

*we are
responsible
for a sweet future*



ABOUT THE REPORT



#sweetfuture



You can find all the details at
www.kervangida.com,
and you can send your feedback to
kurumsal.iletisim@kervangida.com.

We are glad to share this report which reflects our 2024 sustainability approach along with our environmental, social and governance (ESG) performance, with the public. In this report, which covers our operating period between 1 January 2024 and 31 December 2024, we include all the work we carry out at our headquarters in Istanbul and our production facilities in Akhisar, Manisa.

We have prepared our report in line with the Global Reporting Initiative (GRI) and Türkiye Sustainability Reporting Standards (TSRS). As Kervan Gıda, we present our environmental and social performance along with the progress we are making within the scope of our sustainability goals. While sharing our data in a comparable format, we also provide information on our contributions to the United Nations Sustainable Development Goals (SDGs) in detail.

We also reveal our sustainability vision, priorities and ESG performance with this report. We shape the steps we take to achieve our goals by reducing our environmental impact, fulfilling our social responsibilities, and continuously improving our quality-focused processes. We

share all these steps with you, adhering to the principle of transparency.

In our 2024 Sustainability Report, we evaluate the practices we are implementing towards our short, medium and long-term goals. We demonstrate that we are both adapting to and guiding the sectoral transformation. We base our reporting approach on our principle of accountability and the responsibility we feel towards our stakeholders.

We make our Kervan Gıda 2024 Sustainability Report available to all our stakeholders, and we are open to all your opinions and suggestions to continue our sustainability journey in a more inclusive manner.



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MESSAGE OF THE GENERAL MANAGER

Dear Stakeholders,

We are proud to be among the leaders of our industry in the global arena. Today, **we touch the lives of millions of people in more than 85 countries with our products**, and we pioneer innovation using the latest technologies in our production facilities in Türkiye, Poland, and Egypt. In addition to our commercial success, we also meticulously manage our environmental and social impact in line with our principle of sustainable growth.

Acting with a sense of responsibility, we have identified minimizing the environmental impact of our activities, benefiting society, and prioritizing the happiness of our employees as our top priorities. In line with our sustainability principles, we act with a respectful approach to nature, the environment and people, and we reduce our carbon footprint every day with renewable energy sources, advanced technological solutions and comprehensive environmental management systems.

Within this scope, we are gradually adapting to conditions such as the transition to renewable energy, access to sustainable finance, and low-carbon production, and we are always acting with foresight regarding the consequences that climate change may bring in our sustainable growth roadmap. We are implementing the measures taken by Türkiye against climate change in our own facilities.

With the Roof Solar Power Plant we installed at our factory in Akhisar and the Terrain Solar Power Plant we installed in Demirci, we are meeting all of the energy needs of our facilities in Manisa from the sun. We've significantly reduced our plastic consumption with our packaging reduction project. **We're accelerating our efforts to achieve our goal of zero carbon emissions by 2053.**

Our vision of sustainable growth is not limited to environmental impacts; we also aim to add value to society and the economy. We integrate risk analyses of international organizations such as the World Economic Forum, the Sustainability Accounting Standards Board and MSCI into our business processes and implement best practices.

By increasing our digitalization efforts, we make our administrative and operational processes more efficient and optimize our costs with data analytics and automation systems. By

strengthening our R&D investments, we are developing innovative solutions in reduced-sugar, vegan and functional product categories to offer healthier and more natural products to our consumers.

By raising sustainability standards in our supply chain, we create a fair and environmentally friendly value chain together with our business partners. We promote sustainable agriculture by supporting our suppliers, especially farmers.

We carry out various projects in the fields of education, child health and environmental protection to provide social benefit. In 2024, we established the Mitat Basar Memorial Forest, visited the Beylikduzu and Akhisar Animal Shelters, and participated in coastal cleanup efforts in Gurpinar and Dikili.

We shape our investments with a focus on sustainability. **We completed our solar power plant with an installed capacity of 25 MW in Manisa Demirci in August 2024. Thanks to this investment, we are meeting all of the electricity needs of our production facilities in Akhisar and saving approximately \$4.5 million annually.**

We opened our production facility in **Egypt in February 2024**. Our operations, which first started with a licorice production line, expanded with the addition of a jelly line in August, and we are currently producing with an annual capacity of 10,000 tons. We believe that this investment will make a significant contribution to our global growth in the coming years.

I would like to wholeheartedly thank all our employees, business partners and consumers who have placed their trust in us for their contributions to this success. Together, we will continue to build a more sustainable and innovative future.

Best regards,



İDRİS CAN
KERVAN GIDA
GENERAL MANAGER

We accurately assess climate risks and opportunities within the framework of the Turkish Sustainability Reporting Standards (TSRS) and determine our sustainability strategy in line with these assessments.



we are working
for sweet tomorrows

2.0

KERVAN GIDA

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ABOUT KERVAN GIDA



+85 countries

116.000 m²
covering a total area

+2.000.000
happy people

12
different categories

Since 1994, we have been pursuing a sweet journey with passion, innovative vision and global perspective. Since our establishment, we have made a name for ourselves not only in Türkiye but also around the world. As of today, we export to over 85 countries in 12 different confectionery categories.

We operate in 8 production facilities located in Türkiye, Poland and Egypt, covering a total area of 116,000 m². In these facilities, we produce 125 thousand tons per year with more than 3,300 employees. Together with our international offices in the USA, UK, Germany, Russia and Poland, we deliver our products to over 2 million people every day.

Thanks to our increasing production capacity, we have turned to the “Private Label” production model. We increased our effectiveness in the global market through collaborations with the Mars Group in 2005 and with PepsiCo in 2007. We expanded our global reach by opening offices in the US in 2012 and in the UK in 2015. We also commissioned our marshmallow production line the same year.

Our product journey, which started with chewing gum production, has diversified over time with jelly, marshmallow, dragee chocolate, surprise eggs, hard candy and toy products. While we have a strong position in the market with our Beбето brand, we have also entered the toy segment with the Cosby brand by acquiring Akas in 2014 and Uçantay in 2016. In 2017, we expanded our brand portfolio by acquiring Dexters, the leading soft candy brand in the UK. With the initial public offering we completed in 2020, we are accelerating our growth strategy.

We maintain our dynamic business model thanks to our investments in innovative products and technologies. As a result of our six years of R&D work, we ranked 324th among 1003 AGM centers according to the 2021 index, demonstrating the importance we place on innovation. As of 2024, we have integrated the freeze-drying method into our production lines.

In 2023, we rose from 66th to 57th place in the "Global Top 100 Candy Companies" list, and as of 2024, we are among the top 4 confectionery manufacturers globally in our category. With our 3 production facilities located in Akhisar, we aim to reach full capacity by 2024 and increase our production capacity in Türkiye. We plan to commission the jelly line relocated from Istanbul in 2024. As Kervan Gıda, we seek perfection, embrace it, bring innovation, maintain our reliability and move forward with curiosity. With our understanding of sustainability, we work determinedly to offer products that people can consume safely and to add value to society.



**WE ARE IN THE TOP 5
IN THE GLOBAL
CONFECTIONERY
INDUSTRY!**



OUR STORY IN NUMBERS



125.000 MT Production Capacity



+85 Export Countries



8 Factories



12 Confectionery Category



116.000m² Production



+3300 Employees



6 Continents



11,4 ^{TL} Revenue



OUR MAIN PRODUCTION AREAS

We operate in the confectionery and food industry with our wide product range. Our main production areas include soft candy (jelly, licorice and marshmallow), chewing gum, hard candy, dragee chocolate, surprise eggs and toy products. In addition, we aim to support a balanced and healthy diet for individuals of all ages with five different product groups we offer in the category of dietary supplements available without a prescription (OTC).

In 2021, we made a significant investment by acquiring ZPC Otmuchow SA and PWC Odra SA, two of Poland's leading confectionery and snack manufacturers. With this acquisition, we continue our production and sales activities with three factories in three different locations in Poland. We focus on developing products which are not only delicious but also functional. Within the scope of our R&D studies; we continue to work on products that support healthy living, such as sugar-reduced and sugar-free projects, gluten-free candies, functional products containing collagen and vitamins, jelly varieties with probiotic additives, fiber and protein support, and gelatin-free and vegetarian alternatives. With this approach, we continue to differentiate ourselves in our industry by offering our consumers both delicious and healthy options.



OUR MAIN PRODUCTION AREAS

A CRISPY TASTE WITH THE "FREEZE DRYING METHOD"

We bring a brand-new taste and texture to the world of confectionery with the "Freeze Dry Method" that we apply to our recently developed products.

Thanks to this special technology, our products offer both taste and fun with their crispy texture and intense aroma. With our Freeze Crunchy series, we combine the traditional soft candy concept with modern consumer expectations, creating a new product category that differentiates itself in the industry.

We are constantly diversifying our product portfolio with these innovative products, each of which offers a unique taste experience.



AFFILIATES COMPANIES AND SUBSIDIARIES

Türkiye

UCANTAY GIDA SAN. TIC. A.S.
Activity: **Production and sales of dragee chocolate, surprise eggs, and sales of toy products**
Affiliate/Affiliated Partnership: **Subsidiary**
Effective Partnership Share: **%100**

Türkiye

TARICHO GIDA IC VE DIS TIC. A.S.
Activity: **Sales and marketing to foreign markets**
Affiliate/Affiliated Partnership: **Subsidiary**
Effective Partnership Share: **%100**

Türkiye

DRYFF KURUTULMUŞ GIDA SANAYI A.S.
Activity: **Drying of food products using the freeze-dry method**
Affiliate/Affiliated Partnership: **Subsidiary**
Effective Partnership Share: **%100**

United Kingdom

KERVAN GIDA UK LIMITED
Activity: **International sales and marketing**
Affiliate/Affiliated Partnership: **Subsidiary**
Effective Partnership Share: **%100**

United Kingdom

KERVAN UK TRADING LTD.
Activity: **International sales and marketing**
Affiliate/Affiliated Partnership: **Subsidiary**
Effective Partnership Share: **%100**

USA

KERVAN USA LLC
Activity: **International sales and marketing**
Affiliate/Affiliated Partnership: **Subsidiary**
Effective Partnership Share: **%100**

Sweden

KERVAN INTERNATIONAL AB
Activity: **Overseas holding**
Affiliate/Affiliated Partnership: **Subsidiary**
Effective Partnership Share: **%100**

Egypt

MCC FOR CONFECTIONERY MANUFACTURING
Activity: **Soft candy production and sales**
Affiliate/Affiliated Partnership: **Subsidiary**
Effective Partnership Share: **%75**

Polonya

ZPC OTMUCHOW S.A.
Activity: **Soft candy, chocolate product production**
Affiliate/Affiliated Partnership: **Subsidiary**
Effective Partnership Share: **%67**

Polonya

PWC ODRA S.A.
Activity: **Chocolate product production**
Affiliate/Affiliated Partnership: **Subsidiary**
Effective Partnership Share: **%75**

Germany

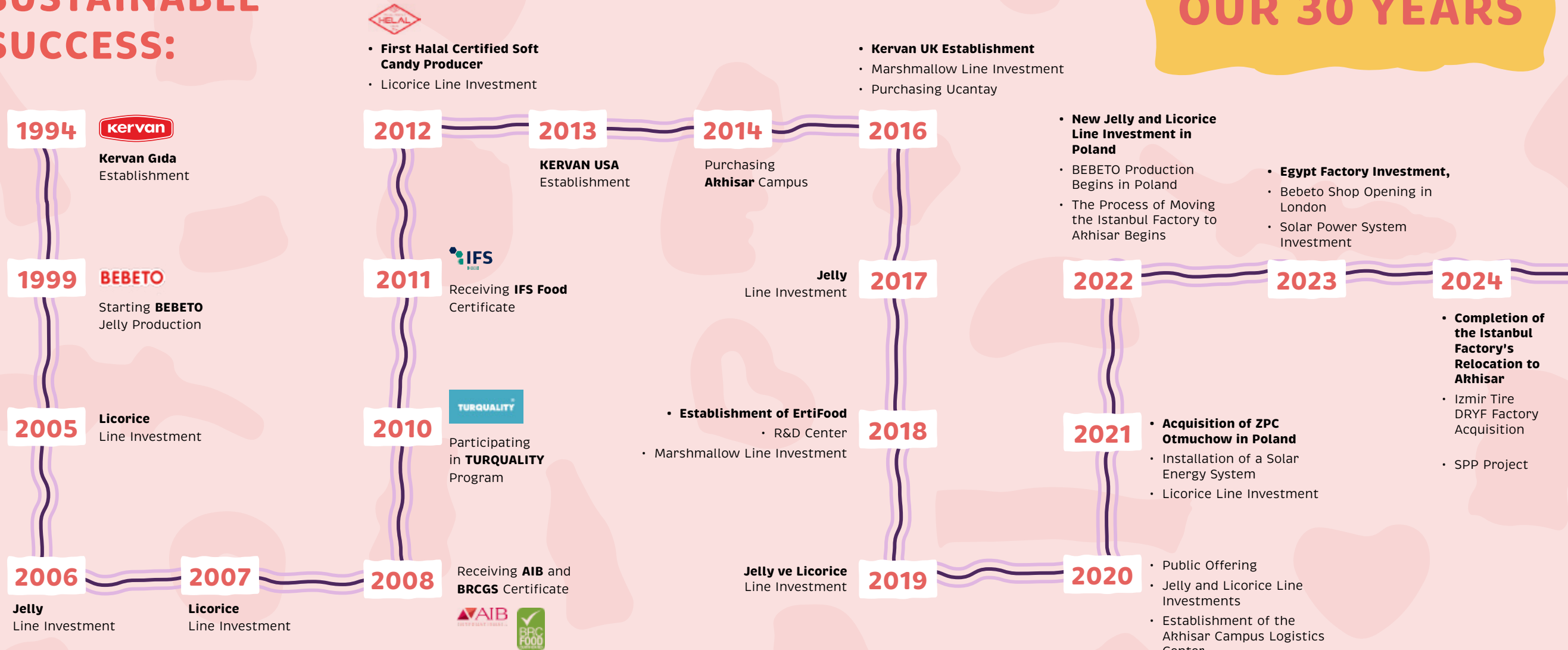
ERTI FOOD HANDELS GMBH
Activity: **International sales and marketing**
Affiliate/Affiliated Partnership: **Subsidiary**
Effective Partnership Share: **%55**

France

KERVAN GIDA FRANCE S.A.S.
Activity: **International sales and marketing**
Affiliate/Affiliated Partnership: **Subsidiary**
Effective Partnership Share: **%100**

THE PATH TO SUSTAINABLE SUCCESS:

OUR 30 YEARS



OUR MISSION, VISION AND VALUES

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 aim to minimize our environmental impact, support the development of our employees and create value by establishing long-term relationships with our stakeholders. We manage our resources effectively with a sustainable production model and support sustainable growth in local and global markets.

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. In line with this vision, we strive to reach broader audiences worldwide through our sustainable production approach and to continuously expand our impact within the industry.



OUR MISSION, VISION AND VALUES

OUR VALUES



QUALITY

We embrace excellence at every stage of our products and processes, keeping food safety, traceability, and consistency at the core of our corporate culture. By empowering our employees in compliance, correct practices, and continuous improvement, we deliver safe and high-quality products that exceed stakeholder expectations.



RELIABILITY

We foster a work environment built on transparency, accountability, and ethical principles, ensuring full regulatory compliance and strict 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.



INNOVAITON

We cultivate an ecosystem where new ideas can flourish and courage is supported, developing solutions that meet both consumer expectations and sustainability goals. By motivating our employees to experiment, learn, and make data-driven decisions, we generate innovations that create lasting value in our products and processes.



SUSTAINABILITY

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



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 principles of volunteerism, diversity, and equal opportunity, we strengthen our bond with society.

OUR JOURNEY OF GROWTH IN THE INTERNATIONAL MARKET



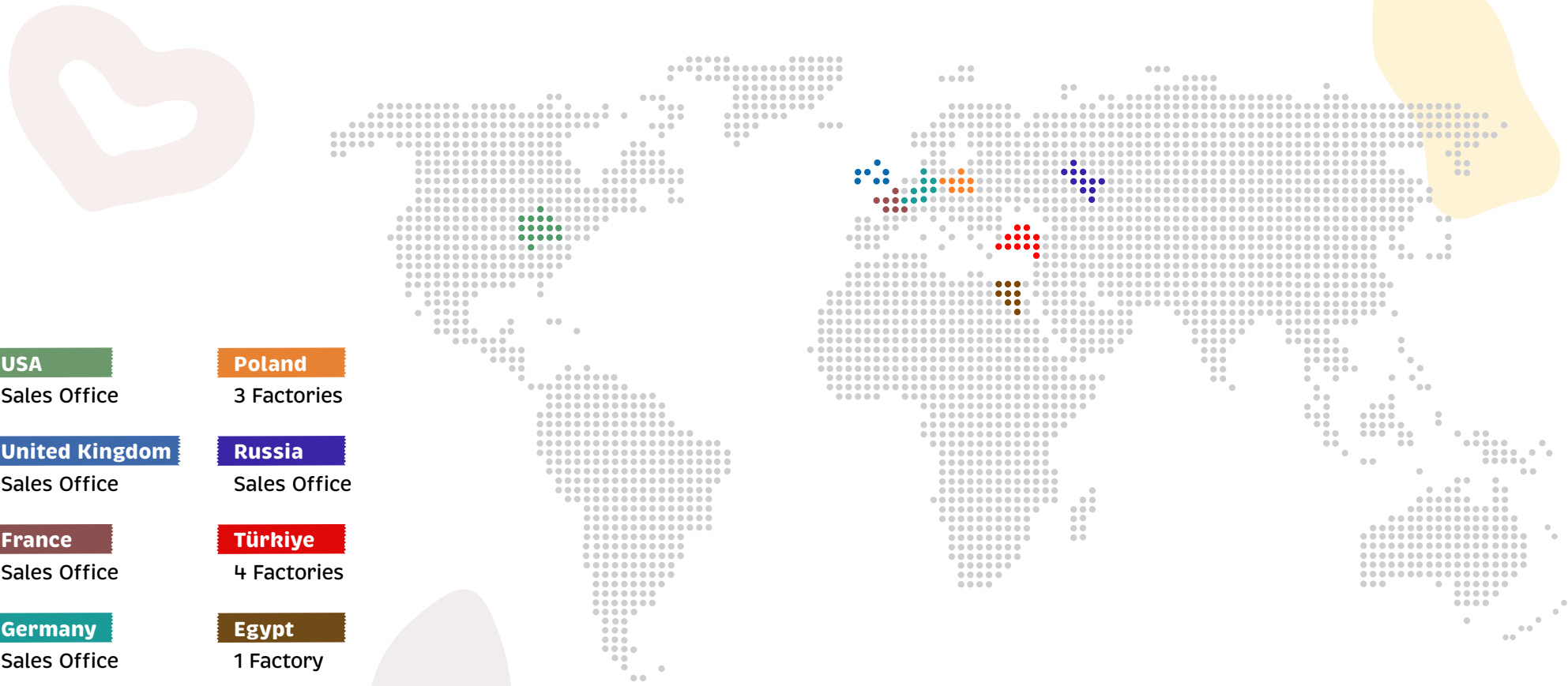
As Kervan Gıda, we continue to expand our international subsidiaries and strengthen our presence in the global market in line with our goal of becoming a world-leading soft candy producer. Thanks to our high-quality standards and innovative production technologies, we are appreciated by consumers around the world.

In 2013, we entered the US market with our Bebito brand as an important step in our global growth strategy. Thanks to our collaboration with Walmart, we are included in the global supplier list and have a strong position in the American market.

We increased our presence in the European market by acquiring the British confectionery brand Dexters in 2016. Following this, our Bebito brand reaches a wider audience with the strategic partnership established in Germany. We are strengthening our financial stability and increasing investor confidence with the IPO we completed in 2020. In 2021, we expanded our European production capacity by acquiring shares in ZPC Otmuchów and its subsidiary PWC Odra in Poland.

As of 2023, our subsidiary, Kervan International, established in Egypt by an EU management decision, supports our presence in

the Middle East and African markets with direct production. In 2024, we have successfully completed the installation of first the licorice and then the jelly line in our production facility in Egypt. We continue our production activities effectively by commissioning the licorice line in February and the jelly line in August. Additionally, we have established our “Kervan Gıda France” sales office in 2024 to strengthen our marketing activities in France.



USA Sales Office	Poland 3 Factories
United Kingdom Sales Office	Russia Sales Office
France Sales Office	Türkiye 4 Factories
Germany Sales Office	Egypt 1 Factory

DEVELOPMENTS IN 2024



WE ARE INCREASING OUR PRODUCTION CAPACITY IN POLAND

As of 2024, we have commissioned our second jelly production line, which took approximately 1.5 years to implement and an investment of €5 million, within our subsidiary ZPC Otmuchow S.A. in Poland. Thanks to our new line reaching an annual production capacity of 10,000 tons, we are increasing our total production volume in Poland from 25,930 tons to 35,930 tons/year. Once our line is commissioned at full capacity, we anticipate contributing approximately 35 million USD to annual turnover.

WE ARE EXPANDING OUR INTEGRATED PRODUCTION STRUCTURE IN EGYPT

In 2024, we launched our second production line, which we established under the umbrella of our subsidiary in Egypt, 'MCC for Confectionery Manufacturing'. In our production facility, we commissioned the licorice line in February and the jelly line transferred from Istanbul in August, increasing our total production capacity in Egypt to 10,000 metric tons/year. We are starting production in the 10th of Ramadan region, in a closed area of approximately 6,000 m², with a licorice line with a capacity of 2,500 tons/year. We have significantly expanded our production infrastructure in Egypt by commissioning our 7,500 ton/year capacity jelly line in August 2024. Thanks to these investments, we have increased our company's total consolidated production capacity to 131,410 metric tons/year as of 2024.

WE ARE STARTING OUR NEW WAREHOUSE INVESTMENT IN THE USA

We have launched a new warehouse project in the United States with an area of 8,200 m². With this investment, we aim to expand our logistics capabilities and further strengthen our global supply chain performance.

WE ARE STRENGTHENING OUR SALES AND MARKETING POWER IN THE FRENCH MARKET

We established our "Kervan Gida France" sales office in 2024 to deepen our market presence in Europe and establish a closer connection with local consumers. With this step, we are taking a strategic initiative to increase our market penetration in France and give new momentum to our sustainable growth targets.

WE ARE EXPANDING OUR PRODUCTION TECHNOLOGY IN IZMIR-TIRE

In 2024, we completed the acquisition of Dryff, a company operating in Izmir – Tire. With this strategic move, we are entering the field of soft candy production based on freeze-drying technology and have become one of the few companies in the world that carries out both the production and drying processes in-house.

WE INVEST IN THE FUTURE WITH RENEWABLE ENERGY

In September 2024, we completed the installation of our Solar Power Plant with an installed capacity of 25 MW in Demirci district of Manisa. Our power plant was commissioned as of September 2024. Starting from 2025, it will enable us to meet all the energy consumed in our production activities from our own resources.

OUR INVESTMENTS IN 2024

Throughout 2024, we focused on activating our investments to increase production capacity, enhance operational efficiency, and strengthen our presence in global markets. With strategic production lines and infrastructure projects in Türkiye, Poland, and Egypt, we have taken significant steps to support our high value-added production approach.

As Kervan Gıda, we continue to boost our competitiveness through an investment strategy centered on efficiency, our sustainable growth objectives, and international expansion.



THE ECONOMIC VALUE WE CREATE

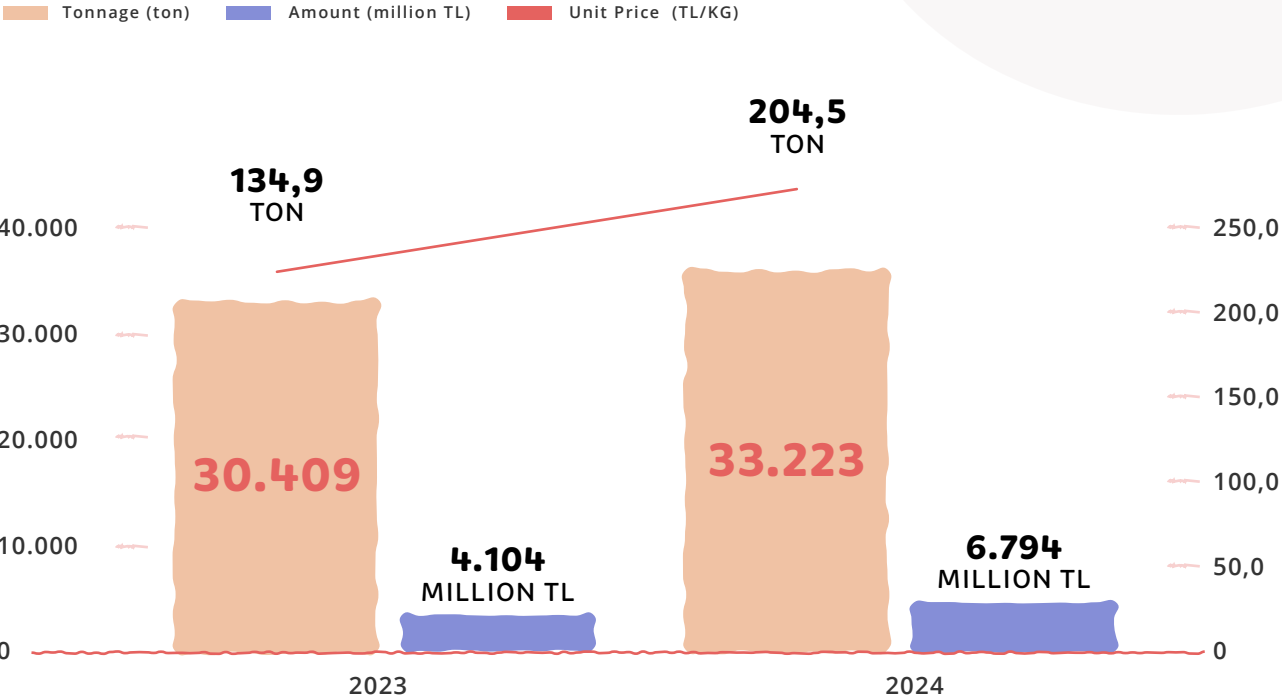


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We increased our tonnage-based market share from 17% in December 2023 to 19% as of December 2024, placing us second in the Turkish soft candy sector.

This increase is a direct reflection of our strategic product management, the strengthening market position of our brand and the increase in operational efficiency. While the Turkish soft candy sector generated an economic size of approximately 4.1 billion TRY in 2023, corresponding to a production of 30,409 tons, the production volume reached 33,223 tons and the total market size reached 6.8 billion TRY in 2024. This increase was also supported by a significant increase in unit prices; the average unit price, which was 134.9 TRY/KG in 2023, increased to 204.5 TRY/KG in 2024. This development is a direct result of Kervan Gida's value-added product strategies and the strengthening of market perception of our Bebeto brand. Our increasing production volume supports direct and indirect employment and ensures multi-stakeholder economic value creation throughout the supply chain.

TURKIYE'S SOFT CANDY SECTOR



THE ECONOMIC VALUE WE CREATE

As Kervan Gida, we have high-volume production capacity and a strong distribution network, operating in more than 10 product lines, from soft candy to filled products, from chocolate-covered products to sugary snacks. 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 aim to create long-term economic value not only for our shareholders, but also for our employees, suppliers, logistics partners, retail partnerships and the local communities in which we operate.

Our company's sales revenues in 2024 decreased by 4% compared to 2023 and amounted to 11.4 billion TRY. While the share of our international sales in Türkiye's turnover was 72% in 2023, this rate decreased by 4.5% to 67% in the same period of 2024. As of the first quarter of 2024, our company in Egypt has also started production and sales activities.

Kervan Türkiye	2022	2023	2024
Export	67,8%	71,9%	67,4%
Organized Trade	13,6%	16,0%	18,8%
Traditional	14,3%	12,1%	13,8%
Other	4,3%	0,0%	0,0%

Our channel distribution over the last three years reveals that our company maintains an export-based growth model while also deepening its domestic retail structure. Thanks to this

multi-channel structure, market risks are balanced, access to consumers is diversified, and our economic value creation is spread over a broader base.

Consolidated Kervan Gida (Thousand TL)	2023	2024
Net Sales	11,849,444	11,361,200
Cost of Goods Sold	-8,682,028	-8,039,958
Gross Profit	3,167,416	3,321,242
Gross Profit Margin (%)	26,7%	29,2%
Operating Expenses	-2,424,633	-2,782,783
Main Operating Profit	1,431,407	883,209
EBITDA	1,221,885	1,062,708
EBITDA Margin (%)	10,3%	9,4%
Net Profit	368,172	-83.391
Net Profit Margin (%)	3,1%	-0,7%

Our net sales in 2024 were 11,361 million TRY, a decrease of 4 % compared to the same period of the previous year. This decrease is mainly due to exchange rate fluctuations, contraction in global demand and slowdowns in export markets.

The cost of goods sold decreased by approximately 7.4% compared to 2023. This development is considered as a result of our efficiencies and cost optimization efforts

in the supply chain. Despite all these developments, we managed to increase our gross profit from 3,167 million TRY to 3,321 million TRY. This brings with it a significant increase in our gross profit margin from 27% to 29%. This development reflects the positive effects of our strategy of focusing on high value-added products.

OUR CIVIL SOCIETY PARTICIPATION AND COLLABORATIONS

We go beyond creating economic value; we prioritize creating social impact through our understanding of social responsibility, commitment to ethical values, and inclusive approach. In this regard, we are constantly improving our collaborations with various non-governmental organizations and sectoral associations. With these collaborations, we contribute to the shaping of sector policies and advance on common ground with our stakeholders in areas such as sustainable production, export development, food safety, investor relations and business ethics.

As Kervan Gida, we consider the strong collaborations we develop with civil society as a strategic responsibility to increase social welfare, beyond sectoral development. We wholeheartedly believe in the transformative power of growing together and creating shared value. Our Board of Directors members carry our company vision to broader platforms and continue to strengthen our corporate impact through their active roles in Türkiye's leading civil society organizations. In addition, we support the participation of women and refugee individuals in registered employment in

Akhisar through our project, which has been awarded support by the World Bank and the European Union within the scope of the Registered Employment Creation Project. With this initiative, which we carry out in cooperation with civil society, we contribute to social equality and local development.

From Education to Production: Our Sectoral Collaboration Journey

We place contributing to the career journeys of young people and developing university-industry collaboration among our sustainable development goals. Within this scope, we establish direct contact with the leading higher education institutions in our country and establish various collaborations that support knowledge sharing, experience transfer, and the development of young talents.

In the activities we carry out with Yıldız Technical University, Istanbul Gelisim University, Hacettepe University, Manisa Celal Bayar University and Istanbul University; we convey the current dynamics of the food industry to students and introduce our company culture through career days and campus meetings. Thanks to our youth-focused activities, we provide students with direct contact with the industry; we provide them with the opportunity to experience real business scenarios and create social networks that will support their professional development. Through these collaborations, we support youth employment, ensure equal opportunities in education, and contribute to sustainable growth with a qualified workforce.

Our Memberships



Istanbul Chamber of Commerce



İSTANBUL SANAYİ ODASI

Istanbul Chamber of Industry



Deniz Chamber of Commerce



Mavera Foundation

Institutions in which our Board of Directors is a Member



Turkish Exporters Assembly



MUSIAD
(Independent Industrialists' and Businessmen's Association)



Foreign Economic Relations Board (FERB)



Investor Relations Association



Sustainability Academy Foundation



Cereals, Pulses, Oilseeds and Products Exporters' Association



Semad - Turkish Food and Beverage Industry Associations Federation



Turkish Economic Enterprise and Business Ethics Association

OUR AWARDS

We are proud of the successes we have achieved nationally and internationally, with the importance we place on sustainable growth, our global brand value and stakeholder satisfaction.

We moved up one place from 57th to 56th on the **Global Top 100 Candy Companies 2025** list.



We ranked 365th on the **Capital 500** list.

365th ranked

With the award we received at the **MUSIAD MUST'24 Summit**, we reinforced our belief in our sustainability and innovative approaches.



In **Brand Finance's 125 Most Valuable Turkish Brands** research, we ranked 65th in 2022, 58th in 2023, and 47th in 2024 with a brand value of 40 million USD.



In the **Fortune 500 Export Success** list, we ranked 95th among the companies that increased their exports the most, with 6.3 billion TRY.

95

Within the scope of the **Sikayetvar Solution Success** Index, we ranked 1st in the biscuit, chocolate, candy and gum category with 94/100 points.

1

While we were ranked 372 in **ISO 500** list in 2023, we consolidated our position by climbing 19 more places in 2024.



We were deemed worthy of the Platinum Award in the "Sugar and Sugar Products" category by the **Turkish Exporters Assembly**.



With our efforts in Communication and Human Resources, we were honored with two awards at the **2024 Stevie Awards** – one Gold and one Silver.



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CORPORATE GOVERNANCE

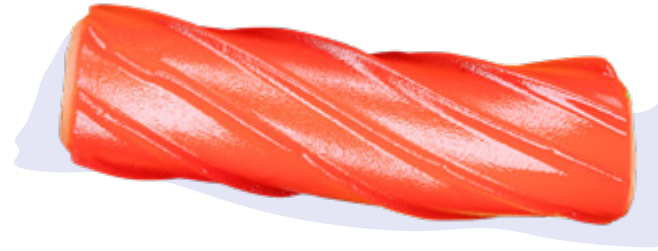
more balanced
for the future

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OUR CORPORATE GOVERNANCE APPROACH

We structure our corporate governance system in full compliance with national and international good governance practices, particularly Capital Markets Board (CMB) regulations. We prioritize transparency, inclusiveness, and auditability in our decision-making processes, and we embrace the fundamental principle of sharing clear, consistent, and timely information with all our stakeholders.

During the 2024 reporting period, our board of directors made 41 decisions, and the attendance rate at the meetings was **93%**



In our communication and reporting processes, we provide clear and understandable information in line with our principle of transparency, enabling our investors and all our stakeholders to make informed decisions. We go beyond compliance with legislation and take responsibility for our managerial decisions; we share our performance with honesty. We approach our stakeholders with a fair, impartial and inclusive approach and provide equal access to information to all our investors and shareholders.

We integrate our governance approach with our sustainability strategy and place environmental, social and governance (ESG) performance at the center of our business strategies. We make our decisions by considering our environmental and social responsibilities and act as a responsible corporate citizen by adhering to ethical principles.

We manage our company with a transparent, accountable, fair and responsible management approach, adhering to the principle of corporate governance. In this line, our company is managed by a board of directors consisting of six members, and members are elected by the general assembly, while indepen-

dent members are determined in accordance with the CMB's Corporate Governance Principles.

Our board of directors, with its independent members and committee structure, plays an active role in the determination, implementation and monitoring of company strategies. During the 2024 reporting period, our board of directors made 41 decisions, and the attendance rate at the meetings was 93%. During this period, none of our board members were found to have a direct or indirect conflict of interest with the company or to have engaged in any competitive activity.

We ensure the effectiveness of our corporate governance practices through committees established within our board of directors. Our Audit Committee, Corporate Governance Committee and Early Detection of Risk Committee carry out their activities in accordance with the relevant internal regulations. We share these internal regulations openly with the public through our company's website and the Public Disclosure Platform (KAP). **All our committees meet at least four times a year** and, when necessary, meet more frequently to provide uninterrupted contribution to governance processes.



OUR GOVERNANCE MODEL



Board of Directors

Our board of directors determines the vision and strategic goals of our company and directs the process of achieving these goals. Monitors and evaluates the performance of senior management and ensures that improvement steps are taken when necessary. Within the framework of corporate governance principles, it monitors the effectiveness of risk management, internal control and audit mechanisms and monitors the financial and operational performance of our company. By adhering to ethical principles, it observes company values and internal policy practices and ensures a transparent, accountable and

The Audit Committee

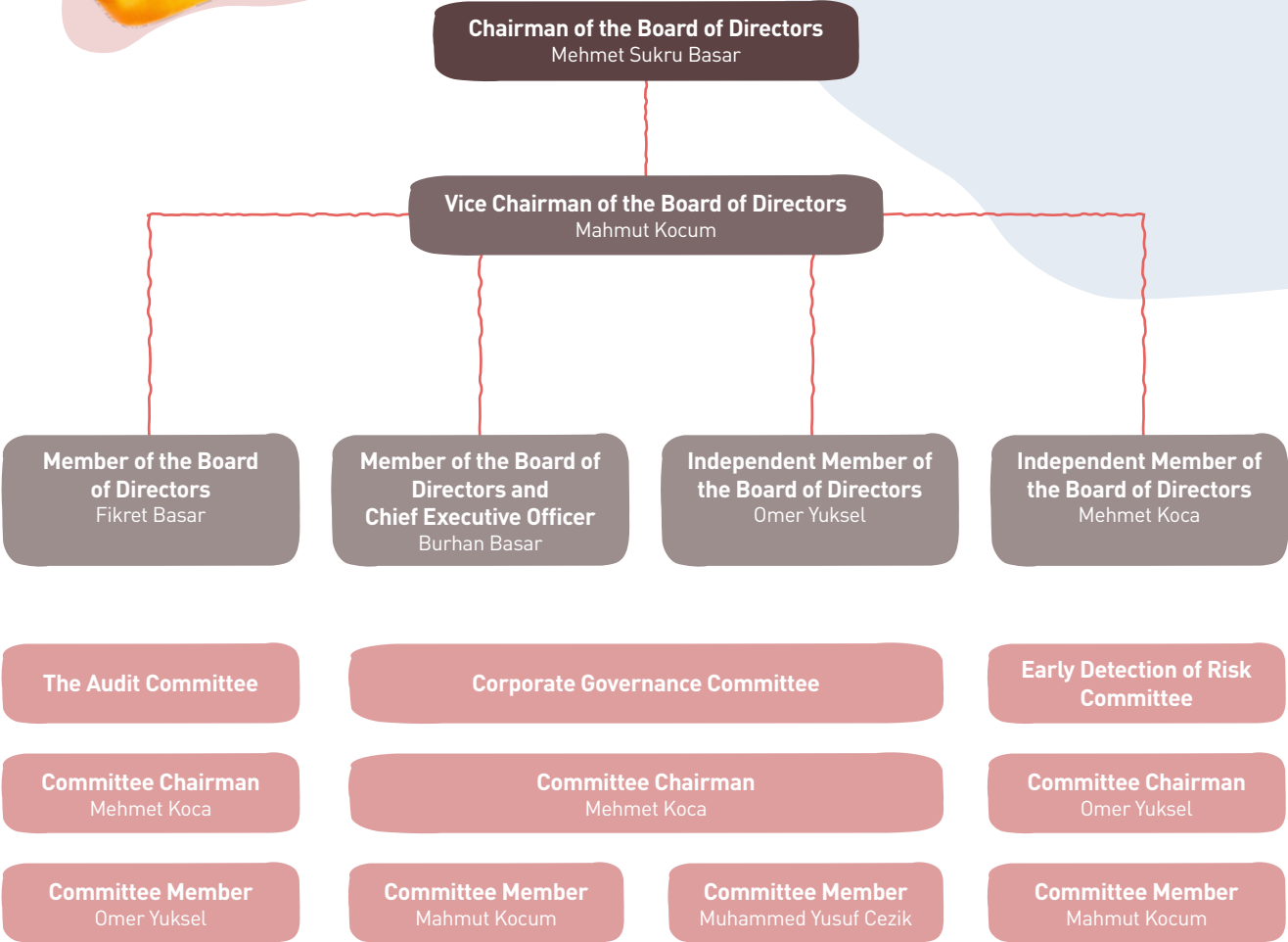
Our Audit Committee continuously monitors our independent external audit processes, the effectiveness of our internal control systems, the accuracy of our accounting practices and our financial reporting structure in order to ensure our company's financial reliability and commitment to the principle of transparency. It establishes regular audit mechanisms to ensure that financial statements comply with legislation and accurately reflect company performance, and meets quarterly to evaluate developments in these areas. It analyzes the data obtained in the committee meetings and presents the financial statements and performance evaluations to the Board of Directors with a holistic approach. In this context, it supports the continuous development of internal control and audit processes and acts with a continuous improvement-oriented approach in order to fully comply with both legal regulations and international audit standards.

Corporate Governance Committee

Our Corporate Governance Committee also serves as the Nomination Committee and the Remuneration Committee. Our Committee monitors and develops processes to ensure compliance with corporate governance principles and aims to continuously improve company practices in this area. It contributes to the process of determining suitable candidates for Board membership and makes evaluations based on criteria such as independence, experience, ethical stance and strategic contribution. It ensures that management systems are compatible with the company's sustainability goals, support employee motivation and respond to competitive market conditions. As a Committee, it submits all its evaluations, findings and recommendations to the Board of Directors in written reports at regular intervals; thus, it both strengthens our corporate governance systematics and supports a management approach that contributes to the company's long-term success goals.

Early Detection of Risk Committee

Our Early Detection of Risk Committee regularly evaluates the risk management and internal control processes that are critical to the sustainability of our company. It continues these assessments, which it conducts at least once a year, with a stricter control structure in the face of increasing environmental, economic and sectoral uncertainties; and develops strategic recommendations for early detection of risks, prevention of potential threats and turning risks into opportunities. Our Committee determines the measures that can be taken to strengthen internal control systems, analyzes the elements that may pose both operational and financial risks, and submits the actions to be taken in these matters to the Board of Directors through regular reports. In 2024, our committee prepared a total of six detailed evaluation reports, bimonthly, and these reports were submitted to both the Board of Directors and our company's auditor.



BUSINESS ETHICS AND COMPLIANCE

As Kervan Gida, we carry out all our activities, from production to sales, from our stakeholder relations to our decision-making processes, with an understanding based on universal ethical principles. We place core values such as justice, respect, honesty, reliability and equality at the centre of all our operational processes and establish long-term, trust-based relationships in line with these principles. We fully comply with local legislation and international regulations in all countries where we operate. By adopting a sustainable and ethical business model, we act in accordance with national and international legal regulations. In this regard, we prioritize legal compliance in our decision-making processes and corporate policies.

We structure our ethical rules to prevent conflicts of interest and unethical behavior. In cooperation with our Human Resources and Internal Audit units, we determine ethical principles that are compatible with our company's values; we systematically apply these principles in all business processes. As of 2024, we are continuously improving our audit mechanisms to monitor the implementation of these ethical principles and ensuring the healthy operation of processes through regular controls and reporting.

As Kervan Gida, we are starting a new process with Vodafone, an independent third party, as a demonstration of the importance we attach to our corporate ethical principles. We are creating a secure and anonymous **Unethical Reporting Line** where all our employees and stakeholders can easily report unethical situations. Our company carefully evaluates the reports made between 09:00-18:00 on weekdays through the e-mail address etik@kervangida.com and **the Vodafone**

Ethics Reporting Line at 0850 211 02 07, and we examine each notification in detail and take corrective and preventive actions when necessary. Although our company has not received any notification of ethical violations throughout 2024, we continue to actively monitor and improve this process.

We are closely conform to legal regulations and ethical norms of the countries where we export. We adhere to all legal obligations, especially the Capital Markets Law, and do not compromise on the principles of transparency and accountability. Together with the Independent Internal Audit Unit and the Audit Committee, we regularly audit the effectiveness and compliance level of our company activities and provide periodic reports to the Board of Directors. As of 2024, we will adopt a continuous improvement approach in business ethics and compliance. By making our ethical values an integral part of our corporate culture, we deepen the trust relationship with our stakeholders and build our operational processes on more solid foundations. By advancing our ethical values each year, we increase our operational efficiency and strengthen our relationships of trust with our stakeholders.

You can access our Company Policies here.

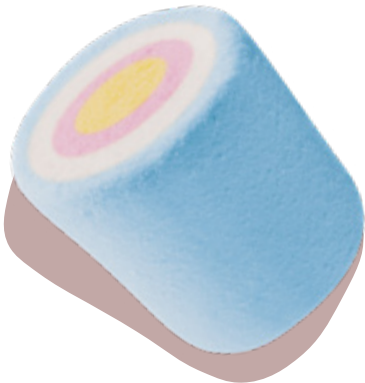
Our Policies - Kervan Gida

→ <https://kervangida.com/> 



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.



In order to monitor and evaluate our corporate performance, we regularly monitor all headquarters of our group companies through the Performance Management System (KPI). As a public company, we share our quarterly financial performance reports with our investors via the Public Disclosure Platform (PDP) and we resolutely maintain our transparent financial communication policy. We also provide open communication environments through analyst meetings and our social media channels where our investors and all our stakeholders can convey their opinions, suggestions and concerns. We facilitate quick access to information through the contact information and frequently asked questions section provided on our company website.

Our Internal Audit Unit prepares a comprehensive audit plan to protect company assets, ensure full compliance with legal legislation and internal regulations, and ensure the accuracy of financial and operational data. Within the frame of this plan, we meticulously evaluate every transaction and activity; determine audit criteria according to risk levels and create an independent, 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. We benefit from practices such as Investment Incentive Discounts defined within the legal framework and Social Security Institution (SGK) Tax Deduction No. 5510, and we manage our processes to optimize the contribution of these incentives to our company.

We maintain our remuneration policies with a transparency and performance-based structure. We measure business performance, conduct salary research based on market conditions, clarify raise principles, and conduct salary evaluations with managers through annual performance meetings. We complete the final decision process with the approval of senior management. With this structure, we support employee satisfaction and an environment of internal trust by establishing a fair and balanced compensation system.



COMBATING CORRUPTION AND ANTI-COMPETITIVE BEHAVIOR

In line with our management approach based on ethical values, we consider the fight against corruption and the preservation of fair competition among our fundamental corporate responsibilities. We conduct all our activities within the framework of the principles of honesty, transparency and legal compliance; we base our way of doing business not only on legislation but also on our ethical responsibility to society and our stakeholders.

We adopt a zero-tolerance policy towards unethical behavior such as corruption, bribery, conflict of interest and irregularities. We openly share and implement this approach with all our stakeholders, from our employees to our management team, from our business partners to our suppliers. We clearly state that within our corporate culture, such 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

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 company procedures. In this way, we act with a management approach that is both legally and ethically accountable.

We strive to ensure full compliance with national and international competition law in all markets in which we operate. We demonstrate an open, honest and fair approach in line with

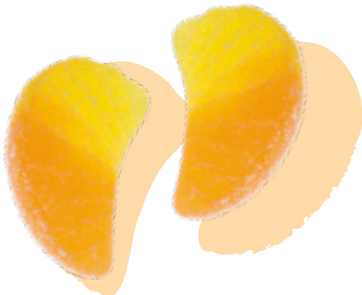
free market principles and aim to contribute to the sustainability of a fair competitive environment.

During 2024, there were no cases related to corruption in our company. However, this case doesn't mean passively monitoring the process, on the contrary, we constantly review our systems to prevent ethical violations and improve them when necessary. With our determination to be an institution strictly adhering to ethical values, we continue to build a trust-based, transparent and fair corporate structure towards the future.



RISK MANAGEMENT

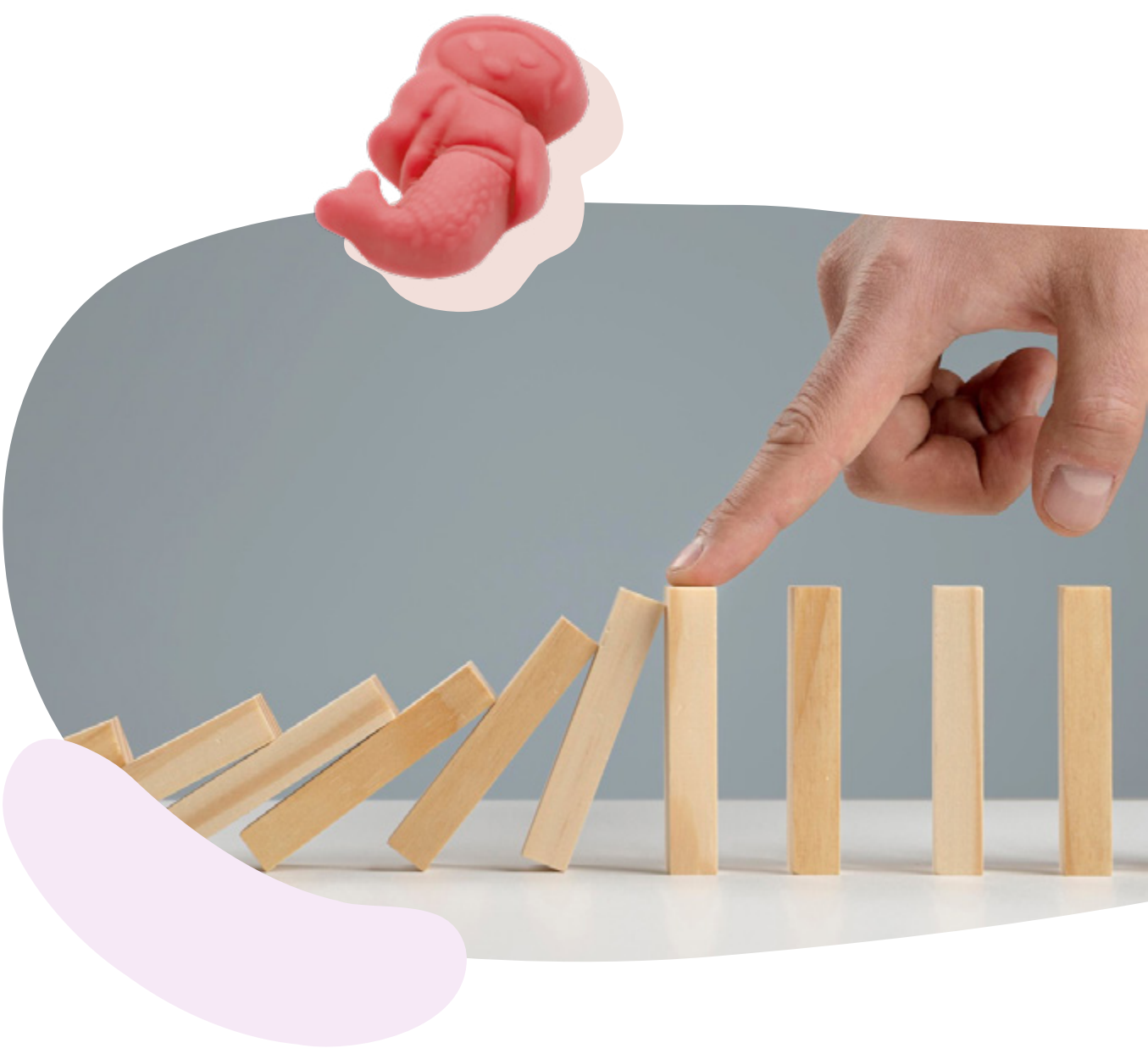
As Kervan Gida, we carry out a comprehensive risk assessment process to foresee potential threats that may be encountered on a global and local scale. In this regard, we are further systematizing our corporate risk management practices, classifying different risk types according to their impact and probability levels as a result of the analyses performed, and matching priority risk headings with our strategic action plans.



We place risk management among our strategic priorities in all areas in which we operate; we adopt a holistic and proactive approach to critical risk factors such as macroeconomic fluctuations, supply chain disruptions, climate-related uncertainties and regulatory changes. We monitor these risks through a constantly updated evaluation cycle and implement preventive and corrective measures based on the type and degree of risk.

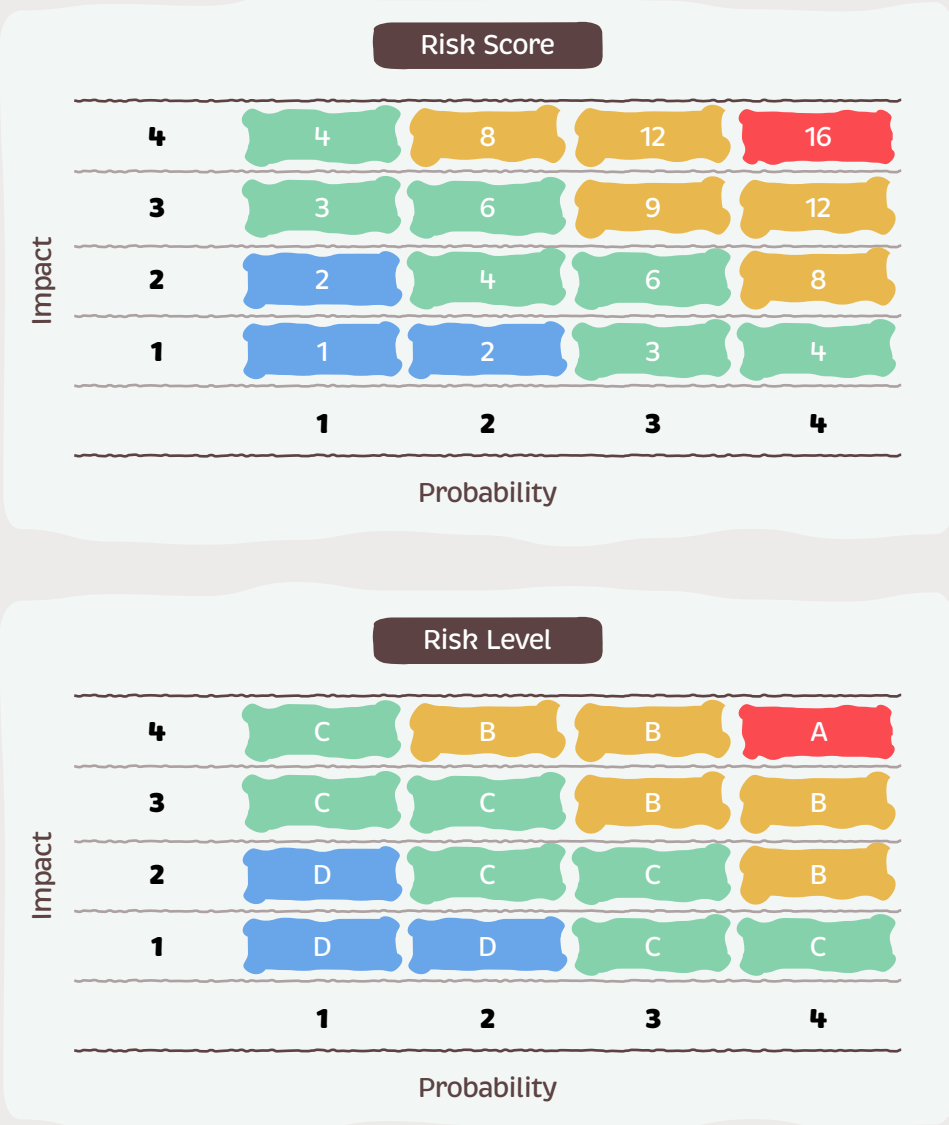
Being aware that disinformation and false information spread in the digital environment, which are among the short-term risks highlighted in the 2024 Global Risks Report published by the World Economic Forum, are a threat to social stability; as Kervan Gida, we share timely and accurate information with the public based on transparency through our sustainability reports and corporate communication channels. We place risks stemming from climate change, another critical topic in the report, at the center of our strategic planning processes, and prioritize projects and investments that will mitigate these risks.

All these processes are regularly evaluated by the Early Detection of Risk Committee operating within our company. The Committee identifies potential risks in strategic, operational, financial and legal areas at an early stage, proposes solutions to the Board of Directors, and reviews the functionality of internal control and risk management systems at least once a year. In addition, risk assessment outputs are updated through committee meetings held regularly every two months; in extraordinary circumstances, extraordinary meetings are held. We carry out all these activities in line with the principles of transparency and auditability, and we officially record the decisions taken through the Legal Consultancy.



RISK MANAGEMENT

With the double-layered risk matrix approach we use in our 2024 risk management practices, we demonstrate our determination to evaluate risks both quantitatively and qualitatively and our systematic management approach. Using the Risk Score Matrix, we calculate each risk with a numerical value based on its impact and probability multiplier and classify risks from low to high based on the scores obtained. We define risks that reach the highest risk score of 16 as "red zone" and consider such risks among critical threats that require immediate intervention. In parallel with this structure, we use the Risk Degree Matrix to classify risks from A to D, thus determining the managerial priority level of each risk. We define Class A risks as unacceptable and implement high-level managerial actions for these risks. We monitor Class C and D risks as lower impact risks and follow them within routine control processes. Thanks to this structure, we identify potential threats in advance in all areas we operate, prioritize them systematically, and focus our resources on managing the most critical risks. We conduct our risk management processes based on transparent, accountable and measurable criteria, and we see this approach as an integral element of our corporate sustainability strategy.



In our risk assessment methodology, we evaluate the financial cost of each risk to identify the potential economic losses that may arise if the relevant risk occurs. We calculate these costs by considering the impact of the risk on our company's financial structure, resource usage and operational sustainability. Different risk levels are classified according to the potential pressure on institutional resources, and this classification is generally shaped in parallel with the degree of impact of the risk. We support financial loss analyses not only with historical data, but also with forward-looking scenarios and business continuity modelling. With this approach, we aim to place the strategic prioritization of risks on a more measurable and decision-supporting basis. By defining financial loss ranges corresponding to each risk level, we are transforming our corporate risk rating system into a more transparent and manageable structure. We identify climate-related risks and opportunities within the framework of TSRS standards and carry out regular monitoring, assessment and reporting processes.

Low

Impact of Risk: If the risk materializes, some assets of the company will be affected, but the impact will remain small.

Moderate

Impact of Risk: Some important assets of the company are affected and moderate financial losses are experienced.

High

Impact of Risk: When the risk materializes, significant financial losses are experienced and the company is seriously affected.

Critical

Impact of Risk: The company's assets are greatly affected and very serious financial losses are experienced.



OUR RISKS AND ACTIONS



ENVIRONMENTAL RISKS

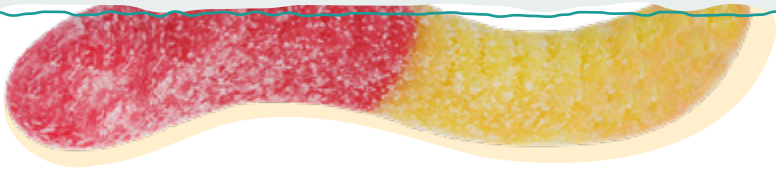
RISK AREA	IMPACT	PROBABILITY	RISK SCORE	RISK DEGREE	ACTIONS	RELATED IMPORTANT TOPIC
WASTEWATER TREATMENT COSTS	3	3	9	B (High)	- Water efficiency and savings projects, clean water treatment system (wastewater recycling) - Creating traceability of wastewater consumption (unit and product based) areas	Water Management
INCREASE IN ENERGY COSTS	3	3	9	B (High)	- Energy efficiency projects - Online energy monitoring system installation - Education and awareness-raising activities	Energy Management
WASTE MANAGEMENT	3	3	9	B (High)	- Waste management applications - Packaging reduction project - Use of recycled waste amount in energy consumption	Waste Management
CLIMATE CHANGE	3	3	9	B (High)	- Annual carbon footprint measurements - Determining the net zero roadmap and creating action plans - Energy efficiency projects	Combating Climate Change
CARBON FOOTPRINT	3	3	9	B (High)	- Annual carbon footprint calculations - Determining the net zero roadmap and creating action plans - Implementing energy efficiency projects - Starting the project to transfer carbon footprint calculation data to the digital portal	Emission Management
PACKING WASTES	4	2	8	B (High)	- Packaging reduction project - Packaging waste reduction kaizen projects - Employee briefing and awareness training	Waste Management



OUR RISKS AND ACTIONS

ENVIRONMENTAL RISKS

RISK AREA	IMPACT	PROBABILITY	RISK SCORE	RISK DEGREE	ACTIONS	RELATED IMPORTANT TOPIC
FOOD WASTE	4	2	8	B (High)	- Waste reduction kaizen projects - Employee briefing and awareness training	Waste Management
WATER STRESS AND SCARCITY	2	3	6	C (Moderate)	- Water saving projects - Switching to dry steam cleaning method - Employee briefing and awareness activities	Water Management
ACCESS TO CLEAN AND QUALITY WATER	2	3	6	C (Moderate)	- Water saving projects - Switching to dry steam cleaning method - Employee briefing and awareness activities	Water Management
ENERGY MANAGEMENT	2	3	6	C (Moderate)	- Energy efficiency projects - SPP investment - Online energy monitoring system installation - Education and awareness-raising activities	Energy Management
BIODIVERSITY	1	2	2	D (Low)	- Implementation of the Mitat Basar Memorial Forest project to prevent the decrease in biodiversity through afforestation. - Organizing sapling planting events in cooperation with Manisa Celal Bayar University	Combating Climate Change



OUR RISKS AND ACTIONS



SOCIAL RISKS

RISK AREA	IMPACT	PROBABILITY	RISK SCORE	RISK DEGREE	ACTIONS	RELATED IMPORTANT TOPIC
EMPLOYEE SATISFACTION	3	3	9	B (High)	- Conducting an employee satisfaction survey once a year - Revision of human resources policies and business processes based on survey results - Fair wages, transparent career paths, performance-based reward systems for employee engagement - Organizing conversations with employees on various topics - Practices that prioritize the physical, mental and emotional well-being of employees	Employee Satisfaction, Loyalty and Well-being
WORKFORCE MANAGEMENT	3	2	6	C (Moderate)	- Social Responsibility Policy - Sedex audits - Decreasing employee turnover rate - Supporting career development with increasing promotion numbers	Employee Satisfaction, Loyalty and Well-being
TALENT LOSS	3	2	6	C (Moderate)	- Planning comprehensive training and development programs - Mentor-Mentee Program - Internal Training Project - B-Young Talent Program - Transparent Career Planning and Internal Promotion Processes - Social Responsibility Policy	Talent Development
SALES PRACTICES	3	2	6	C (Moderate)	Making a contract for transparent and ethical practices in sales practices	Human Rights
PRODUCT LABELING	3	2	6	C (Moderate)	- Legal Acts - Regular information and process control regarding product labeling - Adding confirmation parameters	Human Rights

OUR RISKS AND ACTIONS

SOCIAL RISKS



RISK AREA	IMPACT	PROBABILITY	RISK SCORE	RISK DEGREE	ACTIONS	RELATED IMPORTANT TOPIC
OPERATION HOURS	2	2	4	C (Moderate)	- Social Responsibility Policy - Human Right Policy - Sedex audits	Human Rights
EQUALITY, DIVERSITY AND INCLUSION	1	2	2	D (Low)	- Human Right Policy - Conducting recruitment, promotion and compensation processes in accordance with the principles of equality and transparency. - Implementation of practices that support women's employment - Sedex audits	Inclusion, Diversity and Gender Equality
EMPLOYEE RIGHTS	1	2	2	D (Low)	- Human Right Policy - Child Labor Policy - Sedex audits - Monitoring basic employee rights such as overtime, leave rights, and compensation - Zero tolerance policy against forced labor, child labor and discrimination - Monitoring regular feedback aimed to employees	Human Rights
FAIR REMUNERATION	1	2	2	D (Low)	- Social Responsibility Policy - Human Right Policy - Market and industry comparative salary analysis - Sedex audits	Human Rights
FREEDOM OF ASSOCIATION	2	1	2	D (Low)	- Human Right Policy - Blue collar unionization - Participatory and transparent management approach - Sedex audits - Support for the free exercise of union activities	Human Rights



OUR RISKS AND ACTIONS

GOVERNANCE RISKS



RISK AREA	IMPACT	PROBABILITY	RISK SCORE	RISK DEGREE	ACTIONS	RELATED IMPORTANT TOPIC
LIQUIDITY RISK	3	4	12	B (High)	- Reducing Overdue Receivables and Strengthening the Collateral Structure of Receivables - Integrating the Collection Targets of All Sales Units into their KPIs - Efforts to Extend Credit Maturities and Reduce Credit Costs for More Effective Cash Management - Revising the Cash Flow Report According to Needs and Integrating it into SAP - Budget Tracking in Investments	Economy
CYBER SECURITY	3	4	12	B (High)	- Informing Employees About Cybersecurity Violations and Protection Methods via Weekly Email - Conducting Periodic Cyber Security Tests (Internal and External Experiences) - Regular Penetration Tests - Completion of the ISO 27001 Information Security Management System Integration and Certification Process - Creating a Secure Network by Restricting External Connections with Intranet (Local Network) Setup - Active Directory Integration and MFA Activation with Office 365 Migration - Deploying Booldesk Application for Inventory and Event Management - Establishing a Cyber Security Audit System with Internal Audit and IT Collaboration - Monitoring User Activity Records with SAP Migration	Technology
FOOD SAFETY AND PRODUCT QUALITY	4	3	12	B (High)	- Conducting Field Inspections with/without Announcement - Regular Tracking of Actions with the DOF System - Ensuring the Continuity of Quality Certificates - Conducting Regular Internal/External Analyses According to the Product Value Chain	Food Industry



OUR RISKS AND ACTIONS

GOVERNANCE RISKS

RISK AREA	IMPACT	PROBABILITY	RISK SCORE	RISK DEGREE	ACTIONS	RELATED IMPORTANT TOPIC
CUSTOMER COMPLAINTS	3	4	12	B (High)	- Recording, systematic tracking and creation of action plans for each complaint - Start of Customer Satisfaction Measurement Studies	Food Industry
WORK ACCIDENTS	3	4	12	B (High)]	- Regular Machinery and Equipment Equipment Risk Assessment - Creating Accident Investigation Reports, Root Cause Analysis and Action Plans - Regular OHS Trainings	Governance
EARTHQUAKE	4	3	12	B (High)	- Conducting Earthquake Surveys and Emergency Drills Regularly in All Locations - Formation of Emergency Teams and Completion of Equipment Preparations - Regular Employee Information and Awareness Activities	Natural Disasters
FIRE	3	3	9	B (High)	- Conducting fire emergency drills regularly in factories and offices, forming emergency teams and completing equipment preparations. - Regular briefing for employees	Natural Disasters
OTHER NATURAL DISASTERS	1	4	4	C (Moderate)	- Conducting earthquake surveys and emergency drills regularly in all locations - Formation of emergency teams and completion of equipment preparations - Regular briefing for employees	Natural Disasters
SUPPLY CHAIN MANAGEMENT	2	3	6	C (Moderate)	- Creating an alternative supplier matrix and creating action plans - Monitoring, auditing and evaluating suppliers through projects such as supplier portals and supplier report cards. - Initiating a supplier sustainability project and taking actions to create joint supplier projects	Supply Chain Management

OUR RISKS AND ACTIONS

GOVERNANCE RISKS

RISK AREA	IMPACT	PROBABILITY	RISK SCORE	RISK DEGREE	ACTIONS	RELATED IMPORTANT TOPIC
CHANGES IN CONSUMER HABITS	2	3	6	C (Moderate)	- Conducting trend analysis studies - Creating regular follow-up and action plans in line with national and international regulations in the supply of HMM and AMB. - Advancing innovation efforts in products and packaging according to customer demand	Food Industry
EXPORT QUOTAS / BANS	2	3	6	C (Moderate)	- Regular audits to ensure compliance with legal regulations - Digitizing compliance reporting processes - Regular monitoring and reporting of legislative information and employee information	Regulations and Compliance
EXCHANGE RATE DIFFERENCE RISK	3	2	6	C (Moderate)	- Increasing the natural hedge position - A plan to implement derivative transactions in case they are needed	Economy
INABILITY TO ADAPT TO TECHNOLOGICAL DEVELOPMENTS	2	3	6	C (Moderate)	- Ensuring digital integration of in-company manual processes (orders, stock tracking, sales) - Managing financial and operational data in a central system with SAP migration - Developing artificial intelligence applications for demand forecasting and obtaining system reports - Setting up the Xs planner to schedule according to line performance and reducing manual intervention - Establishing a data warehouse infrastructure, reporting data such as sales, stock, collection, profitability in Power BI - Ensuring financial data flow in different countries - Gradual implementation of information and automation systems that reduce human dependency	Technology
CHANGES IN STAKEHOLDER EXPECTATIONS	2	3	6	C (Moderate)	- Conducting regular stakeholder analysis - Regular evaluation of innovations in terms of products and new technologies - Creating action plans through financial planning and analysis studies - Sharing mail regularly regarding global and sustainability.	Governance

DEPARTMENT-BASED ANALYSIS OF RISKS



Risk Title	Quality Assurance	HR and Corporate Communication	Technical	Production	R&D / Package R&D	Marketing	Supply Chain	Sales
Food Safety and Product Quality	■			■	■		■	
Accessible Raw Material	■		■			■	■	■
Packing Wastes						■		
Waste Management			■	■	■			
Natural Resource Scarcity			■				■	
Work Force Management		■		■				
Natural Disasters			■					
Employee Satisfaction	■	■	■	■	■	■	■	■
Skill Loss		■				■		
Economic Recession and Inflation			■				■	■
Change in Consumer Habits					■	■	■	■
Decrease/Shrinkage in Purchasing Power						■		■
Legal Restrictions and Taxes		■				■	■	■
Digital Capacity			■					
Product Labeling					■	■		

RISKS CONCENTRATED IN VALUE CHAIN STEPS AND EXPECTED FINANCIAL IMPACT



Raw Material Supply	Food Safety and Product Quality	Accessible Raw Material	Energy Management	Changes in consumer habits	Natural Resource Scarcity	
Production	Cyber security	Skill Loss	Accessible Raw Material	Digital Capacity	Economic Recession and Inflation	Wastewater Treatment Costs
Packaging	Changes in consumer habits	Product Labeling	Product Quality	Legal Restrictions and Taxes	Packing Wastes	
Storage	Accessible Raw Material	Food Safety and Product Quality	Employee Satisfaction			
Storage and Logistic	Changes in consumer habits	Supply Chain Environmental Compliance	Food Safety and Product Quality			
Sales	Changes in consumer habits	Strategic Brand Perception and Market Share Loss	Economic Recession and Inflation	Decrease/Shrinkage in purchasing power	Food Safety and Product Quality	Accessible Raw Material
Consumption	Changes in consumer habits	Food Safety and Product Quality	Economic Recession and Inflation			
Low Moderate High Critical						



4.0

SUSTAINABILITY
GOVERNANCE



from sweet moments
to a hopeful future

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OUR SUSTAINABILITY STRATEGY

Every Flavor Creates Value for Society, Nature and the Future



As Kervan Gida, we implement our sustainability strategy with a holistic approach that aims to minimize environmental impacts, increase social benefits and ensure long-term economic sustainability. We place sustainability at the centre of our business processes at operational, managerial and cultural levels; ensuring that each product is defined not only as a final quality output but also as a value that carries responsibility towards nature, society and future generations. In this context, we are transforming our production infrastructure in line with environmental sustainability; we focus on reducing our carbon footprint, increasing our renewable energy use rate, and expanding water and energy efficiency investments. We establish traceability systems throughout the entire supply chain, from raw material procurement to logistics operations, and implement waste management and resource optimization models in line with circular economy principles.

At the same time, within the framework of social sustainability principles, we develop projects that increase social inclusion and continue to update our human resources policies to guarantee fair wages, equal opportunity principles and a safe working environment. In our product development processes

focused on customer satisfaction, we respond agilely to changing consumer expectations and direct our R&D and innovation investments with a focus on sustainable product development. On the financial sustainability side, we make investments to increase operational efficiency and we strengthen our company's long-term competitiveness through tools such as cost optimization, economic evaluation of waste and utilization of green incentive programs.

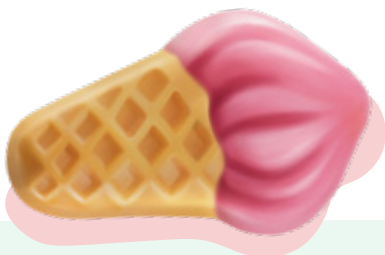
We structure our corporate sustainability performance in line with GRI standards and regularly monitor metrics such as climate risk, energy intensity, emissions data and water consumption. We also consider the requirements of TSRS (Turkish Sustainability Reporting Standards). We integrate the principles of transparency, reliability, innovation, customer focus, inclusiveness and sustainability, which are the fundamental values of our strategy, into our entire corporate structure and we continuously improve our governance system accordingly. We conduct periodic performance reporting through all our communication channels, primarily through the Public Disclosure Platform (KAP); we make our sustainability goals measurable and traceable by supporting them with numerical data.



OUR SUSTAINABILITY MANAGEMENT MODEL

We manage all our activities with an environmental, social and governance (ESG)-based approach to protect our planet, support social well-being and ensure economic resilience. In this context, our Sustainability Committee, which coordinates the implementation of our sustainability strategy at the corporate level, plays a central role in achieving our company's long-term sustainability goals.

Our Sustainability Committee plays a guiding role at both strategic and operational levels in the implementation of our company's sustainability strategies. Our Committee is responsible for the development, internalization and integration of sustainability policies throughout the institution and operates with a multi-stakeholder approach in this regard.



Our Committee's Basic Duties and 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)

We define performance metrics for annual and periodic sustainability goals in the ESG area and monitor the achievement of these metrics through regular reporting.

Ensuring National and International Legislative Harmonization

We monitor legal developments in the field of sustainability, particularly the European Green Deal, Border Carbon Adjustment (CBAM), 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 preventive and corrective measures are taken. These processes are integrated into the risk management system.

Awareness and Corporate Culture Development

Education programs, communication campaigns, and internal stakeholder meetings are organized to raise sustainability awareness throughout the company.

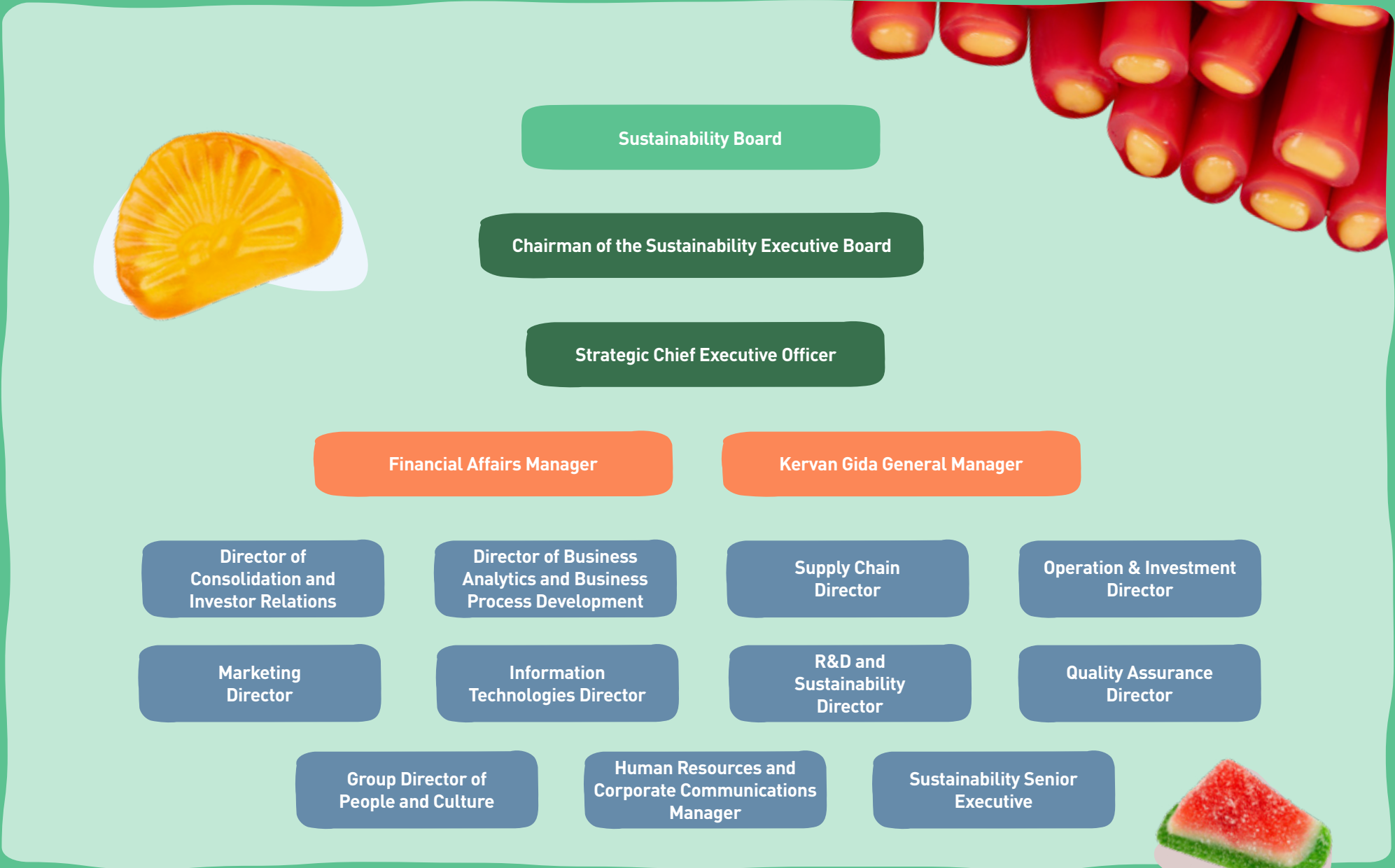
Reporting and Transparency

We monitor our sustainability performance in accordance with international standards such as GRI, SASB, TSRS, TCFD, and CDP, and share this information transparently with our stakeholders.



MANAGEMENT CHART

Our Sustainability Committee is structured under the leadership of the General Manager and coordinated by the Director of R&D and Sustainability, operating with a multidisciplinary representation model. The committee members include the Directors of Supply Chain, Marketing, Quality Assurance, Operations and Investments, Business Analytics and Process Improvement, People and Culture Group, Information Technologies, Financial Affairs, Consolidation and Investor Relations, as well as the Manager of Human Resources and Corporate Communications, and the Senior Sustainability Executive. The committee's operational processes are jointly managed by the Director of R&D and Sustainability and the Senior Sustainability Executive. This structure enables us to adopt a holistic approach to sustainability topics from the perspective of different business units, ensuring company-wide ownership throughout the entire process—from strategy development to implementation and monitoring.



OUR STAKEHOLDER ANALYSIS

As Kervan Gida, we believe that effective sustainability management is possible not only through a strong governance structure, but also through transparent, continuous, and inclusive stakeholder communication. To this end, we establish active, meaningful, and multifaceted dialogue mechanisms with both our internal and external stakeholders to assess the social, environmental, and economic impacts of our activities. We integrate the feedback we receive into our corporate strategies and view this process as part of a continuous improvement cycle

Stakeholder Identification Process

We define our stakeholders as individuals, institutions, and communities that directly or indirectly impact our company's value chain and are also affected by our activities. In our stakeholder identification process, we consider criteria such as their impact on the company's strategic objectives, their relationship to our sustainability priorities, their potential contribution to decision-making processes, and their degree of impact on company activities. We review our stakeholder map at least annually, identifying new stakeholder groups and reassessing the significance of existing groups in line with changes in our business processes, societal expectations, and regulatory developments.

Impact and Priority Assessment

In the first step of our stakeholder analysis process, we analyze our entire corporate operations, including production, supply, sales, distribution, and management, and identify in detail all parties with a high level of interaction with our company. Each stakeholder group is classified according to its level of influence and priority, and tailored communication strategies are developed based on this classification. We analyze the identified stakeholder groups based on two key criteria: their strategic importance to company operations and the potential impact of such stakeholder change on our company. As a result of these assessments, we communicate more frequently and directly with high-impact and priority stakeholder groups and implement specific mechanisms to increase their engagement.

Determining Engagement Methods and Frequency

We determine the most appropriate and effective communication methods for engagement with different stakeholder groups. We implement methods customized to the needs and expectations of each stakeholder group, thus establishing an effective and continuous communication network. This multi-channel communication structure allows us to effectively analyze our company's impact on stakeholders and make sustainability decisions more inclusively and consciously.

Double Materiality

We directly integrate the feedback we receive from our stakeholders into our materiality analysis process, which determines our sustainability priorities. This analysis utilizes both impact-based materiality, which considers our company's social

and environmental impacts, and financial-based materiality, which considers our stakeholders' expectations and demands on company performance. We adopt a double materiality approach that considers both dimensions simultaneously, resulting in a balanced and strategic analysis that considers both internal and external impacts.

In the stakeholder analysis conducted as part of our 2024 sustainability prioritization process, **more than 140 stakeholder** opinions were sought. **60% of the interviews were obtained from our employees, who are internal stakeholders, and 40% from supplier and customer groups.** The employee group includes blue-collar and white-collar personnel, as well as senior management representatives. External stakeholders include packaging suppliers, chemical raw material suppliers, food manufacturers and distribution companies, label suppliers and foreign suppliers.





OUR STAKEHOLDER ANALYSIS

MAIN STAKEHOLDER	SUB-STAKEHOLDER GROUP	IMPACT	PROBABILITY	COMMUNICATION METHOD	COMMUNICATION FREQUENCY	STAKEHOLDER MANAGEMENT	PRIORITY ISSUE
FINANCE COMMUNITY	SHAREHOLDERS	5	5	All communication channels (meeting, email, phone, messaging), Analyst meetings 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	5	5		QUARTERLY		
	ANALYSTS	5	5		QUARTERLY		
	BANKS	5	5		ONCE A MONTH		
STATE AND PUBLIC INSTITUTIONS	GOVERNMENT OFFICIALS	1	1	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)	4	4		ONCE A MONTH		
	LOCAL MUNICIPALITIES	3	3		QUARTERLY		
CLIENTS	DOMESTIC CUSTOMER	3	3	Meetings, written notifications, complaint and suggestion evaluations, business partnerships	ONCE A MONTH	As Kervan Gida, 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. Our aim is to develop our products to fully meet customer expectations. 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	4	4				



OUR STAKEHOLDER ANALYSIS

MAIN STAKEHOLDER	SUB-STAKEHOLDER GROUP	IMPACT	PROBABILITY	COMMUNICATION METHOD	COMMUNICATION FREQUENCY	STAKEHOLDER MANAGEMENT	PRIORITY ISSUE
SOCIETY	INTERNATIONAL ORGANIZATIONS (REGULATORY INSTITUTIONS)	4	4	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, from our employees to public authorities, from non-governmental organizations to our other stakeholders. As a public company, we continue our practices regarding donations and aid in accordance with the relevant capital market regulations and the political framework determined by our company. In line with our corporate social responsibility principles, support is provided, within specified limits, to foundations, associations, universities and public institutions operating in areas such as education, environment, culture, arts and sports.	HUMAN RIGHTS
	ASSOCIATIONS	2	2		QUARTERLY		
	NGO	1	1		-		
	TRADE UNIONS AND WORKERS' REPRESENTATIVES	4	4		ANNUALLY		
	PUBLIC OPINION	3	3		EVERY SIX MONTHS		
	SECTORAL ORGANIZATIONS	2	2		ANNUALLY		
UNIVERSITIES	ACADEMIC ENVIRONMENT	4	3	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. Establishing early contact with new graduate candidates and introducing them to our company culture is among our priority strategies to train the professionals of the future.	HUMAN RIGHTS
	STUDENTS	2	1		ANNUALLY		





OUR STAKEHOLDER ANALYSIS

MAIN STAKEHOLDER	SUB-STAKEHOLDER GROUP	IMPACT	PROBABILITY	COMMUNICATION METHOD	COMMUNICATION FREQUENCY	STAKEHOLDER MANAGEMENT	PRIORITY ISSUE
MEDIA AND PRESS	PRINTED MEDIA	3	3	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. In this regard, the implementation, monitoring and, when necessary, updating of the public disclosure and information policy is the responsibility of our Board of Directors. 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, meetings and teleconferences, information notes, press releases and the Trade Registry Gazette.	CORPORATE GOVERNANCE COMPLIANCE WITH ETHICAL PRINCIPLES
	NEWSPAPERS	3	3		EVERY SIX MONTHS		
	SOCIAL MEDIA	4	4		ONCE A MONTH		
EMPLOYEES	BLUE COLLAR	5	5	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. In this regard, we aim to recruit innovative, success-oriented, human rights-respecting, quality- and customer-focused, responsible talents, while also encouraging our employees to develop in accordance with these values. 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	5	5		WEEKLY		
	STEM	1	1		ANNUALLY		
	FEMALE EMPLOYEES	4	4		ANNUALLY		
	MALE EMPLOYEES	4	4		ANNUALLY		
	SUBCONTRACTORS	1	1		QUARTERLY		
	SEASONAL WORKER	1	1		ANNUALLY		
	SUBCOMPANY EMPLOYEES	4	4		QUARTERLY		
MANAGEMENT	SENIOR MANAGEMENT	4	5	Direct Contract	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	3	5				

OUR STAKEHOLDER ANALYSIS

MAIN STAKEHOLDER	SUB-STAKEHOLDER GROUP	IMPACT	PROBABILITY	COMMUNICATION METHOD	COMMUNICATION FREQUENCY	STAKEHOLDER MANAGEMENT	PRIORITY ISSUE
SUPPLIERS	DEALERS AND DISTRIBUTORS	3	4	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 save time by providing faster access to supplier data and at the same time ensure historical traceability of suppliers.	SUSTAINABILITY IN THE SUPPLY CHAIN
	FARMERS	1	1				
	LOCAL SUPPLIER	5	5				
	EXTERNAL SUPPLIER	4	5				
	RAW MATERIAL SUPPLIERS	5	5				
	PACKAGING SUPPLIER	5	5				
AFFILIATES	DOMESTIC AND FOREIGN AFFILIATES	5	5	Audits, contracts, one-on-one communication and visits, joint collaboration projects, board meetings, emails	ONCE A MONTH	We manage our subsidiaries 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



MATERIALITY ANALYSIS

Determination of Topics

We analyze environmental, social and governance (ESG) themes specific to the soft confectionery sector to identify the topics that will form the basis of our sustainability strategy. In this context, we define priority topics by taking into account sector dynamics, global reports, regulatory developments and their impact on our company's value chain.

Obtaining Stakeholder Opinions

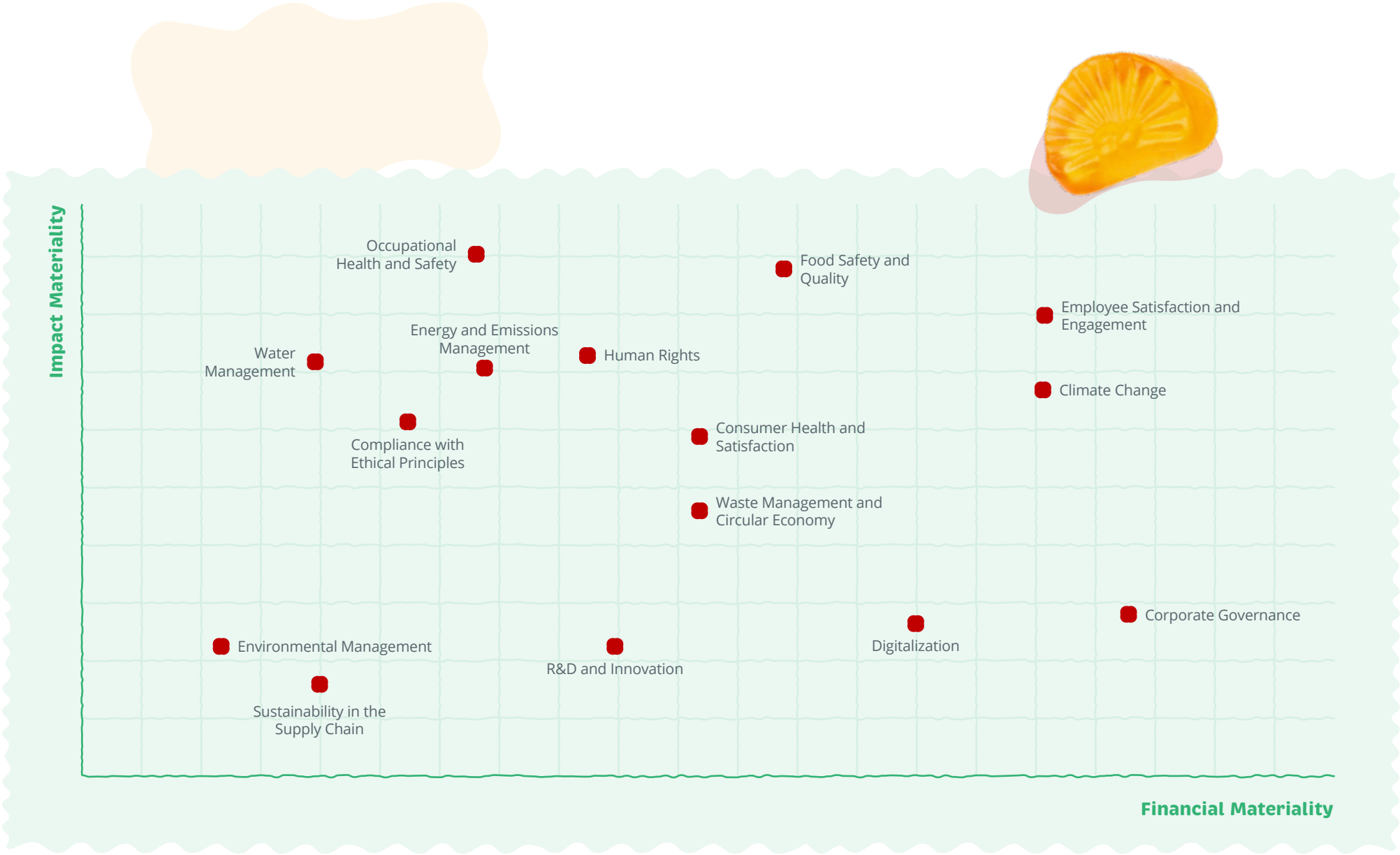
We are carrying out a multi-stakeholder engagement process to understand the social implications of the identified issues and stakeholder expectations. We ask our employees, suppliers, customers, investors and local community representatives to evaluate each issue according to its importance, and by analyzing these opinions, we ensure that the issues are prioritized from the perspective of external stakeholders.

Creating a Double Materiality Matrix

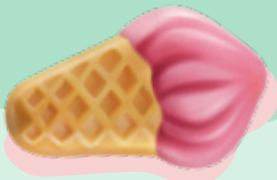
By combining internal risk-benefit assessments with external stakeholder prioritization, we create our double materiality matrix. Thanks to this matrix, we clearly determine which issues are of high priority to both our company and our stakeholders and shape our strategic focus areas in line with this analysis.

Integration of Results into Strategy

We match the priority issues in the double materiality matrix with our company's sustainability strategy and goals. In this regard, we create the necessary action plans together with the relevant units and direct our sustainability performance to ensure concrete progress on these issues.



Creating Value for Society, Nature and the Future in Every Flavor



Value for Nature

- Energy Management
- Water Management
- Waste Management
- Environmental Management
- Climate Change



Value for Society

- Employee Satisfaction and Loyalty
- Consumer Health and Satisfaction
- Human Rights
- Occupational Health and Safety
- Supply Chain Management



Value for the Future

- Food Safety and Quality
- Corporate Governance
- Digitalization
- R&D and Innovation
- Compliance with Ethical Principles



OUR VALUE CREATION PROCESS

INPUTS

INTELLECTUAL CAPITAL	Engagement with Stakeholders 62 Customers 567 Customer complaints 43.3 Million TRY R&D and Innovation Investments Internal Transformation Movement
NATURAL CAPITAL	31 Million kWh Electricity Consumption 12.5 MW Installed Solar Power Plant Capacity 70,000 Tonnes Scope 1, 2 and 3 Emissions 200,000 m³ Water Consumption and Wastewater Management 2 Tonnes Waste Management 1,374 Hours of Environmental Training
SOCIAL CAPITAL	15 Corporate Memberships 2,081 Number of Employees Social Contribution Investments Talent and Internship Programmes 150,000 People Reached Through Social Responsibility Programmes
FINANCIAL CAPITAL	5.5 Billion Equity 2.8 Billion TL Operating Expenses 393.5 Million TL Investment
MANUFACTURED CAPITAL	8 Production Facilities Operations in 6 Different Continents and 85+ Countries 197 Active Suppliers 116,000 m² Production Area
HUMAN CAPITAL	Occupational Health and Safety Initiatives Equality, Diversity and Inclusion Activities Talent Management Projects 282 Number of Suggestions Received from Employees

NATURE

We increase our R&D and innovation investments by constantly interacting with our stakeholders. With these investments, we ensure the development of new products and the improvement of existing products. We are constantly increasing the total number of training and participants in order to increase the competencies of our employees through our training programs.



We are constantly expanding our investments in renewable resources with our solar power plants. While we significantly reduce our carbon emissions thanks to our environmental investments, we also reduce total energy consumption through energy efficiency projects. In waste management, we increase waste recovery rates and ensure the reuse of waste in accordance with circular economy principles.



We support different segments of society with our social contribution and social responsibility projects. By attaching importance to gender equality policy, we aim to increase the proportion of female employees and the representation of women in managerial positions. We continue our activities on the basis of honesty and transparency, adhering to the principles of business ethics.



We continually improve our financial performance by increasing our revenues and strengthening our profitability. We achieve growth and expansion targets by engaging in various investment activities.



We are increasing production capacity by modernizing production facilities and investing in solar power plants. We have a strong presence in the global market with areas of activity in different continents and countries. By supporting local purchasing, we contribute to local economies.



We reduce the accident frequency rate by setting high standards in occupational health and safety. We ensure high employee satisfaction with equality, diversity and inclusion policies and support employee engagement and development with talent management processes.



OUTPUTS

- **94%** Customer Satisfaction Rate
- **2,908** Total Number of Training Participants
- Participation in **22** Symposiums/Conferences
- **595** Increase in the Number of Training Participants
- **16** DOPA-based improvement and development studies in production processes
- **30%** Automation rate in operational processes
- **33,600 hours** of employee training
- **0.8%** Reduction in Electricity Consumption
- **1.2 Million kWh** Energy Savings
- **2050** Net Zero Target
- **4.17%** Annual Reduction in Scope 1, 2 and 3 Emissions
- **35%** Reduction in Water Consumption
- **99.7%** Waste Recovery Rate
- **57%** Female Employee Ratio
- **15** Different Employee Activities
- **95%** Female Employee Promotion Increase
- **70%** Backup Ratio for Key Positions
- **4.55%** Disadvantaged Employee Ratio
- **11.4 Million** Net Sales
- **1.06 Million TL** EBITDA
- **9.4% EBITDA** Profit Margin
- **77%** Local Raw Material Supplier Ratio
- **61%** Suppliers Signing the Supplier Code of Conduct
- **83.2 Million Units/Year** Production Capacity
- **4354 Hours** of Health and Safety Training
- **42%** Rate of Employee Suggestions Implemented



touches to the nature
with each taste

5.0

ENVIRONMENT

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ENVIRONMENTAL OBJECTIVES



Targets	2023 Target	2023 Realized	2024 Realized	2030 Target	SDG	Related Materiality Issues
Increasing the rate of facilities certified with ISO 14001 and ISO 50001 standards	75%	100%	100%	100%		ENVIRONMENTAL MANAGEMENT
Providing carbon footprint reporting and setting reduction targets for all our facilities	50%	50%	100%	100%		CLIMATE CHANGE ENERGY EFFICIENCY AND EMISSION MANAGEMENT
Increasing the rate of renewable energy use	15%	15%	15%	100%	 	CLIMATE CHANGE ENERGY EFFICIENCY AND EMISSION MANAGEMENT
Completion of solar power plants projects that will meet all of the energy consumed from production.	15%	15%	100%	100%	 	TRANSITION TO RENEWABLE ENERGY
Reducing the total amount of waste per production tonnage	50%	2%	11%	60%		WASTE MANAGEMENT
Reducing total packaging material usage per sales tonnage	20%	-%	8%	35%		CIRCULAR ECONOMY SUSTAINABLE AND RESPONSIBLE PURCHASING
Reducing the total amount of packaging waste per sales tonnage	20%	16%	5%	35%		CLIMATE CHANGE
Submission of CDP Climate Change declaration for all your facilities	-%	-%	-%	100%		CLIMATE CHANGE
Water footprint calculation and CDP Water Security Program declaration for all our facilities	-%	-%	-%	100%		WATER MANAGEMENT CLIMATE CHANGE

COMBATING CLIMATE CHANGE

Climate change remains a systemic risk affecting all sectors globally and threatens the long-term resilience of business models. As Kervan Gıda, we consider this crisis, beyond being an environmental threat, 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 continue to take comprehensive steps aimed at reducing our carbon footprint and increasing our climate resilience.

As of 2024, we have begun developing science-based carbon reduction strategies to reduce the impact of climate change on our business processes. We are committed to reducing our greenhouse gas emissions by 30% by 2030 and achieving net zero carbon by 2050. In line with this goal, we implement energy efficiency investments, renewable energy transitions and production efficiency measures to reduce our scope 1 and scope 2 emissions.

To improve energy performance across our facilities, we conduct systematic energy analyses and follow an approach aligned with the ISO 50001 Energy Management System. In 2024, we accelerated our investments and, with the completion of our facility in September, increased our installed capacity to 25 MW by year-end. Through this investment, we not only reduce our direct emissions but also optimize energy costs, thereby lowering our corporate carbon intensity.

We work with our suppliers to reduce carbon emissions in our supply chain and encourage the use of low-emission products and services. By 2024, we aim to provide sustainability training to all strategic suppliers in our supply chain and begin monitoring their compliance with climate criteria. We integrate indicators such as carbon footprint, energy efficiency and material sustainability into our supplier evaluation system.

Our 2050 Net Zero target includes achieving zero emissions from all of our company's direct (Scope 1) and indirect (Scope 2 and 3) emissions. In this context, we implement innovative technologies and process improvements to reduce emissions. We plan to offset the remaining emissions with carbon offset mechanisms, carbon credits and certified natural carbon sinks. We are continuing our preparation process to shape our medium-term goals in line with the Science-Based Targets Initiative (SBTi).

We consider phasing out fossil fuels, accelerating the clean energy transition in energy-intensive processes, and prioritizing low-carbon innovations to be among our strategic goals. By 2050, we aim to become carbon neutral not only in our company operations but across our entire value chain, and we are taking an active, transparent and measurable approach to combating climate change.

Climate Workshop: Corporate Awareness and Risk Assessment Process

As Kervan Gıda, we have organized a multi-stakeholder Climate Risk Assessment Workshop to systematically assess the potential impacts of climate change on our business processes. This workshop was carried out with the participation of representatives from our company's strategic and operational units and made it possible to analyze the risks and opportunities that climate change may create throughout the company and our value chain with a holistic approach.

A total of **28 people participated in this study**, including representatives from CFO, Consolidation and Investor Relations, Information Technologies, Quality Assurance, Human Resources and Corporate Communications, Occupational Health and Safety, Technical, Production, R&D and Packaging R&D, Marketing,

Supply Chain, Sales and Business Analytics & Process Development units. Thanks to interdepartmental collaboration, both direct operational impacts and financial implications were addressed in a multi-dimensional manner.

In the workshop outcomes, the financial impacts of climate risks were specifically analyzed; transition risks, physical risks, supply chain vulnerabilities, energy costs and regulatory impacts were evaluated. While this study contributed to the development of climate risk management compatible with TCFD (**Task Force on Climate-related Financial Disclosures**) and TSRS (**Turkish Sustainability Reporting Standards**) infrastructure, it also provided a strategic basis for future decision-making processes.

DEPARTMENT-BASED ASSESSMENT OF CLIMATE RISKS



We analyze the impacts of climate change on our business processes with science-based approaches and systematically evaluate how these impacts are distributed across departments. Based on our analysis, we have determined that climate-related risks, especially extreme weather events and increases in energy costs, create multidimensional impacts across different units. In this context, we see that many functions, especially our technical, production, R&D and supply chain departments, are directly or indirectly exposed to climate risks.

Extreme weather events threaten the physical security of our manufacturing facilities, the continuity of our supply chain and the timeliness of our distribution operations. Therefore, we aim to develop measures such as facility resilience enhancement projects and logistics disruption scenarios.

The increase in energy costs directly affects not only production costs but also energy-dependent operational processes such as IT infrastructure, cooling systems and packaging production. For this reason, we are implementing energy efficiency projects in accordance with the ISO 50001 Energy Management System and increasing our transition to renewable energy.

Water stress and scarcity is another critical issue that we monitor with high sensitivity, especially in our production and R&D processes. We are taking systematic steps to reduce this risk through water recovery in cooling systems, modernization of wastewater treatment technologies and integration of water efficiency KPIs. R&D investments play a role directly linked to climate risks through the creation of formulations with lower water and energy consumption

in the new product development process, testing climate-friendly packaging alternatives, and diversifying supply sources.

In addition to this, the change in stakeholder expectations is also an important topic that particularly affects marketing, quality assurance and sales units. Consumers' shift towards products with a low carbon footprint, their preference for sustainable packaging and their trust in environmentally friendly brands directly impact on our company's competitiveness. To manage this change, we prioritize sustainable product communication, transparent environmental labeling, and climate-focused content in stakeholder communications.

Topic Title	Information Technologies	Quality Assurance	Technical	Production	R&D / Package R&D	Marketing	Supply Chain	Sales
Raw Material Supply					●		●	
Water Stress and Scarcity		●	●	●	●		●	
Extreme Weather Events		●	●	●	●		●	●
Increase in Energy Costs	●		●	●	●		●	●
R&D Investments			●	●	●			●
Change in Stakeholder Expectations		●				●		●

INTENSIFYING CLIMATE PHYSICAL AND TRANSITION RISKS ACROSS VALUE CHAIN STAGES



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, **By integrating the ISO 14001:2015 Environmental Management System** into our production activities, we systematically operate a cycle of environmental risk analysis, impact assessment, regulatory compliance, and continuous improvement. We aim to complete certification of all our production facilities under the ISO 14001 standard by the end of 2025. In this process, we regularly monitor our system performance through internal audit practices and independent third-party audits.

At the same time, we make infrastructure improvements at each of our production locations within the framework of the Zero Waste Management System and ensure that waste source separation, recovery and disposal processes are carried out in accordance with environmental legislation. Pro-

cedures for obtaining a Zero Waste Certificate are implemented in accordance with the guidelines of the Ministry of Environment, Urbanization and Climate Change.

To make our environmental performance measurable, traceable and analyzable, key environmental performance indicators (KPIs) have been defined and monitored in an integrated manner across all facilities. These indicators include technical parameters such as 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. These data are actively used in both legal reporting and internal governance processes; decision support mechanisms are evaluated for performance improvements.

We believe that environmental management is not a technical practice but an element of corporate culture; we organize targeted environmental training, in-field application guides, waste management awareness programs and environmental volunteer activities to make all our employees an active part of this process. These trainings are offered as a continuous development cycle, starting with the new hire orientation process and spreading to all units throughout the year.

With this holistic environmental management approach, we continue to minimize our environmental impact, optimize our use of natural resources and strengthen an integrated environmental management system in all our facilities with the principle of continuous improvement. Our long-term goal is to make the transition to a low-carbon, environmentally risk-reduced production structure integrated into the circular economy permanently.



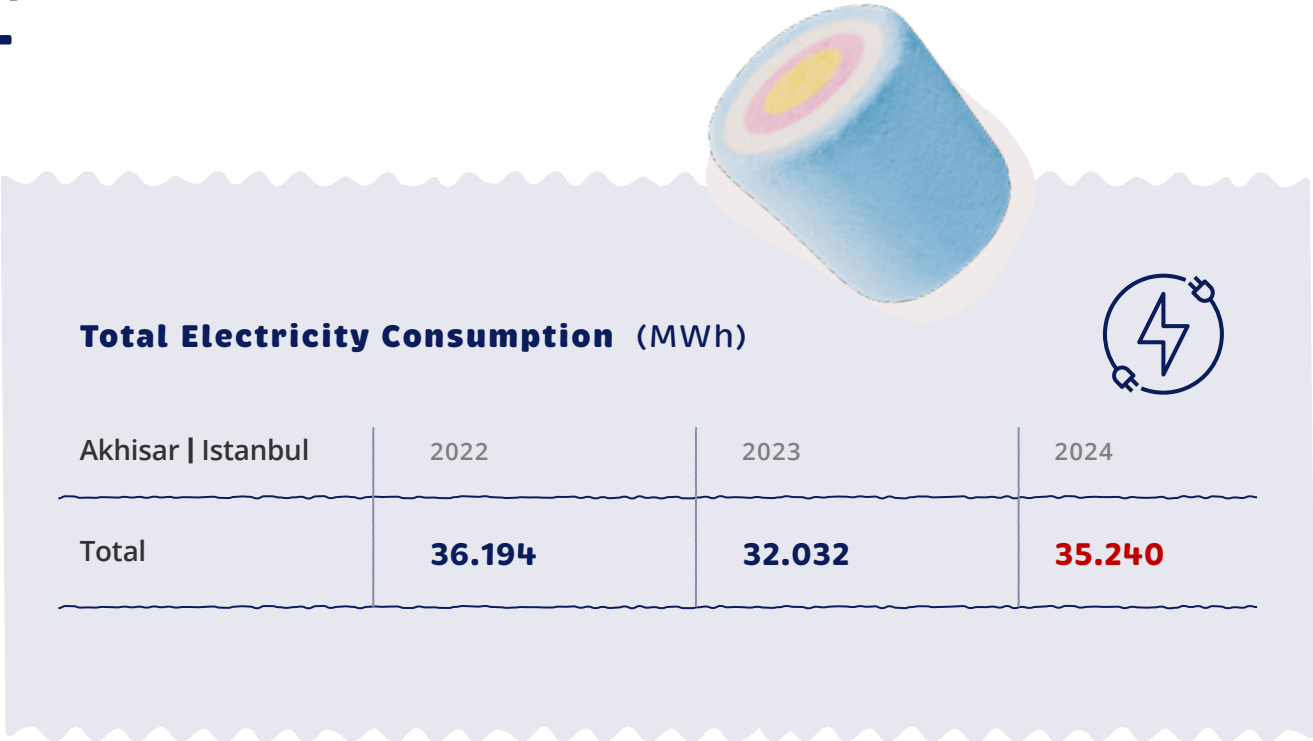
We have implemented the Mitat Başar Memorial Forest project with the aim of protecting biodiversity, increasing carbon sink areas and creating direct environmental benefits through employee participation. In this context, a total of 10,000 saplings were planted, 4 saplings for each of our employees.

ENERGY EFFICIENCY AND MANAGEMENT

We prioritize the effective management of energy resources to reduce our environmental impact, increase our operational efficiency, and support our sustainable growth goals. In this regard, we shape all our activities on energy efficiency based on the principles of minimizing, efficient use and developing innovative solutions.

We continuously monitor energy consumption in all our production facilities; we analyze energy densities in production processes and develop optimization projects in areas with high energy consumption. In order to save energy, we implement maintenance programs, engine renewals, inverter integrations, and compressed air system improvements in our machine park, taking into account the maintenance-performance relationship. In addition to this, we perform digital energy monitoring in production processes through automation and process control systems.

We establish our energy management system in accordance with the ISO 50001 Energy Management System and make our energy intensities measurable in line with performance monitoring indicators. These indicators are monitored with metrics such as kWh/ton production and kWh/m²g and analyzed in light of our annual targets. As of 2024, we will meet a significant portion of our energy consumption through the renewable energy power plant we have established; in particular, we will procure all of our electricity needs from green energy sources.



By monitoring energy management performance through transparent and measurable indicators, the company integrates its strategic goals in energy efficiency into operational processes. As a result of energy efficiency projects and process optimizations carried out during the 2022-2024 period, a significant reduction in electricity consumption has been achieved. In 2022, total electricity consumption at the Istanbul and Akhisar production facilities was 36,194 MWh. This figure decreased by 11.5% in 2023 to 32,032 MWh, and then increased by 10% in

2024, reaching 35,240 MWh. These figures are regularly shared in the company's sustainability reports, enabling general-purpose financial report users to gain insights into energy management performance. In the coming periods, it is planned to further detail energy performance indicators across all facilities and processes, and to benchmark them against sectoral data. In this way, energy management will continue to be developed sustainably as a core component of the company's climate transition plan and financial resilience strategy.



ENERGY EFFICIENCY AND MANAGEMENT

In order to fully comply with international standards in the field of energy management, energy efficiency-focused projects have been implemented within the scope of the ISO 50001 Energy Management System.

Especially within the scope of the efficiency project; as a result of optimization and elimination of air leaks in compressed air compressors, 180 kWh of power was released and approximately 1,300,000 kWh of energy was saved annually. These savings directly contribute to reducing carbon emissions and operating costs. In order to ensure process-based monitoring of energy performance, the installation of digital data monitoring systems in production lines has been initiated; Software and sensor infrastructures have begun to be integrated for real-time monitoring of line-based water and energy consumption.

As a requirement of the ISO 50001 system, a comprehensive data collection infrastructure is being established to perform carbon footprint calculations in a transparent and traceable manner. In this regard, data on water, air, electricity, coal, steam and solar power plant (SPP) consumption are systematically transferred to the digital environment and integrated with sustainability reporting. All these efforts enable both the reduction of energy intensity indicators and the more precise measurement and management of our carbon emissions within the scope of our climate strategy.



Fuels



	2022	2023	2024
Natural gas (MWh)	45.991	40.684	29.262
Gasoline (L)	112.295	269.596	173.149
Diesel (L)	106.418	88.322	112.543



Natural gas consumption has significantly decreased, particularly due to efficiency projects such as technical improvements in production processes and process temperature control. In 2022, total natural gas consumption was 45,991 units. This figure dropped by 11.5% in 2023, reaching 40,684 units, with the effective use of heat recovery systems playing a key role in this reduction. In 2024, consumption further declined by 28%, falling to 29,262 units, thanks to the expansion of energy efficiency projects and optimization of automation systems.

In terms of gasoline consumption, fluctuations in field operations and mobile equipment usage were reflected in the energy consumption data. In 2022, gasoline consumption was 112,295 liters. Due to increased field activities, this rose by 140% in 2023, but in 2024, it decreased by 36% to 173,149 liters, as a

result of fleet management optimizations and improvements in field vehicle usage. This outcome was achieved through the widespread adoption of energy-saving awareness in operational processes.

Diesel consumption showed variability across different years. In 2022, diesel consumption was 106,418 liters. In 2023, it decreased by 17% to 88,322 liters, but in 2024, it increased by 27%, reaching 112,543 liters, due to rising logistics and field operations.

In the upcoming period, it is planned to integrate fuel-based emission data and align it with Scope 1 emission reduction targets. This will enable more effective management of the financial and environmental impacts of fossil fuel use.

ENERGY EFFICIENCY AND MANAGEMENT



Waste Heat Recovery Project

In line with our energy efficiency goals, we develop system solutions to minimize process-related energy losses. In this context, an important efficiency project was launched using economizer technology to utilize boiler waste heat. The project made it possible to recover waste heat generated in high energy-intensive processes such as heating and steam generation by reusing it before it is released into the atmosphere through the boiler chimney.

This type of waste heat, which is often overlooked in energy systems, is reused for preheating purposes thanks to the economizer integrated into the boiler system, thus reducing

the amount of fuel used in the burner system and lowering total energy consumption. This technological integration provides direct gains in energy use by increasing heat exchange surfaces, reducing waste gas temperatures and increasing thermal efficiency.

The project was put into operation in 2023 and **697,440 kWh of energy has been saved since the implementation.** This amount of savings has created a significant environmental impact in terms of both reducing fuel consumption and carbon emissions.

Our Renewable Energy Investments and Scope 2 Emission Reduction

We have begun to direct our energy transformation strategy in 2022 to reduce indirect energy-related emissions (Scope 2) from our operations. While we met all our electricity needs in our production processes with grid-sourced conventional energy in 2021, we took important steps towards shifting our energy portfolio to renewable sources with the rooftop solar power plant investments we commissioned in 2022.

As of 2023, thanks to the Solar Energy Systems installed in Akhisar-1, Akhisar-2, Akhisar Central Warehouse, Akhisar Auxiliary Warehouse and Ucantay Factory, **an installed capacity of approximately 4.5 MW has been reached** and with this capacity, 15% of the electrical energy used in our production processes has started to be provided from renewable sources. This rate represented a critical threshold for both reducing energy costs and carbon emissions in 2023.

In 2024, we accelerated our investments and, following the completion of the facility in September, increased our installed capacity to **25 MW** by the end of the year. Our 2025 target is to **reduce our Scope 2 emissions to near zero** by meeting 100% of the total electricity consumption of our production facilities from renewable sources.

The project was put into operation in 2023 and 697,440 kWh of energy has been saved since the implementation.

➔ **697.440 kWh**

Installed Solar Energy System Power

2022	0,1 MW
2023	4,5 MW
2024	25 MW

EMISSION MANAGEMENT



To reduce our carbon footprint; we carry out process improvements based on energy efficiency in our production facilities and minimize emissions with high-efficiency equipment, heat recovery systems and automation-based energy management solutions. In line with our goal of reducing fossil fuel use, we are increasing our investments in renewable energy and providing an increasingly larger portion of our operational energy consumption from low-carbon sources such as **SES (solar energy systems)**.

We carry out emission measurements and reporting processes in a transparent, regular and verifiable manner in all our operations. In order to monitor our Scope 1, 2 and Scope 3 emissions, we perform emission inventory calculations in accordance with **ISO 14064 and GHG Protocol** (Greenhouse Gas Protocol) standards. This data is shared openly in our annual sustainability reports, KAP (Public Disclosure Platform) and other stakeholder communication platforms. Also, we monitor our emission

intensities on a product basis (tCO₂e/metric ton production), making our performance relatable to production.

In line with our Net Zero target, we are committed to **reducing our emissions to zero across all of our operations by 2050** and offsetting any remaining emissions through carbon offset mechanisms. To achieve this goal, we set short and medium-term milestones. Our emissions management targets are shaped in full compliance with **national carbon regulations and international climate standards**; the financial impacts of carbon risks are also assessed through scenario analyses and integrated into our climate risk map.

In order to reduce emissions from our production processes, we are revising our filtration systems to provide higher efficiency. Within this scope, modernization of filtration systems is carried out to improve flue gas treatment and air quality, and it is aimed to reduce particulate matter and gas emissions below limit

values. Also, in line with our goal of reducing emissions in our value chain, carbon reduction projects have been initiated in cooperation with our suppliers. Within the scope of these projects, studies are carried out on low-carbon raw material supply, sustainable logistics solutions and supplier energy efficiency practices. With this holistic approach, which covers both direct and indirect emission sources, we are progressing towards our net zero target on a corporate scale by integrating our carbon footprint reduction strategy into our supply chain.

In line with this holistic approach, we act with the awareness that environmental sustainability is our shared obligation to the future of the planet. We are taking decisive steps towards a net-zero future and continuously strengthening our climate-focused value chain by involving all our employees, suppliers and business partners in this transformation process.

Total Emission Amount (M. Ton CO ₂ e)			
	2022	2023	2024
Scope 1	9.691	8.830	11.105
Scope 2	15.925	14.534	15.576
Scope 3	-	28.318	40.698
Total	25.617	51.682	67.379

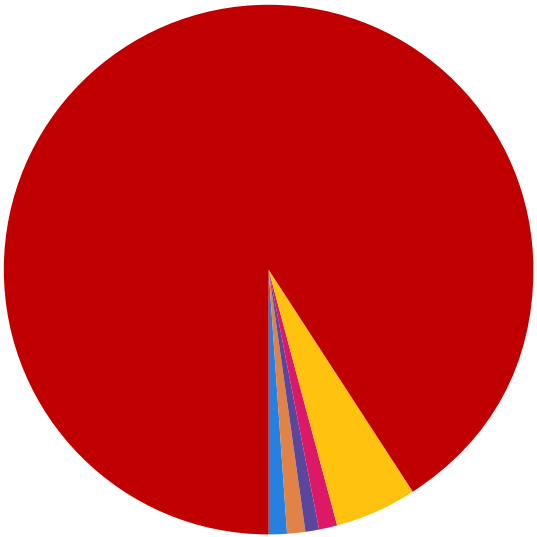


EMISSION MANAGEMENT

As a result of our 2024 corporate carbon footprint analysis, our total emissions were calculated as 67.379 tons of CO₂e. 55% of emissions are from Purchased Products and Services, and 23% are from Electricity Consumption, and these two items constitute approximately 78% of total emissions.



An analysis of Scope 1 and 2 emissions by facility for 2024 reveals that the highest greenhouse gas emissions originated from the Akhisar – 1 Plant. Of the total 29,667.8 tons CO₂e emissions, 90.5% were generated at this facility. The Akhisar – 2 Plant accounted for approximately 6% of total emissions, representing a significantly lower share compared to Akhisar – 1. This difference is attributed to variations in production volume, process characteristics, and energy efficiency practices. The Headquarters contributed approximately 4% of total emissions. This low proportion is due to the fact that the headquarters is not a production facility, but rather focused on administrative operations.



93%	1%
Purchased Goods and Services	Business Travel
1%	
Waste Disposal	Employee Commuting
5%	
Outbound Logistics	Inbound Logistics

Stakeholder Opinion

2024 was a year in which we progressed with a more holistic approach in our sustainable production journey. Thanks to energy efficiency projects and process improvements, we reduced our total energy consumption by 8% and increased our renewable energy usage rate to 22%. By expanding the use of closed-circuit systems in water management and conducting employee awareness training, we reduced our water consumption per unit of product by 10%.

Process controls aimed at reducing food waste and glucose produced from waste sugar began to be used as a raw material for the first time. We reduced our food waste rate to 1%. This data reflects our commitment to operational excellence as well as our commitment to reducing our environmental impact.

By continuing to integrate our sustainability goals into every step of production, we will continue to add value to both the environment and our business results.

Operation and Investments Director
Hasan Sener

NET ZERO CARBON ROADMAP AND EMISSION REDUCTION SCENARIOS

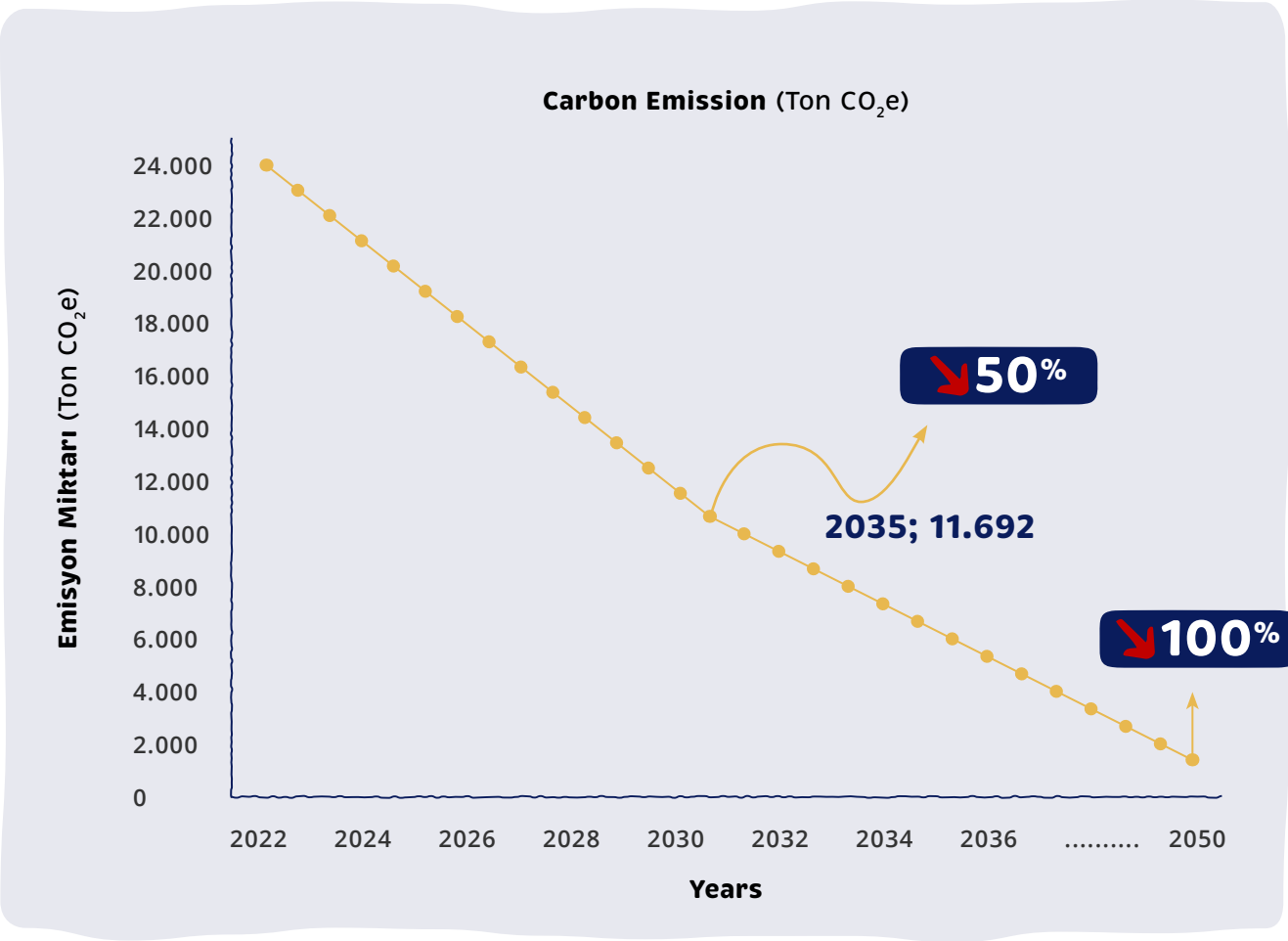
As Kervan Gida, we have created a comprehensive Net Zero Carbon Roadmap by 2024, in line with our goal of building a carbon-neutral future. This strategic study was conducted in collaboration with sustainability consultancy firm 3pmetrics, and detailed reduction scenarios covering Scope 1, Scope 2 and Scope 3 emissions were developed.

Two different reduction scenario analyses were prepared for Scope 1 (direct emissions) and Scope 2 (indirect emissions from purchased energy) and within the framework of these scenarios, action areas such as energy efficiency investments, fuel conversion alternatives, renewable energy integration and production optimizations were evaluated. Each scenario was analysed for technical feasibility and its carbon reduction potential was calculated in detail.

For Scope 3 (indirect emissions from the supply chain), a category-based analysis in accordance with the GHG Protocol was carried out and specific reduction strategies and steps were determined for each Scope 3 category. In this context, holistic measures such as cooperation with suppliers, use of alternative materials, low-carbon logistics solutions, circular economy practices and life cycle assessments were discussed.

The prepared roadmap has been designed to be **fully compatible with the European Green Deal Action Plan, the Science Based Targets Initiative (SBTi) and national/international sustainability regulations**. The roadmap also supports Kervan Gida's corporate commitment to combating climate change, its commitment to transparent reporting, and its shared transformation vision with its stakeholders.

In line with this roadmap, short-, medium- and long-term milestones have been determined to achieve the **net zero emissions target by 2050**, and traceable KPIs and performance evaluation mechanisms have been structured. All these efforts enable us to carry out a climate-resilient business transformation step by step by moving our sustainability goals to a science-based and measurable basis.

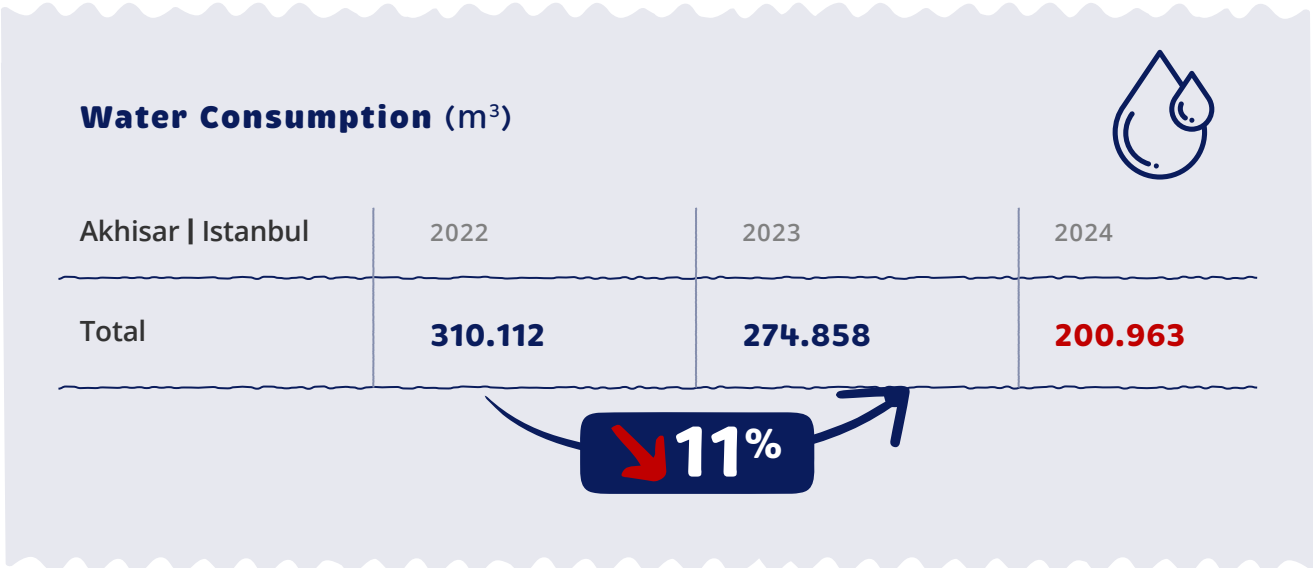


WATER MANAGEMENT

We are aware that the sustainable use of water has strategic importance with its environmental, social and economic dimensions. Because of this reason, we structure our water management policy around resource efficiency, environmental awareness and legal compliance, focusing on optimizing resource consumption based on 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 set annual reduction targets and implement engineering solutions to increase water efficiency to achieve these targets. Water recycling systems are installed in our facilities to recover water used in production processes, reduce clean water usage and minimize environmental impacts, and purified water is reused, 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 purify the wastewater at high efficiency after the process and discharge it in a way that does not harm the receiving environment. Thanks to treatment systems with increased recovery rates, we reduce water consumption by reintegrating some of the wastewater generated in our businesses into our processes and work towards the goal of zero wastewater. Additionally, we develop projects for water reuse and implement these projects in an integrated manner with our zero waste vision.



The systematic water management practices we carry out at Kervan Gida are tangibly reflected in the significant improvement in our water consumption data. While our total water consumption was 310,112 m³ in 2022, this amount decreased by 11% in 2023 to 274,858 m³. This decrease demonstrates that water efficiency projects, recycling practices, and programs aimed at raising employee awareness implemented on production lines

are yielding effective results. By 2024, water consumption had decreased by 27% compared to the previous year, falling to 200,963 m³. The fact that a total reduction exceeding 35% has been recorded in this three-year period clearly demonstrates strategic commitment and operational effectiveness of Kervan Gida in sustainable water management.



WATER MANAGEMENT

Project Name	Implementation Area	Technical Specifications / Investment Description	Environmental Contributions	Relevant SDG
Akhisar-2 Anaerobic Treatment Plant	New production facility (Akhisar-2)	An anaerobic treatment unit was established to treat process and cleaning wastewater in accordance with environmental legislation. In addition, potential energy recovery is aimed with the biogas coming out of the system.	• Water discharge below discharge limits • Energy recovery through biogas production • Environmental impact reduction	 6.3 – Improving Water Quality  7.3 – Energy Efficiency  12.5 – Reducing Waste
Dry Steam Cleaning Machine	Production areas	A cleaning system operating with low water consumption and UV-supported dry steam technology has been installed. It increases hygiene standards while reducing the need for chemical use.	• Saving water • Reducing chemical waste generation Contributing to employee health	 3.9 – Reducing Health Risks from Chemicals  6.4 – Water Use Efficiency  12.4 – Chemical management

Stakeholder Opinion

Throughout my seven years of industry experience and my role at Kervan Gida, I have seen that sustainability should be an indispensable part of production processes. I took an active role in various improvement studies on energy efficiency, water saving and waste reduction in jelly production.

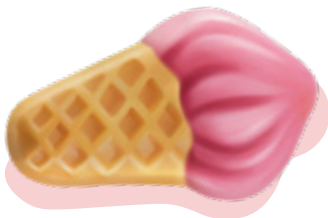
At the same time, I believe that sustainability is not only an environmental responsibility but also a social responsibility, and I support this approach in the areas of occupational health, safety and employee satisfaction. I believe that every step taken to protect both the present and the future is valuable, and I am proud to contribute to this process.

Executive of Jelly Production Department
Tugay Yilmaz

WASTE MANAGEMENT

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.

In this regard, we continue our waste management policy with an approach that focuses on preventing waste generation and expanding reuse and recycling practices. While optimizing all our operational activities in line with our zero waste goal, we are taking steps to ensure more efficient use of resources in collaboration with all our departments across the company. By regularly monitoring waste quantities, we collect detailed data on waste type, quantity, recovery potential and disposal methods; based on this data, we develop strategies specific to each type of waste. Separate collection and disposal systems are implemented in accordance with legislation, especially for organic waste, recyclable materials and hazardous waste. We carry out improvement projects to increase material efficiency in our production processes, prevent unnecessary waste and promote the use of environmentally friendly materials.



Waste amount (tones)



	2022	2023	2024
Total Amount of Waste	1.746	1.727	2.864
Total Hazardous Waste from Production	1.63	1.79	2.10
Total Non-Hazardous Waste from Production	1.704	1.936	1.544

In 2022, the total waste amount was 1,746 tons, showing a slight decrease in 2023 to 1,727 tons. However, as of 2024, **the total waste volume increased to 2,864 tons**. The primary reason for this rise was the increase in production capacity, particularly at the Akhisar location. When analyzed by waste type, a total of 2.10 tons of hazardous waste was generated in 2024. In contrast, non-hazardous waste decreased from 1,936 tons in 2023 to 1,544 tons in 2024, indicating a partial improvement in non-hazardous waste management. This suggests that the overall increase in waste volume is mainly driven by production-related factors.

In line with circular economy principles, we prioritise resource efficiency and environmental impact reduction at every stage, from the supply chain to R&D processes. Within this scope, developing alternative raw material sources and increasing the proportion of local suppliers are among our strategic objectives and in order to manage this process more systematically, supplier evaluations are conducted in line with performance and sustainability criteria using a supplier scorecard system. At the same time, the organisation of waste areas, the separation of waste at source and the integration of this data into the KPI system form the core elements of our waste management approach towards our zero waste target.



WASTE MANAGEMENT

In R&D processes, product development projects that use less packaging are being implemented, and solutions are being developed to reduce single-use plastics. In particular, the use of films made from recycled materials in flexible packaging contributes to both reducing packaging waste and lowering the environmental footprint. In addition, increasing the number of sustainability-focused projects developed in collaboration with universities within the scope of AGM (R&D Centre) is also among our priority goals. Within this scope, projects are being designed to strengthen cooperation with suppliers, while packaging optimisations and measures to reduce the environmental impact of packaging processes are being implemented in production processes.



Project Name	Status	Year	Objective / Gain
Packaging Reduction Project	PERMANENT	2023	With a reduction of 110 metric tons of plastic, approximately TRY8 million was saved.
Packaging Reduction Project	REALIZED	2024	Spectral improvement in box, bag and carton packaging resulted in savings of USD1.5 million.
UV Printing Project	REALIZED	2024	Joint packaging + UV printing facilitates stock management and reduces variety changeover time through digitalisation. Warehouse space utilisation has been optimised.
Injection Packaging Consolidation and Raw Material Reduction	REALIZED	2024	Standardisation of moulds using common moulds + 5% reduction in plastic packaging targeted. Cost advantage achieved.

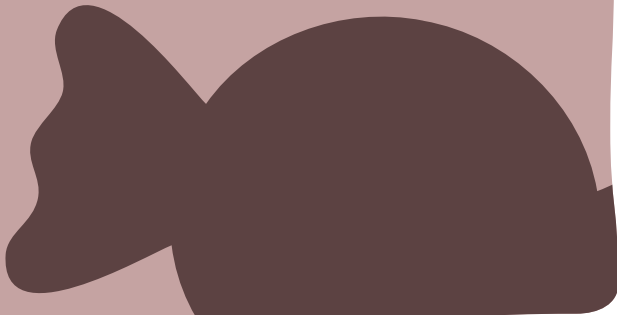
Sustainable Packaging and Production Efficiency

Thermoforming Packaging Machine Investment

The **Thermoform Packaging Machine** we commissioned in 2024 both increases our production line efficiency and enables us to implement packaging solutions that meet sustainability criteria. As part of this investment, we are transitioning from traditional PVC-based packaging to environmentally friendly and **recyclable PET materials**.

Thanks to thermoforming technology, we package our

products in more hygienic conditions, in an automated, standardised and fast manner. At the same time, we **reduce the environmental impact of packaging waste** with the PET materials we use and contribute to the circular economy with a structure that can be more easily integrated into recycling systems. With this transition, we are increasing raw material efficiency, reducing waste rates and optimising energy use.



WASTE MANAGEMENT

Project Name	Project Purpose	Annual Savings (₺)
Projects Aimed at Ensuring Product Quality Stability	Thanks to colour stability projects carried out to improve product quality, the amount of unsuitable products was reduced by 51% overall, from 66 tonnes per month to 32 tonnes, resulting in annual savings of ₺ 2.89 million .	₺2,89 MILLION
Packaging Waste and Wastage Reduction Works	In line with our sustainable production goals, significant gains have been achieved through optimisation measures implemented on various lines as part of improvement efforts aimed at reducing packaging waste and production waste. Thanks to the measures taken, packaging waste and scrap rates have been significantly reduced, resulting in total annual savings of ₺ 5,76 million .	₺5,76 MILLION
Productivity and Quality-Focused Projects	The amount of unsuitable products has been reduced by 51% overall, and significant reductions have been achieved in packaging waste and fire rates. Within this scope, a total of ₺ 8,646 million was saved annually.	₺ 8,646 MILLION

Stakeholder Opinion

During my tenure as a Jelly Packaging Mechanical Maintenance Officer at Kervan Gida for over eight years, I had the opportunity to take an active role in many kaizen projects that not only fulfilled technical responsibilities but also contributed to our company's sustainability goals.

During this process, I took on various tasks aimed at minimising packaging and product waste generated during packaging. I took responsibility for identifying and improving areas that caused waste. This has reduced environmental impact and resulted in measurable savings in operating costs.

I aimed to prevent downtime, waste and non-compliance by closely monitoring the periodic maintenance and optimisation processes of machine equipment.

This comprehensive approach has once again demonstrated the importance of teamwork and continuous improvement within the company. As part of the Kervan Gida family, I firmly believe that this journey will be taken even further with a focus on sustainability.

Jelly Packaging Mechanical Maintenance Officer
Fatih Gurek



6.0

SOCIAL



touches to the society
with each taste

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SOCIAL OBJECTIVES



Targets	2023 Target	2023 Realized	2024 Realized	2030 Target	SDG	Related Materiality Issues
Increasing the proportion of female employees	50%	52%	57%	55%		
Increasing the proportion of female members on the board of directors	-%	-%	6%	25%		ENSURING DIVERSITY, GENDER AND EQUAL OPPORTUNITIES
Increase the proportion of women in managerial positions (director and above)	25%	30%	29%	35%		
Reducing the rate of occupational accidents in operations	15%	0%	20%	85%		
Employee satisfaction and loyalty rate increase	70%	65%	52%	80%		OCCUPATIONAL HEALTH AND EMPLOYEE WELLBEING EMPLOYEE SATISFACTION AND LOYALTY
Decrease in the rate of employee complaints	-%	-%	-%	30%		
Increase training for employee development	15%	5%	-6%	30%		TALENT DEVELOPMENT
Reducing customer complaint rates	40%	-1%	-8%	60%		
Increase the utilisation rate of existing OTC production capacity	50%	0,1%	6%	100%		CONSUMER HEALTH AND SATISFACTION
Increasing the share of local suppliers in turnover	80%	80%	77%	85%		

OUR HUMAN RIGHTS POLICY

We operate in accordance with the United Nations Universal Declaration of Human Rights in our relationships with our employees, suppliers, business partners and the communities in which we operate, and we encourage all our stakeholders to be sensitive to this issue. Our Human Rights Policy complies with international human rights principles, including the Fundamental Principles of the International Labour Organisation (ILO), the United Nations Global Compact and the Universal Declaration of Human Rights. We expect and encourage our suppliers and business partners to comply with this policy, which applies to our businesses and the facilities we manage.

- We stand against discrimination and reject all forms of discrimination based on race, gender, age, ethnic origin, religion, political opinion, etc. We support equal opportunities and view diversity as an asset to our workforce. We do not tolerate unethical behaviour, harassment or unfair treatment under any circumstances.
- We operate with a zero tolerance policy towards child labour and forced labour. Kervan Gida does not employ workers under the age of 18. Within this scope, we have a Child Labour Policy.
- We don't tolerate any situation that would harm the honour, privacy and reputation of our employees, and we are committed to providing a safe and respectful work environment free from violence, harassment and threats for all our employees.
- We respect freedom of association and support our employees in freely exercising their union rights within the legal framework. We value providing a participatory

and transparent working environment where employee representatives can be freely elected.

- We consider occupational health and safety to be our top priority and comply fully with applicable regulations. In this context, we are committed to providing a healthy and safe working environment for our employees.

We not only apply human rights principles within our organisation, but also strive to instil this approach in all our stakeholders. We take the necessary steps to prevent violations and establish a fair working environment, and we act with a view to improvement and development in order to create an inclusive and supportive work environment with a mindset of continuous improvement in this area.

We provide transparent and secure reporting mechanisms to prevent human rights violations, identify suspicious situations and potential risks, and take necessary action. Our employees and stakeholders can submit reports via email to etik@kervangida.com or by calling 0850 211 02 07. All reports are investigated in accordance with privacy rules, carefully evaluated, and appropriate action is taken.

With our respect and commitment to human rights, we continue to build a fair, safe, respectful and inclusive work culture.



INCLUSION, DIVERSITY AND GENDER EQUALITY



We believe that diversity is one of the most important factors that nurtures creativity and cooperation within an organisation, and we advocate that a fair and non-discriminatory working environment that offers equal opportunities will bring sustainable success.

In this context, 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, physical disability, 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 in line with this approach.

In order to ensure that women take on more active roles in the workplace, we are strengthening our **gender-based equal opportunity policies** and setting targets to increase the proportion of female employees and support their greater representation in decision-making mechanisms. In line with these goals, we implement development programmes that reveal the leadership potential of female employees and continue to integrate an inclusive leadership approach into our corporate management approach.



Number of Employees

	2022	2023	2024
Female	1.156	1.210	1.191
Male	1.057	1.082	890
Total	2.213	2.292	2.081

The policies we have implemented to support the equal and active participation of women in the workforce have produced positive and measurable results, as evidenced by the employee distribution over the past three years. In 2022, women accounted

for 52% of our total workforce of 2,213 employees. In 2023, our total number of employees increased by 4%, reaching 2,292, while the number of female employees rose to 1,210, bringing the female employment rate to 55%, indicating a steady upward trend.



As of 2024, our female employee ratio has reached 57%, marking the highest level to date.



INCLUSION, DIVERSITY AND GENDER EQUALITY

We are strengthening women's employment and social integration

As Kervan Gida, we are pleased to announce that our project, which we applied for under the Registered Employment Creation Project (RECP) financed by the World Bank and the European Union and implemented by the Development and Investment Bank of Türkiye, has been approved for funding.

With this project titled ‘**Meeting Personnel Needs Arising from the Expansion of the Akhisar Production Facility's Capacity,**’ we aim to provide women living in Akhisar with opportunities for economic independence and to enable refugees in

the district to participate in working life through registered employment.

With the employment opportunities that will be created within the scope of the project, which will last for a total of 12 months, we aim to contribute not only to the development of individuals but also to the development of the Akhisar district. We aim to increase social benefits through stronger participation of women in the workforce and to set an example for the sector.

Number of Employees by Type of Employment

	2022	2023	2024
Number of Blue-Collar Workers	1.960	1.998	1.794
Number of White-Collar Employees	253	294	268

As of 2024, 87% of our employees work in blue-collar positions and 13% in white-collar positions. While prioritising occupational health, safety and physical well-being initiatives for our 1,794 blue-collar employees, who form the backbone of our production processes, we develop specialised solutions in areas such as career development, work-life balance and talent mana-

gement for our 268 white-collar employees. The percentage of female employees has reached 60% in blue-collar positions and 40% in white-collar positions. These figures show that women are gaining power not only in production processes but also in decision-making positions.



Turning Hope into Reality with Cyclical Contributions: TOFD Cover Donation

As part of our sustainability launch and awareness campaign, **32 kilograms of plastic caps** were collected with the voluntary contributions of our employees and delivered to the **Turkish Spinal Cord Injured Association (TOFD)**. With this meaningful donation, we not only contributed to recycling, but also experienced the pride of making a tangible difference in the lives of individuals in need.

EMPLOYEE SATISFACTION, LOYALTY AND WELL-BEING

We build our corporate culture on open communication, mutual trust and participation, and we operate feedback mechanisms effectively to continuously improve the employee experience. Thanks to the employee satisfaction surveys we conduct regularly every year, we are able to analyse expectations and needs more clearly and shape our human resources policies in line with these insights. We implement comprehensive practices in areas such as fair remuneration, transparent career development, performance-based reward systems and talent management in order to increase loyalty. To increase our employees' sense of belonging to the organisation, we design regular feedback processes with managers and facilitate access to management for all our employees through an open-door policy.

We implement holistic practices to improve the physical, mental and social well-being of our employees. As part of our preventive approach to supporting healthy living, we offer psychologist and dietitian support and facilitate our employees' access to healthcare services through our partner healthcare institutions. Our nursery support programme, which aims to support family life, is also an important part of our inclusive welfare approach.

We have implemented a 'Friday Home Office' practice to strengthen work-life balance and encourage flexibility, and we have also begun planning for the transition to new-generation working arrangements, such as **flexible working models** and **hobby-based training workshops**. Thanks to this, we support our employees' individual interests and strengthen corporate loyalty.

We also place importance on creating social environments where our employees can express themselves outside of work. We organise events such as **'The Stage is Yours'** which are creative and open to voluntary participation, showcasing talents, increasing motivation, and strengthening interaction and institutional belonging.

Employee Turnover Rate and Equal Opportunity

Over the past three years, significant improvement has been achieved in employee turnover rates. In 2022, the turnover rate was 26%, which dropped to 12% in 2023, marking a notable

success. In 2024, the turnover rate stood at 17%. Although this represents an increase compared to the previous year, it still reflects a meaningful improvement relative to 2022. The main reasons behind the increase in turnover in 2024 include operational restructuring, role changes in certain departments, and sector-wide economic fluctuations. These factors have been assessed as having temporary impacts on employee engagement. In response to the associated risks, corrective actions are being planned.

Our employee satisfaction rate was determined to be 52% in 2024.

Employee Turnover Rate (%)

2022	26%
2023	12%
2024	17%



EMPLOYEE SATISFACTION, LOYALTY AND WELL-BEING

We are strengthening internal career development and inclusive employment.



Number of Promoted Employees

	2022	2023	2024
Female	7	17	141
Male	16	30	255
Total	23	47	396

The number of promotions, which was 23 in 2022, increased significantly to 47 in 2023 and 396 in 2024. This development demonstrates that our internal promotion system, which increases employee loyalty while revealing leadership potential, is working effectively.

In particular, **the number of promotions for female employees rose from just 7 in 2022 to 141 in 2024.** This increase is a direct reflection of the principles of gender equality and equal opportunity that we have adopted throughout the organisation. Thanks to our efforts to strengthen our internal talent pool, our backup ratio for **key positions has reached 70%**, which stands out as a strategic step in sustainable leadership planning.

Furthermore, in line with our goal of creating an inclusive workforce, we are steadfastly continuing our efforts to employ disadvantaged groups. The number of employees in this category was 46 in 2022, increasing to 51 in 2023 and 95 in 2024, representing an increase of approximately 106%. We continue to view the principle of inclusivity not only as a policy, but as an integral part of our corporate culture.

Stakeholder Opinion

I have been working in the production department of the Kervan food family for approximately 21 years. Here, I have achieved countless successes and gained irreplaceable friendships. Of course, we have also gone through difficult times. But the concept of family has always kept us steadfast and strong. In parallel with this, we have worked tirelessly to embrace our company's vision and mission and instil them in those around us.

With its long history and forward-thinking ideals, Kervan Gida has been a guiding light for both its employees and many companies in the industry. By integrating Kaizen and sustainability projects involving all departments, it has reduced waste, increased energy efficiency, made the entire process more environmentally friendly, and encouraged continuous improvement and learning.

With this approach, we have succeeded in producing higher quality products that our consumers trust and enjoy more, and in delivering them to all corners of the world. We are proud of the Kaizen projects we have implemented with our team members and our contributions to sustainability.

Mechanical Maintenance Foreman
Mehmet Salih Kingir

EMPLOYEE PARTICIPATION

We place importance on practices that encourage our employees to participate in decision-making processes and support their contributions to corporate development. In line with this, the **Recommendation System** we have implemented as of 2024 enables our employees to share their process improvement and innovative ideas. In the first year of the system, **282 suggestions were collected, 198 were accepted, and 119 were directly implemented.** These results demonstrate our employees' commitment to a participatory culture and their desire to add value to the organisation.

Recommendation System

	2024
Number of Recommendations Coming from the Employees	282
Number of Suggestions Received and Accepted from Employees	198
Number of Recommendations Implemented	119



With Team Spirit, We Win Not Only at Work, But Also on the Field

At Kervan Gida, we value practices that support the social, physical and psychological needs of our employees outside of work. Within this scope, the **KERVAN FK Football Team** we established won the **Akhisar Olive Cup** as the **National Corporate League Champion** in 2024 and achieved significant success in corporate sports activities.

This victory is not merely a sporting achievement; it is a tangible demonstration of the growing solidarity, team spirit and employee loyalty within the organisation. We continue to view sporting activities as a means of increasing employee motivation, supporting work-life balance and strengthening a culture of teamwork.



EMPLOYEE PARTICIPATION



Golden Victory at the Stevie Awards, One of the World's Most Prestigious Business Awards!

Golden Victory at the Stevie Awards!

Kervan Gida has been honored with the Communication Department of the Year award at the Stevie Awards, one of the most prestigious business awards worldwide.

Through our 360-degree communication model, we successfully integrated employee experience, customer trust, societal impact, and brand reputation under a single, cohesive strategy.

Over the past two years, we have strengthened our digital presence with a highly effective social media strategy. By delivering emotionally engaging and strategically consistent content, we have cultivated consumer loyalty, employee pride, and stakeholder recognition.

In our content strategy, we transformed key events such as vision meetings, Bebetofest, and the Corporate League into highly engaging visual content. Through compelling storytelling, we significantly enhanced reach and engagement.



International Success with Our Performance and Development System

By placing the development of our employees at the core of our strategy, we achieved an international milestone! At the Stevie Awards for Great Employers, we were honored with the Silver Stevie Award in the "Performance and Development Systems" category.

Within our industry, we have developed a robust communication approach focused on consistency, agility, and emotional engagement. We adopt a 360-degree communication model that seamlessly integrates employee experience, customer trust, societal impact, and brand reputation under a single strategic framework.

This award is a key indicator of global recognition for our innovative performance management approach and the initiatives we implement to foster employee growth. Our system enables employees to define their goals with clarity, make development areas visible, and maximize their potential.

This achievement was made possible through the meticulous efforts of our Human Resources



team, the strong leadership of our managers, and the contributions of all employees. Through this collective synergy, we are cultivating a sustainable, development-oriented performance culture that continuously enhances the employee experience.

Over the past two years, we have designed and executed a highly impactful social media strategy, transforming our digital presence into a structure that strengthens our brand reputation. By positioning our brand as both emotionally resonant and strategically consistent, we have enhanced consumer loyalty, fostered employee pride, and earned stakeholder recognition.



EMPLOYEE PARTICIPATION



We are raising awareness with our events on 4 April, World Street Animal Day.

As Kervan Gıda, we act with a sense of responsibility towards society and all living beings. Within this scope, on 4 April, World Street Animal Day, we visited local shelters in Beylikdüzü,

Istanbul, and Akhisar, Manisa, with our **Kindness Team**, made up of our volunteers.

During these visits, carried out in cooperation with **Beylikduzu Municipality** and **Akhisar Municipality**, we observed the needs of our animal friends living in shelters

and provided food and basic supplies. We continue our efforts to promote such volunteer activities and create lasting social impact in order to establish an animal rights-conscious, empathy-based corporate culture.



Stakeholder Opinion



Throughout my 25-year career, I have proudly observed the development of our company's sustainability approach and practices, and I am delighted to contribute to them. Together with our colleagues, we have contributed to energy conservation, waste, fire and scrap management by prioritising prevention, then reduction and reuse, and finally minimisation and increased production efficiency. We continue to contribute to our company by making continuous improvements and developing new machines in-house.

Mechanical Maintenance Foreman
Cuma Altındas

TALENT DEVELOPMENT



We maintain our training and development programmes, which are structured to suit all levels of employees, throughout the year with a comprehensive calendar. We offer a wide range of content, from technical training to leadership workshops, management skills to digital competencies, and we keep the development process going with external training and seminars that reflect industry developments.

In order to support career development, we operate a transparent and structured career planning process for each employee. Performance evaluations and one-on-one manager meetings are used to identify our employees' strengths and areas for improvement, and their progress is supported through customised development plans. In line with our internal promotion policy, we act on the basis of the principles of equality and equal opportunity, preparing our high-potential employees for their journey to corporate leadership.

The mentoring and coaching programmes we run in this context strengthen organisational memory and make internal learning permanent by enabling our experienced leaders to pass on their knowledge to less experienced employees. Coaching processes focus on individual awareness and performance improvement, helping our employees to effectively achieve their goals. With this multi-layered develop-

ment structure, we continue to strengthen both the current performance and future leadership potential of our employees.

Total Training Hours

2022	37.345
2023	36.223
2024	33.685

When the total training hours for 2022, 2023 and 2024 are examined, the training period, which was 37,345 hours in 2022, decreased by 3% in 2023 to 36,223 hours. In 2024, however, teaching hours fell to 33,685, representing a decrease of approximately 7% compared to 2023.

The main reasons for this decline include the relocation of all our production lines to Akhisar in 2023 and 2024, office changes in Istanbul, and the relocation of our blue-collar employees to the Akhisar factory. Organisational changes and logistical difficulties experienced during these processes have led to a reduction in planned training activities. In the coming period, strategies are being developed to minimise these effects, and the aim is to increase teaching hours again.

We are transferring corporate memory to the future with the Mentor-Mentee Programme.

We aim to transfer the knowledge and experience that our experienced employees have gained throughout their careers to our employees who are at the beginning of their development process. Through this programme, which covers a wide range of topics from career planning to personal development, education to guidance, we support our mentees in learning faster and charting a conscious career path. In the first step of the programme, we collect applications digitally. After that, we conduct one-on-one interviews with our mentor candidates to determine the appropriate matches. We provide special training to our mentors, and then officially launch the programme with a launch event. Our Human Resources department actively monitors the programme process and identifies areas for improvement through regular feedback. At the end of each term, we evaluate the performance of mentors and mentees and reward successful applications. In 2023, 24 mentors and 29 mentees participated in the programme, and in 2024, the programme continues successfully with 21 mentors and 24 mentees.

We are institutionalising digital learning with B-Academy LMS

Through our digital learning platform, B-Academy LMS, we enable our employees to access continuous learning and development processes via mobile and web-based platforms. We offer rich content such as educational content, video-supported machine manuals, internal job postings, academic publications, weekly articles, vlogs, and launch videos through the platform. This system allows us to tailor learning processes to individual speeds and needs, thereby increasing the accessibility of training and encouraging our employees to actively participate

in the platform. We strengthen corporate knowledge accumulation by supporting learning with B-Academy based on continuity and accessibility.

We disseminate knowledge within the organisation through the Internal Training Project

With our internal training projects, we aim to systematically transfer corporate knowledge and experience among our employees. In this system, which is based on voluntary participation, we select employees who meet certain criteria to serve as internal trainers. In 2024, 10 of our employees were selected as internal trainers. We add our selected trainers in a special training programme covering communication skills, presentation techniques and adult learning. Our internal trainers contribute to the continuous development of the internal learning cycle by sharing their critical knowledge and experience regarding business processes with other employees.

We are recruiting future professionals to our organisation through the B-Young Talent Programme

We have launched the B-Young Programme to support young professionals with university degrees in making a strong start to their careers. As part of the programme, we are collecting applications via social media and career platforms. During the evaluation process, we assess our candidates through a general aptitude test, English proficiency assessment, video interview and online one-on-one interviews. We enrol candidates who successfully complete this multi-stage process in a comprehensive development programme that lasts four months. During this programme, we offer our young talents training, project assignments, mentoring sessions and corporate interaction opportunities that will enable them to quickly adapt to the business world. In this way, we support their individual development and strengthen our company's future talent pool.

TALENT DEVELOPMENT

We are investing in the future through our university-youth partnerships

In line with our university-industry cooperation approach, we consider it an important responsibility to interact with young talents and contribute to their career journeys. Within this scope, we are establishing direct contact with young people by participating in numerous university events throughout 2024.

By participating in the **Yildiz Technical University** Career Fair, we introduced students to Beбето's fun and delicious world and answered young people's questions about the industry. Through these types of meetings, we aim to increase young people's career motivation and strengthen their interest in the food industry.

As part of our collaboration with **Istanbul Gelisim University**, we conducted a training course on 'Interview Techniques in Working Life' with the contribution of our employees. Through these training programmes, we share the knowledge and experience that students may need during their transition to professional life and support their preparation for the business world.

In addition to these, we introduced our products to students by participating in social events organised at many universities, including **Hacettepe University** and **Istanbul University**, we ensured that they established a genuine connection with our brand. These activities enable us to strengthen our ties with young people and gain a better understanding of their expectations and preferences.

We also participated in the **Manisa Celal Bayar University** Career Summit, where we guided students on career planning and shared our experiences in the business world.

With these efforts to support the development of young people, we continue to strengthen our presence as an inclusive and dynamic employer brand at the university level.

Stakeholder Opinion



I am proud to have been actively working in the jelly production industry for 28 years. This long journey has provided me with valuable experience not only in production processes, but also in quality management, customer satisfaction and sustainability. I have made it my principle to always remain innovative and closely follow sectoral developments in the face of changing consumer demands, advancing technology and increasing competition over time. Thanks to our emphasis on food safety, hygiene standards and natural ingredients, our products

remain popular both in the local market and internationally.

I believe that jelly production is not just a technical process; it is also an art that requires passion, care and responsibility. With this understanding, I am determined to move forward into the future with more solid steps, drawing strength from the past. My goal is to continue contributing to the sector while maintaining our quality standards and continuing to offer reliable, delicious and natural products to new generations.

Technical Training and Workshops Responsible
Nevzat Ozdek



OCCUPATIONAL HEALTH AND SAFETY

We operate with a zero-tolerance policy on occupational health and safety (OHS) and manage all our activities with an approach that goes beyond legislation to provide a safe, healthy and sustainable working environment. Within this frame, we not only comply with legal requirements, but also adopt international best practices to build a continuously improving OHS culture.

Our company's OHS management system is shaped by risk-based thinking and is systematically implemented across all our facilities. Regular risk assessments are carried out to identify potential hazards in advance, prevent possible accidents at work and prevent occupational diseases, and each process and work area is analyzed in detail. In this regard, all technical and managerial processes are handled with a proactive approach, and the goal is to spread a culture of occupational safety throughout the organization.

In order to improve our OHS performance, it is of great importance to raise the awareness and knowledge level of our employees. Within this scope, mandatory and optional OHS training courses are held regularly throughout the year, and practical training courses with special content are offered to employees working in high-risk areas. New employees receive comprehensive information on occupational health and safety issues during the orientation process, while existing employees receive refresher training at regular intervals.

We take all necessary measures to ensure the safety of our employees in accordance with our Occupational Health and Safety Policy, which we have prepared in line with current OHS legislation and other requirements. We are carrying out all necessary work with the OHS committee we have established for this purpose. We continue our efforts to continuously improve and develop our work in the field of Occupational Health and Safety.

In this respect;

- We conduct regular risk assessments at the workplace, identify emerging risks and take the necessary precautions.
- We provide our employees with regular occupational health and safety training, aiming to continuously raise their awareness levels.
- We ensure that our employees use personal protective equipment correctly and regularly.
- We regularly inspect the working environment, review safety measures and eliminate potential hazards.
- We keep detailed records of occupational accidents and diseases, analyse this data and take steps to develop preventive measures.

OHS Trainings

	2022	2023	2024
Total Hours of OSH Training Provided to Employees	7.763	7.208	7.390
Workplace Safety Training Hours per Employee (hours/person)	3,09	3,06	3,39

In 2022, our total occupational health and safety (OHS) training duration was 7,763 hours. In 2023, this figure decreased by 7.2%, reaching 7,208 hours. In 2024, the training duration increased by 2.5%, totaling 7,390 hours.

The amount of OHS training per employee also supports this development. The training duration per person, which was 3.09 hours in 2022, increased to 3.06 hours in 2023 and 3.39 hours in 2024, showing progress compared to previous years. This increase is a clear indication of the importance we place on raising the individual awareness of our employees. Our training duration increased by 2.5% compared to the previous year, reaching a total of 7,390 hours in 2024.

The training duration increased by 2.5%, totaling 7,390 hours.

7.390 hours



OCCUPATIONAL HEALTH AND SAFETY

Occupational Safety Culture for a Safe Future

As Kervan Gıda, we are building a comprehensive occupational safety culture that prioritises the health and safety of our employees. Throughout 2024, we are working to spread our occupational safety practices more effectively in the field and carry out multi-stakeholder efforts to raise OHS awareness through various activities.

Activities that Increase OHS Awareness

At our Akhisar-1 location, we are providing our employees with detailed information about the importance of personal protective equipment (PPE) and safe usage conditions through our PPE stand and information events organised in collaboration with Egepro KKD, Starline and Mercan Occupational Safety. Through these activities, we aim to raise awareness of risk by bringing our sustainable safety culture to the field. In order to raise awareness of occupational health and safety among our children, we hold an annual Occupational Health and Safety Drawing Competition, in which our employees' children share their artwork based on specified occupational health and safety themes. The top three children are welcomed at our factory and rewarded. In this way, we are spreading the culture of occupational safety among family members as well.

Behavioural Security Approach with HSE Card System

We have begun rolling out our HSE (Health, Safety, Environment) Card System, which was first launched in the Licorice division, to all of our production sites as of 2024. Within this scope, a total of 374 employees received 'HSE and Near Miss'

training, line-based risk analyses were completed, and OHS corners were established in departments at our Akhisar-2 factory. In addition, administrative actions for the safe walking application have been initiated and integrated into the 2024 master plan.

Disaster Awareness and Emergency Preparedness

On 12 November, Disaster Preparedness Day, the critical importance of preparedness and awareness in combating disasters was once again emphasized. Throughout 2024, earthquakes, fire and evacuation drills were conducted at all our locations to ensure that our employees are prepared for emergencies. During this process, practical training courses were conducted to raise awareness of disaster management, and safe assembly areas, evacuation routes and team coordination were reviewed.

Promoting Safety through a Continuous Improvement Approach

In our OHS practices, we do not merely comply with legal requirements; we establish an effective safety management system that raises awareness among our employees, encourages their participation, and supports behavioral change in the field. The EDER (Energy-Disconnected Equipment Repair) procedure continues to reinforce a culture of safe working practices, particularly during planned maintenance processes.



Stakeholder Opinion

I have been working at Kervan Gıda for 6 years. In terms of sustainability, the developmental contributions our company makes to us and the environment are very important.

In our Kaizen projects, we take this policy into consideration and address energy efficiency and waste management in a way that encompasses sustainability factors. Through the large-scale projects, blue-collar

and white-collar activities, and seminars provided by our company, we are not only increasing the sustainability of our business and operational efficiency but also sowing seeds that will grow into a livable future for the world.

Licorice Department Executive
Onur Beyde



7.0

GOVERNANCE

touches to the future
with each taste

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GOVERNANCE OBJECTIVES



Targets	2023 Target	2023 Realized	2024 Status	2030 Aim	SDG	Related Materiality Issues
Inclusion of DOPA project objectives in unit objectives	50%	50%	69%	100%	 	DIGITALISATION
Inclusion of sustainability performance and risk indicators in the performance system	50%	20%	50%	100%		
Increasing the number of projects undertaken in the field of R&D and innovation compared to the previous year	30%	30%	50%	60%		R&D AND INNOVATION
Percentage of projects commercialised within the scope of R&D and innovation	10%	2%	16%	40%		
Increase the share of sales of innovative products commercialised within the scope of R&D and innovation in turnover	3%	-%	1%	8%		
Increase the percentage of suppliers conducting environmental baseline studies to reduce climate change risks	10%	10%	36%	50%	 	SUSTAINABILITY IN THE SUPPLY CHAIN

CONSUMER HEALTH AND SATISFACTION

We are acting based on customer expectations in all stages, including product development, supply chain management, production, quality control and after-sales services. Our 94% customer satisfaction rate measured in 2024 shows our commitment in this area. Within the framework of our customer-focused approach, we guarantee our quality standards with international certifications and ensure product safety and consistency by using the latest technologies in all our production processes.

We regularly analyze customer feedback. Although the number of customer complaints rose from 525 in 2023 to 567 in 2024, we view this increase as a valuable opportunity for improvement. In line with the feedback received, we have implemented a total of 16 different improvement and development actions in 2024. These actions include structural changes aimed at improving both product quality and the efficiency of our service processes.

Our production facilities comply with internationally recognized certification systems such as ISO 22000 Food Safety Management System, HACCP (Hazard Analysis and Critical Control Points), GMP (Good Manufacturing Practices), BRCGS and AIB. In line with these certifications, we conduct comprehensive analyses and audits on topics such as hygiene, traceability, quality control and risk assessment before and after each production batch. We also manage our processes in an integrated manner with the ISO 9001 Quality Management System.

We observe quality, reliability and sustainability criteria at every stage of our supply chain. 87% of the raw materials we use are certified according to third-party environmental or social standards. We regularly assess the sustainability and food safety performance of our suppliers and conduct the process transparently with quality certificates.

In our R&D processes, we focus on consumer health and adopt a responsible product development approach by carefully evaluating factors such as allergen content, additives and nutritional values. Our labelling processes provide consumers with transparent, understandable and accurate information, supporting informed consumption decisions. In order to support all these practices, we regularly monitor customer feedback and continuously update and improve our quality management system based on this feedback.



CONSUMER HEALTH AND SATISFACTION

We select all ingredients used in our product formulations based on regulatory compliance, scientific guidelines and traceable source criteria. We prioritize alternatives that have been safety approved and are harmless to human health, especially in additives such as colourings and flavourings. In line with increasing health awareness, we are conducting R&D studies to reduce sugar levels in our products, shift towards natural ingredients, and replace additives with healthier components. We voluntarily implement reformulation policies that limit sugar consumption, especially in products aimed at children. Within this scope, we continue our product development activities supported by natural colourings, plant-based sweeteners and fiber content.

In order to ensure that our consumers can choose our products correctly and 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.

With functional and fortified food projects, we focus on enriching our product portfolio and offering solutions in line with healthy living trends. We develop new brand and launch strategies in the OTC category to respond to customer needs and we monitor this process with KPIs and continuously improve it with benchmark studies. We shape our product development processes with a consumer-centric approach through focus group studies and multi-channel customer support systems.



Stakeholder Opinion

Throughout 2024, we have based our quality assurance processes on continuous improvement and a sustainable quality approach. We systematically carried out our efforts to improve product quality, enhance customer satisfaction and support environmental compliance. This year, we took significant steps towards reducing product-related quality issues through line-based Kaizen projects implemented across all our production lines. At the same time, we have made process tracking more transparent and measurable in order to increase the effectiveness of our quality management systems.

Within the scope of our sustainable quality approach, we have expanded our environmental

baseline assessments in our supply chain, prioritizing our environmental responsibility, and increased the percentage of suppliers undergoing environmental assessments to 36.5%. Our facilities are certified with the ISO 14001 Environmental Management System and ISO 50001 Energy Management System. None of our facilities received any legal penalties in 2024.

By combining our focus on quality and sustainability, we will continue to increase efficiency in our production processes and build trust-based relationships with our stakeholders.

Quality Assurance Director
Ayşegül Sena Özcan

SUSTAINABILITY IN THE SUPPLY CHAIN

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

We are committed to establishing fair, equitable and inclusive relationships with all stakeholders in our supply chain. We require our suppliers to operate in compliance with international human rights standards, ILO (International Labour Organisation) conventions and occupational health and safety regulations. We have a zero tolerance policy towards child labour and forced labour, and we consider the provision of safe, decent and ethical working environments to be a fundamental expectation.

We maintain regular communication with our suppliers and conduct annual analyses and on-site audits to assess their environmental and social sustainability performance. We offer capacity-building training and cooperation models to suppliers identified as needing development, and we ensure that sustainability principles are widespread throughout our ecosystem. At the same time, we take a proactive approach to minimising environmental and social risks and establish continuous monitoring mechanisms in high-risk areas.

In 2024, we will be working with a total of 197 active suppliers. 77% of these suppliers are local, meaning they are companies operating in Türkiye, and 152 of them are local suppliers. Continuing our collaboration with local suppliers contributes to our goal of reducing our carbon footprint while also supporting the local economy and strengthening our social sustainability policies.

While our domestic supply ratio was 91% in 2022, the foreign supply ratio was 9%. In 2023, the domestic supply ratio was 93%, and in 2024, this ratio was 77%.

We attach great importance to ensuring that our supply chain complies with sustainability principles and ethical standards. In this regard, we systematically monitor our suppliers' compliance with the 'Supplier Code of Conduct'. As of 2023, we see that 54% of our target suppliers have signed these rules, adopting our ethical business practices. In 2024, this ratio will increase to 61%, further strengthening our ethical supply chain structure.

In 2024, this ratio will increase to 61%, further strengthening our ethical supply chain structure.



Supplier Management

	2022	2023	2024
Supplier Ratio - Domestic Purchasing	91%	93%	77%
Supplier Ratio - Domestic Purchasing	9%	7%	23%
Percentage of targeted suppliers who have signed the Supplier Code of Conduct (raw materials and auxiliary materials)	-	54%	61%

We structure our partnerships not only with a focus on cost, but also with a view to creating long-term value. Within this scope, we offer flexibility in payment terms and adopt transparent pricing policies in line with the principle of fair trade. In addition, by prioritizing digitalization and technology investments, we are making every link in our supply chain more transparent, sustainable and traceable. This way, we increase our operational agility, accelerate our processes and optimize costs.



SUSTAINABLE AND RESPONSIBLE PURCHASING



We conduct our purchasing processes based on our environmental and social responsibilities. We focus on sustainability goals such as resource efficiency, reducing our carbon footprint and supporting local economies, particularly in packaging and raw material procurement. As of 2024, we source 77% of our suppliers from local sources, thereby reducing our carbon emissions and contributing to the local economy. In addition, our entire purchasing team has received certified training in **Sustainable Purchasing and Supply Chain Strategy**. This ensures that our processes are managed more strategically with a focus on sustainability.

Stakeholder Opinion

2024 was a year in which we reshaped our supply chain processes, not only focusing on efficiency and speed, but also integrating environmental, social and governance (ESG) criteria. Changing expectations on a global scale, limited resources and the effects of the climate crisis are forcing supply chains to evolve from structures that merely provide cost advantages into value-oriented and sustainable systems. At the heart of this transformation, we have adopted fundamental principles such as ethical sourcing, waste reduction, carbon footprint reduction, and more efficient use of local resources. We have systematically expanded our sustainability standards by establishing more transparent and traceable collaborations with our suppliers. In addition, thanks to our

Sustainability in production and product design is supported by packaging and material optimisation. With the addition of PVDC raw material to the banned list in 2024, a transition to alternative environmentally friendly materials has been made. With this transformation of the licorice line, all packaging has been redesigned and made more efficient while maintaining quality standards.

Optimization of Mega Boy Licorice products has resulted in the removal of separators from 71 product codes, and a reduction in bag weight and packaging size, generating annual cost savings of **approximately 8.3 million TRY**. At the same time, environmentally friendly alternatives have been preferred in the use of bulk bags. In the stretch films used in pallet wrapping, a 45% reduction in thickness has resulted in significant savings in terms of length and material.

digitalization investments, we increased our data-based decision-making capabilities, measured our environmental impact, and strengthened operational agility. The supply chain plays a strategic role in our company's sustainable growth goals. Aware of this responsibility, we prioritized our sensitivity towards the planet and future generations in every step we took in 2024. In the coming period, we will continue to work with determination for a more circular, more resilient, and more human-valued supply chain.

Supply Chain Director
Ercin Unal

Reduction in bag weight and packaging size, generating annual cost savings of approximately **8.3 million TRY**

8,3 MILLION TRY



R&D AND INNOVATION

As Kervan Gida, we integrate our sustainable and innovative production approach with our R&D studies. We have placed R&D and innovation at the center of our company strategy to reduce environmental impact in the food industry, provide innovative solutions to consumer needs and increase operational efficiency.

Our R&D activities not only improve product quality but also enable us to produce solutions that support our sustainability goals. Practices such as increasing natural ingredients, reducing sugar content, developing allergen-sensitive products, and recyclable packaging designs are key examples of this approach. At the same time, we are working on technology-based innovations that will support energy, water and material efficiency in production processes.

Within this scope, numerous improvement projects have been implemented in the fields of food safety, functional product development and packaging optimization, and technical solutions that contribute to product lifecycle management and carbon footprint reduction have been implemented as of 2024. Each new product developed with a customer-focused innovation culture creates value in terms of both taste and environmental responsibility.

While our Company's R&D expenditures were 35 million TRY in 2023, this amount was realized as 43 million TRY in 2024. The share of functional products within our company's product categories is increasing, and the company has accelerated its product development efforts.



Kervan Gida continuously allocates resources to R&D investments and places these investments at the center of our innovation processes. Our R&D department conducts research on product development, new flavors, functional food products, packaging solutions and sustainable production techniques.

Through its R&D activities, our company aims not only to offer innovative products tailored to consumer needs, but also to develop more efficient production processes to minimize our environmental impact.

R&D / Design / Innovation

	2023	2024
Number of R&D/Design Projects Produced Annually	8	12
Number of Participations in Domestic/International Fairs, Symposiums and Congresses with Scientific Event Value	8	22

50%

In 2023, the number of R&D/design-oriented projects increased by 33%, reaching 8 projects. In 2024, this figure rose by 50%, totaling 12 projects. This growth demonstrates that our company continues to strengthen its capacity for innovative product and process development year by year, and highlights the increasing strategic importance we place on R&D.

Similarly, our participation in domestic and international fairs, congresses, and scientific events has also shown a remarkable increase. While we attended 8 events in 2023, this number rose by approximately 50% in 2024, reaching 22 events.



CONTINUOUS IMPROVEMENT TOWARDS BETTERMENT: KAIZEN PROJECTS

In 2024, 16 KOBETSU KAIZEN projects were successfully completed by adopting a culture of continuous development and improvement. These projects have made significant contributions in many areas, such as increased efficiency in production processes, cost savings, and reduction of waste and scrap. In addition, a total of TRY18 million was saved thanks to these projects.

These projects have been realised with the participation and innovative ideas of our employees and play an important role in achieving our sustainability goals. In line with the KAIZEN philosophy, these projects aim to achieve betterment at every step and contribute to our company's sustainable development journey by increasing both environmental and economic efficiency.

TRY18 MILLION

was saved.

OPEX KOBETSU KAIZEN PROJECTS 2024

Project Name	Success	Annual Gain/Savings (Approximate Amounts, ₺)
Increased Product Quality and Productivity	The amount of non-conforming products was reduced by 51% in total, and quality continuity was ensured through color stability projects.	₺ 2.9 MILLION
Packaging Waste and Waste Reduction	Packaging waste rates have been significantly reduced, and waste reduction has been achieved in production lines.	₺ 5.8 MILLION
Reducing the Equipment Efficiency and Downtime	Within the scope of projects carried out with the aim of eliminating malfunctions in production lines, increasing machine efficiency and reducing unplanned stops; • Production continuity has been increased and maintenance intervals have been optimized. • Performance rates have improved and downtimes have been significantly reduced.	₺ 8 MILLION



Stakeholder Opinion



With our R&D team, we reduce our environmental impact and strengthen the differentiation in our product portfolio with innovative projects in line with our sustainability goals. By increasing the number of R&D projects we worked on by 50% in 2024 compared to the previous year, we demonstrated the importance

we attach to innovation with concrete steps. We commercialized 16% of these projects, directly adding value to our products. With the improvements we made in packaging use, we reduced the amount of packaging per total sales tonnage by 8%. We also increased both our resource efficiency and production quality by reducing packaging waste by a remarkable 69%. These achievements have once again demonstrated that R&D is not only about new product development but also a strategic

function that contributes to sustainable production goals. In the coming period, we will continue to add value to both our company and our planet by increasing our work on natural ingredients, resource efficiency, and environmentally friendly production solutions.

R&D Director
Guler Ceyhan

DIGITALIZATION

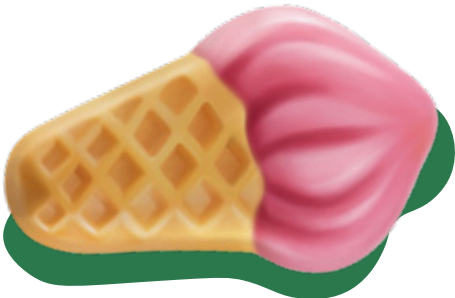
By integrating digital technologies into operational processes, we increase our production efficiency and create value across a wide range of areas, from customer satisfaction to supply chain management, from energy usage to data security. **30%** of our operational processes were automated in 2024, and a total of **12** digital transformation and improvement projects were implemented during the year. The number of digital solutions used throughout the institution has reached **25**.

Digitalisation

	2024
Automation Rate of Operational Processes	30%
Implemented Digital Transformation Project – Number of Improvements	12 units
Total Number of Digital Solutions	25 units



30% of our operational processes were automated in 2024



DOPA PROJECT

DigiNext

With our DigiNext program, we reinforce our vision of digitalization by transforming innovation into a corporate culture. In this context, we aim to establish sustainable and reportable systems with a structure that includes SAP's core modules such as FI, CO, MM, SD, PP. By designing processes according to best practices, data singularity and real-time reporting opportunities increase, and our decision-making processes become faster and more effective.

Power BI & Data Warehouse

Thanks to Power BI and Data Warehouse integrations, our corporate data infrastructure has been strengthened and a data-driven management approach has been supported through summary reports and instant visualizations. In addition to this, we aim to move invoice and payment approval processes to the digital environment with e-solutions and gain significant dynamism in the processes by providing instant access to banking transactions.

B2B Portal Project & Integration Layer

We aim to establish systems integrated with SAP HANA by digitalizing our order picking processes. We ensure data traceability between systems and minimize operational risks through the Integration Layer.

DIGITALIZATION

“

Stakeholder Opinion

As Kervan Gida, we are leaving 2024 behind as a year in which we redefined the boundaries in digitalization, productivity, and sustainability. We took every new technological step to build not only the present but also the future.

With our migration to SAP S/4HANA project, we have achieved a more integrated, faster and more agile structure in all our business processes. With the live implementation of our MES system, one of the fundamental building blocks of technological transformation, instant traceability, quality control and efficiency management in our production processes have been brought to a higher level. Every decision made on the production line is now supported by real-time data, making our processes both more transparent and more flexible. We continued to digitize manual processes by integrating image processing technologies into our OPEX processes.



Our Kaizen culture is at the center of all these technological developments. This culture, shaped by the ideas of all our employees from the field to the headquarters, supports transformation not only in processes but also in mindset.

As Kervan Gida, we see digitalization not only as a technology investment but also as a strategy that focuses on people, makes processes smarter, and enables a sustainable future. 2024 was a turning point in which this vision came to life with real outcomes.

Director of Business Analytics and Business Process Development
Baran BALCI

“

Stakeholder Opinion

2024 was a year in which we, as the Information Technologies department, undertook important projects to achieve our sustainability goals. With these projects, we have taken great steps towards achieving both environmental and economic sustainability.

By achieving outputs that impact management decision-making processes, we reduced costs by using our resources more efficiently and increased financial sustainability. The data we obtained through reporting tools allowed us to make fast and accurate decisions. By ensuring data singularity, we digitized the data access and interpretation processes with summary reports and instant visuals. With these projects, we achieved sustainability in data management and made our business processes more transparent. By increasing data traceability between systems with the integration layer, we managed to prevent potential problems.

We have made our business processes more efficient with our digital transformation projects. Thanks to e-solutions, we reduced paper use and contributed to environmental sustainability by digitizing processes such as invoices and payment confirmations.

We digitized our order picking processes and established systems integrated with our ERP system. In this way, we achieved more effective and efficient collaboration with our business partners and increased operational sustainability.

Information Technologies Director
Adem Turkmenoğlu

8.0

APPENDIXES



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Performance Indicators	107



GRI

GRI STANDARDS	DESCRIPTION	LOCATION
GRI 2: General Descriptions 2021	2-1 Organisation Details	About the Report, About Kervan Gida
	2-2 Organizational Units Included in Sustainability Reporting	About the Report
	2-3 Reporting Period, Frequency and Contact Point	About the Report
	2-4 Restatement of Information	
	2-5 External Assurance	No
	2-6 Activities, Value Chain and Other Business Relationships	Our Main Production Areas Our Value Creation Model
	2-7 Employees	Social Performance Indicators
	2-8 Not Employed Workers	Social Performance Indicators
	2-9 Governance Structure and Composition	Our Corporate Governance Approach Our Governance Structure
	2-10 Nomination and Election of the Highest Governance Body	Our Corporate Governance Approach Our Governance Structure
	2-11 Chairman of the Highest Governing Body	Our Corporate Governance Approach Our Governance Structure
	2-12 The Role of the Highest Governance Body in Overseeing the Management of Impacts	Our Corporate Governance Approach Our Governance Structure
	2-13 Transfer of Responsibility for Managing Impacts	Our Corporate Governance Approach Our Governance Structure
	2-14 The Role of the Highest Governance Body in Sustainability Reporting	Materiality Analysis



GRI

GRI 2: General Descriptions 2021	2-15 Conflicts of Interest	Business Ethics and Compliance Combating Corruption and Anti-Competitive Behavior
	2-16 Communicating Critical Concerns	Stakeholder Analysis
	2-17 Collective Knowledge of the Highest Governing Body	Annual Report
	2-18 Evaluating the Performance of the Highest Governance Body	Our Governance Structure Transparency and Traceability
	2-19 Wage Policies	Transparency and Traceability
	2-20 Wage Determination Process	Transparency and Traceability
	2-22 Sustainable Development Strategy Statement	Message of the CEO
	2-23 Policy Commitments	Our Human Right Policy Business Ethics and Compliance
	2-24 Internalizing Policy Commitments	Our Human Right Policy Business Ethics and Compliance
	2-25 Processes to Eliminate Adverse Effects	Our Governance Model
	2-26 Counseling and Reporting Concerns Mechanisms	Business Ethics and Compliance
	2-27 Compliance with Laws and Regulations	Business Ethics and Compliance Transparency and Traceability
	2-28 Membership Associations	Our Civil Society Participation and Collaborations
	2-29 Approach to Stakeholder Participation	Stakeholder Analysis Materiality Analysis
	2-30 Collective Bargaining Agreements	Social performance indicators



GRI

GRI 3: Key Topics 2021	3-1 Process of Determining Important Issues	Stakeholder Analysis
	3-2 List of Important Topics	Materiality Analysis
GRI 201: Economic Performance 2016	3-3 Management of Priority Issues	The Economic Value We Created Our Developments in 2024
	201-1 Direct Economic Value Created and Distributed	The Economic Value We Created Our Developments in 2024
	201-2 Financial Impacts and Other Risks and Opportunities Due to Climate Change	Risk Management
	201-4 Financial Assistance Received from the Government	Our Civil Society Participation and Collaborations
GRI 202: Market Presence 2016	3-3 Management of Priority Issues	Our Main Production Areas
	202-2 Percentage of Senior Management Employed from the Local Community	No
GRI 203: Indirect Economic Impacts 2016	3-3 Management of Priority Issues	The Economic Value We Created Our Developments in 2024
	203-1 Infrastructure Investments and Supported Services	The Economic Value We Created Our Developments in 2024
	203-2 Significant Indirect Economic Impacts	The Economic Value We Created Our Developments in 2024
GRI 204: Procurement Practices 2016	3-3 Management of Priority Issues	Sustainability in the Supply Chain
	204-1 Proportion of Expenditures to Local Suppliers	Sustainability in the Supply Chain



GRI

GRI 205: Fighting Corruption 2016	3-3 Management of Priority Issues	Combating Corruption and Anti-Competitive Behavior
	205-1 Operations Assessed for Corruption-Related Risks	Combating Corruption and Anti-Competitive Behavior
	205-2 Communication and Training on Anti-Corruption Policies and Procedures	No
	205-3 Confirmed Corruption Cases and Taken Actions	Combating Corruption and Anti-Competitive Behavior
GRI 206: Anti-Competitive Behavior 2016	3-3 Management of Priority Issues	Business Ethics and Compliance Combating Corruption and Anti-Competitive Behavior
	206-1 Lawsuits Filed for Anti-Competitive Behavior, Monopoly, and Antitrust Practices	Combating Corruption and Anti-Competitive Behavior
GRI 207: Tax 2019	3-3 Management of Priority Issues	Transparency and Traceability
	207-1 Approach to Taxation	Transparency and Traceability
	207-2 Tax governance, control and risk management	Transparency and Traceability
	207-3 Stakeholder engagement and management of tax concerns	Transparency and Traceability
	207-4 Country-based reporting	Activity Reports
GRI 301: Materials 2016	3-3 Management of Priority Issues	Waste Management
	301-1 Materials used by weight or volume	Environmental Performance Indicators
	301-2 Use of recycled materials	Waste Management
	301-3 Recovered products and packaging materials	Waste Management Environmental Performance Indicators



GRI

GRI 302: Energy 2016	3-3 Management of Priority Issues	Energy Efficiency and Management
	302-1 Energy consumption within the organization	Energy Efficiency and Management Environmental Performance Indicators
	302-2 Energy consumption outside the establishment	Environmental Performance Indicators
	302-3 Energy density	Energy Efficiency and Management Environmental Performance Indicators
	302-4 Reducing energy consumption	Energy Efficiency and Management
	302-5 Reduction in energy requirements of products and services	Energy Efficiency and Management
GRI 303: Water and Wastewater 2018	3-3 Management of Priority Issues	Water Management
	303-1 Interacting with water as a shared resource	Water Management Environmental Performance Indicators
	303-3 Draught	Water Management Environmental Performance Indicators
	303-4 Water discharge	Environmental Performance Indicators
	303-5 Water consumption	Water Management Environmental Performance Indicators
GRI 305: Emissions 2016	3-3 Management of Priority Issues	Emission Management
	305-1 Direct (Scope 1) greenhouse gas emissions	Emission Management Performance Indicators
	305-2 Energy indirect (Scope 2) greenhouse gas emissions	Emission Management Environmental Performance Indicators
	305-3 Other indirect (Scope 3) greenhouse gas emissions	Emission Management Environmental Performance Indicators



GRI

GRI 305: Emissions 2016	305-4 Greenhouse gas emission intensity	Emission Management Performance Indicators
	305-5 Reducing greenhouse gas emissions	Emission Management
GRI 306: Waste 2020	3-3 Management of Priority Issues	Waste Management
	306-1 Management of waste generation and significant waste-related impacts	Waste Management
	306-2 Management of significant waste-related impacts	Waste Management
	306-3 Formed Waste	Waste Management Performance Indicators
	306-4 Undisposed waste	Waste Management Performance Indicators
	306-5 Disposed waste	Waste Management Performance Indicators
GRI 308: Supplier Environmental Assessment 2016	3-3 Management of Priority Issues	Sustainability in the Supply Chain
	308-1 New suppliers screened based on environmental criteria	Sustainability in the Supply Chain
	308-2 Negative environmental impacts in the supply chain and measures taken	Risk Management Our Value Chain Model
GRI 401: Employment 2016	3-3 Management of Priority Issues	Inclusion, Diversity and Gender Equality
	401-1 New employee hires and employee turnover rate	Employee Satisfaction, Loyalty and Well-being Performance Indicators
	401-2 Jobs provided to full-time employees but not to temporary or part-time employees	Employee Satisfaction, Loyalty and Well-being Employee Participation
	401-3 Parental leave	Social Performance Indicators



GRI

GRI 402: Labor/Management Relations 2016	3-3 Management of Priority Issues	Inclusion, Diversity and Gender Equality
	402-1 Minimum notification periods for operational changes	Inclusion, Diversity and Gender Equality
GRI 403: Occupational Health and Safety 2018	3-3 Management of Priority Issues	Occupational Health and Safety
	403-1 Occupational health and safety management system	Occupational Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety
	403-3 Occupational health services	Occupational Health and Safety
	403-4 Participation, consultation and communication of workers on occupational health and safety	Occupational Health and Safety Social Performance Indicators
	403-5 Occupational health and safety training	Occupational Health and Safety Social Performance Indicators
	403-6 Promotion of occupational health	Occupational Health and Safety
	403-7 Prevention and mitigation of directly related impacts through work relationships related to occupational health and safety	Occupational Health and Safety
	403-8 Workers covered by the occupational health and safety management system	Occupational Health and Safety
	403-9 Work-related injuries	Occupational Health and Safety Sosyal Performans Göstergeleri
	403-10 Work-related health problems	Occupational Health and Safety Sosyal Performans Göstergeleri
404: Education and Training	3-3 Management of Priority Issues	Talent Development
	404-1 Average hours of training per employee per year	Talent Development Social Performance Indicators



GRI

404: Education and Training	404-2 Employee skills development and transition assistance programs	Talent Development
	404-3 Percentage of employees who receive regular performance and career development reviews	Social Performance Indicators
405: Diversity and Equal Opportunities	3-3 Management of Priority Issues	Ensuring Diversity, Gender and Equal Opportunities
	405-1 Diversity of governing bodies and employees	Social Performance Indicators
	405-2 Basic salary and pay rate for men and women	Social Performance Indicators
406: Prohibition of Discrimination	3-3 Management of Priority Issues	Our Human Right Policy Business Ethics and Compliance
	406-1 Incidents of discrimination and corrective measures taken	Not encountered during the reporting period.
407: Freedom of Association and Collective Bargaining	3-3 Management of Priority Issues	Our Human Right Policy Business Ethics and Compliance
	407-1 Operations and suppliers where freedom of association and the right to collective bargaining may be at risk	Not encountered during the reporting period.
408: Child Labor 2026	3-3 Management of Priority Issues	Our Human Right Policy Business Ethics and Compliance
	408-1 Operations and suppliers at significant risk for child labor incidents	Not encountered during the reporting period.
409: Forced or Compulsory Labor 2016	3-3 Management of Priority Issues	Our Human Right Policy Business Ethics and Compliance
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not encountered during the reporting period.
413: Local Communities 2016	3-3 Management of Priority Issues	Corporate Social Responsibility
	413-1 Operations with local communities, impact assessments and development programs	Corporate Social Responsibility

GRI

413: Local Communities 2016	413-2 Operations with significant actual or potential negative impacts on local communities	Not encountered during the reporting period.
414: Supplier Social Assessment 2016	3-3 Management of Priority Issues	Sustainability in the Supply Chain
	414-1 New suppliers screened using social criteria	Sustainability in the Supply Chain
	414-2 Negative social impacts in the supply chain and measures taken	Sustainability in the Supply Chain Our Value Chain Model
415: Public Policy 2016	3-3 Management of Priority Issues	Combating Corruption and Anti-Competitive Behavior
	415-1 Political contributions	Combating Corruption and Anti-Competitive Behavior
416: Customer Health and Safety 2016	3-3 Management of Priority Issues	Consumer Health and Satisfaction
	416-1 Assessment of health and safety impacts of product and service categories	Consumer Health and Satisfaction
	416-2 Incidents of non-compliance with health and safety effects of products and services	Consumer Health and Satisfaction
417: Marketing and Labeling 2016	3-3 Management of Priority Issues	Not encountered during the reporting period.
	417-1 Requirements for product and service information and labeling	Not encountered during the reporting period.
	417-2 Incidents of non-compliance with product and service information and labeling	Not encountered during the reporting period.
	417-3 Incidents of non-compliance with marketing communications	Not encountered during the reporting period.
418: Customer Privacy 2016	3-3 Management of Priority Issues	Consumer Health and Satisfaction Combating Corruption and Anti-Competitive Behavior
	418-1 Substantiated complaints regarding customer privacy breaches and customer data losses	Not encountered during the reporting period.



TURKISH SUSTAINABILITY REPORTING STANDARDS

TSRS-1

	Code of Standard Article	Related Content
Governance	27-a	Risk Management Transparency and Traceability
	27-b	Risk Management Our Governance Structure
Strategy	29-a, 30-a, 30-b, 30-c	Our Risks and Actions
	29-b, 32-a, 32-b	Our Risks and Actions
	29-c, 33-a, 33-b, 33-c	Sustainability Strategy Our Risks and Actions Our Governance Structure
	29-d, 34-a, 34-b, 35-a, 35-b, 35-c, 35-d, 35-d,	Sustainability Strategy Our Risks and Actions Our Governance Structure
	29-e, 41, 42	Sustainability Strategy Our Risks and Actions
Risk Management	44-a	Our Risks and Actions
	44-b	Risk Management Our Risks and Actions
	44-c	Risk Management Our Risks and Actions



TURKISH SUSTAINABILITY REPORTING STANDARDS

TSRS-2

	Code of Standard Article	Related Content
Governance	6-a	Integrated Risk Management Transparency and Traceability
	6-b	Integrated Risk Management Our Governance Structure
Strategy	9-a, 10-a, 10-b, 10-c, 10-d, 11, 12	Our Risks and Actions
	9-b, 13-a, 13-b	Our Risks and Actions Our Value Creation Process
	9-c, 14-a, 14-b, 14-c	Sustainability Strategy Our Risks and Actions Our Governance Structure
	9-d, 15-a, 15-b, 16-a, 16-b, 16-c, 16-d, 17, 18-a, 18-b, 19-a, 19-b, 20, 21-a, 21-b, 21-c	Sustainability Strategy Our Risks and Actions Our Governance Structure
	9-e	Sustainability Strategy Our Risks and Actions
Risk Management	25-a	Our Risks and Actions
	25-b	Risk Management Our Risks and Actions
	25-c	Risk Management Our Risks and Actions



REPORTING GUIDE

Topic	Indicator	Scope
SOCIAL INDICATORS	OCCUPATIONAL HEALTH AND SAFETY	
	Lost Time (Work + Illness)	It shows the time lost due to work accidents and illnesses of company employees during the reporting period.
	Lost Time Due to Work Accident	It shows the time lost due to work accidents experienced by company employees during their work activities during the reporting period.
	Accident Severity Rate	It shows the ratio of time lost due to work accidents to total working hours during the reporting period.
	Accident Frequency Rate	It shows the ratio of the number of accidents occurring at the workplace to the total working hours during the reporting period.
	Occupational Disease Rate (DRR)	It shows the ratio of recurring illnesses due to the workplace or work performed to the total number of employees during the reporting period.
	Number of Accidents with Death	It shows the number of accidents resulting in death of company employees during the reporting period.
	Number of Accidents with Lost Days	Shows the number of accidents resulting in lost days during the reporting period.
	Frequency of Accidents with Lost Days	It shows the ratio of the number of accidents resulting in lost days to total working hours during the reporting period.
	EMPLOYEES	
	Total Number of Employees	It shows the number of employees for whom a Job Entry Declaration was made to the Social Security Institution during the reporting period.
	Female Employee Rate (%)	It shows the ratio of the number of female employees whose Employment Declaration was submitted to the Social Security Institution to the total number of employees during the reporting period.
	Female Manager Ratio (%)	It shows the ratio of the number of female managers whose Employment Declaration was submitted to the Social Security Institution during the reporting period to the total number of managers.



REPORTING GUIDE

Topic	Indicator	Scope
SOCIAL INDICATORS	Newly Hired Employees	It shows the number of employees that the Company hired during the reporting period and for whom an Employment Notice was submitted to the Social Security Institution during the reporting year.
	Leaving Employees	In the reporting period, it shows the number of employees whose Employment Resignation Notification was made to the Social Security Institution during the reporting year.
	Total Employee Turnover Rate (%)	It shows the ratio of the number of employees for whom a notice of termination was submitted to the Social Security Institution during the reporting period to the total number of employees during the reporting year.
	Number of Employees on Maternity Leave	It shows the number of employees who took maternity/paternity leave within the scope of the Labor Law No. 4857 and the Regulation on Part-Time Work to be Performed After Maternity Leave or Unpaid Leave during the reporting period.
	Number of Employees Returning from Maternity Leave	It shows the number of employees who returned to work after taking maternity/paternity leave within the scope of the Labor Law No. 4857 and the Regulation on Part-Time Work After Maternity Leave or Unpaid Leave during the reporting period.
	TRAININGS	
	Training Hours Given to Employees	It shows the total training hours attended by the Company's employees during the reporting period.
	OHS Training Hours	It shows the total number of OHS training hours attended by Company employees during the reporting period.
	Hours of Education per Person	It shows the ratio of the total training hours attended by Company employees to the number of employees who participated in the training during the reporting period.
	OHS Training Hours Per Person	It shows the ratio of the total OHS training hours attended by Company employees to the number of employees who participated in the training during the reporting period.
	Employee Engagement Survey Results	It shows the result of the survey prepared by a third party to measure the satisfaction and loyalty of the Company's employees during the reporting period.



REPORTING GUIDE

Topic	Indicator	Scope
ENVIRONMENTAL INDICATORS	RESOURCE USAGE	
	Total Energy Consumption (kWh)	It shows the total energy consumed by the Company during the reporting period.
	Electricity Consumption (kWh)	It shows the amount of electricity purchased by the Company for its operations during the reporting period.
	Renewable Energy Production (kWh)	It shows the amount of renewable energy produced by the Company during the reporting period.
	Renewable Energy Consumption (kWh)	It shows the amount of renewable energy consumed by the Company during the reporting period.
	Natural Gas Usage (m3)	It shows the amount of natural gas purchased and used by the Company in relevant operations during the reporting period.
	Total Vehicle Fuel-Diesel (liters)	It shows the amount of diesel purchased and used by the Company in relevant operations during the reporting period.
	Total Vehicle Fuel-Gasoline (liters)	It shows the amount of fuel purchased and used by the Company in relevant operations during the reporting period.
	WATER CONSUMPTION	
	Water Consumption-Mains Water (m³)	It shows the mains water withdrawals made by the Company in the relevant locations during the reporting period.
	Water Consumption-Rain Water (m³)	It shows the amount of rainwater used by the Company in the relevant locations during the reporting period.
	Water Consumption-Groundwater (Well) (m³)	It shows the well water withdrawals made by the Company in the relevant locations during the reporting period.
	Total Water Consumption (m³)	It shows the amount of network, groundwater and rainwater used by the Company in the relevant locations during the reporting period.



REPORTING GUIDE

Topic	Indicator	Scope
ENVIRONMENTAL INDICATORS	WASTE AMOUNT	
	Total Amount of Waste (metric tons)	It shows the total amount of waste generated by the Company during the reporting period, which is tracked by MOTAT (Mobile Waste Tracking System) on the portal (Integrated Environmental Information System) of T.R. Ministry of Environment, Urbanization and Climate Change.
	Total Hazardous Waste (tonnes)	It shows the total amount of hazardous waste generated by the Company, which is tracked by MOTAT (Mobile Waste Tracking System) on the Ministry of Environment, Urbanization and Climate Change portal (Integrated Environmental Information System).
	Total Non-Hazardous Waste (tons)	It shows the total amount of non-hazardous waste generated by the Company during the reporting period, which is tracked by MOTAT (Mobile Waste Tracking System) on the portal (Integrated Environmental Information System) of T.R. Ministry of Environment, Urbanization and Climate Change.
	Amount of Disposed Waste (tons)	It shows how much of the waste generated by the Company was disposed of during the reporting period, as tracked by the MOTAT (Mobile Waste Tracking System) on the portal (Integrated Environmental Information System) of T.R. Ministry of Environment, Urbanization and Climate Change.
	Total Amount of Recycled Waste (tons)	It shows how much of the total waste generated by the Company was recycled during the reporting period, as tracked by MOTAT (Mobile Waste Tracking System) on the portal (Integrated Environmental Information System) of T.R. Ministry of Environment, Urbanization and Climate Change.
	Amount of Waste Recycled for Energy Purposes (tons)	It shows how much of the total waste generated by the Company was recycled for energy purposes during the reporting period, as tracked by MOTAT (Mobile Waste Tracking System) on the portal (Integrated Environmental Information System) of T.R. Ministry of Environment, Urbanization and Climate Change.
	INVESTMENTS	
	Environmentally Focused Expenditures (million TRY)	It shows the amount of the Company's environmental awareness expenditures during the Reporting Period.
	Scope 1, 2 and 3 Emissions	-
	Scope 1 Emissions (tonnes CO ₂)	It shows the amount of emissions from stationary combustion, mobile combustion and refrigerant gases of the Company during the reporting period.
	Scope 2 Emissions (tonnes CO ₂)	It shows the amount of emissions resulting from the Company's electricity consumption during the reporting period.
	Scope 3 Emissions (tonnes CO ₂)	It shows the total amount of emissions indirectly produced by the Company during the reporting period.



REPORTING GUIDE

Topic	Indicator	Scope
ENVIRONMENTAL INDICATORS	Scope 3 – Emissions from transport or distribution of goods (incoming to the organization)	It shows the amount of emissions originating from Logistics coming to the Company during the reporting period.
	Scope 3 – Emissions from transport or distribution of goods (going to the organization)	It shows the amount of emissions originating from Logistics outgoing from the Company during the reporting period.
	Scope 3 - Emissions from transportation of customers and visitors	It shows the amount of emissions resulting from the transportation of the Company's employees during the reporting period.
	Scope 3 - Emissions due to business travels	It shows the amount of emissions resulting from flights made by Company employees within the scope of business travel during the reporting period.
	Scope 3 - Emissions from purchased raw materials/finished goods/ semi-finished goods etc. associated with the manufacturing of the product	It shows the amount of emissions resulting from the products and services purchased by the Company for its operations during the reporting period.
	Scope 3 -Emissions from the disposal of solid and liquid wastes	It shows the amount of emissions from the Company's waste disposal (household waste, wastewater discharge and treatment, paper and cardboard waste, organic waste, plastic waste, metal waste, mixed hazardous waste, landfill, recycling and incineration) during the reporting period.

ENVIRONMENTAL PERFORMANCE INDICATORS

ENERGY MANAGEMENT

	2022	2023	2024	Unit
Total Electricity Consumption	36.194.125	32.032.264	31,781,813	Kwh
Renewable Energy Consumption	69.342	4.554.065	5.543.000	Kwh
Vehicle Fuels Total - Diesel	88,322	236.767	112,543	Liter
Vehicle Fuels Total - Gasoline	112,295	269,596	173,149	Liter
Total Electricity Consumption Intensity	16.355	13.975	15.272	kWh/Number of Employees
Natural Gas Consumption	45,991,879	40,684,574	29.261.752	m³
Natural Gas Consumption Intensity	20.782	17.750	1.293	m³/Number of Employees
Implemented Energy Efficiency Project	3	1	1	Number
Number of Improvements to Reduce Energy Expenses	3	1	2	Number
Energy Savings Achieved	-	-	1.230.000	Kwh



ENVIRONMENTAL PERFORMANCE INDICATORS

EMISSION MANAGEMENT

	2022	2023	2024	Unit
Scope 1	9.691	8.830	14.102	M. Ton CO ₂
Scope 2	15.925	14.534	15.565	M. Ton CO ₂
Scope 3	-	28.318	40.709	M. Ton CO ₂
Total	25.617	51.682	70.377	M. Ton CO ₂

WATER MANAGEMENT

	2022	2023	2024	Birim
Water Consumption - Mains Water	78.225	62.376	70.774	m ³
Water Consumption - Groundwater	125.047	134.684	130.189	m ³
Total Water Consumption	310.112	274.858	200.963	m ³
Total Water Consumption Density	2,48	2,19	2,94	m ³ /production (m. ton)
Total Water Consumption Density	2,67	2,36	1,74	m ³ /production (m. ton)
Total Water Consumption Density	140,13	119,92	96,57	m ³ /Number of Employees



ENVIRONMENTAL PERFORMANCE INDICATORS

WATER MANAGEMENT

	2022	2023	2024	Unit
Wastewater Discharge Point	1	1	1	Number
Wastewater Amount	18.516	18.190	62.874,45	m³
Amount of Water Reused in Processes	-	-	660	m³

WASTE MANAGEMENT

	2022	2023	2024	Unit
Total Amount of Waste	1.746.165	1.727.106	2.863.885	Kg
Total Hazardous Waste	1633	1790	2.102	Kg
Total Non-Hazardous Waste	1.704.229	1.725.316	1.544.010	Kg
Total Amount of Domestic Waste	-	-	1.139.672	Kg
Total Amount of Paper Waste	-	-	1.004.592	Kg
Total Amount of Plastic Waste	-	-	202.806	Kg
Amount of Disposed Waste	-	-	69	Kg

ENVIRONMENTAL PERFORMANCE INDICATORS

WASTE MANAGEMENT

	2022	2023	2024	Unit
Total Amount of Recycled Waste	-	-	1.545.545	Kg
Waste Recovery Rate	-	-	99,7	%

AWARENESS MANAGEMENT

	2022	2023	2024	Unit
Hours of Environmental Training Given to Employees			1374	Hour
Environmentally Focused Expenditures (million TRY)	26.736	100.402	-	Turkish Lira



SOCIAL PERFORMANCE INDICATORS

NUMBER OF EMPLOYEES BY SEX

	2022	2023	2024	Unit
Number of Employees - Female	1156	1210	1191	Person
Number of Employees - Male	1057	1082	890	Person
Number of Employees - Total	2213	2292	2081	Person
Number of Employees Covered by Collective Labor Agreement (CLA)	2213	2292	2079	Person

NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE AND SEX

	2022	2023	2024	Unit
Number of Employees - Blue Collar	1960	1998	1794	Person
Number of Employees - White Collar	253	294	268	Person
Number of Employees - Blue Collar Female	1065	1102	1080	Person
Number of Employees - Blue Collar Male	895	896	714	Person
Number of Employees - White Collar Women	91	108	108	Person
Number of Employees - White Collar Male	162	186	160	Person

SOCIAL PERFORMANCE INDICATORS

DISTRIBUTION OF EXECUTIVES BY SEX AND AGE

	2022	2023	2024	Unit
Under 30 - Female	0	1	0	Person
Under 30 - Male	2	8	1	Person
30-50 Years Old - Female	16	20	42	Person
30-50 Years Old - Male	60	84	99	Person
30-50 Years Old - Total	76	104	141	Person
Over 50 - Female	0	0	1	Person
Over 50 - Male	10	8	8	Person
Over 50 - Total	10	8	9	Person
Total	174	233	152	Person



SOCIAL PERFORMANCE INDICATORS

DISTRIBUTION OF NEWLY HIRED EMPLOYEES BY SEX AND AGE

	2022	2023	2024	Unit
50 Years and Over - Female	4	1	1	Person
50 Years and Over - Male	9	5	0	Person
30-50 Years Old - Female	107	220	160	Person
30-50 Years Old - Male	146	153	114	Person
Under 30 - Female	217	210	163	Person
Under 30 - Male	230	457	81	Person
Total	813	1046	518	Person

SOCIAL PERFORMANCE INDICATORS

DISTRIBUTION OF LEFT EMPLOYEES BY SEX AND AGE

	2022	2023	2024	Unit
50 Years and Over - Female	11	68	4	Person
50 Years and Over - Male	15	46	23	Person
30-50 Years Old - Female	158	325	279	Person
30-50 Years Old - Male	153	295	305	Person
Under 30 - Female	109	279	317	Person
Under 30 - Male	251	285	353	Person
Voluntary Employee Turnover Rate	20	14	12	%
Total	717	1312	1177	Person



SOCIAL PERFORMANCE INDICATORS

WORKING HOURS AND DISTRIBUTION BY SEX

	2022	2023	2024	Unit
Number of Employees Worked Between 0-5 Years - Female	950	1139	1016	Person
Number of Employees Worked Between 0-5 Years - Male	829	930	676	Person
Number of Employees Worked Between 5-10 Years - Female	229	73	154	Person
Number of Employees Worked Between 5-10 Years - Male	214	118	162	Person
Number of Employees Worked More Than 10 Years - Female	85	21	21	Person
Number of Employees Worked More Than 11 Years - Male	70	59	52	Person

MATERNITY LEAVE RATES

	2022	2023	2024	Unit
Employees on Maternity Leave - Female	37	35	26	Person
Employees on Maternity Leave - Male	49	54	52	Person
Employees Returning from Maternity Leave - Female	37	35	9	Person
Employees Returning from Maternity Leave - Male	49	54		Person



SOCIAL PERFORMANCE INDICATORS

OTHER

	2022	2023	2024	Unit
Staff Turnover Rate			12%	%
Number of Promoted Employees - Female	7	17	141	Person
Number of Promoted Employees - Male	16	30	255	Person
Substitute Ratio of Key Positions			70%	%
Disadvantaged Employee Rate			4,55%	%
Number of Employee Participation Events Held	12	37	15	Number

SOCIAL PERFORMANCE INDICATORS

TRAINING

	2022	2023	2024	Unit
Total Number of Participants	12522	17367	2908	Person
Total Number of Participants - Female	5915	8928	1562	Person
Total Number of Participants - Male	6607	8439	1346	Person
Total Number of Participants - Blue Collar	11472	15388	2582	Person
Total Number of Participants - White Collar	1063	1979	326	Person
Total Number of Participants - Blue Collar Female	5523	8080	1423	Person
Total Number of Participants - Blue Collar Male	5949	7308	1159	Person
Total Number of Participants - White Collar Female	392	848	139	Person
Total Number of Participants - White Collar Male	671	1131	187	Person
Total Training Hours	852	548	24840	Hour
Total ESG training hours provided	-	-	0	Hour
Number of Employees with Vocational Training and Qualification Certificates	0	59	175	Person
Training Hours per Person	0,06	0,03	3,1	Hour/Person



SOCIAL PERFORMANCE INDICATORS

RECOMMENDATION SYSTEM

	2022	2023	2024	Unit
Number of Recommendations Coming from the Employees	403	563	282	Number
Number of Suggestions Received and Accepted from Employees	287	434	198	Number
Number of Recommendations Implemented	60	306	119	Number

OCCUPATIONAL HEALTH AND SAFETY

	2022	2023	2024	Unit
Lost Time (Work Accident + Illness)	924	1189	18906	Hour
Lost Time Due to Work Accident	490	308	1702	Days
Accident Severity Rate	-	-	428,22	%
Accident Frequency Rate	-	-	58,12	%
Occupational Disease Rate (ODR)	0	0	0	%
Number of Accidents with Death	0	0	0	Number
Number of Accidents with Lost Days	89	123	148	Number



SOCIAL PERFORMANCE INDICATORS

OCCUPATIONAL HEALTH AND SAFETY

	2022	2023	2024	Unit
Number of Limited Incapacity	0	0	3	Number
Number of Medical Interventions	5122	8307	9043	Number
Number of First Aid Cases	164	200	437	Number
Number of Recordable Accidents	145	166	231	Number
Total Hours of OSH Training Provided to Employees	237	1189	4354	Hour
Total Number of Employees Participating in OHS Training	778	3854	1067	Person
Workplace Safety Training Hours per Employee	0,3	0,3	4,08	Hour/Person
Total Number of Members in Established OHS Committees	6	6	10	Person
Number of Employee Representatives in Established OHS Committees	6	6	7	Person
Percentage of Employees with Supplementary/Special/Complementary Insurance	0	0	4	%



SOCIAL PERFORMANCE INDICATORS

BENEFIT TO SOCIETY

	2022	2023	2024	Unit
Total Number of People Reached Through Social Responsibility Programs	-	151	150.000	Person
Number of Institutions Cooperating	4	4	6	Person
Amount of Education Grant Provided	1.141.800	1.608.000	1.512.000	TRY
Donation and Sponsorship Amount	-	486.500	170000	TRY
Number of Corporate Members (Committee, Association, Chamber, etc.)	4	4	15	Number



SOCIAL PERFORMANCE INDICATORS

SUPPLIER MANAGEMENT

	2022	2023	2024	Unit
Number of Active Suppliers	-	-	197	Number
Number of Local Suppliers	-	-	152	Number
Supplier Ratio - Domestic Purchasing	91	93	77	%
Supplier Ratio - Domestic Purchasing	9	7	23	%
Amount of Locally Sourced Raw Materials	-	-	116	Number
Percentage of targeted suppliers who have signed the Supplier Code of Conduct (raw materials and auxiliary materials)	-	54	61	%
Percentage of suppliers covered by a CSR (Corporate Social Responsibility) assessment	-	-	2.6	%
Percentage of Purchasing Staff Trained in Sustainable Procurement	-	-	12	Person
Percentage of Targeted Audited Suppliers Engaged in Corrective Actions or Capacity Building in the Area of Sustainability (Raw and Auxiliary Materials)	-	-	32,2	%
Percentage of Food Ingredients Certified According to Third-Party Environmental or Social Standards and Percentages According to Standards	-	-	86,95	%

GOVERNANCE PERFORMANCE INDICATORS

R&D / DESIGN / INNOVATION

	2022	2023	2024	Unit
Total R&D Expense	5.459.839	12.557.629	13.382.264	TRY
Number of R&D/Design Projects Produced Annually	6	8	12	Number
Number of Participations in Domestic/International Fairs, Symposiums and Congresses with Scientific Event Value	8	8	22	Number

OPERATIONAL EFFICIENCY

	2022	2023	2024	Unit
Number of Customers	-	-	62	Number
Number of Improvements and Developments	-	-	16	Number
Number of Customer Complaints	622	622	567	Number
Customer Satisfaction Ratio	-	-	94	%



GOVERNANCE PERFORMANCE INDICATORS

DIGITALISATION

	2022	2023	2024	Unit
Automation Rate of Operational Processes	-	-	30%	%
Digital Transformation Project Implemented - Improvements	-	-	12	Number
Total number of digital solutions	-	-	25	Number

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KERVAN GIDA SUSTAINABILITY REPORT

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