



# LIMAK CEMENT GROUP

Limak Cement now must say new things

# General Overview



**Limak Cement** now must say  
new things



**Market-leading cement producer**, operating 11 cement factories and 32 ready-mix concrete plants<sup>(1)</sup>, making it **the second-largest cement manufacturer in Türkiye** in terms of capacity



**Strong global footprint**, operating sites in Türkiye, Ivory Coast and Mozambique and **exporting to 15 countries** across 4 continents



**Proven and resilient business model** underpinned by **close proximity to customers and raw materials**, **strong operational performance**, and **high flexibility** to shift sales between the domestic and export markets **enabling high utilization rates**



Leader in R&D and sustainability in the industry, operating an **internationally accredited R&D Center** focused on **low-carbon and sustainable new-generation cement and concrete** product developments



**ESG leader** with strong commitment to green transition, targeting **net zero by 2050**

11

Cement  
Factories



32

Ready-mix  
Concrete  
Plants<sup>(1)</sup>



~1,900  
Employees

#2

In Turkish  
Cement Sector<sup>(2)</sup>



10MM

Tons of Clinker  
Production  
Capacity



17MM

Tons of Cement  
Production  
Capacity



## Our History

### Foundation

Entering Cement Sector

### 1 Domestic Expansion

Growing in Line with Türkiye Growth

Limak's entrance to cement sector through the acquisition of Kurtalan cement plant

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### 2 International Expansion

Expanding to Other Fast-Growing Geographies

First international expansion through establishment of Limak Afrika S.A. and Ivory Coast cement plant



### 3 Portfolio Development

Relocation and Renovation

Development of 2 new cement plants – Anka and Kilis



### 4 Corporate Governance & ESG

"Now, must say new things"

IPO of Limak  
Doğu Anadolu

ESG Pathway



Eurobond  
Issuance of Limak  
Cement Group

ESG Pathway



2000

2006 - 2013

2016

2018

2018 - 2019

2024 - Future

Source: Company information

Notes:

1. Out of 32 ready-mix concrete plants, 21 are owned by Limak Cement and the remaining 11 are franchises

2. Based on capacity

# Center of Sustainability & Climate Change



**LCSC** | Limak Cement  
Center of  
Sustainability and  
Climate Change

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# LIMAK CEMENT SUSTAINABILITY APPROACH

## Alignment with Sustainability Frameworks

We monitor and improve the alignment of our sustainability projects and practices with global sustainability frameworks in four main headings.



**UN Sustainable Development Goals**  
2015- 30



## WEF Stakeholder Capitalism Metrics

Measuring Stakeholder Capitalism: Metrics And Disclosures



## Limak Sustainability Focal Points



**LCSC** | Limak Cement  
Center of Sustainability and Climate Change

 **SUSTAINABILITY MANAGEMENT**  
Sustainability & Climate Change  
Department to manage sustainability-related initiatives reporting directly to the CEO.



**UN Global Compact**

## CORE PILLARS OF OUR ESG FOCUS



ESG



- Climate Change/ Decarbonization
- Water Security
- Waste Management
- Natural Resources Use
- Renewable Energy& Efficiency
- Biodiversity Protection
- Circular Economy & Industrial Symbiosis

- Labour Policies
- Human Rights
- Diversity, Equity and Inclusion
- Training & Development
- Employment Satisfaction
- Fair Work Conditions
- Health & Safety
- Social Dialog/Impact

- Code of Conduct and Business Principles
- Bribery and Corruption
- Transparency and Disclosure
- Stakeholder Engagement
- Risk Management
- Corporate Community
- Corporate Check-Up/Compliance with Regulations
- Internal Audits
- Supply Chain
- Customer Satisfaction



# SUSTAINABILITY TARGETS

01	Strengthening the activities of the Limak Cement decarbonization committee for the country and <b>The Group's Net Zero Emission target</b> in national and international measures	02	Implementing our new approach to <b>internal control/audit, digitization, and artificial intelligence</b> in all processes	03	Positively influencing societies by supporting projects in the fields of <b>gender equality, education, innovation, and culture</b> .	04	Designing sustainable products, services, and business models by signing the <b>principles of R&amp;D and innovation</b>
05	Developing the <b>Limak Cement Academy</b> in line with the Group's Human Resources strategy	06	Supporting the development of <b>women's employment</b> and their qualified active participation. Increasing female employment at all levels	07	Constantly monitoring and developing <b>energy efficiency studies</b> , and creating the necessary infrastructure and to renew the existing one	08	Reducing emissions from our activities, using <b>natural resources and biodiversity</b>
09	Carrying out studies to improve the <b>understanding of sustainability</b> in all sectors and to support existing studies	10	Increasing the use of <b>renewable energy sources (RES)</b> in energy consumption	11	Developing practices and systems to reduce <b>waste generation</b> , and raising awareness for <b>consumption reduction</b>	12	Transferring the <b>ethical principles</b> and rules of all our companies to the entire <b>value chain</b> , including the suppliers
13	Keeping the <b>feedback management systems</b> up-to-date for external stakeholders and reporting them regularly	14	Contributing to the development of a <b>sustainability perspective</b> in all our suppliers	15	Developing and implementing practices that will provide improvement in the field of <b>occupational health and safety</b> , and also following international performance criteria in this field	16	Monitoring and increasing <b>employee satisfaction</b> regularly and to be involved in <b>international certification processes</b>

# SUSTAINABILITY REPORTS & TSRS (Turkish Sustainability Reporting Standard)



- ✓ Being involved in the Limak Holding Sustainability Reports since 2013.

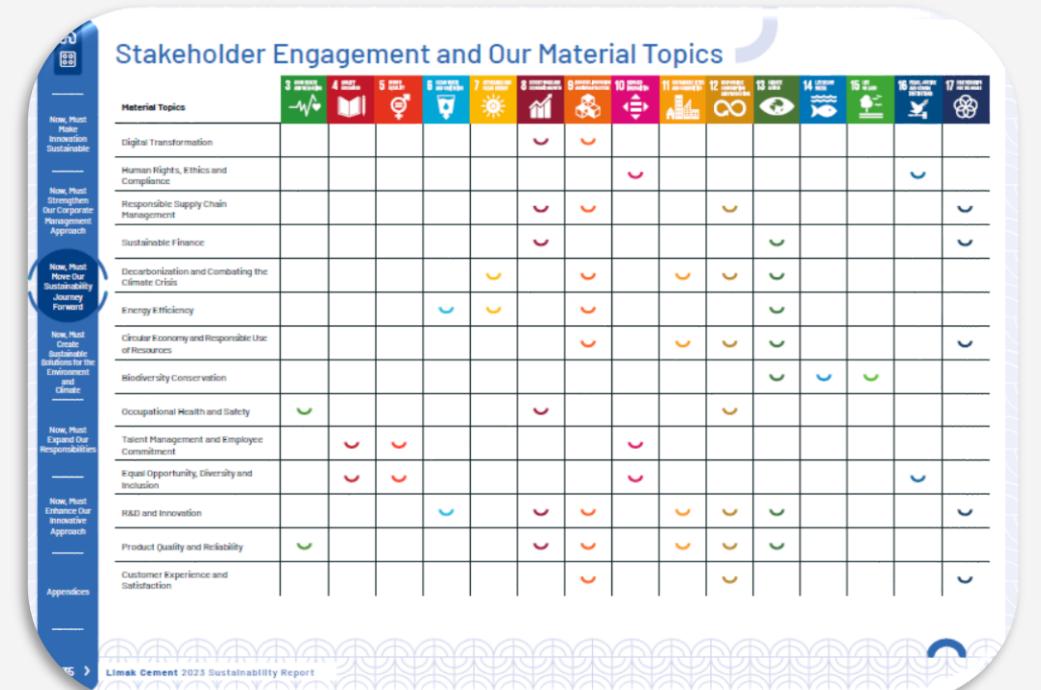
- ✓ For the first time in our history, as an independent study, 2023 Limak Cement Sustainability Report has been published.

- ✓ This report outlines the key sustainability initiatives, performance, and future goals.

- ✓ Website design within the sustainable approach was launched.

- ✓ We are also preparing for the TSRS (Turkish Sustainability Reporting Standard) starting in 2024.

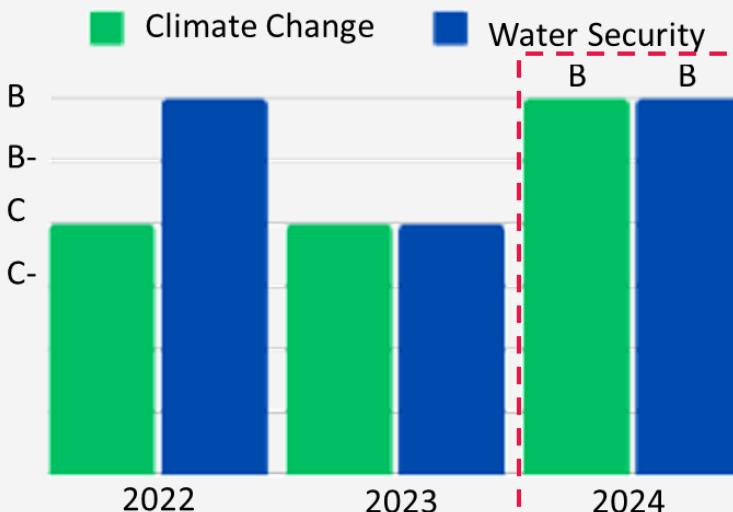
- ✓ Climate-related risks and their financial implications are conducted and will be declared in our 24' TSRS-aligned report in detail.



# OUR SUSTAINABLE ALIGNMENT SNAPSHOT:

A Path to Climate Responsibility

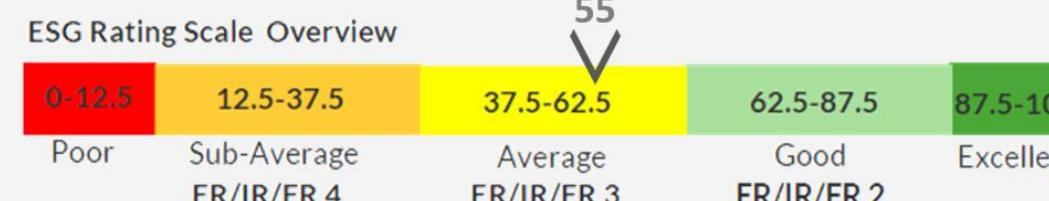
## CDP REPORTING



## ENVIRONMENT, SOCIAL, GOVERNANCE



<b>Limak Çimento nOW</b>	<b>55</b>
Company A	54
Company B	53
Company C	53
Company D	52



## SCIENCE BASED TARGET initiative



COMPANY	NEAR-TERM STATUS	NET-ZERO STATUS	ORGANIZATION TYPE	
Limak Çimento San. ve Tic. A.Ş. Türkiye, Europe	TARGETS SET	TARGETS SET	Corporate	
SBTI ID: 40008481 Organization type: Corporate Sector: Construction Materials Temperature alignment (based on scope 1 and 2 targets): 1.5°C			Target language: Overall Net-Zero Target: Limak Çimento San. Ve Tic. A.Ş. commits to reach net-zero greenhouse gas emissions across the value chain by 2050. Near-Term Targets: Limak Çimento San. Ve Tic. A.Ş. commits to reduce gross scope 1 and 2 GHG emissions 24.8% per tonne cementitious product by 2030 from a 2023 base year.* Limak Çimento San. Ve Tic. A.Ş. also commits to reduce gross scope 3 GHG emissions from purchased clinker and cement 22.1% per tonne purchased within the same timeframe. Limak Çimento San. Ve Tic. A.Ş. further commits to reduce absolute scope 3 GHG from remaining purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution and downstream transportation and distribution emissions 42% within the same timeframe.* The target boundary includes land-related emissions and removals from bioenergy feedstocks. Long-Term Targets: Limak Çimento San. Ve Tic. A.Ş. commits to reduce gross scope 1 and 2 GHG emissions 95.9% per tonne cementitious product by 2050 from a 2023 base year.* Limak Çimento San. Ve Tic. A.Ş. also commits to reduce absolute scope 3 GHG emissions 90% within the same timeframe.* The target boundary includes land-related emissions and removals from bioenergy feedstocks.	

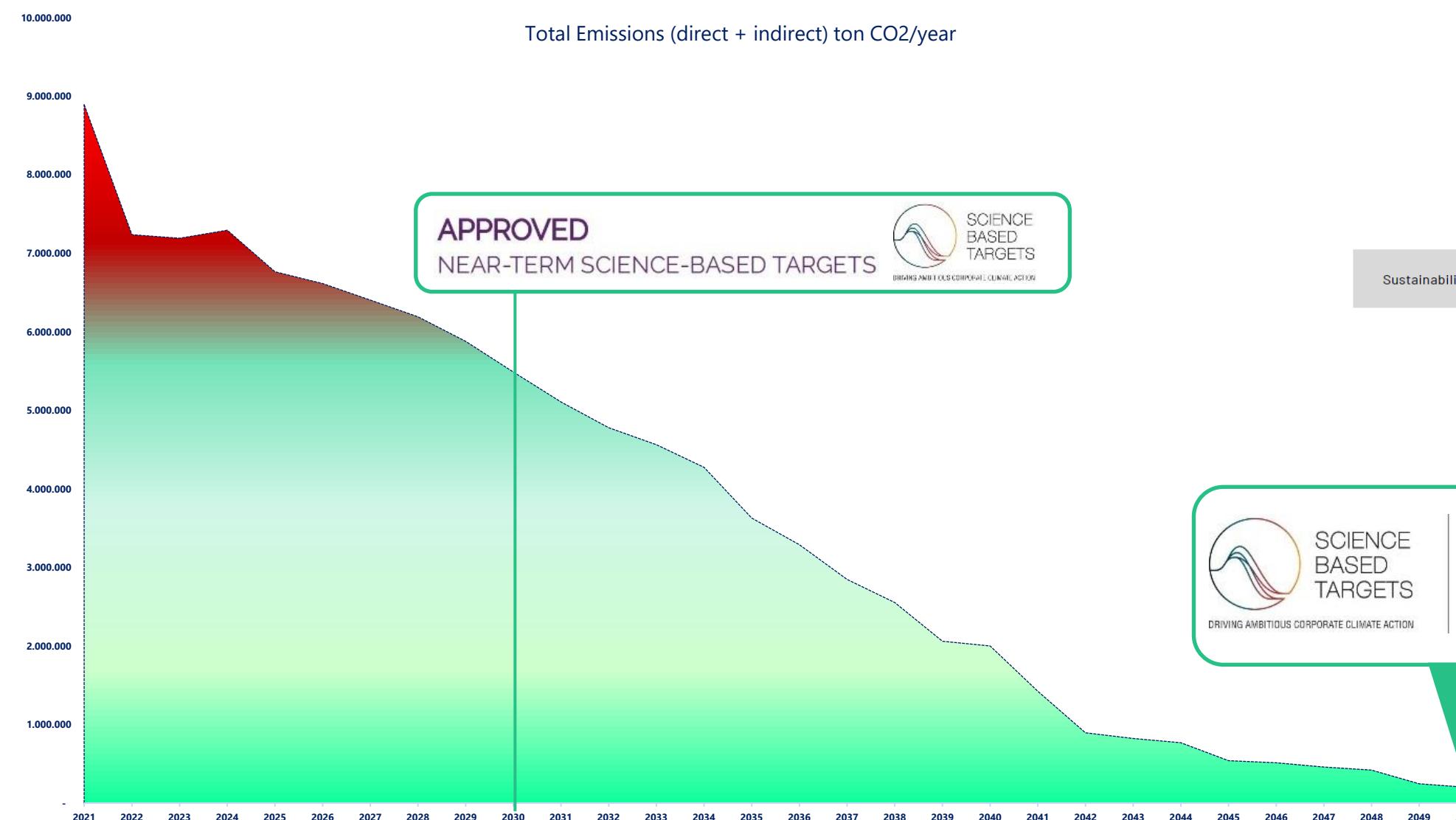


**BUSINESS AMBITION FOR 1.5°C**



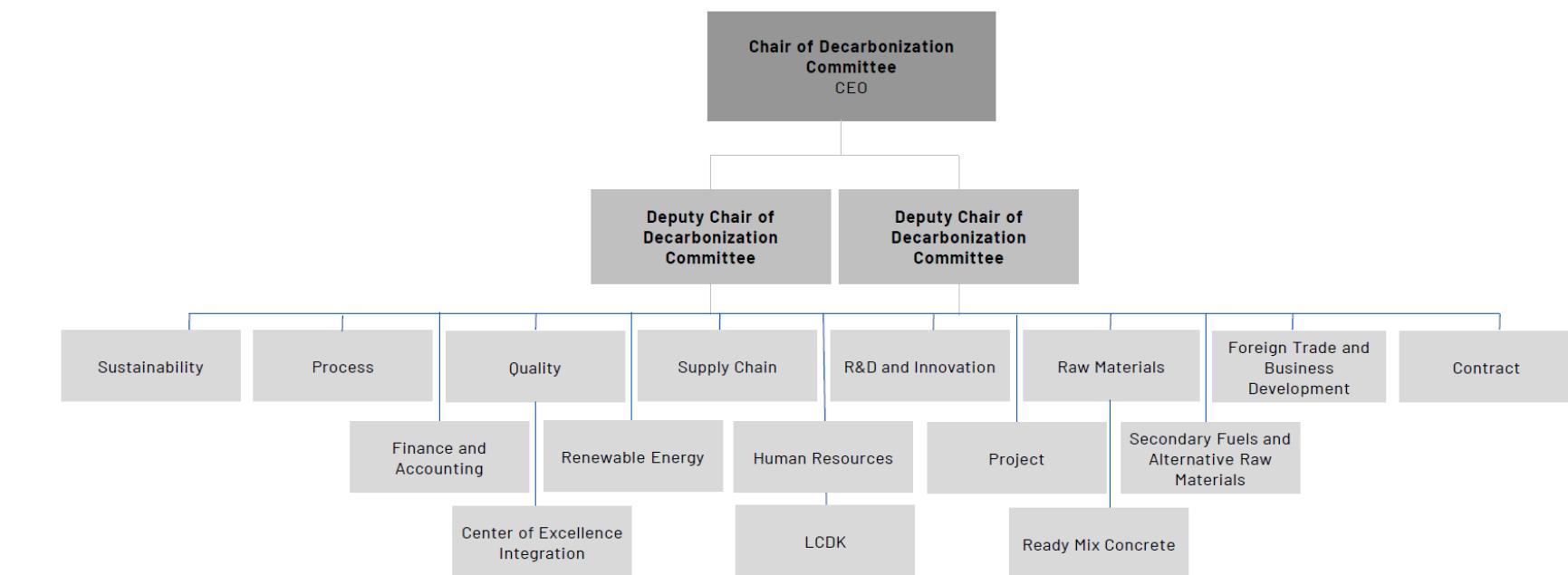
## Limak Cement is within the first 10 SBTi approved corporates in Türkiye

CO<sub>2</sub> Emissions 2023 – 2030E Reduction Targets (kg CO<sub>2</sub> / t cementitious)<sup>(1)</sup>



## Decarbonization Committee

Organizational Scheme



**The First in the Turkish Cement Sector to acquire ISO 14064 Verification**



**Source:** Company information, Public information

**Notes:**

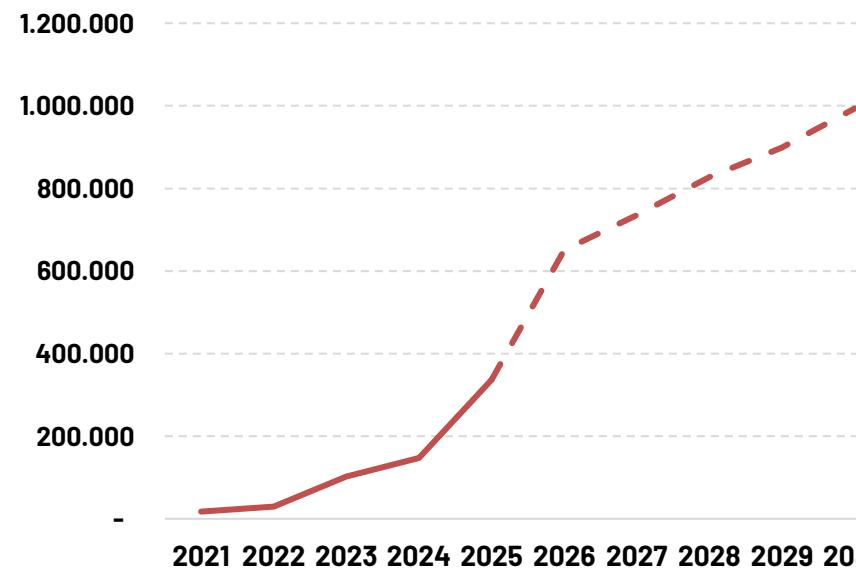
1. SBTi validated Roadmap, date of approval: 24 March 2025



## WASTE MANAGEMENT

- ✓ All Group factories received the 'Zero Waste' certificate in 2020.
- ✓ 3 plants with waste feeding system aiming to have the systems implemented for all plants.

### Alternative Fuel Use (t/y)



## Environmental Product Declarations (EPD)

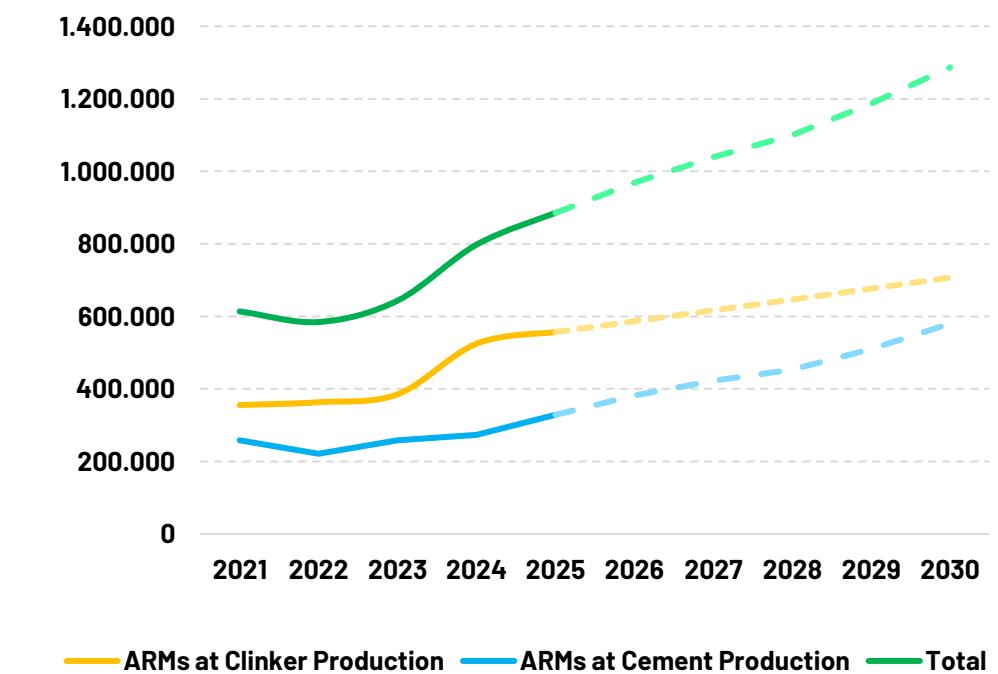
We have achieved to receive Environmental Product Declarations (EPD) for four of our export products.



## NATURAL RESOURCES USE

- ✓ Limak Cement uses waste produced by facilities from different sectors as alternative raw materials in its factories
- ✓ With industrial symbiosis projects carried out with industrial organizations, the natural resource consumption is reduced by waste utilization.

### Alternative Raw Material Use (t/y)





**Limak Cement**  
**Sustainability-Linked Finance Framework**  
**May 2025**

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The cover features a background image of wooden blocks with environmental icons (CO2, recycling, plants, wind turbines, industrial structures, car) on a grassy field. A large green triangle is on the left, and a blue leaf pattern is on the right.



## LIMAK CIMENTO SANAYI VE TICARET ANONIM SIRKETI

Second-Party Opinion – Sustainability-Linked Finance  
Framework

<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Aligned <input type="checkbox"/> Not Aligned			
Pillar	Alignment	Key Drivers	
KPI Selection	<input checked="" type="checkbox"/> Excellent	<ul style="list-style-type: none"> <li>Sustainable Fitch considers the KPI selected by LIMAK CIMENTO SANAYI VE TICARET ANONIM SIRKETI (Limak Cement) to be relevant and material to the company's business and sustainability strategy, and to the cement sector. We view the selected KPI as core, as it addresses the cement sector's key environmental topic, ie Scopes 1 and 2 emissions.</li> <li>Limak Cement's KPI selection is strengthened by the framework's clear and robust calculation methodology for the KPI, which references recognised international and industry standards. We positively view the disclosure of the historical data series for the selected KPI, which provides greater transparency for investors.</li> </ul>	
Performance Targets	<input checked="" type="checkbox"/> Excellent	<ul style="list-style-type: none"> <li>The chosen sustainability performance target (SPT) indicates an improvement in KPI performance compared to a business-as-usual scenario. The selected SPT is approved by the Science Based Targets initiative (SBTi). We consider the SPT as ambitious.</li> <li>The SPT was internally benchmarked, which we view positively.</li> </ul>	
Instrument Features	<input type="checkbox"/> Good	<ul style="list-style-type: none"> <li>The documentation for each instrument issued under Limak Cement's framework will define the financial and structural characteristics, including step-up and step-down interest rates.</li> <li>The framework requires recalculation and updates to KPI and SPT following structural changes, which ensures they remain relevant and reflective of Limak Cement's overall carbon footprint, thereby enhancing the instrument's structural integrity and impact. We view this positively.</li> </ul>	
Reporting	<input checked="" type="checkbox"/> Excellent	<ul style="list-style-type: none"> <li>Limak Cement has committed to reporting on the KPI on a semi-annual basis, providing good transparency on its performance against the SPT, which aligns with market best practice.</li> </ul>	
Verification	<input type="checkbox"/> Good	<ul style="list-style-type: none"> <li>Limak Cement has committed to obtaining an annual external review on its KPI's progress against the SPT by a third party with relevant field expertise, which aligns with standard market practice.</li> </ul>	

Corporates  
Building Materials  
Turkiye

Framework Type	Sustainability-Linked
Alignment	<input checked="" type="checkbox"/> Sustainability-Linked Bond Principles 2024 (ICMA) <input checked="" type="checkbox"/> Sustainability-Linked Loan Principles 2023 (LMA/LSTA/APLMA)
Date assigned	12 May 2025
See Appendix B for definitions.	

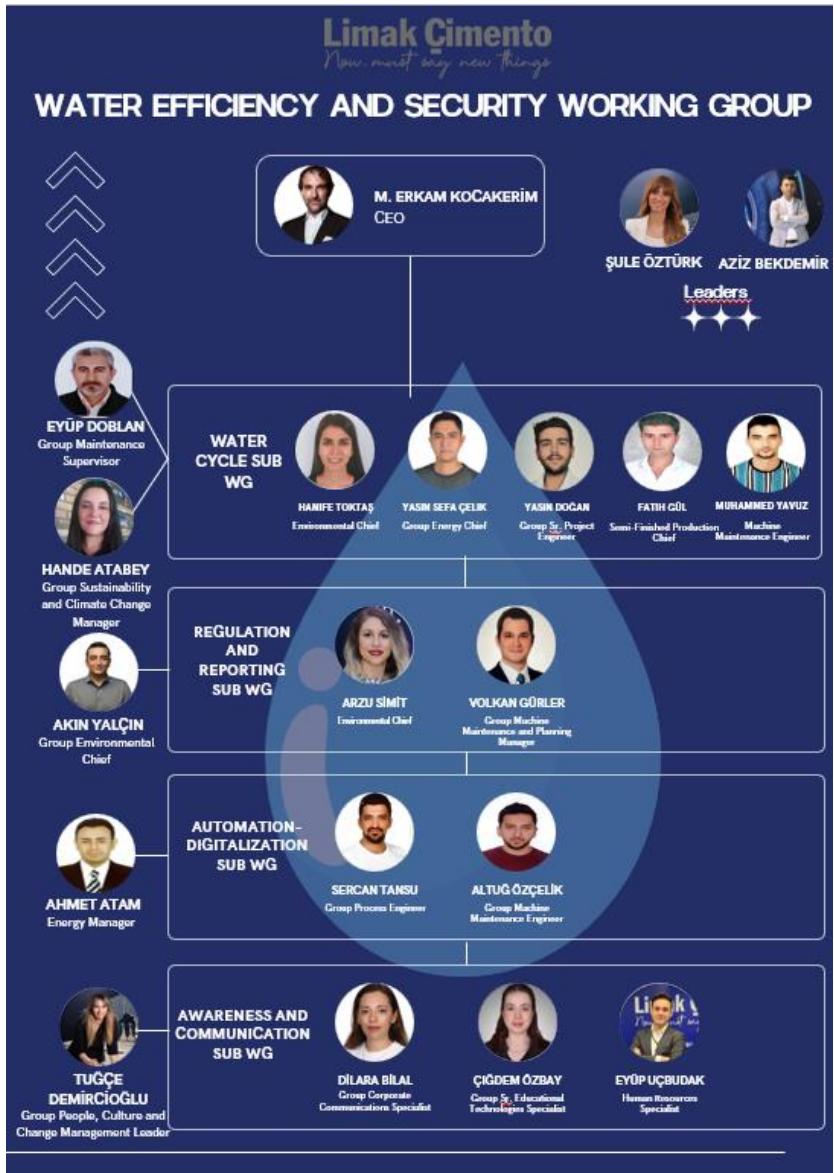
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# WATER MANAGEMENT INITIATIVES

- ✓ First in Türkiye to be verified by an accredited 3rd party for the water footprint reports.

# Water Efficiency and Security Working Group



- ✓ Aiming to implement water management plan and roadmap for all 7 plants.
- ✓ ISO 46001 Water Efficiency Management certificates for all plants



# Digitalization

- Digital water monitoring system to prevent losses and leakages.
- Aiming to have Digital water footprint of all the plants.

## Biodiversity Initiatives

- ✓ We have published Limak Cement's Biodiversity Policy.
- ✓ A pilot biodiversity management plan and reporting project has completed 1 plant. And it will be expanded across all factories.
- ✓ Post-report actions will include community and local projects to promote biodiversity.
- ✓ All plants have rehabilitation and restoration plan



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### Biodiversity Policy

At Limak Cement, we create positive impact and value on both local and international scales by implementing solutions within the Sustainable Development Goals (SDGs) through our committees set up under the Inclusive Development, Social Responsibility, and Healthy Planet.

### OUR PRINCIPLES

- Biodiversity Inventory and Impact Assessment:** We create a biodiversity inventory in the areas where we operate, and regularly assess the potential impacts of all our operations on biodiversity.
- Protection and Enhancement:** When determining the locations of our operational activities, we consider World Heritage Sites, International Union for Conservation of Nature (IUCN) Category I-IV protected areas, and Key Biodiversity Areas (KBAs). We act accordingly to protect sensitive and rare ecosystems, species, and habitats in these regions and develop scientifically based restoration projects to enhance biodiversity where possible.
- Ecosystem Rehabilitation:** In our mining production and rehabilitation processes, we use methods compatible with local ecosystems to minimize environmental impacts and ensure the sustainability of ecosystems.
- Climate Change and Biodiversity:** We reduce our environmental footprint by using low-carbon technologies and practices in our operations, paying attention to the impacts of climate change on biodiversity.
- Raising Awareness on Biodiversity:** We organize sustainability-related training programs and internal communication activities to raise awareness about biodiversity among our employees, suppliers, and local communities, and to spread sustainability awareness.



# INTEGRATED MANAGEMENT SYSTEM

The factories operating within the **Limak Cement** Group **lead the integrated management system certification processes on a sectoral basis**. The Cement Factory, which has the first Integrated Management Systems GOLD certificate in Türkiye, and ISO 45001 Occupational Health and Safety Management System, which is also the first in the sector, is within the Group. In addition, **in the last quarter of 2017**, under the title of "**Managing with targets, not managing the target**", all documents pertaining to **ISO 9001, ISO 14001, ISO 45001, ISO 50001, and EN 197-1** standards have been communized and gathered under a single portal for access by all relevant personnel. As of now, uniform documentation is used in all of our Group factories and is actively operated thanks to its easy access.

	TRAKYA	BALIKESİR	ANKA	Ş.URFA	KİLİS	ERGANİ	KURTALAN	KİLİS BİMS	BİTLİS	DERİK	MOZAMBIQUE	IVORY COAST
<b>ISO 9001</b>	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
<b>ISO 14001</b>	✓	✓	✓	✓	✓	✓	✓					✓
<b>ISO 45001</b>	✓	✓	✓	✓	✓	✓	✓					✓
<b>ISO 50001</b>	✓	✓	✓	✓	✓	✓	✓		✓	✓		
<b>ISO 27001</b>	✓	✓	✓	✓	✓	✓	✓					
<b>ISO 14064</b>	✓	✓	✓	✓	✓	✓	✓					
<b>ISO 14046</b>	✓	✓	✓	✓	✓	✓	✓					
<b>TS EN 197-1</b>	✓	✓	✓	✓	✓	✓	✓		✓	✓		
<b>TS EN 196-1</b>	✓											
<b>GOLD SYSTEM</b>	✓				✓	✓	✓					
<b>NM NP EN 197-1</b>											✓	
<b>TSE 771-3</b>									✓			
<b>CE</b>									✓			
<b>NI 05.06.001</b>												✓

: GRINDING AND PACKING FACTORY



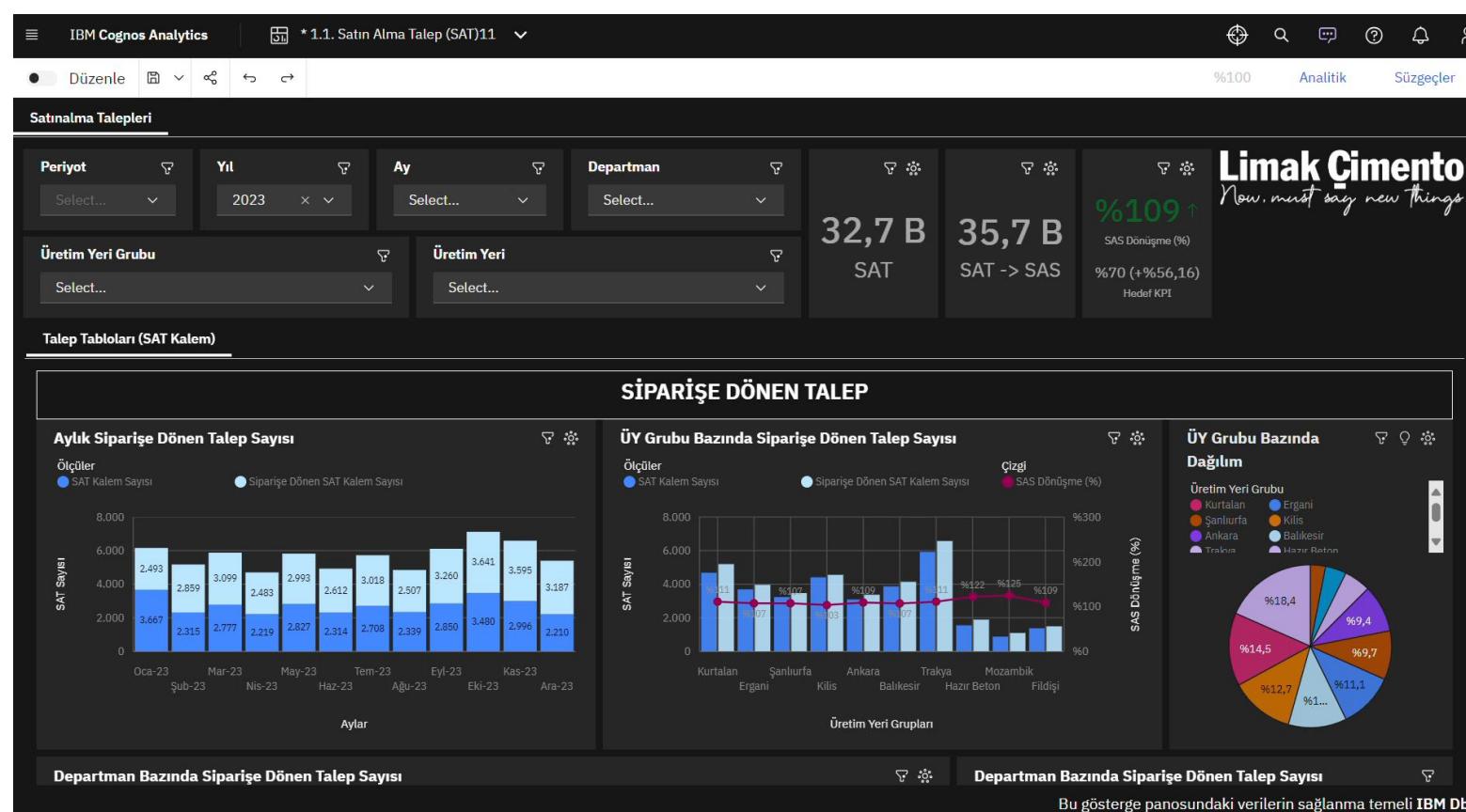
Limak Cement  
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Climate Change

# STAKEHOLDER ENGAGEMENT



## Promoting Sustainability in our Supply Chain

- We are developing the infrastructure to promote sustainability throughout our supply chain.
- All registered and new suppliers are required to complete **online sustainability training**.
- We are conducting **sustainability assessments through surveys** and plan to organize workshops to further improve supplier sustainability practices.
- Trainings are organized through our Limak Cement Academy-LMS platform in order to provide **a sustainability perspective to all our suppliers in the supply chain**.
- We cooperate with our stakeholders in the supply chain to provide **Scope 3** data in the carbon calculations we make within the framework of **ISO-14064** and the **GHG Protocol**.



## Customer Satisfaction

Customer relationship management, aligned with ISO 9001 and EN 197-1 standards, is implemented in all group factories within the framework of the Customer Relations Procedure.

Customer feedback, including suggestions and complaints, is evaluated, and actions are taken based on Corrective and Preventive Action Procedures, with an Improvement Form completed as necessary.

According to 2024 Customer Satisfaction Survey:



Recommendation Level: 86%

Net Promoter Score (NPS) : 80/100

General Satisfactory Level: 4/5



## Corporate Policies

Our operations are supported by robust group-wide policies, ranging from environment, codes of ethics, and anti-corruption. We ensure that all of our policies meet all legal requirements and are updated as and when necessary.



# Health & Safety

Additionally; Limak Cement Save, a behavior-oriented Occupational Health and Safety (OHS) program continues, which is 3.5 years long. This program allows to create an organization that includes;

- Taking care of everyone and everything, everywhere in every subject,
- Protecting each other,
- Being an example in OHS
- Healthier and safer,
- Constantly improving.



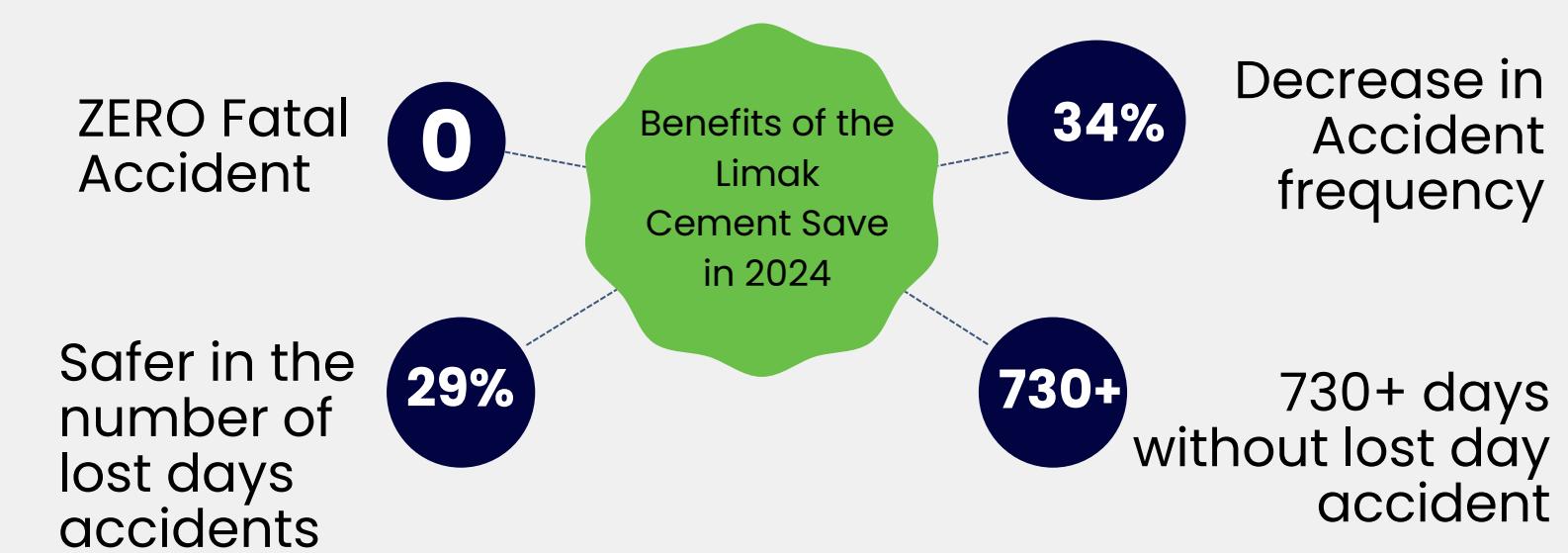
When this program is completed, we will say "We do not have OHS, we have Limak Cement Save!".



An Integrated Management System, including the ISO 45001 Occupational Health and Safety Standard, is implemented at all cement factories.

The Group aims to go further in compliance with legal legislations, through the international management systems it implements, and continuously improve its OHS performance by OHS boards, risk assessments, drills, and regular training.

The Group has continued to reinforce the significance it places to the health and safety of all permanent and subcontractor employees, who are directly or indirectly employed within its organization, with the "zero accident, zero fatality" objective also in 2023.



# CORPORATE SOCIAL RESPONSIBILITY STRATEGY

The corporate social responsibility strategy of Limak Cement Group aims to create innovative and sustainable business models in areas and sectors of operation to improve the welfare of the society, and to ensure the economic, cultural, social and environmental sustainability of development.

As a multi-business conglomerate with local and global presence in several countries, Limak Cement Group acknowledges a stakeholder-engagement oriented CSR strategy and related policies as an important first step.

## CREATING SOCIAL VALUE

Group focuses on education, workforce and healthcare services within the scope of the needs and expectations of the local community in the areas where facilities are located and carry out practices to improve the life quality of the local community.



**SOCIAL VALUE  
in business**

**17 PARTNERSHIPS  
FOR THE GOALS**



# CORPORATE SOCIAL RESPONSIBILITY IN AFRICA

### Informative Activities



We hosted students from Universidade Eduardo Mondlane to raise awareness for environmental and HSE issues. Informed them regarding potential environmental risks as well as the potential risk of occupational accident and developing the risk map.

In line with SDG 6 - Clean Water and Sanitation of UNDP, the informative activities were arranged for efficient water usage and the importance of water during the pandemic in World Water Day in Cote d'Ivoire and Mozambique factories of Limak Cement Group.

Local people and sub-contractor employees were informed about the importance of sorting and recycling wastes. The sorted wastes were given to the local people to provide them with financial support.

### Social Activities



We were a sponsor for the football tournament called Inter Primary School Championship of Attinguié in Ivory Coast between primary schools.

In women's day we made an organization to highlight the importance of women in all initiatives and congratulate them on their potential and dynamism.

Hosted Maarif Primary School students in our Ivory Coast (Afrika SA) plant and came together with students to create social awareness.

### Donations



Hosted Maarif Primary School students in our Ivory Coast (Afrika SA) plant and came together with students to create social awareness.

Limak Cimentos has helped the recovery process of cyclones occurring in the country. Limak Cimentos has sent 2 trucks of relief supplies to the region affected by the cyclone to provide the food and hygiene materials needed by the disaster victims.

The Mozambique Ministry of Health made the call for aid to the 50 biggest companies of Mozambique for the installation of field hospital with 250 sickbeds capacity in the Maputo in pandemic conditions. Limak Cimentos S.A. has donated 50 sickbeds for the field hospital.

The protective masks and disinfectants were distributed in primary schools located in the Matola region by the Limak Cimentos S.A.

Despite the Mozambique Government has no such a national implementation strategy, Limak Cimentos S.A provides Covid-19 vaccine for all employees.

Target	Explanation	UN SDGs Mapping
Raise Awareness	<ul style="list-style-type: none"> <li>Hosting students from 2 primary schools in order to create environmental awareness</li> <li>Raise awareness for environmental and HSE issues</li> </ul>	<ul style="list-style-type: none"> <li>Responsible Consumption and Production</li> <li>Climate Action</li> <li>Quality Education</li> <li>Decent Work and Economic Growth/ Local Employment"</li> </ul> 
Education	<ul style="list-style-type: none"> <li>The interior and exterior of Büyükkargılı Primary School have been painted</li> <li>An organization was held within the scope of the BETONART Architecture Summer School'23 Program regarding global warming and other environmental issues.</li> </ul>	<ul style="list-style-type: none"> <li>Quality Education</li> <li>Climate Action</li> </ul> 
Environment and Natural Resources Management	<ul style="list-style-type: none"> <li>The empty land around the directorate building of Atlasjet vocational training center in our city of Siirt has been greened</li> </ul>	<ul style="list-style-type: none"> <li>Life On Land</li> <li>Climate Action</li> </ul> 
Natural Disaster Recovery	<ul style="list-style-type: none"> <li>In order to support the great earthquake disaster in Türkiye search and rescue team was formed at the factory and sent to the earthquake zone to help earthquake victims. Also, food, blankets clothes and many more pieces of equipment were sent in boxes by trucks</li> <li>Helping the recovery process of cyclones occurring in the country</li> </ul>	<ul style="list-style-type: none"> <li>Good Health and Well-Being</li> <li>Reduced Inequalities</li> <li>Responsible Consumption and Production</li> <li>Partnership For The Goals</li> </ul> 
Healthcare	<ul style="list-style-type: none"> <li>Employees of our Kurtalan factory organized a blood donation event</li> <li>Donation to prevent Covid-19 effects</li> <li>50 sickbeds for the field hospital in Mozambique / Maputo are provided</li> </ul>	<ul style="list-style-type: none"> <li>Decent Work and Economic Growth/ Local Employment</li> <li>Sustainable Cities and Communities</li> <li>Clean Water and Sanitation</li> </ul> 
Water Security	<ul style="list-style-type: none"> <li>"An awaraness event for efficient water usage and importance of water during pandemic in World Water Day "</li> </ul>	<ul style="list-style-type: none"> <li>Clean Water and Sanitation</li> <li>Climate Action</li> </ul> <ul style="list-style-type: none"> <li>Responsible Consumption and Production</li> <li>Life Below Water</li> </ul> 
Waste Management	<ul style="list-style-type: none"> <li>Installation of pre-sorting plant and providing income source to municipality with sorted recyclable materials</li> </ul>	<ul style="list-style-type: none"> <li>Decent Work and Economic Growth/Local Employment</li> <li>Life On Land</li> </ul> <ul style="list-style-type: none"> <li>Responsible Consumption and Production</li> <li>Climate Action</li> </ul> 
Gender Equality	<ul style="list-style-type: none"> <li>Made an organization to highlight the importance of women in all initiatives and congratulate them on their potential and dynamism.</li> </ul>	<ul style="list-style-type: none"> <li>Gender Equality</li> <li>Reduced Inequalities</li> </ul> 

# Thank You!

 [limakcement.com](http://limakcement.com)

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