
Limak Cement
now must say new things
2025
SUSTAINABILITY REPORT
www.limakcement.com

Limak Cement

now must say new things

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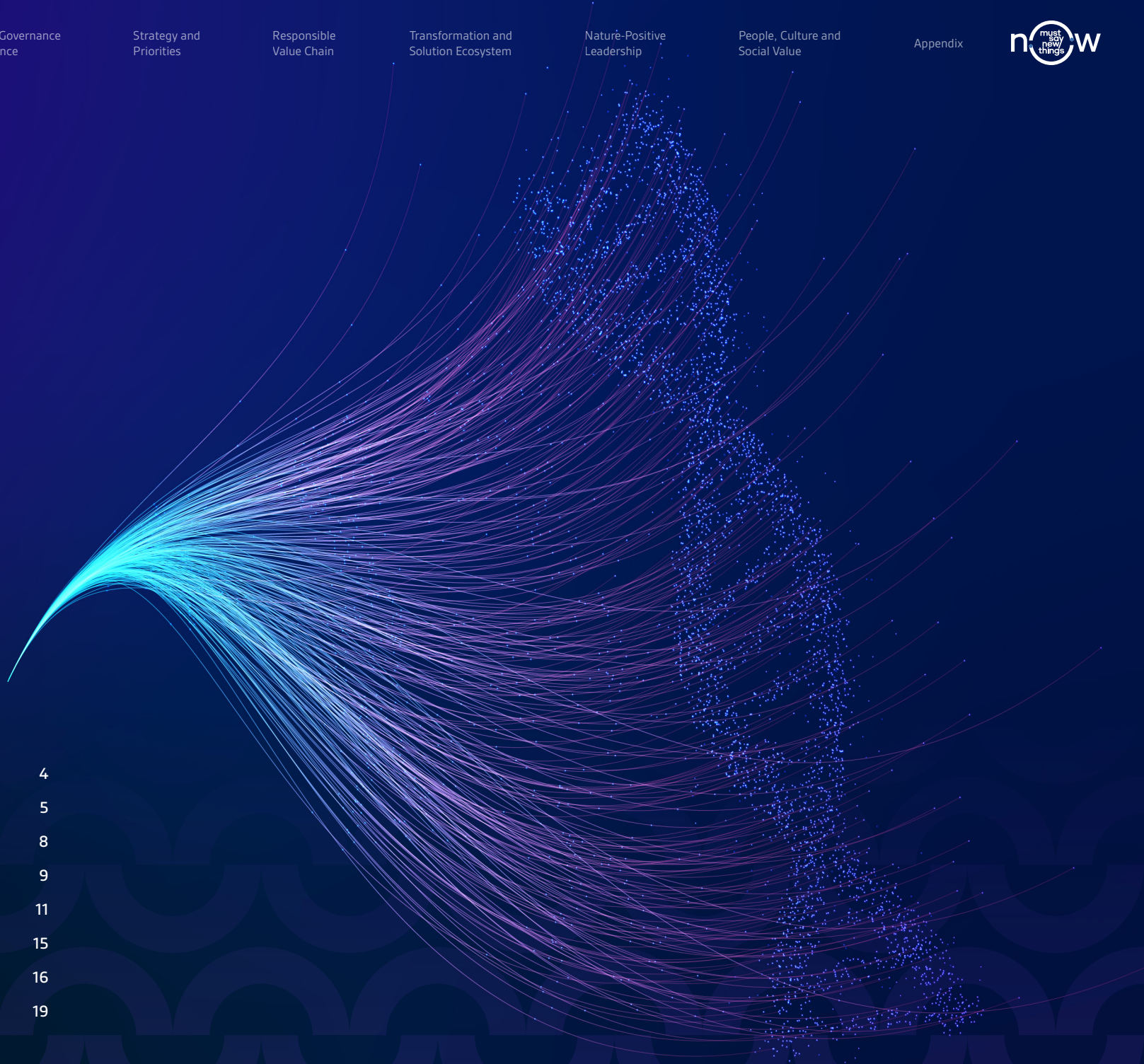

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About the Report

As one of Türkiye's leading cement producers, we are pleased to share our Limak Cement Sustainability Report 2025 with you, our valued stakeholders. This report comprehensively reflects the core strategies of our sustainability approach, our people-oriented value creation efforts, the steps we have taken on our digital transformation journey, and our developments in R&D and innovation.

While continuing to transform our business processes within the scope of the Triple Transformation Project, which we have been carrying out for five years, we bring our corporate culture together around a shared understanding across all our locations. Through this inclusive transformation and our people-oriented approach, we continue to create lasting value not only for our Company, but also for our country and our industry, and carry out our efforts with determination and the same sense of responsibility.

In line with our investments in innovative technologies, our approach based on environmental and social responsibility, and our corporate culture that prioritizes employee well-being, we continue to implement next-generation production solutions in the fields of environmental, social, and governance (ESG) and within the scope of Best Available Techniques (BAT), supported by our transparent governance approach. By making continuous improvement an integral part of the way we do business, we are writing a transformation story that leads the way in our industry, and at every step we emphasize our determination to build a more inclusive, resilient and meaningful future by saying "Now, must say new things".

Reporting Period and Scope

Our report covers Limak Çimento Sanayi ve Ticaret A.Ş., all its locations and its activities for the period between 1 January 2025 and 31 December 2025, and presents our sustainability performance to our stakeholders in a holistic manner through consolidated data. The terms "Limak Cement" and the "Company" used throughout the report refer to Limak Çimento Sanayi ve Ticaret A.Ş.

Unless otherwise stated, the data and information included in the report relate to the Company's main fields of activity, namely clinker, cement, concrete, and pumice block production. Unless otherwise stated, all financial and non-financial data included in the report cover our 11 cement plants, more than 30 ready-mixed concrete facilities, low-carbon fuel facilities and related offices in Türkiye, Côte d'Ivoire and Mozambique, as well as our representative office in Denmark, which monitors European Union regulations and policy developments closely, and relate to the year 2025.

Reporting Standards

This report has been prepared taking into account the Türkiye Sustainability Reporting Standards (TSRS), the European Sustainability Reporting Standards (ESRS) and the Global Reporting Initiative (GRI) 2021 Standards. The report transparently shares Limak Cement's environmental, social and governance (ESG) performance with stakeholders and also presents the progress achieved in line with its sustainability targets. Within the scope of the double materiality approach, which forms the basis of the ESRS, the impacts of the Company's activities on the economy, environment and society, as well as the financial impacts of developments in these areas on the Company, were evaluated together, and the report content was shaped in line with this analysis.

In addition, activities carried out in line with the United Nations Women's Empowerment Principles (UN WEPs), to which Limak Holding is a signatory, and the United Nations Global Compact (UNGC) have been included in the scope of the report, while the initiatives carried out under priority topics have been evaluated based on their contributions to the United Nations Sustainable Development Goals (UN SDGs).

Contact

For any feedback, suggestions and questions regarding our 2025 Sustainability Report and our sustainability performance, please contact us at ***surdurulebilirlik@limakcement.com***



Message from the Chairman of the Board



Dear Stakeholders,

The year 2025 will be remembered as a period in which the global economy underwent significant transformations. While geopolitical developments, changes in trade policies, and fluctuations in financial markets shaped the global economic outlook, central banks' monetary policies continued to play an important role in determining economic balances. Assessments by the International Monetary Fund indicate that the global economy has continued to grow and that inflation has entered a gradual downward trend. These developments show that the world economy is in search of a new equilibrium. Alongside economic dynamics, technological transformation has also become one of the most important factors shaping the direction of the business world. Artificial intelligence and data-driven technologies offer new opportunities to increase efficiency in many areas, from production processes to decision-making mechanisms. In the same period, energy security, resource efficiency, and climate policies are gaining increasing prominence on the global economic agenda. These topics play a decisive role in shaping industrial policies and long-term investment decisions.

From the perspective of industrial sectors, sustainability and technological transformation are now among the strategic elements of competition. The cement and concrete sector, in particular, is of critical importance for global infrastructure investments and urbanization processes, while expectations for reducing the environmental impacts of production processes are steadily increasing. The use of alternative fuels, low-carbon product development, circular economy practices, and digitalization stand out as the key transformation areas shaping the future of our industry.

Energy transition is one of the most critical dimensions of this transformation. Increasing the use of renewable energy, reducing carbon intensity, and strengthening energy efficiency in industrial sectors are among the most important priorities of the period ahead. Accordingly, while many companies are turning to cleaner energy sources in their production processes, renewable energy investments have become an important part of global industrial strategies.

As Limak Cement, we closely follow this transformation across the different geographies in which we operate, particularly Türkiye and Africa, and shape our strategic approach accordingly. The year 2025 was a period in which we made significant progress in innovation, sustainability, and corporate development.

The next-generation products and production technologies we developed as part of our R&D and innovation efforts enabled the implementation of important practices that support transformation in our industry. The development of low-carbon cement technologies, the expansion of alternative fuel use, the strengthening of digital traceability in production processes, and the steps we have taken in sustainable finance constitute the key elements of our long-term growth strategy. This approach is also supported by the strong performance we have achieved in international sustainability assessments and the validation of our science-based climate targets.

In 2025, we also significantly accelerated our renewable energy investments in line with our energy transition strategy. Through the solar energy projects we implemented in the regions where our plants are located, we took important steps toward making the energy infrastructure of our production processes more sustainable. Thanks to our large-scale solar energy investments, we diversified our energy resources and built a strong infrastructure that will contribute to reducing our carbon emissions.

Our understanding of sustainability is integrated with a people-oriented corporate culture and a strong governance approach, beyond environmental performance. Our learning culture, which supports the development of our employees, our inclusive organizational structure, and our practices that encourage continuous improvement form the foundation of our corporate resilience. At the same time, the strong relationships we build with the communities in which we operate and our projects that contribute to social development are an important part of our responsibility for sustainable development.

As Limak Cement, we act with the awareness that creating sustainable value does not take place only within company boundaries. The strong collaborations we establish with our suppliers, business partners, customers, employees, and the communities in which we operate form the foundation of our sustainable growth journey. Accordingly, we carry out efforts to strengthen the principles of transparency, accountability, and sustainability in our supply chain, and aim to build a more resilient and responsible value chain together with our stakeholders.

Looking ahead, we see that the transformation in the global economy will continue without slowing down. Technological developments, climate policies, and the energy transition are creating new opportunities and responsibilities for industrial sectors. As Limak Cement, we are moving forward with determination to contribute to the transformation of our industry in line with our strong corporate infrastructure, R&D capabilities, and sustainable growth vision.

Developing more efficient production processes, reducing our environmental impacts, and creating long-term value for all our stakeholders in the geographies where we operate will remain among our key priorities in the period ahead.

I would like to thank all our colleagues, business partners, and stakeholders who have contributed to this journey.

Mehmet Serhan Bacaksız
Chairman of the Board

CEO Message



Dear Stakeholders,

The global cement sector is undergoing one of the most comprehensive transformation processes in its history. As Limak Cement, we adopt an approach that not only adapts to this new era shaped by climate change, resource efficiency, and digitalization, but also helps steer it. Through the strategic steps we have taken in line with our understanding of sustainable growth, we are determinedly maintaining a business model that advances our operational strength together with environmental and social value creation.

The transformation approach we have developed through our belief in stakeholder capitalism enables us to address sustainability not merely as a set of targets, but as a management approach at the heart of the way we do business. Accordingly, we have made our sustainability strategy, which addresses environmental, social, and governance areas in a holistic manner, an integral part of our corporate structure.

Combating climate change remains one of the most critical elements of this approach. With our emission reduction targets approved by the Science Based Targets initiative (SBTi) in 2025, we have officially put into practice a transformation roadmap aligned with the 1.5°C scenario on a global scale as Limak Cement. While this development transforms our low-carbon production vision into a stronger corporate commitment, it also brings with it an important responsibility in our industry as one of the pioneering companies in Türkiye to receive this approval.

We do not base our low-carbon production approach on a single technology or a single process improvement; we manage it through a holistic transformation model extending from clinker to cement, and from concrete to carbonation processes. Increasing the use of alternative fuels, expanding the use of alternative raw materials, reducing the clinker ratio, and developing next-generation binder technologies constitute the key components of this roadmap. At the same time, through our work on advanced solutions such as the use of hydrogen-blended fuels and carbon capture technologies, we contribute to the development of critical technologies that will shape the future of the industry.

One of the most important elements enabling this transformation is our strong innovation capacity. Through our R&D and innovation centers, we carry out work across a broad range of areas, from low-carbon production technologies to next-generation cement and concrete solutions, and scale the technologies we develop in collaboration with our global stakeholders. Thanks to this approach, Limak Cement has gained a strong position on a global scale not only through its production capacity, but also through its knowledge and innovation capabilities in climate technologies.

Our sustainability journey is not limited to environmental transformation. Strengthening our people-oriented corporate culture, creating an inclusive and safe working environment, and supporting the development of our employees remain among our strategic priorities. In line with this approach, while making the principles of diversity, inclusion, and equity an integral part of our corporate culture, we have certified our principle of equal pay for equal work at an international level through the globally recognized EQUAL-SALARY certification.

Thanks to our strong governance structure, we place the principles of transparency, ethical values, and accountability at the center of all our activities, while also demonstrating our sustainability performance strongly on international platforms. The high performance we have achieved in the CDP Climate Change and Water Security programs, as well as our position among global leaders in ESG assessments, are among the key indicators of the tangible outcomes of our sustainability approach.

At the same time, through our corporate academy and human resources organization, we develop innovative learning and talent management models that support the continuous development of our employees, and continue to make the impact of these efforts visible on a global scale through the awards we receive on international platforms.

The conservation of natural resources and harmony with ecosystems also constitute an important part of our sustainability approach. Through the innovative practices we have implemented in water management, we have reached a leadership level on international platforms, while aiming to establish a production model in harmony with nature in the regions where we operate through the science-based work we have developed for biodiversity conservation.

Carbon regulations and carbon border mechanisms, which are becoming increasingly decisive in the global trading system, are also opening the door to a new era for our industry. As Limak Cement, we view these developments not only as a compliance process, but also as a strategic opportunity that strengthens our competitiveness. We now evaluate our investment decisions not only based on financial performance criteria, but also together with carbon reduction potential and long-term sustainability impact, and accordingly prepare our operations for the low-carbon industrial model of the future.

At the point we have reached today, Limak Cement's sustainability approach has become a holistic transformation model guided by science-based targets, supported by data and technology, and extended across the entire value chain. In the period ahead, we will continue to set an example in our industry and contribute to sustainable industrial transformation through the steps we take in climate technologies, digitalization, and a people-oriented corporate culture.

I would like to thank all our employees, business partners, and stakeholders who have trusted us and contributed to this journey, and I believe that this transformation we are building together will serve as an inspiring example for both our country and our industry.

Sincerely,

M. Erkam Kocakerim
Global CEO

Message from the Director of People, Culture, and Sustainability



The accelerating transformation on a global scale is redefining ways of doing business, competency needs, and the areas of responsibility of institutions. In this context, sustainability is addressed as a fundamental management approach that shapes the long-term performance of organizations.

At Limak Cement, we manage sustainability through an integrated structure that addresses the dimensions of people, data, and governance together. This approach progresses through a system architecture that directly integrates sustainability into the organization's decision-making processes.

People are at the center of this structure. The speed and quality of transformation are determined by the organization's learning capacity, talent architecture, and leadership quality. The Talent 5.0 approach we have developed in this direction offers a holistic model that not only develops talent, but also defines, measures, and links transformation competencies for critical roles to organizational performance.

Within the scope of this model, we address talent management not as a static process, but together with workforce planning, leadership development, and organizational agility. Through the competency frameworks and development journeys we have created for critical roles, we focus on building today the capacity that the organization will need in the future.

Through Limak Cement Global Academy (LCGA), we extend this approach across all layers of the organization, addressing technical knowledge, digital competencies, and leadership development within an integrated learning ecosystem. In this way, learning goes beyond individual development and becomes a strategic lever that feeds organizational performance.

Throughout 2025, our investments in human capital and our inclusive corporate culture approach delivered tangible outcomes on an international scale. Being the only cement company included in Great Place to Work®8 Türkiye's "Best Employers" list and the achievements we earned under the Brandon Hall Group Excellence Awards demonstrate that our people-oriented approach is supported by a strong performance model.

The verification of our equal pay for equal work principle through international certification following independent audit processes conducted by the EQUAL-SALARY Foundation demonstrates that equal opportunity is addressed within a measurable and traceable system structure. Within this scope, Limak Cement became the fourth company in Türkiye to hold this certification, while also being positioned as the first company in the global cement sector to receive this certification. This model, supported by annual monitoring audits, ensures the continuity of practices.

The results we have achieved in environmental performance demonstrate that our approach has gained recognition on an international scale. The high-level scores we achieved in the CDP Climate Change, Water Security, and Supplier Engagement programs, as well as our strong performance in ESG ratings, confirm our systematic progress in this area.

Our supply chain approach constitutes an important component of this performance. We address our supply chain not merely as an operational process, but as one of the key areas of value creation and transformation. The structure we have established with our critical business partners goes beyond a compliance-oriented audit approach and is based on an ecosystem model that learns, develops, and transforms together. As we integrate ESG criteria into the supply chain, we manage performance and development areas with a data-driven approach. This model is also confirmed by the results we have achieved in international assessments; our A rating in the CDP Supplier Engagement Rating demonstrates the effectiveness of this structure.

Following the validation of our science-based targets, we expanded our nature-focused approach and initiated our target development process within the scope of the Science Based Targets Network (SBTN). We position developing science-based targets with a particular focus on freshwater and taking an active role in international platforms in this area among our priorities. In the financial and governance dimension, sustainability is addressed as an integral part of our decision-making mechanisms. The assessment of our sustainable finance framework at the "Excellent" level is a strong indicator of this integration.

On the operational side, while expanding our EPD studies, which transparently demonstrate the environmental impacts of our products, we have aligned our processes with international frameworks through the gains we have achieved in water efficiency management (ISO 46001), social responsibility management system (IQNET SR10), and corporate risk management approach (ISO 31000), becoming one of the pioneering companies in the Turkish cement sector to implement these standards.

At the same time, we support our sustainable product approach with our CSC Platinum-certified production infrastructure and international standards. In this context, having one of the first facilities among cement plants in Türkiye to receive CSC Platinum certification strongly demonstrates the sustainability performance of our production processes.

In addition, going beyond carbon management, we position biodiversity and water among our operational priorities. Through the work we carry out across all our facilities, we have developed an approach that measures and manages our impact on the ecosystems in which we operate. Digitalization is an important enabler of this structure. Through data analytics, artificial intelligence, and digital supply chain applications, we make our processes more measurable and predictable.

In line with this approach, sustainability continues to be integrated into all processes as one of the fundamental elements of the way Limak Cement does business.

I would like to thank all our colleagues, business partners, and stakeholders who have contributed to this process.

Şule Öztürk
Director of People, Culture, and Sustainability

Highlights for 2025*

Environment | Social | Governance | Digital Transformation and Innovation

%16,5 reduction in absolute Scope 1+2 GHG emissions compared to 2021

In lowest specific energy consumption, 4 Limak Cement plants ranked in **the top 5**

95% increase in alternative fuel use compared to 2023

0,56% pay balance in favor of women

The first company in the global cement sector with **EQUAL-SALARY** Certification

18% increase in total revenue in foreign currency terms compared to 2021

51 RPA projects completed since 2024

The first Boron-Activated Cement launched nationally and globally **BAC**

%7 reduction in our Scope 2 emissions per ton of cement compared to 2024 through optimization efforts, renewable energy, and energy efficiency projects

GPTW Certification across the entire Group

46% increase in the ratio of women employees compared to 2023

29% increase in the ratio of women managers compared to 2023

100% closure rate for ethics reports and notifications

16 strategic suppliers subject to ESG verification audits

The first patented product we launched **CEM PLUS+**

10% reduction in total water withdrawal compared to 2023

Group cumulative thermal substitution rate **15%**

76 women interns under the Future Women Engineers Program in 2025

40% increase in EBITDA in foreign currency terms compared to 2021

353% increase in R&D expenditures compared to 2023

5 new members of our **3DC** mortar series introduced

42% ratio of women researchers within LCTO

77% increase in the ratio of women employees in STEM roles compared to 2023

17% ratio of women members on the Board of Directors

85.080 tons/year refuse-derived fuel (RDF) capacity

36 MW solar power plant (SPP) installation

25% increase in total training hours compared to 2023

40% ratio of suppliers completing sustainability awareness training

Number of employees trained on business ethics and discipline: **1665**

25 collaborations carried out within LCTO

About Limak Holding

Limak Holding, to which we are affiliated, is a well-established Turkish organization that has been operating in various sectors, particularly cement, construction, energy, infrastructure, and tourism, since 1976. As of 2024, it has a strong global presence with more than 30,000 employees in 14 countries. Recognized for its strong organizational structure, effective process and risk management, and international business ethics standards, Limak Holding remains committed to creating economic and social value based on sustainable development and building a livable world for future generations through its innovative projects. Limak Holding continues its efforts to build a sustainable future by strategically adopting the GRI Standards and the World Economic Forum–International Business Council (WEF-IBC) Stakeholder Capitalism Metrics. As one of Türkiye's pioneering organizations committed to including the WEF-IBC Stakeholder Capitalism Metrics in its reporting scope, Limak Holding actively contributes to the United Nations Sustainable Development Goals (UN SDGs) by developing concrete projects. Guided by the Women's Empowerment Principles (WEPs) and the United Nations Global Compact (UNGC) within the framework of gender equality, Limak Holding contributes to global efforts for the sustainable management of water through its membership in the World Water Council, and builds a strong corporate foundation with a people-oriented and environmentally friendly approach that prioritizes social, environmental, and economic responsibilities. 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 sector.

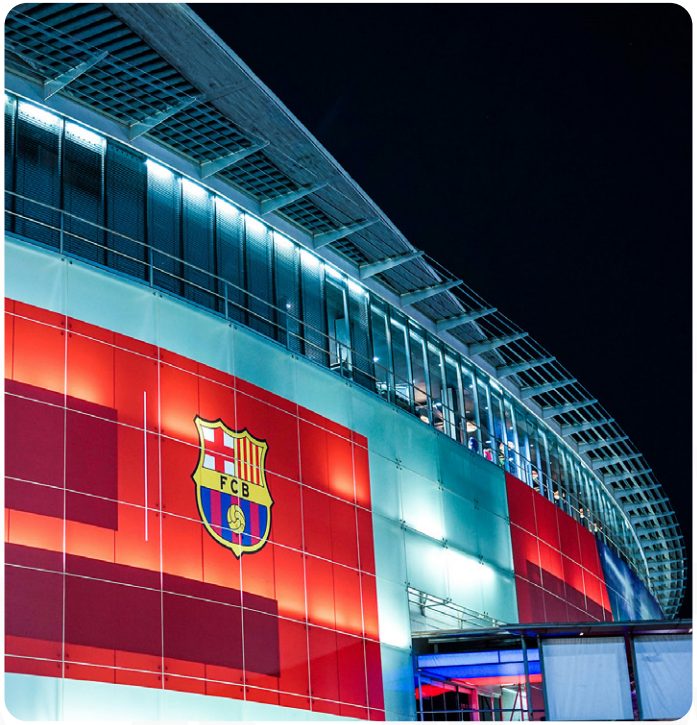
Sürdürülebilir Kalkınma İçin KÜRESEL AMAÇLAR

WORLD ECONOMIC FORUM

UN GLOBAL COMPACT Network Türkiye

WOMEN'S EMPOWERMENT PRINCIPLES

WORLD WATER COUNCIL







Countries Where We Operate



Sectors Where We Operate

Construction

Limak İnşaat has been involved in projects such as airports, ports, highways, and industrial facilities since 1976.

Energy

Limak Energy generates, distributes, and supplies energy in Türkiye and internationally.

Tourism

Limak Tourism has been operating in the tourism sector since 1995 and hosts more than 450,000 guests annually.

Infrastructure

With its broad market reach and expertise, Limak Infrastructure continues to invest in infrastructure projects such as airports, ports, and bridges.

Technology

Limak Technology provides customized digital solutions to group companies and ensures their management and operation.

Cement

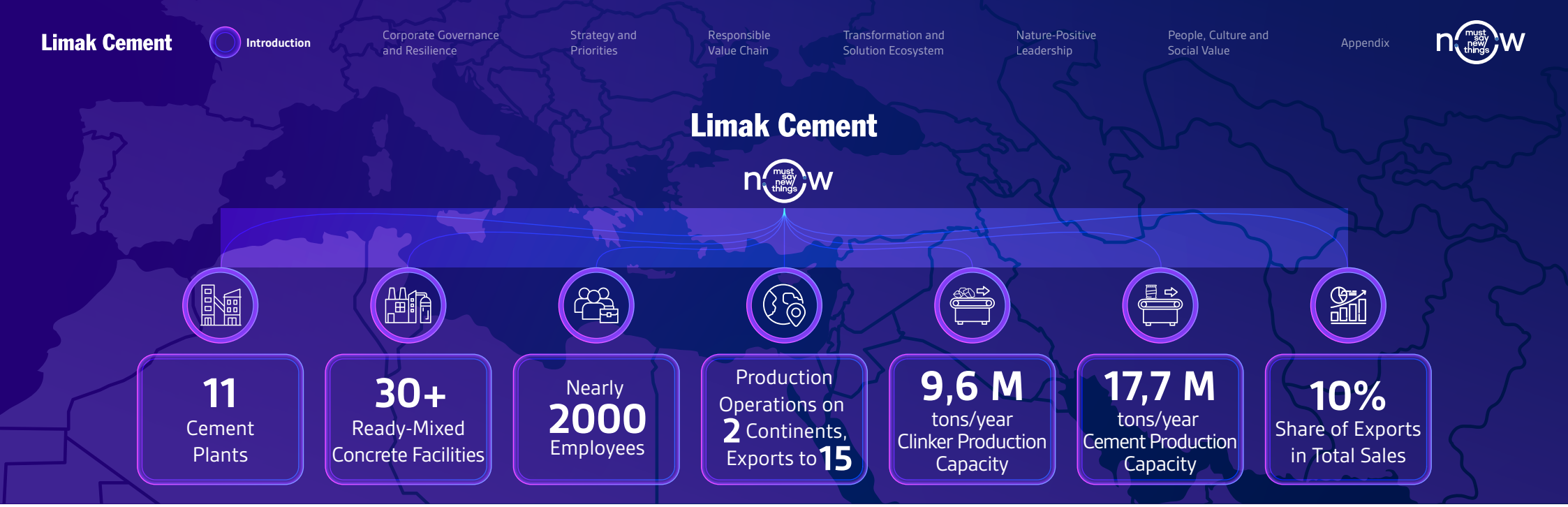
With 11 plants nationally and internationally, Limak Cement leads the cement sector with its innovative and sustainable production.

Energy, Electrical, and Mechanical Contracting

Elmak Energy provides technical contracting and high-quality engineering services to the energy sector in various projects.

Food and Beverage

Limkon has been operating in fruit juice and tomato paste production since 2008.



Limak Cement at a Glance

With over a quarter century of experience since 2000, we continue our operations as one of the largest players in the Turkish cement sector in terms of both capacity and sales network, with a total of 11 cement plants, more than 30 ready-mixed concrete facilities, low-carbon fuel facilities, and 8 sub-brands. While our production facilities are located in Türkiye, Côte d'Ivoire, and Mozambique, our export network extends to as many as 15 countries; in addition, we strengthen our corporate presence in Europe through our representative office in Denmark, established to closely monitor European Union regulations and sectoral policy developments. Thanks to our proximity to our customers and raw material sources, we have a strong business model and are able to implement flexible sales strategies in domestic and international markets.

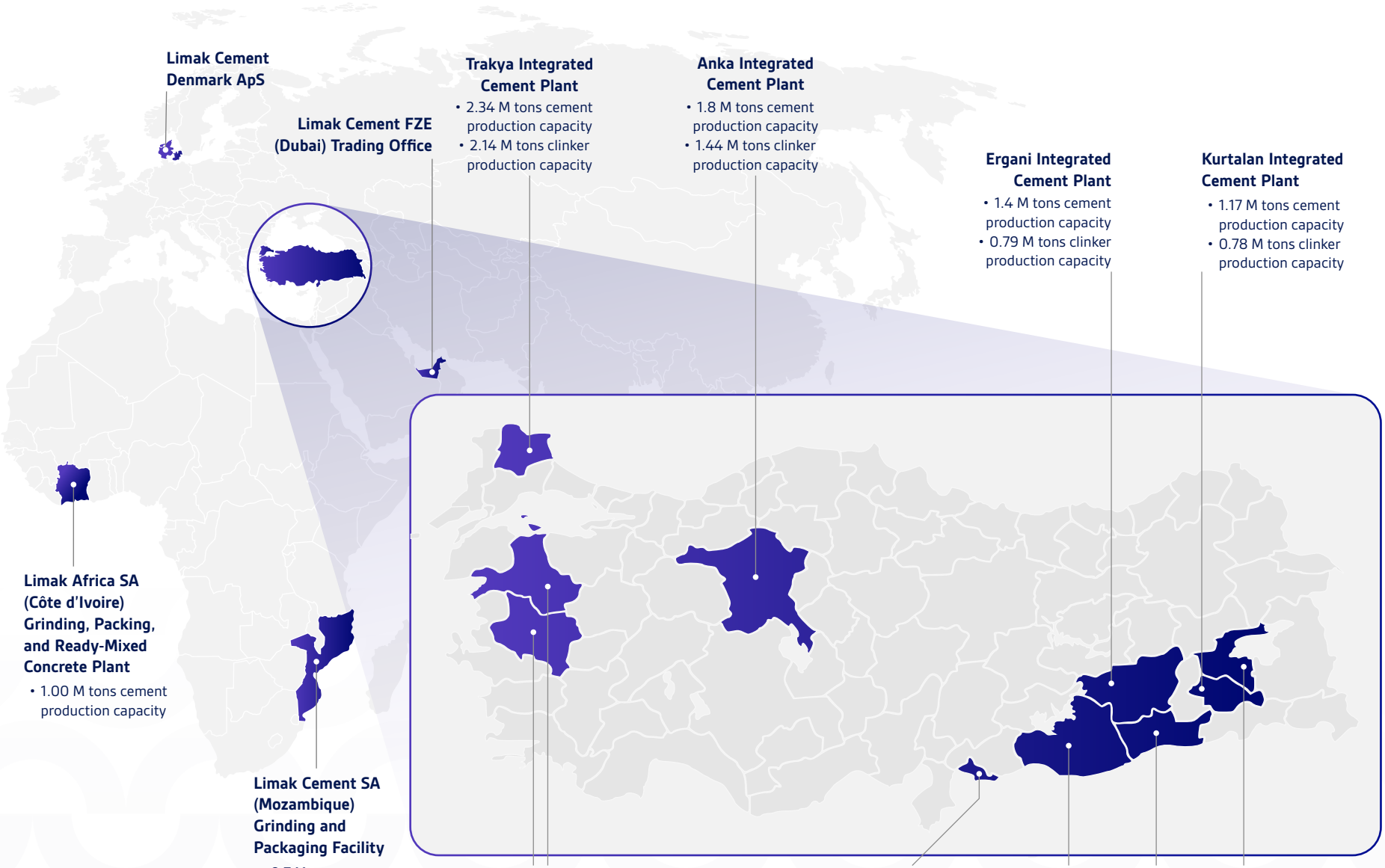
As Limak Cement, we are proud to determinedly pursue our mission of contributing positively to social transformation through an approach that creates value together with our stakeholders, has a strong sense of responsibility, and focuses on the future. In our Triple Transformation journey, we see it as our core mission to pioneer firsts in the sector, in our country, and on a global scale, in line with our holistic approach that places human resources at the center and is strengthened by sustainability and digital transformation.

With our annual production capacity of 9.6 million tons of clinker and 17.7 million tons of cement, we strengthen our effectiveness in the sector, while prioritizing environmental responsibility, sustainability, digital transformation, and qualified human resources through our advanced technology and innovative steps. In this context, with more than 35 R&D employees, we develop solutions for climate technologies and undertake innovative projects that will shape the future of our industry. In addition, through the Center of Excellence we have established, as well as data analytics, artificial intelligence, and smart production systems, we increase efficiency and environmental performance.

Across all our facilities, we carry out our production activities in compliance with the management system certifications we have obtained in various fields, as well as national and international legal regulations. With the ISO 9001 Quality Management System, we prioritize quality-oriented process management; with the ISO 14001 Environmental Management System, we effectively manage our environmental impacts; with the ISO 45001 Occupational Health and Safety Management System, we ensure employee safety; with the ISO 50001 Energy Management System, we improve energy efficiency; with the ISO 14046 Water Footprint and ISO 14064 Greenhouse Gas and Emissions Management Systems, we systematically monitor our water use and track our carbon emissions; and with ISO/IEC 27001:2022, we document our commitment to protecting information security at the highest international standards.

In this direction, as Limak Cement, we took important steps in the field of management systems in 2025. As the first cement company in Türkiye to receive the IQNet SR10 Social Responsibility Management System certificate, we concretized our practices that strengthen our corporate reputation and social trust. In the same year, as the first Turkish cement company to voluntarily implement the ISO 46001 Water Efficiency Management System, we placed our efforts for water efficiency within a systematic structure. In addition, by adopting the ISO 31000 Risk Management standard, we began to manage our risks with a holistic approach; and by implementing the ISO 10002 Customer Satisfaction Management System, we integrated customer expectations and feedback into our operational processes more effectively.

We also manage all our processes in line with the Equator Principles (EPs), the World Bank, the International Finance Corporation (IFC) Performance Standards, and the European Bank for Reconstruction and Development (EBRD) Performance Requirements, and structure the way we do business in alignment with international standards.



[1] *Owned by Limak Cement and leased and operated by a third party.*

Our Limak Cement Sub-Brands

As Limak Cement, we position our sub-brands as the fundamental building blocks of our future-oriented vision. We develop each of our brands meticulously in a way that contributes to our country's economic development while achieving international success. These brands not only support our targets on our sustainability journey, but also enable us to build strong and lasting ties with our stakeholders. With the contribution of our sub-brands, we take innovative steps that create value for the sector and our country, and carry sustainable success and lasting value into the future together.



Our Limak Cement Sub-Brands

Limak Cement Center of Sustainability and Climate Change (LCSC) works by adopting a comprehensive approach in the field of sustainability to reduce environmental impacts and achieve significant progress in social and governance areas. While the Center develops environment-oriented projects, it supports social sustainability targets through occupational health and safety, social responsibility projects for communities, and local development processes. It also develops governance projects in line with transparency and ethical values, and through these projects, increases reliability and sustainability in corporate governance. With innovative approaches that raise environmental, social, and governance (ESG) standards, LCSC strengthens Limak Cement's leadership role in the sector.

Limak Cement Central Technical Organisation (LCTO) plays a pioneering role in the cement sector through the innovative projects it develops in the areas of reducing carbon emissions, circular economy, and digital transformation. Work carried out on the basis of carbon capture technologies and zero waste principles, which are of critical importance in combating the global climate crisis, makes decisive contributions to achieving our Company's Net Zero Carbon targets set for 2050. LCTO's R&D- and innovation-oriented approach not only strengthens our environmental responsibilities, but also supports our goal of creating long-term sustainable value in the sector.

Designed by Limak Cement in 2021, the **Hybrid Center of Excellence (LCOE^{DX})** aims to stand out in the global cement and industrial sectors by improving process performance and competitiveness. This Center encourages knowledge and data sharing and contributes to human resources transformation. LCOE^{DX} aims to digitalize tens of thousands of processes, implement hyperautomation, and make effective use of technology investments. Within the scope of hyperautomation, it focuses on intelligent technologies such as robotic process automation (RPA), low-code/no-code platforms (LCNC), artificial intelligence (AI), generative artificial intelligence (Gen AI), and machine learning (ML). With its roadmap extending to 2028, it aims to achieve superior results through planned workforce growth and the use of advanced technology.

Limak Cement Global Academy (LCGA) addresses personal and professional development with a holistic approach, focusing not only on increasing knowledge, skills, and competencies, but also on developing emotional and cognitive capacities. LCGA aims not only to develop existing competencies, but also to discover and guide potential talents. Within this scope, it guides individuals' personal development journeys through practices that encourage creativity and support a participatory culture. It contributes to the development of visionary and innovative leaders who are open to new experiences and share their experiences. In this way, it plays a strategic role in building an organizational culture within Limak Cement that continuously learns, develops together, and creates value.

Limak Cement Global Trading (LCGT) aims to increase added value by managing our company's international commercial activities across different geographies through a single center. By consolidating global supply and sales processes under a single structure, we create differentiation in the sector by increasing the diversity of financial solutions and maximizing our competitiveness. By closely monitoring international product and logistics markets, we expand our access to information and take strategic steps based on up-to-date and accurate data. The continuous representation of our Group in international markets strengthens our recognition and accessibility.

Limak Cement Center of Stakeholder Engagement (LCSE) establishes effective communication and collaboration with a broad stakeholder network in line with the World Economic Forum's stakeholder capitalism metrics to achieve sustainability targets. Aiming to improve ESG performance, LCSE engages with a broad range of stakeholders, from employees and suppliers to public institutions and non-governmental organizations, through relationship management based on transparency and trust. By integrating the feedback received into strategies, it aims to build a sustainable future.

Limak Cement Global Mining Company (LCMC) aims to create sustainable resources by prioritizing environmental and social impacts in the mining sector and to achieve a leading position in the global market. Developing strategies aimed at ensuring production continuity and reducing costs, LCMC creates resources for low-carbon products through digital technologies, biodiversity, and rehabilitation R&D studies. The Company carries out domestic and international operations and business development as its three main functions.

Limak Cement Global Services (LCGS) is a sub-brand that aims to establish partnerships aligned with the climate transition by managing Limak Cement's international collaborations. It undertakes the mission of bringing trends led by the European Union and developed economies to Türkiye and implementing technical and social innovations. LCGS assumes a supervisory role on the global stage through know-how sharing. Its operating principle is to create a common roadmap by adopting a multidisciplinary approach with other sub-brands.

Our Business Approach

We believe that sustainable economic development is possible through an inclusive approach, when individuals have environmental and social awareness, and on a healthy planet.

We address our sustainability policy in a way that represents the entirety of the fundamental principles applicable to all employees, business partners, and stakeholders across all geographies in which we operate, and model our business approach in alignment with today's global goals, with a focus on:

- Sustainable Development-Oriented Business Approach
- Human Development-Oriented Business Approach
- Welfare Expansion-Oriented Business Approach
- Planet-Oriented Business Approach
- Fair and Sharing-Oriented Business Approach

Our Vision

To be a multinational company that, in alignment with our continuous and gender-balanced growth approach, scales up our system capacity in the fields of digital transformation, sustainability, combating climate change, and R&D; strengthens our development journey with qualified stakeholders in line with our responsible company mission; and creates value on a global scale by growing together.



Our Mission

To continue our efforts to align with the United Nations Sustainable Development Goals (UN SDGs) in all geographies where we operate, and to maintain our activities as the leader of the sector.



Our Firsts and Achievements - Environmental

We were included in the leadership list with an **A score** in the CDP Climate Change program and an **A- score** in the Water Security assessment.

At Limak Anka Cement Plant, through our project carried out in collaboration with **Air Liquide** for the simultaneous injection of hydrogen and oxygen into the calciner, we achieved a world first and increased our alternative fuel substitution rate to 100%.

Within the scope of our project supported by **TÜBİTAK 1832**, we developed environmentally friendly mortar mixtures suitable for 3D printing technologies by recycling construction and demolition waste, and offered innovative solutions that transform waste into value.

With the Platinum-level certification of our Anka Plant by the **Concrete Sustainability Council (CSC)**, we became the company with the first and only cement plant in Türkiye to reach this level, and achieved global sustainability leadership as the 10th facility worldwide to attain Platinum level.

We are among the first 10 companies in Türkiye to have our near-term 2030 and net-zero 2050 emission reduction targets approved by the **SBTi**.

By digitalizing our supply chain processes, we moved our onboarding and documentation steps fully into the digital environment, achieving **124,651 kg CO2e** in emission savings and generating an environmental contribution equivalent to the annual carbon absorption of approximately 5,725 trees.

As a result of the audit process we voluntarily applied for, we became the first and only company in the sector to receive the **ISO 46001 Water Efficiency Management System Certificate** approved by TSE, reinforcing the strategic value we place on water.

By publishing our **International EPD System** platform-compliant EPD certificates, which present the environmental impacts of our products through scientific data, we strengthened transparency and accountability in our sustainability approach.

Through the fieldwork conducted under the **Biodiversity Action Plan (BAP)** launched at our Balıkesir facility, we developed monitoring and conservation programs specific to local species, and made a concrete contribution to the protection of life on land in line with SDG 15.

Our Firsts and Achievements - Social

FUTURE OF CIO AWARDS

Our **LCOEdx** project was shortlisted as the only project representing our sector among global business projects held in Miami, and our IT Director Ümit Ateş was listed among the "**CIOs of the Year**" at the Future of CIO & Awards.

Great Place To Work. Certified 2025 Türkiye

Thanks to the importance we attach to employee experience and a culture of trust, we received the **Great Place to Work-Certified™** title and documented our people-oriented approach.

Through the water well we opened for the Bigoane Community in Mozambique, we contributed directly to the quality of life of local communities under **SDG 6** by providing access to clean and safe water.

enocta

According to Enocta data, among more than 500 companies, we demonstrated the strength of our corporate learning culture by receiving the "**Enocta Catalog: Learning Experience Duration Champion**" award.

Brandon Hall Group EXCELLENCE AWARDS

With our people-oriented and inspiring projects carried out under the **Triple Transformation Project**, we received **12 awards** in different categories at the **Brandon Hall Group Excellence Awards 2025: 6 Gold, 5 Silver, and 1 Bronze**.

Best Workplaces™ Great Place To Work. Türkiye 2025

Best Workplaces™ for Young Millennials Great Place To Work. Türkiye 2025

By being the only cement company included in **Great Place To Work®** Türkiye's 2025 "**Best Employers**" list, we strongly demonstrated our people-oriented corporate culture.

Great Place To Work. BEST People & Culture Leader™ 2025

We once again demonstrated that our inclusive, participatory, and people-oriented corporate culture is recognized internationally, with our Group Director of People, Culture, and Sustainability Şule Öztürk being named among the **Best People & Culture Leaders 2025**.

Through the indoor classroom support we provided to **1,450 students at Limak Africa**, as well as school improvements, we made a long-term social investment that builds strong ties with local communities.

Through the **Future Women Engineers Internship Program**, we strengthened equal opportunity in engineering by providing technical site visits and on-site internship experience to more than 100 engineering students.

CORPOwid™ All in one smart solution

By strengthening our website with **Corpowid** accessibility features, we began to offer an inclusive and accessible digital experience for different disability groups.

AI

We took an important step in our people-oriented digital transformation vision by carrying out our first employee recruitment through our **AI-based recruitment tool**.

ÇEİS

At the **ÇEİS (Cement Industry Employers' Association) OHS and Value Creators Awards**, we demonstrated our strong performance in safety, training, and leadership by winning awards in the three categories in which we were finalists.

Our Firsts and Achievements - Governance

Sustainable Fitch
a FitchSolutions Company

With the second-party opinion (SPO) rating of "**Excellent**" received from **Sustainable Fitch** for our Sustainability-Linked Finance Framework, we established the first sustainable finance framework publicly disclosed in the Turkish cement sector.

TÜRKİYE CUMHURİYETİ TİCARET BAKANLIĞI

In line with our **Responsible Green Transition** approach and our **LCSC** approach, we strengthened our decarbonization roadmap and achieved an important milestone that accelerates our compliance process with green transition legislation.

CDP

By being included in the **A List** in the **CDP 2024 Supplier Engagement Assessment (SEA)**, we demonstrated our leadership in sustainable supply chain management and the fight against climate risks.

TSE Risk Management ISO 31000

By addressing our entire risk management process proactively and holistically, from macroeconomic dynamics to operational processes, we became the first and only company in the Turkish cement sector to receive **ISO 31000 Risk Management Framework** validation.

CTA
AIMO ASSOCIAÇÃO INDUSTRIAL DE MOÇAMBIQUE

With the appointment of Seyit Orhan Baydar, our General Manager of Limak Cimentos SA Mozambique, to the **CTA** and **AIMO**, we took an important step that strengthens our Company's and Türkiye's representation and economic contribution in Mozambique.

TEDAR TEDARİK ZİNCİRİ YÖNETİMİ DERNEĞİ
CGE Sustainability and Governance Assessment Center

With our ESG-focused sustainable supply chain practices, we were awarded the achievement plaque and certificate under the **TEDAR & CGE Evaluation Sustainable Supply Chain Management Excellence Award Program**.

Sustainable Fitch
a FitchSolutions Company

In our first ESG rating from **Sustainable Fitch**, we documented our responsible growth approach internationally by taking our place among global leaders with an **ER3 score**.

IQNET

As a result of our social responsibility management practices, which we place at the center of our corporate culture and the way we do business, we became the first and only company in the Turkish cement sector to achieve this success by receiving the internationally recognized **IQNET SR10** Social Responsibility Management System Certificate.

Occupational Health & Safety ISO 45001

As **Limak Cimentos S.A.**, we became the first cement producer in Mozambique to receive the **ISO 45001 Occupational Health and Safety Management System Certificate**, documenting our commitment to employee safety and service quality at an international level.

Our Global and Sectoral Context

Global Trends	Future Outlook	Related Priority Topic	Relevant Stakeholder Group	Approach to the Trend	Related SDG
Climate Change Climate change is an urgent global issue that threatens our planet and all life, and whose priority is continuously increasing. The increase in greenhouse gas emissions is causing average temperatures worldwide to rise, glaciers at the poles to melt rapidly, sea levels to increase, and the frequency and intensity of extreme weather events such as heat waves, drought, and floods to rise. These transformations disrupt the balance of natural ecosystems, make agricultural production more difficult, place pressure on water resources, and expose human health to serious risks. Scientific data show that these impacts are becoming increasingly visible. According to the World Meteorological Organization's (WMO) climate assessment for 2025, the January–August 2025 period was 1.4°C warmer than the pre-industrial period in terms of global average temperature, and the effects of this increase on daily life and natural systems have become more pronounced. Furthermore, there is a high probability that global temperature will temporarily exceed the 1.5°C threshold in at least one year within the next five years and will remain at high levels on average. The consequences of climate change are already creating large-scale impacts in economic losses, deepening social inequalities, and migration movements. If necessary measures such as reducing greenhouse gas emissions, transitioning to renewable energy, sustainable land-use policies, and strong international cooperation are not implemented swiftly, future generations will face an uninhabitable world.	The importance of cooperation among governments, companies, civil society organizations, and individuals in combating climate change is increasing. It is stated that combating climate change will create positive impacts in economic and social layers in addition to its environmental contribution.	Decarbonization and Combating the Climate Crisis Renewable Energy and Energy Efficiency Circular Economy and Responsible Use of Resources	Business Partners Local Communities and the Public Customers EU and National Regulatory Authorities	To align our climate targets with the SBTi 1.5°C scenario, we have a comprehensive decarbonization roadmap prepared in collaboration with global umbrella organizations such as Cement Europe and the GCCA and supported by science-based calculations. Since 2022, we have been transparently sharing our progress in climate change and environmental performance through the CDP Climate Change and Water Security programs. We focus on low-carbon production technologies, the use of alternative raw materials and fuels, circular economy practices, and next-generation material solutions.	

[1] *World Meteorological Organization. "2025 Set to Be Second or Third Warmest Year on Record, Continuing Exceptionally High Warming Trend." WMO, 2025.*

Global Trends	Future Outlook	Related Priority Topic	Relevant Stakeholder Group	Approach to the Trend	Related SDG
Biodiversity and Water Security Climate change, land-use changes, industrialization, and increasing water demand are intensifying global biodiversity loss and water stress risks.[2] The United Nations Global Biodiversity Framework (Kunming-Montreal Global Biodiversity Framework) and increasing regulatory expectations regarding water management require companies to manage their impacts on nature more systematically. In industrial sectors, particularly water-intensive production processes, impacts on local ecosystems and land use linked to raw material supply stand out as critical areas in terms of biodiversity and water security. Financial institutions and investors are more closely assessing the impact of nature-related risks on corporate resilience, and frameworks such as TNFD expect companies to provide more transparent data and target-based disclosures. For the cement sector, the efficient use of water resources, wastewater management, quarry rehabilitation, and ecosystem restoration practices are among the fundamental elements of sustainable production.	In the period ahead, the increasing number of regions experiencing water stress and the growing visibility of the economic impacts of nature loss will require companies to integrate water and biodiversity risks into their strategic planning processes. Water efficiency, closed-loop systems, the use of alternative water sources, and nature-based solutions will become more widely adopted practices. In addition, measuring biodiversity impacts, carrying out rehabilitation activities based on scientific foundations, and monitoring impacts on nature throughout the value chain will gain importance. As nature risks become more decisive in financing and investment decisions, proactive approaches that improve companies' resilience to water risks and contribute to ecosystem restoration will come to the fore. Within this framework, water security and biodiversity management will become a strategic priority beyond environmental performance, in terms of operational continuity and long-term value creation.	Biodiversity Conservation Water Management and Efficiency Decarbonization and Combating the Climate Crisis	Local Communities Government and Regulatory Authorities Employees Suppliers Financial Institutions Civil Society Organizations	Considering the pressure of global warming and climate change on water resources, we systematically assess water stress risks in the regions where we operate. In this direction, we set targets to reduce our water footprint and implement an integrated water management approach supported by a digital monitoring infrastructure, water recovery practices, and operational efficiency efforts. By integrating water risks into our corporate risk management processes, we strengthen our management capacity through basin-based assessments and performance monitoring. To move our biodiversity management into a more systematic framework, we aim to establish and implement a Biodiversity Action Plan. Under this plan, we will follow a roadmap for identifying, prioritizing, measuring, and defining improvement steps for impacts. In addition, to establish nature-related targets on a scientific basis, we plan to launch the Science Based Targets Network (SBTN) initiative assessment studies, and aim to manage our impacts on nature through measurable and time-bound targets. This holistic approach supports our long-term sustainability goals by integrating water and biodiversity issues into our corporate governance, risk management, and performance monitoring processes, while ensuring alignment with both local regulations and international best practices.	

[2] UN-Water. The United Nations World Water Development Report 2023: Partnerships and Cooperation for Water. UNESCO, 2023.
[3] Taskforce on Nature-related Financial Disclosures (TNFD). Recommendations of the Taskforce on Nature-related Financial Disclosures. TNFD, 2023.

Global Trends	Future Outlook	Related Priority Topic	Relevant Stakeholder Group	Approach to the Trend	Related SDG
Digital Transformation and Cybersecurity					
Digital transformation is a critical enabler that increases efficiency, traceability, and decision quality across the value chain, from production to logistics and from the supply chain to reporting. IoT, cloud, advanced analytics, and artificial intelligence applications deliver tangible gains in energy optimization, process stability, and quality assurance. However, digitalization also increases risks such as cyber threats, supply chain dependencies, and false information and disinformation. The World Economic Forum's 2025 assessments highlight disinformation and cybersecurity risks among the global risks that stand out in the short and medium term.[4-5]	In the period ahead, the focus is expected to intensify around the secure integration of production data into corporate systems, the efficiency gains offered by artificial intelligence, cyber resilience, and the safe and responsible use of artificial intelligence. Cybersecurity is expected to become even more critical due to geopolitical tensions and supply chain complexity.	Digital Transformation and Cybersecurity Sustainable Financial Growth and Responsible Profitability R&D and Innovation, Product Quality, and Reliability	Senior Management Employees Customers Financial Institutions	With our LCOE^{DX} – Limak Cement Center of Excellence approach, we aim to reduce data loss by storing data securely and accessibly, operating data sources in an integrated manner, and shortening reporting preparation processes. While expanding RPA (Robotic Process Automation) and advanced analytics applications, we strengthen access authorizations, logs, OT/IT (Operational Technology and Information Technology) controls, security, and business continuity controls with a focus on cyber resilience.	
Geopolitical Developments					
Geopolitical developments are among the key dynamics that have increased uncertainty in the global economy in recent years and brought multilayered risks. The persistence of regional conflicts, increasing geopolitical fragmentation, trade restrictions and protectionist policies, energy supply security, logistics disruptions, critical raw material access, and cost-related pressures have direct impacts on operations.[6] For the cement sector, in particular, energy prices, access to critical raw materials, regulatory uncertainties, international transport costs, and supply chain disruptions play a decisive role in operational continuity and competitiveness. This environment makes it critical for companies to strengthen their risk management capabilities and make their supply and production processes more resilient.	In the period ahead, geopolitical uncertainties are not expected to decrease in the short term; on the contrary, fragmentation in trade policies and the effects of regional security risks and the energy-geopolitics nexus are expected to continue. In this process, it will become increasingly important for companies to develop alternative supply scenarios, strengthen localization and diversification strategies, improve energy efficiency, and increase alternative fuel use. In addition, jointly assessing climate policies and green transition targets together with geopolitical risks will require flexible, data-driven, and multi-scenario approaches in long-term planning.[7]	Employees and Human Rights Ethics and Compliance Responsible Supply Chain Management Circular Economy and Responsible Use of Resources	Senior Management Financial Institutions Government and Regulatory Authorities Business Partners	To reduce the impacts of geopolitical uncertainties on our operations, we adopt an approach that reduces dependency on a single country or region and supports a multi-source and resilient supply chain structure. To strengthen our energy supply security, we focus on alternative fuel use and energy efficiency practices, and assess local and alternative supply options. At the same time, we strengthen our business continuity plans by developing scenario-based risk analyses against critical raw material and logistics risks. Taking into account the connection between geopolitical developments and climate policies such as CBAM and the National Emissions Trading System (ETS), as well as international trade regulations, we continue to strengthen our proactive compliance and risk management approach.	

[4] *World Economic Forum. Global Risks Report 2025.*
[5] *World Economic Forum. Global Cybersecurity Outlook 2025.*
[6] *World Economic Forum. Global Risks Report 2025.*
[7] *International Monetary Fund (IMF). (2025). World Economic Outlook*

Global Trends	Future Outlook	Related Priority Topic	Relevant Stakeholder Group	Approach to the Trend	Related SDG
Transformation in Customer Demands Demand for low-carbon cement and concrete solutions in construction and infrastructure projects is becoming increasingly widespread, and green building certifications and sustainable material criteria are gaining broader acceptance in public and private sector projects. In their product selection processes, customers are increasingly taking into account not only price and performance, but also sustainability-focused elements such as product carbon footprint, traceability, and environmental impact. Within this framework, transparent disclosures such as Environmental Product Declarations (EPDs) and Life Cycle Assessments (LCAs) are becoming determining criteria, especially among corporate customers and in supplier selection for large-scale projects; therefore, sustainability performance is becoming a critical factor that creates competitive advantage in the market.	This transformation in customer demands is expected to gain further momentum in the period ahead and gradually reduce demand for conventional products. Large-scale customers and project owners are expected to make criteria such as product carbon footprint, EPD/LCA documentation, low-clinker-ratio and low-carbon cementitious products, and the use of supplementary cementitious materials (SCMs) standard procurement requirements in a way that supports the transition to low-carbon products. With the spread of carbon pricing mechanisms and the increasing effects of CBAM/ETS, customers will tend to assess products not only in terms of cost and quality, but also based on cost and carbon impact together. Companies that fail to carry out their strategic transformation in a timely manner during this process are likely to face loss of market share, customer loss, and reputational risk.	Sustainable Financial Growth and Responsible Profitability Social Contribution and Stakeholder Relations R&D and Innovation Product Quality and Reliability	Customers Business Partners Employees Senior Management	Taking into account the transformation in customer expectations, we diversify our sustainable product portfolio and accelerate our product and process transformation to meet demand for low-carbon products. Within the scope of our LCA and EPD studies, which were initiated and completed gradually to support customers in evaluating the environmental impacts of product selection processes transparently, we disseminate all relevant product results. Within the scope of low-carbon cement and binder solutions, we carry out technical studies to increase the use of alternative raw materials and supplementary cementitious materials (SCMs) in R&D and product development processes, make investments to increase the use of alternative fuels and waste, and strengthen technical customer support and product performance optimization to provide customers with solutions that generate benefits in the areas of supply security, cost reduction, and efficiency. We also aim to increase stakeholder trust and support long-term collaborations by regularly reporting our sustainability performance and environmental data.	

Global Trends	Future Outlook	Related Priority Topic	Relevant Stakeholder Group	Approach to the Trend	Related SDG
Risk and Opportunity Management Increasing geopolitical uncertainties, climate change, natural resource scarcity, supply chain disruptions, and financial fluctuations on a global scale require companies to redefine their risk management approaches. The spread of ESG-focused regulations, the strengthening of carbon pricing mechanisms, and the tightening of sustainable finance criteria have moved financial indicators in companies' risk frameworks beyond being limited to financial indicators alone, transforming them into a holistic framework that also covers environmental, social, and governance dimensions.[8] With this transformation, the global risk agenda has gained a multidimensional structure. In addition to environmental topics, changes in workforce dynamics, talent competition, data security and cyber threats, product safety and quality expectations, supply chain transparency, ethical compliance requirements, and stakeholder engagement at an increasingly complex level have become determining factors for corporate performance and resilience. Investors and financial institutions now evaluate companies' visibility in this comprehensive risk universe not only based on short-term financial results, but also through human capital management, business model flexibility, governance quality, and their level of preparedness for systemic risks. Within this framework, risk management is positioned not only as a protective mechanism, but also as an integral component of strategic planning and long-term value creation processes.	The increasing complexity of the global risk environment and the diversification of stakeholder expectations make it inevitable for corporate risk and opportunity management to evolve into more integrated and systematic structures. In the period ahead, a holistic management approach that considers financial, operational, environmental, and social dimensions not as independent areas, but in interaction with one another, will be required. Within this framework, it will be critically important for companies to strengthen the resilience of their business models, secure supply chain continuity, equip human capital with future competencies, and proactively manage digital risks and data security. At the same time, ethics and compliance mechanisms will be decisive in protecting corporate trust in the face of increasing regulatory expectations and stakeholder transparency demands. In the future, risk management processes will go beyond being a structure focused solely on minimizing potential losses and will become a strategic decision-support mechanism that reveals new market opportunities, areas of innovation, and operational efficiency potential. Accordingly, risk and opportunity management is expected to be positioned as a governance area that is more strongly integrated with corporate strategy, performance management, and investment decisions.	Corporate Risk and Opportunity Management Sustainable Financial Growth and Responsible Profitability	Senior Management Investors Financial Institutions Employees Business Partners Customers Government and Regulatory Authorities	As Limak Cement, we approach risk and opportunity management as a strategic component of strengthening corporate resilience and creating long-term value, beyond a secure management element. We assess risks not only through financial indicators, but also within a holistic framework that includes business model sustainability, operational continuity, human capital, social impact, and governance capacity dimensions. Thanks to our corporate risk management approach supported by internal control mechanisms, we assess our risks systematically and proactively structure our opportunities. The processes of identifying, prioritizing, monitoring, and reporting risks are regularly addressed at the senior management level and integrated into our strategic planning and investment decision-making processes. This structure strengthens our corporate resilience in the face of changing market conditions and global uncertainties. In line with increasing regulatory expectations, we adopt a risk assessment and reporting approach aligned with relevant national and international frameworks, particularly the TSRS. The integrated handling of financial and sustainability risks is supported by a reliable data infrastructure in line with the principles of transparency and accountability.	8, 9, 16

[8] *Sustainability Accounting Standards Board. SASB Standards. IFRS Foundation.*

Global Trends	Future Outlook	Related Priority Topic	Relevant Stakeholder Group	Approach to the Trend	Related SDG
Regulations and Policy Pressures in the Cement Sector In line with the European Green Deal, regulatory pressures continue to increase in carbon-intensive sectors, particularly those shaped around the net-zero target. Within this scope, CBAM practices are redefining competitive conditions in emissions-intensive sectors such as cement by aiming to prevent carbon leakage and make low-carbon production competitive in the EU market. In the CBAM compliance process, carbon emissions calculations, verification processes, and reporting obligations are becoming critical for companies. While efforts to develop the National Emissions Trading System infrastructure are accelerating in Türkiye, strengthening monitoring, reporting, and verification (MRV) processes in industrial sectors and preparing for carbon pricing mechanisms are among the priority topics on the sector's agenda. Within this framework, the Climate Law studies aim to strengthen Türkiye's climate governance structure and establish a legal basis for emission reduction targets and market mechanisms, while the Türkiye Green Taxonomy Regulation is expected to classify sustainable economic activities and clarify green finance criteria. In addition, with the maturation of carbon markets, carbon offsetting practices, voluntary carbon markets, and relevant certification mechanisms are becoming more visible within companies' climate strategies. Due to the energy-intensive structure of the cement sector, this transformation requires strategic steps in areas such as alternative fuel use, reducing the clinker ratio, energy efficiency, and investment in low-carbon technologies.[9]	In the period ahead, with the spread of carbon pricing mechanisms, the cement sector's decarbonization will go beyond being merely an environmental target and become a direct commercial sustainability and market access criterion. As obligations under CBAM become stronger, more detailed monitoring, reporting, and verification of products' carbon footprints will be a critical element of competitiveness, especially for producers trading with the EU.[10] In this process, transparent reporting and data reliability based on independent verification will be decisive. During Türkiye's transition to the National ETS, management of Scope 1 and 2 emissions, as well as Scope 3 emissions and supply chain transparency within the scope of CDP, will gain importance. At the same time, in financial markets, demonstrating sustainability performance with a stronger data-based approach will become a prerequisite for access to finance, taxonomy alignment, and a robust reporting infrastructure. Accordingly, the sector is focusing on alternative fuel and raw material use, renewable energy investments, reducing the clinker ratio, digital monitoring systems, and advanced technologies such as CCUS in the medium to long term.	Decarbonization and Combating the Climate Crisis Sustainable Financial Growth and Responsible Profitability	Government and Regulatory Authorities Financial Institutions Senior Management EU and National Regulatory Authorities	We closely monitor the impacts of climate-focused regulations on our sector, particularly national and international Emissions Trading Systems and CBAM, and assess developments in coordination with relevant public institutions and sector stakeholders. We strengthen our data and emissions calculation infrastructure for reporting and verification obligations under CBAM and improve our data management and reporting processes. Our Denmark team evaluates all relevant matters, particularly European Commission legislation and obligations, in a comprehensive manner through its expertise, and integrates these matters into our processes from both operational and technical perspectives. At the same time, in order to increase our compliance capacity during Türkiye's transition to the National ETS, we improve our MRV processes and carry out studies on energy efficiency, alternative fuel use, and low-carbon production practices in line with our decarbonization target. Taking into account sustainable finance and taxonomy requirements, we prioritize strengthening the environmental alignment of our investments and proactively managing climate risks.	8, 12, 13, 17

[9] *World Bank. State and Trends of Carbon Pricing 2024. World Bank, 2024.*
[10] *Republic of Türkiye Ministry of Environment, Urbanization and Climate Change. Climate Change Mitigation Strategy and Action Plan (2024–2030). 2024.*

Sectoral Trends	Future Outlook	Related Priority Topic	Relevant Stakeholder Group	Approach to the Trend	Related SDG
Innovative Low-Carbon Technologies Due to the structure of clinker production based on chemical processes, the cement sector continues to be one of the sectors that are difficult to decarbonize. In this context, Carbon Capture, Utilization, and Storage (CCUS) technologies stand out as strategic solutions for “hard-to-abate” emissions in the medium and long term. However, CCUS systems are still among the solutions that require high levels of investment and depend on infrastructure. High capture rates can significantly increase production costs, which limits economic feasibility, particularly in markets where carbon pricing mechanisms are not sufficiently developed. In addition, the limited availability of the pipeline and geologic storage infrastructure required for the transport and safe storage of CO2 is among the key factors affecting the pace of technology deployment. Access to finance, the clarity of regulatory frameworks, and the maturation of carbon markets stand out as determining factors in investment decisions.	In the period ahead, CCUS technologies are expected to play a more strategic role as carbon pricing mechanisms become stronger and climate targets tighten. Treating CO2 not only as an emission component, but also as a potential source of raw material, can accelerate the integration of circular economy approaches into the carbon value chain. However, the scalability of this technology is directly linked to the development of infrastructure investments, public incentives, regulatory clarity, and financial mechanisms. The deepening of carbon markets, the spread of sustainable finance instruments, and the clarification of national climate policies will be among the main factors that can increase investment appetite for low-carbon technologies. Within this framework, holistic decarbonization strategies that address alternative fuel and raw material use, energy efficiency, digital process optimization, and CCUS integration together in the medium to long term will come to the fore in the cement sector.	Digital Transformation and Cybersecurity R&D and Innovation Decarbonization and Combating the Climate Crisis	Government and Regulatory Authorities Senior Management Universities and Research Institutions Financial Institutions	Within the scope of our decarbonization roadmap, we position advanced technology solutions and sustainable production models among our strategic priorities. We closely monitor regulatory developments in Türkiye and international practices, and integrate investments in low-carbon technologies into our long-term investment plans. To strengthen our technological infrastructure, we develop collaborations with universities and business partners in feasibility and pilot studies. While continuing our preparatory work with our strategic partner COWI for the future integration potential of CCUS technologies, we support our emission reduction target through alternative fuel use, energy efficiency, and digital optimization practices in the short and medium term. This holistic approach enables us to advance our 2050 net-zero target and our science-based commitment to decarbonization within a phased and manageable framework.	

Sectoral Trends	Future Outlook	Related Priority Topic	Relevant Stakeholder Group	Approach to the Trend	Related SDG
Circular Economy and Waste Management The cement sector stands out among the sectors that integrate the circular economy approach into their production processes most effectively. The use of industrial by-products and recycled aggregates in cement production is widespread. Industrial by-products such as fly ash and granulated blast furnace slag are added to cement, reducing natural raw material consumption while enabling the recovery of waste.[11] In addition, alternative fuels such as household waste and end-of-life tires are preferred instead of traditional fossil fuels in cement plants. Thanks to these practices, carbon emissions are reduced and contributions are made to the circular economy. However, circular economy practices and alternative fuel use may, in some cases, face challenges in the supply chain and supply-demand imbalances. Within this framework, the cement sector has the potential to become an important part of the solution for both waste management and decarbonization targets, provided that an appropriate and predictable regulatory framework is established. Policy and regulatory frameworks that support the safe, traceable, and sustainable treatment of waste as an energy and raw material source will increase the sector's contribution to the circular economy and accelerate emission reduction potential.	The use of alternative fuels in cement production is directly linked to circular economy principles. However, the widespread use of these fuels remains limited by their availability and by existing quantity and quality criteria. While alternative fuels support waste recovery, they also contribute to the more efficient use of natural resources. Similarly, the use of alternative raw materials within the scope of the circular economy reduces the amount of waste to be disposed of and increases resource efficiency. The spread of industrial symbiosis and collaborations is important for these processes to operate more efficiently and for sustainability to be strengthened.	Circular Economy and Responsible Use of Resources	Government and Regulatory Authorities Business partners (suppliers, subcontractors, etc.)	Sustainable investments are planned to be implemented in order to further advance recycling and waste management processes. Within this framework, increasing the use of low-carbon fuels and making this transformation permanent are among our long-term and strategic priority targets in line with our sustainability focus, and investments are directed accordingly.	

[11] *Intergovernmental Panel on Climate Change. Climate Change 2022: Mitigation of Climate Change. Contribution of Working Group III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change. Cambridge University Press, 2022*

Sectoral Trends	Future Outlook	Related Priority Topic	Relevant Stakeholder Group	Approach to the Trend	Related SDG
Inclusive Employment and Green Skills Adaptation The climate crisis, digitalization, increasing regulations, and sustainable finance frameworks require companies to transform not only their environmental performance, but also their social and governance capacities. This transformation brings with it a new competency paradigm in the workforce structure on a global scale. The transition to a low-carbon economy brings green skills such as carbon management, data analytics, and sustainable production knowledge to the forefront, along with managerial competencies such as human rights awareness, ethical decision-making, transparent reporting, risk management, and inclusive leadership. With the increase in ESG-focused expectations, companies are investing more comprehensively in human capital capable of managing environmental and social impacts in an integrated manner. As the “just transition” approach gains momentum globally, balancing the impacts of the green transition on employment, reskilling and upskilling existing employees, and developing inclusive employment models that support equal opportunity have become strategically important. As sustainability performance becomes a competitive advantage, institutions that integrate ESG transformation into human resources management are coming to the fore.	As the green transition gains momentum, new business lines will continue to emerge in areas such as hydrogen use, CCUS, alternative fuel systems, and digital process management. These developments will not only create new employment opportunities, but will also make it necessary to reskill the existing workforce and equip it with ESG-focused skills. In the period ahead, increasing expectations regarding social impact and governance quality, as well as environmental performance, will require companies to develop competencies in areas such as carbon management, data analytics and digital monitoring systems, human rights awareness, ethical compliance, sustainable supply chain management, and integrated reporting. As ESG criteria become decisive in financing and investment decisions, the need for expertise in these areas will also increase. For adaptation to this transition, stronger collaborations must be developed among public authorities, the private sector, and educational institutions, and sector-focused, inclusive, and practice-based training programs must be expanded. In line with the “just transition” approach, preparing existing employees for transformation, bringing young talent into the sector, and increasing women’s representation in technical and production areas will be critical for the long-term sustainability of the sector.	Talent Management and Employee Engagement	Public Authorities and Regulatory Bodies Senior Management Employees and Potential Candidates Universities Vocational Training and Development Institutions Sectoral Associations Social Stakeholders Civil Society Organizations	In line with evolving sector dynamics and our strategic targets, we adopt a learning- and development-oriented approach structured to strengthen employee competencies and build an organization ready for the future. Continuous learning and competency updating are among the fundamental elements of our human resources strategy. Within this scope, we support role-based development pathways and sector-focused training programs through Limak Cement Global Academy, including technical expertise, digital competency, occupational health and safety culture, and sustainability skills. By offering planned content in priority areas such as digital transformation, sustainability, and operational excellence, we systematically support the development of both our existing employees and potential leader candidates. By integrating competency development with the performance management system, we link targets to individual development plans and implement a critical role succession approach to ensure continuity in critical positions.	

Corporate Governance and Resilience

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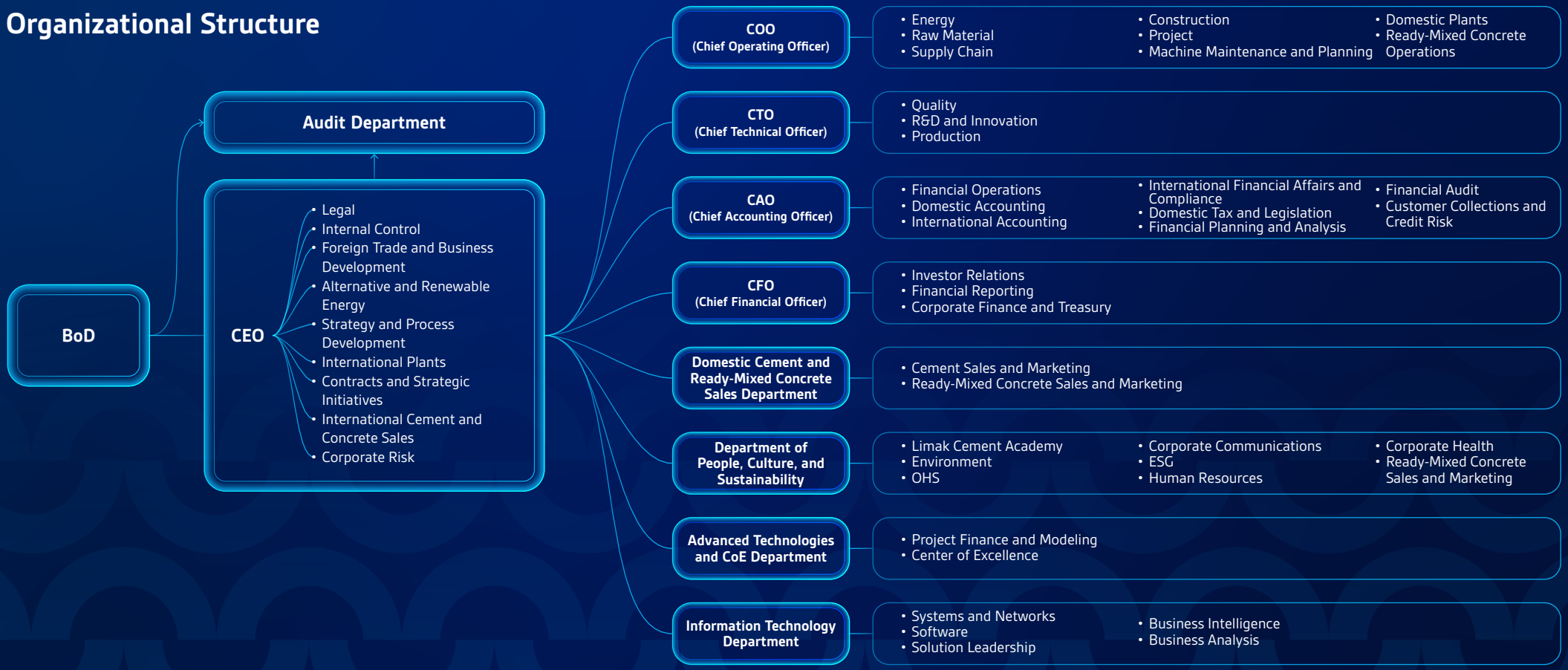
Corporate Governance

As Limak Cement, we conduct all our activities in line with the principles of transparency, ethics, fairness, accountability, and sustainability, and structure our corporate governance approach in harmony with the core values of the Limak Group of Companies. We manage our decision-making processes with a holistic perspective that considers risk management, regulatory compliance, and stakeholder expectations.

At the center of our corporate governance approach are a people-oriented approach, corporate resilience, and strong governance mechanisms. While integrating science-based approaches into our decision-making processes, we support operational excellence through our R&D and innovation efforts and develop practices aimed at reducing environmental impacts. Within this scope, we shape our sustainability approach from a holistic transformation perspective that addresses environmental, social, and economic dimensions together. Thanks to our digital transformation and data-driven management approach, we make our processes more traceable, measurable, and effective, and strengthen our organizational competencies through an agile working culture.

The effectiveness of our governance structure ensures that risk management, regulatory compliance, ethical principles, internal control mechanisms, and stakeholder expectations are integrated into strategic decision-making processes. In line with this approach, while strengthening our corporate resilience, we continue to develop a responsible, reliable, and resilient corporate structure with a focus on long-term

Organizational Structure



Board of Directors



Mehmet Serhan BACAKSIZ
Chairman of the Board



Ebru ÖZDEMİR
Vice Chair of the Board



İsmail Kerem GÜZEL
Board Member
Member of the Early Detection of Risk Committee



Hasan Erdem TECER
Independent Board Member
Chair of the Audit Committee
Member of the Corporate Governance Committee
Chair of the Early Detection of Risk Committee



Ahmet Salim ÖZDEMİR
Board Member



Murat ERKAN
Independent Board Member
Member of the Audit Committee
Chair of the Corporate Governance Committee
Member of the Early Detection of Risk Committee

The Board of Directors, the highest governing body of our Company, consists of six members in total, including one woman. Independent members account for 33% of the Board, and the average term of office of the members is three years. Members from different sectors and disciplines have strong knowledge and experience in areas such as governance, law and compliance, finance, audit, human resources, sustainability, and digital transformation. All members were elected by the General Assembly in line with their qualifications and competencies.

At Ordinary and Extraordinary General Assembly meetings, shareholders have one voting right for each share they hold, and votes are cast openly. Within the framework of the senior management remuneration policy, the remuneration of Board members is determined by vote of the General Assembly.

Board Committees

The committees operating under the Board of Directors contribute to ensuring effective and transparent governance. Our Company carries out its corporate governance practices through the Corporate Governance Committee, the Early Detection of Risk Committee, and the Audit Committee in accordance with the Capital Markets Board and the Turkish Commercial Code. The investor relations function operates under the supervision of the Corporate Governance Committee.

	Scope	Members
Audit Committee	The Audit Committee is responsible for overseeing the effectiveness of the accounting system, financial reporting, internal control, and internal audit mechanisms, managing the independent audit process, and assessing the accuracy of financial information to be disclosed to the public. It also reviews relevant complaints, evaluates notifications within the framework of confidentiality, and, where necessary, benefits from the opinions of external experts.	**Chair:** Hasan Erdem Tecer (Independent Board Member) **Member:** Murat Erkan (Independent Board Member) **Member:** Yılmaz Şahin
Early Detection of Risk Committee	The Early Detection of Risk Committee is responsible for identifying in advance strategic risks that may threaten the Company's existence and sustainability, ensuring that risks are monitored, and recommending the necessary measures. It regularly reviews risk management systems, submits periodic reports to the Board of Directors, and, where necessary, benefits from the opinions of external experts.	**Chair:** Hasan Erdem Tecer (Independent Board Member) **Member:** Murat Erkan (Independent Board Member) **Member:** İsmail Kerem Güzel (Board Member)
Corporate Governance Committee	The Corporate Governance Committee is responsible for monitoring compliance with corporate governance principles, submitting improvement recommendations, supervising investor relations activities, and carrying out candidate nomination and remuneration processes when necessary.	**Chair:** Murat Erkan (Independent Board Member) **Member:** Hasan Erdem Tecer (Independent Board Member) **Member:** Mustafa Kürşat Aşardağ **Member:** Risale Fulin Önder (Investor Relations Manager)

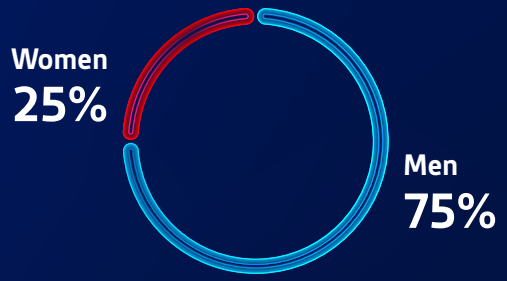
Senior Management

As Limak Cement, we structure our corporate strategy around digital transformation, sustainability, and a qualified human resources axis, and accordingly place long-term value creation at the center of our business models. The Company's senior management team is responsible for determining and monitoring strategic targets, effectively managing operational performance, observing stakeholder expectations, and integrating ESG priorities into decision-making processes. This approach provides a governance framework aligned with the Company's responsible and sustainable growth targets while increasing its sectoral competitiveness.

Our management team operates with deep sectoral knowledge, a high level of professional experience, and an interdisciplinary perspective, and the ratio of women managers is 25%. Leadership development, talent management, and continuous learning processes are among the key components of our corporate human resources strategy, and change-oriented and performance-focused corporate culture is supported through these processes. While this structure ensures the continuity of corporate competencies, it also helps strengthen sustainable leadership capacity by transferring knowledge to younger generations.

Average of +10 years of Limak Cement experience.

Management Team Gender Ratio



Operational Board and Committees

The Human Resources Strategy Board, Investment Strategy Board, OHS Senior Board, Discipline Senior Board, and Digital Transformation Board operating within Limak Cement are strategic governance bodies with authority to support, guide, and supervise operational processes.

These boards are responsible for developing policies and procedures in line with our Company's long-term strategic targets, managing corporate risks, and planning and implementing senior decision-making processes. Thanks to their multidisciplinary structures, technical expertise, financial assessment, digital transformation, and sustainability perspectives are integrated into decision-making processes, thereby enabling balanced, inclusive, and risk-sensitive decisions. These governance structures play a critical role in achieving sustainable growth targets, supporting long-term value creation through strategic guidance, implementation oversight, and performance monitoring.

Boards	Scope
Human Resources Strategy Board	The Human Resources Strategy Board is responsible for determining the Company's human resources strategies, developing senior management targets, and integrating HR processes with long-term corporate targets.
Investment Strategy Board	The Investment Strategy Board is responsible for developing the Company's new investment plans, carrying out feasibility analyses, and making strategic investment decisions.
OHS Senior Board	The OHS Senior Board is responsible for establishing the Company's occupational health and safety policies and reporting to senior management.
OHS Board	The OHS Board is responsible for implementing, monitoring, and auditing occupational health and safety measures at production sites and submitting them to the OHS Senior Board.
Discipline Senior Board	The Discipline Senior Board is responsible for evaluating disciplinary violations involving employees at production sites who hold manager and higher-level titles, and making final decisions.
Discipline Board	The Discipline Board is responsible for reviewing disciplinary violations involving employees at production sites who hold titles below manager level, and determining sanctions.
Digital Transformation Board	The Digital Transformation Board is responsible for determining the Company's digital transformation strategy and guiding technology investments.

The Decarbonization Committee, Ethics Committee, Corporate Check-Up Committee, and Digital Transformation Committee within our Company's organizational structure are designed to support strategic management processes and contribute to decision-making mechanisms by bringing together expertise from different fields. These committees contribute to the effective operation of a holistic governance model extending from strategic governance to operational practices.

In addition, the Healthy Planet, Social People, and Inclusive Development working groups operating under the Sustainability Governance Mechanism are actively involved in determining, implementing, and monitoring the performance of the Company's sustainability strategies. This structure supports the systematic assessment and monitoring of ESG risks and opportunities, their integration into decision-making processes, and the Company's long-term value creation targets.

Committees	Scope
Digital Transformation Committee	The Digital Transformation Committee is responsible for ensuring the implementation of digital transformation projects and carrying out reporting to senior management by monitoring future-oriented processes.
Ethics Committee	Etik Komitesi, Limak Şirketler Grubu'nun belirlemiş olduğu politikaları titizlikle uygulamak ve takibini yapmak, olası etik ihlallerini değerlendirmek ve etik uyumluluk süreçlerini etkin bir şekilde yönetmekle sorumludur.
Corporate Check-Up Committee	The Corporate Check-Up Committee is responsible for measuring the Company's organizational health, monitoring improvement processes, and developing continuous improvement processes.
Decarbonization Committee	The Decarbonization Committee operates under the leadership of the CEO and with the participation of senior executives in order to reduce the Company's carbon emissions. The Committee creates short-, medium-, and long-term decarbonization roadmaps in line with SBTi targets, national and international regulations, and sectoral trends. Within the scope of its activities, more than 30 experts from 16 departments provide multidisciplinary contributions, addressing technical topics as well as digital transformation, human resources, and communication. Three working groups focused on "Consolidation and Regulation," "Co-processing," and "Product" ensure that committee work is carried out and reported through regular meetings and active communication.
Sustainability Governance Mechanism • **Inclusive Development** • **Social People** • **Healthy Planet**	The three working groups within the Sustainability Governance Mechanism are responsible for determining the Company's sustainability strategies, guiding practices, and ensuring the monitoring of targets. • The Healthy Planet Working Group ensures the management of environmental responsibility areas such as water management, biodiversity, circular economy, and product safety in line with the Company's sustainability principles. • The Social People Working Group carries out activities to align the Company's business processes with national and international standards in areas such as human resources, occupational health and safety, equal opportunity, and development opportunities. • The Inclusive Development Working Group supports the Company's inclusive and sustainable development approach by focusing on responsible supply chain management, R&D and innovation, stakeholder engagement, human rights, and sustainable finance.

Our Policies

In alignment with Limak Holding's approach to sustainability, corporate governance, and risk management, we continuously improve our policies and practices under headings such as human rights, business ethics, supply chain, environment, occupational health and safety, and information security. By closely monitoring sector dynamics and global developments, we assess current risks and opportunities and regularly review our policies by taking stakeholder expectations into account.

1. Waste Management, Circular Economy, and Responsible Use of Resources Policy
2. Corporate Risk Management Policy
3. Biodiversity Policy
4. Stakeholder Management Policy
5. Environmental Policy
6. Water Management Policy
7. Business Ethics Rules, Implementation Principles, Compliance, and Violations
8. Integrated Management System Policy
9. Sustainable and Responsible Supply Chain Policy
10. Local Communities Relations Policy
11. Occupational Health and Safety Policy
12. Human Rights Policy
13. Climate Policy
14. Sustainability Policy
15. Corporate Social Responsibility Policy
16. Customer Satisfaction Management Policy
17. Foreign Trade Management Policy

You can access Limak Cement policies on our website and obtain detailed information.



Ethical Values.

Lasting Success

Business Ethics and Compliance

As Limak Cement, we shape our activities in line with the sustainability, transparency, and reliability principles that form the basis of our corporate governance approach; adopt business ethics rules and all legal regulations in force as a fundamental value for all our employees; and ensure full compliance with local and international legislation in all geographies where we operate.

In line with this approach, we treat the Limak Group of Companies Business Ethics Rules and our Company's relevant policies and procedures as guiding principles; and adopt the principles of integrity, transparency, accountability, and responsibility in all our activities. The ethical standards established constitute a guiding and binding framework not only for our employees, but also for our suppliers and business partners.

You can access the Limak Group of Companies Business Ethics Rules here.

Our Business Ethics Rules cover key topics such as preventing conflicts of interest within the framework of our corporate values and responsibilities, combating bribery and corruption, supporting fair competition, preventing financing of acts of terrorism, confidentiality and information security, the environment, and occupational health and safety with accuracy and transparency. In line with these principles, we support the strengthening of our ethics-based way of doing business and corporate culture.

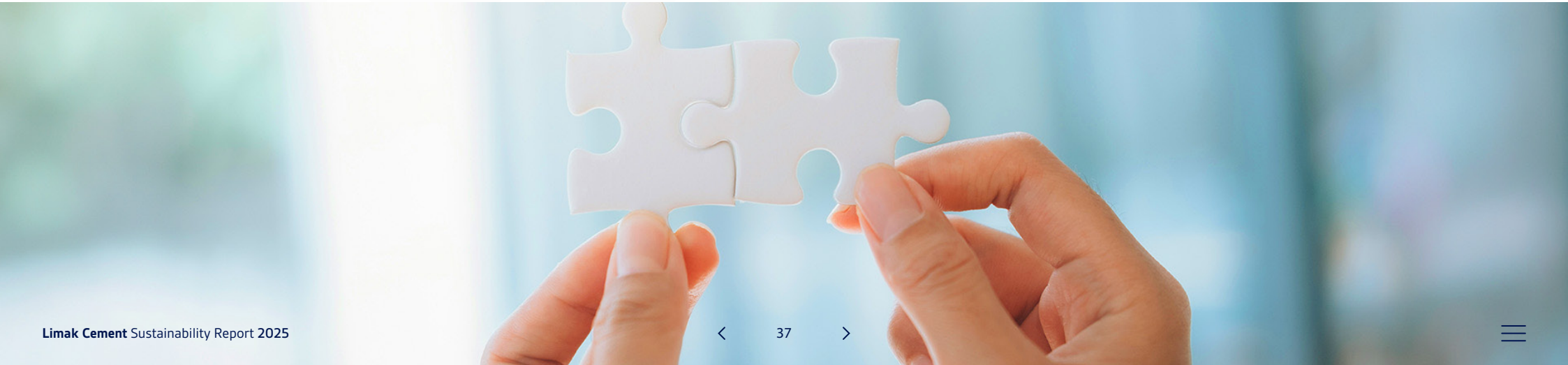
This approach is also aligned with our understanding of compliance with the 10 principles of the United Nations Global Compact (UNGC), to which Limak Holding is a signatory. We base our approach on universal principles in the areas of human rights, labor standards and working environments, environmental responsibility, and anti-corruption, and support the development of a responsible and sustainable business culture.

To make ethical compliance permanent at the corporate level, we do not limit ethical values to policies and training alone, but integrate them into our human resources processes. Within this scope, we treat compliance with business ethics rules as a key assessment criterion both in recruitment and promotion processes, and link employees' ethical behavior with performance evaluation systems as part of their career development. In this way, we support the encouragement of behaviors aligned with ethical principles and the strengthening of our corporate culture.

We regularly provide business ethics and compliance training to increase our employees' awareness of ethical principles and strengthen our corporate compliance culture. In 2025, we provided training to a total of 1,665 employees under the Business Ethics and Compliance Training Program carried out within Limak Cement Global Academy. Through the program, we support the integration of ethical rules into daily business processes and increase employees' awareness of compliance obligations and ethical reporting mechanisms. By offering the training in Turkish, English, French, and Portuguese language options, we create an inclusive and accessible learning environment for the organization's international structure.

If any ethical violation, practice contrary to ethical rules, or non-compliance with legislation is identified, notifications can be submitted through the following channels:

- **Mail**
- **Petition**
- **Dialogue**
- **Ethics Committee Hotline** via the 24/7 number **0850 759 1212**
- **etik@limak.com.tr** and/or **etik@limakcement.com**



Ethics Committee Activities

We operate an effective notification and review mechanism to assess reports and suspicions identified regarding non-compliance with ethical principles or ethical violations within our Company. The Limak Cement Ethics Committee evaluates notifications received through the internal reporting line in line with the Holding's Business Ethics Rules and the principles of confidentiality, impartiality, and fairness, and carries out the necessary reviews and guidance in coordination with the relevant units.

For external stakeholders, provisions requiring compliance with ethical rules are added to contracts concluded with suppliers and business partners, and the relevant stakeholder groups are informed through due diligence processes and notification texts. Notifications of ethical violations received in processes carried out with suppliers and business partners are reviewed by the Ethics Committee, and processes are managed in coordination with the relevant units.

The activities of the Ethics Committee are carried out in line with the principles of transparency, accountability, and fairness, and in alignment with our corporate governance approach. To increase the effectiveness of the ethics management system, strengthen stakeholder trust, and ensure adaptation to changing risk areas, practices are monitored at national and international levels, and policies and procedures are reviewed regularly.



Assessment of Notifications Received in 2025 within the Scope of Business Ethics and Compliance

The analysis of notifications submitted to the Ethics Committee in 2025 shows that ethical reporting mechanisms are used effectively and that employees' awareness of ethical issues has increased at the corporate level. During the relevant period, a total of 36 ethics notifications were received; 22 of these notifications were evaluated within the duty and authority area of the Ethics Committee, while 14 notifications were addressed under topics outside the Ethics Committee's assessment scope. These notifications were referred to the relevant units in line with their respective procedures and included in the assessment processes.

The notifications assessed within the duty and authority area of the Ethics Committee included various topics such as compliance with business and occupational safety principles, Company ownership or partnership relations, defamatory, slanderous, or reputationally damaging statements, various guidance and labor-related information requests, notifications regarding suppliers and subcontractors, and behaviors contrary to the Company's Ethics Rules and General Principles of Ethics. A significant portion of the notifications were concentrated under behaviors contrary to the Company's Ethics Rules and General Principles of Ethics. As a result of the assessments carried out in this context, the necessary administrative evaluations were conducted for each notification, taking into account the relevant legislation and Company policy provisions. Some of the notifications submitted under other topic headings consisted of requests for information and opinions, and were concluded by referring the notifications to the relevant units. This distribution shows that ethical reporting mechanisms are used by employees not only for reports of violations, but also as an effective channel for consultation, guidance, and increasing awareness. All assessment processes carried out by the Ethics Committee are handled in line with the principles of confidentiality, impartiality, and fairness, and notifications are reviewed and concluded meticulously.

Strategic Preparedness for Uncertainties



Corporate Risk and Opportunity Management

Internal Control

Purpose of Establishment and Scope of Authority

The Internal Control Directorate was established within Limak Cement as of January 2025 to manage risks systematically and strengthen corporate transparency and trust by ensuring the reliability and security of processes.

In this context, it aims to ensure the early identification and effective management of risks, prevent errors, irregularities, and misconduct, ensure compliance with legislation, protect assets, standardize processes, increase operational efficiency, provide assurance to senior management, and strengthen stakeholder trust. At the same time, by making visible the risk management practices carried out by business functions, it contributes to the creation of a control library and supports the identification of areas for improvement through process prioritization.

The Internal Control Directorate evaluates all processes from a risk, control, and compliance perspective; identifies control weaknesses and areas for improvement; reports to process owners and senior management; and operates as an independent assurance and advisory function that monitors the implementation of the actions identified with the relevant functions, without assuming internal control or operational responsibility and without intervening in the functioning of processes.



Governance and the Three Lines Model

Corporate governance is the set of structures and processes that support the achievement of an organization's goals and objectives based on accountability, transparency, and ethical leadership toward stakeholders. A strong governance structure supports risk-based decision-making, while both protecting value creation and enabling new value creation.

Within this framework, our Company has established its internal control and risk management structure in line with the Three Lines Model of the IIA (Institute of Internal Auditors). The model is a principles-based approach that explains the separation of the roles of the governing body, management, and internal audit, the clear definition of responsibilities, and the effective management of the relationships among these roles. This structure supports not only the control of risks, but also the achievement of strategic targets and the creation of sustainable value.

The management role, which constitutes the first and second lines of the model, is responsible for carrying out activities aimed at achieving the organization's objectives and managing risks. The first line ensures the identification, management, and control of risks through business units and process owners, while the second line supports management through activities such as risk management, internal control, compliance, information security, and sustainability in areas including guidance, monitoring, and reporting. This structure ensures that risk management becomes an integral part of operational activities.

Internal audit, which constitutes the third line, provides independent and objective assurance regarding the adequacy and effectiveness of governance, risk management, and internal control systems, and provides assurance to the governing body through audit independence, direct reporting to the governing body, and access to the necessary information. The coordinated operation of all lines contributes to increasing corporate resilience and establishing a safe and sustainable governance structure that builds trust among stakeholders.

Policy Set and Risk Appetite

The activities of the Internal Control Directorate are carried out within the framework of the Internal Control GYS, the Monitoring Procedure, the Internal Control Regulation, the Risk Appetite Procedure, the Corporate Risk Management Working Principles, and the Corporate Risk Management Procedure. These documents constitute the core policy set that defines the scope, methodology, and implementation principles of internal control and risk management activities. All activities are carried out in compliance with corporate procedures and applicable internal regulations.

The Company's risk appetite is determined by taking into account its strategic objectives, financial capacity, legal obligations, and corporate values, and is managed within the scope of Corporate Risk Management. Risk appetite provides a fundamental framework that defines acceptable risk levels, serves as a reference in decision-making processes, and ensures that risks are managed in a controlled and sustainable manner.

Internal Control Architecture

Internal control activities at Limak Cement are carried out under the Internal Control Architecture Program, with the aim of strengthening corporate resilience, making processes visible and manageable, and systematically addressing risks. This structure is intended to move internal control activities beyond fragmented and reactive practices and position them within an integrated framework that is based on common language and methodology, is sustainable and gradual, and ensures that the risk and control structure within the process-based perspective is consistently established, developed, and monitored.

The Internal Control Architecture enables processes to be defined end to end, organization- and process-based risks to be assessed, key controls within these risks to be designed, and the control structure to be matured over time. Within this scope, functions are addressed at different maturity levels in line with their current status and needs, and internal control activities are carried out on a function-by-function basis through a gradual and manageable approach.

The Internal Control Architecture has been established as a maturity model consisting of four levels: Definition (Foundation), Structuring (Core), Deepening (Advanced), and Monitoring and Sustainability (Mastery). This model ensures that the development area extending from process visibility to risk and control design, implementation, monitoring, and sustainability is managed systematically.

Within this framework, the process–risk–control relationship is clarified; key risk indicators and mitigation actions are structured; risk and control indicators are monitored periodically; and traceability is ensured. Together with other assurance mechanisms, the Internal Control Architecture contributes to strengthening an integrated assurance structure across the organization.

Four-Step Internal Control Maturity Model



Level 1

Foundation
(Definition)

It aims to make existing processes and operations visible end to end.

Level 2

Core
(Structuring)

A risk and control structure is designed for processes and integrated into the architecture.

Level 3

Advanced
(Deepening)

The designed control structure is implemented, tested, and made traceable.

Level 4

Mastery
(Monitoring and Sustainability)

The system becomes manageable and becomes part of daily management practice.

Risk Management Process

Risk management at Limak Cement is a holistic approach based on systematically addressing uncertainties and threats that may affect operations in line with strategic objectives, operational continuity, and sustainability priorities. This approach aims not only to reduce adverse impacts, but also to strengthen corporate resilience and increase long-term value creation.

Risks are assessed along three axes: threat type, potential loss type, and strategic monitoring focus. Threat categories cover operational, legal and compliance, financial, strategic and sustainability, technology and cyber, human resources, reputation, and stakeholder-related factors, while potential losses are addressed under the headings of financial, operational, legal, reputational, informational, strategic, and technology and cyber loss. This structure enables risks to be analyzed holistically, together with both their sources and potential impacts.

Threat Type

Classifications made based on the root cause or source that leads to the occurrence of the risk.

Loss Type

Indicates the area in which the organization may suffer losses if the risk materializes.

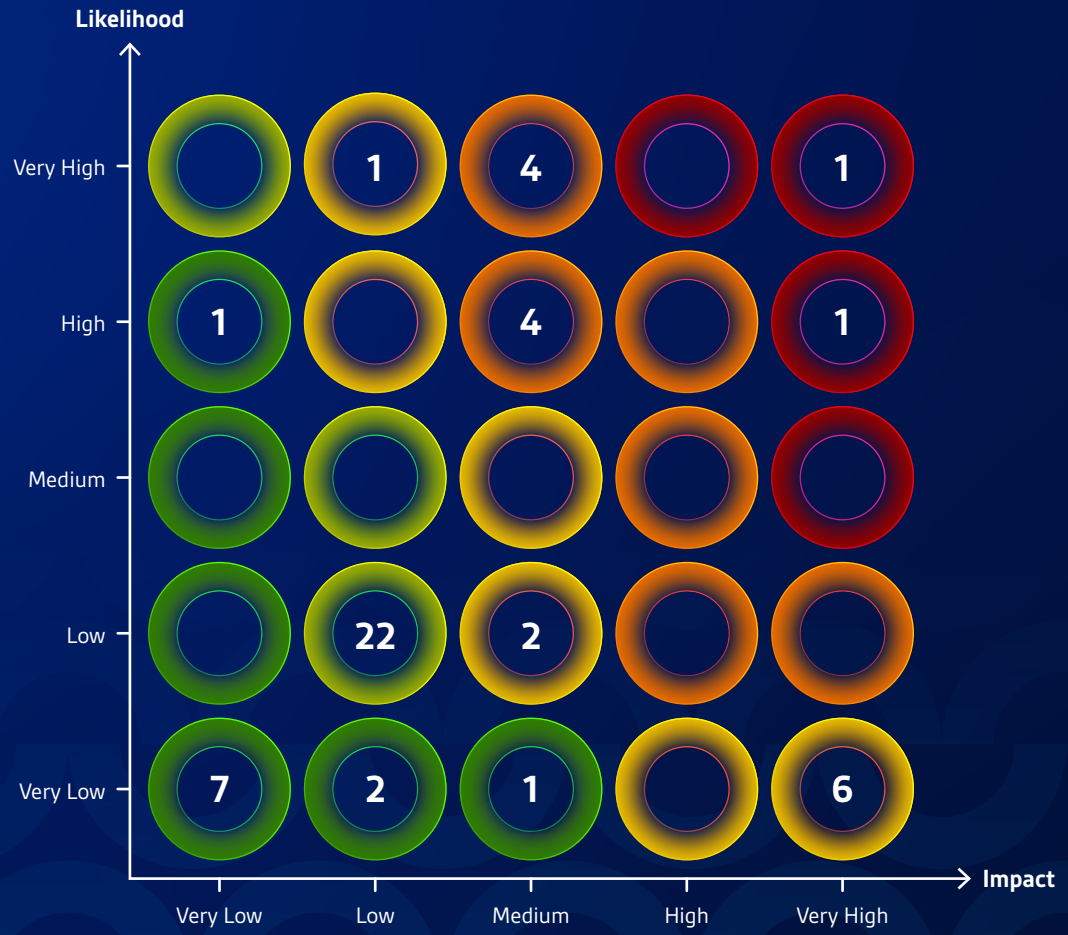
Monitoring Type

The risk monitoring type determines under which strategic focus area a defined and assessed risk will be monitored within the organization.

The risk management process consists of the stages of identifying, analyzing, assessing, responding to, monitoring, and reporting risks. Each risk is scored according to likelihood and impact criteria, prioritized in line with risk appetite and tolerance levels, and monitored within the scope of sustainability, compliance, operational continuity, digital, and strategic monitoring focuses.

Control and action plans for risks are developed within the framework of preventive, detective, and corrective mechanisms, and the residual risk level is determined by assessing control adequacy. At this stage, the risk mitigation capacity of the existing control environment is measured, and the need for additional actions is identified.

Risk assessment results are monitored through heat maps showing inherent and residual risk levels, and critical risk areas and processes requiring priority improvement are visually tracked. All risk, control, and monitoring outputs are reported through the integrated risk and internal control platform and presented to senior management, thereby supporting the dynamic and sustainable execution of risk management.



Threat Types

Strategic / Sustainability Threats	Threats arising from strategic planning errors, insufficient foresight, or managerial decisions. Example: An investment decision that is non-compliant with carbon regulations.
Operational / Business Continuity Threats	Threats arising from technical or process-related disruptions in processes such as production, maintenance, supply chain, logistics, and quality. Example: Kiln failure and spare parts delay.
Legal / Compliance Threats	Threats arising from legislative changes and permit and license processes. Example: Tightening of emission limits.
Financial Threats	Threats arising from economic conditions, market fluctuations, and financial indicators. Example: Sudden increase in the exchange rate.
Technology and Cyber Threats	Threats arising from digital infrastructure, automation systems, and cybersecurity vulnerabilities. Example: Software failure in the SCADA system.
Human Resources Threats	Threats arising from competency gaps, neglect of duties, or human errors. Example: An inexperienced employee making an error during a critical operation.
Reputation and Stakeholder Threats	Perception- and communication-related threats that may arise in relations with local communities, the media, customers, and other stakeholders. Example: An environmental complaint spreading on social media.

Loss Types

Strategic Losses	The organization's deviation from its long-term objectives, or the weakening of its competitive strength or market position. Example: Loss of exports due to non-compliance with carbon regulations.
Legal Losses	Administrative sanctions, permit cancellations, or activity restrictions encountered due to non-compliance with legislation. Example: A penalty imposed due to exceeding the emission limit.
Financial Losses	Direct or indirect monetary loss, loss of revenue, or increased cost to the organization. Example: Inability to make sales due to a production stoppage.
Operational Losses	Loss of time, quality, capacity, or service caused by a decrease in process performance. Example: Production line stoppage due to a supply delay.
Reputational Losses	Damage to the organization's trust and reputation among stakeholders, the public, or customers. Example: Negative media coverage of an occupational accident.
Technology and Cyber Losses	The impact of outages, access issues, or cybersecurity breaches in the organization's IT infrastructure on service continuity and data security. Example: Interruption of remote access due to a VPN error and loss of data.
Information / Data Losses	Loss of access to, integrity impairment of, or data loss in the organization's information assets. Example: Loss of data that has not been backed up in the ERP system.

Opportunity Management

Opportunity management at Limak Cement is based on an approach that assesses uncertainties not only as sources of risk, but also as potential areas that create value when managed correctly. Within this scope, opportunities are addressed as elements that may increase competitive strength by improving strategic objectives, operational efficiency, financial optimization, digitalization, sustainability, and business models.

Opportunity management is carried out in an integrated manner with Corporate Risk Management and the Internal Control Architecture, and areas that emerge during risk and control assessments and have the potential to create opportunities are systematically evaluated. In this way, risk assessments contribute not only to preventing losses, but also to improving processes, using resources effectively, and creating added value.

Within this framework, opportunity management is positioned as a management tool that strengthens the Company's resilience to risks, while also supporting growth and development opportunities in line with strategic objectives and contributing to sustainable value creation.



Internal Control System and Process-Based Approach

At Limak Cement, the internal control system is integrated with the process management approach, and controls are addressed as a natural component of processes. Within this scope, all activities are defined under the three-level process hierarchy (main process – process – sub-process) and are supported by workflows and procedures for each sub-process. This structure ensures that the internal control system is directly integrated into operational processes.

In critical processes, key control points are determined by taking process risks into account. The purpose, responsibility, implementation frequency, and documentation method of each control associated with process steps are clearly defined. Thus, internal control activities gain a process-embedded, traceable, and sustainable structure, rather than a checklist-based approach.

The design and operational effectiveness of key controls are assessed through risk-based sampling methods. Within this scope, end-to-end audit trails are established; consistency among data, interfaces, and reports is ensured; identified areas for improvement are shared with process owners; and process and control structures are updated where necessary. In line with the process ownership approach, the relevant units are responsible for ensuring that processes are carried out effectively and in a controlled manner.

Digital Infrastructure and Internal Control Platform

At Limak Cement, risk management, internal control, and the process-based management approach are supported by an integrated internal control and risk management platform to ensure corporate-scale consistency and traceability. This platform enables process, risk, control, and action information to be collected in a centralized structure and managed holistically. To ensure the effective use of the platform, training sessions on system operation are designed and assigned to the relevant users.

Through the digital platform, the organizational structure, process hierarchy, workflows, risks, and control points are defined and recorded as key data. In this way, risk and internal control activities are carried out with a common methodology and standard data set, ensuring consistency and comparability across processes and units. The platform also supports the process ownership approach and enables risk and control responsibilities to be monitored by the relevant units.

This digital infrastructure is positioned as a management tool that supports the execution of the risk management and internal control system in a traceable and sustainable manner based on corporate memory.

Monitoring

At Limak Cement, monitoring activities structured to ensure the sustainability of internal control and risk management practices are carried out periodically and include the reporting of monitoring activities, process records, controls, audit findings, and improvement actions.

Within this scope, evaluations carried out by process owners and the relevant units, process changes, updates to risk and control records, and the progress status of action plans are monitored regularly; the data obtained are consolidated by the Internal Control Directorate and presented to senior management and shared across the organization through the Risk Bulletin.

This structure operates as a complementary mechanism that supports the regular review of internal control and risk management practices, strengthens corporate memory, and contributes to decision-making processes.

Collaboration with Departments

At Limak Cement, internal control activities are carried out in close collaboration with all departments. This approach leaves process ownership with the relevant units, while ensuring that internal control provides a supportive and guiding framework and contributes to the effective participation of process owners in activities.

Within this scope, coordination is ensured with the relevant units during the definition of processes, determination of risk and control points, implementation of control assessments and improvement actions; the internal control unit jointly addresses information and assessments related to the functioning of processes with the relevant units, without intervening in process operations.

Through this collaboration model, internal control and risk management activities are based on an applicable and sustainable structure, supporting the dissemination of a control culture across the organization and the continuous strengthening of the effectiveness of the internal control system.



Culture, Awareness, and Training

At Limak Cement, the effectiveness of the risk management and internal control system is addressed through a holistic approach supported not only by structures and processes, but also by corporate culture, employee awareness, and shared understanding. Accordingly, training and awareness activities are carried out to support employees in understanding risk and internal control matters and relating them to their daily ways of working.

The Internal Control Training, prepared in cooperation with the Academy Unit, has been included in the orientation program and assigned to 2,081 employees as of 2025. The training program covers the basic principles of internal control, the process and control perspective, and employees' roles and responsibilities, with the aim of strengthening awareness that internal control is a shared responsibility across the entire organization.

To increase risk awareness and establish a common risk language, Risk Bulletins are published quarterly; these bulletins share current risk approaches, early signals, corporate resilience, and good practice examples. In addition, the Risk Management Awareness Survey, conducted to assess employee perception, measures the current level of awareness and provides input for related activities.

Within this framework, a planned and sustainable approach is adopted to develop a risk and internal control culture, and risk management is addressed as a management tool that is integrated with daily ways of working and supports decision-making processes.

The Basic-Level Risk Management Awareness Survey, conducted as part of awareness activities aimed at strengthening the risk and internal control culture at Limak Cement, showed that risk management concepts have been adopted at a high level across the organization. The survey results, in which 87% of participants gave positive responses, showed that the risk management approach is reflected both at the conceptual level and in daily business processes, and that strong awareness has been created, particularly in terms of corporate culture. Feedback obtained through open-ended questions contributed to shaping the roadmap for further developing risk and internal control awareness and confirmed that the current approach is progressing on a solid foundation.

Concrete Steps and Case Studies (Reporting Period)

During the reporting period, internal control activities at Limak Cement were carried out under the coordination of the Internal Control unit and in collaboration with process owners, based on the COSO Internal Control—Integrated Framework. Within this scope, the Supply Chain, Contract Management, Customer Collections and Credit Risk Management, Sales and Marketing, and Financial Affairs processes were prioritized; process inventories, workflows, risk, control, and action dimensions were addressed together. Throughout the year, more than 200 processes were analyzed, and workflows were created and risk-control assessments were carried out for a significant portion of them.

As part of the process activities, existing processes were updated, new risks were identified, existing risks were reassessed, and control points were established or strengthened. The continuity of controls was supported through systematic reminder and monitoring mechanisms, thereby increasing the consistency and traceability of the control environment.

Action plans developed as a result of risk and control analyses were monitored to cover organizational, process-related, and systemic improvement areas, and the progress status of actions was regularly monitored. These efforts ensured that internal control activities went beyond identification and contributed to concrete improvement steps.

In addition, process roles and responsibilities were clarified, process owners and key users were identified, and authorization structures and system access were brought under control, thereby supporting information security and data integrity. This structure strengthened the continuity of process updates and the sustainability of the control environment.

These activities supported the positioning of the internal control function not only as a compliance mechanism, but also as a corporate governance support that makes processes visible, manages risks in a measurable manner, and develops the control environment. Process-, risk-, control-, and action-oriented practices contributed to strengthening the Company's corporate risk management capacity and establishing a sustainable internal control structure.

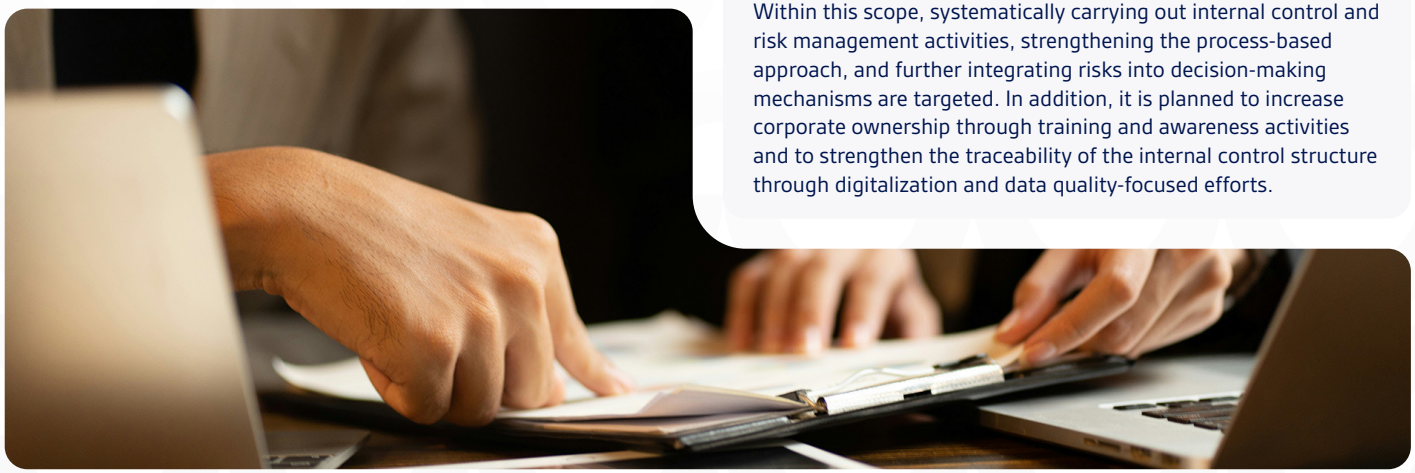
KPIs and Targets

Function-based KPIs and maturity targets have been defined to monitor the effectiveness of internal control and risk management activities at Limak Cement and to gradually measure their development. These indicators enable the outputs and progress status of activities in areas such as process maturity, the embeddedness of the risk and control structure, the execution of actions, and the sustainability of practices to be assessed in a measurable manner.

For the 2026 internal control plan, gradual development targets have been set based on the current maturity levels in the functions of Procurement, Logistics, Warehouse, Contract Management, and Support. Accordingly, clarifying process definitions, standardizing risk and control structures, and strengthening monitoring and action mechanisms are among the priority targets.

The defined KPIs cover the creation and updating of workflows, the preparation of risk and control matrices, the design and assessment of controls, the monitoring of control design and operating effectiveness, the progress status of action plans, and the monitoring of changes in maturity levels. Thanks to these indicators, the current status of internal control activities and progress toward targeted levels are monitored regularly.

This approach supports the balanced and sustainable development of internal control practices across the organization.



Compliance and Regulations

The Company's corporate risk management structure has been assessed within the scope of the ISO 31000 Risk Management Standard, and ISO 31000 certification has been obtained by confirming that the audit and assessment practices comply with the core principles of the standard. This certification demonstrates that risk management practices are carried out within a systematic and sustainable structure.

Risk management and internal control practices are carried out in compliance not only with applicable legislation, but also with the Company's internal policies, code of ethics and responsibility arrangements, and corporate policies. Within this scope, compliance activities are addressed as part of an integrated management approach that strengthens corporate governance and supports decision-making processes.

Roadmap for the Upcoming Period

At Limak Cement, internal control and risk management activities are addressed with the aim of improving existing practices and increasing corporate maturity in a sustainable manner. Accordingly, the roadmap aims to make the internal control and risk management structure more consistent, manageable, and sustainable and to further increase its contribution to strategic decision-making processes.

Within this scope, systematically carrying out internal control and risk management activities, strengthening the process-based approach, and further integrating risks into decision-making mechanisms are targeted. In addition, it is planned to increase corporate ownership through training and awareness activities and to strengthen the traceability of the internal control structure through digitalization and data quality-focused efforts.

Sustainability Risk Management

As Limak Cement, we build our risk management processes with a comprehensive and integrated approach that covers not only our own operations, but also our entire value chain. We carefully assess ESG-related risks and opportunities arising directly from our operations, as well as from our supply chain, public relations, customers, society, and governance. By integrating these elements into our strategic decision-making processes, we both support our sustainable growth targets and increase the long-term resilience of our operations.

To identify, assess, and manage sustainability- and climate change-related risks and opportunities, we review our **Corporate Risk Management Procedure** at least once a year and implement it actively and effectively. We establish our Procedure in compliance with Capital Markets Law No. 6362, the CMB's Corporate Governance Communiqué No. II-17.1, the Turkish Commercial Code No. 6102, and the communiqués and standards of the Public Oversight, Accounting and Auditing Standards Authority (POA), and support our risk management mechanism with the COSO ERM Framework and the ISO 31000 Risk Management Standard.

In determining and assessing sustainability- and climate change-related risks and opportunities, we make use of the IPCC's RCP (Representative Concentration Pathways) and SSP (Shared Socioeconomic Pathways) scenario analyses and the TCFD (Task Force on Climate-related Financial Disclosures) framework, and classify and manage the risks and opportunities we identify in line with TCFD recommendations.

We regularly monitor the processes of identifying, prioritizing, and assessing sustainability risks under the coordination of our Sustainability Department and Internal Control Department, and regularly monitor data disclosures related to issues such as climate scenarios, international standards, and the Türkiye Sustainability Reporting Standards (TSRS) in these processes. Within this scope, we identify, measure, classify, and integrate the risks and opportunities we identify into our processes in line with the principles of the International Sustainability Standards Board (ISSB), the TSRS framework, the ISO 31000 Risk Management Standard, and the COSO Enterprise Risk Management Framework. In particular, we analyze physical and transition risks based on impact and likelihood criteria and report the results of these analyses to our CEO once a year.

In our assessments of climate-related risks and opportunities, we make use of international practices and sector analyses, and consider scenario analyses to understand the financial impacts of sustainability-related effects. Accordingly, we systematically classify our risks and opportunities under environmental, social, and governance (ESG) headings and carry out detailed assessments in priority areas such as the climate crisis, biodiversity management, circular energy, legal regulations, sustainable supply chain, and priority stakeholder relations. We address the risks and opportunities we define in alignment with the relevant reporting frameworks and assess their impacts on our business strategies and financial planning from a holistic perspective.



Environmental Risks

Priority Topic
Decarbonization and Combating the Climate Crisis

Risk Name
ETS

Risk Type
Transition Risk

Classification
Climate

Structural Risk Level

Risk Category
Regulatory Risk

Risk Definition
With the introduction of the Emissions Trading System, risks arise from increases in production costs, decreases in free allowances, and higher financial burdens due to emissions intensity. This situation may negatively affect the Company's competitiveness, export profitability, and access to sustainable financing.

Control
To effectively manage risks related to carbon pricing and adapt to foreign trade and decarbonization roadmaps, a road map has been developed and put into practice. In line with this road map, emission reduction targets have been set; awareness-raising internal training programs have been expanded across all units under the leadership of the Decarbonization Committee. In addition, strategic partnerships have been established with international consultancy firms to manage the Emissions Trading System, internal control knowledge and compliance capacity have been increased, and the capacity to proactively respond to regulations has been developed.

Priority Topic
Circular Economy and Responsible Use of Resources

Risk Name
Water Stress

Risk Type
Physical Risk

Classification
Climate

Structural Risk Level

Risk Category
Chronic Risk

Risk Definition
Factors such as water scarcity, drought, climate change, and increasing regional water demand create pressure on access to clean and high-quality water. While this situation threatens the continuity of our water-dependent production processes, it may result in the emergence of operational disruptions, regulatory risks, and environmental impacts in the regions where we operate.

Control
Production facility-based ISO 46001 Water Efficiency Management System practices are carried out to ensure the effective use of water resources and reduce the risk of access to water. Within this scope, the use of closed-loop systems is being expanded, projects aimed at reducing water consumption are being implemented, and areas for improvement are identified through water footprint calculations. At our facilities located in regions experiencing water stress, alternative water management solutions such as rainwater use and wastewater recovery are being developed and planned.

Priority Topic
Responsible Supply Chain Management

Risk Name
Extreme Weather Events

Risk Type
Physical Risk

Classification
Climate

Structural Risk Level

Risk Category
Acute Risk

Risk Definition
Extreme weather events, particularly floods and overflows, create various risks in the regions where our production facilities are located, such as operational disruptions, infrastructure damage, and logistics delays. Heavy rainfall and flooding may cause interruptions in energy supply, delays in the transportation of raw materials or products, and difficulties in workforce access.

Control
To reduce the physical impacts that may be caused by extreme weather events, various infrastructural and managerial actions have been implemented within Limak Cement. Crisis management processes and responsibilities have been defined against potential crisis scenarios. As part of the Company's risk-based insurance approach, insurance policies have been updated, and coverage has been expanded at high-risk facilities to cover physical damage and operational downtime. These expenses are transparently monitored under non-operating expenses in the financial statements.

Priority Topic
Biodiversity Conservation

Risk Name
Biodiversity

Risk Type
Physical Risk

Classification
Sustainability

Structural Risk Level

Risk Category
Chronic Risk

Risk Definition
Operations in and around natural habitats, sensitive ecosystems, and areas with conservation status near quarrying, raw material extraction activities, and production facilities may increase the risk of species loss, biodiversity loss, habitat degradation, and reduction in ecosystem services. Insufficient rehabilitation obligations, delays in permitting processes, and increased licensing costs may lead to social reaction among local stakeholders. This situation may negatively affect the Company's operational continuity, investment plans, and corporate reputation.

Control
To manage this risk, biodiversity impact monitoring studies are carried out in quarries and areas surrounding facilities; site-specific inventories are prepared for flora and fauna, and sensitive habitats, endemic species, migration routes, and production and application areas are assessed from a risk perspective. Ecological monitoring and action plans covering the pre-operational, operational, and post-rehabilitation periods have been prepared; site-specific field practices supporting site restoration, local-species planting, wetland management, and habitat continuity are planned for each location.

Environmental Risks

Priority Topic
Responsible Supply Chain Management

Risk Name
Forest Fires

Risk Type
Physical Risk

Classification
Climate

Structural Risk Level

Risk Category
Chronic Risk

Risk Definition
The frequency of forest fires may increase due to climate change, and these fires may affect nearby forested areas. This situation may lead to adverse impacts on operations at our facilities due to fires that may occur in nearby areas, logistics delays, deterioration in air quality, and employee health. If fires affect transportation, energy, and communication infrastructure, indirect impacts may arise through the production activities of our facilities in terms of disruption risk and sustainability targets.

Control
Risk analyses are carried out by taking into account proximity to forested areas surrounding the facilities; in high-risk sites, fire early warning systems, fire extinguishing equipment, and accessibility for response teams are updated annually. In addition, physical damage and business interruption insurance policies that may arise from natural disasters and weather events have been updated and secured under financial coverage in line with the Company's risk-based insurance approach. Insurance policies are updated regularly, and coverage is expanded in regions with high risk levels. Thus, the impact of operational interruptions and economic losses that may occur due to forest fires is reduced.

Priority Topic
Responsible Supply Chain Management

Risk Name
Earthquake

Risk Type
Physical Risk

Classification
Sustainability

Structural Risk Level

Risk Category
Acute Risk

Risk Definition
Because Türkiye is located on active fault lines, earthquake risk creates physical and financial risks in the regions where our production facilities and supply chain are located. In the event of a severe earthquake, operational impacts such as interruptions in production processes, energy supply disruptions, logistics delays, and workforce losses may occur, in addition to physical damage. This situation may threaten the Company's short-term operational continuity and cause medium- and long-term sustainability targets, environmental performance reporting, and carbon reduction projects to be delayed.

Control
The Company's risk reduction efforts to strengthen its infrastructure against earthquake risk provide a significant opportunity in terms of operational continuity. Through resilience analyses and improvements carried out at critical facilities, the impact of potential disasters has been reduced, and preparedness levels have been increased. In addition, comprehensive insurance policies ensure financial security by minimizing the financial impacts of potential damage. Within this scope, the emergency action plans developed support employee safety and rapid recovery, while earthquake-resilient facilities contribute to achieving long-term environmental and economic sustainability targets. These efforts make it possible for the Company to assume a more active and solution-oriented corporate role in post-disaster reconstruction processes.

Priority Topic
Circular Economy and Responsible Use of Resources

Risk Name
Use of Natural Resources

Risk Type
Physical Risk

Classification
Sustainability

Structural Risk Level

Risk Category
Chronic Risk

Risk Definition
Dependence on natural raw materials used in cement production, such as limestone, clay, and marl, and the limited reserves of these resources create risks through local and national environmental constraints and increasing costs of alternative materials. In addition, new legal regulations introduced for mining activities, issues that may arise in permitting processes, and the sensitivity of local communities may lead to interruptions in the supply of natural raw materials. This situation may cause disruptions in production plans and may also have an adverse impact on the Company's circular economy and resource efficiency targets.

Control
Efforts are being carried out within Limak Cement to ensure the efficient use of natural resources, reduce dependence on these resources, and increase the use of alternative raw materials. Waste streams arising from various industrial processes are reviewed according to physical, technical, suitability, and quality criteria and supplied to cement production processes.

Within this scope, the transformation of waste into raw materials is supported through industrial symbiosis projects, reducing both natural resource consumption and environmental impacts, such as CO2 emissions and waste disposal. Also, new alternative raw material sources are being researched; through laboratory-scale trials and process adaptation studies, the technical validity of these materials is tested, and they are safely and efficiently integrated into production processes.

Environmental Risks

Priority Topic
Renewable Energy and Energy Efficiency

Risk Name
External Dependence in Energy

Risk Type
Transition Risk

Classification
Climate

Structural Risk Level

Risk Category
Market Risk

Risk Definition
Disruptions in global energy supply, price fluctuations, and political uncertainties may directly affect production continuity and cost control in energy-intensive sectors such as cement. In particular, difficulties in accessing externally dependent energy sources may slow the transition process aimed at reducing carbon-intensive energy use. This may reduce the Company's competitiveness and create a risk of delays in achieving the emission reduction targets set under its sustainability commitments.

Control
Solar power plants have been commissioned at many locations. Within the scope of the decarbonization road map, external dependence in energy is being reduced through new investments each year. As these investments are implemented, systems that partially generate their own energy are being established, reducing energy costs and contributing directly to lower carbon emissions. Limak Cement has also broken new ground as a sector leader by carrying out the first hydrogen use trial in Türkiye's cement sector. This innovative practice is positioned as an important step toward the transition to low-carbon fuel alternatives in line with the target of reducing dependence on fossil fuels. These pilot practices will both provide flexibility against potential future energy crises and accelerate the Company's climate-friendly transformation journey

Priority Topic
Decarbonization and Combating the Climate Crisis

Risk Name
CBAM

Risk Type
Transition Risk

Classification
Climate

Structural Risk Level

Risk Category
Regulatory Risk

Risk Definition
The Carbon Border Adjustment Mechanism (CBAM), implemented by the European Union to prevent carbon leakage, directly affects the cement sector. This practice, which will create cost pressure in the export of carbon-intensive products, may reduce the Company's competitiveness in the European market and create a risk of decline in export volumes. Moreover, a high product carbon footprint may lead to the loss of business opportunities among international customers that are required to work with sustainable supply chains. This may weaken the Company's long-term market position and growth potential.

Control
To ensure CBAM compliance and increase carbon competitiveness, Limak Cement carries out low-carbon adaptation efforts across all its plants. Particularly at plants with high export volumes, efforts to decarbonize cement production processes are supported through the use of alternative fuels and raw materials. As an important part of this process, Environmental Product Declaration (EPD) documents, which certify product carbon footprints in line with international standards, have been prepared and published for products with high market value at all our locations. Through these actions, Limak Cement aims to preserve its competitive advantage in the European market and strengthen its sustainable export strategy.

Priority Topic
Decarbonization and Combating the Climate Crisis

Risk Name
Alternative Fuel Supply Risk

Risk Type
Physical Risk

Classification
Climate

Structural Risk Level

Risk Category
Chronic Risk

Risk Definition
Potential decreases in municipal and industrial waste streams, quality nonconformities, legislative restrictions, or logistics bottlenecks may make it difficult to achieve targets for the use of alternative fuels and alternative raw materials. Disruptions in access to suitable waste may lead to renewed dependence on fossil fuels, increases in energy and production costs, and delays in emission and carbon reduction commitments. This could adversely affect the Company's decarbonization performance and sustainability targets.

Control
To ensure continuity in the supply of alternative fuels and raw materials and reduce external dependence, an RDF facility investment has been implemented within Limak Cement. Through this investment, the procurement, preparation, and quality control processes for alternative fuel are managed within an integrated structure, and a supply infrastructure aligned with operational needs, sustainable, and reliable is strengthened. As a result, while waste-based resource use is supported more effectively, targets to increase alternative fuel utilization rates are placed on a stronger footing. This investment is also positioned as a strategic step toward reducing fossil fuel dependence, supporting resource efficiency, and strengthening low-carbon production.

Social Risks

Priority Topic
Customer Experience and Satisfaction

Risk Name
Customer Satisfaction

Structural Risk Level

Classification
Sustainability

Risk Definition
An increase in customer complaints and the inability to manage these complaints effectively may have adverse effects on the Company's corporate reputation, customer satisfaction, and stakeholder trust. This may weaken perceptions regarding product and service quality and may also create a social risk factor in the process of achieving sustainability targets.

Control
To manage customer complaints effectively, we have established a corporate complaint-tracking infrastructure operating through digital systems. We carry out all our activities systematically within the scope of the ISO 10002 Customer Satisfaction System. Notifications received through this system are recorded, subjected to technical assessments, and addressed with lasting solutions. Our processes are structured to prevent recurring issues, ensure transparent feedback management, and strengthen corporate memory. In this way, improving the customer experience also supports our social sustainability performance.

Priority Topic
Occupational Health and Safety

Risk Name
OHS

Structural Risk Level

Classification
Sustainability

Risk Definition
Occupational accidents that may occur during the Company's activities may directly threaten employee health and safety, while also giving rise to multidimensional risks such as reduced workforce productivity, disruptions in production processes, and increased legal obligations. Such incidents may also adversely affect corporate reputation and employee engagement and weaken the Company's social sustainability performance.

Control
To prevent occupational accidents and ensure a safe working environment, we conduct comprehensive training programs both face to face and through online platforms. These training programs focus on critical topics such as safe equipment use, emergency management, risk awareness in the workplace, and a behavior-based safety approach. Through regular field inspections, risk assessment analyses, and employee feedback mechanisms, we aim to create a culture of continuous improvement. All these practices not only ensure legal compliance, but also support the establishment of a strong occupational health and safety culture across the Company.

Priority Topic
Talent Management and Employee Engagement

Risk Name
Talent Management

Structural Risk Level

Classification
Sustainability

Risk Definition
The Company's inability to attract the qualified talent it needs and retain and develop existing talent may lead to operational inefficiency, reduced corporate knowledge, and deviations from sustainability targets. The failure to develop an effective talent management strategy in an increasingly competitive sector may weaken the organization's long-term success and adaptation capacity.

Control
As part of our talent management strategy, we implement regular feedback and monitoring mechanisms to increase employee engagement and build a development-oriented corporate culture. We analyze employee experience through semiannual assessment surveys; where necessary, we conduct one-on-one meetings with our teams and develop team- and employee-based actions. We also systematically strengthen managerial competencies through the Leadership Development Program, implemented to support employees with leadership potential. Through these practices, we aim to retain a talented workforce and make corporate development sustainable.

Social Risks

Priority Topic
Talent Management and Employee Engagement

Risk Name
Employee Engagement

Structural Risk Level

Classification
Sustainability

Risk Definition
The cement sector's shift-based production structure, work environments requiring high physical effort, and dynamics that vary by plant require employee experience to be managed effectively and holistically, making it a strategic risk area. Within this multidimensional working structure, failure to manage basic issues such as compensation, career development, leadership approach, and working conditions effectively may lead to reduced employee engagement and increase the risk of talent loss, particularly in critical technical positions. The loss of experienced employees may also weaken corporate knowledge accumulation. It also has the potential to adversely affect the Company's operational efficiency and business continuity. As a result, effective management of employee experience is considered a critical factor that directly affects the Company's sustainability performance.

Control
To manage employee experience effectively, employee feedback is systematically monitored through regular satisfaction and engagement surveys. Exit interviews are also conducted within a structured framework, and the findings obtained are used to identify organizational development areas. Human Resources teams hold regular face-to-face meetings with field and office employees, directly listening to employees' needs, concerns, and recommendations and incorporating them into assessments. Within this scope, direct feedback mechanisms are actively operated, and the outputs obtained are translated into action plans. Taking into account the differing needs of blue-collar and white-collar employee groups, career pathways, performance and training-development plans, and flexible and measurable frameworks are managed. For field employees, shift arrangements, cafeteria and shuttle services, and workload balance are regularly reviewed; improvement efforts are implemented in line with employee feedback. The results of the actions taken are shared openly and regularly with employees, thereby aiming to increase corporate trust and strengthen employee engagement.

Priority Topic
Stakeholder Engagement and Corporate Responsibility

Risk Name
Social Welfare

Structural Risk Level

Classification
Sustainability

Risk Definition
If environmental impacts such as dust, noise, heavy vehicle traffic, water use, and land transformation in the regions where production facilities and quarries operate; complaints from local communities; and expectations regarding contribution to local development and environmental impact management are not adequately met, social license may be weakened and project and permitting processes may experience delays. A perception that activities create an environmental burden rather than contributing to local welfare may threaten the Company's long-term reputation and operations in the relevant geographies.

Control
Regular and direct communication is maintained with local stakeholder representatives in the regions where we operate, and joint initiatives are developed to support social welfare. In line with regional needs and expectations, corporate social responsibility practices are implemented; priority is given to local employment in recruitment processes and to local procurement in supplier selection, with the aim of supporting local development. Through these practices, we aim to build strong relations with local communities and strengthen the social acceptance of our activities.

Governance Risks

Priority Topic
R&D and Innovation

Risk Name
Technology

Structural Risk Level

Classification
Sustainability

Risk Definition
Failure to adapt quickly enough to rapidly developing technologies in the cement sector may lead to reduced operational efficiency, weakened competitiveness, and falling behind sustainability targets. In particular, failure to invest in areas such as digital transformation, energy transition, and low-carbon technologies in a timely manner may limit the Company's long-term transformation capacity and weaken its leadership position in the sector.

Control
High-potential technologies such as the use of hydrogen as an alternative fuel, carbon capture, utilization, and storage (CCUS), decarbonization, and next-generation green cement production are being prioritized. Our technology investments are shaped in line with long-term road maps, and we adopt an open innovation strategy to increase accessibility by collaborating with sector stakeholders. This enables both adaptation to technological transformation and proactive fulfillment of our sustainability commitments. Within this scope, we carry out our R&D activities through LCTO, one of our sub-brands comprising more than 30 expert researchers, by focusing on technologies that have come to the fore in the sector at the local and global levels.

Priority Topic
Digital Transformation and Cybersecurity

Risk Name
Information Security

Structural Risk Level

Classification
Sustainability

Risk Definition
The Company's operational systems, critical information assets, and digital infrastructure are strategic areas that need to be protected against cybersecurity attacks, data breaches, and technological security vulnerabilities. Threats in the field of information and cybersecurity may lead to consequences such as data loss, service interruptions, legal sanctions, and weakened stakeholder trust. Failure to ensure information security effectively may adversely affect digital transformation processes and sustainable operational performance.

Control
We implement ISO 27001 Information Security Management System certification to address information security risks. Server-based images and database backups of our systems are taken regularly, and these backups are stored securely on separate machines at least monthly. The core components of our IT infrastructure are hosted in our Data Center, and disaster recovery plans are being developed against disaster scenarios. In the near term, a Disaster Recovery Center (DRC) is planned to be established at a different physical location, thereby securing system continuity and data integrity. All these measures protect our information assets against cyber threats, while also supporting legal compliance and stakeholder trust.

Priority Topic
Responsible Supply Chain Management

Risk Name
Foreign Trade

Structural Risk Level

Classification
Sustainability

Risk Definition
Export quotas, trade bans, or legal restrictions applied in the markets where the Company operates are among external risks that may adversely affect operational continuity, the diversity of revenue sources, and sustainable growth targets. Such regulations may weaken short-term sales volumes, particularly in sectors dependent on foreign markets, and strategic market positioning over the long term.

Control
To reduce risks that may arise from trade restrictions, we regularly monitor legal and political developments in target markets and make our export strategy flexible and proactive accordingly. For example, the gradual opening process in the Syrian market is considered an important opportunity in terms of our search for alternative markets, and our logistics and operational preparations for the region are being updated. Thanks to our technological infrastructure and digital supply management systems, we can also rapidly restructure our product and shipment plans and adapt to changing export conditions. In this way, we aim to limit the impact of trade restrictions, preserve our market diversity, and make our foreign trade performance sustainable.

Governance Risks

Priority Topic
Decarbonization and Combating the Climate Crisis

Risk Name
Regulatory Compliance

Risk Type
Transition Risk

Classification
Climate

Structural Risk Level

Risk Category
Regulatory Risk

Risk Definition
Legal and regulatory frameworks such as carbon regulations, border carbon mechanisms, and emission reporting obligations have the potential to create direct financial, operational, and reputational impacts on the cement sector. Failure to comply with these regulations on time and appropriately may lead to risks such as sanctions, financial burdens, export restrictions, and reputational loss.

Control
To respond strategically to regulations, the Decarbonization Committee has been established and a road map has been prepared together with the decarbonization strategy. This structure coordinates the prioritization of facility-based carbon reduction projects, investment plans, and monitoring of compliance with regulatory requirements.

Priority Topic
Customer Experience and Satisfaction

Risk Name
Compliance with Commitments

Structural Risk Level

Classification
Sustainability

Risk Definition
Failure to comply with voluntary ESG-focused systems that are gaining sectoral importance, such as disclosures under the Cement Industry GHG and Energy Protocol, sustainability ratings, and climate-related transparency reporting, may weaken the Company's position among stakeholders. This may delay the strengthening of the perception of corporate sustainability.

Control
Compliance with voluntary systems increases Limak Cement's visibility and credibility in terms of global corporate competence. International third-party assessments, such as CDP, SBTi, CSC, ESG Rating, and company performance objectives, increase reliability in the eyes of investors and business partners by measuring the Company's performance objectively. Through these platforms, the Company also has the opportunity to establish stronger, more transparent, and trust-based communication with stakeholders who use the universal language of sustainability.

Priority Topic
Sustainable Financial Growth and Responsible Profitability

Risk Name
Collections

Structural Risk Level

Classification
Sustainability

Risk Definition
If the Company is unable to collect its trade receivables arising from domestic and international customers or business partners on time and in full, there is a risk that its financial position may weaken and cash flow may deteriorate. This may adversely affect operational sustainability, investment plans, and short-term liquidity management. Particularly during periods of intensified economic volatility, delays in receivables collection or default events may increase financial losses and deepen threats to the Company's financial stability.

Control
To manage credit risk, credit limits are set in line with our customers' payment capacity, and collateralization policies are applied for high-risk receivables. Early warning systems are activated against delayed collections, and credit insurance solutions are also used where needed. The financial impacts of risks are also effectively limited through insurance policies covering all tangible assets and employees of our cement plants.

Governance Risks

Priority Topic
Sustainable Financial Growth and Responsible Profitability

Risk Name
Foreign Exchange

Structural Risk Level

Classification
Sustainability

Risk Definition
Fluctuations in exchange rates create pressure on the overall cost structure through imported raw materials and equipment procurement, as well as energy costs, leading to unpredictability in operational expenditures. This may make the use of financial resources allocated to sustainability projects more difficult and may cause deviations in long-term financial planning. Failure to manage exchange rate risk effectively may adversely affect the Company's financial stability and investments aimed at sustainable growth targets.

Control
The Company plans to increase its natural hedge level against exchange rate risk and to periodically hedge the foreign exchange position arising from semiannual interest payments by using financial instruments such as forward and swap transactions. Furthermore, excess cash assets denominated in TRY are regularly converted into USD, thereby reducing the impact of exchange rate volatility risk on liquidity management. When market conditions are favorable, commodity-based hedge transactions, such as energy, coal, and petcoke, are used to control the cost of imported inputs. These approaches are designed to limit the potential impact of fluctuations in foreign exchange rates and commodity prices on the Company's operational budgets and sustainable financial performance.

Priority Topic
Sustainable Financial Growth and Responsible Profitability

Risk Name
Liquidity

Structural Risk Level

Classification
Sustainability

Risk Definition
If existing cash resources are insufficient to meet short-term financial obligations, risks such as disruptions in operational activities, weakened debt service capacity, and reduced financial flexibility may arise. Particularly under volatile market conditions, weakened liquidity management may make it difficult to finance sustainability investments and cause long-term strategic plans to be delayed.

Control
To manage liquidity risk, we develop strategies to balance our cash position by diversifying our purchases, investments, and portfolio. In order to meet short-term financial obligations sustainably, regular cash flow analyses are performed, and priority is given to reducing overdue receivables. This approach aims not only to reduce liquidity risk, but also to strengthen our financial stability and increase our operational efficiency. A flexible financial structure is maintained through the management of bank limits and the continuation of appropriate credit facilities.

Priority Topic
Renewable Energy and Energy Efficiency

Risk Name
Energy Cost

Risk Type
Transition Risk

Classification
Climate

Structural Risk Level

Risk Category
Market Risk

Risk Definition
Fluctuations in energy prices and the increasingly persistent upward trend may directly affect the Company's operational cost structure and create pressure on financial sustainability. These developments may reduce the Company's capacity to allocate resources to sustainability projects in energy-intensive sectors and cause delays or slowdowns in achieving carbon reduction targets. Unpredictability in energy costs poses a risk in terms of the implementation of long-term investment plans.

Control
In response to increases in energy costs, we carry out optimization efforts to increase alternative fuel use rates at our production facilities. Waste-based and biological-content alternative fuel solutions are being expanded to reduce exposure to price fluctuations in fossil fuels such as coal. To protect against sudden increases in electricity prices, work has been carried out to establish solar power plants at the sites where our facilities are located. In this way, we aim both to keep energy costs under control and to reduce our carbon emissions.

Governance Risks

Priority Topic
Social Contribution and Stakeholder Relations

Risk Name
Stakeholder Expectations

Risk Type
Transition Risk

Classification
Climate

Structural Risk Level

Risk Category
Reputational Risk

Risk Definition
Rapid changes in the expectations of different stakeholder groups, such as employees, customers, investors, public authorities, and society, regarding sustainability, social responsibility, and environmental performance may cause the Company's existing strategic targets and business processes to become misaligned with these expectations. This may weaken stakeholder trust, lead to reputational loss, and create operational and financial risks due to non-compliance with regulations.

Control
To adapt to the evolving expectations of all stakeholder groups, we conduct regular stakeholder analyses and develop action plans in line with the priority issues identified through these analyses. By using these data in our financial planning and strategic decision-making processes, we update our practices for managing the Company's environmental and social impacts. We also closely monitor market conditions, social trends, and sectoral sensitivities, and maintain our decision-making processes in a transparent and inclusive structure through regular engagement with employees, customers, local communities, and investors. To align this entire process with the evolving legal and regulatory framework, we actively monitor international sustainability regulations and frameworks (CBAM, SBTi, CSRD), and carry out the necessary corporate preparations.

Priority Topic
Responsible Supply Chain Management

Risk Name
Supply Chain

Risk Type
Transition Risk

Classification
Climate

Structural Risk Level

Risk Category
Reputational Risk

Risk Definition
Potential disruptions in supply chain management, the presence of suppliers that do not comply with sustainability criteria, and uncertainties in resource procurement processes create significant risks for the Company's operational continuity, environmental performance, and corporate reputation. Particularly in the context of the climate crisis, regulatory pressures, and social responsibility expectations, disruptions that may occur in the supply chain may weaken the Company's capacity to achieve its sustainability targets and adversely affect stakeholder trust.

Control
Within the scope of sustainable supply chain management, we standardize supplier records through digital systems and monitor them centrally. Through this system, we evaluate the environmental, social, and ethical performance of our suppliers, and regularly monitor their compliance with sustainability criteria. Development processes are planned for suppliers with low levels of compliance, while operational continuity is safeguarded in high-risk categories through supplier diversification.

Priority Topic
Customer Experience and Satisfaction

Risk Name
Market

Risk Type
Transition Risk

Classification
Climate

Structural Risk Level

Risk Category
Market Risk

Risk Definition
Rapid changes in competitive conditions, customer expectations and preferences, environmental regulations, and sustainability demands may pose risks to the Company's ability to maintain its existing market share and access new markets. If the Company fails to adapt to these changes quickly enough, its market position may weaken, and it may lose its competitive advantage.

Control
In line with increasing customer expectations and demand for sustainable products, we are expanding our product portfolio with solutions that have reduced environmental impacts. In this context, we conduct Life Cycle Assessment (LCA) studies to transparently demonstrate the environmental impacts of our products throughout their life cycle, and Environmental Product Declarations (EPDs) have been published on a location basis. Through these efforts, we support our customers' sustainable purchasing decisions while reinforcing our goal of maintaining our market share on the basis of environmental responsibility.

Governance Risks

Priority Topic
Sustainable Financial Growth and Responsible Profitability

Risk Name
Corporate Reputation

Risk Type
Transition Risk

Classification
Climate

Structural Risk Level

Risk Category
Reputational Risk

Risk Definition
Within the scope of corporate reputation, factors such as the Company's sustainability performance, approach to environmental responsibility, respect for human rights, ethical principles, and transparent governance directly affect trust, transparency, and reputation. Weaknesses that may arise in these areas may undermine the Company's credibility among its stakeholders, lead to reputational loss, and create risks for sustainable financing opportunities.

Control
To strengthen our corporate reputation, we adopt a business culture based on respect for human rights. We continuously strengthen the elements that form the foundation of our corporate governance approach, particularly compliance with ethical principles, transparency, and accountability. We aim to increase employee engagement in line with the principles of equal opportunity, diversity, and inclusion within the Company. We maintain open communication with all our stakeholders and effectively manage complaint and feedback mechanisms. Regarding product quality and reliability, we ensure full compliance with national and international standards and implement continuous improvement processes. In this way, we continuously improve both operational excellence and customer satisfaction. Through all these practices, we both put our social responsibility approach into action and secure our corporate reputation over the long term.

Priority Topic
Digital Transformation and Cybersecurity

Risk Name
Digital Adaptation

Structural Risk Level

Classification
Sustainability

Risk Definition
Managing production, energy, emissions, water, and sustainability data in disconnected systems or manual files weakens data integrity and traceability, and increases the risk of errors and delays in reporting processes. Increasing disclosure obligations, such as TSRS and ESRS, make this vulnerability more pronounced. If digital transformation does not progress at the desired pace, gains in areas such as predictive maintenance, process optimization, and real-time performance monitoring may be delayed, creating pressure on both operational efficiency and sustainability targets.

Control
To effectively manage digitalization processes across the Company, regular meetings are held with all departments, and business processes, expectations, and areas of need are analyzed through an integrated approach. Based on these analyses, digitalization efforts are prioritized, and projects aimed at strengthening the corporate data infrastructure are implemented. In this context, efforts to establish a data warehouse are ongoing, with the aim of institutionalizing a "Single Source of Truth" approach that supports the management of environmental, operational, and corporate data within an integrated structure. In this way, the Company aims to improve data quality, strengthen reporting processes, and establish decision-making mechanisms that are more effective, faster, and more reliable.

Priority Topic
Sustainable Financial Growth and Responsible Profitability

Risk Name
Political and Economic Instability

Structural Risk Level

Classification
Sustainability

Risk Definition
Political uncertainties, high inflation, exchange rate volatility, and a contraction in public investments that may occur in the markets where the Company operates may directly affect demand, cost, and investment dynamics in the cement industry. While a slowdown in construction activities in the domestic market may put pressure on sales volume, increases in the costs of energy, petcoke, and imported equipment may weaken operational profitability. Disruptions in foreign trade routes and regulatory changes in export markets may hinder growth plans and limit the resources that can be allocated to sustainable transformation.

Control
To manage this risk, macroeconomic indicators, regional developments, geopolitical risks, and regulatory changes in export markets are regularly monitored, while impact analyses based on different scenarios and crisis preparedness efforts are carried out. Through the diversification of sales markets, the supplier network, alternative raw material sources, and logistics routes, the aim is to reduce dependence on specific geographies or routes. Potential disruptions that may occur particularly due to war, sanctions, and border-crossing issues are assessed in terms of import and procurement risks. In addition, regular communication with stakeholders, disciplined liquidity and working capital management, and investments aimed at enhancing operational resilience are used to strengthen corporate reputation and decision-making flexibility

About the Opportunity			Opportunity	Action
Priority Topic Decarbonization and Combating the Climate Crisis	**Classification** Climate	**Opportunity Type** Resource Efficiency	The introduction of the National ETS, the widespread adoption of carbon pricing, and the transition to low-carbon production models create opportunity potential for the Company.	To accurately manage emission calculations under the ETS, we are enhancing our carbon monitoring infrastructure and increasing the diversity of our low-emission products. In this context, our CEM+ product, which we have developed, further strengthens our sustainable product portfolio with its lower clinker ratio and lower carbon footprint.
Priority Topic R&D and Innovation	**Classification** Climate	**Opportunity Type** Resilience	Access to advanced technologies creates a competitive advantage in sustainable production and low-carbon investments.	To carry out the first green hydrogen use trial in Türkiye's cement sector, LCTO is rapidly adapting to CCUS, hydrogen, and alternative fuel technologies, which rank among the world's leading R&D activities. Through these pioneering steps, we are advancing toward our low-carbon production targets with technology-focused solutions and gaining a position that leads sectoral transformation.
Priority Topic Sustainable Finance	**Classification** Climate	**Opportunity Type** Market	Sustainable finance instruments, such as green bonds and environmental incentives, support long-term investment plans.	Within the scope of sustainable finance, we strengthen our access to financing through the financial strategy and sustainability-focused action plans we develop, by participating in voluntary ESG initiatives, attracting the interest of green investors to our Company, and reinforcing our credibility and international competitiveness.
Priority Topic Product Quality and Reliability	**Classification** Climate	**Opportunity Type** Products and Services	Documents such as our Sustainable Supply Chain and EPDs create competitive strength in international markets.	We evaluate our suppliers through digital systems according to sustainability criteria, and through EPDs and LCA-based environmental declarations that cover our entire portfolio, we provide our customers with more transparent information on the environmental impacts of our products.
Priority Topic Talent Management and Employee Engagement	**Classification** Sustainability		Practices aimed at enhancing employee development and engagement support the continuity and retention of corporate culture by strengthening the sustainability of the organization.	In line with our talent management and employee engagement strategies, we monitor and develop the employee experience through tools such as Culture and Values Workshops and Engagement Survey, as well as Engagement and People-Oriented Transformation meetings. Through these practices, we create career paths that align with our employees' individual potential, while strengthening the continuity of corporate culture and employee loyalty.

Integrated Management Systems

As Limak Cement, we aim to disseminate our integrated management system, which includes quality, environment, occupational health and safety, energy, water efficiency, information security, customer satisfaction, risk management, and social responsibility, across all our operations.

Alongside our cement plants in Türkiye, management system practices are implemented on a facility basis across our ready-mixed concrete operations, Group Headquarters, and international plants. Certification processes are planned in line with operational needs and areas of activity, and are gradually being expanded.

In our facilities, primarily in quality, environment, occupational health and safety, and energy management, compliance with a wide range of standards is ensured to cover international validity and sectoral best practices; system infrastructures are also being strengthened in areas such as water efficiency, combating corruption, customer satisfaction, corporate risk management, and social responsibility.

	Trakya	Balıkesir	Ankara	Şanlıurfa	Kilis	Ergani	Kurtalan	Kilis Pumice Block	Bitlis*	Derik*	Mozambique*	Côte d'Ivoire*	Group Headquarters	Ready-Mixed Concrete
ISO 9001	○	○	○	○	○	○	○		○	○	○	○		○
ISO 10002													○	
ISO 14001	○	○	○	○	○	○	○					○		○
ISO 14046	○	○	○	○	○	○	○		○	○				○
ISO 14064	○	○	○	○	○	○	○		○	○				○
ISO 27001	○	○	○	○	○	○	○		○	○			○	○
ISO 31000													○	
ISO 45001	○	○	○	○	○	○	○					○		○
ISO 46001	○	○	○	○	○	○	○							
ISO 50001	○	○	○	○	○	○	○		○	○				
TS EN 197-1	○	○	○	○	○	○	○		○	○				
TS EN 196-1	○													
IQ NET SR10													○	
TSE 771-3								○						
CE								○						
G COMPLIANCE														○
NM NP EN 197-1											○			
NI 05.06.001												○		

Grinding and Packaging Plant


We do not monitor
the standards,
we are
upgrading
them.

Our Corporate Infrastructure That Shapes the Sector

In 2023, for all our plants, we carried out a first in the sector by having our carbon footprint calculations under the ISO 14064-1:2018 Standard externally verified by TURKAK-accredited organizations in line with an organizational approach. We base our carbon management on transparency, data reliability, and a science-based approach; we measure and verify our emissions and systematically manage reduction efforts.

TSE Quality Management System ISO 14064-1:2018

By obtaining the IQNET SR10 Certificate in the field of social responsibility, we became the first and only company in Türkiye's cement sector to receive this certificate. We systematically, measurably, and sustainably manage our social impact in line with standards through a transparent structure that covers our stakeholders and suppliers.

As Limak Cement, we place sustainability and a strong governance business model at the center of our business model. Through practices that go beyond international standards, we are setting an example for pioneers in many areas in the cement sector.

We have achieved another first in Türkiye's cement sector by having all our processes under ISO 31000 independently verified by third parties. We address all risk areas, from macroeconomic developments to field operations, with an integrated perspective, and proactively manage uncertainties. We strengthen our corporate resilience as a strategic priority.

TSE Risk Management ISO 31000

We became the first and only company in Türkiye to receive the ISO 46001 Certificate in the voluntary audit process in which we were included in the field of water management. We regard water as a strategic resource and make efficiency an integral part of our operations.

TSE Water Efficiency Management ISO 46001

Global Finance Award

With our USD 790 million bond issuance

we won

EMEA Finance's

"Corporate Bond of the Year" award.



Sustainable Financial Growth and Responsible Profitability

Our Company has demonstrated strong and stable financial performance in recent years. Our revenue, which stood at USD 467 million in 2021, reached USD 908 million as of 2025, corresponding to a compound annual growth rate of approximately 18% over this period. This growth demonstrates our ability to adapt effectively to changing market conditions.

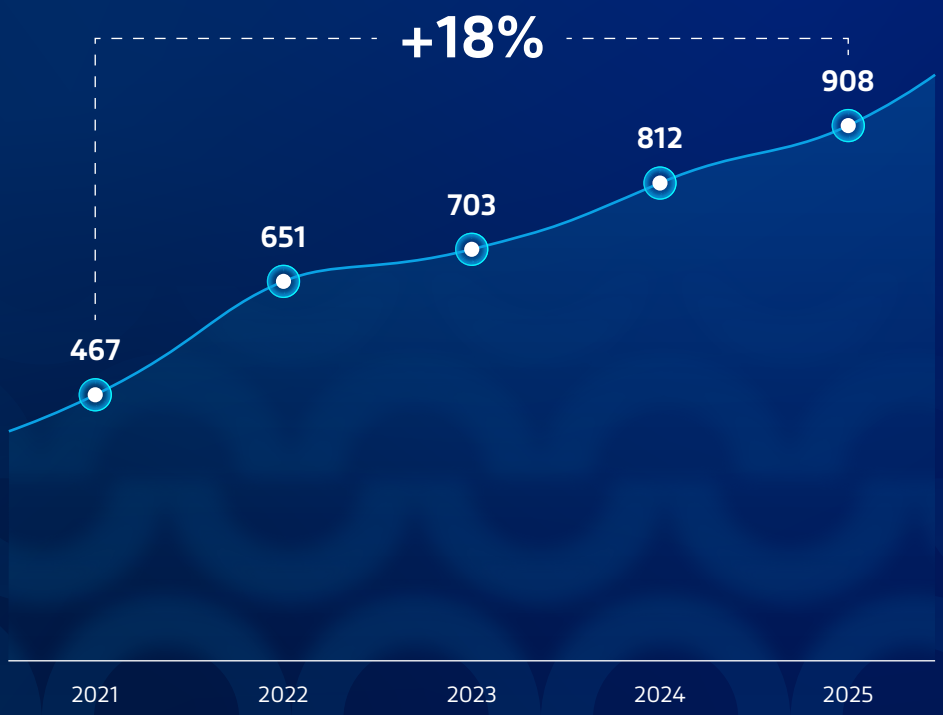
An even more notable performance was achieved in terms of operational profitability. EBITDA, which stood at USD 67 million in 2021 with a margin of 14%, reached USD 140 million in 2022 with a margin of 21%, USD 247 million in 2023 with a margin of 35%, USD 294 million in 2024 with a margin of 36%, and USD 255 million in 2025 with a margin of 28%. This development indicates an approximately 40% compound annual growth rate in EBITDA over the period, and is the result of our operational efficiency, disciplined cost management, and product development activities.

This strong momentum in our financial performance forms the foundation of our sustainable finance approach. As a Company, we believe that financial resilience and long-term value creation should be addressed together with a sustainability perspective. Accordingly, we adopt an approach that considers efficiency, risk management, and long-term impact in our capital allocation decisions.

Sustainable finance is not limited solely to financial indicators; it also requires environmental and social impacts to be evaluated from an integrated perspective. In this context, when assessing the financial results of our operations, we also consider factors such as resource use, energy efficiency, and operational continuity.

In the coming period, we will continue to prioritize managing our financial performance in line with sustainability principles while preserving our strong balance sheet structure. This approach will contribute both to creating lasting value for our stakeholders and to building a more resilient structure against changing global dynamics.

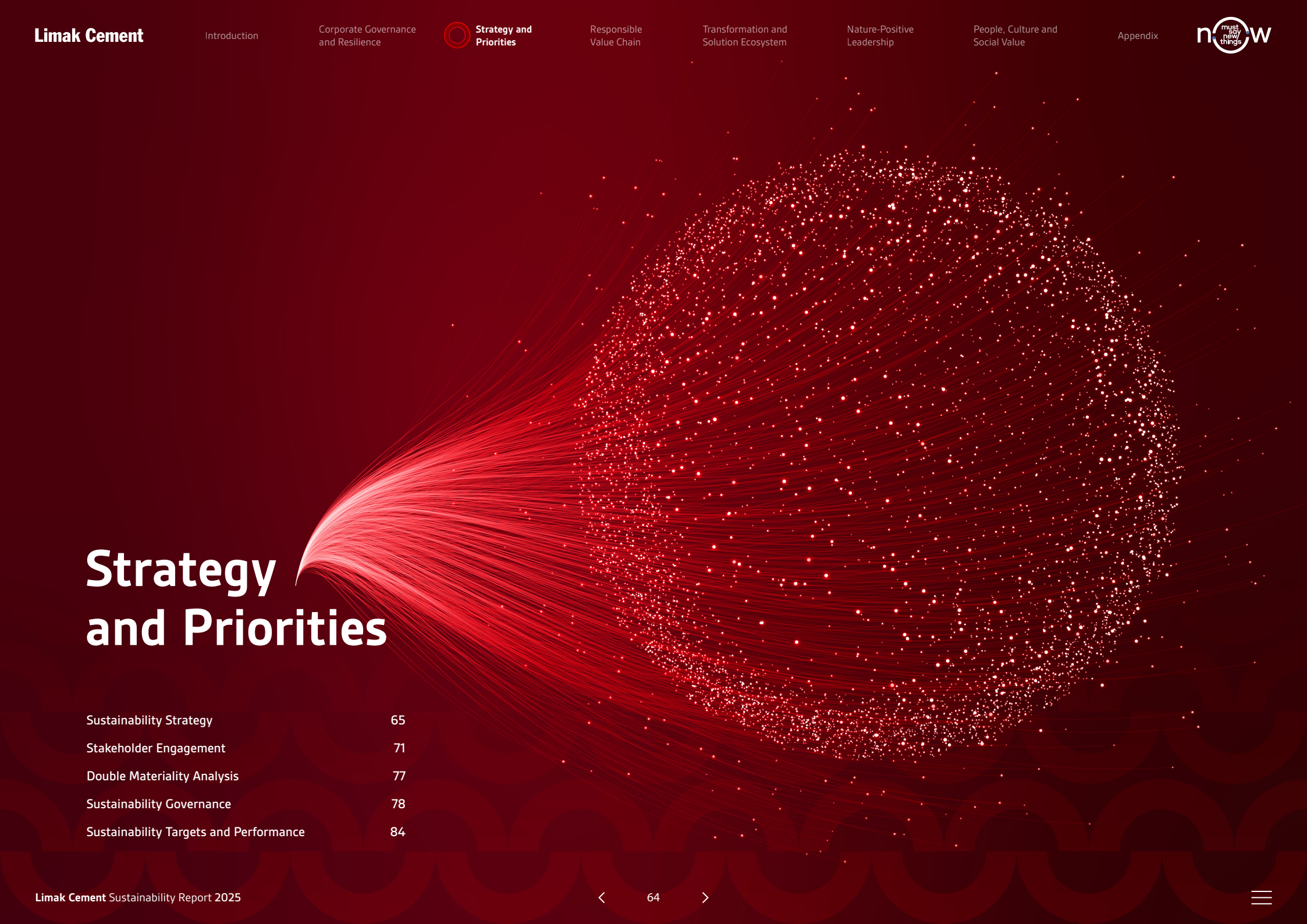
Total Revenue (USD million)



EBITDA (USD million)



**The financial data presented for 2021, 2022, 2023, and 2024 are data prepared in accordance with International Financial Reporting Standards ("IFRS"), while the financial data for 2025 are based on data prepared within the scope of management reporting.*



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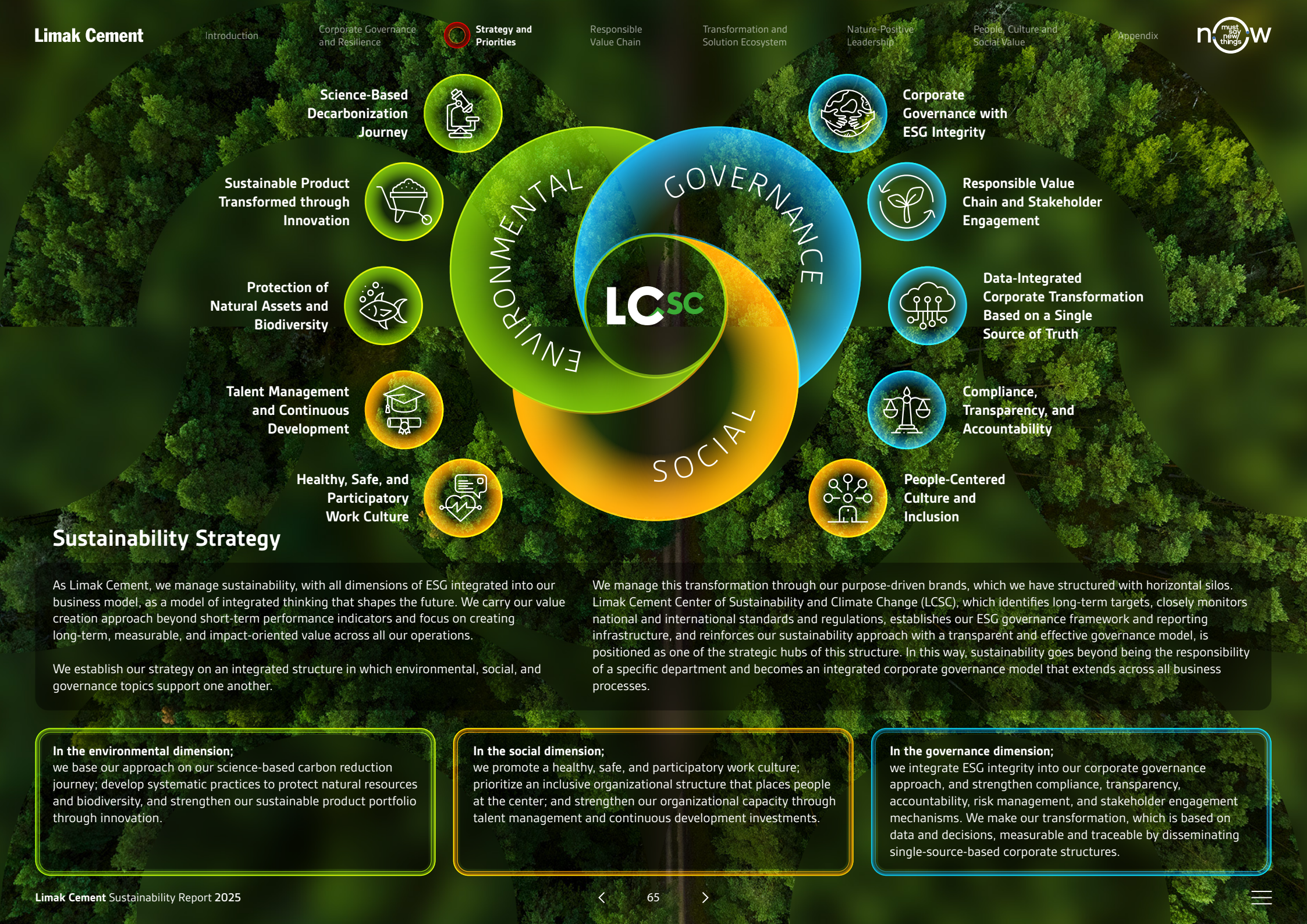


Sustainability Strategy

As Limak Cement, we manage sustainability, with all dimensions of ESG integrated into our business model, as a model of integrated thinking that shapes the future. We carry our value creation approach beyond short-term performance indicators and focus on creating long-term, measurable, and impact-oriented value across all our operations.

We establish our strategy on an integrated structure in which environmental, social, and governance topics support one another.

We manage this transformation through our purpose-driven brands, which we have structured with horizontal silos. Limak Cement Center of Sustainability and Climate Change (LCSC), which identifies long-term targets, closely monitors national and international standards and regulations, establishes our ESG governance framework and reporting infrastructure, and reinforces our sustainability approach with a transparent and effective governance model, is positioned as one of the strategic hubs of this structure. In this way, sustainability goes beyond being the responsibility of a specific department and becomes an integrated corporate governance model that extends across all business processes.

In the environmental dimension;
we base our approach on our science-based carbon reduction journey; develop systematic practices to protect natural resources and biodiversity, and strengthen our sustainable product portfolio through innovation.

In the social dimension;
we promote a healthy, safe, and participatory work culture; prioritize an inclusive organizational structure that places people at the center; and strengthen our organizational capacity through talent management and continuous development investments.

In the governance dimension;
we integrate ESG integrity into our corporate governance approach, and strengthen compliance, transparency, accountability, risk management, and stakeholder engagement mechanisms. We make our transformation, which is based on data and decisions, measurable and traceable by disseminating single-source-based corporate structures.

	Sustainability Strategies	Priority Topic	Relevant SDGs	Sustainability Priorities
1	**Science-Based Decarbonization Journey**	Decarbonization and Combating the Climate Crisis		To support our science-based decarbonization target, to expand the activities of the Decarbonization Committee at the national and international scale, and to increase its effectiveness.
		Energy Efficiency		To reduce renewable energy use and consumption in order to increase energy efficiency and accelerate the energy transition; to strengthen the energy management infrastructure, and to establish an approach focused on the continuous improvement of existing systems.
2	**Protection of Natural Assets and Biodiversity**	Biodiversity Conservation		To implement practices that prioritize the efficient use of the freshwater resources, terrestrial ecosystems, and soil on which our operations depend, and to prioritize water security and soil health.
		Circular Economy and Resource-Efficient Society		To observe the protection of natural assets; to analyze the impacts of our operations on biodiversity, implement mitigation measures, and support nature-based solutions in restoration processes. In line with our circular economy approach, to contribute to minimizing process-based wastes through sustainable symbiosis practices, to increase the use of alternative fuels that substitute for fossil fuels, and to support the development of alternative raw material solutions and resource efficiency.
3	**Sustainable Product Transformed through Innovation**	R&D and Innovation		To increase our capacity to develop sustainable products, services, and business models within the framework of R&D and innovation principles.
		Product Quality and Reliability		
		Customer Audits and Satisfaction		
		Digital Transformation		

	Sustainability Strategies	Priority Topic	Relevant SDGs	Sustainability Priorities
4	**People-Centered Culture and Inclusion**	Equal Opportunity, Diversity, and Inclusion		To support women, particularly in STEM (Science, Technology, Engineering, and Mathematics) fields, through effective representation policies and social investments; to strengthen gender balance, create inclusive career paths, and support leadership positions.
5	**Healthy, Safe, and Participatory Work Culture**	Occupational Health and Safety		To disseminate the occupational health and safety culture across the organization; to aim to continuously improve employee health and safety through compliance with national and international standards, and preventive and improvement-oriented practices.
6	**Talent Management and Continuous Development**	Talent Management and Employee Engagement		To create a corporate culture that continuously learns, develops together, and creates value; to provide personalized learning experiences that support employees' cognitive, emotional, and professional development through LCGA. With our people-centered approach, to regularly monitor employee satisfaction and support employee experience; to strengthen improvement-oriented practices, and to ensure active participation in certification processes within the scope of national and international certifications.

	Sustainability Strategies	Priority Topic	Relevant SDGs	Sustainability Priorities
7	**Data-Integrated Corporate Transformation Based on a Single Source of Truth**	Digital Transformation		To establish digital platforms compatible with environmental, social, and governance principles; to systematically monitor supplier performance and development across the sustainable supply chain through integrated performance measurement, and to provide a foundation for integrated value creation.
8	**Responsible Value Chain and Stakeholder Engagement**	Responsible Supply Chain Management		In line with the WEF Stakeholder Capitalism approach, to ensure participatory sustainability management across our entire value chain by establishing regular feedback mechanisms that observe transparent and accountable sustainability standards, and to increase human-centered development.
9	**Corporate Governance with ESG Integrity**	Human Rights, Ethics, and Compliance		To strengthen our corporate social responsibility awareness, robust corporate communication strategy, effective ethics training, and ethical culture across all geographies where we operate.
10	**Compliance, Transparency, and Accountability**	Sustainable Finance		To ensure that all risks and opportunities in the environmental, social, and governance areas, particularly climate-related risks (S1, S2), are integrated into business processes in alignment with internal control and audit mechanisms. To adopt a corporate culture that respects human rights, gender equality, and employee well-being in order to maintain the continuity of our fair, safe, and inclusive working environments.

A Pioneer in Sustainability: Limak Cement's Achievements and Targets

Sustainability Leadership and Performance

Climate Action and Future Targets



The Highest ESG Score in the Sector

We are positioned as the sector leader among global cement companies assessed by Sustainable Fitch, with a score of 55.

Türkiye's First CSC Platinum -Certified Cement Plant

Our Ankara Plant became the 10th cement plant in the world to have its commitment to sustainability certified with the Concrete Sustainability Council (CSC) Platinum certificate.

"Excellent" Rated Sustainable Finance Framework

We became the first company in Türkiye's cement sector to publish a Sustainable Finance Framework.

Our Science-Based Net-Zero Targets Were Approved (SBTi)

We became one of the first 10 companies in Türkiye to have both near-term and net-zero emission targets approved by SBTi.

We Were Included in CDP Climate Change's "A" List

By ranking in the top 4% among more than 20,000 companies, we were included in the Climate Change A List, and became one of the 13 companies in the global cement sector to achieve this success.

We Achieved an "A-" Score in CDP Water Security

By increasing our Water Security score by three levels since 2022, we reached the leadership level with an A- score.

We Joined the Responsible® Green Deal Program

In line with the LCSC approach, we strengthened our decarbonization road map and took a critical step in compliance with green transition legislation.

Limak Cement's Materiality Approach

Our Company's materiality approach forms an integral part of sustainability management and our long-term value creation strategy. As Limak Cement, when identifying sustainability topics, we carry out a comprehensive assessment process by taking stakeholder expectations, sector dynamics, and international reporting standards into account. Accordingly, we review and update our material sustainability topics every two years.

We systematically analyze the views obtained through stakeholder engagement processes, and identify the material sustainability topics for the Company by assessing the environmental, social, and governance impacts arising across our Company's activities, business model, and value chain.

In alignment with the European Union Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), we assess sustainability topics not only in terms of their impacts on the environment and society, but also in terms of the financial risks and opportunities they may create for the Company.

Through the double materiality assessment carried out in this scope, we address, from an integrated perspective, the relationship between the impacts that may arise across our value chain and the potential consequences of these impacts for the Company's financial performance, strategy, and operations.

Survey Methodology

As Limak Cement, we attach great importance to placing the views of our stakeholders at the center of our decision-making processes throughout our sustainability journey. Accordingly, we conduct a survey to obtain stakeholder assessments for the purpose of identifying our sustainability priorities. Within the scope of this year's study, the existing approach is taken one step further by adopting a double materiality perspective. In line with this approach, sustainability topics are assessed across two different dimensions:

- The environmental, social, and governance (ESG) impacts of Limak Cement's activities on the relevant topic,
- The potential impacts of the relevant sustainability topics on Limak Cement's financial performance.

Participants are asked to evaluate the topics included in the survey from two different perspectives:

1. **Impact Perspective (Inside-Out):** Assessment of the impact of Limak Cement's activities on the relevant topic.
2. **Financial Perspective (Outside-In):** Assessment of the risks and opportunities that the relevant topic may create for Limak Cement's financial performance.

No personal data are collected within the scope of the survey, and responses are evaluated anonymously.



Impact Materiality (Inside-Out)

Refers to the assessment of the positive and negative impacts that may arise on the environment and society through Limak Cement's activities, products, and value chain.

Financial Materiality (Outside-In)

Refers to the assessment of the potential impacts of risks and opportunities arising from sustainability topics on Limak Cement's financial performance, strategic targets, and operations.

Score	Definition	Explanation
1	Very Low	The topic has very little impact and may be considered an insignificant factor for now.
2	Low	The topic may have some impacts, but it is generally of low priority. It may be taken into consideration more than other factors.
3	Medium	The topic is moderately important. Impacts exist, but they are not a decisive factor.
4	High	The topic is quite important. It plays an important role in decision-making processes, and its impact is evident.
5	Very High	The topic is of critical importance. It is a factor that must be considered at the highest level.

The Importance of Stakeholder Engagement

When identifying sustainability priorities, we take the views and expectations of our stakeholders into consideration with an inclusive approach. In the analysis conducted accordingly, feedback obtained from internal and external stakeholders was evaluated, and the impacts of the Company's activities on the environment and society, as well as the potential impacts of sustainability topics on financial results, were addressed from an inclusive perspective.

The stakeholder engagement process was carried out to identify material sustainability topics, and the results obtained were integrated into sustainability strategy, risk management, and reporting processes.



Stakeholder Groups

In double materiality analysis, the views of internal and external stakeholders, who are affected by the Company's activities and may affect the Company's activities, are taken into consideration when prioritizing sustainability topics.

The stakeholder groups included in the analysis in this scope are presented below:

Internal Stakeholders

These are the key stakeholder groups that play a direct role in the implementation of Limak Cement's sustainability strategies and guide operational processes.

- Employees
- Senior Management
- Shareholders

External Stakeholders

These include stakeholder groups that are directly or indirectly affected by Limak Cement's activities and have a significant impact on the Company's sustainability performance, financial structure, and corporate reputation.

- Investors
- Customers
- Business Partners (suppliers, subcontractors, and contractors)
- Financial Institutions
- Government and Regulatory Authorities
- Local Communities and the Public
- Civil Society Organizations
- Universities
- Media and Press

Stakeholder Communication

As Limak Cement, we aim to establish transparent, continuous, and effective communication with our stakeholders and move forward together on our sustainability journey. In this context, feedback obtained from stakeholders is taken into consideration in:

- Developing the sustainability strategy,
- Identifying material sustainability topics,
- Assessing risks and opportunities,
- Improving sustainability performance.

Through regular communication with our stakeholders, we aim to advance our sustainability priorities and continuously improve our sustainability performance. Feedback obtained from our stakeholders supports the Company's strategic decision-making processes and helps strengthen our holistic governance approach to sustainability.

Brief information on Limak Cement's communication with its stakeholder groups is presented in the table below:

Stakeholder Group	Communication Methods	Communication Frequency	Stakeholder Expectations	Stakeholder Engagement Method
Employees	Limak corporate portal	Continuous	• Job Security • Working Conditions • Health and Safety • Training and Development	Employees are ensured to operate in a safe, fair, and inclusive working environment. Engagement is increased through regular training, feedback mechanisms, and occupational health and safety practices.
	Performance evaluation meetings	At least twice a year		
	Social events	Upon request		
	Occupational health and safety meetings	Monthly		
	Satisfaction survey	Once a year		
	Digital channels	Continuous		
	Email	Continuous		
	Seminars, congresses, and fairs	Upon request		
	Surveys	Upon request		
	Face-to-face meetings	Daily		
	Meetings	As needed		
	Social projects	Throughout the project		
	Complaint system	Continuous		
Senior Management	Limak corporate portal	Continuous	• Corporate Performance • Competitiveness • Strategic Decisions • Sustainability Leadership	Regular communication and reporting are carried out with senior management in line with strategic decisions. Sustainability targets are integrated into the business plan.
	Ordinary General Assembly Meeting	Once a year		
	Performance evaluation meetings	Once a year		
	Financial performance reports	Once a year		
	Interviews	Upon request		
	Occupational health and safety meetings	Monthly		
	Social events	Throughout the project		

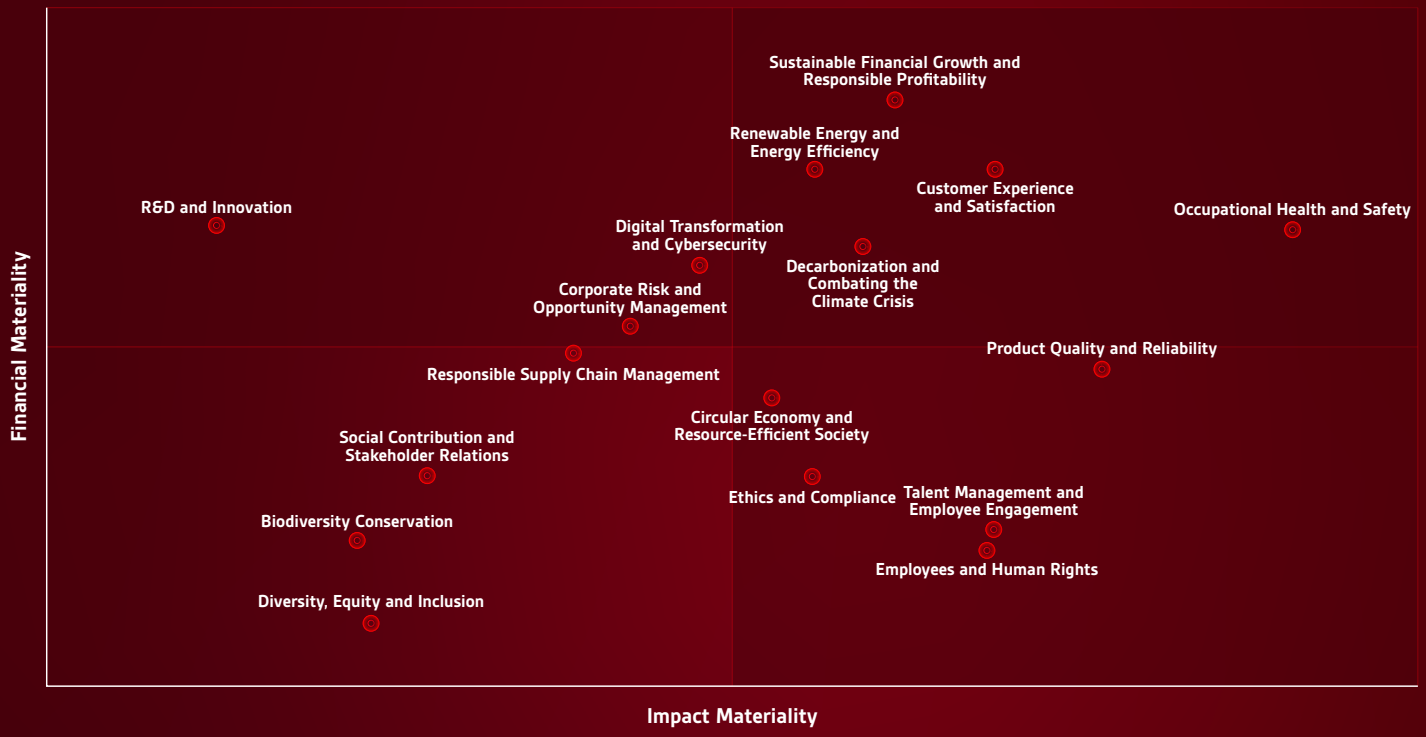
Stakeholder Group	Communication Methods	Communication Frequency	Stakeholder Expectations	Stakeholder Engagement Method
Shareholders	Financial performance reports	Once a year	• Financial Return • Long-Term Value • Corporate Transparency • Risk Management	Regular financial and sustainability reports are shared with shareholders. Transparency is ensured in long-term value creation and risk management processes.
	Limak corporate portal	Continuous		
	Social media	Continuous		
	Social events	Throughout the project		
	Digital channels	Continuous		
Customers	Social events	Upon request	• Quality • Sustainable Production • Carbon Footprint Reduction • Product Safety	Low-carbon products are developed in line with customer expectations. Continuous communication and joint projects are carried out with customers.
	Satisfaction survey	Once a year		
	Digital channels	Continuous		
	Email	Continuous		
	Seminars, congresses, and fairs	Upon request		
	Surveys	Upon request		
	Face-to-face meetings	Upon request		
	Meetings	Upon request		
	Operational and sustainability reports	Continuous		
	Social media	Continuous		
	Complaint system	Continuous		
	Public Disclosure Platform (KAP)	Continuous		

Stakeholder Group	Communication Methods	Communication Frequency	Stakeholder Expectations	Stakeholder Engagement Method
Business Partners (Suppliers, subcontractors, contractors, etc.)	Digital channels	Continuous	• Ethical Business Principles • ESG Compliance • Occupational Health and Safety • Continuity	Long-term, sustainable business partnerships are established with suppliers. Assessment and capacity-building activities are carried out to ensure compliance with ESG criteria.
	Email	Continuous		
	Seminars, congresses, and fairs	Upon request		
	Surveys	Upon request		
	Supplier audits	Once a year		
	Face-to-face meetings	Continuous		
	Meetings	Continuous		
	Collaborations in the field of education	Throughout the project		
	Social media	Continuous		
	Complaint system	Continuous		
Local Communities and the Public	Digital channels	Continuous	• Environmental Impact Management • Employment • Social Responsibility • Transparent communication	Dialogue with local communities and social investment programs are carried out. Transparent information is provided on environmental impacts.
	Seminars, congresses, and fairs	Upon request		
	Environmental Impact Assessment (EIA) Report process	As needed		
	Social projects	Throughout the project		
	Collaborations in the field of education	Throughout the project		
	Public Disclosure Platform (KAP)	Continuous		
	Social media	Continuous		

Stakeholder Group	Communication Methods	Communication Frequency	Stakeholder Expectations	Stakeholder Engagement Method
Financial Institutions	Email	Continuous	• Financial Performance • ESG Compliance • Investment Security	Sustainability and financial performance reports are regularly shared with financial institutions. Green finance and sustainable investment instruments are evaluated.
	Face-to-face meetings	Upon request		
	Meetings	Upon request		
	Monitoring reports and site visits	Throughout the project		
	Audits	Throughout the project		
	Financial performance reports	Once a year		
	Public Disclosure Platform (KAP)	Continuous		
	Digital channels	Continuous		
Government and Regulatory Authorities (Muhtars)	Email	Continuous	• Legal Compliance • Environmental Regulations • Social Benefit	Regular compliance audits and permit processes are carried out with public institutions. Dialogue is established with local governments to respond to the needs of society.
	Seminars, congresses, and fairs	Upon request		
	Face-to-face meetings	Upon request		
	Meetings	Upon request		
	Environmental Impact Assessment (EIA) Report process	Other – as needed		
	Social projects	Throughout the project		
	Audits	Upon request		
	Public Disclosure Platform (KAP)	Continuous		
Investors	Social media	Continuous	• Long-Term Value • ESG Compliance • Transparency	Regular ESG reports and meetings are held with investors. Long-term sustainability strategies are shared with investors in a way that strengthens investor confidence.
	Social events	Throughout the project		
	Digital channels	Continuous		

Stakeholder Group	Communication Methods	Communication Frequency	Stakeholder Expectations	Stakeholder Engagement Method
Civil Society Organizations	Social events	Throughout the project	• Social Responsibility • Environmental Protection • Collaboration	Joint projects are developed with CSOs operating in the field of sustainability. Environmental and social contributions are reported, strengthening collaborations.
	Digital channels	Continuous		
	Email	Continuous		
	Seminars, congresses, and fairs	Upon request		
	Surveys	Throughout the project		
	Face-to-face meetings	Upon request		
	Meetings	Upon request		
	Social projects	Throughout the project		
	Membership meetings	Upon request		
	Social media	Continuous		
Universities	Social events	Throughout the project	• R&D • Innovation • Education and Collaboration	R&D projects and internship programs are carried out with universities. Innovation in the sector is supported by leveraging academic knowledge.
	Digital channels	Continuous		
	Social projects	Throughout the project		
	Collaborations in the field of education	Throughout the project		
	Social responsibility projects	Throughout the project		
	Social media	Continuous		
	Interviews	Upon request		
Media and Press	Social media	Continuous	• Transparent communication • Corporate Image • Sustainability Communication	Open and accurate information is shared with the media. Sector leadership is emphasized through corporate sustainability stories.
	Social events	Throughout the project		
	Digital channels	Continuous		

Double Materiality Matrix



The 17 priority topics identified in line with the views of our 825 stakeholders are at the center of our business processes.

Classification of Sustainability Topics under ESRS

Limak Cement's sustainability topics are classified under the environmental (E), social (S), and governance (G) headings in line with the European Sustainability Reporting Standards (ESRS). This classification enables the environmental and social impacts of the Company's activities and value chain, as well as the risks and opportunities that sustainability topics may create for the Company, to be systematically assessed. The material sustainability topics identified in this way are analyzed and reported within a framework aligned with the ESRS standards.

Environmental

- **ESRS E1 - Climate Change**
  Decarbonization and Combating the Climate Crisis
  Renewable Energy and Energy Efficiency
- **ESRS E2 – Pollution**
- **ESRS E3 – Water and Marine Resources**
- **ESRS E4 – Biodiversity and Ecosystems**
  Biodiversity Conservation
- **ESRS E5 – Resource Use and Circular Economy**
  Circular Economy and Resource-Efficient Society

Social

- **ESRS S1 – Own Workforce**
  Employees and Human Rights
  Occupational Health and Safety
  Talent Management and Employee Engagement
  Diversity, Equity and Inclusion
- **ESRS S2 – Workers in the Value Chain**
  Responsible Supply Chain Management
- **ESRS S3 – Affected Communities**
  Social Contribution and Stakeholder Relations
- **ESRS S4 – Consumers and End-users**
  Customer Experience and Satisfaction
  Product Quality and Reliability

Governance

- **ESRS G1 – Business Conduct**
  Ethics and Compliance
  Corporate Risk and Opportunity Management
- **ESRS G1 – Business Conduct**
  Sustainable Financial Growth and Responsible Profitability
- **ESRS G1 – Business Conduct**
  Digital Transformation and Cybersecurity
- **ESRS G1 – Business Conduct**
  R&D and Innovation



Governance Based Sustainable Transformation Framework

Sustainability Governance

We structure sustainability as an integral element of our business model, based on a strong and accountable organizational framework built around CEO-led structures and clearly defined responsibilities. This structure places sustainability decisions at the center of the decision-making mechanism by establishing a direct link between our strategic priorities, risk and opportunity analyses, and performance targets.

Our Sustainability Governance Mechanism operates in line with our approach to sustainable growth, operational excellence, and long-term value creation. The system, structured in alignment with national and international frameworks, such as the UN Sustainable Development Goals, the Paris Agreement, the European Green Deal, the SBTi, and relevant sectoral standards and frameworks, enables environmental, social, and governance dimensions and impacts arising across the value chain to be assessed in an integrated manner.

The mechanism, carried out under CEO leadership, ensures that ESG topics are systematically addressed across the Company, material impacts are monitored, and risks, opportunities, and areas of transformation are evaluated together. This approach is a clear indication that our commitment to sustainability does not remain merely at the level of declaration, but is embedded in governance practice.

Operational Integration through Working Groups

Operating since 2020, our Healthy Planet, Social Human, and Inclusive Development Working Groups are the implementation platform of our sustainability strategy. These groups are responsible for developing projects, monitoring performance, and identifying areas for improvement in line with the strategic priorities set.

The outputs of the working groups are reported directly to the CEO at regular intervals, and are integrated into strategic decision-making processes together with senior management evaluations. Within the defined governance matrix, duties and responsibilities are clearly set out, and broad participation is ensured by actively involving relevant departments, functions, and management teams in the process. This structure strengthens accountability and internal coordination.



Decarbonization Committee

The Decarbonization Committee, which was established in 2023 to create our strategic road map in line with our decarbonization targets, strengthen sustainability-focused policies, and disseminate the low-carbon production processes embedded in our business model, continues to guide the Company's journey to reduce carbon emissions with quarterly meetings as of 2025. The Committee aims to regularly monitor sector dynamics, and to set concrete action targets in line with short-, medium-, and long-term targets by closely following the Science Based Targets initiative (SBTi), national and international regulatory developments, the European Green Deal, and the Paris Agreement.

Chaired by the CEO and regularly coordinated by the Group Director of Human, Culture, and Sustainability and the Group Process Director, the Decarbonization Committee closely monitors the indicators set out under the Paris Agreement, the European Green Deal, the United Nations Sustainable Development Goals, and sectoral commitments. Developments in global climate policies are regularly evaluated, and these developments are integrated into Company strategies. The Committee systematically monitors performance indicators related to the decarbonization road map, measures progress, and reports the results to senior management, thereby strengthening transparency and accountability in decision-making processes.

In shaping our 2030 and 2050 decarbonization road maps, we bring together different areas of expertise across the Company to ensure that strategic decisions are taken from a science-based and data-driven perspective. Through this multidisciplinary structure, carried out with the contribution of more than 30 experts from 16 departments, we focus not only on technical topics, such as emission reduction and energy efficiency, but also on a wide range of areas, including digitalization, human resources competency development, data management and statistics, contract processes, supply chain transformation, and corporate communication. In this way, we place our decarbonization approach at the center of strategic decision-making processes, taking it beyond being merely an operational matter.

Structured through the integrated work of different areas of expertise, the Decarbonization Committee carries out its activities under three main working groups. "Consolidation and Regulation," "Co-Processing," and "Product." This structure has been designed to cover the decarbonization process from both the regulatory and data management dimensions, as well as the transformation of operations and product-focused innovation.

The Consolidation and Regulation Working Group, focuses on calculating greenhouse gas emissions, particularly Scope 3 management, climate and sustainability reporting, the EU Taxonomy and CBAM compliance processes, and sustainable finance topics. It also ensures the integration of climate criteria into stakeholder expectations management and supply chain and contracting processes.

The Co-Processing Working Group, aims to reduce emissions from production by increasing the use of alternative and low-carbon fuels, clinker reduction, secondary fuel, and alternative raw material integration, and by improving process and energy efficiency.

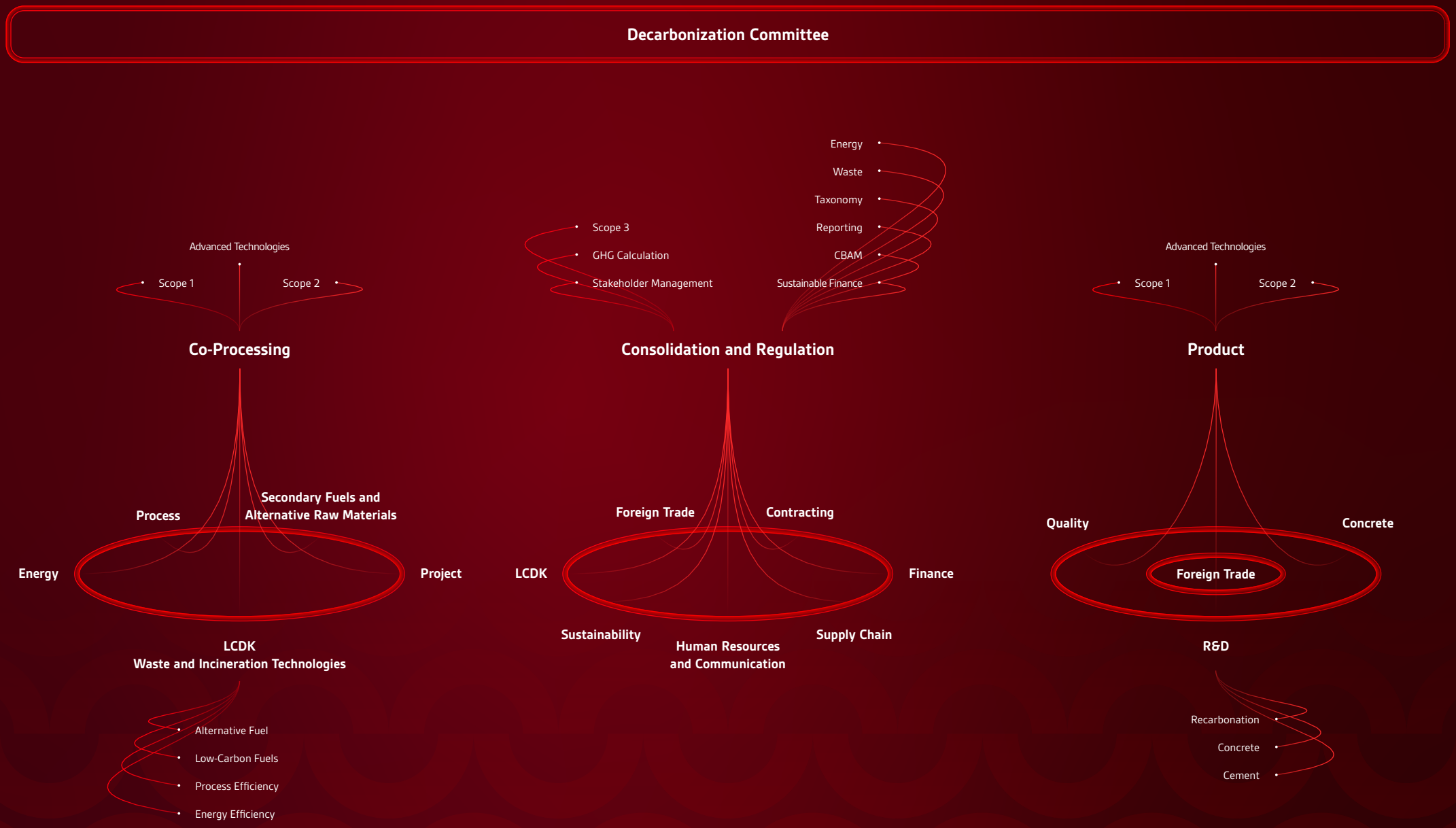
The Product Working Group develops product and market strategies for low-carbon cement and concrete solutions, recarbonation practices, and the reduction of Scope 1 and Scope 2 emissions in products. Each working group conducts detailed analyses in its area of expertise, holds regular committee meetings, supports functional assessments through advanced tools, monitors progress through performance indicators, and reports to senior management. Thanks to this structure, the decarbonization process is managed not only as an area of technical transformation, but also as a transparent and accountable governance model embedded across the Company.

These multidimensional efforts carried out by the working groups cover not only emission reduction and efficiency actions, but also the early identification and management of climate- and sustainability-related risks. Accordingly, the identification, prioritization, and assessment of sustainability risks are carried out in cooperation with the Sustainability Department and Internal Control Department.

The Social Human, Healthy Planet, and Inclusive Development Working Groups and the Decarbonization Committee, which operate under the Sustainability Governance Mechanism, contribute to risk identification and assessment processes within their areas of expertise. In particular, climate-related physical and transition risks are analyzed using qualitative and quantitative methods based on scenario analyses, and the identified risks are evaluated and reported at regular intervals. Risks addressed by the CEO are presented to the Early Detection of Risk Committee (EDRC) and integrated into senior management processes.

With this robust and systematic structure, we ensure the strategic decision alignment of the Decarbonization Committee and the Company's holistic sustainability strategy, and we are moving steadily toward our 2050 net-zero emissions target through the approval of our 2030 near-term and 2050 net-zero emissions targets by SBTi. With this achievement, we have strengthened our determination to take a leadership role in building a net-zero future as one of the first 10 companies in Türkiye to receive SBTi approval.




Decarbonization Committee
Advanced Technologies
Scope 1
Scope 2
Co-Processing
Process
Secondary Fuels and Alternative Raw Materials
Energy
Project
LCDK
Waste and Incineration Technologies
Alternative Fuel
Low-Carbon Fuels
Process Efficiency
Energy Efficiency
Scope 3
GHG Calculation
Stakeholder Management
Energy
Waste
Taxonomy
Reporting
CBAM
Sustainable Finance
Consolidation and Regulation
Foreign Trade
Contracting
LCDK
Finance
Sustainability
Human Resources and Communication
Supply Chain
Advanced Technologies
Scope 1
Scope 2
Product
Quality
Concrete
Foreign Trade
R&D
Recarbonation
Concrete
Cement

Water Efficiency and Security Committee

At the first meeting of the relevant working group, a road map was established within the scope of the water cycle, and efforts to strengthen our infrastructure and conduct analyses systematically through multidisciplinary governance were initiated.

The Water Efficiency and Security Working Committee refers to a multidisciplinary working structure established to ensure the effective management and sustainable use of water resources and corporate-level traceability. The main purpose of this structure is to establish a common working framework for water management across the Company, improve water use in operational processes, and systematically disseminate the water efficiency approach throughout the organization. The designed operating model covers complementary areas such as the protection of water resources, the optimization of consumption processes, data-based monitoring mechanisms, interdepartmental coordination, and employee awareness.

The Committee is carried out under a governance model that receives direct support from senior management and acts with the principle of accountability and CEO sponsorship. Through this structure, water management is addressed not only as an operational matter, but also as a strategic priority from the perspectives of sustainability, risk management, and resource efficiency. The Committee is structured as a platform that brings together the expertise of different functional areas, and operates with the participation of representatives from critical departments such as environment, maintenance, process, investment, and energy management. In this way, water management is addressed from a broad perspective, ranging from production processes and technical infrastructure to reporting processes and employee awareness.

In this scope, the structure consists of four main sub-working groups: Water Cycle Sub-Working Group, Regulation and Reporting Sub-Working Group, Automation-Digitalization Sub-Working Group, and Awareness and Communication Sub-Working Group. Each sub-working group addresses different dimensions of the water efficiency and security targets and works within a complementary division of responsibilities.

The Water Cycle Sub-Working Group addresses the operational and technical dimension of water management. Carried out with the participation of environment, maintenance, process, and investment units, the studies analyze the full life cycle of the water used in production processes. This group first prepares checklists to determine the current situation in the plants, and then conducts plant-level gap analyses to identify improvement opportunities in water management. It also analyzes and identifies water loss and leakage risks that may occur at the facilities, assesses the condition of the existing infrastructure, and determines the necessary renewal and improvement needs. Developing action plans to ensure alignment and standardization in water management practices across different plants is also among the key responsibilities of this sub-group.

The Regulation and Reporting Sub-Working Group manages the regulatory compliance and corporate reporting dimension of water management activities. Composed of representatives from environment and maintenance units, this group closely follows national and international regulations related to water management and ensures that activities are carried out in line with current legislation. It also carries out activities to monitor and implement national and international standards used in areas such as water footprint and water efficiency management, including ISO 14046 and ISO 46001. Consolidating the data obtained in this scope, establishing performance indicators, and systematically integrating water management reporting processes across the Company constitute the main area of responsibility of this group.

The Automation and Digitalization Sub-Working Group aims to support water management processes through technology- and data-driven methods. Within the scope of activities carried out with the contributions of energy, maintenance, and process teams, digital monitoring systems are developed to create improvement action plans based on the findings obtained from water cycle analyses and to implement these plans. In particular, monitoring water consumption through digital meters, data collection, and conducting reporting processes through digital platforms are among the key areas of work of this group. The data obtained and the solutions developed are also regularly shared with the Digitalization Senior Board, ensuring that the water management process progresses in integration with the Company's overall digital transformation strategy.

The cultural and corporate transformation dimension of the working group is supported by the Awareness and Communication Sub-Working Group. The sub-working group, carried out with the participation of corporate communication, human resources, and academic units, designs and disseminates communication campaigns aimed at raising internal awareness on water efficiency and security. In this scope, training content is prepared, employee information programs are organized, and the topic of water management is supported in a way that becomes part of the corporate culture. Awareness days or thematic events are also organized to increase employee engagement, and success stories and good practice examples are shared with both internal and external stakeholders. Information activities carried out through digital platforms also constitute an important part of this process.

The activities of the Water Efficiency and Security Committee are carried out in line with specific working principles. The studies are based on voluntariness and the sharing of duties; sub-working groups evaluate their progress through regular meetings and share the findings obtained with the main working group. A data-driven decision-making approach is adopted throughout the process, and group members transparently share comments, recommendations, and opportunities arising from their own areas, thereby supporting a culture of joint solution development.

Reporting and communication processes form an important part of this structure. Each sub-working group presents its activities related to its area of responsibility in monthly or quarterly reports; it consolidates the data received from the plants, particularly those related to regulation and reporting, and submits them to the working group. Automation and digitalization efforts are carried out in integration with the Digitalization Senior Board. Awareness and communication activities are also reported to senior management at specific intervals, and internal visibility is increased.

Through this structure, the Water Efficiency and Security Committee offers a strategic organizational model that contributes to the more effective management of water resources, supports data-driven decision-making processes, and embeds our sustainable water management approach across the organization. At the same time, this model brings operational efficiency and environmental responsibility together, making water management one of the key components of the Company's sustainability approach.

Water Efficiency and Security Committee



Our Sustainability Targets and Performance

Progress Made | No Progress | No Data

Our Environmental Targets	Base Year	Unit	Base Year Value	2023	2024	2025 (Target)	2025 (Actual)	2026	2030	2050	Progress Status	Relevant SDGs
Science-Based Decarbonization Journey (Strategy 1)							Short Term		Medium Term	Long Term		
• Verification of the corporate carbon footprint by independent third-party organizations in accordance with the ISO 14064 standard.	2022	Number of Plants	7 I	7 I	7 I	7 I+2 GPT	7 I+2 GPT +1 RMC	7 I+2 GPT +2 GPTA	11	11		
• Reducing CO2 emissions from clinker production processes	2021	%	879 kg CO_2/ton clinker	0,6	1,8	4,4	2,5	9,6	21,4	94		
• Reducing CO2 emissions from fuel consumption	2021	%	310 kg CO_2/ton clinker	0,5	1,5	4,1	6	7,7	10	22,2		
• Reducing CO2 emissions from cement production activities	2021	%	767 kg CO_2/ton cement	0	3	8	10,3	17	36	98		
• Reducing the product-based carbon footprint by lowering the clinker-to-cement ratio	2021	%	84	85	84	81	79	78	73	60		
• Reducing Scope 3 greenhouse gas emissions arising from clinker and cement purchased in the supply chain	2023	%	367.852 tCO_2e	N/A	→				22,10			
• Reducing Scope 3 greenhouse gas emissions arising from purchased goods and services, capital goods, energy-related activities, and all transportation and distribution processes	2023	%	1.863.245 tCO_2e	N/A	→				42			
• Reducing total greenhouse gas emissions arising from all Scope 3 category sources	2023	%	1.946.189 tCO_2e	N/A	→					90		
• Reducing total CO2 emissions from clinker production by utilizing CCUS and carbonation technologies	2021	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	37		
• Increasing the use of alternative fuels	2021	%	0,78	7,5	12,8	23,9	14,7	47,2	61	96		
• Reducing CO2 emissions through the use of alternative raw materials	2021	%	0	0	0	0	0	1	5	16,4		
• Increasing the share of renewable energy in electricity consumption	2021	%	0	0	0	5	1,6	18	54	91		
• Increasing the share of green hydrogen in total fuel consumption	2021	%	→						3	8		
• Increasing the biomass-based thermal substitution rate	2022	%	0,17	0,10	0,15	0,81	0,2	3,07	5,05	18		
• Achieving savings in total annual energy consumption by improving energy efficiency across all integrated cement plants	2025	%	N/A	N/A	N/A	0,50	0,025	0,50	0,50	1		
• Increasing the annual amount of alternative fuel produced	2025	tons	22.750	N/A	N/A	N/A	22.750	50.000	100.000			

I: Integrated Cement Plant **GPT**: Grinding and Packing Plant Türkiye **GPTA**: Grinding and Packing Plant Africa **RMC**: Ready-Mixed Concrete Plant Türkiye

Our Sustainability Targets and Performance

Progress Made | No Progress | No Data

Our Environmental Targets	Base Year	Unit	Base Year Value	2023	2024	2025 (Target)	2025 (Actual)	2026	2030	2050	Progress Status	Relevant SDGs
						Short Term			Medium Term	Long Term		
Protection of Natural Resources and Biodiversity (Strategy 8)												
• Reducing the amount of water withdrawn from nature and added to the system	2023	%	N/A	N/A	5	10	9,81	15	28	N/A		
• Preparing Water Management Plans for all integrated cement plants with high water stress risk	2024	Number of Reports		N/A	Ongoing	7 I	7 I	7 I + 2 GPT	7 I + 2 GPT + 2 GPTA	N/A		
• Verification of the corporate water footprint by independent third-party organizations in accordance with the ISO 14046 standard	2022	Number of Plants	7 I	7 I	7 I	7 I + 2 GPT	7 I + 2 GPT +2 GPTA	7 I + 2 GPT + 2 GPTA	7 I + 2 GPT +2 GPTA + RMC	N/A		
• Establishing digital water recording and monitoring systems at cement plants and actively putting them into use	2023	Number of Plants		N/A	1 I	2 I	2 I	7 I	7 I + 2 GPT + 2 GPTA	N/A		
• Implementing rainwater harvesting projects at production facilities	2024	Number of Projects	N/A	N/A	Ongoing	3	3	5	7	N/A		
• Increasing the number of ready-mixed concrete plants with wastewater recovery systems	2024	Number of Facilities	N/A	N/A	1	5	5	7	11	N/A		
• Preparing Biodiversity Management Plans at integrated cement plants	2024	Number of Reports	N/A	N/A	Ongoing	7	7	7	11	N/A		
• Availability of rehabilitation and renaturation plans at integrated cement plants	N/A	%	N/A	100	100	100	100	100	100	100		
• Total number of seeds in the Seed Bank	2025	Units	N/A	N/A	N/A	N/A	N/A	2	14	N/A		
• Total area where conservation work is carried out	2025	ha	N/A	N/A	N/A	N/A	N/A	0,5	3	N/A		
Sustainable Product Transformed through Innovation (Strategy 9)												
• Increasing the number of products with Environmental Product Declarations (EPDs)	2024	Total Number of Certificates	4	N/A	4	9	8	N/A	N/A	N/A		
• Increasing the share of sustainable product revenue in total revenue	2024	%	48	N/A	48	>90	>90	>90	>90	>90		

I: Integrated Cement Plant **GPT**: Grinding and Packing Plant Türkiye **GPTA**: Grinding and Packing Plant Africa **RMC**: Ready-Mixed Concrete Plant Türkiye

Our Sustainability Targets and Performance

Progress Made | No Progress | No Data

Our Social Targets	Base Year	Unit	Base Year Value	2023	2024	2025 (Target)	2025 (Actual)	2026	2030	2050	Progress Status	Relevant SDGs
						Short Term			Medium Term	Long Term		
People-Centered Culture and Inclusion (Strategy 2)												
• Maintaining the effective closure of human rights and ethical compliance complaints	2023	%	100	100	100	100	100	100	100	100		
• Employee satisfaction rate	2021	%	64	78	78	75	GPTW Certificate	75	75	75		
• Employee turnover rate	2023	%	12,96	12,96	10,31	10	11	10	10	10		
• Increasing the share of women employees	2021	%	5	7	8	10	16	11	15	20		
• Increasing the share of women leaders at N1 and N2 levels	2020	%	5*	14*	17*	10	23	10	10	10		
• Increasing the share of women in managerial positions	2021	%	16	20	24	26	24	27	30	35		
• Increasing the share of women employees in STEM functions	2021	%	11	13	19	22	30	25	>25	>25		
• Increasing the share of women employees in Mozambique	2021	%	16	16	18	20	17	20	20	20		
• Increasing the share of women employees in Côte d'Ivoire	2021	%	15	18	19	20	18	20	20	20		
• Contributing to society through gender equality, education, culture, and innovation projects	2021	Units		1	3	4	5	5	10	10		
Ratio of women's salaries to men's salaries**												
• Senior Leaders	2021		1	1	1	1	1	1	1	1		
• First-Level Leader	2021		1	1	1	1	1	1	1	1		
• Mid-Level Leader	2021		1	1	1	1	1	1	1	1		
• Entry-Level Positions	2021		1	1	1	1	1	1	1	1		
• Operational Positions	2021		1	1	1	1	1	1	1	1		
Women's salary increase rate compared to men												
• Senior Leaders	2021		1	1	1	1	1	1	1	1		
• First-Level Leader	2021		1	1	1	1	1	1	1	1		
• Mid-Level Leader	2021		1	1	1	1	1	1	1	1		
• Entry-Level Positions	2021		1	1	1	1	1	1	1	1		
• Operational Positions	2021		1	1	1	1	1	1	1	1		

**Shows the number of women leaders at N-1 and N-2 levels.*
***The ratio is presented as a coefficient. 1 = equal pay; below 1 = women are paid less; above 1 = women are paid more.*

Our Sustainability Targets and Performance

Progress Made | No Progress | No Data

Our Social Targets	Base Year	Unit	Base Year Value	2023	2024	2025 (Target)	2025 (Actual)	2026	2030	2050	Progress Status	Relevant SDGs
						Short Term			Medium Term	Long Term		
Healthy, Safe, and Participatory Work Culture (Strategy 7)												
• Maintaining the accident frequency rate at zero	2022	AFR*	11,97	9,87	6,95	0	6,99	0	0	0		
• Maintaining fatal occupational accidents at zero	N/A	Units	0	0	0	0	0	0	0	0		
• Increasing the action completion rate for near-miss, hazard, and risk notifications	2022	%	51	67	64	75	80	80	100	100		
• Expanding the AI-supported OHS audit system across facilities	2022	%	0	0	10	70	10	80	100	100		
• Expanding the digital safety system for lone working	2022	%	0	0	20	50	20	80	100	100		
• Expanding the digital safety system in vehicle, pedestrian, and machinery interaction areas	2022	%	0	0	20	50	20	80	100	100		
• Maintaining occupational disease cases at zero	2022	Units	0	0	0	0	0	0	0	0		
Talent Management and Continuous Development (Strategy 10)												
• Increasing the completion rate of employee awareness training on the Code of Business Ethics	2024	%	71	N/A	71	80	70	90	100	100		

**Accident Frequency Rate: (Lost-Time Occupational Accident * 1,000,000) / Total Working Hours*

Our Sustainability Targets and Performance

Progress Made | No Progress | No Data

Our Governance Targets	Base Year	Unit	Base Year Value	2023	2024	2025 (Target)	2025 (Actual)	2026	2030	2050	Progress Status	Relevant SDGs
						Short Term			Medium Term	Long Term		
Data-Integrated Corporate Transformation Based on a Single Source of Truth (Strategy 3)												
• Regularly monitoring and improving the realization performance of digital transformation projects	2023	%	N/A	N/A	61	65	65	70	100	100		
• Increasing the RPA utilization rate and making the efficiency achieved through conversion to robot hours sustainable	2023	%	>90	>90	>90	>90	90	>90	>90	>90		
• Having penetration tests conducted by third parties at least once within the scope of cybersecurity	2024	Units	1	1	1	1	0	1	1	1		
• Proximity to the hyperautomation layer	2023	%	5	5	20	30	35	50	100	N/A		
• Completing the establishment of the Green Data Center	2023	%	N/A	N/A	2	5	5	10	100	N/A		
Responsible Value Chain and Stakeholder Engagement (Strategy 4)												
• Completion of sustainability awareness training by suppliers registered on the purchasing portal	2024	%	25	N/A	31,70	40	39,72	45	70	90		
• Supplier assessment score	2021	Score	86,32	87,61	80,86	>75	76	>75	>75	>75		
• Customer satisfaction rate	2023	%	92	92	>90	>90	90	>90	>90	>90		
• Customer satisfaction NPS score	2024	%	80	N/A	80	85	83	87	90	90		
• Increasing the participation rate in sustainability awareness training prepared by LCGA	2024	%	N/A	N/A	N/A	50	71	60	75	100		
• Closure rate of customer complaints through feedback systems	2012	%	100	100	100	100	100	100	100	100		

Our Sustainability Targets and Performance

Progress Made | No Progress | No Data

Our Governance Targets	Base Year	Unit	Base Year Value	2023	2024	2025 (Target)	2025 (Actual)	2026	2030	2050	Progress Status	Relevant SDGs
						Short Term			Medium Term	Long Term		
ESG Integrity and Corporate Governance (Strategy 5)												
• R&D expenditures accounting for 0.5% of total revenue	2024	%	<0,5	N/A	N/A	>0,5	0,31	>0,5	>0,5	>0,5		
• Resolving environmental complaints in a timely and effective manner	2000	%	100	100	100	100	100	100	100	100		
Compliance, Transparency, and Accountability (Strategy 6)												
• Increasing the number of suppliers with ISO 14001 Environmental Management System certification	2024	%	32	N/A	32	35	43	40	50	N/A		
• Increasing the number of plants/facilities with ISO 14001 Environmental Management System certification	2018	Number of plants /facilities	7 I	→					7 I+2 GPT+2 GPTA	N/A		
• Increasing the number of plants/facilities with ISO 50001 Energy Management System certification	2023	Number of plants /facilities	7 I	7 I	7 I+2 GPT	→			7 I+2 GPT+2 GPTA	N/A		
• Increasing the number of plants/facilities with ISO 45001 Occupational Health and Safety Management System certification	2018	Number of plants /facilities	7 I	→					7 I+2 GPT+2 GPTA	N/A		
• Obtaining SR10 Social Responsibility Standard certification (Group Headquarters)	2024	Completion rate	N/A	N/A	Ongoing	100	100	N/A	N/A	N/A		
• Obtaining ISO 37001 Anti-Bribery and Anti-Corruption Management System certification (Group Headquarters)	2024	Completion rate	N/A	N/A	Ongoing	100	0	N/A	N/A	N/A		
• Certifying ISO 31000 Risk Management Standard practices (Group Headquarters)	2024	Completion rate	N/A	N/A	Ongoing	100	100	N/A	N/A	N/A		
• Increasing the number of plants/facilities with ISO 46001 Water Efficiency Management System certification.	2024	Number of plants /facilities	N/A	N/A	Ongoing	7 I	7 I	N/A	7 I+2 GPT	N/A		
• Obtaining ISO 10002 Customer Satisfaction Management System certification (Group Headquarters)	2024	Completion rate	N/A	N/A	Ongoing	100	100	N/A	N/A	N/A		
• Increasing the number of plants/facilities with ISO 27001 Information Security Management System certification	2024	Number of plants/facilities	7 I+2GGPT	N/A	7 I+2 GPT+3 RMC	→			7 I+2 GPT +2 GPTA+6 RMC	N/A		

I: Integrated Cement Plant **GPT**: Grinding and Packing Plant Türkiye **GPTA**: Grinding and Packing Plant Africa **RMC**: Ready-Mixed Concrete Plant Türkiye

Responsible Value Chain

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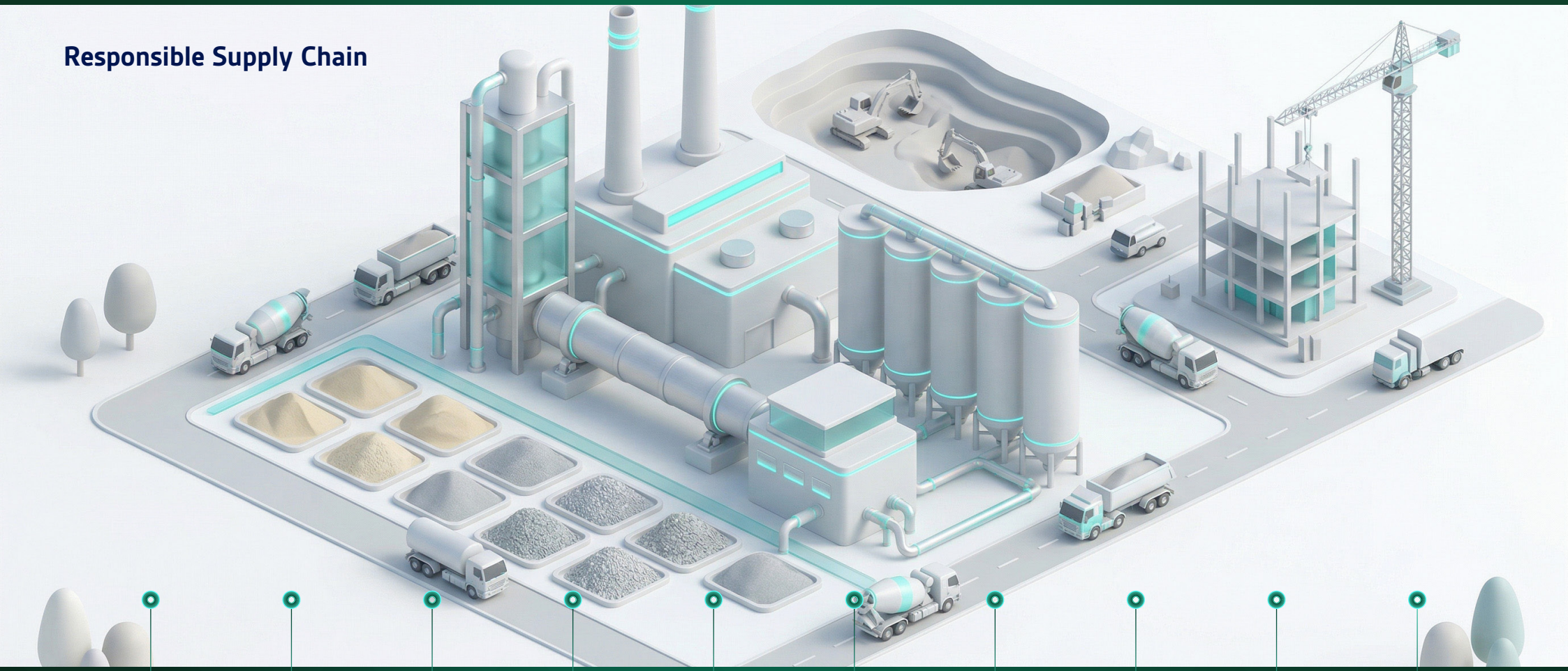
Responsible Supply Chain



- Local and international suppliers that extract and supply raw materials.
- Suppliers involved in the procurement of alternative raw materials required for cement production and for reducing the clinker -to-cement ratio
- Suppliers that provide the energy resources required for cement production
- Suppliers that manufacture machinery and equipment used in cement and clinker
- Suppliers that provide maintenance and repair services for machinery used in
- The limestone, clay, and other raw material extraction process and clinker
- The cement production process using clinker and other raw materials
- Construction companies and other sector customers that use
- Technical support and consultancy provided to customers after
- Delivery of products to customers in Türkiye and abroad

PRE-OPERATIONAL PHASE (Upstream) | **CEMENT PRODUCTION** | **POST-OPERATIONAL PHASE (Downstream)**



1. Raw Material Production

Natural resources, such as limestone and clay, are extracted from quarries; during this process, impacts occur on land use, biodiversity, and ecosystems.

Sustainability Strategy

- Science-Based Decarbonization Journey
- Healthy, Safe, and Participatory Work Culture
- Protection of Natural Assets and Biodiversity



2. Raw Material Supply

Raw materials are transported from quarries to plants. In this process, management of transportation-related emissions and the supply chain is important.

Sustainability Strategy

- Science-Based Decarbonization Journey
- Responsible Value Chain and Stakeholder Engagement
- Healthy, Safe, and Participatory Work Culture
- Protection of Natural Assets and Biodiversity



3. Raw Material Processing

The extracted raw materials are crushed, ground, and homogenized. Energy consumption and dust emissions are significant at this stage.

Sustainability Strategy

- Responsible Value Chain and Stakeholder Engagement
- Compliance, Transparency, and Accountability
- Healthy, Safe, and Participatory Work Culture
- Protection of Natural Assets and Biodiversity
- Sustainable Product Transformed through Innovation



4. Raw Material Preparation

Before heat treatment, raw materials are mixed in appropriate proportions and ground until the desired fineness is achieved. Efficient resource use is ensured.

Sustainability Strategy

- Healthy, Safe, and Participatory Work Culture
- Protection of Natural Assets and Biodiversity



5. Clinker Production

Clinker is obtained by firing at very high temperatures in kilns; this process is one of the practices that generates carbon emissions most intensively. In clinker production, we use waste from different sectors as alternative fuels instead of fossil fuels, such as coal, petcoke, and lignite.

Sustainability Strategy

- Healthy, Safe, and Participatory Work Culture
- Protection of Natural Assets and Biodiversity



6. Cement Production

Clinker is ground with gypsum and other additives and converted into cement. Process optimization in production provides resource savings. In activities such as mining and cement production, we implement comprehensive strategies to minimize environmental impacts.

Sustainability Strategy

- Science-Based Decarbonization Journey
- Healthy, Safe, and Participatory Work Culture
- Protection of Natural Assets and Biodiversity
- Sustainable Product Transformed through Innovation



7. Logistics and Distribution

Cement is delivered to the consumer in bags or in bulk, and carbon footprint impacts arise during transportation. By closely monitoring international product and logistics markets, we expand our knowledge and communication capabilities and take up-to-date, accurate data-based strategic steps.

Sustainability Strategy

- Responsible Value Chain and Stakeholder Engagement



8. Marketing and Sales

Products are labeled according to sustainability criteria, transparent information is provided, and customers are informed.

Sustainability Strategy

- People-Centered Culture and Inclusion
- Data-Integrated Corporate Transformation Based on a Single Source of Truth
- Responsible Value Chain and Stakeholder Engagement
- Compliance, Transparency, and Accountability



9. End Use and Support Services

Cement is used in infrastructure, housing, and industrial facilities; long-lasting construction materials provide durability and resource efficiency.

Sustainability Strategy

- Data-Integrated Corporate Transformation Based on a Single Source of Truth
- Responsible Value Chain and Stakeholder Engagement
- Corporate Governance with ESG Integrity
- Compliance, Transparency, and Accountability

Responsibility and Trust Across the Value Chain



Responsible Supply Chain Management

Integrated and ESG-Aligned Supplier Assessment and Verification Process

By taking our supply chain sustainability approach to a more advanced level of maturity, we have redesigned our supplier assessment, monitoring, and verification processes under an integrated structure. Within this structure, supplier performance data are not only monitored, but also used as a strategic tool integrated into decision-making processes.

In the performance assessment process conducted through our Online Procurement Platform, our suppliers are analyzed through a multidimensional and standardized approach under the headings of 35% Impact (Environmental, Social, Governance), 35% Technical, and 30% Financial (Procurement, Accounting). With the integration of ESG criteria into our assessment system, environmental and social impact factors, in addition to operational performance, have become an integral part of decision-making mechanisms in supplier selection and monitoring processes.

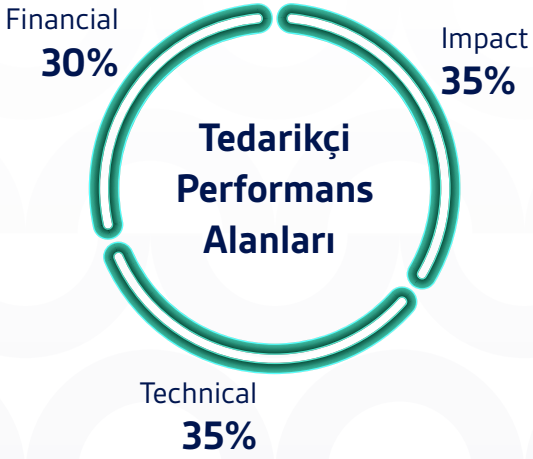
To support this process, information collection activities related to supplier visits carried out by our procurement teams have been transferred to the digital environment. Through standardized digital supplier visit forms, consistent, comparable, and reliable data are collected across all locations; the information obtained is recorded in a centralized structure and integrated into analysis and reporting processes. This approach has enhanced the traceability of supplier performance while strengthening a data-driven decision-making culture.

As of 2025, ESG-aligned on-site verification audits focusing on strategic suppliers have begun to be implemented. Within the scope of the pilot implementation, 16 strategic suppliers operating at integrated plants were assessed through field visits. During the audits, suppliers' environmental, social, and governance practices were verified through an evidence-based approach by means of document reviews, field observations, and one-on-one interviews. Conducted using the updated questionnaire set on our digital platform as a guide, this process provided a basis that supports mutual interaction and open dialogue.

This integrated structure has created a strong reference and preparatory infrastructure for third-party audits planned for 2026, while contributing to the direct sharing of sustainability expectations with suppliers in the field and the clear identification of areas for improvement. At the same time, a risk-based assessment mechanism has been established for suppliers that remain below performance threshold values, and this mechanism has strengthened quality, compliance, and sustainability standards across the supply chain.

Through this holistic approach, the aim is to identify environmental, social, and operational risks across the supply chain at an early stage, systematically monitor sustainability performance, and support long-term value creation. This structure has moved supplier management beyond being merely an operational activity and has turned it into a strategic mechanism that guides sustainable transformation and builds trust.

In 2025, we completed the ESG verification audits of 16 of our strategic suppliers.



Digital Bid Evaluation and Decision Support Mechanism

As of 2025, efforts have been initiated to include the Bid Evaluation Form (BEF) process within the scope of digital transformation and integrate it with the Online Procurement Platform. Through this transformation, bid evaluation and approval processes are intended to be managed more effectively, traceably, and holistically through a digital infrastructure.

Within the scope of the project, price offers, maturity information, and technical criteria submitted by suppliers will be automatically transferred to the system through the Online Procurement Platform. This structure aims to reduce risks arising from manual data entry, strengthen data integrity, and conduct evaluation processes on a more reliable basis. Furthermore, the approval of Bid Evaluation Forms by authorized persons through the electronic signature infrastructure will enable approval processes to be completed faster and more effectively, independent of location.

This digital transformation project contributes to environmental and governance sustainability by reducing paper use, increasing operational efficiency, strengthening the traceability of processes, and shortening decision-making times. At the same time, it supports the strengthening of the corporate governance structure by creating a transparent, standardized, and traceable procurement process.



Risk and Impact-Based Supply Chain Sustainability Management

Our suppliers are classified under four main categories—Strategic, Leverage, Bottleneck, and Routine—based on supply continuity, supply risk, and procurement impact criteria. Complementing this classification, suppliers are evaluated annually through ABC analysis by taking business volumes into account; Group A suppliers represent 80% of total business volume, Group B suppliers 15%, and Group C suppliers 5%.

Together with the relevant methodology and ABC analysis, suppliers with high operational, environmental, and social impacts across the supply chain are identified through a systematic and holistic approach. More than 3,000 suppliers have been assessed within this scope. In line with our responsible supply chain management strategies, suppliers in the Strategic and Leverage categories are prioritized in verification and improvement activities aimed at enhancing sustainability criteria such as environmental performance, occupational health and safety, ethical practices, and compliance with legislation.

Through this approach, the aim is to identify sustainability risks at an early stage, secure supply continuity, and effectively manage environmental impacts, particularly Scope 3 emissions. At the same time, the aim is to strengthen a long-term, transparent, and structured business partnership model with business partners that have high impact potential, and to enhance sustainability maturity across the supply chain.

In 2025, we classified more than 3,000 suppliers into four main categories based on supply continuity, low risk, and procurement impact criteria.

Sustainability Capacity Building in the Supply Chain

Various training programs are offered under the umbrella of Limak Cement Global Academy to provide our business partners in the supply chain with a sustainability perspective and develop their competencies in this area. These programs are structured to support the integration of our suppliers into the Company's sustainability approach.

In this scope, training programs are provided to increase our suppliers' awareness of environmental, social, and governance areas and strengthen their alignment with our sustainability principles and targets. These include Introduction to Sustainability, Fundamentals of Sustainable Development, History of Sustainability: Millennium Development Goals, Preparing for 2030, Sustainable Development Goals: Social Development, Sustainable Development Goals: Environment and Economy, Sustainable Development Goals: Partnerships and Sustainable Development Goals: Training programs are carried out under the headings of Environment and Economy II. By encouraging our suppliers to participate in these training programs, we aim to strengthen a supply chain structure that has high environmental and social responsibility awareness, aligns with sustainability targets, and focuses on shared value creation. This approach contributes to disseminating a sustainability culture across the supply chain and creating long-term impact.



Sustainability Awareness (Supply Chain) MANDATORY

Completed



Stakeholder Engagement-Focused Supply Chain Sustainability Platform

As of 2025, the Supply Chain Sustainability Roundtable Platform, which is based on the active participation of our strategic suppliers, has been launched. The first implementation of the platform was carried out in November, creating a comprehensive and highly participatory engagement space with 50 strategic suppliers and a total of 130 participants.

The Roundtable platform is designed as a structure that is centered on participation, open dialogue, and mutual learning. A transparent communication environment based on equal right to speak, independent of hierarchy, was established, and the dissemination of a shared sustainability goal across the supply chain was encouraged. This structure provides an effective engagement ground that strengthens collaboration and supports the understanding of collective responsibility. The activity achieved a satisfaction score of 79 according to the results of the priority and expectation survey conducted during the event. This score indicates an “excellent” level of satisfaction by international standards. The platform is a practice that adapts globally recognized “supplier engagement platform” practices to Limak Cement’s corporate culture, strategic priorities, and sector dynamics. In this respect, it stands out as an original and pioneering practice in the cement sector.

Within the scope of the Roundtable, the aim is to promote practices that go beyond regulatory compliance, identify areas for joint development, and create long-term, shared value with suppliers. The platform is planned to be held again in the last quarter of each year. Within this scope, engagement with our suppliers will be maintained in line with our corporate sustainability targets, international regulations, and global developments.

The activity achieved a satisfaction score of 79 according to the results of the priority and expectation survey conducted during the event. This score indicates an “excellent” level of satisfaction by international standards.







Scope 3 Emissions Management Road Map

As of 2025, efforts have been initiated to develop a comprehensive road map for Scope 3 emissions in order to manage indirect emissions arising from our value chain. Accordingly, short-, medium-, and long-term action plans are being developed under the coordination of the internal working group, within the scope of the Science Based Targets initiative (SBTi) targets set for 2030.

To establish the analytical basis of the road map, the impact of product group classifications on emission calculations will be assessed, and a detailed prioritization study will be carried out to identify the suppliers that make the highest financial contribution to Scope 3 emissions. In this scope, carbon footprint calculations will be analyzed in the first quarter of 2026 using supplier data for 2024 and 2025 within the framework of the SBTi Scope 3 methodology.

Based on the analysis outputs to be obtained, the aim is to define emission reduction actions that focus on areas with high impact potential and are based on supplier engagement and collaboration. Through this approach, the aim is to systematize the measurement, monitoring, and reduction processes for Scope 3 emissions, effectively manage climate transition risks, and support the transition to a low-carbon supply chain.

Supply Chain Sustainability Excellence Award

In 2025, we participated in the Sustainable Supply Chain Management Excellence Award Program organized by the Supply Chain Management Association (TEDAR). Following the preliminary assessments conducted under the program, approximately 15 companies that achieved success were selected for detailed review. During this process, Limak Cement's supply chain practices underwent a multidimensional assessment based on ESG criteria, together with leading companies from Türkiye operating in different sectors, such as construction, automotive, and logistics, as well as cement.

As a result of the comprehensive assessment, Limak Cement ranked 5th among 15 companies, documenting its strong performance and systematic approach in supply chain sustainability. The strong performance demonstrated in this assessment process, where cross-sector competition was intense, clearly reflects the maturity level achieved by Limak Cement in the field of sustainable supply chain management.

Supply Chain Sustainability Excellence Award from TEDAR to Limak Cement!



Global Leadership in Supplier Engagement (CDP SEA A List)

In 2025, Limak Cement earned the title of Supplier Engagement Leader within the scope of the CDP 2024 assessment. This title, held by only two cement producers in Türkiye, demonstrates our Company's capacity for collaboration and value creation in combating climate change across the supply chain. Limak Cement was also included in CDP's Supplier Engagement Assessment (A List), which is published annually and includes companies from different sectors worldwide.

The title and ranking achieved in this scope are a strong indicator that Limak Cement has adopted supply chain sustainability as a strategic priority, places supplier engagement at the center, aims to create measurable and long-term impact, and supports shared value creation across the value chain. This globally recognized achievement confirms the maturity level and leadership approach Limak Cement has reached in climate action and sustainable supply chain management.

Supplier Engagement Leader
CDP
2024

Leadership title in supplier engagement on a global scale: Limak Cement!

Supplier Mentorship in Publicly Supported Green Transformation

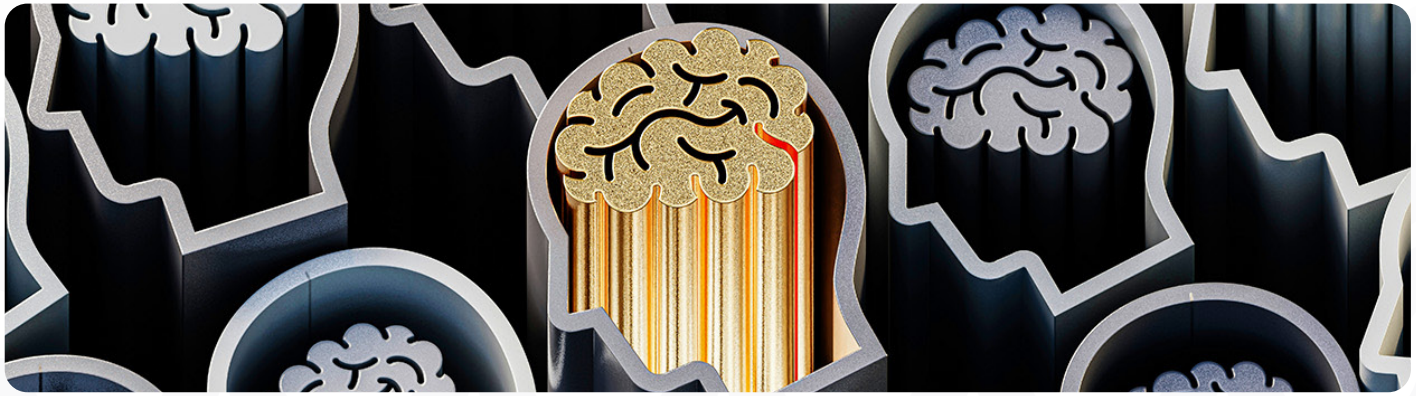
TÜBİTAK

In 2025, our suppliers registered on the Online Procurement Platform were invited to participate in the Green Mentorship Program, carried out with 90% grant support from TÜBİTAK. The main purpose of the program is to develop our suppliers' competencies in carbon footprint calculation and reporting.

As a result of the invitation process, 6 of our suppliers voluntarily participated in the carbon footprint calculation and reporting program. Through this study, the aim is to support the strengthening of our suppliers' capacity to measure, monitor, and report their environmental impacts, increase value chain transparency, and effectively manage Scope 3 emissions.

This TÜBİTAK-supported program is positioned as an important component of Limak Cement's sustainable supply chain approach, which places supplier engagement at its center. The mentorship model developed within the scope of the program represents a concrete and scalable step toward supporting suppliers' transition to low carbon.

Contribution to Scope 3 management: In 2025, we contributed to six of our strategic suppliers receiving carbon footprint management mentorship.



Digitalization of Intermediate Verification Weighing Processes (LİMKAN)

In line with the goal of increasing efficiency in operational processes and reducing environmental impacts, intermediate verification weighing processes carried out on paper were transferred to the digital environment through the Limkan system as of 2025. Within the scope of this project, all data related to intermediate verification weighings have been recorded through Limkan and made traceable via a centralized digital infrastructure.

Thanks to the digital structure implemented, risks of errors arising from manual records and paper-based practices have been reduced, while data accuracy, operational transparency, and process reliability have been strengthened. At the same time, reducing paper use has supported the decrease of natural resource consumption, and enabled processes to be managed more quickly and effectively.

This practice carried out through Limkan contributes to environmental, operational, and managerial sustainability in line with our goal of sustainable operations focused on digitalization. This transformation is positioned as an important step that supports a data-driven decision-making culture and strengthens operational excellence.

Digitalization and Data-Driven Transformation in Weighbridge Processes

Our weighbridge processes are largely carried out through manual and paper-based practices, which leads to data loss, risk of errors, and operational efficiency losses. In this scope, systematic data collection and analysis efforts have been initiated to closely monitor processes and identify data-driven improvement areas.

Under the guidance of our Human Resources unit and with the support of our Ankara Plant, cooperation was established with students from Bilkent University's Industrial Engineering Department, and weighbridge processes are being examined from a broad process analytics perspective, both in the field and in the digital environment. As a result of the analyses conducted, three main bottlenecks were identified: traffic congestion, loss of time caused by manual data entries, and drivers having to get out of their vehicles during driver-related procedures.

Within the scope of the project, periodic evaluation meetings are held with the students, and the improvement recommendations developed to date include recording vehicle plate numbers and driver information in the system before entry to the weighbridge operator platform, ensuring QR code integration in dispatch processes, and designing an automatic and fast workflow through a pre-approval application for validation documents. Furthermore, by using the Arena simulation model, the aim is to numerically measure and report the operational efficiency impacts of the proposed solutions.

Through this project, the aim is to reduce waiting times in weighbridge processes, increase data accuracy, and establish logistics operations with a more efficient and low-carbon structure.

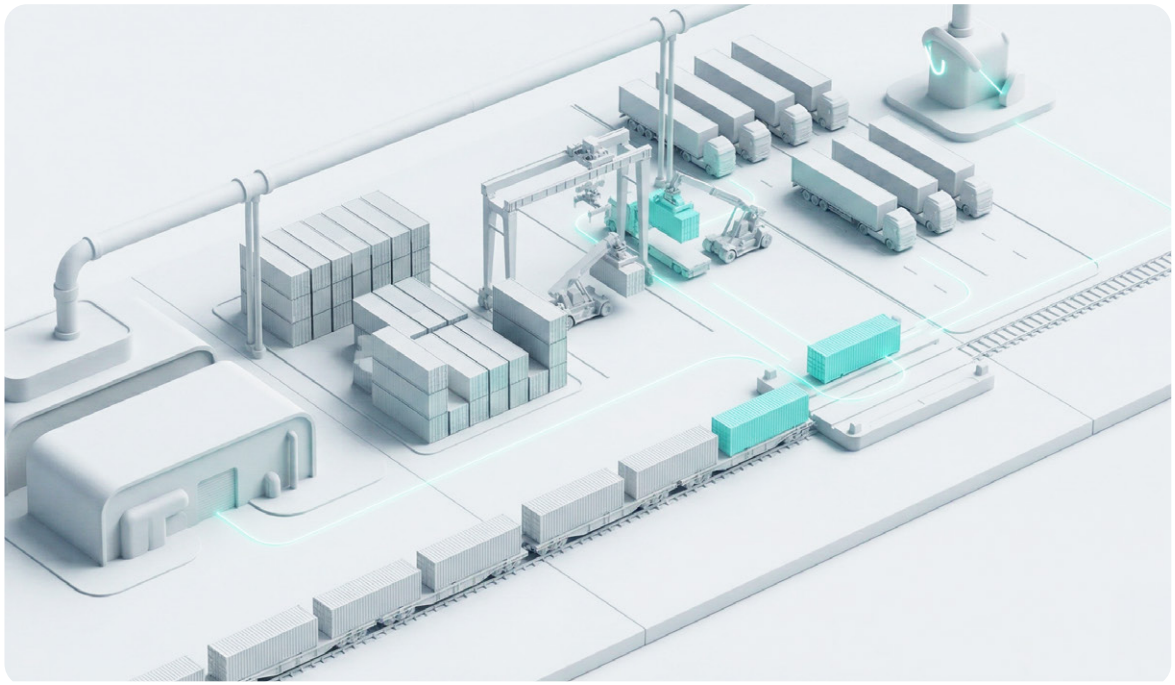
Inventory, System Control, and Digital Readiness Activities in Warehouse Processes

Active participation was ensured in warehouse inventory processes in 2025 to increase the efficiency of warehouse operations, strengthen stock accuracy, and ensure system alignment. Within the scope of these activities, pre-transfer readiness work was carried out to learn material types, analyze stock movements, and check the accuracy of system records.

The inventory and control activities carried out enabled a better understanding of the current status of warehouse processes and the identification of improvement areas before digitalization. In this way, the aim is to strengthen data-driven decision-making processes in warehouse management and establish a solid infrastructure for the transition to integrated digital warehouse management systems in the coming period.

These activities for warehouse processes contribute to improving operational efficiency, traceability, and resource use in line with our goal of transforming our logistics operations into a digital, integrated, and low-carbon value center.





Railway and Intermodal Transport Strategy

Our facilities, located in different geographical regions across Türkiye, have significant potential in terms of logistics planning. Selecting the appropriate mode of transport plays a decisive role in terms of both operational costs and logistics-related carbon emissions. In this scope, comprehensive analyses were carried out to identify the environmental and operational benefits of railway and intermodal transport.

As a result of the assessments, it was found that railway transport provides an advantage in costs of 350–500 km and above for freight carried from facilities without a connecting line to facilities with a connecting line, and over distances of 250 km and above for freight carried from facilities with a connecting line. Accordingly, priority locations for short-term pilot implementations were identified as the Ergani, Kurtalan, and Balıkesir facilities.

In terms of carbon emissions, road transport generates an average of 62–90 g C02/ton-km, while railway transport generates 14–25 g C02/ton-km. This difference shows that the transition to railway and intermodal transport has the potential to reduce logistics-related emissions by 60–80%.

Our railway and intermodal transport strategy is addressed as a priority within the scope of our target to reduce Scope 3 emissions, increase energy efficiency, and expand low-carbon logistics solutions. This approach is positioned as a strategic transformation area that increases resilience in logistics operations and supports long-term sustainable value creation.

Electric Construction Equipment Pilot Implementation

A pilot implementation was carried out in 2025 using an electric loader in order to reduce the environmental impacts arising from operations and assess the potential for transitioning to low-carbon equipment. Within the scope of the pilot implementation, the performance, energy efficiency, and operational suitability of the electric construction equipment under field conditions were analyzed.

Through this study, the aim is to generate concrete data on the potential to use electric construction equipment as an alternative to fossil fuel-powered equipment and its contribution to carbon emissions reduction. The findings obtained from the pilot implementation will support the development of the electrification strategy for construction equipment and the assessment of the transition to low-carbon operations.



Reduction of Logistics-Related Carbon Footprint

As part of our low-carbon logistics strategy, we continue to minimize our environmental impact by choosing DHL GoGreen Plus, a service that supports the use of sustainable aviation fuel (SAF) in air transport. Within the scope of this collaboration, 18.47% SAF use was achieved instead of conventional fuels in our logistics operations carried out throughout 2025.

Product Quality and Reliability

Trust Born of Quality

As Limak Cement, we implement integrated management systems across all our facilities to ensure and continuously improve product quality. Through these systems, we monitor and improve quality, environmental, and energy performance at every stage of our production processes. In addition to evaluating customer satisfaction, we manage our product quality through national and global competitor analysis studies. In line with our production-quality targets and KPIs, we adopt a process-oriented approach aimed at maintaining and improving our quality through internal product specifications and applied tests.

In production processes supported by digital applications and automation systems, we ensure our quality by implementing an effective Product Quality Management Policy. We document the compliance of our products with national and EU standards through TSE certificates and the CE marking. Through our supplier and customer quality management processes, we regularly audit our suppliers' compliance with quality standards, and systematically collect and analyze customer feedback and integrate it into our improvement processes.

Through the Limak Cement Global Academy platform, we increase the knowledge and competencies of our employees through regular training on production standards. To improve our product quality and reliability, we achieve significant progress in the areas of development and modernization with a focus on digitalization and automation through production processes equipped with automated process control systems and our Digitalization and Excellence Center (LCOEDX). With the support of our R&D center, we aim to ensure continuity in product durability and performance by taking part in projects aimed at developing low-carbon and environmentally friendly cement production technologies.

In product quality management, we focus not only on product quality, but also on transparency in product reliability; accordingly, we support the visibility and verifiability of environmental sustainability outputs by stakeholders through Environmental Product Declarations (EPDs), Life Cycle Assessment (LCA), and Digital Product Passport (DPP) practices.

In this context, the Digital Product Passport (DPP) practice, implemented for the first time worldwide in the cement sector, digitally records and presents the product's environmental impact, raw material content, carbon footprint, and performance data through a system integrated into product packaging. This approach serves as a concrete indicator of Limak Cement's compliance with the European Union's sustainable product legislation and border carbon regulations, while providing customers, public authorities, and all stakeholders with a reliable and data-based transparency infrastructure.

Our Current Product Certifications and Sustainable Product Portfolio

2023 In this way, by integrating sustainable products into our value chain, we have made environmentally conscious production an integral part of our corporate structure. The process, which began with the production of CEM IV/C-M (V-LL) 32.5 N in accordance with the EN 197-5 standard, continued in the following period with the production of CEM II/C-M (P-LL) 32.5 N and CEM II/C-M (P-V) 32.5 N products. These products are among the first examples of our low-carbon production approach reflected in the market.

2024 The Green Cement Communiqué, which was published during the year with the contribution of our sectoral know-how and technical input, established a legal framework for the transformation process we are carrying out; it also reinforced our position as a pioneer and leader in the sector. The practices implemented in coordination with our production, quality, and R&D teams within the scope of compliance with the Communiqué were shared on press and sector platforms as good practice examples.

The Green Cement Working Group established in this scope carries out the transition process from CEM I to CEM II products on our production lines with a planned and data-driven approach. While aiming to reduce our carbon footprint, we do not compromise on product performance. Product designs developed to deliver performance equivalent to CEM I are supported by field applications and tested and documented at our plants in terms of quality, durability, and safety. Our product portfolio has been structured according to emission values under the CEM PLUS+, ECO CEM PLUS+, and ECO_2 CEM PLUS+ brand architecture. In this scope, in line with the EN 197-1 standard, our R&D activities enable the development of lower-emission and environmentally friendly products, while we have also made our customers active stakeholders in these processes through our Customer Technical Support Unit. The technical consultancy services we provide through accredited ready-mixed concrete laboratories have facilitated our customers' adaptation to new products and ensured the sustainability of our product quality through a conscious transition process.

At our Şanlıurfa Plant	CEM II/A-M (P-LL) 52,5 N	CEM II/A-M (P-LL) 42,5 N
At our Trakya Plant	CEM II/A-M (V-LL) 52,5 N	
At our Balıkesir Plant	CEM II/B-M (P-V) 42,5 R	
At our Anka Plant	CEM II/B-M (V-LL) 42,5 N	

The transition to the production of environmentally friendly products has been achieved by ensuring the continuity of production trials and optimization studies. As a result, we have expanded our certified product range that has gained market acceptance.

This brand architecture also stands out as one of the distinguishing elements of our low-carbon product approach in our communications with customers.

In this way, by integrating sustainable products into our value chain, we have made environmentally conscious production an integral part of our corporate structure.

As of 2024, taking our sustainable production approach one step further, we successfully produced Türkiye's first cement containing construction and demolition waste, CEM II/A-M (F-V) 52.5 N, under the EN 197-6 standard at our Kilis Plant under the Limak Cement brand. Optimization efforts for this innovative product continued in 2025. As a concrete reflection of our circular economy approach and resource efficiency principles, this cement, produced by recovering waste from construction and demolition activities, contributes both to the conservation of natural resources and to the development of sustainable solutions in waste management.

In BAC (Boron Activated Cement), one of the important outputs of our R&D activities and a first both in the sector and globally, the active use of boron mineral has made it possible to significantly reduce carbon emissions. This patented product clearly demonstrates Limak Cement's innovative R&D competency and pioneering position in low-carbon product development.

The low-carbon cement products we have introduced in line with our net-zero commitment contribute to reducing environmental impacts while enabling us to offer sustainable construction solutions to our customers. In particular, our innovative products, such as CEM PLUS+ and BAC, significantly reduce carbon emissions while offering the same strength values as conventional cement.



Customer-Centric Sustainability

Customer Experience and Satisfaction

Customer-Focused Transformation Along the Axis of Digitalization and Sustainability

As of 2025, with a customer satisfaction rate of 90% and a Net Promoter Score (NPS) of 83, we are implementing an ecosystem approach that integrates our sustainability-focused business model into our customer experience in parallel with the rapidly changing dynamics of the market. We are accelerating green transformation across our entire product range, particularly cement and concrete, and are systematically increasing the share of products with low carbon, high resource efficiency, and reduced environmental impact.

We shape our new-generation sustainable product portfolio not only on the basis of environmental performance criteria, but also by considering durability in the market, customer use habits, and regulatory compliance requirements. In this scope, we integrate national and international certification processes into our environmental and quality management systems, and establish a transparent and traceable structure throughout the product life cycle. In this period, when customer expectations have transformed around speed, transparency, and sustainability, we aim to achieve balanced product-market fit against global macroeconomic fluctuations and geopolitical risks. We aim to manage this balance through innovation, data-driven planning, and long-term business partnerships, and to strengthen our leadership in the market sustainably.

In 2025, we established the Customer Technical Support Unit to further strengthen our customer-focused approach. Through this unit, we centrally manage processes related to technical requests, field feedback, and product performance.

With the "Customer Complaints Module" launched under the C-WEGA Customer Portal, we monitor customer feedback digitally and evaluate it systematically. Through this structure, we measure customer satisfaction and integrate feedback into improvement processes.

As a result of this approach, we became entitled to receive the ISO 10002 Customer Satisfaction Management System Certificate in 2025. Through ISO 10002, we ensure that customer complaints are managed transparently, effectively, and systematically, while supporting our satisfaction-oriented continuous improvement approach with international standards.

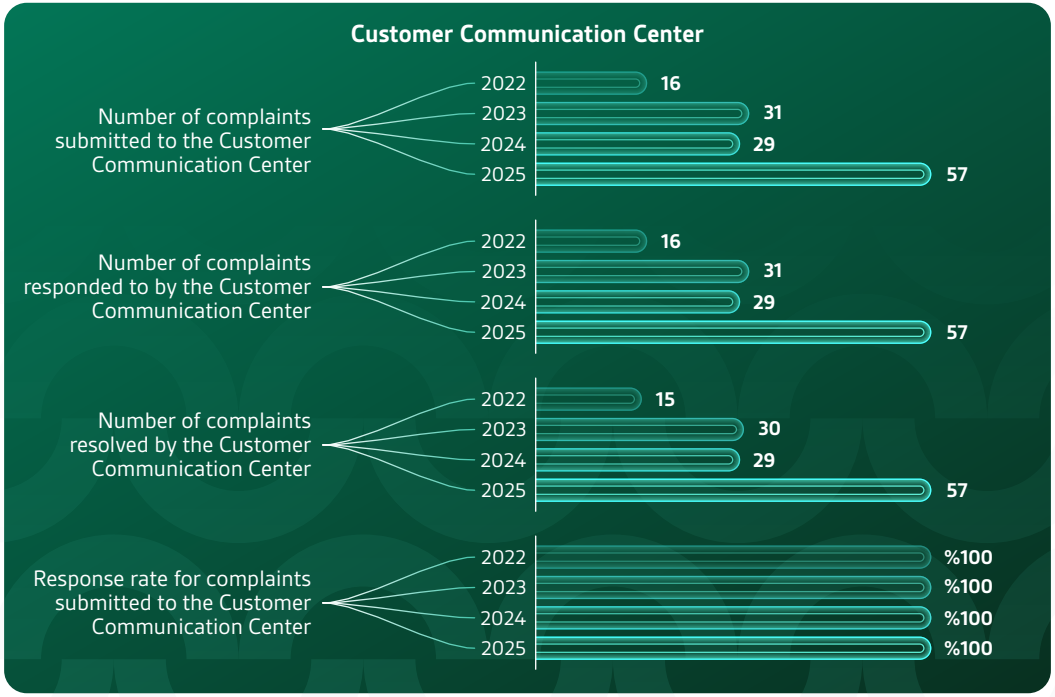
Thanks to our digital complaint and feedback platform, we monitor and analyze requests from our customers in real time, and take rapid action. This data-driven structure enables us to develop lasting solutions for the root causes of recurring issues, while also increasing our operational efficiency. This holistic approach has been directly reflected in customer satisfaction:

In 2025, our customer satisfaction rate was 90%, and our Net Promoter Score (NPS) was 83.

We also manage customer interactions from a more holistic perspective through customer loyalty system automation, creating a business model that strengthens long-term relationships and supports value-oriented collaboration. We carry our digitalized customer journey forward in line with our principles of transparency, trust, and sustainability.

As of 2025, we have moved our sales and marketing functions to a technology architecture supported by data-based decision-making mechanisms and advanced analytical infrastructures. We have completed the transformation to a structure in which customer data are consolidated and processes are standardized. By carrying out this transformation in full alignment with the Integrated Management System, we have ensured operational integrity and data security.

The digital ecosystem we have created strengthens the interaction between sales, marketing, and customer experience, while directly contributing to customer satisfaction. Through this technology-supported transformation, we aim to increase our competitiveness and create an agile and transparent structure that supports our sustainable growth targets.





our other Activities

Our Low-Carbon Fuel Facilities

We see waste not as a problem, but as an opportunity for transformation. As Limak Cement, with the low-carbon fuel production infrastructure we have developed, we transform waste into an alternative energy source, thereby reducing natural resource use and contributing to the circular economy.

Our low-carbon fuel production facilities commissioned in Gaziantep, Şanlıurfa, and Edirne transform waste into high-calorie alternative fuels through advanced technology and processing technologies. In this way, while fossil fuel use is reduced, the regular storage of waste in landfill areas is prevented. In 2025, a total of 657,333 tons of municipal waste was accepted at these facilities, of which 93,399.46 tons were processed. As a result of the process, 26,372.79 tons of low-carbon alternative fuel (RDF) was produced, making a significant contribution to reducing fossil fuel use.

Our low-carbon fuel facilities are not only production infrastructure, but also one of the concrete applications of our circular economy approach. As a result of the sorting activities carried out at our Gaziantep and Edirne Low-Carbon Fuel Production Facilities in 2025, waste with a total value of 395.42 tons/year was brought into the circular economy, while waste with a total value of 469.37 tons/year was stored for advanced recycling processes. This model, in which waste is turned back into a resource, increases energy efficiency while making our sustainable production targets measurable.

In the coming period, we aim to increase our capacity in this area, raise our alternative fuel use rate, and further expand our impact by improving waste acceptance and sorting technologies. This approach will continue to be one of the fundamental building blocks of Limak Cement's net-zero emissions journey.



Step 1: Creating Value from Waste

Municipal Waste Is Accepted at the Facility
Municipal waste is taken to the waste acceptance area and delivered to the mechanical sorting unit through loading equipment.

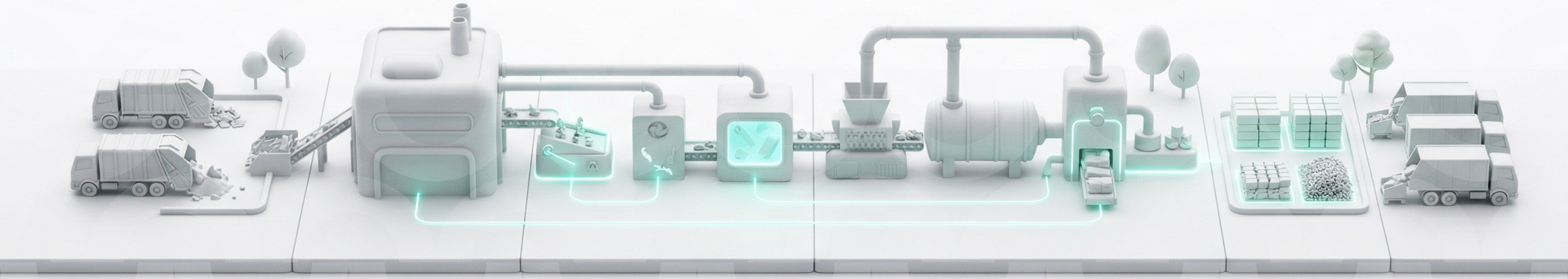
Mechanical Sorting Begins
Waste is separated into different fractions by being transported to different units via conveyor systems.

High-Calorific Materials Are Selected
Through advanced equipment, high-calorific fractions that can be used as fuel are separated.

Step 2: Clean Energy and Sustainability

Refuse-Derived Fuel (RDF) Is Produced
The processed waste is transformed into a clean energy source to be used in cement plants.

Contribution to the Circular Economy Is Ensured
Waste is recovered for the economy instead of being sent to landfill.




Limak Beton
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Our Ready-Mixed Concrete Operations

Our Operational Structure and Production Scale

We position our ready-mixed concrete operations as an important part of Limak Cement's integrated production approach, and carry out our operations in this area with a sustainability-oriented process approach. We have an extensive production network with a total of 37 ready-mixed concrete plants operating in Türkiye and Côte d'Ivoire. We operate 30 of these plants within our own organization and manage 7 under a franchise model. Through this structure, which extends across different geographies, we bring our sustainable production approach to a broad area of impact. In 2025, we produced a total of 2,532,590.54 m³ at our ready-mixed concrete plants. This production volume demonstrates that we have disseminated our sustainable product approach on a broad scale and delivered our low-environmental-impact solutions to a larger number of projects.

Our Environmental Approach

In our ready-mixed concrete operations, we focus on products with long service life, high performance, and low environmental impact. Our product portfolio covers all ready-mixed concrete classes in compliance with TS EN 206 and TS 13515 standards, and is supported by our registered brand products developed through R&D activities.

Our Registered Brand Products

Product Name	Explanation
SOLID Duratech	Concrete solution developed for projects that require long service life and high durability, with low permeability and high durability properties.
SOLID Airtech	Concrete with high strength and long service life, developed for airports, aprons, and heavy-load areas
SOLID EarlyTech	Concrete with high strength and long service life, developed for airports, aprons, and heavy-load areas
SOLID PoreTech	Environmentally friendly concrete solution that enables surface water to be transmitted to the ground by ensuring water permeability
SOLID FlowTech	Concrete that can settle by itself and achieve homogeneous distribution within the formwork thanks to its high flowability
SOLID ColorTech	Colored concrete produced for aesthetic applications using pigment or colored aggregate
SOLID HighTech	Special design concrete developed with high durability, low permeability, and superior performance properties

Our Social Approach

We place the health, safety, and development of our employees at the center of our operations. We provide at least 16 hours of OHS training per year to all employees working at our ready-mixed concrete plants.

In addition, we offer environmental and sustainability training to our employees through the Limak Cement Global Academy platform, spreading sustainability awareness across the organization. Through the Driver Management System we developed to increase safety and efficiency in field operations, we monitor driver performance and ensure continuous improvement based on data-driven analyses.

Within the scope of university-industry cooperation, our sponsorship activities with the Yıldız Technical University Concrete Canoe Team contribute to the development of young talents' creativity and skills; we also support students' on-site experimental learning experiences at the Edirne Ready-Mixed Concrete Plant and Trakya Plant.

Our Governance Approach

We manage our ready-mixed concrete operations through a strong governance structure. All our plants comply with ISO 9001 (Quality Management), ISO 14001 (Environmental Management), ISO 45001 (Occupational Health and Safety Management), and ISO 27001 (Information Security Management) standards, and we continuously improve our processes in line with these systems.

Within the scope of our membership in the Turkish Ready Mixed Concrete Association, we actively contribute to sectoral studies. Through EPD processes, technical committees, and data sharing platforms, we support the development of a transparent and comparable sector structure.

We also contribute to BETON 2025 Fair and Summit as a sponsor, and closely monitor current sustainability practices in the sector.

In our ready-mixed concrete operations, we position sustainability at the center of our long-term value creation strategy. While systematically reducing our environmental impacts through practices developed around low-carbon production, resource efficiency, and innovative technologies, we increase our operational efficiency and continuously improve our product performance. In line with this approach, we implement sustainable building solutions that not only respond to today's needs, but also contribute to the future. By acting together with our stakeholders across our entire value chain, we aim to create lasting and sustainable value over the long term, while considering economic, environmental, and social benefits in a balanced manner.

EPD, Responsible Use of Resources (CSC), and Low-Carbon Certification







Verification Statement
Doğrulama Beyanı

LİMAK ÇİMENTO SANAYİ VE TİC. A.Ş.

covering the organizational and operational boundaries defined in Annex,

have been verified at a **limited assurance level** in accordance with the requirements of **ISAE 3000 (Revised)** and **ISO 17029**, together with applicable criteria, methodologies, and reporting principles.

Based on the verification activities performed, the reported sustainability data is considered to be prepared, in all material respects, in accordance with the defined criteria, and to be consistent and reliable within the scope of the verification.

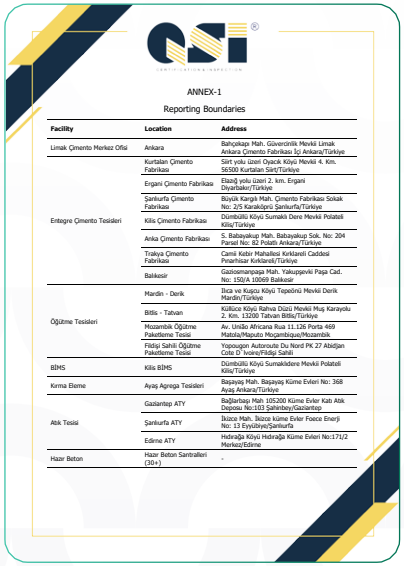
The verified sustainability data may be used for reporting and disclosure purposes, subject to compliance with the applicable standards and frameworks.

STATEMENT NUMBER: SG-619 / 2025
DATE OF ISSUE: 10.04.2026 / Rev.00
REPORTING PERIOD: 2025
VERIFICATION REPORT DATE/VERSION: 10.04.2026 / Rev.00
SCOPE: Sustainability metrics related to **decarbonization and climate, decarbonization roadmap, biodiversity, circular economy, water and waste management, R&D activities, talent management, human resources, employee rights, equal opportunity, occupational health and safety, customer experience, ethics and compliance, responsible supply chain, and corporate governance.**

Authorized by
Okay KAYHANLI - Director

Carbon Verified Company

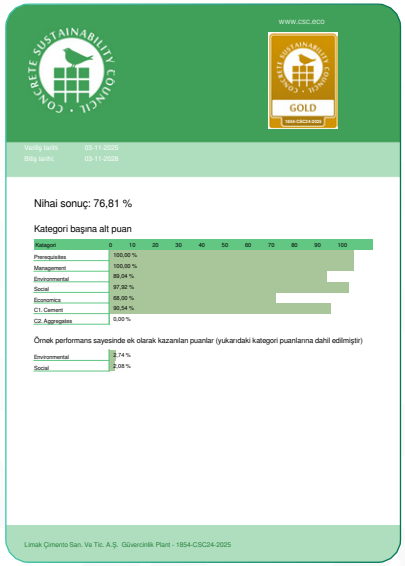
Disclaimer. Users are solely responsible for ensuring compliance with applicable standards, reporting frameworks, and regulatory requirements. This verification does not constitute certification or accreditation, does not guarantee fitness for a specific purpose, and does not transfer responsibility for data selection, assumptions, system boundaries, or future updates.
QSI accepts no liability accepts no liability for decisions or outcomes arising from the use of this statement.

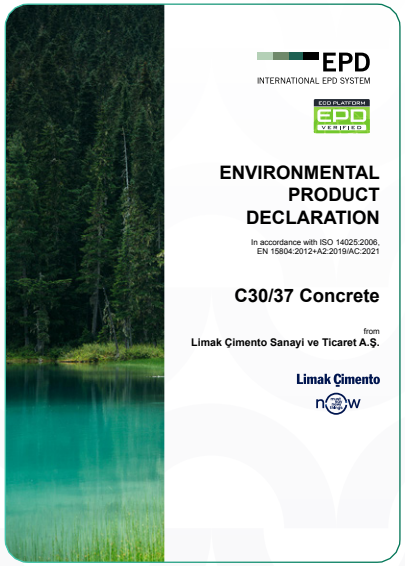


ANNEX-1
Reporting Boundaries

Facility	Location	Address
Limak Çimento Merkez Ofisi	Ankara	Bahçelikapı Mah. Güvercinlik Mevkii Limak Ankara Çimento Fabrikası İçi Ankara/Türkiye
Entegre Çimento Tesisleri	Kurtalan Çimento Fabrikası	Siirt yolu üzeri Oyacık Köyü Mevkii 4. Km. 56500 Kurtalan Siirt/Türkiye
	Ergani Çimento Fabrikası	Elazığ yolu üzeri 2. km. Ergani Diyarbakır/Türkiye
	Şanlıurfa Çimento Fabrikası	Büyük Kargılı Mah. Çimento Fabrikası Sokak No: 2/5 Karaköprü Şanlıurfa/Türkiye
	Kilis Çimento Fabrikası	Dümbüllü Köyü Sumaklı Dere Mevkii Polatlı Kilis/Türkiye
	Anka Çimento Fabrikası	S. Babayakup Mah. Babayakup Sok. No: 204 Parsel No: 82 Polatlı Ankara/Türkiye
	Trakya Çimento Fabrikası	Cami Kebir Mahallesi Kırklareli Caddesi Pınarhisar Kırklareli/Türkiye
	Balıkesir	Gaziosmanpaşa Mah. Yakupşevki Paşa Cad. No: 150/A 10069 Balıkesir
Öğütme Tesisleri	Mardin - Derik	İlıca ve Kuşcu Köyü Tepeönü Mevkii Derik Mardin/Türkiye
	Bitlis - Tatvan	Kültüce Köyü Rahva Düzü Mevkii Muş Karayolu 2. Km. 13200 Tatvan Bitlis/Türkiye
	Mozambik Öğütme Paketleme Tesisi	Av. União Africana Rua 11.126 Porta 469 Matola/Maputo Moçambique/Mozambik
	Fildişi Sahili Öğütme Paketleme Tesisi	Yopougon Autoroute Du Nord PK 27 Abidjan Cote D´Ivoire/Fildişi Sahili
BİHS	Kilis BİHS	Dümbüllü Köyü Sumaklıdere Mevkii Polatlı Kilis/Türkiye
Kırma Eleme	Ayaş Agrega Tesisleri	Başyaylı Mah. Başyaylı Küme Evleri No: 368 Ayaş Ankara/Türkiye
Atık Tesisi	Gaziantep ATY	Bağlarbaşı Mah 105200 Küme Evler Kab Atık Deposu No:103 Şahinbey/Gaziantep
	Şanlıurfa ATY	İlıca Mah. İlıca Küme Evler Foeca Enerji No: 13 Eyyübiye/Şanlıurfa
	Edirne ATY	Hıdırağa Köyü Hıdırağa Küme Evleri No:171/2 Merkez/Edirne
Hazır Beton	Hazır Beton Santralleri (30+)	-







Transformation and Solution Ecosystem

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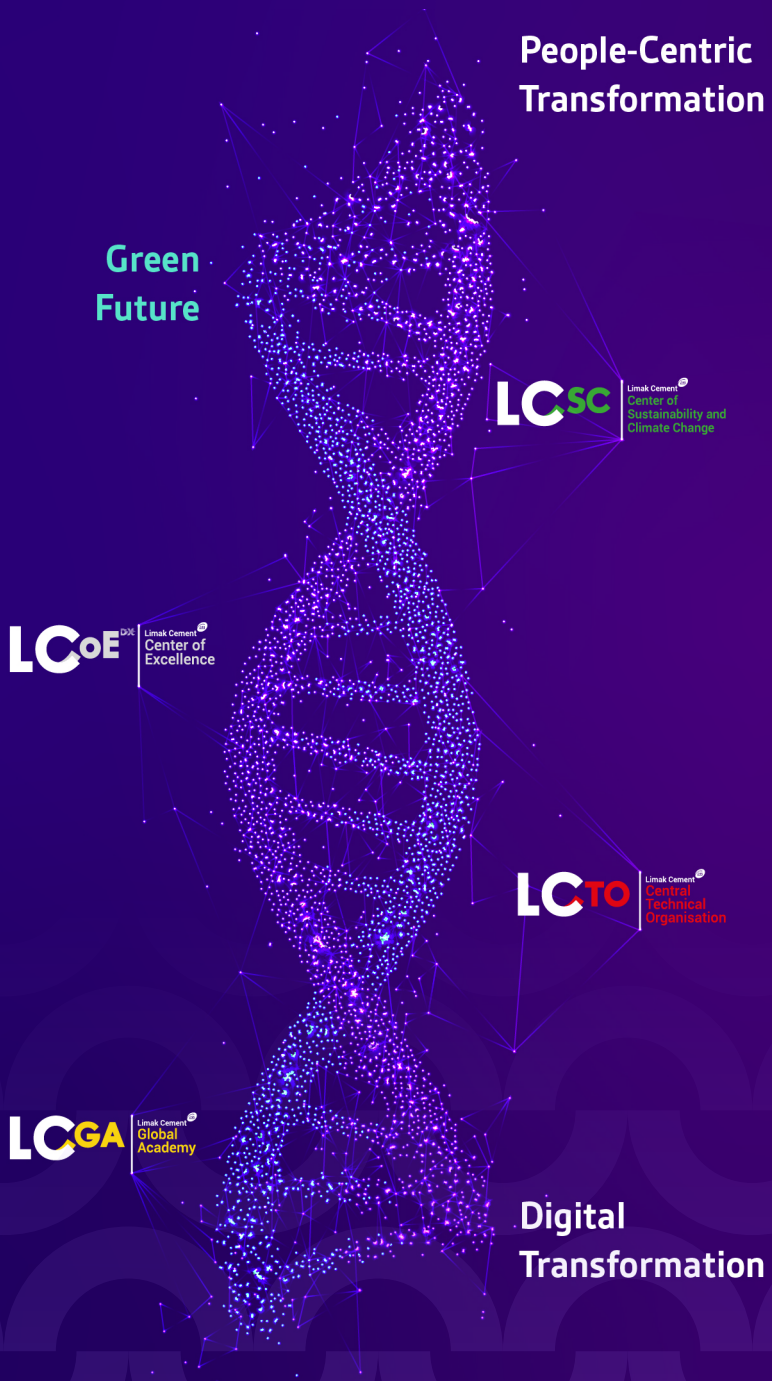


Triple Transition Project

Strengthening the Continuity of Corporate Transformation through TTP

The cement sector is undergoing a transformation process that requires the simultaneous management of multidimensional topics, such as combating climate change, reducing carbon intensity, efficient use of resources, disseminating circular economy practices, regulatory compliance, digitalization, and talent transformation. These topics, when addressed not only as risk areas but also with the right governance mechanisms and a long-term perspective, turn into strategic levers that accelerate corporate transformation.

This need for transformation is not limited to our sector alone; it requires all industries where carbon reduction is challenging, as well as the broader business world, to rethink established working models. Within this framework, sustainability goes beyond being an operational requirement and becomes one of the key drivers that shape the Company's strategy.

In line with this understanding, the Triple Transition Project (TTP), which we launched in 2021, continues to form the foundation of our Company's long-term transformation journey. Within the scope of TTP, which was designed with a five-year perspective, the transition process has been carried out in three-year periods based on a competency-driven organization model.

The organizational structure shaped within the framework of TTP is based on a multi-layered and flexible working approach that simplifies hierarchical layers and enables multi-level and competency-based teams to work side by side. Through this structure, the aim is to create a corporate culture in which employees are empowered to take initiative and share responsibility around common goals, rather than focusing on individual performance.

The Human Resources 5.0 approach, which was introduced in the first phase of the transformation process, continued to remain at the center of corporate functioning as of 2025. This model, supported by the contributions of our sub-brands, provides a structure that reinforces the transition to an organizational general-competency approach and the interaction between agile working practices and disciplines through the Four Horizontal Platforms.

Within this framework, our subsidiaries and strategic structures, such as Limak Cement Center of Sustainability and Climate Change (LCSC), which supports the development and implementation of climate policies; Corporate Hybrid Excellence Center (LCoEDX), which strengthens our corporate capacity in data, advanced analytics, and artificial intelligence; Global Academy (LCGA), which supports digital competencies and employee development through international programs; and Limak Cement Technology Office (LCTO), which focuses on the integration of R&D and innovation centers, new technologies, and techno-operational processes, contribute to this transformation process in a multidimensional way.

Through this integrated structure, the aim is not only to achieve our Company's organizational and cultural transformation, but also to create a broader area of impact across the cement sector around sustainability, digitalization, and innovation.

Within this framework, we maintain our transformation efforts with determination, aiming both to transform our traditional business processes through digital transformation and process automation, and to reduce our carbon footprint. Within this framework, we maintain our transformation efforts with determination, aiming both to transform our traditional business processes through digital transformation and process automation, and to reduce our carbon footprint.

In this context, by transforming our Company's traditional business processes through digital transformation and process automation, we both increase our operational speed and resolutely continue our efforts toward our carbon footprint reduction target. Through this center, we have established not merely a structure that produces digital solutions, but a holistic working model that brings together different disciplines and encourages learning and competency development.

The teams working under LCoEDX continue to provide multidimensional contributions by developing their competencies not only in their own areas of expertise, but also in fields such as data analytics, digital tools, and process automation. This approach supports the dissemination across the organization of a flexible and collaborative way of working that goes beyond traditional job descriptions.

Another key axis of the Triple Transition Project is shaped around the vision of sustainability and a green future. In this area, where our ESG-based approach is translated into concrete practices, efforts continued without interruption this year to integrate circular economy principles into business processes, adapt green technologies to operational structures, and strengthen sustainability awareness at the corporate level.

While the strategic coordination of this transformation is carried out by our Center of Sustainability and Climate Change (LCSC), our R&D and Innovation Center (LCTO) is positioned at the center of technical transformation. LCTO goes beyond being a structure that supports Limak Cement's technical operations and is positioned as a center of competency that carries the Company's vision beyond sector boundaries through its work in R&D and innovation.



Through this structure, the development and implementation of green technologies gain momentum, while enabling our Company to achieve rapid, consistent, and integrated compliance with environmental legislation at the technical level. These gains not only enable us to fulfill our environmental responsibilities, but also systematically strengthen our corporate resilience.

The effective management of climate risks, efficient use of resources, preparedness for regulatory requirements, and capacity to respond to stakeholder expectations in a timely manner constitute the key elements of this resilience. Within this framework, Limak Cement continues to build a flexible, adaptive, and sustainable corporate structure against future uncertainties while developing solutions for current needs.

Our sustainability approach is implemented in a way that is integrated into risk management processes and supports long-term corporate value creation not only at the environmental level, but also at the strategic, operational, and managerial levels.

At the heart of our corporate transformation process is our approach to developing qualified human capital and our Corporate Academy structure that supports this approach. The competency needs and structural transformation requirements likely to emerge during the transition to the new organizational model were addressed as a strategic development area at the decision-making level. Accordingly, the aim was to systematically develop the competencies that would support the transformation process.

A holistic learning infrastructure has been established within our R&D and Innovation Center (LCTO) to enable the effective implementation of the technological solutions developed across the organization, with a focus on building new competencies and updating existing skills. This infrastructure supports the active participation of our employees in the transformation process in areas such as digitalization, data-driven working, and process automation.

Operating within this framework, Limak Cement Global Academy (LCGA), through its integrated structure with the Learning Management System (LMS), offers our employees and stakeholders an accessible, flexible, and measurable learning experience. The training programs carried out in coordination with the Human Resources Department, covering new jobs, technical and professional development, green jobs, sustainability, environment, and digitalization, support the dissemination of the green future vision across the organization.

The activities carried out through LCGA support the corporate-level adoption of the green jobs transformation in line with the International Labour Organization's (ILO) green jobs approach. This integrated structure, progressing along the axis of green, digital, and social transformation, is reshaping our leadership approach, working practices, and value creation approach for the future.

In this scope, the Triple Transition Project (TTP) goes beyond being a transformation initiative and provides a leadership and development framework that is sustainable, scalable, and valid at the global scale. This approach, integrated around digital transformation, sustainability, and human resources, strengthens Limak Cement's position as an agile, resilient, and responsible industrial player.

With the transformation approach we have adopted, we aim not only to adapt to current conditions, but also to redefine the corporate growth concept. In doing so, we move beyond linear expansion and pursue a development model based on knowledge, competency, and scalable value creation.

With this powerful structure formed by green, digital, and social transformation, we redefine not only our operations, but also our leadership style and value creation approach.

Digital Technology-Driven Operational Excellence

Corporate Hybrid Excellence Center (LCOEDX) Journey

The Corporate Hybrid Excellence Center (LCoEDX) structure is positioned as one of the most critical building blocks of our transformation journey, which began in 2021 and has matured over time. This structure, which is among the leading examples at the global level, carries Limak Cement's long-term vision in digitalization, sustainability, and innovation into a strategic maturity framework.

The LCoEDX journey is progressing within a three-stage, seven-year road map designed by drawing on global best practices and the experience of leading stakeholders in their fields. This approach ensures that transformation is addressed not only as a technological development process, but also as a strategic structure that supports the holistic strengthening of corporate competency.

Through data science, advanced analytics, and artificial intelligence practices, the Center aims to deliver operational efficiency and sustainability and to disseminate this competency across the organization through platforms that create benefits. Through the hybrid organization model, experts from functions such as information technologies, operations, human resources, marketing, and others are brought together under the same roof, strengthening an interdisciplinary flow of knowledge and practices.

LCoEDX also operates as a structure that supports the concept of a learning organization. It provides a common ground for sharing best practices, carrying out pilot studies, and scaling innovative ideas into corporate benefit. This structure supports the establishment of a data-driven decision-making culture across the organization and contributes to the development of next-generation working models strengthened by foresight-based management, digital competencies, and collaboration.

In line with the data democracy approach adopted within the Center, an environment has been created in which all business units can access data, and transparency and accountability are increased. Structured around the **Single Source of Truth (SSOT)** principle, this system enables strategic decision-making processes to be carried out through a sound and shared data foundation.

In this respect, LCoEDX is positioned not only as a platform that produces technological solutions, but also as a strategic center of excellence that develops decision support mechanisms, fosters digital culture, and supports corporate transformation holistically.



The Strategic Role of the CoE

The Corporate Hybrid Excellence Center is not only a knowledge and competency center; it is also:

- a strategy architect and innovation accelerator in the Company's transformation journey,
- a corporate compass in line with our 2030, 2040, and 2050 targets,
- and the carrier of our corporate culture along the axis of digital transformation.

In today's competitive environment, operational efficiency alone is not enough. The CoE organization focuses on developing strategic muscles such as agility, resilience, data literacy, digital leadership, and sustainable management.

Strategic Road Map and Stages

Digital Maturity (2021–2026)

In line with our three-stage digital maturity road map, the first targeted level is expected to be reached by early 2026; during this process, planned and disciplined progress has been achieved in data governance, system architecture, talent transformation, and corporate integration.

Transition to Hyperautomation and Integration with the Green Data Center (2027–2030)

By the end of 2027, we will enter the hyperautomation phase. Process automation, AI-supported decision systems, and autonomous analytics infrastructures are at the center of this phase. In 2030, we aim to integrate our hyperautomation infrastructure with green data center technologies and establish a sustainable and agile digital structure that reduces the carbon footprint.

With the hyperautomation phase, efforts have been initiated not only for task automation, but also for the end-to-end automation of our processes; in this scope, the integration of numerous technologies in areas such as artificial intelligence, machine learning, RPA (robotic process automation), process mining, and advanced analytics is being gradually advanced. Our aim is not only to increase efficiency, but also to make decision-making processes autonomous.

All business and project processes of the CoE are effectively monitored through LIMBES, our digital transformation platform developed with internal resources. Thanks to this system, which enables the monitoring of the progress and outcomes of digital transformation projects, a total of 101 projects and sub-projects were successfully completed in 2025. We implement our digitalization strategies together with our globally recognized solution partners, such as IBM, EY, Cubewise, and NTT Data, through advanced technologies and international best practices.

Data Management
- Proven and reliable ERP system
- Budget and data management from supplier to customer
- Extracting, transforming, and loading data from all departments (ETL)
- A single database and integrated BI (business intelligence) platform

Monitoring Industry and Economic Indicators
- Petcoke and Coal Market
- KPI and News Platforms
- Electricity Prices
- CBAM, CO2 and H2 Prices



Next Steps
- Artificial Intelligence Systems (AI Systems)
- Generative Artificial Intelligence (Gen AI)
- Cognitive Artificial Intelligence (Cognitive AI)

Robotic Process Automation (RPA) and External Stakeholders
- Automation of routine job family processes through RPA
- Transition from Excel-based processes to a single digital data warehouse and implementation of software solutions suited to the Company culture

Digitalization of Operational Data
- Real-time data analysis of field equipment
- Consolidating production, quality, and maintenance processes on a single platform for analysis and management.

PHASE - 1

- The design of the corporate data integration architecture and the consolidation of the source system inventory have been completed for the units included in the planning.
- Manual data collection processes supported by low-code platforms have been automated for the units included in the planning, and the data have been transferred to the data warehouse in a clean and consistent manner.
- Data quality management and data transformation (ETL/ELT) processes have been standardized for the units included in the planning and are being operated.
- A BI layer that enables visualization has been developed for the units included in the planning, and a self-service structure has been put into operation.
- The OLAP-based strategy-integrated budget and planning infrastructure has been established for the units included in the planning, and related activities have been completed.
- RPA and AI-based decision support systems are being scaled across the organization.

2021 - 2026

PHASE - 2

- Planning has begun for efforts to make real-time data suitable for analysis using artificial intelligence.
- Efforts are ongoing to activate the data-driven autonomous budgeting and strategic planning system.
- The development of analytical models for ESG, decarbonization, and internal control areas will be advanced gradually.
- Developments will continue to structure a task-based decision-making infrastructure at the corporate level for autonomous AI and Agentic AI areas.
- Within the scope of data governance, steps have been taken to establish policies and implement practices aimed at clarifying data ownership.
- Efforts are being carried out to establish an explainability and auditability framework for artificial intelligence models.

2024 - 2027

PHASE - 3

- Efforts have been initiated to structure a single-platform architecture, and the architectural design and transition steps are being advanced gradually.
- Structuring autonomous forecasting models for job families
- Designing core roles based on human-machine collaboration: Preparing the workforce transformation plan required for new roles
- Developing anomaly detection analytics models
- Establishing streaming ETL pipelines and processing real-time data flows by integrating them into the data warehouse and developed machine learning and advanced analytics models
- Testing human-in-the-loop structures at critical decision points
- Establishing the core elements of the Hyperautomation Oversight Mechanism

2025 - 2028

Structure and Competency Ecosystem

- We have established a hybrid structure consisting of 50 people in total, including 30 sector experts and 20 technology experts.
- All algorithm designs, governance models, big data architectures, and technology adaptations are carried out here.
- The CoE is positioned as a strategic interface between the C-Suite and the entire organization. It functions as a window that provides rapid and democratic access to information, data, and strategy.
- By design, the majority of our upskilled experts continue to work 50% of the time in their current job families. This enables them to become direct implementers of the transformation. By 2028, these experts will transition fully to the CoE and lead the hyperautomation phase.
- The transition rate of upskilled experts into roles in advanced analytics, data science, and artificial intelligence expertise is monitored, and competency-based career development is supported.
- The average annual training hours across the CoE and job families are systematically monitored and increased.

Talent Ecosystem and Global Positioning

- Over the past two years, our strongest talent flow has come not from the cement sector, but from high-technology-focused sectors such as the defense industry.
- We have built a multidisciplinary team composed of RPA developers, artificial intelligence engineers, data analysts, business intelligence specialists, and solution leaders.
- Within the CoE, we are upskilling nearly 30 sectoral experts and transforming this competency into internal resources.
- In this scope, not only at the national level, we are proud to state that we are a pioneering structure on a global scale.

Corporate Platform Integration

Fragmented digital platforms used by different job families have been consolidated under the Corporate Hybrid Excellence Center (CoE), creating the organizational integration infrastructure that brings more than 30 business processes together under the same digital roof.

Knowledge management, strategic planning, and reporting activities have been made manageable end to end through a single corporate digital platform, independently of individual office applications. AI-supported applications have been launched on this common infrastructure, enabling processes to be carried out within an integrated, traceable, and centralized structure.

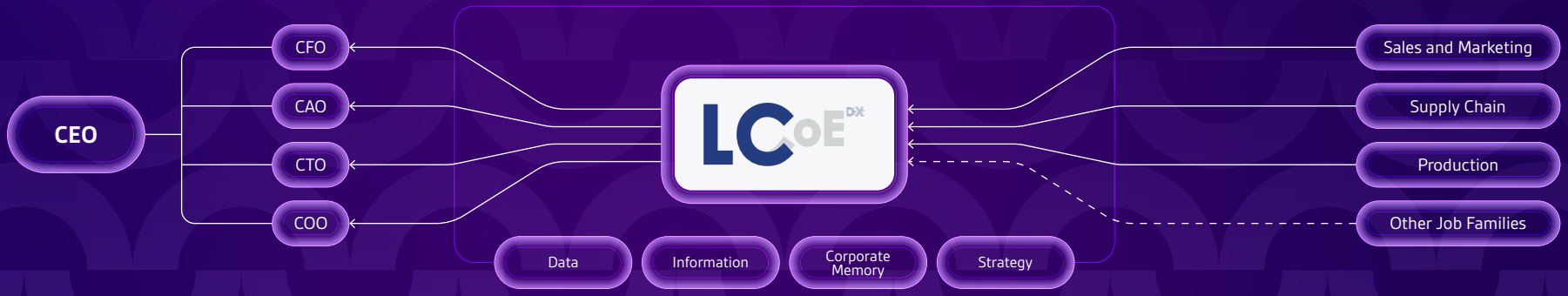
Data and Technology Architecture

- All organizational data flow is managed through the Data Warehouse (DWH), which is structured according to the Single Source of Truth approach; reports, analyses, and advanced analytics models are created within this structure.
- Through the Streaming ETL architecture, all internal and external data are fed into the data warehouse and Digital Twin infrastructure in real time.
- Next-generation technologies, such as low-code platforms, RPA, artificial intelligence algorithms, and xFP&A, are integrated into this structure, enabling the organization to operate holistically across the operations-finance-strategy axis.
- Following the xFP&A system that went live as of the end of 2025, the Company's most comprehensive artificial intelligence structure will be launched through this platform in 2026. To reach this point, we have been working systematically over the past four years in terms of data quality, model management, and organizational readiness.

Infrastructure and Technology Modernization

- Both OT (Operational Technology) and IT (Information Technology) infrastructures are being modernized to meet future needs.
- Server, network, and green data center investments are being carried out simultaneously.

CoE Organization Chart



Projects We Focused on in 2025

Robotic Process Automation (RPA) Processes

In 2025, our Company accelerated its RPA efforts, aiming to speed up internal workflows, increase operational efficiency, and contribute to our sustainability targets. Accordingly, through RPA projects implemented across various departments, repetitive and time-consuming tasks have been digitalized, resulting in a significant increase in efficiency.

A total of 51 RPA projects have been completed since 2024.

Contribution to Sustainability

In 2025, the dissemination of RPA practices contributed to the Company's sustainability targets in terms of operational efficiency and resource use efficiency, time savings, traceability, and indirect environmental impact:

Efficiency and Capacity Gain
According to UiPath Orchestrator data, the total working time of automation tasks operating unattended throughout 2025 was 3,244.84 hours; this corresponds to an uninterrupted 24/7 working capacity of approximately 135 full days.

Error Reduction and Compliance
Manual errors have been reduced in processes standardized through RPA, while traceability and auditability have increased in data generation, reporting, and control processes.

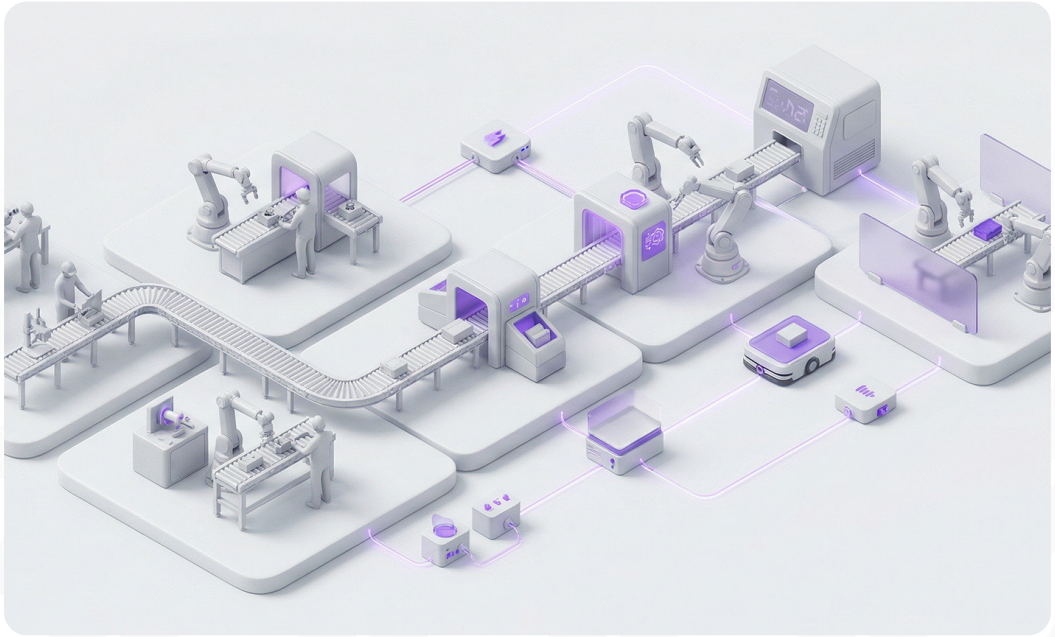
Resource Optimization and Indirect Environmental Impact
Through the automation of repetitive operations, processes have been carried out with fewer resources and in less time; as the need for physical documents and manual processing has decreased, the workload of employees and the organization has been reduced.

Widespread Use
RPA solutions were actively used in many business units in 2025, including finance, accounting, procurement, reporting, and external data integrations.

Transition from Human Effort to Robotic Effort

- It has brought many advantages, such as cost savings and more efficient use of resources,
- enabling employees to focus on high value-added tasks,
- significantly reducing human error in manual processes,
- and making processes more aligned with sustainability targets.

We manage a total monthly workload of 839.07 person-hours with the same automation–human resource balance. Our robots handle 103.85 hours of this total. This structure shows that we have created robot capacity at the level of 0.58 FTE against approximately 5.24 FTE of human labor per month. Thus, through automation, we achieve a net monthly efficiency gain of 4.66 FTE.



Our Artificial Intelligence-Based Activities

1. OHS Violation Detection Analysis

Purpose
- Reducing accident and non-compliance risks by detecting safety risks in the field at an early stage.
- Enabling immediate action by making OHS audits continuous/automated.

Scope
- Analyzing images from safety IP cameras through YOLO-based object/event detection.
- Detection scenarios: smoke, vest, hard hat, and restricted-area violations.
- Recording incidents, notifying/reports being sent to relevant units, and shift-/area-based tracking.

Value Created
- Reduced accident risk and downtime through early detection of situations that may result in accidents.
- Reduced need for manual control and 24/7 traceability.
- Strengthening audit/compliance processes and measurable OHS KPIs.

2. Blaine Prediction (Process Team + Machine Learning)

Purpose
- Improving decision-making speed and process performance by predicting the production process through machine learning.
- Taking proactive action by anticipating quality/performance deviations.

Scope
- Developing ML models using production data, such as process parameters, machine data, and environmental variables.
- Prediction targets: process output/quality metric/performance indicators, according to the project's specific KPIs.
- Reporting model outputs in a way that can be used by the process team and integrating them into the decision support flow.

Value Created
- Process stability: reduced risk of quality loss and rework through early detection of deviations.
- Efficiency: performance improvement through better setting/parameter management.
- Protecting institutional knowledge: sustainable improvement by reflecting process know-how in the model.

3. Material Size Measurement – Crusher Outlet Image Monitoring

Purpose
- Automatically calculating the dimensions of materials leaving the crusher through image monitoring and tracking size distribution.
- Providing faster and more consistent control by reducing dependency on manual measurement.

Scope
- Analyzing images taken from the crusher outlet using image monitoring techniques.
- Calculating and reporting particle size/distribution metrics.
- Enabling threshold/tolerance monitoring and feedback into process settings.

Value Created
- Quality and process control: increasing product conformity through rapid detection of size deviations.
- Operational speed: early intervention through more frequent measurement/monitoring.
- Data-driven optimization: more accurate management of crusher settings, and increased efficiency andstability.



Our New Job Family Platforms

1. **Contract Module**
   This module aims to prepare, store, and digitally transfer contract drafts currently kept in computer folders and physically dispersed contracts to relevant units through the digital environment in accordance with the Company's internal contract processes.

2. **Digitalization of the Bid Evaluation Form and Correspondence Tracking**
   This project aims to transfer the Bid Evaluation Form, which is prepared and tracked on paper forms, to the system together with correspondence integration, eliminating the risk of manual errors and increasing operational efficiency.

3. **Digital Tracking of the Sustainability Report**
   This is a module developed in a low-code system to eliminate issues encountered in the process of collecting the information required for the Sustainability Report, such as delays, lack of updates, data conflicts, and data-related problems, and to transfer the information collection process to a centralized, traceable, and manageable digital platform.

4. **Digitalization of ISO 50001 Energy Management System Files**
   This project will enable ISO 50001 Energy Management System files, which are tracked manually, to be managed on a low-code platform. Through this project, Energy Management System files will be tracked digitally, minimizing process errors and ensuring a more standardized and traceable structure.

5. **Insurance Life Cycle Module**
   A system module covering policy creation and tracking processes and policy expirations has been developed to enable policies to be stored and tracked centrally and effectively, and to establish a structure that effectively tracks insurance processes.

Our Applications

Corporate Artificial Intelligence Assistant

The digital assistant structure established in the Academy and Internal Control job families is being improved by adding artificial intelligence team support to manage needs in a more competent and efficient manner. As of 2025, the application has matured in the areas where it was developed and is being scaled across the organization; its scope is being expanded with a continuous improvement approach.

Internal Control Application / Low-Code Platform

It enables manually maintained data to be entered digitally through the system. In this way, manual processes are eliminated, human error is minimized, and efficiency is increased

Request Management System

It is a centralized structure that provides standardized service continuity, traceability, and operational efficiency in the request, incident, change, and asset management processes of information technology services.

Inventory Management System

The Inventory Management System, developed in-house, is an application that enables the management of assets provided within the scope of IT services.

AI-Supported Recruitment Application

By automatically conducting candidate screening, matching, and assessment processes with the support of artificial intelligence, recruitment becomes faster, more objective, and data-driven.

Ready-Mixed Concrete Data Operation Management System

It is an integrated operation management system that enables the centralized collection, monitoring, and reporting of ordering, production, quality, and logistics processes from ready-mixed concrete production to delivery.



Strong Corporate Ecosystem through Digital Infrastructure

Digital Transformation

LCoE DX | Limak Cement Center of Excellence

Integration of External (Third-Party) Data Sources with RPA

Job family-based workflows have been accelerated and organized in line with the defined matrices and standards within the scope of the RPA-based architecture, optimizing process, cost, and resource use. RPA practices are monitored with a performance focus through this structure, and are continuously maintained through improvements aimed at increasing process efficiency.

Road Map

The design of artificial intelligence systems and their integration into corporate applications are carried out under the coordination of the artificial intelligence team within a faster and more standardized framework; innovative solutions are developed by adapting generative artificial intelligence models to business processes. Through this approach, AI-focused solutions are being gradually matured, and the planned operational use is being expanded across the organization.

Data Governance Architecture and Operational Excellence

An end-to-end data governance structure extending from suppliers to customers has been established; ETL processes and a Single Source of Truth (SSOT), an integrated and reliable data source that keeps heterogeneous data sets consistent and high-quality, have been established. By integrating flexible and user-friendly BI solutions with AI interfaces through the centralized database architecture that supports corporate data governance, a high level of usability and data security has been successfully achieved.

Data Digitalization in Operations

A streaming ETL infrastructure that supports real-time IoT data has been commissioned, and is planned to be scaled in 2026 to support advanced analytics and AI applications.

Monitoring Industry and Economic KPIs

Global monitoring and analysis of commodity, electricity, carbon, hydrogen, and derivative markets through integrated global terminals.

Information Security

With the rapid acceleration of digitalization, protecting information assets and ensuring operational continuity are becoming one of the key elements of sustainability. As Limak Cement, we regard information security as an integral part of all our business processes, and adopt an approach that aims to safeguard the confidentiality, integrity, and accessibility of data.

Through this approach, we became entitled to receive the ISO/IEC 27001:2022 Information Security Management System Certificate in 2024. This certification confirms that we manage our information security processes in accordance with international standards and systematically protect data assets through a risk management approach.

To protect our corporate networks and digital infrastructure, we implement multi-layered security solutions, and manage access management, data protection, network security, and incident monitoring processes through an integrated approach. At the same time, we organize regular training and awareness activities for our employees to disseminate information security awareness across the organization and strengthen a secure digital working culture.

We continuously improve our cybersecurity activities through a continuous improvement approach; we regularly review our changing threat environment, countermeasure systems, and processes. In this way, we both ensure operational continuity and manage our stakeholders' data securely and responsibly.

We position our IT Directorate within our Data Center as the critical element responsible for information security and business continuity, and we regularly develop Business Continuity and Disaster Recovery Plans against potential interruption and risk scenarios. In this scope, in order to further strengthen our business continuity capabilities, our Disaster Recovery Center (DRC), which was established at a different location, was included in our planning process in 2024.



What Did We Do in 2025?

- Most importantly, we did not experience any data breaches. This increased our confidence as proof of how effective our business continuity actions have been.
- We initiated efforts to strengthen and modernize our existing network infrastructure, completed these efforts at many of our facilities, and continue to carry them forward.
- Our policies and procedures were transferred to the QDMS System, ensuring that users can easily access them in integration with the IMS.
- In cooperation with LCGA Academy, training programs were assigned for all users, making them available for everyone to benefit from.
- In cooperation with LCGA Academy, visuals containing information to increase ISO 27001 awareness were shared at regular intervals.
- We increased awareness by assigning mandatory training to our IT teams.
- We conducted our internal audits in 2025.
- We held Management Review meetings through ISO 27001 audits and assessments.
- Our activities were audited through the Certificate Surveillance Audit, which is conducted once a year as required by the standard. As a result of the audit, we ensured the renewal of our certificate without encountering any nonconformities.

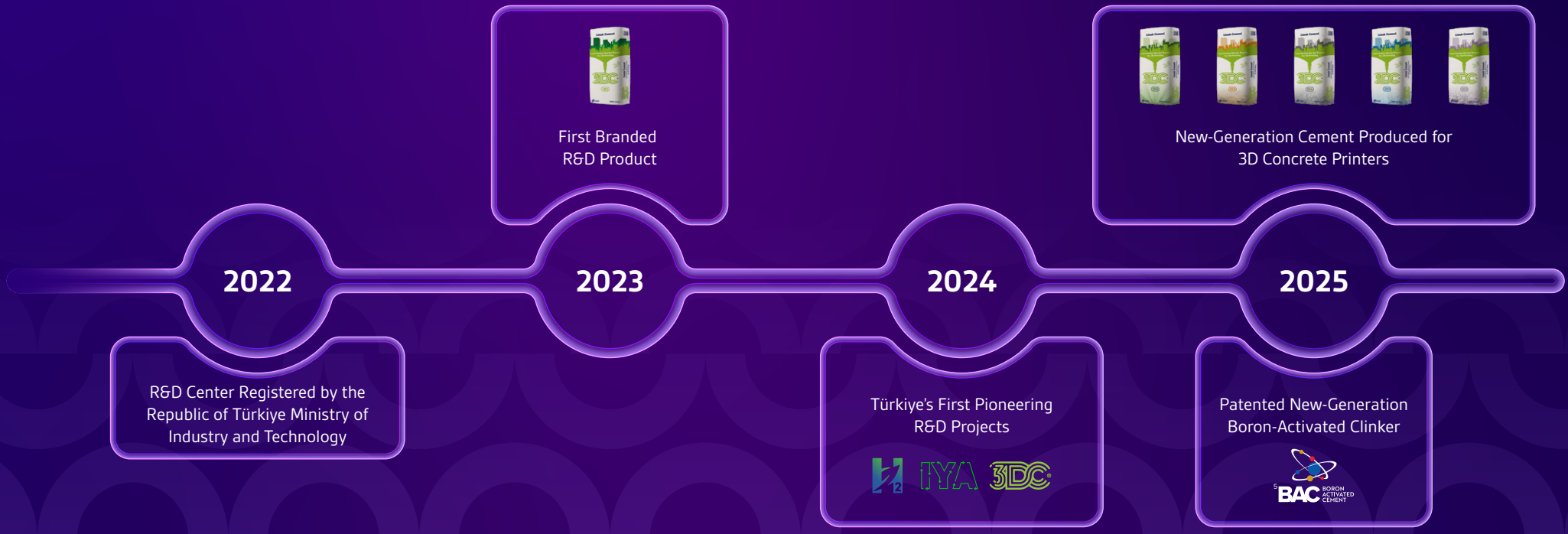
R&D & Innovation Focused Sustainable Growth

R&D and Innovation

As Limak Cement, we strengthen our sustainable growth target by placing innovation-driven transformation, a science-based approach, and technological development at the center of our strategic priorities. We address R&D and innovation not merely as tools that increase our competitiveness, but as structural elements that prepare our corporate culture for the future. Accordingly, the strategy we have developed sets out a holistic road map fully aligned with our sustainability approach, along the axes of low-carbon production, circular economy, and digitalization. Through this structure, in which R&D and innovation are integrated with the Company's strategy, we aim to create sustainable and lasting impact at every stage of our value chain.

In 2025, we gained significant cultural transformation momentum to turn innovation into a way of working that extends across the Company. One of the most important elements of this transformation is that R&D and innovation have become a shared value that falls within the responsibility of not only a specific team, but all our employees. Through programs carried out to increase the awareness of all employees within Limak Cement, innovation initiatives, internal training, and interdisciplinary working groups, innovative thinking has been embedded in daily ways of working. This approach has played a critical role in unlocking the potential of our employees and enabling our Company to achieve strong outcomes that directly contribute to its sustainability targets.

This holistic ecosystem clearly demonstrates that R&D and innovation are embedded in Limak Cement's strategic vision. Academic collaborations, industry partnerships, internal competency development programs, and technology adaptation efforts continue to make significant contributions to our strategic transformation targets through a systematic approach. With its science-based supportive structure, continuously evolving organizational approach, and green transition-based business model, Limak Cement is positioned as a sector leader that shapes resilient and sustainable production standards for the future against climate change. The achievements obtained throughout 2025 are considered concrete outputs of this cultural transformation and strategic vision reflected in the field.

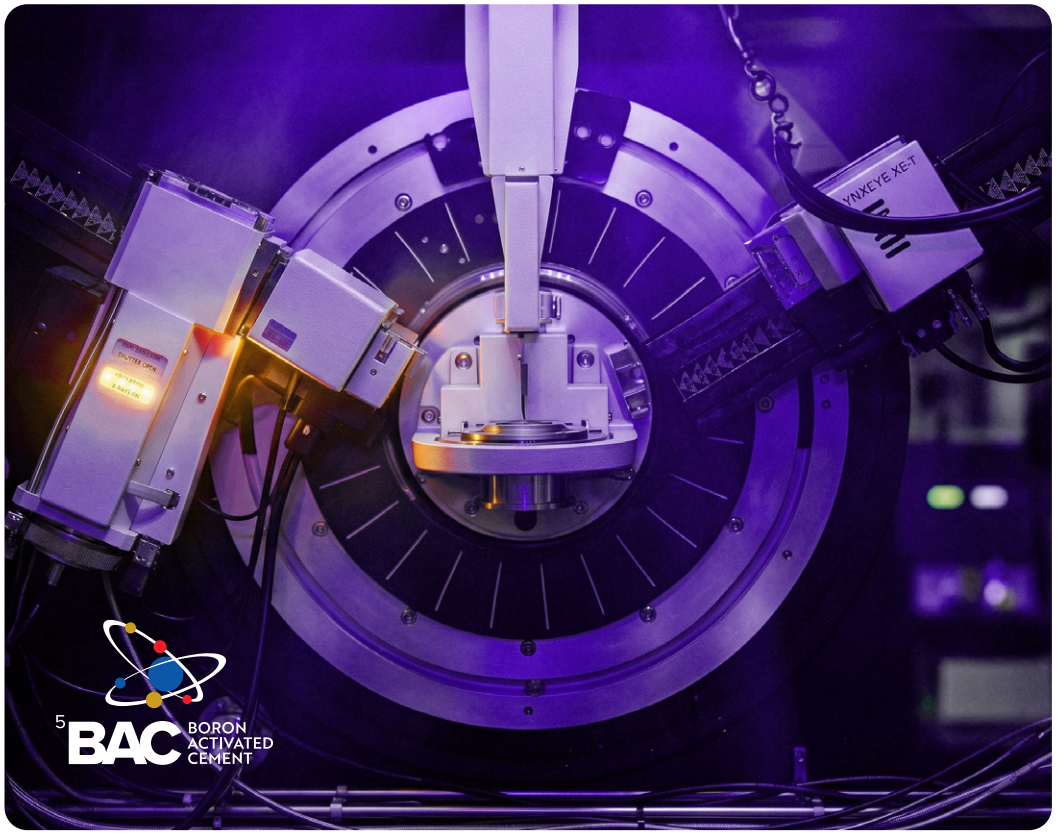


BAC – Boron-Activated Cement

As Limak Cement, we are ushering in a new era in our vision for low-carbon cement production with our patented Boron-Activated Cement (BAC) product, one of the latest outputs of our R&D and innovation-driven approach. Transforming BAC, which enables Türkiye's strategically important boron reserves to be converted into a high value-added product, into a commercial-scale solution will make a concrete contribution to the green transformation process while reducing clinker-related emissions and lowering the sector's carbon footprint. This innovative and patented product is not only a technical achievement, but also a strong reflection of our local R&D capability, circular economy approach, and green transformation vision.

Developed as part of our collaboration with Eti Maden, launched in 2021 under the project "Cement Production with Boron Mineral in Green Cement Transformation," BAC is the outcome of a comprehensive R&D study based on activating boron mineral with special additives and optimizing process parameters. A five-stage validation process, extending from laboratory scale to pilot production and industrial scale, was successfully completed at Limak Cement's Balıkesir Plant; it was demonstrated that BAC production reduced fossil fuel consumption by 5% and clinker-related emissions by 3%. These results show that boron minerals have strategic potential for carbon reduction and resource efficiency in the cement sector.

Beyond the environmental benefits it delivers, BAC has positioned Limak Cement as a leading actor in sustainable production and the effective use of local resources. Transforming this initiative into a high value-added industrial solution by leveraging the strategic advantage provided by Türkiye's possession of 73% of the world's boron reserves is an important step toward making a concrete contribution to the green transformation process and increasing our global competitiveness. As Limak Cement, we remain committed to leading the sector's transformation by offering the low-carbon building materials of the future today through our innovation and R&D efforts.







The Mortar Building the Future: Limak Cement 3DC® Series Expands

As Limak Cement, we launched our new-generation product range by introducing Türkiye's first printable mortar product, 3DC-101, along with our "Printing the future, layer by layer" motto, bringing our innovation journey in 3DCoE-101 and printing technologies to the sector in 2025 as a new milestone that responds end-to-end to sectoral needs. Developed by our R&D center, LCTO, this new-generation formulation is designed to make digital construction methods both efficient and performance-oriented.



Limak Cement 3DC®-102

This product supports operational efficiency in small- and medium-scale production by offering, in an optimized mix, cost-benefit balance, aesthetic appearance, structural strength, durability, and repeatable printing quality.



Limak Cement 3DC®-103

As an output of our uninterrupted production vision under challenging climate conditions, this formulation was designed to ensure applicability in outdoor environments, particularly those exposed directly to air and sunlight for long periods, while maintaining layered printing quality.



Limak Cement 3DC®-104

Developed for rapid production cycles, this special product maintains high structural integrity and aesthetic surfaces without interrupting the printing process, thanks to its optimized setting time.



Limak Cement 3DC®-201

Fully compatible with two-component equipment infrastructure, 2K systems have been designed to provide rapid hardening, support 2K systems, and reinforce rapid setting mechanisms through special additives with rheological behavior.



Limak Cement 3DC®-202

This product, which directly aligns with our 2050 net-zero emission target, represents one of the most tangible examples of the circular economy, with its 100% recycled aggregate content. This formulation, which turns waste management into a circular product model, will form the foundation of our low-carbon and sustainable products with its low carbon footprint.

3D Printing Research Platform for New-Generation Material Development – Mini Printer

As Limak Cement, to accelerate the development of innovative binder systems and new-generation 3D concrete products, we have added a pilot laboratory-type 3D concrete printer, fully designed and manufactured by our expert team, to our R&D infrastructure. With a printing area of approximately 3 m2, this compact system enables much faster production with less material, while offering significant agility in developing new products within experimental cycles. Through this technology, different mixes and designs can now be tested; this gives us significant innovation capability in developing high-performance, high value-added 3D concrete components.



Robotic Transformation and Digital Production Infrastructure

We see digitalization as an integral part of our corporate culture. Accordingly, the robotic-arm 3D concrete printer system we have integrated into our organization aims to set sector standards in producing applications that are safer in terms of work force, and in minimizing material waste. This technological investment will enable our R&D outputs to be translated into products in the field more rapidly and precisely.



A New Stop at the Innovation Campus: 3D Concrete Experience and Interaction Area

As Limak Cement, we are taking technology beyond the laboratory scale at our R&D and Innovation Campus, transforming the innovative solutions we develop into living spaces. In this context, this year we launched the Open-Air 3D Concrete Experience and Interaction Area around Türkiye's first modular 3D concrete experience space, which we built in 2023 using 3D concrete printing technology within our R&D center.

This area serves as a showcase that demonstrates, at full scale, the design flexibility and structural performance of the Limak Cement 3DCoE product family we have developed. Aesthetic structures and garden furniture produced entirely with 3D printing technology represent the modern architectural production approach, transcending the limits of conventional construction methods. In the interior setup of our 3D-printed structure, a distinctive and functional space is offered by going beyond the characteristic texture of 3D printing technology and combining natural materials with warmth. While the wall surfaces printed with high layer quality embody the raw yet refined design language that digital construction offers in interior architecture, the integrity achieved through furniture and decorative elements represents the comfort-oriented future of this 3D concrete printing technology.

Beyond being a technical achievement, this area we have established represents a concept-based culture in which material waste is reduced and low-carbon production models are brought to life. Located at the center of our campus, this interaction area enables us to meet our stakeholders on innovation-focused ground, while providing the opportunity to present the role of sustainable building technologies through an experience-oriented approach.



The First Industrial-Scale 3D Concrete Printer in Türkiye's Cement Sector

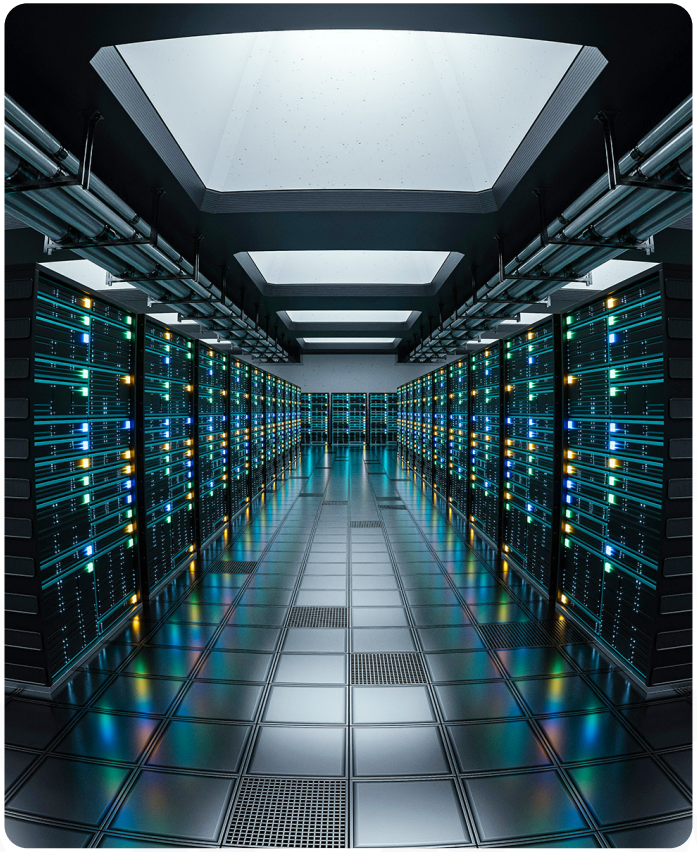
As Limak Cement, we are advancing with the vision of becoming a force that shapes the future of digital construction through its own internal resources. In a first for Türkiye's cement sector, we successfully commissioned our industrial-scale 3D concrete printer, with its design and installation carried out entirely by the experts of Limak Cement R&D Center LCTO, as of 2025. In all processes extending from laboratory scale to pilot studies, we have transferred the experience we gained over the past four years to an agile and practical technology fully compatible with real-world conditions. With its massive printing area of 200 m2 and capacity to reach a height of 10 meters, this concrete printer has been designed on a scale capable of printing two-story structures. This step has exceeded Technology Readiness Level 9 by transforming 3D concrete printing technology from a pilot-scale R&D output into the cement sector's integrated, industrial production capability.

In the next phase of our 3D concrete printer development efforts, we aim to equip this technological infrastructure with smart and dynamic data analytics tools, making the process fully autonomous. Thanks to advanced algorithms, our printer, which will be able to optimize printing quality and process parameters in real time on its own, will have the capability to detect and intervene in quality deviations. With this digital integration, we aim to maximize operational efficiency, minimize the use of labor-intensive resources, and set a seamless, high-performance production standard in construction processes. Limak Cement remains committed to becoming one of the strongest actors in the digital construction ecosystem, not only through the technology it produces, but also on a global scale.



Digital and Sustainable Production through Real-Time Data Processing

As Limak Cement, within the scope of our digital transformation and sustainable production targets, we aim to make our production processes more efficient, faster, and more energy-efficient through the Real-Time Data Processing System. This new infrastructure, which aims to analyze big data obtained from different processes at our production facilities in real time, will strengthen critical decision-making mechanisms, from quality control to energy efficiency, and take our operational sustainability to the next level. Through this project, the aim is to reinforce Limak Cement's data-driven management approach and accelerate the transition to a digitalized and climate-friendly production model.



Innovative Curing Method in Binder Systems

This project, carried out as part of our efforts to reduce carbon emissions, aims to develop an innovative approach that involves the controlled introduction of CO2 into the curing environment during the production of binder systems, thereby enabling CO2 to be permanently stored within the mineral structure. This curing mechanism, which takes place in the presence of CO2, is expected to contribute to the development of sustainable binder technologies by supporting the reduction of process-related emissions. This study is a strategic R&D initiative that supports the circular use of carbon in the cement sector and offers significant potential in the transition to climate-friendly production models.

A Circular Approach to the Aggregate Value Chain

Conducted in line with circular economy principles, this study focuses on transforming recycled aggregates into a higher-performance construction material through carbonation-based enhancement methods. The main approach of the project is to improve the functional properties of waste concrete resources, reduce the use of natural aggregates, and lower the environmental impact of concrete production processes by enabling CO2 to be permanently stored within the material. The method developed in this context represents an R&D approach aimed at reincorporating recycled materials into the value chain and expanding the use of sustainable concrete designs.

Reactive and Structural Transformation Studies in Alternative Alumina-Silicate Systems

Conducted in line with our holistic transformation approach to reduce the carbon intensity of the cement sector, this study focuses on understanding the interaction dynamics of alternative alumina-silicate phases with different crystal structures in binder matrices. In this context, both the in-material transformation of raw materials and scientific validation processes for the future of sustainable binder technologies will be supported.

Structural Improvement Approaches in Nanoscale Additive Systems

As Limak Cement, this study, which combines the new-generation opportunities offered by materials science with our sustainability targets, aims to investigate the structural and environmental benefits that nanoscale additive technologies can create in binder systems. The project focuses on the integration of nanoplates with advanced surface properties and reactivity into the cement matrix, assessing their potential to improve durability, mechanical performance, and material efficiency. This approach aims to improve performance through the use of nanomaterials.

Redefining Post-Disaster Resource Ecosystems

The project aims to develop an innovative technological model for converting construction and demolition waste generated during disasters and urban transformation processes into reusable materials by eliminating their environmental impacts. Within the scope of the project, the aim is to create optimizable process flows for separating, processing, and classifying different types of demolition materials in line with secondary use scenarios, thereby reducing dependence on natural aggregate resources, lowering energy consumption, and strengthening the circular materials economy.

Strategic Transformation Approaches in Reactive Gas Cycles

This study addresses an advanced transformation approach for repurposing gas streams generated by industrial processes in different reaction environments. The project focuses on utilizing process gases through a method that goes beyond conventional boundaries, thereby redefining the existing paradigm of carbon management within a more sustainable framework. The technology explored in this context will present an innovative vision for the future of the carbon cycle by offering potential both to reduce environmental burden and to develop new-generation energy carriers that can be integrated into industrial processes.

National and International Projects

National Support for Green Transformation: TÜBİTAK 1832 Green Transformation in Industry Project

As Limak Cement, while positioning digital construction technologies within our sustainability ecosystem, we aim to support our technological competence with national assistance. Through our project, which was awarded support under the TÜBİTAK 1832 Green Transformation in Industry Call, one of the most current and strategic outputs of this vision, we prioritize sectoral circular economy-based development. Within the framework of the project, we are developing environmentally friendly mortar mixes that use our green cement containing construction and demolition waste (CDW) and recycled aggregates obtained from CDW, and that offer high performance and durability suitable for 3D printing technologies. In this way, we integrate waste management into a value-added product model.

In our project, we combine the circular economy model with the disciplines of data-driven engineering and building safety. We are both developing environmentally friendly mortar suitable for 3D concrete printing technology and incorporating advanced analysis methods to verify these materials' structural safety. Accordingly, in 2025, together with our university collaborations, we launched a first in Türkiye and conducted real-scale earthquake performance tests on 3D-printed structural elements. The findings obtained from these tests reveal the seismic resistance capacity of the environmentally friendly 3D mortars developed for recycling and durability under earthquake effects. With these outputs, we aim to support the widespread use of 3D concrete printing technology in earthquake-risk regions for safe applications. We also aim to contribute to the scientific literature by converting the outputs of these studies into academic publications in internationally reputable journals.

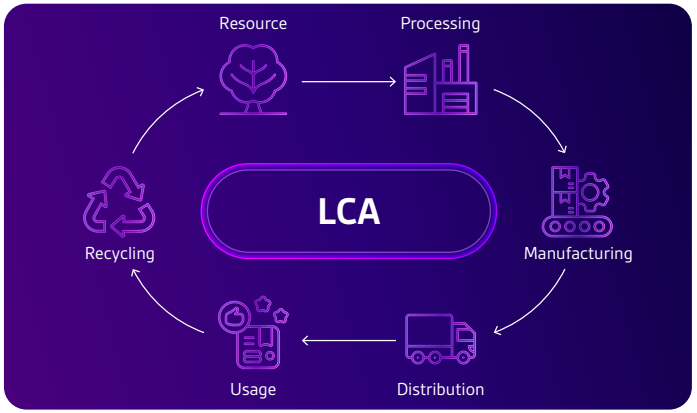
As the final goal of the project carried out at our R&D center, we aim to present Türkiye's first 3D Concrete Printing Guide to our stakeholders, containing the technical data obtained and the application principles we will develop based on practical experience. Through this guide, we provide a strategic contribution to the development of technical standards and the creation of legal infrastructure for digital construction applications in Türkiye, while maintaining our commitment to offering environmentally friendly, aesthetic, and earthquake-resistant structures to people as safe and sustainable solutions.

COCIRCULATION3

Limak Cement R&D and Innovation Center – LCTO has been entitled to host researchers under the CoCirculation3 Program carried out by TÜBİTAK. The CoCirculation3 Program is funded through the European Union's Horizon Europe research and innovation program under the Marie Skłodowska-Curie COFUND call. The program aims to enrich Türkiye's research and innovation ecosystem with international experience. Within the scope of this program, postdoctoral researchers from abroad will continue their research in Türkiye under the hosting of LCTO.

EHEAT: Electric HEATing systems for decarbonization in the aluminium, steel, and cement industries

EHEAT, a project carried out with Limak Cement as an international consortium partner under the Horizon Europe Program, aims to redefine the future of process heat in energy-intensive sectors in a strategic R&D initiative. Within the scope of the project, which was awarded support under the HORIZON-CL4-INDUSTRY-2025-01-TWIN-TRANSITION-34 call, the applicability of electric heating technologies connected to renewable energy-based flexible resources and intended to reduce emissions will be investigated. In particular, the aim is to test innovative heating solutions based on microwave-supported and other gas-free mechanisms at pilot and industrial scales. This approach offers significant potential for reducing carbon emissions in the cement, steel, and aluminum sectors, while enabling Limak Cement to integrate advanced technologies into its net-zero transformation journey.



VALOR WASTE – Valorisation and Integration of Extractive Waste Towards the Sustainability of Raw Materials Industry

Throughout 2025, as Limak Cement, we carried out our work under the "VALOR WASTE – Valorisation and Integration of Extractive Waste Towards the Sustainability of Raw Materials Industry" project, supported by Akurpa Bilgi within the scope of the Horizon Europe ERA-MIN3 program, focusing on the utilization of mining waste and secondary waste generated after various processes in cement production. In this context, by assessing the integration of different waste streams into cement production processes, we conducted activities to evaluate their technical applicability and usage potential. In this way, we aimed to increase resource efficiency and support the development of more sustainable alternative options in production processes.

To present the impact of these studies more holistically, we are evaluating the environmental impacts of the end-use scenarios developed for the cement sector through Life Cycle Assessment (LCA) approaches. Accordingly, within the scope of our collaboration with the University of Tartu, we continue to advance the methodological framework and assessment stages that will form the basis of the LCA analysis. In this way, we aim to support the environmental impacts of applicable sectoral scenarios with concrete indicators.

The New Center of Innovation: 5 Specialized Laboratories

We have expanded our innovation infrastructure through strategic growth to shape the cement technologies and products of the future. Our new Innovation Center, which we have put into operation, has transformed our R&D capacity into a multidimensional structure with five different work areas comprising Grinding, Mortar, Physics, Carbonation, and Kinetics laboratories. This integrated center will ensure excellence across all processes, from sample preparation to final product performance.



Carbonation Technologies: From Pilot to Industrial Scale

As part of our vision to manage carbon as a strategic resource, we launched the establishment of a pilot carbonation (mineralization) facility to enable laboratory-scale studies to be carried out directly in an advanced technology area. These studies, which we are carrying out on different carbonation methods, provide significant momentum to our low-carbon production strategy by reducing our emissions while enabling waste to be incorporated into construction materials through mineralization.

R&D and Innovation Bulletin

As Limak Cement R&D and Innovation Unit, the R&D and Innovation Bulletin, which we published regularly throughout 2025 to strengthen internal knowledge sharing and keep our employees informed of current developments, has become an important communication tool that conveys the impact of our sustainability-focused projects to wider audiences. The bulletin explained the concepts that guide R&D processes and shared up-to-date information with our employees on local development programs, green transformation opportunities, and the innovation ecosystem. Through this publication, the projects, collaborations, and success stories that support Limak Cement's sustainability vision have gained corporate-wide visibility, creating a strong foundation for embedding the culture of R&D and innovation across the Company.

LCTO Limak Cement Central Technical Organisation

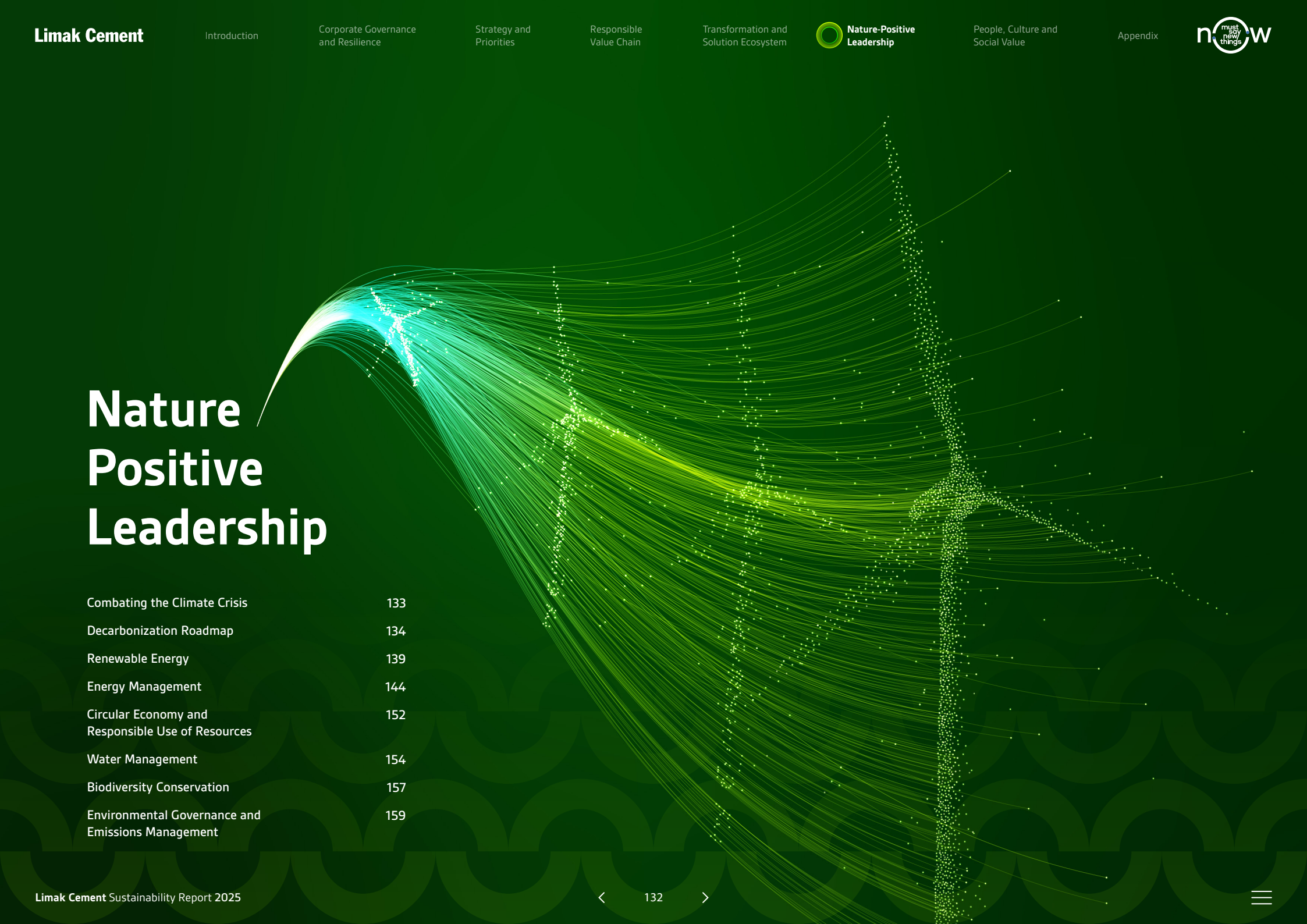
R&D and Innovation Bulletin

Issue: 1 July 2025

LCTO AMONG THE WINNERS!

It has been announced that USD 450 million in financing will be allocated to the Türkiye Green Industry Project, carried out by TÜBİTAK and KOSGEB under the coordination of the Ministry of Industry and Technology with the support of the World Bank. Within the scope of the project, TÜBİTAK-TEYDEB will support the transition of the industry to green transformation with USD 175 million in financing.

Under the 1832 call, the project titled "Development of Environmentally Friendly Mortar Mixtures Suitable for 3D Additive Manufacturing Using Green Cement Containing Construction and Demolition Waste and Recycled Aggregates Obtained from Construction and Demolition Waste," prepared by LCTO, was found successful following the evaluations of the scientific project advisory commission and was awarded a grant.



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Combating the Climate Crisis

In 2025, in line with our decarbonization road map, we continue to focus on reducing our emissions, enhancing our resource efficiency, and accelerating the transition to a more sustainable production model. We measure our Scope 1, 2, and 3 emissions in line with international methodologies, report them transparently, and manage them through a continuous improvement approach. While developing our measurement capacity, we are also improving our emission reduction performance in the same direction.

Within this approach, in 2025, we recorded significant progress in areas such as energy efficiency projects, increasing the use of alternative fuels and alternative raw materials, renewable energy investments, and process optimization. Through these efforts, we achieved tangible results in reducing both our total greenhouse gas emissions and the carbon intensity per product.

In line with the Paris Agreement and science-based targets, we regard our 2050 Net Zero Carbon target as a long-term priority. As we move toward this target, we implement practices that will set an example for our sector. We manage our 2030 interim targets, investment plans, and operational transformation steps with a holistic approach, and move forward by building strong collaborations with our stakeholders.

As Limak Cement, we view the fight against the climate crisis as a strategic transformation area that supports innovation, efficiency, and long-term value creation. In line with this understanding, while continuing our efforts to reduce our environmental impact, we also observe our social responsibility and remain committed to leaving a more livable world for future generations.

Total Emissions
(Scope 1 and Scope 2)

16,5%

Thanks to our emission reduction efforts, we reduced our total Scope 1 and Scope 2 greenhouse gas emissions by 16.5% compared to 2021.



Emissions per Ton of Clinker

Scope 1 + 2
(kg CO2/ton clinker)

856

Emissions per Ton of Cementitious Product

Scope 1 + 2
(kg CO2 /ton cementitious product)

695,6

In 2025, compared to 2023, the base year of our SBTi-approved target, we reduced our emissions intensity per unit of cementitious product by 8.2% based on Scope 1 and Scope 2 emissions. With this progress, as of 2025, the amount of emissions per ton of cementitious product decreased to 695.6 kg CO.

Our Decarbonization Road Map

Our decarbonization road map was approved by the Science Based Targets initiative (SBTi) in 2025, confirming that our targets are based on scientific foundations and aligned with the 1.5°C scenario. In line with this road map, which is based on the 2023 base year, we place reducing our environmental impact and ensuring sustainability at the center of all our activities. Our strategy, which addresses process- and energy-related emissions together, focuses on holistic operational transformation. Our road map consists of four main emission reduction areas: clinker, cement, concrete, and carbonation. In line with our SBTi-approved targets,

*We aim to reduce CO_2 emissions by **60** kg per ton of clinker and by **39** kg per ton of cementitious product.*

To achieve this target, we plan to increase the use of alternative fuels and alternative raw materials, accelerate renewable energy investments, and integrate carbon capture, utilization, and storage (CCUS) technologies into our production system. At the same time, we are implementing digital and technical improvements aimed at increasing process efficiency.

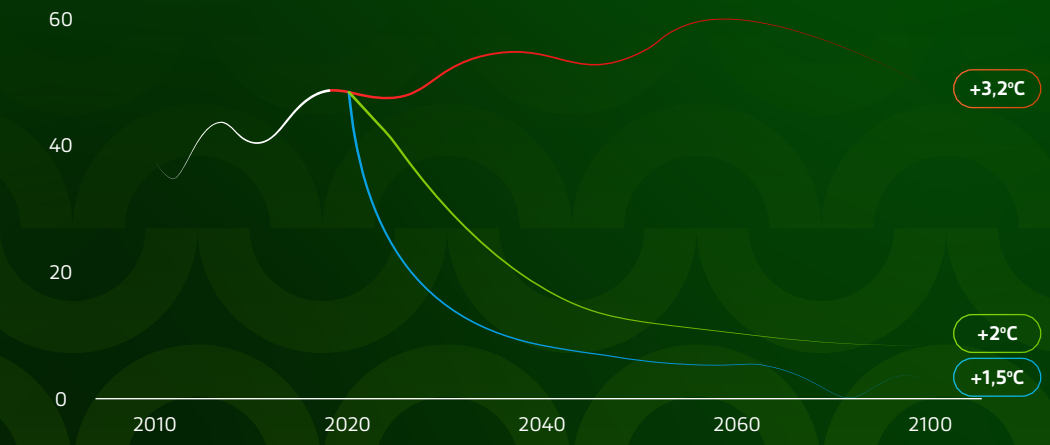
Through this holistic approach, we aim to achieve net-zero emissions across our entire cement value chain by 2050, while resolutely fulfilling our responsibility in the fight against climate change.

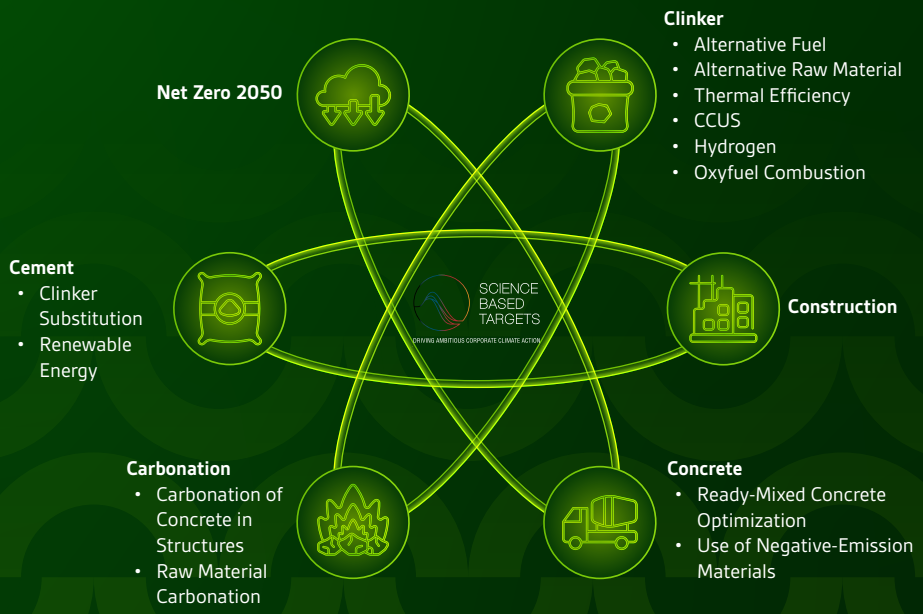
By 2030, we target a 24.8% reduction in Scope 1 and Scope 2 emissions and a 22.1% reduction in Scope 3 emissions.

As part of our long-term vision, we target a 95.9% reduction in Scope 1 and Scope 2 emissions and a 90% reduction in Scope 3 emissions by 2050.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Thanks to our decarbonization targets approved by the Science Based Targets initiative (SBTi), we are taking a pioneering step in our sector by ranking among the first 10 companies in Türkiye to achieve this success.



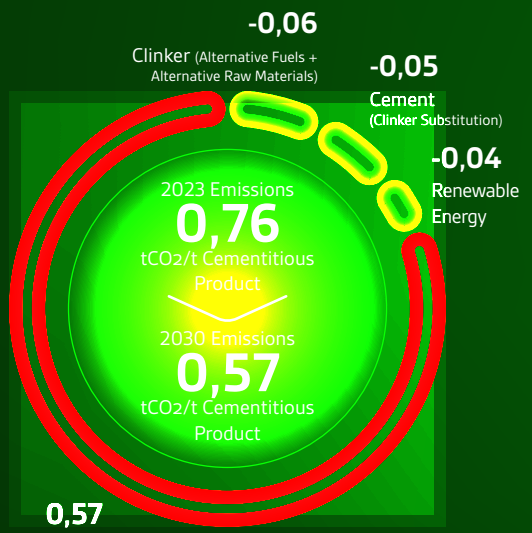


SBTi 1.5°C Scenario-Approved Road Map

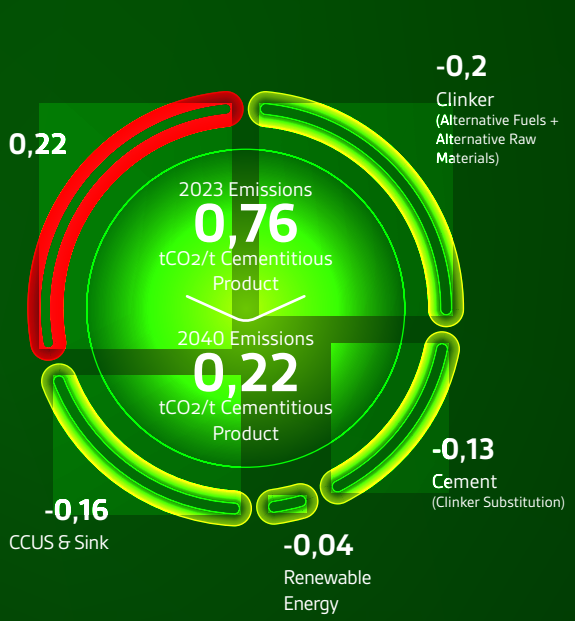
SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

BUSINESS AMBITION FOR 1.5°C

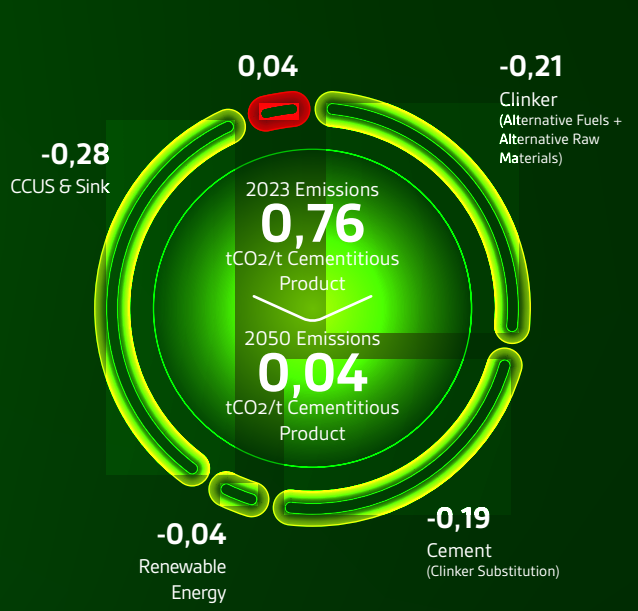
2030 Emission Intensity



2040 Emission Intensity



2050 Emission Intensity

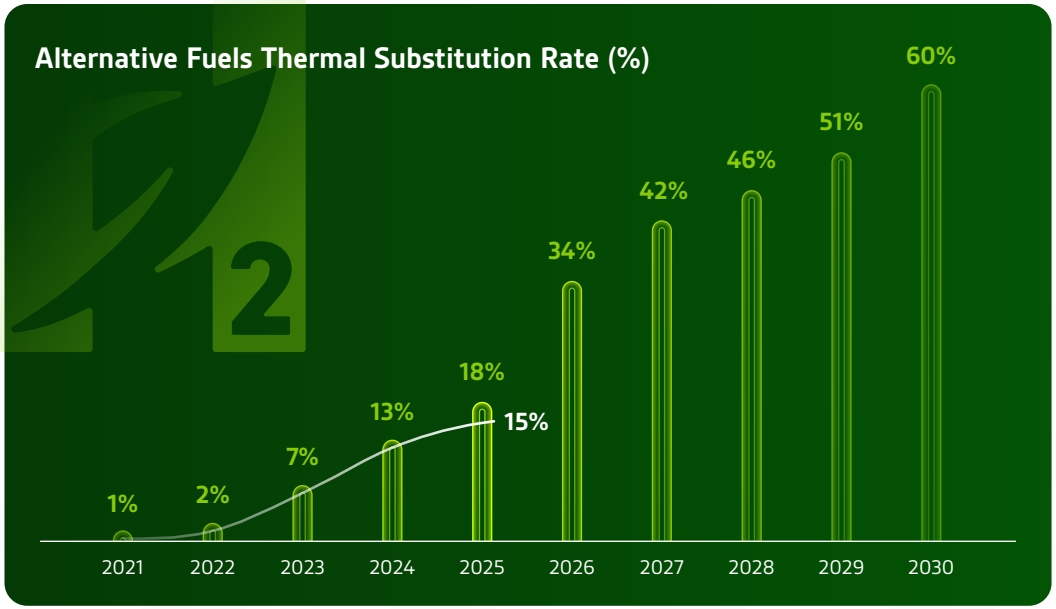




Alternative Fuel Use

As one of the priority focus areas within our decarbonization road map, alternative fuel and waste utilization is one of the core elements of our strategy to reduce our dependence on fossil fuels and lower our emissions. Accordingly, we convert waste-derived fuels that deliver energy-resource efficiency in favor of alternative fuels and advance a circular economy approach that treats waste as a resource in our production processes. Our alternative fuel portfolio includes refuse-derived fuels (RDF), end-of-life tires (ELT), synthetic, biomass, and sludge waste, as well as locally sourced, high-calorific, and alternative raw material-derived resources.

As of year-end 2025, our alternative fuel use rate steadily increased, delivering performance in line with our road map. In 2025, we made progress toward our targets by meeting 15% of our total fuel consumption from alternative sources as thermal substitution.



In the long term, we aim to increase our alternative fuel use rate to at least 50% thermal substitution by 2030 and to more than 95% thermal substitution in our total fuel consumption by 2050.

The safe, environmentally responsible, and highly efficient recovery of waste is an integral part of both our environmental responsibility and our operational efficiency. For this reason, alternative fuel and waste utilization is one of the key components of Limak Cement's sustainability journey and transition to low-carbon production.

Use of Biomass

Integrated Management of Biomass and Low-Carbon Fuels

Limak Cement's low-carbon fuel approach is based on the integrated assessment of waste-based fuels and renewable biomass resources in energy and thermal substitution. This fuel portfolio contributes directly to the goals of reducing fossil fuel use, lowering greenhouse gas emissions, and using natural resources more efficiently.

As of 2024, biomass was integrated into our production processes as part of the alternative fuel portfolio; this marks an important step toward increasing the share of renewable resources. In 2025, efforts related to biomass use were deepened, and comprehensive analyses and field studies were carried out to determine potential biological resources suitable for use in our operations, ensure supply continuity, and assess their environmental impacts.

Within this scope, technical, operational, and logistical criteria were assessed for different biomass types across our different locations; storage options, cost structures, and supply availability were analyzed. The studies carried out are directly linked to Limak Cement's goals of supporting decision-making processes aimed at increasing the share of biomass in its low-carbon fuel portfolio, strengthening circularity, and reducing emissions in line with its climate change mitigation targets.

With its holistic approach that combines low-carbon fuels and biomass, waste and renewable resources are recovered through energy recovery; this approach forms one of the key components of Limak Cement's net-zero road map and its long-term sustainability vision.

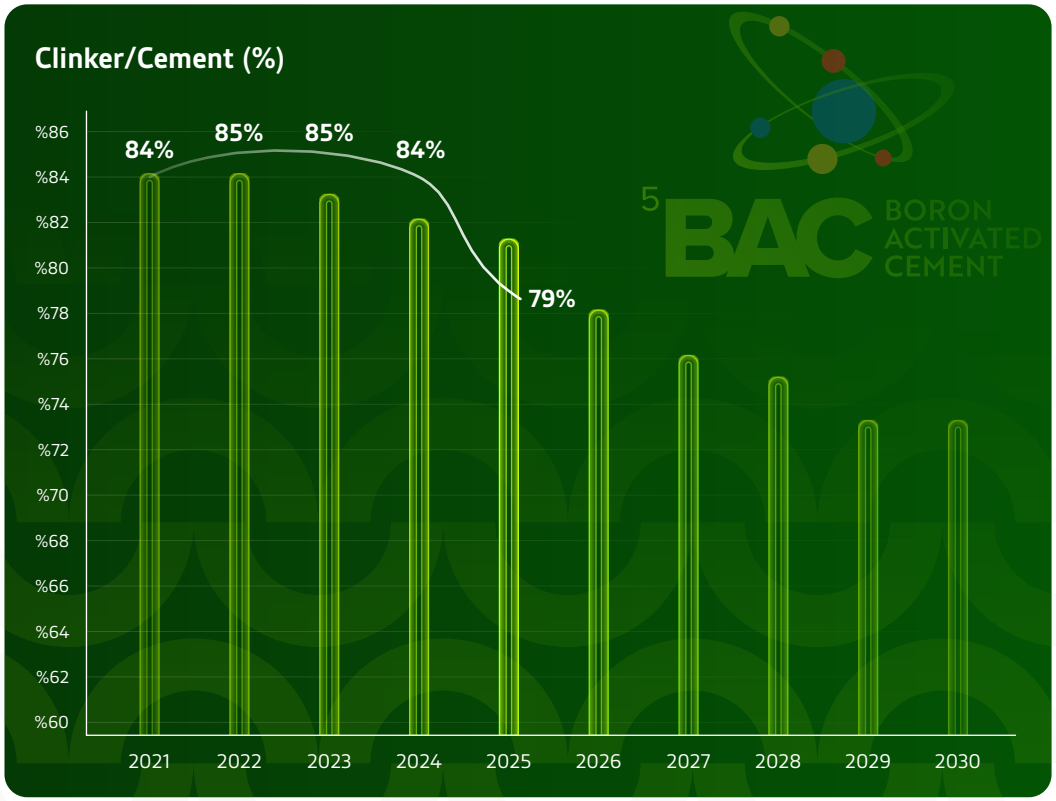


Alternative Raw Material Use

In line with our strategy to reduce the clinker use ratio, we are expanding the use of supplementary cementitious materials (SCMs) and alternative binders in cement. In this context, we support the preservation of natural resources by evaluating calcined clay, carbonated minerals, and various pozzolanic materials as alternative raw materials.

As Limak Cement, through our efforts focused on clinker substitution, we exceeded the target we set for 2025 and reduced our clinker use ratio from 84% in 2024 to 79%.

This progress supports the expansion of our green cement product portfolio and the introduction of new low-clinker products to the market.



Our patented new-generation boron-added BAC clinker is an innovative binder solution we have developed in line with our low-carbon footprint target. Thanks to its optimized mineralogical structure, it can be produced at a lower firing temperature, thereby reducing energy consumption and process-related CO2 emissions. At the same time, its higher reactivity allows it to deliver equivalent performance with a lower clinker ratio, positioning it as a key component of the green cement product portfolio.



With our alternative raw material and SCM use, we aim both to reduce carbon emissions and to increase resource efficiency. In this way, we create a more sustainable production cycle by reducing our dependence on natural resources.

We systematically aim to reduce the clinker ratio in cement content through the use of calcined clay, carbonated minerals, and other pozzolanic materials; in doing so, we increase alternative binder use. We are transforming this approach into a reality through our supporting investments and product development activities.

By 2050, we aim to reduce our clinker-related emission intensity (kg CO2/ton cementitious product) by at least 25%.

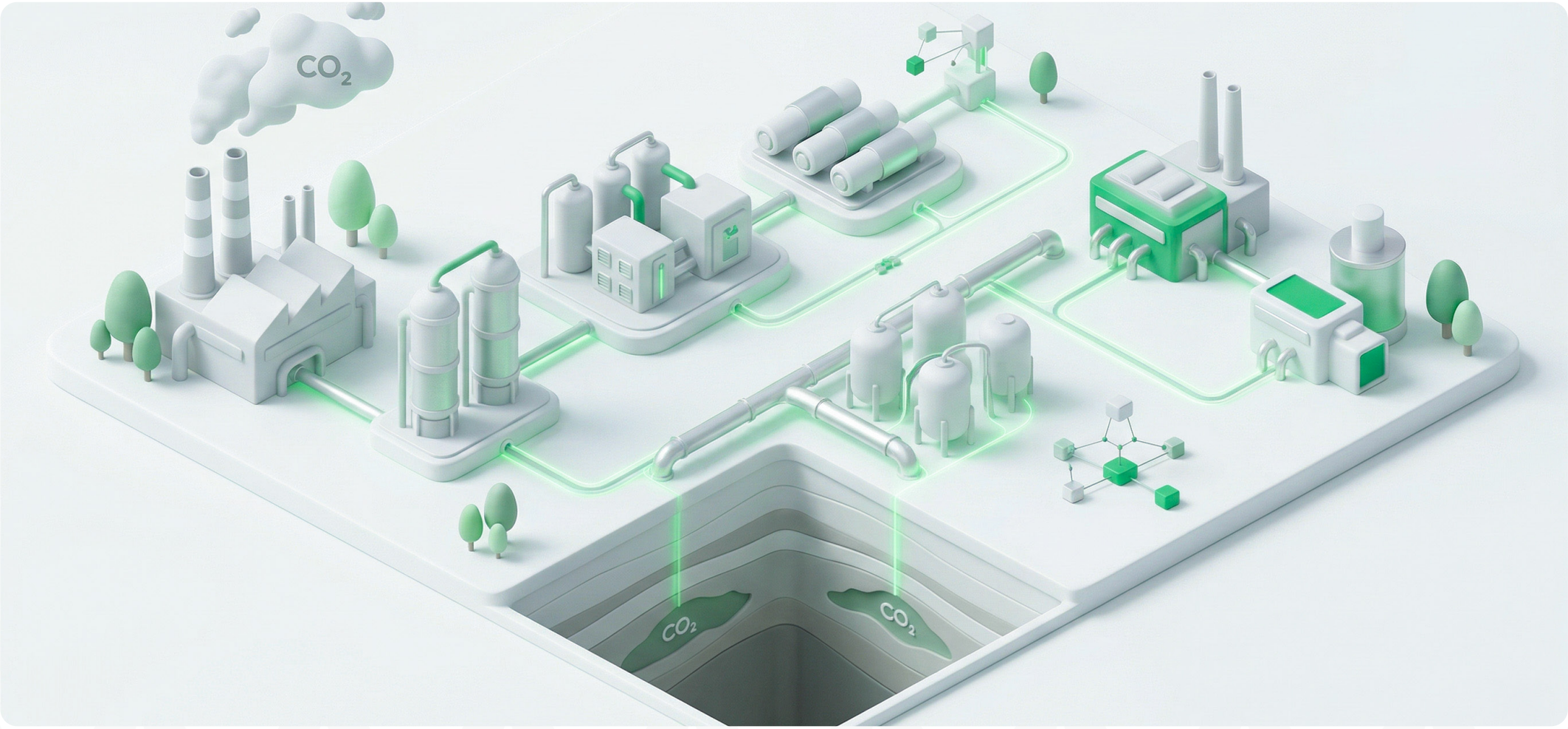
CCUS and Carbonation

Starting in 2031, we aim to establish industrial-scale carbonation facilities. Thanks to this technology, we aim to achieve an emission reduction of approximately 15 kg CO_2 per ton of cement produced by 2040, and to increase this reduction to 18 kg by 2050.

The carbonation process enables CO_2 generated at our facilities to be effectively captured and reused. In this context, we are planning innovative production processes such as the use of carbonated raw materials, the integration of calciners, and the evaluation of soluble calcium oxide and magnesium oxide. These steps support our sustainable production approach aimed at closing the carbon cycle.

Net Zero Projection

In line with our net-zero target and in alignment with our SBTi process, we aim to reduce our Scope 1 and Scope 2 emissions by 25% by 2030 and to achieve net-zero levels by 2050. In line with these targets, we are resolutely implementing all operational, technological, and structural transformation steps aimed at reducing emissions across the cement sector value chain.





Our Most Trusted Strength Has Always Been our Energy

Renewable Energy

With our solar panels commissioned in the last quarter of 2025, we also achieved reductions in our Scope 2 emissions. In 2025, we supplied 2% of our factories' electricity consumption from renewable energy.

By 2030, we aim to meet 53% of our total electricity needs from solar energy. By 2050, we plan to increase this rate to over 90%.

In line with this target, 44 MW of closed-loop solar power plant (SPP) investments, for which the official process was initiated in 2025, are expected to be commissioned by the 2026 year-end deadline.

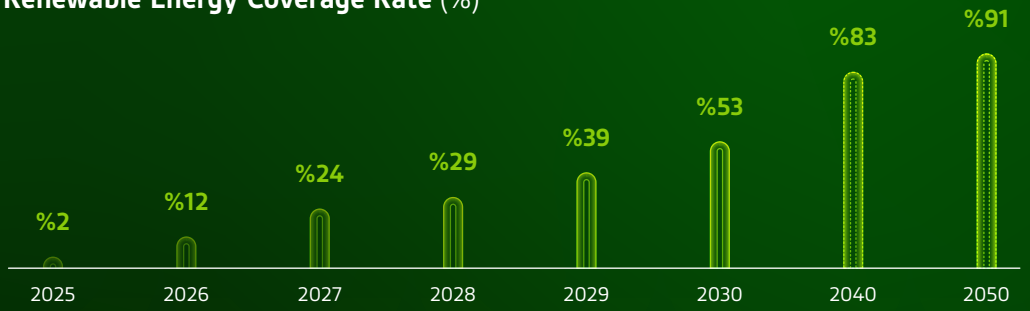
In 2025, our 36 MW capacity solar power plant (SPP) investment was commissioned. This investment represents an important milestone in our sustainable energy transformation.

Our SPP investments will not only contribute to reducing carbon emissions, but also enhance our long-term competitiveness by optimizing energy costs.

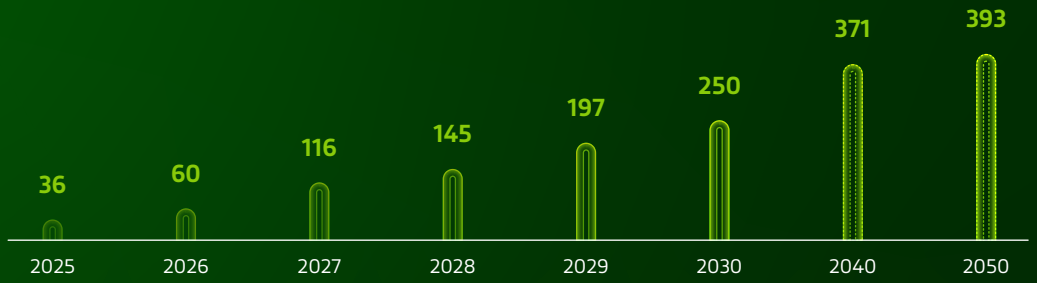
Process Energy Optimization

As Limak Cement, thanks to the benchmark studies carried out around our 2-Emission CEM I products, we have been among the leading actors in the sector in terms of specific energy consumption for many years. Today, in the process of transitioning to our low-carbon, innovative product portfolio, we have succeeded not only in keeping the energy consumption expected to increase under normal conditions, and our process optimization and efficiency-focused efforts, stable, but also in reducing it further. In this way, while maintaining our leading position in benchmark studies conducted with our new-generation products, our factories continue to rank among the sector's most energy-efficient sites. Among our Group factories, Anka Cement has become one of the globally most energy-efficient factories, with a specific energy consumption of 65 kWh/ton cement, which is lower than the global benchmark of 70 kWh/ton cement.

Renewable Energy Coverage Rate (%)



Renewable Energy Installed Capacity (MW)



Avoided Scope 2 Emissions (tCO_2/year)





Green Hydrogen

Maximizing the use of alternative fuels is one of Limak Cement's key priorities in line with its net-zero target. As an alternative support element to fossil fuels, we consider hydrogen holistically in a way that will both reduce carbon footprint and protect process stability and clinker quality. Through this approach, while accelerating the phase-out of fossil fuels, we aim to manage the in-kiln temperature regime, clinker mineralogy, and process efficiency in a controlled manner. In the medium and long term, the use of hydrogen as part of a hybrid energy component together with alternative fuels may become a critical support element both in terms of emission reduction and operational safety for Limak Cement's net-zero journey.



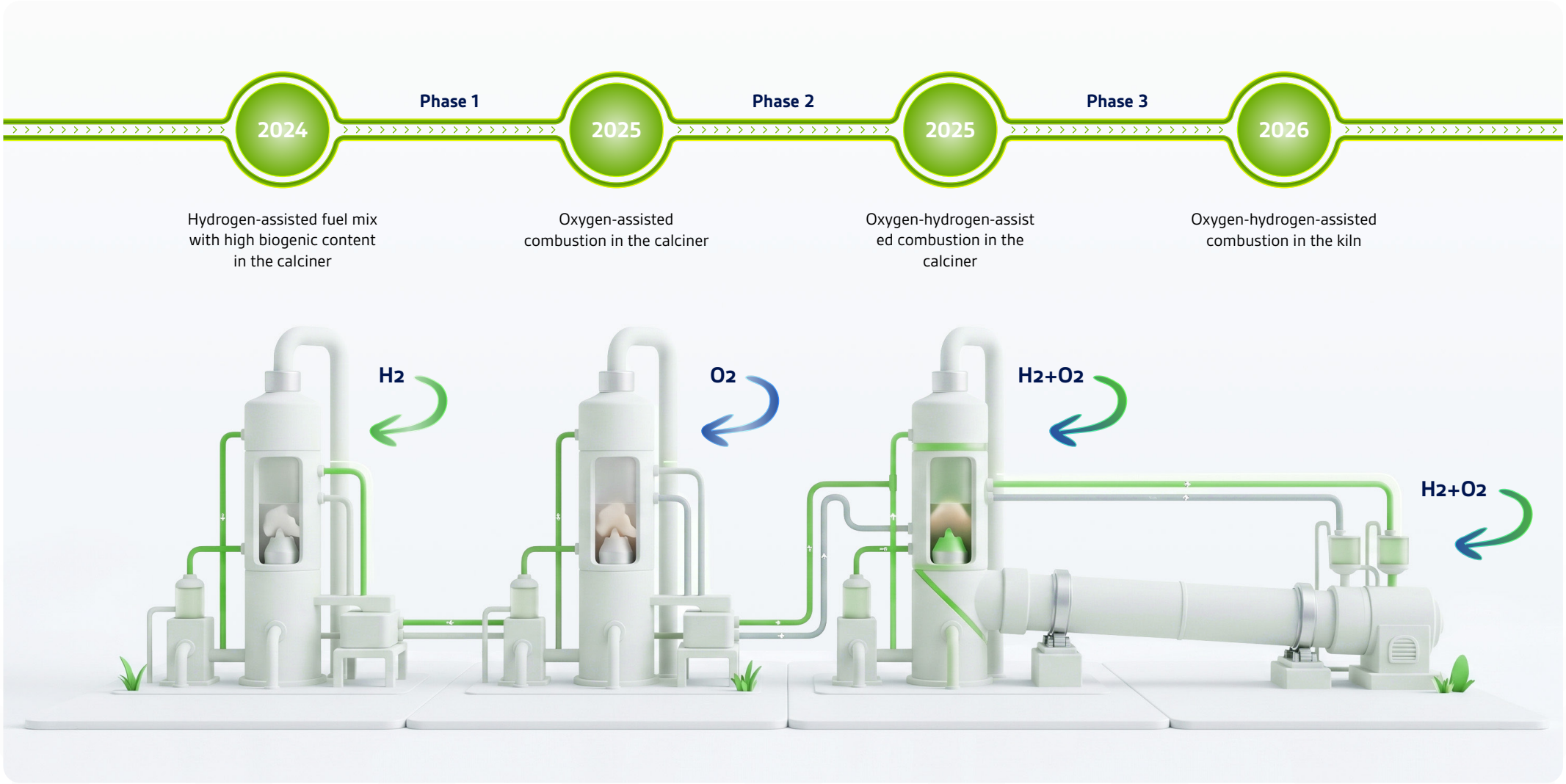




LiMAK CEMENT
x
AIR LIQUIDE
FIRST
MOVER
IN TÜRKİYE

H-2-De-fossilize





Our collaboration with Air Liquide since 2023 aims to demonstrate the role of hydrogen in maximizing the thermal substitution rate of alternative fuels. The project has been planned as three trial phases between 2024 and 2026. During this process, both partners demonstrated that fossil fuels can be fully substituted with a fuel mix with high biogenic content, and that hydrogen and oxygen injection in optimized quantities is possible.

In the first two phases of the project, both gases were used in the calciner, and the promising results obtained showed that total thermal substitution can be achieved while maintaining productivity and thermal efficiency, and keeping the operational cost impact at a competitive level.

The next phase is planned to be carried out in the first half of 2026.

In this phase, the aim is to further optimize gas quantities and use the gases in the kiln hood. This is expected to deliver even more favorable results.
The collaboration between Limak Cement and Air Liquide is moving into a new phase, with both parties having started engineering work for the first demonstration-scale electrolyzer to be installed on site. Hydrogen and oxygen production will be provided under this project.

Energy Management

In 2025, within the scope of the energy efficiency efforts carried out at our facilities, a total of 19,548,535 kWh of energy savings was achieved, resulting in a reduction of 8,560 tons of CO_2 equivalent greenhouse gas emissions. The savings achieved reached a level that would cover 8.32% of annual electricity consumption at our Trakya plant and 6.86% at our Anka plant. These results demonstrate that Limak Cement regards energy efficiency as one of the core elements of operational excellence and is progressing resolutely in line with its sustainable production targets.

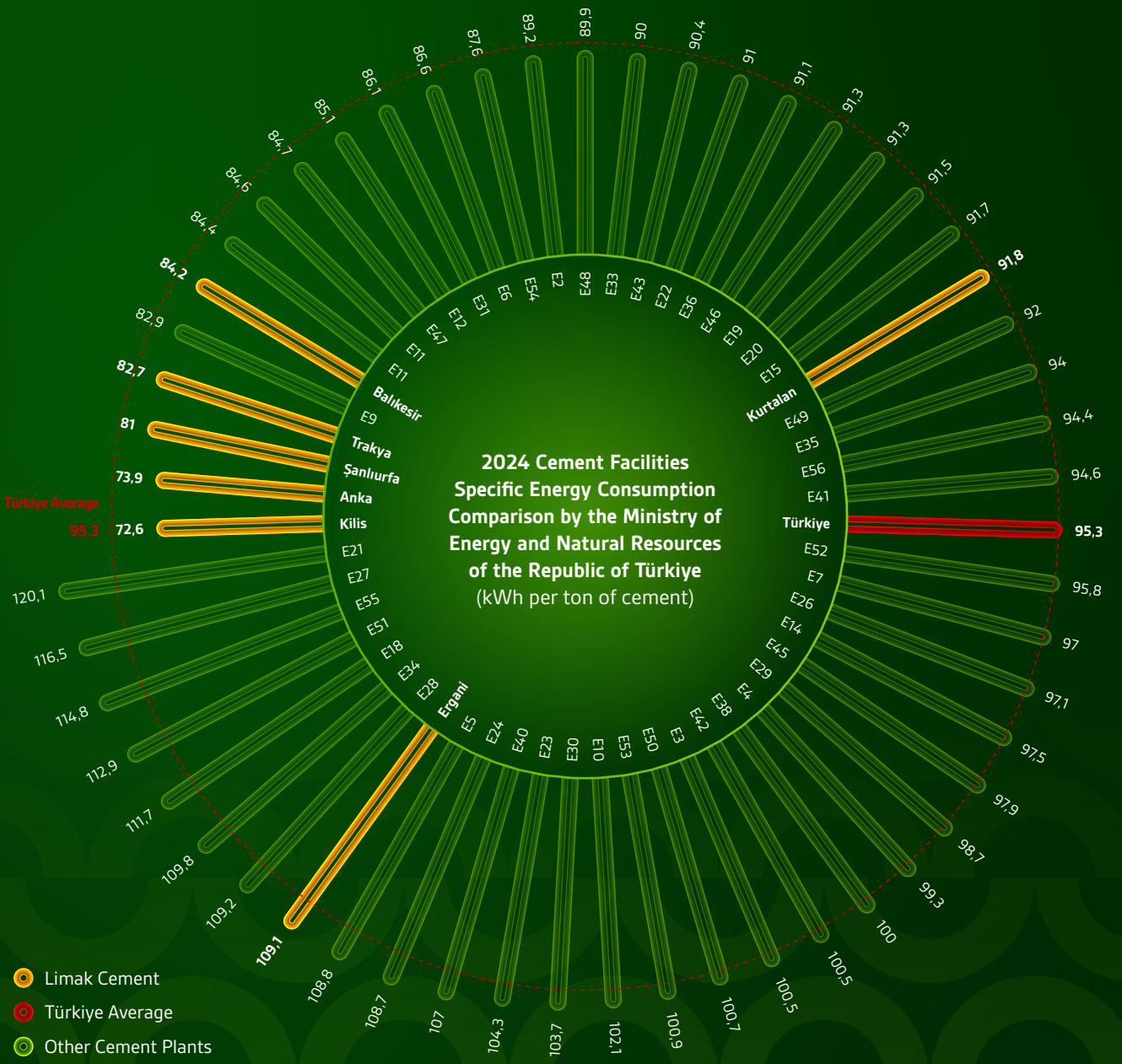
The 2024 Specific Energy Consumption data for Cement Facilities shared by the Ministry of Energy and Natural Resources of the Republic of Türkiye once again confirmed Limak Cement's commitment and technical capability in energy management. In this comprehensive analysis comparing the energy intensities of all cement plants across Türkiye, the performance demonstrated by our plants is a source of pride.

Shared Performance at the Top: The fact that four of our plants rank among the top five facilities with the highest energy efficiency (Kilis, Anka, Şanlıurfa, and Trakya) demonstrates that our low-carbon production strategy is the result of disciplined engineering.

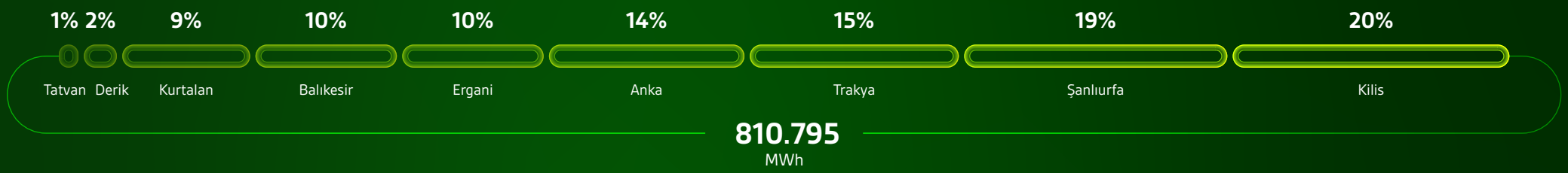
Far Beyond the Türkiye Average: As clearly shown in the chart, the vast majority of our facilities demonstrate energy consumption well below, and therefore more efficient than, the Türkiye average of 95.3 kWh/ton. This shows that we successfully manage both our costs and our environmental footprint by minimizing the energy we consume per unit of production.

Continuous Improvement Focus: We continue our modernization and efficiency-enhancing investments without slowing down for our only facility that remains above the Türkiye average in our portfolio. In our 2025 project projection, raising all our locations to the level of "best practices" is among our key priorities.

We will continue to work with the determination to provide the greatest contribution not only to our sector, but also to our country's green transformation targets, through every step taken toward "**less energy, more value**" the approximately 19.5 million kWh of energy savings we achieved in 2025, and the 8,560 tons of CO_2 emission reduction this enabled.



2025 Total Energy Consumption Data



2025 Total Energy Savings Data



Total Greenhouse Gas Emission Reduction from Energy Savings in 2025

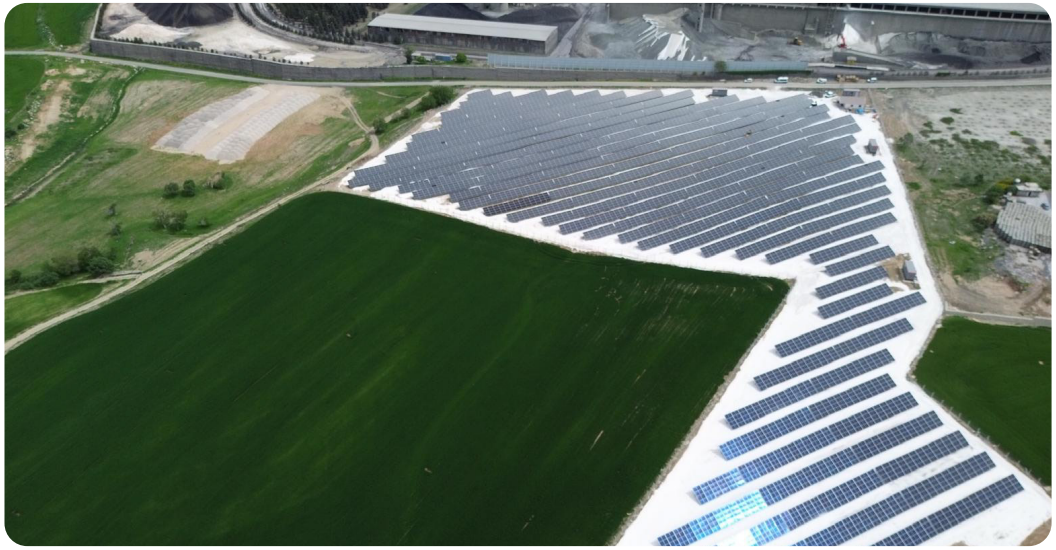




Green Investments

Bright Tomorrows

Our Solar Power Plant (SPP) Investments



Diyarbakır - Ergani



Mardin - Derik



Şanlıurfa



Siirt Kurtalan

Investments

Kilis Hotdisc and Alternative Fuel Feeding System

With the pre-combustion chamber (FLSmidth Hotdisc®) and integrated waste feeding system investment commissioned at Limak Kilis Cement Plant in 2025, significant progress was achieved in alternative fuel use. Within the scope of this investment, together with the Hotdisc system, which enables controlled fuel feeding from a point close to the clinkering zone, fully automated, crane-controlled, enclosed, and high-capacity waste preparation and feeding infrastructure was installed. Thanks to the installed system, different types of alternative fuels with varying properties can be fed into the kiln homogeneously, safely, and continuously.

With the new pre-combustion system, an alternative fuel use rate of up to 45%, as guaranteed by the system, was targeted at Kilis Plant; as a result of the operational studies and performance trials carried out, it was verified that approximately 50% of the total system's calorific load could be supplied from waste-derived fuels through Hotdisc. If this performance is extended across the full year, an emission reduction of approximately 100,000 tons/year of CO_2 is expected to be achieved. Thus, dependence on fossil fuels was reduced while process stability and clinker quality were maintained.

This investment is fully aligned with Limak Cement's decarbonization road map, climate change mitigation targets, and low-carbon production strategy, and has elevated Kilis Plant's strong production capacity to an advanced level with a focus on sustainability. In line with its net-zero carbon target, Limak Cement continues to resolutely implement its road map for producing environmentally responsible and lower-emission products through investments that reduce alternative fuel use, energy efficiency, and environmental impact.





Ergani Cement Plant – Preheater Tower Modification

At Limak Ergani Cement Plant, the preheater tower modification project, carried out to increase energy efficiency, reduce carbon emissions, and support product quality, was implemented following the technology contract signed on March 12, 2024, and was commissioned on May 29, 2025. Within the scope of the project, two new cyclones were added to the uppermost stage, upgrading the existing four-cyclone tower structure to a six-cyclone structure. The other cyclones were also renewed with a new-generation, high-efficiency cyclone design.

With this modification, significant improvements were achieved in raw meal preheating and heat recovery efficiency, while the temperature and chemical homogeneity of the material entering the kiln increased. In this way, process stability was strengthened and continuity in product quality was supported. In the operational evaluations conducted after the modification, an improvement of approximately 60 kcal/kg clinker was observed in specific heat consumption.

In parallel with this improvement in energy performance, a reduction of approximately 5 kWh/ton was achieved in specific electricity consumption, and a more efficient and balanced production structure was obtained with an average daily clinker production level of 2,350 tons. In line with the results achieved, an annual saving of approximately 30 kg CO2 emissions per ton of clinker was achieved, representing a significant gain in terms of the carbon reduction targets of Limak Cement's Ergani Plant.

This investment is among the pioneering applications in Türkiye with a limited number of similar examples, and represents an important example of a sustainable and low-carbon production approach by addressing energy efficiency, carbon reduction, and product quality together. Together with ongoing and planned additional improvement investments, Limak Cement will continue to resolutely implement its decarbonization road map in line with its target of producing lower-carbon, high-quality products.





- *A total of four Investment Committee Meetings were held in 2025.*
- *Two of the meetings held were held as extended meetings with the participation of factory directors and their assistants in addition to center directors and C-Level executives, while the other two were held only with the participation of factory directors and their assistants.*
- *Full attendance was achieved at the C-Level and director level.*

Investments for Low-Carbon Production

Our Company resolutely continues its investments aimed at reducing the carbon intensity of production processes in line with the emission reduction targets defined under its decarbonization road map. In this context, projects aimed at increasing the use of alternative fuels (AF), alternative raw materials, and supplementary cementitious materials (SCMs) were implemented at different facilities.

The investments carried out not only contribute to emission reduction, but also play a strategic role in increasing efficiency in resource use, strengthening circular economy practices, and accelerating production transformation in line with the net-zero target.

Alternative Raw Material Feeding and Storage Investments

Investments were also carried out to support the use of alternative raw materials, reduce natural resource consumption, and increase resource efficiency in production.

With the establishment of the four-column feeding lines at the Trakya plant, the controlled and continuous integration of alternative mineral inputs into the production process was ensured. Through this investment, dependence on natural raw material use was reduced, while operational flexibility and continuity in production processes were increased.

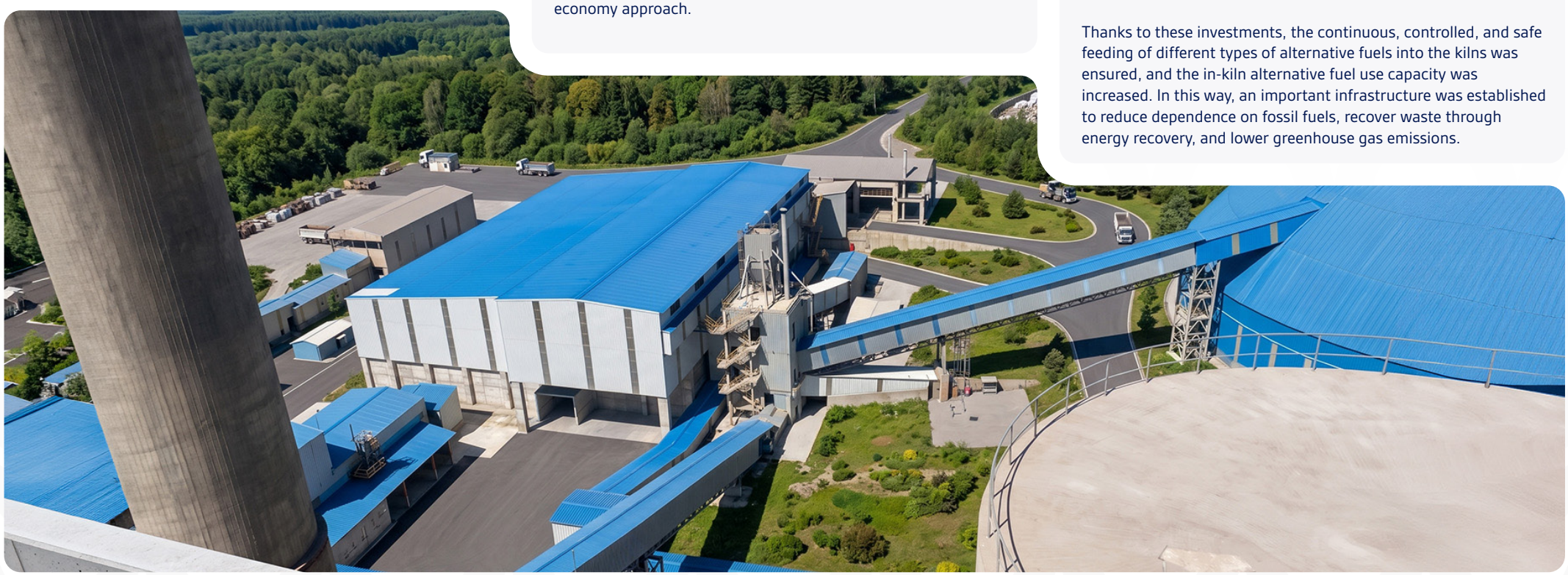
The use of alternative raw materials contributes to the conservation of natural resources and the diversification of inputs in production processes in line with the Company's circular economy approach.

Alternative Fuel (AF) Investments

Within the scope of the decarbonization strategy, facility-based investments were carried out to increase the alternative fuel use rate. Through these investments, the integration of alternative energy sources into production processes and the reduction of fossil fuel use were targeted.

At the Trakya plant, the installation of the Alternative Fuel Preparation, Storage, and Dispatch System, as well as the dried sewage sludge silo and feeding system, was completed and commissioned in 2025. At the Anka, Ergani, and Şanlıurfa plants, the installation of the Rotary Kiln Alternative Fuel pneumatic conveying system was completed to optimize alternative fuel feeding to the kiln. The existing burner pipes at the Şanlıurfa and Ergani plants were also replaced with new-generation systems that offer high efficiency and are compatible with alternative fuels.

Thanks to these investments, the continuous, controlled, and safe feeding of different types of alternative fuels into the kilns was ensured, and the in-kiln alternative fuel use capacity was increased. In this way, an important infrastructure was established to reduce dependence on fossil fuels, recover waste through energy recovery, and lower greenhouse gas emissions.



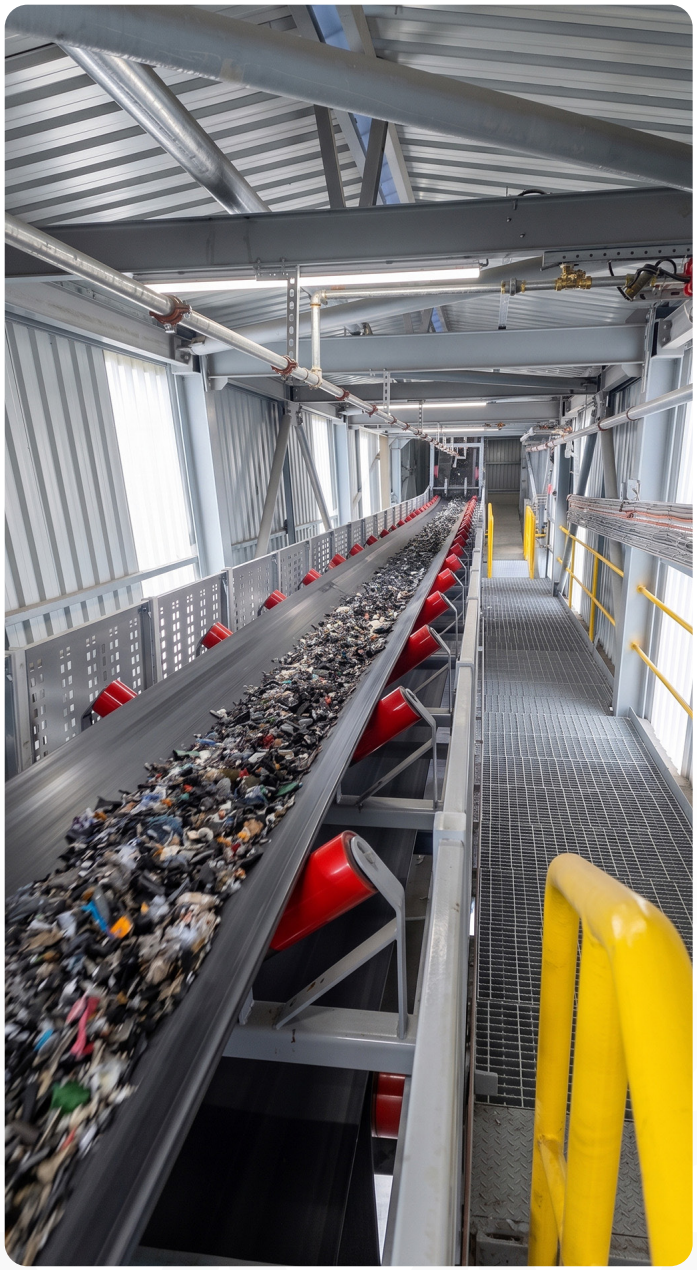
Supplementary Cementitious Materials (SCM) Investments

Investments aimed at increasing the use of supplementary cementitious materials were expanded across facilities to reduce the clinker ratio and lower product-based carbon emissions.

At the Anka plant, the fly ash use rate was increased through the ash silo scale integrated into the ball cement mill unit. At the Trakya plant, the ash feeding system and silo installation for the cement mill were completed, strengthening SCM use capacity.

Through these investments, the integration of industrial by-products such as fly ash into production processes was ensured, clinker ratio was reduced, and the product-based carbon footprint was lowered. At the same time, the transformation of waste into value-added inputs supported circular economy practices.

The investments carried out demonstrate the transformation of production processes in line with our low-carbon production targets; increasing the use of alternative fuels, alternative raw materials, and SCMs strengthens both operational efficiency and environmental performance. This approach is one of the key elements of our long-term sustainable growth strategy in alignment with our net-zero emission target. Investment plans and activities in line with these targets continue.





Circular Economy and Resource-Efficient Society

As Limak Cement Group, in line with our responsibility to combat the global climate crisis, support sustainable development goals, and leave a livable world as a legacy for future generations, we regard the protection of natural assets as a cornerstone of our corporate approach. Accordingly, we are completely moving away from the traditional "take-make-dispose" model and integrating the "waste-to-value" philosophy into all our operational processes. We position resource efficiency not merely as an operational target, but as a strategic lever at the center of our business model.

Our Strategic Collaborations and Global Vision Road Map

We are taking comprehensive steps to document our sustainability journey in line with international standards and reinforce our pioneering role in the sector:

Global Compliance and COWI Collaboration

We manage our circular economy practices not as individual projects, but within a holistic and integrated ecosystem framework. Through our strategic partnership with COWI, an internationally prestigious consultancy firm, we follow a road map fully aligned with the European Union Green Deal (EU Green Deal) and relevant international regulations. This process increases our global competitiveness in low-carbon production and resource optimization.

Flawless Zero Waste Management

We adopt the "Zero Waste" principle at every stage of our operational processes. We minimize pressure on the ecosystem by bringing all waste generated by our production activities back into the economy through upcycling and recovery methods. As a sign of this commitment, all our plants hold Zero Waste Certificates approved by the Republic of Türkiye Ministry of Environment, Urbanization and Climate Change.

Cross-Sector Industrial Symbiosis

We close the resource loop by incorporating the outputs of different disciplines into our production as inputs. Through the strong ecosystem we have established with locomotive sectors such as mining, ceramics, iron and steel, energy, and shipyards, we evaluate materials such as marble waste, bottom ash, fly ash, and excess dredging material as alternative raw materials. This approach reduces the use of natural raw materials while ensuring that industrial waste is disposed of through environmentally friendly methods.



Responsible Sourcing Certifications (CSC)

The achievements we have attained as a result of the independent and rigorous audits conducted by the Concrete Sustainability Council (CSC) are among the most concrete indicators of our Environmental, Social, and Governance (ESG) performance in the international arena.

- Our Anka Plant, which maintains sustainability standards at the highest level, was awarded the CSC Platinum certificate. With this achievement, our plant has proven that it is Türkiye's first and only integrated cement plant certified at the Platinum level. The plant also succeeded in ranking among the top three companies and the top 10 facilities in Europe based on its performance.
- In line with our principles of responsible sourcing and operational excellence, our Girne Ready-Mixed Concrete Plant was awarded the CSC Gold certificate, setting the standards in the sector.
- We regard our current achievements as a starting point. By the end of 2026, as Limak Cement, we commit to transforming all our integrated plants and ready-mixed concrete facilities into a globally recognized sustainability network by completing their CSC certification processes.







Water Management

As Limak Cement, we position water scarcity, one of the most critical consequences of the global climate crisis, at the center of our sustainability and environmental responsibility approach. Aware that the regions where we operate are under "medium-high" water stress, we regard water not only as a production input, but also as a natural legacy that must be preserved. Accordingly, we follow a holistic management strategy that combines digital transformation and operational efficiency to minimize our "water footprint."

Water Management Policy

Legal Compliance and Responsibility
- Legislation
- ISO 14001
- ISO 46001
- ISO 14046

Water Savings and Efficiency
- Efficiency Projects
- Recovery
- Digitalization
- Rainwater
- Continuous Improvement
- Water Stress
- WRI

Risk Management and Transparent Reporting
- Water Risks and Opportunities
- CDP
- Water Security
- Water Road Map

Stakeholder Engagement and Social Awareness
- Awareness Projects
- Collaborations
- Social Responsibility Projects
- WASH Principles

We support the steps we take to protect our water resources with measurable data and technological infrastructure. As a result of our water-saving-focused modernization efforts, successful results have begun to be achieved in resource consumption.

We have succeeded in reducing the total amount of water withdrawn by around 10% over the last two years. This reduction is one of the most concrete indicators of the efficiency we have achieved in resource use while maintaining our production capacity.

Digital Water Monitoring and Smart Systems

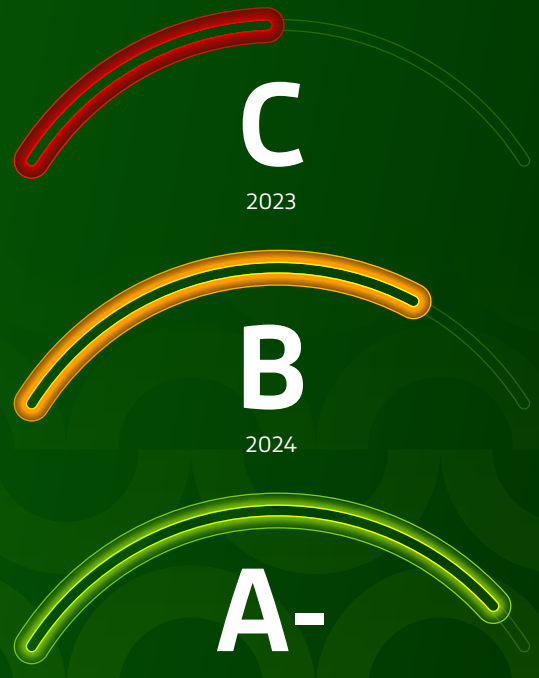
We are digitalizing our facilities to manage the water cycle with real-time data. At our plants, we track every drop of water through digital monitoring systems, from source to point of use. These systems detect potential losses and leaks instantly, enabling intervention while strengthening our data-driven decision-making processes.



The momentum we have achieved in the Carbon Disclosure Project (CDP) Water Security program, one of the world's most prestigious reporting platforms, attracts attention on a global scale. Our performance, which we have reported regularly since 2021, rose from "B (Management)" in 2024 to "A- (Leadership)" in 2025. With this achievement, we moved one step closer to having our name included in the global "Water Leaders" list.

Climate CDP A List 2025

Our Development Journey in the CDP Water Security Program



Circular Water Management and Rainwater Harvesting: We support the natural water cycle through the rainwater harvesting systems we have implemented at our Şanlıurfa and Kurtalan plants. Thanks to this innovative approach, we not only save water, but also prevent carbon emissions by reducing the energy required in the process of conveying water.

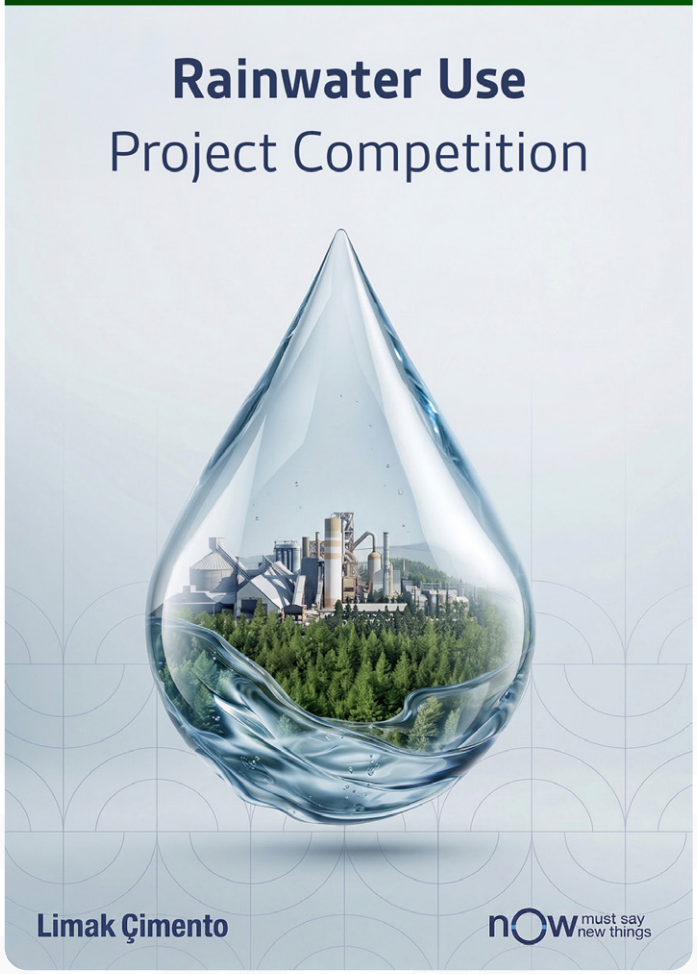
By comparing the water needs of the future, which are expected to become one of the greatest challenges, with today's conditions, as Limak Cement, we aim to activate proactive mechanisms. We continue our road maps and preparations for alternative water sources and future technologies to reduce unit water consumption at all our facilities with high water consumption. To ensure that units linked to upper management are at the highest level of awareness, we carry out projects.



Water Efficiency Management ISO 46001

All our integrated cement plants were entitled to receive the ISO 46001 Water Efficiency Management System Certificate by embedding water management as a corporate discipline. With this certificate, Limak Cement holds the title of being the first and only company in the Turkish cement sector to certify water management at this standard.

2024	2025	2026
Rainwater Use Project Competition	Evaluation of Successful Projects within the Scope of Investment	Commissioning of Rainwater Use Projects



The most striking proof of our operational excellence is our specific water consumption figures. The water consumption achieved at our Şanlıurfa plant is well below overall sector averages. These data prove that Limak Cement has one of the most efficient water-using facilities not only in Türkiye, but also on a global scale.

Future Vision

Our goal is to expand our digital monitoring network to all Group plants, optimize "closed-loop" water use systems, and reduce the impacts of water stress on the ecosystem to zero.

Water Footprint ISO 14046

As Limak Cement, we are expanding the ISO 14046 water footprint calculation and verification studies that we launched at our integrated cement plants in 2022.

7 Integrated Cement	2 Grinding Packaging Africa
2 Grinding Packaging Türkiye	7 Ready-Mixed Concrete

As part of efforts to reduce the amount of water withdrawn from groundwater sources, work has begun at our integrated cement plants with domestic wastewater treatment plants to recover treated wastewater for use in the process through advanced treatment technology; with commissioning at our Şanlıurfa plant next year, domestic wastewater recovery efforts will be launched across all our plants. It is targeted that the recovered domestic wastewater from all water consumption will be provided through domestic wastewater treatment and recovery at a rate of at least 10%.

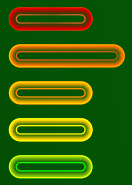
Domestic Wastewater Recovery Road Map



Within the scope of the CDP and ESG studies we monitor, Water Risk Assessment and Management Plan Reports were prepared for all our plants, based on literature, scientific, and field studies, together with the company we began working with as a strategic partner among our stakeholders, in order to conduct detailed analyses of our plants' water stress levels and future projections and establish action plans.

Risk Categories Across the Group

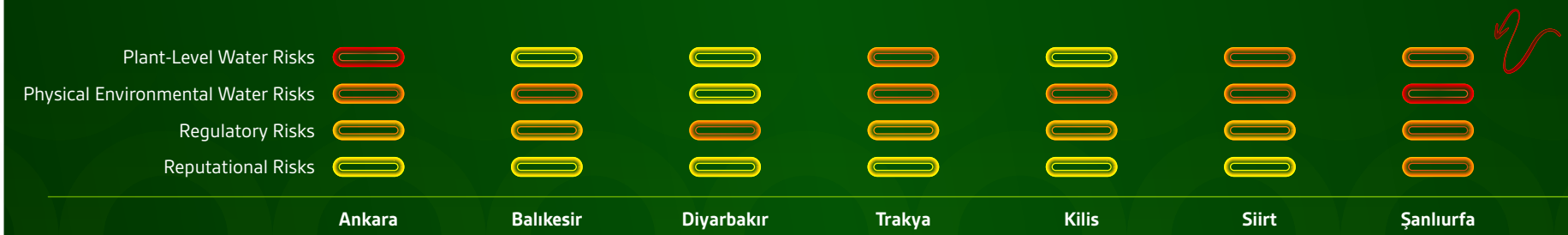
Dominant Risk: Physical Environmental Conditions
Water access risks are largely driven by the geographical and hydrological use characteristics of the facilities.



Risk Intensity: Medium and High Level
Although risks across the Group are at a manageable level, critical risks may affect business continuity.

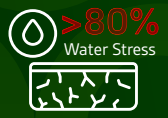
Second: Operational Risks
Process water intensity, maintenance, and water quality sensitivities are important areas for improvement.

Plant-Based Priority Risk Areas



Şanlıurfa: Highest-Risk Facility
Physical water risks in particular are at a "critical" level and require urgent action.

Future Projection



Water Stress Will Increase Significantly by 2050
Water stress in Ankara, Kilis, and Şanlıurfa will reach an "extremely high" level (>80).



Groundwater Potential Is Declining
A gradual decrease in groundwater resources is expected, particularly in Balıkesir, Kırklareli, and Şanlıurfa.



Rainwater Potential Is Decreasing
The declining trend in precipitation in many regions indicates increased dependence on groundwater.

Biodiversity Management

As Limak Cement, we regard managing our mining and cement production operations in harmony with nature not merely as a legal obligation, but as the foundation of a "nature-positive" growth strategy. With our focus on "Inclusive Development, Socially Conscious People, and a Healthy Planet," we make the conservation of ecosystems a core part of our corporate strategy and management model.

We manage our operational sites using the Good Practice Handbook assessment methodology of the Equator Principles (EPs), IFC (International Finance Corporation), and EBRD (European Bank for Reconstruction and Development), which are used by the World Bank as benchmarks for performance criteria and risk and impact assessment.

When determining our operational sites, we adopt as a core principle avoiding negative impacts on World Heritage Sites, IUCN Category I-IV protected areas, and the Key Biodiversity Areas (KBAs) identified by BirdLife International. Avoiding critical habitats forms our strongest line of defense in biodiversity conservation.

Our Corporate Biodiversity Policy and Strategy

In line with our way of doing business aligned with ESG criteria, we build biodiversity management on the following core principles:

1. **Inventory and Impact Analysis:** We keep our biodiversity inventory up to date at every step, from the selection of quarries to the closure phase, and regularly assess potential impacts.
2. **Sensitive Ecosystem Protection:** We protect the habitats of endemic and rare species and support scientific restoration projects in these areas.
3. **Industrial Symbiosis and Climate Linkage:** We mitigate the pressure of climate change on biodiversity by using low-carbon technologies.
4. **Social and Corporate Awareness:** We raise biodiversity awareness across our entire stakeholder chain, from our employees to our suppliers, through training and communication activities.
5. **Transparent Monitoring and Collaboration:** We continuously monitor our performance indicators (KPIs) and transparently share our progress in our sustainability reports by working in cooperation with academics and local communities.



Future Target: SBTN and Global Leadership

As Limak Cement, we are taking our biodiversity journey to the next level. The strategic focal points for the period ahead are as follows:

- **Science Based Targets Network (SBTN):** We will secure the scientific validity of our biodiversity targets by aligning them with international platforms such as the Science Based Targets Network (SBTN) and turn them into certified global commitments.
- **KPI-Focused Management:** We will make our performance measurable and developable through concrete KPIs such as protected area size, restored area size, and net biodiversity gain.
- **The Power of Training:** We will continue to make the conservation projects and local training programs we launched in Balıkesir a sectoral reference point in biodiversity management by expanding them to all our plants.

Our Vision: By aligning our production activities with the cycle of nature, we will maintain our role as an "ecosystem partner" that not only protects biodiversity, but also enriches it.

Biodiversity Action Plans (BAP)

The pilot study we launched at our Balıkesir plant has today evolved into a corporate standard that guides all our operations.

- *Balıkesir Pilot Study: As a result of the field research we conducted with expert academics, we identified critical species in the region and placed them under protection. This methodology applied in Balıkesir was successfully extended to our other six plants. Endemic and rare species were identified at all our locations, and Biodiversity Action Plan (BAP) studies were launched across all our field sites.*
- *As a result of the action plans prepared, we continue the pilot conservation projects at our Balıkesir plant, as well as activities such as employee and local community training, together with our expert partner companies. We will continue the same projects at our other plants in the coming year.*
- *We go beyond conservation in the field, supporting nature's self-renewal through ecosystem-aligned rehabilitation projects in post-mining areas. Through our sustainable land use principles, we prevent soil degradation and contribute to the conservation of natural water resources.*



Anatolian Rock Lizard
Anatololacerta Anatolica



Annual Saltmarsh Aster
Aster Subulatus



Caucasian Squirrel
Sciurus Anomalus



Canadian Fleabane
Conyza Canadensis



Tree of Heaven
Ailanthus Altissima



Spur-Thighed Tortoise
Testudo Graeca



Common Cocklebur
Xanthium Strumarium



Ottoman Viper
Montivipera Xanthina



Tmolus Woundwort
Stachys Tmolea

Environmental Governance and Emissions Management

As Limak Cement, we regard climate change not only as an environmental risk, but also as an operational transformation opportunity. In line with our "Net Zero 2050" vision, we integrate our decarbonization road maps into our dynamic business plans, adopting our low-carbon economy transition as a strategic priority. We move forward with a data-driven governance model and strong collaborations to minimize our environmental impact.

We believe that sectoral transformation is only possible through collective effort. In this context, we take an active role in platforms that set global standards for decarbonization.

In addition to international authorities such as the European Cement Association (CEMBUREAU) and the Global Cement and Concrete Association (GCCA), we actively participate in the work of TÜRKÇİMENTO. Through this network, we closely follow innovative solutions such as low-carbon clinker production and carbon capture technologies (CCUS), and integrate them into our local operations.

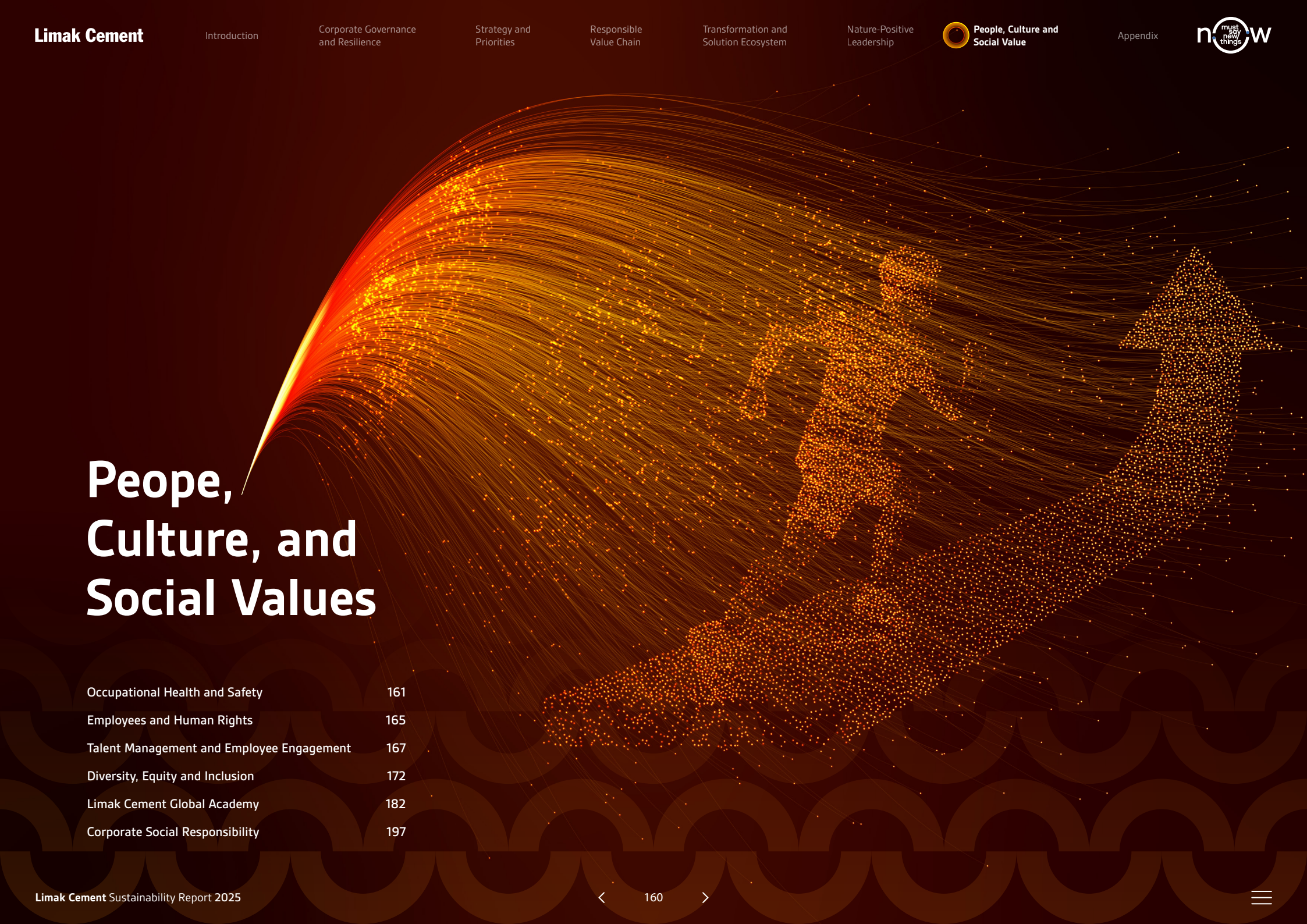
Through the work we carry out with our strategic partner COWI, we proactively monitor green economy regulations, particularly the European Union Carbon Border Adjustment Mechanism (CBAM). This monitoring process enables us to protect our export potential while raising our production standards to the highest level of global competition.

We reinforce our environmental success with our corporate discipline and "zero-defect"-focused management approach. Inclusive ESG Governance: We manage environmental governance through sustainability committees represented at the board level. By considering environmental risks on an equal footing with our financial risks, we include "carbon cost" and "environmental impact" as priority assessment criteria in every investment decision.

We build our emission management on the principles of "measurability" and "transparency." We digitally monitor our facilities with a level of sensitivity that goes beyond legal requirements.

- MRV (Monitoring, Reporting, and Verification) System: Since 2015, we have meticulously monitored our greenhouse gas emissions under the internationally recognized MRV system. This systematic data flow establishes a reliable baseline for projects aimed at reducing our emission intensity.
- 24/7 Monitoring through Continuous Emission Measurement Systems: Thanks to advanced technology measurement devices installed in the stacks of our plants, we continuously monitor Dust, NOx (Nitrogen Oxides), and SO2 (Sulfur Dioxide) values. These data are shared instantly with the relevant public authorities and are kept below legal limits at all times.
- We do not limit the impact of our operations on the environment to stacks alone; we also regularly monitor and control the air quality within and around our facilities.





Peope, Culture, and Social Values

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Occupational Health and Safety (OHS)

As Limak Cement, we operate in the cement sector, which involves high temperatures, heavy equipment use, and intensive operational processes, and is therefore classified as high-risk in terms of occupational health and safety. For this reason, the health and safety of our employees is among the most fundamental elements of our business continuity and operational performance. We place preventive analysis at the center of our risk management approach to prevent the negative impacts of risks that may arise in cement production processes on both our employees and society.

Accordingly, we regard the health and safety of our employees as a core value, and manage occupational health and safety as an integral part of all our activities. Our OHS Policy covers not only our permanent and temporary employees, but also employers, contractors, and subcontractors, thereby extending our sphere of influence.

We adopt a holistic approach that integrates the ISO 45001 Occupational Health and Safety Management System across all our facilities, and identifies and controls risks in advance. To ensure continuity in safe working environments, we place OHS among the strategic elements of corporate sustainability.

Click here to view the Limak Cement Occupational Health and Safety Policy.

With our approach that goes beyond legal requirements, combines international standards and sectoral benchmarks, and is based on good practices, we maintain our occupational health and safety management within a dynamic structure that is open to development. While aiming to build a strong OHS culture through training programs and awareness activities that strengthen employee participation, we continuously improve our solutions supported by regular drills and digital applications for emergency preparedness.

Limak Cement Save Program

With our 102-person Change Sponsors and Change Leaders team, established among employees from multidisciplinary units who volunteered and applied following the kick-off held in 2023, we took this journey to a more advanced level in 2025.

In reactive indicators, our Limak Cement Group employee accident frequency rate, which was mainly affected by behavior-related nonconformities in 2023, achieved an improvement of 30% by 2025, over a two-year period, despite newly opened facilities and an expanding workforce. In proactive indicators, participation increased by more than 200%, particularly through toolbox meetings, gemba practices, behavior-focused OHS activities, and awareness initiatives.

Zero Tolerance Mottos

Through our Limak Cement Save vision, we continuously create positive value for ourselves, our stakeholders, and the communities within our sphere of influence. We aim to build a healthy and safe organization that is made up of everyone and adds value to everyone. With feedback from change leaders across all locations, we defined “Zero Tolerance” actions and established a clear road map for occupational health and safety. With this motto, we pledge zero tolerance for nonconformities.

Through our program, we increase the value of each employee, implement projects that create value for society, raise our awareness to do our work better every day, and confidently take action to demonstrate our determination to prevent occupational accidents by placing a flag in each work area with the Limak Cement Save logo, which symbolizes a landmark achievement in OHS.

Our Limak Cement Save project, which was awarded first place under the “ÇEİS Awards Adding Value to Life” by ÇEİS, enabled us to minimize the risks of employee vulnerability in digital LOTO, working at height with no accidents, lone worker practices, near-miss reporting security solutions, and vehicle-to-vehicle collision prevention systems, and elevated our safety culture to a level where we can proudly say, “For us, there is no OHS; there is Limak Cement Save.”



OHS Training Program

As Limak Cement, in 2025, we worked resolutely to further raise our standards in occupational health and safety. In this framework, our training programs, delivered both face-to-face and online, reached a total course duration of 100,701 hours. With the support of Limak Academy, we provided a total of 62,865 hours of training to our employees and 37,836 hours to subcontractor personnel, contributing to the development of their competencies. With our training hours increasing by 99% compared to the previous year, we reinforced our commitment to preventing occupational accidents and strengthening our safety culture.

Through the training provided by our academy unit, we ensure that each of our employees receives up-to-date occupational health and safety knowledge. We also conduct toolbox trainings regularly at all our plants, providing our employees with start-of-work briefings and information sessions with active participation in field activities.

Total Training Duration

100.701 hours

Number of Those Participating in Training

2.155 people

Per Employee

1.750 minutes

average training duration

Limak Cement Save – OHS Senior Board

Every month, we regularly hold Limak Cement Save OHS Senior Board meetings and review the occupational health and safety practices at our plants. With broad participation, from the CEO to the general manager and from relevant unit directors to location managers, we assess proactive measures to prevent potential accidents. For situations with severe risk potential or incidents that occur, we convene within no more than 72 hours to conduct root cause analyses and rapidly implement the necessary corrective actions. Following accidents that occur, we share flash accident reports across the Group. We then review the actions taken and to be taken regarding these incidents, as well as lessons learned, on a monthly basis at the Central OHS Senior Board.

As Limak Cement Save OHS Senior Board, we aim to continuously improve the Company's overall OHS performance through preventive methods that go beyond legal requirements. Standardizing practices across all locations, promoting the dissemination of good practices across the Group, and increasing experience sharing related to sectoral cases are among our main focus areas. We also closely monitor the projects we launched with our proactive approach and support improvement processes.

Investments Made for Safe Working Environments

As Limak Cement, we remain committed to creating safe and secure working environments for our employees in line with our responsibility for occupational health and safety processes. We believe that our investments make significant contributions not only to the health and safety of our employees, but also to the sustainability and efficiency of our operations. We develop projects to maintain occupational safety standards at the highest level at each of our plants, and continue to resolutely create safer working environments by using our budget of **TRY 102,875,203.70** effectively.

Our Corporate Check-Up Program

The location visits and corporate check-up activities carried out in 2025 ensured that occupational health and safety performance was systematically monitored and improved in the field. Throughout the year, active field work was carried out for a total of 28 weeks, and direct feedback was obtained from locations through 52 face-to-face meetings.

As a result of the corporate check-up activities carried out, a total of **1,600 OHS actions** were identified, and significant improvement was achieved through the effective follow-up of these actions. By year-end, an improvement rate of **87%** was achieved, with progress recorded at **1,392 points**, successfully demonstrating the contribution generated in OHS processes.

These results show that, despite our growing operational scope and field activities, the effectiveness of our OHS processes and our culture of continuous improvement remain strong.

Location Visits and Corporate Check-Up 2025

28	52	1.600	87%
Weeks / Year	**Face-to-Face Meetings**	**OHS Actions**	**Improvement Rate**
Active Field Work Duration	Feedback at Locations	Corporate Check-Up Findings	1,392 Targeted Improvements



Strong OHS Management with a Zero-Accident Target

OHS Management through Digitalization

As Limak Cement, we see digitalization in our occupational health and safety processes not only as a requirement, but also as a strategic lever; accordingly, we design and implement our digital solutions using our internal resources and expert teams. Through our in-house development approach, we manage all our OHS documentation and safety processes on a digital infrastructure through the LİMBES Save Information System, which we actively use, ensuring instant access to information and uninterrupted monitoring. While this structure increases both the speed and accuracy of our audit processes, it also contributes to the sustainability of our corporate memory; with our internally developed AI platform and OHS Audit and Analysis Application, we instantly identify and track unsafe conditions and behaviors in the field. The system, which analyzes data obtained through cameras in real time, identifies potential risks instantly and enables timely intervention by the relevant units. In this way, risks linked to human initiative are reduced; through a proactive, data-driven, and continuously learning OHS management model, safe working environments are supported.

As Limak Cement, we manage energy-related risks through digital solutions. The Digital EKED (Tag–Lock–Secure–Test) system developed by our internal teams ensures that locking and tagging processes in maintenance and repair activities are monitored through real-time digital records, reducing the risk of unsafe energy release and ensuring safe, transparent OHS management.



Artificial Intelligence Platform OHS Audit Application

As Limak Cement, we are implementing AI-supported solutions to further advance the safety processes at our plants in line with internal expert teams. By integrating existing safety cameras with AI software, we ensure that field areas are audited more comprehensively and in real time. By adding violation detection and work order generation features to the system for risky units and work areas, we enable nonconformities to be detected rapidly and intervention to be carried out as early as possible.

Through this project, we increase the auditability of areas that cannot be continuously monitored, correctly apply PPE use in the relevant areas, and closely monitor the field activities of subcontractor and other third-party personnel. While optimizing vehicle and traffic control, we detect the risky work of personnel who have difficulty complying with rules. With this project, carried out through our internal resources, the effectiveness of our OHS management increases sustainably through retrospective data analysis and continuous improvement processes.

Digital EKED

Addressing digitalization as a strategic lever in occupational health and safety, Limak Cement broke new ground in the sector by implementing the Digital EKED (Tag–Lock–Secure–Test) application in energy-source isolation management. These practices, known in international occupational safety standards as Lockout/Tagout (LOTO), aim to prevent equipment from being accidentally energized during maintenance, repair, cleaning, and similar activities. Digital EKED integrates physical locking and tagging processes into digital platforms, making field applications instant, traceable, and transparent.

In this way, key risks encountered in conventional methods, such as verbal communication, delays, and human error, are significantly reduced; EKED applications are tracked in real time by control rooms and field teams. Through the digital record infrastructure, audit processes are strengthened, and a common safety memory is built among employees. As an important component of the Limak Cement Save approach, Digital EKED not only increases operational safety, but also contributes to preventing OHS culture from becoming entrenched, supporting sustainability targets, and strengthening corporate reputation.





Equal Opportunities and Respect for Human Rights

Human Rights Management, Policy Framework, and Corporate Practices

As Limak Cement, we position respect for human rights as one of the fundamental elements of our corporate governance approach, ethical values, and sustainability strategy. Across all geographies where we operate, we address the protection of human rights not only within the scope of compliance with national and international legislation, but also as an integral part of ensuring working conditions worthy of human dignity, developing an inclusive corporate culture, and creating long-term value.

Limak Cement Human Rights Policy was developed based on the International Labour Organization (ILO) 1998 Declaration on Fundamental Principles and Rights at Work, the Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, the United Nations Guiding Principles on Business and Human Rights, and the United Nations Women's Empowerment Principles (WEPs). The Policy defines human rights standards across all business processes, from employee rights to supply chain practices, and is implemented by all units and business partners of the Company. In this context, human rights policy, practices, and training activities are addressed under the business ethics heading within the scope of sustainability reporting, monitored regularly, and improved with a continuous improvement approach. As Limak Cement, we aim to demonstrate a corporate stance that sets an example for the sector by strengthening a respectful, fair, and inclusive way of doing business.

We are committed to securing the fundamental rights and freedoms of all our employees, and to ensuring fair remuneration, safe and healthy working conditions, job security, and treatment in line with human dignity within the framework of the "decent work" approach. We respect our employees' rights to form unions, join unions, and engage in collective bargaining, and firmly reject all forms of discrimination against the exercise of these rights.

Both within the Company and across our entire value chain, we adopt a zero-tolerance approach to all forms of forced and compulsory labor, and strictly prohibit debt bondage, human trafficking, and modern slavery practices. As part of our efforts to combat child labor, we prohibit the employment of individuals under the age of 18, and conduct all our activities and supply chain practices in line with ILO Conventions Nos. 138 and 182. We regard children's access to education and the protection of their development as a fundamental responsibility.

Promoting gender equality and empowering women are among the priority areas of Limak Cement's human rights approach. In line with the UN Women's Empowerment Principles, we support women's participation under equal conditions in business life, strengthen women's representation in leadership and decision-making processes, and implement concrete practices for equal pay for work of equal value. We aim to create an inclusive and fair working environment against all forms of discrimination.

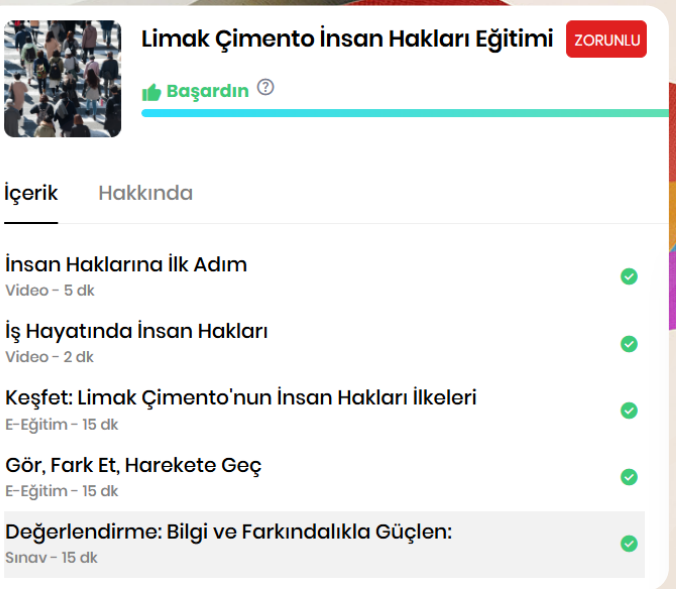
Our human rights responsibilities extend beyond our Company's own operations to cover our entire value chain, including suppliers and business partners. In this context, we implement preventive mechanisms and assessment processes to prevent human rights risks in the supply chain. We require our suppliers, through contractual provisions and sanctions, to comply with human rights standards and not to engage in practices such as child labor, forced labor, human trafficking, discrimination, and wage injustice. Through our awareness-raising activities and effective preventive policies for our stakeholders, no human rights violation was reported in the last two years.

In 2025, Limak Cement Human Rights Training was assigned to all employees as mandatory training through Limak Cement Global Academy.

We attach particular importance to training activities that enable human rights commitments to be integrated into our corporate culture and the implementation effectiveness of practices to be increased, and we provide training programs to all our employees by level.

The training program covers all topics we adopt as a responsible company, including the fundamental principles of human rights, combating discrimination, gender equality, forced labor and child labor prevention, the code of ethics, supplier human rights responsibilities, and notification and reporting mechanisms for potential violation risks. Through this training, we enable our employees to effectively reflect human rights principles in their daily business processes and strengthen responsible ways of working.

In our human rights practices, we ensure that our employees and stakeholders can safely, confidentially, and accessibly communicate their feedback through ethics line and open-door mechanisms. All notifications are taken seriously, reviewed by the relevant boards and units, and assessed in line with the applicable processes.



Employee Rights and Equal Opportunity

We see creating a respectful, fair, and inclusive working environment for all our employees as one of the fundamental elements of our corporate responsibility. In line with our people-centered approach, we operate with a management approach that makes fair, safe, and decent employment practices an integral part of our corporate culture across all our activities, based on the International Labour Organization (ILO) conventions and the United Nations Universal Declaration of Human Rights.

We place employee well-being at the center of our Company's sustainable growth strategy. In this context, we implement our remuneration and rights policy within a transparent, fair, and competitive framework for all our employees. We regularly review and update our remuneration system in line with the contribution of independent consulting firms, internal position-based analyses, and Türkiye and international market data. In this way, we ensure that our employees' labor is rewarded equally and fairly, while also securing the sustainability of our pay structure.

We are the first company in the global cement sector to receive the Equal Salary Certificate

Equal Pay for Equal Work, Diversity, and Inclusion

As Limak Cement, we are proud to be the fourth company in Türkiye to be awarded the Equal Salary Certificate, and the first company in the cement sector globally to receive this certificate. This achievement shows that the principles of "equal pay for equal work" and gender equality have been transformed into concrete, measurable, and sustainable practices across the organization.

We see supporting the personal and professional development of our employees as a core priority. Accordingly, we create an inclusive development ecosystem based on opportunity equality, where all our employees can unlock their potential. We design our training and development programs in line with Articles 23 and 24 of the United Nations Universal Declaration of Human Rights, and in harmony with the principles of "fair working conditions" and "the right to rest." We regard creating healthy and safe working environments as one of our priority areas of responsibility, and implement risk-based occupational health and safety management across all our facilities. Through regular field audits, awareness-raising and training activities, and safe behavior culture, we ensure the continuity of safe and sustainable working environments.

We address freedom of association and trade union rights as one of the fundamental components of employee rights. Accordingly, we support working conditions, remuneration, leaves, and social benefits secured under the Collective Bargaining Agreements (CBAs) to which our employees are subject through regular, transparent, and lasting communication with the relevant unions.





As a concrete output of this approach, in 2025, we completed all our preparations to obtain the Equal Salary Certificate. The Equal Salary Foundation, an independent foundation established in Switzerland in 2010, carries out certification through an academic methodology developed by the University of Geneva and recognized by the relevant institutions. As part of the certification process, whether equal pay is provided to female and male employees performing the same or equivalent work, and whether all employees are offered equal opportunities throughout the career cycle from recruitment to departure, is verified through scientific, evidence-based, and measurable analyses.

In this context, as a result of audits conducted through interview and anonymized statistical analyses, it was determined that Limak Cement's equal pay practices are 99.6% compliant. Under the certification methodology, a pay gap of up to 5% is not accepted as a permissible difference; nevertheless, our Company's high level of performance clearly demonstrates that our equal pay and gender equality practices go beyond international standards. In the second stage of the certification process, senior management commitment, HR policies and practices, and employee perceptions were addressed with a holistic perspective.

In focus group meetings held with the participation of female and male employees, strengths and areas for improvement related to remuneration, diversity, inclusion, and equality were assessed; the findings obtained were transformed into sustainable improvement plans. Following the completion of the process, the final report prepared was assessed by the Equal Salary Foundation and officially confirmed that Limak Cement was entitled to receive the certificate. The certificate is valid for three years, during which the continuity of our practices will be monitored independently through follow-up audits.

People, Culture, and Strategic Transformation

In our People and Culture approach, we position our employees as a critical element that shapes the future of the organization. Accordingly, we aim to build a strong corporate culture and establish a structure that continuously improves employee experience and supports sustainable performance. We see our employees' knowledge, competencies, and potential as the most important pillars of our long-term success.

We create an inclusive, fair, and trust-based working environment; and manage all our practices, from talent acquisition to development and performance processes, and from career paths to employee experience, with a transparent and sustainable approach. At the same time, we support continuous learning and build a structure in which development is supported and individual potential can be unlocked.

We create a culture of open communication and participation where our employees can express themselves, contribute, and collaborate in line with corporate goals; in this way, we strengthen interaction and engagement across the organization, and in line with our People and Culture approach, we aim to make sustainability long-lasting by building a strong corporate culture, high employee engagement, and an agile organizational structure.



Horizontal Management and Committee-Based Organizational Participation Model

To integrate our sustainable value creation approach into our management structure, we implement the "Horizontal Management and Committee-Based Organizational Participation Model." Through this model, we support our employees in generating ideas, participating in decision-making processes, and taking project responsibility when needed.

Within this scope, we establish strategic priority-area committees in Human Resources, Digitalization, Risk, SAP, R&D and Innovation, Sustainability, and Decarbonization. In this way, we strengthen cross-functional collaboration by bringing together representatives from different job families. We address strategic issues from different perspectives, and obtain more holistic and balanced decisions.

We do not limit the horizontal management approach solely to our headquarters; we also integrate field teams as an active part of this structure. In doing so, we create strong interaction and information flow between headquarters and the field, making decision-making and implementation processes more transparent, traceable, and inclusive.

This model we implement was recognized with awards by ÇEİS and TİSK. These awards show that our approach serves as an example of good practice not only within the Company, but also across the sector. At the same time, they demonstrate that the model contributes to our goal of creating a strong corporate culture that increases participation, strengthens a sense of shared responsibility, and reinforces sustainability.

Through our horizontal management approach, we build a more participatory structure within the organization; we create an environment where our employees are valued not only for their job descriptions, but also for their ideas, contributions, and initiative. This approach strengthens employee engagement and a sense of shared ownership.





HR in the Field Project

In 2025, we launched the HR in the Field Project to listen directly to our employees' views, expectations, and needs from the field, and to shape our corporate culture together with the reality in the field. Through this project, we strengthen employee voice mechanisms, increase participation, and adopt a more active People and Culture approach in the field.

Within the scope of the project we carried out between May 27 and December 19, 2025, we held one-on-one interviews and focus group studies with more than 2,000 employees across different locations, including the headquarters, cement plants, ready-mixed concrete facilities, and international operations. We conduct these interviews with an approach structured by title and covering different levels of duties and responsibilities, and we listen directly to our employees' experiences, expectations, and recommendations.

We treat HR in the Field interviews not merely as a feedback collection process, but as a real-time field observation process in which we address employee experience end-to-end and monitor strengths and areas for improvement. We systematically evaluate the feedback we obtain and analyze both location-based findings and common issues that stand out across the Group.

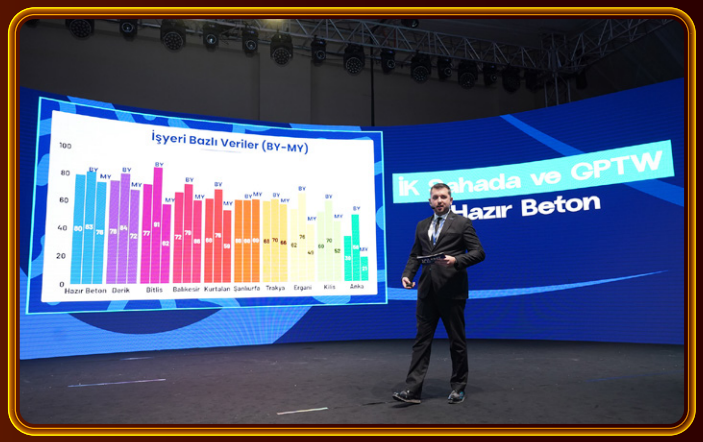
Accordingly, we define priority action areas for each plant and operation, and create Group-wide joint action plans for recurring needs and expectations. We translate these plans into concrete steps under the headings of working conditions, communication and interaction, leadership practices, development, and employee experience.

Through the HR in the Field Project, we adopt a more accessible, listening, and action-taking People and Culture approach in the field, and strengthen employee trust, participation, and engagement. We see that this approach made a concrete contribution to our Company's people-focused transformation throughout 2025.

We shared the action plans we developed under the HR in the Field Project at the 4th People-Centered Transformation Meeting, held with the participation of 400 people, including our plant directors and managers. In this way, we not only listen to feedback from our employees, but also incorporate it into our decision-making processes and turn it into concrete improvement steps.


Ortak DİL


Genel Algı
Trust Inde
2 Kişi


İşyeri Bazlı Veriler (BY-MY)
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Merkez ve
Ortak Gündemler


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2026


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4. İNSAN ODAKLI DÖNÜŞÜM TOPLANTISI






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SAHADA

Employee Experience

We regularly measure employee engagement and satisfaction, and directly translate the results we obtain into actions. Through the outcomes we derive from in-depth analysis of these data, we are able to act proactively in our decision-making processes.

The Employee Engagement Survey we conducted in 2025 was administered between May 20 and June 3, and was completed with broad participation covering both our blue-collar and white-collar employees. We evaluate the results of the survey, which reached a participation rate of 93%, holistically under the headings of trust, fairness, leadership, communication, working environment, and corporate culture.

While the survey results show that our employee engagement remains strong, this performance has also been certified at the international level. As Limak Cement, we are proud to have sustained this achievement for two consecutive years by receiving the Great Place to Work® certificate in 2025.

This positive picture in employee engagement has also been directly reflected in employee turnover rates.

Best Workplaces™ Türkiye 2025,

Best Workplaces™ for Young Millennials Türkiye 2025

Our leadership approach in people and culture was also recognized internationally with the Great Place to Work® Best People & Culture Leader 2025 award.

93%	10%	5%
Employee Engagement Survey Participation Rate	Total Turnover Rate	Voluntary Turnover Rate

At our Company, practices such as flexible working hours, remote working opportunities, and part-time working models are provided to eligible departments in line with the nature of the work.

These results show, as a concrete output, that Limak Cement's employee practices are aligned and competitive with good practices across the sector, and that its strong corporate culture, high employee engagement, and sustainable People and Culture approach make a difference.



Talent Management

We address talent management as an area that strengthens our organization today and shapes its future. In this way, we invest in human resources for the long term and map our employees' areas of expertise at the beginning of their career paths. We identify the right talents at an early stage, systematically support their development, and move forward in a way that builds a strong leadership structure.

In this context, we apply three different potential inventories for more than 450 white-collar employees, and conduct performance and potential assessments with a data-driven approach. Through the LP (Leadership Potential), HIPO (High Potential), and Executive Survey tools used in these processes, we establish a more transparent and objective assessment structure.

With this data-driven assessment model, we distinguish high-potential and high-performance profiles more clearly, and make critical roles and future talent needs more predictable. In this way, we build a talent pool aligned with Limak Cement's long-term growth target.

Based on the outputs we obtain, personalized career and development plans are prepared for each employee, and we support them in advancing their career journeys in a more conscious, planned, and target-oriented manner. This approach enables individual potential to turn into corporate value, while strengthening our leadership continuity and organizational agility.

At the same time, we are creating a structure that preserves corporate knowledge, establishes sustainable succession structures for critical positions, and supports our People and Culture strategy in alignment with our long-term targets.

Performance Management

At Limak Cement, we establish performance management as a measurable and sustainable structure aligned with corporate strategies. Through this system, we make individual contribution more visible and adopt a target-oriented, data-based approach. Our individual performance system, designed in line with the Balanced Scorecard and SMART goals, ensures that employee targets are associated with Company and department priorities, and that performance is monitored more transparently and consistently. In this way, we assess performance not only based on period-end results, but also through individual contributions to strategic targets throughout the year.

We build performance management on continuous communication and regular feedback. In meetings held between employees and managers, target progress is addressed together, and targets are revised when necessary to make the process more dynamic. This approach transforms performance management from an annual assessment process into an ongoing dialogue and development-focused structure.

We support the individual performance system we have established through the Agile platform, which focuses on user experience and integrates all our key Human Resources processes. Monitoring, updating, and assessing targets through this platform increases the accessibility of the system and, with its user-oriented structure, makes employee contributions more visible, provides a strong basis for feedback, and supports development processes more effectively. In this way, we turn performance management into a strong management tool directly linked to Limak Cement's sustainable growth target.

More than 5,000 goals, feedback entries, and goal revision processes

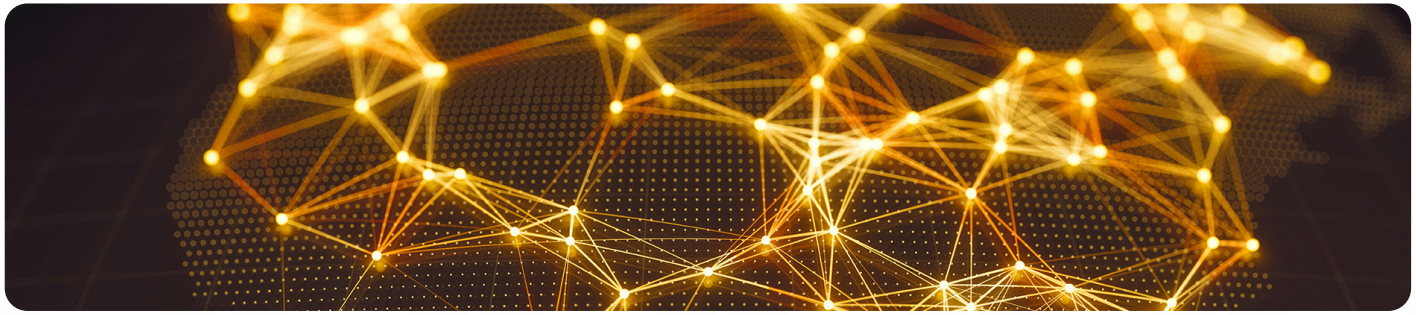
Career Architecture and Specialist Career Paths

As of 2025, we are further strengthening the Career Architecture structure we already implement effectively across our Company by deepening it through areas of expertise and carrying it into a more comprehensive framework.

While maintaining the horizontal and vertical career transitions defined under the existing Career Architecture, we expand specialist career paths that enable our employees' knowledge, experience, and competencies to be deepened. In this way, we offer our employees not only the opportunity to advance into managerial roles, but also alternative career paths through which they can progress in technical and functional areas.

Through this structure, we clearly define the competencies, experience criteria, and development steps required for each title and position, making career progression more transparent and predictable. Through the Career Development Maps we support, we aim to make our employees' development responsibility visible, and at the same time secure the continuity of critical competencies and corporate knowledge.

We design the Career Architecture and career paths for both white-collar and blue-collar employees. For our blue-collar employees, we maintain the existing career structure and make transitions between duties, titles, and positions clearer and more understandable. In this structure, which we advance in alignment with union processes, we clarify career road maps and support the preservation and development of field competencies.



Digitalization and AI Applications in the Candidate Selection Process

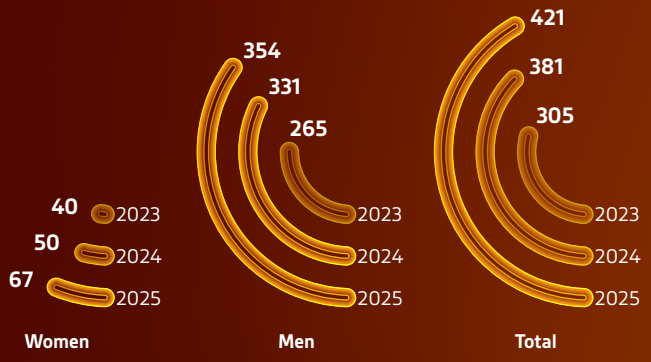
At Limak Cement, we conduct candidate selection and placement processes with a fair, transparent, and competency-focused approach. We provide equal opportunities to all candidates, without discrimination based on gender, age, ethnic origin, religion, disability status, or any similar grounds, and make recruitment decisions solely in line with the requirements of the position and the competencies of the candidates. We secure this approach through our People and Culture Policies and Ethical Principles.

As of 2025, by introducing AI-supported applications at certain stages of our candidate selection and placement processes, we have placed our selection processes on a more comprehensive foundation. We use these tools to better analyze the candidate pool, increase objectivity in assessment processes, and support the decisions of our Human Resources teams with data. We position AI as a complementary part of the process, and carry out final assessments with a people-centered approach.

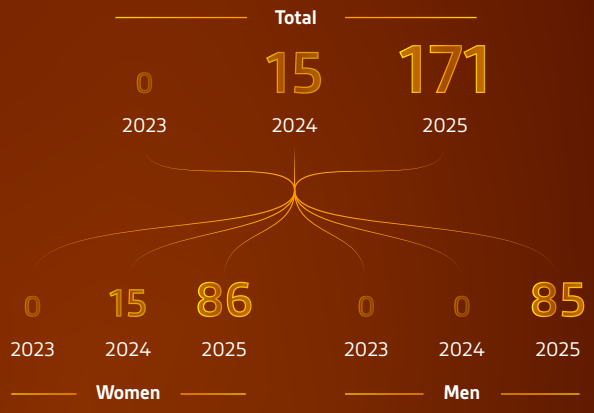
By using digital tools and AI-supported analyses together with video interviews, competency-based interviews, and face-to-face assessment steps, we conduct a balanced and inclusive process. We maintain this approach in alignment with our sustainability strategy and our principles of gender equality, diversity, and inclusion.

Talent Management

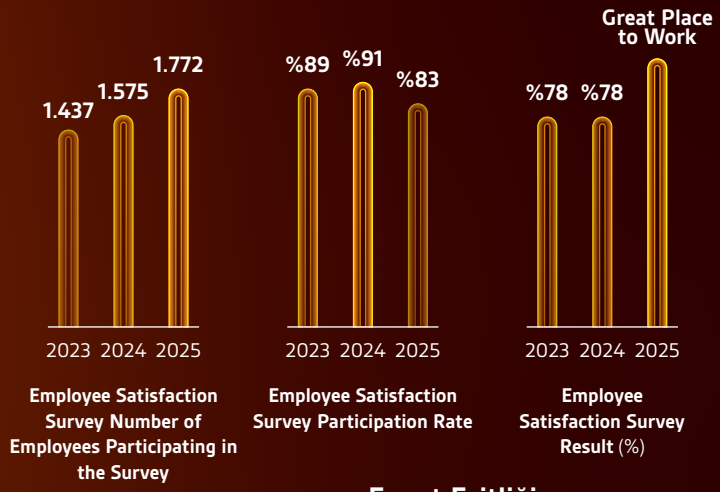
Number of Newly Hired Employees



Number of Interns Recruited within One Year



Participation in the Employee Satisfaction Survey



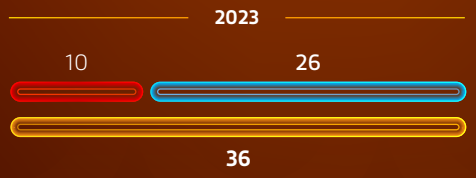
Women Men Total

Human Resources

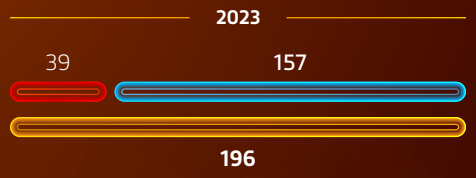
Total Number of Limak Cement Employees



Number of Employees in the R&D and Innovation Department

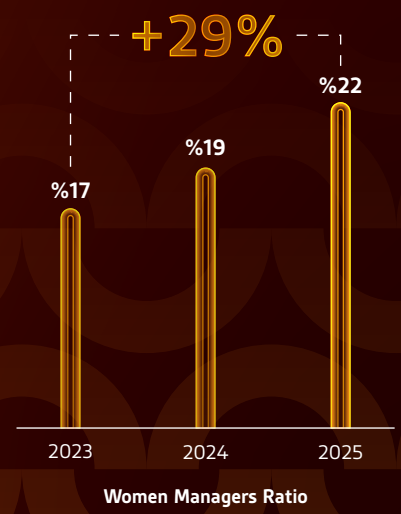


Number of Employees in STEM (Science, Technology, Engineering, and Mathematics) Positions



Fırsat Eşitliği

The number of women managers at N-1 and N-2 levels is 25



People-Centric Transformation Meetings

We address People and Culture topics as part of our daily way of doing business. For this purpose, in the Transformation Meetings we hold regularly, we create an environment where the relevant units come together to discuss People and Culture topics, business strategies, sustainability targets, and process evaluations, and share their views.

We conducted the 4th of these meetings in 2025 with the active participation of 400 people, including field teams and managers, as a broad-based organization. Through these meetings, we address central and field practices within the same framework, creating a more common approach and management understanding across the organization.

The studies carried out within the scope of the meeting are summarized below:

- Assessing the People and Culture approach in alignment with the Company's long-term business strategies and sustainability priorities.
- Addressing the outputs and impacts of practices carried out at headquarters and in the field throughout the year with a holistic perspective.
- Assessing the integration of the data-driven management approach into corporate decision-making processes.
- Addressing performance, talent, and leadership processes from a sustainable growth perspective.
- Sharing progress and corporate commitments related to equal pay practices.
- Assessing digitalization and transformation projects together with a people-focused perspective.
- Addressing the contribution of training and development investments to corporate competencies.
- Limak Cement Global Academy.
- Reviewing practices aimed at employee satisfaction and engagement.
- Assessing practices in the areas of ethical principles and industrial relations.
- Addressing HR in the Field and GPTW outputs comparatively across all locations.
- Sharing the business strategies, priority projects, and transformation road maps of all job families through LC Talks sessions.
- Strengthening the integration between business strategies and the people focus, and increasing corporate synergy.

Developing Sustainable Human Resources through Internship Programs

Women Engineers of the Future Internship Program

The program, which aims to increase the representation of women engineer candidates in the cement sector, was implemented at seven plants as of 2025. As of July 2025, a total of 76 women engineer candidates had the opportunity to experience the sector in the Maintenance, Energy, Production, and Raw Materials departments of our plants. The program outcomes are evaluated in terms of participant feedback and multiplier effect in career development.

Vocational High School Students Internship Program

Under the program, which aims to improve the professional skills of vocational high school students, practical internship opportunities are offered in Electrical Maintenance, Mechanical Maintenance, and Quality Control units. As of 2025, a total of 38 students at seven of our plants benefited from this program. The impact and outputs of the program are regularly assessed, and a continuous improvement approach is adopted.

Long-Term Internship Program for Final-Year University Students

Within the scope of the long-term internship program carried out at our Headquarters for final-year university students, five interns were assigned in 2025 to the People and Culture, Corporate Communications, Academy, Artificial Intelligence, and Business Analytics departments. The program supports young talents' transition into professional life through its mentoring- and development-focused approach.

Development of Young Talent and University–Industry Collaborations

As of 2025, Limak Cement supports the professional development of young talent through internship programs and university–industry collaborations, and aims to build sustainable human resources. Within the scope of university–industry collaborations, students' academic projects are implemented in line with Company needs. Through the collaboration carried out with universities, students have the opportunity to turn their theoretical knowledge into practice by conducting project work related to Limak Cement's processes. This holistic approach contributes to the Company's innovative, inclusive, and sustainable growth targets while increasing the employability of young people.




TALENT

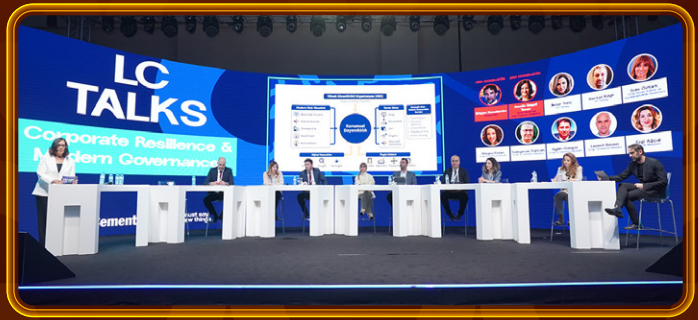

TEKNO YOLCULUK TAMAMLANDI!


TALENT 5.0
4. İNSAN ODAKLI DÖNÜŞÜM TOPLANTISI
Eşit Ücret Sertifikasyon Süreci
Hazırlayan:
Asya Etlik Mevorah
Email:
asya.etlik@pwc.com
TALENT 5.0
4. İNSAN ODAKLI DÖNÜŞÜM TOPLANTISI


LC TALKS
Zero-Carbon Circular Industry


TALENT


LC TALKS


LC TALKS
Corporate Resilience & Modern Governance


LC TALKS
Sales & Marketing Leadership


ÇEVİK DEĞER ZİNCİRİ DÖNÜŞÜMÜ
VERİ TABANLI PERFORMANS YÖNETİMİ
LİMAK ÇİMENTO OLGUNLUK SEVİYESİ

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LC TALKS
Strategic Finance &


TALENT




ALKs


TALKs
Integrated Mechanical,


LC
TALKS
Kinetic Value


LC
TALKS
Digital Transformation Revolution


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4. İNSAN ODAKLI
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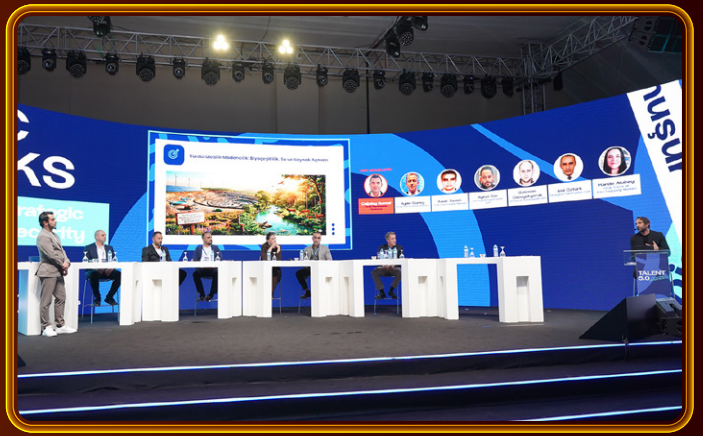
LC
TALKS
ESG Leadership &


Mavi Yaka
Mesai Uyarı Sistemi
Engelli Çalışan Kotası
Takip Sistemi
Araç Talep
Sistemi
2026




ALKS




Anket Sonuçları
genellikle 30 ila 50 arasında değişmektedir.
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%25
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Genel Memnuniyet Oranı - Nisan
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2024
2050
Milyarlarca kişi için yeni konutlar,
yollar, köprü
altyapılar


LC


TALENT

Our 2025 Awards

As Limak Cement, our people- and culture-focused management approach, sustainability approach, and continuous improvement-focused practices have been recognized with various awards on national and international platforms. The awards we received in 2025 show that our strategic priorities and long-term transformation vision are also recognized by independent organizations.

These awards, particularly the prestigious international recognitions such as the Stevie Awards and Brandon Hall Group Awards, reflect our work in people and culture management, digital transformation, employee engagement, talent management, and leadership development. These results show that our Company has developed strong practices on a global scale.

The awards granted by ÇEİS and TİSK support our effective and inclusive management approach in areas such as equal pay and equal opportunity, as well as our international certifications. The results we achieved in Great Place to Work assessments show that the importance we place on employee experience is met with a sustainable response.

The awards we have won make visible the value our practices in people, culture, and governance add to our organization, and further strengthen our focus on continuous improvement.

STEVIE

- Human Resources Team of the Year "Limak Cement HR Team"
- Best Transformation Strategy "HR Transformation Project"
- Achievement in Employee Engagement "Employee Engagement Strategy"
- Achievement in Extended Enterprise Learning Programs "Women Engineers of the Future Internship Program"

EQUAL SALARY

GLOBALLY CERTIFIED
EQUAL PAY AND OPPORTUNITIES
BY EQUAL-SALARY

TİSK

- Horizontal Management and Committee-Based Organizational Participation Model
- ÇEİS First Prize Horizontal Management and Committee-Based Organizational Participation Model

BRANDON HALL

- Learning and Development Awards Best Extended Enterprise Learning Program "Women Engineers of the Future Internship Program"
- Leadership Development Awards Best Leadership Development Program "Assistant Plant Director Candidate Program"
- Human Resources Awards Best Workforce Planning and Management "HR Transformation Project"
- Talent Acquisition Award Best Intern Selection and Onboarding "Women Engineers of the Future Internship Program"
- Talent Management Awards Best Employee Engagement "Employee Engagement Strategy"

GREAT PLACE TO WORK

- En İyi İşverenler Anadolu – Great Place To Work. Türkiye 2024
- En İyi İşverenler Innovation by All – Great Place To Work. Türkiye 2024
- Great Place To Work. BEST People & Culture Leader™ 2025
- Best Workplaces™ – Great Place To Work. Türkiye 2025
- Best Workplaces™ for Young Millennials – Great Place To Work. Türkiye 2025

Our Seniority Plaques

























An Ecosystem That Strengthens the Culture of Learning

LCGA | Limak Cement Global Academy



LCGA An Ecosystem That Strengthens the Culture of Learning: Limak Cement Global Academy

Limak Cement Global Academy continues its activities as an integrated development ecosystem that positions learning as a strategic lever in line with Limak Cement Group's sustainable growth and corporate resilience targets. With its approach that brings individual development together with corporate targets, the Academy aims to build a strong learning culture that encourages knowledge sharing, deepens competencies, and strengthens shared values.

As of 2025, Limak Cement Global Academy has offered a holistic learning architecture covering technical excellence, leadership development, sustainability, digital competencies, and solutions for field teams. Through data-driven learning designs, gamification-supported programs, certified development pathways, and applications integrated with talent management, the aim has been to prepare employees not only for today's requirements, but also for the evolving ways of working of the future. A common learning language has been created through flexible and accessible learning solutions covering Türkiye and Africa operations.

This holistic approach and impact-oriented learning practices enabled Limak Cement Global Academy to receive significant recognition on international platforms in 2025. The Academy received the Silver Award in the "Education & Learning Team of the Year" category at the Stevie Awards, certifying its corporate competence in learning and development on a global scale.

In addition, Limak Cement Global Academy won Gold Awards at the Brandon Hall Group Excellence Awards in the Best Competency and Skill Development Program category with the Procurement Professional Development Program, in the Best Corporate University category, in the Best Learning Team category, and again with the Procurement Professional Development Program in the Best Team Development Program category.

In the same evaluation process, the Academy was awarded Silver Awards in the Best Leadership Development Program category with the Assistant Plant Director Candidate Program, in the Best Use of Games or Simulations for Learning category with the Knowledge Arena application, and in the Best Learning Strategy and Best Learning Technology Implementation categories.

In addition, the Academy was selected as the Enocta Catalog – Learning Experience Champion, received an award under Those Adding Value to Occupational Health and Safety in Training and Development for the Safe Cell Wheel Cleaning and Maintenance Training, and ranked among the institutions recognized as examples in the sector for its innovative learning practices.

- Sustainability Learning Journey (2024)
- Learning/Training Team of the Year: Limak Cement Global Academy
- Best Competencies and Skill Development Procurement Professional Development Program
- Best Corporate Learning University: Limak Cement Global Academy
- Best Learning Team: Limak Cement Global Academy
- Best Team Development Program Procurement Professional Development Program
- Best Leadership Development Program Assistant Factory Director Candidate Program
- Best Use of Games or Simulations for Learning Knowledge Arena Game
- Best Learning Strategy: Limak Cement Global Academy
- Best Learning Technology Implementation: Limak Cement Global Academy
- Enocta Catalog Learning Experience Champion
- Those Adding Value to OHS through Training and Development: Safe Cell Wheel Cleaning and Maintenance Training

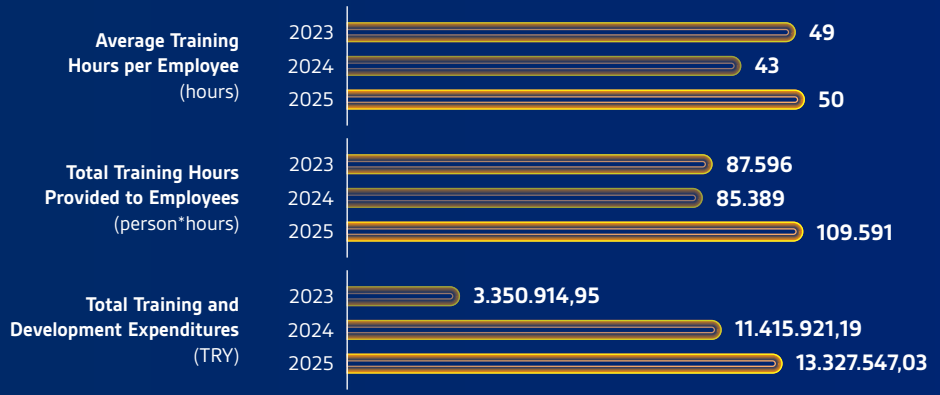




2025 Training Performance and User Data

In 2025, Limak Cement Global Academy (LCGA) offered a holistic training ecosystem that supports employees' continuous development through its data-driven learning approach. The Academy contributes to the dissemination of a lifelong learning culture by providing access to development opportunities for Limak Cement employees, business partners, customers, international operations, and young talent groups.

Throughout the year, the platform included a total of 2,816 users, while 2,330 users were actively involved in learning processes. The number of unique users who successfully completed at least one training reached 2,406, while the number of completed trainings per person was 74. These results show that access to qualified training has been increased and continuous development is supported at the corporate level.



To ensure the effective use of corporate knowledge in the development of training content, trainings continued to be produced using internal resources in 2025. **In this context, compared to the 16 trainings developed in 2024, planning was carried out in line with the target of increasing training production by 25% for 2025; by year-end, performance far exceeded this target, and a total of 39 new training contents were implemented.** This production model, carried out through internal resources, supported stronger alignment of learning content with operational needs, ensured continuity of knowledge, and strengthened corporate memory.

In 2025, Limak Cement Global Academy delivered strong performance in terms of training performance, providing access to more than 500 companies through Enocta's Corporate 500 company rankings. The training completion rate in the overall cement manufacturing sector was 42%, and 40.2% among the Largest 500 Companies, while this rate reached 60.9% at LCGA. The increase in the active user rate to 72%, the fact that the rate of users who never logged in remained limited to 10.8%, and the increase in active use time per user to 12.44 minutes indicate the high adoption rate and strong user interaction of the digital learning platform.

Building on this strong performance, the aim for 2026 is for Limak Cement Global Academy to further strengthen its sustainable learning approach.

In this context, results such as supporting access to qualified training, increasing the learning continuity of active users, increasing training duration per person, and increasing training completion rates in line with sector averages were achieved. By continuing to develop training content through internal resources, current and innovative learning content that can rapidly respond to operational needs is planned. In addition, in line with an inclusive learning approach, the aim is to strengthen equal opportunity-supporting practices and increase the accessibility of the digital learning experience for all stakeholders.



Stakeholder Satisfaction Analysis

Two separate satisfaction studies were conducted in April and November 2025 to measure the impact of the learning experience offered by Limak Cement Global Academy on stakeholders.

*According to the survey results conducted with **725** participants in April and **701** participants in November, the overall satisfaction rate was measured at **88.19%** in April and rose to **89.24%** in November.*

This increase in satisfaction, which remained at a high level throughout the year, shows the positive reflection of the improvement efforts carried out on the learning experience.

The survey results showed that communication and information processes, use of the digital platform, and access to training were among the strengths. The timeliness of training content, ease of access to the learning platform, and high user satisfaction were maintained. At the same time, in line with feedback, areas for improvement such as making training content simpler, more practice-oriented, and structured according to target audience needs were identified, and these areas were included in annual and subsequent period planning. This approach shows that stakeholder feedback is not only measured, but also becomes part of the training ecosystem with a continuous improvement cycle.

For 2026, the aim is to maintain the overall satisfaction level, increase it further where possible, and strengthen the learning experience in a balanced way by regularly analyzing feedback and different stakeholder groups.

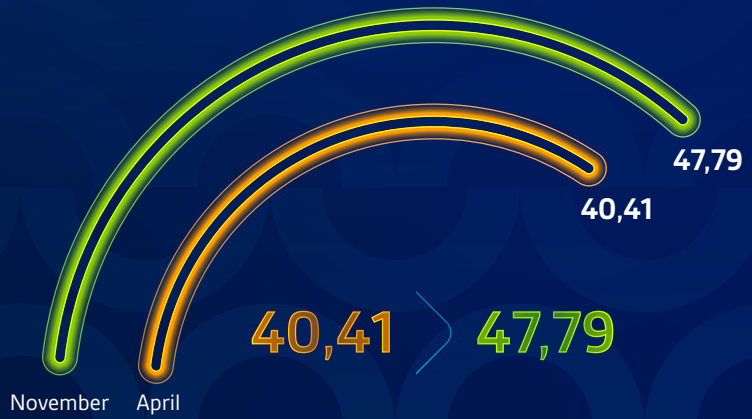
Net Promoter Score (NPS) and Learning Experience Impact

The Net Promoter Score (NPS) study, conducted in 2025 to measure the recommendability of Limak Cement Global Academy to its stakeholders, showed a marked improvement in employee perception over the course of the year.

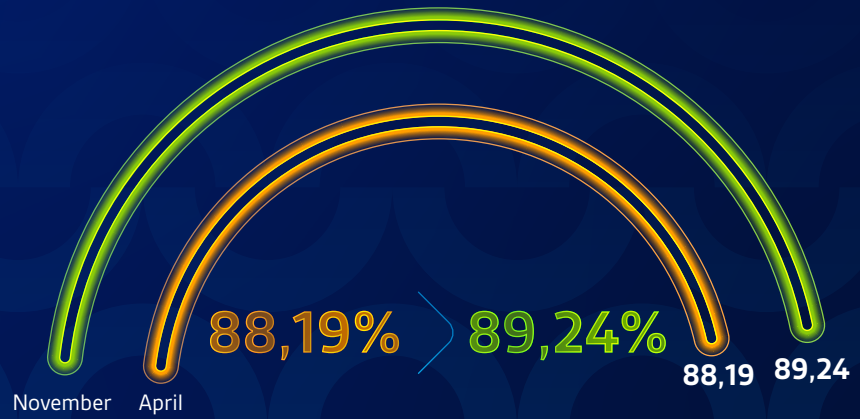
The NPS score, measured at 40.47 in April 2025, rose to 47.79 as of November 2025.

This academic success was supported by an increase in the share of the promoter group, which has a high tendency to recommend the Academy to others, and a decrease in the passive group, which represents undecided users. The results obtained show that Limak Cement Global Academy is positioned by its stakeholders not merely as a training platform, but as an accessible, value-creating learning partner that supports development. The increase in the NPS score was driven by the strengthening of the digital access infrastructure, the expansion of the mobile learning experience, gamification practices, and the implementation of actions based on feedback.

For 2026, the aim is to regularly monitor the Net Promoter Score, identify areas for improvement to increase the promoter ratio, and achieve balanced development in the learning experience across different locations and stakeholder groups. Using NPS results as an active input in decision-making processes and continuously improving the learning experience are among the priority focus areas.



NPS



Overall Satisfaction Rate

Digital Learning Ecosystem and AI-Supported Transformation

In 2025, Limak Cement Global Academy addressed digitalization as one of the core elements of its corporate learning approach, making learning processes more accessible, agile, and sustainable. Within this scope, the digital learning ecosystem was restructured; employees from different locations were enabled to access the same learning experience simultaneously, establishing an understanding of learning independent of time and place. Training offered through digital platforms facilitated access to corporate knowledge and supported the continuity of learning.

In 2025, requests for catalog trainings covering development planning and needs analysis processes were collected through digital channels via the ÇEVİK application. Through this application, alignment between demand and need was strengthened, and training planning processes became more transparent, traceable, and data-driven. In the same period, Outlook integration was introduced, integrating training planning and reminder processes with digital calendars, increasing participation rates, and facilitating the tracking of learning processes.

Throughout 2025, AI-supported solutions, digital twin applications, AI-supported podcast content, and persona-based AI-supported feedback and simulation applications were implemented within Limak Cement Global Academy. Role-based simulations were created through digital twins and persona-based scenarios, providing learning experiences close to the real work environment. Persona applications designed based on leadership competencies supported measurable assessments and personalized feedback processes in areas such as communication and feedback skills, leadership attitude, team alignment, and problem-solving. AI-supported podcast content made access to information more flexible and contributed to integrating learning into the daily workflow.

Through this holistic digital transformation approach, Limak Cement Global Academy made learning processes more efficient, accessible, and sustainable in 2025, and created a future-ready learning ecosystem supported by technology-based solutions that support corporate development. As a result of these efforts, the Academy won the Silver Award in the “Best Learning Technology Implementation” category at the Brandon Hall Awards, certifying its competence and innovative approach in digital learning at the international level.

LCGA Studio and Content Transformation

In line with the goal of making digital learning infrastructure a focal point in the 2024 Sustainability Report in terms of strengthening internal communication, Limak Cement launched Limak Cement Global Academy Studio in 2025. With the studio established, video-based learning content can now be produced to professional standards, and training processes have gained a more accessible, sustainable, and scalable structure.

LCGA Studio is positioned as a content center that produces in-house content in a broad range of areas, from technical and managerial training to occupational health and safety content, ethics and regulatory awareness, and leadership sharing. The content prepared within the studio includes training content for different target audiences, such as the Ready-Mixed Concrete OHS Video Series, Competition Law for Safety, and CEO to CEO. In this context, the CEO interview conducted with Limak Cement's CEO and published on YouTube served as an important example of presenting internal knowledge sharing in a transparent, accessible, and inspiring format. This content produced through the studio supported the transfer of corporate knowledge to wider audiences through digital channels. With the launch of LCGA Studio, Limak Cement Global Academy strengthened its training production capacity, while enhancing quality, continuity, and visual narrative in learning content.

In the same period, the AI-supported Academy Assistant, developed within the organization, was also structured as a digital solution supporting the personalization of the learning experience. The Academy Assistant is equipped with an infrastructure that can analyze more than 3,000 training contents on the platform together with their content. This solution is designed to recommend suitable trainings to users more quickly and easily in line with their individual needs, competency areas, and development goals. In 2026, the aim is to integrate the Academy Assistant into learning processes in line with continuous development principles.




ON AIR
LCGA
Limak Cement
Global Academy
STUDIO
DR. MARTIN SCHNEIDER
CEO, VDZ
ERKAM KOCAKERİM
CEO, LIMAK Cement




ON AIR
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The Power of Learning through Play: Gamification Approach

Limak Cement Global Academy positions the gamification approach as a strategic development tool to make learning more effective, participatory, and lasting. Through elements such as points, badges, tasks, and competition, gamification encourages participants to actively engage in learning processes, while also offering a holistic learning model that supports behavioral change and contributes to the dissemination of corporate culture.

Implemented in 2024, "Knowledge Arena: Game Journey" aimed to support a continuous learning culture and strengthen corporate competencies through gamified learning methods. This program enabled employees to actively participate in learning processes through interactive tasks, scoring, and badge systems, transforming learning into a motivating and sustainable experience.

This innovative approach was recognized internationally with the Silver Award in the "Best Use of Games or Simulations for Learning" category at the Brandon Hall Awards in 2025. This achievement demonstrated Limak Cement Global Academy's competence in gamified learning and its capacity for implementation on a global scale.

In line with the digital transformation vision, in 2025, the gamification approach was taken to a more advanced stage with the "Tech Journey" program. The gamified development program launched in practice aimed to promote the digitalization steps taken within Limak Cement across the Group, and to increase shared awareness around digital literacy.

Built around four main tasks, Tech Journey offered an interactive learning experience in which participants took an active role under headings such as digital literacy, the conscious use of digital tools, and the adoption of digital solutions. Throughout the program, daily interactions, social learning spaces, and mini-badges supported an engaging learning environment and increased motivation; at the end of the process, numerous positive feedback entries and development suggestions were received from participants.



As a result of the assessments conducted within the scope of the program, an award ceremony was held at the People-Centered Transformation Meeting for the participant who demonstrated the highest achievement in the gamified development process, and a plaque and gift were presented. This practice showed that gamification is positioned not only as part of the learning process, but also as a tool that makes success visible and strengthens a culture of recognition.

In 2026, the focus of the gamification approach is planned to be directed toward individual awareness and competency development. The new gamified learning journey, designed under the name "Talent Atlas," is inspired by the Talent 5.0 approach and aims to offer a structure through which employees can assess themselves holistically and consciously map their development paths.

Through the atlas metaphor, the aim is both to make individual competency areas visible and to present Limak Cement's talent map across the Group. Through this approach, the aim is to establish a strong link between individual development and corporate capacity, and to support sustainable competency management.







Stakeholder Power in Sustainability Awareness: Toward a Shared Future

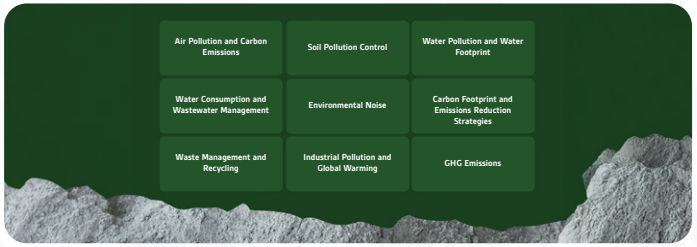
Limak Cement Global Academy presents the training programs it offers to stakeholders to disseminate sustainability awareness and strengthen a learning-focused approach that supports environmental, social, and governance-focused development. The sustainability trainings carried out in this context are addressed with a holistic learning approach that covers many stakeholders, from suppliers to prospective employees and partners.

In 2025, the scope of the sustainability training program was expanded to include suppliers as well as employees. The training content was updated within the ESG (Environmental, Social, and Governance) framework, and compliance was ensured with the Limak Cement Sustainability Report and the Limak Code of Ethics. The studies carried out in this regard

77 business partners and 288 suppliers successfully completed the sustainability trainings.

Thanks to the expanded structure of the program, sustainability principles were carried beyond the supplier chain, strengthening a shared sense of responsibility and awareness across the entire value chain. Among stakeholders, the aim was to increase awareness of environmental and ethical issues, disseminate sustainable ways of doing business, and support the creation of corporate value.

In 2026, the aim is to continue sustainability awareness trainings for suppliers and business partners, further enhance stakeholder participation, and strengthen the adoption of sustainability values across the chain.



Environmental Sustainability Training

Developed in collaboration with Limak Cement Global Academy and the Sustainability Team, the Environmental Sustainability Training, prepared with resources fully tailored to the cement sector, was implemented in 2025. Through this training program, the aim is to increase employees' environmental awareness, manage sector-specific environmental risks more effectively, and strengthen sustainability culture across the organization.

Resulted in the Program being the first environmental sustainability training designed specifically for Türkiye's cement sector.



The training content was structured to cover climate change mitigation, resource efficiency, responsible production approaches, and environmental impact management, creating a framework aligned with the **UN Sustainable Development Goals Climate Action (SDG 13)** and **Responsible Consumption and Production (SDG 12)**.

The training program was offered to 1,864 employees, and with 1,726 employees successfully completing the training, a high completion rate of approximately 92.6% was achieved.

This result shows the strong interest of employees in environmental sustainability topics and the success achieved in building shared awareness across the organization.

Developed entirely through in-house expertise, this training serves as a strategic example of Limak Cement's corporate approach to environmental responsibility, and shows that sustainability is addressed as an integral part of everyday ways of doing business. Environmental Sustainability

Stakeholder Power in Sustainability Awareness: Toward a Shared Future

In line with Limak Cement's environmental sustainability approach and regulatory compliance targets, technical environmental trainings are developed with content specifically tailored to corporate needs. Within this scope, employees' participation in training on environmental and regulatory topics, particularly the new regulatory updates of the Ministry of Environment, Urbanization and Climate Change, is ensured; in this way, the aim is to strengthen employees' knowledge of current legal requirements.

As a complementary element of this approach, Continuous Emission Measurement Systems (CEMS) Training was implemented in 2025 by Limak Cement Global Academy in line with the technical expertise and operational knowledge of the Group's Cement Sector. CEMS training was structured specifically for Limak Cement's implementation needs and operational processes in the cement sector, and designed to support effective field implementation of regulatory requirements.

This training, specific to the cement sector and Limak Cement practices, has up-to-date and reliable content that can be developed together with regulations and corporate knowledge. In this way, changes in legal regulations and Company practices can be accurately reflected in training content in a rapid and timely manner.

Thanks to CEMS training, enriched with visual-supported content offered digitally, employees were provided with location -independent access, and the aim was to support environmental performance in a sustainable manner while strengthening environmental regulatory compliance across the organization.



Digital EKED (Tag–Lock–Secure–Test) Training

In line with its occupational health and safety approach, Limak Cement implemented the Digital EKED (Tag–Lock–Secure–Test) Training in 2025 to strengthen practices aimed at controlling hazardous energy sources. This training was designed and implemented based on Limak Cement's field experience, technical expertise, and corporate knowledge.

Within the scope of the training, the purpose and scope of EKED implementation, authorization processes, electrical and mechanical isolation methods, control of multiple field conditions, and procedures to be followed under different scenarios and task changes were explained in detail. In addition, through the use of the Digital LOTO module, the locking and unlocking procedures followed by employees were digitized, and by taking the applicable hierarchical processes into account, potential occupational accidents and operational risks were prevented.

Through the Digital LOTO Training, employees' risk awareness regarding hazardous energy sources was increased, and institutional awareness was raised on the proper, complete, and standard-compliant implementation of LOTO processes.

Human Rights Training

In line with its ethical values and people-focused way of doing business, Limak Cement implemented the Human Rights Training in 2025. This training was designed based on Limak Cement's corporate values, ethical principles, and human rights approach. The aim is to enable employees to become more familiar with the universal dimension of human rights, their fundamental principles, and the institutions that safeguard these rights.

Within the scope of the training, the relationship between the Limak Cement Code of Ethics and human rights principles was addressed, and practical examples were shared on how ethical values can be reflected in business processes.

Limak Cement Human Rights Training was structured in digital learning format and consists of two e-training modules, two video contents, and one assessment exam.

The training was successfully completed by 1,196 people as of 2025.

In this context, the aim is to disseminate human rights and ethics awareness across the organization and strengthen a sustainable corporate culture.

Training Series of the Month: Corporate Awareness Journey

The Training Series of the Month, designed by Limak Cement Global Academy, is a social impact project implemented in 2025 to strengthen sustainability, individual development, and social awareness. Within the scope of this initiative, digital trainings on various themes determined each month throughout the year were offered to employees, creating a holistic learning experience that supported their personal, professional, and social development.

The training series contributed to participants' awareness in many different areas, including self-awareness, microlearning and continuous development, diversity, equality, and inclusion, wellbeing, effective and empathetic communication, digital transformation and the technologies of the future, emotional intelligence, time management, emotional resilience, and individual development. Through these themes, the aim was to strengthen both employees' individual awareness and institutional effectiveness.

The content offered within the scope of the Training Series of the Month was accessed a total of 10 thousand times throughout the year, ensuring a high level of interaction and voluntary participation across the organization. Participants who completed the trainings were awarded theme-based digital badges, and their motivation for learning continuity was supported through gamification and reward-based approaches. Through this initiative, Limak Cement aimed to build an inclusive corporate culture that is open to learning, highly aware, open to change, has developed individual responsibility awareness, and has adopted the sustainability approach.

In 2026, the Monthly Topic Training Series is planned to continue. In the upcoming period, it is planned to update the content in line with employees' changing needs and corporate priorities, and to increase the level of interaction. Through this continuity, Limak Cement will have gained a strong learning culture that is learning-oriented, inclusive, and sustainable, and that supports individual development and increases social awareness.







Responsible Use of Resources Training

To strengthen its sustainable production approach, the Responsible Use of Resources Training was launched in 2025. This training was developed in line with Limak Cement's sustainability vision and technical expertise and was structured within the framework of the Concrete Sustainability Council (CSC) Responsible Sourcing Certificate.

Through the training, the aim was to increase employees' awareness of the efficient use of natural resources, responsible production approaches, and sustainability-oriented thinking.

Training and Development Process for Young Talents

In line with its sustainable human resources approach, Limak Cement Global Academy launched a structured training and development process specifically designed for young talents in 2025. This process was supported through the "Young Talent Development Journey," designed to complement the orientation and onboarding programs of young professionals who had recently joined the organization.

Within the scope of the Young Talent Development Journey, structured training sessions were held on topics such as career and professional life, communication and people-oriented competencies, 21st-century and digital competencies, thinking and design thinking, sustainability and life, and presentation and expression skills. Through this learning journey, the aim was to ensure that young talents adapt to both the corporate culture and field practices and develop with a holistic approach through professional and vocational competencies. This holistic approach contributes to supporting high-potential young talents at an early stage, strengthening corporate engagement, and building a sustainable leadership pool in line with Limak Cement's long-term human resources and corporate sustainability strategy.

"Take Good Care of Yourself" Women's Health Awareness Program

Designed in cooperation with Limak Cement Global Academy and the Corporate Health Directorate, the "Take Good Care of Yourself" Women's Health Awareness Program was launched in 2025 and implemented as a holistic development process that supports women employees in increasing their awareness of health-related issues. The program was structured to increase awareness of women's health and promote early diagnosis and preventive health approaches.

Throughout 2025, two online webinars and two in-person seminars were held within the scope of the program. While information and awareness activities on women's health were carried out through webinars organized across the Group, in-person seminars held at the head office focused on health awareness activities specifically for women employees. In addition, awareness of early screening and preventive health practices was strengthened through on-site training held at the Balıkesir Plant in cooperation with the Provincial Directorate of Health.

In addition to supporting the individual wellbeing of women employees, the "Take Good Care of Yourself" program contributed to the development of an inclusive and people-oriented corporate culture by increasing health awareness in working life.





Empower Field Strength Development Program

The Empower Field Strength Development Program, which aims to strengthen the motivation, resilience, and communication skills of field employees, was planned in line with the 2024 sustainability targets and implemented in 2025. The program was structured by taking into account the intense and challenging dynamics of field operations and in a way that supports employees' individual and professional development.

In 2025, the program was implemented to cover 71 skilled workers and foremen working at the Anka, Kurtalan, and Trakya facilities. During the training and development process, increasing intrinsic motivation, strengthening emotional resilience, developing conflict management skills, and supporting a culture of positive communication in the workplace were addressed as focus areas. These efforts contributed to field employees' ability to cope with the challenges they encounter in their daily working lives in a healthier and more constructive manner. Through the pre-tests and post-tests conducted, it was determined that the training achieved a 6% improvement.

With its approach that prioritizes employees' individual wellbeing, the Empower Field Strength Development Program aims to support a peaceful, safe, and productive working environment in the workplace, while also strengthening corporate engagement and professional development. In line with the positive feedback received and the program's impact in the field.

It is aimed to roll out the Empower Field Strength Development Program across the Limak Cement group in 2026. In this way, the aim is to strengthen the inclusive and accessible learning approach that supports the development of field employees throughout the entire organization.

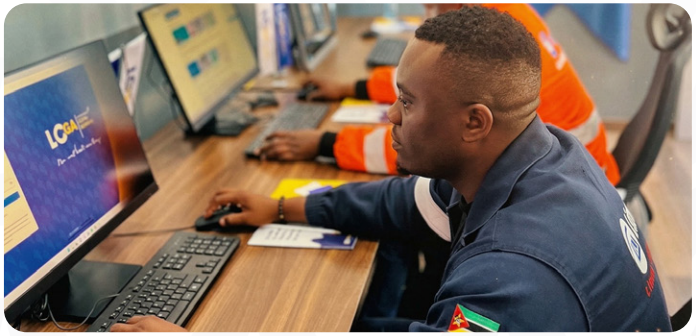




At Limak Cement Global Academy's Africa Operations: Inclusive and Accessible Learning Ecosystem

As of 2025, Limak Cement Global Academy has taken its inclusive learning approach one step further in its Africa operations and included field teams at its Mozambique facilities in the learning platform. In this context, a shared computer room was established at the Mozambique plant to ensure that all employees have equal access to digital learning content, supporting access to the learning platform both physically and digitally. Through this practice, field teams were provided with uninterrupted access to trainings, and learning processes were expanded in key development areas, particularly OHS, ethics, sustainability, and corporate awareness. At the same time, multilingual and culturally contextualized content provided a learning experience suited to the needs of employees with different duties and responsibilities. This step taken in the Mozambique operations strengthened Limak Cement's development approach based on equal opportunities and its sustainable human resources approach, which invests in employees' potential.

In 2026, the aim is to maintain the inclusive learning approach in Limak Cement Global Academy's Africa operations by further developing it with new training content and, at the same time, to implement new access models that increase the participation of field teams in the Côte d'Ivoire operations in digital learning processes. In this regard, Limak Cement resolutely maintains its vision of creating an accessible, sustainable, and inclusive learning ecosystem for everyone on a global scale.



Academy Research Journal

The Academy Research Journal, launched in 2024 to strengthen corporate knowledge sharing and support the learning culture in a sustainable manner, continued to be published in 2025 as well. This publication serves as an effective communication and development tool that enables the knowledge produced within Limak Cement, best practice examples, and current approaches to be shared across the organization.

Two new issues of the Academy Research Journal were published in 2025. The first of these issues focused on “Diversity, Equality, and Inclusion,” while the second addressed the digital transformation of learning and technology-oriented approaches under the theme “Learning 4.0.” By bringing together both academic and professional perspectives, both issues aimed to support employees’ access to different perspectives and current approaches.

In line with Limak Cement’s corporate development vision, the Academy Research Journal continued to serve as a sustainable learning platform that encourages knowledge sharing and continuous development.





It is aimed to ensure that the journal continues to be published regularly in 2026 and to further enrich its content scope, thereby making a greater contribution to institutional learning ecosystems.

Leadership Development Journey: Leadership with Strong Steps

The “Leadership Development Program with Strong Steps,” defined as a target in the 2024 sustainability report, was launched within Limak Cement Global Academy in 2025. The program was designed to create a common leadership language across the organization and to strengthen managerial capacity, and it covers employees in mid- and senior-level managerial positions.

Implemented over a six-month period, the program ensured the participation of more than 70 leaders. The program focused on five core competency areas: strategic leadership, leading change, visionary perspective, change management in the workplace, and problem-solving and decision-making. Participants were provided with individualized video content, reading materials, skill-based and AI-supported simulations, and the learning experience was supported by a practical and sustainable development perspective.

The feedback obtained at the end of the program demonstrated the effectiveness of the initiative through concrete data.

The overall satisfaction rate was 87%, while the completion rate was recorded as 83%. The satisfaction rate for training materials was 93%, satisfaction with reminders and guidance was 91%, the rate at which participants found the content applicable in the field was 90%, and the technical performance of the digital platform was measured at 89%.

These indicators revealed that the program created a strong contribution both in terms of content quality and learning experience. Through this development journey, a common leadership terminology was established among managers in the areas of strategic thinking and leadership approaches, while team management, decision-making, and change management skills were strengthened at the institutional level.

This approach, which considers leadership development as one of the fundamental building blocks of institutional resilience, is aimed to be further developed in the coming period and expanded across the Group in line with the sustainable and inclusive leadership approach.







Women Engineers of the Future and Global Engineer Girls: Strengthening the Inclusive Development Journey

2024This structure, defined as a target in the 2024 sustainability report, was implemented as planned as of 2025; training processes under the Women Engineers of the Future program continued without interruption, and the pre-onboarding process was implemented.

Within the scope of pre-onboarding, all administrative and operational information, such as internship start date, location and transportation details, first-day dress code, bank and SSI processes, was shared with participants before the internship. In addition, an introductory video was shared to help candidates get to know Limak Cement's corporate culture, fields of activity, and contribution to the internship program; candidates' uncertainties were minimized through working hours, dress code practices, communication channels, and support mechanisms, as well as the Frequently Asked Questions (FAQ) section. Thanks to this structure, women engineer candidates were supported in starting the process safely and with a sense of belonging.

2025 The Global Engineer Girls (GEG) Program was also continued within Limak Cement Global Academy. In this context, academic portal access was opened for the women engineering students selected for the program, and they were provided with the opportunity to define a personalized learning path and follow their development through digital access. The structure offered under the GEG Learning Journey umbrella included multidimensional development opportunities, such as technical development as well as soft skills and volunteering, ethical awareness, communication skills, and sustainable engineering approaches. In addition, the program's field integration was strengthened through GEG meetings held in our Africa operations and by sharing the academy usage guides.

Through these practices implemented in 2025, Limak Cement Global Academy continued to create an inclusive and sustainable development ecosystem that supports women engineers; Limak Cement once again demonstrated its long-term commitment to women's engineering and technical fields.





Internal Trainer Program

Limak Cement Global Academy regards the permanent, accessible, and sustainable dissemination of institutional knowledge as a strategic priority. In this regard, the Internal Trainer Program, shared as a target in the 2024 sustainability report, was implemented as planned in 2025.

The program systematically brought together the development and trainer competencies, internal experience, and knowledge transfer of expert employees from different departments across the company, enabling them to create a sustainable learning ecosystem. With its accessible development approach, the program ensured that the knowledge and competencies needed were transferred to the right audiences, at the right times, and in a manner aligned with the corporate culture.

Applications to the Internal Trainer Program were accepted across the Group in the first quarter of 2025. The application process also included a pre-assessment stage aimed at measuring the competencies that candidates may need for internal training. These assessments were conducted through a multi-stage evaluation process, together with departmental distribution, existing training needs, and managerial feedback.

As a result of the assessments, five internal trainer candidates representing different functions were included in the program from among 47 applications. The program started in April with a kick-off meeting with the selected internal trainer candidates and progressed throughout the year as a multi-stage development journey with online learning paths, in-person trainings, hands-on activities, inspiration sessions, and feedback sessions.

In the first stage of the program, a learning path aligned with the trainer competencies defined by the World Economic Forum for 2025 was designed and offered to candidates; in the second stage, in-person trainings were conducted to prioritize the skills needed by internal trainer candidates in line with the pre-assessment results. Under the headings “Inspirational Presentations” and “Trainer Training,” participants' competencies in effective presentation, effective narration, facilitation, participant interaction, group dynamics management, and putting learning into practice were strengthened.

The program was completed with candidates delivering the trainings they had prepared in practice, receiving peer feedback, and presenting their assessment results to senior management.

The satisfaction and assessment activities carried out at the end of the program showed that the Internal Trainer Program had achieved its targeted impact strongly.

In line with the feedback received from participants, the overall satisfaction rate for the program was measured at 100%; participants stated that they would recommend the program to a colleague at a rate of 96%. The satisfaction rate with the program structure and process management was 96%, while the satisfaction rate with the quality of the content delivered was measured at 95%. The 97.5% satisfaction rate for support, organization, and communication processes showed that the program also offered a strong structure from an operational perspective.

The assessment results showed that the internal trainer candidates participating in the program had a strong motivation to complete the process and continue their trainer journey. In the open-ended feedback, it was particularly emphasized that cooperation between Limak Cement Global Academy and the technical teams had been strengthened, that hands-on activities increased idea generation and interaction among participants, and that regular feedback mechanisms supported motivation and learning continuity.

In line with Limak Cement's approach to investing in its human resources, the Internal Trainer Program contributes to expanding quality training opportunities and strengthening institutional engagement. The program supports the establishment of a continuous learning culture within the organization, in line with the goals of qualified training and decent work.

In 2026, the aim is to support the development journey of existing internal trainers through advanced-level trainings and to implement a new methodology for identifying new internal trainer candidates in a way that addresses needs across the Group. In this context, ensuring that the trainings designed and targeted by internal trainers throughout the program are implemented will be one of the priority focus areas in terms of expanding knowledge sharing and institutionalizing effectiveness across the organization.

In addition, meeting days that bring together existing and new internal trainers are planned to be organized. Through these meetings, the aim is to encourage experience sharing, expand best practices, and strengthen the internal training community within a corporate structure. Through this approach, Limak Cement aims to further deepen its inclusive, sustainable, and impact-oriented learning ecosystem in the future.



Sales and Marketing Professional Development Program

In the 2024 sustainability report, it was committed that a professional development program would be designed for the Sales and Marketing teams. In 2025, the design process of the program was completed in line with this target, and the needs analysis, creation of the competency framework, and definition of the training content were carried out in stages. Thus, the foundation was laid for a structured and long-term development journey specific to the Sales and Marketing function.

In the first stage of the program, a comprehensive needs and process analysis was carried out to identify the current competency levels and development needs of the Sales and Marketing teams. In this context, a total of 22 employees at the levels of assistant specialist, specialist, chief, manager, and director from the head office in Ankara and the plants participated in the workshop. During the workshop, competencies specific to the Sales and Marketing function were defined, each competency was detailed with behavioral indicators, and prioritization activities were carried out by analyzing business processes.



The areas open to development were detailed through online meetings held with Sales and Marketing leaders, based on the analysis of the results. In this process, a holistic competency framework covering functional and behavioral competencies was created by taking position-based development needs into account. Thus, the development areas targeted for expert and leadership roles were clarified, and a comprehensive institutional needs map was prepared for the program.

In 2025, the training content was defined and structured as the second stage of the program. In this context, the following training topics, which will support the professional and behavioral development of the Sales and Marketing teams, the following training topics were defined:

- *Customer Communication and Relationship Management*
- *Process and Product Knowledge*
- *Sales, Persuasion, and Negotiation*
- *Regulations and Procedures*
- *Digital Literacy*
- *Data Analysis, Reporting, and Interpretation*
- *Financial Literacy*
- *Corporate Image and Professional Representation*
- *Crisis Management*
- *Operational Excellence and Occupational Health and Safety*

These topics were transformed into a structured professional development roadmap that addresses the current and future needs of the function.

The Sales and Marketing Professional Development Program, whose design was completed in 2025, is aimed to be implemented in 2026 through training activities. The defined training content is planned to be delivered through face-to-face and digital learning methods and to be continuously improved through regular assessments and feedback mechanisms. Through this approach, the aim is to systematically develop the professional competencies of Sales and Marketing teams and to make a sustainable contribution to corporate performance.



Responsibility for Society Value for the Future

Corporate Social Responsibility

As Limak Cement, we regard corporate social responsibility as one of the fundamental elements of creating lasting value and supporting social development in the geographies where we operate. Our social responsibility approach is not limited only to specific projects; we position it as an integral part of the way we do business, our decision-making processes, and our corporate culture. In this regard, by analyzing local needs in the regions where we operate, we develop projects aimed at creating long-term, inclusive, and sustainable impact.

We shape our efforts around key areas such as access to water, education, health, social equality, and youth development. In Mozambique, through the clean water access project we implemented, we directly contributed to meeting a village's basic living need, while the cement support we provided to Newborn Hospital projects helped strengthen the region's health infrastructure. Through these efforts, we aim to contribute not only to today's needs, but also to long-term social welfare.

In the field of education, we focus on supporting equality of opportunity, particularly in disadvantaged regions with limited access. Through the library support we provided in Côte d'Ivoire, we contributed to the education journey of hundreds of students, while also creating a sustainable bond with local communities through the strong communication we established with students, teachers, and local governments. This approach, which supports access to education, is part of our goal of strengthening the foundation of social development.

In the projects we implement in Türkiye, we address social inclusion and individual development together. Through the training and awareness activities carried out within the scope of our women's health program, we aim to increase women's access to health services and support their quality of life. At the same time, by leveraging the unifying power of sports, we carry out projects that contribute to young people's physical, mental, and social development.

In this context, through our cooperation with the YTU Concrete Canoe Team, we support the technical development of young talents and enable them to engage with the sector at an early age. Through technical visits, orientation programs, and field experience activities, we contribute to students' on-site observation of production processes and to the development of their professional skills. Similarly, through the sponsorship support we provide to women's and mixed sports teams, we aim to increase the inclusiveness of sports and promote the active participation of different groups in social life.

Practices that support the social and cultural development of our employees also constitute an important part of our corporate social responsibility approach. Through initiatives such as the Limak Cement TTP Music Group, we support our employees in exploring their artistic dimensions and strengthen social interaction and a sense of belonging within the organization.

We implement all of these efforts through strong collaborations with our stakeholders and position our projects not only as support mechanisms, but also as sustainable models that support social transformation. With the projects we develop in the areas of the environment, education, health, and social inclusion, we aim to touch the lives of different age groups and social segments and contribute to a more inclusive future.

We support our corporate social responsibility approach with a strong governance structure. In this regard, we address our social responsibility processes as systematic, measurable, and transparent processes that can be managed within a framework.

As an indicator of this approach, we became one of the first two companies in the Türkiye cement sector to hold the IQNET SR10 Social Responsibility Management System certificate. Through this system, we manage our social responsibility efforts in line with international standards, reinforcing our ethical, focused, and sustainable structure.

As the first company in the Türkiye cement sector to obtain the IQNET SR10 Social Responsibility Management System certificate.



IQNET

Building trust together.

Certificate

TSE has issued an IQNet recognized certificate that the organization:

LİMAK ÇİMENTO SANAYİ VE TİCARET ANONİM ŞİRKETİ - ANKARA ŞUBESİ

BAHÇEKAPI MAHALLESİ GÜVERCİNLİK MEVKİİ
ANKARA / TÜRKİYE

has implemented and maintains a

for the following scope:
Scope of the certificate is given in annex
which fulfills the requirements of the following standard:

IQNET SR 10:2024

Issued on: 26-12-2025
First Issued on: 26-12-2025
Expires on: 26-12-2028

Registration Number : TR-SR-0297-TR

Alex Stoichitoiu
President of IQNet

Refika Zeynep ÖZTÜRK
Deputy Manager of System Certification

TSE

This attestation is directly linked to the IQNet Member's original certificate and shall not be used as a stand-alone document.

IQNet Members*:
AENOR Spain **AFNOR Certification** France **APCER** Portugal **CISQ** Italy **CQC** China **CQM** China **CQS** Czech Republic **Cro Cert** Croatia **DQS Holding GmbH** Germany **EAGLE Certification Group** USA **FCAV** Brazil **FONDONORMA** Venezuela **ICONTEC** Colombia **ICS** Bosnia and Herzegovina **INTECO** Costa Rica **IRAM** Argentina **JQA** Japan **KFQ** Korea **LSQA** Uruguay **MIRTEC** Greece **MSZT** Hungary **Nemko AS** Norway **NSAI** Ireland **NYCE** México **PCBC** Poland **Quality Austria** Austria **SII** Israel **SIQ** Slovenia **SIRIM QAS International** Malaysia **SQS** Switzerland **SRAC** Romania **TSE** Türkiye **YUQS** Serbia

* The list of IQNet Members is valid at the time of issue of this certificate. Updated information is available under www.iqnet-certification.com

Mozambique

Clean Water Access Project

Through the project we launched in Mozambique in 2025, we supported a village's access to clean drinking water. Carried out in cooperation with local stakeholders, this initiative became a concrete example of our commitment to addressing needs on the ground and creating social impact.








Mozambique

Cement Support for the Newborn Unit

With the cement support we provided for the Newborn Unit in Mozambique, we contributed to strengthening health infrastructure. Through this support, we aimed to help create a safer and more durable structural environment and support newborn babies and infants in receiving services under better conditions.









Türkiye

YTU Concrete Canoe Team

To support young talents' technical development and interest in the sector over the long term, we provided sponsorship support to the YTU Concrete Canoe Team and made an active contribution to the competition process.

Within this scope, orientation days were organized; students were brought together, and through visits to our Edirne Ready-Mixed Concrete Plant and Trakya Plant, engineering students were enabled to experience production processes in the field and establish ties with the sector at an early stage.





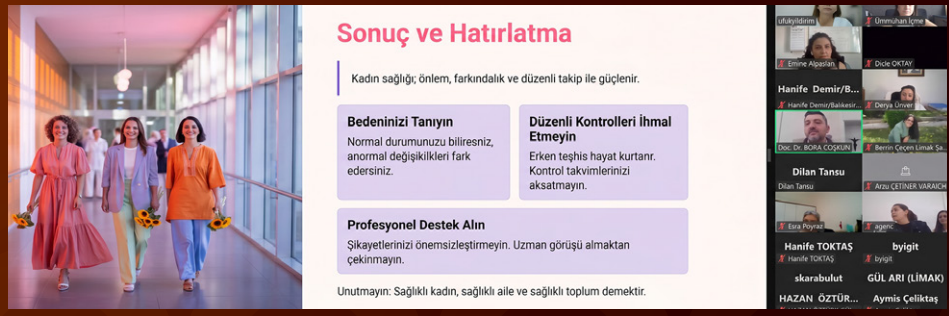



Türkiye

Women's Health Program

Training and awareness-raising activities were carried out within the scope of the program launched to increase women's access to health services and strengthen health awareness. Through this program, carried out in cooperation with local stakeholders, we aim to support women's quality of life and social equality by increasing health awareness.







Türkiye

Sponsorship for the Girls and Mixed Curling Teams

The 2024–2025 season was a period in which the achievements secured reached the highest level. Within this scope, our Yıldız Mixed, Yıldız Boys, and Küçük Boys teams became Türkiye champions, while our Yıldız Girls Team placed second in Türkiye.

At the Floor Curling branch national team selection competition held at the end of 2025, our Women's and Mixed Teams became Türkiye champions on behalf of the Pınarhisar Youth Sports Club, while our Men's Team placed third in Türkiye. As a result of these achievements, our Women's and Mixed Teams earned the right to form the Türkiye National Team.













Türkiye

Limak Cement Mixed Volleyball Team

The Limak Cement Mixed Volleyball Team reflects the approach to equality and inclusion we embrace in business life in the field of sports. Our team, in which our women and men employees compete together, is a powerful example of our culture of solidarity, team spirit, and shared success.







Côte d'Ivoire

Support for Access to Education

In line with our goal of building strong ties with local communities and supporting children's education journey as Limak Africa, cement support was provided for the renovation of classrooms in three primary schools. At the event held with the participation of students, teachers, and local government representatives, basic stationery sets were distributed to 1,450 students, aiming to alleviate inequalities in access to education.








Türkiye

Limak Cement TTP Music Group

The TTP Music Group was launched as an important initiative that reveals our employees' artistic potential, brings members from different departments together, strengthens diversity and inclusion, and increases institutional engagement and social interaction.





The Limak Foundation aims to expand the sphere of influence of the social investments built on the Limak Companies Group's deep-rooted tradition of philanthropy. As Limak Cement, through the Limak Foundation of which we are a part, we support social benefit-oriented projects and long-term social impact in areas such as education, culture and arts, and inclusion. In line with this approach, our social responsibility activities are not limited only to support mechanisms; we approach them with a strong sense of ownership as a sustainable and measurable sphere of impact strengthened through stakeholder collaborations.

You can access all social investment and project information carried out within the scope of corporate social responsibility through the Limak Foundation corporate website.

Engineer Girls of Türkiye (TMK)

The Engineer Girls of Türkiye (TMK) project, carried out by the Limak Foundation since 2015, aims to increase the visibility of women and girls in engineering fields and strengthen equal opportunities. Within the scope of the project, mentoring, training, and career awareness activities are carried out for high school students, supporting girls in developing themselves in STEM fields. As Limak Cement, we continue to support this project in line with our goal of strengthening women and girls and contributing to an inclusive workforce transformation.



Limak Philharmonic Orchestra

The Limak Philharmonic Orchestra was founded in 2017 under the general artistic direction of world-renowned tenor Murat Karahan and under the baton of Rengin Gökmen, one of Türkiye's leading conductors. By interpreting Turkish music in polyphonic form, the orchestra aims to bring polyphonic music to wider audiences. As part of its Türkiye tour, the orchestra performed works by Zeki Müren, one of the most colorful and distinguished figures of Turkish music, with polyphonic interpretations in 8 different provinces. Zeki Müren's unforgettable works, such as "Şimdi Uzaklardasın," "Elbet Bir Gün Buluşacağız," "Veda Busesi," and "Senede Bir Gün," were performed in polyphonic form by four different artists on stage. An album featuring the orchestra's recordings was also released on digital platforms and in music stores.



Little Engineers of the Home

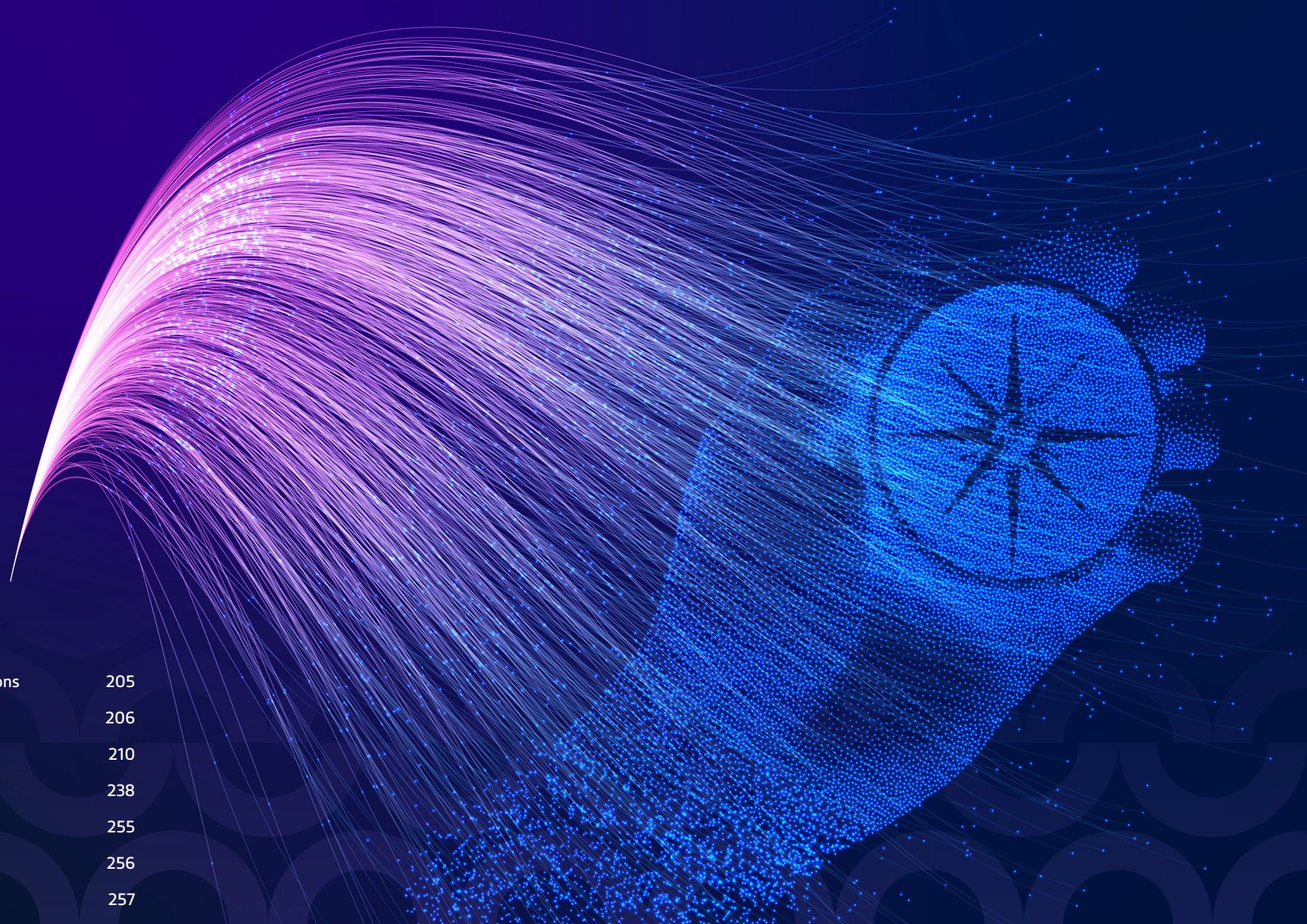
The Limak Foundation's Little Engineers of the Home program, which aims to increase awareness of science and technology at an early age, is designed to support children's interest in STEM fields. Through activities enriched with fun and practical content, children's skills such as analytical thinking, problem-solving, and curiosity and inquiry are strengthened. As Limak Cement, we support the long-term impact created by quality education and future talent development.



Gülseren Özdemir Outstanding Achievement Scholarship

The Gülseren Özdemir Outstanding Achievement Scholarship is a social investment program that aims to support successful girls with limited financial means who stand out for their academic achievements throughout their education. This scholarship aims to strengthen equal opportunities in education and support young people's educational journeys in a sustainable manner. As Limak Cement, we regard increasing access to education as one of the most important elements of social development and contribute to the efforts carried out in this area.





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Corporate Memberships and Associations

Türk Çimento

Middle East Exporters' Association (OAIB)

Turkish Patent and Trademark Office

Turkish Accreditation Agency (TÜRKAK)

Ankara Chamber of Industry (ASO)

Siirt Chamber of Commerce and Industry (STSO)

Turkish Exporters Assembly (TİM)

Ankara Chamber of Commerce (ATO)

Global Cement and Concrete Association (GCCA)

Türkiye Ready Mixed Concrete Association (THBB)

Cement Industry Employers' Association (ÇEİS)

Our corporate memberships and business associations are managed in line with the Paris Agreement targets. In this context, our membership process and membership activities are supported through regular monitoring of the climate change policies, positions, and activities of member associations and organizations, and the activities carried out through these associations are systematically assessed for alignment with our company's climate targets. This assessment process includes identifying potential misalignments and developing the necessary improvement actions through relevant stakeholder engagement.

Participation in Sectoral Events

International Accounting Conference (ICA) IIERD
Milan, İtalya

INTERCEM Shipping Forum 2025
Lisbon, Portugal

OPEX Week: Business Transformation World Summit 2025
Miami, USA

Cement Chemistry and Clinker Microscopy
Online

Cemtech MEA25
Dubai, UAE

ACI Middle East Conference 2025
Dubai, UAE

Green Cement & Concrete Innovation Europe 2025
Uxbridge, UK

INTERCEM Dubai 2025
Dubai, UAE

UKCS - The UK Concrete Show 2025
Birmingham, UK

HR Tech Europe2025
Amsterdam, Netherlands

EnviroTech 2025
Atina, Greece

HRcoreLAB Summit
Barselona, Spain

Data Governance Conference Europe 2025
UK

23rd Annual Worley Consulting Petcoke Conference
Las Vegas, USA

Cements of the Future Seminar
Online

Argus Biomass Conference
Londra, UK

Participation in Sectoral Events

Global Supply Chain and Logistics Summit
Amsterdam, Netherlands

Cement Kiln Process Chemistry
Online

Decarbonising Cement Manufacture Course from International Cement Review
Online

5th World Legal Operations Summit
Germany

Calcined Clay Training
Online

Executive Leadership in Energy Programme
Dubai, UAE & Londra, UK

World Commerce & Contracting Summit EMEA 2025
Edinburgh, Scotland

HSE Learning Summit
Germany

Inter Solar Europe
Germany

Gartner Data & Analytics Summit 2025
UK

World Sustainability & ESG Summit
Amsterdam, Netherlands

HRcoreNORDIC
Copenhagen, Denmark

Opex Global Project Management
Amsterdam, Netherlands

CEMENTTECH 2025
China

CO2 Capture Storage and Reuse 2025
Copenhagen, Denmark

SAP Sapphire Madrid
Spain

Participation in Sectoral Events

Cementitious Materials International TechTrade Congress
Cairo, Egypt

European Biomass and Waste Conference
Spain

Sustainability Reporting Europe 2025
London, UK

EACD Summit 2025
Brussels, Belgium

3rd National Emergency Medicine Congress
Turkish Republic of Northern Cyprus (TRNC)

Intercem 40th Anniversary
UK

Contract and Procurement Fraud ACFE Authorized Training
Dubai

Accounting Summit 2025
Germany

7th Annual Artificial Intelligence in Financial Services Conference
UK

ProcureCon Europe Network
Avusturya

Argus Global Coke & Carbon Conference
USA

Certificate in Energy Management Essentials
UK

SEW Eurodrive International Cement and Mining Days
Germany

Supply Chain Europe 2025
Netherlands

CarbonZero: Alternative Fuels and Raw Materials for Cement Global Conference and Exhibition
Bucharest, Romania

Annual Conference 2025
Belgium

Participation in Sectoral Events

Türkiye-Africa Business and Economic Forum
İstanbul, Türkiye

Carbon Capture Technology Expo & Hydrogen Technology Expo
Germany

Climate Week 2025
Italy

Future of Biofuels 2025
Sweden

14th Africa Cementrade
Ghana

Gartner Supply Chain Planning Summit
UK

Digitale Transformation
Germany

Tax Technology Conference
Germany

Ecomondo
Italy

European Cement Decarbonisation Summit 2025
Germany

CIPD Annual Conference and Exhibition
UK

Intercem America's
USA

HR Vision London
London, UK

Global Carbon Markets Conference
Spain

RİSK GCC
Dubai

Metrics - Decarbonization and Climate	Unit	2022	2023	2024	2025	Scope of the Data
Products and Services						
• Clinker Production Capacity	Mton	9,6	9,6	9,6	9,6	7 I+2 GPT+2 GPTA
• Total Clinker Production	tons	8.027.475	8.025.850	8.242.405	8.184.355	7 I+2 GPT+2 GPTA
• Cement Production Capacity	Mton	17,7	17,7	17,7	17,7	7 I+2 GPT+2 GPTA
• Total Cement Production	tons	8.837.483	8.965.146	9.866.165	10.518.502	7 I+2 GPT+2 GPTA
• Total Concrete Production	m^3	831.803	1.219.380	1.555.846	2.532.590	Our ready-mixed concrete facilities in Türkiye
• Total Aggregate Production	tons	N/A	N/A	163.099	728.401	Ayaş Crushing and Screening Plant
• Total Pumice Production	units	13.945.721	24.606.439	22.668.738	20.013.694	7 I+2 GPT+2 GPTA
• Total Standard Sand Production	tons	392,5	469,1	483,6	465,1	7 I+2 GPT+2 GPTA
GHG Emissions						
• Scope 1 direct greenhouse gas emissions total	tCO_2	7.290.513	7.138.623	7.222.576	7.081.051	7 I
• Biogenic CO2 emissions total	tCO_2	16.987	47.104	90.783	9.946	7 I
• Scope 2 indirect greenhouse gas emissions total (location-based)	tCO_2	362.822	342.995	344.263	341.526	7 I
• Scope 2 indirect greenhouse gas emissions total (market-based)	tCO_2	362.822	342.995	344.263	341.526	7 I
• Scope 3 indirect greenhouse gas emissions total	tCO_2	974.001	774.076	636.166	1.298.340	7 I
◦ Purchased goods and services	tCO_2	508.105	608.071	517.297	685.353	7 I
◦ Capital goods	tCO_2	0	0	953	2.201	7 I
◦ Fuel- and energy-related activities*	tCO_2	0	0	0	440.725	7 I
◦ Upstream transportation and distribution	tCO_2	92.360	68.775	51.695	81.530	7 I
◦ Waste generated in operations	tCO_2	305	305	180	1.866	7 I
◦ Business travel	tCO_2	1.159	23.928	493	360	7 I

** Included in the calculation of purchased goods and services.*

I: Integrated Cement Plant **GPT**: Grinding and Packing Plant Türkiye **GPTA**: Grinding and Packing Plant Africa

Metrics - Decarbonization and Climate	Unit	2022	2023	2024	2025	Scope of the Data
◦ Employee commuting	tCO_2	1.518	2.022	2.401	1.676	7 I
◦ Upstream leased assets	tCO_2	0	0	33,83	N/A	7 I
◦ Downstream transportation and distribution	tCO_2	356.180	63.346	51.178	54.593	7 I
◦ Processing of sold products	tCO_2	N/A	N/A	N/A	5.884	7 I
◦ Use of sold products	tCO_2	N/A	N/A	N/A	13.202	7 I
◦ End-of-life treatment of sold products	tCO_2	14.374	7.629	11.934	10.949	7 I
◦ Downstream leased assets	tCO_2	N/A	N/A	N/A	N/A	7 I
◦ Dealers	tCO_2	N/A	N/A	N/A	N/A	7 I
◦ Investments	tCO_2	N/A	N/A	N/A	N/A	7 I
• Total Greenhouse Gas Emissions	tCO_2 (Scope 1+2)	7.653.335	7.481.618	7.566.839	7.432.523	7 I
• Total Greenhouse Gas Emissions	tCO_2 (Scope 1+2+3)	8.627.337	8.255.695	8.203.005	8.730.864	7 I
• Greenhouse gas emission intensity	tCO_2 (Scope 1+2) /TRY	0,0008403	0,0005061	0,0003759	0,0002859	7 I
• Greenhouse gas emission intensity	tCO_2 (Scope 1+2+3) /TRY	0,00095	0,00056	0,00041	0,00034	7 I
• NOx	kg/h	1.170	1.099	1.127	951	7 I
• SOx	kg/h	133	120	96	67	7 I
• Persistent organic pollutants (POPs)	kg/h	N/A	N/A	N/A	N/A	7 I
• Total organic compounds (TOC)	kg/h	3	19	35	34	7 I
• Hazardous air pollutants (HAPs)	kg/h	N/A	N/A	N/A	N/A	7 I
• Particulate matter (PM10)	kg/h	31	37	27	19	7 I
• Direct Mercury Emissions	kg/h	0,00034	0,00045	0,00103	0,00147	7 I

I: Integrated Cement Plant

Metrics - Decarbonization Roadmap	Unit	2022	2023	2024	2025	Scope of the Data
Materials Used						
• Raw materials used in cement production	tons	12.860.763	12.843.601	13.248.312	13.715.990	7 I+2 GPT+2 GPTA
• Non-renewable raw materials	tons	12.860.763	12.843.601	13.248.312	13.715.990	7 I+2 GPT+2 GPTA
• Limestone	tons	8.454.063	8.446.976	8.419.561	8.851.025	7 I+2 GPT+2 GPTA
• Clay	tons	1.626.579	1.717.160	1.543.890	1.615.383	7 I+2 GPT+2 GPTA
• Trass	tons	N/A	N/A	16.860	8.935	7 I+2 GPT+2 GPTA
• Marl	tons	2.168.659	2.057.412	2.617.835	2.506.331	7 I+2 GPT+2 GPTA
• Iron Ore	tons	95.351	75.273	40.198	44.540	7 I+2 GPT+2 GPTA
• Bauxite	tons	150.324	141.362	163.611	151.397	7 I+2 GPT+2 GPTA
• Gypsum	tons	425.825	459.043	501.313	538.378	7 I+2 GPT+2 GPTA
• Total alternative raw materials used in cement production	tons	714.116	856.108	865.158	1.274.788	7 I+2 GPT+2 GPTA
• Fly Ash	tons	84.128	100.339	141.509	175.703	7 I+2 GPT+2 GPTA
• Slag	tons	183.510	154.428	189.830	320.692	7 I+2 GPT+2 GPTA
• Bottom Ash	tons	77.632	75.553	88.573	143.548	7 I+2 GPT+2 GPTA
• Drilling/Waste Sludge	tons	2.552	2.498	37.778	21.670	7 I+2 GPT+2 GPTA
• Marble	tons	7.506	43.521	25.147	18.540	7 I+2 GPT+2 GPTA
• Alternative Iron Ore	tons	36.636	56.833	57.532	58.032	7 I+2 GPT+2 GPTA
• Alternative Clay	tons	281.975	389.349	356.080	468.731	7 I+2 GPT+2 GPTA
• Alternative Bauxite	tons	40.177	33.587	73.332	67.872	7 I+2 GPT+2 GPTA
• Shale	tons	71.636	65.147	N/A	N/A	7 I+2 GPT+2 GPTA
• Increase in alternative raw material use compared to the previous year	%	8	20	1	47	7 I+2 GPT+2 GPTA
• Alternative raw material ratio	%	5,3	6,3	6,2	8,8	7 I+2 GPT+2 GPTA

I: Integrated Cement Plant **GPT**: Grinding and Packing Plant Türkiye **GPTA**: Grinding and Packing Plant Africa

Metrics - Decarbonization Roadmap	Unit	2022	2023	2024	2025	Scope of the Data
Energy						
• Total clinker production	tons	8.027.475	8.025.850	8.242.405	8.184.355	7 I+2 GPT+2 GPTA
• Electricity	kWh	804.036.262	801.348.623	833.507.946	853.311.831	7 I+2 GPT+2 GPTA
• Electricity consumption per unit of product	kWh/ton clinker	93	93	94	104	7 I+2 GPT+2 GPTA
• Fuel Oil - petroleum products	tons	1.010	908	716	1.121	7 I+2 GPT+2 GPTA
• Fuel Oil - petroleum products	kWh	12.098.733	13.144.733	8.324.998	12.443.100	7 I+2 GPT+2 GPTA
• Fuel consumption per unit	ton/ton clinker	0,00013	0,00014	0,00009	0,00014	7 I+2 GPT+2 GPTA
• Fuel consumption per unit	kWh/ton clinker	1,51	1,64	1,01	1,52	7 I+2 GPT+2 GPTA
• Diesel (Forklift + Tractor + Generator + Heating)	ton	8.510	11.805	8.198	8.040	7 I
• Diesel (Forklift + Tractor + Generator + Heating)	kWh	100.938.651	140.023.252	97.233.719	93.509.852	7 I
• Diesel per unit (Forklift + Tractor + Generator + Heating)	Lt/ton clinker	0,0011	0,0015	0,0010	0,0012	7 I
• Diesel per unit (Forklift + Tractor + Generator + Heating)	kWh/ton clinker	12,57	17,44	11,79	11,42	7 I
• LPG/LNG	kg	389.402	895.445	539.026	308.650	7 I
• LPG/LNG	kWh	3.114.209	2.473.793	2.900.436	4.290.235	7 I
• LPG/LNG per product	kg/ton clinker	0,049	0,112	0,065	0,038	7 I
• LPG/LNG per product	kWh/ton clinker	0,388	0,308	0,352	0,524	7 I
• Propane	kg	20.480	16.530	18.050	24.503	7 I
• Propane	kWh	264.334	213.352	232.970	345.492	7 I
• Propane per product	kg/ton clinker	0,003	0,002	0,002	0,003	7 I
• Propane per product	kWh/ton clinker	0,033	0,027	0,028	0,042	7 I
• Coal	tons	1.188.875	973.952	866.871	797.156	7 I+2 GPT+2 GPTA
• Coal	kWh	9.096.366.766	7.663.642.232	6.775.560.054	6.323.000.020	7 I+2 GPT+2 GPTA
• Coal consumption per product	kWh/ton clinker	1.133	955	822	773	7 I+2 GPT+2 GPTA

I: Integrated Cement Plant **GPT**: Grinding and Packing Plant Türkiye **GPTA**: Grinding and Packing Plant Africa

Metrics - Decarbonization Roadmap	Unit	2022	2023	2024	2025	Scope of the Data
• Total non-renewable energy consumption	kWh	9.957.914.580	8.569.295.791	7.663.126.799	6.335.443.120	7 I+2 GPT+2 GPTA
• Non-renewable energy consumption per unit of product	kWh/ton clinker	1.240	1.068	930	774	7 I+2 GPT+2 GPTA
• Total energy consumption	kWh	9.957.914.580	8.569.295.791	7.663.126.799	7.402.390.000	7 I+2 GPT+2 GPTA
• Energy consumption per unit of product	kWh/ton clinker	1.240	1.068	930	904	7 I+2 GPT+2 GPTA
• Energy savings achieved through improvements	kWh	N/A	N/A	35.936.108	260.736.799	7 I+2 GPT+2 GPTA
• Alternative fuel use	tons	29.900	86.809	148.515	169.698	7 I+2 GPT+2 GPTA
◦ Refuse-Derived Fuels	tons	22.051	48.079	59.466	73.211	7 I+2 GPT+2 GPTA
◦ End-of-life tires (ELT)	tons	4.027	26.654	85.946	86.129	7 I+2 GPT+2 GPTA
◦ Bilge and sludge wastes	tons	1.025	3.579	1.345	1.677	7 I+2 GPT+2 GPTA
◦ Other (Biomass and Treatment Sludge)	tons	2.797	8.497	1.758	8.681	7 I+2 GPT+2 GPTA
• Alternative fuel use ratio	%	1,92	7,56	12,8	14,7	7 I+2 GPT+2 GPTA
• Revenue generated through alternative fuel use	million ₺	N/A	~ 45	N/A	N/A	7 I+2 GPT+2 GPTA
• Clinker/cement ratio	%	0,83	0,83	0,83	0,78	7 I+2 GPT+2 GPTA
• RDF production	ton/year	N/A	N/A	N/A	22.753	Edirne and Antep RDF Facilities
• RDF Capacity	ton/year	N/A	N/A	N/A	85.080	Edirne and Antep RDF Facilities
• Ratio of total recycled aggregate used in concrete production to total aggregate	%	N/A	N/A	N/A	0,078	Ready-Mixed Concrete Plant

Renewable Energy - SPP

• Total installed capacity	MW	0	0	0	28,43	Ergani, Kurtalan, Şanlıurfa, Derik
• Total renewable energy generation	kWh	0	0	0	14.161.056	Ergani, Kurtalan, Şanlıurfa, Derik
• Total renewable energy use ratio	%	0	0	0	1.7	Ergani, Kurtalan, Şanlıurfa, Derik
• Reduction in greenhouse gas emissions based on renewable electricity generation	ton CO_2e/year	N/A	N/A	N/A	6.145,90	

I: Integrated Cement Plant **GPT**: Grinding and Packing Plant Türkiye **GPTA**: Grinding and Packing Plant Africa

Metrics - Biodiversity	Unit	2025	Scope of the Data
Biodiversity			
• Number of identified species	#	2.120	7 I
◦ Fauna	#	1.258	7 I
◦ Flora	#	862	7 I
• Number of identified and monitored endemic/rare species	#	29	7 I
◦ Fauna	#	24	7 I
◦ Flora	#	5	7 I
• Total number of operational areas	#	7	7 I
• Total area of operational areas	ha	491,16	7 I
• Number of areas subject to biodiversity impact assessment	#	7	7 I
• Area subject to biodiversity impact assessment	ha	491,16	7 I
• Number of areas with biodiversity impact or located near critical biodiversity	#	0	7 I
• Area with biodiversity impact or located near critical biodiversity	ha	0	7 I
• Number of areas with management plans in areas with significant biodiversity impact or located near critical areas	#	0	7 I
• Area with management plans in areas with significant biodiversity impact or located near critical areas	ha	0	7 I

I: Integrated Cement Plant

Metrics - Circular Economy	Unit	2022	2023	2024	2025	Scope of the Data
Water Management						
• Surface water (Receiving Environment)	m³	133.045	149.937	91.916	110.520	7 I
• · 3. Third Party (Network, etc.) (Wastewater Channel)	m³	152.960	158.801	175.364	126.132	7 I
• Total Water Discharge	m³	286.005	308.738	267.280	236.652	7 I
• Amount of Water Recovered/Reused	m³	75	26.643	18.400	31.967	7 I
• Total Water Withdrawal	m³	1.203.465	1.255.776	1.179.999	1.125.788	7 I
• Groundwater	m³	1.203.389	1.255.686	1.176.698	1.122.325	7 I
• Surface Water	m³	N/A	N/A	N/A	N/A	7 I
• Rainwater	m³	75	90	3.301	3.463	7 I
• Blue Water Footprint	m³	1.203.677	1.255.990	1.180.238	1.122.604	7 I
• Green Water Footprint	m³	517.243	515.393	519.626	141.758	7 I
• Grey Water Footprint	m³	114.729	115.173	100.743	130.607	7 I
• Percentage of water withdrawn from areas with high or extremely high water stress	%	91,33	89,97	89,57	87,05	7 I
• Total Freshwater Consumption (Withdrawal−Discharge)	m³	917.460	947.038	912.719	889.136	7 I
• Total net freshwater consumption in water-stressed areas	m³	832.139	853.665	809.613	771.276	7 I
• Number of production facilities in water-stressed areas	#	6	6	6	6	7 I
• Total number of production facilities	#	7	7	7	7	7 I
• Percentage of production facilities in water-stressed areas	%	86	86	86	86	7 I
• Percentage of COGS of goods sold in water-stressed areas	%	N/A	N/A	N/A	N/A	7 I

I: Integrated Cement Plant

Metrics - Circular Economy	Unit	2022	2023	2024	2025	Scope of the Data
Hazardous Waste						
• Total Hazardous Waste Amount*	tons	43,03	175,54	127,85	104,79	7 I
• Recovery*	tons	32,28	165,01	120,01	104,74	7 I
• Regular Storage*	tons	10,76	10,53	7,84	0,045	7 I
• Energy Recovery	tons	0	0	0	0	7 I
• Incineration	tons	0	0	0	0	7 I
• Other Methods	tons	0	0	0	0	7 I
• Total Hazardous Waste Intensity**	kg/TRY	<1	<1	<1	<1	7 I
Non-Hazardous Waste						
• Total Non-Hazardous Waste Amount*	tons	727,75	820,28	662,42	646,05	7 I
• Recovery*	tons	676,81	779,27	662,42	646,05	7 I
• Regular Storage*	tons	50,94	41,01	N/A	0	7 I
• Energy Recovery	tons	0	0	0	0	7 I
• Incineration	tons	0	0	0	0	7 I
• Other Methods	tons	0	0	0	0	7 I
• Total Non-Hazardous Waste Intensity**	kg/TRY	<1	<1	<1	<1	7 I
Risk Management						
• Total Waste Amount	tons	771	996	790	750,84	7E
• Total Waste Recovery Rate (Hazardous + Non-Hazardous)	%	92	95	99	99,9	7E

** Excluding routine waste, 7,667 tons of recovered waste generated from investment and revision processes at our Anka, Balıkesir, Kilis, Kurtalan, and Trakya plants have been added.*
*** Less than 1% of turnover.*

I: Integrated Cement Plant

Metrics - R&D	Unit	2022	2023	2024	2025	Scope of the Data
R&D Activities						
• Total R&D expenditures	TRY	8.779.795	23.167.135	59.874.040	104.914.716	Entire Group
• Total number of R&D projects	#	7	9	10	11	Entire Group
• Number of full-time employees working in the R&D and innovation department	#	29	36	36	38	Entire Group
◦ Women	#	7	10	12	16	Entire Group
◦ Male	#	22	26	24	22	Entire Group
Sustainability-Focused R&D Activities						
• Sustainability-focused R&D expenditure	TRY	8.779.795	23.167.135	59.874.040	104.914.716	Entire Group
• Total number of sustainability-focused R&D projects	#	7	9	10	11	Entire Group
Low-Carbon Products and Services						
• Total number of patents	#	0	0	1	1	Entire Group
• Ratio of low-carbon products (Green Cement) to total products (Sales Ratio)	%	37,60	37,30	47,60	93,72	LÇ+LDAÇ
• Total sales amount of low-carbon products (Green Cement)	TRY	2.768.845.797	4.550.164.172	8.885.164.746	23.543.239.443	LÇ+LDAÇ

Metrics - Talent Management	Unit	2022	2023	2024	2025	Scope of the Data
Employment						
• Total Number of Newly Hired Employees	#	166	305	381	421	Entire Group
◦ Women	#	18	40	50	67	Entire Group
◦ Male	#	148	265	331	354	Entire Group
• Under 30	#	80	163	169	196	Entire Group
◦ Women	#	6	23	26	26	Entire Group
◦ Male	#	74	140	143	170	Entire Group
• Age 30–50 (inclusive)	#	81	138	186	203	Entire Group
◦ Women	#	12	17	21	36	Entire Group
◦ Male	#	69	121	165	167	Entire Group
• Over 50 Years of Age	#	5	4	26	22	Entire Group
◦ Women	#	0	0	3	5	Entire Group
◦ Male	#	5	4	23	17	Entire Group
• Number of Interns Hired within One Year	#	0	0	15	171	Entire Group
◦ Women	#	0	0	15	86	Entire Group
◦ Male	#	0	0	0	85	Entire Group
• Number of Newly Graduated Employees Hired	#	45	34	48	14	Entire Group
◦ Women	#	27	16	17	9	Entire Group
◦ Male	#	18	18	31	5	Entire Group
• Number of Positions Filled by Internal Candidates	#	68	44	72	114	Entire Group
◦ Women	#	11	3	24	43	Entire Group
◦ Male	#	57	41	48	71	Entire Group
• Ratio of Positions Filled by Internal Candidates	%	40,96	14,42	18,89	27,1	Entire Group
• Female Employees Newly Hired	#	18	27	39	27	Entire Group
• Foreign Employees Newly Hired	#	65	28	28	11	Entire Group
◦ Women	#	5	6	6	4	Entire Group
◦ Male	#	60	22	22	7	Entire Group

Metrics - Talent Management	Unit	2022	2023	2024	2025	Scope of the Data
Turnover						
• Total Number of Employees Leaving Employment	#	199	124	206	246	Entire Group
◦ Women	#	23	15	21	31	Entire Group
◦ Male	#	176	109	185	215	Entire Group
• Under 30 years of age	#	44	52	46	69	Entire Group
◦ Women	#	7	2	3	7	Entire Group
◦ Male	#	37	50	43	62	Entire Group
• Between the ages of 30 and 50 (including ages 30 and 50)	#	77	20	143	135	Entire Group
◦ Women	#	10	7	16	19	Entire Group
◦ Male	#	67	13	127	116	Entire Group
• Over 50 years of age	#	78	52	17	42	Entire Group
◦ Women	#	6	6	2	5	Entire Group
◦ Male	#	72	46	15	37	Entire Group
• Total Employee Turnover Rate	%	7,51	12,96	10,31	11	Entire Group
• Voluntary Employee Turnover Rate	%	N/A	5	6	5	Entire Group

Metrics - Talent Management	Unit	2022	2023	2024	2025	Scope of the Data
Employee Trainings						
• Average Training Hours per Employee	hours (h)	52	49	43	50	Entire Group
• Total Training Hours Provided to Employees*	person*hours	65.191	87.596	85.389	109.591	Entire Group
• Total Training and Development Expenditures	TRY	803.351	3.350.914	11.415.921	13.327.547	Entire Group
• Average Training and Development Expenditures per Employee**	TRY	310	1.164	3.589	6.058	Entire Group
• Total Training Hours Related to Business Ethics, Anti-Corruption, and Anti-Bribery	person*hours	0	73	2.845	3.086	Entire Group
• Average Training Hours per Employee on Business Ethics, Anti-Corruption, and Anti-Bribery	hours (h)	N/A	N/A	1,97	1,85	Entire Group
• Total Training Hours Related to Environment/Sustainability	person*hours	3.845	2.371	14.221	11.495	Entire Group
• Average Training Hours per Employee on Environment/Sustainability	hours (h)	34,6	32,8	23,2	20,71	Entire Group
• Total Training Hours Related to Diversity and Inclusion***	person*hours	N/A	61,3	55,28	1.327,76	Entire Group
• Average Training Hours per Employee on Diversity and Inclusion	hours (h)	N/A	1,33	3,6	1	Entire Group
• Total Training Hours Related to Environmental Management	person*hours	4.996	6.604	7.444	3.526	Entire Group
• Average Training Hours per Employee on Environmental Management	hours (h)	4	4	4	1,95	Entire Group
• Percentage of Employees Receiving Training on Environmental Topics	%	83	100	100	100	Entire Group
• Total Training Hours Related to Digital Transformation	person*hours	N/A	N/A	13.603	4.706	Entire Group
• Average Training Hours per Employee Related to Digital Transformation	hours (h)	N/A	N/A	183	2,73	Entire Group
• Total Training Hours Related to Data Security and Privacy	person*hours	N/A	N/A	2.933	1.630	Entire Group
• Average Training Hours per Employee Related to Data Security and Privacy	hours (h)	N/A	N/A	2	1,40	Entire Group

** Suppliers and interns were also included.*
*** Total Number of Employees and Interns Hired was taken as basis.*
**** Includes intergenerational communication training, expert opinions on inclusion & diversity, Inclusive Work Environment for Gender Equality, and trainings to build a shared understanding across cultural differences.*

Metrics - Talent Management	Unit	2022	2023	2024	2025	Scope of the Data
Employee Engagement						
• Number of Employees Participating in the Employee Satisfaction Survey	#	1.230	1.437	1.575	1.772	Entire Group
• Employee Satisfaction Survey Participation Rate	%	83	89	91	93	Entire Group
• Employee Satisfaction Survey Result	%	74	78	78	GPTW Certificate	Entire Group
Training Hours by Age						
• Total Training Hours for Ages 18–30	hours (h)	N/A	17.591,3	22.426,5	28.466,60	Entire Group
◦ Women	hours (h)	N/A	2.171,7	3.878,4	7.023	Entire Group
◦ Male	hours (h)	N/A	15.419,5	18.548	21.443,75	Entire Group
• Total Training Hours for Ages 31–40	hours (h)	N/A	29.426,7	27.637,7	35.489,80	Entire Group
◦ Women	hours (h)	N/A	1.759,7	3.007,1	5.081,60	Entire Group
◦ Male	hours (h)	N/A	27.667	24.630,5	30.408,14	Entire Group
• Total Training Hours for Ages 41–50	hours (h)	N/A	33.113,65	28.471,2	33.082,60	Entire Group
◦ Women	hours (h)	N/A	1.608,7	1.618,18	2.682,68	Entire Group
◦ Male	hours (h)	N/A	31.504,93	26.853	30.399,90	Entire Group
• Total Training Hours for Ages 51–60	hours (h)	N/A	6.164,54	5.670,6	11.145,30	Entire Group
◦ Women	hours (h)	N/A	393,71	216,7	952,24	Entire Group
◦ Male	hours (h)	N/A	5.770,82	5.453,8	10.193	Entire Group
• Total Training Hours for Ages 61 and Above	hours (h)	N/A	575,8	416,39	702,92	Entire Group
◦ Women	hours (h)	N/A	0	0	34,3	Entire Group
◦ Male	hours (h)	N/A	575,8	416,39	668,5	Entire Group

Metrics - Talent Management	Unit	2022	2023	2024	2025	Scope of the Data
Training Hours by Management Level						
• Total Training Hours for First-Level Managers	hours (h)	N/A	2.060,4	5.825,6	10.794,26	Entire Group
◦ Women	hours (h)	N/A	471,54	1.615,49	3.226,52	Entire Group
◦ Male	hours (h)	N/A	1.589	4.210,1	7.567,74	Entire Group
• Total Training Hours for Middle-Level Managers	hours (h)	N/A	1.552	4.215,2	6.686,74	Entire Group
◦ Women	hours (h)	N/A	280,3	651,5	1.443,89	Entire Group
◦ Male	hours (h)	N/A	1.271,68	3.563,7	5.242,85	Entire Group
• Total Training Hours for Senior Managers	hours (h)	N/A	479,2	1.990,6	5.622,66	Entire Group
◦ Women	hours (h)	N/A	72,9	211,4	2.373.36	Entire Group
◦ Male	hours (h)	N/A	406,3	1.779,18	3.249,30	Entire Group
Training Provided to Subcontractors						
• Total Training Hours Provided to Contractors	person*hours	N/A	4.413	13.691	37.836	Entire Group

Metrics - Human Resources	Unit	2022	2023	2024	2025	Scope of the Data
Total Number of Employees						
• Total Number of Limak Cement Employees	#	1.692	1.836	2.017	2.200	Entire Group
◦ Women	#	114	155	188	227	Entire Group
◦ Male	#	1.578	1.681	1.829	1.973	Entire Group
◦ Female Ratio	%	7	8	9	10	Entire Group
◦ Male Ratio	%	93	92	91	90	Entire Group
• Total Number of Subcontractor Employees	#	899	1.043	1.164	1.472	Entire Group
◦ Women	#	25	36	52	52	Entire Group
◦ Male	#	874	1.007	1.112	1.420	Entire Group
◦ Female Subcontractor Ratio	%	3	3	4	4	Entire Group
◦ Male Subcontractor Ratio	%	97	97	96	96	Entire Group
• Ethnic Origin	#	N/A	N/A	N/A	2.200	Entire Group
◦ Turkish	#	N/A	N/A	N/A	2.007	Entire Group
◦ Tunisian	#	N/A	N/A	N/A	1	Entire Group
◦ Egyptian	#	N/A	N/A	N/A	2	Entire Group
◦ Ivorian	#	N/A	N/A	N/A	102	Entire Group
◦ Danish	#	N/A	N/A	N/A	2	Entire Group
◦ Mozambican	#	N/A	N/A	N/A	85	Entire Group
◦ Cameroonian	#	N/A	N/A	N/A	1	Entire Group
◦ Ratio of Foreign National Employees	%	11,28	10,45	10,80	8,77	Entire Group
• Total Number of Limak Cement and Subcontractor Employees	#	2.591	2.879	3.181	3.672	Entire Group
◦ Women	#	139	191	240	279	Entire Group
◦ Male	#	2.452	2.688	2.941	3.393	Entire Group

Metrics - Human Resources	Unit	2022	2023	2024	2025	Scope of the Data
Limak Cement Employee						
• Number of Full-Time White-Collar Employees	#	777	888	1.068	1.156	Entire Group
◦ Women	#	113	150	184	209	Entire Group
◦ Male	#	664	738	884	947	Entire Group
• Number of Full-Time Blue-Collar Employees	#	915	948	949	1.040	Entire Group
◦ Women	#	1	5	4	18	Entire Group
◦ Male	#	914	943	945	1.022	Entire Group
• Number of Employees Working in R&D and Innovation Departments	#	29	36	36	37	Entire Group
◦ Women	#	7	10	12	16	Entire Group
◦ Male	#	22	26	24	21	Entire Group
• Number of Employees Working in Digital Transformation Departments	#	N/A	N/A	N/A	29	Entire Group
◦ Women	#	N/A	N/A	N/A	7	Entire Group
◦ Male	#	N/A	N/A	N/A	22	Entire Group
• Number of Full-Time Employees	#	1.685	1.829	2.010	2.196	Entire Group
◦ Women	#	114	155	188	227	Entire Group
◦ Male	#	1.571	1.674	1.822	1.973	Entire Group
• Number of Part-Time Employees	#	7	7	7	4	Entire Group
◦ Women	#	0	0	0	0	Entire Group
◦ Male	#	7	7	7	4	Entire Group
• Number of Employees Covered by Collective Bargaining Agreements	#	915	948	949	765	Entire Group
◦ Women	#	1	5	4	4	Entire Group
◦ Male	#	914	943	945	761	Entire Group

Metrics - Human Resources	Unit	2022	2023	2024	2025	Scope of the Data
• Number of Foreign National Employees	#	191	192	218	193	Entire Group
◦ Women	#	33	33	40	37	Entire Group
◦ Male	#	158	159	178	156	Entire Group
• Number of Employees with Disabilities	#	39	43	44	43	Entire Group
◦ Women	#	2	3	3	6	Entire Group
◦ Male	#	37	40	41	37	Entire Group
• Number of Employees with Disabilities Required to Be Employed by Legal Obligation	#	38	41	44	52	Entire Group
• Number of Employees in STEM (Science, Technology, Engineering, Mathematics) Positions	#	182	196	241	276	Entire Group
◦ Women	#	24	39	52	69	Entire Group
◦ Male	#	158	157	189	207	Entire Group

Metrics - Employee Rights	Unit	2022	2023	2024	2025	Scope of the Data
Flexible Working						
• Remote Working Ratio	%	0	0	0	0	Entire Group
• Hybrid Working Ratio	%	0	0	<1	<1	Entire Group
• International Working Ratio	%	0	0	0	0	Entire Group
Maternity / Parental Leave						
• Number of Employees Entitled to Maternity Leave	#	55	37	87	95	Entire Group
◦ Women	#	2	4	3	3	Entire Group
◦ Male - Paternity Leave	#	53	33	84	92	Entire Group
• Number of Employees Returning to Work After Maternity Leave	#	54	36	87	95	Entire Group
◦ Women	#	1	3	3	3	Entire Group
◦ Male	#	53	33	84	92	Entire Group

Metrics - Equal Opportunity	Unit	2022	2023	2024	2025	Scope of the Data
Gender Diversity						
• Ratio of Women Employees in the Total Workforce	%	7	8	9	10,3	Entire Group
• Ratio of Women Interns Hired	%	N/A	N/A	100	50	Entire Group
• Ratio of Women Newly Graduated Employees Hired	%	25	47,06	35,42	64,29	Entire Group
• Annual increase rate in the number of women employees	%	17	33	25	16	Entire Group
• Ratio of women first-level managers	%	N/A	N/A	N/A	26,8	Entire Group
• Ratio of women middle-level managers	%	N/A	N/A	N/A	19,18	Entire Group
• Ratio of women senior managers	%	N/A	N/A	N/A	11,11	Entire Group
• Increase rate in the number of women first-level managers*	%	31	33	0	10	Entire Group
• Increase rate in the number of women middle-level managers**	%	25	-40	233	16,67	Entire Group
• Increase rate in the number of women senior managers***	%	0	0	100	0	Entire Group
• Increase rate in the total number of women managers	%	27	18	27	10,87	Entire Group
• Increase rate in the number of women employees with the title of engineer	%	71	92	13	26,09	Entire Group
• Increase rate in the number of women employees working in STEM fields	%	21	60	27	32,69	Entire Group
• Ratio of women employees working in STEM fields among all women employees	%	20	24	24	30,40	Entire Group
• Ratio of women employees with white-collar positions	%	-33	50	300	0	Entire Group
CEO						
• CEO Pay Ratio	%	N/A	N/A	N/A	19,8	Entire Group
• Human Capital Return on Investment (HCROI)	%	N/A	N/A	N/A	N/A	Entire Group

** Women employees in experienced chief and chief positions were taken as basis.*
*** Women employees in manager and leader positions were taken as basis.*
**** Women employees in director and C-level positions were taken as basis.*

Metrics - Equal Opportunity	Unit	2022	2023	2024	2025	Scope of the Data
Working Period by Years						
• 0–5 years	#	501	708	894	1422	Entire Group
◦ Women	#	78	119	139	181	Entire Group
◦ Male	#	423	589	755	1241	Entire Group
• 5–10 years	#	461	451	457	254	Entire Group
◦ Women	#	15	19	28	25	Entire Group
◦ Male	#	446	432	429	229	Entire Group
• 10 years and above	#	730	677	666	524	Entire Group
◦ Women	#	21	17	21	23	Entire Group
◦ Male	#	709	660	645	501	Entire Group
Age Diversity						
• Ratio of Employees Under 30 Years of Age	%	18	23	22,61	27,91	Entire Group
◦ Women	%	2	3	3,27	3,91	Entire Group
◦ Male	%	16	20	19,34	24,00	Entire Group
• Ratio of Employees Aged 30–50 (Inclusive)	%	75,95	71	67,92	62,91	Entire Group
◦ Women	%	4,49	5	5,50	5,73	Entire Group
◦ Male	%	71,45	66	62,42	57,18	Entire Group
• Ratio of Employees Over 50 Years of Age	%	6	6	9,5	9,18	Entire Group
◦ Women	%	0	0	0,50	0,68	Entire Group
◦ Male	%	6	6	8,90	8,50	Entire Group

Metrics - Equal Opportunity	Unit	2022	2023	2024	2025	Scope of the Data
Manager						
• Under 30	#	4	5	0	5	Entire Group
◦ Women	#	2	3	0	2	Entire Group
◦ Male	#	2	2	0	3	Entire Group
• Age 30–50 (inclusive)	#	243	249	192	194	Entire Group
◦ Women	#	38	41	39	43	Entire Group
◦ Male	#	205	208	153	151	Entire Group
• Above 50	#	8	12	23	32	Entire Group
◦ Women	#	4	0	2	6	Entire Group
◦ Male	#	4	12	21	26	Entire Group
• Total	#	255	266	215	231	Entire Group
◦ Women	#	44	44	41	51	Entire Group
◦ Male	#	211	222	174	180	Entire Group
• Ratio of Women Managers	%	17	17	19	22	Entire Group
• Number of Foreign National Employees at Managerial Level	#	N/A	N/A	N/A	231	Entire Group
◦ Turkish	#	N/A	N/A	N/A	221	Entire Group
◦ Tunisian	#	N/A	N/A	N/A	1	Entire Group
◦ Egyptian	#	N/A	N/A	N/A	2	Entire Group
◦ Ivorian	#	N/A	N/A	N/A	3	Entire Group
◦ Danish	#	N/A	N/A	N/A	1	Entire Group
◦ Mozambican	#	N/A	N/A	N/A	3	Entire Group
◦ Cameroonian	#	N/A	N/A	N/A	0	Entire Group
• Ratio of Foreign National Employees at Managerial Level	%	3,52	3,75	4,18	4,32	Entire Group

Metrics - Equal Opportunity	Unit	2022	2023	2024	2025	Scope of the Data
Wage Level						
• Entry-Level Wage Level Compared to Minimum Wage	%	27	25	26	48	Entire Group
• Ratio of Women's Wages and Benefits to Men's Wages and Benefits When Jobs of Equal Value Are Compared	Ratio	1	1	1	1	Entire Group
Total Number of Employees by Age Breakdown						Entire Group
• Under 30	#	305	419	456	614	Entire Group
◦ Women	#	34	54	66	86	Entire Group
◦ Male	#	271	365	390	528	Entire Group
• Age 30–50 (inclusive)	#	1.285	1.311	1.370	1.384	Entire Group
◦ Women	#	76	96	111	126	Entire Group
◦ Male	#	1.209	1.215	1.259	1.258	Entire Group
• Above 50	#	102	106	191	202	Entire Group
◦ Women	#	4	5	11	15	Entire Group
◦ Male	#	98	101	180	187	Entire Group
• Manager and Above - Under 30 Years of Age	#	1	0	0	0	Entire Group
◦ Women	#	0	0	0	0	Entire Group
◦ Male	#	1	0	0	0	Entire Group
• Manager and Above - 30–50 Years of Age (Inclusive)	#	48	99	124	85	Entire Group
◦ Women	#	6	7	46	14	Entire Group
◦ Male	#	42	92	78	71	Entire Group
• Manager and Above - Over 50 Years of Age	#	6	12	13	23	Entire Group
◦ Women	#	0	0	1	4	Entire Group
◦ Male	#	6	12	12	19	Entire Group

Metrics - OHS	Unit	2022	2023	2024	2025	Scope of the Data
Occupational Health and Safety General Metrics						
• Total Working Hours	hours (h)	3.934.167	5.176.528	7.020.656	8.140.272	Entire Group
• Total Working Hours - Limak Cement Employees	hours (h)	3.174.664	3.851.170	4.173.041	4.147.980	Entire Group
• Total Working Hours - Subcontractor Employees	hours (h)	759.503	1.325.358	2.847.615	3.992.291	Entire Group
Accident						
• Total Number of Accidents	#	54	86	87	111	Entire Group
◦ Employee	#	48	64	48	56	Entire Group
◦ Subcontractor	#	6	22	39	55	Entire Group
• Lost Time Injury	#	38	46	41	53	Entire Group
◦ Employee	#	38	38	29	29	Entire Group
◦ Subcontractor	#	0	8	12	24	Entire Group
• Accident Frequency Rate	%	9,66	8,89	5,84	6,51	Entire Group
◦ Employee	%	11,97	9,87	6,95	6,99	Entire Group
◦ Subcontractor	%	N/A	6,04	4,21	6,01	Entire Group
• Number of Accident-Related Lost Days	#	1168	634	1254	955	Entire Group
◦ Employee	#	1143	504	1168	729	Entire Group
◦ Subcontractor	#	25	130	86	226	Entire Group
• Number of Illness-Related Lost Days	#	7269	4973	5158	5764	Entire Group
• Lost Workday Rate	%	0,3	0,12	0,18	0,12	Entire Group
◦ Employee	%	0,29	0,1	0,17	0,18	Entire Group
◦ Subcontractor	%	0,01	0,03	0,01	0,06	Entire Group
• Number of Fatal Accidents	#	0	0	0	0	Entire Group

Metrics - OHS	Unit	2022	2023	2024	2025	Scope of the Data
OHS Trainings						
• Total training hours provided	person*hours	29.871	30.587	50.595	100.701	Entire Group
◦ Employee	person*hours	22.027	26.174	36.904	62.865	Entire Group
◦ Subcontractor	person*hours	7.844	4.413	13.691	37.836	Entire Group
• Number of people trained	#	1.249	1.651	1.861	2.155	Entire Group
• Average Training Hours	hours (h)	17,64	15,85	19,83	29,17	Entire Group
Other OHS Performance Indicators						
• Number of Near Misses	#	34	125	159	192	Entire Group
• Number of Drills Conducted	#	17	16	28	62	Entire Group
• Representation Rate of Blue-Collar Employees on the OHS Committee	%	9,8	11,7	12,1	12,7	Entire Group
OHS Committees						
• Number of Established OHS Committees	#	8	8	8	8	Entire Group
• Total Number of Members on Established OHS Committees	#	123	137	157	173	Entire Group
• Number of Employee Representatives on Established OHS Committees	#	12	16	19	22	Entire Group

Metrics - Customer Experience	Unit	2022	2023	2024	2025	Scope of the Data
Customers						
• Total Number of Customers	#	264	258	330	338	Entire Group
◦ Number of New Customers	#	248	242	310	318	Entire Group
◦ Number of Foreign Customers	#	16	16	20	20	Entire Group
• Customer Satisfaction Rate	%	92	92	90	90	Entire Group
• Total number of complaints received regarding breaches of customer privacy	#	0	0	0	0	Entire Group
• Total number of identified leaks, thefts, or losses of customer data	#	0	0	0	0	Entire Group
Customer Satisfaction						
• Number of complaints submitted to the customer communication center	#	16	31	29	57	Entire Group
• Number of complaints answered by the customer communication center	#	16	31	29	57	Entire Group
• Number of complaints resolved by the customer communication center	#	15	30	29	57	Entire Group
• Response rate for complaints submitted to the customer communication center	%	100	100	100	100	Entire Group

Metrics - Business Ethics and Compliance	Unit	2024	2025	Scope of the Data
Code of Ethics & Integrity				
• Total number of identified corruption cases/reports by the company	#	1	1	Entire Group
• Number of ethics hotline reports	#	57*	36**	Entire Group
◦ Number of cases/reports involving bribery	#	1	1	Entire Group
◦ Number of cases/reports involving discrimination or harassment	#	0	1	Entire Group
◦ Number of cases/reports involving customer privacy	#	0	0	Entire Group
◦ Number of cases/reports involving conflicts of interest and abuse of duty	#	8	3	Entire Group
◦ Number of cases/reports involving theft and embezzlement	#	0	0	Entire Group
◦ Number of cases/reports involving workplace bullying and abuse of duty	#	4	0	Entire Group
◦ Number of cases/reports involving false statements and reputational damage	#	6	1	Entire Group
◦ Money laundering and insider trading case	#	0	0	Entire Group
◦ Number of cases found guilty in court	#	0	0	Entire Group
◦ Monetary penalty applied to penalties imposed	#	0	0	Entire Group
◦ Number of other ethics violation cases	#	0	16	Entire Group
◦ Number of resolved reports	#	19	22	Entire Group
◦ Resolved report rate	%	100	100	Entire Group
• Total number of confirmed incidents in which employees were dismissed for corruption or subjected to disciplinary action	#	19	1	Entire Group
• Number of public legal cases related to corruption brought against the organization or its employees during the reporting period	#	0	0	Entire Group
• Total number of people dismissed in line with the company's ethical principles	#	16	5	Entire Group
• Total number of confirmed incidents in which contracts with business partners were terminated or not renewed due to corruption-related violations	#	2	1	Entire Group
• Number of cases/reports involving supplier-related matters	%	2	6	Entire Group

** It was determined that 19 of the 51 reports assessed within the scope of the audits conducted were related to the company's ethical principles.*
*** It was determined that 22 of the 36 reports assessed within the scope of the audits conducted were related to the company's ethical principles.*

Metrics - Business Ethics and Compliance	Unit	2024	2025	Scope of the Data
• Ratio of employees who received training on the organization's anti-corruption policies and procedures to all employees	%	21,4	75,7	Entire Group
• Total amount of financial loss arising from legal proceedings related to fraud, insider trading, competition, anti-competitive conduct, market manipulation, malpractice, or violations of relevant sector laws or regulations	%	0	0	Entire Group
• Number of ethics audits conducted during the year	%	19	22	Entire Group
• Number of nonconformities identified in audits	%	24	11	Entire Group
• Number of employees receiving training on ethics and discipline	%	1.444	1.665	Entire Group
◦ Male	%	1.310	1.475	Entire Group
◦ Women	%	134	190	Entire Group
• Number of human rights violation reports	#	0	0	Entire Group

Metrics - Responsible Supply Chain	Unit	2022	2023	2024	2025	Scope of the Data
Responsible Supply Chain						
• Total number of suppliers	#	2411	2822	3067	3293	Entire Group
• Total Number of Local Suppliers	#	2389	2789	3019	3244	Entire Group
• Total Number of Foreign Suppliers	#	22	33	48	49	Entire Group
• Total Number of New Suppliers	#	173	222	254	669	Entire Group
• Number of strategic suppliers	#	N/A	N/A	30	41	Entire Group
• Number of leverage suppliers	#	N/A	N/A	310	292	Entire Group
• Number of critical suppliers (strategic + leverage)	#	N/A	N/A	340	333	Entire Group
• Percentage of local suppliers	%	99	99	98	99	Entire Group
• Total payments made to suppliers	TRY	4.475.759.357	5.695.578.275	11.998.002.847	19.119.387.850	Entire Group
• Total payments made to local suppliers	TRY	4.080.048.805	5.217.398.700	10.674.898.519	18.206.817.616	Entire Group
• Percentage of payments made to local suppliers	%	91	92	89	95	Entire Group
• Percentage of total payments made to strategic suppliers	%	N/A	N/A	22	19	Entire Group
• Number of suppliers assessed across ESG dimensions	#	332	331	294	508	Entire Group
• Percentage of suppliers assessed across ESG dimensions	%	14	12	10	15	Entire Group
• Number of suppliers subject to on-site verification audits	#	N/A	N/A	N/A	16	Entire Group
• Number of critical suppliers supported through improvement measures	#	N/A	N/A	N/A	87	Entire Group
• Number of critical suppliers assessed through desk-based/on-site assessments	#	N/A	64	33	100	Entire Group
• Number of critical suppliers for which actual/potential adverse impacts were identified	#	N/A	N/A	0	0	Entire Group
• Number of critical suppliers for which corrective action/improvement plans were defined	#	N/A	N/A	0	0	Entire Group
• Number of critical suppliers with which relationships were terminated due to significant actual/potential adverse impacts	#	N/A	N/A	0	0	Entire Group
• Number of suppliers that signed the Supply Chain Code of Conduct	#	N/A	500	800	1185	Entire Group
• Percentage of suppliers receiving training on ESG topics	%	N/A	31	32	39,72	Entire Group
• Training hours provided to suppliers on ESG topics	hours (h)	N/A	54	223	100,5	Entire Group

GRI Content Index

GRI CONTENT INDEX ADVANCED SERVICE WITH REFERENCE OPTION 2026

Within the scope of the Content Index - Advanced With Reference option Service, GRI Services reviewed that the GRI Content Index was presented in a manner consistent with the reporting requirements with reference to the GRI Standards and that the information included in the index was clear and accessible for disclosure. The service was performed based on the Turkish version of the report.

Statement of Use Limak Çimento San. ve Tic. A.Ş. has reported the information referenced in this GRI Content Index with reference to the GRI Standards for the period from January 1, 2025 to December 31, 2025.

Use of GRI 1 GRI 1: Foundation 2021

GRI STANDART / OTHER SOURCE DISCLOSURE

GRI Standard	Notifications		Report Section / Title	Page Number
GRI 2: General Information 2021	2-1	Organizational details	• About the Report • About Limak Holding • Overview of Limak Cement	4 9 11
	2-2	Entities included in the organization's sustainability reporting	• About the Report	4
	2-3	Reporting period, frequency, and contact point	• About the Report • Contact	4
	2-4	Restatements of information	No significant change was observed compared to the previous reporting period.	
	2-5	External audit	• Limited Assurance Statement	255
	2-6	Activities, value chain, and other business relationships	• Limak Cement at a Glance • Responsible Value Chain	11 91-99
	2-7	Employees	• Limak Cement at a Glance • People, Culture, and Social Value • Social Performance Indicators	11 161-196 219-231
	2-8	Workers who are not employees	• Corporate Governance and Resilience	29-62
	2-9	Governance structure and composition	• Corporate Governance • Our Boards and Affiliated Committees	29 30-31
	2-10	Nomination and selection of the highest governance body	• Corporate Governance • Our Boards and Affiliated Committees	29 30-31
	2-11	Chair of the highest governance body	• Corporate Governance • Our Boards and Affiliated Committees	29 30-31
	2-12	Role of the highest governance body in overseeing the management of impacts	• Corporate Governance • Our Boards and Affiliated Committees	29 30-31
	2-13	Delegation of responsibility for managing impacts	• Corporate Governance • Our Boards and Affiliated Committees	29 30-31

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	2-16	Communication of critical concerns	• Corporate Governance • Our Boards and Affiliated Committees • Business Ethics and Compliance	29 30-34 37
	2-17	Collective knowledge of the highest governance body	• Our Boards and Affiliated Committees	30-34
	2-18	Evaluation of the performance of the highest governance body	• Our Boards and Affiliated Committees	30-34
	2-19	Remuneration policies	• Our Boards and Affiliated Committees • Employee Rights and Equal Opportunity	30-34 167
	2-20	Process for determining remuneration	• Our Boards and Affiliated Committees • Employee Rights and Equal Opportunity	30-34 167
	2-21	Annual total compensation ratio	• Our Boards and Affiliated Committees • Employee Rights and Equal Opportunity	30-34 167
	2-22	Statement on sustainable development strategy	• Sustainability Strategy • Triple Transition Project • People, Culture, and Strategic Transformation	65-69 110-111 168-181
	2-23	Policy commitments	• Corporate Governance	29
	2-24	Embedding policy commitments	• Corporate Governance	29
	2-25	Processes to remediate negative impacts	• Business Ethics and Compliance	37
	2-26	Mechanisms for seeking advice and raising concerns	• Business Ethics and Compliance	37
	2-27	Compliance with laws and regulations	• Business Ethics and Compliance	37
	2-28	Membership associations	• Corporate Memberships and Associations	205
	2-29	Approach to stakeholder engagement	• The Importance of Stakeholder Engagement • Stakeholder Communication	71-77
	2-30	Collective bargaining agreements	• Employee Rights and Equal Opportunity	167

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GRI 3: Material Topics 2021	3-1	Process to determine material topics	• The Importance of Stakeholder Engagement	71-77
	3-2	List of material topics	• The Importance of Stakeholder Engagement	71-77
	3-3	Management of material topics	• The Importance of Stakeholder Engagement	71-77
GRI 101: Biodiversity 2024	101-1	Policies to halt and reverse biodiversity loss	• Biodiversity Management	157-159
	101-2	Management of biodiversity impacts	• Biodiversity Management	157-159
	101-3	Access and benefit-sharing	• Biodiversity Management • Metrics - Biodiversity	157-159 215
	101-4	Identification of biodiversity impacts	• Biodiversity Management • Metrics - Biodiversity	157-159 215
	101-5	Locations with biodiversity impacts	• Metrics - Biodiversity	215
	101-6	Direct drivers of biodiversity loss	• Biodiversity Management	157-159
	101-7	Changes in the state of biodiversity	• Biodiversity Management • Metrics - Biodiversity	157-159 215
	101-8	Ecosystem services	• Biodiversity Management	157-159

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	102-2	Climate change adaptation plan	• Combating the Climate Crisis • Sustainability Risk Management	133-135 47-59
	102-3	Just transition	• Global and Sectoral Context	27
	102-4	Greenhouse gas emission reduction targets and progress	• Combating the Climate Crisis • Our Decarbonization Roadmap	133-138
	102-5	Scope 1 greenhouse gas emissions	• Metrics - Decarbonization and Climate	210-211
	102-6	Scope 2 greenhouse gas emissions	• Metrics - Decarbonization and Climate	210-211
	102-7	Scope 3 greenhouse gas emissions	• Metrics - Decarbonization and Climate	210-211
	102-8	Greenhouse gas emission intensity	• Metrics - Decarbonization and Climate	210-211
	102-9	Greenhouse gas removals in the value chain	• Our Decarbonization Road Map	133-138
GRI 103: Energy 2025	103-1	Energy policies and commitments	• Our Policies • Our Sustainability Targets and Performance • Process Energy Optimization	35 84-89 140-145
	103-2	Energy consumption within the organization and self-generation	• Energy Management • Metrics - Decarbonization and Climate	144-145 213-214
	103-3	Upstream and downstream energy consumption	• Metrics - Decarbonization and Climate	210-211
	103-4	Energy intensity	• Metrics - Decarbonization and Climate	213-214
	103-5	Reduction of energy consumption	• Energy Management • Metrics - Decarbonization and Climate	144-145 213-214

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GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	• Sustainable Financial Growth and Responsible Profitability • Economic Performance Indicators	63
	201-3	Defined benefit plan obligations and other retirement plans	• Employee Rights and Equal Opportunity • Metrics - Equal Opportunity	167 228-231
	201-4	Financial assistance received from government	• Sustainable Financial Growth and Responsible Profitability	63
GRI 202: Market Presence 2016	202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	• Employee Rights and Equal Opportunity • Metrics - Equal Opportunity	167 231
	202-2	Proportion of senior management hired from the local community	• Our Boards and Affiliated Committees	30-34
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	• Our Financial Performance and Sustainable Finance • Governance Performance Indicators	63 63
	203-2	Significant indirect economic impacts	• Sustainable Financial Growth and Responsible Profitability	63
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	• Sustainable Supply Chain	94-99
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	• Corporate Governance • Business Ethics and Compliance	29 37
	205-2	Communication and training about anti-corruption policies and procedures	• Corporate Governance • Business Ethics and Compliance	29 37
	205-3	Confirmed incidents of corruption and actions taken	• Corporate Governance • Business Ethics and Compliance	29 37

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GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	• Corporate Governance • Business Ethics and Compliance	29 37
GRI 207: Tax 2019	207-1	Approach to tax	• Sustainable Financial Growth and Responsible Profitability	63
	207-2	Tax governance, control, and risk management	• Business Ethics and Compliance • Corporate Risk and Opportunity Management	36-38 40-58
	207-3	Stakeholder engagement and management of concerns related to tax	• The Importance of Stakeholder Engagement	71-77
	207-4	Country-by-country reporting	• N/A	N/A
GRI 301: Materials 2016	301-1	Materials used by weight or volume	• Environmental Performance Indicators	210-217
	301-2	Country-by-country reporting	• Environmental Performance Indicators	210-217
	301-3	Reclaimed products and their packaging materials	• Circular Economy and Resource-Efficient Society • Environmental Performance Indicators	152-153 216-217
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	• Water Management • Environmental Performance Indicators	154-156 216-217
	303-2	Management of water discharge-related impacts	• Water Management • Environmental Performance Indicators	154-156 216-217
	303-3	Water withdrawal	• Water Management • Environmental Performance Indicators	154-156 216-217
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	306-1	Waste generation and significant waste-related impacts	• Circular Economy and Resource-Efficient Society • Environmental Performance Indicators	152-153 216-217
	306-2	Management of significant waste-related impacts	• Circular Economy and Resource-Efficient Society • Environmental Performance Indicators	152-153 216-217
	306-3	Waste generated	• Circular Economy and Resource-Efficient Society • Environmental Performance Indicators	152-153 216-217
	306-4	Waste diverted from disposal	• Circular Economy and Resource-Efficient Society • Environmental Performance Indicators	152-153 216-217
	306-5	Waste directed to disposal	• Circular Economy and Resource-Efficient Society • Environmental Performance Indicators	152-153 216-217
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	• Our Responsible Supply Chain	94-99
	308-2	Negative environmental impacts in the supply chain and actions taken	• Responsible Supply Chain Management	94-97
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	• Talent Management • Social Performance Indicators	174 219-234
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	• Talent Management • Social Performance Indicators	174 219-234
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GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	• Occupational Health and Safety	161-164
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	403-6	Promotion of worker health	• Occupational Health and Safety	161-164
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	• Occupational Health and Safety	161-164
	403-8	Workers covered by an occupational health and safety management system	• Occupational Health and Safety	161-164
	403-9	Work-related injuries	• Occupational Health and Safety	161-164
	403-10	Work-related ill health	• Occupational Health and Safety	161-164
GRI 404: Education and Training 2016	404-1	Average hours of training per year per employee	• Talent Management • Social Performance Indicators	174 219-234
	404-2	Programs for upgrading employee skills and transition assistance programs	• Talent Management • Social Performance Indicators	174 219-234
	404-3	Percentage of employees receiving regular performance and career development reviews	• Talent Management • Social Performance Indicators	174 219-234

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	405-2	Ratio of basic salary and remuneration of women to men	• Equal Opportunity, Diversity, and Inclusion	166-168
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	• Equal Opportunity, Diversity, and Inclusion	166-168
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 and Equal Opportunity • Our Responsible Supply Chain • Social Performance Indicators	167 94-99 219-234
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	• Employees and Human Rights • Our Responsible Supply Chain	165-166 94-99
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	• Employees and Human Rights • Our Responsible Supply Chain	165-166 94-99
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	• Employees and Human Rights • Our Responsible Supply Chain	165-166 94-99
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of Indigenous Peoples	• Employee Rights and Equal Opportunity • Metrics - Business Ethics and Compliance	167 236
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	• Corporate Social Responsibility	198-203
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	414-2	Negative social impacts in the supply chain and actions taken	• Responsible Supply Chain Management	94-97
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	100-101
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	• Product Quality and Reliability	100-101
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	• Product Quality and Reliability	100-101
	417-2	Incidents of non-compliance concerning product and service information and labeling	• Product Quality and Reliability	100-101
	417-3	Incidents of non-compliance concerning marketing communications	• Product Quality and Reliability	100-101
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	• Customer Experience and Satisfaction	103

WEF Stakeholder Capitalism Metrics

Subject	Key Indicators and Statements	Explanation	References	Page Number
Governance Principles				
Purpose of Governance	Determining the purpose	The purpose stated by the company as an expression of its means of proposing solutions to economic, environmental, and social issues. The purpose of the organization is to create value for all stakeholders, including shareholders.	• Message from the Chair of the Board of Directors • CEO Message	5-6
Quality of the Governance Body	Governance body structure	Composition of the highest governance body and its committees according to their competencies on economic, environmental, and social issues; executive or non-executive status; independence; terms of office in the governance body; each individual's other significant positions and responsibilities and the nature of such responsibilities; gender; underrepresented social groups; competencies; and stakeholder representation.	• Corporate Governance • Board of Directors and Board Committees	29-34
Stakeholder Engagement	Priority topics affecting stakeholders	The list of key stakeholders and priority topics for the company, and the method used to identify these topics and include stakeholders in the process.	• The Importance of Stakeholder Engagement	71-77
Ethical Conduct	Anti-corruption	1. The percentage of members of the governance body, employees, and business partners who received training on the company's anti-corruption policies and procedures. a. The total number and nature of confirmed corruption cases identified during the current year in relation to previous years; and b. The total number and nature of confirmed corruption cases identified in the current year in relation to the current year. 2. Review of initiatives and stakeholder engagement aimed at improving the broader operating environment and culture for anti-corruption.	• Business Ethics and Compliance	37-38
	Applied ethics advice and reporting mechanisms	Description of internal and external mechanisms: 1. Mechanisms for seeking advice on ethical and lawful behavior and corporate integrit 2. Reporting mechanisms for unethical or unlawful behavior and lack of corporate integrity.	• Business Ethics and Compliance	37-38
Risk and Opportunity Oversight	Integration of risks and opportunities into business processes	Disclosures on the high-priority risks and opportunities faced by the company, including their importance for the sectoral risks in which it operates, the evolution of these risks and opportunities over time, and the response actions taken in light of these changes, as well as the company's selected risk factors and opportunities. These opportunities and risks should cover economic, environmental, and social issues, including climate change and data management.	• Sustainability Risk Management	47-59

WEF Stakeholder Capitalism Metrics

Subject	Key Indicators and Statements	Explanation	References	Page Number
Environment				
Climate Change	GHG emissions	For all relevant greenhouse gases (e.g., carbon dioxide, methane, nitrous oxide, F-gases, etc.), report Scope 1 and Scope 2 emissions under the Greenhouse Gas Protocol in metric tons of carbon dioxide equivalent (tCO_2e).	• Combating the Climate Crisis • Environmental Performance Indicators	133-138 210-217
		Where appropriate, provide estimates and information on Scope 3 emissions related to procurement and sales under the Greenhouse Gas Protocol.	• Combating the Climate Crisis • Environmental Performance Indicators	133-138 210-217
	TCFD implementation	Statement on whether the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) have been implemented. Where applicable, disclose a timeline of no more than three years for full implementation. Explain whether you are committed to setting greenhouse gas emission targets in line with the goals of the Paris Agreement to hold the increase in global warming to well below 2°C compared to pre-industrial levels, pursue efforts to limit warming to 1.5°C, and achieve net-zero emissions globally by 2050.	• We have initiated detailed work for Climate Risk Assessment. In this context, efforts are being planned to ensure alignment with the TCFD.	47
Nature Loss	Land use and ecological sensitivity	Report the number and area, in hectares, of sites owned, leased, or managed in or adjacent to protected areas and/or key biodiversity areas (KBAs).	• We do not have any facility operating in protected areas, particularly RAMSAR sites. • Metrics - Biodiversity	215
Freshwater Availability	Water consumption and water withdrawal in water-stressed areas	Provide information on megaliters of water withdrawn and consumed for operations, and the percentage of each in regions with high or extremely high baseline water stress according to the WRI Aqueduct Water Risk Atlas.	• Water Management • Environmental Performance Indicators	154-156 210-217
		Where appropriate, provide estimates and information on the same matters for the entire value chain, upstream and downstream.		

WEF Stakeholder Capitalism Metrics

Subject	Key Indicators and Statements	Explanation	References	Page Number
People				
Dignity and Equality	Diversity and inclusion (%)	Percentage of employees by employee category, according to age group, gender, and other diversity indicators (e.g., ethnicity).	• Employee Rights and Equal Opportunity • Social Performance Indicators	167-172 219-231
	Pay equality (%)	Ratios of basic salary and remuneration for each employee category by significant equality topics (women/men, minority/majority ethnic groups, or other relevant equality areas) for priority operation locations.	• Employee Rights and Equal Opportunity	167-172
	Wage level (%)	Ratio of the standard entry-level wage by gender to the local minimum wage.	• Corporate Governance • Employee Experience and Talent Management	29-34 172-174
		Ratio of the CEO's annual total compensation to the median annual total compensation of all employees excluding the CEO.		
	Risk of child labor, forced labor, or compulsory labor incidents	Information on operations and suppliers considered to be at significant risk for incidents of child labor, forced labor, or compulsory labor. The risks in question: a. May arise from the type of activity, such as production facility, and the type of supplier, and b. From the countries or geographic regions where operations and suppliers are at risk.	• Integrated and ESG-Aligned Supplier Assessment and Verification Process • Human Rights Management, Policy Framework, and Corporate Practices	94 166
Skills for the Future	Training provided	Average hours of training per employee during the reporting period, by gender and employee category (calculated by dividing the total training hours provided to employees by the number of employees)	• An Ecosystem That Strengthens the Culture of Learning: Limak Cement Global Academy • Social Performance Indicators	183-196
		Average training and development expenditure per full-time employee (total training cost provided to employees ÷ number of employees).	• Social Performance Indicators	219-233
Health and Wellbeing	Health and safety (%)	Number and rate of fatalities resulting from work-related injuries; high-consequence work-related injuries, excluding fatalities; recordable work-related injuries; main types of work-related injuries; and number of hours worked.	• Occupational Health and Safety (OHS) • Social Performance Indicators	162-164 232-233
		Explanation of how the company facilitates employees' access to non-occupational medical and healthcare services and the scope of access provided to employees and workers.	• Occupational Health and Safety Policy	162-164

WEF Stakeholder Capitalism Metrics

Subject	Key Indicators and Statements	Explanation	References	Page Number
People				
Employment and Wealth Creation	Number and rate of employment	1. Total number and rate of new employee hires during the reporting period, by age group, gender, other diversity indicators, and region.	• Employee Experience and Talent Management • Social Performance Indicators	172-174 219-233
		2. Total number and rate of employee turnover during the reporting period, by age group, gender, other diversity indicators, and region.	• Social Performance Indicators	219-233
	Economic contribution	1. Direct economic value generated and distributed (on an accrual basis and covering the company's global operations). Ideally, it should include the following breakdowns: – Revenues – Operating Costs – Employee wages and benefits – Payments to providers of capital – Payments to government – Community investments	• Sustainable Financial Growth and Responsible Profitability • Governance Performance Indicators	63 234-237
		2. Financial assistance received from government: The company has no financial government support to disclose during the reporting period.	• Sustainable Financial Growth and Responsible Profitability	63
Innovation for Better Products and Services	Financial return on investment	1. Total capital expenditures after deducting depreciation, together with the company's investment strategy.	• Sustainable Financial Growth and Responsible Profitability	63
		2. The company's capital return strategy for shareholders, and share buybacks and dividend payments.		63
Community and Social Vitality	Total R&D expenditures	Total R&D expenditures	• Governance Performance Indicators	68
	Total tax paid	Total tax paid by the company, including corporate tax, property tax, VAT paid, and other sales taxes, social security contributions paid on behalf of the employee and charged to the company, and other taxes that constitute a cost to the company, excluding VAT collected.	• Sustainable Financial Growth and Responsible Profitability	63

UNGC and WEPs Alignment Table

United Nations Global Compact (UNGC) Alignment Table

Subject	Explanation	References	Page Number
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	• Business Ethics and Compliance, Sustainable Supply Chain	37-38, 94-99
Human Rights	Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	• Business Ethics and Compliance	37-38
Labor Standards	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	• Business Ethics and Compliance	37-38
Labor Standards	Principle 4: Businesses should support the elimination of all forms of forced and compulsory labor.	• Business Ethics and Compliance	37-38
Labor Standards	Principle 5: Businesses should support the effective abolition of child labor.	• Business Ethics and Compliance	37-38
Labor Standards	Principle 6: Businesses should support the elimination of discrimination in respect of employment and occupation.	• Business Ethics and Compliance, People, Culture, and Strategic Transformation, Employee Experience and Talent Management	37-38, 168 172-174
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges.	• Sustainability Risk Management	47-57
Environment	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	• Our Climate Crisis Response and Decarbonization Roadmap	133-138
Environment	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	• R&D and Innovation	124-131
Anti-corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	• Business Ethics and Compliance	37-38

Women's Empowerment Principles (WEPs) Alignment Table

Gender Equality	Principle 1: Establish high-level corporate leadership for gender equality.	• Employee Rights and Equal Opportunity • Employee Experience and Talent Management	166-174
Gender Equality	Principle 2: Treat all women and men fairly at work, respect and support human rights and non-discrimination.	• People, Culture, and Strategic Transformation • Employee Experience and Talent Management	166-174
Gender Equality	Principle 3: Ensure the health, safety, and wellbeing of all women and men employees.	• Human Rights Management, Policy Framework and Corporate Practices, Employee Rights and Equal Opportunity • Employee Experience and Talent Management	166-174
Gender Equality	Principle 4: Support women's education, training, and professional development opportunities.	• Equal Opportunity, Diversity and Inclusion, Talent Management and Employee Engagement	166-174
Gender Equality	Principle 5: Implement enterprise development, supply chain, and marketing practices that empower women.	• Equal Opportunity, Diversity and Inclusion, Talent Management and Employee Engagement, Our Responsible Supply Chain	166-174 94-99
Gender Equality	Principle 6: Promote equality through community initiatives and advocacy.	• Equal Opportunity, Diversity, and Inclusion	167-168
Gender Equality	Principle 7: Measure and publicly report on progress achieved toward gender equality.	• Strategic Transformation in Human Resources, Equal Opportunity, Diversity and Inclusion, Talent Management and Employee Engagement	166-174

Board of Directors

Men	5
Women	1
Under 30 years of age	0
Ages 30–50	1
Over 50 years of age	5
Managers	0

Independents	2
Executive Board Members	0
Audit Committee Members	2
Executive Members	4
Non-executive Members	2
Average term of office	3 years

Name	Position	Other Roles in the Company (if any)	Name of the Committee Chaired (if any)	Work Experience* (Years)	Term of Office on the Board of Directors	Educational Background
• Mehmet Serhan Bacaksız	Chair of the Board of Directors	N/A	N/A	26	3	Bachelor's Degree
• Ebru Özdemir	Vice Chair of the Board	N/A	N/A	6	3	Master's Degree
• İsmail Kerem Güzel	Board of Directors	Member of RESK	Early Detection of Risk Committee	3	3	Master's Degree
• Ahmet Salim Özdemir	Board of Directors	N/A	N/A	26	3	Bachelor's Degree
• Murat Erkan	Independent Board Member	Member of the Audit Committee Member of RESK Chair of the Corporate Governance Committee	Corporate Governance Committee	2	3	Master's Degree
• Hasan Erdem Tecer	Independent Board Member	Chair of the Audit Committee Member of RESK Member of the Corporate Governance Committee	Audit Committee / Early Detection of Risk Committee	2	3	Bachelor's Degree

** Work experience within Limak Cement.*

Frequency of Board of Directors meetings in 2025.	Monthly
Number of Board of Directors meetings held in 2025.	40
Minimum attendance rate at Board of Directors meetings held in 2025.	67%
Attendance rate at Board of Directors meetings held in 2025.	78%

Frequency of Audit Committee meetings in 2025.	
Number of Audit Committee meetings held in 2025.	5
Attendance rate at Audit Committee meetings held in 2025.	100%

Frequency of Corporate Governance Committee meetings in 2025.	
Number of Corporate Governance Committee meetings held in 2025.	4
Attendance rate at Corporate Governance Committee meetings held in 2025.	100%

Frequency of Early Detection of Risk Committee meetings in 2025.	
Number of Early Detection of Risk Committee meetings held in 2025.	6
Attendance rate at Early Detection of Risk Committee meetings held in 2025.	100%

Frequency of Human Resources Strategy Committee meetings in 2025.	Monthly
Number of Human Resources Strategy Committee meetings held in 2025.	12
Attendance rate at Human Resources Strategy Committee meetings held in 2025.	100%

Frequency of OHS High Board Committee meetings in 2025.	At 2-month intervals
Number of OHS High Board Committee meetings held in 2025.	6
Attendance rate at OHS High Board Committee meetings held in 2025.	100%

Frequency of Investment Committee meetings in 2025.	Monthly
Number of Investment Committee meetings held in 2025.	14
Attendance rate at Investment Committee meetings held in 2025.	100%

Frequency of Decarbonization Committee meetings in 2025.	Every Quarter
Number of Decarbonization Committee meetings held in 2025.	4
Attendance rate at Decarbonization Committee meetings held in 2025.	90%

Frequency of Digital Transformation Committee meetings in 2025.	Monthly
Number of Digital Transformation Committee meetings held in 2025.	12
Attendance rate at Digital Transformation Committee meetings held in 2025.	100%

Frequency of Corporate Check-up Committee meetings in 2025.	Monthly
Number of Corporate Check-up Committee meetings held in 2025.	11
Attendance rate at Corporate Check-up Committee meetings held in 2025.	100%

Limited Assurance Statement

Responsibilities

Company management is responsible for preparing the sustainability report in accordance with the GRI format within the scope of the CSC (Concrete Sustainability Council) certification process and sharing it with the public. Management ensures the design, implementation, and maintenance of internal control systems necessary to ensure that the information contained in the report does not include material misstatements arising from fraud or irregularities and that the activities are fairly presented.

Assurance Procedures Performed

- Interviews conducted with management to obtain information about the company processes and risk management protocols,
- Interviews conducted with the personnel responsible for preparing the compliance report,
- Site visits conducted to company management and production sites,
- Review of the policies, procedures, and internal control systems implemented by the company in accordance with the assurance directive,
- Review of supporting documents,
- Review of index information to ensure the accuracy of the findings.

Limitations

Information on non-financial activities may, by its nature, be subject to more inherent limitations than financial information. This relates to the nature of data identification, calculation, sampling, and estimation processes. In addition, the accuracy levels of different measurement techniques may also vary.

For this reason, the Independent Assurance Report should be evaluated within the framework of the methodology of the company's sustainability report and related policies, and should not be considered an assessment tool.

Statement of Independence and Competence

Exemplar Global-QSI Greenhouse Gas Validator - Independent Auditor, QSI Certificate No: SG-GNL-519 / 2024 - SCR Report review was conducted in accordance with the principles of independence, integrity, objectivity, professional competence, due care, confidentiality, and professional conduct.

The Independent Assurance Report was evaluated by taking GRI Sustainability Standards into account.

Conclusion

As a result of the audit and reviews conducted, no nonconformity was identified regarding the report requirements, financial data, and environmental impact calculations.

QSI® CERTIFICATION & INSPECTION

Verification Statement

Doğrulama Beyanı

LİMAK ÇİMENTO SANAYİ VE TİC. A.Ş.

covering the organizational and operational boundaries defined in Annex,

have been verified at a **limited assurance level** in accordance with the requirements of **ISAE 3000 (Revised)** and **ISO 17029**, together with applicable criteria, methodologies, and reporting principles.

Based on the verification activities performed, the reported sustainability data is considered to be prepared, in all material respects, in accordance with the defined criteria, and to be consistent and reliable within the scope of the verification.

The verified sustainability data may be used for reporting and disclosure purposes, subject to compliance with the applicable standards and frameworks.

STATEMENT NUMBER: SG-619 / 2025
DATE OF ISSUE: 10.04.2026 / Rev.00
REPORTING PERIOD: 2025
VERIFICATION REPORT DATE/VERSION: 10.04.2026 / Rev.00
SCOPE: Sustainability metrics related to **decarbonization and climate, decarbonization roadmap, biodiversity, circular economy, water and waste management, R&D activities, talent management, human resources, employee rights, equal opportunity, occupational health and safety, customer experience, ethics and compliance, responsible supply chain, and corporate governance.**

Authorized by

Okay KAYHANLI - Director

Carbon Verified Company

Disclaimer. Users are solely responsible for ensuring compliance with applicable standards, reporting frameworks, and regulatory requirements. This verification does not constitute certification or accreditation, does not guarantee fitness for a specific purpose, and does not transfer responsibility for data selection, assumptions, system boundaries, or future updates.
QSI accepts no liability accepts no liability for decisions or outcomes arising from the use of this statement.

Abbreviations and Technical Glossary

Just Transition
Just transition refers to ensuring equality and inclusiveness while defining countries' green economy transition strategies and methods. In this process, different labor groups should be included in the transition process, and training programs that provide equal and inclusive opportunities should be delivered.

Aggregate
Inorganic materials with different mineral structures, such as sand, gravel, and crushed stone, used together with cement and water in the production of concrete, mortar, and similar materials.

Alternative Fuel
Additional fuels and derivatives, obtained from waste that contributes to combustion energy in a rotary kiln when burned, in various liquid and solid forms and determined by permits and regulations.

Waste Heat
Hot gas released from rotary kilns into the atmosphere.

Concrete
Artificial stone containing sand and gravel aggregate bound within a cementitious matrix.

Science Based Targets initiative (SBTi)
An international initiative that promotes the reduction of greenhouse gas emissions in line with climate science and the setting of net-zero targets.

CO2 Emission
For Limak Cement, CO_2 Emissions refer to or cover the carbon dioxide gas released into the atmosphere as a result of the combustion and calcination reaction in rotary kilns and other combustion facilities.

Environmental Management System
The cycle of continuous planning, implementation, review, and improvement activities carried out by an organization to fulfill its environmental obligations.

Cement
An inorganic and finely ground hydraulic binder that, when mixed with water, forms a paste that sets and hardens due to hydration reactions and processes and, after hardening, maintains its strength and stability even under water.

Cement Clinker
A material in granular or powder form formed by firing raw meal powder, obtained by grinding limestone and clay together, in a rotary kiln at 1,400–1,500°C; the main component of cement; a semi-finished product; the fired form of raw meal, which is the ground flour-like form of the raw material; a sintered raw mix.

Decarbonization
Decarbonization means reducing carbon emissions, decreasing the amount of greenhouse gas emissions generated by a society, and increasing the amount absorbed. This requires changing many aspects of the economy, from energy generation to how goods and services are produced.

Nature-Based Solutions
Nature-based solutions are actions to protect, restore, and sustainably manage ecosystems in order to support climate change adaptation and mitigation efforts, conserve biodiversity, and provide sustainable livelihoods.

Circular Economy
Circular economy refers to production and consumption models that minimize waste and reduce pollution, promote the sustainable use of natural resources, and help regenerate nature.

Ready-Mixed Concrete
A composite construction material consisting of water, cement, aggregate, chemical admixtures, and, in some cases, mineral admixtures.

Raw Material
The main and auxiliary material used in cement production, such as limestone, clay, marl, silica sand, trass, bauxite, iron ore, gypsum, and slag.

Calcination
The process of removing carbon dioxide without melting the material from the ore by heating; the decomposition reaction of calcium carbonate ($CaCO_3$) into calcium oxide (CaO) and carbon dioxide (CO_2).

Carbon Capture, Utilization, and Storage (CCUS)
A set of technologies that aims to reduce greenhouse gases by capturing carbon dioxide emissions to prevent their release into the atmosphere and then storing them or utilizing them beneficially.

Portland Cement
A type of cement generally obtained by heating a mixture of limestone and clay at approximately 1,450°C and grinding the resulting clinker with a small amount of gypsum to control the setting process.

Near Miss
An incident or situation that occurs in the workplace, has the potential to harm the employee's health, the workplace, or equipment, but does not result in injury or damage, yet requires preventive action.

Recuperator
Equipment used to recover the hot air remaining from the clinker cooling system by using the air supplied to the clinker cooler as secondary and tertiary air.

Zero Emission
Achieving zero emissions requires ensuring that the carbon dioxide emissions caused by human activities are balanced through efforts to reduce human carbon dioxide emissions. This means stopping any further increase in the concentration of these gases in the atmosphere.

Renewable Energy
Renewable energy is obtained from natural resources that are continuously renewed; examples include wind, sunlight, the flow of moving water, and geothermal heat. Compared to energy obtained from fossil fuels, electricity generated from renewable sources is cheaper, cleaner, more sustainable, and more readily available.

Contact

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This Sustainability Report ("Report") was prepared by the Limak Cement Sustainability Team and the relevant financial teams. The Report is intended for informational purposes only and does not constitute any investment decision. The information and related documents provided in this Report are believed to be accurate as of the reporting period specified in the Report and have been obtained from reliable sources. However, Limak Cement makes no representation, warranty, or commitment regarding this information.

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Our Past Sustainability Reports

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Limak Cement now must say new things