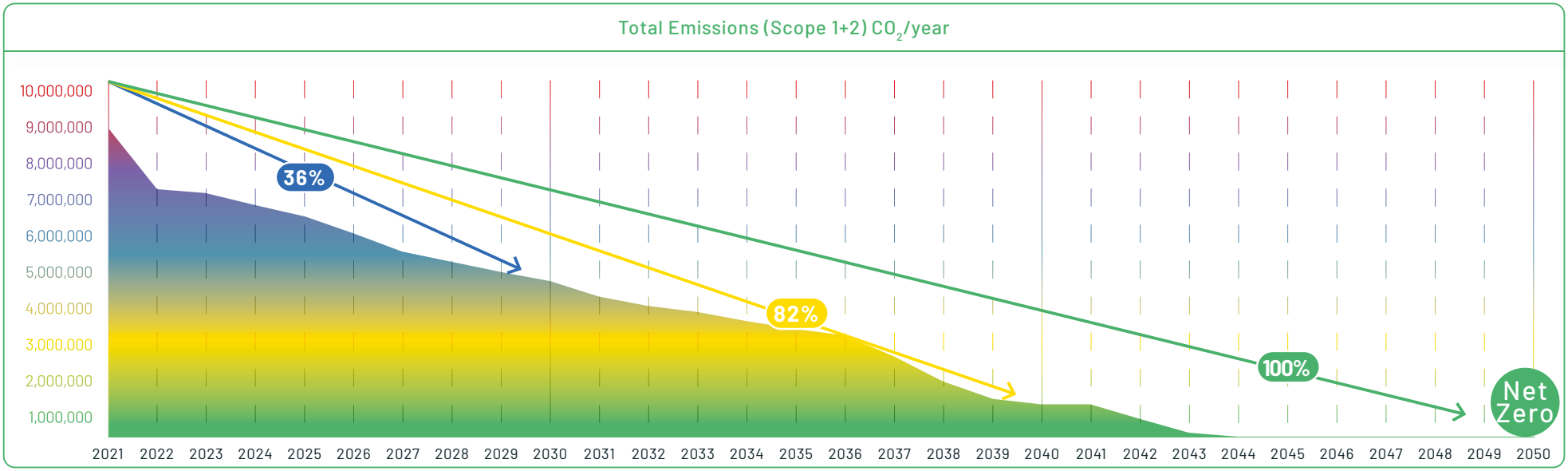
Renewable Energy for Green Hydrogen and CCUS Technologies

The use of green hydrogen at our facilities will start from 2027. The need for additional renewable energy to meet our decarbonization targets and to use conventional electrolyzers will be 40 MW in 2030, and by 2040, the installed capacity of renewable energy for green hydrogen production will reach 80 MWh. By 2050, we plan to increase our installed capacity up to 100 MW. CCUS technologies will start to be used on an industrial scale in 2037. Additional renewable energy installations will be 76 MW by 2040, and this will continue to grow up to 152 MW in 2050.

Utilization of Carbonated Materials

We aim to have industrial-scale carbonation facilities from 2031. The carbonation process will save nearly 15 kg CO_2 per ton of cement produced by 2040. Savings will increase to -19 kg CO_2/t cement by 2050. The carbonation process will use raw materials/calciner/combined source of soluble calcium oxide and/or magnesium oxide to be carbonated using CO_2 from our facilities.

Net Zero Projection



Decarbonization Roadmap

Energy Efficiency

As Limak Cement, we maintain our leadership in energy efficiency. According to the results of the latest *Cement Industry Benchmarking Report* published by the *Turkish Ministry of Energy and Natural Resources*, our Limak Anka Cement Factory ranks first in the *kWh/ton cement* category among *55 integrated cement factories*, with 5 factories in the top 10. This achievement is a result of our investments and improvement studies for energy efficiency.

We have reduced cement production energy by 21% in the last 15 years. We invest in digitalization and smart energy management systems and continuously improve our processes to achieve sustainable results in energy efficiency. In addition, we continue to increase energy efficiency thanks to the improvement works carried out in our factories. We work with integrated management systems in all our factories and take active steps to reduce our carbon footprint through energy efficiency projects.

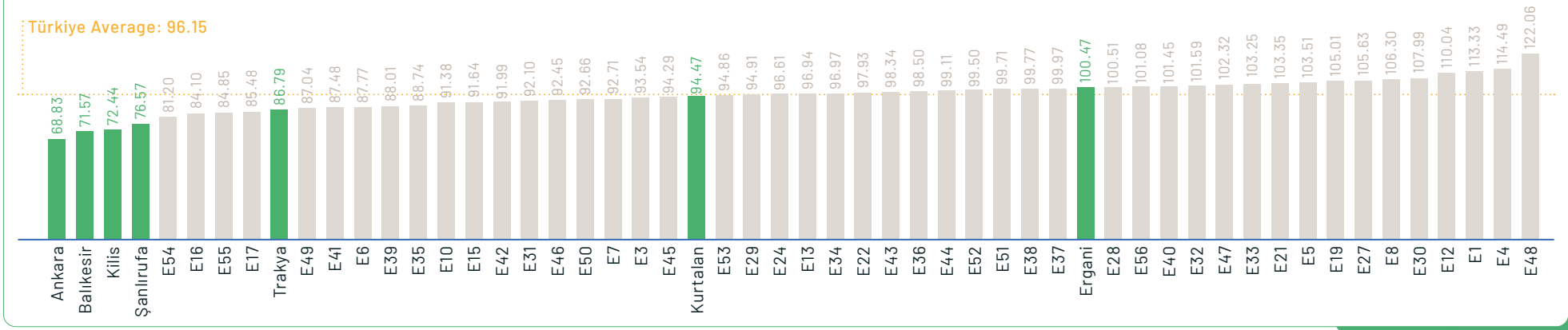
We utilize the waste heat generated during the clinker production process through the recuperator system to meet the heating needs of offices, lodgings and social areas connected to our production facilities.

We achieved a significant success in the field of energy efficiency by ranking ***first*** in the ***"Integrated Factories with the Lowest Electric Energy Consumption"*** award organized by the Turkish Ministry of Energy and Natural Resources.

ISO 50001
certified factories in energy management

5 Factories in the Top **10** Energy Efficiency

The Most Recent Energy Efficiency Benchmarking Study Published by the Turkish Ministry of Energy and Natural Resources



Circular Economy and Responsible Use of Resources

We are aware of the critical importance of responsible use of our natural assets and building a sustainable future. With our circular economy approach, we aim to reduce our environmental impact by using our resources in the most efficient way. In all our environmental processes, from waste management to wastewater recovery, we minimize the consumption of natural resources and prioritize recycling. In this scope, we contribute to the protection of natural resources and leave a cleaner environment for the future through sustainable production.

Circular Economy and Industrial Symbiosis

We monitor our processes within the framework of the ISO 14001 Environmental Management System to continuously improve our environmental performance and reduce the environmental impact of our operations.

In all our factories that have *"Zero Waste Certificate"*, we manage the waste generated as a result of our operational activities in accordance with the circular economy model and send it to recovery or disposal facilities in line with our zero waste approach.

We are committed to implementing circular economy principles by taking the necessary steps together with our stakeholders through the *Business and Sustainable Development Council and Türkiye Circular Economy Platform*, which we are affiliated with under the Holding umbrella. We continue to contribute to the achievement of the goals of this platform with our projects that support economic and environmental sustainability.

Click here for detailed information about **Limak Cement factories.**

Within the scope of the Türkiye Materials Marketplace studies, we collaborated with local and international partners to take steps that provided environmental benefits, such as the use of industrial waste as alternative raw materials. As part of this project, a detailed analysis was conducted on potential raw material sources in the region where our factory is located. At the end of the project, alternative raw material sources such as marble residues, water treatment sludge, molding sand, construction waste and fluorite enrichment plant waste were identified and an important roadmap was drawn towards our circular economy goals. Through this platform, we utilized the waste we received from a paint manufacturer company as alternative raw material at our Balıkesir Cement Factory. In addition, our Limak Anka Cement Factory has been included in the Preliminary Assessment Support Project of the Türkiye Circular Economy Platform, carried out in collaboration with the EBRD and the Sustainable Development Council.

As part of our zero waste understanding, we not only manage our own wastes, but also use the wastes produced by facilities from different industries (bottom ash, fly ash, marble waste, molding sand, etc.) as alternative raw materials in our factories within the scope of industrial symbiosis projects we carry out with other industrial organizations in the region. In this way, we both utilize waste and reduce our consumption of natural resources. As part of industrial symbiosis efforts, we contribute to environmental sustainability by using waste from the regions where we are located as both alternative raw materials and alternative fuel.

More detailed information on waste amounts can be found in the *"Annexes"* section.



Alternative Raw Material Utilization



Circular Economy and Responsible Use of Resources

Water and Wastewater Management

As Limak Cement, we are aware that water is a limited and valuable resource. Accordingly, ensuring the efficiency and recycling of water resources in our country, which is one of the regions experiencing water stress, is one of the main priorities of our company. In our factories, we mainly use municipal and groundwater for cooling, dedusting, washing and irrigation. In this process, we prioritize the efficiency and recycling of water resources. We ensure a high recovery rate by using water resources in a closed loop in cooling processes. We collect the wastewater released during the cement production process in pools and recycle it through settling and filtration processes. We process the unrecoverable domestic wastewater in wastewater treatment plants, render it compliant with the quality parameters and limit values specified in the discharge standards and discharge it to natural receiving environments. As Limak Cement Group, it is among our priority operations to continuously monitor and improve our water efficiency studies and to renew the existing systems by creating the necessary infrastructure.

Last year, we initiated water footprint inventory studies in all our factories within the framework of *ISO 14046 Water Footprint Standard*. In this scope, we conducted studies to optimize our water consumption by monitoring data on green, blue and gray water. All our integrated cement factories' water footprint evaluations for 2023 have undergone *third-party verification* in line with the ISO 14046:2014 Standard. Adhering to our performance monitoring and measurement procedures, we monitor environmental aspects, significant energy consumption, hazardous events and the extent of water footprint according to set standards.

Through accurate analysis of the water footprint, one of our corporate goals is to reduce the volume of water directly with drawn and included in our system by 28% until 2030. We regularly monitor our progress towards this goal on a monthly basis using a process criteria table.

Within the scope of CDP Water Security reporting, we continue to share transparent and detailed information on water management as of the 2022 Reporting year.

Furthermore, we provide trainings to create awareness among our employees on the importance of water. In this scope, on World Water Day, we organized informative events on the efficient use of water in our factories in Africa and shared our sensitivity on this issue with all our stakeholders.

More detailed information on water consumption, reuse and discharges can be found in the *"Appendices"* section.

ISO 14046
Water Footprint Reports verified by third parties

Smart Water Management System Project

In order to achieve our sustainable water management goals, we have started to work on implementing the "Smart Water Management System" project in our factories. With this project, which we plan to launch in our Şanlıurfa factory as a pilot study, we will be able to digitally monitor and manage all water consumption. With the digital transformation process, our water meters are being modernized to report water consumption data instantly. This system provides an infrastructure that will enable us to monitor the efficiency of the equipment used in the consumption and transportation of water, including water consumption from underground sources. In addition, we aim to optimize the amount of energy spent for water use in this entire process by calculating green, gray and blue water data in detail.

Rainwater Utilization Project

In 2024, we aim to enhance and expand dedusting and irrigation practices in our factories by using rainwater effectively. In this scope, we plan to install meter systems to monitor the amount of water collected in the settling ponds that collect rainwater. With this project, we will contribute to our sustainable production goals by protecting our natural resources. In 2024, a rainwater utilization project competition is being planned in our factories to utilize the competence of our technical staff.

In addition to all of our water management efforts, we are making significant progress in the areas of efficient and sustainable water management and are resolutely working to minimize our negative environmental impacts.

Our goal is to reduce the volume of water directly withdrawn and included in our system by **28%** until 2030.

Biodiversity Conservation

Conservation of natural ecosystems and biodiversity is one of the most important building blocks of sustainability at both global and local scales. As Limak Cement, we too fulfill our activities by considering the environment and social welfare and keeping the responsibility of conserving biodiversity at the highest level. In this scope, we implement comprehensive strategies to minimize environmental impacts during our activities such as mining and cement production. We create a biodiversity inventory in the areas where we operate and regularly assess the potential impacts of all our operations on biodiversity. With our Biodiversity Policy, we create value by implementing practices in line with Sustainable Development Goals.

When planning our operational activities, we take into account World Heritage sites, International Union for Conservation of Nature (IUCN) Category I-IV protected areas and Key Biodiversity Areas (KBA). In all our work in these vulnerable areas, we take great care to protect rare ecosystems, species and habitats.

In addition, we develop scientifically based restoration projects, aiming to increase the biodiversity of these areas wherever possible. In this way, we not only protect existing ecosystems, but also contribute to a sustainable future by further strengthening them.

We develop site-specific Nature Restoration Plans in order to protect and enhance biodiversity values in the operational and post-closure processes of our quarries. These plans enable us to effectively manage rehabilitation works by identifying risks and

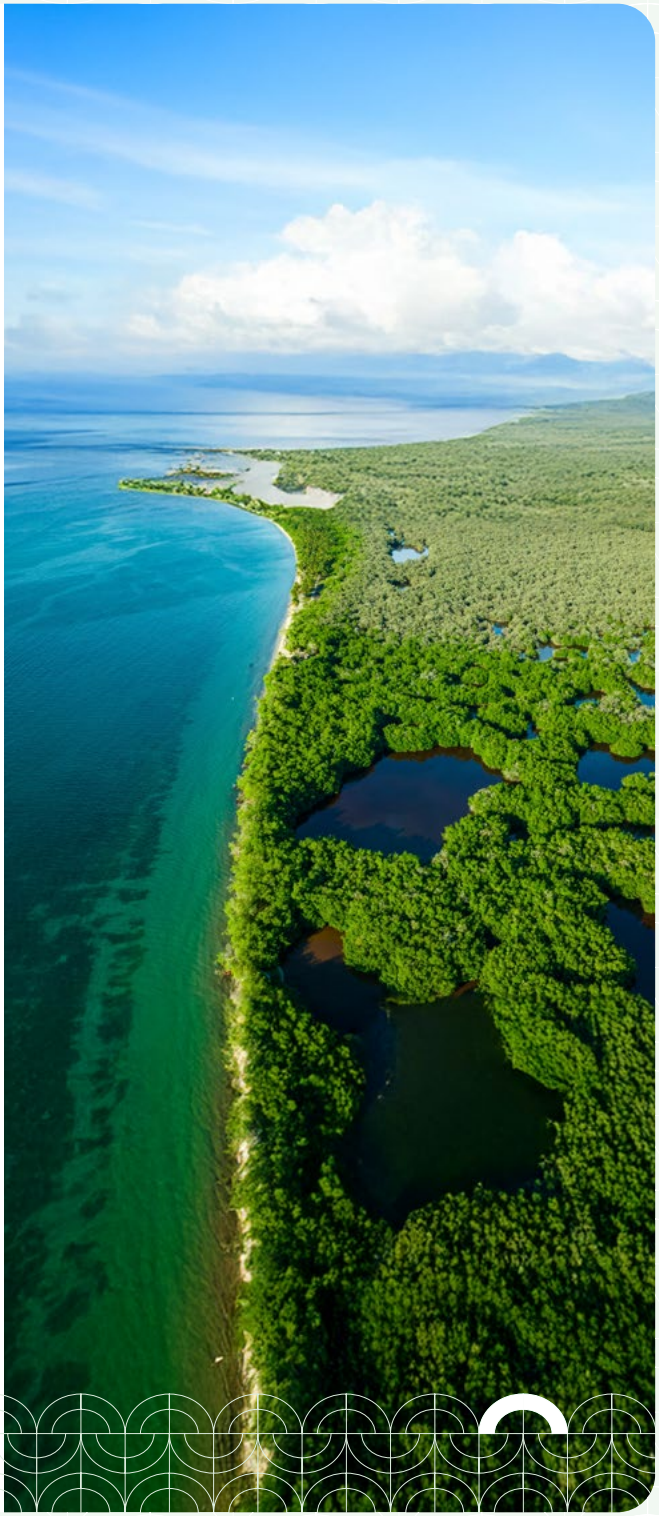
opportunities before the start of activities in the site. Furthermore, we aim to monitor and continuously improve environmental impacts on biodiversity and ecosystems through risk and opportunity assessments we realize in the factory and quarry areas.

In mining operations, our nature conservation plans, which cover a wide time frame from the selection stage to the closure process, aim to restore the abandoned land to its previous condition or rehabilitate it for alternative uses after the end of operations. This is critical to mitigating the impacts of destruction.

We are strengthening our efforts to protect biodiversity by working in partnership with local and international environmental organizations, academia and local communities. We conduct our biodiversity conservation efforts in line with international standards such as the World Bank, Equator Principles and the International Finance Corporation (IFC). Moreover, although there are no restored quarries in our areas of operation, we continuously follow improvement processes in the regions.

As part of our sustainability vision, we are aware of our responsibility to nature and will continue to work with determination. Accordingly, we have started to prepare biodiversity management plans in the regions where our factories are located together with third-party expert companies.

Limak Cement Biodiversity **Click here** to access our Policy.



Our Other Environmental Practices

We first launched the Greenhouse Gases Monitoring, Reporting and Verification (MRV) process in 2015 and have been regularly monitoring and reporting our greenhouse gas emissions since then. As of the last quarter of 2023, we started reporting our greenhouse gas emissions under the Carbon Border Adjustment Mechanism (CBAM). We plan to make our calculations and reports through digital platforms.

As part of our environmental policy, we conduct all our activities in full compliance with legal regulations and act accordingly. Together with our Corporate Sustainability and Climate Change Department, we aim to minimize our environmental impact in all our factories to combat climate change and its impacts in line with our sustainable development goals. In this scope, we constantly follow national and international legal requirements, IFC and World Bank norms and make the necessary investments to ensure full compliance with relevant legislation. In order to achieve the targets we set, we regularly measure our environmental performance and maintain our activities within the framework of the ISO 14001 Environmental Management System.



The fact that we have not received any environmental penalties during 2023 proves the effectiveness of our environmental management systems and our compliance with legislation. We aim to maintain this success by continuously improving our environmental management systems and implementing best practices.

We implement various measures to protect soil quality, effectively manage dust and improve emergency management. For example, in some of our factories, we recover treated water and use it in our facilities for dedusting. These practices ensure both efficient use of water resources and keeping dust emissions under control.

As Limak Cement, our environmental, social and governance initiatives we carry out regarding hazardous substances are important in terms of safety and compliance. We have Hazardous Material Activity Certificate permits for the hazardous materials we use or store.

Limak Çimento now must say new things

Now, Must Move Our Sustainability Journey Forward

Now, Must Create Sustainable Solutions for the Environment and Climate

Now, Must Expand Our Responsibilities

Now, Must Enhance Our Innovative Approach

Appendices



Strategic Transformation in Human Resources

As Limak Cement, we see our employees not only as a labor force, but also as one of the cornerstones of our strategic success. We believe in the critical role of developing human resources in ensuring the long-term sustainability of our company. Accordingly, we implement talent management as a strategic process built on bringing, developing and retaining the right talents to our organization.

Talent management is a comprehensive approach that aims to maximize the skills and potential of individuals and to align company goals with employees' career expectations. In this direction, we redesigned our human resources processes to support the development of our employees and increase our organizational competencies.

Our Human Resources Transformation

We conceptually and technologically reorganized our human resources system. During this transformation process, we measured our Human Resources maturity level, identified the processes that needed improvement and implemented comprehensive projects. With this new structure in which we have integrated technology, we made our human resources processes faster, more efficient and employee-oriented and created an infrastructure suitable for the human resources dynamics of the future by utilizing data analytics and digital tools.

Employee Rights

As Limak Cement, we adopt an approach that respects employee rights and continuously improves these rights in line with the *International Labor Organization (ILO) standards and the United Nations Universal Declaration of Human Rights.* As protecting the material and moral rights of our employees is the cornerstone of our organizational responsibility, we take respect for human dignity and equal opportunity as a basis.

Accordingly, we pursue a transparent, fair and competitive remuneration and social rights policy for all our employees. We collaborate with independent consulting firms to ensure that employee salaries are fair, competitive and in line with sectoral standards, and we regularly conduct global and Turkish salary comparisons every year by determining position-based salary scales. Thanks to these efforts, we have created a data-based, sustainable and regularly updated remuneration system. Our goals for 2024 include reinforcing once again our commitment to gender equality and equal pay for equal work by initiating the necessary processes to obtain the *Equal Pay Certificate.*

Our company offers customized fringe benefits for each position. For our *blue-collar employees*, social rights have been made more comprehensive within the framework of the collective bargaining agreement. In addition, safe working environments are provided in line with the principles of workers' rights set by the ILO and freedom of association and the right to collective bargaining are fully supported.

Furthermore, we develop a sustainable approach to contribute to the personal and professional development of all our employees. Our training and development programs have a structure that respects the "The right to work under just and favorable conditions" and the "right to rest and leisure," as stated in *Articles 23 and 24 of the United Nations Universal Declaration of Human Rights*. While offering individual career development programs for the needs of our employees, we also aim to create an inclusive corporate culture.

As Limak Cement, we not only guarantee the rights of our employees, but also prepare a ground for them to fully realize their potential. With this approach, we aim to create a sustainable culture of success and a stronger organizational structure by increasing the motivation of our employees. Improving working conditions and enhancing the welfare of employees is an important part of our company's long-term goals.

Our goals for 2024 include initiating the necessary processes to obtain the **Equal Pay Certificate** and reinforcing our determination in this area.

Talent Management and Employee Commitment

Our Talent Management and Employee Commitment Efforts

- **Culture and Values Surveys:** Areas for improvement were clearly identified by gaining a deeper understanding of our company culture and values.
- **Position Assessment and Level System:** A transparent and fair structure was created in our organization by reorganizing job descriptions and level structures.
- **Base Wage System:** The remuneration policy was institutionalized by developing a fair and competitive remuneration model.
- **Critical Roles and Development Programs:** The roles of strategic importance for our organization were identified, and the necessary steps were planned for the development of employees in these positions.
- **Career Architecture:** Transparent and accessible career paths were created to support employees' career goals.
- **Career Development Maps:** The career paths of our employees were made clear with clear definitions and progression steps for each position.
- **Human Resources Organization Structure:** A structure consisting of head office and factories, both active in the field and managing strategic applications at head office, has been established. Thus, while responding quickly to local operational needs, strategic targets were managed effectively.
- **Training and Development Programs:** The competencies of our employees were supported through various training programs ranging from leadership to technical skills.
- **Mentoring and Coaching Programs:** Programs encouraging knowledge sharing between experienced leaders and young talents were implemented.
- **Employee Satisfaction and Commitment Surveys:** Surveys were organized to understand the expectations of our employees and improvement efforts were carried out based on feedback.
- **Human-Oriented Transformation Meetings:** These are important meetings where we come together with all our managers and Human Resources teams to review our company's projects, strategies and goals and shape our vision for the future. These meetings provide participants with the opportunity to create a common roadmap to build the future of our company together and contribute to a human-oriented transformation process.

These comprehensive efforts have formed the basis of an integrated talent management approach that aims to strengthen employee commitment and motivation as well as increasing our organizational competitiveness. As Limak Cement, we continue to move forward with determination to create a working ecosystem where our employees can maximize their potential.

Talent Management and Employee Commitment

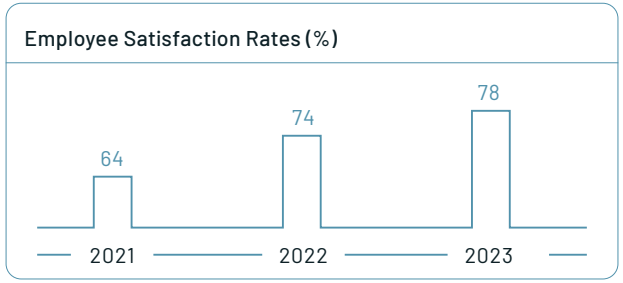
Employee Satisfaction and Commitment Surveys

The ability of our employees to work in a peaceful and healthy work environment is one of the most important responsibilities for our company.

With the awareness of this responsibility, we organize employee satisfaction and commitment surveys every year to obtain the opinions of our employees and develop solutions to meet their needs. According to the evaluations of the last three years, our employee satisfaction rate was measured as 64%, 74% and 78% as of 2023, respectively. This positive progress reinforces our determination to increase the satisfaction of our employees, and we aim to increase this ratio in the coming years.

In line with the results of our surveys, we take concrete actions to meet the expectations of our employees. We announced the C*areer Architecture* program to ensure transparency in career development and promotion processes. With this program, we define clear career paths and promotion criteria for each position, enabling our employees to follow their own development and consciously plan their career goals.

As of 2024, we plan to initiate talent identification processes for critical positions in our organization and launch strategic projects for the development of these talents. In this scope, we will identify our employees with high performance and potential and create special development plans to support their career development. Creating a High Performance and Talent Pool will not only respond to the current needs of our company, but will also be a critical step to direct our future leaders and strategic positions more effectively. We will implement this project as a priority and strategic goal to contribute to the sustainable success of our company.



Performance System

In order to evaluate the individual performance of our employees more effectively, we continuously review and improve our performance system. Throughout the year, we created an institution-specific performance system by conducting comprehensive analyses in line with our organizational goals, culture and available resources. Accordingly, we introduced the Target-Based Performance System, set department-based targets and more clearly defined how each employee would contribute to these targets. Thus, we strongly established the link between company strategies and corporate goals and individual contributions. By making performance evaluation processes more effective and sustainable, we aim to transparently measure each employee's role in the business world and their contribution to success. With this approach, we not only contribute to organizational success, but also support the development of our employees. It not only improves individual performance, but also ensures the achievement of organizational goals. By better understanding the strategic goals of the company, our employees are able to take conscious steps towards their own career development. imlerine yönelik bilinçli adımlar atabilmektedirler.

Candidate Selection and Competency-Based Evaluation

In order to identify the right candidates for our new recruitment processes, we meticulously evaluate candidates' competencies and their fit with our organization. We analyze each candidate in detail in terms of compliance with the culture and goals of our organization. We carry out the trial period evaluation, which is an important stage of our recruitment process, at the end of the 2nd month and observe the adaptation processes of our employees. In addition, by effectively using our internal talent pool, we evaluate potential candidates for positions not only from outside but also from within the organization. This strategy offers a great opportunity to develop internal talents and strengthen the career paths of our existing employees.

In the 6th month, we initiate a comprehensive evaluation process for our newly recruited employees, reviewing their performance and development at work. This evaluation helps us to clearly demonstrate both the adaptation of our employees to business processes and their contribution to organizational goals.

Furthermore, by actively using career platforms, we accelerate job application processes and have the opportunity to evaluate candidates' applications more efficiently. This gives us a significant advantage in finding the right talent on time and bringing them into our organization.

Employee satisfaction rate
increased by **22%**
over the last 3 years
”

Equal Opportunity, Diversity and Inclusion

As Limak Cement, we work with determination to build a stronger and sustainable future without compromising the principles of equal opportunity, diversity and inclusion. We accept all diversity elements, especially gender equality, among the cornerstones of our work culture.

We apply a fair, transparent and equitable remuneration policy to all our employees. We evaluate remuneration and fringe benefits in a fair manner, regardless of factors such as gender, age, race or origin of our employees.

We also encourage our employees to participate in voluntary activities and actively support such social responsibility projects. As our employees have the opportunity to use their skills and talents for the benefit of society, we continue to contribute to their personal and professional development. This approach not only upholds the values of our organization, but also aims to create a positive impact in society. Volunteering and social participation are among the important elements that increase employee commitment and support motivation.

As Limak Cement, we attach great importance to providing development opportunities to our employees in line with the principles of equal opportunity, diversity and inclusion. In the process of rewarding our employees, we support their participation in domestic and international trainings and conferences in order to support their professional development. With these trainings, we enable our employees to develop themselves in a wide range of areas from leadership skills to technical competencies, while at the same time we aim to increase their competencies. Training and development opportunities are not only a part of reward mechanisms, but also contribute to the promotion of continuous learning and innovative approach in our organization.

Support We Provide to Our Female Employees

Our top priorities include increasing the participation of our female employees in the workforce, maximizing their potential and creating an inclusive work culture. In the last year, we have taken important steps in this area and achieved proud results. By 2023, we managed to increase the number of our female employees by 36%. We achieved a 110% increase in the employment of women engineers and gained great momentum in this area by strengthening our engineering staff. We also made a strong start to achieve these goals by employing engineers in STEM (Science, Technology, Engineering and Mathematics) fields. Having increased the number of female department leaders by 60%, we aim to make further progress in this area.

We supported our employees during their maternity leave and made them feel that we are with them. By flexibly planning maternity leave according to the needs of our employees, we have ensured that they could use their leave comfortably in accordance with their health conditions. This approach is an indication that we give confidence to our employees not only in their professional lives, but also in their personal lives.

Furthermore, we laid the foundations of the Limak Cement volleyball team consisting of female employees and started to develop new projects in this area. With such steps, we aim to increase the efficiency of teamwork and ensure that our employees progress together in a stronger way by building not only physical solidarity, but also a strong bond between our employees.

Women Engineers of the Future Internship Program

The Women Engineers of the Future Internship Program we launched in 2023 provides a broad platform covering all fields of engineering and helps women engineer candidates maximize their potential. As Limak Cement, we are taking an important step to encourage women engineers to develop themselves especially in the cement industry and to enable them to discover their potential in this field.

This program not only offers women engineer candidates the opportunity to increase their technical skills, but also aims to strengthen their presence in the cement industry by preparing them for important roles in the industry. By providing mentoring support to the participants during their development process, we help them make a strong start in the business world.

Among the interns participating in our program, we plan to include the candidates who successfully complete their internships in our team as full-time employees in our Limak Cement factories. While this process enables our women engineers to assume permanent and effective roles in the industry, it also contributes to the sustainable growth targets of our company. In the future, we aim to further expand such initiatives and enable women engineers to reach leadership positions in the cement industry.

> As of 2023, we increased the number of women employees by **36%** number of women engineers by **110%** and the number of women department leaders by **60%.**

Limak Cement Academy

We, as Limak Cement, operate with our Limak Cement Academy sub-brand, which we established in 2021, to meet the continuous training needs of our employees and suppliers and to increase their know-how. By offering digital and face-to-face training programs within the Academy, we facilitate the access processes of our employees to these programs. We support the participation of both our blue collar and white collar employees in training programs.

We realize various projects within the Limak Cement Academy. We design these projects to improve the technical skills of suppliers and employees, as well as to increase their environmental and social awareness. Some of the prominent projects include:

Sustainability Awareness - Supply Chain Training Program



With the sustainability trainings we offer for our supply chain, we aim to raise awareness of environmental responsibility. In this program, which is important for reducing environmental impact and promoting sustainable practices in the supply chain, we aim to have *25% of our suppliers* complete this training in 2024.

Travel Health Training Program



With this program, which will be completed in 2024, we aim to minimize the potential health risks that our employees may encounter during business travels and to protect their health and safety at the highest level with the right measures to be taken before, during and after travels.

Orientation and Adaptation Program



We plan to implement the program in 2024, which we designed to shorten the adaptation processes of our newly recruited employees and increase employee commitment and satisfaction rates.

Sustainability Learning Journey



In this training journey designed using gamification, where we aim to increase the sustainability awareness of our employees, we aim for participants to earn points by completing various tasks for four weeks and to gain knowledge on environmental sustainability issues. In this project, we aim to increase internal motivation while also contributing directly to our sustainability goals.

Assistant Factory Director Candidate Program



The program, which was launched to train the leaders of the future, serves our strategic leadership goals. With this program, we aim to improve the leadership, strategy development and problem solving skills of factory director candidates.

Impact of Trainings on Carbon Footprint



Moving our trainings online during the digital transformation process is seen as an important step towards reducing our carbon footprint. As part of this project, we plan to calculate how much less carbon emissions online trainings create compared to physical trainings and thus go a long way in achieving our sustainability goals.

Mentoring Development Training Program



With this program, we aim to improve the mentoring skills of our employees and strengthen the transfer of corporate knowledge. By encouraging knowledge sharing among employees, we make it easier for our new employees to share experiences with our experienced employees. By 2024, our goal is to ensure the integration of the program, especially with the *"Future Women Engineers and Deputy Plant Director Candidate Program"* project and to focus on gender equality and supporting women engineers.

Procurement Professional Development Program



With the program we designed to improve the operational competencies and knowledge of our employees in the procurement department, we aim to support the human resources promotion system by increasing the strategic purchasing and supply chain management skills of our employees.

ISO 14064-1 Carbon Footprint Calculation Guide



With this project, we aim to provide our employees with in-depth knowledge on carbon footprint calculation. With this special guide, participants can learn carbon footprint calculation methods and create more efficient and environmentally friendly strategies in their organizations, thus improving their environmental performance and taking concrete steps to reduce their carbon footprint.

Limak Cement Academy

Training, Development and Internship Programs

We develop regular training programs to support the personal and professional development of our employees. These trainings improve employee skills while contributing directly to their performance in business life. Within the scope of the *Talent Management Program,* we will introduce talent tests and assessment centers and create different training and development programs based on their outcomes. We currently use tests such as personality inventory, language test and general aptitude test in recruitment, which allows us to evaluate candidates' competencies and job performance more comprehensively. Thus, we are able to make more accurate recruitment decisions by revealing skills that cannot be observed only through interviews.

In 2023, as Limak Cement, we provided a total of 83,964 hours of legal, technical and competency trainings to 1651 people in line with our commitment to the development of our employees.These trainings reflect our determination to continuously improve our knowledge and competencies for a sustainable future.

We provided a total of **83,964 hours** of legal, technical, and competency training to **1,651 employees**.



We started the *"Women Engineers of the Future"* internship program to support the work of women engineering students in our factories and designated departments. With this program, we aim to contribute to the development of our young women engineers and give them a strong start to their careers. With the importance we attach to internship programs, we invest in future leaders by preparing women engineer candidates for the business world.

Moreover, we aim to contribute to raising stronger and better-equipped individuals in the field of engineering by enabling young engineers to improve their knowledge and skills. Thus, we support young people who step into business life to become confident and successful professionals.

Occupational Health and Safety (OHS)

As Limak Cement, we consider occupational health and safety as a strategic priority at every stage of our operations in order to keep the health and safety of our employees at the highest level. We create the safest working environment for our employees and business partners by effectively implementing the *ISO 45001 Occupational Health and Safety Management System* in all our facilities.

We consider it our primary goal to minimize all kinds of losses by adhering to the *Occupational Health and Safety Policy*, which covers permanent and temporary employers, contractors and subcontractors working in Limak Cement workplaces, and to continuously improve while fulfilling our responsibilities towards the society, the environment and our employees.

Click Here to reach our Limak Cement Occupational Health and Safety Policy.

Our OHS Training Program

In 2023, as every year, we organized comprehensive trainings both face-to-face and online with Limak Academy in order to raise awareness on occupational health and safety and to maintain a safe working environment. In this scope, we provided 31,445 hours of training in total, each of which lasted 720 minutes on average, and a total of our 1651 employees participated in these trainings. In our training programs, we focused on topics such as *safe equipment use, emergency management and risk awareness at the work site* beyond legal regulations. With the trainings we provided, we aimed to prevent occupational accidents and strengthen the safety culture within the organization.



31,445 hours total training time

720 minutes average training time

1,651 employees participating in training

Occupational Health and Safety (OHS)

Our Limak Cement Save Program

We created the Limak Cement Save program by focusing on people in order to nurture an organization that is interactive and interconnected, where risk awareness is increased while risk tolerance is minimized, Limak Cement employees and all stakeholders are healthier and safer. The aim of this three-and-a-half-year program is to create a healthier, safer, talking, and constantly improving organization that cares about everyone and everything, everywhere, especially in the area of Occupational Health and Safety, makes a positive contribution to the society in which it operates, and consists of exemplary individuals.

We started this transformation journey in 2023 with an inaugural meeting with our team of *change sponsors and change leaders* consisting of 102 people, including our teammates from all levels.

As in every year, in order to continuously improve our occupational health and safety performance, we regularly monitored occupational accident rates in 2023 as well. We achieved a significant success by reducing our occupational accident severity rate to 0.11% compared to last year. We have already started to see the positive reflection of the program with our locations that did not experience any lost day accidents throughout the year.

We have achieved a significant success by reducing our occupational accident severity rate to **0.11%** compare do last year.





Occupational Health and Safety (OHS)

Limak Cement Save - Zero Tolerance Mottos

With the vision of Limak Cement Save, we take care to add value positively to ourselves, our stakeholders and the society in our sphere of influence, and we value ourselves and all our colleagues we work with.

The point we aim for is a healthier and safer, talking and constantly improving organization that cares about everyone, everything and everywhere and consists of exemplary individuals.







Within the scope of Limak Cement Save, we have created ***"Limak Cement Save - Zero Tolerance Mottos"*** with the feedback of our change leaders in all locations. As a whole organization, we are unconditionally committed to comply with and enforce the Zero Tolerance Mottoes

Limak Cement Save - OHS Executive Committee

As the Occupational Health and Safety Executive Committee, we convene regularly every month and review OHS practices in our facilities. We continuously evaluate the measures to be taken against possible accidents and emergency action plans. In case there is a severe risk potential or any incident occurs, we convene within 72 hours at the latest, conduct root cause analyzes and quickly implement the necessary corrective actions.

Our Limak Cement Save OHS Executive Committee has a broad participation and strategic structure beyond the legally required OHS Committees. This committee, which includes key positions from our CEO to our general managers, relevant unit directors and managers, and managers at locations, aims to continuously improve our OHS performance throughout the company with proactive methods.

This committee allows us to carry out tasks like ensuring application-based standardization of locations, spreading best practices across the group, sharing incidents encountered in the industry and their root causes and taking appropriate actions, and starting and following up projects with a proactive perspective through consultation.

At our Balıkesir plant, we have achieved a 365-day accident-free performance thanks to our dedication to occupational health and safety, as well as the hard work of our teams. This success shows that employee safety is our top priority value, and that we are committed to implementing a sustainable safety culture throughout our operations.

Occupational Health and Safety (OHS)

Investments Made for Safe Working Environments

During 2023, as Limak Cement, we allocated a total budget of nearly TL 5 million for occupational health and safety processes. These investments are of great importance in order to create safe working environments in all of our factories and to protect the health of our employees. With this resource allocation to OHS, we not only ensure employee safety, but also increase the sustainability and efficiency of our operations.

In this scope, we develop projects to maximize occupational safety standards in each of our factories and use this budget in the most effective way. With additional investments of nearly TL 1.5 million we made in OHS, we, as Limak Cement, continue to build a safer working environment for the future and demonstrate the importance we attach to the health of our employees.

5,000,000 TL
Budget allocated for OHS

1,500,000 TL
Additional OHS investment budget



Through our OHS Audit and Analysis Application that includes an Artificial Intelligence Platform, we have become an even safer organization by instantly detecting our unsafe situations and actions and reducing them

by 80%

OHS Management with Digitalization

As Limak Cement, we pioneer digitalization in occupational health and safety processes. We actively use the *LİMBES Information System*, which we developed within the organization in order to safely store our OHS documents and make them accessible at any time. Thanks to this system that facilitates traceability, we save all our critical OHS documents in a digital environment and use them in audit processes.

In addition, with our *OHS Audit and Analysis Application with Artificial Intelligence Platform*, we are able to instantly detect unsafe situations within the defined restrictions and rules through cameras at the working site. With the artificial intelligence platform we integrated into the camera system, unsafe situations/actions in designated areas are detected in real-time and the visuals are instantly notified to our relevant team members. Thus, we can quickly evaluate nonconformities and take necessary actions. Since the implementation of the system, we have reduced unsafe situations and actions that may cause occupational accidents by 80%.

Occupational Health and Safety (OHS)

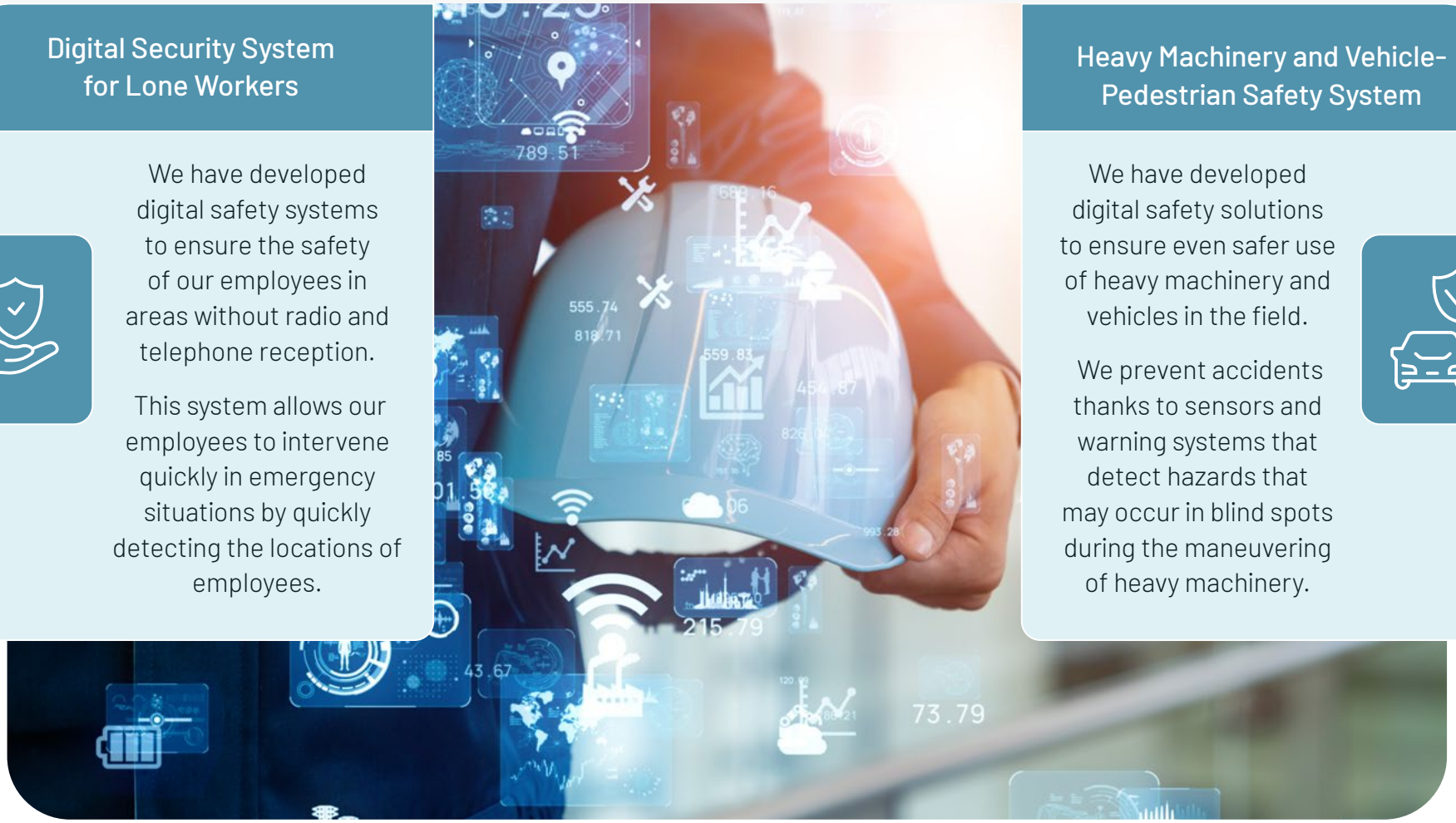
Our Featured OHS Projects

We continue to strengthen our occupational health and safety processes with digital solutions. We achieved various successes with our projects that we initiated in 2023, contributing greatly to achieving our occupational health and safety targets. With digitalization, we create a safer working environment by further reducing the potential for occupational accidents.

Digital Security System for Lone Workers

We have developed digital safety systems to ensure the safety of our employees in areas without radio and telephone reception.

This system allows our employees to intervene quickly in emergency situations by quickly detecting the locations of employees.



Heavy Machinery and Vehicle-Pedestrian Safety System

We have developed digital safety solutions to ensure even safer use of heavy machinery and vehicles in the field.

We prevent accidents thanks to sensors and warning systems that detect hazards that may occur in blind spots during the maneuvering of heavy machinery.

Product Quality and Reliability

The first Cement Factory in Türkiye to hold the Integrated Management Systems GOLD certificate

As Limak Cement, we keep working to produce high performance, environmentally friendly and sustainable products in compliance with national and international standards by focusing on customer satisfaction in 2023 as well.

While meticulously monitoring the reliability and quality of our certified products in all our production processes, we re-guarantee them every year through the audits and tests of independent certification bodies. *In 2023, we realized and certified the production of Portland-Composite Cement CEM II/C-M (V-LL) 32.5 N at our Kilis Plant within the scope of EN 197-5 standard and added our environmentally friendly product group with lower emission values to our value chain.*

The reliability of our products is not limited to quality control processes, but is also ensured through all our support processes, from raw material selection to supply chain management. While effectively managing our raw materials and resources, we have strengthened our production processes with our sustainable resource preferences by establishing long-term and healthy collaborations with our suppliers, and we increase the reliability of our products based on solid foundations.

We invest in our R&D activities to increase product performance to meet the expectations of our customers, to offer sustainable solutions with an environmentally and human sensitive production approach, to contribute to industrial symbiosis studies with waste management practices, to reduce carbon emissions in our production processes and products, and to fulfill our Net Zero commitments. In this scope, we launched our "Limak LCTO R&D Center" registered by the Republic of Türkiye Ministry of Industry and Technologyon 05.10.2022, and we continue our work without slowing down in 2023.

By gaining more strength with the contribution of our LCTO R&D Center, we maintain our continuous improvement approach with our innovative, modern and environmentalist approaches. With our goal of reducing environmental impact and contributing to a sustainable future, we continue to offer quality, reliable and innovative products.

Our Integrated Management Systems

Our factories pioneer integrated management system certification processes on a sectoral basis. The first cement plant in our country and sector has achieved certification for the GOLD Integrated Management System and the ISO 45001 Occupational Health and Safety Management System. In addition, in the last quarter of 2017, all documents pertaining to ISO 9001, ISO 14001, ISO 45001, ISO 50001 and EN 197-1 standards were unified under the title *"Managing with goals, not managing the goal"*and gathered under a single portal accessible by all relevant personnel. As of now, we use uniform documentation in all of our Group factories and actively operate it thanks to its easy access.

	Trakya	Balıkesir	Ankara	Şanlıurfa	Kilis	Ergani	Kurtalan	Kilis Bims	Bitlis*	Derik*	Mozambique*	Ivory Coast*
ISO 9001	◡	◡	◡	◡	◡	◡	◡		◡	◡	◡	◡
ISO 14001	◡	◡	◡	◡	◡	◡	◡					◡
ISO 45001	◡	◡	◡	◡	◡	◡	◡					
ISO 50001	◡	◡	◡	◡	◡	◡	◡		◡	◡		
ISO 27001	◡	◡	◡	◡	◡	◡	◡					
ISO 14064	◡	◡	◡	◡	◡	◡	◡					
ISO 14046	◡	◡	◡	◡	◡	◡	◡					
TS EN 197-1	◡	◡	◡	◡	◡	◡	◡		◡	◡		
TS EN 196-1	◡											
GOLD SYSTEM	◡			◡	◡	◡	◡					
NM NP EN 197-1											◡	
TSE 771-3								◡				
CE								◡				
NI 05.06.001												◡

◡ Completed ◡ Process Ongoing * Grinding and Packaging Plant

Customer Experience and Satisfaction

As Limak Cement, we consider customer experience and satisfaction as one of the fundamental elements of our business manner. In this direction, we fully comply with the requirements of ISO 9001 and TS EN 197-1 standards as part of the Integrated Management System applied in all our factories and manage customer relations meticulously. With the aim of providing the best service to our customers by understanding their expectations and needs, conduct every year in accordance with the *Customer Relations Procedure.* Based on our survey results, we have strived to maintain a customer satisfaction rate of over 90% in our plants over the past three years.

We handle our customer relations with a systematic approach and effectively manage suggestions and complaints from our customers. We conduct regular surveys, customer visits and market research to obtain feedback on quality and service. We continue this process meticulously to increase customer satisfaction and ensure continuous improvement. In 2023, we responded to all complaints submitted to our customer contact center. The feedback we receive from our customers guides us to improve our operations. With the satisfaction surveys we conduct once a year, we gather feedback from our customers on how well our products meet their expectations, starting from the order processes. We collect and analyze the feedback in detail and accordingly carry out improvement activities within the framework of the corrective action procedure. Thus, we strive to continuously improve the quality of the products and services we provide to our customers.

In our relations with our customers, establishing and maintaining mutual trust is our top priority. We attach great importance to customer privacy and take all necessary measures to protect customer data. Thanks to this commitment, we did not receive any substantiated complaints regarding breaches of customer privacy or loss of customer data in 2023. This serves as evidence of our unwavering commitment to safeguarding customer data.

Furthermore, we communicate directly with our customers and have the opportunity to listen to their suggestions and expectations through the *Customer Interaction Meetings* we organize once a year. These meetings provide an important platform for us to further strengthen our collaboration as well as to reinforce mutual trust.

We build this strong and sustainable relationship with our customers on the principles of quality and trust and continue on our way with the vision of maximizing customer satisfaction.

According to our survey results, our customer satisfaction rate in our factories has not fallen below **90%** in the last three years.

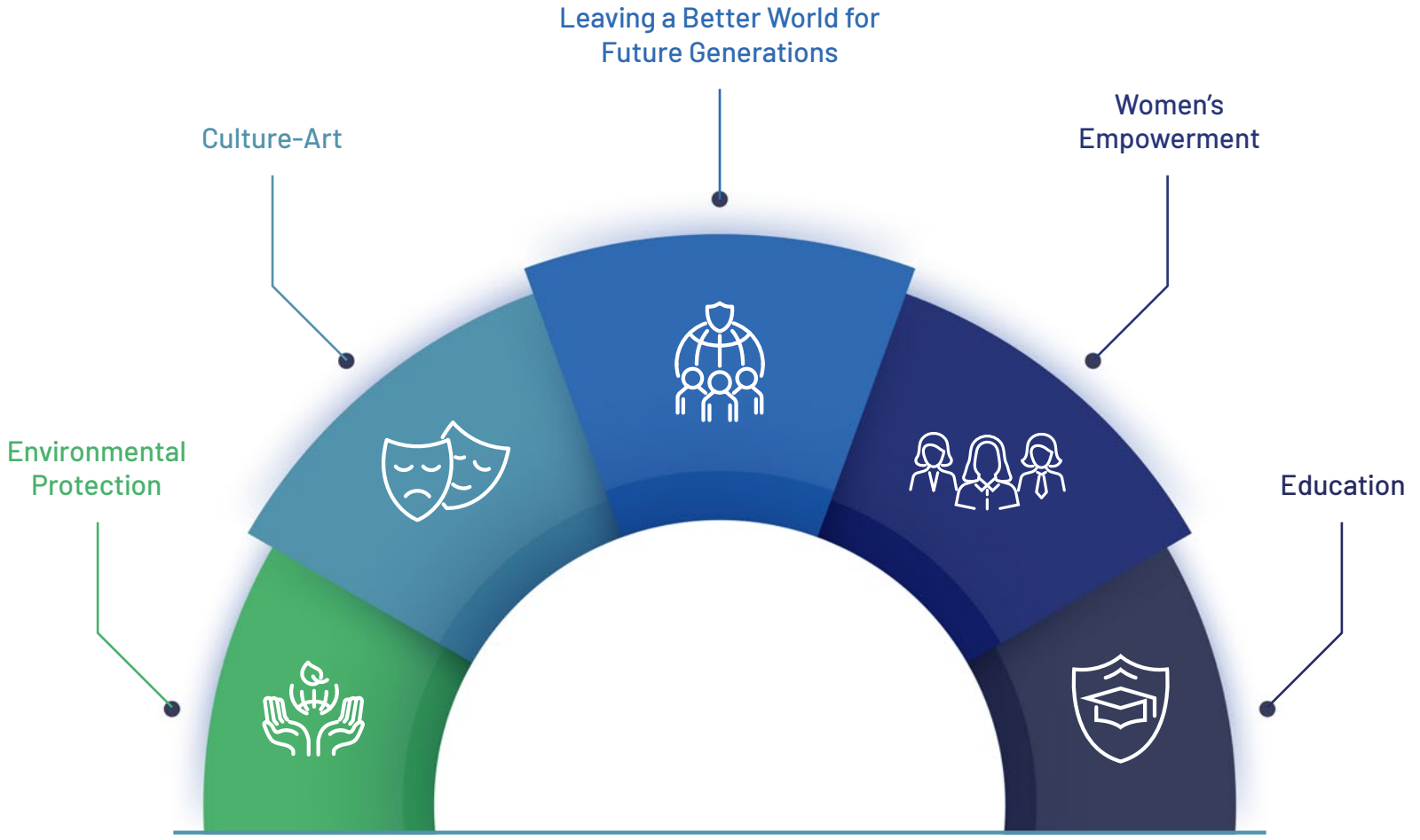
Infrastructure preparations for the digitalization of the ***Customer Complaint System*** have started, and it is planned to be launched in 2024.



Corporate Social Responsibility

Our corporate social responsibility approach is a reflection of our deep responsibility to society and the environment. We go beyond creating economic value to ensure sustainable development and offer long-term value to our stakeholders by prioritizing social and environmental sustainability. In this context, we diversify our social responsibility projects every year and aim to provide positive impacts on society by collaborating with local communities.

We view corporate social responsibility as an integral part of our business processes In Türkiye and Africa, we have implemented numerous projects in the fields of ***environmental protection, education, culture and arts, as well as women's empowerment.*** With these projects, we aim not only to contribute to today's society, but also to ***leave a better world for future generations.***



Corporate Social Responsibility

Our Awareness and Social Contribution Projects

Our corporate social responsibility approach includes taking concrete steps in key areas such as environment, education, health, social equality and disaster preparedness, in line with our goal of building a sustainable future. By working in line with the United Nations Sustainable Development Goals (SDGs) in each of our projects, we contribute to social development while fulfilling our environmental responsibility.

With projects we launched in a wide range from awareness raising to waste management, from water safety to gender equality, we contribute to achieving sustainable development goals not only in our communities but also on a global scale. The examples we present below demonstrate the diversity and scope of the projects we realize in line with these goals and reveal the concrete reflections of our responsibility to society and the environment.

We celebrated *World Environment Day on June 5* at our factories with activities aimed at raising environmental awareness and contributing to a sustainable future. We planted trees on behalf of each of our employees in our factory sites, creating green areas and contributing to nature.

We also organized environmental awareness trainings at primary schools in the regions where our factories are located. With these trainings, we aimed to create awareness of environmental protection among young generations and ensure that they adopt an understanding of sustainability. Through such events, we aim to leave a more livable world to the future by fulfilling our responsibility towards the society and the environment.







Following the catastrophic earthquake disaster that occurred in our country on February 6, 2023 and deeply affected all of us, we, as Limak Cement, took action rapidly. We have delivered our aid trucks carrying basic materials to the regions in order to meet the urgent needs of our citizens affected by the earthquake. In addition, we took an active role in the field by establishing search and rescue teams consisting of our volunteer employees in our factories and participated in search and rescue operations.

We opened our guesthouses to earthquake victims and provided them with safe shelter and rest with the awareness of our social solidarity responsibility. In this difficult period, we adopt it as a duty to keep the spirit of solidarity alive and continue to stand by our citizens. We will continue to support the healing of the wounds by contributing to rehabilitation and reconstruction work in the coming period as well.







We attended the *1st Industrial Sustainability and Green Transformation Workshop* organized at Bilecik Şeyh Edebali University and came together with university students, industry representatives and stakeholders from different fields. In this workshop, we aimed to contribute to the green transformation process and raise awareness by sharing our sustainability-oriented projects and experiences that we have carried out as Limak Cement. Through such collaboration platforms, we continue to encourage the sharing of knowledge and experience for a sustainable future.



As part of Trakya University BETONART Architecture Summer School'23 Program, we organized an event for the senior students of the Department of Architecture to draw attention to global warming and environmental problems. With this organization, we aimed to raise the environmental awareness of young architect candidates, contribute to their adoption of sustainable design approaches and encourage them to lead environmentally sensitive projects in the future.





Limak Trakya Cement sponsored the girls and mixed curling teams of Pınarhisar Atatürk Secondary School and supported the participation of young athletes in the Turkish Championship. Such contributions, which aim to support the physical, mental and social development of young people by increasing their access to sports, are a part of our vision of creating social benefit.

Corporate Social Responsibility

Our Awareness and Social Contribution Projects



We hosted students from Eduardo Mondlane University in Africa at our Mozambique plant to raise awareness on environmental and occupational safety issues. With these events, we aimed to encourage young individuals to contribute to a sustainable future by creating awareness on environmental risk management and occupational health and safety. Through such training and awareness programs, we continue to contribute to the process of raising environmentally conscious individuals in society.



In line with the Clean Water and Sanitation goal of the Sustainable Development Goals (SDG-6), we held informative events at our factories in Ivory Coast and Mozambique to draw attention to the efficient use and importance of water on World Water Day. With these events, we aimed to raise awareness on the protection of water resources and to create public awareness on the sustainable use of water. We continue such events in line with our commitment to contribute to a sustainable future.



We organized informative events on the importance of waste sorting and recycling. With these events, we aimed to raise environmental awareness and encourage sustainable waste management habits. In addition, by delivering the sorted waste (paper, cardboard, glass, plastic, etc.) to the local community, we both contributed to the environment and created social benefit by providing financial support.



By sponsoring the *Attinguie Inter-Primary School Championship* football tournament held in Ivory Coast, we aimed to contribute to the physical and social development of children through sports. With this support, we aimed to increase young generations' access to sports and promote solidarity and healthy living awareness within the community.

Sosyal Faaliyetlerimiz

As part of *International Women's Day in Africa*, we organized a special event to highlight the importance of women in society and celebrate their dynamism. With this event, we aimed to draw attention to the contribution of women to social life and sustainable development and to support their empowerment.





Our Donations



Limak Cimentos S.A. carried out an aid organization to meet the basic needs of the disaster victims in order to support the recovery process after the hurricanes in Mozambique. By sending 2 trucks carrying food and hygiene materials to the regions affected by the hurricane, we contributed to the communities to overcome this difficult period. With this support, we aimed to strengthen the spirit of solidarity and fulfill our social responsibility.



In support of the Mozambique Ministry of Health's call to establish a field hospital to combat the pandemic, we donated 50 beds to the field hospital in Maputo Region. With this contribution, we aimed to alleviate the difficulties in accessing healthcare services and provide solutions to the healthcare needs of the society. Acting with the awareness of solidarity and social responsibility, we continue to stand by the people.



As Limak Cimentos S.A., we distributed protective masks and disinfectants to primary schools in the Matola region. With this support, we aimed to increase hygiene awareness within the community and create a safe educational environment by aiming to protect the health of students and educational staff.



We plan to initiate well-drilling efforts in Mozambique in 2024 to provide the local population with access to clean and drinkable water. Through this initiative, our goal is to improve access to water resources, support community health, and contribute to sustainable living conditions.

Corporate Social Responsibility

Target	Description	UN SDG Matching
Creating Awareness	• On the International Women's Day in Africa, we organized a special event to highlight the importance of women in society and celebrate their dynamism.	• Responsible Consumption and Production • Climate Action • Quality Education • Climate Action • Decent Work and Economic Growth • Local Employment
Education	• We hosted students from Eduardo Mondlane University in Africa at our Mozambique plant to raise awareness on environmental and occupational safety issues. • As part of Trakya University BETONART Architecture Summer School'23 Program, we organized an event that we sponsored about global warming and other environmental problems for the senior students of the Department of Architecture.	• Quality Education • Climate Action
Environment and Natural Resources Management	• In Mozambique in 2024, we started our work to drill wells for the local people to have access to clean and potable water. • We sponsored an inter-primary school football tournament called Attinguie Inter-Primary School Championship in Ivory Coast.	• Life on Land • Climate Action
Natural Disaster Rescue	• After the great earthquake disaster that occurred in our country on February 6, 2023 and shook us all deeply, we took action immediately. We sent aid trucks, organized search and rescue teams and opened our guesthouses to earthquake victims. • In Mozambique, we helped with the recovery from the hurricane. We sent aid supplies to the hurricane-affected region to provide food and hygiene items needed by disaster victims.	• Good Health and Well-being • Reduced Inequalities • Responsible Consumption and Production • Partnerships for the Goals
Health Services	• In response to the Mozambique Ministry of Health's call to establish a field hospital to combat the pandemic, we donated 50 beds to the field hospital in Maputo Region. Thus, we tried to alleviate the difficulties in accessing healthcare services. • With Limak Cimentos S.A., we distributed protective masks and disinfectants to primary schools in the Matola region.	• Decent Work and Economic Growth/ Local Employment • Sustainable Cities and Societies • Clean Water and Sanitation
Water Security	• In Mozambique in 2024, we started our work to drill wells for the local people to have access to clean and potable water. • In line with the Clean Water and Sanitation goal of the Sustainable Development Goals (SDG-6), we held informative events about efficient use and importance of water at our Ivory Coast and Mozambique factories on World Water Day.	• Clean Water and Sanitation • Climate Action • Responsible Consumption and Production • Life Below Water
Waste Management	• We informed locals and subcontracted workers around our factories in Africa about the importance of sorting and recycling waste. We gave the sorted waste (paper, cardboard, glass, plastic, etc.) to the local community to provide financial support.	• Decent Work and Economic Growth/Local Employment • Life on Land • Responsible Consumption and Production • Climate Action
Gender Equality	• On the International Women's Day in Africa, we organized a special event to highlight the importance of women in society and celebrate their dynamism.	• Gender Equality • Reduced Inequalities

Limak Group of Companies Corporate Social Responsibility Projects

We introduce Türkiye's cultural heritage to younger generations and international audiences through the universal language of music.

We also contribute to the social responsibility projects realized by the ***Limak Group of Companies*** to which we are affiliated as Limak Cement, and the ***Limak Foundation established in 2016***, and we support the effective execution of corporate projects.

Engineer Girls of Türkiye (TMK)

The *"Engineer Girls of Türkiye (TMK)"* project, which was implemented by the Limak Foundation in 2015, aims to ensure that women are more involved in the engineering sector, where their labor force participation rates are low. This project is an important social investment initiative that aims to contribute to inclusive and sustainable growth by increasing qualified female employment. By offering mentorship, personal development and internship opportunities to women studying engineering, TMK supports them to have a stronger presence in the sector. Thus, we contribute to the training of *women engineers who shape the future of Türkiye*. In addition, with the TMK high school project, we inform female students studying in Anatolian high schools about the engineering profession through different activities.



Limak Philharmonic Orchestra

The Limak Philharmonic Orchestra, as one of the most important projects of the Limak Foundation in the field of culture and arts, aims to bring Turkish music together with a symphonic interpretation and make it accessible to large masses. Presenting the works of the valuable composers of our country with a modern and innovative understanding, the orchestra has brought the works of important names such as Zeki Müren and Münir Nurettin Selçuk to the stage with symphonic arrangements. With the Limak Philharmonic Orchestra, *we protect our cultural heritage* by using the universal language of art and contribute to its transfer to the future.





Gülseren Özdemir Outstanding Success Scholarship

Gülseren Özdemir Outstanding Success Scholarship was established by Limak Foundation to support disadvantaged but successful students. This scholarship contributes to the academic and personal development of students by providing them with opportunities such as educational scholarships, mentoring, computer assistance, online English lesson and university preparation courses. Limak Foundation aims to contribute to the qualified human resources of our country by continuing to support young generations with projects for education, culture-arts and sports.



Gülseren Özdemir
ÜSTÜN BAŞARI BURSU

Limak Çimento now must say new things

Now, Must Create Sustainable Solutions for the Environment and Climate

Now, We Must Expand Our Responsibilities

Now, We Must Enhance Our Innovative Approach

Appendices

Now, Must Make Innovation Sustainable



Triple Transformation Project

As Limak Cement, we aim to strengthen our operational processes by combining digital technologies with our sustainability goals as part of the Triple Transformation Project, which we started to take the first steps in 2021.

In the digitalization process, our priorities include developing a common language and understanding among all our stakeholders, raising awareness on sustainability and digitalization and developing human resources by providing academically qualified trainings.

In the context of our Triple Transformation initiative, which we base on three important pillars, we adopt innovative approaches by replacing our processes carried out with a traditional perspective and operation with digital technologies and tools within the scope of accelerating our processes and reducing our carbon footprint through the digitalization pillar. Thus, we ensure that strong data analyses are conducted, the traceability of data is facilitated and the data obtained are transferred to processes. With our ***Center of Excellence (LCoEDX) sub-brand, which we have implemented within the scope of digital transformation in relation to the Triple Transformation Project, our initiatives to establish the first Green Data Center of the cement industry in the coming period have been implemented and we plan to start our operations in 2027.***

Another pillar of the Triple Transformation Project is fed by sustainability and green future elements. With the sustainability pillar, we aim to adopt circular economy principles, increase the environmental awareness of both our employees and the society, mobilize green technologies operationally and accelerate the adaptation of our company through analysis of green legislation by our team.



In order to strengthen our position in our country and in the world in terms of green-based competitive advantage and to take pioneering steps, in this process, we carry out hand-to-hand processes with our R&D unit (Central Technical Organization -LCTO) in this pillar in technological and technical terms, in addition to the active work of our Center of Sustainability and Climate Change sub-brand. Thus, we both strengthen our technical infrastructure and develop by adapting our innovative projects to regulatory requirements.

On the third pillar, we develop the needed competence and professional development programs with qualified human resources management and academy. We are aware that we will fall behind in today's world without adopting developing technologies and new regulations.

However, we are also aware that this adaptation requires creating a corporate culture and, if necessary, changing the corporate culture. We follow ILO's Green Job approaches by strengthening the professional infrastructure of our colleagues with these trainings and channeling the green future phenomenon.

In this scope, by placing human resources at the heart of the Triple Transformation Project, we raise the awareness of our employees on climate change with the necessary trainings and define our corporate culture with the goal of "net zero emission". At this point, we strengthen the three pillars of the Triple Transformation Project by providing digital trainings on environmental awareness and sustainability with our Limak Cement Academy (LCA) sub-brand.

Digital Transformation

For Limak Cement, digital transformation has a strategic importance in achieving sustainability goals. From OT systems to ERP and other data sources, end-to-end data is addressed and verified. By using RPA, BPM and Low Code platforms, necessary improvements are realized on the basis of business families and modules, and business processes are also improved if necessary. processes from production to logistics, energy savings contribute to efficient use of resources and reduction of carbon footprint. In addition, real-time data analytics and digital management tools make it possible to take operational decisions quickly and develop proactive solutions. As Limak Cement, we see digital transformation as an important lever to build a sustainable future and continue to invest in innovative projects in this field.

Center of Excellence

Limak Cement's Hybrid Excellence Center (LCOEdx), whose design began in 2021, is among the most ambitious excellence center projects not only in the global cement sector but also in global industry. The structure is designed as an organizational framework aimed at enhancing the company's performance across all processes and, consequently, boosting its competitive edge. Additionally, it provides seamless knowledge and data democratization opportunities to support our significant human resources transformation journey.

The ultimate goal at LCOEdx is the automation of Limak Cement's tens of thousands of processes, the digitization of process steps and workflows—in essence, achieving hyper-automation success. It aims to ensure that everyone within the organization has access to the necessary competencies and tools to share valuable ideas and fully harness the potential of all technology investments.

LCOEdx facilitates the delivery of hyper-automation solutions within predictable timeframes, adherence to predefined quality standards, utilization of relevant expertise within the organization, alignment with stakeholder expectations, and the continuous production of exceptional outcomes.

With a roadmap extending to 2028 and a steadily expanding pool of skilled human resources, LCOEdx pursues its mission to rapidly identify and automate intelligent technologies such as robotic process automation (RPA), low-code/no-code (LCNC) platforms, artificial intelligence (AI), generative AI (gen AI), and machine learning (ML). It continues its efforts toward achieving these objectives.



Our Center of Excellence (CoE) sub-brand is the first center of excellence project of the world cement industry.

Our project was divided into three phases in the long term:

PHA 1

We collected procurement, sales and production data from all departments in the data warehouse by performing installations and preliminary analysis studies. We integrated SAP data, our main data source, and external data sources such as the Central Bank of the Republic of Türkiye (CBRT), Turkish Cement, and Turkish Statistical Institute (TUIK) into the system.

PHA 2

It is planned to develop analytical models with clean and accurate data and to create prediction mechanisms based on historical data.

PHA 3

It is planned to develop predictive analysis models (such as maintenance plan forecasting, cash flow forecasting, anomaly detection) using real-time data supported by artificial intelligence.

Digital Transformation



Data Center



Training Room



Office

Controlling Industry and Economy KPIs

- Petcoke and Coal Market KPI and news platform - Bloomberg & Argus
- Electricity Prices
- CBAM CO_2 and H2 Prices - Argus

Data Digitalization of Operations

- Real-time data analysis of equipment in the field
- Production & Quality & Maintenance on a single platform to analyze and manage

RPA and Third Parties

- Automation of Business Unit Family Routines with RPA
- Software solutions that best fit the company culture from Excels to a single digital warehouse

Our Next Steps

- Artificial Intelligence Systems
- Productive Artificial Intelligence
- Cognitive Artificial Intelligence



Data Management

- Proven and reliable ERP system
- SAP Hana
- Budget and data management from
- Supplier to Customer IBM TM1 (Planning Analytics)
- Extraction - transformation - loading of all data from departments (ETL)
- Single database and single BI platform -DB2/ IBM Cognos

Digital Transformation

Our Digitalized Internal Processes:

As the cornerstone of our digital transformation strategy, LİMBES makes our operational processes more efficient and traceable and plays an important role in achieving our sustainability goals. With this system, we use our resources more effectively, aim for operational excellence and build a strong digital infrastructure for the future.

SAP S4/HANA (ERP)

- Serves with sales, production, quality, maintenance, accounting, finance, purchasing and BW/BO structures.

SONIK-SONID

- An internal control and internal audit software where process workflows are drawn in internal control and internal audit processes and risks are monitored on a process basis.

LOW Code Platform

- Enables manual entry of factory data (e.g. quality and production data) via the application, which can then be used in the COE Data Warehouse.

Weighbridge and Weighbridge Application (LIMKAN)

- Used for weighing all kinds of raw materials and products
- entering or leaving the factories.
- Prepares e-dispatch notes.
- Works integrated with MAPEG.

Procurement Portal

- SAP-integrated supply chain software for end-to-end management of procurement requests.

ÇEVIK

- The application where Human Resources data is entered. Works integrated with our ERP system.

Customer Sales Portal

- Used for payment transactions.

IRONIC

- Employee health information system. Integrated with the relevant systems of the Turkish Ministry of Health.

RPA (Robotic Process Automation)

- Repetitive and non-value added processes are outsourced to robots.

LIMBES

- Developed with internal resources
- Energy Module, OHS Module, Maintenance Module, Document Management Module, Budget Tracking Module, Visitor Module, Project Tracking Module, SCADA Module.

QDMS

- An Integrated Management System.

System Network Infrastructures

- MPLS, Firewall, Antivirus for server and client machines and Mail Gateway used for Mail security are important structures. The whole structure is kept under an MPLS roof.

Our R&D and Innovation Activities

As Limak Cement Central Technical Organization (LCTO) R&D Center, we have been resolutely continuing our innovation journey, which we started with the motto *"Now, must say new things"*, under the registration of the Republic of Türkiye Ministry of Industry and Technologysince 2022. We implement innovative R&D projects that form the basis of a sustainable future at our R&D Center with studies serving the green and digital transformation of the cement industry.

With our R&D Center, which is the driving force of Limak Cement's sustainability strategy, we make a difference with innovative studies that will lead the sectoral transformation both on a national and global scale.

In line with our 2030 carbon reduction targets and 2050 net zero carbon commitment, our R&D center is positioned as the pioneer of a radical change in cement production. In this transformation journey, we continue to strengthen a sustainable production approach both within our company and across the industry with our innovative approaches, in house methodologies and projects aimed at minimizing our environmental impact. With the first-of-its-kind studies we have carried out at our R&D Center with our goals of reducing carbon emissions and contributing to the transition to circular economy, we demonstrate that sustainability is adopted not only as a goal for a cleaner and more livable world, but as a fundamental value under the Limak Cement identity. We position ourselves on the side of leading innovation, not following innovation in the industry.

Our digital transformation strategies allow us to realize our sustainability goals more effectively. At our R&D Center, we combine modern technologies with environmental responsibility to design processes that increase efficiency and optimize the use of natural resources within the framework of Industry 4.0 principles. With our vision of this digital concept, we not only respond to today's problems, but also make it possible for us to achieve future global sustainability goals. In order to shape a sustainable future with the vision of Limak Cement R&D Center, we adopt as our principle not only reducing our environmental impacts, but also guiding the green transformation of the industry. Our center, which acts with a broad vision from product and system development/improvement processes to creating social and economic benefits, aims to create long-term value through collaborations with national and international universities, private sector and public institutions. With the mission of providing a sustainable living space for future generations, we carry our commitment to sustainability one step further with each new project by realizing our R&D activities in a more comprehensive and effective framework. This approach, which brings together environmental, social and economic benefits, is the cornerstone of our mission to build the green economy of the future. Our center, which guides the sustainability vision of Limak Cement, continues its activities with the determination to create a legacy that will be carried from today to tomorrow.

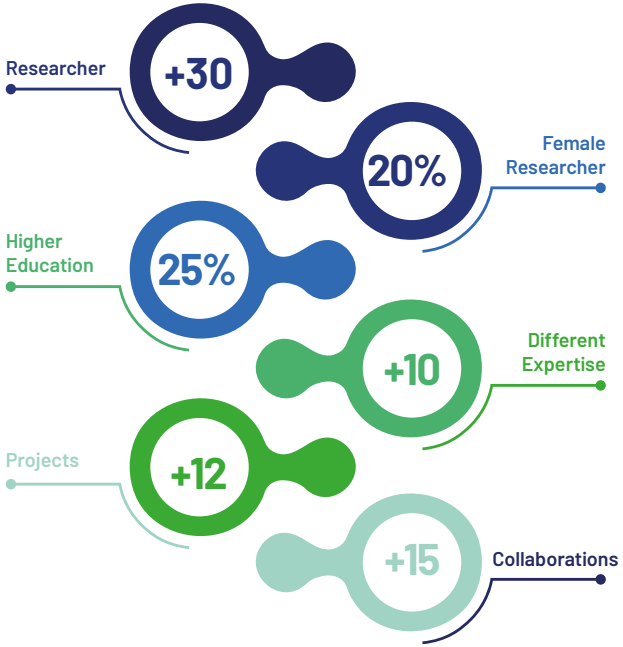




Our R&D and Innovation Activities

As Limak Cement R&D Center LCTO, we continue our activities with the aim of assuming a pioneering role in Türkiye's innovative and sustainable transformation in the cement industry. In line with this goal, we draw our strength from more than 30 experienced and competent researchers from 10 different fields of expertise. More than 25 percent of the researchers in our R&D center, which draws attention with its multidisciplinary structure, consist of master's and doctoral graduates, and they carry out innovative projects that will shed light on the future of the cement industry with their extensive scientific knowledge and field experience. Our 12 R&D projects carried out by competent researchers, 7 of which have been completed, focus on minimizing environmental impacts in the cement industry and developing innovative, sustainable production methods in line with our decarbonization targets. Our R&D center, which has a 20% female researcher profile, has adopted the mission of supporting gender equality in science and technology and accordingly adopts an approach that accepts diversity and human-centered transformation as a value.

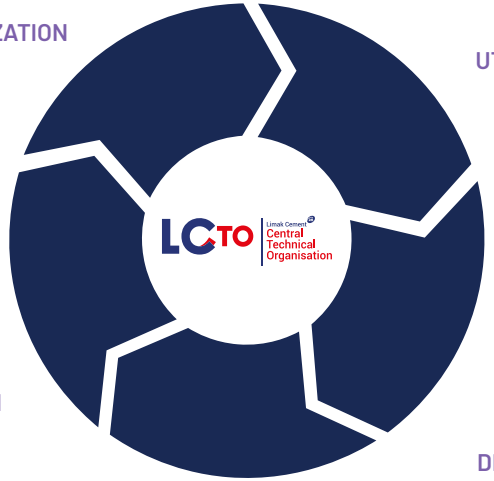
LCTO also strengthens its innovative projects through an extensive collaboration network. More than 15 active collaborations with Türkiye's leading universities, private sector companies and public institutions pioneer interdisciplinary studies and bring the academic world and industry together. Our R&D center carries out its activities with the mission of being a bridge that brings together academia, industry and private sector stakeholders. While collaborations with universities transform academic knowledge into sectoral applications, partnerships with the private sector accelerate the transformation of innovative technologies into commercial value. Our collaborations with public institutions enable the realization of environmental and social benefit-oriented projects, while at the same time enabling us to provide technical feedback that paves the way for new standards and regulations through the development of existing standards and the studies we carry out. Accordingly, by working in close collaboration with the relevant public institutions, we provide technical support to law-making and regulatory mechanisms and prepare a solid ground for sectoral transformation. Thus, as Limak Cement LCTO, we continue our activities with determination as a structure aiming to lead the sustainability vision of not only Limak Cement, but also the entire industry and to steer the green transformation. With its innovative vision, qualified human resources, technological infrastructure and strong collaboration mechanisms, our R&D center is positioned at a point that guides sectoral transformation and assumes an active role in contributing to the sustainable economy of the future.



INDUSTRY 5.0 and DIGITALIZATION
Efficiency and System Optimization Increase

ALTERNATIVE RAW MATERIALS and FUELS
Innovative Environmentally Friendly Products Responsible Sourcing

INDUSTRIAL SYMBIOSIS and CIRCULAR ECONOMY
Creating Industrial Symbiosis in Energy Intensive Industries



CARBON CAPTURE, UTILIZATION AND STORAGE
Integration into Systems

RENEWABLE ENERGY
Keep abreast of new energy technologies and developments such as clean hydrogen

INDUSTRIAL GREEN AND DIGITAL TRANSFORMATION
Ensuring a fair transition

Our R&D and Innovation Activities

CEMPLUS+

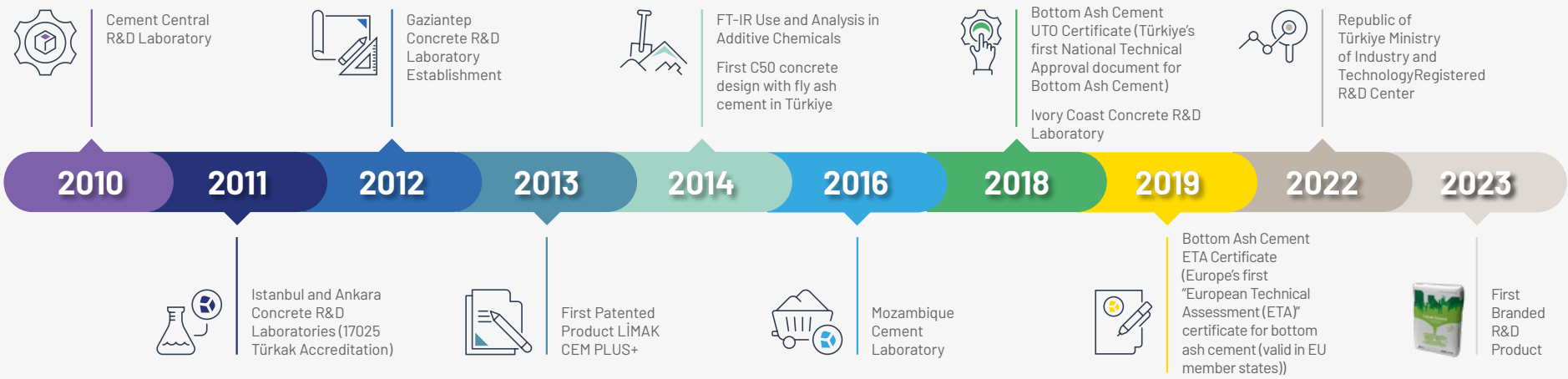
Limak CEM PLUS+, another innovative product reflecting our sensitivity towards the environment, is an important milestone in low carbon cement production. We produce our product, which manages to reduce carbon emissions by 70 kg CO_2/t cement by increasing the use of alternative raw materials by 115%, in our Balıkesir, Ankara and Kilis factories. With CEM PLUS+, we have reduced carbon emissions from 753 kg CO_2/t cement to 683 kg CO_2/t cement, creating a more eco-friendly product with equivalent performance in the industry. With CEM PLUS+, we not only contribute to environmental sustainability, but also assume a pioneering role in low-carbon production technologies in our industry. This achievement allows us to strengthen our sustainable development and innovation oriented approach in our future production targets.

Our Eco-Friendly Alternative Raw Material and Supplementary Cementitious Material (SCM) Studies

As Limak Cement R&D Center, we carry out innovative studies to increase the use of alternative raw materials and supplementary cementitious materials (SCM) as cement additives that will contribute to sustainable cement production processes. SCM are eco-friendly supplementary materials that are used in cement production and generally obtained from industrial by-products or natural resources. In this scope, we carry out projects aiming to reduce carbon emissions by utilizing industrial by-products.

With these studies carried out at our R&D Center, we lead the industry in low-carbon cement production technologies and prepare a solid ground for developing the eco-friendly building materials of the future. With this innovative approach, we aim to achieve our sustainable development goals while improving the performance of our products and minimizing their environmental impact.

R&D Highlights



Our R&D and Innovation Activities

Another First in Türkiye: We Shape the Construction Concept of the Future with LimakCement 3DC® Series

As Limak Cement, we have launched *LimakCement 3DC®-101*, the first product of our 3D printable mortar series, which we formulated in line with our vision of producing sustainable and innovative solutions in the construction sector, with great pride. This innovative product, specially designed for use in 3D concrete printers, has been developed by our R&D Center using our *CEMPLUS+* cement with low carbon footprint. 3DC-101, which stands out with its eco-friendly features, is a pioneering step in the Turkish cement industry, not only with its strength and durability performance, but also with its support for the layer-by-layer construction technique and its structure in line with our environmental sustainability goals.

This innovative project combines the design freedom, speed and cost advantages offered by 3D printing technology with the principles of environmental sustainability. With 3D concrete printing technology, we aim to pave the way for fast, economical, innovative and sustainable green buildings, unlike the traditional methods of the construction industry. 3DC-101, our 3D printable mortar mix, contributes to the green transformation of the construction industry with the advantages it provides in the design and construction processes, while enabling the widespread use of 3D printing, a less resource-consuming construction method.

LimakCement 3DC®-101, for which we have obtained the trademark registration from the Turkish Patent and Trademark Office, makes a difference in the industry as an innovative product that supports sustainable construction and encourages eco-friendly construction methods through 3D concrete printing.



This product, reflecting the green transformation and innovation vision of Limak Cement, both meets today's needs and shapes the production and construction standards of the future. In line with our sustainability targets, we work on academic articles to be published within the framework of 3DC-101, while we continue to lead the industry with projects that advance our environmentally sensitive production approach. Thus, we aim to reflect the importance we attach to intellectual property rights and the power of our R&D studies to the industry.

In order to demonstrate the applicability and reliability of LimakCement 3DC®-101 on a real scale, we designed and 3D printed a single-storey modular house consisting of 12 units in a total area of 40 m2. Each modular unit was printed in the 3DC Workshop, which we set up as our dedicated workspace for 3D mortars within our R&D Center. This successful application demonstrated that our 3D printable mortar with low-carbon footprint is suitable for the production of real-scale durable structural elements with complex geometries.

In addition to this important milestone, we are also working on developing our own 3D concrete printer at 3DC Workshop.

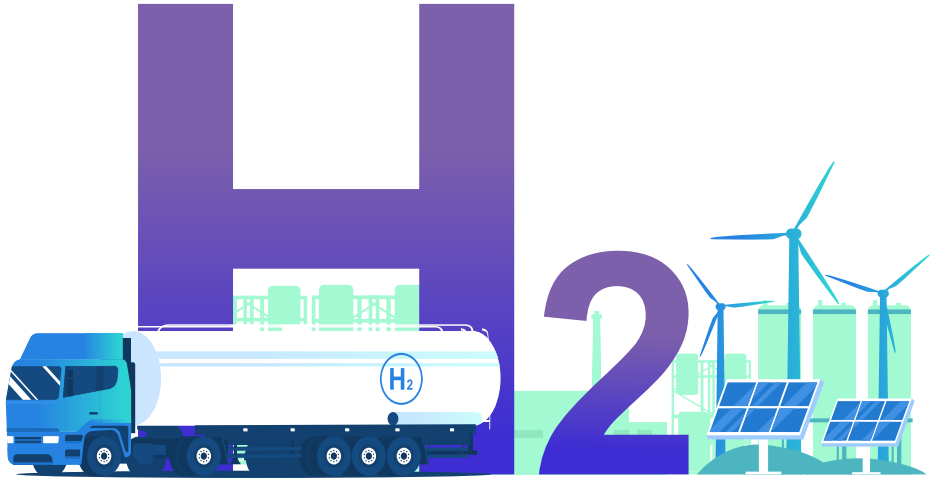
In our R&D Center, we aim to increase the performance, efficiency and usefulness of 3D printed mortars, and in this scope, to develop long-lasting and high-strength 3D printable products suitable for use in extremely hot and extremely cold climatic conditions. In addition, we plan to prove the suitability and reliability of this innovative technology to the needs of our country by testing the wall and structural elements produced with 3D printing technology under earthquake loads.

Our R&D and Innovation Activities

To the Future with Hydrogen: Hydrogen-Fueled Cement Production

We are moving forward to realize a first in the Turkish cement industry with our efforts to complete our hydrogen-fueled cement production tests. In line with our vision of transition to carbon zero production, we are realizing an important project at our Limak Anka Cement factory together with our strategic partners in order to develop the green hydrogen ecosystem. This project aims to contribute to our green transformation with a big step in terms of energy through hydrogen blended fuel supply. The remarkable innovation of our work is the injection of hydrogen-containing fuel into the calciner instead of the rotary kiln main burner. This project, developed under the leadership of our R&D center, will constitute one of the most concrete steps of our goal of making the use of hydrogen blended fuel widespread in all our factories by 2030 and achieving 700 thousand tons of CO_2 equivalent emission reduction per year. The success of the project will be an important milestone in the adaptation of not only Limak Cement but also the Turkish cement industry to a green future. Furthermore, this groundbreaking step will also be a strong indicator of our determination to contribute to the sustainable transformation in the global cement industry. With our environmentally sensitive production approach, we are determined to both offer solutions to the needs of the future and reinforce our leading position in the industry.





From Construction Demolition Waste to Sustainable Cement

As Limak Cement, we are undertaking innovative R&D projects in order to contribute to our sustainability targets and lead the transformation in the industry. Accordingly, we are actualizing a new project in which we aim to use construction demolition waste (CDW) as raw material in cement production as a first in Türkiye. This project, which is carried out in line with circular economy principles, is of great importance in terms of protecting natural resources while reducing carbon emissions and transforming waste into a valuable resource. By integrating waste generated especially after urban transformation and disasters into our production processes, we plan to offer an innovative solution to environmental problems and increase resource efficiency.

Limak Cement, which has previously succeeded in obtaining European Technical Approval certificate by using bottom ash as cement additive for the first time in Türkiye, is now raising the bar in the recovery of construction demolition waste. At our sorting facility in Hatay, we aim to transform these wastes into raw materials with high economic value by sorting them with high precision. With this method, which has been scientifically proven by studies conducted since 2018, we contribute to environmental sustainability and social benefit by optimizing energy and raw material consumption. This project will play a critical role in achieving the global sustainability goals of not only our company but also the entire Turkish cement industry. With our mission to create a sustainable living space for future generations, we see this innovative step as a responsibility.

Limak Çimento now must say new things

Now, Must Expand Our Responsibilities

Now, Must Enhance Our Innovative Approach

Appendices

Now, Must Make Innovation Sustainable

Now, Must Strengthen Our Corporate Management Approach



Sustainability Performance Indicators

Social Performance Indicators

Employee Demographics	Unit	2021	2022	2023
Limak Cement Employees				
Women	Number	97	114	155
Men	Number	1,563	1,578	1,681
Female Employee Ratio	%	0.058	0.067	0.084
Male Employee Ratio	%	0.941	0.932	0.915
Total Number of Employees	**Number**	**1,660**	**1,692**	**1,836**
Subcontractor Company Employees				
Women	Number	14	25	36
Men	Number	668	874	1007
Female Employee Ratio	%	0.020	0.027	0.034
Male Employee Ratio	%	0.979	0.972	0.965
Total Number of Subcontractor Company Employees	**Number**	**682**	**899**	**1043**
Total Number of Limak Cement and Subcontractor Employees	**Number**	**2,342**	**2,591**	**2,879**

Number of employees unionized/under collective bargaining agreement	Unit	2021	2022	2023
Women	Number	2	0	2
Men	Number	708	698	625
Total	**Number**	**710**	**698**	**627**

Total Number of Employees by Age Group	Unit	2021	2022	2023
Women				
Under 30 years old	Number	33	34	54
30-50 years old (including 30 and 50 years old)	Number	60	76	96
Over 50 years old	Number	4	4	5
Total	**Number**	**97**	**114**	**155**
Men				
Under 30 years old	Number	254	271	365
30-50 years old (including 30 and 50 years old)	Number	1,241	1,206	1,215
Over 50 years old	Number	68	98	101
Total	**Number**	**1,563**	**1,575**	**1,681**

Average Number of Full-Time White-Collar Employees	Unit	2021	2022	2023
Total	**Number**	**762**	**777**	**888**

Average Number of Full-Time Blue-Collar Employees	Unit	2021	2022	2023
Total	**Number**	**898**	**915**	**943**

Total Number of Foreign National Employees	Unit	2021	2022	2023
Women	Number	32	33	37
Men	Number	160	158	155
Total	**Number**	**192**	**191**	**192**

Number of Employees in R&D, Innovation, Digitalization Departments (R&D Center)	Unit	2021	2022	2023
Women	Number	2	8	11
Men	Number	0	22	26
Total	**Number**	**2**	**30**	**37**

Total Number of Employees by Age Group	Unit	2021	2022	2023
Employees by Year				
Women	Number	17	30	76
0 - 5 years	Number	21	16	16
5 - 10 years	Number	16	20	20
10 years and above				
Men	Number	204	259	441
0 - 5 years	Number	342	291	232
5 - 10 years	Number	640	668	645
10 years and above	Number	1,543	1,580	1,693

Manager	Unit	2021	2022	2023
Women				
Under 30 years old	Number	0	2	3
30-50 years old (including 30 and 50 years old)	Number	31	38	41
Over 50 years old	Number	0	4	0
Total	**Number**	**31**	**44**	**44**
Female Manager Ratio	%	**14**	**17**	**17**

Sustainability Performance Indicators

Social Performance Indicators

Number of Managers	Unit	2021	2022	2023
Men				
Under 30 years old	Number	2	2	2
30-50 years old (including 30 and 50 years old)	Number	189	205	208
Over 50 years old	Number	5	4	12
Total	**Number**	**196**	**211**	**222**

Board of Directors	Unit	2021	2022	2023
Women	Number	1	1	1
Men	Number	3	3	3
Female Manager Ratio	**%**	**25**	**25**	**25**

Number of Disabled Employees	Unit	2021	2022	2023
Number of Disabled Employees by Gender				
Women	Number	2	2	3
Men	Number	37	37	40
Total	Number	39	39	43
Number of Disabled Employees Required to be Employed Due to Legal Obligation	**Number**	**37**	**38**	**41**

Recruited Employees	Unit	2021	2022	2023
Women				
Under 30 years old	Number	9	6	23
30-50 years old (including 30 and 50 years old)	Number	6	12	17
Over 50 years old	Number	0	0	0
Total	**Number**	**15**	**18**	**40**
Men				
Under 30 years old	Number	72	74	140
30-50 years old (including 30 and 50 years old)	Number	84	69	121
Over 50 years old	Number	1	5	4
Total	**Number**	**157**	**148**	**265**

Number of employees who quit voluntarily	Unit	2021	2022	2023
Women				
Under 30 years old	Number	3	7	2
30-50 years old (including 30 and 50 years old)	Number	7	10	7
Over 50 years old	Number	6	6	6
Total	**Number**	**16**	**23**	**15**
Men				
Under 30 years old	Number	34	37	74
30-50 years old (including 30 and 50 years old)	Number	49	67	132
Over 50 years old	Number	43	72	46
Total	**Number**	**126**	**176**	**252**

Positions Filled with Internal Candidates	Unit	2021	2022	2023
Women	Number	5	11	3
Men	Number	52	57	41
Total	**Number**	**57**	**68**	**44**

Open Positions	Unit	2021	2022	2023
Women	Number	2	8	1
Men	Number	66	67	107
Total	**Number**	**68**	**75**	**108**

Maternity/Parental Leave	Unit	2021	2022	2023
Number of Employees on Maternity/Parental Leave				
Maternity Leave	Number	1	2	4
Paternity Leave	Number	39	53	33
Total	**Number**	**40**	**55**	**37**
Number of Employees Returning from Maternity/Parental Leave				
Women	Number	1	1	3
Men	Number	39	53	33
Total	**Number**	**40**	**54**	**36**

Sustainability Performance Indicators

Social Performance Indicators

Customer Satisfaction	Unit	2021	2022	2023
Number of complaints submitted to the customer contact center	Number	38	16	31
Number of complaints responded to by the customer contact center	Number	38	16	31
Number of complaints resolved by the customer contact center	Number	37	15	30
Response rate of complaints submitted to the customer contact center (%)	Number	%100	%100	%100

Occupational Health and Safety

Total Working Hours	Unit	2021	2022	2023
Employee	Hours	1,956,736	1,979,611	2,421,409
Subcontractor	Hours	310,800	316,800	554,520
Total	**Hours**	**2,267,536**	**2,296,411**	**2,975,929**

Total Number of Accidents	Unit	2021	2022	2023
Employee	Number	29	41	40
Subcontractor	Number	2	6	20
Total	**Number**	**31**	**47**	**60**

Number of Accidents with Loss of Life	Unit	2021	2022	2023
Employee	Number	0	0	0
Subcontractor	Number	0	0	0
Total	**Number**	**0**	**0**	**0**

Number of Days Lost due to Accidents	Unit	2021	2022	2023
Employee	Days	456	1,143	504
Subcontractor	Days	8	25	130
Total	**Days**	**464**	**1,168**	**634**

Number of Days Lost due to Illness	Unit	2021	2022	2023
Employee	Days	456	1,143	504
Subcontractor	Days	8	25	130
Total	**Days**	**464**	**1,168**	**634**

Occupational Disease	Unit	2021	2022	2023
Employee	Number	0	0	0
Subcontractor	Number	0	0	0
Total	**Number**	**0**	**0**	**0**

OHS Trainings	Unit	2021	2022	2023
Limak Cement	Person*Hour	23.192,23	22.027,66	26.174,51
Subcontractor	Person*Hour	6.668,6	7.844	4.413
Total	**Person*Hour**	**29.860,83**	**29.871,66**	**30.587,51**

Sustainability Performance Indicators

Environmental Performance Indicators

Energy	Unit	2021	2022	2023
Energy Consumption by Fuel Type				
Electricity Consumption	MWh	871,968.21	745,131.99	749,798.43
Total Coal	tons	1,95,450.00	1,163,797.00	980,493.00
Fuel Oil	tons	717.00	1,041.00	1,131.00
Propane	tons	8.01	20.48	16.53
LPG	tons	4.69	4.87	4.44
Alternative Fuels (Refuse Derived Fuels)	tons	17,374.62	23,919.39	86,809.50
Diesel	tons	865.00	530.00	137.47
Energy Intensity				
Energy Intensity	MWh/ ton clinker	0.12	0.093	0.093

Waste	Unit	2021	2022	2023
Total Amount of Hazardous Waste	-	67,820	43,035	175,543
Hazardous Waste - Recycling/Recovery	%	64	75	94
Hazardous Waste-Disposal/Regular Storage/Solid Waste Landfill	%	36	25	6
Total	**kg/TL Thousand**	**0.019**	**0.005**	**0.012**
Total Amount of Hazardous Waste	-	850,610	727,755	820,290
Non-Hazardous Waste - Recycling/Recovery	%	95	93	95
Non-Hazardous Waste-Disposal/Regular Storage/Solid Waste Landfill	%	5	7	5
Total	kg/TL Thousand	0.233	0.080	0.055
Total Waste Recovery Rate	%	95	93	95

Water	Unit	2021	2022	2023
Total Amount of Water Consumed				
Groundwater (Well water)	m^3	1,097,156	1,218,841	1,257,318
Rainwater	m^3	75	75	90
Amount of water reused				
Amount of water reused	m^3	75	75	26,643
Total Water Discharge				
Receiving environment	m^3	175,676	249,824	158,799
Waste water channel	m^3	147,594	36,180	149,937
Total amount of wastewater	m^3	323,270	286,005	308,737

Sustainability Performance Indicators

Environmental Performance Indicators

Emissions	Unit	2021	2022	2023
Scope 1 Emissions	ton CO_2	8,416,832	7,290,513	7,138,623
Scope 2 Emissions (Location Based)	ton CO_2	424,808	362,822	342,995
Scope 3 Emissions	ton CO_2	-	974,001	774,076
Total Greenhouse Gas Emissions	ton CO_2	8,841,640	8,627,336	8,255,694
Greenhouse Gas Intensity	ton CO_2/TL	0.0024	0.0009	0.0006
Greenhouse Gas Intensity (Scope 1 and Scope 2)	ton CO_2/TL	0	0.000840251	0.000506132
Scope 3 Emissions	**Unit**	**2021**	**2022**	**2023**
Purchased Goods and Services	ton CO_2	-	508,104	608,071
Upstream Transportation and Distribution	ton CO_2	-	92,360	68,774
Business Travels	ton CO_2	-	1,159	23,928
Employee Transportation	ton CO_2	-	1,517	2,021
Downstream Transportation and Distribution	ton CO_2	-	356,180	63,346
Wastes Generated in Enterprises	ton CO_2	-	304	304
End-of-Life Process of Sold Products	ton CO_2	-	14,374	7,629
Air Emissions (Mass)	**Unit**	**2021**	**2022**	**2023**
NOx	kg/hour	2,097	2,025	950
SOx	kg/hour	132.94	122.64	69
Total Organic Compounds (TOC)	kg/hour	1.09	2.58	19.12
Particulate Matter (PM)	kg/hour	56.31	38.88	42.28
TOC	kg/hour	1.09	2.58	19.12
Total Environmental Investment Amount (TL)				
R&D and Innovation	**Unit**	**2021**	**2022**	**2023**
All R&D and Innovation Investments	TL	-	8.779.795	23.167.135

GRI Content Index

GRI CONTENT INDEX ADVANCED SERVICE 2024

Statement of Use	**Limak Cement prepared its report covering the period January 1, 2023 - December 31, 2023 in accordance with GRI Standards.**
GRI 1 Use	**GRI 1: Foundation 2021**

GRI Standard	Disclosures	Page Number, Source and/or Direct Answers
GRI 1: FOUNDATION 2021		
GRI 2: GENERAL DISCLOSURES 2021		
GRI 2: General Disclosures 2021	2-1 Organizational details	About the Report, p.4; About Limak Holding, pp.9-10; Limak Cement At a Glance, pp.11-14
	2-2 Entities included in sustainability reporting	About the Report, p.5
	2-3 Reporting period, frequency and contact point	About the Report, p.5
	2-4 Restatements of information	This is the first sustainability report of the company.
	2-5 External Assurance	No external audit received.
	2-6 Activities, value chain and other business relationships	Limak Cement At a Glance, pp.11-14
	2-7 Employees	Limak Cement At a Glance, p.11; Performance Indicators, pp.85-86
	2-8 Workers who are not employees	Performance Indicators p.85
	2-9 Governance structure and composition	Our Corporate Management Approach, p.19; Our Board of Directors and Affiliated Committees, p.20
	2-10 Nomination and selection of the highest governance body	Our Corporate Management Approach, p.19; Our Board of Directors and Affiliated Committees, p.20
	2-11 Chair of the highest governance body	Our Corporate Management Approach, p.19; Our Board of Directors and Affiliated Committees, p.20
	2-12 Role of the highest governance body in sustainability reporting	Our Corporate Management Approach, p.19; Our Board of Directors and Affiliated Committees, p.20
	2-13 Delegation of responsibility for managing impacts	Our Corporate Management Approach, p.19; Our Board of Directors and Affiliated Committees, p.20
	2-14 Role of the highest governance body in sustainability reporting	Our Corporate Management Approach, p.19; Our Board of Directors and Affiliated Committees, p.20
	2-15 Conflicts of interest	Business Ethics and Compliance, p.23

For the Content Index - Core Service, GRI Services reviewed that the GRI content index is presented in a clear and consistent manner with the Standards and that references to disclosures 2-1 to 2-5, 3-1 and 3-2 are consistent with the relevant sections of the report.

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GRI Standard	Disclosures	Page Number, Source and/or Direct Answers
GRI 2: GENERAL DISCLOSURES 2021		
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Our Corporate Management Approach, p.18;Our Board of Directors and Affiliated Committees, p.19 Business Ethics and Compliance, p.23
	2-17 Collective knowledge of the highest governance body	Our Board of Directors and Affiliated Committees, p.20
	2-18 Evaluation of the performance of the highest governance body	Our Board of Directors and Affiliated Committees, p.20
	2-19 Remuneration policies	Our Board of Directors and Affiliated Committees, p.20; Employee Rights, p.56
	2-20 Process to determine remuneration	Our Board of Directors and Affiliated Committees, p.20; Employee Rights, p.56
	2-21 Annual total compensation rate	Our Board of Directors and Affiliated Committees, p.20; Employee Rights, p.56
	2-22 Statement on sustainable development strategy	Message from the Chairperson of the Board of Directors, p.6; Our Sustainability Strategy, pp.31-32
	2-23 Policy commitments	Our Corporate Management Approach, p.19
	2-24 Embedding policy commitments	Our Corporate Management Approach, p.19
	2-25 Processes to remediate negative impacts	Business Ethics and Compliance, p.23
	2-26 Mechanisms for receiving advice and raising concerns	Business Ethics and Compliance, p.23
	2-27 Compliance with laws and regulations	Business Ethics and Compliance, p.23
	2-28 Membership associations	Corporate memberships, p. 38
	2-29 Stakeholder engagement	Communication with Stakeholders, pp.100-101
	2-30 Collective bargaining agreements	Employee Rights, p.55; Performance Indicators, p.85

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GRI Standard	Disclosures	Page Number, Source and/or Direct Answers
GRI: 3 Material Topics 2021		
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Stakeholder Engagement and Our Material Topics, p.32
	3-2 List of material topics	Stakeholder Engagement and Our Material Topics, p.32
Sustainable Finance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Our Material Topics, p.33 Our Financial Performance and Sustainable Finance, p.21
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Our Financial Performance and Sustainable Finance, p.21
	201-2 Financial implications and other risks and opportunities due to climate change	Our Financial Performance and Sustainable Finance, p.21 Our Risk Management, p.24
Human Rights, Ethics and Compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Our Material Topics, p.33; Human Rights, p.22 Business Ethics and Compliance, p.23
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Employee Rights, p.55; Equal Opportunity, Diversity and Inclusion, p.59
	202-2 Proportion of senior management hired from the local community	Our Board of Directors and Affiliated Committees, p.20
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Targets, p.39
	203-2 Significant indirect economic impacts	Targets, p.39
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Our Corporate Management Approach, p.18; Business Ethics and Compliance, p.23
	205-2 Communication and training about anti-corruption policies and procedures	Our Corporate Management Approach, p.18; Business Ethics and Compliance, p.23
	205-3 Confirmed incidents of corruption and actions taken	Our Corporate Management Approach, p.18; Business Ethics and Compliance, p.23
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Our Corporate Management Approach, p.18; Business Ethics and Compliance, p.23

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GRI Standard	Disclosures	Page Number, Source and/or Direct Answers
Circular Economy and Responsible Use of Resources		
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Our Material Topics, p.33 Circular Economy and Responsible Use of Resources, pp.51-52
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Environmental Performance Indicators, p.88
	301-2 Recycled input materials used	Environmental Performance Indicators, p.88
	301-3 Reclaimed products and their packaging materials	Circular Economy and Waste Management, p.52; Environmental Performance Indicators, p.88
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water and Wastewater Management, p.52; Environmental Performance Indicators, p.88
	303-2 Management of water discharge related impacts	Water and Wastewater Management, p.52; Environmental Performance Indicators, p.88
	303-3 Water withdrawal	Water and Wastewater Management, p.52; Environmental Performance Indicators, p.88
	303-4 Water discharge	Water and Wastewater Management, p.52; Environmental Performance Indicators, p.88
	303-5 Water consumption	Water and Wastewater Management, p.52; Environmental Performance Indicators, p.88
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Circular Economy and Waste Management, p.52; Environmental Performance Indicators, p.88
	306-2 Management of waste related impacts	Circular Economy and Waste Management, p.52; Environmental Performance Indicators, p.88
	306-3 Waste generated	Circular Economy and Waste Management, p.52; Environmental Performance Indicators, p.88
	306-4 Waste diverted from disposal	Circular Economy and Waste Management, p.52; Environmental Performance Indicators, p.88
	306-5 Waste directed to disposal	Circular Economy and Waste Management, p.52; Environmental Performance Indicators, p.88

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GRI Standard	Disclosures	Page Number, Source and/or Direct Answers
Energy Efficiency		
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Our Material Topics, p.32; Energy Efficiency, p.49
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Efficiency, pp.49, 87
	302-2 Energy consumption outside of the organization	Energy Efficiency, pp.49, 87
	302-3 Energy intensity	Energy Efficiency, pp.49, 87
	302-4 Reduction of energy consumption	Energy Efficiency, pp.49, 87
	302-5 Reductions in energy requirements of products and services	Energy Efficiency, pp.49, 87
Decarbonization and Combating the Climate Crisis		
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Our Material Topics, p.32 Decarbonization and Combating the Climate Crisis, p.41
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Stakeholder Engagement and Our Material Topics, p.32 Decarbonization and Combating the Climate Crisis, p.41
	305-2 Energy indirect (Scope 2) GHG emissions	Stakeholder Engagement and Our Material Topics, p.32 Decarbonization and Combating the Climate Crisis, p.41
	305-3 Other indirect (Scope 3) GHG emissions	Stakeholder Engagement and Our Material Topics, p.32 Decarbonization and Combating the Climate Crisis, p.41
	305-4 GHG emissions intensity	Stakeholder Engagement and Our Material Topics, p.32 Decarbonization and Combating the Climate Crisis, p.41
	305-5 Reduction of GHG emissions	Stakeholder Engagement and Our Material Topics, p.32 Decarbonization and Combating the Climate Crisis, p.41
	305-6 Emissions of ozone-depleting substances (ODS)	Stakeholder Engagement and Our Material Topics, p.32 Decarbonization and Combating the Climate Crisis, p.41
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Stakeholder Engagement and Our Material Topics, p.32 Decarbonization and Combating the Climate Crisis, p.41
Biodiversity Conservation		
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Our Material Topics, p.33 Biodiversity Conservation, p.53
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity Conservation, p.53
	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity Conservation, p.53
	304-3 Habitats protected or restored	Biodiversity Conservation, p.53
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity Conservation, p.53

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GRI Standard	Disclosures	Page Number, Source and/or Direct Answers
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Our Material Topics, p.33; Talent Management and Employee Commitment, pp.57-58
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Talent Management and Employee Commitment, pp.57-58 Social Performance Indicators, p.86
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Talent Management and Employee Commitment, pp.57-58 Social Performance Indicators, p.86
	401-3 Parental leave	Talent Management and Employee Commitment, pp.57-58 Social Performance Indicators, p.86
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Talent Management and Employee Commitment, pp.57-58 Social Performance Indicators, p.87
GRI 404: Training and Education	404-1 Average hours of training per year per employee	Training, Development and Internship Programs, p.60; Limak Cement Academy, p.60 Social Performance Indicators, p.87
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management and Employee Commitment, p.58 Social Performance Indicators, p.87
	404-3 Percentage of employees receiving regular performance and career development reviews	Talent Management and Employee Commitment, p.58 Social Performance Indicators, p.87
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Employee Rights, p.55; Our Responsible Supply Chain, p.29
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Human Rights, p.21; Our Responsible Supply Chain, p.29
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights, p.21; Our Responsible Supply Chain, p.29
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Human Rights, p.21; Our Responsible Supply Chain, p.29

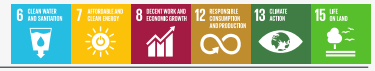
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GRI Standard	Disclosures	Page Number, Source and/or Direct Answers
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Our Material Topics, p.33; Occupational Health and Safety (OHS), p.62
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety (OHS), p.62
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety (OHS), p.64, Social Performance Indicators, p.87
	403-3 Occupational health services	Occupational Health and Safety (OHS), pp.62-66
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety (OHS), pp.62-66
	403-5 Worker training on occupational health and safety	Occupational Health and Safety (OHS), p.62, Social Performance Indicators, p.87
	403-6 Promotion of worker health	Occupational Health and Safety (OHS), pp.62-66
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety (OHS), p.63-66
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety (OHS), pp.62-66
	403-9 Work-related injuries	Occupational Health and Safety (OHS), p.62-66, Social Performance Indicators, p.87
	403-10 Work-related ill health	Occupational Health and Safety (OHS), p.62-66, Social Performance Indicators, p.87
Equal Opportunity, Diversity and Inclusion		
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Our Material Topics, p.34 Equal Opportunity, Diversity and Inclusion, p.60
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our Board of Directors and Affiliated Committees, p.20 Equal Opportunity, Diversity and Inclusion, p.59
	405-2 Ratio of basic salary and remuneration of women to men	Equal Opportunity, Diversity and Inclusion, p.59
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Equal Opportunity, Diversity and Inclusion, p.59
Responsible Supply Chain Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Our Material Topics, p.33 Our Responsible Supply Chain, p.29
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Our Responsible Supply Chain, p.29 Social Performance Indicators, p.29
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Our Responsible Supply Chain, p.29
	308-2 Negative environmental impacts in the supply chain and actions taken	Our Responsible Supply Chain, p.29
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Business Ethics and Compliance, p.23 Our Responsible Supply Chain, p.29
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Our Responsible Supply Chain, p.29
	413-2 Operations with significant actual and potential negative impacts on local communities	Our Responsible Supply Chain, p.29
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Our Responsible Supply Chain, p.29
	414-2 Negative social impacts in the supply chain and actions taken	Our Responsible Supply Chain, p.29

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GRI Standard	Disclosures	Page Number, Source and/or Direct Answers
Product Quality and Reliability		
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Our Material Topics, p.33 Product Quality and Reliability, p.67 Customer Experience and Satisfaction, p.68
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Product Quality and Reliability, p.67; Customer Experience and Satisfaction, p.68
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Product Quality and Reliability, p.67; Customer Experience and Satisfaction, p.68
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Product Quality and Reliability, p.67; Customer Experience and Satisfaction, p.68
	417-2 Incidents of non-compliance concerning product and service information and labeling	Product Quality and Reliability, p.67; Customer Experience and Satisfaction, p.68
	417-3 Incidents of non-compliance concerning marketing communications	Product Quality and Reliability, p.67; Customer Experience and Satisfaction, p.68
Customer Experience and Satisfaction		
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Engagement and Our Material Topics, p.33 Customer Experience and Satisfaction, p.68
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer Experience and Satisfaction, p.68
R&D and Innovation		
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Stakeholder Engagement and Our Material Topics, p.33; Our R&D and Innovation Activities, pp.79-83
Digital Transformation		
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Stakeholder Engagement and Our Material Topics, p.33; Digital Transformation, pp.75-78

Targets

Category	Target & Tracking Indicators (KPI)	Target Year	Related SDG
Environment	Reducing CO_2 emissions arising from clinker production compared to %13 compared to 2021	2030	
	Increasing Alternative Fuel use to %61 compared to 2021	2030	
	Reducing CO_2 savings per ton of clinker produced due to Alternative Fuel Use by %10 compared to 2021	2030	
	Reaching %1.2 CO_2 savings with the use of alternative raw materials compared to 2021	2030	
	Reducing $CO2_2$ emissions arising from cement production by %36 compared to 2021	2030	
	Reducing the amount of clinker in the form of cement by %73 compared to 2021	2030	
	Meeting %54 of total electricity demand with renewable energy.	2030	
	Achieving %3 thermal substitution of total fuel consumption in green hydrogen use.	2030	
	Achieving a %38 savings in total clinker emissions by 2030 using Carbon Capture, Utilization and Storage (CCUS) technologies.	2050	
	ISO 14064 Carbon and 14046 Water Footprint calculation and certification at our cement production facilities	Annually	
	Reducing the amount of water withdrawn from nature and to be added to the system by %28 until 2030	2030	
	Preparation of the Water Management Plan of our integrated cement production factories with Water Stress	2025	
	Preparation of the Biodiversity Management Plan of our integrated cement production factories	2025	
	Preparation and publication of approved Environmental Product Declaration (EPD) of active green products produced in Integrated Cement Factories	2025	
	Conducting and publishing Environmental, Social and Governance (ESG) scoring	Annually	
	Commissioning of Digital Water Recording and Monitoring Systems in our Integrated Cement Factories	2025	

Targets

Category	Target & Tracking Indicators (KPI)	Target Year	Related SDG
Social	Increasing the ratio of female employees by 10% across the group, with priority given to Sub-Saharan African countries	Annually	
	Zero accident target by developing practices that will ensure improvement in occupational health and safety and meeting international performance criteria and standards in this field	Annually	
	Carrying out studies to ensure that the results of employee satisfaction surveys are at least 70%	Annually	
	Bringing a sustainability perspective to the supply chain and completing the training of new suppliers	Annually	
	Having positive impact on societies by supporting projects in the fields of gender equality, education, innovation and culture	Annually	
Social Governance	Implementing our new internal control/audit, digitalization and artificial intelligence approach in all processes	Annually	
Environmental Social Governance	Increasing the share of R&D expenditures in total turnover by 5% in order to adopt R&D and Innovation principles and to design sustainable products, services and business models	Annually	
Governance	Making efforts to ensure that the customer satisfaction rate is at least 90%	Annually	
	Transferring ethical principles and rules to the entire value chain in all companies, starting with employees and the supply chain	Annually	
	Establishing, monitoring and reporting feedback systems for external stakeholders and up-to-date implementation of feedback mechanisms in all companies with full participation	Annually	
	Completing Green Data Center installation within the scope of Digitalization and Center of Excellence studies	2030	

Communication with Stakeholders

Stakeholders	Internal/ External Stakeholder	Communication Method	Communication Frequency
Employees	Internal	Limak corporate portal	Continuous
		Performance evaluation meetings	At least twice a year
		Social activities	On request
		Occupational health and safety meetings	Monthly
		Satisfaction survey	Once a year
		Digital channels	Continuous
		Email	Continuous
		Seminars, congresses and fairs	On request
		Surveys	On request
		Face-to-face meetings	Daily
		Meetings	Other (On request)
		Social projects	During project
		Complaint system	Continuous
Customers	External	Social activities	On request
		Satisfaction survey	Once a year
		Digital channels	Continuous
		Email	Continuous
		Seminars, congresses and fairs	On request
		Surveys	On request
		Face-to-face meetings	On request
		Meetings	On request
		Annual and sustainability reports	Continuous
		Social media	Continuous
		Complaint system	Continuous
		KAP (Public Disclosure Platform)	Continuous

Stakeholders	Internal/ External Stakeholder	Communication Method	Communication Frequency
Business Partners (Suppliers, contractors, subcontractors, etc.)	External	Digital channels	Continuous
		Email	Continuous
		Seminars, congresses and fairs	On request
		Surveys	On request
		Supplier Audits	Once a year
		Face-to-face meetings	Continuous
		Meetings	Continuous
		Collaborations in education	During project
		Social media	Continuous
		Complaint system	Continuous
Senior Management	Internal	Limak corporate portal	Continuous
		Ordinary general assembly meeting	Once a year
		Performance evaluation meetings	Once a year
		Financial performance reports	Once a year
		Interviews	On request
		Occupational health and safety meetings	Monthly
Local Communities and Public Opinion	External	Social activities	During project
		Digital channels	Continuous
		Seminars, congresses and fairs	On request
		Environmental Impact Assessment (EIA) Report process	Other (On request)
		Social projects	During project
		Collaborations in education	During project
		KAP (Public Disclosure Platform)	Continuous
		Social media	Continuous

Communication with Stakeholders

Stakeholders	Internal/ External Stakeholder	Communication Method	Communication Frequency
Financial Institutions	External	Email	Continuous
		Face-to-face meetings	On request
		Meetings	On request
		Monitoring reports and field visits	During project
		Audits	During project
		Financial performance reports	Once a year
		KAP (Public Disclosure Platform)	Continuous
Government and Regulatory Agencies	External	Digital channels	Continuous
		Email	Continuous
		Seminars, congresses and fairs	On request
		Face-to-face meetings	On request
		Meetings	On request
		Environmental Impact Assessment (EIA) Report process	Other (On request)
		Social projects	During project
		Audits	On request
		KAP (Public Disclosure Platform)	Continuous

Stakeholders	Internal/ External Stakeholder	Communication Method	Communication Frequency
Non-governmental Organizations	External	Social activities	During project
		Digital channels	Continuous
		Email	Continuous
		Seminars, congresses and fairs	On request
		Surveys	During project
		Face-to-face meetings	On request
		Meetings	On request
		Social projects	During project
		Membership meetings	On request
		Social media	Continuous
Universities	External	Social activities	During project
		Digital channels	Continuous
		Social projects	During project
		Collaborations in education	During project
		Social responsibility projects	During project
		Social media	Continuous
Media-Press	External	Interviews	On request
		Social media	Continuous
		Social activities	During project
		Digital channels	Continuous

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