transformation **IMPACT**





kervan

2025
SUSTAINABILITY
REPORT

CONTENTS

INTRODUCTION
→ 3

About the Report
→ 3

Message of the Chairman of the Board of Directors
→ 4

KERVAN GIDA
→ 5

About Kervan Gıda
→ 6

The Economic Value We Create
→ 12

Story of the Year
→ 13

CORPORATE GOVERNANCE
→ 15

Our Corporate Governance Structure
→ 16

Business Ethics and Compliance
→ 18

Risk Management
→ 19

OUR SUSTAINABILITY APPROACH
→ 23

Our Sustainability Strategy
→ 24

Double Materiality Analysis
→ 25

Sustainability Governance
→ 27

Our Value Creation Model
→ 28

VALUE FOR NATURE
→ 29

Combating Climate Change
→ 30

Water Management
→ 36

Waste Management and Circular Economy
→ 38

VALUE FOR EMPLOYEES AND SOCIETY
→ 40

Equality, Diversity and Inclusion
→ 42

Employee Satisfaction and Loyalty
→ 44

Employee Health, Safety and Well-being
→ 48

VALUE FOR THE FUTURE
→ 50

Consumer Health and Satisfaction
→ 51

Food Safety and Quality
→ 52

Sustainability in the Supply Chain
→ 54

R&D and Innovation
→ 57

APPENDIXES
→ 60

Performance Indicators
→ 61

Stakeholder Analysis and Communication
→ 65

GRI Content Index
→ 67

ABOUT THE REPORT

As Kervan Gıda, we consider sustainability as one of the fundamental elements shaping our growth approach, our understanding of production and our ways of doing business. We address the work we carry out in many areas, from operational efficiency to product quality and from employee experience to environmental impact management, with an understanding of long-term value creation.

Through our Sustainability Report, we aim to transparently share our approach in this area, our environmental, social and governance performance and our areas for development, and to establish open, trust-based and accountable communication with our stakeholders.

In line with our expanding reporting boundaries, we have reassessed our data sets and targets, which covered only our operations in Türkiye in previous reporting periods, to also include our international operations as of this reporting period. Accordingly, we accept the 2025 reporting period as the new base year for our targets and performance.

Thanks to our new base year approach, we aim to establish a performance framework covering all of our global production operations and to track our progress in the coming periods in a consistent, traceable and accountable manner. However, as we launched our systematic data collection processes in our international operations in this reporting period, changes may be observed in our performance indicators and targets compared to previous periods; for topics where comparable data can be presented, we have taken care to include our historical data below the relevant tables or charts. From the upcoming reporting periods onwards, we will carry out all our comparative performance tracking based on this new base year.

Reporting Scope and Boundaries

Our 2025 Sustainability Report covers our operating period between 1 January 2025 and 31 December 2025, and the projects, practices and performance indicators we implemented during this period are addressed throughout the report.

This year, we have significantly expanded our reporting boundaries; in addition to our factories in Manisa, Türkiye, we are including all our operations in Türkiye and our production facilities in Poland and Egypt within our consolidated scope. Within this framework, the following units are included in our report:

- Istanbul Headquarters
- Manisa Akhisar Campus — Soft candy production facilities, toy product production (Uçantay), logistics center and R&D Center
- Poland — ZPC Otmuchów S.A (ZPC Otmuchow)
- Egypt — MCC for Confectionery
- Manufacturing (MCC)

Due to the expansion of the reporting boundaries, 2025 data is not directly comparable with previous reporting periods. Data for 2023 and 2024 covers only our Manisa factories and is presented for reference purposes in the Appendixes section of our report. 2025 is accepted as the base year within the scope of the expanded reporting boundary; in the coming periods, comparative data will be reported on the basis of this year.

In order to draw attention to scope differences when presenting performance data, the relevant tables and charts are marked with scope notes.

Since Kervan Gıda UK Limited., Kervan USA LLC, Erti Food Handels Gmbh, Kervan RS Limited, Kervan Gıda Australia PTY Limited and Kervan Gıda France S.A.S. are units that carry out only sales and marketing activities, they are excluded from the scope of production-related environmental performance indicators. Corporate and economic information on these units is included in the "Kervan Gıda" section.

Standards Used and Referenced

We prepare our report in line with internationally recognized reporting frameworks and standards. This approach enables our stakeholders to evaluate our performance in a comparable and transparent manner.

Global Reporting Initiative (GRI) Standards: The Global Reporting Initiative (GRI) Standards form the core reporting framework of our report. We prepare our content with reference to the GRI Standards and, through the GRI Content Index at the end of the report, we provide guidance on the location of each disclosure in the report.

Türkiye Sustainability Reporting Standards (TSRS): We publish our climate-related disclosures as a separate report within the framework of the Türkiye Sustainability Reporting Standards (TSRS) published by the Public Oversight, Accounting and Auditing Standards Authority (KGK). You can access our TSRS Report at www.kervangida.com.

United Nations Sustainable Development Goals (SDGs): We show the contributions of our activities to the United Nations Sustainable Development Goals (SDGs) in the relevant sections throughout the report, and we visually mark the Goals on which we primarily focus.

Other Reference Frameworks: We carry out our practices in the environmental, social and governance areas in compliance with internationally recognized management system standards such as the ISO 14001 Environmental Management System, ISO 50001 Energy Management System, ISO 9001 Quality Management System, ISO 22000 Food Safety Management System, ISO 45001 Occupational Health and Safety Management System and HACCP. We perform our carbon footprint calculations in accordance with the GHG Protocol (Greenhouse Gas Protocol) methodology.

Contact and Feedback

We manage our sustainability approach with an understanding of continuous improvement, and we consider the opinions and evaluations of our stakeholders as an important part of this process.

You can access detailed information about the report and our sustainability efforts on the Kervan Gıda website. You can share your opinions, suggestions and feedback with us at yatirimci.iliskileri@kervangida.com.

MESSAGE OF THE CHAIRMAN OF THE BOARD OF DIRECTORS

For Kervan Gıda, 2025 was a period in which we strengthened our global presence, increased our operational resilience and supported our sustainable growth goals with concrete steps. As of year-end, we continue our activities with 7 production facilities, 110,000 m^2 of closed area, 3,294 employees and a production capacity of 114,000 tons/year. Despite fluctuations in the global economy, geopolitical developments, the transformation in supply chain dynamics and changes in consumer expectations, we resolutely continued our activities by maintaining our focus on quality, reliability, sustainability and innovation.

As Kervan Gıda, we view this transformation process not only as a compliance requirement, but as an integral part of our long-term value creation journey. By strengthening the responsible production approach we have embraced since our establishment with our sustainability-focused business model, we continue to create lasting benefits for our stakeholders, employees, customers and society.

In 2025, while pursuing our growth goals in the markets in which we operate, we took our efforts in operational efficiency, product quality and innovation even further. In line with our international growth strategy, we expanded our global sales network with Kervan Gıda Australia PTY Limited, established in Australia, and set up our sixth international sales office following the USA, the UK, Germany, Russia and France. This development was an important step supporting our ability to respond more quickly to changing consumer expectations in different markets and our goal of increasing our competitiveness on a global scale.

We resolutely continued our investments aimed at optimizing resource use in our production processes, increasing energy efficiency and reducing our environmental impact. In 2025, our total energy consumption was 129,833 MWh, while our grid electricity consumption was 48,598 MWh. In the same period, by generating 48,474 MWh of electricity from renewable sources, we brought renewable electricity into the system at a level close to the amount of electricity we drew from the grid. Our Solar Power Plant investment, worth approximately TRY 800 million, contributed to the transformation of our energy supply structure and provided an important gain in terms of making energy costs more predictable, strengthening security of supply and reducing our carbon footprint. We also continued our efforts within the scope of the integration of the ISO 50001 Energy Management System and the ISO 14001:2015 Environmental Management System in order to manage our energy and environmental performance systematically.

At the same time, we continued to offer fast and effective solutions to changing consumer expectations through our product development activities. With our efforts strengthening our innovation capacity, we aimed to develop products suited to the diversifying needs of our consumers and to further advance the position of our brands in national and international markets.

Our sustainability approach is not limited to environmental performance but also covers the social and governance areas. While strengthening our practices that support the development of our employees, we continued to prioritize taking our occupational health and safety culture to a higher level. We continued to strengthen our in-house competencies through our training and development efforts in the areas of vocational development, quality, occupational health and safety, ethics and compliance. We further developed our corporate culture with the steps we took in the areas of equal opportunity, inclusion and employee loyalty.

The sustainability of the agriculture and raw material supply chain is of strategic importance for our industry. With this awareness, we continued to develop our responsible sourcing approach, to create sustainable value together with our business partners and to support projects that will contribute to the protection of natural resources. By observing the principles of quality, traceability and reliability in our supply chain, we both strengthened our relationships with our business partners and expanded practices that will contribute to our sustainable production goals.

Our commitment to corporate governance principles forms the basis of our understanding of transparency and accountability. We continued to strengthen the trust of our stakeholders by continuously improving our risk management, ethical business practices and compliance processes. We consider supporting our sustainable growth goals with our strong governance structure and acting with a sense of responsibility in all our activities among our fundamental priorities.

In the coming period, we will continue to reduce our environmental impact, increase our contributions in the field of social responsibility and further develop our strong governance structure in line with our sustainable growth goals. The progress we made in 2025 in the areas of renewable energy, international growth, operational efficiency and product development provides us with a strong foundation for building a more inclusive, more efficient and more sustainable business model that not only responds to today's needs but also considers the expectations of future generations.

I would like to thank all our colleagues, business partners, customers, investors and other stakeholders who have contributed to this journey of success.
I believe that together we will take Kervan Gıda's global strength even further with our understanding of sustainability, innovation and responsible production.



MEHMET ŞÜKRÜ BAŞAR
Chairman of the
Board of Directors

strategy IMPACT





About Kervan Gıda → 6
The Economic Value We Create → 12
Story of the Year → 13

KERVAN GIDA

ABOUT KERVAN GIDA

Today, we rank 56th among the 100 largest companies in the global confectionery industry and are positioned among the world's top 5 producers in the soft candy category.

We shape the journey we started in 1994 with passion, an innovative vision and a global perspective; today, we continue our activities as an international food company in more than 85 countries on 6 continents. With our ever-growing product portfolio, expanding production network and strong brand identity, every year we further deepen our mission of bringing to life flavors that people can consume safely.

We produce in different categories, primarily jelly, marshmallow, licorice, chewing gum, hard candy, dragee chocolate, surprise eggs and toy products; and we reach our consumers with our products through our brands, led by Bebeto, as well as Cosby, Dexters, Akaş, NoSuga, Pompito, Top Shock, Jelido and Free Yu Pharma. Through our subsidiaries, we also continue our product development efforts in the dietary supplement (OTC) and freeze-dried food (freeze-dry) categories. At the same time, thanks to our private label production capability and high production flexibility, we also produce for our global business partners.

As of 2025, we carry out our activities in a total of 7 production facilities, in Manisa Akhisar and İzmir Tire in Türkiye and in Poland and Egypt abroad, in a closed area of 110,000 m^2, with a production capacity of 114 thousand tons/year. In line with our expanding international operations and strategic investments, we continue to strengthen our production infrastructure and increase our presence in different markets. With our international sales and marketing structure in 6 countries, including the USA, the UK, Germany, France, Russia and our Australia office established in 2025, we bring our products together with consumers around the world.

Today, we rank 56th among the 100 largest companies in the global confectionery industry and are positioned among the world's top 5 producers in the soft candy category. We evaluate our production strength not only in terms of scale, but also together with our product development, category diversity and ability to adapt quickly to consumer expectations.

We carry out our innovative product development efforts at our R&D Center, registered as Türkiye's 872nd R&D center in 2018. With our R&D activities focusing on the development of reduced-sugar, vegan, functional and value-added products, we produce solutions that respond to changing consumer expectations and support balanced and healthy eating habits, in addition to traditional confectionery categories. While developing our production technologies, we maintain our focus on quality, product safety and accessibility, and we move forward with a flexible structure that can respond quickly to consumer expectations in the markets in which we operate.

Since our establishment, we have continued to pursue excellence, embrace it, innovate and create value. By making our understanding of sustainability a part of our corporate identity, we work determinedly to offer products that people can consume safely, add value to society and fulfill our responsibilities towards our planet.

We are among the TOP 5 in the global confectionery industry!



85+ countries

110,000 m^2 closed area

2,000,000+ happy people

6
continents

7
factories

110
thousand m²
closed
production area

3,294
employees

56th
Global Top 100
Candy Companies

85+
countries
exported to

114
thousand
tons/year
production capacity

12
confectionery
categories

15.7
billion TRY
sales revenue

Top 5
Global
soft candy

Our Brands

With our brand family shaped around our flagship brand Bebeto, we offer a wide range of flavors for different age groups and different consumption habits in global and local markets. Each of our brands reflects the common DNA of Kervan Gıda shaped by its values of quality, reliability and innovation.

BEBETO
COSBY
FREE YU pharma
FREEZE CRUNCHY FREEZEDRIED
Dexters
Top Shock
ekşitra
JELIDO
Yumy Yumy Gummy Candy
NO Şuga
POMPITO









Our Geographical Footprint

As Kervan Gıda, we build our global presence on a three-layered structure and manage a global journey of flavor. With our production facilities in Türkiye, Poland and Egypt, our sales and marketing offices structured in six countries from the USA to Australia, and our export network in more than 85 countries, we reach our consumers in every corner of the world. This structure not only determines our market access; it also shapes the geographical boundaries within which our sustainability performance is monitored, the communities we interact with and the supply basins our value chain extends to.

In Türkiye, our Manisa Akhisar campus stands out as our main center, carrying the majority of our production volume. We deliver most of our soft candy, hard candy, dragee chocolate, surprise egg and toy products to the world from here. Our Dryff Dried Food Facility in İzmir Tire supports our investments in innovative product development with freeze-drying technology.

The production facilities of our company ZPC Otmuchów in Poland strengthen our position in the European market and play a strategic role in our soft candy production. Our MCC facility in Egypt, which we commissioned in 2024, reinforces our reach in the Middle East and African markets with licorice and jelly production.

While our international sales and marketing structure enables us to establish direct relationships with our global customers, it determines our capacity to offer solutions suited to local needs. With our sixth international sales office, established in Australia in 2025 in addition to our offices in the USA, the UK, Germany, France and Russia, we are giving momentum to our growth strategy in the Asia-Pacific market.

You can find more detailed information on Kervan Gıda's shareholding structure, subsidiaries and affiliates in our 2025 Annual Report.



Production Facilities
Türkiye – Akhisar
Soft candy production, toy product production (Uçantay), logistics center, R&D Center
Türkiye – İzmir
Production with freeze-drying technology
Poland – Nysa
Soft candy production
Poland – Otmuchów
Soft candy production
Egypt – Cairo - MCC for Confectionery Manufacturing
Soft candy production

Strategic Export Markets
Saudi Arabia
South Korea
Nigeria
Egypt

International Sales and Marketing Offices
USA
United Kingdom
France

Our Vision, Mission and Values

Our Vision

To sustainably grow our brand value and market share by becoming one of the top five soft candy producers globally.

We aim to sustainably grow our brand value and market share by becoming one of the top five soft candy producers globally. On our journey to becoming a recognized and preferred international brand, we prioritize innovation, quality and customer satisfaction. We strive to reach broader audiences worldwide through our sustainable production approach and to increase our effectiveness within the industry.

Our Mission

To be an innovative food company that offers products that people can safely consume, with an understanding that benefits society.

Our mission is to offer innovative and high-quality products that can be consumed safely, with an approach that focuses on human health and social benefit. While we strengthen our brands by utilizing our knowledge and experience in the sector, we focus on reducing our environmental impact, supporting the development of our employees and creating value by establishing long-term relationships with our stakeholders. We support our growth in local and global markets with a sustainable production model that manages our resources effectively.

Our Values

Reliability

We foster a work environment built on transparency, accountability and ethical principles, carefully ensuring regulatory compliance and data privacy. By encouraging our employees to speak the truth, take responsibility and keep their promises, we build long-term relationships based on mutual trust.

Sustainability

We adopt a business model that reduces climate impact, uses resources efficiently and supports circularity. By measuring our environmental and social performance, we continuously improve it and encourage our employees towards responsible production and consumption behaviors. We meet today’s needs while protecting the rights of future generations.

Quality

We embrace quality at every stage of our products and processes, keeping food safety, traceability and consistency at the core of our corporate culture. By supporting our employees in compliance with standards, correct practices and continuous improvement, we deliver safe and high-quality products.

Innovation

We cultivate a work environment where new ideas are supported, developing solutions that meet both consumer expectations and sustainability goals. By encouraging our employees to experiment, learn and make data-driven decisions, we generate innovations that create value in our products and processes.

Social Responsibility

We develop inclusive, fair and measurable social programs in all regions where we operate, contributing to local economies and social welfare. By bringing our employees together around the principles of volunteerism, diversity and equal opportunity, we strengthen our bond with society.

Our Value Chain

At every stage of our value chain, extending from field to consumer, we take steps to strengthen the link between our sustainability priorities and our activities. Throughout our chain, starting from our upstream suppliers to our own operations and extending to downstream distribution, sales and recycling processes, we move forward with a common vision in the areas of reducing our environmental impact, fulfilling our social responsibility and creating economic value.

We shape our value chain together with our stakeholders and adopt an approach based on mutual trust, transparency and long-term collaborations at every stage.

	UPSTREAM	OUR OPERATIONS			DOWNSTREAM
	SUPPLY	LOGISTICS	**PRODUCTION**	**SALES AND MARKETING**	LOGISTICS	**CONSUMPTION**
						
ACTIVITES	Supply of main raw materials consisting of gelatin, sugar, glucose syrup, pectin, corn starch, flavorings, acidity regulators, and vitamins and minerals Packaging supply Supplier selection and auditing Traceability and quality control		Production at 7 factories in Türkiye, Poland and Egypt Mixing, cooking, vacuuming, shaping and cooling steps in production processes R&D and product development Food safety priority Focus on energy and water efficiency	Pricing, customer management, channel strategies, product positioning and responsible marketing activities Market and consumer research Healthy product development and expansion of functional products		International logistics and distribution Multi-channel sales structure Customer management New customer acquisition
	Local Supply Rate 77%		Production capacity 114,000 tons/year	Consolidated turnover TRY 15.7 billion		Domestic market share 19%
STAKEHOLDERS	Raw material suppliers Packaging suppliers Logistics partners Local communities Regulatory authorities		Employees Investors and shareholders Regulatory authorities Universities Industry stakeholders	Consumers Retailers Media		Consumers Local communities

THE ECONOMIC VALUE WE CREATE

We see contributing to economic growth in all markets in which we operate and creating economic benefits throughout our value chain as one of our primary responsibilities.

We believe that sustainable growth is possible through a holistic approach in which we address our economic performance together with our social and environmental responsibilities, and we see contributing to economic growth in all markets in which we operate and creating economic benefits throughout our value chain as one of our primary responsibilities. In this regard, we took steps to strengthen our economic performance during the year, together with our production network expanding on a global scale and our growth in high value-added product groups.

In 2025, our consolidated net sales revenue increased by 5.6% compared to the previous year, reaching **TRY 15.7 billion**. While **73.9% of our consolidated turnover was generated from international markets**, our operations in Poland, the USA and the UK were the main drivers of this result.

Our operational efficiency efforts and cost management discipline were also reflected in our profitability indicators. As an operational profitability indicator, our EBITDA increased by 18.6% on an annual basis, reaching **TRY 1.7 billion**, while our EBITDA margin rose from 9.4% to **10.5%.** Our gross profit was TRY 4.5 billion and our net loss for the period was TRY 85.8 million; our net loss narrowed by approximately 21% compared to the previous year.

We support the sustainability of the economic value we create with our innovation capacity. Thanks to our R&D efforts, we focus both on responding to changing consumer expectations and on maintaining our competitiveness in the market in the long term. In 2025, with an investment of TRY 44.2 million in our R&D Center, **we continued our efforts to expand our reduced-sugar, vegan, functional and value-added product portfolio.**

In order to reinforce our understanding of creating economic benefits at every stage of our value chain, we measure and transparently share the economic value we distribute, covering payments to our suppliers, wages and benefits provided to our employees, payments to our capital providers, taxes paid to the state and investments made in society.

You can find details of our performance indicators in this scope in the Economic Performance Indicators section.

Consolidated Financial Performance (Thousand TRY)		
Performance Indicators	**2024**	**2025**
Net Sales	14,870,902	15,706,465
Cost of Goods Sold	(10,523,662)	(11,177,375)
Gross Profit	**4,347,240**	**4,529,090**
Gross Profit Margin (%)	29.2%	28.8%
Operating Expenses	(3,642,440)	(3,695,809)
Main Operating Profit	**1,156,050**	**1,056,242**
EBITDA	**1,391,000**	**1,650,312**
EBITDA Margin (%)	9.4%	10.5%
Net Loss for the Period	(109,153)	(85,847)

We support the sustainability of the economic value we create with our innovation capacity.

STORY OF THE YEAR

January – March

We Announced Our 2025 Investment Plan

At the beginning of the year, we announced that we would make an investment of approximately USD 29 million throughout 2025.







51st Place in the “Türkiye’s 125 Most Valuable Brands” List

We reinforced our brand value by ranking 51st in the “Türkiye’s 125 Most Valuable Brands 2025” ranking announced by the independent brand valuation company Brand Finance.

We Launched the “Let School Gardens Be Olive Gardens” Project

With the project we carried out with a focus on the environment, society and education, we contributed to the development of awareness of nature and sustainability in children.



56th Place in the “Global Top 100 Candy Companies” Ranking

We reflected our position on a global scale by rising to 56th place (2024: 57th place) in the “Global Top 100 Candy Companies 2025” list announced by Candy Industry, the reference publication of the international confectionery industry.



We Carried Out Awareness Activities within the Scope of World Water Day

Within the scope of the event held at Manisa Celal Bayar University, we contributed to raising environmental awareness by sharing our knowledge and experience on sustainable water management.

APRIL – JUNE

Our Australia Operation Became Operational

By establishing Kervan Australia PTY Ltd. on 25 June 2025, we officially entered the Asia-Pacific market. Our global sales and marketing network reached six countries.



Innovative Product Launch with Bebeto Freeze Crunchy

Our Freeze Crunchy product family, produced with Freeze Drying technology, continued to grow in international markets with its preservative-free structure and long shelf life.



We Came Together with Children at BebetoFest25

Through events organized in Batman, Diyarbakır and Samsun within the scope of 23 April, we reached children and strengthened brand-society interaction.



JULY – SEPTEMBER

Simplification in Domestic Operations

In order to increase operational efficiency and agility in our decision-making processes, Efe Ankara merged with Hisar Dağıtım, simplifying our domestic distribution network.



Strategic Focus in Poland

Within the framework of our strategy of focusing on jelly and licorice product categories in our Poland operations, we signed an agreement for the transfer of our Mleczko (chocolate-coated marshmallow) and halva production lines.



We Launched Our University Summer Internship Program

We launched our summer internship program to support the professional development of university students.



OCTOBER - DECEMBER

We Published Our First TSRS Report

We published our first TSRS Report, in which we disclosed our climate-related risks, opportunities, performance and targets.



We Brought Our Global Operations Under One Roof

In line with our international growth strategy, we reshaped our organizational structure and brought our operations in Türkiye, Poland and Egypt under one roof, transitioning to a more agile, lean and sustainable management model.



We Were Among the Women-Friendly Companies

As a result of our efforts in the field of diversity and inclusion, we ranked 72nd in the top 100 of the “Women Employee-Friendly Companies” list.



trust **IMPACT**



Our Corporate Governance Structure → 16
Business Ethics and Compliance → 18
Risk Management → 19

CORPORATE GOVERNANCE

OUR CORPORATE GOVERNANCE STRUCTURE

We build our corporate governance structure on the principles of transparency, accountability, fairness, responsibility and ethical business conduct. We believe that this structure plays a critical role not only in terms of legal compliance, but also in supporting our sustainable growth, establishing trust-based relationships with our stakeholders and strengthening our decision-making processes.

The wide geography in which we operate, our sales structure extending to different markets and our multi-layered production operations require a strong understanding of governance. Accordingly, we address the decision-making, oversight and executive functions within the framework of defined responsibilities, and we carry out our corporate governance practices within the framework of the Turkish Commercial Code, Capital Markets legislation and Corporate Governance Principles.

Our Board of Directors, the committees reporting to our Board of Directors and our senior management carrying out executive activities form the foundations of our multi-layered corporate governance structure. In this structure, we separate the oversight and guidance functions from the conduct of daily operations, and we carry out our decision-making, monitoring and implementation processes through the distribution of duties and responsibilities among the relevant executive units and management levels.

Board of Directors

Our Board of Directors determines the strategic direction of our company and ensures the oversight of our performance accordingly. We regularly monitor and evaluate our senior management performance and implement improvement efforts when we deem necessary. We monitor the effectiveness of our risk management, internal control and audit mechanisms in line with the Corporate Governance Principles, and through our Board of Directors we oversee the sustainability of our environmental and social performance as well as our financial and operational performance.

Our Board of Directors consists of 6 members, and our members are elected by our General Assembly. Independent members make up 33% of our Board of Directors, and these members are determined within the framework of the Corporate Governance Principles of the Capital Markets Board. Bringing together different fields of education and experience, our Board of Directors offers a versatile foundation of competence in operational management, strategic decision-making, legal compliance, capital markets knowledge and corporate governance. In 2025, our Board of Directors met 22 times, and the attendance rate at the meetings was 92%.

Members	Duties and Responsibilities	Independence Status	Executive Role	Competence
Mehmet Şükrü Başar	Chairman of the Board of Directors	✕	None	Strategic Management and Leadership Finance and Investment Management Sector Experience
Mahmut Koçum	Vice Chairman of the Board of Directors Corporate Governance Committee Member Early Detection of Risk Committee Member	✕	None	Strategic Management and Leadership Finance and Investment Management Sector Experience
Burhan Başar	Member of the Board of Directors	✕	None	Strategic Management and Leadership Operations and Supply Chain Management Finance and Investment Management Sector Experience
Fikret Başar	Member of the Board of Directors	✕	None	Strategic Management and Leadership Operations and Supply Chain Management Finance and Investment Management Sector Experience
Ömer Yüksel	Member of the Board of Directors Audit Committee Member Chairman of the Early Detection of Risk Committee	✓	None	Finance and Investment Management Law and Regulation
Mehmet Koca	Member of the Board of Directors Chairman of the Audit Committee Chairman of the Corporate Governance Committee	✓	None	Strategic Management and Leadership Operations and Supply Chain Management Sector Experience

Senior Management

Our senior management team, consisting of our functional presidencies under the leadership of our Chairman of the Board of Directors, is responsible for carrying strategic decisions to the operational level, monitoring performance indicators and conducting daily management processes. With the organizational restructuring we implemented on a global scale in 2025, we brought our operations in Türkiye, Poland and Egypt under one roof and gained agility in our decision-making processes.

We reflect our strategic priorities in our daily business processes through our Sales and Marketing, Operations and Financial Affairs group presidencies, and we ensure ownership of our strategic goals across all our operations through this level.

Committees Reporting to the Board of Directors

Three committees operate to support the work of our Board of Directors: the Audit Committee, the Corporate Governance Committee and the Early Detection of Risk Committee. Our committees form a specialized oversight mechanism in the areas of financial audit, corporate governance compliance and risk management; they determine their working principles within the framework of the relevant internal regulations and meet at regular intervals.

Our Audit Committee consists entirely of independent members of our Board of Directors. Through this committee, we oversee our independent external audit, internal audit, accounting system and financial reporting processes. Our Committee meets quarterly and conveys its opinions on the financial statements we disclose to the public to our Board of Directors.

Our Corporate Governance Committee also serves as the Nomination Committee and the Remuneration Committee. Through this committee, we evaluate our compliance with corporate governance principles, the work of our Investor Relations Department and our senior management nomination processes. Our Committee submits its findings and recommendations to our Board of Directors in writing and plays an important role in establishing transparent relationships with our stakeholders and developing our corporate governance practices.

Our Early Detection of Risk Committee is responsible for the early detection of risks that may affect the future of our Company and the effectiveness of our risk management systems. Our Committee meets bimonthly and submits reports to our Board of Directors and our independent auditor six times a year. Within the scope of sustainability, we also monitor climate risks, environmental compliance risks and operational sustainability risks through this committee.



BUSINESS ETHICS AND COMPLIANCE

We see business ethics as the cornerstone of our sustainable growth and long-term stakeholder trust. We shape all our activities, from production to sales and from our stakeholder relations to our decision-making processes, based on universal principles such as justice, respect, honesty, reliability and equality. We position these principles as an integral part of our corporate culture and believe that the way to establish trust-based and long-term relationships with our stakeholders is through this understanding. In our understanding of business ethics and compliance, we address the topics of combating corruption and bribery, anti-competitive behavior, discrimination, transparency and traceability. We embrace full compliance with local legislation and international regulations in all countries where we operate as a fundamental obligation.



We determine our ethical principles together with our Human Resources and Internal Audit units and systematically apply them to all our business processes. We attach importance to keeping open the channels through which our employees can share their questions, suggestions and reports in ethics and compliance processes. We operate a secure and anonymous Ethics Reporting Line, where our employees and stakeholders can easily report unethical situations, in cooperation with Vodafone, an independent third party. The line can be reached via the etik@kervangida.com e-mail address or the Vodafone Ethics Reporting Line at 0850 211 02 07 during working hours between 09:00–18:00 on weekdays. We meticulously evaluate each report received and implement corrective and preventive actions when we deem necessary. **In 2025, 16 reports were received through our ethics line, and we resolved all of them.**

We attach importance to informing our employees in this area at regular intervals and keeping them up to date on current developments and new practices. For this reason, we organize ethics training every year for our employees, which also covers the topics of combating corruption and bribery. **In 2025, we provided a total of 1,225 hours of ethics training to 776 of our employees.**

Combating Corruption, Bribery and Anti-Competitive Behavior

We adopt a zero-tolerance policy towards corruption, bribery, conflict of interest and all kinds of irregularities. We openly share this approach with all our stakeholders, from our employees to our management team and from our business partners to our suppliers, and we clearly state, as part of our corporate culture, that behavior related to corruption and bribery or anti-competitive behavior will not be accepted under any circumstances.

We constantly update our internal control and audit systems to prevent anti-competitive practices and closely monitor the relevant risks. In case of any ethical violation, we activate our independent internal audit mechanisms, initiate the necessary internal reporting processes and implement disciplinary processes in line with our company procedures. **Thanks to this approach, we maintain a management approach that is accountable both legally and ethically. Accordingly, no cases related to corruption or bribery were identified during the year. In order to keep our employees' awareness in this area at the highest level, we provided a total of 759 hours of training with the participation of 746 of our employees during the year.**

We strive to ensure full compliance with national and international competition law in all markets in which we operate. Adhering to free market principles, we aim to contribute to the sustainability of a fair competitive environment with an open, honest and equitable approach. **In 2025, we had no lawsuits** filed or pending against us due to anti-competitive behavior or non-compliance with laws and regulations. By constantly reviewing our systems that prevent ethical violations, we continue to build a trust-based, transparent and fair corporate structure towards the future.

Transparency and Traceability

We share all our activities openly with our stakeholders and continuously improve our systems to make each stage of our supply chain traceable and transparent. We are committed to always providing clear, honest and accurate information to our customers, business partners and employees. We regularly monitor our corporate performance across our entire structure, including our subsidiaries, through the Performance Management System (KPI), and we also track the alignment of our activities with sustainability indicators through this system.

As a public company, we share our quarterly financial performance reports with our investors via the Public Disclosure Platform (KAP), and we support our stakeholders' quick access to information through analyst meetings, our digital communication channels and our website. Through our Internal Audit Unit, we carry out the processes of protecting our assets, ensuring compliance with legislation and ensuring the accuracy of our financial and operational data; by determining our audit criteria according to our risk levels, we create an independent and objective assurance environment. Within the scope of our tax compliance policy, we fully fulfill our obligations within the framework of Tax Procedure Law No. 213, and we manage our processes effectively by benefiting from practices such as investment incentive-based tax reductions and social security premium incentives under Law No. 5510 (SGK). We maintain our remuneration policy with a transparent, performance-based structure; we establish a fair and balanced remuneration system by conducting annual salary research based on market conditions and through our annual performance meetings.

RISK MANAGEMENT

The 2025 Global Risks Report published by the World Economic Forum positions elements such as chronic threats caused by climate change, geopolitical tensions, disinformation, economic fluctuations and supply chain vulnerabilities as prominent risk areas on a global scale. This comprehensive picture reveals that, in today's business world, risk management should be addressed not only as an operational responsibility but also as an area of strategic capacity.

As Kervan Gıda, we carry out a systematic risk management process to foresee potential threats that we may encounter on a global and local scale and to protect our long-term value creation capacity. We address corporate risk management not only as the identification of risks, but as the integration of risks with our strategic planning, operational processes and financial decision-making mechanisms. With this approach, we adopt a holistic and proactive management approach to critical risk factors such as macroeconomic fluctuations, supply chain disruptions, climate-related uncertainties and regulatory changes.

Risk Management Framework and Responsibilities

We carry out our risk management processes under the oversight of our Board of Directors, through the coordinated work of our Early Detection of Risk Committee, Audit Committee, Corporate Governance Committee and Sustainability Committee. Thanks to this multi-layered structure, we evaluate our risks not only at the operational level but also at the senior management and Board of Directors level, and link them to our action plans.

Identification of Risks

We create and regularly update our risk inventory under the guidance of our corporate risk management framework and the direction of our Early Detection of Risk Committee. We structure our risk identification process by taking into account the sector in which we operate, our value chain structure, macroeconomic developments and the sustainability agenda. Within this framework, we group our risk inventory to cover primarily climate-related risks, as well as supply chain and logistics risks, macroeconomic and financial risks and regulatory and reputational risks.

We do not limit our risk identification process to our own operations; we carry it out to cover our entire value chain, including upstream, our own operations and downstream. In this way, we define our risks from a multidimensional perspective, taking into account cross-functional interactions.

Responsible Unit	Role in Risk Management
Board of Directors	Ultimate oversight of our risk management policies; approval of critical risk assessments
Early Detection of Risk Committee	Coordination in the creation, assessment and monitoring of the risk inventory; risk tracking through monthly meetings
Audit Committee	Oversight of financial reporting and internal control systems from a risk perspective
Corporate Governance Committee	Assessment of risks related to compliance with corporate governance principles
Sustainability Committee	Addressing sustainability and climate-related risks and opportunities
Internal Audit Unit	Integration of audit findings into the risk management process
Legal Consultancy	Official recording of risk management decisions

We systematically monitor risks across our entire value chain and manage them, under the oversight of the Board of Directors, as an integral part of our strategic decision-making processes.

Assessment and Prioritization of Risks

We build our risk assessment methodology on two main criteria, probability and financial impact, and evaluate both criteria on a scale from 1 to 4. The risk score we obtain by multiplying the probability and financial impact scores takes a value between 1 and 16. Based on this score, we classify risks into four categories, A (Critical), B (High), C (Moderate) and D (Low), and determine the managerial priority level.

We define Class A risks that reach the highest risk score of 16 as critical threats and implement high-level managerial actions requiring immediate intervention for these risks. In addition to the numerical assessment, we also include senior management opinions in the process when prioritizing each risk. We do not limit our financial impact analyses to historical data only; by supporting them with forward-looking scenarios and business continuity modelling, we place the strategic prioritization of risks on a measurable and decision-supporting basis.

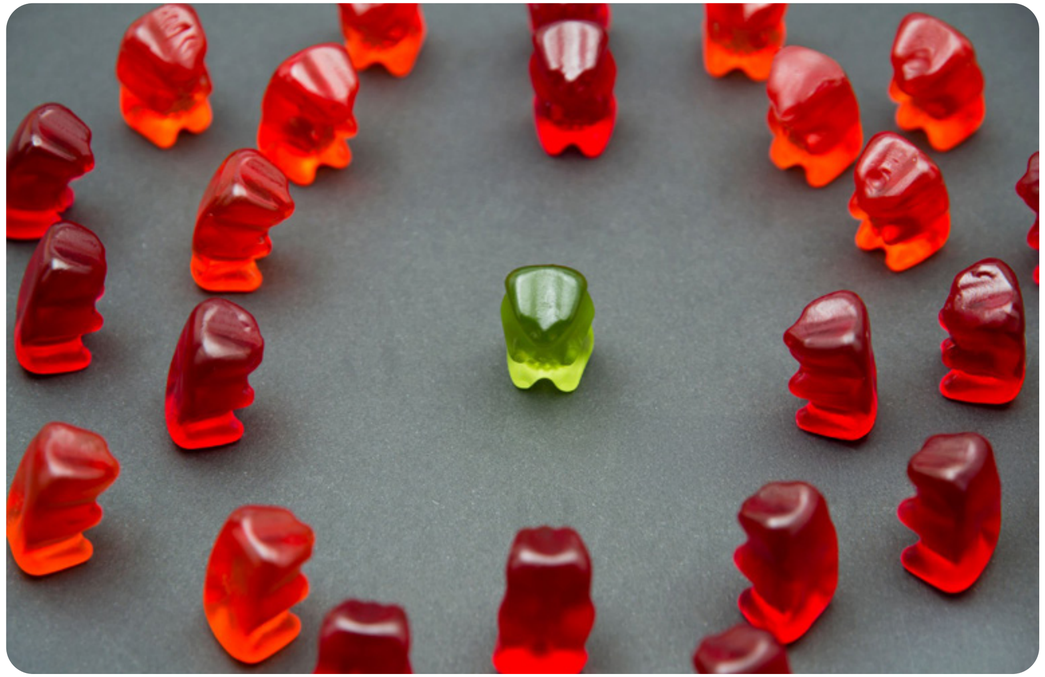
Monitoring and Reporting of Risks

We monitor the priority risks we have identified at regular intervals throughout the year. In 2025, our Early Detection of Risk Committee held monthly meetings for the close monitoring of risks and organized extraordinary meetings when necessary. During the monitoring process, we regularly reviewed risk levels and prioritization results in line with our risk assessment criteria and revised them when necessary.

By including our Internal Audit Unit in the process, we established a direct flow of information between our audit findings and risk management outputs. This structure ensured that risks are not only monitored but also evaluated together with audit results and integrated into our decision-making processes. We reported our risk assessment outputs to our Board of Directors through our Early Detection of Risk Committee, and we officially recorded all risk management decisions taken through our Legal Consultancy within the framework of the principles of transparency and auditability.

Risk Assessment Criteria Matrix

Risk Class	Risk Score	Managerial Approach	Probability of Occurrence of the Risk	Financial Impact
A – Critical	16	Red zone requiring immediate intervention; high-level managerial action	≥ 75%	> 30%
B – High	8-12	Close monitoring at senior management level	50% – 75%	20% - 30%
C – Moderate	4-6	Monitoring in our regular control processes	25% – 50%	10% - 20%
D - Low	1-3	Routine monitoring and reporting	< 25%	0% - 10%



We prioritize our risks with measurable criteria based on their probability of occurrence and financial impact, and integrate them into our decision-making processes through regular monitoring, reporting and senior management oversight throughout the year.

Sustainability and Climate Risks

We address sustainability and climate-related risks as an integral part of our corporate risk management system. With this approach, we evaluate risks in the environmental, social and governance areas not as separate silos, but within a holistic framework in which they affect each other and emerge at different stages of our value chain.

As a result of the risk assessment studies we carried out in 2025, we systematically mapped environmental and climate risks in particular, as well as risks in the social and governance areas. We analyze the risks we have identified within the framework of probability, financial impact and their implications for the value chain, and we regularly review our action plans for priority risks.

In the following sections, we summarize the global trends we follow for each risk category, their implications for Kervan Gıda's business model and their positions in the value chain.

Environmental and Climate Risks

Environmental and climate risks are among the leading areas that directly affect operational continuity, cost structure and long-term competitiveness in the food industry. Global trends such as circular economy pressure, accelerating climate crisis impacts, ecosystem destruction, energy supply insecurity and the water security crisis are directing food manufacturers towards transformation in the areas of waste management, carbon footprint, raw material resilience and resource efficiency.

As Kervan Gıda, while systematically assessing the risks that may arise in our production processes, our supply chain and downstream of our value chain, we included **11 different environmental and climate risks** in our inventory within this scope.

Risk	Risk Definition	Value Chain Step
Failure to Effectively Manage Wastewater Treatment Processes	Deviations in wastewater treatment performance in production processes involving gelatin, sugar syrup and food ingredients may affect environmental regulatory compliance and operational costs.	Our Operations
Failure to Subject Waste to Proper Recycling or Disposal Processes	Failure to properly classify the high volume of packaging, plastic film and organic waste from our production lines and to direct it to the appropriate channels may create a regulatory compliance risk.	Our Operations
Environmental Impacts of Packaging Waste	The high primary and secondary packaging use of our soft candy, jelly and snack products, together with the limited recyclability features, may create environmental impact and regulatory pressure.	Our Operations
Increase in the Amount of Food Waste in Production Processes	Formulation, coating, drying and packaging deviations that may occur in production processes, together with supply delays and storage errors, may increase food waste and cost pressure.	Upstream Our Operations
Occurrence of Extreme Weather Events	Events such as extreme heat, floods and storms may affect operational continuity at our production facilities and, due to our dependence on agricultural inputs, may create fluctuations in raw material yields and prices.	Upstream Our Operations
Loss of Reputation due to High Greenhouse Gas Emissions	The emission profile of our energy-intensive production lines, packaging use and logistics activities may affect our reputation in the face of the sustainability expectations of our international customers.	Downstream
Possible Non-Compliance with Climate and Sustainability-Focused Regulations	The Emissions Trading System (ETS), the Climate Law, TSRS reporting and EU Green Deal requirements coming into force in Türkiye bring new obligations; failure to manage emission data correctly may result in penal sanctions and competitive disadvantage.	Our Operations
Negative Impacts on Biodiversity	Loss of biodiversity in our agricultural raw material supply areas and the lack of widespread adoption of sustainable agricultural practices may affect the perception of environmental responsibility among our stakeholders.	Upstream Our Operations
Increase in Energy Costs	Energy price fluctuations that may occur in our energy-intensive operations such as cooking, drying, air conditioning and packaging may affect product costs and margins.	Our Operations
Falling Behind in Energy Efficiency Technologies	The pace of our transition to low energy-consuming equipment and automation solutions may directly affect our energy intensity, carbon footprint and production capacity.	Our Operations
Water Stress and Scarcity	Water stress in the regions where our factories are located, affecting water, which is the main input of our production and cleaning processes, may affect production continuity and agricultural raw material costs.	Upstream Our Operations

You can find more comprehensive information on the assessment methodology for the environmental and climate risks we identified, the prioritization results, details of our priority climate risks and the actions we have taken in our TSRS-Compliant Sustainability Report.

Social Risks

Social risks cover a wide area extending from workforce dynamics to employee experience and from customer relations to product responsibility. Changing workforce expectations, the transformation of the talent ecosystem and consumers' increasing expectations centered on sustainability, health and transparency are directing food manufacturers to adopt a more holistic approach in the field of social responsibility.

As Kervan Gıda, we included **6 different social risks in our inventory** in areas such as employee experience, workforce management, equality-diversity-inclusion, and consumer rights and product safety. We address these risks under the headings of employee experience, employee rights, ethical marketing and product safety.

Risk	Risk Definition	Value Chain Step
Loss of Talent and Reputation in the Absence of an Equal, Diverse and Inclusive Work Environment	Insufficiently strong equality, diversity and inclusion in our workforce structure based on different areas of expertise may affect employee experience, loyalty and our capacity to attract and retain talent.	Our Operations
Low-Efficiency Workforce Management	Disruptions in workforce planning, shift management and coordination between teams in our production and operations-focused structure may lead to fluctuations in efficiency and an increase in employee workload.	Our Operations
Employees' Access to a Fair, Safe and Rights-Respecting Work Environment	Non-compliances that may occur in access to fundamental rights such as fair remuneration, a safe working environment, reasonable working hours and freedom of association may affect workplace integrity and stakeholder trust.	Our Operations
Employee Satisfaction and Talent Retention	Fluctuations in employee satisfaction may trigger loss of loyalty and talent, creating pressure on knowledge accumulation, team stability and efficiency in production processes.	Upstream Our Operations
Ethical Behavior, Consumer Rights and Market Compliance	Labeling errors, incomplete communication or inconsistencies in the information provided to consumers may put brand reliability and legal compliance processes at risk.	Upstream Our Operations
Food Safety and Product Quality	Quality deviations that may occur in the production, packaging, storage and distribution stages may put consumer health at risk and may lead to product recalls and legal sanctions.	Downstream

Governance Risks

Governance risks include risk areas that shape the long-term sustainability of companies, from macroeconomic fluctuations to supply chain vulnerability and from technological transformation to regulatory compliance. Accelerating technological developments, digital security threats, the search for resilience in the supply chain and the transformation in market and stakeholder expectations require food manufacturers to constantly update their governance structures.

As Kervan Gıda, we included a total of **5 different governance risks** in our inventory along the axes of technological transformation, supply chain management and stakeholder expectations. We evaluate these risks under the headings of macroeconomic and financial, technological, supply chain, and compliance and stakeholders.

Risk	Risk Definition	Value Chain Step
Loss of Competitive Advantage due to Falling Behind Technological Developments	Falling behind the sector in the transition to production automation, digital monitoring and Industry 4.0 applications may create a competitive disadvantage in efficiency and cost control.	Our Operations
Cyber Security Risk	Cyber attacks and data breaches targeting digitalized production systems may cause operational disruption, leakage of customer data and reputational losses.	Our Operations
Supply Chain Management	Dependence on a single source, geopolitical tensions and logistics vulnerabilities may lead to disruptions in the supply of basic inputs such as sugar, gelatin and packaging.	Upstream
Regulatory Compliance Risk	Non-compliance with expanding regulatory requirements in the areas of sustainability reporting (TSRS, EU Green Deal, CSRD), food safety and corporate governance may result in penal sanctions and restrictions on market access.	Entire Value Chain
Stakeholder Expectations and Consumer Perception	Failure to respond to the rapidly evolving expectations of investors, customers, employees and regulatory authorities along the axes of sustainability, health and social responsibility, combined with consumer feedback spreading rapidly through social media, may affect brand perception and stakeholder trust.	Entire Value Chain

future IMPACT





Our Sustainability Strategy → 24
Double Materiality Analysis → 25
Sustainability Governance → 27
Our Value Creation Model → 28

OUR SUSTAINABILITY APPROACH

OUR SUSTAINABILITY STRATEGY

As Kervan Gıda, we carry out our activities throughout a comprehensive value chain extending from raw material supply to packaging and from human labor to energy consumption, and we aim to responsibly manage the footprint we leave at every link of this chain. We embody this responsibility in three focus areas, Value for Nature, Value for Society and Value for the Future, and we build our sustainability approach on the complementary impact of these three focus areas.

We address these three focus areas not as independent commitments, but as a whole that nourishes and reinforces one another. By responsibly managing natural resources, we secure our production continuity; by offering our employees a fair and safe work environment, we strengthen our corporate capabilities; and by keeping our governance and innovation capacity strong, we ensure that this understanding is carried into the coming years.



Value for Nature

Natural resources such as water, energy and agricultural raw materials lie at the heart of every production process. The protection of these resources is an integral part of our production responsibility. Within the scope of our Value for Nature focus, we continue our activities with an environmental management approach that covers the transition to renewable sources in energy management, the reduction of water consumption, the increase of waste recovery rates, and the measurement and targeted reduction of carbon emissions.



Value for Society

The labor of every individual working at our production facilities forms a part of every product we offer. Value for society begins with honoring this labor as it deserves by creating safe working environments, fair remuneration, equal opportunity and a corporate culture that supports the personal development of employees. Beyond this, we aim to positively reinforce our social impact in the regions where we operate and throughout our supply chain. Respect for human rights, inclusion and social responsibility do not remain merely a list of commitments; they function as criteria that shape our operational decisions.



Value for the Future

Creating value for the future requires seeing how today’s decisions will be reflected in the coming years and acting with this vision. We place this perspective at the center of our business model and manage our corporate governance, food safety, innovation capacity and digital transformation efforts with this perspective. We shape our R&D investments according to the changing structure of consumer expectations, and we protect both our market reliability and our corporate resilience through transparent operations committed to ethical principles.

DOUBLE MATERIALITY ANALYSIS

The effectiveness of our sustainability strategy begins with focusing on the right topics. For this reason, we systematically assess the environmental and social impacts of our activities both from the company's perspective and in terms of stakeholder expectations. Rather than relying on a single perspective, we carry out this analysis with a double materiality approach that addresses impact materiality and financial materiality together.

While impact materiality is based on the impacts that our activities create or may create on the environment and society, financial materiality covers the effects of environmental and social developments on our company's financial performance, business continuity and competitiveness. Evaluating these two dimensions together enables us to establish a balanced and defensible prioritization structure that both responds to external pressures and is based on internal risk perception.

Stakeholder Engagement

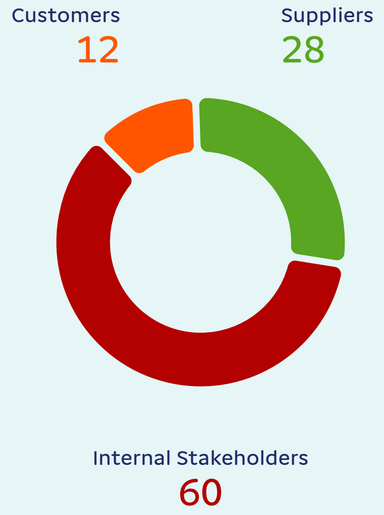
The financial materiality dimension of the double materiality analysis is largely based on the expectations and evaluations of our stakeholders. For this reason, we see the stakeholder engagement process not as an input to the analysis, but as a constituent component of it.

In the analysis we conducted last year, we reached more than 140 stakeholders. 60% of the participants consisted of our internal stakeholders: blue-collar and white-collar personnel and senior management representatives were included in this group. External stakeholders included packaging suppliers, chemical raw material suppliers, food manufacturers and distribution companies, label suppliers and foreign suppliers. In total, suppliers represented 28% and customer groups represented 12% of our external stakeholders participating in the analysis. Each stakeholder group was presented with a predetermined list of topics and asked to evaluate the topics according to their degree of importance from their own perspective; the data obtained was used directly in establishing the financial materiality axis.

The stakeholder engagement process is not limited to providing input to the materiality analysis; it also enables us to create a comprehensive database on the method, frequency and content of the communication established with each stakeholder group. Thanks to this database, we systematically monitor the expectations of different stakeholder groups and update our communication strategies according to these expectations.

You can find details on the priority topics, communication channels and expectations of our stakeholder groups in the Appendixes section.

Stakeholder Engagement (%)



Analysis Process

Determination of Topics

We analyze sector dynamics, international reporting standards, regulatory developments and the impacts on our value chain to identify environmental, social and governance themes specific to the soft confectionery sector. At this stage, we receive support from an independent sustainability consultancy for sectoral benchmarking and standards analysis. The initial assessment of the impact materiality dimension is shaped based on this input.

Evaluation of Stakeholder Opinions

By analyzing the data obtained from the stakeholder engagement process, we determine the weight of each topic in the financial materiality dimension. The points of overlap and divergence between the priorities of different stakeholder groups become visible at this stage, and it becomes clear for which stakeholder segments the topics are more critical.

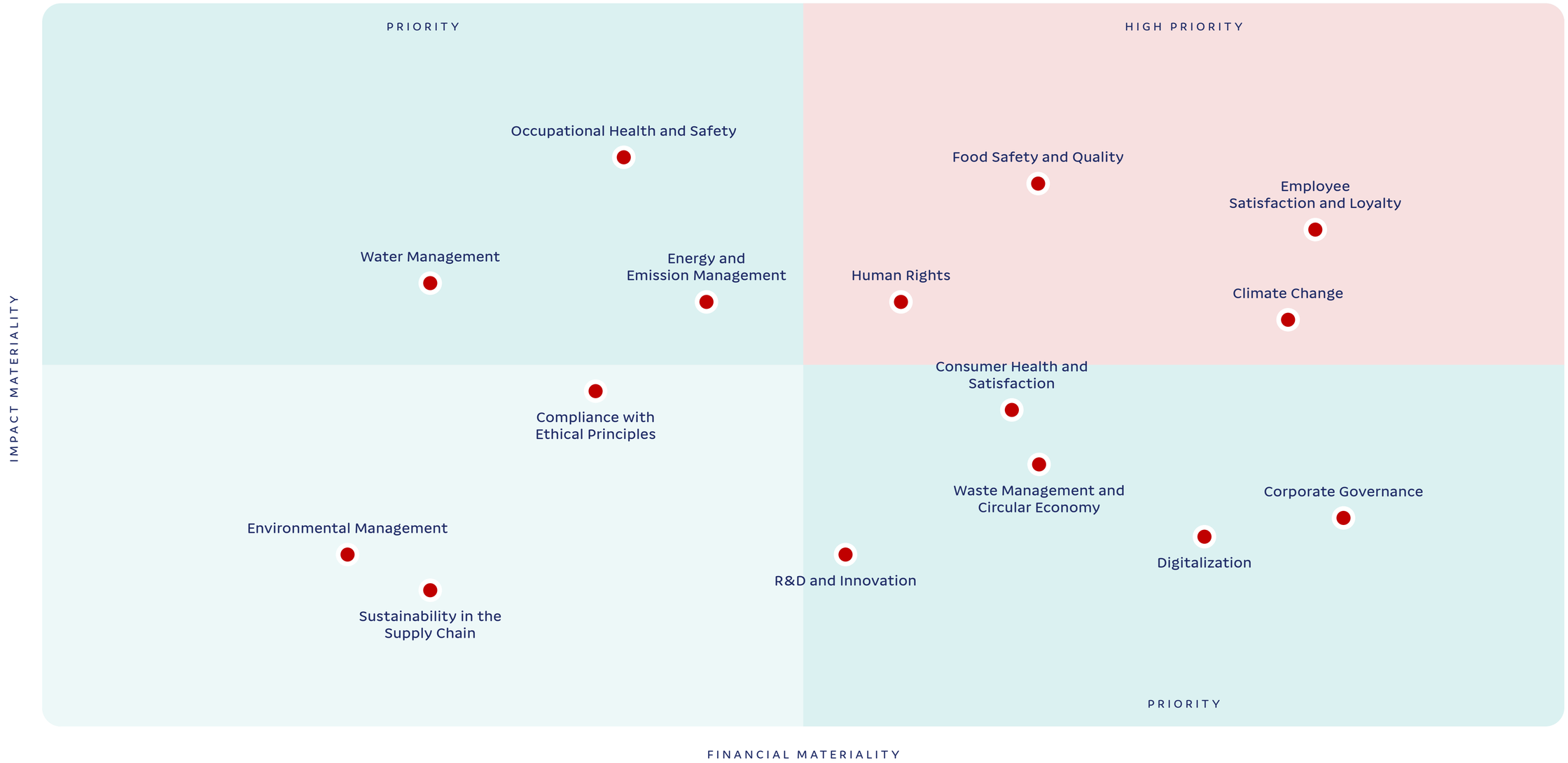
Creating a Double Materiality Matrix

By combining the impact materiality assessments we obtained from the sector and standards analysis with the financial materiality assessments based on stakeholder opinions, we create our double materiality matrix. The matrix visually reveals which topics are of high priority in terms of both dimensions and serves as the main reference point in the selection of our strategic focus areas.

Integration of Results into Strategy

We match the topics that emerge as high priority on the matrix with our sustainability goals and our three focus areas. We create action plans together with the relevant business units and direct our performance to ensure concrete progress on these topics.

Materiality Matrix



SUSTAINABILITY GOVERNANCE

We address sustainability-related topics within the framework of a holistic governance structure covering decision-making, coordination and monitoring processes. This structure enables sustainability-related topics to be evaluated in a flow extending from the operational level to senior management and the Board of Directors, and to be integrated into strategic decision-making processes. Within this scope, responsibilities are structured at three main levels. The decision and strategy processes undertaken by the Board of Directors, its committees and senior management; the coordination and consolidation processes carried out by the Sustainability Committee; and the monitoring and reporting processes followed by the Sustainability Unit and data owners operate in sequence.

Board of Directors, Committees and Senior Management

Our Board of Directors ensures that sustainability topics are addressed in alignment with the Company's strategies; environmental impacts, developments in social topics and governance-focused topics are placed on its agenda at certain periods and evaluated through meetings. The Early Detection of Risk Committee reporting to the Board of Directors aims to identify sustainability risks at an early stage, in addition to corporate risks that may create operational, financial and managerial impacts; these assessments are regularly submitted to the Board of Directors. Our Senior Management coordinates the implementation of the strategic sustainability framework across the Company.

Sustainability Committee

Our Sustainability Committee operates under the Chief Executive Officer and ensures the coordination of sustainability topics across the Company. Working with the participation of representatives from different business units, the Committee coordinates risk and opportunity assessment studies, monitors performance indicators and shares the results obtained with the relevant committees and the Board of Directors. Sustainability and climate-related topics are addressed at the macro level on the Committee's agenda in line with the GRI and TSRS frameworks.

The Committee's Scope of Duties and Responsibilities

Scope of Duties	Responsibilities
Creating and Updating the Sustainability Strategy	Determines the company's environmental, social and governance (ESG) goals and ensures that these goals are implemented in line with corporate strategies.
Preparation of Policy and Guidance Documents	Creates and updates internal sustainability policies on priority issues such as energy, climate change, human rights, ethics, water and waste management.
Defining and Monitoring Performance Indicators (KPIs)	Defines performance metrics for annual and periodic sustainability goals in the ESG area and monitors the achievement of these metrics through regular reporting.
Ensuring National and International Legislative Harmonization	Monitors legal developments in the field of sustainability, particularly the European Green Deal, the Carbon Border Adjustment Mechanism (CBAM), the EU Supply Chain Law, ISO standards and relevant regulations in Türkiye.
Climate Risk and Environmental Impact Management	Measures environmental indicators such as carbon footprint, energy consumption, water use and waste management; develops mitigation projects and prepares climate change scenario analyses.
Risk Management	Identifies sustainability risks, creates risk indicators and ensures that preventive and corrective measures are taken; integrates these processes into the integrated risk management system.
Awareness and Corporate Culture Development	Organizes education programs, communication campaigns and internal stakeholder meetings to raise sustainability awareness throughout the company.
Reporting and Transparency	Monitors sustainability performance in accordance with international standards such as GRI, SASB, TSRS, TCFD and CDP, and shares it transparently with stakeholders.

OUR VALUE CREATION MODEL

CAPITAL	INPUTS	TRANSFORMATION PROCESS	OUTPUTS
INTELLECTUAL CAPITAL	· TRY 44.2 Million R&D and Innovation Investments · Innovation-Focused 49 Collaborations · Internal Transformation Movement · Engagement with Stakeholders · Certified Quality and Food Safety Approach	Thanks to our continuous communication with our stakeholders, we direct our R&D and innovation investments. While these investments facilitate the development of new products, they also continuously increase the quality and sustainability of existing products. In line with the importance we attach to the development of our employees, we steadily increase the number of participants and total training time through regular training.	· 11 Completed R&D Projects and Developed Products · R&D-Focused Training Received by 46 Employees · 17 Symposium/Congress Participations and 10 Fair Participations · 12 Thousand+ Hours of Quality-Focused Employee Training
NATURAL CAPITAL	· 129,833 MWh Energy Use · 25 MW Installed SPP Capacity · Nearly TRY 5.5 Million in Energy Efficiency Investment · Climate-Focused Scenario Analyses · 49,367 Tons Scope 1, 2 and 3 Emissions · 390,266 m^3 Water Withdrawal · Location-Based Water Stress Analysis · 5,480 Tons of Waste Managed	We strengthen our commitment to renewable sources in energy management with solar power plants and the projects we carry out. Thanks to these investments, we significantly reduce our carbon emissions, while reducing our total consumption through our energy efficiency efforts. In waste management, we increase the recycling rate of waste and expand reuse processes in accordance with circular economy principles.	· 48,474 MWh Renewable Energy Production · Through Energy Efficiency Projects 2,503 MWh Energy Savings · 2050 Net Zero Target · Fleet Electrification · Water Footprint Measurement Covering All Our Facilities · 95% Waste Recovery Rate · Sustainable Packaging Efforts
SOCIAL AND RELATIONSHIP CAPITAL	· 792 Suppliers · Social Benefit Projects · Talent and Internship Programs · 12 Corporate Memberships	We support different segments of society by developing social responsibility projects. We continue programs that contribute to education, employment and social development in the regions where we operate; through our collaborations with local suppliers, we both strengthen our value chain and contribute to the regional economy. We manage our relationships with our suppliers within the framework of the principles of transparency, honesty and sustainability.	· 87% Local Supplier Ratio · 91% Rate of Payments Made to Local Suppliers · From Education to Production: Sectoral Collaborations
FINANCIAL CAPITAL	· TRY 16.5 Billion Total Assets · TRY 6.8 Billion Equity · TRY 3.7 Billion Operating Expenses · Integrated risk management approach	We ensure our financial sustainability by increasing our revenues and steadily strengthening our profitability. We continue to implement our growth strategies through various investment projects and increase efficiency and capacity by modernizing our production facilities.	· TRY 15.7 Billion Sales Revenue · TRY 1.1 Billion Main Operating Profit · TRY 1.7 Billion EBITDA · 10.5% EBITDA Profit Margin
MANUFACTURED CAPITAL	· 3 Different Countries, 7 Production Facilities · 110,000 m^2 Closed Area · 114,000 tons/year Production Capacity · Strong Logistics Capability and Sustainable Logistics Solutions	By continuously modernizing our production facilities, we strengthen our technological infrastructure, and with our investments in solar power plants, we both increase our production capacity and support our sustainable growth. With our activities on different continents, we have a strong and competitive position in the global market. By supporting local supply chains, we increase our operational efficiency while also contributing to the economic development of the regions where we are located.	· 3.2 Million Units/Year Production Capacity · In 12 Confectionery Categories, a Wide Product Portfolio · Ensuring International Food Safety Standards: a total of 16 certificates
HUMAN CAPITAL	· 3,294 Employees · Equality, Diversity and Inclusion Activities · Supporting Young People in Working Life · TRY 700,000 Employee-Focused Training and Development Investment · ISO 45001 Certification at 5 Locations · 751 Suggestions Received from Employees	By adopting the highest standards in occupational health and safety, we develop strong practices aimed at preventing occupational accidents. In line with the principles of equality, diversity and inclusion, we increase women's employment and focus on strengthening the representation of women at management levels. With our talent management and career development programs, we strengthen employee loyalty in the long term and integrate the suggestions and feedback of our employees into our business processes.	· 44% Female Employee Ratio · 36% Female Manager Ratio · In Recruitment, 47% Share of Employees Under 30 · 11.12 Hours of Training per Employee · A Total of 11,920 Hours of OHS Training Provided to Employees · 53.4% Accepted Suggestion Rate and 37.3% Implemented Suggestion Rate

awareness **IMPACT**





Combating Climate Change → 30
Water Management → 36
Waste Management and Circular Economy → 38

VALUE FOR NATURE

COMBATING CLIMATE CHANGE

We integrate our climate-focused perspective into our business strategies and take comprehensive steps aimed at reducing our carbon footprint and strengthening the resilience of our operations against climate-related risks.

Climate change remains a systemic risk affecting all sectors globally and continues to affect the long-term resilience of business models. As Kervan Gıda, we consider this crisis not only as an environmental threat, but as a priority area of responsibility at the heart of our corporate sustainability strategy. In this regard, we integrate our climate-focused perspective into our business strategies and take comprehensive steps aimed at reducing our carbon footprint and strengthening the resilience of our operations against climate-related risks.

We do not see our approach to combating climate change as limited to emission reduction alone; we also address it from the perspective of adapting to physical climate risks, increasing resource efficiency and securing our production continuity. For this reason, we position our climate resilience efforts as a complementary element of our strategy for combating climate change. We use data-based analyses to better understand risks such as water stress, extreme weather events, energy costs and supply chain vulnerabilities to which our production facilities may be exposed, and to determine our priority action areas against these risks.

In line with this approach, we carried out a comprehensive scenario analysis study for the first time in 2025 in order to better understand the future impacts of climate risks and to strengthen our strategic decision-making processes. Using the IPCC Sixth Assessment Report (AR6), NGFS scenario sets and the WRI Aqueduct Water Risk Atlas, we conducted analyses under two main global warming pathways, optimistic and pessimistic scenarios. Within the scope of the scenario analysis, we evaluated the possible impacts of climate change on our business model in four main areas: the regulatory and policy environment, agricultural raw materials and the supply chain, energy and production processes, and water use. These areas enabled us to understand both the regulatory and market-based risks arising from the transition to a low-carbon economy and the physical impacts of climate change on water resources, raw material availability and operational continuity.

In 2025, we completed our first climate scenario analyses.



We summarize the main outputs that emerged from the analysis and the impact of these outputs on our climate strategy in the table below.

Assessment Area	Prominent Output from the Scenario Analysis	Impact on Our Climate Strategy
Regulatory and policy environment	In the below 2°C scenario, carbon pricing, emission reduction obligations, and sustainable packaging and waste management regulations are expected to evolve into a more predictable but stricter framework. In the 3–4°C scenario, although transition risks appear more limited, delays in the policy environment increase long-term uncertainty.	We address regulatory compliance, emission management, sustainable packaging efforts and transparent reporting processes among the fundamental components of our climate strategy.
Agricultural raw materials and supply chain	It is observed that changes in climate conditions may create pressure on the availability, quality continuity and price stability of agricultural raw materials, primarily sugar and starch-based inputs.	We focus on increasing supply chain resilience, strengthening supplier compliance and monitoring raw material-related risks more systematically.
Energy and production processes	In both scenarios, energy costs and energy supply stand out as an important component of production costs. While the need for the transition to low-carbon production increases in the below 2°C scenario, operational efficiency losses become more pronounced in the 3–4°C scenario.	We prioritize renewable energy investments, energy efficiency projects and low-carbon production technologies.
Market dynamics and customer expectations	Sustainability-focused consumer behaviors and customer expectations are becoming more decisive, especially in export markets. In the below 2°C scenario, environmentally friendly packaging and transparent declarations create a competitive advantage, while in the 3–4°C scenario the risk of loss of brand value and market increases.	We continue to develop our product portfolio, packaging solutions and customer communication in alignment with sustainability expectations.
Operational resilience	The scenario analyses show that certain locations, the supply structure dependent on agricultural raw materials and increasing regulatory expectations are priority monitoring areas.	We integrate climate risks more strongly into our strategic decision-making, investment planning and operational continuity processes.

The methodology used for the scenario analyses, the scenario references and a detailed assessment of the impact areas are comprehensively addressed in the “Climate Resilience and Scenario Analyses” section of the 2025 TSRS-Compliant Sustainability Report. You can access our report at the link below.



In line with our approach to combating climate change, we address the areas of environmental and emission management, energy transformation, water management and waste management as priority components of our climate strategy.

We maintain our target of reaching net zero by 2050 for our Scope 1 and Scope 2 emissions. We have started to monitor our target, which we updated to cover all our operations, with 2025 as the base year. In the coming period, we will continue our efforts to align this target with the Science Based Targets initiative (SBTi) criteria.

Within the scope of our approach to combating climate change, we aim to expand energy efficiency projects, increase the use of renewable energy and evaluate low-carbon practices in our production processes. Within this framework, we focus on monitoring the environmental impacts arising from our operations more systematically, identifying reduction opportunities and transparently reporting our climate performance.

Environmental Management

In line with our principle of environmental sustainability, we manage all our production processes with an environmentally friendly approach that prioritizes resource efficiency and is fully compliant with applicable environmental legislation. Within this scope, we integrate the ISO 14001 Environmental Management System into our production activities and systematize the cycle of environmental risk analysis, impact assessment, regulatory compliance and continuous improvement. In this integration process, which started in 2024 and is still ongoing, we support our environmental management practices with certification, internal audits and independent third-party audits, and we regularly monitor system performance. As of 2025, we have achieved our ISO 14001 Environmental Management System certification targets at all our production facilities in Türkiye and at our production facility in Egypt. We continue our efforts for our other locations.

In order to make our environmental performance more measurable, traceable and analyzable, we monitor key environmental performance indicators at all our facilities. These indicators include energy and water consumption per capita, total waste amount, recovery rate, hazardous waste rate, process-based wastewater loads, treatment plant efficiency, emission values and number of non-compliances related to environmental inspections. Thanks to these indicators, we evaluate our environmental performance not only from the perspective of regulatory compliance but also with a focus on operational efficiency and risk management.

We consider environmental management not as a technical practice but as a part of our corporate culture. Accordingly, we organize environmental training, in-field application guides and awareness programs to make our employees an active part of the process. In the coming period, we focus on strengthening our environmental performance, increasing resource efficiency and developing a more holistic environmental management approach in the areas of climate, water, energy and waste management.

ISO 14001 certificate at all our facilities

Holistic **environmental management** approach

Target-oriented **environmental KPI tracking** at all our facilities

Environment-focused **awareness** programs



Energy Efficiency and Management

By generating renewable energy equivalent to our total electricity consumption, we supported Türkiye's energy transition.

We consider the effective management of energy resources as a priority area in terms of reducing our environmental impact, increasing our operational efficiency and supporting our sustainable growth goals. We develop our energy management system in accordance with the ISO 50001 Energy Management System and make our energy intensities more measurable in line with performance monitoring indicators. In 2025, while we carried out our energy management processes at all our facilities in Türkiye with ISO 50001 Energy Management System certification, we continue our efforts with this focus at our other locations. Accordingly, we regularly monitor energy consumption at all our production facilities, analyze energy intensities in production processes and develop optimization projects in areas with high consumption.

In 2025, our total energy consumption was 129,833 MWh. Within this consumption, natural gas, coal and electricity had a total share of 98%, followed by other consumption such as diesel and gasoline.

ISO 50001 certificate at all our facilities

129,833 MWh energy consumption

25 MW renewable energy installed capacity

48,474 MWh renewable energy consumption

TRY 5.5 million energy efficiency investment

Gradual Transition to Renewable Energy

Our Solar Power Plant (SPP) investment of TRY 800 million at our Manisa campus lies at the center of our energy transformation approach. With the rooftop SPP investments we commissioned in 2022, we are steadily progressing towards gradually transitioning our energy portfolio to renewable sources. **We increased our installed capacity from 4.5 MW in 2023 to 25 MW by the end of 2024.** Thanks to the investment we made, we succeeded in transforming our energy supply structure and increasing our operational resilience against external energy cost risks. In addition, we support our main investments in Türkiye with the solar panels at our Poland operations.

We position the plant capacity as a strategic investment that supports our energy supply structure and increases our renewable energy production capacity. While we use a limited portion of the renewable electricity we generate in our operations, we transfer the majority of it to the grid in accordance with the relevant legislation and market conditions. In this way, we contribute to the energy transition by bringing renewable electricity into the system at a level close to the electricity consumption of our own operations. Accordingly, **in 2025, we generated 48,474 MWh of renewable energy. Considering that our total electricity consumption in the same period was 48,598 MWh, our renewable energy production corresponded to approximately 100% of our electricity consumption.** While the majority of this production was transferred to the grid, we consider our renewable energy investments as an important part of our approach to managing the energy-related environmental impacts of our operations and supporting the national renewable energy supply.

Energy Efficiency Efforts

The projects we implemented in the field of energy efficiency in 2025 provided concrete gains in terms of reducing operational costs and energy consumption. **During the year, we made a total energy efficiency investment of nearly TRY 5.5 million.** Within the scope of these investments, with the equipment improvements we made on our production lines, annual energy savings of 103,000 kWh were achieved on a project basis, and a financial gain of approximately TRY 380,000 was obtained.

With the efficiency investments we commissioned in 2025, the improvements we made in our cooling systems and auxiliary equipment optimizations, we achieved annual savings of approximately 1,100,000 kWh of energy and 18,000 m^3 of water, and a financial gain of approximately TRY 4,500,000 was obtained.

Emission Management

To reduce our carbon footprint, we carry out process improvements based on energy efficiency in our production facilities and focus on reducing our emissions with high-efficiency equipment, heat recovery systems and automation-based energy management solutions. We consider our renewable energy investments as an important tool that diversifies our energy supply structure, reduces energy cost risks and supports our emission management approach.

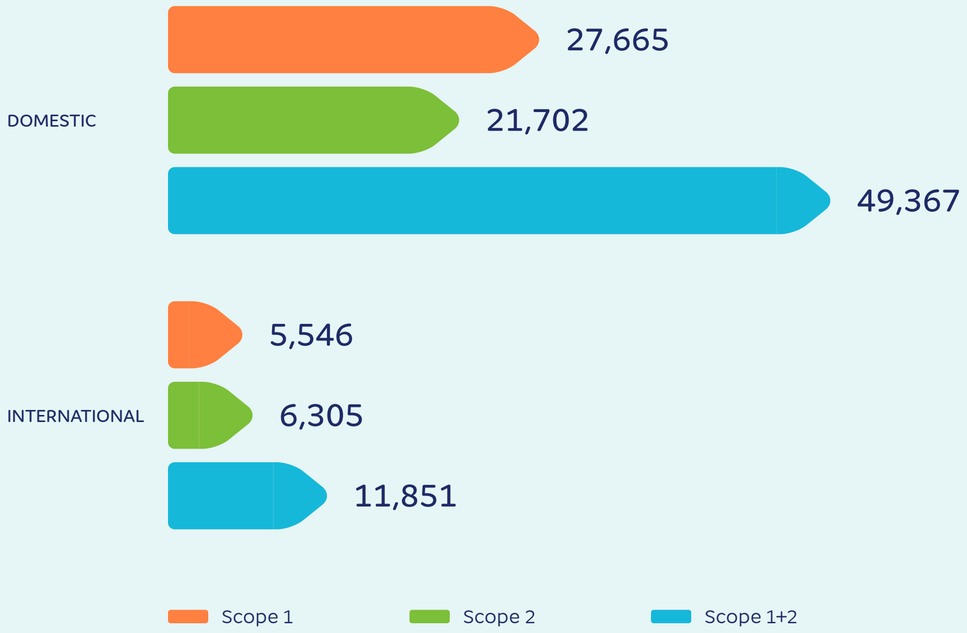
We carry out emission measurement and reporting processes in a transparent, regular and verifiable manner in all our operations, and we monitor our Scope 1 and Scope 2 emissions with emission inventory calculations in accordance with the ISO 14064 and GHG Protocol standards. As of 2025, we expanded our emission calculation scope to cover all our operations by adding our Uçantay, Poland and Egypt operations in addition to our Akhisar 1-2 production facilities. **In 2025, our Scope 1 and Scope 2 emissions arising from our own operations totaled 49,367 tons of CO_2e.** Of this total, 27,665 tons of CO_2e consisted of Scope 1 emissions arising from our direct activities, and 21,702 tons of CO_2e consisted of Scope 2 emissions arising from purchased electricity consumption.

Beyond our own operations, we have also started to track emissions in our value chain. In 2025, we included our Manisa 1-2 factories from our Türkiye operations and our Egypt factory in this process, the scope of which we will gradually expand. Within these scope boundaries, our Scope 3 emissions in 2025 were 95,604 tons of CO_2e.

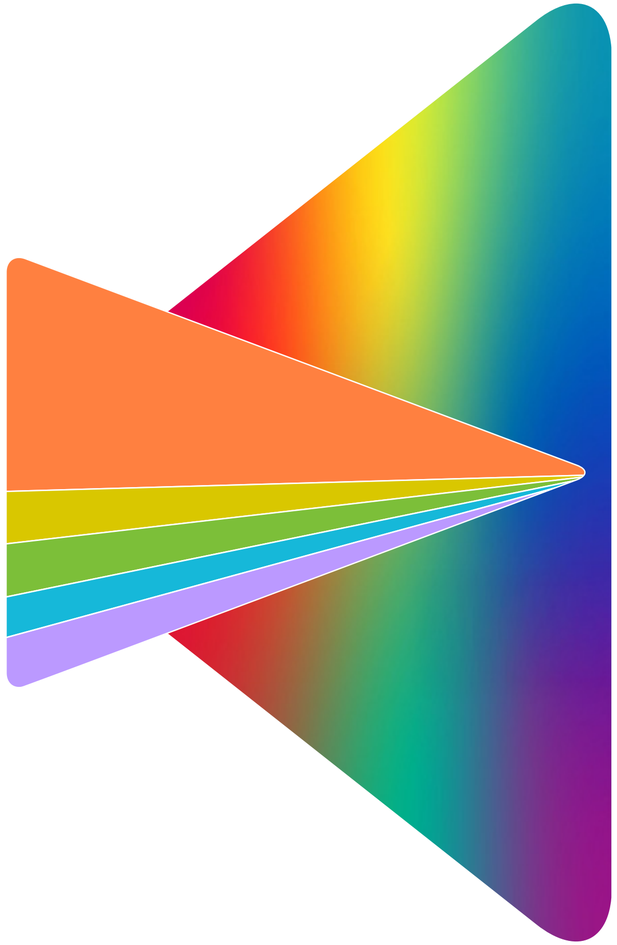
In order to better understand and manage the emissions arising from our value chain, we carry out studies with our suppliers to evaluate the areas of data collection, awareness and improvement. In the coming period, we aim to address topics such as low-carbon raw material supply, sustainable logistics solutions and supplier energy efficiency performance more systematically. With this holistic approach, we focus on developing our climate-focused transformation capacity by gradually involving our employees, suppliers and business partners in the emission management process.



Our Emissions from Operations in 2025 (ton CO_2e)



Distribution of Scope 3 Emissions in 2025 (%)



- 75% Purchased Goods
- 13% Fuel and Energy-Related Activities
- 4% Transportation and Distribution - Upstream
- 2% Employee Commuting
- 4% Transportation and Distribution - Downstream
- 2% End-of-Life Recycling of Purchased Products

We achieved our target of carbon footprint reporting for all our facilities. In the coming period, we plan to set facility-based reduction targets.

Decarbonization Roadmap

In line with our goal of becoming net zero across all our operations by 2050, we give priority to energy efficiency, renewable energy use, process improvements and operational transformation opportunities. This year, we achieved our target of carbon footprint reporting at all our facilities and completed our emission measurements to cover all our operations in Türkiye, Egypt and Poland. As a result of our efforts, we aim to complete our work on setting facility-based reduction targets covering all our operations in the coming period.

For hard-to-abate emissions, we plan to evaluate appropriate offsetting mechanisms in the coming period. We continue our efforts to align our targets with the SBTi criteria. We assess the financial impacts of carbon risks within the scope of scenario analyses and gradually integrate them into our climate risk management approach.

Thanks to the environmental management-focused energy efficiency projects we implemented in 2025, we succeeded in preventing 575 tons of CO_2e, and with our process improvement and optimization project, we achieved annual energy savings of 1,300,000 kWh, thus preventing emissions of approximately 562 tons of CO_2e.

First Step in Fleet Electrification

According to the July 2025 life cycle analysis of the International Council on Clean Transportation (ICCT), the life cycle emissions of a battery electric vehicle are 73% lower than those of comparable gasoline vehicles. Within this framework, we believe that fleet electrification is of critical importance for our value chain emissions and we are developing our logistics-focused plans in this direction.

In 2025, by adding electric vehicles to our fleet for the first time, we took our first steps towards reducing emissions arising from logistics operations. With this investment, we started to limit the use of fossil-fuel vehicles and to gradually incorporate low-carbon mobility alternatives into our operations.



WATER MANAGEMENT

Thanks to our facility-based water footprint and water stress analyses, we carried out detailed studies on our performance, risks and potential.

We are aware that the sustainable use of water has strategic importance with its environmental, social and economic dimensions. For this reason, we structure our water management approach around resource efficiency, environmental awareness and legal compliance, and focus on managing resource consumption more effectively, taking into account the critical role of water in our production processes.

We systematically monitor and analyze the amount of water used in our operations. In line with this data, we identify improvement areas to reduce water consumption and evaluate engineering solutions and process improvements that increase water efficiency. We develop water recovery practices at our facilities to recover water used in production processes, reduce clean water usage and limit environmental impacts; we evaluate opportunities for the reuse of treated water, particularly in cooling systems, cleaning processes and auxiliary facilities.

In wastewater management, we use treatment technologies that comply with both national legislation and ISO 14001 Environmental Management System criteria. We treat and discharge wastewater in line with the relevant legal limits and environmental requirements. We regularly monitor the performance of our treatment systems and evaluate improvement opportunities for the reuse of water in areas with recovery potential.

In 2025, we withdrew 390,266 m^3 of water across all our operations, while we consumed only 183,449 m^3 of the water withdrawn. Accordingly, the amount of water discharged as wastewater was 208,817 m^3. 47% of our water withdrawal was supplied from mains water and 53% from groundwater sources.



390,266 m^3
water withdrawal

183,449 m^3
water consumption

First **water footprint** study at all our facilities

Water stress risk analysis with the **WRI Aqueduct Tool**

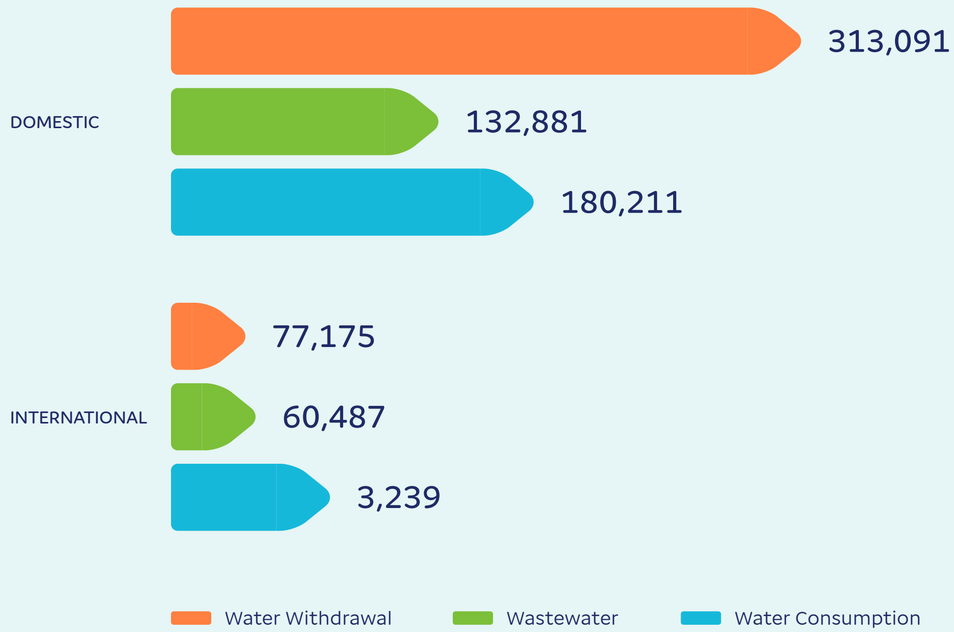
During the year, we took two further important steps focused on water management. The first of these steps was to carry out a water footprint study. In this way, by mapping our water withdrawal and consumption data with our operations, we started to identify the steps where we need to achieve water efficiency and where we have potential in this area.

With the systematic water management practices carried out and investments that increase efficiency, we focus on managing water use in our production processes more effectively. Accordingly, within the scope of the chiller system replacement project completed in 2025, we achieved annual water savings of 18,000 m^3. At our ZPC Otmuchow facility in Poland, within the scope of the first phase of the wastewater pre-treatment plant construction project, we commissioned the equalization tank in Nysa in 2025 with an investment of nearly TRY 7 million. We plan to implement the next phase of the project in 2026.

Another first we achieved in water management was the water stress analysis on the basis of our production facilities. Thanks to the analysis we conducted using the WRI Aqueduct Tool, we assessed the water stress risk of the areas where our production facilities are located today and in 2030 and 2050. As a result of this analysis, it was determined that 4 of our 7 factories in Türkiye, Poland and Egypt are located in areas with high water stress, 2 in areas with low-medium water stress and 1 in an area with low water stress. In all scenarios for 2030 and 2050, the only difference was that our one factory in a low water stress area would move up to the low-medium water stress level.



Water Use in 2025 (m^3)



We achieved our target of water footprint measurement for all our facilities. In the coming period, we plan to set our reduction targets in line with the results.

WASTE MANAGEMENT AND CIRCULAR ECONOMY

We do not consider the effective and efficient management of waste limited to reducing our environmental impact; we also consider it in terms of protecting natural resources, increasing operational efficiency and creating economic value. Accordingly, we focus our waste management approach on preventing waste generation at the source and expanding recycling practices.

Management of Operational Waste

Reducing our operational waste at the source and recovering the waste generated in production through circular models lie at the heart of the waste management approach at our facilities. We regularly monitor our waste and aim to develop reduction and prevention efforts by carrying out the relevant analyses. In 2025, we generated a total of **5,480 tons** of waste; of the total waste, **4 tons** consisted of hazardous waste and **5,476 tons** of non-hazardous waste. Of our total waste, 4,786 tons originated from our domestic operations and 696 tons from our international operations.

We address our waste management processes in three different focus areas: production-related operational waste, packaging waste and food waste. Within the scope of operational waste, in order to continuously improve our performance, we aim to reduce the total waste intensity per production tonnage in our consolidated operations. We track this indicator as **the ratio of the total consolidated waste amount (kg) to the total consolidated production amount (ton).**

Within the scope of our waste prevention perspective, we carry out efforts to reduce raw material and product losses at the source in our licorice and chewing gum production processes. Accordingly, we make improvements on our production lines aimed at making processes more stable, standardizing product quality and increasing operational efficiency.

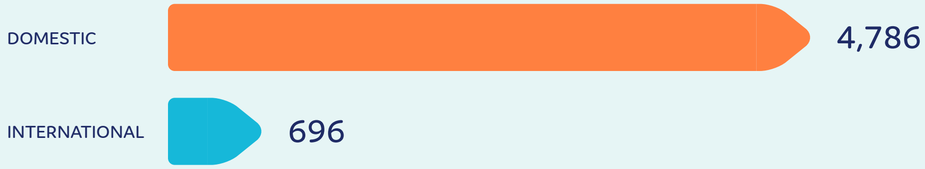
In order to manage our production processes more effectively, we strengthen monitoring and control mechanisms and regularly track process performance. Through the analysis studies carried out within this scope, the factors affecting production quality and causing losses are identified, and improvement actions are implemented in these areas.

In addition, through training for employees and data-driven improvement efforts, we aim to permanently reduce error rates in production processes and to prevent waste generation at the source.

On our chewing gum production lines, we identify the critical points where losses occur by analyzing our production processes in order to increase raw material efficiency and prevent waste generation.

Through these improvement efforts, we aim to reduce the losses occurring in production processes and to manage processes in a more balanced way. Within the scope of our circular economy approach, we develop practices for the recovery of materials that arise in the production process and are suitable for reuse. With these efforts, while waste generation is reduced, we support a more efficient and sustainable production structure by ensuring that resources are brought back into production processes.

Total Amount of Waste (ton)



We focus our waste management approach on preventing waste generation at the source and expanding recycling practices.



Packaging Waste and Sustainable Packaging

We continue our improvement efforts in packaging design and use in order to reduce packaging-related environmental impacts and increase resource efficiency. Accordingly, we implement packaging thinning practices, turn to alternative materials, reduce product and packaging unit weights and introduce process improvements for packaging consumption. With these efforts, we aim both to reduce the amount of packaging used and to increase operational efficiency.

In 2025, the total amount of material we used in packaging was 12,498 tons. Recyclable materials made up 4,327 tons of this amount. Plastic packaging had the largest share among recyclable materials; the recyclability rate in our plastic packaging purchases was 95%. In the paper/cardboard group, the entire total purchase of 19 tons was recyclable, and all of the straw paper, which makes up approximately 40% of this group, was sourced from recycled material.

In order to continuously improve our packaging performance, we aim to reduce plastic packaging use intensity per production tonnage in our consolidated operations. We track this indicator as the ratio of the total consolidated plastic packaging amount (kg) to the total consolidated production amount (ton).

In 2025, 35% of the total amount of material used consisted of recyclable materials.

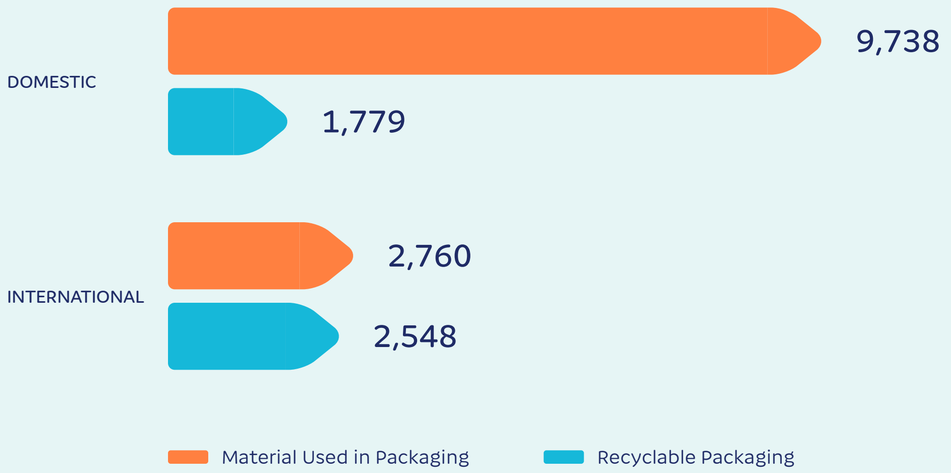
While carrying out improvement efforts to increase packaging efficiency in our production processes, we prioritized the transition to more sustainable alternatives in packaging materials. Within this scope, the transition process from PVC to PET has been initiated, and in 2025 we made a machinery investment of approximately TRY 4 million to support this transformation.

We continue our efforts to direct packaging waste to recycling processes and to ensure regulatory compliance, and we manage our current packaging structure to meet the requirements of national and international markets. In the coming period, we plan to continue our efforts to increase the use of recyclable and alternative content and our improvement projects related to packaging design.

Food Waste-Focused Efforts

In order to reduce food waste, we carry out improvement efforts in our production processes that increase efficiency and focus on quality control. Within this scope, we commissioned camera-assisted control systems to minimize the output of defective products that may occur on our production lines. Thanks to these applications, we separate mold- and tray-related production errors at an early stage and aim to reduce food waste resulting from defective production. In line with the results we obtained from these applications, in which we invested approximately TRY 2.4 million, we plan to expand similar control systems to our other production lines.

In addition to our production processes, we also optimize our warehouse and stock management practices to reduce the risk of food waste. Within this scope, we prevent sales losses by directing our products to alternative markets before their expiration dates. In addition, we aim to minimize product losses through efforts to improve our stock rotation and logistics planning processes.



In addition to our production processes, we also optimize our warehouse and stock management practices to reduce the risk of food waste.

integration **IMPACT**





Equality, Diversity and Inclusion → 42
Employee Satisfaction and Loyalty → 44
Employee Health, Safety and Well-being → 48

VALUE FOR EMPLOYEES AND SOCIETY

We offer a working ecosystem that provides equal opportunities to our employees, where performance evaluation is based on data and feedback, and which is always development-oriented.

As Kervan Gıda, we support our production and sales network, which is growing on a global scale, with a strong employee ecosystem. As of 2025, we continue our activities with a total of 3,294 employees. 72% of our employees work in our operations in Türkiye and 28% in our international operations. Thanks to this structure, while maintaining our strong production base in Türkiye, we are also developing a competent, multicultural and dynamic organizational structure in our international operations.

We see our employees among our most important stakeholders in bringing our sustainable growth goals and corporate values to life. With this understanding, we adopt a human resources approach that supports the potential of our employees from different roles, locations and experiences and focuses on the principles of equality, diversity, inclusion, development, participation and a safe working environment.

We manage our employee ecosystem not only through employment figures, but through practices that holistically affect the employee experience. Within this scope, we focus on strengthening equal opportunity, supporting the participation of young people in working life, increasing employee loyalty, developing our performance and talent management processes, expanding training and development opportunities and supporting healthy and safe working conditions.

“As Kervan Gıda, we attach increasing importance to sustainability in both production and corporate processes, and we take concrete steps in areas such as energy efficiency, waste management and resource savings through digitalization. The digitalization and optimization efforts I carried out within the Information Technologies Directorate contributed to our sustainability goals; thanks to the label and A4 paper consumption reports I prepared, we made usage more traceable, which helped prevent unnecessary printing and material waste. In addition, we made our resource use more efficient through server and application optimizations. I have the opportunity to develop projects in different areas, and this increases my motivation. The strength of our collaboration and knowledge sharing within the team is also an important element that supports my loyalty. The fact that our technical infrastructure is open to development offers me an environment where I can improve myself.”

Tahsin Can Emecan
User Support Assistant Specialist







3,294
employees

A holistic approach focused on employee experience

EQUALITY, DIVERSITY AND INCLUSION

We believe that differences are one of the most important elements that nourish creativity and collaboration within the organization, and we work with the understanding that sustainable success is strengthened by a fair working environment where employees can feel safe, valued and included. Accordingly, we are building a structure where all our employees can work together on the basis of respect and equality, regardless of their gender, age, ethnic origin, disability status, beliefs, social background or worldview. We design our human resources processes with a focus on the principle of equality, and we conduct our recruitment, promotion, remuneration, performance management and career development processes with this understanding.

We do not see our equality, diversity and inclusion approach as limited to demographic representation indicators; we also consider employee experience, access to development opportunities, the career journey and participation mechanisms as part of this approach. Within this scope, we address the topics of gender equality, the participation of young people in working life and the employment of people with disabilities among our priority development areas.



Gender Equality

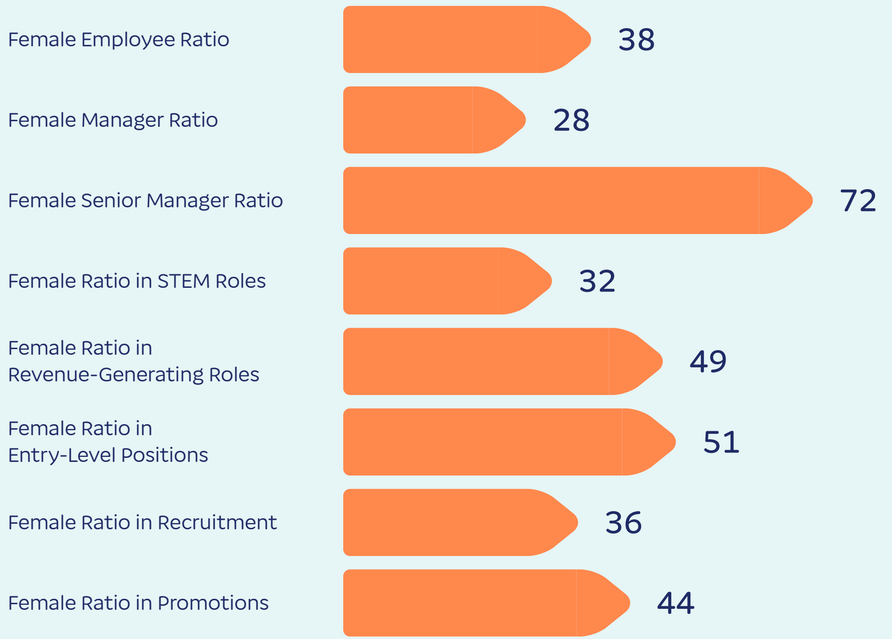
We see women's employment not as a policy commitment, but as a natural part of our company's inclusive growth dynamic. As of 2025, female employees make up 44% of our total employees. The representation of blue-collar female employees working on our production lines was 52%, while in white-collar positions it was at the level of 45%.

At Kervan Gıda, female employees are represented in different areas, from production processes to management levels. Within this scope, the female representation rate at manager level and above was 36%, while this rate reached 51% among senior managers.

We do not evaluate female representation only in terms of management levels; we also track it in role groups that are critical in terms of technical expertise, commercial impact and career start. In 2025, our female employee ratio in STEM roles was 49%, our female employee ratio in revenue-generating roles was 32%, and our female employee ratio in entry-level positions was 72%. We consider this picture valuable, as it shows female employees becoming more visible in areas requiring expertise and taking a strong place in the talent pool of the future.

We base all our human resources processes, from recruitment to promotion and from remuneration to career planning, on the principle of equal opportunity. We carry out development programs that reveal the leadership potential of women in an integrated manner with our inclusive leadership approach, and we focus on systematically increasing female representation in senior positions.

Female Employee Representation (%)



Participation of Young People in Working Life

We support youth employment by preferring talents under the age of 30 in 47% of our recruitments.

We see supporting the participation of young people in working life not only as an area of recruitment, but as part of our responsibility to shape the workforce of the future today. As of 2025, 35% of our employees are under the age of 30, while talents under 30 made up 47% of the employees hired during the year. The ratio of employees under 30 in managerial positions was 4%. Accordingly, we focus on supporting the participation of young talents in our organization, strengthening their career development with structured programs and enabling them to gain experience in different business areas. Through the career events we organize with universities and the Campus Ambassadors Program, we establish contact with students at an early stage and include them in a development-oriented career journey.







From Education to Production: Career Events

By organizing career days and campus meetings with Yıldız Technical University, Galatasaray University, Bilkent University, Marmara University, Sabancı University, İstanbul Gelişim University, Hacettepe University, Manisa Celal Bayar University, İstanbul University and İstanbul Arel University, we convey the dynamics of the food industry to students and introduce our company culture. At these events, which we held at a total of 10 universities, we establish contact with more than 500 students on average at each stand, provide at least 500 units of product sponsorship for each university and make a total investment of TRY 450,000. Through these collaborations, we support youth employment, raise awareness of the food industry and establish an early connection with the qualified workforce that will support our sustainable growth.

10 universities

Reaching **500+** students at each university

At least 500+ units of product support at each university



Campus Ambassadors

Within the scope of our Campus Ambassadors Program, we carry out active collaborations with students of Marmara University, Boğaziçi University, İstanbul Technical University, İstanbul University, Yıldız Technical University, Manisa Celal Bayar University, Dokuz Eylül University and İzmir Institute of Technology. Our ambassadors support the organization of career events, convey in-house opportunities to students and create a two-way communication bridge. As of 2025, we continue the program with 11 campus ambassadors at 8 universities.

Within the scope of Campus Ambassadors, we work with **11** ambassadors at **8** universities

Employment of People with Disabilities

We see supporting the participation of individuals with disabilities in working life as an integral part of our responsibility to create an inclusive working environment. We conduct our recruitment processes with the principle of equal opportunity and focus on developing working conditions that will support the effective participation of our employees with disabilities in the work environment. As of 2025, a total of 19 employees with disabilities, 9 women and 10 men, work at our company.

EMPLOYEE SATISFACTION AND LOYALTY

We see employee satisfaction and loyalty not only as an indicator that measures employees' perception of the organization, but as one of the fundamental elements that support organizational resilience, efficiency and sustainable growth. For this reason, we address the employee experience with a holistic approach, covering fair and transparent human resources practices, development-oriented career processes, employee participation and practices that support well-being.

We attach importance to regularly listening to the opinions of our employees and considering feedback as an important resource for the development of our human resources processes. Through the satisfaction surveys we conduct every year, we track the expectations and needs of our employees and use these outputs to identify improvement areas aimed at strengthening the employee experience.

With practices that support physical, mental and social well-being, we focus on managing our employees' experience in working life from a more holistic perspective. Accordingly, we continue to develop our performance and talent management, employee participation, and training and development practices.

"As Kervan Gıda, we have been addressing our sustainability approach in a more systematic and strategic way in recent years; we are making our efforts in the areas of quality, food safety, environment, energy efficiency and employee health and safety a part of our company culture. We address sustainability together with its environmental, social and economic dimensions; we use our resources efficiently, reduce our waste and organize training for the development of our employees. We participated in the coastal cleanup event organized within the scope of our sustainability activities; our employees coming together voluntarily and acting towards a common goal was a valuable experience showing that we embrace sustainability not only in our business processes but also in the field of social responsibility. I have been working at Kervan Gıda for 9 years; the strong relationships I have built with my teammates, the opportunities to improve myself and our company's quality-focused approach have been the main factors that increased my satisfaction. In addition, involving our employees in social responsibility projects and attaching importance to continuous improvement strengthens my loyalty to Kervan Gıda."

Emine Seda Erol
Management Systems Manager

Performance Evaluation and Talent Management

We manage the development of our employees through a systematic process and address performance evaluation as the main input of career planning. We use performance evaluation results for bonus and reward processes, as well as for creating individual development plans and supporting talent management and internal promotion decisions. In 2025, 297 of our employees were included in the performance evaluation process; during the year, a total of 474 of our employees were promoted.

We also regularly track the representation of female employees in career progression processes. In 2025, the ratio of female employees among promoted employees was 32% in our domestic operations, 55% in our international operations and 38% at the consolidated level.



Performance and Development System

We track the progress of our employees by integrating the goals they need to achieve throughout the year into the Feedback4e platform. The system consists of three components: business goals, competency goal and work records affecting performance, and these components are weighted at 80%, 10% and 10%, respectively. In line with the overall Performance Development System score, a letter grade and performance scorecard are created, and we link performance bonus processes with these evaluation outputs.

We carry out the 360 Degree Competency Evaluation process in order to evaluate the competency levels of our employees more holistically with multiple evaluation methods. Through the Feedback4e platform, a minimum of 3 and a maximum of 7 evaluators are determined for each employee; the employee's manager, peer colleagues, subordinate teams, if any, and the employee themselves are included in the evaluation process. A 12-question core competency evaluation is applied to employees below manager position, and a 24-question evaluation that also covers leadership competencies is applied to manager and higher positions; the results are scored out of 4 and used to identify the development areas of employees.

Employee Training and Development

We develop our training programs in line with needs and competency priorities to support the professional and personal development of our employees. In 2025, with training and development investments of approximately TRY 700,000, we provided a total of 36,025 hours of training to our employees, while the annual training time per employee was 11 hours. Within the scope of training and development efforts, we offer special training programs for our managers. In 2025, we provided a total of 1,878 hours of training to our managers.

We carry out mentoring programs in which our experienced employees transfer their knowledge to the organization, technical training conducted by our expert internal trainers, and digital competency programs such as foreign language, Excel and Power BI for our white-collar employees. **By continuously developing our training and development practices in a way that strengthens the competencies of our employees and supports their adaptation to changing business needs, we aim to spread a learning culture throughout the organization.**

We see increasing the sustainability and environment-focused competencies of our employees as part of our training approach. During the year, we provided a total of 488 hours of environment and sustainability-focused training to 225 of our employees.

[1] The Poland ZPC Otmuchow facility is not included in the relevant data.

Mentoring Program Strengthening Corporate Memory

We carry out this program, in which we aim to transfer the knowledge and experience of our experienced employees to our employees at the beginning of their development process, through a structured process that includes digital application, one-on-one interviews and mentor training. Our Human Resources unit actively monitors the process, evaluates the program outputs at the end of the period, makes successful practices visible and identifies areas for development. As of 2025, we continue the program with 21 mentors and 24 mentees.



Internal Training Project

With our Internal Training Project, we enable our competent employees to transfer their knowledge and expertise throughout the organization. We implement the training we carry out by utilizing internal resources on topics such as technical knowledge, process management and legislation, both in the classroom and online, in line with annual plans. As of 2025, we carry out the project with 10 internal trainers.





Sales School

We plan to launch the Sales School Program in 2026, with which we aim to develop the knowledge, skills and competencies of our sales staff within a systematic structure. Within the scope of the program, we plan to offer training on product and service knowledge, customer-oriented sales approaches, sales techniques, negotiation and persuasion skills, and target and performance management. With this program, we aim for our sales teams to analyze customer needs more effectively, develop a common set of competencies in sales processes and take part in a development journey aligned with our performance management approach.

Employee Participation

We attach importance to creating a working environment where our employees contribute to our corporate culture and the development of our business processes with their opinions, suggestions and feedback. We select 2 ambassadors from each department and meet with these ambassadors every two weeks to evaluate employees' requests. By conveying the approved and rejected requests to the ambassadors, we focus on carrying out the process in an open and traceable structure.

We also support suggestion and continuous improvement mechanisms so that our employees can contribute directly to the development of business processes.

We operate suggestion systems in our operations to support the participation of our employees in process improvement efforts. In Türkiye, our employees share their suggestions in the areas of efficiency, quality, occupational health and safety, sustainability, energy efficiency and digitalization through digital platforms, quick idea lines, suggestion boxes and direct reporting channels. Our OPEX teams evaluate these suggestions, and we put into practice and reward those found appropriate. In 2025, we received 751 suggestions from our employees. We accepted 401 of these suggestions and implemented 280 of them; our implementation rate was 38%.

With the KAIZEN Program we have been carrying out since 2018 at ZPC Otmuchów, our subsidiary in Poland, our employees develop suggestions in the areas of operational efficiency, quality, cost optimization and occupational safety. In 2025, we received 373 suggestions within the scope of this program; we implemented 125, approved 121 and included them in the implementation plan, and did not find 127 appropriate. The rate of suggestions we put into practice was 34%.

At MCC, our subsidiary in Egypt, there is not yet a formal suggestion system in 2025 due to the recent commissioning of our facility. We have started our efforts to establish the suggestion system infrastructure that will strengthen employee participation and the culture of continuous improvement, and we plan to launch the system in 2026.

We support communication between teams, a sense of belonging and in-house interaction through social and sports events where our employees can come together outside of work as well.

In 2025, we collected a total of 751 employee suggestions in our operations in Türkiye and Poland; 53% of these suggestions were accepted as a result of the evaluation and put into practice or included in the implementation plan, while 38% were implemented during the year.

Women's Day Employee Event

Since 2021, we have been organizing an event every year on International Women's Day covering all our female employees. We aim to make the efforts and contributions of our female employees visible, raise awareness of gender equality and strengthen in-house solidarity. With this environment where employees can come together and share experiences, we support in-house communication and focus on improving our practices in line with the feedback we receive after the event.







Mothers' Day Employee Support Practice

With this practice, which has covered all our employees who are mothers since 2021, we aim to appreciate their efforts on Mothers' Day and strengthen the employee experience. With the symbolic gifts we offer to our employees who are mothers, we support in-house loyalty and a culture of appreciation.

Spreading the Sustainability Culture and Awareness Activities

Since 2022, we have been organizing company-wide sustainability launches following our sustainability reports. At these events, we share our sustainability performance, priority topics, environmental and social impacts and future goals with our employees. While making the place of sustainability in our company strategy visible, the launches function as a communication platform that encourages our employees' active participation in the topic.

At our sustainability launch in 2025, we shared our sustainability performance and report results with our employees. Within the scope of the event, we aimed to raise awareness of circular economy and resource efficiency through performances with instruments made from recycled materials. In this way, we supported our sustainability messages not only with presentations but also with experience-oriented practices that attracted the interest of our employees.

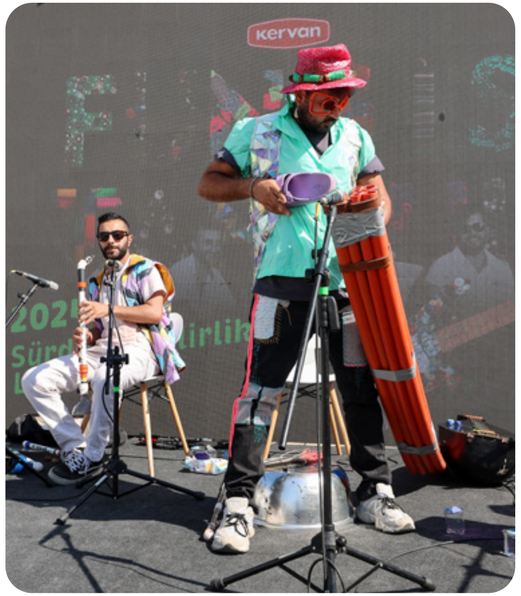
Sustainability Newsletter Initiative

In addition, in 2025 we expanded our "Global News" newsletter, in which global and sectoral developments are shared, with a sustainability focus. On this platform, which covers senior management, relevant managers and our international subsidiaries, we structure the content under the headings of Environmental, Social and Governance, and regularly share sustainability trends, sectoral developments, regulatory changes and examples of good practice. With this practice, we make the sustainability agenda more visible throughout the organization and develop a common sustainability perspective among our teams in different locations.

> "The sustainability efforts we carry out in our company increase our sense of responsibility towards the environment and society and develop our awareness. I participated in the Coastal Cleanup and Sapling Planting events; participating in these events, contributing to the protection of the environment and leaving a more livable world to future generations was a wonderful experience for me. The events we organize and the business processes we carry out in unity and solidarity make me feel valued. These circumstances increase my loyalty to the company and my work motivation."
>
> **Ayhan Çelgin**
> Union Representative









EMPLOYEE HEALTH, SAFETY AND WELL-BEING

We act with the principle of zero tolerance in occupational health and safety and manage all our activities with an approach that goes beyond legal obligations to provide a safe, healthy and sustainable working environment. Accordingly, to create safe and healthy working environments, we manage our activities in line with legal requirements, a risk-based approach and the principles of continuous improvement.

By taking international best practices as a reference, we aim to create a strong OHS culture that develops with the participation of our employees. We structure our management system with risk-based thinking and develop our practices in line with the needs of our locations. A total of 4 of our locations, 3 in Türkiye and 1 in Egypt, hold ISO 45001 certification; our 16-person OHS unit actively operates the system with 634 employees and 2 subcontractor companies.

We analyze processes and work areas in detail and carry out regular risk assessments to identify potential hazards in advance, prevent occupational accidents and prevent occupational diseases. We regularly inspect the working environment, support the correct and continuous use of personal protective equipment, and keep records of occupational accidents and diseases, using this data to develop preventive measures. Through our OHS Policy and OHS Committee, we carry out all necessary work in compliance with legislation and with a proactive approach.

Raising the awareness and knowledge level of our employees forms the basis of this culture. Throughout the year, we organize mandatory and optional OHS training, offer practical and special-content programs to employees working in high-risk areas, provide comprehensive OHS information to our new employees during the orientation process and organize periodic refresher training for our existing employees. **In 2025, we provided a total of 11,920 hours of OHS training; the OHS training hours per employee were 4.**

In 2025, no fatal accidents or occupational disease cases occurred over a total working time of 6,434,210 hours. During the year, 154 accidents were recorded; the accident rate was 50, the lost-day accident rate was 169 and the number of days lost due to accidents was 792. We regularly monitor this data in order to prioritize our risk reduction efforts, identify training needs and strengthen our preventive activities.



11,920 hours
of OHS Training

0 fatal accidents
0 occupational diseases

ISO 45001 certification at **4** of our facilities
16 person OHS unit
Risk-based approach with an **OHS** focus

Behavioral Safety Approach with the HSE Card System

We continue our efforts to roll out our HSE (Health, Safety, Environment) Card System practice, first launched in the Licorice division, to all our production sites. Within this scope, we provided “HSE and Near Miss” training to 374 of our employees, completed line-based risk analyses and established department-based OHS corners at our Akhisar-2 factory. We initiated the administrative actions for the safe walking practice and continue to monitor the process by integrating it into our master plan in 2024.

With this practice, we support our employees in making risks in the field more visible, strengthening the near-miss reporting culture and making safe behaviors a part of the daily workflow.

Fire Extinguishing and Alarm System

We launched the integrated fire extinguishing and automatic fire alarm system project at our MCC factory in Egypt in 2024 and continue to expand it to cover all factory areas. Within the scope of the project, we are increasing our protection capacity against electricity-related risks by installing fire detection and extinguishing systems in electrical panels.

We are equipping all warehouse and production areas with 2.5-inch fire hose cabinets and procuring dry powder fire extinguishers to strengthen emergency response capacity. By improving the internal sprinkler water network in warehouse and production areas, we support the system’s automatic activation in the event of a fire. With the automatic fire alarm system, we increase our early detection and instant warning capacity.

With this investment, we focus on reducing fire risks, strengthening emergency response capacity and increasing facility safety.



innovation **IMPACT**





Consumer Health and Satisfaction → 51
Food Safety and Quality → 52
Sustainability in the Supply Chain → 54
R&D and Innovation → 57

VALUE FOR THE FUTURE

CONSUMER HEALTH AND SATISFACTION

We establish regular contact with our customers through different communication channels and systematically track the feedback and complaints received.

We address customer feedback as the main input for development and improvement in product quality and service processes. We establish regular contact with our customers through different communication channels and systematically track the feedback and complaints received. We examine customer feedback submitted through digital platforms, turn this feedback into concrete actions through regular analyses and carry out detailed examinations and root cause analyses with the participation of the relevant departments.

In line with the findings obtained, we increase the effectiveness of our processes by implementing corrective and preventive actions and continuous improvement (Kaizen) efforts. Through these efforts, we aim to increase customer satisfaction, strengthen product reliability and support a sustainable quality culture. As a result of the improvement efforts carried out in our domestic operations, in the **CPM (Complaints Per Million)** indicator, which expresses customer complaint intensity, compared to 2024 we achieved a **15% improvement.**

We aim to continuously improve customer satisfaction by reducing customer complaint rates in our consolidated operations. With this focus, we carry out location-based efforts in our international operations. At our MCC facility in Egypt, we structured the complaint recording and root cause analysis processes, and in 2025 we launched the KPI monitoring system for customer satisfaction and corrective action effectiveness. In this way, we periodically analyze complaint trends and bring improvement actions to management review meetings.

Consumer health and satisfaction continue to be our primary priority in our R&D efforts. We select all ingredients used in our product formulations based on regulatory compliance, scientific guidelines and traceable source criteria; we prioritize safety-approved alternatives that are harmless to human health in all additives, especially colorings and flavorings. In line with increasing health awareness, we are reducing sugar levels in our products, shifting towards natural ingredients and carrying out efforts to replace additives with healthier components.

We voluntarily implement reformulation policies that limit sugar consumption in products for children, and we continue product development activities supported by natural colorings, plant-based sweeteners and fiber content with this understanding. With functional and fortified food projects, we enrich our product portfolio and focus on offering solutions in line with healthy living trends.

In order to ensure that consumers can choose our products consciously, we provide information such as ingredient lists, allergen information, energy and nutritional values on our packaging in a simple, understandable and regulation-compliant manner. We develop new brand and launch strategies in the OTC (over-the-counter) category and continuously improve this process by monitoring it with KPIs and benchmark studies. We shape our product development processes with a consumer-centric approach through focus group studies and multi-channel customer support systems.





15% improvement in Customer Complaint Intensity



FOOD SAFETY AND QUALITY

We carry out systematic analyses and audits within the scope of hygiene, traceability, quality control and risk assessment in each production batch.

Ensuring that every product we deliver to our consumers fully meets international food safety standards is the fundamental condition of our understanding of quality. Our production facilities operate in accordance with the requirements of **ISO 22000, ISO 9001:2015, HACCP, GMP, IFS Food Version 8, BRCGS Food Safety Issue 9 and AIB** and we carry out systematic analyses and audits within the scope of hygiene, traceability, quality control and risk assessment in each production batch. We carry this assurance to the beginning of the supply chain and observe quality criteria starting from raw material selection. In 2025, within the scope of food safety certification recognized by the **GFSI (Global Food Safety Initiative)**, our certified suppliers numbered 149 domestic and 179 international, a total of 328; our purchasing rate from these suppliers was 55% domestically and 95% internationally. We regularly evaluate the food safety and sustainability performance of our suppliers and document this process transparently.

We apply the same quality and ethical standards in our international operations. At our ZPC Otmuchow facility in Poland, we set compliance with HACCP and BRCGS standards as a prerequisite in supplier selection. In 2025, we carried out 3 certifications and 17 quality audits within the scope of product safety at our facility.

In order to spread the food safety culture throughout the organization, we support quality and food safety processes with training efforts. In 2025, we provided training to 2,860 of our employees within the scope of quality and food safety, offering a total of 12,264 hours of content, with an average of 4.3 hours per employee. In addition, we do not limit food safety awareness to training alone, but also carry it to the field. We hold regular Open Quality Meetings with the active participation of our blue-collar employees; through field tours, we evaluate the effectiveness of processes on site and create action plans. We reinforce this culture by selecting employees who display exemplary behavior as Food Safety Hero every month.

We strengthen our quality and product safety processes with digital infrastructure. We moved process and quality control records to the SAP S/4HANA system and also manage calibration processes digitally on the same platform. We are establishing integrated measurement and data monitoring systems to continuously monitor process parameters and create a statistical quality approach. By creating standard work instructions for each quality control parameter, we base orientation training on these standards and prevent individual differences in instruction. We visualize product standards and ensure the traceability of quality after production through instant controls and inspections that also cover storage processes. We also support our continuous improvement approach with Six Sigma practices.

[2] For international operations, the Egypt MCC facility data is not included.

Training Hours per Employee (hours/person)



12,264
total training hours

4.3
training hours per employee

328
GSFI-certified suppliers

“Being selected as Food Safety Hero was a source of great happiness and pride for me; having the care and effort I showed recognized made me feel valued and further strengthened my commitment to my work. At Kervan Gıda, we attach great importance to food safety; we regularly inform employees on this topic and support them with training. We strongly feel throughout the organization the awareness that food safety is the shared responsibility of all employees, and thanks to increasing training activities, our awareness and level of knowledge improve every year. Thanks to the events we organize and participation mechanisms, we feel that we are part of a team working towards the same goal; in an open communication environment, we can easily share the problems we encounter and our improvement suggestions. Having our opinions valued and taken into account in decision-making processes is an important source of motivation for me.”

Seher Kesiciler
Food Safety Hero

Operational Excellence

At Kervan Gıda, we embrace a culture of continuous improvement and strengthen our operational excellence with Kaizen efforts. With the Jelly Packaging Waste Reduction Kaizen Project, we reduced packaging scrap. With the improvement effort we carried out on the colorant and flavoring tanks used in production processes, we reduced process-related raw material losses, increased resource use efficiency and reduced material waste. With the improvement project we carried out to increase energy efficiency in thermal processes, we optimized energy consumption.

With these three Kaizen projects, we achieved total annual savings of approximately TRY 6.5 million. We shared our successful Kaizen practices at the 11th Kaizen Sharing event held at the MMO Tepekule Congress and Exhibition Center in İzmir on 19-20 December 2025, and supported the dissemination of the practices we developed in the areas of quality improvements and operational efficiency throughout the organization.

3
Kaizen projects

TRY 6.5
million
in savings

Participation in the **11th** Kaizen Sharing event





SUSTAINABILITY IN THE SUPPLY CHAIN

With the Supplier Re-Evaluation Program implemented at our MCC facility in Egypt in 2025, we updated supplier risk assessments and introduced migration test verifications and stricter approval criteria for packaging materials.

We expect our suppliers to adopt environmentally friendly production methods, improve energy efficiency and use natural resources responsibly. We encourage them to set improvement targets in water consumption, waste management and raw material use, and we encourage them to adopt route optimization and alternative fuel technologies with the aim of reducing carbon emissions in logistics processes. Our supplier evaluation criteria include indicators such as environmental performance, recycling capacity and carbon footprint.



We address social standards with the same meticulousness as environmental criteria. We require our suppliers to comply with international human rights standards, ILO conventions and occupational health and safety regulations in their operations. We act with the principle of zero tolerance towards child labor and forced labor, and we consider the provision of safe, decent and ethical working environments to be our fundamental expectation.

We address compliance with the technical and quality specifications determined for the supplied raw materials and packaging materials as a fundamental requirement; especially for products in contact with food, we keep compliance with national and international standards and the necessary certifications among our priority evaluation criteria. We evaluate new suppliers within the scope of their compliance with these specifications, the certificates they hold and audits carried out when necessary, and we add those found suitable to the Approved Supplier List. We classify suppliers by subjecting them to risk assessment; we prioritize assessments for product groups that are critical in terms of food safety. We regularly carry out performance monitoring through a system covering quality, delivery and commercial criteria; we define improvement actions for suppliers with low performance or high risk levels and activate audit processes when necessary.

Sustainable supply chain-focused efforts

Sustainability maturity segmentation

Reaching **125** manufacturers

Supplier collaboration roadmap

89% participation rate

Sustainable Purchasing and **Supply Chain** Strategies training

Responsible and Sustainable Supply Chain

Within the scope of the sustainable supply chain development program we launched in 2024, we carried out an assessment study to understand the current status of our manufacturer suppliers in the field of sustainability. We received responses from 111 suppliers to the survey we sent to a total of 125 manufacturer suppliers, reaching a participation rate of 89%. We analyzed the results we obtained by taking into account supplier segments and business volumes and evaluated them together with our Purchasing teams.

The purpose of the study was not to subject our suppliers to any sustainability audit, but to prepare together for the sustainability journey, understand current practices and create a common development ground for future collaborations. Within this scope, we prepared a supplier collaboration roadmap for 2025.

We also focused on developing our in-house capacity to manage the process effectively. Accordingly, on 3 December 2024, we held the "Sustainable Purchasing and Supply Chain Strategies" training with the participation of our entire Purchasing team. Within the scope of the training, we addressed the sustainable supply chain approach, sustainability criteria in supplier management and good practices in the sector; thus, we developed a common perspective for the work we will carry out in the next period.

In 2025, we moved on to the second phase of the study and started meetings with 9 priority suppliers that we selected as a result of the joint evaluation of our Purchasing and Sustainability teams. Through presentations specially prepared for our domestic and international suppliers, we shared our sustainability approach, net zero targets, carbon management practices and collaboration expectations.

Within the scope of the meetings, we shared examples of good practice and evaluated areas of collaboration on the development of sustainable supply chain practices, ESG-focused projects, training efforts and technical knowledge exchange.

Thanks to the meetings and site visits we carried out with our suppliers, we shared information on packaging practices with recycled content, certification processes, sustainability-focused product development efforts and good practice examples of the sector. This process supported mutual learning and contributed to the identification of future areas of collaboration.

As Kervan Gıda, we believe that sustainable supply chain transformation is possible not only through performance tracking, but also through knowledge sharing, mutual learning and shared value creation. With this understanding, we see our suppliers as important stakeholders in our sustainability journey and aim to develop long-term collaborations with them.

Supplier Audits

We manage supplier audits with quarterly evaluations throughout the year and create the following year's audit plan based on year-end results and food safety non-conformities that occurred during the year. We carry out the audits through a contracted third-party organization; in the case of suppliers carrying critical risk or the detection of a serious food safety risk, we also organize site audits through our Kervan Quality team. In 2025, in our domestic operations, we audited 16 suppliers according to environmental and social criteria within the scope of the audit plan carried out in cooperation with Eurofins; 12 of these audits were carried out by Eurofins and 4 by our Kervan Quality team.

We structure our supplier collaborations to create long-term value; adhering to the principle of fair trade, we offer flexibility in payment terms and implement transparent pricing policies. By prioritizing digitalization and technology investments, we are moving every link of the supply chain to a more transparent, traceable and sustainable structure.



Supplier audits with quarterly evaluations

Third-party audits in domestic supplier audits

Responsible and Local Purchasing

In 2025, we worked with a total of 792 active suppliers: 324 domestic and 468 international. In line with our expanding operational footprint, we evaluate our purchasing processes not only with cost and quality criteria, but also together with the dimensions of supply continuity, environmental impact, traceability and local economic contribution.

We attach importance to local purchasing in our supply processes. In 2025, we made 87% of our total purchases from local suppliers. In our domestic operations, 83% of our suppliers consist of local companies operating in Türkiye, while in our international operations, 90% of our suppliers consist of local companies in the countries where we operate. By prioritizing local suppliers in our purchasing processes, we aim to contribute to the more efficient management of supply processes, the reduction of logistics-related environmental impacts and the creation of local economic value in the regions where we operate. We aim to increase the share of local suppliers in consolidated purchasing expenditures by 2030.

Within the scope of our responsible purchasing approach, we prioritize reducing environmental impact in our supply processes and shape material preferences accordingly. In doing so, we evaluate product safety, regulatory compliance and environmental performance criteria together in raw material and packaging material selections. With the addition of PVDC raw material to the banned list, we switched to alternative materials with a lower environmental impact.

We address palm oil supply as one of the priority raw material areas in terms of traceability due to environmental and social risks. Within this scope, we sourced the entire 258 tons of palm oil we procured in our domestic and international operations from traceable sources.

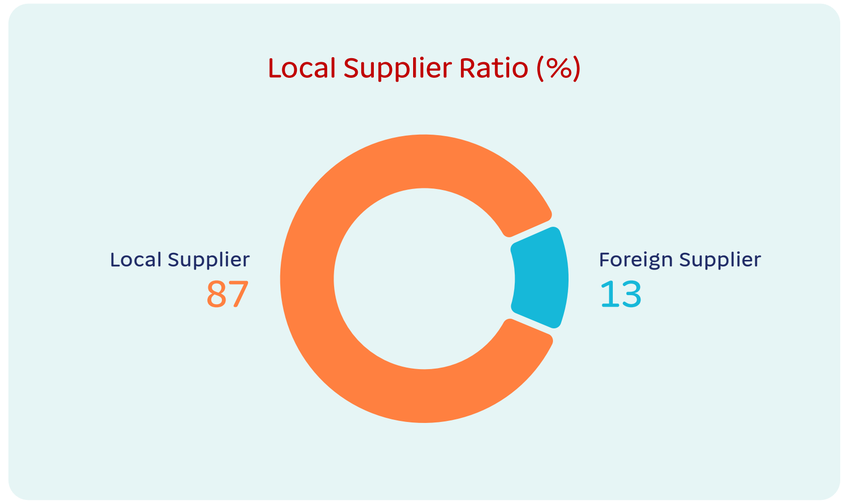
Within the scope of our responsible purchasing approach, we prioritize reducing environmental impact in our supply processes and shape material preferences accordingly.

792
active suppliers

87%
local suppliers

Contribution to local economies through supply processes

Target to increase the share of local suppliers in purchasing expenditures





R&D AND INNOVATION

We address our R&D activities along the axes of product innovation, process improvement, resource efficiency, functional product development, packaging optimization and digitalization.

We carry out our R&D efforts in alignment with our sustainability goals. Beyond improving product quality, we prioritize developing solutions that reduce environmental impacts, respond to consumer needs and support operational efficiency. In line with this approach, we address our R&D activities along the axes of product innovation, process improvement, resource efficiency, functional product development, packaging optimization and digitalization.

As of 2025, we carry out our activities with a total of 36 employees working in our operations in Türkiye and abroad. We strengthen our R&D competence not only through infrastructure investments, but also through training that supports the technical and professional development of our employees. Within this scope, we organized 56 training sessions in the field of R&D and innovation during the year, from which 46 of our employees benefited. In order to closely follow sectoral developments and strengthen our knowledge-sharing channels, we participated in 10 fairs during the year. In addition, we shared our R&D outputs with the scientific and business world by presenting papers at 17 congresses and conferences.

Our Company earned the right to become Türkiye's 872nd R&D Center in April 2018 and, as of 2025, completed the seventh year of its R&D Center activities. In 2025, our R&D expenditures amounted to TRY 44 million. We support our R&D activities with an open innovation approach and develop collaborations with universities, research centers, public institutions and private sector organizations.

In our operations in Türkiye, while we carried out project-based work with two universities, in addition to a formal cooperation protocol with one university, we carried out various project and development activities with five R&D centers and 35 private sector organizations. In our Poland operations, we supported product development activities through work carried out with universities, public institutions and research centers. In addition, while moving our project accepted within the scope of the TÜBİTAK 1505 program to the implementation stage, we provided industry consultancy to projects carried out in university collaboration within the scope of the TÜBİTAK 2209/B program. Thanks to these collaborations, we continued to strengthen our innovation capacity by bringing together academic knowledge and sectoral experience.

Within the scope of our R&D activities, we made 44 trademark registration applications during the year. In our consolidated operations, we aim to increase the share of innovative products commercialized as a result of R&D and innovation activities in total turnover. Accordingly, we carry out our R&D efforts not only with a focus on new product development, but with a holistic understanding of innovation that takes into account the market response of products, consumer expectations and their contribution to sustainable growth.

We shape our product development efforts in line with changing consumer expectations, product preferences in different markets, nutrition trends and developments in production technologies. Within this



TRY 44 Million
R&D Expenditure

40+
Collaborations or

36
R&D Employees

44
Trademark Registration Applications

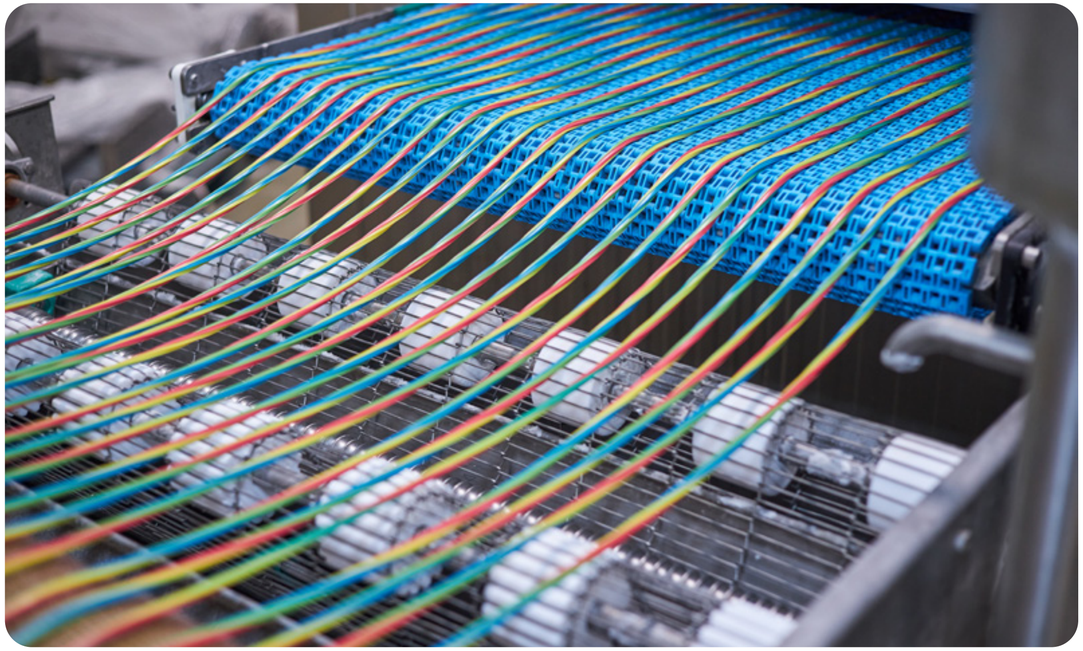
scope, we focus on developing our product portfolio with innovative formats, alternative ingredients, functional components and production technologies that support process efficiency. Throughout the year, we carried out efforts focused on the integration of new production technologies, the development of alternative formulations and increasing product diversity. By integrating freeze-dry technology into confectionery production, we developed the Bebeto Freeze Crunchy Gummies and Freeze Crunchy Hearts products and offered new consumption experiences with a light and crispy texture. With vegan foam-structured formulations, we expanded our plant-based product portfolio. In products such as Bebeto Super Belts Bites, Wacky Sticks Bites and Long Super Belt, we focused on vegan-approved formulations and the use of natural colorings. In addition, in the Bebeto Gourmet Gummies product series, we developed product alternatives with a more natural ingredient profile through the use of natural flavors and colors, high fruit content and palm oil-free formulations. In the licorice product group, we created new product variants by carrying out process, formulation and sensory improvement efforts; by developing starch-free jelly production technology, we launched functional products fortified with vitamins and amino acids.

We also continued product development activities in our international operations; at our ZPC Otmuchow facility in Poland, we developed new products in the marshmallow, gummies and extruded gummies categories, and at our MCC facility in Egypt, we carried out new product development and formulation efforts in the gummies category.

We carried out packaging optimizations to increase resource efficiency and reduce environmental impact in packaging processes; we put into practice the use of film obtained from recycled raw materials in flexible packaging. With these efforts, while maintaining product safety and quality expectations, we continue to evaluate alternatives aimed at reducing packaging-related environmental impacts. Within the scope of our innovative product development approach, we developed alternative packaging formats that support preserving the freshness of products and their adaptation to different consumption habits by using resealable packaging solutions.

By digitalizing R&D data structures and bill of materials systems, we increased the traceability of our processes. By enabling R&D recipes to be transferred directly to production lines through the SAP system, we strengthened the integration between product development and production processes. Within this scope, by starting to manage 800 recipes digitally, we increased data accuracy and supported operational efficiency by reducing manual operations.









Digitalization

In 2025, as one of the important steps of our digital transformation journey, we successfully completed our SAP S/4HANA transformation process. While making data flow faster and more reliable by strengthening inter-system integrations, we increased our operational continuity thanks to the transition to cloud-based infrastructure. This transformation supported the standardization of our processes and contributed to decision-making mechanisms being fed with more current and accurate data.

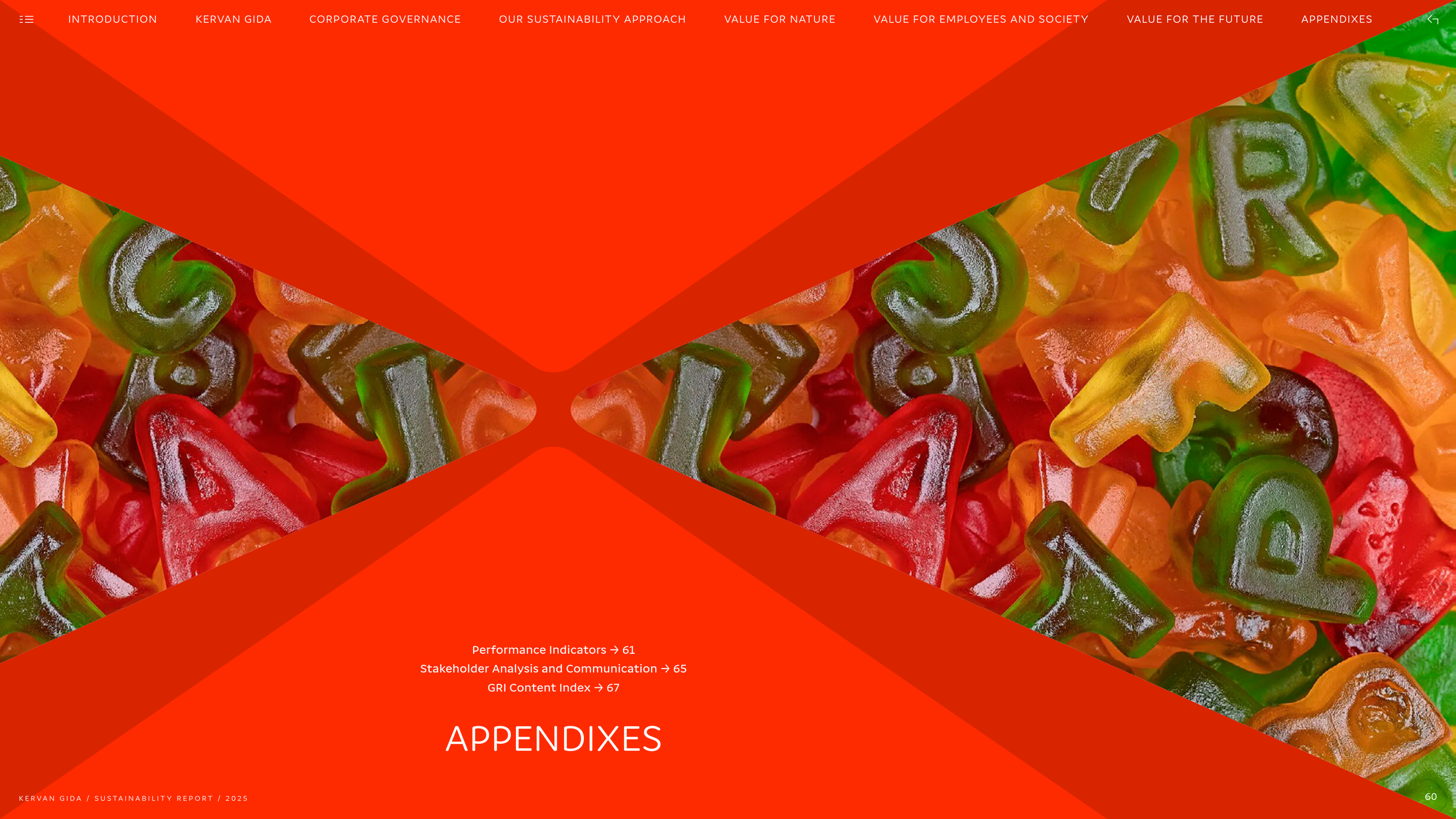
We address data as a strategic value and invest in digital infrastructures that support access to accurate, consistent and timely information. Within this scope, by strengthening the Data Warehouse architecture, we ensured that data generated in different systems is managed in a central structure. While improving data quality controls with the TFLOW application, we increased the effectiveness of our planning processes with the XS Planner scheduling system. In this way, by strengthening data accuracy, we supported operational decision-making processes to rest on a more solid foundation.

One of the important elements of our digitalization approach is the controlled and responsible use of artificial intelligence technologies. By allowing only the use of authorized artificial intelligence solutions within the Company, we prioritize information security and data privacy. At the same time, we continue our policy and awareness efforts to support the use of artificial intelligence applications in line with reliable, transparent and ethical principles.

We support our digital transformation efforts with a strong information security infrastructure. Thanks to the work carried out within the scope of the ISO 27001 information security management system, multi-factor authentication practices, regular penetration tests and network security investments, we increase our resilience against cyber threats. In addition, by strengthening our disaster recovery and backup infrastructures, we support the uninterrupted operation of critical systems.

In line with our operational excellence goals, we continue to integrate digital technologies into our production, purchasing and sales, and R&D processes. We address digitalization efforts not only as process automation, but as a development area that increases data accuracy, strengthens traceability, optimizes resource use and supports decision-making processes. In line with this approach, during the year we implemented various applications for production automation, data management, process integration, sales performance management, and the digitalization of purchasing and R&D processes. Some of our prominent applications are listed below.

2025 Digital Transformation Journey	
Completion of the **SAP S/4HANA** transformation process	By opening the weighing data on packaging lines to simultaneous monitoring, we started to track production performance and defective product rates instantly.
Advanced data quality controls with the **TFLOW** application	We established a system that monitors humidity and temperature conditions in jelly resting rooms 24/7 through sensors and sends automatic notifications to the relevant teams in case of critical deviations.
Controlled and responsible use of **artificial intelligence** technologies	By transferring R&D recipes directly to production lines through SAP, we eliminated the risk of operator-related errors and started to manage 800 recipes with this system.
Increased resilience against cyber threats through work carried out within the scope of **ISO 270001**	By integrating packaging machines into the manufacturing execution system, we prevented production from starting without a work order being opened; in this way, we ensured that production data is recorded completely and accurately.
A digitalization approach integrated with **R&D** processes	At our ZPC Otmuchow facility in Poland, we digitalized all non-production purchasing processes with a new system, making daily operations faster and more transparent.
	At our MCC facility in Egypt, we continued our work on the resting room automation project in cooperation with the Vodafone artificial intelligence team.
	By moving the processes of setting sales targets and calculating bonuses to the digital environment, we reduced the manual workload and increased the accuracy of the results.
	By digitalizing R&D data structures and bill of materials systems, we increased the traceability of processes.



Performance Indicators → 61
Stakeholder Analysis and Communication → 65
GRI Content Index → 67

APPENDIXES

PERFORMANCE INDICATORS

This year, by expanding our reporting boundaries, we are including our production facilities in Poland and Egypt in the scope, in addition to all our operations in Türkiye. The 2025 data we present reflects the expanded scope and is not directly comparable with previous reporting periods. We accept 2025 as the new base year within the scope of our expanded reporting boundary.

Economic Performance Indicators

Direct Economic Value Generated and Distributed (Thousand TRY)[1]		
	2024	**2025**
Direct Economic Value Generated		
Net Sales (Revenue)	14,870,902	15,706,465
Other Income from Main Operations	990,168	1,114,546
Income from Investment Activities	80,912	161,710
Total Economic Value Generated	**15,941,982**	**16,982,721**
Direct Economic Value Distributed		
Operating Expenses (Payments to Suppliers)	8,345,082	8,301,467
Wages and Benefits to Employees	3,264,369	3,748,803
Payments to Capital Providers (Interest + Dividends)	1,118,204	678,727
Payments to Government (Corporate Tax)	97,147	141,483
Community Investments (Donations)	7,859	6,894
Total Economic Value Distributed	**12,979,399**	**12,964,863**
Economic Value Retained (A – B)	**2,962,583**	**4,017,858**

1 All figures in the table are presented as adjusted for the purchasing power as of 31 December 2025 in accordance with the TAS 29 (Financial Reporting in Hyperinflationary Economies) standard.
2 Operating expenses (payments to suppliers): Calculated by separating personnel expenses and depreciation/amortization from the Cost of Goods Sold.
3 In 2024, a dividend distribution of TRY 227,259 thousand was made; no dividend distribution was made in 2025. The 2025 figure consists only of loan interest and commission expenses.

Environmental Performance Indicators

In 2025, within the scope of our data-driven improvement efforts, performance indicator tables including all our facilities were created for the first time. For this reason, 2024 data has been calculated not on the basis of this broad scope, but only on the performance of our Manisa 1 and 2 factories in Türkiye. In addition, some environmental data could not be obtained in previous years' data due to data limitations.

Energy Management		
	2024	**2025**
Total Energy Consumption (MWh)		**129,833**
Natural Gas Consumption (MWh)	29,262	25,712
Coal Consumption (MWh)	-	52,817
LPG Consumption (MWh)	-	217.5
Generator - Diesel Consumption (MWh)	-	1,665
Vehicle Fuels - Diesel Consumption (on road) (MWh)	-	300.9
Vehicle Fuels - Gasoline Consumption (on road) (MWh)	-	523.1
CO_2 Fire Extinguishers (kg)		33
Total Electricity Consumption (MWh)	**31,782**	**97,071**
Amount of Purchased Electricity (MWh)	-	48,598
Amount of Electricity Generated (MWh)	-	48,474
Total Renewable Energy Consumption (MWh)	5,543	0
Amount of Purchased Renewable Energy (MWh)	-	0
Amount of Renewable Energy Generated (MWh)	-	48,474

Emission Management		
	2024	**2025**
Scope 1 (Tons CO_2)	14,102.15	27,665.00
Scope 2 (Tons CO_2)	15,565.45	21,701.77
Scope 3 (Tons CO_2)	40,709.02	86,754.09
Total (Tons CO_2)	**70,377**	**136,121**

Water Management		
	2024	**2025**
Water Consumption - Mains Water (m^3)	70,774	182,477
Water Consumption - Groundwater (m^3)	130,189	207,789
Total Water Consumption (m^3)	200,963	221,179
Wastewater Amount (m^3)	62,874	208,817

Waste Management		
	2024	**2025**
Total Amount of Waste (tons)	2,864	5,480
Total Hazardous Waste (tons)	2.1	3.9
Total Non-Hazardous Waste (tons)	1,544	5,476
Amount of Disposed Waste (tons)	0.69	
Waste Recovery Rate (%)	99.7	95

Social Performance Indicators

In 2025, within the scope of our data-driven improvement efforts, performance indicator tables including all our facilities were created for the first time. For this reason, 2024 data has been calculated not on the basis of this broad scope, but only on the performance of our Manisa 1 and 2 factories in Türkiye.

Number of Employees by Sex		
	2024	**2025**
Number of Employees - Female (Person)	1,191	1,415
Number of Employees - Male (Person)	890	1,438
Number of Employees - Total (Person)	**2,081**	**3,239**

Number of Employees by Employment Type and Sex		
	2024	**2025**
Number of Employees - Blue Collar (Person)	**1,794**	**2,657**
Number of Employees - White Collar (Person)	**268**	**570**
Number of Employees - Blue Collar Female (Person)	1,080	1,384
Number of Employees - Blue Collar Male (Person)	714	1,273
Number of Employees - White Collar Female (Person)	108	258
Number of Employees - White Collar Male (Person)	160	312

Distribution of Executives by Sex and Age		
	2024	**2025**
Under 30 - Female (Person)	0	0
Under 30 - Male (Person)	1	4
30-50 Years Old - Female (Person)	42	29
30-50 Years Old - Male (Person)	99	54
30-50 Years Old - Total (Person)	**141**	**82**
Over 50 - Female (Person)	1	5
Over 50 - Male (Person)	8	11
Over 50 - Total (Person)	**9**	**16**
Total (Person)	**152**	**102**

Distribution of Newly Hired Employees by Sex and Age		
	2024	**2025**
50 Years and Over - Female (Person)	1	17
50 Years and Over - Male (Person)	0	21
30-50 Years Old - Female (Person)	160	117
30-50 Years Old - Male (Person)	114	317
Under 30 - Female (Person)	163	117
Under 30 - Male (Person)	81	301
Total (Person)	**518**	**894**

Distribution of Departing Employees by Sex and Age		
	2024	**2025**
50 Years and Over - Female (Person)	4	23
50 Years and Over - Male (Person)	23	27
30-50 Years Old - Female (Person)	279	242
30-50 Years Old - Male (Person)	305	93
Under 30 - Female (Person)	317	275
Under 30 - Male (Person)	353	311
Voluntary Employee Turnover Rate (%)	12	19[4]
Total (Person)	**1,177**	**1,198**

Distribution by Length of Service and Sex		
	2024	**2025**
Number of Employees with 0-5 Years of Service - Female (Person)	1,016	1,177
Number of Employees with 0-5 Years of Service - Male (Person)	676	1,003
Number of Employees with 5-10 Years of Service - Female (Person)	154	270
Number of Employees with 5-10 Years of Service - Male (Person)	162	224
Number of Employees with 10 or More Years of Service - Female (Person)	21	179
Number of Employees with 11 or More Years of Service - Male (Person)	52	111

[4] Calculated by taking the average of the operations in the countries where we operate.

Parental Leave Rates		
	2024	2025
Employees on Parental Leave - Female (Person)	26	62
Employees on Parental Leave - Male (Person)	52	48
Employees Returning from Parental Leave - Female (Person)	9	47
Employees Returning from Parental Leave - Male (Person)		48

Other		
	2024	2025
Employee Turnover Rate (%)		24.6[5]
Number of Promoted Employees - Female (Person)	141	111
Number of Promoted Employees - Male (Person)	255	243

Training		
	2024	2025
Total Training Hours (Hours)	24,840	36,025
Training Hours per Employee (Hours)	3.1	11.1
Cost of Employee Training (TRY)		617,800
Total Environment and Sustainability-Focused Training Hours (Hours)		488

Suggestion System		
	2024	2025
Number of Suggestions from Employees (Number)	282	751
Number of Suggestions Received and Accepted from Employees (Number)	198	401
Number of Suggestions Implemented (Number)	119	280

Occupational Health and Safety		
	2024	2025
Lost Time Due to Work Accidents (Days)	1,702	792
Accident Frequency Rate (%)	58.12	23.93
Occupational Disease Rate (ODR) (%)	0	0
Number of Fatal Accidents (Number)	0	0
Number of Accidents with Lost Days (Number)	148	922
Number of Recordable Accidents (Number)	231	154
Total Hours of OHS Training Provided to Employees (Hours)	4,354	11,920
Total Number of Employees Participating in OHS Training (Person)	1,067	2,323
OHS Training Hours per Employee (Hours/Person)	4.08	3.68

Supplier Management		
	2024	2025
Number of Active Suppliers (Number)	197	792
Number of Local Suppliers (Number)	152	692
Local Supplier Purchasing Rate (%)		87
Number of New Suppliers (Number)		222

[5] Calculated by taking the average of the operations in the countries where we operate.

STAKEHOLDER ANALYSIS AND COMMUNICATION

MAIN STAKEHOLDER	SUB-STAKEHOLDER GROUP	COMMUNICATION METHOD	COMMUNICATION FREQUENCY	STAKEHOLDER MANAGEMENT	PRIORITY ISSUE
FINANCE COMMUNITY	Shareholders	All communication channels (meeting, email, phone, messaging), Analyst meetings	Once a Month	By constantly analyzing global dynamics and sectoral developments, we shape our strategic goals with a focus on sustainable growth and profitability. As an organization whose shares are publicly traded, we periodically share information about our financial performance with the public in line with the principle of transparency.	· **Corporate Governance** · **Compliance with Ethical Principles**
	Investors		Quarterly		
	Analysts		Quarterly		
	Banks		Once a Month		
STATE AND PUBLIC INSTITUTIONS	Government Officials	Visits of relevant department officials, head office visits, memberships, meeting-seminar participation	-	Special disclosures about our Company are prepared by the Investor Relations Unit operating under the Board of Directors and are submitted to the public through the Public Disclosure Platform (KAP) after being approved with an electronic signature.	· **Corporate Governance** · **Compliance with Ethical Principles**
	Regulatory Bodies (Tax and Financial Institutions)		Once a Month		
	Local Municipalities		Quarterly		
CLIENTS	Domestic Customer	Meetings, written notifications, complaint and suggestion evaluations, business partnerships	Once a Month	Our main priority is to ensure that the products we deliver to our consumers meet superior quality standards and are fully compliant with food safety. In line with our customer-focused approach, we have placed providing fast, effective and accurate solutions to needs and demands at the center of our business model.	· **Consumer Health and Satisfaction** · **Food Safety and Quality**
	Overseas Customer		Once a Month		
SOCIETY	International Organizations (Regulatory Institutions)	Meetings, social events, volunteering, suggestion system, orientation program, career development programs, performance interviews	Annually	We strive to fulfill our environmental and social responsibilities towards society responsibly, in cooperation with all parties. As a public company, we continue our practices regarding donations and aid in accordance with capital market regulations.	· **Human Rights**
	Associations		Quarterly		
	NGO		-		
	Trade Unions and Workers' Representatives		Annually		
	Public Opinion		Every Six Months		
	Sectoral Organizations		Annually		
UNIVERSITIES	Academic Environment	Career days, seminars, internships and talent development programs	Quarterly	In order to attract high-potential young talents to our organization for the long term, we develop collaborations with universities, offer internship opportunities and take an active role in various career activities.	· **Human Rights**
	Students		Annually		
MEDIA AND PRESS	Printed Media	Press releases, interviews, special news studies, corporate reputation and perception research	Once a Month	The fact that our company has a public structure requires that the public be informed accurately, timely and completely. The flow of information to stakeholders is provided through various communication channels such as material disclosures, financial reports, activity reports, our corporate website, investor presentations and press releases.	· **Corporate Governance** · **Compliance with Ethical Principles**
	Newspapers		Every Six Months		
	Social Media		Once a Month		

MAIN STAKEHOLDER	SUB-STAKEHOLDER GROUP	COMMUNICATION METHOD	COMMUNICATION FREQUENCY	STAKEHOLDER MANAGEMENT	PRIORITY ISSUE
EMPLOYEES	Blue Collar	Internal communication channels, meetings, social events, volunteering activities, employee loyalty survey, suggestion system, orientation program, career development program, performance interviews	Weekly	Within the framework of our corporate governance approach, we aim to be a preferred employer by establishing a highly competent organizational structure that increases employee satisfaction and loyalty. We demonstrate a fair, impartial and sensitive approach to our employees, respecting their rights and valuing their opinions.	· **Employee Satisfaction and Loyalty** · **Human Rights** · **Occupational Health and Safety**
	White Collar		Weekly		
	STEM		Annually		
	Female Employees		Annually		
	Male Employees		Annually		
	Subcontractors		Quarterly		
	Seasonal Worker		Annually		
	Subcompany Employees		Quarterly		
MANAGEMENT	Senior Management	Direct communication	Once a Month	In order to achieve the goals we have set, we carry out effective and efficient work in the strategic, operational, technological and sustainability areas.	· **Corporate Governance** · **Compliance with Ethical Principles**
	Board of Directors		Once a Month		
SUPPLIERS	Dealers and Distributors	Audits, contracts, one-on-one communication and visits, joint cooperation projects	Once a Month	We establish solid and sustainable relationships with both our local and international business partners in our supply chain, based on fundamental principles such as honesty, transparency, reliability and quality. Thanks to the Supplier Portal Project, we provide faster access to supplier data and at the same time ensure historical traceability.	· **Sustainability in the Supply Chain**
	Farmers		Once a Month		
	Local Supplier		Once a Month		
	External Supplier		Once a Month		
	Raw Material Suppliers		Once a Month		
	Packaging Supplier		Once a Month		
AFFILIATES	Domestic and Foreign Affiliates	Audits, contracts, one-on-one communication and visits, joint collaboration projects, board meetings, emails	Once a Month	We manage our affiliates through a comprehensive process consisting of a number of critical elements such as strategic planning, operational monitoring, financial management and board oversight.	· **Corporate Governance** · **Compliance with Ethical Principles**

GRI CONTENT INDEX

GRI Standard	Disclosure	Location	Page
GRI 2: General Disclosures 2021	2-1 Organizational details	About the Report	3
		About Kervan Gıda	6-7
	2-2 Entities included in the organization's sustainability reporting	About the Report	3
	2-3 Reporting period, frequency and contact point	About the Report	3
	2-4 Restatements of information	About the Report	3
	2-5 External assurance	No external assurance was obtained for this report.	-
	2-6 Activities, value chain and other business relationships	About Kervan Gıda	6-7
		Our Geographical Footprint	9
		Our Value Chain	11
		Our Value Creation Model	28
	2-7 Employees	Social Performance Indicators	63
	2-8 Workers who are not employees	Information on this disclosure is not included in the 2025 report.	-
	2-9 Governance structure and composition	Our Corporate Governance Structure	16-17
	2-10 Nomination and selection of the highest governance body	Our Corporate Governance Structure	16-17
	2-11 Chair of the highest governance body	Our Corporate Governance Structure	16-17
	2-12 Role of the highest governance body in overseeing the management of impacts	Our Corporate Governance Structure	16
		Sustainability Governance	27
	2-13 Delegation of responsibility for managing impacts	Our Corporate Governance Structure	17
		Sustainability Governance	27
	2-14 Role of the highest governance body in sustainability reporting	Prioritization Analysis	25-26
		Sustainability Governance	27
	2-15 Conflicts of interest	Business Ethics and Compliance	18
		Combating Corruption, Bribery and Anti-Competitive Behavior	18

GRI Standard	Disclosure	Location	Page
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Business Ethics and Compliance	18
	2-17 Collective knowledge of the highest governance body	Our Corporate Governance Structure	16
	2-18 Evaluation of the performance of the highest governance body	Our Corporate Governance Structure	16
		Transparency and Traceability	18
	2-19 Remuneration policies	Transparency and Traceability	18
	2-20 Process to determine remuneration	Our Corporate Governance Structure	17
		Transparency and Traceability	18
	2-22 Statement on sustainable development strategy	Message of the Chairman of the Board of Directors	4
	2-23 Policy commitments	Business Ethics and Compliance	18
		Sustainability in the Supply Chain	54
	2-24 Embedding policy commitments	Business Ethics and Compliance	18
	2-25 Processes to remediate negative impacts	Business Ethics and Compliance	18
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics and Compliance	18
	2-27 Compliance with laws and regulations	Business Ethics and Compliance	18
		Transparency and Traceability	18
	2-28 Membership associations	Information on this disclosure is not included in the 2025 report.	-
	2-29 Approach to stakeholder engagement	Prioritization Analysis	25
		Stakeholder Analysis and Communication	65-66
	2-30 Collective bargaining agreements	Information on this disclosure is not included in the 2025 report.	-
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Prioritization Analysis	25
	3-2 List of material topics	Prioritization Analysis	26

GRI Standard	Disclosure	Location	Page
GRI 201: Economic Performance 2016	3-3 Management of material topics	The Economic Value We Create	12
		Story of the Year	13-14
	201-1 Direct economic value generated and distributed	The Economic Value We Create	12
		Economic Performance Indicators	61
	201-2 Financial implications and other risks and opportunities due to climate change	Sustainability and Climate Risks	21
		Combating Climate Change	30-31
	201-4 Financial assistance received from government	Information on this disclosure is not included in the 2025 report.	-
GRI 202: Market Presence 2016	3-3 Management of material topics	About Kervan Gıda	6-7
		Our Geographical Footprint	9
	202-2 Proportion of senior management hired from the local community	Information on this disclosure is not included in the 2025 report.	-
GRI 203: Indirect Economic Impacts 2016	3-3 Management of material topics	The Economic Value We Create	12
		Story of the Year	13-14
	203-1 Infrastructure investments and services supported	The Economic Value We Create	12
		Story of the Year	13-14
	203-2 Significant indirect economic impacts	The Economic Value We Create	12
		Responsible and Local Purchasing	56
GRI 204: Procurement Practices 2016	3-3 Management of material topics	Sustainability in the Supply Chain	54-55
	204-1 Proportion of spending on local suppliers	Responsible and Local Purchasing	56
		Social Performance Indicators	64
GRI 205: Anti-corruption 2016	3-3 Management of material topics	Combating Corruption, Bribery and Anti-Competitive Behavior	18
	205-1 Operations assessed for risks related to corruption	Combating Corruption, Bribery and Anti-Competitive Behavior	18
	205-2 Communication and training about anti-corruption policies and procedures	Combating Corruption, Bribery and Anti-Competitive Behavior	18
	205-3 Confirmed incidents of corruption and actions taken	Combating Corruption, Bribery and Anti-Competitive Behavior	18
GRI 206: Anti-competitive Behavior 2016	3-3 Management of material topics	Combating Corruption, Bribery and Anti-Competitive Behavior	18
	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Combating Corruption, Bribery and Anti-Competitive Behavior	18

GRI Standard	Disclosure	Location	Page
GRI 207: Tax 2019	3-3 Management of material topics	Transparency and Traceability	18
	207-1 Approach to tax	Transparency and Traceability	18
	207-2 Tax governance, control, and risk management	Transparency and Traceability	18
	207-3 Stakeholder engagement and management of concerns related to tax	Transparency and Traceability	18
	207-4 Country-by-country reporting	Annual Report	-
GRI 301: Materials 2016	3-3 Management of material topics	Waste Management and Circular Economy	38-39
	301-1 Materials used by weight or volume	Packaging Waste and Sustainable Packaging	39
	301-2 Recycled input materials used	Packaging Waste and Sustainable Packaging	39
		R&D and Innovation	58
	301-3 Reclaimed products and their packaging materials	Information on this disclosure is not included in the 2025 report.	-
GRI 302: Energy 2016	3-3 Management of material topics	Energy Efficiency and Management	33
	302-1 Energy consumption within the organization	Energy Efficiency and Management	33
		Environmental Performance Indicators	62
	302-2 Energy consumption outside of the organization	Information on this disclosure is not included in the 2025 report.	-
	302-3 Energy intensity	Information on this disclosure is not included in the 2025 report.	-
	302-4 Reduction of energy consumption	Energy Efficiency and Management	33
	302-5 Reductions in energy requirements of products and services	Energy Efficiency and Management	33
GRI 303: Water and Effluents 2018	3-3 Management of material topics	Water Management	36-37
	303-1 Interactions with water as a shared resource	Water Management	36-37
	303-3 Water withdrawal	Water Management	36-37
		Environmental Performance Indicators	62
	303-4 Water discharge	Water Management	36-37
		Environmental Performance Indicators	62
	303-5 Water consumption	Water Management	36-37
		Environmental Performance Indicators	62

GRI Standard	Disclosure	Location	Page
GRI 305: Emissions 2016	3-3 Management of material topics	Emission Management	34-35
	305-1 Direct (Scope 1) GHG emissions	Emission Management	34
		Environmental Performance Indicators	62
	305-2 Energy indirect (Scope 2) GHG emissions	Emission Management	34
		Environmental Performance Indicators	62
	305-3 Other indirect (Scope 3) GHG emissions	Emission Management	34-35
		Environmental Performance Indicators	62
	305-4 GHG emissions intensity	Information on this disclosure is not included in the 2025 report.	-
	305-5 Reduction of GHG emissions	Emission Management	34-35
GRI 306: Waste 2020	3-3 Management of material topics	Waste Management and Circular Economy	38-39
	306-1 Waste generation and significant waste-related impacts	Waste Management and Circular Economy	38-39
	306-2 Management of significant waste-related impacts	Waste Management and Circular Economy	38-39
	306-3 Waste generated	Waste Management and Circular Economy	38
		Environmental Performance Indicators	62
	306-4 Waste diverted from disposal	Environmental Performance Indicators	62
	306-5 Waste directed to disposal	Information on this disclosure is not included in the 2025 report.	-
GRI 308: Supplier Environmental Assessment 2016	3-3 Management of material topics	Sustainability in the Supply Chain	54-55
	308-1 New suppliers that were screened using environmental criteria	Sustainability in the Supply Chain	54
	308-2 Negative environmental impacts in the supply chain and actions taken	Risk Management	19-22
		Our Value Chain	11
GRI 401: Employment 2016	3-3 Management of material topics	Employee Satisfaction and Loyalty	44
	401-1 New employee hires and employee turnover	Social Performance Indicators	63-64
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Satisfaction and Loyalty	44
		Employee Participation	46-47
	401-3 Parental leave	Social Performance Indicators	64

GRI Standard	Disclosure	Location	Page
GRI 402: Labor/Management Relations 2016	3-3 Management of material topics	Equality, Diversity and Inclusion	42-43
	402-1 Minimum notice periods regarding operational changes	Equality, Diversity and Inclusion	42-43
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	Employee Health, Safety and Well-being	48-49
	403-1 Occupational health and safety management system	Employee Health, Safety and Well-being	48
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Health, Safety and Well-being	48-49
	403-3 Occupational health services	Employee Health, Safety and Well-being	48-49
	403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Health, Safety and Well-being	48-49
	403-5 Worker training on occupational health and safety	Employee Health, Safety and Well-being	48
		Social Performance Indicators	64
	403-6 Promotion of worker health	Employee Health, Safety and Well-being	48-49
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Health, Safety and Well-being	48
	403-8 Workers covered by an occupational health and safety management system	Employee Health, Safety and Well-being	48
	403-9 Work-related injuries	Employee Health, Safety and Well-being	48
		Social Performance Indicators	64
	403-10 Work-related ill health	Employee Health, Safety and Well-being	48
		Social Performance Indicators	64
GRI 404: Training and Education 2016	3-3 Management of material topics	Employee Training and Development	45
	404-1 Average hours of training per year per employee	Employee Training and Development	45
		Social Performance Indicators	64
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Training and Development	45
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance Evaluation and Talent Management	44
GRI 405: Diversity and Equal Opportunity 2016	3-3 Management of material topics	Equality, Diversity and Inclusion	42-43
	405-1 Diversity of governance bodies and employees	Equality, Diversity and Inclusion	42
		Social Performance Indicators	63
	405-2 Ratio of basic salary and remuneration of women to men	Information on this disclosure is not included in the 2025 report.	-

GRI Standard	Disclosure	Location	Page
GRI 406: Non-discrimination 2016	3-3 Management of material topics	Equality, Diversity and Inclusion	42
		Business Ethics and Compliance	18
	406-1 Incidents of discrimination and corrective actions taken	Information on this disclosure is not included in the 2025 report.	-
GRI 407: Freedom of Association and Collective Bargaining 2016	3-3 Management of material topics	The management approach for this topic is not included in the 2025 report.	-
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Information on this disclosure is not included in the 2025 report.	-
GRI 408: Child Labor 2016	3-3 Management of material topics	Sustainability in the Supply Chain	54
	408-1 Operations and suppliers at significant risk for incidents of child labor	Information on this disclosure is not included in the 2025 report.	-
GRI 409: Forced or Compulsory Labor 2016	3-3 Management of material topics	Sustainability in the Supply Chain	54
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Information on this disclosure is not included in the 2025 report.	-
GRI 413: Local Communities 2016	3-3 Management of material topics	Story of the Year	13-14
	413-1 Operations with local community engagement, impact assessments, and development programs	Story of the Year	13-14
	413-2 Operations with significant actual and potential negative impacts on local communities	Information on this disclosure is not included in the 2025 report.	-
GRI 414: Supplier Social Assessment 2016	3-3 Management of material topics	Sustainability in the Supply Chain	54-55
	414-1 New suppliers that were screened using social criteria	Sustainability in the Supply Chain	54
	414-2 Negative social impacts in the supply chain and actions taken	Sustainability in the Supply Chain	54-55
		Our Value Chain	11
GRI 415: Public Policy 2016	3-3 Management of material topics	Combating Corruption, Bribery and Anti-Competitive Behavior	18
	415-1 Political contributions	Combating Corruption, Bribery and Anti-Competitive Behavior	18
GRI 416: Customer Health and Safety 2016	3-3 Management of material topics	Consumer Health and Satisfaction	51
		Food Safety and Quality	52
	416-1 Assessment of the health and safety impacts of product and service categories	Consumer Health and Satisfaction	51
		Food Safety and Quality	52
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Information on this disclosure is not included in the 2025 report.	-

GRI Standard	Disclosure	Location	Page
GRI 417: Marketing and Labeling 2016	3-3 Management of material topics	Consumer Health and Satisfaction	51
	417-1 Requirements for product and service information and labeling	Consumer Health and Satisfaction	51
	417-2 Incidents of non-compliance concerning product and service information and labeling	Information on this disclosure is not included in the 2025 report.	-
	417-3 Incidents of non-compliance concerning marketing communications	Information on this disclosure is not included in the 2025 report.	-
GRI 418: Customer Privacy 2016	3-3 Management of material topics	Digitalization	59
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information on this disclosure is not included in the 2025 report.	-

To obtain more detailed information about
the Kervan Gıda Sustainability Report and
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