

# Limak Group of Companies

## Sustainability

### Report

#### 2018-2019



Limak Group of Companies, through this report, intends to disclose and share the aspects focused in compliance with the global goals embraced in the entire areas of operation and future strategies implemented and policies associated with such strategies.

Limak Group of Companies, by acting with the sustainability perspective as the focal point, discloses its future goals and objectives, approach towards the aspects of utmost importance and top priority for its stakeholders and the sustainability activities performed with the last 2 years.

A comprehensive stakeholder participatory process with broad participation has been executed while designing the sustainability strategy of the group and the sustainability priorities. Consolidation of the data related to the report has been performed under the leadership of Limak Group of Companies Sustainability Governance Platform with the contributions of the relevant departments of the entire corporation and the organizations operating within Limak Group of Companies as indicated on the right side. SUCSR has offered its Corporate Sustainability Consultancy services during the preparation process of this report.

This report has been prepared in accordance with the GRI Standards: Core option. At the same time, the principles of the United Nations Global Compact signed by Limak in 2014 and the United Nations 2030 Sustainable Development Goals have taken into consideration.

Limak Group of Companies has drawn up the Sustainability Report for 2018-2019 both in English and Turkish and not been subject to external audit.

The report covers activities, outputs, positive and negative impact data of the companies in construction, tourism, cement, infrastructure and energy and food sector forming the Limak Group of Companies for the two-year period between 01.01.2018 and 31.12.2019 however companies operating within the partnership of Limak are not included. Operations included and not included within the report have been indicated in the section of the relevant group. Furthermore, activities of Limak Foundation affiliated with Limak Group of Companies have been addressed and the operations performed have been included in this report under the title "Social Contributions".

Release of the fifth sustainability report disclosing the sustainability performance of Limak Group of Companies for the years 2020-2021 is planned to be published within the first half of the year 2022.

The contact information for all kinds of opinions, proposals and queries is presented as below.

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Companies Included within the Sustainability Report

CONSTRUCTION

- Moglice Dam and HEPP (Devoll Hydroelectric Power Plants), Albania
- Çanakkale - Savaştepe Motorway
- Çetin Dam and HEPP, Siirt
- Dnipro Subway Construction, Ukraine
- Gürsöğüt Dam and HEPP, Ankara
- Northern Marmara Motorway Section 4
- Kuwait International Airport New Terminal Building, Kuwait
- Yusufeli Dam and HEPP
- Artvin-Erzurum Highway Section 1
- Artvin-Erzurum Highway Section 2
- Artvin-Erzurum Highway Section 3
- IGA Asphalt Project (2018)

TOURISM

- Limak Tourism

CEMENT

- Limak Central Coordination Office
- Limak Anka Cement
- Limak Kurtalan Cement
- Limak Ergani Cement
- Limak Şanlıurfa Cement
- Limak Gaziantep Cement
- Limak Trakya Cement
- Limak Balıkesir Cement
- Limak Kilis Cement
- Limak Derik Cement
- Limak Bitlis Cement
- Limak Cimentos S.A. Mozambique
- Limak Africa S.A. Ivory Coast
- Limak Kilis Pumice Block

INFRASTRUCTURE

- Pristina Adem Jashari International Airport (PIA)
- LimakPort İskenderun

ENERGY GENERATION

- Hamitabat Natural Gas Combined Cycle Power Plant (HEAŞ)
- Alkumru Dam and HEPP
- Uzunçayır Dam and HEPP
- Pembelik Dam and HEPP
- Seyrantepe Dam and HEPP
- Tatar Dam and HEPP
- Kirazlık Regulator and HEPP
- Kargı Dam and HEPP
- Çal HEPP

ENERGY DISTRIBUTION

- Uludağ Electricity Distribution

ENERGY SALES

- Limak Energy Uludağ Electricity

FOOD AND BEVERAGE

- Limkon Fruit Juice Concentrate Facilities

FOUNDATION

- Limak Foundation

“We are well aware of the fact that we have been going through an era in where we are required to endeavor hand in hand with the entire world to ensure the continuity of our sturdy humane existence in a sustainable planet in unison with the entire elements of nature.

We have been proceeding with our activities and creating an added value for the development agenda bearing in mind the cultural and ethical codes as well as our objective of ensuring development and improvement in the social and environmental domains at the entire geographical location we operate with the awareness of ensuring this continuity.”

OUR MISSION

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

# Limak at a Glance

8

**Number of Sectors**  
involved

4.5

**Billion USD**  
**Turnover\***

15

**Number of Countries**  
operated

60,743

**Number of Employees**

24,958

**Overseas employment**

20%

**Union Member Employees**

17.4%

**Female engineers employed**

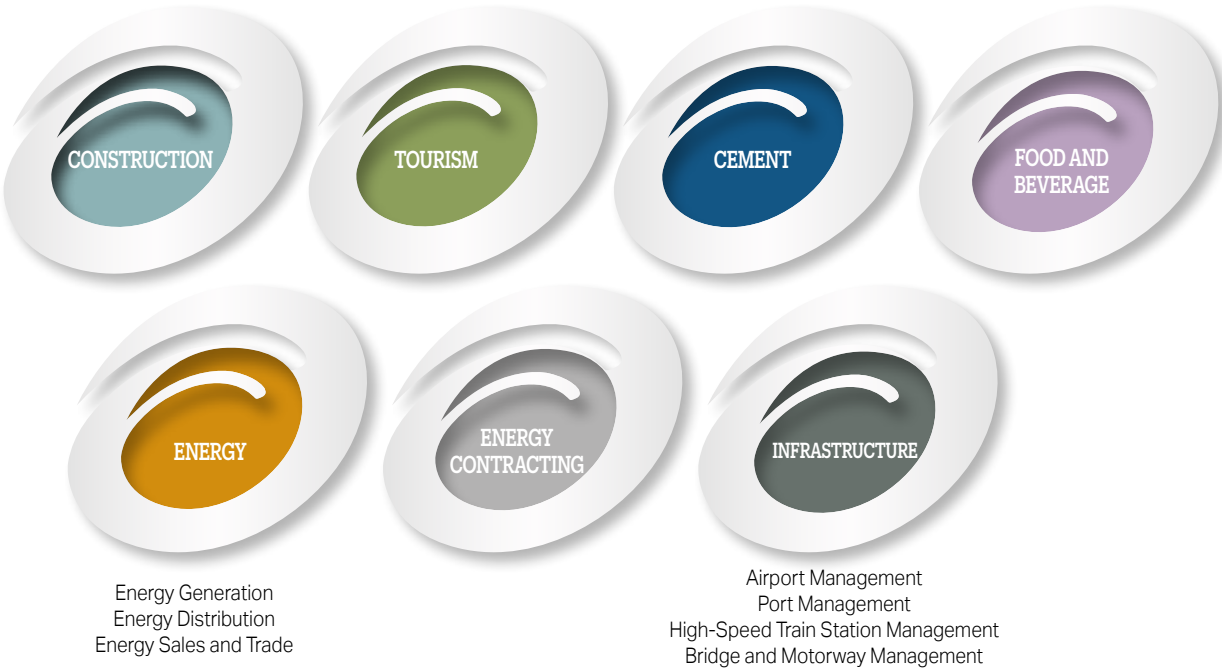
516

**Number of our projects**  
in compliance with the  
UN Sustainability Development Goals

\* By the end of 2019



# Group Structure



Laid foundation in 1976 with Limak Construction, Limak Group of Companies, today, operates in the fields of construction, tourism, cement, infrastructure and energy investments, energy contracting, aviation and food with around 70 thousand employees.

Ranked among the world's biggest international construction and construction companies with more than 100 projects with the total value beyond 10 billion USD, Limak Construction has been successfully accomplished vast array of projects ranging from airports to ports, dams to irrigation facilities, from motorways to hydro electrical power plants, from industrial facilities and plants to petroleum and natural gas pipelines, from resorts to building and housing complexes.

Operating and owning one of Turkey's biggest hotel chains with 8 hotels and a total of over 6.000 bed amount, Limak Tourism has been experiencing a steady growth and augmenting its contribution to Turkey's economy and promotion.

Limak Cement is Turkey's leading cement manufacturer in terms of total asset size and second biggest in terms of capacity ranking with 10 cement plant, 27 ready-mixed concrete plant, 1 pumice block plant in Turkey with an annual cement manufacturing capacity of 18.4 million tons. Limak Construction, with two substantial investments in Africa, operates a grinding and packaging facility in Mozambique and Ivory Coast.

## GROUP FINANCIAL HIGHLIGHTS

REVENUE			
	2019	2018	2017
Construction	2,090	2,199	1,818
Energy	1,579	1,761	1,791
Cement	302	371	420
Infrastructure	397	103	79
Tourism	119	109	76
Other	21	29	16
<b>Total</b>	<b>4,508</b>	<b>4,572</b>	<b>4,200</b>

EBITDA			
	2019	2018	2017
Construction	350	435	349
Energy	457	420	326
Cement	76	106	106
Infrastructure	218	45	39
Tourism	42	43	26
Other	2	9	1
<b>Total</b>	<b>1,145</b>	<b>1,058</b>	<b>847</b>

ASSETS			
	2019	2018	2017
Construction	2,974	2,715	2,490
Energy	2,728	2,844	3,368
Cement	1,328	1,088	1,102
Infrastructure	6,725	3,782	2,538
Tourism	161	173	194
Other	100	66	52
<b>Total</b>	<b>14,016</b>	<b>10,668</b>	<b>9,744</b>

EQUITY			
	2019	2018	2017
Group	1,040	892	1,030
Other	40	7	112
<b>Total</b>	<b>1,080</b>	<b>899</b>	<b>1,142</b>

Unit: Million USD

As for the airport enterprise operations, Pristina Adem Jashari International Airport, the only international airport of the Republic of Kosovo, both constructed and operated, shattered a record in 2019 by serving a total number of 2 million 369 thousand 811 passengers. Pristina Adem Jashari International Airport adds great value to the aviation sector and organizations offering services to this sector, both in Kosovo and the entire Balkan geography.

As for the port enterprise operations, LimakPort Iskenderun, completed the relevant investment plan worth of 1 million TEU container in 2014, has revealed a substantial increase in 2019 in terms of both container and non-container freight volume. In 2019, a growth of 27 percent was achieved in total full DRY container handling.

Limak operates in the fields of power generation, distribution, sales and trade in the energy sector. The Group has been expanding its energy portfolio each year and performing power generation investments based on resource diversity to ensure the security of the middle and long-term power supply and progressing towards the objective of installed power capacity of 5.000 MW within the framework of long-term business plans. In this context, there are HEPP investments with major production capacity in the field of renewable energy, which is of great importance in ensuring supply security. With its service area covering the southern part of Marmara Region, which is the locomotive region of Turkey, Uludağ Electricity Distribution Corporation carries out its operations in an area of 35 thousand 501 square kilometers, spread over 4 provinces, in 55 districts, 2221 neighborhoods and 636 villages.

Offering services to 3.2 million subscribers in Bursa, Balıkesir, Çanakkale and Yalova, Uludağ Electricity Distribution Corporation continues to develop its infrastructure in direct proportion to the increasing number of subscribers accordingly. Moreover, electricity distribution services have been offered to 605 thousand subscribers in as Kosovo Electricity Distribution Services (KEDS) Company overseas collaboration with its partner.

Limkon, serving as the representative of Limak Group of Companies within the food sector, sustains its successful path in the sector by manufacturing fruit juice concentrate, fruit puree, tomato puree and processing all sorts of fruit based product.

<http://www.limak.com.tr/files/LimakAnnualReport2019.pdf>



Çetin Dam and HEPP

Limak Construction

- Among world’s leading construction companies with domestic and overseas projects worth over 10 billion USD
- Ranked as 67<sup>th</sup> on the Top 250 Global Contractors (2019) of (ENR) Engineering News-Record

Limak Tourism

- 8 Hotels
- More than 2600 employees
- 7 Green Star Certified Hotels
- Doing the honors for an average of more than 450.000 guests hosted annually with total bed amount of over 6.000
- Over 80 % annual occupancy rate
- 94 % customer satisfaction
- Transition to Zero Waste Hotels (Zero Waste Project has been started to be implemented in Limak Lara Hotel in February 2018 and Limak Eurasia Hotel in 2019)

Limak Cement

- 12 cement plants, 27 ready-mixed concrete plant and 1 pumice block plant in Turkey and Africa
- Second in the sector based on the results of Turkey’s Top 500 Industrial Enterprises issued by Istanbul Chamber of Commerce (ISO)
- Top ranking among cement sector representatives with net sales figures
- Manufacturing capacity of 1.7 million tons in Sub-Saharan Africa
- First integrated cement plant certified with GOLD
- First integrated cement plant certified with ISO 45001 in Turkey

- Ranked among top 3 manufacturers in Mozambique, awarded with the first domestic manufacturer title granted with product quality certificate
- Only cement plant ranked among top 10 in terms of the most environmental company ranking of 52 companies in the first year of operations in Ivory Coast

Pristina Adem Jashari International Airport (PIA)

- 4.5 million - annual passenger capacity
- 2 million 369 thousand passengers in 2019
- 69 % passenger increase since commencement date of operations
- 10 % passenger increase in the recent year
- 754 Employees
- Airport Carbon Accreditation Level +3 (Neutrality) Accreditation

LimakPort İskenderun

- 1 million TEU container handling capacity
- 14 container freight line
- Direct connection to over 50 ports
- “Green Port”
- The Safest port in transit vessel trading of Mediterranean with 120 thousand annual vehicle capacity
- Deep-water category port with the dock depth of 15.5 meters and length of 920 meters
- Opening the doors of Eastern and Southeastern Anatolia and Middle East to the entire world

Hydroelectric Power Plants

- Installed capacity of 1321 MW
- Power generation of 2,836,694,921 kWh with an increase of 46% in the recent year.
- Kargı Dam & HEPP - 8<sup>th</sup> ICCI Energy Awards Hydropower Category “Efficiency” Award

Hamitabat Natural Gas Combined Cycle Power Plant

- Turkey’s first natural gas combined cycle power plant
- Ratio to Turkey’s Installed capacity is approx. 1.5%
- Turkey’s top 13<sup>th</sup> Power plant, top 5<sup>th</sup> natural gas Power plant
- Capacity to supply power to approx. 1.9 million residences with an installed capacity of 1,220 MWh
- 63 % local employment
- Accomplishment of lost time injury day for 365 days in 2019

Uludağ Electricity Distribution

- 3 million subscribers, 4 provinces
- Electricity distribution of 12.1 kWh
- Turkey’s 4<sup>th</sup> biggest distribution corporation
- Uninterrupted service with more than 2.200 personnel

Limak Energy Uludağ Electricity

- Sector’s leading company with the highest women employment rate with 55 % (2018)
- EFQM 4 Star Competence Certificate
- 12 billion kWh electricity sales

Limkon

- Annual fruit processing capacity of 85,000 tons
- Annual concentrate manufacturing of 10,000 tons
- Exporting to 32 countries with 55% share in total sales
- Manufacturing on an area of 40 thousand sq. m. With an indoor area of 13 thousand sq. m.



# Stakeholder Relations



One of the fundamental principles of sustainability activities is to establish and maintain solid and effective stakeholder relations. In this context, we define our stakeholders as the real and legal entities having an impact on our operations and impacted by our operations as well as with a possible impact on our ability to achieve and accomplish global goals and sustainability goals. Limak Group of Companies has an extensive stakeholder range operating in various business lines. Stakeholder dialog strategy of each sector

and stakeholder priorities vary based on the actual applicable dynamics. Therefore, acting with this awareness, we have identified our key stakeholders with the most intense economic, social and environmental interactions and drawn up stakeholder maps in the sustainability workshop we have organized last year in collaboration with the Sustainability Governance Platform. Stakeholder maps drawn up for the entire companies have been consolidated by Corporate Communication Department to ensure

compatibility and “Limak Key Stakeholders” have been determined accordingly. In this context, we classify our entire stakeholders in two main groups. Employees, unions and senior management are defined as our internal stakeholders while other entire stakeholder groups stated on our stakeholders’ list are defined as our external stakeholders. Current communication platforms for our stakeholders and communication frequency are stated on the table of our Stakeholder Communication Platforms.



STAKEHOLDERS' GROUP	DIALOG PLATFORM	DIALOG FREQUENCY
EMPLOYEES	Limak Corporate Portal	Perpetual
	Performance Assessment Meetings	Once a year
	Social Events	At least twice a year
	Occupational Health and Safety meetings	Monthly
	Satisfaction survey and sustainability assessment survey	Once a year
	Digital Media Platforms	Perpetual
CUSTOMERS	Satisfaction survey	At least twice a week in Limak Tourism
	Call Center	Perpetual
	E-mail	Perpetual
	Seminar, congress and exhibitions	Few times a year
	Digital Media Platforms	Perpetual
SUPPLIERS, SUBCONTRACTORS	Surveys	Once a year
	Face-to-face meetings	Upon request
	E-mail	Always
	Digital Media Platforms	Perpetual
DEALERS, AGENCIES	Meetings	At least once a year
	Face-to-face meetings	Upon requested
	Digital Media Platforms	Perpetual
LOCAL PUBLIC	Environmental Impact Assessment (EIA) Report process	Prior to investment and during construction
	Social projects	Throughout the project
	Digital Media Platforms	Perpetual
CAPITAL PROVIDERS, CREDITORS	Monitoring reports and site visits	At least once a year
	Digital Media Platforms	Perpetual
PUBLIC AUTHORITIES	Meetings	Upon requested
	Forms, informative reports	At least once a year
	Audits	At least once a year
	Digital Media Platforms	Perpetual
	Membership meetings	Always
SECTORAL ORGANIZATIONS, NON-GOVERNMENTAL ORGANIZATIONS	Seminars and exhibitions	Few times a year
	Surveys	Once in a year
	Digital Media Platforms	Perpetual
	Collaborations in educational field	Throughout the project
UNIVERSITIES	Digital Media Platforms	Continuous
	Social Responsibility Projects	Throughout the project
SOCIETY AND MEDIA	Interviews	Upon needed
	Digital Media Platforms	Perpetual
	Projects	Always
INTERNATIONAL NGOs, UNIVERSITIES, FUTURE GENERATIONS	Digital Media Platforms	Perpetual

# Collaborations

We are well aware of the fact that acting concurrently with our entire stakeholders is one of the most important ways to ensure contribution to global goals and sustainable development.

We are actively involved in global collaborations as the members of various associations, institutions, unions and sectorial organizations proceeding with the objective of offering active support to the entire platforms required for the development of the sector in accordance with our leadership mission in the field of sustainability

## in the entire sector we operate on both national and international level.

We accomplish our long-standing memberships and collaborations as well as the "SDG Impact Accelerator" (Sustainable Development Goals Impact Accelerator) Project in September 2018 within the reporting period with the Republic of Turkey Ministry of Foreign Affairs, UNDP Turkey Office, United Nations Food Programme (WFP), Melinda & Bill Gates Foundation, Qatar Investment and Development Fund and Eczacıbaşı Group.

We have been involved in the "Business Initiative for Plastic" in November 2019 established under the guidance of Global Compact Turkey, Business Council for Sustainable Development (BCSD Turkey) and TÜSİAD (Turkish Industry and Business Association) within the scope of goals of reducing wastes and use of raw materials such as plastics in the entire sectors we operate.

## OUR VISION

Acquiring leading position in the entire sectors we operate.

## Global Collaborations










































Memberships

					
Ankara Chamber of Industry	Ankara Chamber of Commerce	Asphalt Contractors Association	Atlantic Council	Belek Tourism Investors Association	United Nations Global Compact
					
Bruegel	Foreign Economic Relations Board	Railroad Transportation Association	Clean Sea Association TURMEPA	Chamber of Shipping	Electricity Distribution Services Association
					
Endeavor Turkey	Energy Trade Association	Hydroelectric Power Plants Industry Businessmen Association	International Commission On Large Dams	International Hydropower Association	International Pipe Line & Offshore Contractors Association
					
International Women's Forum Turkey	IMMIB- Service Exporters' Association	Lara Tourism Investors Association	Sustainable Development Association	Women's Association in Technology	Tourism Investors Association
					
Turkish Young Businessmen Association	Turkish Construction Industrialists Employers Union	Turkish Port Managers Association	Turkish Contractors Association	Turkish Industrialists and Businessmen Association	Women's Empowerment Principles
					
World Economic Forum	World Water Council	30% Club			

# Working Life In Limak

We regard our employees as cornerstones of our success and consider them as our highest value. We, therefore, adopt human resources policies within our entire companies in rapport with the values of Limak Group of Companies on participation basis in where reciprocal respect and trust prevail. Our fundamental priority is to ensure a safe and fair working environment in the absence of discrimination in where the employees are happy and satisfied.

We, as Limak Group of Companies, believe the utmost importance of offering opportunities to our employees to strengthen their competences and qualifications while accomplishing our business objectives and that respect towards different beliefs and opinions makes us diversified and enriched. We advocate for societal gender equality by aiming to prevent and avoid all kinds of discrimination and perform our recruitment operations with this awareness and mind set. In this context, within our entire companies, we avoid discrimination based on religion, language, race, age, gender in any process of intracompany working life, including candidate selection, placement and promotion. We are well aware conscious of the fact that providing national and corporate qualified labor force and investing in the development and improvement of our employees is our principal responsibility.



We are the signatories of Women's Empowerment Principles (WEPs) established in 2010 with the collaboration of UN Global Compact and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

Our Human Resources Policy is to reinforce and consolidate our corporate entrepreneurship with employees committed to business ethics and embracing our culture, under the leadership of our strong and dynamic management staff. The common ground of our constantly expanding group of companies in the sectors of Construction, Tourism, Cement, Infrastructure, Energy, Energy Contracting, Food and Aviation is comprised of our business ethics, work discipline and corporate entrepreneur identity, with each of which is in the leading position of its own business.



## UNDP Gender Equality Seal Certificate Program for Private Sector

We have launched the pilot application of "UNDP Gender Equality Seal Certificate Program for Private Sector" which is executed on a global scale by United Nations Development Program (UNDP) within the Limak Investments.

Acting as the first Turkish company adopting the UNDP Gender Equality Seal Program, we aim to develop and adopt a gender sensitive approach and implement global standards related to this approach at the corporate level within the scope of the program performed with the technical assistance of UNDP. In this regard, we have further established an "Equality Committee" with the participation of the male and female employees from the entire departments. Trainings, employee surveys and individual interviews have been conducted to develop a mutual mentality with this committee. As a result of these entire activities, an annual action plan has been established and commenced to be implemented within our group.





## OUR VALUES

### Honesty, Reliability, Responsibility

Adhering to the laws and ethical rules in all activities and relations; behaving in an honest and open way and keeping the promises; leading virtues of reliability, consistency and setting examples.

### Leadership

To be a leader in the sectors in which it operates at home and abroad by possessing strong corporate governance, business development and project management.

### Innovation, creativity and being open to changes

To follow up with the changes and the developments in the markets we work at. In the lights of continuous learning, innovation and continuous development, to support skills for creativity and to make the company progress.

### Efficiency and effectiveness

In all activities, to convert the opportunities into success acting proactively; to be a profitable and productive company which utilizes its resources effectively.

### Quality and Result Oriented

To extend the products and services to clients on time, in universal standards, quality and costs as

scheduled. To achieve the business targets through measurable, traceable parameters by associating them with business results.

### Equality of Opportunity

To stand against any kind of discrimination by avoiding any view and policies which are based on religion, language, gender, ethnicity or physical disability when making recruitment decisions or decisions regarding our employees.

### Transparency

Adopting democratic management model, to involve employees in management and decision making processes. As a result of this approach to offer clarity in decisions and transparency in executions.

### Employee and Customer Satisfaction

To perceive the customers the reason for its existence, to ensure customer satisfaction by offering them high quality service with added value. Being an institution whose employees feel proud of it and look to the future with confidence.

### Teamwork

Working in the direction of designated common goals and values in unity and harmony, aware of the responsibilities

sharing, mediating and always considering the interests of the country and the company.

### Corporate Social Responsibility

To enable the society to benefit from and be informed of the company's activities by acting as a proactive organization which is aware of its social and environmental responsibilities.

### Sustainability

To disseminate economic, social and environmental factors in company activities and decision mechanisms and to effectively manage the risks related to these factors.

### Diversity and Tolerance

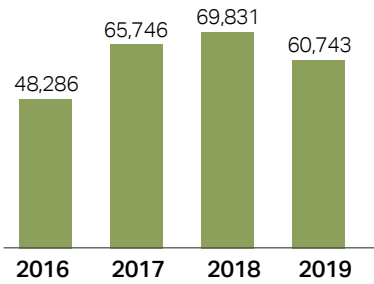
To create a corporate culture where diversity and inclusion are sustainable and employees are respectful and tolerant towards each other by providing equal and fair access to resources and opportunities in the workplace.

### Compliance with Law

To comply with the laws and international law in all countries where it operates to carry out its activities in accordance with all these laws, rules and regulations.

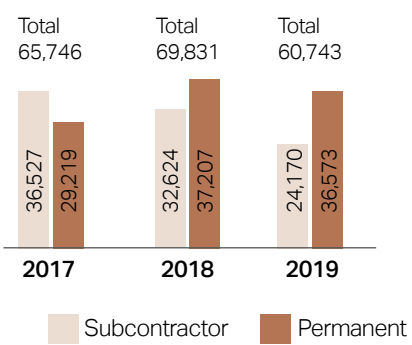
## Employee Profile and Qualification

### Number of Employees by Years (Including the Subcontractors)



- Total number of personnel as of the end of December 2019 (including the employees of subcontractor enterprises) is 60,743. Year-end total number of personnel that has been constantly increasing since 2012 has been decreased by 13 % in 2019 comparing with the previous year. In comparison with 2018, the main reason for the decrease in the number of personnel (for Limak Construction) was the conclusion of construction of Istanbul Airport.
- Substantial increases in the construction sector in 2019 were due to the construction of Kuwait International Airport (5,069 new employment), 1915 Çanakkale Bridge and Motorway (3.756 new employment) and Yusufeli Dam and HEPP (1.626 new employment).
- The number of labor force employed by Limak Group of Companies overseas in December 2019 was 24.958. Share of this figure within the total labor force has become 41 % with an increase of 14% comparing to the previous year.

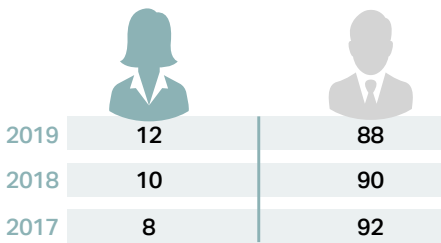
### Number of Employees by Years (Subcontracted/Permanent Employee Distribution)



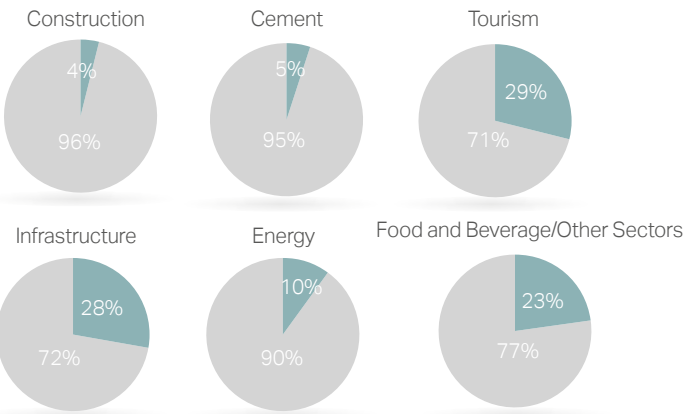
- Number of personnel on corporate payslip including the partnership projects has been decreased by 1.7 % and totaled to 36.573 by the end of 2019.
- Total number of subcontracted personnel experienced a decrease by 25 % comparing to the previous year was 24.170 in December 2019 and this figure comprises approx. 39% of the total employment. 89 % of the total subcontracted personnel is employed by Limak Construction.
- 33 % of the permanent personnel (12.105) is white-collared (personnel with desk job requiring mental performance in administrative and managerial departments) and 67 % is blue-collared (24.468) employees (personnel employed at works requiring manual labor force).





Gender Distribution (%)

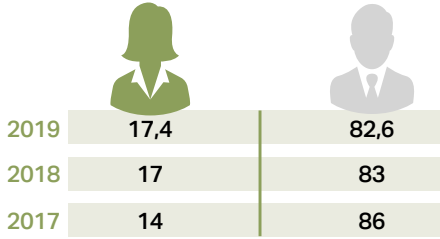


- As of the end of 2019 (with respect to permanent employees), 4.524 employees are female and 32.049 employees are males. Share of the women employees in the total number of personnel is 12 %. Number of women employees has increased by 2 % comparing to the previous year.
- The sector employing the highest women employees within is the tourism sector with 29 %. Tourism sector is followed by infrastructure with 28 %, food with 23 % and other sectors, energy with 10 %, cement with 5 % and construction with 4 %.



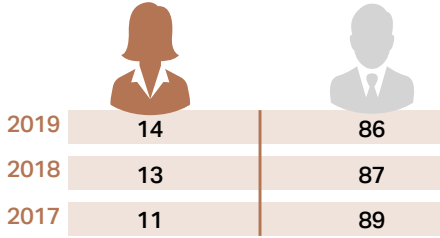
	Construction	Cement	Tourism	Infrastructure	Energy	Food and Beverage/Other Sectors
	612	79	691	2.487	617	38
	16,505	1,525	1,680	6,540	5,672	127

Engineers (%)



- A total of 2,094 engineers are employed within Limak Group of Companies by the end of 2019.
- Number of female engineers is 364 while it is 1,730 for the male engineers. **Number of women engineers have been increased by 26% within the last two years.**

Managerial Employees (%)



- A total of 2,530 executives are employed within Limak Group of Companies. Executives comprise 7 % of the (permanent) personnel, while 88 % of these is mid-level (administrator, manager, supervisor, section chief) executives and 12 % is senior (general manager, assistant general manager, general coordinator, director, project manager and higher) executives.
- Rate of female executives has been increased to 14 % (359 people) in December 2019.

Employees in the Union

Total number of union members by the end of 2019 is 7,398. Unionized employees comprises 12% of the total labor force while constituting 20 % of the permanent employees.

	DOMESTIC	OVERSEAS	TOTAL
CONSTRUCTION	1,877	-	1,877
ENERGY	2,542	1,059	3,601
INFRASTRUCTURE	241	969	1,210
CEMENT	683	27	710
TOTAL	5,343	2,055	7,398

Overseas Employment

Total employment has reached to 24,958 in the overseas enterprises and construction projects experiencing a rapid growth by 31.6 % comparing to the previous year and the distribution is as follows:

	Number of Permanent Personnel	Rate %	Subcontracted Personnel	2019 Total Employees	2018 Total Employees	Change Compared to 2018 %
Kuwait	5,813	47%	4,907	10,720	5,651	90%
North Macedonia	40	0%	4,868	4,908	3,494	40%
Kosovo	2,947	24%	158	3,105	3,088	1%
Senegal	1,410	11%	437	1,847	1,701	9%
Russia	1,227	10%	180	1,407	1267	11%
Pakistan	1	0%	1,000	1,001	1,420	-30%
Egypt	126	1%	645	771	718	7%
Saudi Arabia	342	3%	0	342	56	511%
Ukraine	183	1%	125	308	319	-3%
Albania	113	1%	146	259	1,042	-75%
Mozambique	92	1%	80	172	154	12%
Ivory Coast	89	1%	0	89	44	102%
Qatar	25	0%	0	25	6	317%
Bulgaria	0	0%	2	2	3	-33%
Iraq (Northern Iraq)	2	0%	0	2	5	-60%
TOTAL	12,410	100,0%	12,548	24,958	18,968	31.6%



We have modelled  
our business focus  
covering all our  
areas of activities  
based on inclusive  
development,  
social human and  
healthy planet.



**Esteemed Stakeholders,**

As Limak Group of Companies we are delighted to present our new report summarizing steps taken on our journey to sustainability progressing passionately.

It is only possible to make the World, our only home within the universe we know, a healthier and sustainable place to live together with all living species, through collaborative effort. Hence as Limak Group of Companies, we are working with all our strength in order to contribute to the achievements of the UN Sustainable Development Goals (SDGs) following its adoption in 2015. As you know, the sectors our Group companies do operate play critical roles in achieving global goals on sustainability. With this in mind, we strive to produce the energy we need and make it accessible to all, while we create the infrastructure of a more sustainable planet. Carrying out our activities on our basic human need, supply of healthy food, we provide services on tourism and transportation industries laying down foundations of social and cultural exchange. Through social impact efforts realized under the roof of the Limak Foundation, we produce ideas from gender equality to education, decent education to innovation, to creativity and put those ideas into action to yield added value for our society.

In this report, you will find our approach to sustainability in the critical next 10 years, our goals and the renewed model of governance on sustainability to meet these goals in order to meet today's needs and changing environment. We strongly believe, sustainable economic growth requires, both at corporate and individual levels, an inclusive approach, high awareness on social and environmental issues, as well as decisive actions with clear, concrete and precise goals to protect our planet. In line with this, we have modelled our business focus covering all our areas of activities based on inclusive development, social human and healthy planet. In the report, you will find concrete steps to be taken by our companies for each of the 12 main sustainability goals.

Again, for the upcoming period, we have established a Sustainability Governance Platform, expanded and endowed with higher decision-making capacity in order to direct our sustainability journey in a more effective and swift way to address our needs. This platform will enable the Committees established for our business focuses on working in a productive and effective manner. Furthermore, in order to meet information and update needs of the Platform and the Committees, a Sustainability Support Office was set. We are very well aware of the fact that rhetoric is not enough for a conceived sustainable future

where humanity lives in harmony with the planet, and taking action is a critical decision to make. While since 2015, we analyze and follow global goals as the Group, we have decided to take progressive and concrete steps and accelerate the pace of the journey. Last year, on the 5th anniversary of UN SDGs, we have announced and published Limak's first-5-years performance through the Report titled "For a Better World: Walk The Talk" and showed our dedication in taking action as the Group. This Report represents an inventory of sustainability efforts carried by all Group companies covering the period, 2015-2019. The results of the Report evaluating 516 sustainability projects carried out over five years have displayed a full-harmony and collaborative effort with the World. This achievement of ours motivated us to assume leadership on SDGs Acceleration and meet the responsibilities of such duty in our country in order to drive the ecosystem we are in, with similar speed and level of determination. With this role taken, starting from our stakeholders, we accomplished activities to raise awareness of sustainability in our country.

As Limak, equality in work life and increase in women employment have always been our priorities. Despite the general opinion and practices of the sectors in which we operate, we have taken concrete steps to increase women

employment in engineering and engineering-related sectors, as well as advance women participation in decision-making mechanisms. UNDP Gender Equality Seal Program launched last year, at Limak Investments aims to achieve an inclusive business model, first-time in Turkey and shows our determination on this issue at global/international level as well.

Besides high performance by our Group companies, impact investments pursued by the Limak Foundation also contribute to achieving global goals. We wholeheartedly believe, many initiatives undertaken on women empowerment, decent education, arts and culture inspire not only the Turkish business world, but also global circles.

We aim to achieve the goals of our Group before 2030, the date United Nations' agenda envisages for the accomplishments of the global goals. We will accomplish all our goals noted in Report by 2026, together with all our employees and stakeholders, the year that marks the 50th anniversary of our Company. Inviting all our stakeholders to join our effort, we certainly believe, the passion we carry on the journey to sustainability will bring success.

**EBRU ÖZDEMİR**  
CHAIRPERSON OF THE BOARD

Since the very first day of our operations as Limak Group of Companies, we have been adopting and embracing a business mentality, so to say, an approach taking the focal point of sustainability accompanied with our founding values and working principles within the framework of our vision and mission. 1976, the year of our establishment, refers to the same date of Habitat I Conference solemnly addressing the sustainability perceptive on a world scale. We prioritize the principle of adhering to the universal sustainability principles at all time with both the selection of our areas of activity and our business conduct.

# Our Sustainability Journey

As the first step of our sustainability approach, we strictly embrace universal principles established for the business world for the purpose of contributing to the mutual development culture.



In 2014, we have signed the United Nations Global Compact, one of the most substantial steps taken by the private sector towards the sustainable development, with the vision of "sustainable and comprehensive global economy" and suggesting universal principles to establish a mutual development culture in the business world in a constant competition. Since the day of our signatory, we have supported and consolidated 10 principles of the Global Compact in our entire group.

In the year of 2015, we have taken the first concrete step of our universal sustainability practices by signing the Women 's Empowerment Principles, created in cooperation with the UN Global Compact and the UN Gender Equality and Women's Empowerment Unit (UN Women), in order to empower women in society, business life and economic life.

We care about collaboration.



We are a partner and representative of the Business Council for Sustainable Development Turkey (BCSD Turkey), a business partner and representative of the World Business Council for Sustainable Development (WBCSD), which continues its activities to promote the concept of sustainable development in the business world and contribute to policy development in Turkey.

We have been sharing our sustainability performance on a regular basis since 2014 with our stakeholders in an ultimate transparent manner.



We have released our first GRI certified sustainability report in 2014 including the sustainability operations of our group.

In 2015, we accelerated our sustainability business management efforts and adopted a sustainable business management model that is effective in all decision-making processes, starting from the center, covering all group companies, with the vision and leadership of the senior management and we determined the principles that form the foundations of sustainable business management in Limak.

We published our second GRI certified sustainability report in 2016. This report was awarded as a result of the evaluation of the International Communication Awards (2015/16 Vision Awards), which are held annually by the league of American Communications Professionals (LACP), one of the most prestigious public relations platforms across world.

We have built our sustainability priorities and strategy on the United Nations Sustainable Development Goals.

## SUSTAINABLE DEVELOPMENT GOALS

We have set the United Nations Sustainability Development Goals (UN SDGs) , which was released in 2015 and serve as a common agenda for the entire world, as our road map in 2017. We further initiated our activities in consideration of this approach in our entire areas of operation and sectors.

In this context, we have concluded trainings for comprehending the global goals in each and every sector we operate. Moreover, we have associated the key performance indicators applicable for each sector with the sustainable development goals upon due diligence and establish our road map for the post-2018 period. We have further formed our activities in accordance with this approach and announced our perspective of "Sustainability Based on our Areas of Operation" to our stakeholders with the Sustainability Report for 2016-2017.

We have accomplished the SDG Impact Accelerator (Sustainable Development Goals Impact Accelerator) Project in 2018 in collaboration with the Republic of Turkey Ministry of Foreign Affairs, UNDP Turkey Office, United Nations World Food Programme (WFP), Melinda & Bill Gates Foundation, Qatar Investment and Development Fund and Eczacıbaşı Group.

We have concluded our activities for ensuring compatibility with the global discourse.



We have successfully performed the detailed analysis of 516 projects accomplished by our companies operating in various sectors in 2019 with an approach focusing on sustainability through the perspective of UN SDGs.

We have been continuing with our solution-oriented collaborations.



We have been involved in the "Business Initiative for Plastic" in November 2019 established under the guidance of Global Compact Turkey, Business Council for Sustainable Development (BCSD Turkey) and TÜSiAD (Turkish Industry and Business Association) within the scope of goals of reducing wastes and use of raw materials such as plastics in the entire sectors we operate as a Group establishing its sustainable strategy on UN SDGs.

We have launched the pilot application of "UNDP Gender Equality Seal Certificate Program for Private Sector" which is executed on a global scale by United Nations Development Program (UNDP).

We have constantly been reviewing our corporate priorities in the entire business lines and geographies we operate.

We have organized information meetings and trainings over 50 hours with the participation of 100 individuals from the entire sectors involving the Sustainable Governance Platform. Issues such as principles of United Nations Global Compact (UN Global Compact) and UN SDGs were among the subjects of the training.



# Our Sustainability Approach



As we have explained in our report for 2016-2017, we have clearly stated that we have adopted and embraced an international sustainability approach by signing the United Nations Global Impact and established "Sustainable Development Goals", common agenda of the entire world released under the guidance of the United Nations in 2015 as our road map. We have shared our perspective of "Sustainability Based on our Areas of Activities" with you our most esteemed stakeholders upon shaping our work under the light of this approach in the entire areas of activities and sectors.



Rapid changes experienced in the last 2 years on economic, social and environmental domains as a result of the recent developments in the agenda of Turkey and the world have showed us that the sustainability dynamics have a structure prone to constant changes. Based on our leadership mission, we have revised our sustainability approach declared in order to act in passion and dedication in sustainability.

We have associated the applicable key performance indicators for each sector

in where we operate along with the common strategies and goals we have developed adhering to founding values with new Sustainable Development Goals by means of meticulous activities and due diligence and revised and re-established our road map.

We have further determined the strategies for the upcoming period with the activities performed in 2018 and 2019. Upon completion of the compatibility studies of these strategies with the sustainable future, we have

established the sustainability policy of Limak Group of Companies for the new period and sustainability goals within the scope of this policy.

We have performed these studies by taking into account the sustainability priorities research, stakeholder opinions and assessments, findings obtained from site visits, meetings and workshops, and economic, social, environmental and governance performance data analyzed on a corporate basis.



“

We, as Limak Group of Companies, are well aware of the fact that we have been going through an era in where we are required to work together with the entire world to ensure the continuity of our sturdy humane existence in a sustainable planet in unison with the entire elements of nature.

In this direction, we assess the business conduct in three dimensions in our entire operations, take our decisions in this way and manage our value creation process by paying utmost attention to these dimensions.”

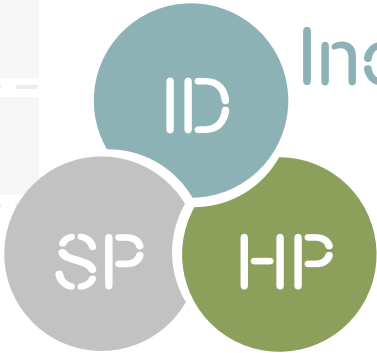
**Limak Group of Companies Sustainability Policy** has been drawn up in line with founding values, basic working principles, business ethics mentality and approach and global goals of Limak to serve as the business constitution of the Group.

The Sustainability Policy is addressed as a guide that Limak Group of Companies shall refer to while performing its entire activities and operations and making decisions, and to include global stakeholders in the entire value chain, with whom the Group interacts directly or indirectly.

## Business Approach Focal Points

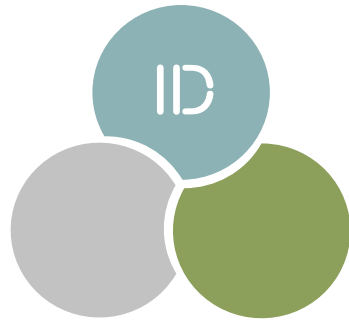
Limak Group of Companies Sustainability Policy has been built on three focus areas directly related to each other.

Limak Group of Companies believes that a sustainable economic development is only feasible with an inclusive approach in case one has environmental and social awareness and on a healthy planet.



Inclusive Development  
Social People  
Healthy Planet





# Inclusive Development

## Oriented Business Approach

Limak Group of Companies, together with all its employees, business partners and stakeholders in every sector in which it operates, adopts a sustainable business approach that is compatible with its global goals and believes that economic development should be achieved with all humanity, including all elements of the planet.

Limak Group of Companies:

- Performing its entire activities in line with the United Nations Sustainable Development Goals (UN SDGs).
- Complying with the 10 Principles of the United Nations Global Compact, of which it is a signatory. Allocating resources to research and development activities in every sector in which it operates.
- Enabling the use and development of innovative technologies that shall contribute to sustainable development. Taking into account the wishes and expectations of the stakeholders, it is important to support stakeholder participation in decision-making processes.
- Seeking to transform the sustainability perspective into a company culture and to raise awareness in this area both in employees and stakeholders.
- Embracing the duty to convey its sustainability work and experience to all its stakeholders and to the world through its partnerships and active initiatives on international platforms.
- Enabling all sorts of work to be performed to ensure sustainability in the supply chain.
- By measuring and evaluating the economic, environmental and social impacts of all activities; it takes improvement actions to reduce the negativities.
- Regularly publishing its sustainability report in line with international standards.
- Embracing a business mentality that is transparent, compliant with basic business ethics rules and combats corruption.



# Social People Oriented Business Approach

Limak Group of Companies continues all its activities and business processes based on the protection of human health, support of human development and equal opportunity. It focuses on the establishment of innovative, reliable and accessible work and living environments to enable sustainable human development. The Group believes that sustainability can be achieved through the development of social structures, the institutional commitment and continuity of its employees, that the individual should perceive the social structure with all its elements and consider its existence together with the health of the social structure.

Limak Group of Companies:

- Both sectoral and social initiatives in all areas and regions of operation, especially on promotion of quality education ensuring equality of opportunity and protection of human health shows the utmost attention to the issues of the observance.
- It considers developing and implementing practices that shall provide improvement in the field of occupational health and safety as a part of its business.
- It creates opportunities for the social and economic development of the community and local stakeholders in their fields of activity, to develop social projects that shall contribute to local employment, and to build cooperation.
- By aiming to increase the loyalty and well-being of employees, it creates conditions that shall make the working environment more efficient.
- By preventing all forms of discrimination, it provides its employees with equal rights in matters such as employment, career management, remuneration and performance assessment.
- It seeks to increase women’s employment at all levels by supporting the development and qualified active participation of women’s employment.
- Actively works to improve the personal development of its employees and the awareness of global citizenship and supports these studies.



# Healthy Planet

## Oriented Business Approach

While carrying out its activities, Limak Group of Companies is based on protecting all elements of the planet and reducing environmental impacts, together with all its business partners and stakeholders. It considers it a fundamental value to carry out all its activities with respect to the environment and develops ways to eliminate all possible negative elements of its and environmental relationship by detecting it in advance and believes that R&D and P&D investments should be valued for this purpose.

Limak Group of Companies:

- It measures and reports environmental impact across all areas of activity and takes improvement actions by setting sector-based targets.
- It enables the development and implementation of environmentally friendly products and services.
- The Group continuously monitors, develops, and works to build the required infrastructure or to renew the existing one in all sectors,.
- It strives to increase the use of renewable energy sources (FEC) in energy consumption.
- It develops projects to ensure the efficient use of water and to provide awareness in all stakeholders, starting with employees.
- It calculates, verifies and tracks emissions from its activities to combat climate change.



# Our Sustainability Goals

01



Carrying out activities with the aim to develop a sustainability conception in all sectors and supporting the existing activities.

All of our companies shall support efforts to improve sustainability with at least one project each year.



02



Supporting the development of women employment and qualified active participation of women employees. Increasing women employment rate on entire levels.

It is aimed to increase our women employment rate by **20%** by 2023 and by **40%** by 2026.



03



Transfer of ethical principles and rules to the entire value chain in all our companies, including suppliers.

It shall be transferred to our entire value chain until 2023.



04



Creation of feedback management systems for external stakeholders and regular monitoring and reporting.

Until 2023, our feedback mechanisms shall be updated in all sectors and the participation of all our external stakeholders shall be ensured.



# Our Sustainability Goals

05



Ensuring a sustainability perspective across all our suppliers.

Training of all our suppliers shall be completed until 2026.



06



Developing and implementing the practices that shall enable improvement in the field of occupational health and safety and to follow the international performance criteria in this field.

In all our companies, **"Zero Accident"** is aimed by ensuring international standards.



07



Monitoring and increasing employee satisfaction on a regular basis.

We aim to have at least **80%** of employee satisfaction every year.



08



Ensuring energy efficiency in all sectors. Monitoring and developing the energy efficiency works, establishing the required infrastructure and renewing the current one.

An average of **25%** energy efficiency shall be achieved across the group until 2026.



# Our Sustainability Goals

09

HP

Increasing the use of renewable energy sources (RES) in energy consumption.

Our group shall increase the use of RES in total energy consumption to at least **30%** by 2030.



10

HP

Ensuring the efficient use of water and to develop and support projects that shall raise awareness in all stakeholders, starting with our employees.

**28%** water efficiency shall be achieved until 2026.



11

HP

Developing applications, systems for reducing waste generation and to perform awareness raising activities for consumption reduction.

By 2026, **"Zero Waste"** works shall be completed in all our companies.



12

HP

Reducing the emission releases resulting from our operations.

By conducting emission reduction works in all our companies, an average of **27%** emission reduction shall be achieved by 2026.



# Our Passion is Sustainability

In 2026, the 50th anniversary of our group, we aim to crown our growth performance in all geographies and sectors in which we operate in Turkey and abroad, in line with global goals.



## We have completed our compliance efforts with the UN Sustainable Development Goals!

We are aware that sustainability is to take action in line with strategies developed according to corporate policies. We reviewed the United Nations Sustainable Development Goals (UN SDGs), which was announced in 2015, and reviewed our corporate business goals accordingly. As a result of the detailed studies we have done, we have prepared strategic road maps for each sector in which we operate, aligning our business goals with the UN SDGs.



## We get into action!

Sustainability is get into the action. It is also a necessity to follow this action, to measure its impact and, according to this measurement, to reconsider strategies depending on the requirements of the entire stakeholders and the planet. At this point, we are committed to the principle of not leaving anyone and institution behind, especially all our stakeholders.

## We prepared the Report “For a Better World Walk the Talk”!

As Limak Group of Companies, we compiled an inventory of our sustainability performance together with all our stakeholders and gathered the results we achieved in the “For a Better World Walk the Talk” Report and announced it to all our stakeholders. In each sector, we report our actions in the five-year period covering the years 2015-2019 in association with the UN SDGs and we have performed a work in this area that shall inspire the whole business community.

## We are active and leading on sustainability platforms!

Expanding our sustainability performance and increasing participation in this journey are among our priority business goals. This approach has also enabled us to take a more active and pioneering position on many sustainability platforms, especially in the last five years. We started the Turkey pilot application of the “UNDP Equality Seal - Gender Equality Certificate Program for the Private Sector”, which is a global gender equality certificate program conducted by United Nations Development Program (UNDP), within Limak Investments, and we became the first Turkish company to adopt the UNDP Seal of Equality Program. We have accomplished the SDG Impact Accelerator (Sustainable Development Goals Impact Accelerator) Project in in collaboration with the Republic of Turkey Ministry of Foreign Affairs, UNDP Turkey Office, United Nations World Food Programme (WFP), Melinda & Bill Gates Foundation, Qatar Investment and Development Fund and Eczacıbaşı Group.

We believe that this leadership will give a global vision to all our stakeholders and the business community.

## We design and implement each of our activities in line with global goals!

For this reason, as Limak Group of Companies, we now say “For a Better World Walk the Talk” and we design and implement each of our activities in line with the UN SDGs.

We strive to be the biggest supporter of the goals of decent jobs and economic growth, gender equality, infrastructure and innovation, inequality reduction, partnerships for purposes, and we are taking swift steps in that direction.

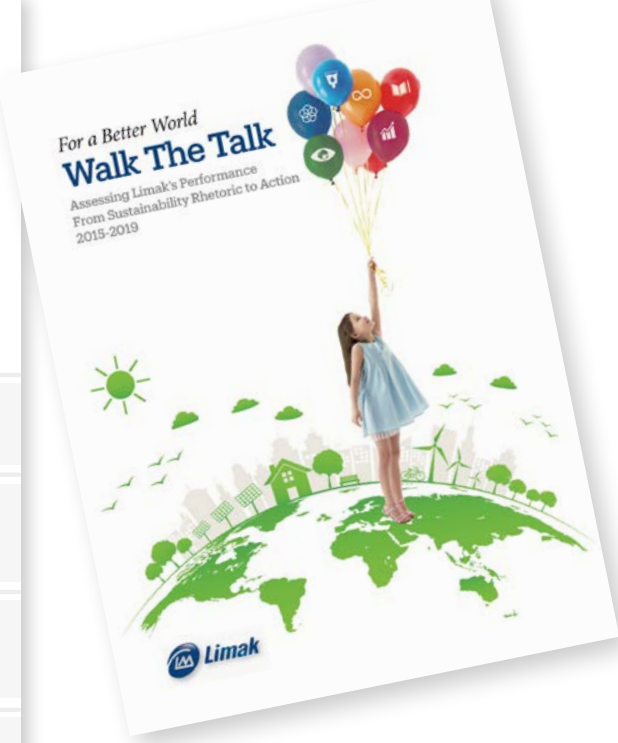
## We are working with the goal of being the first group to inspire its stakeholders and the public in our 50th year

As Limak Group of Companies, we aim to bring our activities in all sectors in line with their development goals in 2026.

**Within our group, we have covered all of our sustainability work as one major project under the title #17626 and have included all our internal stakeholders in this journey.**

We try to provide the required support for our entire stakeholders to participate in the same challenge as us. We are introducing our stakeholders who have not yet met to the UN SDGs and actively supporting those who are making efforts in this direction. As Limak Group of Companies, in the 50th year of our organization (2026), we aim to be the first group that is compatible with global goals, inspiring our stakeholders and the public in Turkey and in all the geographies in which we operate.

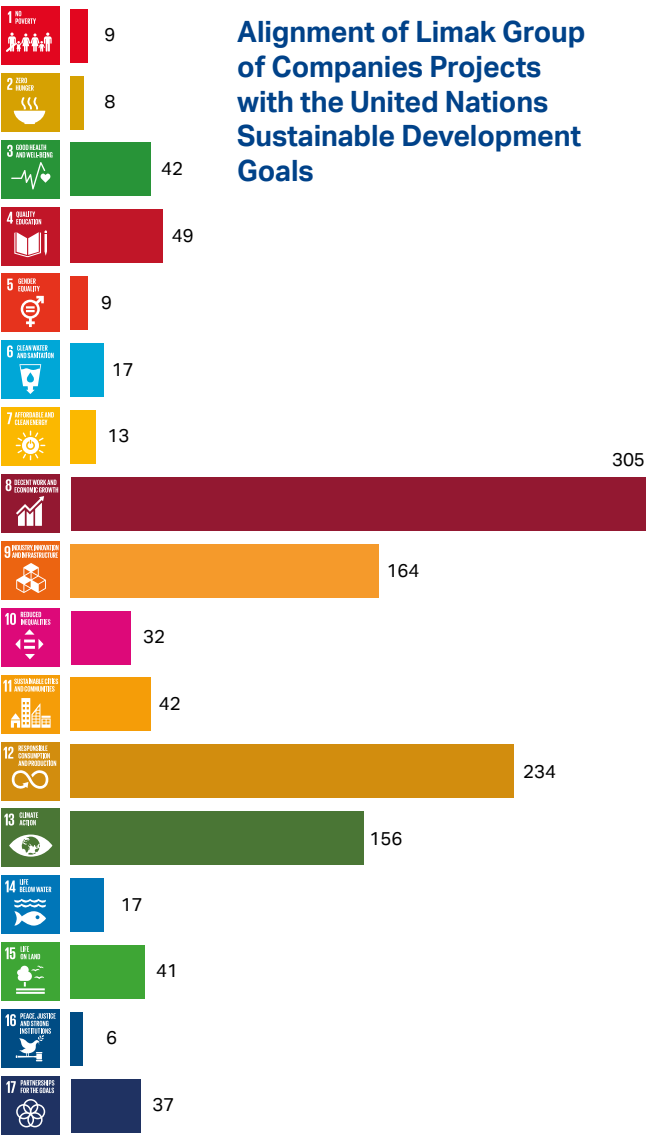




# We Support the UN Sustainable Development Goals! For A Better World Walk The Talk

Within the scope of our priorities, although our focus is on 10 Sustainable Development Goals, we have projects and practices that support all 17 Sustainable Development Goals. You can find all of these projects and practices in the “For a Better World Walk the Talk” Report that we published in January 2020.

[Click for the Walk the Talk Report.](#)



With the awareness of sustainability, we aim to create positive effects and benefits in all areas where we operate. In this context, we published the United Nations Sustainable Development Goals (UN SDGs) Inventory Report in January 2020, in which we have analyzed the projects we have realized since 2015. In order to set an example for all companies, we analyzed the projects, implementation and improvement activities we have performed in the last 4 years according to their economic, environmental and social impacts and within the framework of the UN SDGs and performed a due diligence. The data obtained were compared with the world and analyzed both on a sectorial basis and across the Limak Group of Companies, and supported strategic decisions within the sustainable business model.



For a Better World

# Walk the Talk

Assessing Limak's Performance  
From Sustainability Rhetoric to Action  
2015-2019

In the For a Better World Walk the Talk Report; detailed analysis of 516 projects implemented by Limak Group of Companies operating in different sectors with an approach that focuses on sustainability from the perspective of the UN SDGs is included. Compared to the priorities of Limak Group Companies, it is seen that the top five priority SDGs are among the top 7 in the global ranking.

Which goals are at the focus of the Business World?

- % 66 SDG 8 Decent Work and Economic Growth
- % 61 SDG 5 Gender Equality
- % 60 SDG 3 Good Health and Well-being
- % 50 SDG 12 Responsible Consumption and Production
- % 48 SDG 13 Climate Action
- % 48 SDG 9 Industry, Innovation and Infrastructure
- % 47 SDG 4 Quality Education
- % 40 SDG 7 Affordable and Clean Energy
- % 39 SDG 17 Partnerships to achieve the Goal
- % 39 SDG 10 Reduced Inequality
- % 34 SDG 11 Sustainable Cities and Communities
- % 32 SDG 6 Clean Water and Sanitation
- % 28 SDG 16 Peace and Justice
- % 25 SDG 1 No Poverty
- % 21 SDG 15 Life on Land
- % 20 SDG 2 No Hunger
- % 13 SDG 14 Life Below Water



	LİMAK Projects		WORLD Priority	
	Rank	%	Rank	%
• SDG.08	[1]	59	[1]	66
• SDG.12	[2]	46	[4]	50
• SDG.09	[3]	32	[6]	48
• SDG.13	[4]	30	[5]	48
• SDG.04	[5]	9	[7]	47
• SDG.03	[6]	8	[3]	60
• SDG.11	[7]	8	[11]	34
• SDG.15	[8]	8	[15]	21
• SDG.17	[9]	7	[9]	39
• SDG.10	[10]	6	[10]	39
• SDG.14	[11]	3	[17]	13
• SDG.06	[12]	3	[12]	32
• SDG.07	[13]	3	[8]	40
• SDG.01	[14]	2	[14]	25
• SDG.05	[15]	2	[2]	61
• SDG.02	[16]	2	[16]	20
• SDG.16	[17]	1	[13]	28

# Our Sustainability Management

In Limak Group of Companies, monitoring all sustainability activities and performance, determining the performance indicators required to monitor this performance, performance and practices within the scope of sustainability priorities are embraced at the level of the Board of Directors. The sustainability management, which we call "Limak Sustainability Leadership", consists of the "Sustainability Governance Platform" with representatives from all our companies under the leadership of Chairperson Ebru Özdemir, and the related target committees and support office.



# Sustainability Performance of Limak Group of Companies





Numerous projects  
worth over  
**10 billion USD**  
in total that have  
been successfully  
concluded



Kuwait International Airport New Terminal Building

## About Limak Construction

Limak Construction which was established in 1976 specialized in all infrastructure and superstructure projects, including airports, ports, highways, dams, hydroelectric power plants, treatment plants, factories, industrial plants, food facilities, pipelines, multiple-use complex structures, hotel constructions and at the present time together with the world's leading construction companies, and ranking among the top 250 international construction companies in the (ENR) Engineering News-Record list.

Limak Construction, contributes to the domestic and overseas economic and social development and growth with the

employment generated in the regions in where it operates. Through its technical skills, experience, quality, speed, high technology, creativity and the mentality of corporate responsibility, the Group operates for a sustainable future with more efficient and more successful projects.

Accomplishing both domestic and overseas numerous successful projects, Limak Construction's entire concluded and ongoing projects can be found on the following link.

<http://www.limak.com.tr/sectors/construction/projects>

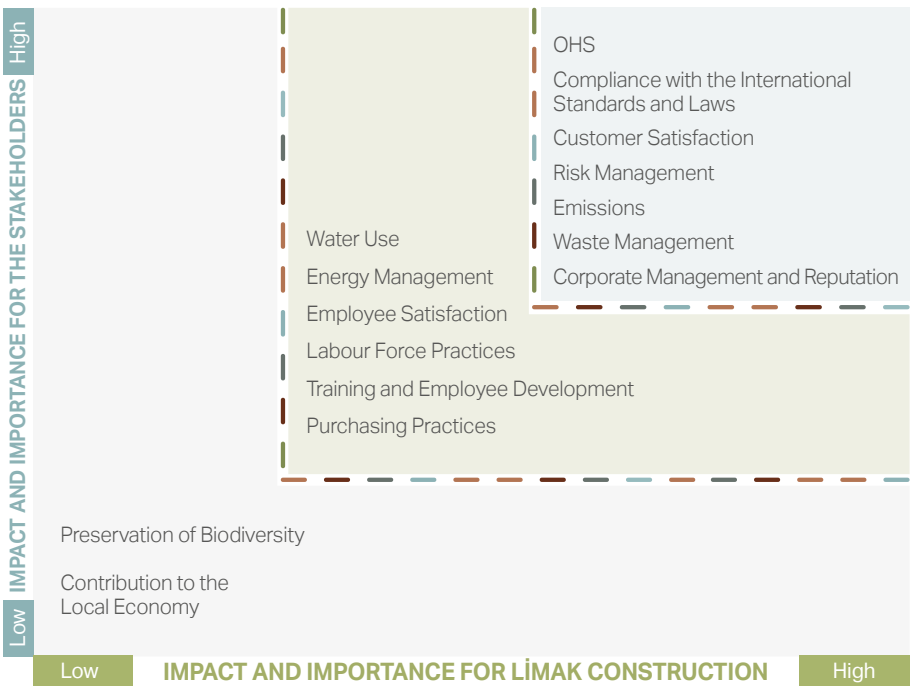
The requirements of the Integrated Management Systems inclusive of the entire aspects and issues of quality, environment, occupational health and safety are applied within the entire construction yards of Limak Construction for the purpose of fulfilling the requirements and expectations of the stakeholders, the responsibilities assumed for the society, environment and employees.

# Sustainability in Limak Construction

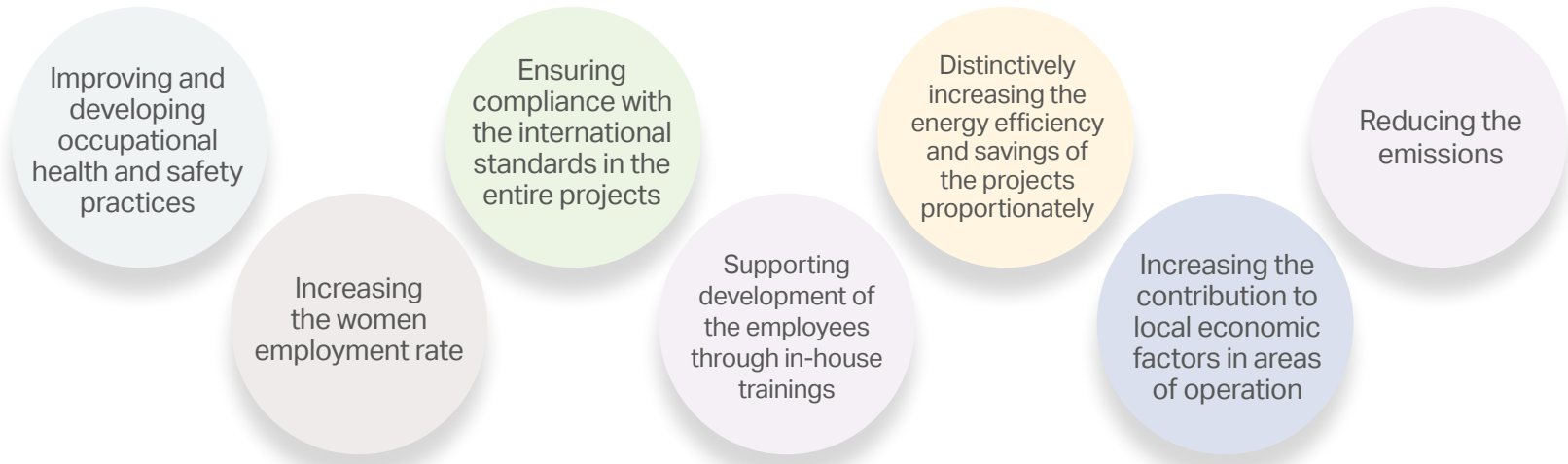
## Sustainability Priorities

Sustainability priorities matrix has been updated in accordance with the dialogs and meetings with the internal and external stakeholders, workshops organized with Limak Construction sustainability teams and the opinions and discernment of the senior management for the purpose of establishment of sustainability priorities of the construction sector and determination of the requirements and expectations of the stakeholders. Limak Construction, at the outset, focuses on establishment of a business

mentality and manner maintaining the compliance to international standards, occupational health and safety and customer satisfaction at higher levels to include the entire stakeholders. Limak Construction shall further be engaged and involved in continuous improving and developing activities and operations in the areas with determinant influences and effects on the plant and the entire humanity such as waste management, energy management and emissions.



The aspects Limak Construction shall emphasize in the future period towards the accomplishment of main goals of the Group are as follows:



Goals and strategies in Limak Construction determined within the scope of sustainability priorities are performed and executed with integrated management systems based on international standards and policies and principles developed and set forth accordingly.

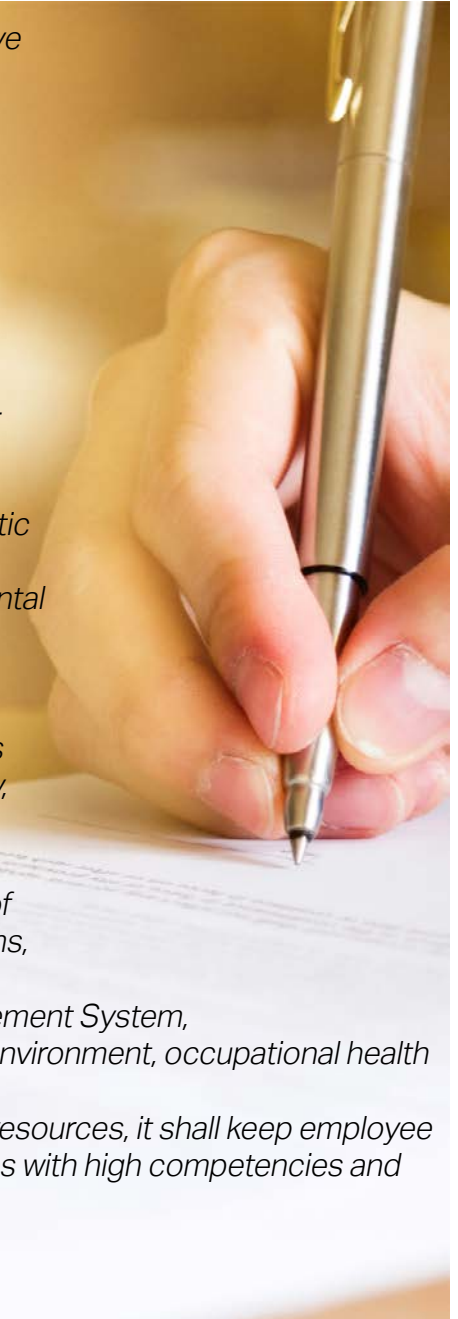
Goals of the relevant departments are requested from the entire process owners at the beginning of each year, and activities and operations, resource requirements, monitoring periods, etc. to achieve the goal, are determined accordingly. Goals followed up and monitored through the Project Management are not changed in case they are middle and long term, however, short term goals are improved and new goals are incorporated.

The activities performed to achieve the goals and the accomplishment of the goals are monitored and followed up in 6-month periods and presented together with the Management System Performance Reports before the Management Review Meeting organized once a year.

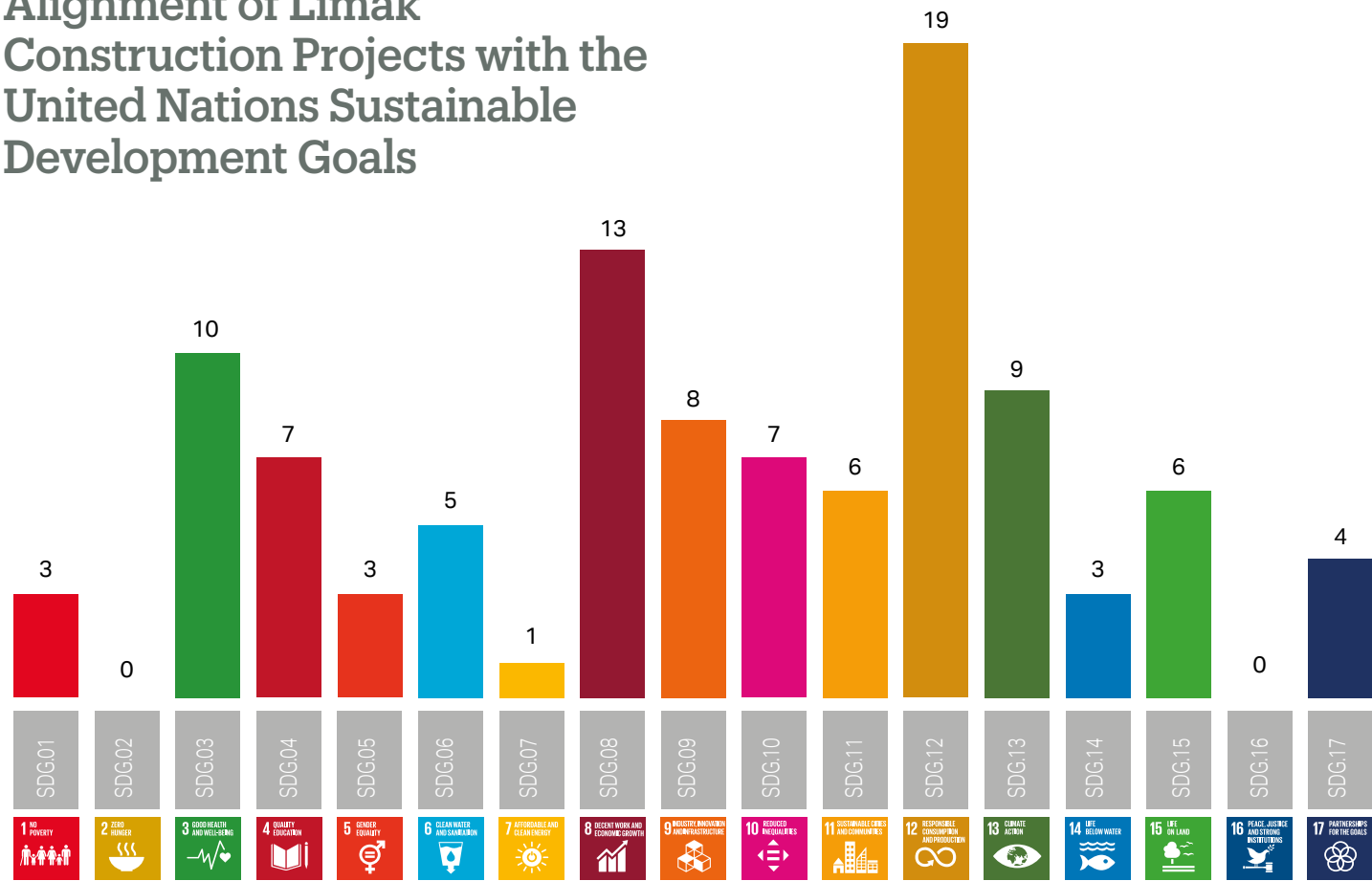
*The objective of the Limak's Integrated Management System inclusive of the entire aspects related with quality, environment, occupational health and safety is to fulfill the requirements and expectations of the stakeholders, responsibilities for the society, environment and employees and continuously improve thereof.*

*For achieving this objective,  
**Limak Construction**  
undertakes the following provisions;*

- *Adopting and embracing quality production/service and customer-oriented endeavoring as the fundamental principle in the entire projects to be performed,*
- *Creating a positive impact for the society and the world with a holistic sustainability approach everywhere and in the entire areas where it operates with the awareness of its strategic aspect and environmental and social responsibilities,*
- *Fulfilling the obligations imposed by the quality, environment, occupational health and safety legislation,*
- *Creating and increasing the awareness of employees, stakeholders and society on quality, environment, occupational health and safety,*
- *Ensuring the use of sustainable resources for the prevention of pollution and preservation of the environment,*
- *Providing the resources needed for the mitigation and adaptation of climate change and the preservation of biodiversity and ecosystems,*
- *Using energy and natural resources efficiently,*
- *Continuously improving the performance of the Integrated Management System,*
- *Establishing and adopting the awareness that activities related to environment, occupational health and safety are the common responsibility of the entire employees,*
- *Acting with the awareness that it's most important value is human resources, it shall keep employee quality and satisfaction at the highest level by employing employees with high competencies and by continuously investing in its employees.*
- *Ensure sustainable resource use for pollution prevention and environmental protection.*



# Alignment of Limak Construction Projects with the United Nations Sustainable Development Goals



Projects accomplished by Limak Group of Companies within the last 4 years are associated with the United Nations Sustainable Development Goals in the Report for “For a Better World Walk the Talk”. According to this, it has been revealed and acknowledged that Limak Construction projects have been focused on the goals of **Responsible Consumption and Production**, **Decent Work and Economic Growth**, **Good Health and Well-Being**, **Climate Action** and **Industry, Innovation and Infrastructure**.



# Sustainability Activities

## Environmental Management

Environmental risk analyzes and assessment are performed in Limak Construction projects in order to prevent negative impacts on the environment and society, to reduce them to a minimum level where they cannot be prevented and to ensure that appropriate measures are taken. As a result of these analyses and evaluations, mitigating or completely eliminating activities for the environmental impacts determined are determined as objective and continuously monitored. Related performance data and intensity indicators (per capita consumption) are collected and monitored and evaluated in line with the targets set. Corrective actions are determined in the projects with a continuous improvement approach, thus ensuring that measures are taken to eliminate potential negative issues and prevent their recurrence.

Limak construction periodically organizes trainings for all its employees on environmental management practices, environmental impact and dimensions, waste management and energy efficient use in order to raise environmental awareness in all areas of activity.



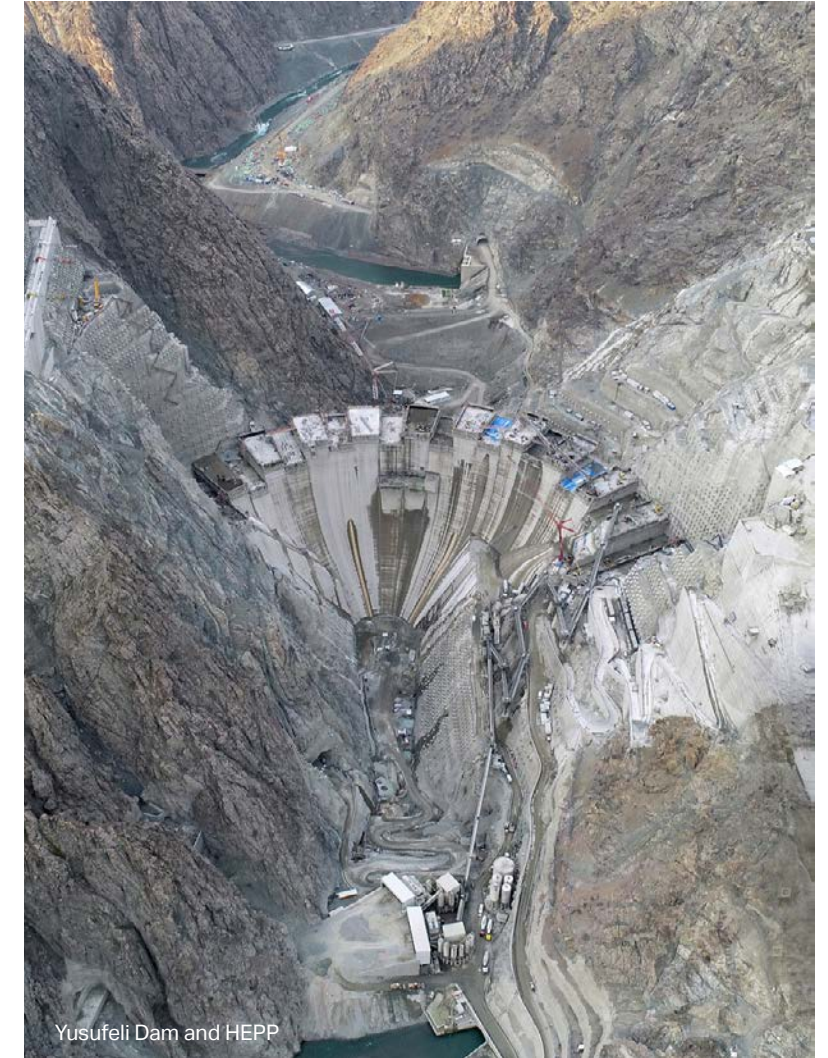
Moglice Dam and HEPP, Albania

### Energy Management

Energy efficiency practices differ according to the country, geographical structure, project type (infrastructure, superstructure project, etc.) of the projects implemented by Limak Construction. The energy consumption scenarios and objectives of each project are calculated differently. According to this, the main energy efficiency applications implemented in the projects can be listed as follows:

- New materials, equipment purchase and/or business designs (including shipping and transportation) or existing materials, equipment renewal of the unit values take into account energy and water consumption and energy efficiency assessments.
- Increasing efficiency in heating, cooling, air conditioning and heat transfer.
- Minimizing heat losses with proper thermal insulation.
- Prevention of losses in electric consumption,
- Using energy efficient lighting.
- Use of sensor lighting system.
- Turning off unused lighting systems.
- Use of small motor vehicles.
- Shutting down unused vehicles and engines.
- Minimizing emissions of polluting air.
- Regular calibration of meters.

Purchased primary energy source (GJ)	2016	2017	2018	2019
Natural Gas	-	-	17	18
LNG (liquefied natural gas)	21,651	174,743	1,597,590	3,538,131
Diesel Fuel	527,563	1,228,159	2,846,548	2,427,571
LPG	1,621	2,453	2,449	5,850
Fuel Oil	3,863	1,514	0	0
Gasoline	3,563	1,246	2,440	11,890
Coal	604	3,571	4,184	24,503
Total (GJ)	558,865	1,411,686	4,453,228	6,007,963
Total labour force (person)	42,563	80,650	148,063	193,986
Annual Working Hour	12,088,391	26,441,276	42,114,739	55,148,433
<b>Unit Energy Consumption per Working Hour (GJ/hour)</b>	<b>0.046</b>	<b>0.053</b>	<b>0.106</b>	<b>0.109</b>
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Electricity Consumption (GJ)</b>	<b>79,156</b>	<b>166,940</b>	<b>309,585</b>	<b>617,915</b>
Total labour force (person)	42,563	80,650	148,063	193,986
Annual Working Hour	12,088,391	26,441,276	42,114,739	55,148,433
Electricity consumption per employee (GJ/person)	1.86	2.07	2.09	3.19
<b>Unit Electricity Consumption per Working Hour (GJ/hour)</b>	<b>0.0065</b>	<b>0.0063</b>	<b>0.0074</b>	<b>0.0112</b>



In 2018 and 2019, the main reasons for the increase in electricity consumption are the increase in production in Çetin Dam and HEPP and Yusufeli Dam and HEPP projects. Since 5 concrete plants and 6 concrete plants were commissioned in Çetin Dam and HEPP as of the 3<sup>rd</sup> quarter of 2018 and the 7<sup>th</sup> concrete plant as of the first quarter of 2019, there has been a significant increase in electricity consumption accordingly. Technological differences (such as overhead line use) used in Yusufeli Dam and HEPP project, which will be the highest dam in Turkey and the third highest dam in the world in the double curvature concrete arch dam type with a height of 275 meters when completed, the need to increase the pump power used to extract concrete and aggregate to that height as the body production increases, the increase in concrete and crushing facilities (17 facilities in 2018, 34 facilities in 2019), and the high-capacity ice facility established in 2019 caused a significant increase in electricity consumption.

## Water Management

In Limak Construction, recycling of water is encouraged and all the required precautions are taken regarding water use and unnecessary water consumption is prevented. The calibration of the water meters is done regularly, the unused taps are turned off and the repair of the defective valves and pipes is performed in the fastest way.

As a result of the studies and improvements performed within the scope of ensuring high efficiency and savings in water use, an efficiency of 20% has been achieved in unit water consumption per working hour compared to 2017.

Water Supply (m <sup>3</sup> )	2016	2017	2018	2019
Water Received From The Municipality (Municipal Water)	111,440	1,105,141	341,255	600,792
Surface water (including wetland river, lake and sea waters)	228,000	28,584	72,550	107,436
Groundwater	169,118	99,099	795,890	1,351,112
Water Brought by Tanker	1,750	105	1,930	-
Purified Waste Water	-	490	79,503	10,390
Spring Water	64,800	-	-	-
Purchased Water	-	-	698	829
<b>Total (m<sup>3</sup>)</b>	<b>575,108</b>	<b>1,233,420</b>	<b>1,291,826</b>	<b>2,070,559</b>
Total workforce	42,563	80,650	148,063	193,986
Annual working hours	12,088,391	26,441,276	42,114,739	55,148,433
Water consumption per employee (m <sup>3</sup> /person)	14	15	8.72	10.67
<b>Unit water consumption per working hour (m<sup>3</sup>/hour)</b>	<b>0.048</b>	<b>0.047</b>	<b>0.031</b>	<b>0.038</b>

In Limak Construction,  
**20% efficiency**  
was achieved in unit  
water consumption  
per working hour  
compared to 2017.





### Waste Management

Within the scope of waste management, activities are planned and decisions are performed with an approach to preventing waste formation. Preventing the formation of waste due to the principle of waste management is the primary goal of waste management. Then comes the minimization of the amount of waste generated, reuse, recycling and treatment options, and the disposal of waste as a last resort. In addition to construction sites, in management offices, supplies such as paper, toner, etc.

are used consciously, preventing excessive consumption.

Domestic wastewater is discharged to the municipal network after obtaining the required permissions in the Ukraine Dnipro Metro construction project, and after the required permissions are obtained, a package biological wastewater treatment plant is installed at all other project sites and discharged to the receiving environment.

	Materyal (tons)	Disposal method	2016	2017	2018	2019
Non-Hazardous Wastes	Metal	Recycle	533	2,986	11,361	15,651
	Glass	Recycle	4	10	0,1	0
	Plastic	Recycle	14	216	41	86
	Paper	Recycle	19	148	72	56
	Concrete	Recycle	-	2,531	5,370	9,183
	Wood waste	Reuse	0	414	1,577	1,868
	Scrap iron	Reuse	0	0	0	192
	Batteries	Recovery	6	4	8	21
Hazardous Wastes	Medical wastes	Incineration	1	2	0.4	1
	Contaminated wastes	Incineration	41	29	17	33
	Contaminated packaging wastes	Incineration	4	7	18	28
	Oil-fuel filters	Incineration	33	42	27	15
	Waste tires	Recovery	34	39	228	301
	Fluorescent lamps	Recovery	0.005	0.03	0.03	0.045
	Scrap Cable	Recovery	3	3	6	0.004
	Paint, ink, resin adhesive	Incineration	1	0	0	0
	Waste oil	Recovery	122	128	223	270
	Waste vegetable oil	Recovery	5	15	12	5



## Occupational Health and Safety

The entire required measures are taken to ensure healthy and safe working conditions in the activities performed in the Limak Construction work sites. Environment, occupational health and safety “Occupational Health, Safety and Environment Plan” is being prepared with the aim of fulfilling the requirements of the legislation in full. In this plan, emission reduction measures, waste management, environmental protection, practices that will not disturb the environment, the public and employees are described and this plan is implemented in all areas of activity.

In order to prevent dust pollution, dust reduction measures are taken. Dust production and the level of dust in the air are monitored, and anti-dust measures are applied on open areas in windy weather conditions or when excessive dust formation is detected.

Dust prevention measures cover the following issues:

- Irrigation on bare surfaces and crusher operations.
  - Covering the stock fields.
  - Covering the top of the vehicles carrying dusty materials (earthwork soil, etc.) in a way to prevent dust outflow.
  - Dust removal works, within the possibility, be done in a closed system or these works should be isolated from others. To keep the floor of the work place Wet according to the characteristics of the work and within the possibilities, to apply wet methods to prevent dust from coming out in drilling works.
  - Providing suitable personal protective equipment and masks to the personnel working in the dust removal works.
- In addition, emission measurements and noise measurements are performed in the fields where they are operated and the values are below the legal limit.

### OHS Statistics

Total workforce		Lost Day Accidents		Accident Frequency Ratio	
2018	42,114,739	2018	236	2018	5.60
2019	55,148,433	2019	310	2019	5.62

(Lost-Day) accident frequency ratio = (Total lost-day accident/total labor force)\*1,000,000

### 2018 OHS Training Hours\*

Limak Holding Headquarters	340
Artvin-Erzurum Highway I. Section	7,324
Artvin-Erzurum Highway II. Section	10,356
Çetin Dam and HEPP	1,718
Dnipro Subway Construction	491
Gürsöğüt Dam and HEPP	5,897
IGA Asphalt Project**	14,918
Kuwait International Airport	6,137
Northern Marmara Motorway Section 4	55,476
Moglice Dam and HEPP	2,607
Yusufeli Dam and HEPP	6,024

### 2019 OHS Training Hours\*

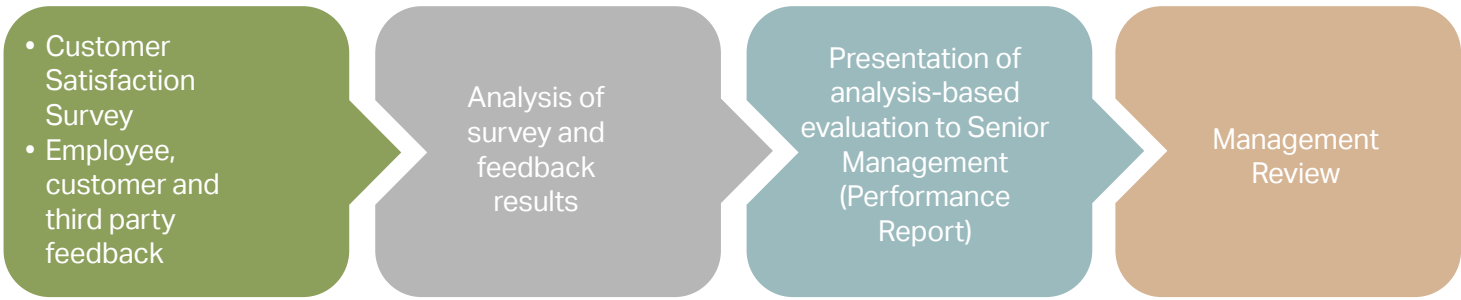
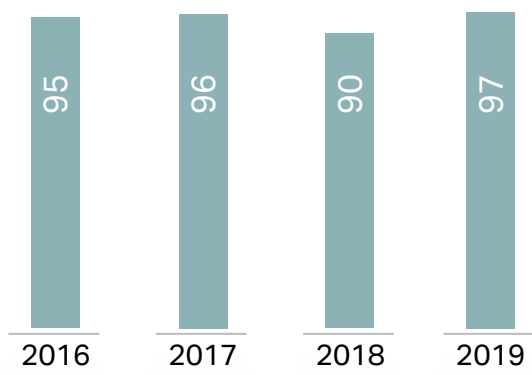
Limak Holding Headquarters	323
Artvin-Erzurum Highway I. Section	5,127
Artvin-Erzurum Highway II. Section	6,247
Artvin-Erzurum Highway III. Section	9,663
Çanakkale-Savaştepe Highway	28,140
Çetin Dam and HEPP	8,152
Dnipro Subway Construction	486
Gürsöğüt Dam and HEPP	4,929
Kuwait International Airport	35,091
Northern Marmara Motorway Section 4	60,402
Moglice Dam and HEPP	745
Yusufeli Dam and HEPP	29,210

\* The trainings given to subcontractors are included.  
\*\* The IGA asphalt project was completed in 2018.  
Yusufeli-Erzurum Highway and Çanakkale-Savaştepe Highway projects started in 2019.

## Customer Satisfaction

Limak Construction’s sustainability perspective is the establishment of a business approach that keeps customer satisfaction high, covering all stakeholders. At Limak Construction, customer satisfaction is analyzed and reported in two different ways (customer satisfaction survey and stakeholder feedback). Every year, feedback from employees, visitors, subcontractors, customers, legal and other authorities within the scope of quality, environment, occupational health and safety is recorded along with regular customer satisfaction surveys. Surveys and feedback are divided into subjects such as OHS, environment, quality and satisfaction and are analyzed and reported regularly.

Customer Satisfaction Results By Year



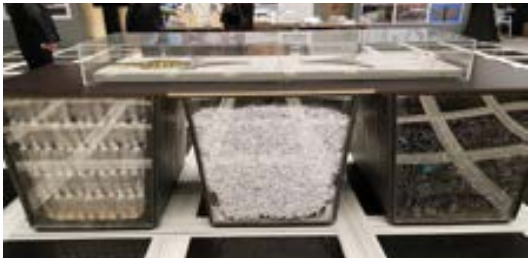
## Social Investments

### Project UCON



Limak Construction implemented “Project UCON”, which was developed with the reuse of construction-derived waste in order to raise environmental awareness, waste management, green buildings and sustainability in Kuwait International Airport project. Within the scope of the project, which is eligible to receive an Environmental Responsibility Award, the construction waste generated at the site under the leadership of Kuwait International Airport’s employer MPW was re-evaluated and exhibited in the park where 1 week of seminars, fairs and activities were held.

In addition, a competition to make stands from waste was held with the participation of architectural offices, and stands performed up of construction waste were held. These stands were positioned at various points in Al Shaheed Park, Kuwait’s most famous park, allowing them to host different activities for 1 week. In addition, full-day “sustainability” focused seminars and workshops were held in the park’s main exhibition hall for 1 week.



The seating groups, tables, all signboards, billboards and stands used in the promotion of the project in the main exhibition hall were performed of waste from the construction site. Approximately 3,000 people attended the event over the course of a week. Primary and secondary school students in packaging waste reuse, recycling and sustainability in order to raise awareness on issues such as packaging designs to make between 5 teams of established schools was provided.



### Çetin Dam and HEPP Construction Construction of Shrine and Condolence House



### Moglice Dam Construction Aid to Moglice School



The Moglice Dam and HEPP project in Albania addressed the requirements of all students and families studying at the Moglice school, with the goal of adding value to the community in the active areas. In addition, some building repairs needed at the school were done. At different times, on-site trips were also organized for students and teachers.

### Self-Confidence and Performance Enhancement Training for Office Workers with Mental Cleansing





## Working Life

Limak Construction's priority in employment is to contribute to local employment due to its activities in different geographies. Training to increase the competence and skill levels of the employed local personnel (vocational qualification training) is provided. In this way, the employment opportunities of

employees are increased after the project is completed. In addition, local food, goods or services are encouraged as much as possible, thereby stimulating the local economy. Decisions about human resources are taken by the Human Resources Directorate with the approval of the Executive Committee. Each year,

2 different targets are set, including recruitment and training. Issues such as compliance with the training plan, training participation rates, employment of personnel in the targeted time, formation of appropriate candidate pools on time, responding to personnel requirements in the targeted time are regularly followed.

### 2018 OHS Training Hours Per Employee\*

Limak Holding Headquarters	2.24
Artvin-Erzurum Highway I. Section	17.96
Artvin-Erzurum Highway II. Section	22.26
Çetin Dam and HEPP	20.44
Dnipro Subway Construction	4.91
Gürsöğüt Dam and HEPP	50.87
IGA Asphalt Project**	56.41
Kuwait International Airport	7.40
Northern Marmara Motorway Section 4	15.89
Moglice Dam and HEPP	3.75
Yusufeli Dam and HEPP	7.14

### 2019 OHS Training Hours Per Employee\*

Limak Holding Headquarters	2.21
Artvin-Erzurum Highway I. Section	3.77
Artvin-Erzurum Highway II. Section	5.99
Artvin-Erzurum Highway III. Section	35.40
Çanakkale-Savaştepe Highway	24.18
Çetin Dam and HEPP	8.61
Dnipro Subway Construction	0.46
Gürsöğüt Dam and HEPP	57.30
Kuwait International Airport	8.44
Northern Marmara Motorway Section 4	14.25
Moglice Dam and HEPP	0.13
Yusufeli Dam and HEPP	35.11

\*The trainings given to subcontractors are included.

\*\* The IGA asphalt project was completed in 2018.

Yusufeli-Erzurum Highway and Çanakkale-Savaştepe Highway projects started in 2019.





# Limak Construction Sustainability Goals

We share 8 of the main goals identified by Limak Group of Companies as mutual goals. Goals of offering support to women employment, energy efficiency, water efficiency and emission reduction activities vary from the mutual goals in accordance with the dynamics of our sector.

ID

SP

Supporting the development of women employment and qualified active participation of women employees. Increasing women employment rate on entire levels.

Rate of our women employees shall be increased by **25%** until 2026.

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

HP

Continuously monitoring and developing the energy efficiency activities, establishing the required infrastructure and renewing the current one.

Our unit energy consumption will be reduced by **30%** by 2026.

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

HP

Continuously monitoring and developing the water efficiency activities, establishing the required infrastructure and renewing the current one.

Our unit water consumption will be reduced by **30%** by 2026.

6 CLEAN WATER AND SANITATION

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

HP

Reducing the emission releases resulting from our operations.

By installing emission tracking systems in all our construction sites, **20%** reduction in emissions is targeted by 2026.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

## Limak Group of Companies Shared Goals

ID

SP

HP

Carrying out activities with the aim to develop a sustainability conception in all sectors and supporting the existing activities.

All of our companies shall support efforts to improve sustainability with at least one project each year.

Increasing the use of renewable energy sources (RES) in energy consumption.

Our group shall increase the use of RES in total energy consumption to at least **30%** by 2030.

4 QUALITY MANAGEMENT

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

17 PARTNERSHIPS FOR THE GOALS

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

HP

Developing applications, systems for reducing waste generation and to perform awareness raising activities for consumption reduction.

By 2026, "Zero Waste" works shall be completed in all our companies.

Transfer of ethical principles and rules to the entire value chain in all our companies, including suppliers.

It shall be transferred to our entire value chain until 2023.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

16 GOVERNANCE

17 PARTNERSHIPS FOR THE GOALS

ID

SP

HP

Creation of feedback management systems for external stakeholders and regular monitoring and reporting.

Until 2023, our feedback mechanisms shall be updated in all sectors and the participation of all our external stakeholders shall be ensured.

Ensuring a sustainability perspective across all our suppliers.

Training of all our suppliers shall be completed until 2026.

8 DECENT WORK AND ECONOMIC GROWTH

16 GOVERNANCE

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

16 GOVERNANCE

17 PARTNERSHIPS FOR THE GOALS

SP

Developing and implementing the practices that shall enable improvement in the field of occupational health and safety and to follow the international performance criteria in this field.

In all our companies, "Zero Accident" is aimed by ensuring international standards.

Monitoring and increasing employee satisfaction on a regular basis.

We aim to have at least **80%** of our employee satisfaction every year.

4 QUALITY MANAGEMENT

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Capacity of more than  
6000 beds in  
**8 hotels**

Hosting an average of  
more than  
**450,000 guests**  
annually

Over  
**80%**  
Annual occupancy  
rate

More than  
**2,600**  
employees

**94%**  
guest  
satisfaction

Approximately  
**7% reduction**  
in electricity and water consumption  
per overnight stay in total hotels

**7 Hotels**  
with  
**Green Star**  
**Certified**

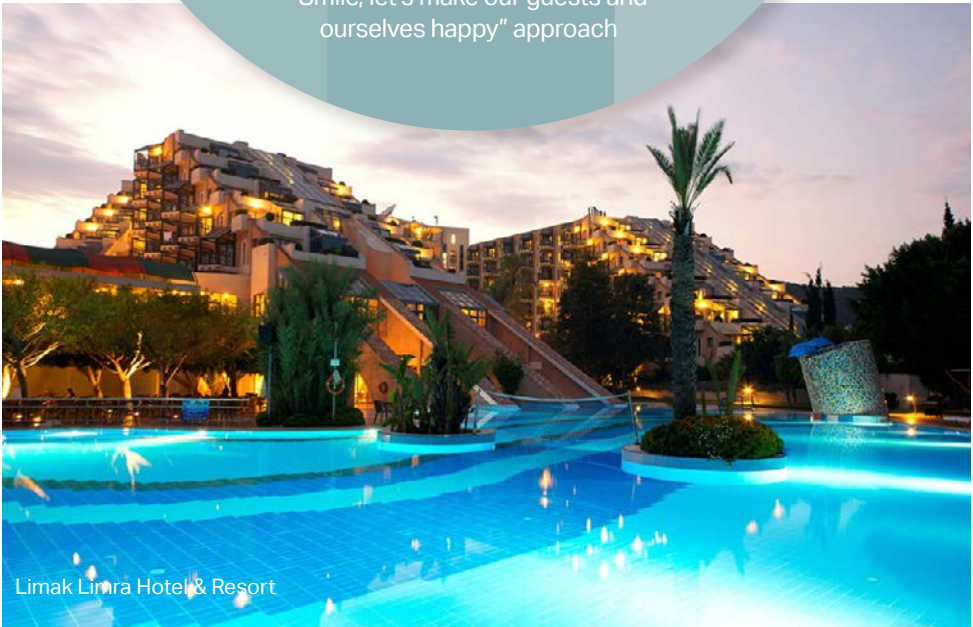
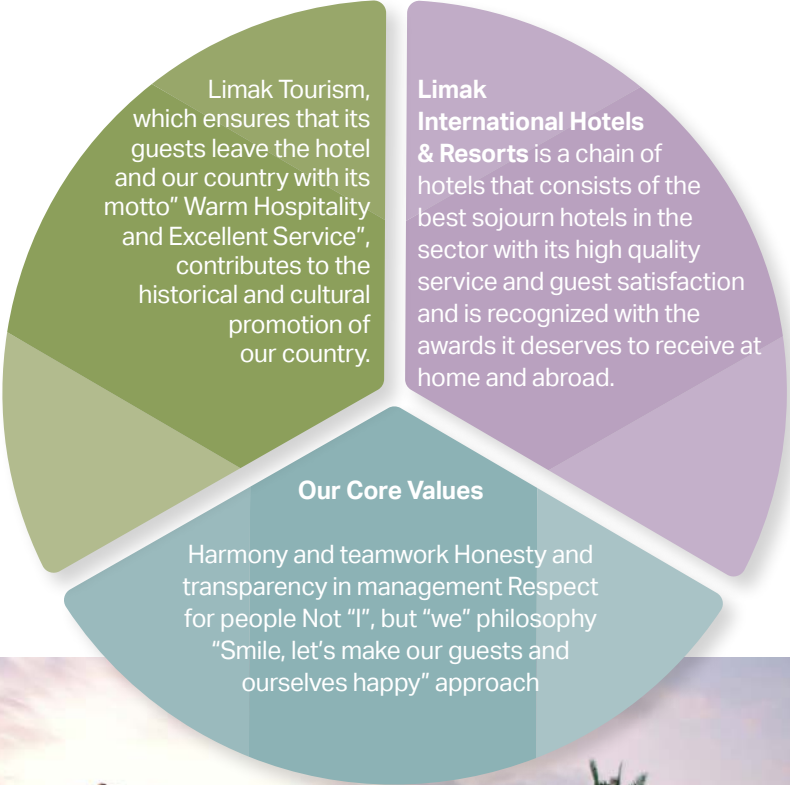
**Zero Waste Project**  
implementation  
Limak Lara Hotel, February 2018  
Limak Eurasia Hotel, as of 2019

# About Limak Tourism

Number Of Guests	2016	2017	2018	2019
Resort Hotels	1,626,746	1,736,664	1,693,309	1,662,853
City Hotels	89,864	94,131	94,017	101,703
<b>Total</b>	<b>1,716,610</b>	<b>1,830,795</b>	<b>1,787,326</b>	<b>1,764,556</b>

Limak Tourism, which has been operating in the tourism sector since 1995, has increased the number of hotels to 8 and the bed capacity to over 6,000 with the Cyprus Deluxe Hotel, its first foreign investment that started operations in 2018. It is advancing towards its goal of becoming an international chain and continues to work for hotel investments in various geographies. With its experience from construction, unlike other hotel chains, Limak Tourism provides high savings in investment and cost areas by establishing, constructing and operating the hotels "from a to z" completely within its own structure. It is continuing its investments with the city hotel project, which is under construction in Skopje, Macedonia and will start welcoming its guests in 2020. Each year, the hotel welcomes local guests as well as guests from nearly 40 countries, with over 80% occupancy and 94% guest satisfaction.

The Group differentiates itself with sports tourism which is one of the most important segments of alternative tourism and group of guests are hosted in many different sports competitions as well as football. Limak Tourism, which makes a difference with sports tourism, which is one of the most important segments of alternative tourism, hosts groups from many different sports competitions as well as football. Last year, 174 football teams were hosted, and many sports tournaments, national team auditions and national team preparations are hosted, including basketball, volleyball, judo, tennis, rugby, softball, baseball and many more. Crowning its achievements with the awards it received in last two, as every year, Limak Tourism aims to benefit from 2020 in which it will continue its sustainable growth and get closer to its goal of becoming an international hotel chain.







Awards

LİMAK LİMRA HOTEL & RESORT

- Travelife Gold Certified for Accommodation Sustainability 2018,2019
- Green Star 2018, 2019
- Blue Flag 2018, 2019
- Otelpuan.com Award 2019
- TripAdvisor Certificate of Excellence 2019
- Recommended on Holiday Check 2019
- Fischer - Awards 2018 - One of the most popular in the destination
- Winner Zoover Award Silver 2018
- Corendon - Hotel of the Year Award 2018 Winner in the category 'Rooms'
- Recommended on Holiday Check 2018
- On The Beach Awards - Preferred Partner 2018
- Tophotels.ru - Top 10 hotels in Turkey to celebrate the New Year and winter holidays 2018

LİMAK ARCADIA GOLF & SPORT RESORT

- Travelife Gold Certified for Accommodation Sustainability 2018,2019
- Green Star 2018, 2019
- Blue Flag 2018, 2019
- Recommended on Holiday check
- TripAdvisor Certificate of Excellence
- Zoover Gold Award
- TUI Stray Animal Award
- Otelpuan - 2018 Otelpuan Award
- Holiday check - Recommended on Holiday check 2018
- TripAdvisor - 2018 Travellers Choice - Top 25 Family Hotels - Turkey
- Fischer Award 2018
- We Are Anatolia Project Award - Antalya Governorship ,2018

LİMAK LARA DELUXE HOTEL & RESORT

- Travelife Gold Certified for Accommodation Sustainability 2018,2019
- Green Star 2018, 2019
- Blue Flag 2018, 2019
- Bentour ben swiss club 2019
- Holiday check 2019
- Otelpuan 2019
- Hotels.com Loved by Guests Top 100 All Inclusive award 2018
- Bentour Swiss Club 2018
- Ets Hotel Puan Award 2018

- OnTheBeach.co.uk Preferred Partner 2018
- Schauinsland reisen top hotel partner (Fifex football industry awards) 2018
- Zoover awards 2018

LİMAK ATLANTİS DELUXE HOTEL & RESORT

- Travelife Gold Certified for Accommodation Sustainability 2018,2019
- Green Star 2018, 2019
- Blue Flag 2018, 2019
- Otelpuan 2019 Guest Satisfaction Award
- Holiday check 2019 Top Recommended Hotels Award
- TripAdvisor 2019 Certificate of Excellence Award
- TripAdvisor -Travellers Choice 2018
- Recommended Hotel on Holiday check 2018
- Otel Puan- Guest Satisfaction Award 2018
- Booking.com- Guest Review Awards 2018
- Expedia - Guest Review Awards 2018
- Fifex – Most Successful Football Camp Hotel of the Year-2018
- QM Magazine-Best manages Mediterranean Region Resort Hotel of Turkey-2018

LİMAK EURASIA LUXURY HOTEL

- Green Star 2018, 2019
- TripAdvisor Certificate of Excellence, 2019
- Booking.com Award of Excellence, 2019
- TripAdvisor Certificate of Excellence, 2018

LİMAK AMBASSADORE HOTEL

- Green Star, 2019
- TripAdvisor Certificate of Excellence, 2019
- TripAdvisor Recommended Awards ,2019
- Booking.com Guests Review Awards, 2019
- Quality Management Awards Best Central Anatolian Region Urban Hotel of Turkey, 2018
- Holiday Check Recommended Hotels,2018

LİMAK THERMAL BOUTIQUE HOTEL

- Green Star 2018, 2019
- TripAdvisor Excellence Certificate 2018.2019
- Loved by guest award 2019- Guest rating 9.1 Hotels.com

LİMAK CYPRUS DELUXE HOTEL

- QM Quality Management Awards 2019 - Best Managed TRNC Mice Hotel

Certificates

All Limak hotels in Turkey are Green Star certified. In addition, international ISO 9001 and ISO 22000 standards have been successfully implemented in Limak Tourism as an indication of the importance given to health and hygiene. Limak Lara, Limak Limra, Limak Arcadia and Limak Atlantis hotels are certified with ISO 9001 Quality Management Certification and ISO 22000 Food Safety Management Certification.

	ISO 9001 Quality Management	ISO 22000 Food Safety Management	TSE-HYB Certificate of Service Competency
Arcadia	✓	✓	✓
Limra	✓	✓	✓
Atlantis	✓	✓	✓
Lara	✓	✓	✓
Ambassadore			
Yalova			
Eurasia			

	Green Star Environmental Awareness	Travelife Sustainability Certificate	Blue Flag Clean sea and beach certificate
Arcadia	✓	✓	✓
Limra	✓	✓	✓
Atlantis	✓	✓	✓
Lara	✓	✓	✓
Ambassadore	✓		
Yalova	✓		
Eurasia	✓		



# Sustainability in Limak Tourism

## Sustainability Priorities

Sustainability priorities matrix has been updated in accordance with the dialogs and meetings with the internal and external stakeholders, customer satisfaction surveys, workshops organized with Limak Tourism sustainability teams and the opinions and discernment of the senior management for the purpose of establishment of sustainability priorities of the tourism sector and determination of the requirements and expectations of the stakeholders. Limak Tourism is of an utmost importance serving as a platform on where Limak Group of Companies seize the opportunity to share its business approach and mentality with the stakeholders in a qualitative manner.

In the context of the sustainability policy and goals of Limak Group of Companies, matters of Limak Tourism with top priority are comprised of occupational health and safety, customer satisfaction

and training insight to support individual and occupational development and progress of the employees as well as development of preferences having a positive impact on the climate change in service offering.

Limak Tourism, acting with the awareness that this approach will return as customer satisfaction, especially through employees who believe in their institution and whose satisfaction has increased, are among the primary goals of Limak Tourism, which is to reduce emissions, to achieve high efficiency and savings in energy and water use and waste management and zero waste, which is considered impossible in the tourism sector.

Limak Tourism aims to provide customer satisfaction without reducing it to just one service offering, by developing it together with its style of service delivery and its internalized sustainability



philosophy, by transforming each theme into an experience that adds value to the individual. In all of its activities, it shares the mentality of combating energy use, water use, human health and climate change and reducing waste with its guests, and carries it forward with their value-adding approaches.

All stakeholders in the field of tourism are closely experienced in the mentality that determines the value given to human and occupational health and employee satisfaction as a priority issue.

In order to manage the sustainability priorities and objectives set by Limak Tourism and improve its performance, the current quality, food safety, environment and sustainability policy for all hotels has been updated in 2019.

According to this,  
• While institutionalizing, operating and management system in accordance with international standards is established and implemented.

- In the belief that there can always be better, guest satisfaction and service quality are constantly measured and improved. Importance is given to the continuity of training for the awareness of the personnel and the continuity of the system.

One of the most important goals is to reach the **zero waste target**, which is considered impossible in the tourism sector.

- New investments are performed by working in line with the policies of the country and region. In investments, the technology is closely followed and experiences, knowledge and skills are used constructively, taking guest expectations into account.

- Through a transparent management approach, it is aimed that all employees contribute to the system. By training employees who are committed to corporate identity and believe in teamwork, they are then offered with long-term employment. All forms of discrimination (language, religion, race, age, gender) against staff and guests are avoided and everyone is treated equally.

- In order for guests to eat healthily, clean foods are offered from a physical, chemical and microbiological point of view. The laws and regulations published in raw material procurement, storage, preparation and presentation are complied with. The goal is to continually raise food safety standards and implement this as a system.

- In order to protect the environment and ensure sustainable tourism, the effects on the environment are determined and the negative effects, possible hazards and wastes are taken under control. Efforts are being performed to minimize the use of natural resources, energy consumption, air, water and soil pollution.

- The laws, regulations published on the environment, occupational health safety and human rights in force are complied with and all requirements are fully fulfilled. During the execution of the activities, guests and employees are protected from injuries and diseases that may occur and required precautions are taken for good working conditions.

- Efforts are being performed to adopt environmental awareness and sustainability works not only by staff but also by guests, suppliers, subcontractors and competent authorities. Cooperation with local governments, suppliers and non-governmental organizations contributes to the production of environmental protection and social projects.

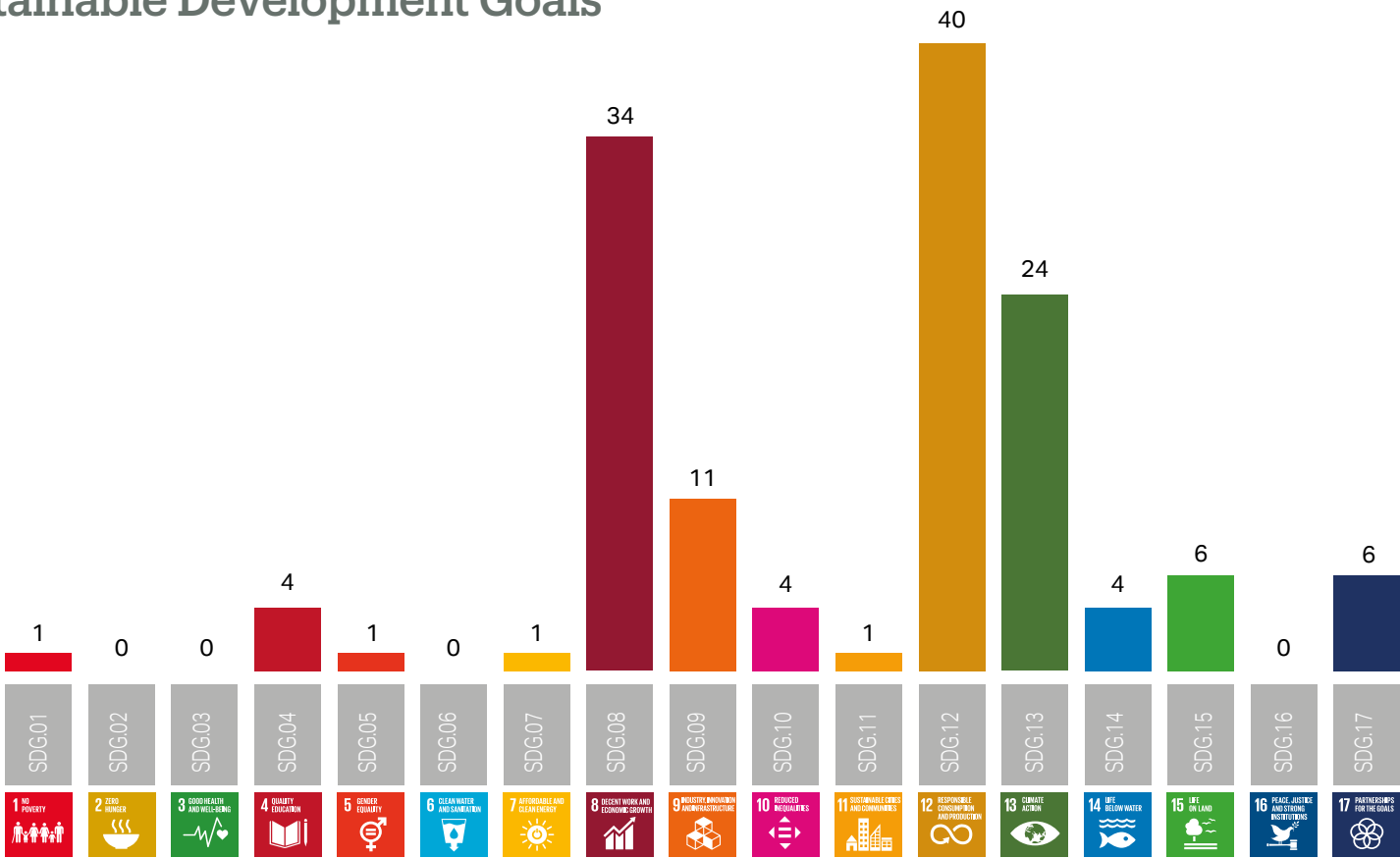
- In order to increase local employment, protect and enrich natural life, all required measures are taken and all activities are shared with the public.

- Required measures are taken to respect the rights of the child and to protect children against all forms of exploitation, ensuring that all suspicious acts involving children are reported to local authorities and relevant organizations.



Limak Cyprus Deluxe Hotel

# Alignment of Limak Tourism Projects with the United Nations Sustainable Development Goals



Projects accomplished by Limak Group of Companies within the last 4 years are associated with the United Nations Sustainable Development Goals in the report for “For a Better World Walk the Talk”. According to this, it has been revealed and acknowledged that Limak Tourism projects have been focused on the goals of **Responsible Consumption and Production**, **Decent Work and Economic Growth** as well as **Climate Action**.

# Sustainability Activities

## Environmental Management

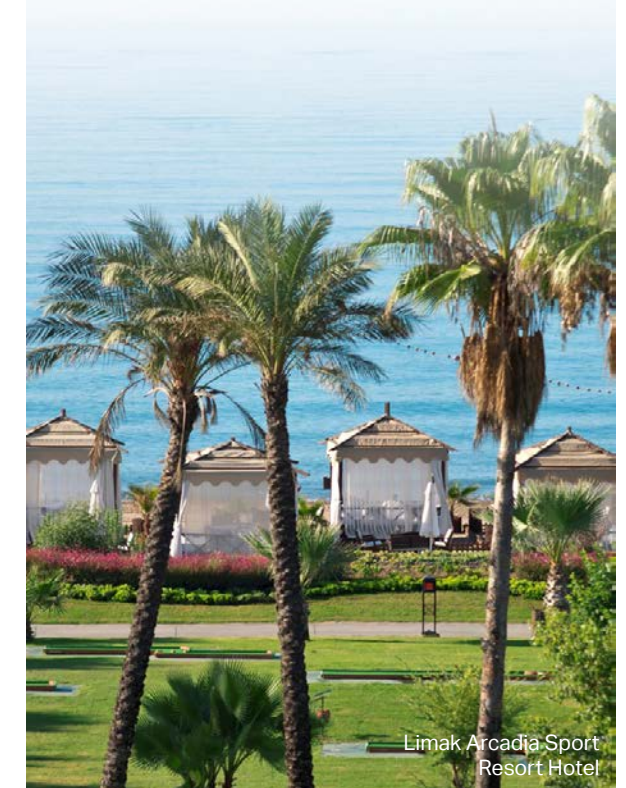
Within the scope of sustainability activities, Limak Tourism, has successfully completed the inspections of the Ministry of Environment and Urbanization, fulfilling its responsibilities on the environmental heading with precision. It is also eligible to receive Green Star, Blue Flag and environmentally sensitive certificates issued by Travellife.

Limak Tourism complies with the environmental laws, regulations, regulations and regulations in force and fully fulfills all requirements. While carrying out its activities, it activities to detect the effects on the environment and to control the negative effects, possible hazards and wastes, to minimize the use of natural resources, energy consumption, air, water and soil contamination. While ensuring the adoption of environmental awareness not only by employees but also by guests and competent authorities, it contributes to the implementation of environmental protection projects by cooperating with local governments. It is of great importance for Limak

Tourism to raise awareness and protect its immediate environment and to ensure that the companies it activities with approach with the same sensitivity. Highlights from the practices regarding environmental management are as follows:

- In hotels, Technical Managers have been appointed as Environmental Officers and environmental consultancy services are provided.
- In all departments, the target for annual environmental activities is determined and evaluated with 6-month periods.
- Energy and water consumption amounts are monitored regularly and projects are developed to reduce them.
- Energy and water consumption related equipment is regularly maintained and efficient equipment is preferred.
- "Environmental Action Plans", which are reviewed annually, are prepared.
- In-service trainings are held in hotels in order to ensure that the environmental policy is delivered to all employees and understood by everyone.
- Information is provided to increase customer awareness.

- Afforestation activities are performed in coordination with the Ministry of Agriculture and Forestry.
- Fireworks are not used and precautions are taken to avoid noise/sound pollution due to music near the beach at night.
- Service assessment and environmental surveys are performed for guests and plans are updated and developed according to their results.



Limak Arcadia Sport  
Resort Hotel



Electricity Consumption (GJ)	2015	2016	2017	2018	2019
Resort Hotels	82,144	78,254	78,521	112,519	109,697
City Hotels	14,856	14,354	14,180	13,702	13,327
<b>Total</b>	<b>97,000</b>	<b>92,608</b>	<b>92,701</b>	<b>126,221</b>	<b>123,024</b>
Electricity consumption per one night of accommodation	0.054	0.054	0.051	0.116	0.105

Water Consumption (m <sup>3</sup> )	2015	2016	2017	2018	2019
Resort Hotels	603,476	589,603	588,618	770,269	702,474
City Hotels	80,289	74,766	73,228	74,047	74,696
<b>Total</b>	<b>683,765</b>	<b>664,369</b>	<b>661,846</b>	<b>844,316</b>	<b>777,170</b>
Water consumption per one night of accommodation	0.380	0.387	0.362	0.756	0.708



Limak Eurasia Luxury Hotel

Within the scope of priorities and objectives, many applications for water and energy efficiency have been implemented for both employees and guests.

- All toilets and taps 5 lt/min, shower heads 10 lt/min are set to drain water.

- In order to control electricity and water consumption, filtration meter has been used.

- Photocell luminaires, led lamps, solar energy, fan-coil systems, energy cards in rooms, photocell lamps are used in general areas. The room windows are double glazed. The heating/cooling device does not work when the balcony door is open.

- Time clock application has been introduced in heating and cooling systems.

- Thermal insulation of pipes in installation sites is done.

- The lighting elements used in the garden and outdoor areas are such that they prevent light from going to the sky, and thus fewer lighting elements are used.

- The electrical system automatically shuts down when the guest leaves the room.

- Towels and sheets are not washed without guest request. In order to save water and electricity, there are information leaflets in the rooms stating that towels and sheets will be washed at the request of guests.

- Garden irrigation is done during the hours when the sun is not active. Washing machines and dishwashers are not started until they are full.

- Staff are given training on preventing water leaks, energy and water consumption. Customer survey application is performed to make improvement studies related to consumption.

- Hot water usage in Limak Atlantis Deluxe Resort Hotel and Limak Limra Hotel & Resort is provided by solar energy. Our other Antalya hotels are included in the 2020 investment plan.



Waste Management

A “Zero Waste Project” was started at Limak Lara Hotel in February 2018 and at Limak Eurasia Hotel in 2019.

Within the scope of sustainability priorities, various activities are being carried out to reduce the amount of waste in all hotels. All wastes are separated and recorded within the framework of the waste regulation. All hazardous and non-hazardous wastes are delivered to the recycling and/or disposal facility. Each year, employees are trained by an environmental consulting firm on waste and garbage disposal. The entire wastes are collected by waste decomposition units.

There is also an environmental brochure that mentions waste disposal in hotel rooms and other environmental activities. Environmental brochures are also continuously broadcast on the info channels of televisions in rooms and general areas.

The waste water of the hotels in Antalya is transferred to the sewage system of the Antalya General Directorate of Water and Waste Water Administration (ASAT), and that of the hotels in the city to the sewage systems of the municipality.

	WASTE TYPE	THE AMOUNT OF WASTE RECYCLED (KG)	CONTRIBUTION TO ENVIRONMENT AND ECONOMY BY RECOVERY			
			GREENHOUSE GAS (Kg)	ENERGY SAVING (KWh)	TREES SAVED FROM DEFORESTATION (Quantity)	FUEL SAVING (Lt)
2018	PLASTIC WASTE	216,655	8,883	1,250,968		
	METAL	43,981	4,178	28,236		
	PAPER WASTE	218,576	38,688	896,164	3,716	
	GLASS WASTE	173,698				6,948
2019	WASTE TYPE	THE AMOUNT OF WASTE RECYCLED (KG)	CONTRIBUTION TO ENVIRONMENT AND ECONOMY BY RECOVERY			
			GREENHOUSE GAS (Kg)	ENERGY SAVING (KWh)	TREES SAVED FROM DEFORESTATION (Quantity)	FUEL SAVING (Lt)
	PLASTIC WASTE	220,701	9,049	1,274,329		
	METAL	44,763	4,252	28,738		
	PAPER WASTE	222,701	39,418	913,076	3,786	
	GLASS WASTE	176,855				7,074

## Working Life



Limak Tourism is a hotel group that serves in accordance with national and international standards, has a say in the tourism sector and has a high employee loyalty. It provides its employees with efficient working conditions in line with their universal human rights and legal rights.









Employees undergo performance evaluation at least once a year in line with their human resources goals. Trainings are among HR performance targets and trainings such as environment, communication, personal development, training for the profession and OHS are planned and recorded according to demand and requirements.

Equal opportunities are provided to all employees during and after the recruitment process. In order to avoid discrimination,

personnel who wish to be promoted are subjected to a written examination. Personnel who are successful in the written exam are given the chance to be promoted by interview, in the face of a commission that takes place with the participation of department managers of other companies. Child labor are not employed in Limak Tourism. There is no cooperation with companies employing child labors. Suppliers are also not allowed to work if they send personnel with child labor status. In addition,













in our hotels, all staff are given two hours of regular training against child abuse a year. Senior managers are also given two hours of training per year by the Human Resources Unit on legal rights.

There are disciplinary boards in Limak Tourism's hotels and incidents related to personnel are discussed and evaluated in the Disciplinary Committee.

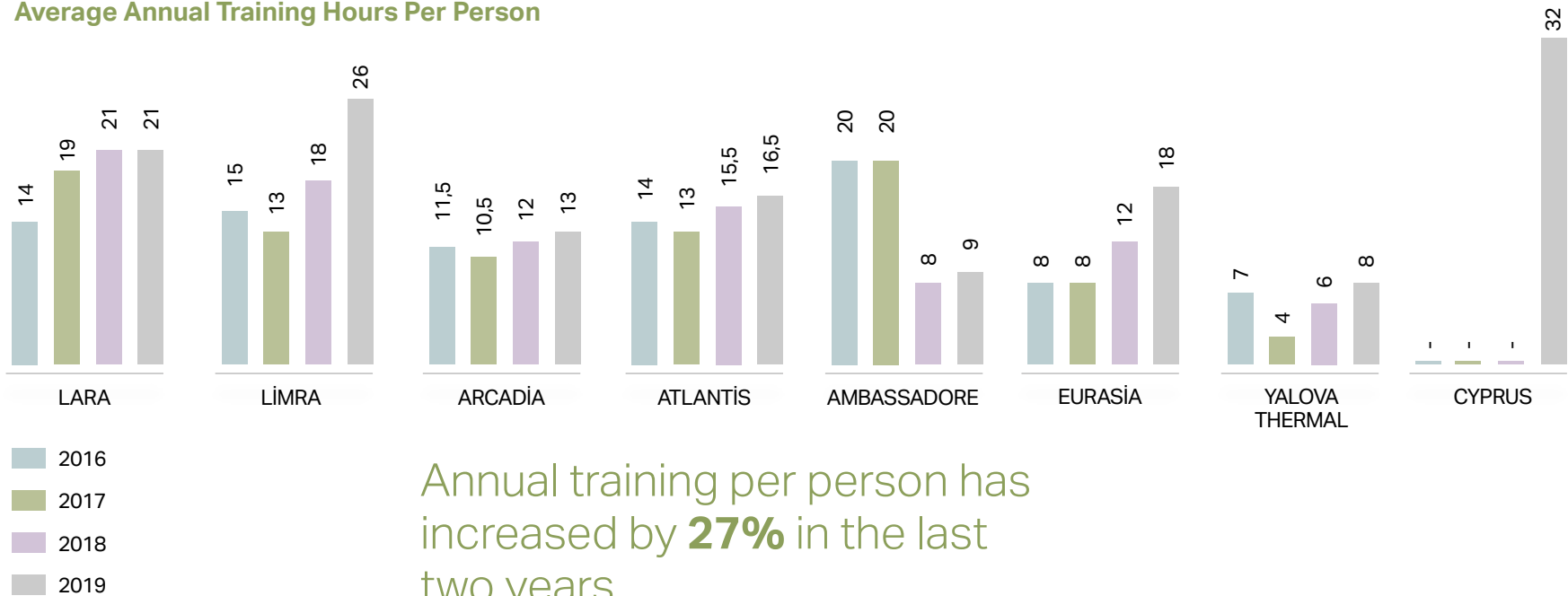
Employee Profile	2016			2017			2018			2019		
			TOTAL			TOTAL			TOTAL			TOTAL
LARA	113	239	352	116	233	349	118	249	367	122	259	381
LIMRA	90	292	382	103	301	404	107	309	416	129	326	455
ARCADIA	78	262	340	87	270	357	97	281	378	107	289	396
ATLANTIS	92	241	333	243	105	348	94	245	339	99	246	345
AMBASSADORE	17	42	59	21	42	63	21	40	61	21	41	62
EURASIA	42	106	148	35	98	133	30	92	122	31	95	126
YALOVA THERMAL	20	41	61	18	47	65	21	45	66	24	48	72
CYPRUS							229	527	756	268	555	823
TOTAL	452	1,223	1,675	623	1,096	1,719	717	1,788	2,505	801	1,859	2,660

In Limak Tourism hotels, the total number of employees has exceeded 2,600 as of the end of 2019. With the newly opened Limak Cyprus Deluxe Hotel in 2018, with a total of 905 new jobs, **the number of employees has increased by over 50% over the past two years.** 30% of the employees are women and 70% are men.



Employee Profile	2017				2018				2019			
	White Collar		Blue Collar		White Collar		Blue Collar		White Collar		Blue Collar	
												
LARA	5%	13%	36%	46%	2%	5%	30%	64%	2%	5%	30%	63%
LIMRA	4%	12%	23%	61%	5%	14%	24%	57%	6%	15%	26%	53%
ARCADIA	5%	11%	19%	65%	4%	10%	20%	66%	5%	9%	22%	64%
ATLANTIS	6%	9%	21%	64%	5%	9%	22%	65%	5%	8%	24%	63%
AMBASSADORE	11%	16%	21%	52%	13%	16%	21%	49%	12%	15%	24%	50%
EURASIA	14%	14%	12%	60%	7%	11%	17%	65%	5%	8%	19%	68%
YALOVA THERMAL	3%	11%	25%	61%	6%	18%	24%	52%	6%	17%	26%	51%
CYPRUS	-	-	-	-	4%	8%	26%	62%	5%	10%	28.0%	58%

Average Annual Training Hours Per Person



## Occupational Health and Safety

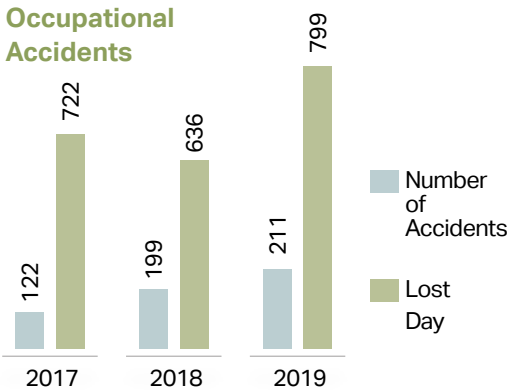
The entire laws, rules and regulations in force are complied with. The entire hotels have an Occupational Health and Safety Board (OHS Board). OHS boards are responsible for holding regular monthly meetings and making decisions and implementing them. In this context, continuous improvement is performed through regular controls and risk assessment studies. Monthly general audits are performed and reported without interruption. Annual work plans and annual evaluation reports are prepared and all work and improvements performed throughout the year are recorded.

Occupational Health and Safety, Orientation and On-the-Job trainings are provided by performing health checks on employees' first recruitment. In addition to the legal OHS trainings, all employees are provided with Hygiene and Personal Care, Chemical Use Training, Emergency Procedure Training, Food Safety and Hygiene Training, Hazardous Wastes and Waste Separation Training, Earthquake and Fire Training, Smoking Cessation Training, First Aid Training (one person in every 20), Legionella (Legionnaires' Disease) Training, which closely concerns employee health and safety. All hotels

carry out at least one exercise per year in relation to emergencies and fires.

Job openings, after work accident, more than six months to be separated from work and at most three years to the staff is provided OHS training. Periodic health checks are carried out and recorded annually by the doctor at work. In cases requiring further examination, personnel are directed to specialist physicians.

The entire occupational accidents experienced are recorded and the required root cause analyses are carried out. Occupational Health and Safety Board meetings and occupational accidents, hazards and risks are addressed and decisions are taken for improvement studies.



Every month, fire extinguishers and emergency lighting fixtures are checked. The elevators are inspected every month by the authorized service and once a year by an accredited company and if any, any improprieties are eliminated as soon as possible. Periodic checks of ground measurements, pressure vessels and hot water boilers are carried out every year.



## Customer Satisfaction

Feedbacks from the guests are received and assessed during and after their stays to ensure customer satisfaction. In-house guest surveys are assessed on daily, weekly, monthly and annual basis. Preventive measures are taken by analyzing the complaints received the most in the assessments performed and sharing them with the entire departments. Social media accounts, commentary web sites are followed accordingly. Activities are performed for responding to the entire requirements and requests of the guests.



Customer Satisfaction at Resort Hotels (%)

Atlantis	2018	<div></div>	94.3
	2019	<div></div>	94.6
Arcadia	2018	<div></div>	94.2
	2019	<div></div>	94.3
Cyprus	2018	<div></div>	94.1
	2019	<div></div>	93.5
Limra	2018	<div></div>	93.3
	2019	<div></div>	94.3
Lara	2018	<div></div>	96.6
	2019	<div></div>	97.1
Average	2018	<div></div>	94.5
	2019	<div></div>	94.8

## Social Investments



- Trees are planted at Limak Memorial Forest each year with the participation of the employees and guests of the four hotels. 600 trees in Antalya Kumköy in 2018 and 500 trees were planted in Antalya Serik.
- Care, food and shelter requirements of stray animals are fulfilled in hotels.
- The leftover food by the guests at Limak Eurasia and Limak Lara Hotel, is donated to animal shelters and the nutritional requirements of nearly 400 animals per day are fulfilled.
- When the time comes for the spawning of caretta caretta turtles, the nesting places are surrounded and protected and the baby turtles are offered with assistance to make it to the sea safely.
- The personal belongings that are left by the guests and not picked

- up at the end of the determined pick-up time in 2019 were donated to the Aksu Society for the Protection of Children, Korkuteli Bozoca Village Elementary School and Manavgat Kirkkonak Village Elementary School (Limak Lara Hotel).
- Library was delivered to Kemer Kindergarten within 2019 while Kemer Animal Shelter was donated with 4 cat houses and discarded towels and built a shelter for the stray cats (Limak Limra Hotel).
- Glass donation was performed to Biga Cooperative for Women, Environment and Education , plates were donated to Yalova Tourism Hotel Management High School, and Serik Kadriye İMKB (Istanbul Stock Exchange) Vocational and Technical Anatolian High School was provided with the paint they require (Limak Atlantis Hotel).



Limak hotels  
procure **95%**  
of their goods  
and services  
from the local  
suppliers  
located at  
their regions.

## Responsible Procurement

Food safety is one of the indicators of utmost importance in terms of customer health and hygiene. Procedures and instructions are in place and implemented to audit the conformance of the food enterprises in terms of food safety.

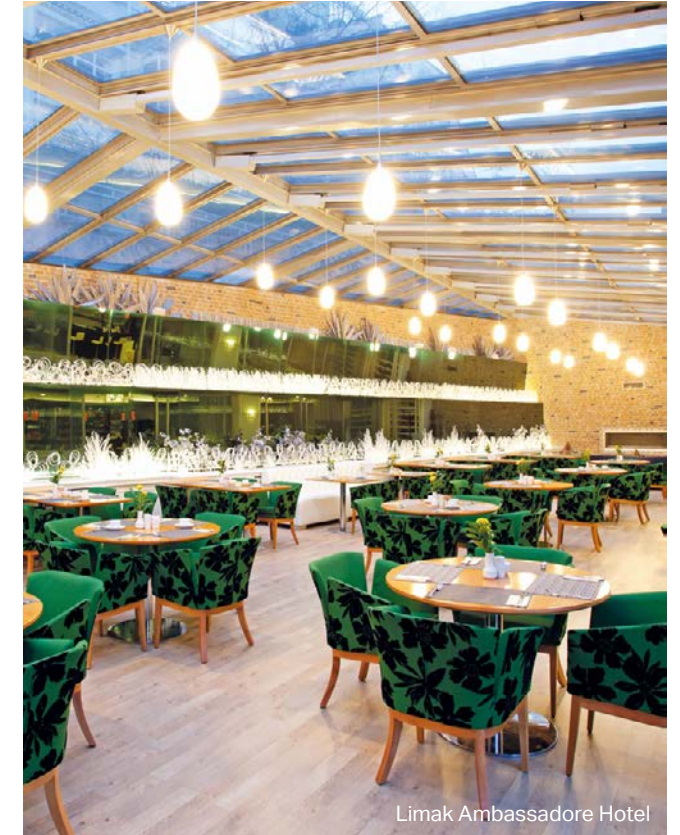
Limak Hotels activities to establish long-term collaborations with its suppliers and contractors and emphasizes to create employment in the regions of operation and prefers to work with local suppliers. Limak Hotels procure 95% of their goods and services from the local suppliers located at their regions.

The amounts of products to be procured are planned based on the hotel occupancy and stocking is not performed. Through this approach,

suppliers to ensure the continuity of the product supply are preferred. For the purpose of preventing product losses, products that have completed 2/3 of their best before date are not accepted to the enterprise and the stocks and best before dates of the products in the warehouses are checked on a periodical basis.

Hotels generally prefer bathroom tissues performed of recycled paper, energy saving bulbs, environmental-friendly paints and textile materials with environment labels.

Bulk products with big packagings are proffered instead of products sold in pieces to ensure less waste. In addition to that, suppliers are encouraged regarding the use of sustainable packaging.



Limak Ambassadors Hotel



Limak Yalova Thermal Boutique Hotel



# Limak Tourism Sustainability Goals

We share 8 of the main goals identified by Limak Group of Companies as mutual goals. Goals of offering support to women employment, energy efficiency, water efficiency and emission reduction activities vary from the mutual goals in accordance with the dynamics of our sector.

ID

SP

Supporting the development of women employment and qualified active participation of women employees. Increasing women employment rate on entire levels.

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

Rate of our women employees shall be increased by **50%** until 2026. Projects for women shall be organized every year.

HP

Continuously monitoring and developing the energy efficiency activities, establishing the required infrastructure and renewing the current one.

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

Energy efficiency practices, especially for guests, will be increased in all our hotels.

HP

Continuously monitoring and developing the water efficiency activities, establishing the required infrastructure and renewing the current one.

6 CLEAN WATER AND SANITATION

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

Renewal and improvement activities for water efficiency shall be continued. Water consumption per one night of accommodation shall be reduced by **20%** until 2026.

HP

Reducing the emission releases resulting from our operations.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Emission monitoring systems shall be installed in our entire hotels until 2023.

## Limak Group of Companies Shared Goals

ID

SP

HP

Carrying out activities with the aim to develop a sustainability conception in all sectors and supporting the existing activities.

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

17 PARTNERSHIPS FOR THE GOALS

All of our companies shall support efforts to improve sustainability with at least one project each year.

HP

Increasing the use of renewable energy sources (RES) in energy consumption.

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

Our group shall increase the use of RES in total energy consumption to at least **30%** by 2030.

HP

Developing applications, systems for reducing waste generation and to perform awareness raising activities for consumption reduction.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

By 2026, "Zero Waste" works shall be completed in all our companies.

ID

SP

HP

Transfer of ethical principles and rules to the entire value chain in all our companies, including suppliers.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

16 GOAL AND ACTION

17 PARTNERSHIPS FOR THE GOALS

It shall be transferred to our entire value chain until 2023.

ID

SP

HP

Creation of feedback management systems for external stakeholders and regular monitoring and reporting.

8 DECENT WORK AND ECONOMIC GROWTH

16 GOAL AND ACTION

Until 2023, our feedback mechanisms shall be updated in all sectors and the participation of all our external stakeholders shall be ensured.

ID

SP

HP

Ensuring a sustainability perspective across all our suppliers.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

16 GOAL AND ACTION

17 PARTNERSHIPS FOR THE GOALS

Training of all our suppliers shall be completed until 2026.

SP

Developing and implementing the practices that shall enable improvement in the field of occupational health and safety and to follow the international performance criteria in this field.

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

In all our companies, "Zero Accident" is aimed by ensuring international standards.

ID

SP

Monitoring and increasing employee satisfaction on a regular basis.

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

We aim to have at least **80%** of our employee satisfaction every year.



Limak Kurtalan Cement

**12 cement plants,  
27 ready-mixed concrete plant  
and 1 pumice block plant**  
in Turkey and Africa

Ministry of Energy and of  
Natural Resources  
**"Most Environment Friendly  
Enterprise"**  
award

**Second in the sector**  
based on Turkey's Top 500 Industrial  
Enterprises survey of 2018 by Istanbul  
Chamber of Industry (ISO)

**Ranked first**  
in net sales figures in  
cement sector

**Turkey's first GOLD certificate**  
**First integrated cement plant**  
**certified with ISO 45001**

**Manufacturing capacity  
of 1.7 million tons**  
in Sub-Saharan Africa

**Ranked among top 3  
manufacturers in Mozambique,**  
**awarded with the first domestic  
manufacturer title granted with  
product quality certificate**

**The only cement plant in  
the top 10 of Ivory Coast  
in terms of the Most  
Environmentally Friendly  
Enterprise**

Reduction by  
**13%**  
**in total electricity consumption**  
compared to 2018

Reduction by  
**16%**  
**in total CO<sub>2</sub> emissions**  
compared to 2018

Reduction by  
**52.5%**  
**in non-hazardous waste generation**  
**in Kurtalan Cement Plant**  
compared to 2018

Reduction by  
**41%**  
**in non-hazardous waste generation**  
**in Trakya Cement Plant**  
compared to 2018

# About Limak Cement

## Investments



## Limak Cement Group Production (ton/year)

	2016	2017	2018	2019
Amount of Clinker Produced (tons/year)	7,296,165	7,682,702	7,614,379	6,296,750
Amount of Cement Produced (tons/year)	8,630,447	9,762,247	9,217,916	7,357,165
Amount of Bims and derivatives produced (units)	18,653,163	18,130,791	20,037,809	12,217,009
Amount of Sludge Sand Produced (tons)	14,040	3,281	1,518	2,345

Established in 2000, Limak Cement sustains its activities with its operations in Turkey, Mozambique, Ivory Coast and Dubai with 12 cement plants, 27 ready-mixed concrete plant and 1 pumice block plant that are entirely 100% subsidiary of Limak. It is ranked as the first cement group in terms of total asset size and the second largest cement group in terms of production capacity upon completed capacity increase, modernization and energy efficiency investments in Turkey in the cement sector.

Limak Cement employs experienced investment and finance staff who combines the latest innovations of the global cement industry with the most effective project financing solutions in 9 renewal, capacity increase and 6 new investment projects in the last decade.





## Awards and Achievements

### Limak Cement

- 2019 First place **"Integrated Factories That Consume the Lowest Electricity Energy"** by the Ministry of Energy and Natural Resources
- 2019 ISO Turkey's 500 Largest Industrial Enterprises **"Cement Sector Ranked Second"**
- 2019 Capital Magazine 500 Large Companies 202<sup>nd</sup> Place
- 2019 Fortune Magazine 500 Large Companies 151<sup>st</sup> Place
- 2018 **"Most Environment-Friendly Firm"** in Turkey an award by the Ministry of Energy and Natural Resources

### Balıkesir Cement

- 2019 EOTA - ETA (European Assessment Documentation)

### Limak Cimentos SA (Mozambique)

- 2019 One of Mozambique's Top 3 Manufacturers
- 2019 The First Local Manufacturer to Have Product Quality Certificates

### Limak Cimentos SA (Ivory Coast)

- 2019 The only cement plant to be in the top 10 in the ranking of the most environmentally friendly companies

3 readymixed concrete R&D centers with international accreditation certificates, continues its projects in the field of product development in collaboration with universities.

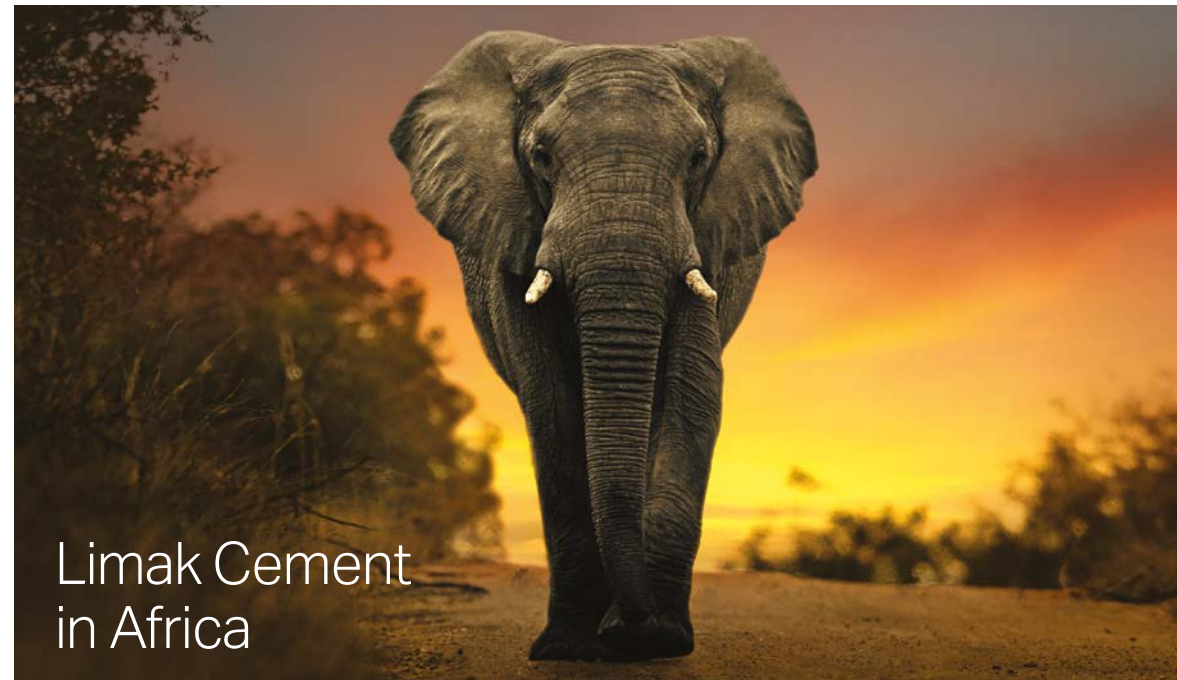
Studies are conducted to evaluate the usability of volatile ash, bottom ash and synthetic gypsum from thermal power plants by cement producers through an effective quality management process in R&D activities. Two products of Limak Cement enabling the use of bottom ash as additive in the cement were certified with European Assessment Documentation (ETA) by European Organization For Technical Assessment (EOTA) in 2019 as a first in our country and in member states of the European Union. Activities and

works with bottom ashes of thermal power plants at a close location for Kilis plant have been initiated and ETA certificate is aimed to be received for at least two products in the second half of year 2020.

Depending on the market shrinkage in Turkey, cement production of Limak Cement Group in 2019 is 25 % less than the previous year, while clinker production decreased by 17%. Approximately 4% of the cement produced during this period was exported. Again, in 2019, domestic sales of cement was decreased by 27%, while exports of cement was increased by 34% and exports of clinker was increased by 120% compared to the previous year. On the other hand, activities and operations

in the area of ready mixed concrete continued mainly in 2019 with the franchising model and by the end of 2019, ready-mixed concrete sales volume reached to 1.9 million cubic meters in total.

Proceeding with its activities with the principle of being the sector leader in the markets of operation, increasing the volume of foreign trade to 1.2 million tons and ensuring the continuity of the activities and efforts to comply with the United Nations Sustainable Development Goals in order to accomplish the "Vision of a Better World" while continuing its economic activities are among the goals of Limak Cement for the year 2020.



Limak Cement  
in Africa



# Sustainability in Limak Cement

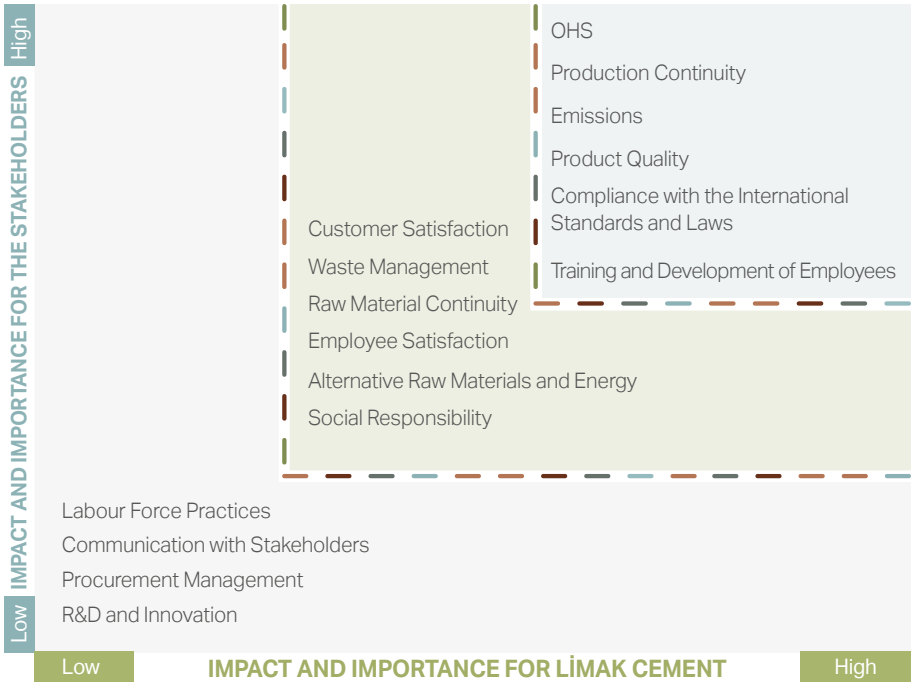
## Sustainability Priorities

Executing the sustainability activities in Limak Cement, Committee for the Integrated Management Systems (IMS Committee) has identified and set the sustainability issues updated last year in consideration of the expectations of the stakeholder and goals of Limak Group of Companies as the business mentality. Occupational health and safety ranks first among the sustainability issues in the previous years, while continues to remain at the forefront as the most important sustainability issue for the sector. As a result of the analyzes performed, it is acknowledged and observed that the importance of emissions and energy efficiency activities and works for the cement

industry has increased. In this context, OHS, emission and energy efficiency issues are regarded as top priority for Limak Cement, and issues such as customer satisfaction, product quality and employee training/development are also assessed accordingly along with these priorities.

As a result of updating and reassessment activities performed for the sustainability priorities, sustainability approach serving as guideline for the sustainability performance to be demonstrated by Limak Cement in the upcoming years has been updated.

Acting with the principle of decent work and occupational safety before all, Limak Cement prioritizes continuous development in order to offer cement and concrete having an important place as building materials in the development of societies, with more environmentally friendly, less energy consuming, resistant to earthquakes and other external factors for many years, more aesthetic, clean and applicable designs in modern and large buildings.

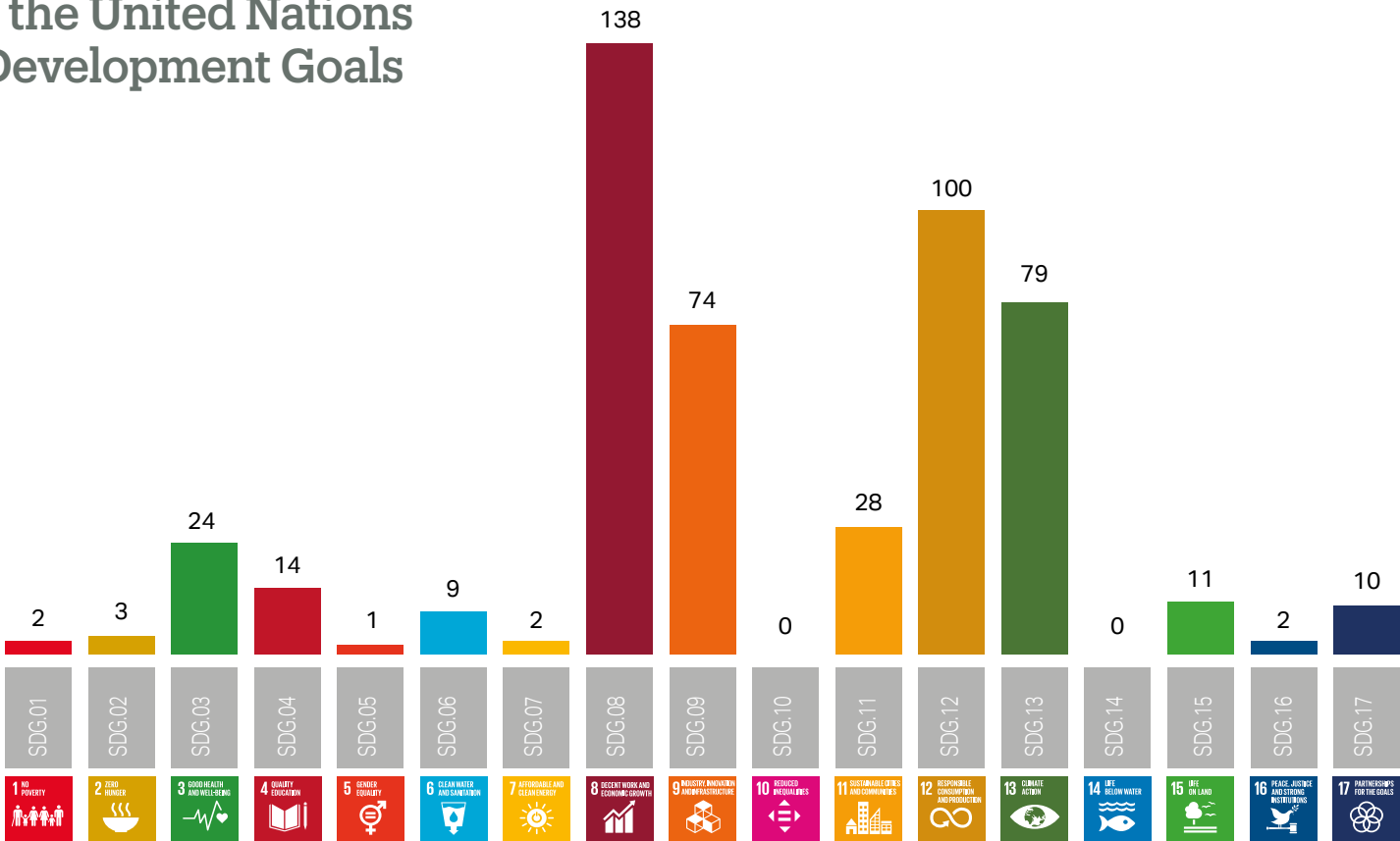


Top priority of Limak Cement, as in the entire group companies, is to ensure the performance of the entire activities and operation in the environments where the occupational health and safety is applied and further ensure the employee satisfaction. Sustainability goals include developing qualified labor force practices in compliance with international laws and certification principles to include stakeholders. Limak Cement aims to make progress in reducing production emissions and energy efficiency with its continuous R&D and P&D activities, which will apply not only to itself but also to the entire sector. The innovative products developed within this framework also coincide with global innovation and infrastructure improvement efforts, which also coincide with the goals.



Limak Cement is one of the most important sector actors in Turkey and in the world to meet the growing demand. High product quality is one of the top priority issues as a result of the business approach that aims to move Turkey to the address of cement supply as well as qualitative development in this area.

# Alignment of Limak Cement Projects with the United Nations Sustainable Development Goals



Projects accomplished by Limak Group of Companies within the last 4 years are associated with the United Nations Sustainable Development Goals in the report for “For a Better World Walk the Talk”. According to this, it has been revealed and acknowledged that Limak Cement projects have been focused on the goals of **Decent Work and Economic Growth**, **Responsible Consumption and Production**, **Climate Action** and **Industry, Innovation and Infrastructure**.

## Integrated Management System

The sustainability activities in Limak Cement are executed and performed by the integrated management system established based on the international standards and approaches and the Integrated Management System (IMS) Committee and IMS Working Group established based on this.

Employees of all levels are included and involved actively within the decision-making mechanism in the issues of economic, social and environment. Procedures and management guidelines have been developed for systematic follow-up of all steps.

As of the beginning of 2018, under the heading "managing with goals", all

documents belonging to ISO 9001, ISO 14001, OHSAS 18001, ISO 50001 and en 197-1 standards have been shared and collected under a single portal for the access of all relevant personnel. Uniform documentation is used in all of the group factories and is actively operated thanks to its easy access.

The target management process is organized by the eys Working Group and the eys Committee, and the Consolidated Statements are evaluated 2 times a year and the outputs are shared with the interested parties. Approximately 250 targets belonging to 12 departments are controlled in 3-month periods.

Limak Cement leads the Integrated Management System certification processes on a sectoral basis. The factory, which has the first integrated management systems GOLD certificate in Turkey and the first ISO 45001 Occupational Health and Safety Management System in the sector, is in Limak Cement.





	TRAKYA	BALIKESİR	ANKA	ŞANLIURFA	GAZİANTEP	KURTALAN	ERGANI	BİTLİS	DERİK	KİLİS BİMS	MOZAMBIQUE	IVORY COAST
ISO 9001	●	●	●	●	●	●	●				●	●
ISO 14001	●	●	●	●	●	●	●					
OHSAS 18001	●	●		●	●	●	●					
ISO 45001			●									
ISO 50001	●	●	●	●					●			
TS EN 197-1	●	●	●	●	●	●	●	●	●			
TS EN 196-1	●											
GOLD System	●		●	●		●						
SILVER System					●							
NM NP EN 197-1											●	
TSE 771-3										●		
CE										●		
NI 05.06.001												●

● Completed    ● In documentation process

## R&D and Innovation



Independent from the laboratories in the factories and facilities, in the Cement Central Laboratory, where R&D studies are carried out, special experiments such as optimization of alternative products, waste analysis, fireability and alternative raw material use are targeted, and carbon dioxide reduction and low carbon roadmap are carried out. Limak Cem PLUS+ was patented by Turkey Patent Institute for the Limak Cement

product, which was developed in these studies and reduces its carbon footprint due to its mineral additive content. This product is produced in Balıkesir, Ankara and Kilis factories and is used in high grade concrete products.

Limak Cement has 3 Ready-Mixed Concrete Laboratories in Ankara-Güvercinlik, İstanbul-Yeni Bosna and Sanliurfa with TS EN ISO /IEC 17025

accreditation certificate from TURKAK. These laboratories, which dominate Turkey geography, besides the routine product controls of cement, control of the workability and setting times of fresh concrete required by the customers, monitoring the strength of the cement by influencing the hardened concrete properties and conducting ready-mixed concrete tests for project-based special requirements are offered.

# Sustainability Activities

## Occupational Health and Safety

Limak Anka Cement is the first cement factory in the sector with ISO 45001 certificate.

In all plants of Limak Cement, the most important priority and responsibility is to ensure that the employees in the cement sector, which is within the scope of high risk working life, work in a safe and healthy environment.

Limak Cement is committed to take the entire required measures at work. It carries out practices in factories in order to spread good examples in the field of Occupational Health and safety, to support them, to raise awareness and to encourage healthier and safer work.

Integrated Management System including OHSAS 18001 Occupational Health and safety standard is implemented in all Limak

Cement plants. Limak Ankara Cement factory, which started its operation in 2018, has been completed with the requirements of ISO 45001 standard and has been the first cement factory in the sector to have ISO 45001 certificate. The certification process has been completed without being detected as a result of the audit carried out in December 2018.

It is aimed by the international management system implemented to exceed beyond the compliance with the legal regulation requirements and continuously improve the EHS performance by means of the EHS boards, risk assessments, drills and regular trainings. Throughout the factories, observer reports, risk notices, near-term and

Training on OHS is regularly given in all factories and facilities and these trainings are supported by exercises and good practices.

occupational accidents are recorded and factory employees are informed about this by creating action plans.

Regular drills and trainings are carried out in all factories. Performance is reviewed at OHS board meetings held monthly and attended by expert, in-scope and out-of-scope personnel and contractor representatives.

	2018			2019		
	Accident Severity	Accident Frequency	Number of Days Lost	Accident Severity	Accident Frequency	Number of Days Lost
Anka	0.04	6.70	12	0.28	6.06	141
Trakya	0.45	18.95	216	0.13	11.71	57
Balıkesir	0.03	3.15	8	0.17	8.81	57
Gaziantep	0.07	10.46	28	0.30	19.13	108
Şanlıurfa	0.04	0	20	0.06	2.03	31
Ergani	0.03	2.72	10	0.01	8.29	4
Kurtalan	0	2.50	0	0	5.24	0
Derik	0	0	0	0	0	0
Bitlis	0	0	0	0	0	0
Mozambique	0	0	0	0	0	0
Kilis Pumice Block	0	0	0	0	0	0
Ivory Coast	0	0	0	0	0	0

No fatal accidents occurred at any Limak Cement plant during the reporting period.

Accident frequency ratios according to the following formula, accident frequency ratio = (total number of injuries/ Man-Hours) x 1,000,000  
Accident weight ratios were calculated according to the following formula. :Accident weight ratio = (number of lost days / man-hours) x 1.000.000

Each factory supports the main policy and objectives of Limak Cement OHS through different applications.

### Limak Anka Cement



- Weekly inspection plans have been established taking into account the planned maintenance of the units. Audit teams consisting of 2 white-collar personnel regularly report by making audits and observations regarding the behavior of employees in the field, according to the factory audit plan. It is also ensured that OHS awareness and awareness are increased during the interviews with employees during the audits. At the end of the determinations, training requirements are determined and warnings are issued to those whose inappropriate behavior is detected.
- In 2019, as part of the April 28 World OHS Day activities, posters were hung on healthy living, the morning shift started with warm-up movements for a week, and a knowledge contest was organized on health. The first three people who won the information competition after the training were awarded prizes. Video of the activities was posted in the dining hall.
- Personal breathable dust, crystalline silica, noise, vibration, thermal comfort, organic volatile compounds in the air and lighting measurements were performed in 2018 that employees were exposed to throughout the factory. In 2019, ambient measurements were performed and dust and noise maps were created.
- In 2019, Mobile OHS application has been introduced in the field, especially at the beginning of the work, where risk assessment, risk notification, imminent notification, risky behavior notification, recommendation notification and work permits are filled out without being tied to the desk by devices such as smartphones and tablets.

Example of Good Practice:  
**Mobile OHS**



The mobile app that employees can download to their smartphones allows for risk - imminent notifications and risk assessment before starting work. Thanks to the ease of application, staff can actively participate in these studies.

After implementation of the application, increased risk reporting was achieved. In addition, risks are avoided by performing risk assessment before starting each work.

### Limak Ergani Cement



- In 2018, the number of work accident-free days reached 366 days for the first time, setting a factory record. After 143 days without an accident in 2019, the target of zero occupational accidents was repeated in 2020.
- In 2018 and 2019, training activities were carried out on occupational health and safety related issues to staff and contractor company employees. In this context, an average of 24 hours per person training was provided.
- In order to spread good examples in the field of occupational health and safety, to support, to raise awareness and to encourage healthier and safer work, the award system is being implemented.
- As part of corrective and preventive activities for 2019, measures have been taken to counter growth in possible electrical fires by making improvements to factory cable gallery lines.
- Within the scope of OHS, 2 emergency exercises were carried out in order to be prepared and trained in case of unexpected situations.

### Limak Balıkesir Cement



- There were 20 hours of training in 2018 and 20 hours in 2019 per person in OHS, environmental, vocational and technical subjects.
- In 2019, TS EN ISO 9001 Quality Management System, TS EN ISO 14001 Environmental Management System, TS 18001 OHSAS, TS EN 50001 energy management system certificates were updated with document renewal audit.
- Within the scope of OHS, 2 emergency exercises were carried out with the participation of fire brigade, AFAD, UMKE and ambulance from Health Organization in order to be prepared and trained in case of unexpected situations. In order to encourage occupational health and safety practices and raise awareness, the staff exhibiting exemplary behavior were rewarded throughout the year.

OHS Knowledge  
Contest  
**FIRST PLACE**

Balıkesir Cement won the first place in the Cement Industry OHS Knowledge Contest organized by the Cement Industry Employers Union (ÇEİS) in 2018, in which approximately 4,000 employees from all domestic cement factories participated.





## Limak Kurtalan Cement

The 1000<sup>th</sup>  
Day Without a  
Lost Time Work  
Accident



- The factory risk assessment was completed in 2019.
- In 2018 and 2019, 4 drills were carried out within the factory, including 2 each. The exercises were accompanied by AFAD teams and rescue training was provided to the employees.
- In 2018, there were 31.45 hours of training per person, including 22.52 hours of job security per person, 8.93 hours of in-service training and 2.28 hours of outside services. As of the end of 2019, there were 30.79 hours of training per person, including 22.44 hours of job security and 8.35 hours of in-service training per person.
- No workday-lost accidents occurred in 2018. There have been 1 occupational accident in 2018 with no missing days.
- No workday-lost accident occurred in 2019. 2 occupational accidents with no day-lost occurred.
- In 2018 and 2019, no occupational accidents occurred in contractor subcontracting works.
- Gold and plaque awards were given to 1 personnel who performed the best approach, risk statement, observer report and failure statement in 2018 and 2019.
- A sports application was performed before working with the activity on wellness held by ÇEİS and sneakers were presented to the first personnel in the information competition.
- The "1,000 th day without lost day accident" was celebrated by social activities with employees.

## Limak Trakya Cement



- In order to prevent the effects of occupational accidents and occupational diseases and to create a strong OHS culture, the OHS=LIFE project was started to be implemented in 2017. 6 modules are planned to be implemented at the starting point. These modules: Personal Protective Equipment (PPE), Tag, Lock, Secure, Try (EKED), Risk Management, Work Permit System, Working at Height and Traffic, Visitor Management.
- In the project carried out with the slogan "I Promised Myself", in 2018, studies were carried out on PPE and EKED modules, various activities were carried out to contribute to the development of OHS culture with the participation of the personnel working in the field, and awareness was increased by using posters, brochures, visual message labels, presentation videos, event stands, exercises, subject-specific trainings. In this context, PPE surveys were conducted for employees, 136 personnel were trained for eked authorization, and 14 units were equipped with EKED application stands. In 2018, 33 staff were given seminars on healthy eating by working in partnership with a private health organization in our region.
- In 2019, work was carried out on the work permit system and the fire risks module added due to the need seen. In this context, work permit forms have been shared and the pre-work risk analysis form has been performed an integral octet of the leave forms. In terms of fire risk management, awareness training in units, exercises were carried out according to different fire types, fire risk analysis work was carried out in units and departments of the factory and a fire internal regulation plan was prepared for the factory. Active and passive fire measures were determined and actions were taken within the plan.

## Environmental Management

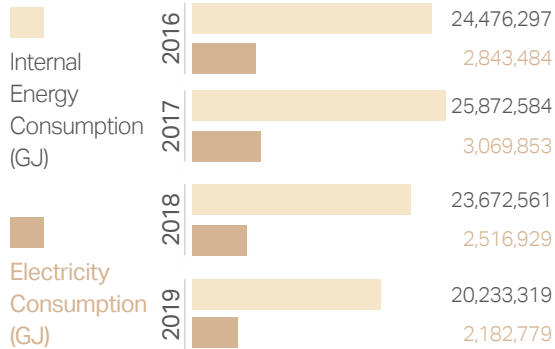
Environmental impacts resulting from factory activities are monitored within the framework of the Environmental Management System in order to continuously improve environmental performance. For our environmental sustainability, it is of strategic importance for Limak Cement to comply with national and international environmental legislation and to manage energy efficiency, waste management and emissions within this framework. Within the scope of sustainability priorities, targets are set by identifying the points that need to be improved.

The effects of production activities and operations on environmental performance are followed by the following indicators.

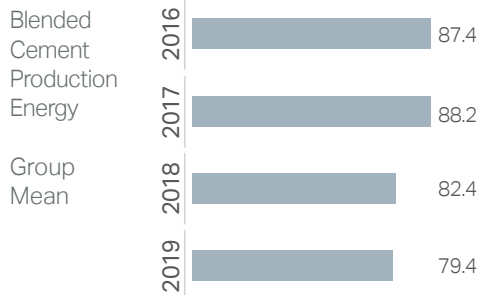
- Dust (mg/Nm<sup>3</sup>)
- NOx (mg/Nm<sup>3</sup>)
- SOx (mg/Nm<sup>3</sup>)
- CO<sub>2</sub> Emission (tons CO<sub>2</sub> / tons clinker)
- CO<sub>2</sub> Emission (tons CO<sub>2</sub> / tons cement)
- Environmental Education (hour/person)
- TEP / tons cement
- Total Water Use (m<sup>3</sup>/ton cement)
- Alternative Raw Material Utilization Rate (Farin)
- Alternative Raw Material Utilization Rate (cement)
- Doped cement sales rate
- Energy and Electricity Consumption

## Energy Management

### Energy and electricity consumption



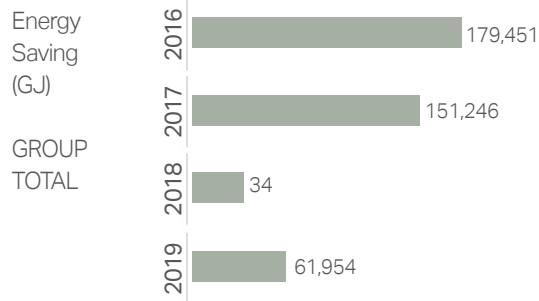
### Energy consumption per production



In 2018, an Alternative Fuel Supply System was put into operation at the Trakya plant, reducing fossil fuel use in clinker production, thus restoring industrial-derived waste. In addition, the decrease in foreign exchange output due to fuel imports was recorded.

In 2020, Limak Cement will continue to increase the amount of alternative fuel use by accelerating investments in alternative fuel systems (reducing

### Energy Savings Amount



Example of Good Practice:  
Trakya Cement  
ENERGY REPORT



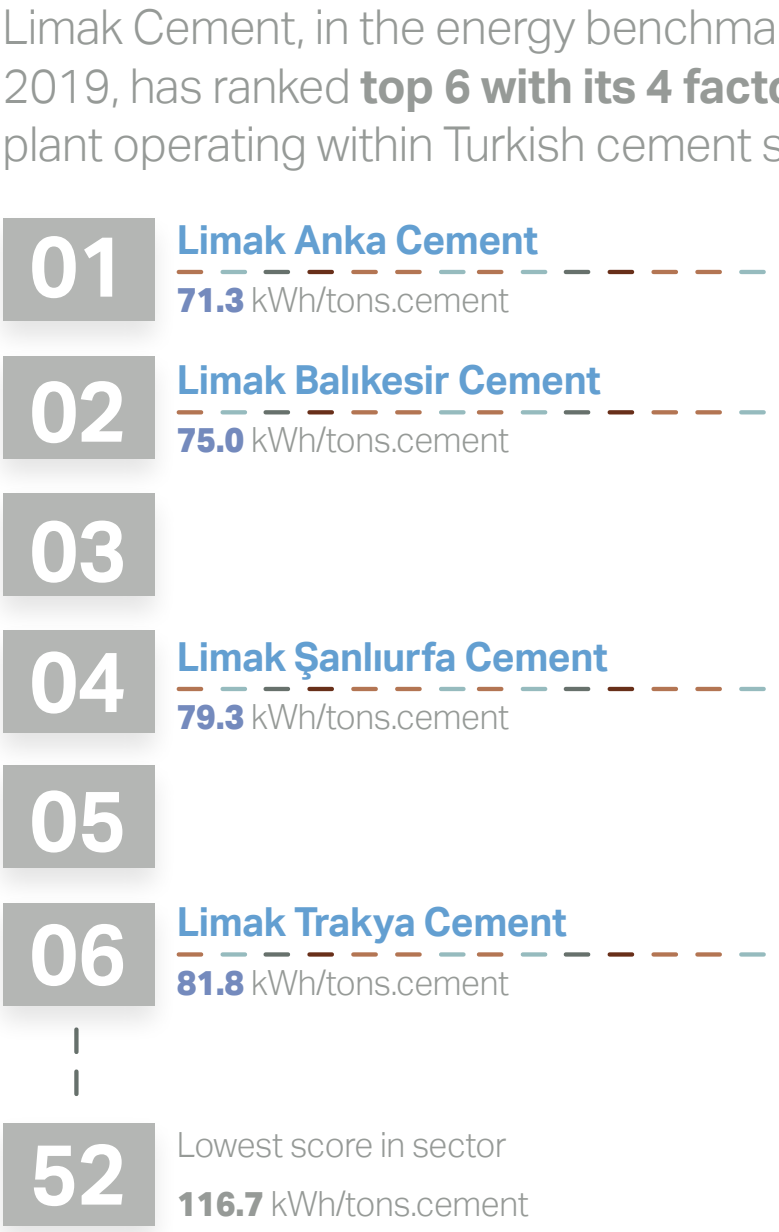
fossil fuel use). In order to protect natural resources, the use of waste which may be an alternative raw material in clinker production continues effectively in all factories.

In 2020, the plan for the establishment of Whr (Waste Heat Recovery) and RDF (alternative derived fuel) systems in Ankara, Balıkesir and Kilis factories will be financed by foreign lenders and feasibility studies are ongoing.



MINISTRY OF ENERGY  
AND NATURAL  
RESOURCES  
TURKISH CEMENT  
SECTOR  
ENERGY BENCHMARK  
STUDY - 2019

(Clinker+Cement)  
Energy  
Consumption  
(kWh/tons  
cement)



52

Number of Integrated Plant in Turkey

6\*

Number of Integrated Plant of Limak

Thanks to the investments done since 2008, Limak Cement is Turkey's best performance company in the energy consumption of the sector. Despite this outstanding performance, prioritizing continuous **improvement in sustainability**, Limak Cement continues to set new goals with innovative studies. Certification processes shall be concluded until 2023 for the plants not in possession of ISO 50001 Energy Management System. (Starting from 2019) **6.8% energy efficiency** shall be ensured until 2026.

\* Limak Kilis Cement has not been taken into assessment as it was commissioned in December 2019.

Example of Good  
Practice:  
Waste Heat  
Recovery (WHR)  
Project



WHR project contributes to the production of clean energy within the plant instead of energy purchased by the enterprise and further contributes to reducing the energy produced by fossil fuels outsourced and generated in power plants in the same amount.

The carbon reduction of WHR with an installed capacity of 4.5 MW was calculated using the CO<sub>2</sub> saving factor of the unit electricity in clean energy production as opposed to the fossil energy determined by DEFRA\*. Accordingly, the annual carbon reduction contribution (YKAK) of the enterprise is calculated as 19.316, 88 t CO<sub>2</sub> / y.

It is assumed that 1 tree absorbs 12 kg of CO<sub>2</sub> per year, and accordingly, CO<sub>2</sub> savings achieved by 4.5 MW of WHR per year is equivalent to CO<sub>2</sub> absorption of approximately 1.6 million trees. The amount of CO<sub>2</sub> savings achieved reinforces steps towards greenhouse gas emission reduction and management of climate change risks.

However, the benefits of using WHR systems;

- Reducing fossil fuel-derived energy consumption
- Contribution to the reduction of sectorial energy density
- Reduced energy costs and increased profitability
- Reducing the risk of rising energy prices
- Improving electricity supply reliability
- It stands out as creating opportunities for CO<sub>2</sub> trade.

\* The carbon savings rate determined by the UK Department of Environment Food and Rural Affairs (DEFRA) shows the carbon reduction effect of clean energy production of 1 kWh.

Water Management

Water Extraction By Source	Municipal water grid (m³)	Groundwater / Springwater (m³)	Rainwater
2016	29,018	1,400,849	5,162
2017	29,856	1,261,187	5,232
2018	7,750	902,953	3,569,7
2019	9,896.90	878,127	4,101.7

Emissions

		GROUP AVERAGE			
Emissions		2016	2017	2018	2019
Specific consumption per Cement Produced	kg CO <sub>2</sub> /tons cement (Direct+Indirect)	734	734	645.2	581.8
Specific consumption per Clinker Produced	kg CO <sub>2</sub> /tons clinker (Direct+Indirect)	880	880	850.5	834.6
Energy used from non-renewable sources	t CO <sub>2</sub> /year Direct	6,194,397	6,194,397	1,761,024	1,461,927
Total CO <sub>2</sub> Emission	t CO <sub>2</sub> /year Direct	6,616,970	6,616,970	5,868,128	4,946,156

Waste Management

Waste (tons/year)	2016		2017		2018		2019	
Balıkesir	61	449	25	648	27.17	684.98	28.36	648.36
Gaziantep	19	1,290	7	1,316	12.33	709.26	32.26	33,027.29
Ankara	15	246	11	272	-	-	-	-
Anka	-	-	-	-	2.62	202.69	5.69	356.79
Ergani	1	565	8	767	0.66	357.28	0.63	353.73
Kurtalan	2	537	1	783	9.16	674.19	17.65	319.71
Bitlis	0	112	1	148	-	157.18	0.580	107.17
Şanlıurfa	6	1,224	4	865	-	-	-	-
Trakya	27	678	27	109	65.48	1,214.35	104.20	713.33
Derik	0	211	0	197	0.33	134.02	0.33	127.10
Mozambique	0	38	3	552	1.95	27.40	1.88	39.29
Ivory Coast	-	-	-	-	-	-	6.21	110.90
Kilis Pumice B.	0	155	9	224	-	-	-	-

\* The Limak Kilis Cement Factory is operational in December 2019, so it has no data.



## Customer Satisfaction

Customer Relationship Management, which is a requirement of ISO 9001 and EN 197-1, which are standards within the Integrated Management System carried out in all factories, is carried out within the framework of Customer Relationship procedure. Managing customer suggestions and complaints in a systematic manner in order to increase communication with factory customers and customer satisfaction to the highest level. In this context, customers' requirements and expectations about quality and service are learned through surveys, customer complaints and suggestions, customer visits and market research.

Research is conducted once a year to measure the satisfaction of the customers using Limak Cement products in the period starting from the product order and up to the point of meeting the requirements they expect from the product and to improve their

ongoing cooperation. It is taken into account that the persons to whom the survey will be sent have the duty and responsibility to make information and evaluation about Limak Cement products and services. As a result of the evaluation, operations are carried out according to corrective and preventive action procedures.

Research is carried out once a year to measure the satisfaction of the customers using Limak Cement products in the process from product order to usage experience and to improve their ongoing cooperation.

### CUSTOMER SATISFACTION SURVEY RESULTS (%)

	KURTALAN	GAZİANTEP	ŞANLIURFA	ERGANI	ANKARA	ANKA	BİTLİS	DERİK	BALIKESİR	TRAKYA
2016	80.2	97.4	90.3	98.8	89.4	-	86.9	88.9	94.2	88.3
2017	84.3	95.4	91.1	98.8	92.1	-	91.5	93.1	93.7	90.3
2018	87.1	96.9	90.3	100	-	88.4	91.6	88.4	93.8	94.9
2019	93.2	95.6	91.1	99.3	-	89.7	96.8	88.4	92.3	98.2



Customer Satisfaction Survey studies in Mozambique and Ivory factories are yet to be carried out. 2021 is among its goals.

## Working Life

Human resources targets and projects are evaluated by working groups and committees. There are many performance indicators followed, including in-service training, certificates of professional competence. With regular employee satisfaction surveys, the requirements of the employees of Limak Cement regarded as the most important stakeholders, are taken into account and required actions are created. Considering the entire applicable legal requirements, ethical and institutional principles, the demands, demands, expectations and needs of the target audience are evaluated together with human resources and related unit officials.

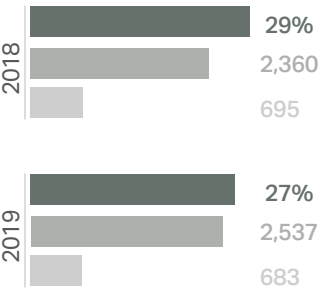
The responsibility and sensitivity exercised by Limak Cement are effective at the plants in Ivory Coast and Mozambique to the same extent. Thanks to the employees of Limak Cement putting forward a serious endeavor to hand down their professional experiences to the employees in Africa, the number of qualified local personnel has exceeded way beyond the expectations. Trainings programs have been organized and the entire relevant personnel both in Turkey and Africa have been subject to the orientation process and therefore adapted to work within the shortest time. Increasing digitalization practices and managing processes such as employee satisfaction survey, leave system, performance assessment more quickly and effectively are among the goals of Limak Cement.

### Employee Profile

			TOTAL
2019	111	2,426	2,537
2018	107	2,253	2,360
2017	122	2,890	3,012
2016	97	2,788	2,885

As of the end of 2019, 2,537 are employed by Limak Cement. 1,604 employees (63%) have the status of permanent employees while 933 of the employees (37%) are temporary/contracted employees. The employment decreasing in 2018 has increased by 7.5% in 2019. As of the end of 2019, there has been 32 employees with disabilities. The women employee rate is 4.4%. The women employee rate in the executive positions is 8.7%. The women white-collar employee rate is 6.1%.

### Unionization



27% (683) of the employees of Limak Cement are the unionized employees subject to collective labor agreement.

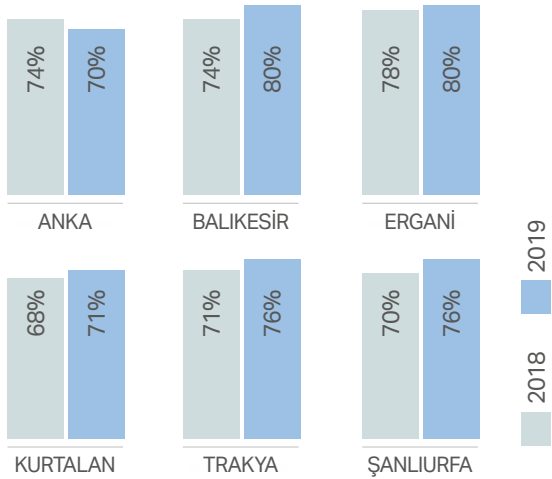
### Training

#### Average Training Hours per Employee

	2018	2019
Kurtalan	26.38	17.56
Ergani	36.91	24.12
G.Antep	16.76	13.56
Şanlıurfa	23.58	27.5
Balıkesir	25.53	26.53
Trakya	28.49	27.47
Derik	19.39	18.54
Bitlis	28.98	24.78
Anka	14.41	17.12
Mozambique	16.23	17.35
Ivory Coast	12.46	18.25
Kilis BİMS	26.43	20.04
Group Total	22.97	21.06

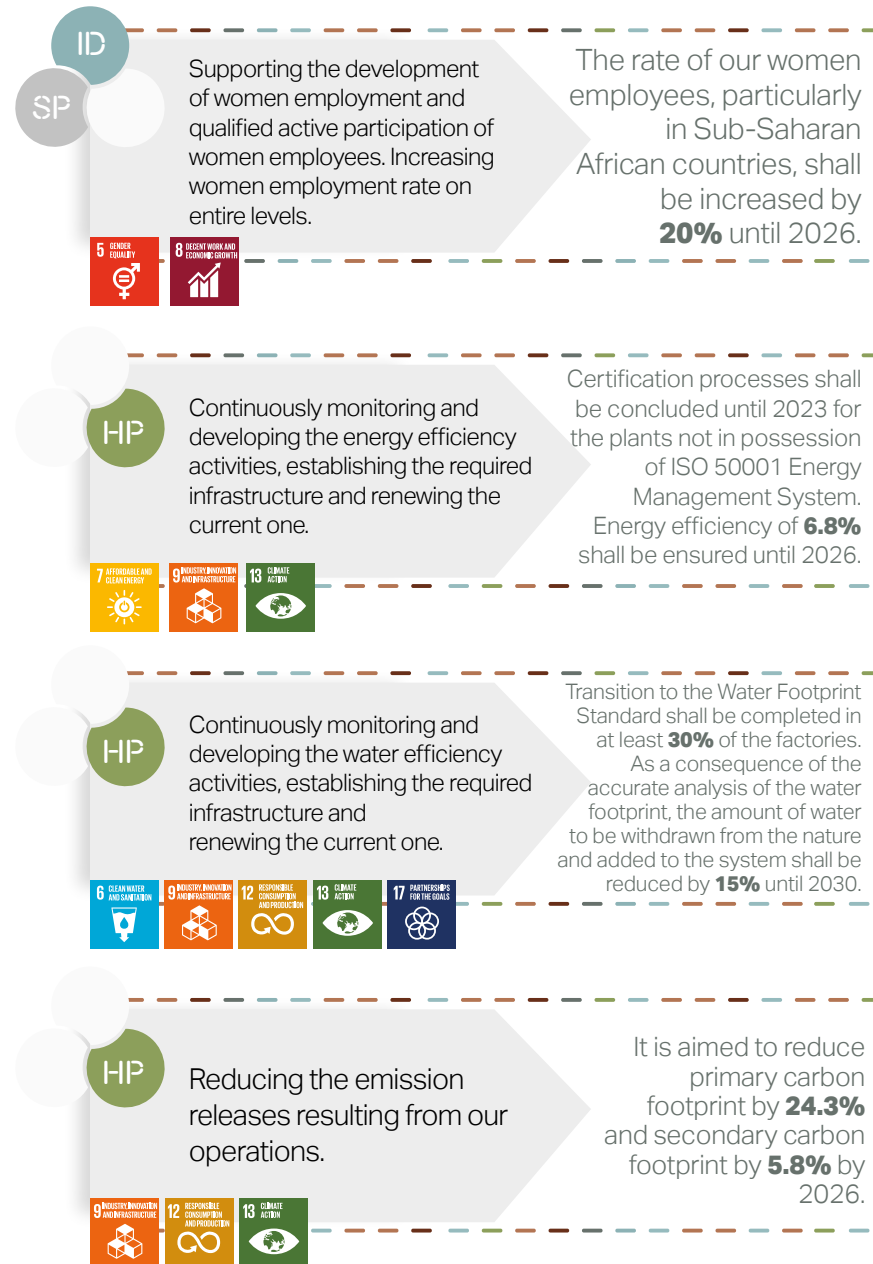
### Employee Satisfaction

By the regular Employee Satisfaction Surveys, the requirements of the employees of Limak Cement regarded as the most important stakeholders, are taken into account and required actions are created. Considering the entire applicable legal requirements, ethical and institutional principles, the demands, demands, expectations and needs of the target audience are evaluated together with human resources and related unit officials.



## Limak Cement Sustainability Goals

We share 8 of the main goals identified by Limak Group of Companies as mutual goals. Goals of offering support to women employment, energy efficiency, water efficiency and emission reduction activities vary from the mutual goals in accordance with the dynamics of our sector.



## Limak Group of Companies Shared Goals



# Pristina Adem Jashari International Airport (PIA)



Selected as the  
**Best Performance Station**  
by EasyJet for the 9<sup>th</sup> time in 2018.

Granted the award of  
**Responsible Organization**  
by Peer Awards in 2018.

**4.5 million**  
annual passenger capacity  
number of passengers in 2019  
**2 million 369 thousand**

**69%**  
passenger increase since commencement date of operations

**10%**  
passenger increase in the recent year

**754**  
Number of Employees

**24%**  
Reduction in **water consumption** resulted from passengers in the recent year

In accordance with ACA rules, **reduction in emission** of three years average by **20%**

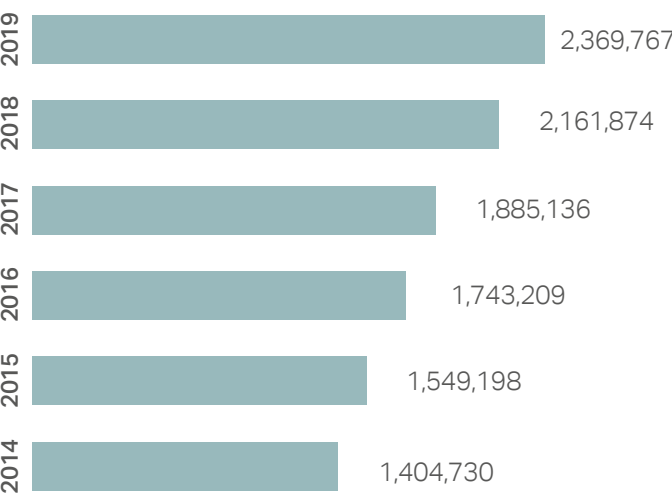
Airport Carbon Accreditation  
**Level +3 (Neutrality)**  
Accreditation



## About PIA

The only airport of the Republic of Kosovo, Pristina Adem Jashari International Airport (PIA) adds a substantial value to both the aviation sector of the entire Balkans and the entire organizations and enterprises offering services to this sector.

The number of PIA Passengers



Pristina Adem Jashari International Airport (PIA) has been leased for 20 years as of 2011 by Limak Kosovo, one of the key enterprises in the economic development of Kosovo. Upon this assignment, Limak, owning 90% shares of the airport, has concluded a new terminal building and additional facilities within a short period of time like two years within the scope of the investment worth 130 million Euro.

The airport adds a great value to both the aviation sector of the Balkan region and the entire enterprise offering services to this sector with the services offered to the region with the population of approximately 2.5 million people and surrounding Balkan countries as being the first and only airport of the Republic of Kosovo, which is rapidly growing.

Within the scope of the investment realized, the construction of the new terminal building with an indoor space of 42 thousand square meters, designed as an environmentally friendly and smart building with a perception of modern architecture in international norms as well as 110 thousand square meter apron, new air traffic control tower, rehabilitation of airport transportation roads, parking with a capacity of 1,750 vehicles, fuel tanks and connection roads have been completed. In addition to terminal and car park operations, PIA also performs ground handling, cargo and PAT (runway, apron, taxiways) operations and relevant maintenance and repair works.

A total of 2 million 369 thousand 767 passengers has broken a new record in 2019. In addition to the 10 percent increase in passenger traffic achieved in 2019, airport passengers commenced to be served with international norms and high standards, and accordingly airport revenues have also been increased.

# Sustainability in PIA

## Sustainability Priorities

Activities for updating the sustainability priorities in PIA have been reassessed with the involvement of the employees and external stakeholders in the previous years and have been updated by obtaining the opinions of the senior management. Possible adverse impacts of the airport on the humans and environment are the top priorities of the company.

While aviation security continues to be one of the most substantial sustainability issues, the importance of energy and emissions among the environmental impact issues is also increasing. Compliance with the international standards established for the purpose of ensuring the effective management of the entire issues

has become the most substantial requirement for business conduct of PIA.

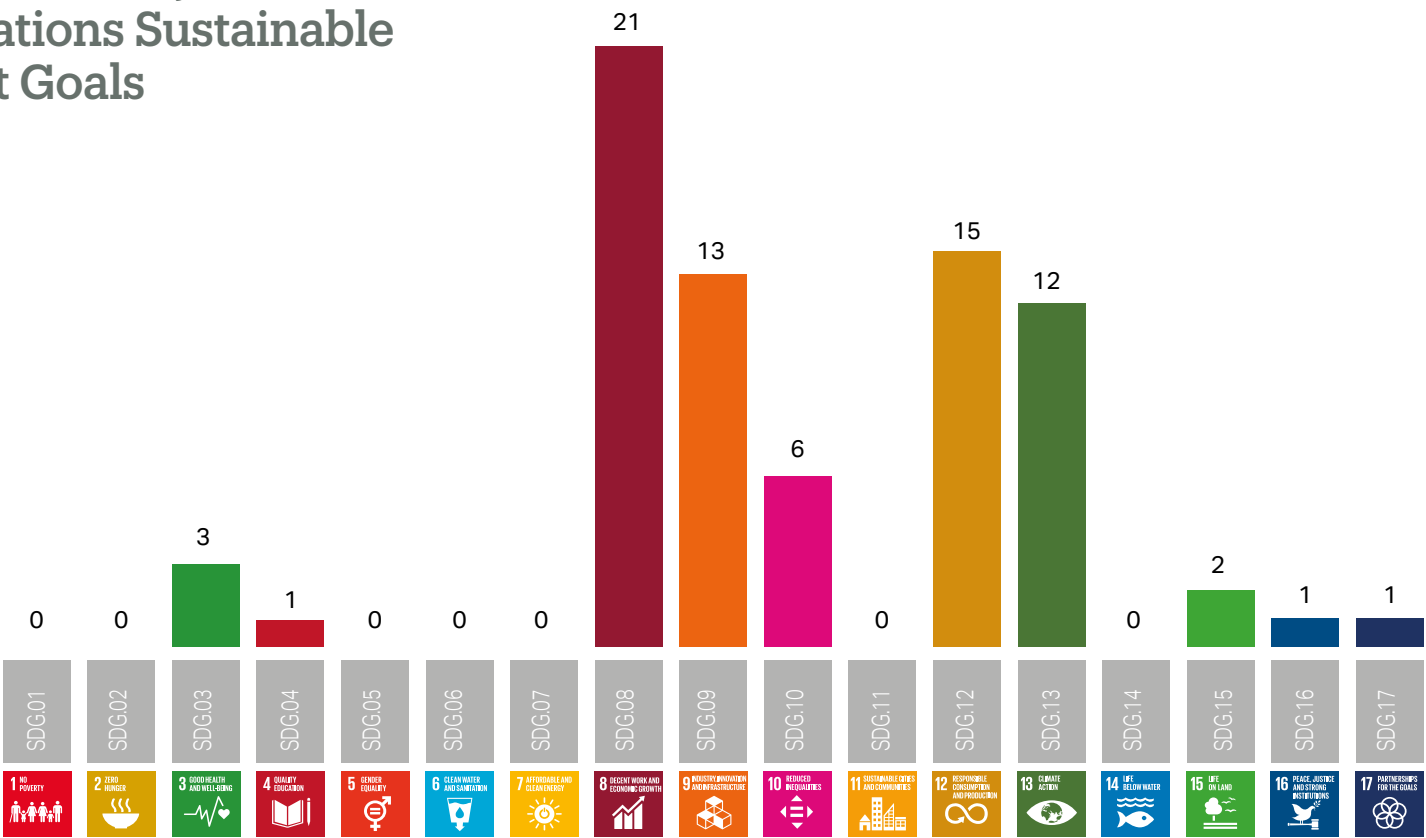
Complying with legal and sectorial requirements while sustaining its operations, PIA closely follows international management system standards as well as developed practices in order to ensure standardization in business processes. The company performs its entire services in accordance with ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 50001 Energy Management System, ISO 10002 Customer Satisfaction Management System, ISO 27001 Information Security Management System and ACA (Airport Carbon Accreditation).



PIA reassesses its entire top priority issues and goals within the framework of the United Nations Sustainable Development Goals within the scope of activities for compliance with the agenda.



# Alignment of PIA Projects with the United Nations Sustainable Development Goals



Projects accomplished by Limak Group of Companies within the last 4 years are associated with the United Nations Sustainable Development Goals in the report for “For a Better World Walk the Talk”. According to this, it has been revealed and acknowledged that PIA projects have been focused on the goals of **Decent Work and Economic Growth**, **Responsible Consumption and Production**, **Industry, Innovation and Infrastructure** and **Climate Action**.

# Sustainability Activities

## Environmental Management

The aviation sector is one of the sectors that have the most substantial role in the globalization of the world. The fact that supply chains are of utmost importance in logistics and their preference for travel purposes has eventually led the aviation industry to be susceptible and principled towards environmental sustainability. Pristina Adem Jashari International Airport (PIA) monitors the environmental sustainability performance with the topics such as waste management, water management, chemical management, fuel management, electricity management, noise

management, greenhouse gas management and emergency assessment in its entire operations.

PIA effectively continues to accomplish energy, waste and water management practices in compliance with the international standards. Established an integrated management system with ISO 1400 Environmental Management and ISO 50001 Energy Management System and performing its operations and activities acting with the capacity of an active participant of Airport Carbon Accreditation

(ACA) program, PIA ensures compliance with Kosovo environmental legislation as well as the environmental management systems. On the other hand, improvement activities are executed in line with the policies on protection of the environment (Environmental Management Policy/Energy and Carbon Management Policy) developed by the senior management for the purpose of accomplishing the goals and the "current best practices". The entire required procedures, audits and trainings are developed and followed in PIA in accordance with the ISO standards.

## Energy Management

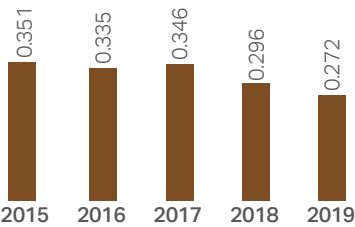
PIA monitors the consumption in periodical energy management meetings, organized on a regular basis to cover the entire of its departments, and monitors efficiency values by taking the required precautions and measures. Low energy consumption practices, the requirements of the standard ISO 50001:2011 are maintained with new technologies and training. It is aimed to reduce energy consumption and therefore reduce greenhouse gas emissions every year with energy efficiency projects.



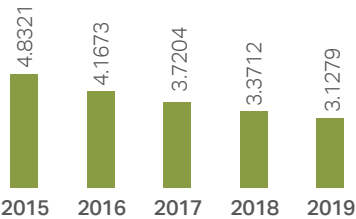
Energy efficiency trainings are provided to employees on current regulations.

**Achieving a reduction of 2% in the energy costs with 4% saving in the passenger-related electricity consumption** in 2018/2019 through the energy efficiency activities performed, PIA has been succeeding to regularly reduce the passenger-related electricity consumption within the framework of goals since 2015.

PIA Fuel Consumption (lt/passenger)



PIA Electricity Consumption (kWh/passenger)



**A fuel saving of 8%** per passenger has been accomplished in 2018/2019 through the energy efficiency practices.

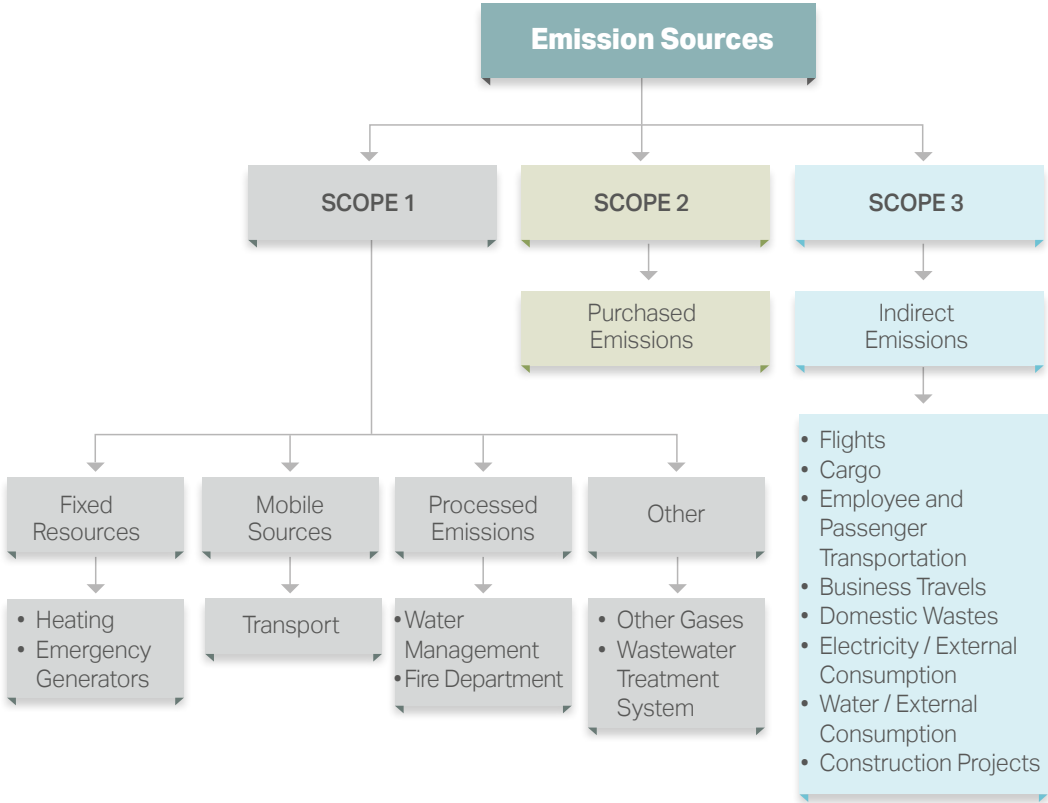




### Emission Management

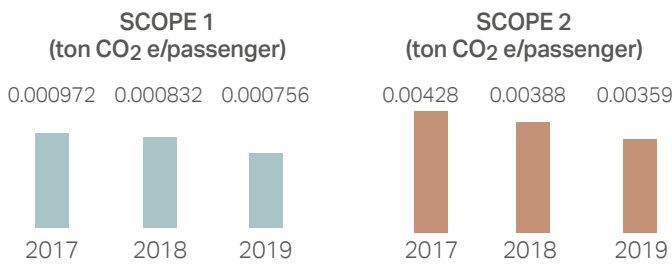
PIA places a substantial emphasize on the environmental sustainability such as energy and carbon reduction, which is an integral part of its mission.

Measuring and managing greenhouse gas emissions has a high priority in the aviation industry, just like in every sector. Therefore, researching, implementing and ensuring the continuity of the methods for reduction within the scope of Carbon Management Plan for 2020 are among the goals of PIA.



### 8% reduction in direct emissions in 2018/2019

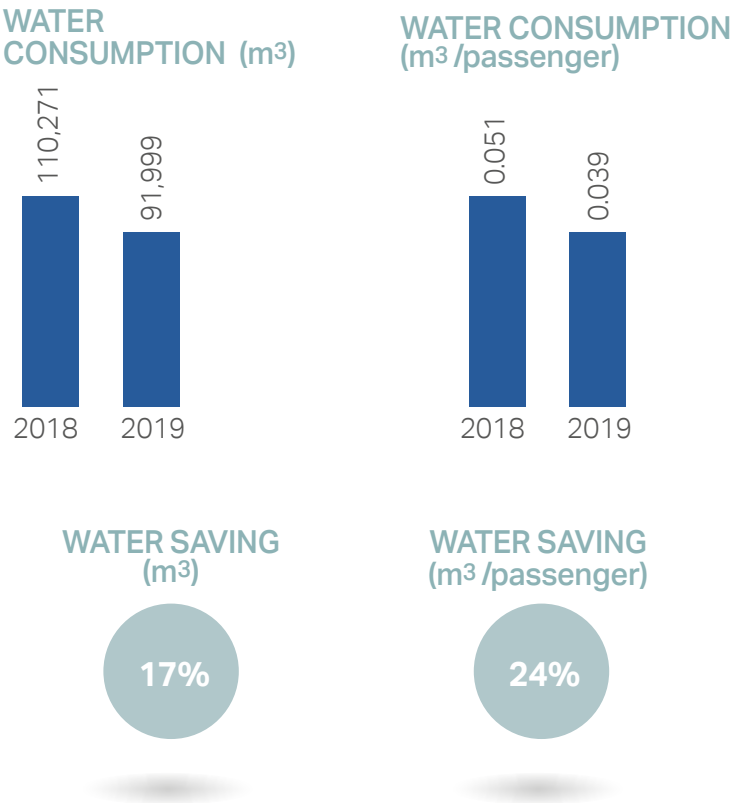
In accordance with ACA rules, emission have been reduced by **20%** based on the average values of three years (2016-2017-2018).



### Water Management

The main objective of the water management is to control water consumption and prevent water loss or any situation that could result in contamination.

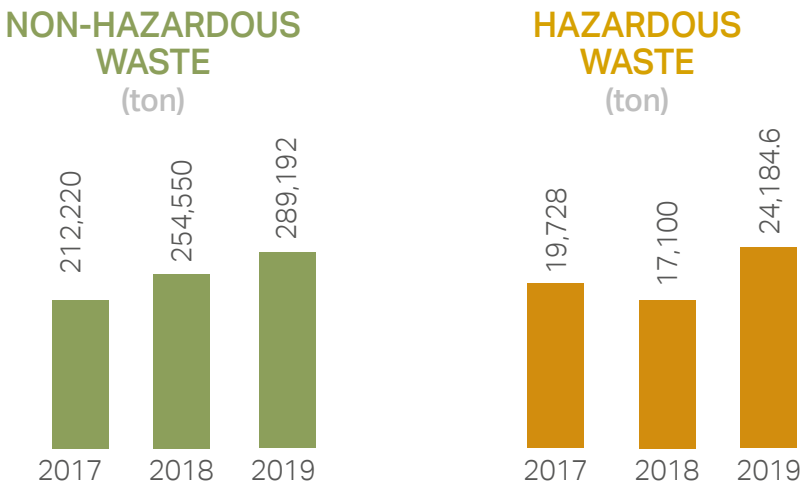
Attaching importance to safe and clean water supply and aiming to use less water each year through the various improvement mechanisms just like in the previous years, PIA organizes energy efficiency trainings on updates and includes its entire employees within this system.



### Waste Management

The underlying processes of waste management are the prevention and reduction activities of waste production and their impacts on the environment and human health, and the collection, transportation, processing, reuse, recycling and final storage of wastes.

Main waste sources at the airport are passengers, stakeholders, operation and employees. PIA classifies the wastes within the airport into hazardous and non-hazardous wastes in accordance with the current legislation. The entire wastes are categorized, stored in appropriate manners, the recyclable wastes are delivered to licensed recycling enterprises and non-recyclable wastes are delivered to the disposal enterprises. Moreover, passengers, third parties and employees are encouraged to contribute to the increase in the amount of waste recycling. PIA ensures the disposal of the wastes generated in accordance with the Waste Management Plan, drawn up for the purpose of minimizing the impact on the environment and the economy and reviewed regularly to ensure the actuality.



## Aviation Security

Security management, designed to prevent accidents and protect people and property, is one of the basic business processes of Pristina Adem Jashari International Airport. PIA considers and regards this basic feature as the top priority among the others. The responsibility to establish and sustain high level security standards lies within the management and personnel of the entire organizational level. PIA undertakes to accomplish the following provisions to achieve this:

- Providing and maintaining an airport security management system that shall be continuously improved by establishing realistic goals and conducting regular reviews on security level.
- Supplying the human and financial resources required to ensure the effective implementation and supervision of security policy.
- Identifying dangers and establishing processes for the purpose of maintaining the risks in PIA operations on the lowest levels possible.
- Providing initial trainings and continuation trainings and providing the best information possible required for the personnel employed by PIA to fulfill their duties.
- Promoting an explicit and transparent security culture in PIA.
- Maintaining intelligible security standards in compliance with to the national statutory obligations, national and international standards and the best practices.

Furthermore, a Security Management System is available and in place in PIA as an integral part of the airport security certification. Security Management System aims to continuously guarantee and improve the operational security. Security Management System covers the responsibility of the entire certification areas and airport operations.

Aviation Security Awareness Training provided to 16 employees in 2019 enabled raising of awareness of SMS principles and increased the number of reports in the system.

### Security Goals

Goals are established by the Aviation Security Board and revised each year based on the results collected from the site. For the purpose of achieving the desired results from the safety goals established by the management, safety performance indicators such as FOD (foreign object damage), number of accidents, number of incidents, number of bird strikes, etc. are available and in place. Aviation Security Awareness Training has been provided to 16 employees in 2019. This training helped to raise awareness of principles of SMS (Security Management System) and increased the number of reports in the system.

### Security Monitoring

Daily security audits have been concluded at the aprons to monitor the compliance of the ground handling services with the security requirements. A total of 224 ramp security controls have been concluded. Controls indicate the satisfactory outcomes of the ground handling services observed.

### Emergency Drills

A full-scale emergency drill has been performed in June 2019. Full-scale Emergency Drill is an exhaustive test. It is designed to assess the operational capability of the Emergency Management System in a challenging environment with real mobilization and deployment to demonstrate the capability of coordination and response. This drill is planned to be performed on a biyearly basis. The drill has revealed that the PIA demonstrates a satisfactory organization to respond to emergencies. Apart from the full-scale Emergency Drill, 27 Emergency Drills (response time, communication, alarm, sectorial and desktop) have been performed both in 2018 and 2019 to monitor whether or not the RFFS (Rescue Fire-Fighting Services) units are readily available to respond to emergencies.

The drills, during these two years, have revealed satisfactory results in organizing the PIA to respond to any potential emergency that may occur at the airport.

**Bird strikes**

Wildlife Management Unit has conducted 4,574 audits in 2018 and 5.208 in 2019 for the presence of birds.

**FOD (Foreign Object Damage) Management**

Foreign Object Damage is managed in accordance with Airspace Maintenance Unit - Airside Foreign Material Damage Cleaning (PIA - PR - AM -07) and this procedure is established by reference to ICAO Annex 14 Volume I Airport Design and Operations.

The procedure is classified into various duties as follows;

- Maintenance and control procedures
- Airside control
- Regular audit/control
- Reporting and daily logs

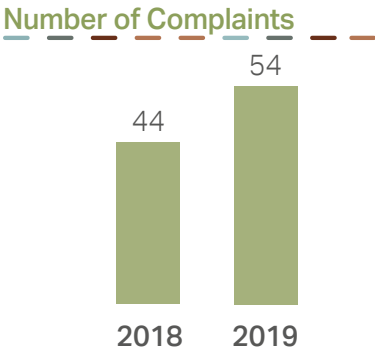
	Foreign Object Damages Corrected	Time Spent
2019	73 items	1,030 minutes
2018	21 items	465 minutes

**Customer Satisfaction**

PIA manages the customer satisfaction in accordance with the ISO 10002:2014 standard.

The objective of the Customer Satisfaction Management System is to enable PIA personnel offering services of highest standards to the requirements of the passengers. The scope of the system is to assess the complaints of customers (airlines, terminal users, restaurants and users of the parking lot) in accordance with the standards and to monitor terminal, car park, restaurant and airspace operations performed within PIA. Increasing the customer satisfaction by identifying and improving the possible service deficiencies of the airport is aimed accordingly.

All sorts of easy access facilitations are available for the entire customers to communicate their complaints and feedbacks. CHS representative is available throughout the administrative period to receive any feedback in personal. Moreover, complaints can also be communicated by means of e-mail, social media, suggestion boxes located at the terminal, phone calls and web page form.







# Social Investments

Since its establishment, PIA has managed to be a part of the society by acting socially responsible as well as its daily operating activities.

The airport has been performing social responsibility activities targeting young people in Kosovo and the region, offering solutions to daily problems and improving the daily lives of the intended population.

Supporting the economic and cultural development with the projects accomplished up until today and creating a sustainable impact, PIA's solid relations established with the third parties, stakeholders and intended population ensure outstanding outcomes and achievements for both the society and the airport.

The objective of PIA is to support the community, create an organizational culture for satisfactory results and reveal and demonstrate that it is not merely a business but also a part of the community in which it operates. Acting with this approach, the company encourages and promotes activities and events in numerous areas as well as social, sports, economic, cultural, environmental domains.

## International Children's Day - June 1, 2018:

On the occasion of the International Children's Day, PIA had the opportunity to organize a contest for the best artistic painting/project in where the all children between the ages of 6 and 11 are entitled to participate in. Children, with the performances of musical bands and entertainment groups, seized the opportunity to demonstrate their creativeness in the exhibition organized in PIA facilities. The event was enlivened with the song and poem performances

of children. Best pictures and other works of art were rewarded while the entire participants were given with various gifts for the purpose of supporting the artistic creativeness of children and motivating them.

## International Children's Day - June 01, 2019:

PIA has organized a public entertainment event for the children. Numerous games and music were included within the event and special entertainment groups engaged in PIA domain were invited.





## 2 Million Passenger Event

PIA has reached 2 million passengers on October 26, 2018.

## Office Paper Recycling Program

Collection of the office paper wastes is aimed by classifying and distributing for appropriate treatment. Recycle awareness and increase of relevant contribution were ensured.

## Energy Efficiency Day - March 5, 2018:

Highlighting the importance of World Energy Efficiency Day is aimed by raising awareness on energy use.

## World Environment Day - June 5, 2018:

World Environment Day was celebrated by green initiatives such as event of cleaning of the surrounding area of the airport and tree planting in the region.

**Earth Day - April 22, 2019:** Activities have been performed to support the preservation of the environment and to encourage activities beneficial for the world, such as the use of solar energy or tree planting, environmental cleaning and recycling.

**World Environment Day -June 05, 2019:** The airport, removing the use of disposable plastic cups and plastic cutlery for the preservation of the environment and a health living, has become a **PLASTIC FREE AIRPORT.**



## World Walking Day - October 15, 2019:

Projects have been accomplished with the involvement of the employees for the purpose of preservation of the environment and emphasizing the fact that walking shall increase the quality of health and life.

## Sponsorships

Kosovo American Education Fund (KAEF), 2019

Pristina Jazz Week Festival, 2019

Municipality of Pristina

Tree Donations, 2019

Flutura Ibrahim, 2019

AmCham Charity Association Bowling Tournament, 2019



## Working Life



Complying with the relevant national and international legal regulations in the region where it operates, PIA generates a substantial size of local employment and regulates its human resources practices to ensure the satisfaction and loyalty of its entire employees. In this context, it works to offer a fair, decent, participatory and healthy working environment supporting the development.

PIA emphasizes on the equality of its entire employees, without any discrimination based on ethnicity, origin, language, religion, race, age, gender, nationality or cultural differences.

Equal treatment and opportunities are ensured for the entire candidates during the recruitment processes in terms of education, knowledge and skills. In consideration of the fact that the Republic of Kosovo is a state hosting a great variety of cultures, Limak Kosovo considers and regards its entire employees equal without any discrimination based on ethnicity, origin, language, religion, race, age, gender, nationality or cultural differences.

Total number of employees in PIA by the end of 2019 is 754. Total number of employees has been increased by 5% comparing to 2018.

Number of new personnel employed in 2019 has reached to 50. Thus, a total of 205 female employees and 549 male employees are employed in PIA as of the end of 2019.

			TOTAL
2018	195	523	718
2019	205	549	754
	27%	73%	

### Average employee age

2018	40	2019	41
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### Employees on maternity leave (female/male)

2018	7	2019	8
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### Employees on parental leave

2018	6	2019	6
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### Employees returning from maternity leave

2018	4	2019	4
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### People with disabilities

2018	1	2019	1
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### Administrative personnel

2018	84	2019	82
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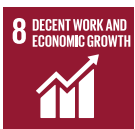
### Operational personnel

2018	634	2019	672
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### Newly-recruited employees

2018	42	2019	50
	21		14
	21		36





LimakASI



Example of Good Practice:  
Limak Airport Services Institute (Limak ASI)

Limak ASI (Limak Airport Services Institute) was established in 2014 within Pristina Adem Jashari International Airport for the purpose of providing support to senior students with outstanding success. Education on airport operations and administration is provided to the university students in the project accomplished under the collaboration of Pristina University, Boğaziçi University Lifelong Learning Center and ENAC-School of Civil Aviation of France and the ones successfully completing the program are offered with internship and employment opportunities. 150 students were graduated until today in the project producing fifth term graduates in 2019. 57 of the students successfully completing the program were employed by PIA.

Trainings

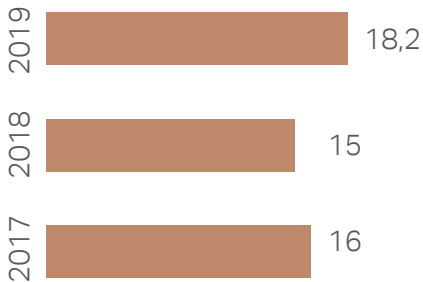
PIA operates through a CAA (Civil Aviation Authority) certified training program that includes requirements for airside personnel.

Planning of the training is managed by the training coordinator and supported with requirements by each director within the scope of the activities.

PIA has established rules for the entire unaccompanied persons working at the airport (aerodrome) facilities, and each of them undergoes the following trainings to obtain corporate identity:

- Training on safety awareness
- Training on ramp safety (for the ones employed at apron)
- Training on use of fire-extinguisher
- First-aid training
- A or M type airside operating permit (for the ones required to operate a vehicle)

Average Training Hours per Employee



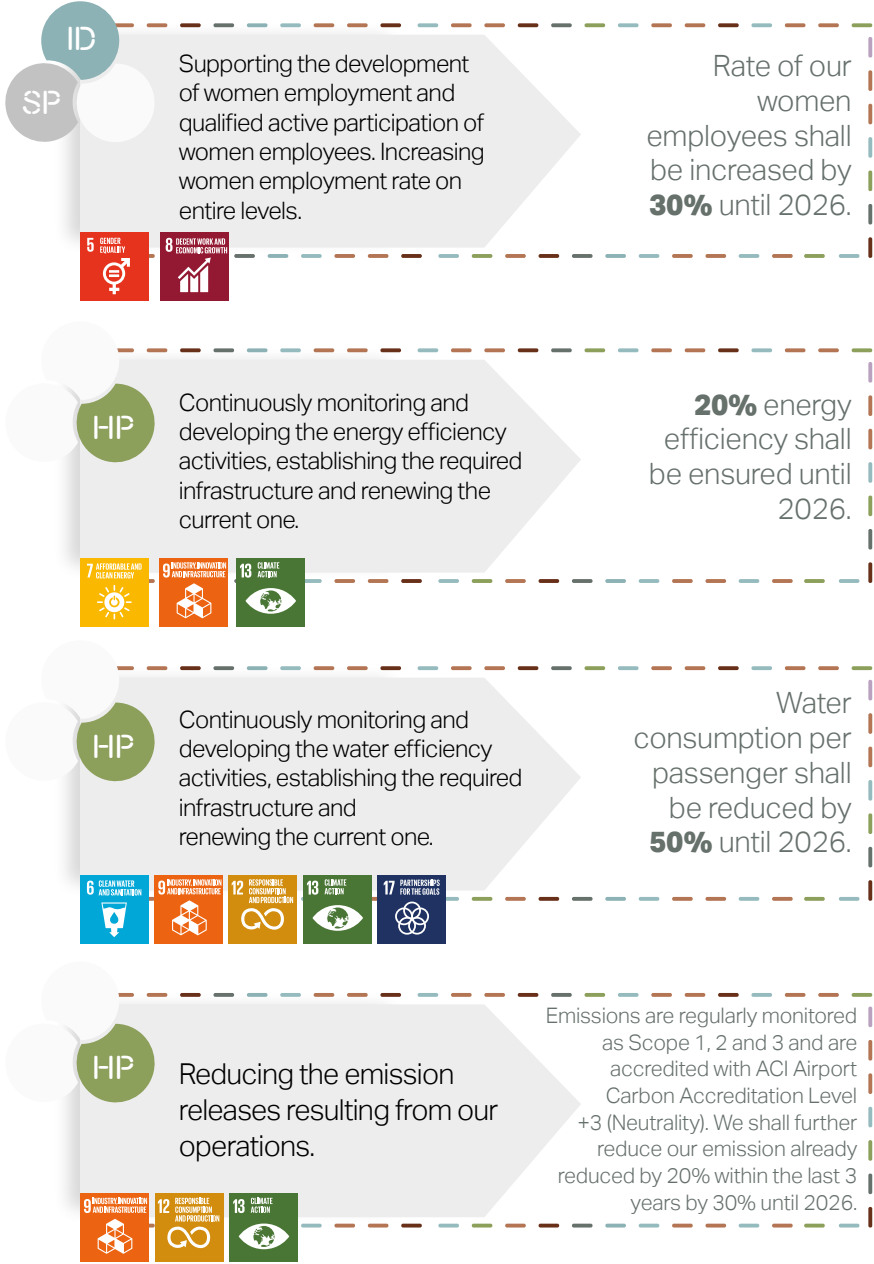
In addition to that, the entire personnel performing operational tasks receive basic SMS (security management system) awareness training.

In addition to the operational trainings, different trainings are provided continuously based on the determined requirement in order to increase the professional capacity of the employees.



# PIA Sustainability Goals

We share 8 of the main goals identified by Limak Group of Companies as mutual goals. Goals of offering support to women employment, energy efficiency, water efficiency and emission reduction activities vary from the mutual goals in accordance with the dynamics of our sector.



## Limak Group of Companies Shared Goals





**1 million TEU**  
container handling  
capacity

**14 container**  
transportation line

**Direct connection**  
to more than 50 ports

**“Green Port”**

The safest port  
in transit vessel trading of  
Mediterranean with  
**120 thousand annual vehicle  
capacity**

Deepwater category port with  
the dock depth of  
**15.5 meters and length of  
920 meters**

Doors of Eastern and Southeastern  
Anatolia and Middle East opening to the  
entire world

# About LimakPort

The investment activities for transformation of Iskenderun Port with the operating rights of 36 years taken over to a modern container port have been initiated in January 2012 and activities have been concluded within 2014.

Iskenderun Port has become a contemporary port offering services in a range from the Middle East to Europe as a result of the investment process lasted for 2.5 years.

The port is one of the most contemporary and largest container terminals in the Eastern Mediterranean, with an annual handling capacity of 1 million TEU and providing 24/7 pilotage and towage services.

LimakPort successfully assumes the duties of being an import and export gate of the Central Anatolia, Mediterranean, Eastern and Southeastern Anatolia Regions. The port has become an important and advantageous port for the industrialists and exporters of a wide region ranging from Konya to Şırnak, from Malatya to Kilis. Moreover, LimakPort, with its location close to border checkpoints of transit trading serves as an advantageous port for the customers performing transit trading of the Middle East particularly Northern Iraq.

LimakPort Iskenderun actively connects to many ports with main and feeder ships, through the lines of Maersk Line, APL, Arkas Line, CMA-CGM, Hapag Lloyd, Sealand, Safmarine, Cosco Shipping, Evergreen, YangMing, Hamburg Süd, Turkon, Medkon, The ONE lines and has transfer connection to the whole world.

LimakPort is among the leading ports of Turkey offering vessel operation and terminal services.

**Vessel Operational Services:** Container unloading/loading, bulk cargo unloading/loading, reefer container service, container anchoring services, general cargo unloading/loading, yacht unloading/loading, ship services (harboring, water, mooring), vehicle services/Ro-Ro.

**Terminal Services:** Internal loading, internal unloading, full detection/inspection, confined area storage services, cross-dock services.

**Railway Connected Terminal Services:** Transportation by railway from LimakPort to organized industrial zones such as Ankara, Adana, Karaman, Konya, Kayseri, Gaziantep, Kahramanmaraş and Northern Iraq region, considered to be a substantial market in transit trade.

Customer-specific transportation solutions and the ability to deliver products in requested transportation models with the existing intermodal transportation and storage module of the port.

**LimakPort aims to maintain both the customer satisfaction and the service continuity at the highest level with its technological infrastructure.**

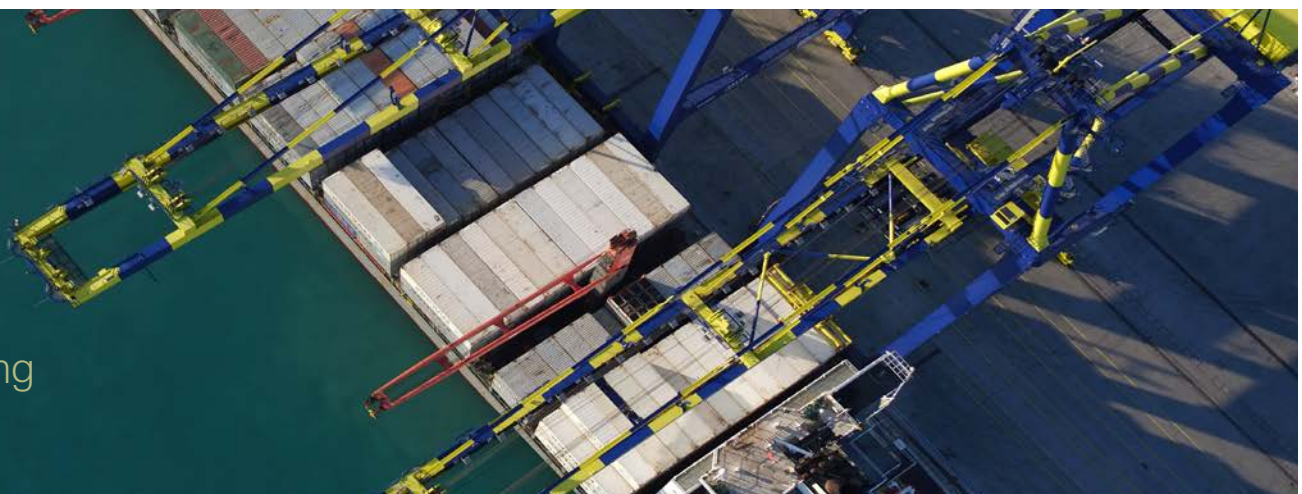
## Technological Infrastructure:

- Container operation tracking on 24/7 basis via web,
- Customer portal for users to track and follow port operations through the system,
- Site DGPS system,
- Network structure providing high security wireless data communication,
- Performance of the entire port operations through the terminal operating system,
- Integrated weighing system with the operational system at the entrance and exit of the port,
- Ensuring the optimum performance of the container operations by using hand-held and vehicle terminals,
- Surveillance of the port on 24/7 basis with 292 CCTV cameras positioned on various spots and with 360° degree rotation ability.



Limakport, through the **"Customer Focused Service"** approach introduced to the Turkish port sector, bears the characteristics of being one of the first ports with the Customer

Services Department established and in place. The company continues to make a difference and shine out with its service quality on each passing day owing this success to the Customer Services team consisting of dynamic, innovative 30 individuals with each acting as experts in their own areas.



LimakPort closely follows current international regulations having an influence on the port activities. In the context of compliance with these regulation, an integrated management system is available and in place consisting of TS EN ISO 9001:2015 Quality Management System, TS EN ISO 14001:2015 Environmental Management System, TS 18001 Occupational Health and Safety Management System. The conclusion of the certification of "ISO 10002:2018 Management System for Handling Customer Satisfaction-Complaints" by the end of 2020 for the purpose of increasing the performance related to the customer satisfaction, which is one of the

top priorities of the port. Combining the port operations, activities and management with the environmental friendly methods and the integration of the sustainable practices with the entire operations are ensured with the "Green Port" certificate. The occupancy rate in existing services increased every year and every quarter, with a growth of 30% in total full DRY container handling in 2019. DRY full container Exports continues to be the choice of the customers with the advantages of container tariff flour offered by LimakPort and it achieved a growth of 38% in 2019 compared to the previous year. Full export handling has been increased by 15% in 2018 and 33% in 2019.

Number of vessel arrivals has been increased by 19% in 2018 and 23% in 2019. Due to the advantages and modern equipment created by LimakPort, just like in container handling, it became a matter of preference by the customers in CFS internal loading and internal unloading operations and CFS operations expanded by 23% in 2019 compared to 2018.

In 2020, new lines are expected to come into service, and existing lines are expected to start new services. Thus, customers in the port hinterland, which has a very strong potential, shall be able to access all parts of the world, using almost all lines.



# Sustainability in LimakPort

## Sustainability Priorities

Sustainability approach and activities are identified based on the subject titles indicated on the high priority area on the prioritization matrices.

According to this, just like in overall Limak Group of Companies, establishing the occupational health and safety practices on higher standards and increasing the diversity and number of the trainings to increase the occupational and personal qualifications of the employees are the major focal points.

Priorities of the environmental approach is the effective waste management, energy management, clean sea and preservation of the biodiversity. Reducing the emission impact of the operations of LimakPort and all sorts of services provided and adopting a zero waste mentality and approach as well as energy efficiency are among the issues of utmost importance for stakeholders.

In accordance with the priorities, the following principles are indispensable for LimakPort: Rendering LimakPort as a pioneering global Turkish port in the service sector, technology and quality, with the awareness of its responsibilities towards the

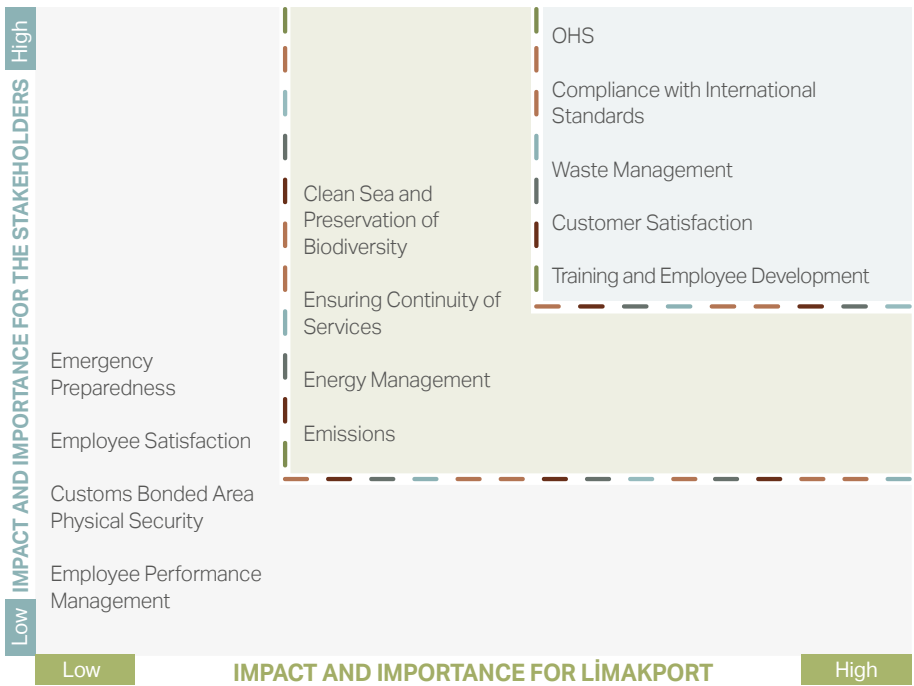
environment, society, customers and employees;

- Ensuring the internal and external customer satisfaction with the involvement of employees with the awareness raised by providing the leadership, effective management, communication and training equipment, and ensuring the continuity thereof by fulfilling customer requirements and expectations,

- Minimizing the exposure to occupational accidents and establishing safe working environments,

- Minimizing the risks that may result in the occupational diseases, injuries and occupational accidents with material damage, ensuring customer satisfaction and contributing to the happiness of the society by providing services in accordance with national and international regulations and legal regulations on environment, occupational health and safety issues,

- In line with the increasing working potential, rendering the working conditions healthy and safe, creating an environment in where employees



can work happier through the employee satisfaction surveys,

- Ensuring the continuity of Quality, Environment, Occupational Health and Safety Management Systems,

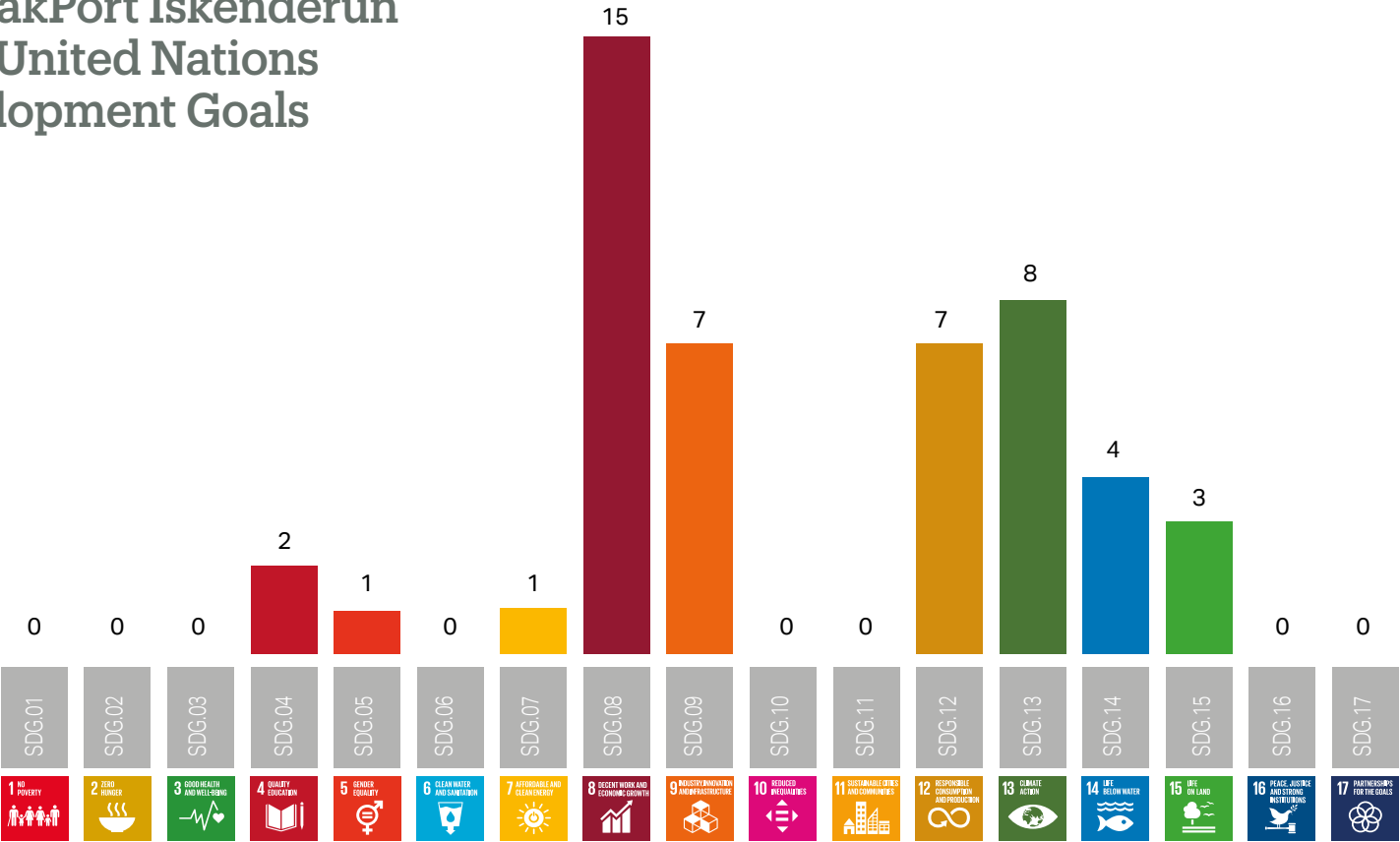
- Reducing the potential risks and waste at its source, sharing with employees, customers, suppliers and society things performed to reuse or recycle the wastes generated, protecting the world and our environment,

- Acting as a team working together for the elimination and correction of the negativities and sharing the success,

- Supporting the employees and subcontractors by providing trainings in order to enhance the competitiveness and profitability,

- Giving the technical and operational structure of the port prominence within the Turkish maritime sector are the main duties and responsibilities of LimakPort directors and employees. Taking precautions and measures and sustainable development to hand down natural riches to future generations is the indispensable principle of LimakPort.

# Alignment of LimakPort İskenderun Projects with the United Nations Sustainable Development Goals



Projects accomplished by Limak Group of Companies within the last 4 years are associated with the United Nations Sustainable Development Goals in the report for “For a Better World Walk the Talk”. According to this, it has been revealed and acknowledged that LimakPort İskenderun projects have been focused on the goals of **Decent Work and Economic Growth**, **Climate Action**, **Responsible Consumption, Production** and **Industry, Innovation and Infrastructure**.

# Sustainability Activities

## Environmental Management

LimakPort, performing the entire environmental activities and operations in a way to fulfill the requirements of Equator Principles, ISO 14001 Environmental Management System and Green Port Project, establishes its goals having an impact on the environmental performance annually.

Direct energy consumption, emissions, imissions, waste water, (hazardous/non-hazardous) wastes are monitored on a regular basis. Control of quality of sea, soil and groundwater, pollution load control and follow-up of vessel operations are performed in accordance with the LimakPort standards.

In addition to the environmental indicators followed on a regular basis, environmental goals in 6 topics are available and in place. LimakPort environmental goals are as follows:

- 1

**Reducing the hazardous waste generation**

An effective waste management system was established, and it was aimed to reduce the waste at its source, and by using absorbents with high absorption capacity to reduce the amount of waste, approximately 70% reduction in hazardous waste generation and approximately 60% reduction in the total amount of hazardous waste have been achieved accordingly.
- 2

**Reducing diesel fuel consumption**

Activities have been performed for reducing the consumption of diesel fuel and increasing the use of electric powered cranes and those are stated in the following section in detail.
- 3

**Keeping the environmental awareness of the employees updated and ongoing** (by training sessions and drills)

### Green Port

The Green Port is the integration of the development and operations of the port facility as a result of embracing the entire operation employees and stakeholders, based on the voluntary action and aimed at increasing the awareness towards the sustainable environment.

Preservation of the nature, minimizing the pollution to the lowest levels possible, increasing the use of renewable energy and recycled materials and decreasing

the adverse impacts on the port and surrounding area are aimed with the Green Port Certificate. Furthermore, the performance indicators include preservation of the ecosystem and marine environment, reducing the emission values in air, ensuring the energy efficiency, ensuring the cleaning of the port and coastal waters, cleaning the seabed, ensuring the collaborations with stakeholders as well as the design and management practices and accomplishment of operations.



### Environmental Trainings

	2018	2019
Training hours (Person. Hour)	277	3,542



### Drills

YEAR	SUBJECT	NUMBER
2018	Emergency Response to Marine Pollution of Oil and Other Hazardous Substances	2
	Response and Emergency Response to Land Spills	2
2019	Emergency Response to Marine Pollution of Oil and Other Hazardous Substances	2
	Response and Emergency Response to Land Spills	2

#### 4 Reducing the time for initiation of waste collection from vessels

Time for Initiation of Waste Collection from Vessels by Years (minutes)



#### 5 Reducing the time of intervention to land spills

Average Response Time by Year (minutes)



#### 6 Reducing the time of intervention to sea spills

“Environmental Protection Cleaning Teams” and “Emergency Response Service” are available at the port for preventing and responding to all sorts of environmental accidents and pollution in the port.

**Environmental Protection and Cleaning Teams:** Cleaning teams are available at the port site on 24/7 basis due to the sensitivity and dedication of LimakPort exercised for the environment. Thus, the environmental pollution is immediately intervened and the occupational safety risks caused by pollution are reduced and diminished accordingly. Moreover, environmental protection teams take the required precautions and performs the required intervention against all sorts of possible environmental accidents at the port side.

**Emergency Response Service:** An emergency response boat is available at the port on 24/7 basis for the intervention to possible sea pollutions and contaminations.

LimakPort strives to raise environmental awareness not only of its employees but also for the entire stakeholders.

Trainings on environmental rules required to be complied with and overall environmental awareness are provided to the vessel brokers. One-to-one works with vessel brokers are performed for the collection of wastes from ships, and providing information on the vessel waste tracking system and waste collection processes from ships.

Involvement and participation of stakeholders such as neighboring facilities, Customs Directorate, Provincial Directorate of Environment and Urbanization are ensured to the environmental drills conducted and awareness on the environmental issues and particularly the response to sea spills has been raised.





Energy Management

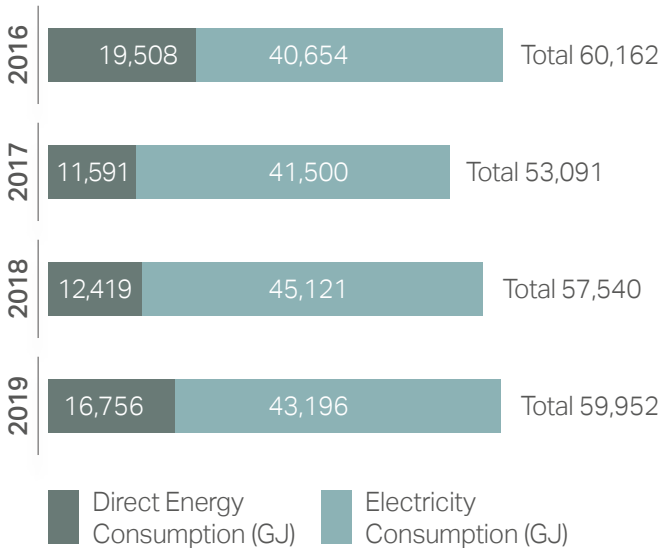
- Periodical maintenances of the entire equipment have been performed regularly and on time and thus, increase of fuel consumption of equipment operated by fuel in particular is avoided.
- The maintenance of VRF heating and cooling systems employed in the administrative buildings, as well as the heating and cooling systems utilized in equipment, are performed regularly and on time by the personnel working in the port.
- An independent line was installed from the local energy distribution center to the port in order to fulfill the energy requirements of the port area, thus the exposure to local power outages was almost eliminated entirely. Operation of generators powered by fuel has been minimized.
- Led-type fittings are preferred in the structures built on the port site.
- Use of led-type fittings is planned in the upcoming years instead of sodium-vapor outdoor fittings started to be used during the investment period for the lighting of the entire outdoor site.
- Zero Clients lead to quite ambiance with low electricity consumption. A standard and stock PC is between 150W and 200W and this rate is between an average of 5W and 7W with Zero Clients.

Increasing the rate of utilization of electric-powered cranes:

LimakPort works to reduce the use of vehicles operated by diesel-fuel. Reducing the number of movements per container, performance of the entire works that can be done with the electric-powered cranes without the use of diesel-powered cranes is aimed accordingly.

- 2 Liebherr mobile cranes are powered by electricity instead of fuel, and subcontractors are encouraged to practice due diligence to utilize the entire similar equipment they own from electrically powered equipment.
- Container cranes can be operated with electricity and have been ordered as having regenerative features, generating energy during unloading, and the generated energy is used in other sections of the site.

ENERGY CONSUMPTION



MACHINE-BASED ENERGY CONSUMPTION (TONS/KW)



Waste Management

60%

Reduction in amount of hazardous wastes in the recent year

48%

Reduction in amount of hazardous wastes per ton in the recent year

Example of Good Practice:  
Digital Transformation Project

Documents used as print-outs within the port processes were transferred to the digital environment by the infrastructure established and a paper saving of approximately 100,000 pages is ensured annually. Transformation activities are currently ongoing and less amounts of paper practically possible are used.

Environmental Practices

**Waste Reception Facility:** The biggest Waste Reception Facility of the region equipped with cutting-edge technology has been built and fulfillment of the requirements of the region in this regard is aimed accordingly.

**Mine Stock Waste Water Treatment:** LimakPort covered the impermeable floor of 10.000 m<sup>2</sup> with wind screens against dust in order to warehouse its Mine ores. Measures are taken by spring system. Before the wastewater treatment plant was built, the rainwater falling in this area was carrying the ore dust to the sea. LimakPort takes the entire precautions and measures not to cause any contamination and pollution in accordance with its environmentalist perspective. In this context, waste water treatment was built and commissioned to avoid the pollution created by the said rainwater.

**Deodorization System:** Port authority exercised due diligence and acted responsibly to prevent the foul odor resulting from the cattleships from disturbing the environment and the required precautions and measures are taken to perform the unloading operations swiftly upon the arrival of the cattleships and ensuring the dispatches of the road vehicles as soon as possible and prevention of flies and pests.

Such measures include the following;

- In order to ensure rapid unloading of live animals, a special multi-channel Animal Discharge Platform has been established where 3 vehicles can approach at the same time.
- In case of any disruptions and interruptions to occur on the Animal Discharge Platform, a backup platform is available and ready for service to prevent the interruption of the discharge process.
- Weighing systems are improved and the weighing process is ensured to be performed quickly in order to avoid any standby of the vehicles loaded.
- The Veterinary Border Checkpoint Management, which is located at the port, actively is on duty and all sorts of support is provided by the port management in order to expedite the procedures.
- Disinfection facility is established for the vehicles where the live animals are to be loaded and the entire vehicles are disinfected under the supervision of the veterinary physician prior to the loading process.
- Although the port area is regularly applied with pesticides against flies and pests every 15 days, the entire operation area is applied with pesticides every time the cattleship arrives.

## Occupational Health and Safety

As a result of the EHS practices and trainings performed in LimakPort, accident frequency rate within the last two years has been drastically reduced by **38%.**

LimakPort performs its activities and operations on occupational health and safety under the OHS, Fire and Workplace Medical Unit supervised by the Directorate of Occupational Health and Safety. Regulations, communiques and national and international standards particularly the EHS Law are taken into consideration during the performance and execution of EHS operations, and in this context, Performance goals for Occupational Health and Safety are established.

Occupational Health and Safety rules are the integral part of the business manners and mentality. The entire equipment utilized in the port are selected in accordance with TSE and EN standards, periodical controls are performed by the accredited organization. Non-conforming equipment identified as a result of the periodical controls is left out-of-service. The work area is secured prior to the operations and the required personal protective equipment controls are performed and then the operations are initiated.

Fall arrester setting an example for other ports are utilized for the works at height which is inevitable for pipe loading processes. Apart from that, platforms for working at heights and tent bearing platforms are some of the safe working methods at height.

All work accidents with and without loss of days are recorded. Upon the occurrence of the accident, the entire middle and upper-level directors are informed about the accident and corrective actions are then initiated by conducting an on-site examination. Root-cause analysis is performed and the non-conformities are eliminated accordingly.

Occupational Health and Safety Board is consisting of the general manager, employee representatives, OHS specialist, occupational physician, department directors, subemployer representatives and the chairman of the board is in the position of the general manager. Occupational accident statistics are reviewed in detail in the board meetings held bimonthly and the improvement proposals are developed. Non-conformities identified on the site are brought to the agenda with continuous audits and preventive approaches are taken. Emergencies, dangerous situations and behaviors are negotiated. Issues written on the minutes of the meeting are deemed to be resolutions. Acting proactively in issues such as health and safety related to the in-port dynamics that may have adverse impact on the working environment in the operations performed and the culture of taking measures without taking any risks of each LimakPort employee is the fundamental principle of LimakPort.

In this context;

- The entire stages of deodorizing works resulting from the cattleships,
- Processes of applying pesticides against flies and pests at the entire areas within the port site on a periodical basis,

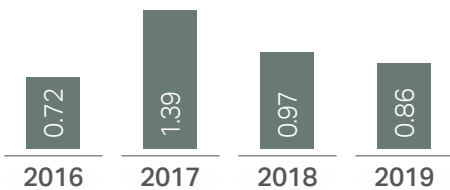
### Employees and an Occupational Safety Team consisting of 15 person are available 24/7 at LimakPort Iskenderun

Class A of Occupational Safety Specialist	1 persons
Class B of Occupational Safety Specialist	2 persons
Class C of Occupational Safety Specialist	4 persons
Technical Safety	4 persons
Fire Safety	3 persons
Health Officer	1 person

- Activities for struggling against all sorts of epidemics and contagious diseases by Occupational Medical Unit,
- Regulation and following of in-port traffic practices,
- Regular drills, particularly on fire and other emergencies, performance of each loading under the control of the fire team by taking the required measures and precautions in terms of fire,
- The implementation of the legislative requirements regarding the Safe Handling of Hazardous Substances on the site is monitored and followed-up and environmental risks resulting from the hazardous materials are also reduced.



### Accident Frequency Ratio



### Average OHS Trainings per Employee

	Average hours	person.hour
2016	20	1,456
2017	41	7,077
2018	30.5	12,202
2019	24.5	13,841

## Working Life







The entire processes related to human resources are executed by the Directorate of Human Resources. LimakPort follows the entire actual regulations in the working life by adopting the principle of being respectful to the entire organizations and rules related to the working life. The entire processes ranging from recruitment to regulation of the working life and termination of employment are performed in accordance with the Labor Law.

Newly recruited technical personnel shall be included within the technical orientation program. The personnel successfully completing the written and oral examinations at the end of the program shall conclude the personnel orientation program. The entire tally clerks and operators employed at the site are ensured to be prepared for the vocational qualification examinations and have a certificate issued by Vocational Qualification Authority in accordance with the statutory obligations.

The performance of LimakPort employees is assessed at the end of the year by measuring the goals established at the beginning of the year. The working environment of the employees, their relations with the supervisors and the outcomes of the evaluations with respect to issues such as dining hall and shuttle service are analyzed by the Employee Satisfaction Surveys conducted each year and the relevant improvements are performed accordingly. The outcome of the employee satisfaction for the year 2019 is 4.23 on a scale of 5.

There are 410 employees at LimakPort by the end of year 2019. 63% of the employees are blue-collar and 37% are white-collar.

### NUMBER OF EMPLOYEES BY YEARS

	Blue Collar		White Collar		Total		Total Employees
							
2016	0	157	14	81	14	238	252
2017	2	194	22	91	24	285	309
2018	3	219	26	101	29	320	349
2019	3	257	33	117	36	374	410

Social events such as iftar dinner (fast-breaking meal), Women’s Day event, April 23 spring festival, New Year’s Eve dinner, football, table tennis tournaments are organized by Human Resources on an annual basis.



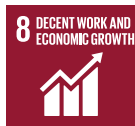
### TRAININGS

LimakPort emphasizes on training for the purpose of developing and improving the skills of the employees. The company organizes vocational and personal development trainings within the training budget of the departments throughout the year within the scope of the training and development plan prepared in accordance with the employee performance evaluation outcomes. These trainings are provided by means of LimakPort in-house instructors or outsourced instructors.

#### Training Hours

	Total hour	Total individuals.Hour
2016	307	4,943
2017	482	19,846
2018	766	30,280
2019	1,188	59,617,5





### LİMAKPORT ACADEMY EXECUTIVE DEVELOPMENT PROGRAM

LimakPort Academy, with the preparations initiated in 2018 in order to increase the knowledge and skills of the employees, to inspire them by improving their management and leadership qualities, contribute to the corporate vision by increasing their sense of belongingness and motivation commenced its operations and activities actively as of 2019.

Acting with the motto "My Company is My Future", the academy initiated its activities and activities in April 2019 with the Executive Development Academy for the supervisors.

The first period of the program, which is planned to last for two years, continues in a pleasant and productive way with personal development trainings, book interviews, debates, experience hand-downs from executives and social activities after each training.



Effective Communication and Body Language Training



Ego States and Personality Profiles in Human Behaviour

### Customer Satisfaction

**The goal is:** The conclusion of certification of "ISO 10002:2018 Management System for Handling Customer Satisfaction-Complaints" by the end of 2020.

One of the first ports with the Customer Services Department established in the port sector of Turkey, LimakPort continues its activities and operations to respond to the requirements and expectations of this customers in the most expeditious way with its identity of solution partner by offering high quality services.

LimakPort executes the following works and activities to enhance and bolster the port experiences of its customers:

- Customer Satisfaction Survey
- One-to-one Meetings
- Customer Visits
- Customers' Feedbacks Via Web Site

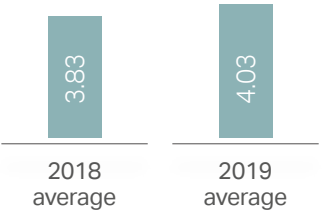
Feedbacks are provided to customers through phone calls, in written and one-to-one communications. Situations that require action are managed until the problem is resolved. The entire customer feedbacks are recorded and assigned to the relevant parties and executed with development and result reports. Improvements performed on the operational processes, new services developed for years and effective management of Customer

Relations positively contribute for the provision of a sustainable customer satisfaction. Some of the Innovative LimakPort practices are as follows:

- Web-based system developments are performed for customers to be able to run their processes on the Internet.
- Customers are allowed to file their service requests and calculate their costs via the web and the mobile application.
- Operational statuses of the service requests can be instantly monitored on the web.
- It is ensured within the scope of digital transformation activities that the documents are digitized and the approval mechanisms are executed digitally.

Customer Satisfaction Surveys have been conducted with 368 customers in 2019. The satisfaction of the customers (satisfaction on the port services, communication with employees, etc.) is assessed (on a scale of 5) by 17 different criteria in various aspects. Overall average satisfaction which was previously 3.83 in 2018 has reached to 4.03 in 2019.

#### CUSTOMER SATISFACTION



## Social Investments

### Development of Logistics Sector in the Region and Contribution to Employment

As a result of increasing the capacity of LimakPort by transforming it into a container port, the export costs of the industrial enterprises in the region have decreased and thus, their competitiveness in the international market has increased accordingly. Thus, this has resulted in a growth within the region. Providing various satisfactory and positive development in the hinterland of Iskenderun Port with the investments done in economic and settlement terms, LimakPort provides employment opportunities in various sectors such as agency services, customs services and logistics services considered to be the requirements of port administration as well as the employment of 1.000 individuals.



### Iskenderun Basketball Team Consisting of Players with Disabilities

One of the oldest sports club of Turkey, Iskenderun Basketball Team consisting of players with disabilities has been sponsored by LimakPort since 2013. The team achieved a great success and promoted to Premier League. In 2013-2014 season, Iskenderun Basketball Team Consisting of Players with Disabilities promoted to Super League completing the season as champion continues its success in Super League.

### Regional Procurement

Conclusion of sustainable agreements with business partners on material and service provision and procurement is among the priorities of LimakPort. Performing the majority of the procurement of operational materials and services through the local suppliers and thus, contributing the regional economy, LimakPort has accomplished the provision of service and materials by contacting with around 130 suppliers from 45 different sectors within the province of Hatay in 2019. Material and service procurement performed regionally has a major share within the total procurement expenditures. Hatay is among the 3 other provinces with the highest procurement figures. It is aimed to increase the regional procurement rate to further contribute to the regional economy.



# LimakPort Sustainability Goals

We share 8 of the main goals identified by Limak Group of Companies as mutual goals. Goals of offering support to women employment, energy efficiency, water efficiency and emission reduction activities vary from the mutual goals in accordance with the dynamics of our sector.

ID  
SP

Supporting the development of women employment and qualified active participation of women employees. Increasing women employment rate on entire levels.

Rate of our women employees shall be increased by **40%** until 2026.

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

HP

Continuously monitoring and developing the energy efficiency activities, establishing the required infrastructure and renewing the current one.

**28%** energy efficiency shall be ensured until 2026.

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

HP

Continuously monitoring and developing the water efficiency activities, establishing the required infrastructure and renewing the current one.

Projects with multi stakeholders related to the preservation of water shall be developed.

6 CLEAN WATER AND SANITATION

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

HP

Reducing the emission releases resulting from our operations.

**30%** reduction in emissions shall be aimed until 2026.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

## Limak Group of Companies Shared Goals

ID  
SP  
HP

Carrying out activities with the aim to develop a sustainability conception in all sectors and supporting the existing activities.

All of our companies shall support efforts to improve sustainability with at least one project each year.

4 QUALITY MANAGEMENT

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

17 PARTNERSHIPS FOR THE GOALS

HP

Increasing the use of renewable energy sources (RES) in energy consumption.

Our group shall increase the use of RES in total energy consumption to at least **30%** by 2030.

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

HP

Developing applications, systems for reducing waste generation and to perform awareness raising activities for consumption reduction.

By 2026, "Zero Waste" works shall be completed in all our companies.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

ID  
SP

Transfer of ethical principles and rules to the entire value chain in all our companies, including suppliers.

It shall be transferred to our entire value chain until 2023.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 AFFORDABLE AND CLEAN ENERGY

17 PARTNERSHIPS FOR THE GOALS

ID

Creation of feedback management systems for external stakeholders and regular monitoring and reporting.

Until 2023, our feedback mechanisms shall be updated in all sectors and the participation of all our external stakeholders shall be ensured.

8 DECENT WORK AND ECONOMIC GROWTH

16 GOVERNANCE

ID  
SP  
HP

Ensuring a sustainability perspective across all our suppliers.

Training of all our suppliers shall be completed until 2026.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

16 GOVERNANCE

17 PARTNERSHIPS FOR THE GOALS

SP

Developing and implementing the practices that shall enable improvement in the field of occupational health and safety and to follow the international performance criteria in this field.

In all our companies, "Zero Accident" is aimed by ensuring international standards.

4 QUALITY MANAGEMENT

8 DECENT WORK AND ECONOMIC GROWTH

ID  
SP

Monitoring and increasing employee satisfaction on a regular basis.

We aim to have at least **80%** of our employee satisfaction every year.

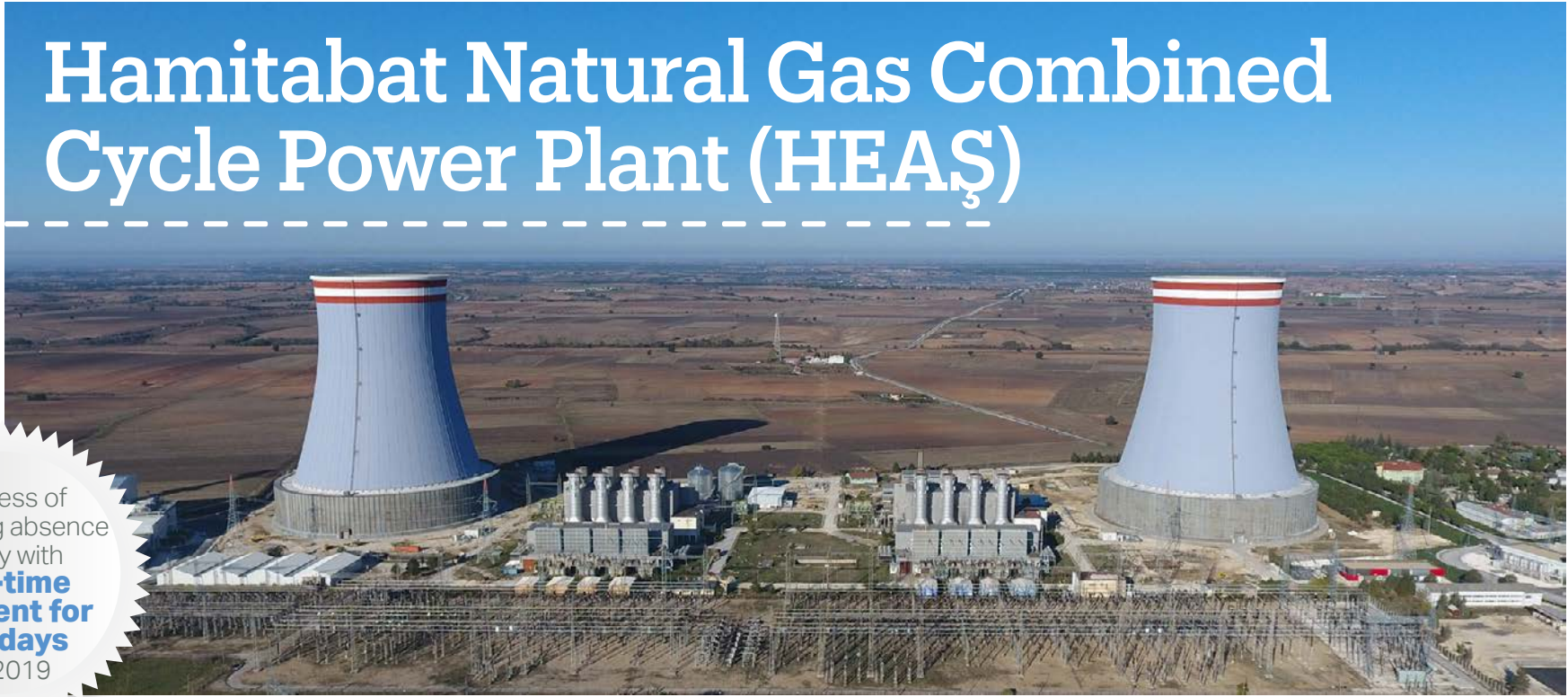
4 QUALITY MANAGEMENT

8 DECENT WORK AND ECONOMIC GROWTH



# Hamitabat Natural Gas Combined Cycle Power Plant (HEAŞ)

Success of  
achieving absence  
of day with  
**lost-time  
accident for  
365 days**  
for 2019



Ratio to Turkey's Installed  
capacity is approx  
**1.5%**

**Installed power  
capacity of  
1.220 MWh**

Turkey's first natural gas  
combined cycle power  
plant

Approximately  
**1.9 million capacity**  
to meet household electricity  
requirement  
(according to the amount of production in 2019)

**63% of employees**  
are local



## About HEAŞ

Acting with the title of Turkey's first natural gas combined cycle power plant operating since 1986, continued to be a model and exemplary of Kırklareli, HEAŞ was assigned to Limak Group of Companies in 2013 through share assignment sales by tender and privatization. GAMA Power Systems Engineering and Contracting Inc., serves as a pioneer in the establishment of energy facilities within the scope of its renovation works, was selected and appointed as the contractor company on May 15, 2014. Environmental Impact Assessment report was approved in July 2014. Contract negotiations have been concluded and the turnkey project contract was signed on August 15, 2014, and subsequently engineering works have been initiated. As of March 31, 2015, with an investment of 520 million Euro with the French associate, the

Renewal Project has been initiated for the installation of the most efficient technology in the world considering the conditions during the investment period.

The project designing of the new power plant has been concluded to fulfill the requirements of the local legislation and international standards.

Started to contribute to the power supply upon the completion of the renewal project within 2017 with its installed capacity of 1,156 MW, HEAŞ puts in an appearance among the

distinguished power plants of both Turkey and Europe within the scope of duration of construction, efficiency and fulfillment of the environmental standards with this investment. Serving as an assurance for power supply in the Marmara Region with its strategic location and high reliability and availability, the power plant increased its installed power to 1220 MW in 2018. The production amount in 2019 was achieved as 2.908 billion kWh.

The main goal of HEAŞ is to sustain its existence within Turkey's energy market with high efficiency and environmental awareness in the upcoming years. The power plant shall continue to be a substantial symbol of Kırklareli by supporting the economic and social development of the surrounding provinces and districts.

### HEAŞ 1220 MW RENEWAL PROJECT

Human and environmental health has always been the priority of HEAŞ in the selection of the entire technologies applied in the construction and operation stages of the renovation project, which was initiated to establish one of the most efficient and environmentally friendly power plants in the world:

- Upon the completion of the renovation works, Siemens SGT5-8000H turbines, granted with the Industry Innovation Award, consumes approximately **one-third less fuel per unit electrical energy** compared to conventional turbines used worldwide.

- The total combined cycle efficiency to be achieved in the power plant has reached **61%** with the new generation gas turbines utilized.

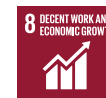
- **It is among the power plants in the world with the lowest flue gas emissions**, owing this to its technology and design.

- Thanks to this high efficiency level, less natural gas shall be incinerated and **natural gas import of 250 million dollars** shall be prevented on an annual basis.

- No impact on the water resources is available as dry-type cooling system is utilized.

- Thanks to the advanced technology water recovery system, **200 thousand tons of water** waste is prevented on an annual basis.

- **Minimum chemical** utilization shall be feasible with the renewal of the water treatment unit.



# Sustainability in HEAŞ

## Sustainability Priorities

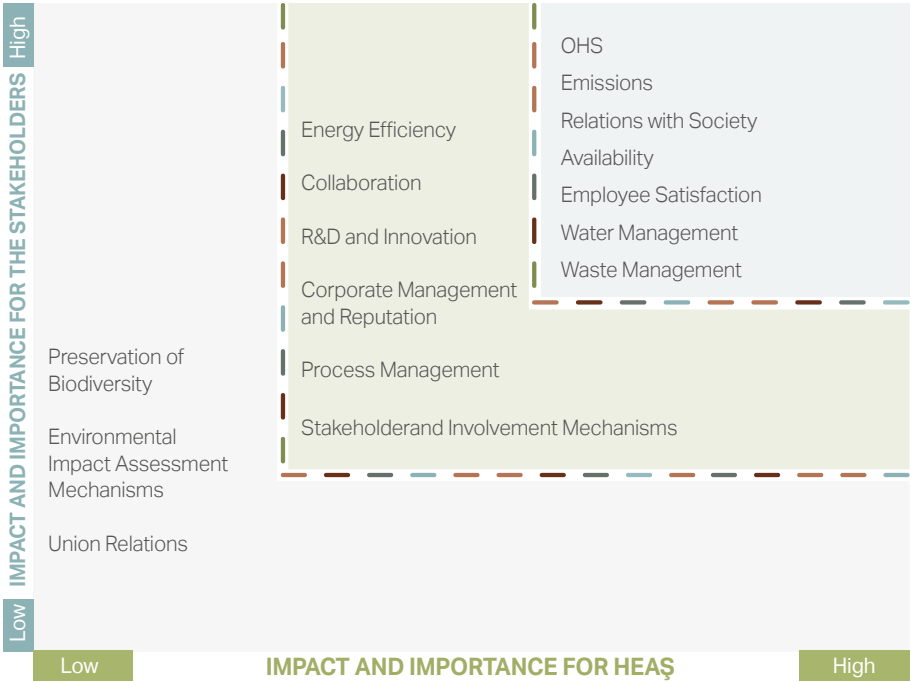
HEAŞ regularly monitors the opinions of internal and external stakeholders and places emphasis on entire developments related to its field of activity and the changes experienced with its stakeholders.

Updating the sustainability map by means of workshops conducted with the sustainability team and senior management along with the sustainability survey conducted biyearly, HEAŞ adopts its sustainability priorities as follows:

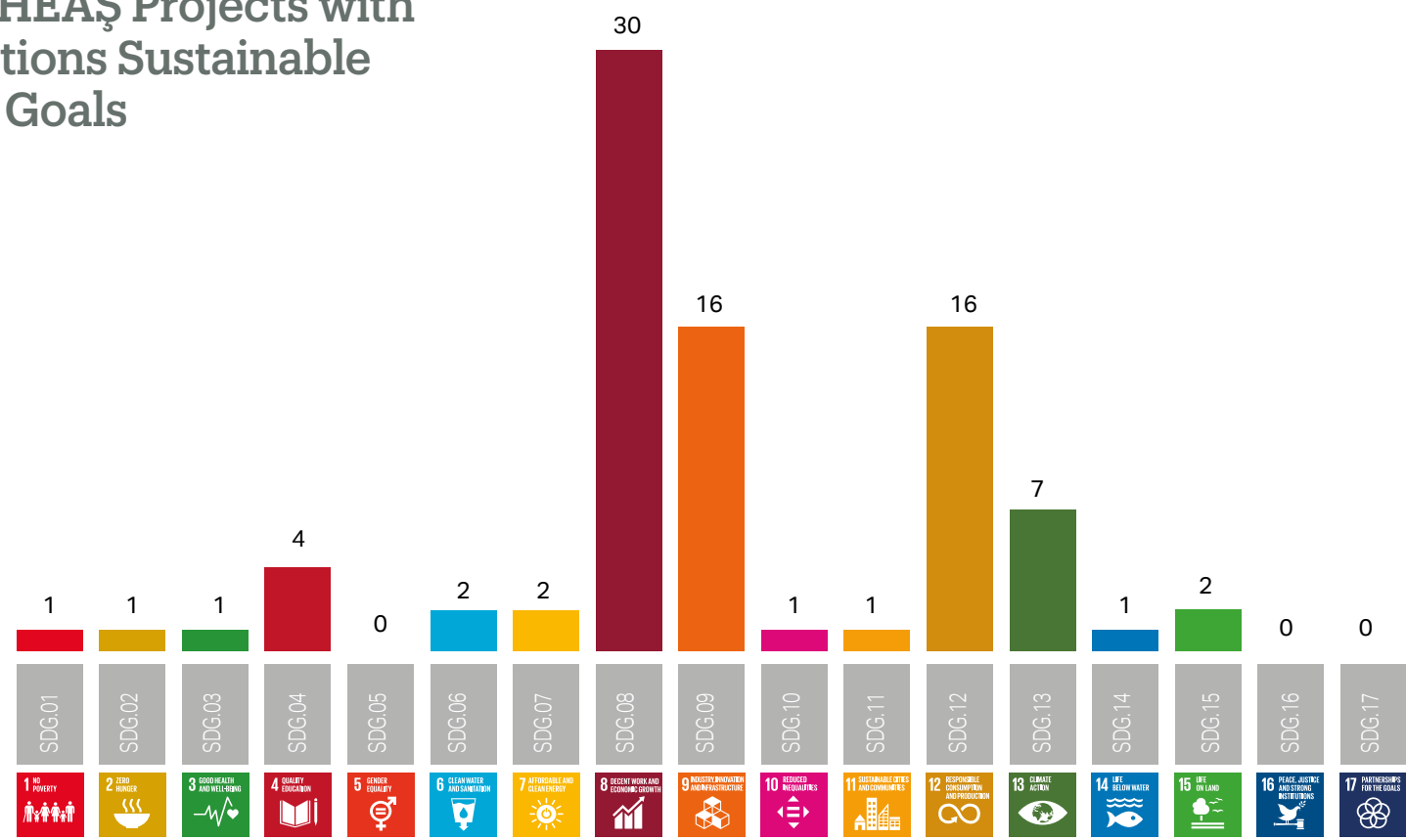
- Occupational health and safety
- Efficiency and availability in production
- Reducing the environmental impacts (energy, emission, water and waste management)
- Relations with the society
- Employee loyalty and satisfaction.

Just like in every other Limak companies, maintaining the

highest standards in terms of occupational Health and Safety is of top priority in HEAŞ. HEAŞ focuses on efficiency in power generation, both with renewal projects and the use of technology. The power plant manages the water, air, greenhouse gas and noise emissions that occur at every stage of its activities in a transparent manner, minimizing the waste, encouraging recycling activities and social impacts with the involvement of its stakeholders. Trying to raise economic, social and environmental awareness of the local community, civil society organizations and the entire stakeholders that can be affected by the operations thereof, HEAŞ regularly monitors and follows up loyalty and satisfaction of the employees by acting with the awareness of importance of those matters in both the economic and social performances of its employees.



## Alignment of HEAŞ Projects with the United Nations Sustainable Development Goals



Projects accomplished by Limak Group of Companies within the last 4 years are associated with the United Nations Sustainable Development Goals in the report for “For a Better World Walk the Talk”. According to this, it has been revealed and acknowledged that HEAŞ projects have been focused on the goals of **Decent Work and Economic Growth**, **Responsible Consumption and Production**, **Industry, Innovation and Infrastructure** and **Climate Action**.

# Sustainability Activities

## Environmental Management

Acting with the principle of “fulfilling today’s requirements without jeopardizing the capacity to fulfill the requirements of the future generations” in its entire operations and activities, HEAŞ follows and applies a balanced and environmental-friendly growth strategy.

HEAŞ focuses on issued of ecological sustainability, environment and climate protection and preservation.

Respect for the environment and human beings is an integral part of its activities and operations for HEAŞ, exercising due diligence regarding its commitments to environmental protection as much as its commitments to profitability. The company aims to create minimum environmental impact and perform management by complying with the entire legislation, regulation and technical standards related to the environment. In this context, during the process of establishment of the environmental impact management mechanism, the Environmental

Management System has been established to fulfill the requirements and expectations of employees, subcontractors, stakeholders and the entire related parties, fulfilling the local and international legal requirements and aiming at the continuous improvement of environmental performance.

HEAŞ, encouraging the continuous improvement, ensures the periodical review of the compliance with the environmental requirements in its operations, reducing the risks by observing the feasible opportunities in technical and economic terms, reducing the potential negative environmental impacts and analyzing these entire opportunities for developing the environmental applications and practices. The company monitors the effectiveness of the measures taken in order to manage the environmental impacts in the best way with proactive methods applied by organizing regional internal audits in a manner that the entire parties from different departments shall convene with special working groups established within this scope.

Special environmental management procedures specific to HEAŞ have been established for the purpose of creating minimum environmental impact in the site works and defining and following control measures in satisfactory standards. Procedures have been established by taking

the IFC (International Finance Company) and Equator Principles as references to comply with the good environmental standards and practices regulated for the fulfillment of the located legal requirements. The following indicators are monitored and followed within the scope of the sustainability activities and environmental performance.

- Energy consumption and production
- Waste generation amounts based on waste types
- Waste water generation
- Greenhouse gas emission data

### Energy Management

Acting with the awareness of the importance of utilization of energy efficiently as a power plant generating power, the foundations of energy efficiency transformation of HEAŞ was said in 2015. Power generation plant has performed the installation of the new combined cycle block with the efficiency level of 61%. HEAŞ has concluded a long-term maintenance agreement with the manufacturer of the main power generation equipment for the purpose of ensuring its efficiency in design criteria. In this context, a gain of 3 TL per unit cost of power generation is achieved in the Unit 10 combined cycle block after the maintenance performed on the waste heat boiler and gas turbine in the year 2019.



Activities have been performed by HEAŞ to ensure the infrastructure and organization within the scope of establishment of the energy management system in 2019. The objective of this endeavor to continue in the year 2020 is to guarantee the efficiency of HEAŞ, among the most efficient power plants of Turkey and to ensure the sustainability of the efficiency.

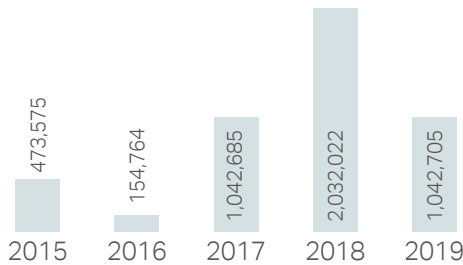
	2016	2017	2018	2019
Direct energy consumption (TJ)	3,249,195	18,585,793	36,345,645	18,471,621.079
Electricity Consumed (GJ)	25,733	182,074	454,058	258,685
Electricity Generated (GJ)	1,264,630	9,977,628	20,720,524	10,471,694
Consumption Intensity (Electricity Consumed/ Electricity Produced-GJ/GJ)	49.14	54.80	45.63	40.48

Emission Management

HEAŞ, in order to satisfy the expectations of stakeholders, monitors its environmental performance on a periodical basis with the analyzes conducted by accredited laboratories, without compromising the principle of transparency in 10 different topics, for the purpose of measuring the effectiveness of control measures. As a result of the monitoring plan established, HEAŞ, performing the industrial and domestic waste water analyses, noise measurements, periodical measurement of flue gas emissions, air quality monitoring works, monitoring surface water quality prior and after the discharge at the spots of waste water discharge, execution of analyses for monitoring the underground water quality grade, analyses performed within the scope of monitoring the soil pollution and efficiency, analyses of potable water for human consumption, monitors the flue gas emissions equipped with continuous measuring instruments by immediate data through the system of the Ministry of Environment and Urbanization.

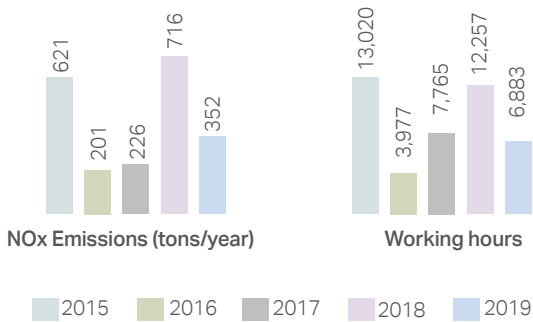
Quality assurance and validation tests of continuous measuring instruments have been performed periodically.

Greenhouse Gas Management (ton CO<sub>2</sub>e)



Monitoring of greenhouse gas emissions and validation of emission reports by accredited independent bodies are substantial activities in the monitoring phase of environmental emissions. A tree planting organization was held in 2018 with the participation of HEAŞ employees within the power plant site for assessment of reduction of greenhouse gas emission and potential of establishing a resource sink. 250 pine-tree seedling have been planted on that day organized for the children of the employees as a day for respect and love towards the nature.

Air Emissions



Waste Management

In line with the benefits of the current technology, HEAŞ executes and performs the utilization of the natural resources efficiently on the optimal levels, reduction of waste amounts by processing the wastes produced within the recycle cycle, and activities with the principle of improvement and renewal of the production processes at all times to ensure the economic benefits and interests.

Work processes are constantly monitored for minimum waste generation, and opportunities are sought to support recovery and recycling by separating the wastes that is not feasible to be prevented at the source.

Works have been initiated for Zero Waste project across HEAŞ as of the year 2019.

Plant-wide infrastructure works have been implemented for the purpose of including kitchen and garden wastes within the recycling process and introducing them to the economy and reducing the amount of valuable waste delivered to landfills.

In this context, waste collection stations are established, and the number of collection stations on sites to enable waste categorization has been increased. HEAŞ aims to be entitled with the Zero Waste Certificate until the end of 2020 and to make a difference in the sector by reaching a stance that can produce energy from its wastes.

Opportunities for reducing the amount of packaging waste generated in the processes within the scope of the 2019 Zero Waste Movement have also been initiated to be reviewed.

Instead of the packaged water consumed in the offices, the “Choose Glass for Health” campaign, which reduces both the use of plastic and the environmental awareness of employees, has been launched.

Waste type	2016	2017	2018	2019
Hazardous waste (reused + recovered) (tons)	504	14.35	19.69	21.55
Non-hazardous waste (recycled) (tons)	260	43	98	59
Domestic solid waste (stored) (tons)	36	36	46	43

Hazardous wastes are transported to licensed plants by special-purpose and dedicated vehicles in accordance with the waste hazard category in order to control and confine the relevant impacts until the delivery to the licensed disposal plants.

Wastewater (m³)	2016	2017	2018	2019
Industrial	27,698	103,395	160,848	94,407
Domestic	8,555	9,789	6,030	5,805

## Water Management

Assembly of cut-off valves has been done on the arms of lines of potable water in 2019 to ensure the identification of possible leaks and performance of troubleshooting by a revision performed on power plant underground lines. Therefore, possible leaks are insulated and the quantity of water lost to occur during the repair process is ensured to be on minimum levels. Meter assemblies have been performed on the lines requiring make-up water and checked for any deviations in the water consumption quantities from the design criteria and therefore possible leaks have been identified in early stages. Strength grades of the gaskets built-in the pressurized water lines of the process have been increased and therefore gasket bursts resulted from instability of pressure have been prevented and water losses have been avoided. In 2018, thermal camera checks have been initiated on the steam lines operating under the process while the power generation facility was online and offline, and the impermeability of the fully closed valves was checked, the valves causing internal leakages were identified and included to the weekly maintenance program. **A water saving of 3 m<sup>3</sup> per hour per unit is aimed to be achieved in 2020 as a result of these activities performed.** The effectiveness of improvement opportunities shall be

followed in 2020.

During the production process at HEAŞ, water supply is provided from 4 underground deep water wells located within the boundaries of the site. No water is supplied from any other site or source apart from the water wells. Based on the information acquired from the meters installed in the wells, in addition to the construction works in 2016, the amount of water consumed during the operation period of the old power plant taken over by means of privatization in the period of the first 6 months is 117,872 m<sup>3</sup>, and the consumption for 2017 is recorded as 151,963 m<sup>3</sup>. Untreated water amount consumed during the processes of steam generation, domestic use, garden irrigation consists of 333,609 m<sup>3</sup> in 2018 and 246,270 m<sup>3</sup> in 2019. Amounts of water use have been increased in line with the increase in the production amount upon normalization of the regime of system production upon renewal project.

Rain water is directly discharged to the receiving body through the underground rainwater line, as separate from the treated wastewater discharge line within the HEAŞ site.

## Biodiversity

Prior to initiation of operations in the project area, an ecological field study has been conducted with flora, fauna and aquatic life experts, the existence of endemic species within the project impact area has been investigated and the ecological characteristics of the project have been identified. Although no endemic species have been identified accordingly, HEAŞ performs informational activities for employees, subcontractors and visitors in order to protect the ecological balance and prevent people from disturbing living things in their natural habitat. The objective by doing so is to inform the people not to touch the eggs they come across on the site, not to disturb the offspring, and to raise awareness to exercise the same sensitivity in their daily lives.

Certain dedicated mechanisms have been implemented to ensure that the Environmental Management System achieves its intended outputs and encourage the entire employees and stakeholders to participate in the processes for the purpose of accomplishing the environmental goals. As of year 2018, goals have been further assigned to the ones already assigned to employees of every level to monitor the environmental performance.

HEAŞ, acting with the awareness that the existence of water resources is in line with the own existence of the company, adopting a responsible consumption approach, ensures the existence and production of natural resources for many years by constantly monitoring water consumption throughout the plant, identifying water losses and leaks at an early stage with preventive maintenance and controls at place.

## Occupational Health and Safety

HEAŞ regards its employees as its most precious and indispensable asset. Therefore, it continues its best activities to establish optimal occupational health and safety standards for employees to ensure a healthy and safe workplace and to integrate thereof into processes.

In line with this approach, placing utmost importance and emphasize on receiving feedback for continuous development and improvement through two-way communication and accomplishing those, HEAŞ continuously informs its employees that occupational Health and Safety is the mutual responsibility of the entire directors and employees and an indispensable factor of EHS culture.

Key performance indicators and process efficiency and effectiveness have been monitored at all levels for the purpose of ensuring general responsibility and accountability for the prevention of occupational injuries and health deterioration as well as ensuring safe and healthy workplace and activities, environmental, health and safety goals.

Proceeding with our works to secure the existence of the resources utilized to ensure the development of procedures and applications to consolidate the OHS culture, establish, implement the OHS management system and ensure the continuity thereof, HEAŞ utilizes local legislation as a guideline during the establishment of EHS Management Systems including the safe working systems, good health practices. Moreover, it adopts the requirements of OSHA, NEBOSH, ILO and IFC as reference.

### Good Practice Example



Red  
Helmet

### EHS Oscars

Embarking upon the purpose of expanding and spreading the in-house environmental, health and safety culture, opportunities have been offered to increase the dedication and loyalty, pioneering the individuals involved in processes, serve as a model and reveal and demonstrate their leadership traits by matching the good EHS with their processes. By means of the special goal follow-up cards assigned to each and every employee, the good practices they have preformed in certain subjects throughout the field were graded and an environment has been provided for them to receive awards in certain categories.

It is further aimed for HEAŞ to expand and spread the good health and safety practices established and maintained on site to everyone around. Considering the fact that it is of utmost importance to raise awareness of future generations for the formation of a solid safety culture and environmental, HEAŞ presents one of the awards as a family dinner based on the rule that the education starts in the family. The aim here is to inform the families and children how and why these employees are entitled to this award while raising awareness in different segments by expressing the work performed. Meanwhile, the company was awarded with **"red helmet"** and performs observations at the site for a period of 1 week acting with the capacity of honorary EHS supervisor.

The application initiated with the integration and development works in 2019 shall be continued in future periods.



60 EHS procedures currently applied and 20 instructions in place have been revised within the scope of compliance with ISO 45001 Occupational Health and Safety Management System in line with the process development and improvement in 2019.



Potential health and safety threats resulting from the operations of HEAŞ have been assessed with the participation of employees from all levels. Programs and systems have been established to eliminate the hazards and reduce the risks.

**Risk assessments were updated in 2019 with the participation of the entire employees in 49 regions in the production area.**

The specific on-the-job risk assessments of the employees in addition to the risk assessments performed across the power plant are monitored and followed as a part of our safe operation systems.

HEAŞ organizes and provides periodic trainings to inform its employees on the effective OHS management and the importance of compliance with OHS management system requirements and to inform them about protection from hazards. Dissemination and development of OHS culture are aimed through these activities.

**Trainings have been organized for 2.160 person.hour in 2018 and 1.548 person.hour in 2019 for the purpose of applying the control measures and integration with the work processes.**

Information on site hazards and the good health safety practices have been provided to not only the HEAŞ employees but also the visitors and subemployers.

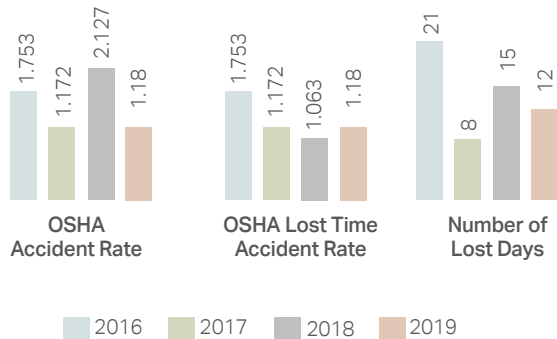
**EHS trainings have been organized for the visitors, subemployers and trainees on the basis of 1.106 person.hour in 2018 and 1.738 person.hour in 2019.**

Conducting continuous monitoring and assessments in order to ensure that the OHS management system reaches its intended outputs, HEAŞ organizes regional internal audits with special working groups established in this context, and monitors the existence, sustainability and effectiveness of security measures taken with proactive methods. Activities and works executed and performed on the site are monitored and followed by the safety trips and supervision support is provided to the employees by checking the health, safety, environment and safety rules -site. Conscious of the fact that directing and supporting the personnel contributing to the effectiveness of the OHS Management System is among its responsibilities, the power plant aims to prevent hazards at the source by sharing suggestions, findings and near misses that can be attended by employees, visitors, subcontractors and the entire parties operating in the field.

HEAŞ aims to report malfunctions and failures at an early stage, and identify damages inflicted on the machinery, people and the environment at the first stage and manage them with proactive approaches adopted and applied.

Various events are organized and held to encourage the employees for a better EHS performance.

365 days lost-time accident-free day success and 1.18 accident frequency rate were celebrated altogether at HEAŞ in 2019.



As the accidents occurred in 2016, 2017 and 2019 with the nature of lost-time accidents, the frequency and weigh ratios have been reported as same.

OSHA accident Rate = (Number of total registrable accidents/Man-hour) x 200,000  
OSHA time-lost accident Rate = (Number of time-lost accidents/Man-hour) x 200,000

### Working Life

Manual for Personnel is a guideline for the entire employees. The entire employees have equal information transparently on issues that concern them with this manual serving as a summary of 15 applicable human resources procedures. Individuals always have access these procedures and are aware of the updates on issues such as Personnel Discipline Regulation, annual leave, training, protection of personal data and recruitment processes. For the purpose of monitoring and following up the continuous development and process, performance measurement criteria required to be met by the Human Resources Department and monitored

on a periodical basis. It is ensured that the entire process is established and formed for the continuous development and improvement of the employees regarded as the most precious asset of the employer. Certain performance criteria assigned for maintaining the high motivation of the employees and continuous development and appreciation while adding value to the organization are available and in place. Performance of Human Resources is monitored in terms of goals of payment of wages on time and in full, following and monitoring the annual leaves and training plans, management of union relations and encouraging individuals to introduce proposals.



Policy of Equality and Equal Opportunities









HEAŞ, embracing a stance against all sorts of discrimination, acts in full compliance with the laws and in compliance with the ethical rules in entire activities and relations with its employees.

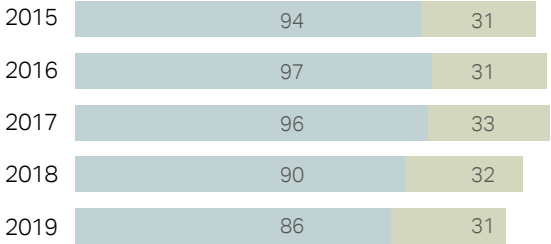
Employee Profile

Work processes have been planned for the purpose of recruitment and development of the employees to ensure their competency, background and skills to reveal and demonstrate their leadership influence. Executing the operating and maintenance activities with its competent and experienced core staff, HEAŞ has been planning and accomplishing the required actions by following and monitoring the requirements and qualifications of the employees in order to keep pace with the changing conditions. The employees are consisting of individuals open to changes and development, customer oriented, prone to team work, aiming to achieve the best, satisfied and appreciating their jobs and participating in the work processes actively and effectively, utilizing two-way communication channels, conscious of utilizing the natural resources effectively and efficiently and abiding by the ethical values and laws.



Number of Employee

	Blue Collar		White Collar		Key/Manager		Total	
								
2016	1	63	4	14	6	9	11	13
2017	1	62	5	15	6	6	12	61
2018	1	62	5	16	3	3	9	81
2019	1	61	3	13	4	4	8	78



Total number of employee  
Number of employees subject to a collective labour agreement



Employee Satisfaction

The employee satisfaction survey, in line with the sustainability priorities and expectations of the employees, was first put into practice at HEAŞ in 2018. The employees addressed their opinions on matters such as expectations of the entire employees from the work processes, effectiveness of the two-way communication between the management and the entire employees, dedication and loyalty towards the organization, corporate culture and sense of belongingness, etc.

A rate of 60% satisfaction was achieved in the study conducted in 2018 with the participation of the entire employees. As for the outcome of the results, the required action plans have been prepared in order to improve corporate culture and loyalty, as well as to increase the employee satisfaction.

Performance System and Training

Upon assigning performance criteria to the entire business processes of HEAŞ in 2018, works have been conducted to provide the infrastructure for process owners to assess their internal performance, as well as to identify the continuous development and improvement opportunities and to identify the requirements in the process.

Certain goals have been assigned in order for the employees to be demonstrated as successful in processes associated with both their own work processes and overall success of HEAŞ. Special success criteria has been identified for the employees to support their personal development. In addition to the monitoring of the determined performance criteria, the Performance System has been revised in 2019 to serve the development of career development plans.

Process performances of HEAŞ have been assessed by monitoring-measuring criteria assign in a total of 180 headings for 11 internal and 1 external processes. Person-based goal setting and dissemination system has been adopted for the purpose of ensuring the process goals to be applied and embraced by the entire employees on both horizontal and vertical levels.



## Social Investments

### Communication with Stakeholders

HEAŞ works to raise economic, social and environmental awareness of the local community, civil society organizations and the entire stakeholders that can be affected by the operations thereof. Systems have been developed and ideas and opinions have been sought for the purpose of establishing a sound and efficient relationship with the stakeholders and society.

Monitoring the effectiveness of the control measures it establishes and evaluating the improvement opportunities by consulting with its stakeholders, HEAŞ plans the actions to be taken accordance with the expectations. Notifications and feedback received via the communication channel <http://www.hamitabatelektrik.com/iletisim/heas> in where the stakeholders may communicate their both complaints and recommendations, are closely monitored and followed-up by the senior management of HEAŞ. The opinions and requests of the stakeholders based on their subject are delivered to the relevant departments and responded within the shortest time.

### Contributions to Local Employment

Local employment is given precedence to fulfill the requirements and requests of

the local community and to support the regional development and reduce the interprovincial migration. In consideration of the socioeconomic structure of the Thracian region, many families sustain their agricultural activities by family enterprises. HEAŞ supports family-owned agricultural activities by preventing the displacement of the local community by offering employment opportunities. Employment rate of 63% is closely monitored and it is endeavored with the aim to turning the career opportunities into a real opportunity for the local communities.

### Local Community Field Visits and Supports

Organizing field trips to its stakeholders for the purpose of promotion of the plant becoming the symbol of the region for years and raising the recognition before the stakeholders, HEAŞ reinforces its communication established with the local community by visiting its stakeholders at their places.



Schools located at the neighboring villages of HEAŞ were visited on the November 24, 2019, Teachers Day and celebrations were held. HEAŞ, utilizing its resources also for the requirements of the local community as far as possible, executes certain works and activities to increase social solidarity and interaction in aspects such as cleaning and landscape required by the social domains and schools located at the villages and failures and malfunctions of the heating systems installed in schools.

### Technical Field Visits of Educational Organizations

In collaboration with the educational institutions, studies and activities are performed to improve the visions of students and to inform students about power generation plant works. Many students from Lüleburgaz High School, Mektebim Schools, Ramazan Yaman Elementary School, Ali Ayağ Multi-Program Anatolian High School and Kırklareli University have been provided with certain knowledge and information regarding the administration of power plants.



### Collaborations with Universities

Attending the career days of the universities in the region within the scope of its collaborations with universities, HEAŞ brings together competent and well-appointed and technical and administrative staff members with students and tries to support students in their career journeys. Reaching a great number of young people through events, explaining the facility and informing about career opportunities.



Acting as the energy leader of the region, HEAŞ closely follows the energy sector events organized and held by the universities. In this context, the company was among the supporters of the 4<sup>th</sup> Anatolian Energy Symposium with International Participation held in Trakya University in 2018.



### Internship Programs

In collaboration with the universities, HEAŞ offers short and long-term internship opportunities for students to match theoretical knowledge with field applications, and supports the engineering, technology faculties of universities and vocational high schools to shape their future by accepting students from information technology, machinery technology and accounting departments.



# HEAŞ Sustainability Goals

We share 8 of the main goals identified by Limak Group of Companies as mutual goals. Goals of offering support to women employment, energy efficiency, water efficiency and emission reduction activities vary from the mutual goals in accordance with the dynamics of our sector.

ID

SP

Supporting the development of women employment and qualified active participation of women employees. Increasing women employment rate on entire levels.

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

Rate of our women employees shall be increased by **40%** until 2026. Projects related to women in our sector shall be supported accordingly.

HP

Continuously monitoring and developing the energy efficiency activities, establishing the required infrastructure and renewing the current one.

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

It shall be ensured that the minimum design efficiency value corresponding to the production amount shall be accomplished by at least **95%** on annual basis.

HP

Continuously monitoring and developing the water efficiency activities, establishing the required infrastructure and renewing the current one.

6 CLEAN WATER AND SANITATION

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

Demineralized water quantity consumed in power generation shall be reduced by **15%** until 2026. Overall water quantity used in the power plant shall be reduced by **25%** until 2026.

HP

Reducing the emission releases resulting from our operations.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

It shall be ensured that the direct greenhouse gas emissions resulting from the annual power generation is to be maintained below **0.40** tons CO<sub>2</sub>/MWh.

## Limak Group of Companies Shared Goals

ID

SP

HP

Carrying out activities with the aim to develop a sustainability conception in all sectors and supporting the existing activities.

4 QUALITY MANAGEMENT

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

17 PARTNERSHIPS FOR THE GOALS

All of our companies shall support efforts to improve sustainability with at least one project each year.

HP

Increasing the use of renewable energy sources (RES) in energy consumption.

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

Our group shall increase the use of RES in total energy consumption to at least **30%** by 2030.

HP

Developing applications, systems for reducing waste generation and to perform awareness raising activities for consumption reduction.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

By 2026, **"Zero Waste"** works shall be completed in all our companies.

ID

SP

Transfer of ethical principles and rules to the entire value chain in all our companies, including suppliers.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

16 LIFE AND LABOUR

17 PARTNERSHIPS FOR THE GOALS

It shall be transferred to our entire value chain until 2023.

ID

Creation of feedback management systems for external stakeholders and regular monitoring and reporting.

8 DECENT WORK AND ECONOMIC GROWTH

16 LIFE AND LABOUR

Until 2023, our feedback mechanisms shall be updated in all sectors and the participation of all our external stakeholders shall be ensured.

ID

SP

HP

Ensuring a sustainability perspective across all our suppliers.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

16 LIFE AND LABOUR

17 PARTNERSHIPS FOR THE GOALS

Training of all our suppliers shall be completed until 2026.

SP

Developing and implementing the practices that shall enable improvement in the field of occupational health and safety and to follow the international performance criteria in this field.

4 QUALITY MANAGEMENT

8 DECENT WORK AND ECONOMIC GROWTH

In all our companies, **"Zero Accident"** is aimed by ensuring international standards.

ID

SP

Monitoring and increasing employee satisfaction on a regular basis.

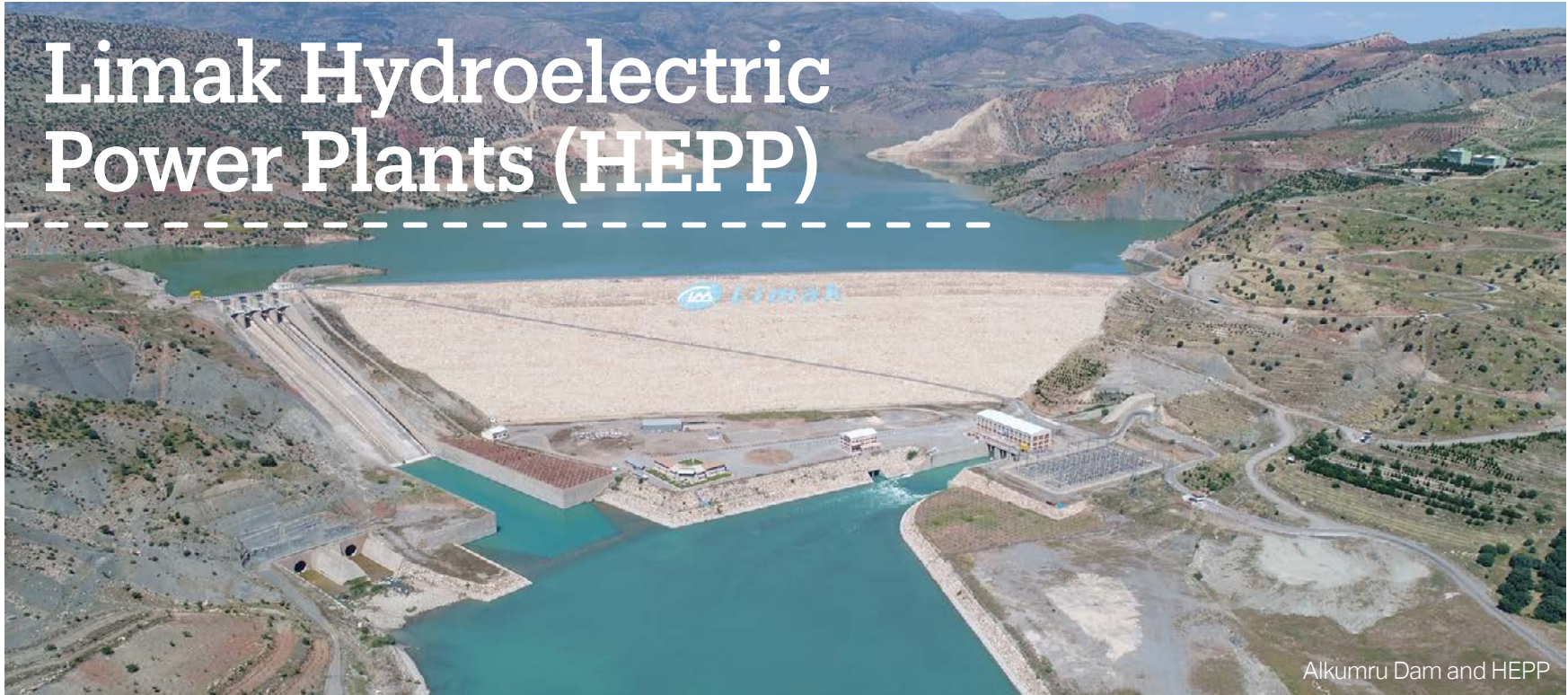
4 QUALITY MANAGEMENT

8 DECENT WORK AND ECONOMIC GROWTH

We aim to have at least **80%** of our employee satisfaction every year.



# Limak Hydroelectric Power Plants (HEPP)



Alkumru Dam and HEPP

Installed capacity of  
**1.321 MW**

Annual production capacity of  
**4 billion kWh**

**46% increase**  
in power generation  
(within last year)

Power generation of  
**2,836,694,921 kWh**  
(within last year)

**Kargı Dam and HEPP**  
8th ICCI Energy Awards  
Hydroelectric Category  
**"Efficiency" Award**



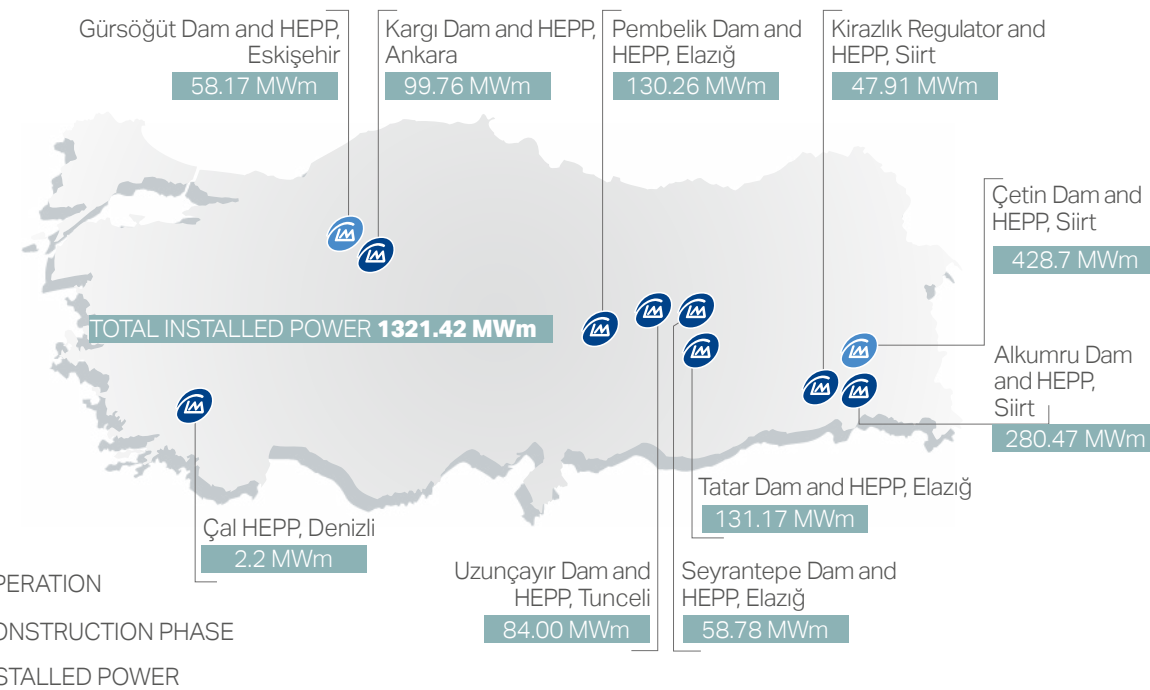
**46%**  
**increase**  
in electricity  
production  
in the last  
year

## About Limak Hydroelectric Power Plants

Pursuant to the focal point of the Sustainable Development Goals announced by the UN for the world to welcome a sustainable future, an accessible and clean energy goal is available to accomplish decent work and economic growth objective. Human beings able to produce in harmony with the planet and live in this world and ensuring a production composition that is compatible with it are of utmost importance on the same plane.

Acting with this perception, accelerating the works and activities for increasing resource diversity in energy particularly in the last five years, Limak has initiated investments in energy sustainable energy field for HEPPs with major production capacities for the purpose of satisfying the reliable power supply requirement of the developing Turkish economy.

The total HEPP installed capacity currently in operation and under construction of Limak Energy's Alkumru, Uzunçayır, Kargı, Seyrantepe, Pembelik, Tatar, Çal and Kirazlık hydroelectric power plants currently in operation and Gürsöğüt Dam and HEPP under construction, Çetin Dam and HEPP that shall be operational on the date of issuance of the report is 1,321 MW.



The hydroelectric power plants are certified by ISO 27001 Information Security Management System, ISO 14001 Environmental Management, ISO 9001 Quality Management System, OHSAS 18001 Occupational Safety and Health Management System, ISO 10002 Customer Satisfaction Management System and the required inspections and audits are performed on a regular basis related to these certificates.

PLANT	2016	2017	2018	2019
Alkumru Dam and HEPP	933,667,156	720,911,495	656,611,964	1,016,805,482
Uzunçayır Dam and HEPP	264,428,760	178,040,750	245,247,200	350,410,389
Pembelik Dam and HEPP	259,785,311	136,595,873	318,392,504	433,867,188
Seyrantepe Dam and HEPP	119,069,309	64,815,821	146,235,330	191,708,740
Tatar Dam and HEPP	282,701,268	149,528,580	333,600,522	477,380,805
Kirazlık Regulator and HEPP	169,659,723	118,656,558	61,986,525	178,138,707
Çal HEPP	4,854,064	1,674,196	1,931,568	4,565,377
Kargı Dam and HEPP	0	107,488,067	180,332,093	183,817,966
<b>Total</b>	<b>2,034,165,591</b>	<b>1,477,711,340</b>	<b>1,944,337,706</b>	<b>2,836,694,654</b>

# Sustainability at Hydroelectric Power Plants



Uzunçayır Dam and HEPP

## Sustainability Priorities

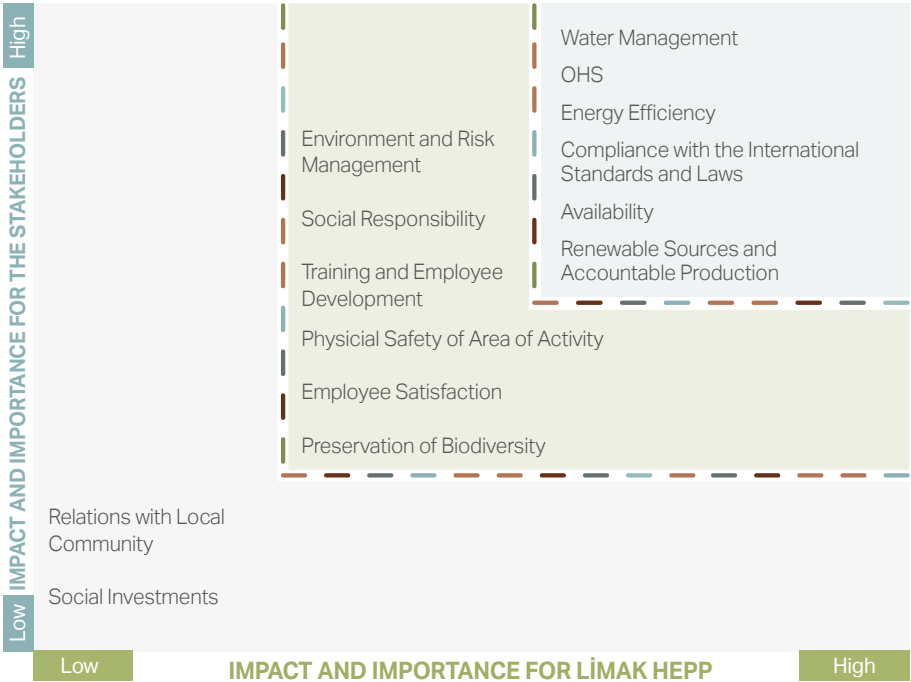
In Limak hydroelectric power plants, likewise in the entire companies, maintaining high standards in the field of occupational health and safety is the top priority.

Taking the availability, energy and water management as the focal points for power plants focusing on the production efficiency. Ensuring the energy and water efficiency can only be feasible through the compliance with the international standards. Performance of the scheduled and planned maintenance processes on time to accomplish the production efficiency and availability goals and resolution and

troubleshooting of the failures occurring are performance indicators of utmost importance.

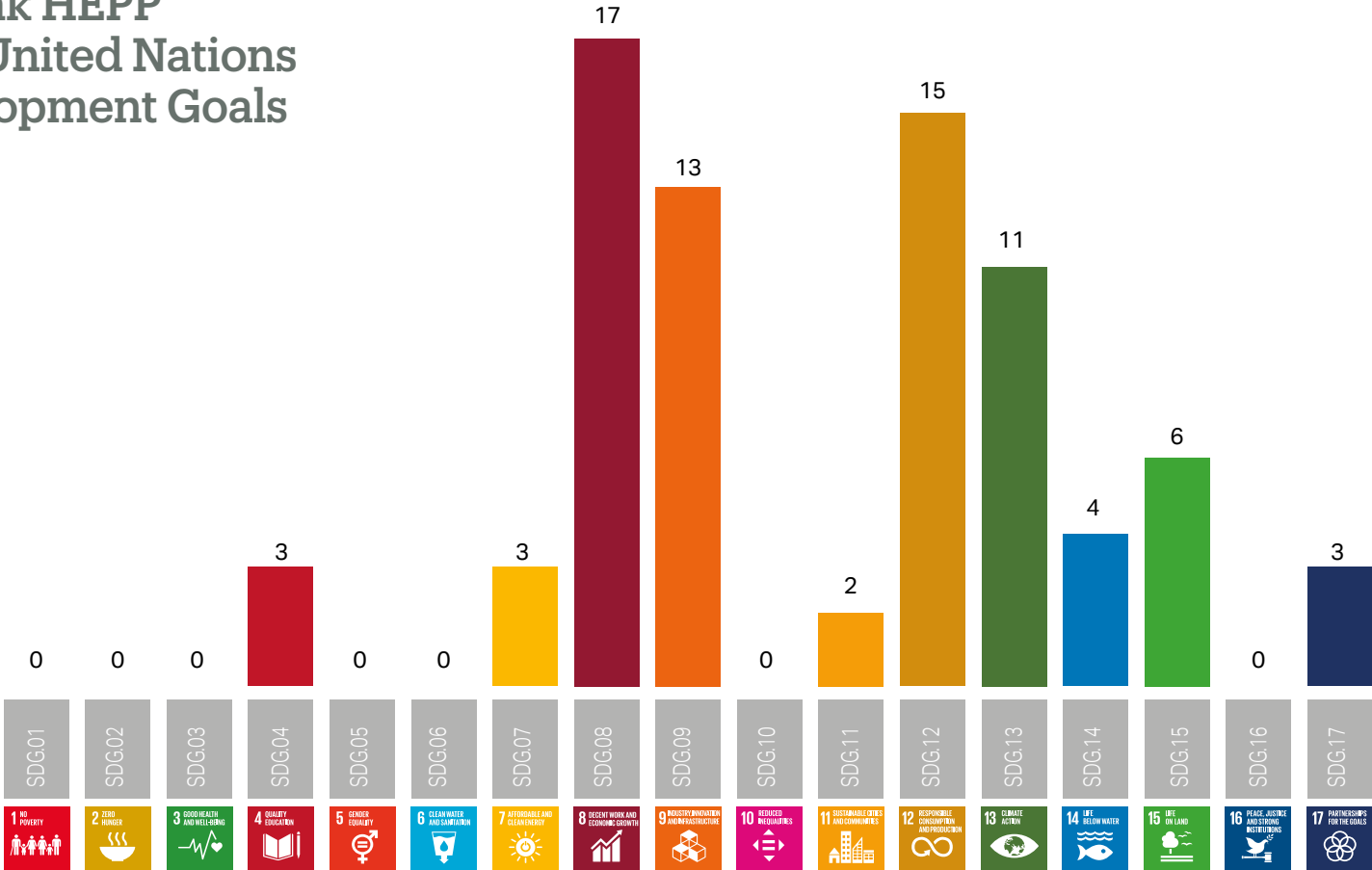
Acting with the awareness of increasing the quality of employees, contributing to employee satisfaction and economic performance within the scope of sustainability priorities.

The quality of terrestrial and aquatic life is regularly monitored with environmental awareness in mind. It is endeavored to ensure contribution to the economic and social development of the local community at the regions in where the power plants are located.



Kirazlik Regulator and HEPP

## Alignment of Limak HEPP Projects with the United Nations Sustainable Development Goals



Projects accomplished by Limak Group of Companies within the last 4 years are associated with the United Nations Sustainable Development Goals in the report for “For a Better World Walk the Talk”. According to this, it has been revealed and acknowledged that Limak HEPP projects have been focused on the goals of **Decent Work and Economic Growth**, **Responsible Consumption and Production**, **Industry, Innovation and Infrastructure** and **Climate Action**, **Life on Land** and **Life in Water**.

# Sustainability Activities

## Occupational Health and Safety

The top priority and at the same time responsibility in Limak power plants is to ensure that employees operate and work in a safe and healthy environment within this sector which is within the scope of high risk working life. Limak, while regarding the human as its most precious asset, creates a safer and healthier working environment for employees and adopts its business goal of top priority as minimizing all sorts of losses that can occur and continuous improvement. It takes and adopt the entire required precautions and measures to prevent all sorts of occupational diseases and occupational accidents that may occur due to activities and operations in the workplace and ensures uncompromising compliance with the applicable OHS standards.

Integrated Management System including the OHSAS 18001 Occupational Health and Safety Standard has been implemented and in place in the entire power plants fulfilling the legal regulation requirements of the Law on Occupational Health and Safety Nr. 6331. Occupational Health and Safety Instructions have been drawn up in order to identify and establish the minimum precautions required to be taken in terms of occupational safety at the power plants.

It is aimed by the national management system implemented to exceed beyond the compliance with the legal regulation

requirements and continuously improve the EHS performance by means of the EHS boards, risk assessments, drills and regular trainings. In this context, risk notifications, near-misses and occupational accidents are recorded at the entire Limak HEPPs and the employees are informed accordingly by establishing action plans.

Regular trainings have been conducted and performance is reviewed at the OHS Board meetings, in where experts, in-scope and out-of-scope personnel and the contractor representatives also attend. In the entire enterprises within OHS;

- Risk Assessment Report has been updated and renewed by OHS specialist on an annual basis.
- An average of 16 hours of training has been provided annually based on the annual OHS training program.
- Actual information and training are performed annually by emergency teams.
- 2 Fire and Emergency Response Drills are conducted annually in order to be prepared and trained for unexpected situations.
- Air conditioning, aspiration and ventilation systems are inspected and reported within the scope of OHS.

- Compliance of occupational safety signs is checked and the required changes are performed.
- Medical checks, hearing test, chest x-rays, respiratory function test and porter tests of the relevant personnel are performed under the supervision of the occupational doctor every year.

- Since December 2013, in when Kirazlı HEPP was commissioned, no occupational accident has been occurred except the near-miss events.

- Since 2017, in when Kargı HEPP was commissioned, no lost-time occupational accident has been occurred (accident rate 0).

- Since March 2011, in when Alkumru HEPP is commissioned, no occupational accident has been occurred except the near-miss events.

- No occupational accident has been occurred in Uzunçayır HEPP except the near-miss events in 2019.



## Environmental Management

The entire Limak HEPPs operate in accordance with the principles of ISO 50001 Energy Management System. Majority of the energy use in power plants is due to the diesel consumption utilized in generators. Moreover, at every location where energy is used, energy consumption amounts are measured and regularly monitored in accordance with the Energy Management System.

Water utilized for power generation is released back to the nature after the generation without sustaining any losses. Water quality is monitored and followed on a regular basis in accordance with the environmental legislation.



Kargı Dam and HEPP

### Diesel Fuel Consumption (litres)

PLANT	2016	2017	2018	2019
Alkumru Dam and HEPP	35,932	41,902	39,000	35,387
Uzunçayır Dam and HEPP	16,114	15,178	13,361	14,414
Pembelik Dam and HEPP	12,598	10,043	10,652	11,274
Seyrantepe Dam and HEPP	4,909	5,728	5,150	5,873
Tatar Dam and HEPP	3,320	3,440	4,473	4,911
Kirazlık Regulator and HEPP	34,562	36,159	27,000	34,099
Çal HEPP	160	155	3,258	4,311
Kargı Dam and HEPP	-	19,710	23,506	23,452
<b>Total</b>	<b>107,595</b>	<b>132,315</b>	<b>126,400</b>	<b>133,721</b>

### Water Consumption (m<sup>3</sup>)

PLANT	2016	2017	2018	2019
Alkumru Dam and HEPP	3,600	4,800	6,000	6,000
Uzunçayır Dam and HEPP	10,000	10,000	8,000	8,000
Pembelik Dam and HEPP	1,500	1,450	1,444	1,298
Seyrantepe Dam and HEPP	1,400	1,450	2,000	2,400
Tatar Dam and HEPP	1,420	1,390	1,410	1,460
Kirazlık Regulator and HEPP	4,015	4,015	4,800	4,800
Çal HEPP	144	144	156	152
Kargı Dam and HEPP	0	810	1,215	1,220
<b>Total</b>	<b>22,079</b>	<b>24,059</b>	<b>25,025</b>	<b>25,330</b>

## Social Investments

Combating desertification and performing afforestation activities within the scope of sustainable management of forests are among the goals adopted by Limak HEPPs. In this context, pistachio, pomegranate, grape, olive and pine trees are planted and afforestation activities are performed accordingly.



### Uzunçayır Dam and HEPP

Munzur University Vocational School Department of Electrics and Munzur University Department of Electrical and Electronic Engineering have performed a technical trip to Uzunçayır Dam and HEPP.

10 students from Departments of Electrical and Electronic Engineering do their internships in different terms on an annual basis.

25 local inhabitants are employed within the enterprise. In coordination with the Tunceli Governorate, the lake elevation was lowered and rafting activities are ensured to be performed in the dam lake. Besides, boating activities are performed in the dam lake in summer months.

### Alkumru Dam and HEPP

Awareness raising trainings related to the dams have been provided to the 2<sup>nd</sup> and 4<sup>th</sup> grade students of elementary schools located at the region in order to raise environmental awareness of the students located around Siirt Alkumru Dam and HEPP. Approximately 6,000 students have been trained so far.

Siirt University Faculty of Engineering and Siirt University Department of Geography organize technical field trips at least once a year.



# Limak Hydroelectric Power Plants Sustainability Goals

We share 8 of the main goals identified by Limak Group of Companies as mutual goals. Goals of offering support to women employment, energy efficiency, water efficiency and emission reduction activities vary from the mutual goals in accordance with the dynamics of our sector.

ID

SP

Supporting the development of women employment and qualified active participation of women employees. Increasing women employment rate on entire levels.

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

Rate of our women employees shall be increased by **10%** until 2026. Women students shall have the priority in internship programs.

HP

Continuously monitoring and developing the energy efficiency activities, establishing the required infrastructure and renewing the current one.

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

Energy utilized in power generated shall be reduced by **25%** until 2026.

HP

Continuously monitoring and developing the water efficiency activities, establishing the required infrastructure and renewing the current one.

6 CLEAN WATER AND SANITATION

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

Projects shall be accomplished for the preservation of water.

HP

Reducing the emission releases resulting from our operations.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Certificate for Reduction of Carbon Emission and Social Carbon Validation Certificate activities shall be continued in our entire power plants.

## Limak Group of Companies Shared Goals

ID

SP

HP

Carrying out activities with the aim to develop a sustainability conception in all sectors and supporting the existing activities.

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

17 PARTNERSHIPS FOR THE GOALS

All of our companies shall support efforts to improve sustainability with at least one project each year.

HP

Increasing the use of renewable energy sources (RES) in energy consumption.

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

Our group shall increase the use of RES in total energy consumption to at least **30%** by 2030.

HP

Developing applications, systems for reducing waste generation and to perform awareness raising activities for consumption reduction.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

By 2026, "Zero Waste" works shall be completed in all our companies.

ID

SP

Transfer of ethical principles and rules to the entire value chain in all our companies, including suppliers.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

16 LIFE AND LAND USE

17 PARTNERSHIPS FOR THE GOALS

It shall be transferred to our entire value chain until 2023.

ID

Creation of feedback management systems for external stakeholders and regular monitoring and reporting.

8 DECENT WORK AND ECONOMIC GROWTH

16 LIFE AND LAND USE

Until 2023, our feedback mechanisms shall be updated in all sectors and the participation of all our external stakeholders shall be ensured.

ID

SP

HP

Ensuring a sustainability perspective across all our suppliers.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

16 LIFE AND LAND USE

17 PARTNERSHIPS FOR THE GOALS

Training of all our suppliers shall be completed until 2026.

SP

Developing and implementing the practices that shall enable improvement in the field of occupational health and safety and to follow the international performance criteria in this field.

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

In all our companies, "Zero Accident" is aimed by ensuring international standards.

ID

SP

Monitoring and increasing employee satisfaction on a regular basis.

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

We aim to have at least **80%** of our employee satisfaction every year.





**3.2 million  
subscribers**

electricity distribution of  
**12.1 billion kWh**

**Turkey's  
top 4th  
distribution company**

**Uninterrupted service**  
with more than  
2,200 personnel

**OUR VISION**

Ensuring the continuity of our service quality and increasing customer satisfaction by realizing efficient and uninterrupted energy distribution in the regions we serve.

**OUR MISSION**

Acting as an exemplary leader in the industry by serving our customers at international standards at every aspect of life with energy distribution services and social responsibility projects.



# About UEDAŞ

With its service area covering the southern part of Marmara Region, which is the locomotive region of Turkey, Uludağ Electricity Distribution Corporation (UEDAŞ) carries out its operations in an area of 35 thousand 501 square kilometers, spread over 4 provinces, in 55 districts, 2221 neighborhoods and 636 villages.

Directly proportional with the ever-increasing number of subscribers with each passing day, continuing the investments improving its infrastructure, UEDAŞ continues to work to provide uninterrupted electricity service to a total of 3.2 million customers in Bursa, Balıkesir, Çanakkale and Yalova with the mentality and conception of corporate existence in where quality, hassle-free service and 100% customer satisfaction are predominant.

The corporation, dominating 9% of the market share in the energy distribution sector, proudly holds the title of Turkey's top 4<sup>th</sup> distribution corporation in terms of both customer number and supply size.

In 2019, Uludağ Electricity Distribution Corporation, which distributes 12.1 billion kWh electricity, has performed investments of 145 million TRY.

Operating with more than 2200 employees including administrative, field operations and subcontractor personnel, the corporation activities to offer continuous and quality electricity to its subscribers.

The Integrated Management System, established within the framework of international standards as of 2017 is consisting of:  
**ISO 9001 Quality Management System**  
**ISO 14001 Environment Management System**  
**OHSAS 18001 Occupational Health and Safety Management System**  
**27001 Information Security Management System**  
**ISO 10002 Customer Satisfaction Management System**  
**ISO 22301 Business Continuity Management System**  
**ISO 18295 Customer Communication Centers Management System** standards.

Within the scope of the Integrated Management System interim assessments related to the standards ISO 9001, ISO 27001, ISO 14001, TS 18001, ISO 22301, ISO 10002 and ISO 18295 have been concluded and documentation thereof has been updated in 2019.

## Awards

- Social Responsibility Award of the Year, Golden Voltage Energy Summit 2018
- Substation's Speaking Jury's Special Award, BUIKAD 2019



# Sustainability in UEDAŞ

## Sustainability Priorities

As a result of talks and negotiations performed with the internal and external stakeholders, UEDAŞ regards and considers the occupational health and safety as a priority and aims to provide a safe working environment for its entire employees. Acting with the awareness that the most important way to ensure unconditional customer satisfaction is to ensure continuity of distribution, UEDAŞ makes its investments in order to improve infrastructure and service quality. Intensive communication to be established with the subscribers qualifies as a bridge with critical importance for the purpose of adoption of the global goals and sustainability mentality by the society in general. UEDAŞ works to raise environmental and social awareness with corporate social responsibility projects in order to support this communication and to expand the bridge.

Activities are performed and conducted simultaneously to increase the service quality in order to increase customer satisfaction, while ensuring the security of supply. The increase in supply security and service quality shall also be feasible by increasing the satisfaction of employees simultaneously without

compromising occupational health and safety standards. Therefore, the realization of training that shall support the professional and personal development of employees with qualified labor force practices is among the focus subjects of the future activities of UEDAŞ.

In line with the main policy inclusive of the above-cited sustainability priorities, acting with the unconditional customer satisfaction and for the purpose of accurately and precisely fulfilling the uninterrupted and quality energy expectation of the customers and becoming the leading corporation in the electricity distribution sector, UEDAŞ undertakes the following provisions;

- Ensuring the confidentiality, integrity and accessibility of information assets of its customers by effectively managing information security and minimizing the damages that may arise in relation with the information security,
- Maintaining the customer satisfaction by providing quality and uninterrupted electricity distribution together with employees, solution partners and suppliers in possible disasters and crisis situations,



- Establishing a long-term collaboration and relationship with the customers by attaching importance to the development of employees and ensuring employee satisfaction,

- Contributing to the preservation of the environment and creating environmental awareness by utilizing resources efficiently and reducing wastes accordingly,

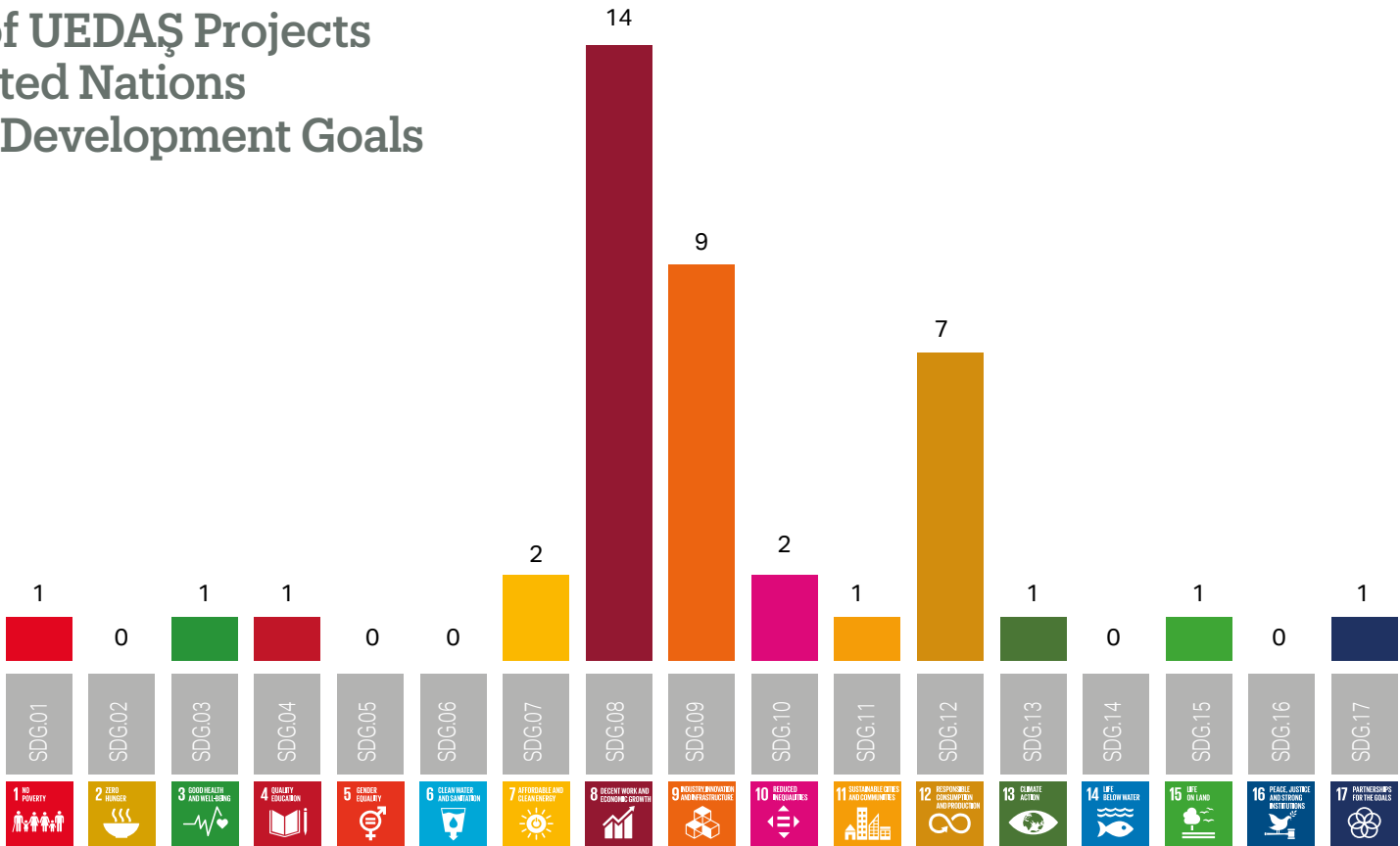
- Establishing a long-term collaboration with suppliers based on solid foundations, transparency and honesty,

- Maintaining and continuously improving the effectiveness of quality management systems in the entire areas of activities,

- Developing systems to fully ensure employee health and safety and preventing occupational accidents,

Continuously improving the quality of electricity distribution activities and providing innovative services to customers with the full participation and involvement of employees in compliance with national and international legal requirements.

# Alignment of UEDAŞ Projects with the United Nations Sustainable Development Goals



Projects accomplished by Limak Group of Companies within the last 4 years are associated with the United Nations Sustainable Development Goals in the report for “For a Better World Walk the Talk”. According to this, it has been revealed and acknowledged that UEDAŞ projects have been focused on the goals of **Decent Work and Economic Growth, Industry, Innovation and Infrastructure** and **Responsible Consumption and Production.**

## Sustainability Activities



### Occupational Health and Safety

As the electricity distribution process is a service provided on an extensively wide area, majority of the employees are working on site. Particularly the employees working in the field of breakdown, maintenance and repair are exposed to various risks due to their work on low and medium voltage lines. Offering a safe working environment for the employees and zero accident rank first among the sustainability priorities of UEDAŞ. Risks have been assessed for each work group within the framework of the OHS management standard regarding the entire activities and the entire related procedures, and the measures to be taken to eliminate these risks have been determined accordingly.

Fire and evacuation drills have been performed in 2019 in central warehouses of Operational Directorate and operational directorates of İnegöl, Gemlik and Bandırma.

Trainings on Occupational Health and Safety are provided within the framework of the plan. OHS trainings of operational directorates of Çanakkale, Biga and Bandırma have been provided as face-to-face trainings in 2019 and remote training module has been assigned for the remaining personnel. The Occupational Health and Safety training and medical examinations of subcontractor enterprises are performed within the framework of the plan created within and the results are monitored and followed up by UEDAŞ.

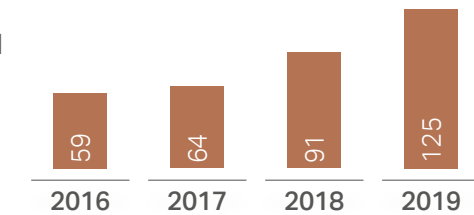
Information on the training on Occupational Health and Safety can be found under the title "Trainings" in the section of "Working Life" of this report.



Maintenance and repair teams in the distribution regions are audited at least at 15 locations on a daily basis within the framework of an established plan.

It is aimed by the investment activities performed to offer a higher quality service to the customer to avoid and prevent the employees and citizens not to sustain any harm by the OHS audits conducted. In this context, OHS audits are conducted by the contractor enterprise and OHS team on a routine basis.

#### Number of Work Accidents by Year



110 out of 125 occupational accidents reported in 2019 were accidents with mild injuries.



## Customer Satisfaction

UEDAŞ places utmost emphasize to digital transformation and technology in customer satisfaction. Ensuring its subscribers to access to the system within the shortest time possible, UEDAŞ performs innovations and improvement activities in various areas acting with the vision of creating added value to be useful for the subscribers and developing new customer-oriented products and systems.

### Call Center

UEDAŞ call center continues to offer services with 200 personnel in the province of Kars and 50 personnel in the province of Bursa. For the purpose of increasing the level of accessibility in 2018, PRI lines and Gateway devices located in the provinces of Bursa, Balıkesir, Çanakkale and Yalova were relocated to central Bursa and pool structure was established. Thus, the level of accessibility has been increased.

### Digital Communication

New generation communication tools are one of the devices the consumers use the most. In addition to the traditional media channels, social media channels are actively used to swiftly reach out to the consumers. At the outset, UEDAŞ aims to deliver

its target message to the citizens living in the service region and then to Turkey, collect and analyze the feedbacks received from the customers and increase the satisfaction rates permanently by taking the strategic steps required for the customer satisfaction. In this context, it is aimed to establish instant communication with the customers via [www.uedas.com.tr](http://www.uedas.com.tr), [halklailiskiler@uedas.com.tr](mailto:halklailiskiler@uedas.com.tr) and tools such as UEDAŞ mobile application as well as the social media accounts active on a 24/7 basis.

As for the social media communication, accounts are actively used.

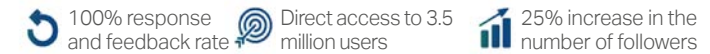


UEDAŞ Facebook official account holds the record with the most contacts and followers within the “Electricity Distribution” sector with a total active followers of 23,957. Posts have been seen over 3 million times in total in 2019.

UEDAŞ social media

accounts, apart from the special day communications, are actively used to deliver basic information on measures on savings, consumer rights and distribution services to customers with basic understandable content.

Raising bar high regarding the management of requests and complaints on social media, UEDAŞ has resolved offered feedbacks with respect to 1008 requests and complaints in 2019. The goal for the year 2020 is to achieve 100% response and feedback rate in line with the social media goals established.



### Customer Satisfaction Rates



### Headman Communication Unit

UEDAŞ team, in direct communication with the headman in the service region, communicates the problems and requests of the headmen to the relevant departments and provides feedback upon troubleshooting.

Thanks to the "Headman Support HotLine" established for the headman within the Mobile Application Headman Support Tab Mobile application software, the requests of the headman are aimed to be responded in the most fastest way. The entire 2,800 headman in the region are recorded within the system and they are offered with the facility to directly access to the customer representative through a special panel after downloading the mobile application.



### 24/7 Active Customer Representative Dedicated to Headman

Headman are entitled to communicate their requests and complaints on a 24/7 basis by dialing 0224 600 30 40 that can only be accessible through the registered phone numbers of the headman in charge in the provinces of Bursa, Balıkesir, Çanakkale ve Yalova.

## Projects Related to Distribution Continuity

### Hybrid Ice Load Prevention and Bird Deterrent System on Power Distribution Lines



The primary goal of the project is to prevent the damages on the lines and poles due to the ice load that occurs on the electricity lines and to prevent the failures due to these damages.

The secondary goal of the project is to ward off the birds that are positioned and nested on the line in a similar way and cause short-term and frequent power outages.

The device installed on the power line can measure the humidity and temperature of the air, estimate the possible icing and thus, activate its vibration. The required power is supplied by the line. In the context of the project, the field tests of the "Hybrid Ice Load Prevention and Bird Deterrent System" to be developed have been completed on the lines in the pilot areas determined on the responsibility area of UEDAŞ where it offers electricity service. The lines subject to the field test have been selected from the regions exposed to ice load due to heavy snowfall caused by severe winter conditions and ruptures and failures due to ice load.

### Submarine Robot



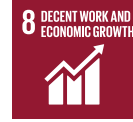
Thanks to the submarine robot developed by the R&D team of UEDAŞ, the malfunctions in the underwater cables carrying electricity to the islands can be detected and identified in advance. The robot is also the "first domestic and national underground system" developed within its own category.

Thanks to the robot, the solution has been developed for the grid problems issues to be experienced due to intense power use increasing as a result of the tourism in summer season in the islands Gökçeada, Bozcaada, Marmara, Avşa and Ekinlik located within the service region of UEDAŞ.

In case that a fault occurs in the undersea cable, it is aimed to swiftly identify the fault location and to resolve the failure much faster and at a considerably lower cost. 1 robot has been manufactured and started to be used successfully within the scope of this project increasing the service quality.



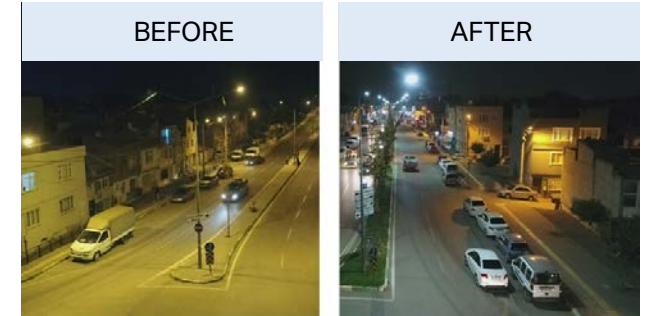
### Fitting Application with Induction Lamp



The project, in the transition of electricity distribution companies to energy efficient lighting systems, aims to contribute to the determination of the most appropriate technology in lighting systems and to ensure that the distribution system is transitioned

towards the lighting system in the most available way possible. Field and laboratory tests of fittings with induction technology have been performed and analysis and evaluation of the usability of these systems as potential lighting systems that could be an alternative to LED technology lighting systems have been further conducted accordingly. Upon the completion of the field assembly of the fittings, the follow-up analysis

process has been started and it was identified and revealed that the fittings did not malfunction, the color temperature and light homogeneity were at satisfactory levels, and the energy consumption, i.e. the loss was low. Upon the completion of the tests in the laboratory environment, a total of 200 fittings have been assembled by the end of 2019.



## Social Investments

UEDAŞ performs many social responsibility activities and operations with the awareness that quality service and customer satisfaction are required to be supported by social projects, as included in its sustainability priorities. In this context, the corporation audits the corporate social responsibility projects all-round and exercises due diligence to establish them within the framework of the ethical rules and in line with the public interests.

### Talking Transformers

"Transformers Talking" is one of the most substantial social responsibility projects accomplished with the mentality of sustainability.



We collaborate with graffiti artists, and we equip the transformers with social responsibility messages and

the messages are illustrated within the scope of the project, in order to revive the old and idle transformers located on the busy streets of the city. Thus, it is aimed to raise awareness in many aspects such as prevention of violence to women, abiding by the traffic rules, occupational health and safety.

More than 39 transformers have been worked with up until today. While NGOs also supported the application, graffiti artists were ensured to perform their art as well as awareness has been raised on social issues.

### May My Sibling Not Be Cold

Requirements and requirements of 1,000 students for the winter season in village schools located in 4 provinces in the region and identified through the Provincial Directorates of National Education have been fulfilled by EUDAŞ. "May My Sibling Not Be Cold" project having its 7<sup>th</sup> anniversary by 2019 has become a substantial and recognized project in the region, helping 7,000 students in total.



### "Lights of the City" International Photography Contest



It was aimed to explain the contribution of electricity distribution to city life in the competition, which was attended by professional and amateur photographers having

the theme of the city and light. Moreover, raising awareness for the digital world is aimed with the project accomplished with its entire stages digitally. The Contest breaking the records in its own field with 5,423 photographs and 2,193 participants in 2019 has become a project followed by the shutterbugs.



### A Book A Brighter Future

UEDAŞ has been providing libraries to schools without libraries and renovating them in line with the requirements of schools in order to instill reading for the elementary school students and to contribute to education so that future generations can grow up in the light of knowledge.



Opening of 11 libraries in the last 5 years has been ensured within the scope of the project and it has been endeavored to fulfill the requests increasingly received from every region with each passing day.

### Example for Respect for Natural Life: Power Cut-Off for Storks



Balikesir province, among the areas offered services by UEDAŞ, has been hosting thousands of storks migrating from Europe to Africa for years. Just like every year, storks arriving to Anatolia in 2019 to spend summer, nested on the electricity poles located at the neighborhoods of Pelitören, Karacalar and Derecikören in

the Sındırgı District of Balikesir province. In order to prevent the storks from being harmed, through the perspective of respect for natural life, the energy supply in these regions was interrupted by UEDAŞ in a controlled manner. Planned or schedules outages were then terminated upon the departure of the storks.





## Working Life



Maintaining long-term cooperation and collaboration with employees, finding solutions to problems with mutual trust, mentality and communication, and establishing systems that shall ensure continuous improvement of the competencies and qualifications of the employees, constitute the basis of UEDAŞ Human Resources Policy.

2,206 employees, including the contracted personnel, are employed within EUDAŞ. 463 of those are the personnel of the corporation. 46% of the UEDAŞ personnel are technical and 54% are the administrative personnel. Subcontractor employees are the on-off, meter change, OSOS, cleaning, index reading, maintenance and repair and call center employees.

### Number of Employees by Provinces

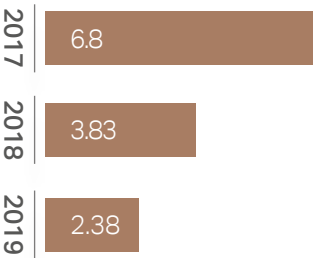
Bursa	295
Balıkesir	94
Çanakkale	52
Yalova	22
Toplam	463

### Distribution of Employees by Gender (%)

		
2017	13	87
2018	12.8	87.2
2019	12.7	87.3

Duty Analysis Project covering the corporate organizational structure and workload of the corporation has been initiated in September 2019 and the endeavor is planned to be concluded in 2020.

## Our Employee Turnover Rate



An employee satisfaction survey has been conducted in EUDAŞ in order to measure the effectiveness of human resources practices, determine the dedication, loyalty and motivation of employees and the factors affecting those.

## Employee Satisfaction Survey

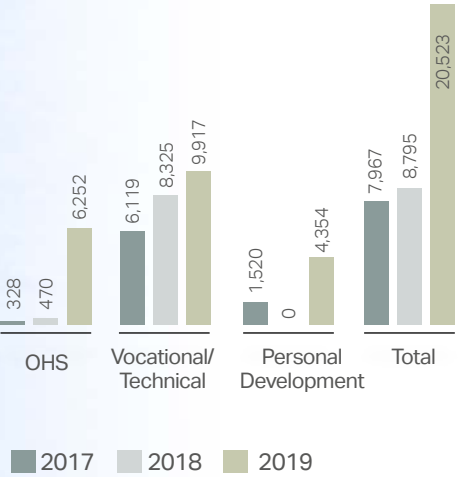




Trainings

Position and competency-based training have been provided to the entire employees at UEDAŞ, including the subcontractors. Trainings are provided in 3 main titles based on the legal obligations and requirements. Occupational Health and Safety, Vocational/Technical Trainings and Personal Development are the main titles of the training.

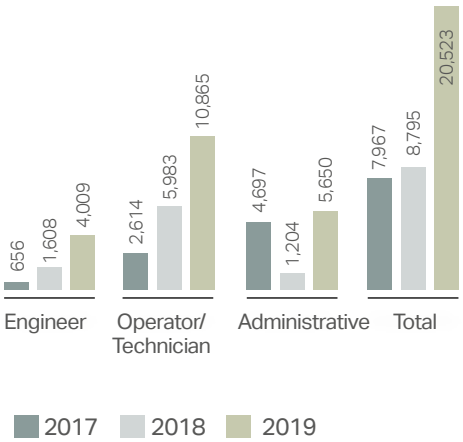
Total Training Statistics Based on Type of Training



Hours of training per person

	2018	2019
OHS	1	14
Vocational/ Technical	16	22
Personel Development	0	9
Total	17	45

Total Training Statistics Based on Position



Hours of training per person

	2018	2019
Engineer	3	9
Operator/Technician	12	24
Administrative	2	12
Total	17	45

## UEDAŞ Sustainability Goals

We share 9 of the main goals identified by Limak Group of Companies as mutual goals. Goals of offering support to women employment, energy efficiency and water efficiency activities vary from the mutual goals in accordance with the dynamics of our sector.



## Limak Group of Companies Shared Goals



# Limak Energy Uludağ Electricity

*Hayatı  
aydınlatıyoruz*

**Limak Enerji**  
**ULUDAĞ ELEKTRİK**

- Population Offered Services  
**5 million**
- Cities Offered Services  
**73 cities**
- Annual Electricity Sales  
**12 billion kWh**

**55%**

**female employment rate**

Ministry of Energy and  
Natural Resources  
**Best Company Award**  
(2018)

**EFQM 4 Star  
Competence  
Certificate**

Embarked upon its journey with the motto of "Lightening the Life", Limak Energy Uludağ Electricity is a company of Limak Investments Energy Inc. Established on 28.09.2012 within the framework of the Electricity Market Law and the relevant legislation of the Energy Market Regulatory Authority (EMRA). It is a supply enterprise providing electricity sales to consumers in the provinces of Bursa, Balıkesir, Çanakkale and Yalova. The company providing electricity to approximately 3 million customers and 5 million people in 4 provinces where services are offered, and the electricity sales amount of the company is more than the electricity consumption of 134 countries.

Services related to the electricity sales are offered to the consumers within the tariff group of residential, mercantile establishment, industry, agricultural irrigation and lighting within the scope of free, non-free and final source supply. Moreover, the company perform the sales of electricity by concluding bilateral agreements in every province of Turkey. Limak Energy Uludağ Electricity has engaged in operations and sales electricity sales in 69 provinces of Turkey apart from 4 provinces in where it offers services.



## About Limak Energy Uludağ Electricity

Performing profound surveys and researches on the dimensions the energy is to be evolved in future, Limak Energy Uludağ Electricity transforms its projects into investment ideas towards the direction of technological advances. On the other hand, the company accomplishes and creates life-facilitating solutions by accomplishing sector-first applications.

Total electricity supply of Limak Energy Uludağ Electricity in 2019 is approximately 11.3 billion kWh. The company supplies 85% of the energy requirement of the consumers located at the region in where it offers its services.

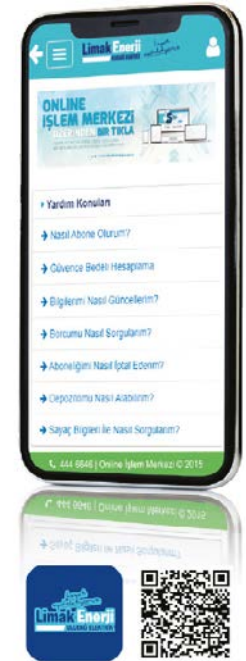
Limak Energy Uludağ Electricity sustains its investments through the customer satisfaction oriented approach, quality priority and an innovative perspective. This priority of the company has been crowned by numerous rewards. Enjoying its leading position in its sector, the company strengthens its data and communication infrastructure with different business models based on technological development and provides easier access to information for its customers.

Many services such as subscription, collection and benefiting from advantageous tariffs are offered to customers with nearly 100 transaction centers.

Limak Energy Uludağ Electricity offers facilities to its customers to perform transactions via Online Transaction Center on the web page [www.limakuludag.com.tr](http://www.limakuludag.com.tr) mobile application, e-State and Sign Language

Line through 0 555 0 646 646, in addition to the Call Center on 444 6 646.

Aiming to create a difference and step forward in the sector with service diversity, Limak Energy Uludağ Electricity further aims to increase the customer satisfaction by fulfilling the customers' requirements, requirements and expectations with applications such as Uninterrupted Energy Application, Flexible Bills and My Home is Safe.





### 2018

- Exemplary Company Award in the Award Ceremony of Women Energizing Turkey organized by the Ministry of Energy in 2018.
- Leader of the Greenest Office Survey
- "Terrestrial Life" Category Award within the scope of the Corporate Social Responsibility and Sustainable Development Goals Awards
- Leading company of the Energy Sector in BTSO Award Ceremony of the Ones Adding Value to Economy

### 2019

- EFQM Bursa Excellence Model Jury Incentive Award
- EFQM 4 Star Competence Certificate
- Awarded with the reward in "Barrier-Free Informatics Awards" organized by Barrier-Free Informatics Platform of Turkey.
- Leading company of the Energy Sector in BTSO Award Ceremony of the Ones Adding Value to Economy
- BUSIAD 4. Innovation Awards Organization Leadership Category Reward

### FIRST

- First electricity retail sales company entitled certified with ISO 9001:2015
- First energy company with 'Online Transaction' Center
- First energy company accomplishing the 'Flexible Bill' Application,
- First energy company processing transactions via e-State
- First 'Sign Language Line'
- First electricity retail sales company entitled with EFQM Excellence Award

### THE MOST'S

- Company employing the most women in the sector,
- Company accomplishing the most digital transformation project in the sector.

## Management Systems

Limak Energy Uludağ Electricity concluded the National Quality Act in 2017 and completed the training of EFQM Excellence Model. It has become the first electricity retail sales company granted with ISO 9001: 2015 certification as well as Excellence Reward of Turkey in November 2019 and Jury's Encouragement Reward in April 2019. The entire leaders have actively involved in accomplishment and certification of ISO 27001:2013 and ISO 10002:2018 management systems. Limak Energy Uludağ Electricity adopt as a principle offering both high quality and swift services to its customers by being entitled to be awarded in 2019 with ISO 18295: 2017 Customer Communication Center Standards service certification.



# Sustainability in Limak Energy Uludağ Electricity

## Sustainability Priorities

Limak Energy Uludağ Electricity have updated sustainability priorities as a result of the assessment negotiations with the stakeholders, information received from the feedback mechanisms, sustainability workshops and meetings held with the senior management.

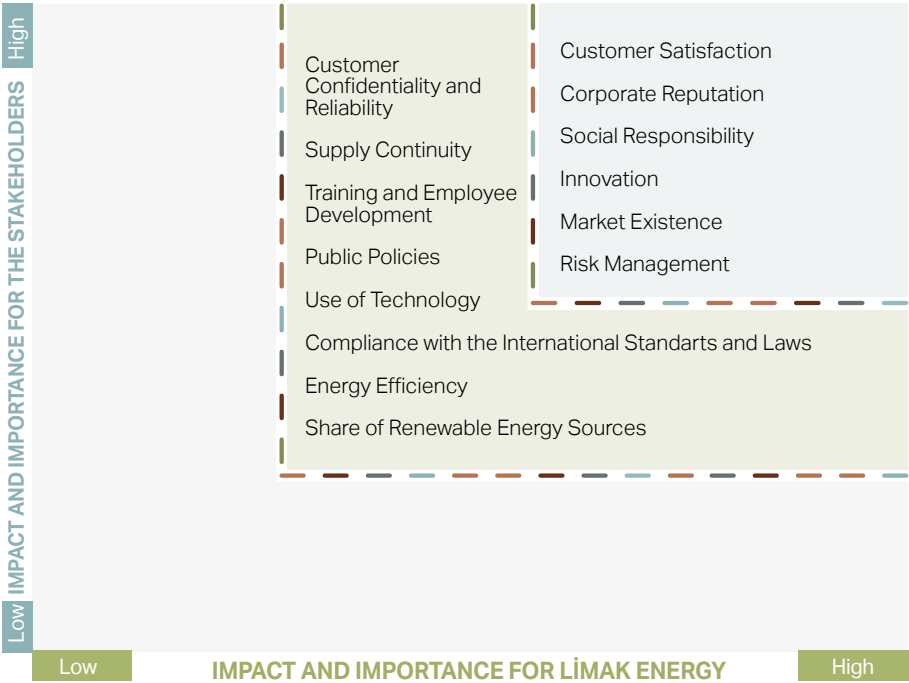
Achieving customer satisfaction with innovative approaches, developing social responsibility practices with projects aimed at preserving and improving the environment, particularly women, people with disabilities, and corporate reputation are among the issues of top priority. Limak Energy Uludağ Electricity, taking the sustainability of service quality as basis, undertakes the following provisions;

- Abiding by the legal duties and rights and interests of the consumers, ensuring the traceability, reviewing and troubleshooting and resolution of customer complaints effectively and efficiently,
- Ensuring the sustainable compliance with stakeholders, consumers, employees and public and business processes for the purpose of supporting the processual development,

- Ensuring effective use and reportability of resources in cases that shall be subject to complaints within the internal structure, including potential and specific complaints,
- Ensuring a traceable structure supported with free and swift information infrastructure providing access to entire stakeholders benefiting from the services,
- Protecting the personal data in confidentiality based issues. Issues such as customer satisfaction, leadership, strategy, information, collaborations and resource management, employee management and process management have been addressed in terms of innovation and thus, reflected in the processes.

Limak Energy Uludağ Electricity, in accordance with the articles in the Innovation Policy aims to

- Embrace, adopt and disseminate innovation as the corporate culture.
- For the purpose of ensuring sustainable growth, the company follows the developing



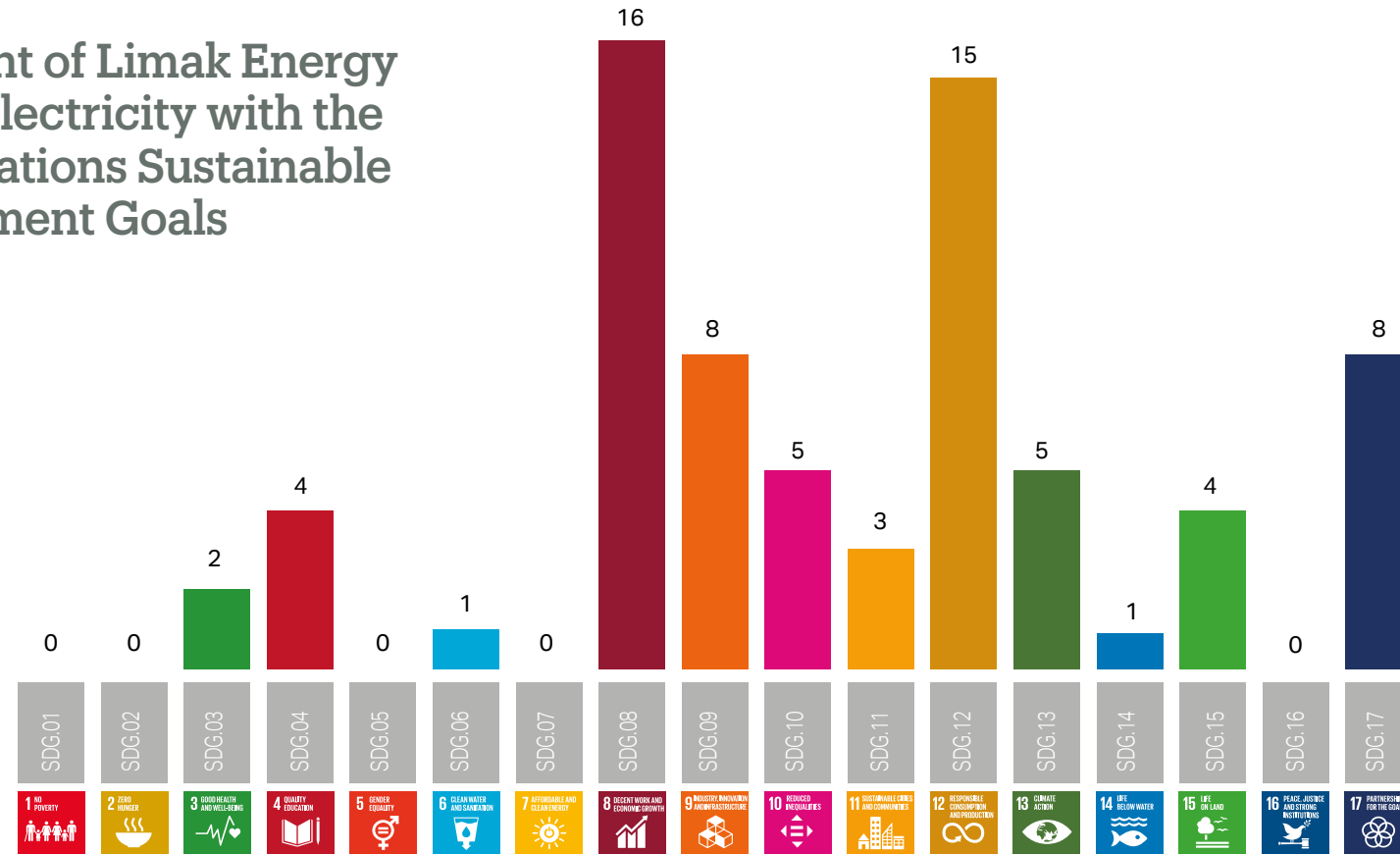
technologies and adapts the applicable technologies to the processes.

- New business manners and methods are assessed for the purpose of supporting institutionalization.
- Environmental and societal awareness are prioritized in innovation purpose applications.
- Innovation is supported and strengthened by strong leadership and communication.
- Customer requirements are

identified and expectations are swiftly responded.

- Sector-first applications, novel products and services have been developed.
- Researches and knowledge gained in line with new developments in the sector are adapted to corporate processes.
- Management of the company improves the competencies of the employees and supports their contribution and involvement in the innovation.

## Alignment of Limak Energy Uludağ Electricity with the United Nations Sustainable Development Goals



Projects accomplished by Limak Group of Companies within the last 4 years are associated with the United Nations Sustainable Development Goals in the report for "For a Better World Walk the Talk". According to this, it has been revealed and acknowledged that Limak Energy Uludağ Electricity projects have been focused on the goals of **Decent Work and Economic Growth**, **Responsible Consumption and Production** and **Industry, Innovation and Infrastructure**.



# Sustainability Activities

## Customer Satisfaction

### Customer Satisfaction Applications

Limak Energy Uludağ Electricity focuses on customer satisfaction and offers applications that makes the lives easier for the customers while planning the services in advance that customers may require.

Firsts in the sector are accomplished and it is then aimed to make the lives of the customers easier. Customers can perform many transactions within seconds, regardless of time and place, particularly via easy-to-access channels such as social media, Call center, website, e-State, Sign Language Line and transaction centers.



### Flexible Bills

In order to avoid interruptions of bill payments on behalf of customers, a system which is highly flexible and being the first and only application in the sector in Turkey, a system has been created for the customers with the paydays not corresponding to the due date of the bill and enabling them to determine a due date for the payment of their bills. Thanks to this system, the failure of paying bills on time was eliminated and resolved, and the legislation has been positively stretched for the customers. Moreover, within the scope of the Flexible Bill application, the customer is entitled to set a lower limit for their bills and accumulate the consumption amount in their balances until this amount reaches up to the lower limit identified by themselves. When the amount on the bill reaches the limit identified by the customer, invoice is issued accordingly based on the limit. Thus, the difficulties related to the bills with low amounts have been eliminated.

Thanks to this application, the rate of customers paying their bills on time was increased by **17.58%.**



- A first-time application in the sector
- Selection of subscriber-specific due date
- Ability to identify a lower limit for the bill



### Online Transaction Center

Limak Energy Uludağ Electricity has activated and commissioned the first Online Transaction Center in its sector in 2015, enabling its customers to perform their entire transactions without being restricted by time and space.

Customers may perform the following processes via Online Transaction Center;

- New Subscriptions,
- Subscription Termination,
- Debt Query,
- Bill Payment,
- Refund of Security Deposit,
- Application Query,
- Information Updating,
- Receiving Discounted Energy,
- Consumption Graphic.

The customers may perform every transaction entitled on the system.

Mobile app has been downloaded by **over 20,000.**

### Uninterrupted Energy Application

Through this application, customers are subjected to a score from A to E according to their history payment patterns. The customers within Group A, B and C and with the first bills unpaid are contacted with SMS and call center and the required remainders are done and collection can be performed without any power cut-offs.

These activities resulted in a **41.27%** decline in power cuts

At the same time, the company exercises priority to the people with disabilities, people over 65 years of age, relatives of martyrs and veterans in transaction centers.



### Sign Language Line



The company, with the notion of eliminating obstacles in all categories in terms of electrical transactions in mind, provides video call support to hearing and speech impaired customers through WhatsApp with the Sign Language Line Project. When the line 0555 0 646 646 is dialed, offering services with sign language, the customer representative answers the entire queries of the customers and fulfills their requirements.

Featuring to be the first of the sector, the project was entitled to be awarded with the reward in **"Barrier-Free Informatics Awards"** organized by Barrier-Free Informatics Platform of Turkey.



### Cooperation with fastPay



During a period when no discounts have been offered to consumers due to market conditions, customers have been offered with the advantage of refunding their bills paid through the fastPay channel between 2018 and 2019. The customers have been offered with the advantage of discount with 10% payment refund up to 10 TL on a monthly basis in 2019 within this scope. Residential customers have also been offered additional advantages, such as paying without wasting time, through the mobile application.

Payments of over **100 thousand** bills have been performed via this app within the last two years and customers have been offered with benefits up to an amount of approx. **700 thousand TL**.



### Customer Satisfaction Measurement

Limak Energy Uludağ Electricity delivers the Customer Survey measuring the operational satisfaction of the company to its customers through SMS. The survey is applied to customers receiving services from the processing centers instantly and continuously, and the results are instantly monitored accordingly. Basic results indicating the performance related to the customers are monitored by means of a software used (EDRIMS).

Within the scope of **«We are enlightened with you»** project, Limak Energy Uludağ Electricity aims to perform and accomplish the following with the Consumer Perception Surveys conducted face-to-face and Customer satisfaction SMS Surveys prepared;

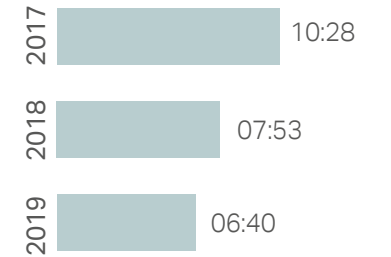
- Listening to the customers and establishing communication,
- Measuring the satisfaction rate,
- Continuous improvement and development.

### Customer Satisfaction (%)



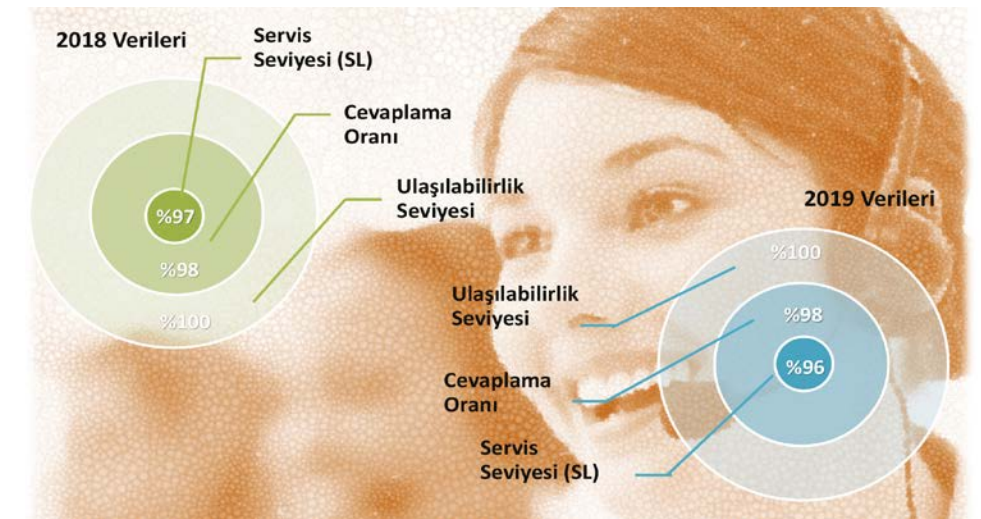
The company performs and conducts system improvements to shorten the processing times in order to provide faster service to its customers and aims to complete the transactions in the optimum time. In consequence of the operational and infrastructure improvements performed in line with this goal, the average waiting time, which was previously more than 10 minutes in 2017, decreased to an average of 6 minutes and 40 seconds in 2019.

### MİM Average Waiting Time (min.)



### Call Center

While the call center response rate indicates the rate of calls with the customer representative among all incoming calls, and the service level indicates the number of calls responded within 20 seconds, criteria for the process are determined by EMRA (Energy Market Regulatory Authority). The corporate goal, apart from the criteria determined by EMRA, is to ensure the entire customers calling to be responded by a call center attendant and fulfill the requests communicated. As a result of the increase in the number of call center employees and systematic trainings provided to the employees, the response rate has reached nearly to 100%, which indicates a higher level than the criteria stipulated by the legislation.



## Social and Environmental Projects

Sustainability, supporting the corporate vision of Limak Energy Uludağ Electricity, is amongst the strategic objectives and goals. Various projects supporting the economic, social and environmental sustainability, improvements and goals are supported and reinforced by the leaders within the scope of sustainability priorities and strategic plan. Projects for the women, people with disabilities and environmental protection and development in particular are the distinctive features of the company enabling it to step forward and leaving its competitors within the sector behind.

### e-Transformation Applications

e-Invoice, e-Archive, e-Signature and e-Ledger applications are accomplished within the scope of e-Transformation. The customers are notified with e-mail and SMS instead of paper-based invoices within the scope of e-Archive invoice to reduce the use of paper. Around 1 million customers have been enabled to perform transition to electronic invoice up until today and thus paper waste of 14 tons has been avoided.

### Greenest Office Survey

“Greenest Office” survey performed by EnVision in various sectors each year has focused on electricity sector in 2018. Transforming its paper-based processes into fully integrated digital environment by ensuring automation in business processes by means of Electronic Document Management System, Limak Energy Uludağ

Electricity has been ranked number one on the list of “Greenest Office” including the company engaged in retail and electricity distribution sector.

The results of the survey have revealed that efficiency and quality have also been increased dependig on the use of EDMS. It has been identified that processes with documentation cost take up to 40-60% of the working hours of the office employees and 20-45% of the workmanship costs and 12-15% of the turnover. The average search for a document by conventional methods prior to EDMS would take around 5 to 20 minutes on average, this figure was reduced to maximum 0.55 seconds after the implementation of EDMS.

Number of digitalized document in Limak Energy Uludağ Electricity, activating the EDMS system in April 2013, has reached to 59 million, the average time for searching was reduced to maximum 0.55 seconds.

Electronic Document Number of Pages	59,274,459
Number of Trees Recovered	7,140
Amount of CO <sub>2</sub> Not Produced (In tonnes)	2,015
Amount of Water Recovered (Kiloliters)	35,564
Amount of Waste Blocked (In tonnes)	142

### Social Bills



The company notifies its customer by the messages under the section “You have a message!” of the bills. For instance; the customers are informed with summer time-winter time (daylight saving), unit costs on the bills. Furthermore, it is aimed to create awareness in the society by collaborating with various non-governmental organizations with the social messages printed at the bottom section of the bills. For instance; a collaboration with Onko-Day was established for the purpose of raising awareness about Breast Cancer, a prevalent cancer type in women, and a message of “Don’t be afraid of breast cancer early diagnosis by self-examination saves lives” is printed and the bills were printed in pink. It is aimed, within the scope of Social Bills Project, to raise societal awareness by printing messages appropriate to the requirements of the NGOs operating for the public interest in the information section of the paper-based bills.







### Green Transformation Forests

Limak Energy Uludağ Electricity aims to reintroduce the papers used in the billing and subscription processes of the customers back to the nature with the "Green Transformation Forests" project. The company proceeds with afforestation by planting saplings in Bursa, Balıkesir, Çanakkale and Yalova. Within the scope of afforestation activities planned to create 4 forests in 4 provinces, 4 thousand trees were planted, 200 tons of paper was saved and 5 million liters of water was brought back to nature. On the other hand, release of emission of 272 tons of CO<sub>2</sub> and 19 thousand wastes have been prevented accordingly. While a forest of 1,000 trees was created in the region in Çanakkale in 2018, 1000 saplings were planted in Bursa Gemlik, which was designated as the project area in 2019. The project shall be proceeded in the provinces of Balıkesir and Yalova in 2020 and 2021.



### Energetic Holiday Painting and Activity Book

It is aimed with the Energetic Holiday Coloring and Activity Book to teach children about energy saving and renewable energy



resources while having fun. Children learn about solar, geothermal, water, wind and biogas energy in the Energetic Holiday Coloring and Activity Book, which is presented with an updated content every year while becoming aware of the importance of renewable energy sources for a healthy and clean future. The students, in the book for kindergarten and primary school students, spend time with educational activities, exploring houses and factories, streets, parks and gardens lightened with renewable energy sources. Limak Energy Uludağ Electricity, up until today, was able to deliver the Energetic Holiday Coloring and Activity Book to students in Bursa, Balıkesir, Çanakkale and Yalova as well as Kars, Antalya and Tanzania in Africa.

### Science Festival Workshops

The company enables children between the ages of 7-15 to meet with renewable energy resources participated with the stands every year within the scope of the

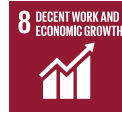
Science Festival event at the Science and Technology Center. Number of children hosted by the company for 4 years at the stand has reached to 5,000. Up until today, children have been provided with the opportunity to develop their own inventions at the workshops of LED Night Lamp, Solar Powered Mini Robot, Wind Plant, Solar Powered Mini Radio and LED Green Transformation Tree.



### Environment Team

Environment Team, consisting of Limak Energy Uludağ Electricity employees and embarked upon its journey with the motto of "Lightening the Life, Cleaning the Environment", aims to compel attention to environmental pollution, one of the most substantial issues of our modern times by means of activities to raise awareness in the society. Thanks to the Environment Team, 6 areas have been regenerated and reformed to their inherited natural state by this time.





### Breath to the Future Project

Limak Energy Uludağ Electricity has planted exactly 1,111 saplings with its 111 employees in Bursa, Çanakkale, Balıkesir ve Yalova within the scope of "Breath to the Future" project organized by Ministry of Agriculture and Forestry, one for the Guinness Book of Records.



### "You have Our Love and Energy" Project

It is aimed, within the scope of "You Have Our Love and Energy" project, to place food and water bowls in front of the customer departments and fulfill the basic requirements of stray animals.



### Energy of Sharing

100 books selected from the world and Turkish classics were left at crowded subway stations and sitting areas of Bursa within the scope of the project. Thanks to the project, which has been implemented to compel attention to the importance of reading, it is aimed to create a sharing chain and thus reach the entire citizens of Bursa.



## Working Life



Considering and regarding each employee as an asset not a resource of the company, considers that offering occupational health and safety, motivation and personal development opportunity to its employees and satisfaction to its customers as the most substantial factor.

Decisions on the working life are taken together with the Human Resources and Management Systems Director and the General Manager. The entire decisions and activities are followed up by the relevant employees in the Human Resources department.

Number of employees in Limak Energy Uludağ Electricity is 311 by the end of 2019.  
**55% of the employees are women.**

Placing emphasis on and attaching priority to the women employment in its own sector, Limak Energy Uludağ Electricity, thanks to this approach, was entitled to be rewarded with the Exemplary Company Award in the Award Ceremony of Women Energizing Turkey organized by the Ministry of Energy in 2018.

### Distribution of Employees by Gender

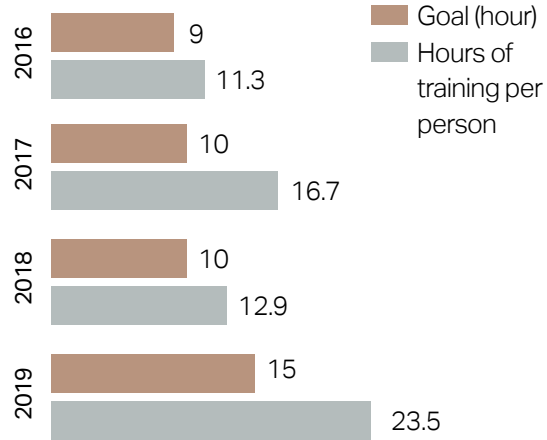
			TOTAL
2017	161	153	314
2018	166	140	306
2019	170	141	311

Goal and competency-based performance assessment system has been introduced to measure the performance of employees for the year 2018. Training plans are established in line with performance assessment results, position requirements, employee/director requests and human resources' opinions, and training and career development of employees are monitored and followed-up accordingly. Trainings have been provided to the employees in many subjects with the purpose and objective to support the continuous development and ensuring the reflection of knowledge and experience gained to working life.

### Titles of Training for 2019;

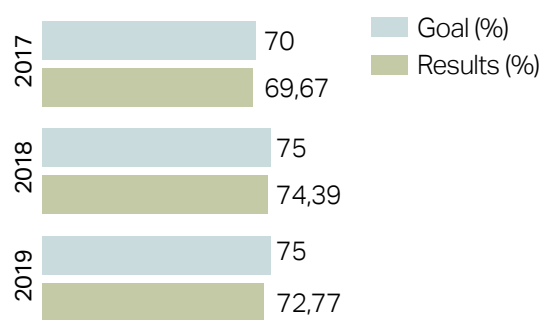
- Capability of Managing the Change and Training on Skills of Acting Together
- Visuality and Language Education in Personal and Corporate Communication
- Training on Conscious Awareness
- Training on Competition Law
- Training on Digiturk Collaboration
- Training on Occupational Safety Ergonomy
- Training on Effective Communication on Telephone
- Training on Internal Audit
- Training on Fundamental Rules of Personal Change
- Training on Dramatization in Communication
- Training on Breath Control
- Training on EFQM Model
- Sustainable Development and Management Systems
- Program Training
- Training on Personal Motivation
- Training on Stress and Time Management
- Training on Ethics, Morality and Law
- Training on Anger Management
- Training on Development Center Coaching
- Training on Anger and Stress Management, Customer-Oriented Service

### Training Statistics



Employee Satisfaction Surveys have been conducted for the last three years in order to measure the employee satisfaction. Perception of the employees on leadership, vision, mission, values, motivation, appreciation and rewarding, corporate services, management mentality, involvement and commitment, communication, training and development, working environment, employee rights and other general issues are measured with the Employee Satisfaction Surveys. Results of the surveys are assessed and improvements are performed accordingly.

### Employee Satisfaction Survey



# Limak Energy Uludağ Electricity Sustainability Goals

We share 9 of the main goals identified by Limak Group of Companies as mutual goals. Goals of offering support to women employment, energy efficiency and water efficiency activities vary from the mutual goals in accordance with the dynamics of our sector.

ID

SP

Supporting the development of women employment and qualified active participation of women employees. Increasing women employment rate on entire levels.

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

Women employment rate of **55%** shall be maintained. Projects for women shall continue each year.

HP

Continuously monitoring and developing the energy efficiency activities, establishing the required infrastructure and renewing the current one.

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

Social projects related to energy efficiency shall be accomplished. **30%** energy efficiency at the Directorate General shall be ensured until 2026.

HP

Continuously monitoring and developing the water efficiency activities, establishing the required infrastructure and renewing the current one.

6 CLEAN WATER AND SANITATION

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

Projects related to water efficiency shall be accomplished.

## Limak Group of Companies Shared Goals

ID

SP

HP

Carrying out activities with the aim to develop a sustainability conception in all sectors and supporting the existing activities.

4 QUALITY MANAGEMENT

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

17 PARTNERSHIPS FOR THE GOALS

All of our companies shall support efforts to improve sustainability with at least one project each year.

HP

Increasing the use of renewable energy sources (RES) in energy consumption.

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

Our group shall increase the use of RES in total energy consumption to at least **30%** by 2030.

HP

Developing applications, systems for reducing waste generation and to perform awareness raising activities for consumption reduction.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

By 2026, **"Zero Waste"** works shall be completed in all our companies.

ID

SP

HP

Transfer of ethical principles and rules to the entire value chain in all our companies, including suppliers.

8 DECENT WORK AND ECONOMIC GROWTH

10 GOOD BUSINESS LEADERSHIP

17 PARTNERSHIPS FOR THE GOALS

It shall be transferred to our entire value chain until 2023.

ID

SP

HP

Creation of feedback management systems for external stakeholders and regular monitoring and reporting.

8 DECENT WORK AND ECONOMIC GROWTH

15 GOVERNANCE

Until 2023, our feedback mechanisms shall be updated in all sectors and the participation of all our external stakeholders shall be ensured.

ID

SP

HP

Ensuring a sustainability perspective across all our suppliers.

8 DECENT WORK AND ECONOMIC GROWTH

10 GOOD BUSINESS LEADERSHIP

17 PARTNERSHIPS FOR THE GOALS

Training of all our suppliers shall be completed until 2026.

SP

Developing and implementing the practices that shall enable improvement in the field of occupational health and safety and to follow the international performance criteria in this field.

4 QUALITY MANAGEMENT

8 DECENT WORK AND ECONOMIC GROWTH

In all our companies, **"Zero Accident"** is aimed by ensuring international standards.

ID

SP

HP

Monitoring and increasing employee satisfaction on a regular basis.

4 QUALITY MANAGEMENT

8 DECENT WORK AND ECONOMIC GROWTH

We aim to have at least **80%** of our employee satisfaction every year.

HP

Reducing the emission releases resulting from our operations.

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

By conducting emission reduction works in all our companies, an average of **27%** emission reduction shall be achieved by 2026.





Annual concentrate  
manufacturing of  
**10,000 tons**

Annual fruit processing with  
a capacity of  
**85,000 tons/year**

**Exports to  
32 countries**

Export share in  
total sales is  
**55%**

Production on an area of  
**40 thousand sq. m.**  
with an indoor area of  
13 thousand sq. m.



## About Limkon

Operating since 2008 at Adana Hacı Ömer Sabancı organized Industrial Zone, Limkon Gıda Sanayi ve Ticaret A.Ş. has actively been operating in the agriculture sector and performs the production of fruit juice concentrate, fruit puree, tomato paste, NFC fruit juice, fruit nectar, fruit and aromatized syrup and fruit beverages and sales of the products both in domestic and overseas markets. Concentrated product exports to 32 countries has reached to 55% of total sales, and new domestic and overseas enterprises have been included to our customer portfolio every year.

Proceeding with its sales of orange juice, NFC (not-from-concentrate) fruit juices and fruit beverage products under the registered trademark "Pomona", Limkon expands its product range in the ice tea and different fruit/flavored beverages group with new R&D studies every year. Nationwide franchise activities have been carried on.

Just like every year, Limkon has been ranked as first in the processing of citrus fruits in Turkey in 2019 as well. In addition, it has continued to process many other fruits, primarily pomegranate, apple and cherry varieties.

Organic concentrate production continues increasingly every year, especially in order to be able to meet the overseas requirements for organic concentrate. Product range is expanded with organic fruit assortment and the sales figures are boosted in addition to the increase in the organic production quantities. Apple, cherry, pomegranate, black carrot juice concentrates and pulps are among these products. Moreover, the natural fruit flavors and oils obtained in the factory are among the products with increasing sales. Every part of the raw material used in the factory is put to good use entirely, and no part including the peels and the pulp goes to the trash.





# Sustainability in Limkon

## Sustainability Priorities

Decision-making mechanisms, including economic, social and environmental issues, are executed with the management team, when and if necessary, consultants and specialists within the framework of the corporate policy, legal practices and the current status of the goals. The sustainability aspects of top priority identified by the management team to be applicable for the upcoming period by receiving the opinions of internal and external stakeholders are as follows:

- Food Safety and Product Responsibility
- Compliance with the International Standards and Laws
- Sustainable Agriculture
- Waste and Water Management

Zero Hunger goal ranked second among the Sustainable Development Goals released by the United Nations aims for the development of sustainable agricultural practices in principal. Limkon works to the maximum extent for the development of

sustainable agriculture in the area where it operates.

Performance of the demand and supply management effectively and efficiently within the agricultural area, activities for the development of stakeholders for the controlling and management of the yield within the framework of a sustainable agriculture form the principles and procedures of the business conduct and perception of Limkon. The factory with the annual fruit processing capacity of 85,000 tons is able to produce 10,000 tons of concentrate on an annual basis. On the other hand, the factory exports to 32 countries and enables sustainable business mentality to be carried to a wide geography with this area of access.

Embracing and adopting a production mentality in compliance with high international standards in the area of agricultural sector, Limkon is aware of the importance of achieving globally recognized and acknowledged targets on climate action,

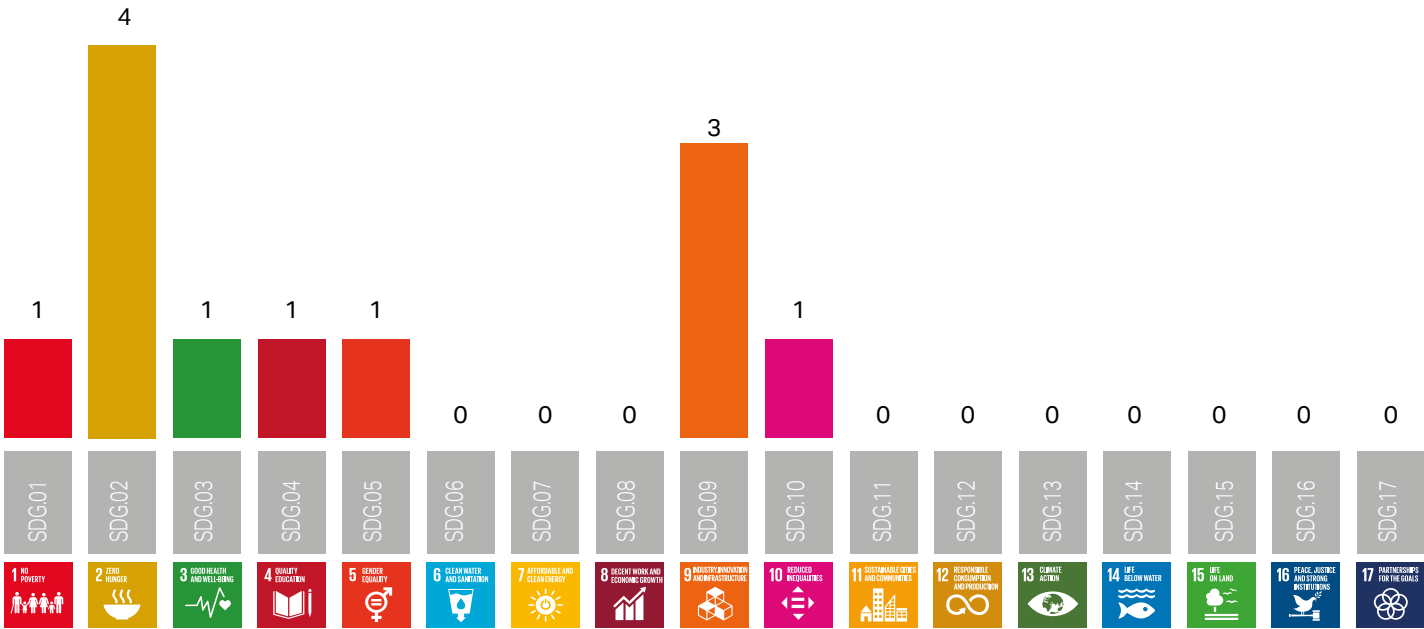


water conservation and waste management for the purpose of ensuring the sustainable development.

Acting with the awareness of operating in a region such as Turkey that shall be reaching a critical limit in terms of water particularly in the future periods, Limkon aims to improve corporate social responsibility projects to ensure sharing the knowledge and experience in possession with local producers while executing and performing its operations and activities.

The fact that the development of the local producers with respect to sustainable agricultural practices and improvement of their production mentality do have a critical importance to ensure the raw material continuity and efficiency. Furthermore, developing and internalizing the mentality of product responsibility in agricultural products by the entire stakeholders and ensuring occupational health and safety in agriculture are among the priority issues to be adopted by Limkon.

## Alignment of Projects of Limkon Fruit Juice Concentrate Facilities with the United Nations Sustainable Development Goals



Projects accomplished by Limak Group of Companies within the last 4 years are associated with the United Nations Sustainable Development Goals in the report for “For a Better World Walk the Talk”. According to this, it has been revealed and acknowledged that Limkon projects have been focused on the goals of **Zero Hunger, Industry, Innovation and Infrastructure.**



## Sustainability Activities

### Food Safety and Product Responsibility / Compliance with International Standards

#### Limkon adopts and embraces a manufacturing perceptive in compliance with the high standards.

Food safety and product responsibility are aspects with top priority for business conduct of Limkon. Acting with this susceptibility, manufacturing compliant with the legal requirements and Food Safety System, maintaining sustainability by preserving human and environmental health in every phase of manufacturing from purchasing to delivery, abiding by the quality, hygiene, environmental and safety rules required for the production of safe products are among the working principles of the company.

Food safety and product responsibility are performed in compliance with international standards and laws.

Limkon in possession of internationally recognized and GFSI (The Global Food Safety Initiative) compliant BRC (British Retail Consortium), IFS (International Featured Standards) food safety certificates. In addition to these, SGF (Sure Global Fair), Organic Product Processing (TR, EU, NOP), ISO 9001, ISO 22000, Kosher, Halal and FDA Certificates are also available.

Inspections and audits of Global Food Safety Initiative (GFSI) certification bodies and BRC and IFS food safety certificates are renewed on an annual basis. Food Defense and Food Safety systems were developed by transitioning to the version 8 of the BRC food safety standard. Manufacturing and operation practices in Limkon are performed on the basis of

the food safety. Food safety is the primary responsibility of the entire employees, and the system has been established based on GFSI compliant standards and legal requirements, and the products and the working system are constantly checked and secured according to food safety plans and procedures.



Food Safety System is monitored and followed up within the process from raw material to the customer and perspective of food safety is updated by means of the trainings under the light of the new scientific studies. In this context, participation in the workshops of the International Fruit Juice Association (IFU) is ensured, and updated information on improved analysis methods is obtained from global suppliers. The annual food safety and hygiene training of the employees is performed accurately and completely along with these updates.

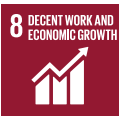
Moreover, legal conditions, customer specifications and food safety conditions have been documented and shared with the employees in order to accomplish the product responsibility at the highest possible level. Information is constantly updated by means of the trainings organized. Coordinated activities and studies have been performed with the entire departments and stakeholders to ensure the product responsibility. In order for the food safety and quality culture of Limkon to be shared with the personnel, activities and studies have been performed since 2019 within the scope of the Food Safety and Quality Culture Development Plan.



These activities include awareness-raising contents and events on food safety practices, quality and culture days, workshops involving the entire units and technical trainings. A total of 7 technical trainings have been provided for the engineer team in 2019, and the awareness of the personnel was raised by organizing internal communication activities every 2 months within the scope of food safety and HACCP studies. Furthermore, survey studies have been initiated for the development of the food safety culture.







## Sustainable Agriculture

Limkon proceeds its operations and activities by prioritizing the final goal of Zero Hunger, ranking as second among the United Nations Sustainable Development Goals, which includes the issue of developing sustainable agricultural practices in accordance with its sustainability approach.

Performance of the demand and supply management effectively and efficiently within the agricultural area, activities for the development of stakeholders for the controlling and management of the yield within the framework of a sustainable agriculture form the principles and procedures of the business conduct and perception of the company.

Pursuant to the emphasize Limkon attaches to sustainable agriculture principles, aspects in manufacturing such as soil and water management, biodiversity, energy management, combating climate change and waste management are closely monitored and the required performance measurements are performed accordingly.

The entire employees operate in environments compliant to the hygiene and health requirements. Reverse discrimination including gender equality has been practiced for the employees with disadvantages with the possibility of experiencing discrimination.

Employment is provided to women by the project “Women Agricultural Workers” and the

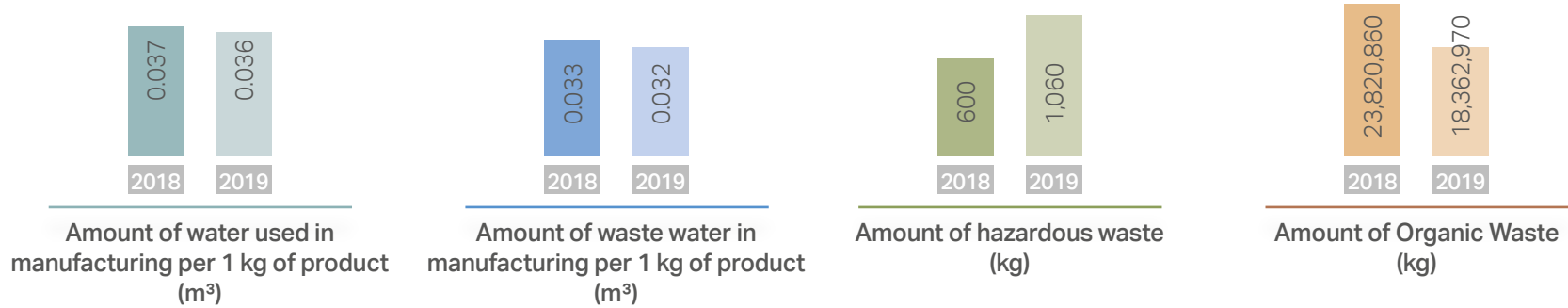
position of women in agriculture is reinforced accordingly. Moreover, support is provided to the organic agriculture for the development of sustainable agricultural practices. In this context, organic agriculture project has been initiated to perform production of apple, apricot, sweet cheery and grapes with 21 producers on an area of 500 decares at the villages of Çamardı district of Niğde province in 2008. Only organic licensed pesticides are utilized in production, and since chemical fertilizers used within the scope of the conventional methods are not utilized, the soil is protected against the harmful components such as nitrate and phosphorus poisoning the soil and water resources and from chemicals that negatively affect plant health by accumulating in the soil in the long term, and agriculture is performed with a holistic approach in concordance with the entire ecosystem and thus, the health of the entire other living creatures is ensured to be protected accordingly.

As the project is controlled and certified at every stage in accordance with the legal standards, it has achieved a more sustainable structure by rendering the process to be traceable. Moreover, income levels of the farmers are increased by an agreement concluded within the project and thus contributed to the preservation of the manufacturing cycle.

Limkon’s goal is to boost its organic product sales, which is approximately 500 tons per year as of 2019, to 750 tons by the year 2020.



# Environmental Management



Environmental impact of Limkon's activities is monitored in accordance with the legal terms and the required precautions and measures are taken accordingly. Decisions related to the environmental performance are taken by the General Manager, Manufacturing Manager and Quality Management Representative and monitored and followed by the Manufacturing Manager and Quality Management Representative. Certain environmental performance indicators in the company in terms of both sustainable agricultural principles and food safety are regularly monitored and annual goals are established. Environmental performance indicators monitored:

- Waste water amount
- Water amount used in manufacturing
- Waste amounts

- Waste water parameters
- Flue gas measurement

For the purpose of reducing and diminishing the environmental impact of the products and services, planning is performed based on the manufacturing line capacities wastes are delivered to the certified recycle enterprises, waste water is delivered to the treatment plant.

Limkon, in accordance with its sustainable manufacturing approach, supports the preservation of water resources by utilizing water efficiently by implementing micro-irrigation systems in the lands where plantation is performed. Our waste water is delivered to Hacı Sabancı Organized Industrial Zone Waste Water Treatment Plant and recycled accordingly.

DAF (Dissolved Air Flotation) system has been installed in 2019 and thus, the values of waste water delivered to Organized Industrial Zone have been improved and ensured to decrease the burden of the Organized Industrial Zone Waste Water Treatment Plant.



DAF System



## Working Life

Code of Conduct and Policy on Ethical Principles have been established in 2017 by Limkon senior management for showing respect to fundamental rights and differences and shared with the entire employees. In this regard, updated on an annual basis through international audits and compliance is ensured accordingly. The entire personnel in Limkon act in accordance with Code of Conduct and Policy on Ethical Principles.

**1**  
Customer orientation

**2**  
Performing manufacturing in accordance with the legal requirements and food safety system



**3**  
Maintaining and executing the sustainability of human and environmental health by protecting human and environmental health at every stage of manufacturing, from purchasing to delivery, complying with the required quality, hygiene, environmental and safety rules in order to produce safe products.

**4**  
Rendering our organization to be open to innovations and development in order to continuously develop and improve our overall success and efficiency, managing and administering our employees in accordance with ethical standards without any discrimination based on language, religion and ethnicity.

**5**  
Raising awareness of the employees by the trainings to be provided based on the Training Plan

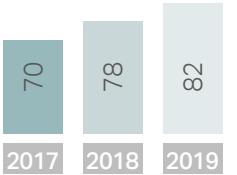


### Employee profile

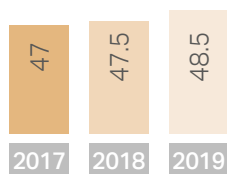
			TOTAL
2018	20	88	108
2019	20	103*	123

\* 31 from İşkur

	BLUE COLLAR	WHITE COLLAR	TOTAL
2018	85	23	108
2019	99	24	123



Personnel satisfaction (%)



Hours of training per person



The entire Limkon employees are provided with trainings on quality, food safety, occupational safety, hygiene, food defense, and cleaning at regular intervals within the framework of the annual training plan established. Moreover, farmers are provided with trainings on the use of pesticides in the field, the types of crops to be cultivated, and disease prevention.

Proceeding with its activities aiming for zero accident within a working pattern in accordance with the occupational health and safety, Limkon, in this direction, actively implements and adopts the entire

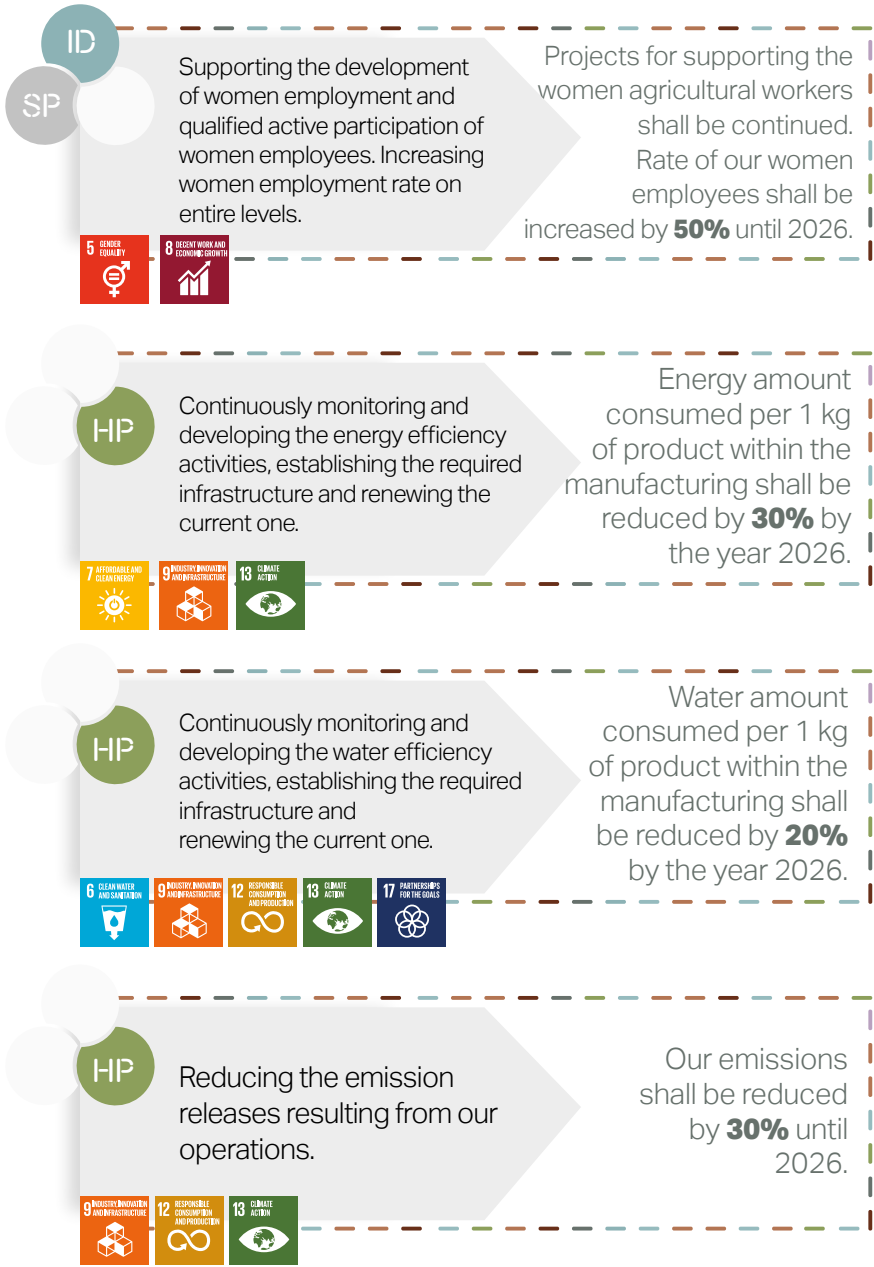
occupational health and safety precautions and measures indicated in the regulation in order to safeguard both the body and mental health while ensuring a healthier working environment for the employees. Occupational Health and Safety Board convenes on a quarterly basis to assess the entire risks associated with the occupational health and safety and works to ensure zero occupational diseases and occupational accidents or minimization thereof. Medical screenings have been performed on the entire employees as a routine on an annual basis. 85 employees in 2018 and 95 employees in 2019 have been subjected

to medical screening. No personnel is available within the risky situation as a result of the screenings. In 2018 2 and in 2019 3 occupational accidents have occurred in Limkon.

Within the scope of the social responsibility project "Limkon Youth Zone", reception of internship applications on [www.limkonyz.com](http://www.limkonyz.com) and disclosing information on fruit juice concentrate product have been continued. In 2019, just like every year, more than 30 students have been offered with the opportunity to do internship in the factory.

## Limkon Sustainability Goals

We share 8 of the main goals identified by Limak Group of Companies as mutual goals. Goals of offering support to women employment, energy efficiency, water efficiency and emission reduction activities vary from the mutual goals in accordance with the dynamics of our sector.



## Limak Group of Companies Shared Goals







Reinforcing the society with our social investments  
For a Better Future







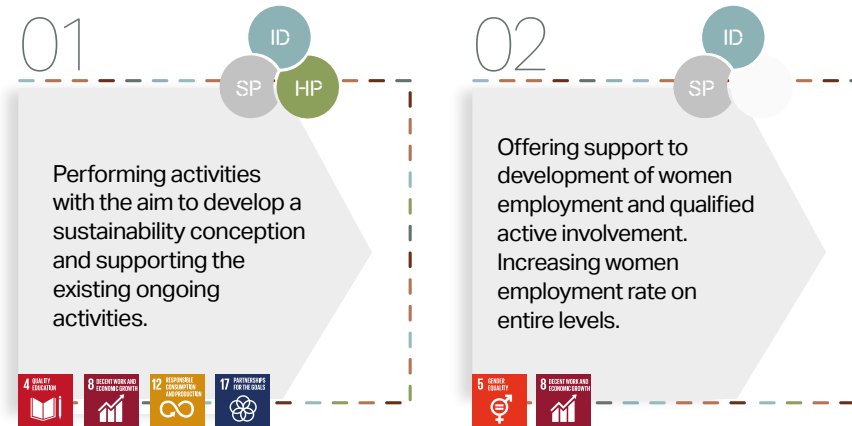
Limak Education Culture and Health Foundation was established in 2016 in order to consolidate the entire social investments and aid projects that Limak Group of Companies has been carrying out for years under one roof as well as ensuring the continuity thereof in a more institutional and effective manner.

Limak Foundation contributes to transforming the young and dynamic potential of our country's population into qualified human resources through sustainable works supporting the social improvement and social development. In this context, it supports

engineer candidates of new generation, particularly the "Engineer Girls of Turkey" by means of social investments executed in the field of education and aims for the women to be actively engaged in the field of engineering and carries out activities to raise awareness of STEM in the society starting from young ages.

The foundation, while supporting the students of secondary education with outstanding achievements under challenging conditions, executes projects in the belief that cultural and art activities are required to be accessed by the entire segments of the society.

## Limak Foundation directly contributes to the sustainability goals of Limak Group of Companies.



Acting with the awareness that the most valuable investment is the one done in people and embracing the understanding "the future lies within the youth", builds its activities on the basis of raising new generations that are strong, contemporary, respectful to the dignified and eminent society and ready to contribute to the resolution of social and economic issues.

### Awards

#### LİMAK FOUNDATION

2018 • Stevie Award - Gold Stevie Manager of the Year Civil Society - Ebru Özdemir



#### GÜLSEREN ÖZDEMİR SPECIAL EDUCATION PRACTICE SCHOOL

2018 • European Property Awards Best Public Service Building

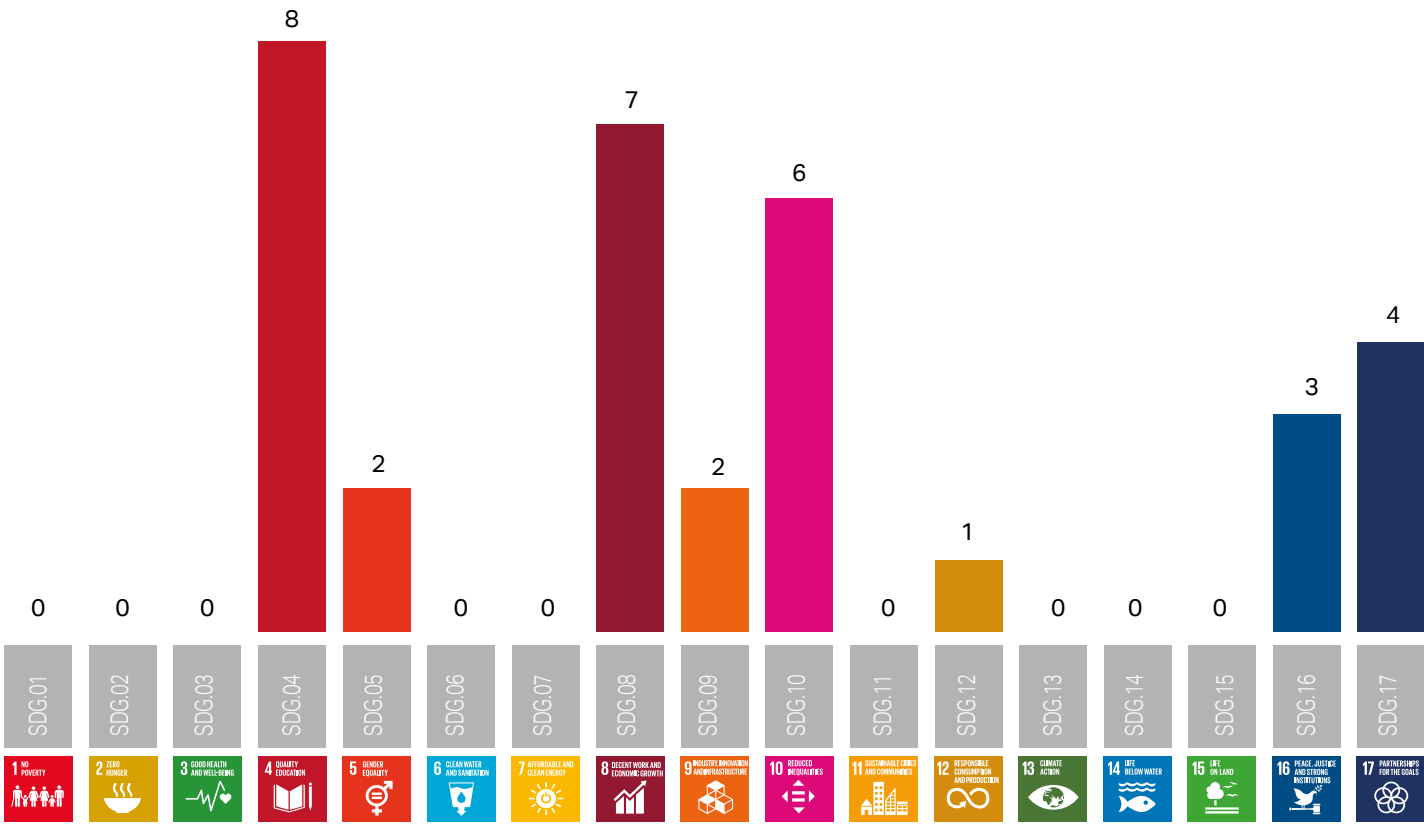
#### ENGINEER GIRLS OF TURKEY

2019 • 11th Corporate Social Responsibility Summit SDGs Awards - Gold Success Award

2018 • IPRA Gold Award - Corporate Responsibility

- Stevie Awards Silver Stevie Best Corporate Responsibility Project of the Year - Europe
- Stevie Awards Silver Stevie Best Communication and Public Relations Campaign of the Year Public Service
- Stevie Awards Silver Stevie Best Communication and Public Relations Campaign of the Year Global Issues

# Alignment of Limak Foundation with the United Nations Sustainable Development Goals



Projects accomplished by Limak Group of Companies within the last 4 years are associated with the United Nations Sustainable Development Goals in the Report for “For a Better World Walk the Talk”. According to this, it has been acknowledged that Limak Foundation Projects are focused on the goals of **Quality Education, Decent Work and Economic Growth, Reducing Inequalities** and **Partnerships for The Goals**.

## Limak Foundation Projects

\* All programs executed under the scope of the Energy Academy of Turkey (TEA) are executed by Limak Foundation on behalf of all companies under Limak Group of Companies involved in the energy sector.



# Engineer Girls of Turkey




Engineer Girls of Turkey (EGT) Project was implemented in cooperation with the Ministry of Family, Labor and Social Services, United Nations Development Programme (UNDP) Turkey and Ministry of National Education in order to contribute to the economic and social empowerment of our country by ensuring that women take part in engineering more in the fellowship. Within the scope of the project, which is designed with a holistic approach, the practice of "Equality Seal Programme" aiming to introduce a comprehensive model in corporate life, was initiated for the first time in Turkey at Limak Investment in 2019 as a 3rd group activity field, in addition to the programs conducted for high school and university students.

Within the scope of the project namely "Women's Empowerment and Promoting Social Cohesion" carried out by EGT, GAP Administration and UNDP, volunteering activities were implemented by providing trainings to the children, youth and women in the fields such as the use of computer programs, English grammar, effective presentation techniques and digital marketing in the Multipurpose Community Centers (ÇATOM) and Child Development Center (ÇGM) in Şanlıurfa and Gaziantep in July 2019.

## 5th İstanbul Meeting




## University Program

  
**120 students**  
at different stages of  
their education

  
**27 provinces and  
36 universities**

**6 branches of engineering**  
Computer, Environment,  
Electric-Electronic, Industrial, Civil,  
Mechanical

  
**66 graduates  
in 4 years**

  
**Internship  
support to 90  
students**

## High School Program

Within the scope of the project's High School Program, students studying in high schools are informed about the engineering profession with different activities. In this way, it is aimed to make them familiar with engineering and have them consider this as an option in the profession choice. Education and awareness activities are performed to make women students aware of the future opportunities they shall get if they know and choose the engineering profession.

It is aimed to raise awareness on gender equality, gender roles in career choice and engineering profession with the training programs intended for the student, teacher and parent.



PERYÖN 26<sup>th</sup> People  
Management Congress  
1 November 2018



Tekyaz  
Solidworks Training  
9-13 September 2019



## TEA Limak Energy Entrepreneurship Acceleration Program



Energy Academy of Turkey (TEA) launched in 2017 by Limak Energy have been redesigned considering sectoral developments in the new era, current technologies, innovative business models and digital conversion approaches and “TEA Limak Energy Entrepreneurship Acceleration Program” was launched in 2018.

During this program which is the most comprehensive entrepreneurship acceleration program focusing on the energy sector in Turkey as well as a transformation project for Limak Energy to sustain its leadership in the innovation-driven areas, entrepreneur candidates and entrepreneurs are provided with comprehensive support to develop innovative business ideas, business models or technologies and to successfully implement their projects.

**10 out of 31 entrepreneurs presenting their projects were included in the program.**

As for the first year of the program, entrepreneur candidates, entrepreneurs with innovative business ideas for energy areas and software and solutions to be applied in the energy sector have filed 100 energy initiative applications to the invitation announced to the early stage start-ups and entrepreneurs.

An assessment of the current situation and requirements analysis was realized for 10 entrepreneurs selected from different cities of Turkey, special hands-on training and mentoring programs were created according to the needs of the teams.

During the acceleration camps and mentoring process launched in April 2019 while entrepreneurs received 75 hours of practical training, 120 hours of mentoring session was held. Each entrepreneur was paired with Limak Energy executives and continued with mentoring sessions on the basis of sectorial and business functions, while business development mentoring and vertical mentoring support were also provided throughout the program.



**75 hours of practical training**

**120 hours of mentoring session**



Bren Pilot Scheme  
Hamitabat Natural Gas Combined Cycle PP



Blink Pilot Scheme  
UEDAŞ Bursa Uludağ Region



Among the initiatives included in the program, Bren, Blink and Demircioğlu realized their pilot schemes in Limak Energy fields, while Loggma had the opportunity to cooperate in Limak Energy's Solar Power Plant projects.

Demircioğlu Pilot Scheme  
Isparta Gönen Solar Power Plant



## Gülseren Özdemir Outstanding Achievement Scholarship



As Limak Foundation; Gülseren Özdemir Outstanding Success Scholarship was launched in memory of Gülseren Özdemir who devoted her life to education in order to support students who make up the future of our country, focus on success by challenging impossibilities and show superior success in secondary education.

10 successful students had the opportunity to benefit from the project within the academic year of 2018-2019. In addition to education scholarship support, students are provided with voluntary mentoring support, books/ stationery, computer assistance, participation in summertime education programs, online English language training support and university preparatory course support. The students were ensured to be attended to the preschool summer school acquire knowledge and experience for the university life and at the same time get introduced and familiar with the academic life and analytic thinking while having the opportunity to attend to the educational activities and events organized by the foundation.

## Junior Engineers of Home



The "Junior Engineers of Home" project was launched in order to make engineering liked by the preschool children and to tell families and preschool children that engineering exists in all areas of life with specially designed games. Trainer training seminars, classroom practices and parent information meetings have been organized in the Project of which the pilot scheme has been realized in Gaziantep. After the trainings and awareness activities applied in schools, the projects completed by the children and their families with reference to the book "Junior Engineers of Home" were exhibited in the preschool with the "Engineering Days Fair".

In 2019, following the "Trainer Training

Seminars" held at the Presidential Nursery and Day Care Center, the project implementation was completed with the "Engineering Days Fair".

While awareness activities were performed by delivering the book namely "Junior Engineers of Home" to schools providing preschool education across Turkey, competitions and events were organized in order to increase the interaction between children and parents. By the activities performed within the scope of the project 100 preschool teachers, 15,000 children (4-6 age group) and 7,500 parents were included in the awareness efforts related to the engineering profession.



LİMAK  
FILARMONİ  
ORKESTRASI



## Limak Philharmonic Orchestra

In the first performance of Limak Philharmonic Orchestra Zeki Muren's timeless songs were played under the direction of Rengim Gökmen who is one of the leading conductors of Turkey. Limak Philharmonic Orchestra was established in 2017 by Limak Foundation, and directed by the world-renowned tenor Murat Karahan.

Limak Philharmonic Orchestra aims to introduce polyphonic music to wide masses, by interpreting Turkish music polyphonically.

The orchestra offered the most popular songs of Zeki Müren to the spectators with a different interpretation in 8 provinces, within the scope of the Turkey tour following the concerts in Ankara and İstanbul.

Limak Philharmonic Orchestra met around 20,000 art lovers across Turkey and the album of "Zeki Müren Songs" consisting of the unforgettable pieces such as "Şimdi Uzaklardasın" (Now you're far away), "Elbet Bir Gün Buluşacağız" (Of course we shall meet one day), "Veda Busesi" (Farewell Kiss) and "Senede Bir Gün" (One Day a Year) took its place in all digital platforms and music markets in 2018.



## MISTI - Boğaziçi International Research, Education and Support Program

MISTI



MISTI (MIT Science and Technology Initiatives)- Boğaziçi International Research, Education and Support Program which was created with the aim of carrying out joint research projects between Boğaziçi University and Massachusetts Institute of Technology (MIT) faculty members and students, was supported by the Limak Foundation between 2016-2019.

Launched to establish global collaborations among universities by the Massachusetts Institute of Technology (MIT), one of the most respected universities in the world, the MISTI Program is one of the largest doctoral-post-doctoral research programs currently supporting over 1,200 academics annually.

With the support given by Limak Foundation, Boğaziçi University

participated in the program and obtained the right to be the first participant university in Turkey.

The project aims to strengthen the academic research infrastructure in Turkey, to support the conversion of academic knowledge into economic value and to break the hierarchical relationships in academia and to bring the young faculty members together with research opportunities abroad. Support within the scope of the aforementioned program is valid for all faculties.

Within this framework, 10 researches in different fields such as economy, energy and migration have been supported within the scope of the program in the last 3 years.

## Limak Talks

Limak Talks, which were launched in 2016 in order to bring speakers on different topics together with the society and raise awareness; reached around 650 listeners with the events where the author and creative director Şermin Yaşar, known as the "Playing Mother" and our national swimmer Caner Erkin, joined as a speaker. Şermin Yaşar shared her experiences about child development and the roles that mothers and parents should undertake in child development processes. Story of national swimmer Caner Erkin has been shared with the audience at the event held in Limak Ambassadors Hotel on March 17, 2018 by Osman Akdemir, his coach for 19 years and Sports General Coordinator of Foundation of Raising and Protecting Children with Mental Incompetence (ZİÇEV).



## Energy Academy of Turkey



"Energy Academy of Turkey" which was implemented by Limak Energy in cooperation with Boğaziçi University Lifelong Learning Center provides a solution to youth unemployment by offering job opportunities to engineering students in the energy sector and creates an exemplary for university-business world cooperation in the training of qualified workforce suitable for the energy sector's production, distribution and marketing needs.

Students having education in the field of electricity, electric and electronics, machinery, construction, industry, energy systems, mining, petroleum, geology, meteorology and business engineering departments at the state universities are able to apply to Energy Academy of Turkey. 100 successful 3<sup>rd</sup> and 4<sup>th</sup> year university students selected by passing the interview stages participate in the online certified education program at the Energy Academy of Turkey which is approved internationally.

200 engineering students, some of whom are in the energy sector, benefited from the program and were entitled to be awarded with certificate in the period of 2017-2018.



## Gülseren Özdemir Special Education Practice School

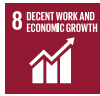


"Gülseren Özdemir Special Education Practice School" was built by the Limak Foundation in order to ensure that children with mental and physical disabilities with special education needs have equal opportunities in the society and the school had an opening a ceremony in November 5, 2018 which was attended by our President Recep Tayyip Erdoğan and the First Lady Emine Erdoğan and it was donated to the Ministry of Education.

Gülseren Ozdemir Special Education Practice School, is Turkey's largest special educational institution with five thousand square meters of indoor space. At the same time, it is qualified as being the only school among special educational institutions that includes 3 levels namely primary, secondary and high school. The school, which consists of 27 classrooms and has a total capacity of 300 students, is designed to provide education and training in the best conditions for students with moderate and severe disabilities, students with moderate and severe autism, and students with multiple disabilities (mental and physical). In addition to the classrooms, the school is equipped with a library, computer



room, parent waiting lounge, parent-teachers association room, physical therapy and speech therapy hall, infirmary, dining hall, conference hall for 100 persons, with backstage and foyer, 2 elevators (of dimensions to accommodate a stretcher), plus training and game stations and outdoor classrooms in the garden.



## Sustainable Development Goals Impact Accelerator Project



'SDG Impact Accelerator' project was implemented with the cooperation of the Turkish Ministry of Foreign Affairs, UNDP Turkey Office, the United Nations World Food Program (WFP), Melinda & Bill Gates Foundation, Qatar Investment and Development Fund, Limak and Eczacıbaşı Group and Limak in September 2018.



The project gathers entrepreneurs across the world who facilitate access to basic services and livelihoods through digital identity for refugees and disadvantaged groups in Turkey or develop technological solutions in the field of clean water and sanitation.

Acceleration program which started with 27 teams from 14 countries in the first period continued with 9 teams who introduced the technologies that they developed for the use of refugees and disadvantaged groups in Turkey.

9 teams and 4 observer teams participating in the "Accelerator" stage joined the field trips organized in August 2019 under the leadership of World Food Programme (WFP), UNDP and Ministry of Foreign Affairs. 16 entrepreneurs from 13 teams performed various visits in Istanbul, Bozüyük and Gaziantep and observed the needs of refugees and disadvantaged individuals in the field.

Entrepreneurs who brought forward a proposal to perform a pilot scheme for the needs they observed in the field, presented their solutions in SDG Impact Accelerator Demo Day organized in İstanbul in September 2019 and two selected startups had the opportunity to present their projects at the United Nations General Assembly meetings in New York in September 2019 and in Geneva in December 2019.

## KEDS Academy



KEDS Academy, established in 2014 to contribute to the solution of the unemployment problem in Kosovo and to provide qualified workforce to the energy sector by the Kosovo Electricity Distribution Company (KEDS), which conducts electricity distribution activities in Kosovo, produced its sixth term graduates.

300 students have graduated so far from KEDS Academy, which is implemented in cooperation with



Boğaziçi University Lifelong Learning Center, Pristina University, Ministry of Science, Education and Technology of Kosovo. The number of students graduated within the program and employed one of the group companies, KESCO reached to 194. Apart from KEDS and KESCO, the number of people employed in the Kosovo electricity sector, continued university education after high school, and those who have chosen abroad for graduate education was 106.



LAS Academy



LAS Academy, initiated by Blaise-Diagne International Airport constructed in Dakar, the capital of Senegal and operated under the partnership with Summa and Senegal State in order to enhance the skills and capabilities of the youth population in the country and for the purpose of contributing for the facilitation of access to employment opportunities within the airport management, had its first graduates.

LAS Academy will provide career opportunities to youth people in the field of airport management in the world, particularly in Blaise-Diagne International Airport, in collaboration of Thies University, Ecole Nationale de L'aviation Civile and Boğaziçi University Lifelong Learning Center.

30 students selected from 300 candidates in 2019 have completed their educational program established and offered by Boğaziçi University Lifelong Learning Center, ERNAM and LAS experts in 6 months and awarded with certificates accordingly.

Kuwait's Engineer Girls



The first implementation of "Engineer Girls of Turkey" overseas project known as "Kuwait's Engineer Girls" gave second term graduates in 2019. 88 students from Kuwait who successfully completed 200 hours of education within the scope of the program launched in 2017 with the cooperation of Limak Construction Kuwait SPC, Kuwait University and Boğaziçi University, had the right to receive the Management and Leadership Certificate of Business Technology Education Council (BTEC) valid in over 100 countries, Boğaziçi University Lifelong Learning Center Certificate and Kuwait University Field Training Certificate.

9 of the women students graduated from the project, started working at the construction of Kuwait International Airport undertaken by Limak Construction.



Syrian Refugees in Turkey  
Report in Collaboration with  
Atlantic Council and Limak



The report titled "Attitude of Turkey and Challenges on the Path to Long-term Solidarity with Syrian Refugees" prepared by Atlantic Council in Turkey with the support of Limak, has been published in September 2018. The report prepared by the European Parliament Turkey Forum General Secretary Laura Batalla and Penn State Harrisburg University Public Administration Department Political Science Academician Juliette Tolay, recommends various policies to the related parties, primarily in the economic and social integration areas, while it takes the current photograph of the Syrian citizens in Turkey. The report was first launched at the Concordia Summit, organized in New York within the scope of the United Nations General Board Week in September, and the launch in Turkey was made in İstanbul in October.



# Limak Group of Companies Sustainability Report 2018-2019

## GRI Standarts Content Index - Core

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. This service was performed in the Turkish version of the report.



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Principle 9. Businesses should encourage the development and diffusion of environmentally friendly technologies.	
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# Limak Group of Companies Sustainability Report 2018-2019



 [company/limak](https://www.linkedin.com/company/limak)

 [@limaksirketlergrubu](https://www.instagram.com/limaksirketlergrubu)

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*Limak Group of Companies 2018-2019 Sustainability Report is prepared exclusively for informing purposes. Sources and information believed to be true and reliable pertaining to the period covered by the report were used.*

