

TAT GIDA SUSTAINABILITY REPORT



Our Roots Values



Our Soil The World



Our Effort People



What We Share Society



■ ABOUT THE REPORT

As a global brand that originated in Turkey, we are committed to our sustainability journey with a vision to support sustainable agriculture and become a stakeholder in healthy nutrition for our consumers. We are very pleased and proud to present our first Sustainability Report, which is a milestone in this journey and reflects our sustainability values since our foundation. Our report outlines our environmental, social and governance (ESG) performance, including our strategic plans, vision and goals for sustainability and our contribution to the United Nations Sustainable Development Goals (SDGs).

We have prepared our report in accordance with the standards of the Global Reporting Initiative (GRI). Over and above these standards, we have also adhered to the reporting criteria of the United Nations Global Compact (UNGC) and the Women's Empowerment Principles (WEPs), to which Koç Holding we are affiliated is committed. The report is also based on our sustainability objectives, which we set together with our national and international stakeholders.

Our report covers our operations in Turkey from 1 January to 31 December 2022. Our report and details of our sustainability activities are available at www.tatgida.com.tr.

We value the opinions of our stakeholders to ensure a sustainable future. You can share your comments and suggestions about our report and our sustainability activities with us at tatsustainability@tat.com.tr.

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We take great pride in being a brand synonymous with trust and quality that can be found in every Turkish home and kitchen. We continue our journey to become a “leading company in Turkey and assertive globally” with a vision that protects traditional tastes and shapes the sector’s future with the courage we gain from our consumers’ great trust in our brand.

■ MESSAGE FROM THE SENIOR MANAGEMENT

Dear Stakeholders,

We have promised to be good and healthy in every product for half a century; we have shared our purpose of existence, which we summarized with the sentence “We exist to lead the transformation that will bring everyone to good and healthy food,” as a commitment with all our stakeholders. As the largest tomato processor in Turkey, the fifth largest in Europe, and the tenth largest in the world, we have made sustainability a priority in all of our decisions. We are very pleased to present our 2022 performance, which we collected in four working groups under the main headings of “Our Root Values, Our Soil the World, Our Effort People and the What We Share Society”, which describe our sustainability approach together with our corporate culture, through this first Sustainability Report.

It is vitally important to change our business manner in the context of the future of our country, the protection of our resources and access to healthy food, and to conduct our business with a focus on sustainability. Today, localisation and continuity of food supply have become much more important. In line with our vision to become a stakeholder in the healthy nutrition for our consumers by supporting and boosting sustainable agriculture with our global brand originating in Turkey, we have placed our sustainability journey at the heart of Tat Gıda, covering our entire ecosystem for 55 years. As Turkey’s brand, we are committed to the prosperity and welfare of the land, farmers and our society, and we are pioneering a sustainable future for agriculture at our plants in Mustafakemalpaşa-Bursa, Karacabey-Bursa and Torbalı-Izmir. Renowned as a company with a high social impact, we recognise that it is our responsibility and one of our key business issues to raise awareness of our stakeholders we have an impact upon in line with our sustainability vision. Thanks to our strategic sustainability roadmap, we wish to underline that we are a brand that cares for Turkey in all aspects we touch. Together with all our stakeholders, we are expanding our sphere of influence in the environmental, social and governance framework for a better and livable world.

Since 1993, we have been included in the BIST Sustainability Index assuming full responsibility of being a publicly traded company. We implement water efficiency projects fulfilling the responsibility of being active in the agricultural sector. We have signed the UN Women’s Empowerment Principles. We value diversity in business. We participate in Koç Holding’s Carbon Transformation Programme, which aims to achieve carbon neutrality by 2050. We strive to enrich the social fabric of all the regions in which we operate and to invest in a sustainable future through our development activities.

■ MESSAGE FROM THE SENIOR MANAGEMENT

Since the first moment our products met with our consumers on our tables, we have been advancing with a unique model that is based on sustainability in production and agriculture and meets the demands of the contemporary sustainability approach. In line with this vision, Tat Gıda has recently increased its sustainability performance significantly. Through the Refinitiv valuation system, we increased our ESG score to 72 points out of 100 with our work in all ESG performance areas in 2022. We conduct our operations in accordance with the “ecosystem economy” metrics of the United Nations Global Compact (UNGC), of which we are a signatory and which are incorporated into our corporate principles, covering topics such as human rights, working conditions, and gender equality.

We passed the SIRI (Smart Industry Readiness Index) assessment for the digital transformation of our manufacturing facilities, which is one of the most effective digital maturity assessment programs on a global scale for the Fourth Industrial Revolution. Our transformation projects have ranged from traceability to automation and artificial intelligence applications. In the first measurements, we reduced our electricity consumption in production by 15% using our artificial intelligence-supported smart water resource management system.

With the smart camera systems we began using on our job sites, we have taken an important step toward preventing workplace accidents. Through TTRACE, a traceability platform with blockchain infrastructure, we took the first step toward tracing our products from the field to our plates.

We have management systems certificates that affect the organizational and operational success of our company and support efficiency in our business processes. Our certificates are an indication that we carry out our processes in accordance with international standards. At the same time, it demonstrates to our customers, business partners and stakeholders our company’s commitment to continuous improvement, strengthening its ability to innovate and excellence.

We invest in digitalization and smart technologies to ensure agriculture’s long-term viability. We have been a role model for farmers to produce with a more efficient and profitable production model since day one, thanks to the successful practices we have achieved in our own field. Our mission is to ensure the long-term viability of local production. In this regard, we have been conducting “Contract Agriculture” for the past 55 years, working with over 1000 farmers, nearly 500 of whom are contracted.

■ MESSAGE FROM THE SENIOR MANAGEMENT

We produce at world-class levels by increasing our yield year after year in our own fields, where we produce an annual average of 5% of the raw materials we use in our production. We shared our digital agricultural practices with our contracted farmers, allowing them to increase the productivity of their fields. We saved approximately 30% of water by conducting research and studies on Smart Irrigation Technologies. We increased our efficiency by up to 10% thanks to satellite tracking. Weather can be predicted locally using Agricultural Climate Stations, and risk analyses of diseases that will affect tomato development can be performed. As a result of the data received from these stations and the analysis made, disease risks are sent to farmers via the “Tat Lider Çiftçi” mobile application. With the “Agricultural Value Chain” project, we offer agricultural financing to 157 farmers without waiting for the maturity of their receivables, without the need for limit work, without collateral and under favorable conditions according to market conditions.

In the 2022 production season, we processed a total of 559,992 tons of agricultural raw materials, breaking many of our product production records. As a result of this increase in production, our exports in 2022 have increased by 50% in dollar terms. Exports play an important role in Tat Gıda’s long-term and profitable growth plans. Despite financial difficulties caused by global economic activity slowing more sharply than expected in the global market in 2022, increases in agricultural input costs, and the highest levels of food inflation in recent years, we continued to successfully fly our country’s flag. We believe that market diversification is critical to the stability of our long-term existence in global competition. While we expand in the markets where we already have a presence, we also expand our trade network into new markets. The global food safety certificates and high quality of our products, as well as our ability to produce products that suit the taste and local recipes of the countries we are in, are the foundation of our historical success in exports in 2022. Another reason for our success is that our efforts have a net positive impact on sustainability.

I would like to express extend my sincerest thanks and gratitude to our valued stakeholders, business partners and consumers who motivate us to keep pushing the boundaries, and to every member of the Tat Gıda family who worked arduously to achieve our goals.

Kind regards,

Evren Albaş

Tat Gıda General Manager



Strengthening Social Solidarity in the Aftermath of Natural Disasters

Natural disasters, especially earthquakes, pose great risks for societies. Turkey, as a country located in an earthquake zone, faces significant earthquake risks. Therefore, it is very important to build a society resilient against natural disasters and to strengthen social solidarity.

At the beginning of 2023, our country underwent one of the biggest natural disasters in its history. We are deeply sorrowed by the earthquakes of 6 February 2023, which occurred in the centre of Kahramanmaraş and whose severe and destructive effects were felt in our surrounding provinces. We wish God's mercy on the citizens who lost their lives in the earthquake disaster, condolences to our country, and a quick recovery to all those who are injured.

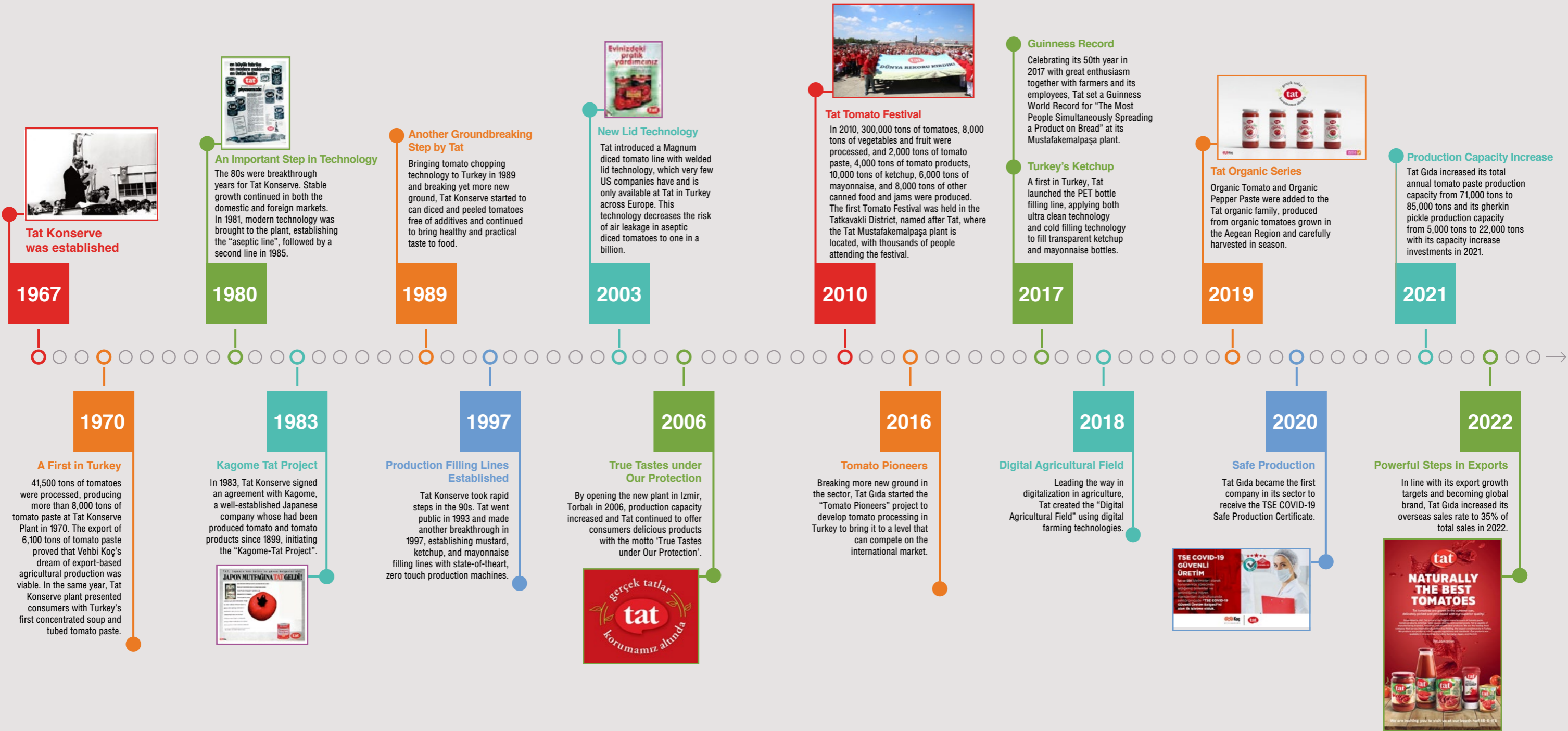
As Tat Gıda, we mobilised quickly and provided support from day one to heal the wounds of the earthquake disaster that affected millions of people in 11 provinces, including Kahramanmaraş, Hatay, Gaziantep, Malatya, Diyarbakır, Kilis, Şanlıurfa, Adıyaman, Osmaniye, Adana and Elazığ. We implemented our end-to-end crisis management approach.

Koç Holding and Tat Gıda continue to use all their resources to support our people during the recovery process and to work with all their strength to ensure a better future for our country.

ABOUT TAT GIDA



MILESTONES



■ ABOUT TAT GIDA

Tat Gıda was founded on 22 June 1967 by Vehbi Koç in Bursa Mustafakemalpaşa under the name “Tat Konserve” for the processing of tomato products. Tat Gıda continued to grow thanks to the plants in Bursa Karacabey and Izmir Torbalı. Since the day we launched, we have continued our export activities and taken our place as a leading company in the sector.



As Tat Gıda A.Ş., a subsidiary of Koç Holding, we are one of the largest food companies in Turkey with our Tat brand. We meet domestic and international demand in categories such as tomato products, sauces, canned food, pickles and ready-to-eat meals from our factories in three different locations with advanced technology.

Behind Tat Gıda’s strong position; along with its world-class production infrastructure, it has industrialist-producer collaborations based on trust, the devoted contribution of Turkish farmers, and a consumer-oriented and innovative company culture. Tat, the leading brand of tomato paste, tomato products, canned food and ketchup market, always brings quality, delicious and natural products to its consumers.

Since 1967, it has been working with the vision of making the Turkish canned food industry competitive in the global market by developing tomato agriculture.

Since our establishment, we have been training and developing farmers through continuous contract farming. With the support of seedlings and fertiliser suitable for our farmers, and through the dedicated work of our expert agricultural team of engineers and technicians, we are pioneers in conscious tomato farming and purchase the best quality tomatoes required for tomato paste production from our farmers. Our biggest distinguishing feature and strength in the industry is the contract farming of tomatoes established by the late Mr. Vehbi Koç. Today we work with over 1000 farmers, 500 of whom are under contract.

■ ABOUT TAT GIDA

Exports play an important role in our sustainable and profitable growth objectives. Today, as Turkey’s leading brand and the first brand that comes to mind when it comes to tomato products, tomato paste, ketchup and canned foods, we export to nearly 40 countries from the USA to Japan, offering products that meet the expectations of our consumers in foreign markets. In addition to our export activities in existing countries, we are determined to penetrate new markets. Based on more than 55 years of experience, we are pursuing this adventure by offering quality, healthy and delicious products to Turkish and world cuisines.

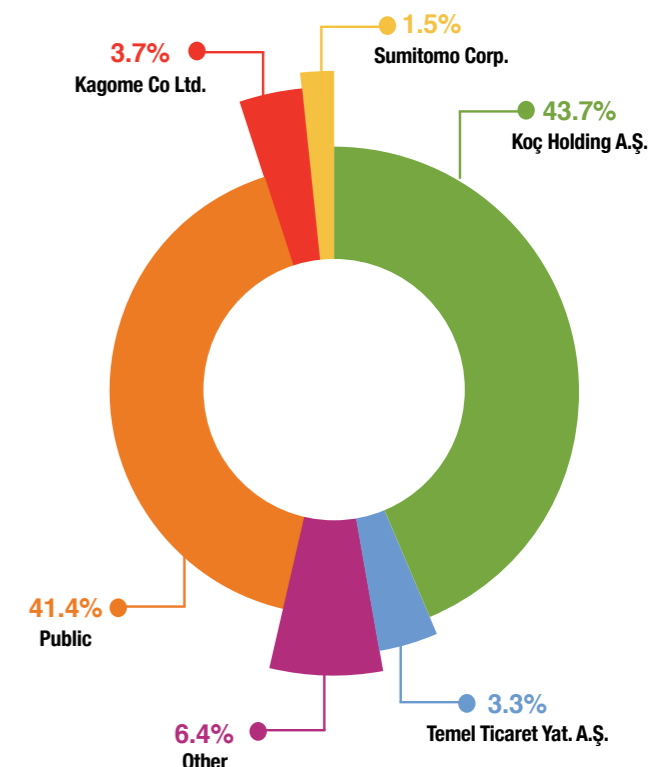
In a rapidly changing business environment, we are pioneering the transformation that will bring good and healthy food to everyone, and we are growing with our innovative product range, production capacity and investments in technology. As a company, we aim to increase sales volumes by further strengthening our position in Turkey and priority foreign markets in the coming periods, and to achieve profitable and sustainable growth by developing healthy and environmentally friendly products in line with consumer expectations.

CAPITAL AND SHAREHOLDING STRUCTURE OF TAT GIDA

At Tat Gıda, we adopt a strong partnership structure to maintain our financial and operational success in the context of sustainability, and we are determined to achieve our goals.

As of 2022-end, Tat Gıda’s registered capital ceiling was 250,000,000 Turkish Lira and paid-in capital was 136,000,000 Turkish lira, with no changes occurring during the year. Our company has no preferred shares issued.

Name/Title of Shareholder	Amount of Shares (TL)	%
Koç Holding A.Ş.	59,364,947	43.7
Kagome Co Ltd.	5,071,168	3.7
Temel Ticaret Yat. A.Ş.	4,427,889	3.3
Sumitomo Corp.	2,077,983	1.5
Other	8,745,169	6.4
Public	56,312,844	41.4
Total	136,000,000	100.0



Direct and Indirect Subsidiaries of the Company and its Share Ratios

The company has the following shareholder ratios in its subsidiaries as of December 31, 2022.


Title	31.12.2022
Ram Dış Ticaret A.Ş.	7.5%
Düzey Tüketim Malları Sanayi Pazarlama ve Ticaret A.Ş.	1.1%


As one of Turkey's pioneering and well-established organisations, our plants in Mustafakemalpaşa-Bursa, Karacabey-Bursa and Torbalı-Izmir are dedicated to leading the change that will bring good and healthy food to everyone. In every product, we reflect the true flavour that nature offers us, combine it with quality and safety, and maintain our vision of leading the industry supported by our strong structure.





OUR PRODUCTION PLANTS

The "Bests" of Our Production Plants in 2022

- 

In the 2022 production season, we broke the Turkish record by processing a total of 542,732 tons of tomatoes. At the same time, our Bursa Karacabey and Izmir Torbalı plants also broke their own production records.
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A total of 15,060 tons of pepper was processed in the 2022 production season. This is the first time we have processed more than 12,000 tons of pepper.
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In the 2022 production season, we set a record with a total production of 22,169 tons of sauces and 6,756 tons of ready-to-eat meals.
- 

In 2021, we produced a total of 2,200 tons of applesauce at our Izmir Torbalı plant as a result of the successful trial production of applesauce, with mass production in 2022.

We hold management system certificates that have an impact on the organisational and operational success of our business and support the efficiency of our business processes. Our certificates demonstrate that we operate in accordance with international standards. They also assure our customers, business partners and stakeholders of our company's commitment to continuous improvement, innovation and excellence.

Our factories have the following certificates:

Management Systems Certificates	Mustafakemalpaşa BURSA	Karacabey BURSA	Torbalı İZMİR	Genel Müdürlük İSTANBUL
ISO 9001:2015 Quality Management System	✓	✓	✓	✓
ISO 14001:2015 Environmental Management System	✓	✓	✓	✓
ISO 50001:2018 Energy Management System	✓	✓	✓	✓
FSSC 22000 Version 5.1 Food Safety Management System	✓	✓	✓	✓
BRC - Global Standard V.8 Food Safety Management System	✓	✓	✓	
Japanese Agricultural Standard	✓	✓	✓	
IFS - Food V.7 Food Safety Management System	✓	✓	✓	

OUR PRODUCTION PLANTS

Management Systems Certificates	Mustafakemalpaşa BURSA	Karacebey BURSA	Torbali İZMİR	Genel Müdürlük İSTANBUL
Halal Certificate*	✓			
Halal and Tayyib Certificate*	✓	✓	✓	
Kosher Certificate*		✓		
Organic Entrepreneurship Certificate*	✓			
Mc Donald's SQMS V.5.1	✓			
Mc Donald's SWA	✓			
Amfori BSCI	✓			
U.S. FDA	✓	✓		

*It is a product-based certificate.

MUSTAFAKEMALPAŞA - BURSA

Date of Opening: 1968

Total Area: 470,000 m²

Closed Area: 47,250m²

Products: Tomato Paste, Tomato Products, Canned Foods, Sauces, Ready to Serve Food, Pickle

Tomato Processing Capacity: 2,800 tons/day

Main Specifications:

- It is the only production centre for the seasonal production of tomatoes, as well as for all other seasonal products such as pepper paste, RO tomato puree, pickles and vegetable preserves, and for continuous production such as sauces and ready to serve meals. With its broad production portfolio and installed capacity, it has the advantage of both flexibility and economies of scale.
- The production capacity for finished products is 93,000 tons per year. The tomato processing capacity is 122,000 tons per year.
- Our plant in Mustafakemalpaşa is the central campus for all our operational specialisations.
- Our Mustafakemalpaşa business has BRCGS, IFS and FSSC 22000 food safety certifications.
- Our Mustafakemalpaşa plant also holds ISO 9001 Quality Management System, ISO 14001 Environmental Management System and ISO 50001 Energy Management System certifications.
- Our factory is subject to an audit by Amfori BSCI on social compliance and ethical working conditions.
- Our plant is subject to SQMS Food Safety and SWA Social Compliance and Ethical Work audits for McDonald's products. It is also subject to JAS audit for production for our Japanese customer Kagome.
- Our company has FDA, Organic Entrepreneur, Halal and Tayyip certifications based on specific products.

KARACABEY - BURSA

Date of Opening: 1977

Total Area: 216,500m²

Closed Area: 28,750m²

Products: Tomato Paste, Tomato Products

Tomato Processing Capacity: 5,450 tons/day

Main Specifications:

- Our Karacabey plant has the largest tomato processing capacity under a single roof in Turkey. The annual tomato processing capacity is more than 300,000 tons. On a finished product basis, the production capacity is 60,000 tons per year.
- Our Karacabey plant stands out for its high level of installed capacity and production volume, as well as its economies of scale. It is also the centre of Tat's tomato expertise, with a product portfolio entirely based on tomatoes.
- Thanks to the investments made in recent years, it produces tomato paste and tomato products with a high-tech technical infrastructure.
- The only production centre for the production of diced tomatoes and peeled tomatoes.
- Our Karacabey plant holds BRCGS, IFS and FSSC 22000 food safety certifications. It also has ISO 9001 Quality Management System, ISO 14001 Environmental Management System and ISO 50001 Energy Management System certifications.
- Our plant is subject to JAS audit as part of our production for our Japanese customer Kagome.
- Our plant has FDA, Organic Entrepreneur, Halal and Tayyip and Kosher certifications based on specific products.

TORBALI - İZMİR

Date of Opening: 2006

Total Area: 49,350 m²

Closed Area: 9,700 m²

Products: Tomato Paste, Concentrated Fruit Puree

Tomato Processing Capacity: 2,900 tons/day

Main Specifications:

- Our Torbalı plant is our lean production centre with a focused product portfolio. In recent years, it has expanded its product range to include applesauce.
- Our Torbalı plant holds BRCGS, IFS and FSSC 22000 food safety certifications. It also has ISO 9001 Quality Management System, ISO 14001 Environmental Management System and ISO 50001 Energy Management System certifications.
- Our plant has Halal and Tayyip certifications based on specific products.

PRODUCTS

"Tat" products harvested and produced in season	"Tat" products on the table at all times	Flavouring "Tat" products
<ul style="list-style-type: none"> • Tomato Paste • Pepper Paste • Mixed Paste • Organic Pastes • Tomato Products • Organic Tomato Products • Canned Vegetables • Canned Peas • Roasted Products • Pickles • Regional pickles 	<ul style="list-style-type: none"> • Canned Ready-to-Serve Meals • Ready-Made Plates • Open-Eat (Bowl) • Ready Plates • Heat-Eat • Boiled Products • Organic Boiled Products • Tastes on Bread • Soups • Jams • Jams and Preserves Without Sugar • Marmalades 	<ul style="list-style-type: none"> • Ketchup • Hot Ketchup • Organic Ketchup • Mayonnaise • Garlic Mayonnaise • Mustard • Hot Sauce • Burger Sauce • Ranch Sauce • Barbecue Sauce • Pasta Sauces



OUR VISION


With our well-known brand in Turkey expanding globally, be the healthy eating partner of our consumers while supporting sustainable agriculture.





OUR MISSION

We exist to lead the transformation that will bring good & healthy food to everyone.



COMPETITIVE ADVANTAGES

- 



Over 50 years of knowledge
- Trust in the Tat brand and high brand value


- 


High quality standards
- Branded exports to 40 countries


- 

Strong partnership structure
- A sustainable and digital agriculture-oriented approach


- 

The world's 10th largest production plant by tomato daily processing capacity*
- Strong ties and long-lasting relations with farmers and all business partners



* Tomato News: TOP50 tomato processing companies worldwide in 2020

STRATEGIC GOALS

The Mission, Vision and Values of our company have been diligently prepared under the guidance of senior management and established under the supervision and knowledge of the Board of Directors. In addition to being published in the company's official annual report and on its website, the objectives set are constantly updated.

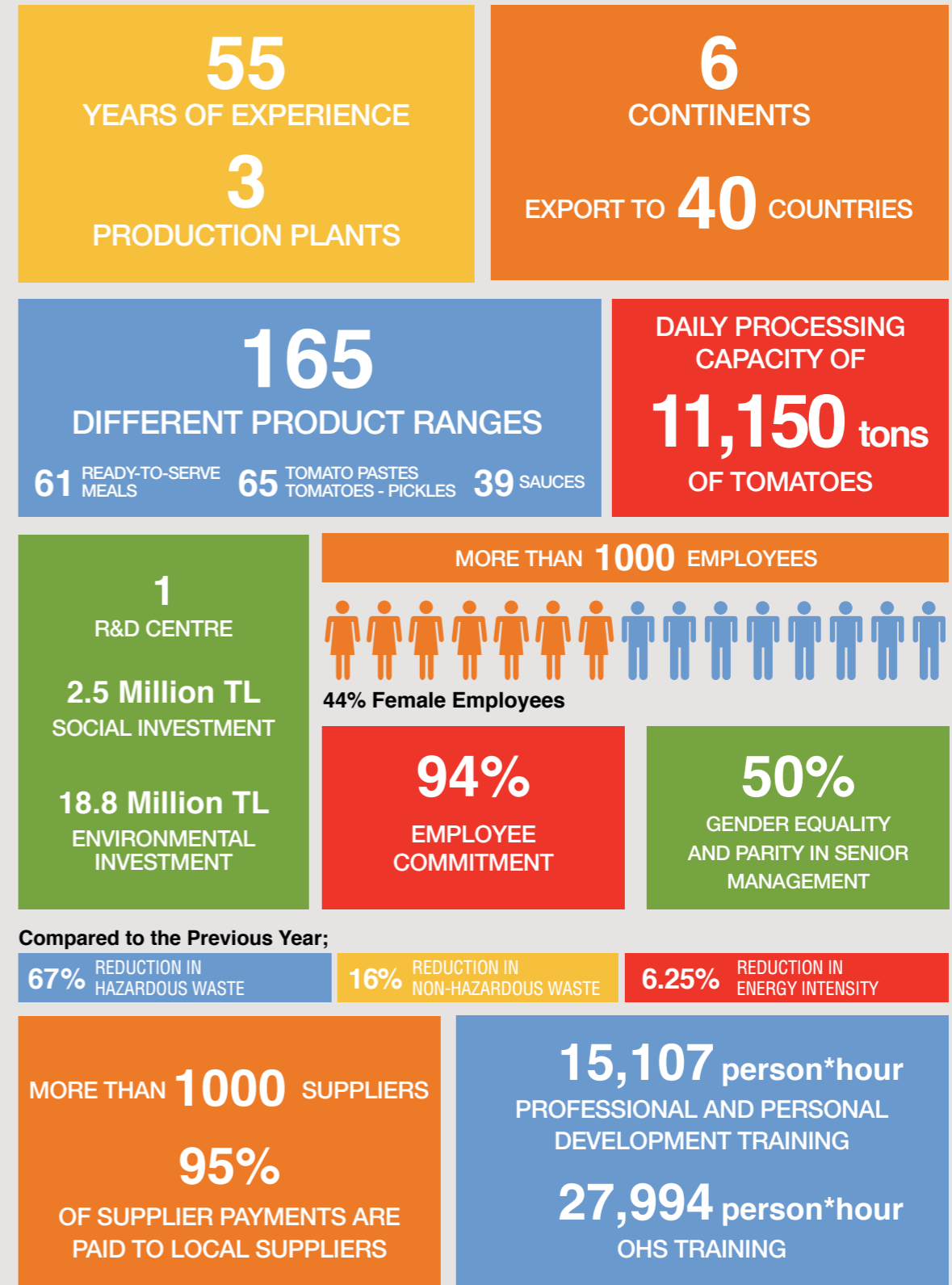
The process of setting our strategic goals is carried out with input from all our divisions. The work of our units is first assessed by senior management. They are then presented in detail to the Board of Directors, where they undergo a further detailed review and analysis. This process provides a comprehensive assessment of the extent to which our objectives have been achieved, what stages have been completed and what changes are needed.

We regard the Board meetings as critical meetings that determine the strategy and set a course for the company and we organise them on a regular basis. At these meetings, we review the overall performance of our business, including performance analyses of previous periods.

We continuously develop new goals and strategies, adopting a new approach with adaptability and business continuity management skills in our company according to the challenges and opportunities presented by current conditions. Our strategy is designed to ensure sustainable success and maintain a leading position in the industry.



FIGURES IN 2022 FOR TAT GIDA



AWARDS and HIGH IMPACT PRACTICES

At Tat Gıda, we always strive to offer the best with our customer-oriented approach. We provide solutions that meet the demands and needs of our customers while building a relationship with them that is sustainable, effective and based on trust.

Sustainability has become an integral part of our business. In this context, sustainability awards play a crucial role in promoting and highlighting our company's successful environmental, social and governance practices. In 2022, as in previous years, we were honoured with a significant number of prestigious awards.

Our **Enjoy Real Tastes with Tat campaign** won the "Silver" award in the Music Sound Design category, the "Bronze" award in the Integrated Media Use Category, and the "Bronze" award in the Food/Beverage category at the Brandverse Awards. At the Effie Awards, it was deemed worthy of the "Silver" award in the Basic Food category. It won the "Silver" award in the TV & Cinema category and the "Crystal" award in the Food/Beverage category at the Crystal Apple.



The **Tat Ready to Eat Plate campaign** won the "Grand Prize" in the general category at the Felis Awards and the "Gold" award in the Food/Beverage category. It won the "Crystal" award in the TV & Cinema Film Food/Beverage category at the Crystal Apple.



Local Pickles product package campaign was awarded "Gold" in the Graphic Design category at Crescents and Stars For Packaging competition.

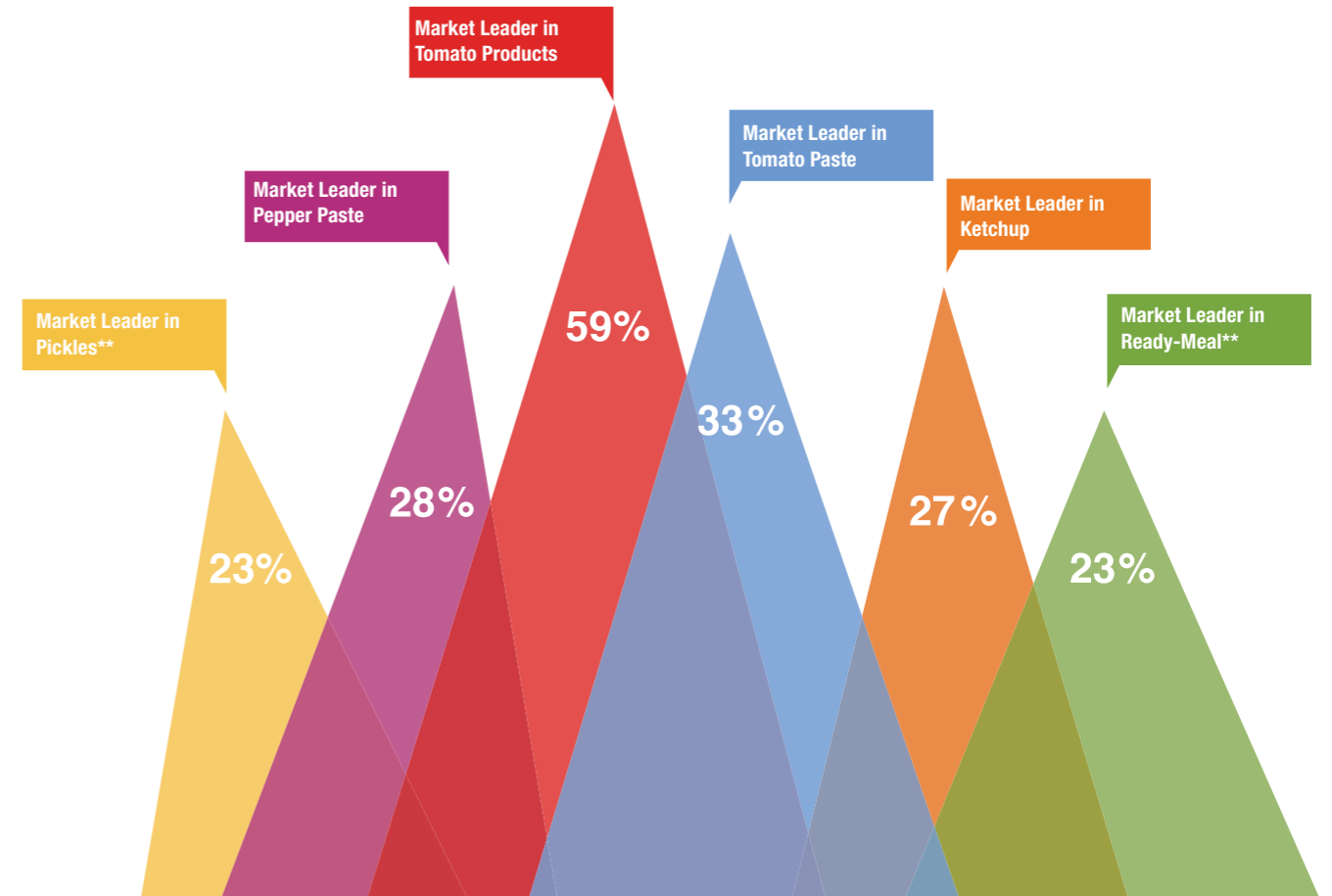


We are strengthening our leadership in agricultural integration by increasing our **investment in digital agriculture**. For half a century, we have worked closely with our farmers, who provide us with the raw materials to produce the highest quality food. Through our investments in data analytics and mechanisation, we aim to boost farm productivity and attract young people to the sector. Our pioneering work in digital agriculture and our contract farmer programme have been recognised by the Confederation of Trade Unions of Turkey (TISK), Common Tomorrows and Fast Company, Turkey's Most Innovative Companies platforms, which makes us very proud.

As Tat Gıda, we are taking firm steps towards becoming Turkey's global food company, exporting products to 40 countries across a wide geographical area, from Japan to the US. Compared to 2021, our export revenues increased by 52% in dollar terms, reaching \$58 million in 2022, which led us to break the export record in our company's history. The share of exports in our total sales also increased significantly, from 31% to 35%. Thanks to our impressive export results over the past three years, we have been recognised and awarded by the Istanbul Fresh Fruit and Vegetable Exporters Association.

At the Animal Welfare Awards, organised by the Turkish-German University, we received the **Good Egg Award** for our work to prioritise animal welfare in egg sourcing.

Putting its signature on countless products that Turkey has consumed with confidence and appreciation for many years, Tat's strong performance in 2022 kept its market leader* position in many categories:

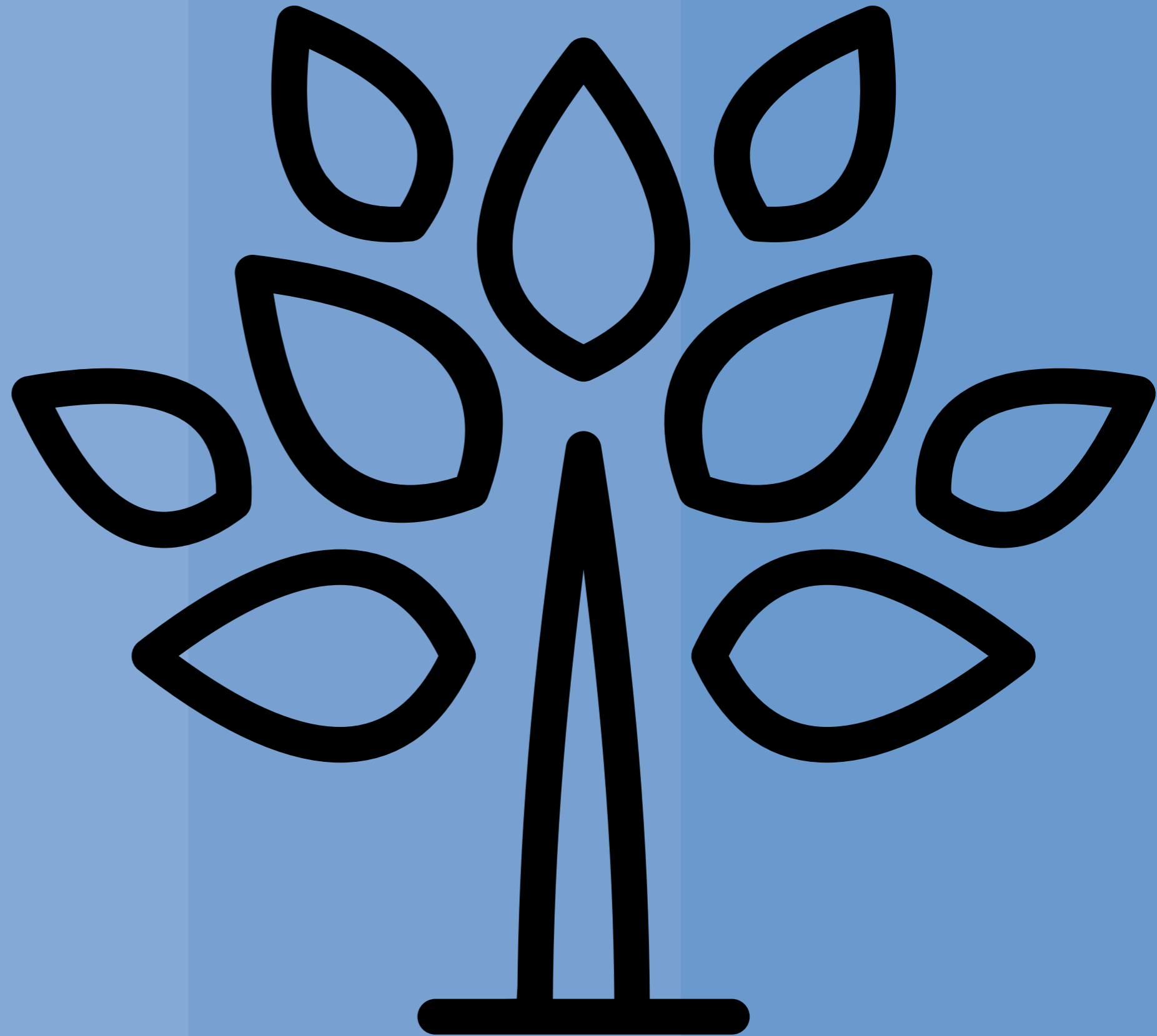


* Source: Nielsen (Total Turkish Market Measurement Data Excluding IM)

** (Nielsen Supermarket Scantrack)

Our Roots Values

At Tat Gida, we conduct our business in accordance with corporate governance principles. With our strong corporate governance structure, we aim for transparency, effective communication with our stakeholders, long-term sustainability and sustainable business practices. Our governance structure is designed to support transparency, ethics, compliance and traceability processes.



CORPORATE GOVERNANCE PRINCIPLES and POLICIES

At Tat Gıda, we conduct our business in accordance with corporate governance principles. With our strong corporate governance structure, we aim for transparency, effective communication with our stakeholders, long-term sustainability and sustainable business practices. Our governance structure is designed to support transparency, ethics, compliance and traceability processes.

We attach great importance to compliance with the “Corporate Governance Principles” regulated by the Capital Markets Board (“CMB”). In 2002, we fully complied with all the mandatory principles within the scope of the Communiqué on Corporate Governance numbered II-17.1 (“Communiqué”) and we complied with the majority of the non-mandatory principles. We aim to achieve full compliance with the non-mandatory corporate governance principles and are trying our utmost in this regard.

The BIST Corporate Governance Index consists of companies that are traded on the Borsa Istanbul and are determined by rating agencies designated by the CMB based on the results of the assessment of the company’s compliance with all corporate governance principles as a whole. At Tat Gıda, with our sensitive approach to corporate governance principles and our efforts in this direction,

we have achieved significant compliance with the principles and have continuously improved our corporate governance rating. As of 28/12/2012, our Company’s Corporate Governance Rating Score was 9.53 (95.32%). Our Corporate Governance Rating Report is published on the Public Disclosure Platform and on Tat Gıda’s corporate website.

The BIST Sustainability Index, which consists of the shares of companies traded on Borsa Istanbul that have a high level of corporate sustainability performance, has been calculated and published since 4 November 2014. Tat Gıda has been included in the BIST Sustainability Index since 1 November 2016. In 2021, the methodology of the index will be changed and Refinitiv’s sustainability rating results will be used in the index calculation. As a result of Refinitiv’s evaluation, our company’s rating was determined to be 65.6 points in 2021, while it was revised to 72.5 points in 2022.

To achieve our strategic and sustainability goals, we formulate policies and integrate our approach to corporate governance with these policy commitments. In this context, **the table below provides details of the policies we have identified**, how the policy commitments are implemented, the monitoring mechanisms and how the policies contribute to our corporate structure.



POLICIES	
Information Security Policy	The purpose of our Information Security Policy is to define the requirements necessary to ensure the confidentiality, integrity and accessibility of the systems, information and assets operated by Tat Gıda. The Information Security Policy has been prepared in accordance with the Communiqué on Information Systems Management (Communiqué) VII-128.9 issued by the Capital Markets Board for publicly traded companies and other relevant regulations such as the Law on the Protection of Personal Data.
Disclosure Policy	The purpose of Tat Gıda Sanayi A.Ş. Disclosure Policy is to determine the methods and principles that Tat Gıda Sanayi A.Ş. will use to communicate information and developments that may affect the price of its shares or investors’ decisions, including its past activities and financial performance and future assessments, except those that are business secrets, in a timely, accurate, complete, direct, understandable, appropriate and easily accessible manner, in accordance with the principle of equal treatment, in a manner that responds to regulations and stakeholders’ expectations.
Compensation Policy for the Employees	Our “Severance Pay” and “Notice Pay” policies for our employees are established and implemented in accordance with the relevant articles of Labour Law No. 4857 and the applicable Collective Labour Agreement.
Profit Distribution Policy	As Tat Gıda Sanayi A.Ş., we distribute dividends to our shareholders in accordance with the provisions of the Turkish Commercial Code, capital market regulations, tax regulations and other relevant regulations, as well as the Article on Dividend Distribution of our Articles of Association. In this practice, we follow a balanced and consistent policy between the interests of shareholders and the Company in accordance with the principles of corporate governance.
Tat Gıda Donations and Sponsorship Policy	The purpose of our Donations and Sponsorship Policy is to establish the standards, principles and rules to be followed in relation to donations and sponsorship transactions at Tat Gıda Sanayi A.Ş.
Tat Gıda Environmental Policy	The purpose of our environmental policy is to reflect Tat Gıda’s approach to environmental management and to emphasise the importance it attaches to environmental management.
Tat Gıda Energy Policy	The purpose of our energy policy is to act in accordance with all applicable laws regarding energy efficiency, use and consumption in our activities and to develop practices that transcend the law, effective energy and resource management, regular maintenance of equipment, monitoring of energy data and planning and implementation for the transition to renewable energy sources.
Ethical Principles and Compliance Policies	Tat Gıda’s Code of Ethics is designed to guide Tat Gıda’s executives, employees and business partners (suppliers, customers, dealers, contractors, consultants, all types of representatives acting in the name and on behalf of the company, etc.) and is implemented by Tat Gıda with commitment.

POLICIES	
Tat Gıda Gift and Entertainment Policy	The purpose of our Gift and Entertainment Policy is to establish the rules and standards to be followed when receiving and giving gifts, entertaining guests or accepting an invitation to an entertainment and other similar activities while acting on behalf of Tat Gıda Sanayi A.Ş.
Tat Gıda Whistleblowing Policy	The purpose of our Denunciation Policy is to encourage Tat Gıda Sanayi A.Ş. employees and stakeholders to report to Tat Gıda any actions that they suspect are in violation of Tat Gıda's Code of Ethics, Koç Group's Code of Ethics and related policies or legislation. It also aims to clearly and explicitly state that our employees who report in bona fide will be protected from any retaliation they may face.
Tat Gıda Human Rights Policy	The purpose of our Human Rights Policy is to create a guideline that reflects Tat Gıda Sanayi A.Ş.'s approach and standards regarding human rights and to emphasise the importance that Tat Gıda attaches to human rights.
Tat Gıda Occupational Health And Safety Policy	The purpose of our Occupational Health and Safety policy is to comply with and develop practices that go beyond all Occupational Health and Safety laws and obligations, to provide a safe working environment, to continuously improve the working environment to reduce occupational accidents and prevent occupational diseases, to analyse potential Occupational Health and Safety risks, to create an Occupational Health and Safety culture, to manage PPE practices and to improve Occupational Health and Safety performance.
Tat Gıda Quality and Food Safety Policy	The aim of our Quality and Food Safety Policy is to continue our activities to produce high quality, reliable and delicious products, to ensure customer satisfaction by ensuring food safety and to embed quality awareness throughout the organisation.
Tat Gıda Personal Data Protection Policy	Tat Gıda Personal Data Protection Policy, which is part of Tat Gıda Sanayi A.Ş. and Koç Group Ethical Principles, aims to establish the framework and coordinate the compliance activities to be carried out by Tat Gıda in order to comply with the legislation on the protection and processing of personal data. In this context, the aim is to ensure that personal data processing activities are carried out in accordance with the principles of compliance with the law, honesty and transparency.
Tat Gıda Competition Law Compliance Policy	The purpose of our Competition Law Compliance Policy, which is part of the Koç Group Code of Ethics and Tat Gıda Sanayi A.Ş. Code of Ethics, is intended to set out the principles and guidelines for conducting all activities within Tat Gıda in compliance with competition law. This policy aims to ensure that all our processes and practices comply with competition law and to raise awareness of competition law. It also demonstrates the importance we attach to complying with competition law in our business activities and in our relationships with our competitors.
Tat Gıda Anti-Bribery and Anti-Corruption Policy	The purpose of our Anti-Bribery and Anti-Corruption Policy is to establish the principles and rules to be applied within Tat Gıda as a reflection of Tat Gıda Sanayi A.Ş.'s commitment to fighting corruption and bribery.

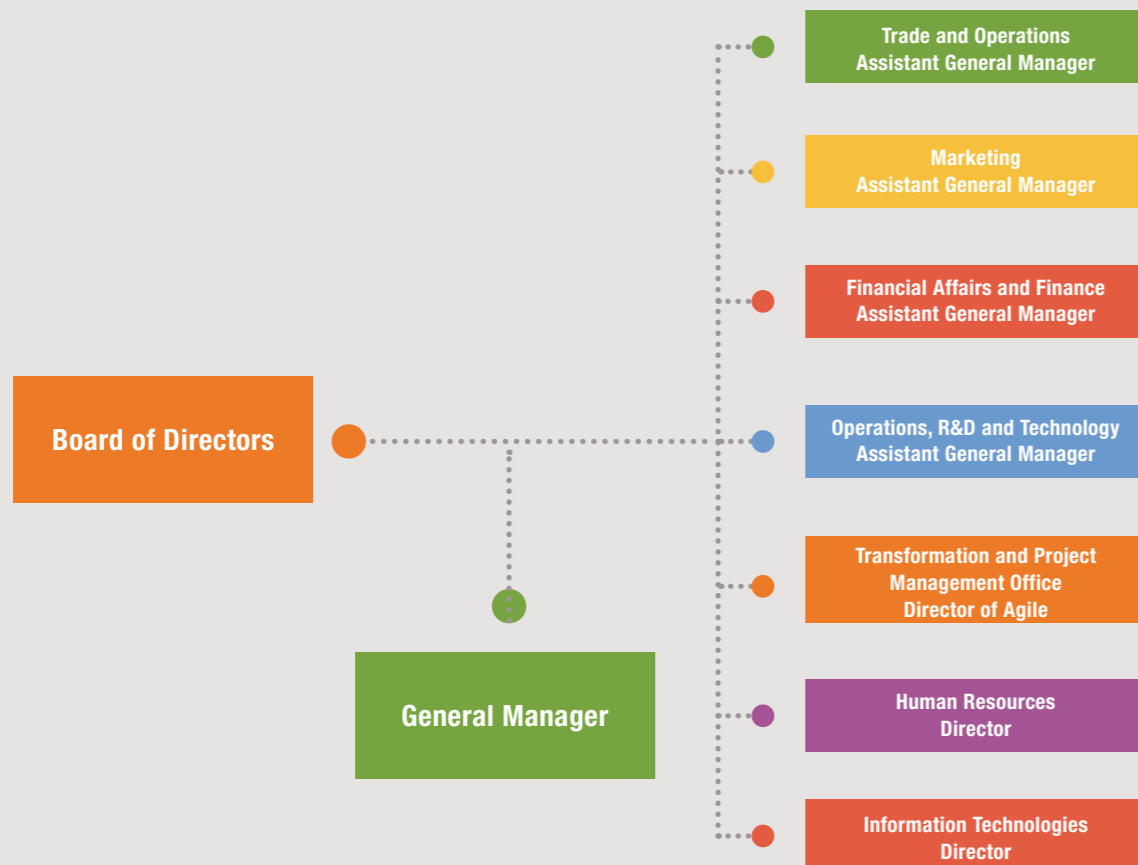
POLICIES	
Tat Gıda Cyber Security Policy	The purpose of our Cyber Security Policy is to act in accordance with all laws and obligations relating to information security and to develop practices that will surpass the law, to protect the confidentiality of information and information systems, to ensure integrity and accessibility, to ensure that critical documents are backed up and stored, to use information security support software and anti-virus programmes to ensure cyber security, to conduct regular penetration tests to continuously improve the system, to ensure that employees and stakeholders are aware of this issue.
Tat Gıda Sustainability Policy	The purpose of our sustainability policy is to achieve customer satisfaction by achieving high quality standards in our production processes, ensuring legal compliance, developing and implementing good environmental, social and governance practices, and communicating with the Sustainability Committee and stakeholders.
Tat Gıda Supply Chain Compliance Policy	The purpose of our Supply Chain Compliance Policy is to share the basic principles and values of Tat Gıda Sanayi A.Ş. with our business partners and to provide them with the necessary guidance on the standards we expect them to comply with.
Tat Gıda Community Investment Policy	The purpose of our Social Investment Policy is to set out the principles to be adopted in the development of social investment initiatives. At Tat Gıda Sanayi A.Ş., we are aware of the impact of our activities on our stakeholders, the environment and society as a whole, and we emphasise the importance of sustainable development.
Tat Gıda Compliance Policy	The purpose of our Compliance Policy is to define a comprehensive and effective compliance structure specifically designed for Tat Gıda Sanayi A.Ş., to establish a compliance framework and to demonstrate Tat Gıda's commitment to comply with legal regulations, internal policies, good corporate governance practices, ethical rules and the principles set forth in the Koç Group Compliance Policy.
Tat Gıda Sanctions and Export Controls Policy	The purpose of our Sanctions and Export Control Policy is to set out the rules to be followed by Tat Gıda Sanayi A.Ş. in order to comply with economic sanctions and export control obligations.
Remuneration Policy	Our Remuneration Policy sets out the remuneration systems and practices for our directors and senior executives, including the Chief Executive Officer, Deputy Chief Executives and Directors reporting directly to the Chief Executive Officer.
Board Diversity Policy	At Tat Gıda, we aim to provide equal opportunities at all levels and ensure diversity and inclusion in light of the UN Women's Empowerment Principles, to which we are a signatory, and the Tat Gıda Sanayi A.Ş. and Koç Group Ethical Principles.

BOARD OF DIRECTORS STRUCTURE, SENIOR MANAGEMENT AND COMMITTEES

Our Board has the highest level of oversight of strategic decision-making processes. Our Board also ensures that our activities comply with legislation, the Articles of Association and established policies by overseeing the process of defining strategic objectives and long-term interests. Our Board conducts its activities in a transparent, accountable, fair and responsible manner. Our Board also reviews the performance of management with the highest degree of accountability. The provisions of Articles 11, 12 and 13 of the Articles of Association are applied in structuring the Board of Directors of our Company.

Our Board of Directors strengthens the structure of our company by offering a multidimensional perspective with different areas of expertise, competencies and experience in corporate governance issues. The Board has a total of nine members, four of whom are women and three of whom are independent. The positions of Chairperson and Managing Director are held by different individuals. The experience and competencies of Tat Gıda's Board members are shared through their detailed CVs on our corporate website.

We apply the principles of diversity and inclusiveness in the Board nomination process. The Board Diversity Policy, which came into force with the Board resolution of 14 February 2022, is intended to contribute to a more effective management of the company's activities, in particular the basic functioning of the Board.



BOARD OF DIRECTORS

Semahat S. Arsel
Chairperson

Ali Y. Koç
Member

Neslihan Tonbul
Independent Member

Rahmi M. Koç
Vice Chairperson

Caroline N. Koç
Member

Fatma Füsün Akkal Bozok
Independent Member

Ömer M. Koç
Member

Takashi Hashimoto
Member

Sait Tosyalı
Independent Member

SENIOR MANAGEMENT

Evren Albaş
CEO

Başak Tekin Özden
Assistant General Manager
Financial Affairs and Finance

Tülay Demir
Director
Human Resources

Hakan Turan
Assistant General Manager
Trade and Operations

Ahmet Boz*
Assistant General Manager
Operations, R&D and Technology

Onur Bahadır
Director
Information Technologies

Esra Süzme
Assistant General Manager
Marketing

Çiğdem Şahin
Director
Agile Transformation and Project
Management Office

*Ahmet Boz was appointed as Assistant General Manager of Operations, R&D and Technology as of 1 October.

The experience and skills of Tat Gıda board members are shared through their detailed CVs on our corporate website.

Tat Gıda Sanayi A.Ş. Assistant General Manager for Financial Affairs and Finance was in charge of preparing the decisions of the Board of Directors, informing the members of the Board of Directors and ensuring communication. A total of 25 decisions were taken by the Board of Directors in 2022.

Committees

Our company has an Audit Committee, a Corporate Governance Committee and a Risk Management Committee. In accordance with the relevant Communiqué, all the members of the Audit Committee were elected from among the independent directors and the chairmen of the Corporate Governance Committee and the Risk Management Committee were elected from among the independent directors. There is no executive director/general manager on the committees established under the relevant communiqués. The terms of reference of the committees have been established and published on the company's website.

The Audit Committee considers significant issues relating to our accounting policies and practices, taking into account information received from the independent auditors. In this context, it considers the alternative application and disclosure options of the Capital Markets Board (CMB) accounting standards, their potential impact and the independent auditor's recommendations to the Company's management in previous periods. In order to confirm the accuracy and compliance of the annual and interim financial statements with the Company's accounting policies, our Committee consults with the Company's management and the independent auditors. In accordance with the opinions received and its own judgements, our Committee reports its findings to the Board in a written report.

Our Risk Management Committee identifies and assesses at an early stage strategic, financial, operational, legal and other risks that could adversely affect the sustainability, growth and existence of our business. It analyses the impact and likelihood of these risks and makes recommendations to manage them in line with the company's overall risk tolerance. It promotes the implementation of the necessary measures to address the identified risks and ensures that these risks are taken into account in the management processes. It may also advise the Board on the establishment and integration of internal control mechanisms to effectively manage these risks.

The Corporate Governance Committee works to ensure Tat Gida's full and effective compliance with the Corporate Governance Principles,

to identify any deficiencies that may arise in this process and to make the necessary corrections. It is also responsible for regularly informing the Board of Directors on how Tat Gida can operate more effectively in accordance with the Corporate Governance Principles, as well as making suggestions for possible improvements and developments. This committee aims to increase the sustainability, transparency and accountability of the company and contributes to strengthening Tat Gida's leadership and reliability in the sector.

In 2022, the Audit Committee held a total of 6 meetings to review the quarterly and annual financial reports for 2022 and to select the independent audit company. Our Corporate Governance Committee held 5 meetings in 2022 and carried out its activities on the determination of independent member candidates, discussion of the Board of Directors Diversity Policy, evaluation of the Corporate Governance Compliance Report and Investor Relations Department Report, remuneration of Board Members and senior executives for 2022, evaluation of the structure and efficiency of the Board of Directors. Our Risk Management Committee carried out its activities regarding the Risk Report to be included in the annual report and the evaluation of the company's risk management systems, and the studies on corporate risk management carried out during the year. Our Committees presented the results of the meetings held during the reporting period to the Board of Directors and informed the Board of Directors. The Risk Management Committee held 7 meetings in 2022.

REMUNERATION AND BENEFITS

The main purpose of our remuneration system is to determine the total income of our employees in accordance with a competitive, fair and company policy based on the current labour market. Individual salaries are evaluated and revised in line with performance results, salary surveys, economic indicators, the company's ability to pay and internal balance. The company also reviews its remuneration and benefits strategy annually, taking into account the results of various remuneration surveys.

Our Company's "Remuneration Policy for Directors and Senior Executives", which includes all types of rights, benefits and remuneration granted to Directors and Senior Executives, as well as the criteria used to determine them and the principles of remuneration, was first submitted for review by our shareholders on our corporate website through the "Information Document" published three weeks prior to our Ordinary General Meeting of 25 March 2014 and was put into practice following the said General Meeting. In accordance with the Corporate Governance Principles, the "Remuneration Policy" for the members of the Board of Directors and Senior Executives and the information to the shareholders on the payments made within the framework of the policy and the fixed remuneration to be paid to the members of the Board of Directors are included on the agenda of the Ordinary General Meeting each year and submitted to the opinion and approval of the shareholders.

The total amount of payments made under the remuneration policy for directors and senior executives is reviewed annually by the Corporate Governance Committee and the Board.

The Chairman and Members of the Board of Directors are paid a daily allowance at an amount determined at the General Assembly, while the Company's Senior Management is paid a monthly salary and a performance-based annual bonus. In our footnotes to the financial statements, payments made to the members of the Board of Directors and senior executives are disclosed to the public collectively in parallel with general practices.

There are no transactions that could give rise to a conflict of interest, such as loans, advances or guarantees by the Company in favour of our directors or executive officers.

OBJECTIVE AND PRINCIPLES OF ‘VEHBI KOÇ’

- Our Customers are the focus of everything we do.
- To be “the best” is our ultimate goal.
- Our most important asset is our people.
- Creation of wealth for continuous development is our key objective.
- Honesty, integrity, and superior business ethics are the foundations of our business conduct.
- We aspire to strengthen the Turkish economy from which we derive our own strength.



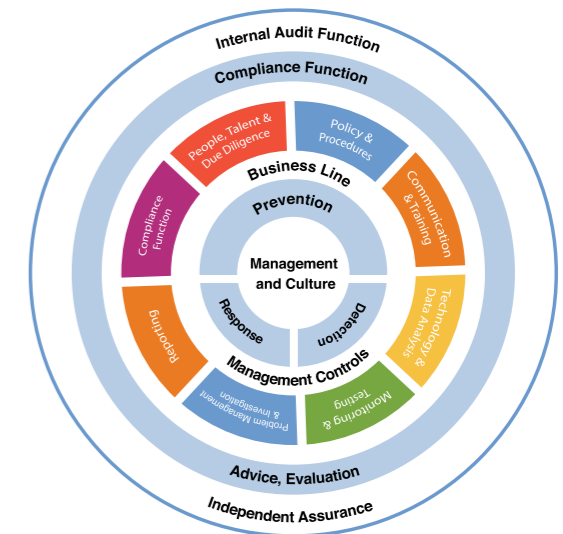
ETHICS and TRANSPARENCY

At Tat Gıda, transparency, fairness and accountability are fundamental principles in our relationships with our stakeholders. In carrying out our activities, we are fully committed to the relevant laws and regulations, contracts, national and international standards and our ethical values. In this context, we have established a special Compliance Policy to ensure compliance with legal regulations, internal policies, good corporate governance practices, ethical rules and principles established by the Koç Group.

The Tat Food Compliance Programme includes rules, policies and procedures to help us identify and manage compliance issues by ensuring we take a risk-based approach. It also incorporates prevention, detection and response components.

All our internal and external stakeholders can report any issues that they perceive to be in breach of Tat Gıda’s Code of Ethics to the Ethics Hotline. The Ethics Hotline can be contacted by telephone and/or online. Information on how to contact the Ethics Hotline is also available on Tat Gıda’s website.

The Code of Ethics, which we have updated as part of the Compliance Programme, guides the entire Tat Gıda family, including our business partners. Adherence to the Code of Ethics is the responsibility of all Tat Gıda employees for a sustainable future, and our senior management, which supports this vision, is leading the way in this regard. While compliance with the Koç Group and Tat Gıda Code of Ethics is the duty of all Tat Gıda employees, Tat Gıda’s senior management is expected to provide leadership in this regard.



Ethical Principles

Our Core Values

At Tat Gıda, we are inspired by the goals and principles of our founder, Vehbi Koç, and we carry out our duties in light of these principles.

Integrity, honesty, responsibility, trust and respect are our core values that guide our decisions and actions. All Tat Gıda employees and management demonstrate attitudes and behaviours that ensure cultural integrity within the framework of these values.

OUR PRINCIPLES AND POLICIES

- Respect for Human Rights
- Compliance with the Law Under All Circumstances
- Anti-Bribery and Anti-Corruption
- Gifts and Entertainment
- Prevention of Conflicts of Interest
- Compliance with Economic Sanctions and Export Controls
- Confidentiality and Protection of Inside Information
- Donations, Sponsorship and Social Investments
- Compliance with Competition Law
- Creating a Healthy and Safe Work Environment
- Use of Social Media Accounts
- Acting Honestly and Fairly in Relations with Our Stakeholders
- Expressing Our Concerns

Fight Against Bribery and Corruption

At Tat Gıda, we conduct every interaction and make every decision in accordance with the highest ethical standards. In line with the United Nations Global Compact, we are committed to taking the necessary measures to combat corruption and bribery.

In accordance with our Code of Ethics and related policies, it is strictly prohibited to provide any benefit to domestic or foreign government officials and other third parties, whether they are public officials or not, in order to obtain an unlawful advantage. This prohibition also includes providing, offering, promising or accepting anything of value from any third party directly or indirectly related to Tat Gıda's business activities in order to influence their decisions.

All our employees are required to comply with local and relevant international anti-bribery and corruption legislation and Tat Gıda's relevant policies, and we expect all our business partners to act in accordance with the relevant regulations.

As Tat Gıda employees, when making decisions based on our roles and responsibilities, we take care not to be in a situation that may prevent us from being impartial, that may benefit ourselves or our relatives, or that may appear to do so, or that may conflict with our personal interests and our responsibilities to Tat Gıda.

Prevention of Conflicts of Interest

In the event of a situation that could be considered a conflict of interest, we report the matter to our managers and the Legal and Compliance Department to avoid any damage that the situation could cause to our employees and our company.

To prevent potential conflict of interest situations:

- We refrain from obtaining benefits for ourselves or our relatives by misusing our titles or authorisations.
- We take due care to ensure that our personal investments outside of work do not prevent us from devoting the time and attention necessary to fulfil our current duties at Tat Gıda and do not create a conflict of interest.
- In the event that we are related to or otherwise close to persons in key decision-making positions of our business partners in their business activities related to Tat Gıda, we will inform our managers and the Legal and Compliance Department.

Expressing Concerns

At Tat Gıda, we place great emphasis on honesty and accountability in everything we do. We consider it our duty to maintain a culture of honesty and respect and to oppose any behaviour that may be contrary to our company's ethical standards. Therefore, like all employees, we act in accordance with the Koç Group or Tat Gıda Code of Ethics and related policies. In case of doubt, we consult Tat Gıda's Legal and Compliance Department via the e-mail address uyum@tat.com.tr. In addition, reports and notifications can be made through the link "koc.com.tr/ihbarbildirim".

CORPORATE RISK MANAGEMENT

At Tat Gida, we recognise that a risk management approach makes a significant contribution to business strategies. We believe that sustainable business models for a secure future vision should be based on risk management, and we conduct our risk management activities within the framework of legal regulations and national/international standards. Accordingly, we identify the risks to which we are/are likely to be exposed and analyse the causes and potential impact of risks.



CORPORATE RISK MANAGEMENT

In the comprehensive process of analysing our business risks, we have established checkpoints at every stage, from the identification of risks to our objectives and their potential impact. In this way, we have identified our risk profile from an end-to-end, holistic perspective. We monitor risks and develop proactive management strategies. We also emphasise the involvement of our employees in this process, identifying potential risks to our operations.

We present the possible risks and their consequences, which we have identified by common sense, to the Board of Directors for its approval and guidance through the Risk Management Committee. We have established the Risk Management Committee to make recommendations and suggestions to the Board for the early identification of risks and the establishment of an effective risk management system. The Risk Management Committee consists of two members, one of whom is independent. The existing and potential risks of the company are monitored by the Risk Management Committee and the Board of Directors is informed about these risks by the Risk Management Committee.

The table below details the risks we have identified, the strategic studies we have undertaken to address these risks, and the strengths of our business against these risks:

RISK TYPE	RISK DESCRIPTION	RISK MANAGEMENT
Climate Crisis and Risks of Transition to Low Carbon Economy	<ul style="list-style-type: none"> • Extreme weather events • Increase in greenhouse gas emissions • Inadequacy of infrastructure • Increasing level of water stress, water scarcity and drought • Growing demand for lowcarbon products and services • Carbon pricing policies • The need for the sector to adapt to environmental developments • Decline in biodiversity 	<ul style="list-style-type: none"> • Review of IPCC scenarios for extreme weather events related to the climate crisis • Contingency plans, including natural disasters caused by the climate crisis • Strengthening the infrastructure • Efforts for water saving • Development of energy efficiency projects • Investigation of renewable energy portfolio and alternative energy sources • Review insurance coverages and minimise potential financial impact through insurance • Contributing to the circular economy with a zero waste management system • Carrying out reforestation and landscaping work • Biodiversity conservation and protection of endangered species
Capital Risks	<ul style="list-style-type: none"> • Capital management risk • Payables including loans • Capital costs 	<ul style="list-style-type: none"> • Increase profits by optimising the balance between debt and equity • The Company's capital management objectives are to maintain an optimal capital structure in order to maximise returns to shareholders and minimise the cost of capital.

RISK TYPE	RISK DESCRIPTION	RISK MANAGEMENT
Financial Risks	<ul style="list-style-type: none"> Economic rationale Banking activities aligned with the transition to a low carbon economy Interest rate changes Market risk Credit risk Liquidity risk 	<ul style="list-style-type: none"> Close monitoring of national and international economic markets Balance sheet followup Analysis and monitoring mechanisms for interest rates and exchange rate changes Focusing the enterprise risk management programme on minimising the potential impact of financial market uncertainty on the company's financial performance. Monitoring regulatory requirements Tracking payments A team of financial experts Sound economic and operational management
Operational Risks	<ul style="list-style-type: none"> Risks associated with a change in the geographical location of our suppliers Partial and/or permanent interruption of supply, logistics and warehousing activities Risks related to the supply of raw materials from the agricultural sector Late launch and/or failure to launch the product/service Have action plans for power outages, such as activation of the generator, availability of batteries, etc. 	<ul style="list-style-type: none"> The conclusion of seasonal contracts for the risk of the supply of agricultural raw materials Crisis management approach Prepare business continuity plans and actions for potential disruptions Reduce potential loss through insurance Stocking facilities
Technology Risks	<ul style="list-style-type: none"> Potential disruptions to network infrastructure Interruption and/or disruption of information technology activities Cyber security risks Risks for the protection of personal data Rapidly evolving world of technology and innovation 	<ul style="list-style-type: none"> Strengthening the network infrastructure Assessment of information security risks Evaluation of backup works Checking backups Information Security policy commitments Requests for protection of personal data Capacity building studies Application controls Monitoring and integration of new technologies into processes/procedures Reflecting the innovative perspective of studies and placing emphasis on R&D studies

RISK TYPE	RISK DESCRIPTION	RISK MANAGEMENT
Sectoral Risks	<ul style="list-style-type: none"> Variable sectoral dynamics/new and changing market needs Competitive environment Be responsive to changes in customer expectations Compliance with government regulations and standards 	<ul style="list-style-type: none"> Monitor/assess industry requirements, new markets and potential market needs Highest level of fulfilment of customer expectations. Actions taken in response to changing customer needs and demands Upward improvement of company performance Audit and analyses Maintenance and repair Subcontractor management Monitoring and ensuring compliance with regulatory requirements/standards To follow up consumer researches Products offered at the best price Campaigns Responsible advertising and marketing Products that support a healthy lifestyle
Employees	<ul style="list-style-type: none"> Access to skills, changing competencies Risk of increase in employee turnover rate Risks related to the working environment 	<ul style="list-style-type: none"> Provision of qualified and skilled labour force and activities for talent acquisition Ensuring a safe working environment Provide employees with opportunities for selfactualisation Career planning studies Events, trainings and seminars Comprehensive employee benefits Effective performance management system Analyses carried out on the commitment of employees Support for inhouse entrepreneurship activities

INTERNAL CONTROL AND AUDIT

Our internal control system, which reflects our sustainability vision, enables us to operate effectively, efficiently, sustainably and responsibly.

Our internal control system is the foundation for all our processes, from the reliability of our financial reporting to our compliance with legal regulations. We use this guidance system to standardise workflows, roles and authorities, policies and written procedures in line with our sustainability management. This approach supports our goal of creating sustainable value for all our stakeholders and operations in the short, medium and long term.

We consider our internal control system to be part of our risk management mechanism and ensure that it is regularly reviewed by the Internal Audit Unit. This enables us to monitor the effectiveness of the system. These audits support the financial performance of our business as well as our social, environmental and governance objectives. Audit activities throughout the year and the resulting reports are presented to the Audit Committee in line with the objective of creating value for all our stakeholders.

This process demonstrates Tat Gıda's commitment to continuous improvement and transparency for a sustainable future.

We have also integrated a complaint/reporting platform with Koç Holding. All employees, stakeholders, customers and suppliers can submit their complaints through this platform.

These complaints/reports are primarily evaluated by our internal audit unit and the respective investigations are carried out. Should the investigation identify situations that need to be improved in the processes, these are recorded as audit findings and action is assigned to the relevant departments.

The internal audit mechanism contributes to the company's adoption of a more ethical, fair and sustainable management approach by responsibly evaluating any feedback and introducing the necessary improvements in processes.



SUPPLY CHAIN MANAGEMENT

Supply Chain

At Tat Gıda, we recognise the importance of sustainable agriculture and food practices. We are undertaking substantial work in this area, particularly in determining the measures to be taken against the risks of climate change and in drawing up action plans. When we consider climate risks, we see supply chain risk as a risk that will affect our work.

The sustainability of our supply chain and its environmental, social and economic impacts are fundamental to our business. For this reason, our supply chain is at the heart of our sustainability commitment, and we are committed to the principles of transparency, quality and collaboration. Starting with agricultural products, we adopt environmentally friendly practices at every stage from the production of our products to their delivery to consumers. We believe that approaches such as sustainable agriculture, water and energy conservation, waste management and carbon footprint reduction are key features of our supply chain. From this point of view, we focus on waste management, energy use and reducing greenhouse gas emissions throughout our supply chain.

We prioritise respect for human rights and social benefit at every stage of our supply chain.



SUPPLY CHAIN MANAGEMENT

We export to almost 40 countries from Japan to the USA. We are committed to sustainability in order to maintain our position in the global market. The steady increase in our sales volume is an indicator of our growth in this regard. This has brought our total number of suppliers to 1235. Through our supply chain, we aim to contribute to our local communities and suppliers in a fair and sustainable way. We see training and supporting our farmers and contributing to local economies as part of our corporate social responsibility. We have 1,183 local suppliers. In addition, payments to local suppliers represent 95% of our total supplier payments.

Our purchasing department uses SAP, SRM and SLC programmes to make supply chain management more effective and efficient, powered by our digital intelligence and dexterity muscle. These digital tools improve communication with suppliers and optimise our operational processes.

In line with our ethical principles and implementation guidelines, we conduct e-procurement through e-procurement portals to make all our procurement processes transparent. This practice enhances accountability and makes supplier-purchaser relationships traceable.

Quality control and supplier evaluation are carried out in collaboration with the Quality, R&D and Purchasing departments in accordance with applicable regulations and requirements. We use independent auditors in the supplier selection process and regularly monitor supplier performance. The results of supplier evaluations form the basis for development and improvement discussions. In vulnerable situations, we ensure that suppliers are monitored and, if necessary, the relationship is terminated.

We prioritise sustainability when selecting suppliers. Approved suppliers are selected based on their compliance with sustainability criteria and their success in delivering quality products.



SUPPLY CHAIN MANAGEMENT

Tat Gida's Supply Chain Policy sets the general framework for human rights, occupational health and safety, the environment and ethics. Accordingly, we support the improvement of suppliers' production quality, raise their awareness of the environment and human rights, and build a strong corporate culture based on business ethics by encouraging cooperation.

Based on the principle of supply chain transparency, we are pioneering efforts to reduce risk and increase efficiency in agricultural supply chains by ensuring transparency and traceability through blockchain technology. In line with the vision of digitalisation to create sustainable food security, we have started to deploy a fully smart contract structure in the agricultural supply chain for the first time in Turkey with the TTRACE platform.

We consider our supply chain management to be a powerful tool for promoting sustainability and ethical practices. We continue to strengthen this powerful tool through regular meetings with our suppliers throughout the year and through the input we receive from them. We are building a sustainable future together by continuing to improve our supplier relationships, enhancing product quality and working together. We remain committed to increasing transparency, efficiency and responsibility in our supply chain. While fulfilling our environmental and social responsibilities, we are pleased to move towards this goal by adhering to ethical and sustainable practices without compromising on providing the best quality products to our customers.

Data Related to Suppliers	2020	2021	2022
Total number of suppliers	1,269	1,246	1,235
Total number of local suppliers	1,238	1,221	1,183
Total payments to suppliers (TL)	369,630,851	707,036,798	1,990,417,125
Total payments to local suppliers (TL)	362,306,118	643,145,378	1,892,577,217
Total number of new suppliers	233	250	310
Percentage of payments to local suppliers in total supplier payments (%)	98%	91%	95%

VALUE CHAIN MANAGEMENT

Value Chain

Our value chain is the core of our responsibility as a food company, embracing sustainability and responsibility at every stage. This chain represents the journey of our products from source to table, and throughout this journey we apply the highest standards of sustainability and work hard to ensure that our customers can trust the goodness and quality of the source.

Our products are grown on agricultural land. We are therefore committed to ensuring the sustainability of agriculture through sustainable good agricultural practices and cooperation with farmers. We work closely with our farmers to support their efforts to conserve natural resources and improve soil fertility. To further strengthen the inspiration we receive from our farmers, we have launched the “Agriculture Value Chain” project. The main objectives of this project are to ensure that contracted farmers benefit from the financial resources used by the company to create value and to support their financial sustainability. In this context, farmers have the opportunity to obtain agricultural finance without waiting for their receivables to mature, without the need for limit studies, without collateral and at favourable market conditions. In 2022, for the first time, farmers were given Efficient Farmer Credit Cards that were interest-free and payment free until harvest time, so they could buy their agricultural inputs without predetermined conditions and collateral. **157 farmers received additional financing opportunities in this project.**

Sustainability principles such as energy efficiency and waste management are key priorities during the manufacturing phase of our products. By continuously improving our production processes and adopting best practices, we are taking important steps to minimise our environmental impact.



VALUE CHAIN MANAGEMENT

At Tat Gıda, we manage the logistics and distribution of our products using environmentally friendly methods. We aim to reduce our carbon footprint, save energy, reduce transport costs and minimise the environmental impact of our transport processes.

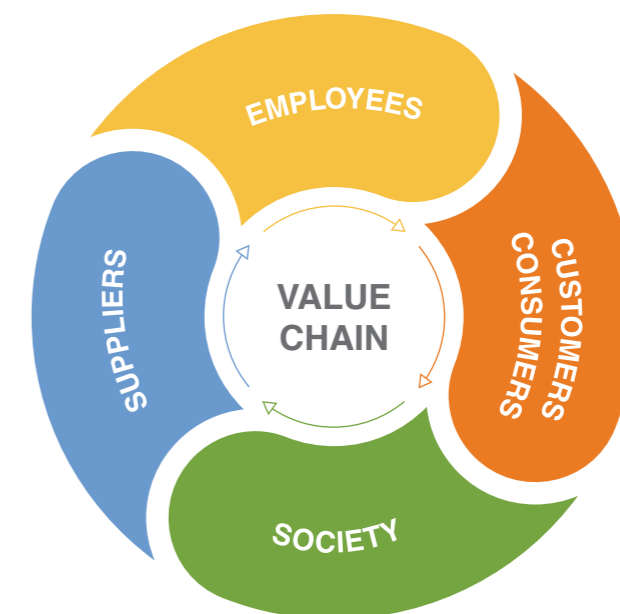
The quality, freshness and dependability of our products are essential to ensuring customer satisfaction at every stage of our value chain. We evaluate customer feedback and strive to continually improve our products.

In collaboration with our suppliers, farmers, production teams and customers, we continue to implement sustainability principles at every stage of our value chain. These collaborations guide us in building a sustainable future.

At Tat Gıda, we place great emphasis on transparency in the value chain.

We communicate how environmental issues are managed and integrated into the company's goals and strategies to our partners, including suppliers and customers, throughout the value chain, including the operational process. In addition, Tat Gıda's Sustainability Management Committees have intensified their efforts to ensure the participation of external stakeholders and have started the process of projecting practices to increase the representation of all elements of the value chain in decision-making processes in an equitable manner.

Our value chain reflects our commitment to delivering our food with high standards of sustainability, quality and safety. We are proud to contribute to society and the environment through our value chain, and we continue to assume responsibility for a sustainable future at every stage.



■ SUSTAINABILITY MANAGEMENT

Tat Gıda has recently boosted its sustainability performance. With progress in every ESG performance area in 2022, it has become a more active and harmonious organization with a new business approach, which our community and the global business world are increasingly adopting.

We received a score of 72 out of 100 for our ESG performance based on the Refinitiv evaluation system and we have been listed in Borsa Istanbul's Sustainability Index since 2016.

Koç Holding, whose sustainability performance is lauded around the world, has approached contemporary sustainability needs with the slogan "Lead Together" and Tat Gıda has created an original model to comply with it.

The World Economic Forum's environmental, social and governance (ESG) indicators, which provide a framework for the United Nations'

Sustainable Development Goals (SDGs), which are clearer and more widely shared globally, and the roadmaps developed by the business community to achieve them, have also formed the basis of our sustainability approach.

We operate in accordance with the 10 principles of the United Nations Global Compact (UNGC) and the metrics of stakeholder capitalism, and our sustainability model can be broken down into four main categories: Values, the World, People, and Society.



United Nations
Global Compact

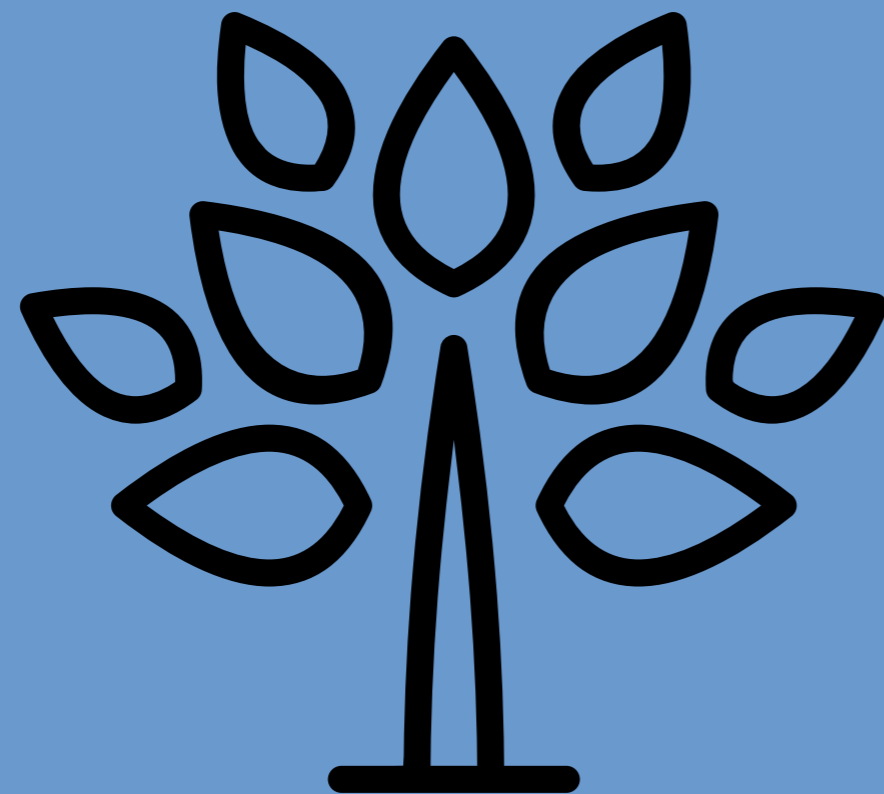
REFINITIV

SUSTAINABILITY MODEL

Our Roots Values

Tat Gida aims to provide healthy, reliable, and accessible products that add value to humanity.

Tat Gida works to be a reliable global brand with its governance approach that puts quality at the center of every process, its commitment to its founding values, its principles to establish ethical collaborations with all its stakeholders, and its ability to analyze future risks and opportunities.



Our Soil The World

Tat Gida is well aware that humanity's existence depends on a healthy world.

One of our core principles is that all our operations, from farm to fork, protect our soil, water, and air, while supporting the preservation of the world through digital agricultural practices.



SUSTAINABILITY MODEL

Our Effort People

Tat Gida is an organization that respects the efforts of all its stakeholders like employees, engineers, managers, and farmers it works with.

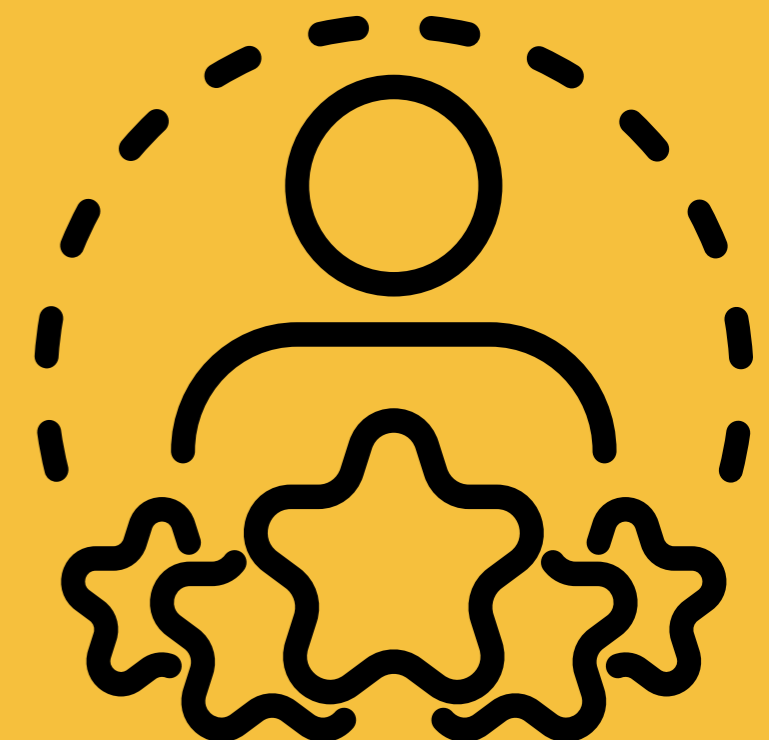
Tat Gida attaches the utmost importance to the equality and diversity of all stakeholders in an environment free from discrimination, and respects the contribution of all stakeholders to decision-making processes in order to create a more livable world.



What We Share Society

Tat Gida has adopted the principle of “sharing its values, soil, and labor with all its stakeholders, making sure that all its products are convenient”.

In addition, Tat seeks to enrich society in every region it operates in and to help them get ready for the future through development activities which the company continues without interruption.



■ SUSTAINABILITY MANAGEMENT

In 2022, Tat Gıda worked on its corporate contributions and impacts in more detail on all these topics and defined its goals more clearly. In other words, it set clear targets for social development, direct and indirect contributions to the local and global economies, monitoring the health and well-being of all internal and external stakeholders, and protecting the planet.

In order to achieve these targets, Tat Gıda accelerated its technical work to build a more trackable, reportable, and accountable infrastructure. Throughout 2022, sustainability management focused on increasing active participation by internal stakeholders, implementing effective methods to increase this participation day by day.

Tat Gıda’s sustainability management has a wider base today and has become a structure in which internal stakeholders perceive their work and goals more clearly and actively contribute to development. Sustainability management committee meetings have become priority meetings where environmental and social performance issues are reviewed, steps to improve management quality are discussed, decisions are made, and goals and roadmaps are clarified. Tat Gıda’s sustainability management stands out as a structure that all internal stakeholders contribute to with the highest level of participation.

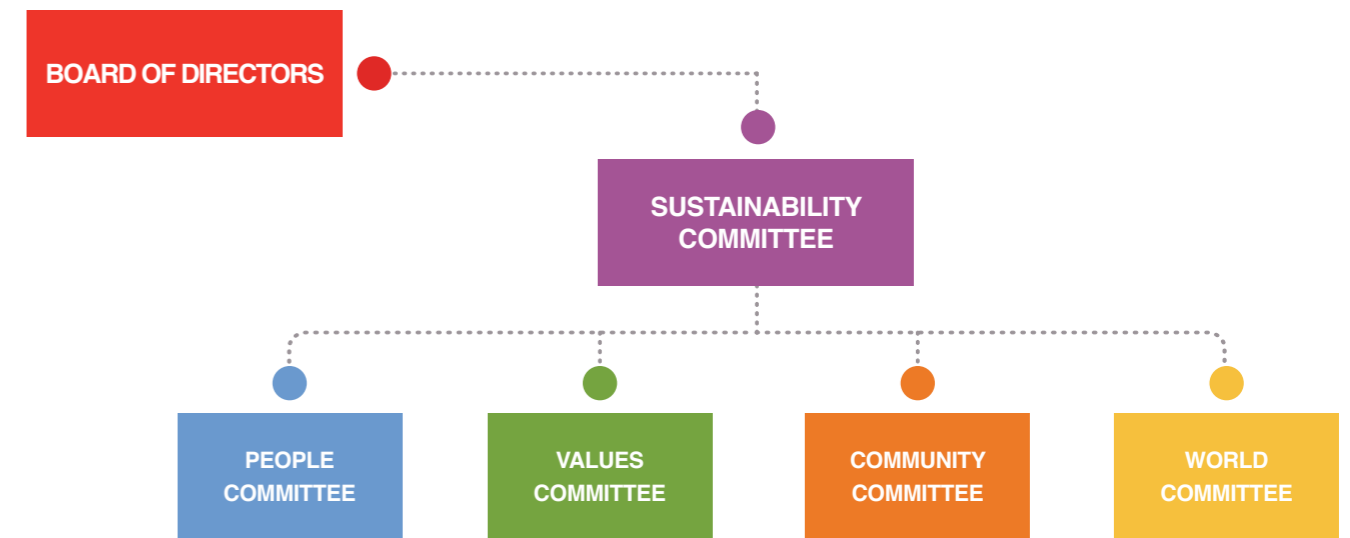
Tat Gıda sustainability management committees have intensified their efforts to ensure participation by external stakeholders

and have started project applications aimed at achieving equal representation by everyone along the entire value chain in decision-making processes. As one of the cultural transformation steps in this regard, Tat Gıda put the employer brand project into practice, under the motto **“We have added taste to lives”**.

At Tat Gıda, we recognise the importance of sustainability for the future of the planet and our business. With this awareness, we focus on sustainable and responsible production and supply approaches today and in the future. We also prepare investment plans that create value. We work for a better and more livable world by addressing our impact area within the environmental, social and governance framework in collaboration with all our stakeholders.

This first report sets out our sustainability strategy, vision and mission. Our report demonstrates that our approach to sustainability is fundamental for how we conduct our business.

Sustainability Management Structure



At Tat Gıda, we oversee sustainability management with 1 main committee and 4 sub-committees. In the governance structure we have established, the main Sustainability Committee is chaired by the General Manager of Tat Gıda. While the People Committee, Values Committee, Community Committee and World Committee regularly report their work to the Sustainability Committee, the work of the Sustainability Committee is reported to the Board of Directors through the General Manager of Tat Gıda.

Identification of Sustainability Priorities and Prioritisation Analysis

At Tat Gıda, we had the opportunity to hear the opinions and expectations of our precious stakeholders on our strategic sustainability priorities through the Materiality Analysis we conducted for the first time this year.

We conducted a comprehensive research process to identify the material issues that form the basis of our analysis. We identified our material issues for Tat Gıda by evaluating national and international regulations and standards, trends, megatrends and sector dynamics. We collected stakeholder opinions and suggestions on the identified material issues through surveys and one-on-one interviews.

We received a total of 154 responses from 74 external stakeholders and 80 internal stakeholders for our materiality analysis survey, which provides guidance for our sustainability strategy. We reviewed the responses and conducted a comprehensive materiality analysis. As a result of our analysis, we identified a total of 30 material environmental, social and governance issues. Thanks to this comprehensive analysis, we have identified the priorities and expectations of all our stakeholders and assessed the impact of our material issues on our operations.

Prioritisation Matrix

In the matrix below, we illustrate our priorities, which were identified as a result of external trend analysis, one-on-one interviews, stakeholder surveys and our materiality analysis reflecting Tat Gida’s strategy, as the intersection of stakeholder priorities and Tat Gida’s priorities.

TAT GIDA PRIORITISATION MATRIX



SUSTAINABILITY GOALS					
HUMAN RESOURCES	ENVIRONMENT	AGRICULTURE	SUPPLY CHAIN	R&D	SUSTAINABILITY
<p>Women’s Employment</p> <p>Increase by at least 10%.</p> <p>2023</p>	<p>Carbon Emissions Management</p> <p>Reducing carbon emissions as part of the fight against climate change.</p> <p>Perpetual</p> <p>Set a science-based target to reduce carbon emissions by 2024.</p> <p>2024</p>	<p>Farmer Trainings</p> <p>To provide training to 500 farmers*2 hours.</p> <p>2023</p>	<p>Supplier Contracts</p> <p>Include sustainability criteria in procurement contracts.</p> <p>2024</p>	<p>Packing</p> <p>Reduce the amount of paper and plastic used in the packaging of our products.</p> <p>Perpetual</p>	<p>BIST Sustainability Index</p> <p>Improvement of our Refinitiv ESG score.</p> <p>Perpetual</p>
<p>Ratio of Female Employees in Senior Management</p> <p>Maintain 50% female employee ratio</p> <p>Perpetual</p>	<p>Zero Waste Management</p> <p>Zero waste model implementation and certification of all facilities</p> <p>Perpetual</p>	<p>Proceed with Digital Agriculture Projects</p> <p>Perpetual</p>			<p>UNGC signatory</p> <p>2023</p>
<p>Ratio of Female Employees in the Board of Directors</p> <p>To maintain the ratio of 25% female employees in the Board of Directors</p> <p>Perpetual</p>	<p>Water Consumption</p> <p>To achieve 5% water saving</p> <p>2023</p>				

SUSTAINABILITY GOALS					
HUMAN RESOURCES	ENVIRONMENT	AGRICULTURE	SUPPLY CHAIN	R&D	SUSTAINABILITY
Ensuring Occupational Health and Safety Zero Work Accidents. Perpetual	Traceability Traceability To initiate monitoring in tomato cultivation. 2023 Generalisation of traceability projects. Perpetual				
	Renewable Energy Realisation of SPP projects within the next 2 years 2024				
	Digitalization Projects Achieve 5% energy savings per year by implementing energy saving projects. Perpetual				

Relations with Stakeholders

We manage our sustainability efforts by respecting the priorities and expectations of all our stakeholders. Within this framework, we aim to communicate transparently and effectively with our stakeholders.

To meet their expectations and needs, we tailor our communication methods and frequency based on the specific quality and priority of our stakeholders. We communicate with our stakeholders through a variety of channels at a designated frequency and involve all our stakeholders in our sustainability strategy and integrated decision-making processes. We have designed this approach as we aim to ensure not only the current but also the future success of our business model.

OUR STAKEHOLDERS	COMMUNICATION METHOD	FREQUENCY OF COMMUNICATION
Employees	Trainings	Continuous
	Information and Announcements via Intranet	Instant
	Corporate Website	Continuous
	Intranet	Continuous
Shareholders, Investors and Analysts	Social Media	Continuous
	General Meetings	Annual
	Corporate Website	Continuous
	Annual Reports	Annual
	Material Event Disclosure and General Company Information Form	In case of need
	Financial Statements, Independent Audit Reports and Interim Annual Reports	Quarterly basis
	Corporate Governance Compliance Report and Corporate Governance Information Form	Annual
	Sustainability Compliance Statement	Annual
	Rating Reports	Annual
	One-on-one Interviews and Meetings	Upon request
	E-mail	Upon request
Customers	Investor Presentations	Quarterly basis
	Financial Performance Assessment Meetings	Quarterly basis
Customers	Corporate Website	Continuous
	Customer Satisfaction Measurement	Annual
Farmer	Training	Continuous
	E-mail	Continuous
	SMS	Continuous
	Meeting	Continuous
Retail Dealers	E-mail	Continuous
	SMS	Continuous
	Meetings	Continuous
	Training	Periodic
Academic Institutions	University - Industry Cooperation	Periodic
	Career Fairs	Periodic
	Career Talks	Periodic
Non-Governmental Organizations	Training	Upon request
	Working Groups	Upon request
	Membership	Annual
	Activity Report	Annual
Media Organisations	Meeting	Upon request
	Press Releases	Continuous
	Interviews	Upon request
Media Organisations	Activity Report	Annual

Our Soil The World

At Tat Gida, we are committed to a sustainable future. We are proactive and measure our impact on nature by using digitalisation to reduce our carbon emissions, lower our energy consumption, save water and reduce waste.



By including our stakeholder ecosystem in our sphere of influence, we reduce our negative impact on the environment in conjunction with our value chain. We manage our environmental activities through the Earth Subcommittee under our Sustainability Committee.



TAT GIDA'S ENVIRONMENTAL MANAGEMENT APPROACH

We perceive the digital transformation of production as an important tool for making efficient use of resources and making the potentials in this direction visible. We are using digital technologies to implement sustainable farming practices by internalising the importance of using the world's resources efficiently. In 2022, we implemented many projects and applications in this context.

In 2022, Tat developed a decision support system backed by artificial intelligence to reduce energy consumption in water supply. This made it easier to choose and use the most efficient water wells, ensuring that the smallest amount of electricity is consumed per unit of water. In another digitalization project, Tat Gida aims to detect inefficiencies by observing how much electricity production lines consume and taking any actions necessary to reduce it. In addition, Tat Gida engineers can use management dashboards to monitor energy consumption and intervene when inefficiencies are detected in a timely manner.

Tat Gida works with an environmentally friendly approach by establishing regulations in production plants, investing in technological infrastructure, and maintaining high standards. Tat Gida provides training to company employees and to farmers, so they learn about both resource utilization and efficient production techniques.

Tat Gida has earned certificates for the ISO 50001 Energy Management System, ISO 14001 Environmental Management System, and ISO 14064 Greenhouse Gas Calculation and Verification Management System. In 2022, the company successfully completed the Unified Audit of the Ministry of Environment for ISO 14064 and Customer Audits

Tat Gida conducts environmental risk analyses on all its processes measuring noise, wastewater, water consumption, emissions, solid wastes, hazardous substances, odor, soil pollution, and the use of energy and natural resources. We have also installed an inline/online wastewater pollution measuring system called SAIS. The company uses these systems to measure compliance with legal limits.

We prioritise environmental investment for a sustainable future and increase the budget we allocate each year. During the reporting period, we reached an environmental budget of TL 18.8 million for investments to support our sustainability advancements.

Environmental Expenditure	2020	2021	2022
Expenditure on environmental investments (TL)	5,788,306	14,155,827	18,822,612

Digital Agriculture

We acknowledge that being prepared for the future is one of the most important needs of today for a more livable world. We consider technology as the greatest tool for Tat Gıda to be ready for the world of tomorrow. With this awareness, Tat Gıda is pioneering digital transformation across its supply chain from farm to fork, offering a visionary perspective on how to develop digital agricultural technologies and solutions.

Our Digital Agricultural Area Has Grown to 2,600 Decares

Launched in 2018 in a pioneering development in digital agriculture, the size of our digital agricultural fields grew to 2,600 decares in 2022. With agricultural technological solutions and good agricultural practices, Tat Gıda has achieved 10-11 tons of yield per decare in its digital fields, while the average yield per decare was 7-8 tons in the region. Additionally, we lowered the cost of growing tomatoes per ton by 25% compared to the regional average.

With its vast agricultural knowledge, Tat Gıda supports farmers in sustainable agriculture, with the aim of leading agricultural transformation by spreading digital agriculture and applying new agricultural technologies in food production.

In this context, we have initiated efforts to develop an Irrigation and Fertilization Algorithm that uses data collected from the fields to calculate the correct and optimal amount of irrigation and fertilization. The Irrigation Management Based on Satellite Imagery Analysis application, which was launched in 2020, was used to monitor 265 hectares this year. Additionally, Tat Gıda is proud to be one of the few companies that can effectively monitor plants' health in the field using satellite technology.



Tat Gıda is Transforming the Soil into Digital Fields!

We are well aware that technology is of critical importance for the agricultural sector with each passing day. At Tat Gıda, we play a pioneering role in field inspection, plant health and traceability through the use of modern satellite technologies.



It is very difficult to assess fields completely, and field engineers spend long hours on it. By using satellite and sensor technologies, Tat Gıda can focus on the areas that need it, thus saving time and resources, as well as increasing production by utilizing data to foresee risks and take timely actions. In 2022, agricultural engineers were able to instantly monitor plant health in an area of 1000 hectares using the Field Health Maps web platform and the Tat Gıda mobile application, analyzing the satellite images and climate data, which led to Tat Gıda achieving a yield increase of up to 10%. In addition, for large areas where manual control was difficult, plant development assessments were performed by taking images with drones, whose agricultural observation cameras offered faster and clearer imaging. This approach, supported by technological innovation, has great potential to increase the efficiency and sustainability of the agricultural sector. In summary, we believe that the integration of technology and agriculture will make a significant contribution to both the sustainability of the sector and product quality.

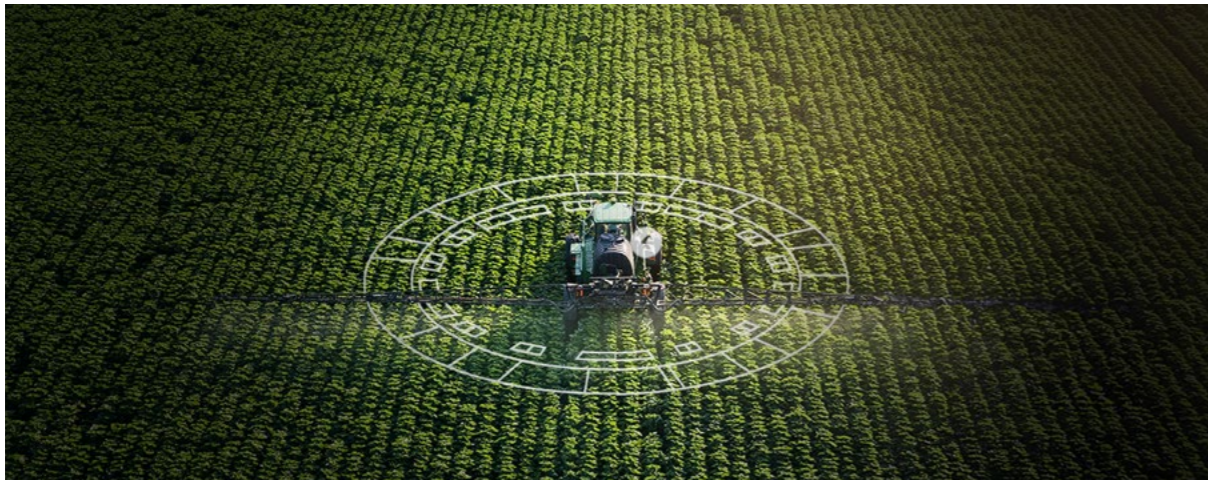
Technological advances offer great benefits in terms of efficiency and sustainability in agricultural production. At Tat Gıda, we have adapted to these technological innovations in the agricultural sector and the requirements of the present day, and thanks to our four agricultural climate stations, we are able to make local weather forecasts and detect potential tomato diseases in advance. We combine this valuable data with disease risk analysis and deliver it to farmers as quickly as possible through the "Tat Leader Farmer" Mobile Application. This integrated approach delivers early warning of potential risks to farmers, helping them to be more informed and proactive in their tomato production. As a result, with the right use of technological tools in agriculture, we can both improve product quality and minimize risks by providing farmers with timely information.

By the end of 2022, Tat Gıda's investments in digital agricultural applications and mechanization reached TL 25 million over the last 3 years.

Sustainability plays a critical role in many industries in today's world, and agriculture is one of the most leading. Water scarcity has become an indisputable reality in many regions due to global warming and the climate crisis. The fact that most fresh water resources are used in agriculture has revealed the necessity to manage water more effectively in agricultural activities. To ensure that plants receive the optimum amount of irrigation at the right time, Tat Gıda is carrying out research and trials for Smart Irrigation Technologies. Tat Gıda uses drip irrigation systems and other methods to ensure effective use of water while reducing the water it uses by about 30%.

Launched in 2020, the Satellite Images Analysis for Irrigation Management application was implemented on an area of 265 hectares. Using a combination of climate stations and satellite data, we continuously monitored the weather and soil moisture. We used this data to determine the optimum time and method of irrigation. Irrigation management based on this information helped to conserve water resources and improve crop health.

As part of our "Tomato Leaders" project, every year we organize "Digital Field Day".



At this event, organised as part of Tat Gıda's leadership in promoting digitalisation in the sector, we share innovative approaches to production and digital farming solutions with farmers, while introducing smart agricultural technologies.

The adoption of such technological solutions will take the agricultural sector a step further in terms of sustainability and efficiency.

The efficiency and sustainability of agricultural production has been increased through the integration of advanced technology and smart, knowledge-based methods. The sensors on the Digital Agricultural Sensor Stations Tat Gıda installs in the fields provide instant information via the web and mobile application, measuring air temperature, air humidity, soil temperature and soil moisture, as well as disease risk and irrigation needs. Tat Gıda is able to perform direct analysis on fields in all the regions where it receives supplies from or produces with its Digital Soil Analysis Equipment. The rapid analysis results provide agricultural engineers with nine different measurements of soil structure, helping them to determine the most effective fertilisation strategies. As a result, Tat Gıda's innovative approaches significantly increase agricultural productivity and sustainability, while demonstrating how to maximise the benefits of technology in the agricultural sector.

Energy and Emissions Management

We are tackling the climate crisis with a strong commitment to ensure the sustainability of our operations. Adopting a life-cycle perspective, we have implemented a number of projects including energy efficiency, renewable sources of energy research, sustainable packaging, raw material sourcing and quality studies at every stage of our value chain.

During the last reporting period, we invested approximately TL 2 million to increase energy efficiency and reduce emissions. These projects not only reduced our emissions, but also saved water in some of our projects. These efforts resulted in energy savings of 1,000 MWh.

We measure our environmental performance to provide the most accurate analysis for energy efficiency studies, renewable energy and other environmental investments. During the reporting period, we also calculated and analysed our Scope 3 emissions.

We are closely monitoring the risks of the transition to a low-carbon economy and are working proactively to minimise our carbon footprint through various projects related to our energy use and emissions.

In accordance with the Paris Climate Agreement and the Climate Action step of the Sustainable Development Goals, we follow a proactive path and work to reduce our impacts in this area. In this direction, we reduce our carbon emissions and develop projects to lower energy consumption rates.

Our projects include the installation of economizer systems in natural gas boilers, the relocation of deep wells, the application of insulation to steam pipes, the replacement of lighting fixtures with more efficient ones, the use of efficient motors and the application of blowers in biological wastewater treatment plants. With our "Smart Water Resources Management System Supported by Artificial Intelligence" project, which enables energy-efficient management of the water resources we use in production, we aim to reduce electricity consumption by around 15%. With an investment target of USD 1.7 million, we are progressing with the 2 MW Energy Campus project, in which we are involved with companies in the Koç Group, to provide all the electricity needed by our factory in Torbalı, Izmir, with solar energy. In addition, we continue to develop projects with solar energy systems to meet all the electricity needs of our plants.

Carbon Conversion Program

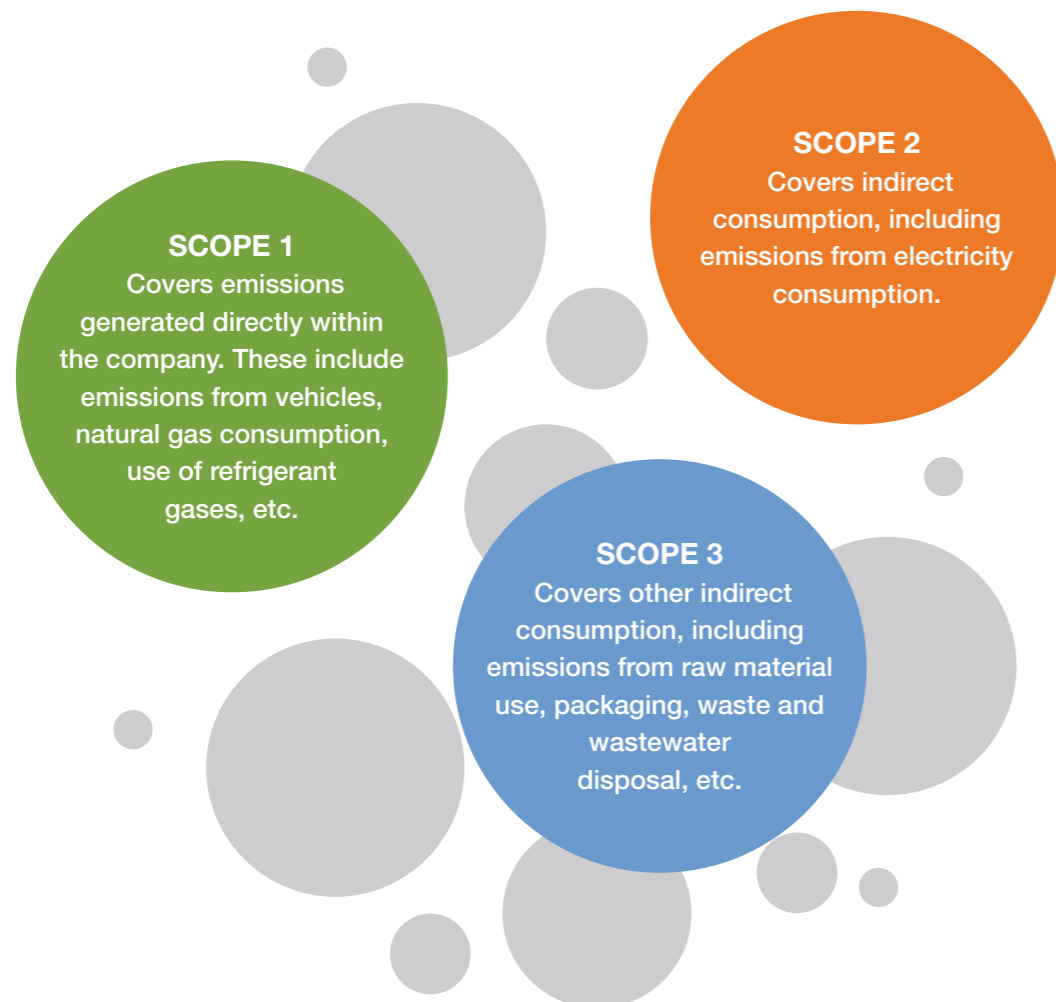
As Tat Gıda, we participate in Koç Holding's Carbon Conversion Program, which aims to becoming carbon neutrality by 2050. We assess the opportunities and risks associated with climate change within the parameters of this program, and we develop our action plans based on the results.

We review our work on these issues in the context of the Sustainable Development Goals, national and international standards and legal obligations. We identify our climate risks and opportunities for near-term climate-related regulations and requirements. We develop our environmental strategy for climate risks and opportunities and work to integrate it into our strategic plans. As part of this strategy, we aim to reduce the potential climate risks to our business and maximise the opportunities that may arise from climate change. We approach the process of reducing carbon emissions from a broad perspective, from our supply chain to our operations, from our financial structure to our customer relationships.

One of Tat Gıda’s main focuses in 2022 was realizing its vision of reducing carbon emissions while meeting the goal of leading in cost-efficiency and stakeholder commitment to ensure more environmentally friendly production. As part of the Koç Holding Carbon Transformation Program, the calculations necessary for identifying our carbon footprint in 2022 were completed and long-term, science-based targets were set.

Revision of the ISO 14064 standard for the verification and approval of Greenhouse Gas declarations was completed in 2022.

In this context, carbon emissions were divided into 3 groups with different scopes:



Additionally, we aim to have access to the most up-to-date climate-related information and to take proactive measures based on this information by maintaining constant communication with our internal and external stakeholders. By following industry’s best practices, we are researching and developing innovative solutions to consolidate our leadership in sustainability and climate change.

Finally, we share all these efforts transparently with our stakeholders and fulfil our climate change responsibilities through a continuous improvement approach. This approach contributes to the sustainable growth of our business while minimising our negative impact on the environment.

Water and Wastewater Treatment

Increasing strain on natural resources will be a serious concern for the sustainability of our resources in the future. For this reason, we aim to ensure the continuity of resources by incorporating water-saving measures into our business model.

We conduct training and awareness-raising activities for our employees to raise their awareness of the responsible use of resources. We focus on developing solutions to make tomorrow’s water more sustainable by harnessing the power of innovation. We aim to reduce the amount of water used for agricultural irrigation and use water resources efficiently.

Water and wastewater treatment has a significant impact on agricultural production processes. Efforts are being made to minimise the environmental impact of agriculture through a policy of careful use of natural resources. In particular, the efficient and economical use of water and soil resources is vital to protect the ecological balance.

Ensuring the sustainability of water resources, reducing wastewater generation (reuse), passing through treatment processes that do not harm the aquatic environment and discharging within legal limits are among the priorities.

Wastewater treatment plants on our production lines follow an environmentally sensitive approach. The biological wastewater plant in the Mustafakemalpaşa factory is the largest privately owned facility of this sort in the region, and complies with Water Pollution Control Regulations, which dictate the legal limits for water discharge to bodies in the regions where our plants are located. The Ministry of Environment and affiliated Provincial Environmental Directorates monitor the treatment plant’s compliance with discharge standards 24/7 through the Continuous Wastewater Monitoring System Booths located in the plant. Moreover, treated wastewater from all wastewater treatment plants are regularly analyzed both in plants’ laboratories and by other accredited institutional laboratories.

Water saving projects implemented in plants increased their water recovery rate to 30%.

Waste Management

As a result of a growing population and rapidly changing consumer habits, the impact of resource consumption and waste generation is becoming more significant every day. The so-called linear economic model, the take-use-dispose model, leads to an uncontrolled use of resources. Circular economy models, on the other hand, re-evaluate resources and recycle them back into the economy.



At Tat Gıda, we focus on waste management from the beginning to the end of the supply chain. We ensure that waste generated by our activities is prevented at source and, if we cannot prevent waste at source, it is recycled. We implement policies for our waste generation and make effective efforts to reduce our waste rate. Thanks to these efforts, we have reduced the amount of hazardous waste by

approximately 67% and the amount of non-hazardous waste by approximately 16% in the reporting period compared to 2021.

We cooperate with licensed companies and licensed waste transporters to recycle/recover energy from the waste generated as a result of disposal in our production facilities. In this way, we demonstrate our contribution to both the circular economy and environmental sustainability.

We demonstrate a more efficient use of resources and an environmentally friendly production approach with packaging practices that can be recycled. By 2022, we will have reduced the use of packaging materials in the production of portioned sauces by 15%, in line with our vision of using environmentally friendly packaging. We support the production of green energy by sending organic waste and organic sludge to bio-methanisation plants.

Zero Waste Management System

Tat Gıda monitors its environmental performance with the aim of continuous improvement. With the Zero Waste Management System we have established, we aim to minimise the amount of waste, promote recycling and bring waste into the circular economy. This system is based on the principles of the circular economy and ensures more effective and efficient use of natural resources.

For the Zero Waste Management System, we are planning waste minimisation strategies in all processes from product design to production, from the logistics network to the end user, raising awareness of waste management, monitoring new waste recycling technologies, working with suppliers according to circular economy principles, and campaigns and events for consumers.

Caring About Nature and Animal Habitats

Since the day it was founded, Tat has attached great importance to the greenery and landscape projects around its plants and works to create an aesthetic and ergonomic environment.



With the support of its employees, it has created a 25 hectare grove around the Tat Gıda plant in Mustafakemalpaşa, Bursa, with new pine, chestnut, cedar, silver spruce, fir, cypress, sycamore, ash, plum, loquat and palm trees. palm trees, adding to the existing grove. Natural habitats are considered important in plant areas.

To protect the Anatolian squirrels of the genus *Sciurus Anomalus* that live naturally in the vicinity of the Mustafakemalpaşa plant, Tat Gıda has developed a biodiversity project and built a “squirrel bridge” and “squirrel houses” in the trees around the plant.

Furthermore, to protect biodiversity, we monitor the existing flora and fauna in all our operations and take all necessary measures to prevent any potential damage. The most important of these measures is the preparation of Environmental Impact Assessment (EIA) reports for projects. Through these reports, we carefully identify the species in the region affected by the project and the conservation measures to be taken, and we take action where necessary.

Our Effort People

As Tat Gıda, we regard human rights as one of our most fundamental values. We continuously strive to protect and improve human rights. Based on this commitment, we regularly evaluate and improve our human rights performance.



We respect the rights of employees and oppose all forms of discrimination. Within our company, we adopt the Ethical Code of Conduct and Principles of Practice of the Koç Group and provide a working environment in line with the United Nations (UN) Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work.



HUMAN RIGHTS APPROACH

We are committed to providing a decent working environment and our Human Rights Policy provides a safe and peaceful working environment for our employees.

We are committed to providing a decent working environment and our Human Rights Policy provides a safe and peaceful working environment for our employees. At Tat Gida we have zero tolerance for child labor and forced labor. We respect our employees' right to freedom of trade union association and collective bargaining and provide a working environment that meets health and safety requirements. We follow and comply with our policies on work hours and compensation, personal development, confidentiality in terms of data privacy and political activities. You can access the relevant policy via [link](#).

The UNDP 2022 Human Rights Report indicates that 75% of companies have a human rights policy and 60% have developed an action plan to comply with this policy.

At Tat Gida, we have a compliance programme consisting of a set of rules, policies and procedures that aim to identify and manage Tat Gida's compliance-related issues using a risk-based approach. Our compliance programme provides a comprehensive framework for all our stakeholders, and human rights are at the core of the programme.

Our Supply Chain Policy also provides a framework that focuses on human rights. Through this framework, we support the adoption of a corporate culture based on human rights and raise awareness of human rights among business partners, suppliers, manufacturers and contractors by promoting cooperation.

As outlined by the International Human Rights Organisation (IHRO), companies can provide transparency to the public and be accountable for human rights abuses by regularly reporting on their human rights performance. In this regard, through our **Tat Gida 2022 Annual Report, we transparently share with the public our approach to preventing discrimination, eliminating inequality, implementing remedial practices for human rights violations, and progress on actions taken as a result of violations of this approach.**

At Tat Gida, we prioritise the protection of the rights of our employees regardless of religion, language, race, gender and similar discrimination with an approach to human resources policy that is strictly against all kinds of discrimination.

Employee Profile

We act with the awareness that our employees are our most important stakeholders in adapting to a changing world, and we put our employees at the centre of our company so that Tat Gida can grow and develop.

In 2022, the average number of employees at Tat Gida will reach 1,096. In addition, Tat Gida will employ 127 subcontractors in 2022.

In our sustainability journey, we are a team that adopts sustainability not only as a business strategy, but also as a lifestyle with all our employees.

We value the diversity of our employee profile, which is the most important indicator of Tat Gida's know-how and experience, and we believe that diversity contributes to the richness of our company. To this end, we strive to increase gender equality and the representation of female employees within Tat Gida.

We aim to increase the loyalty of our employees by providing a peaceful and tranquil working environment. Accordingly, the average seniority of our employees was 9 years in 2022.

We are unobtrusively committed to fair recognition and reward in our business, and a total of 63 people received spot awards in 2022. As part of their continuous improvement efforts, more than 100 employees received awards for the year's "Bests".

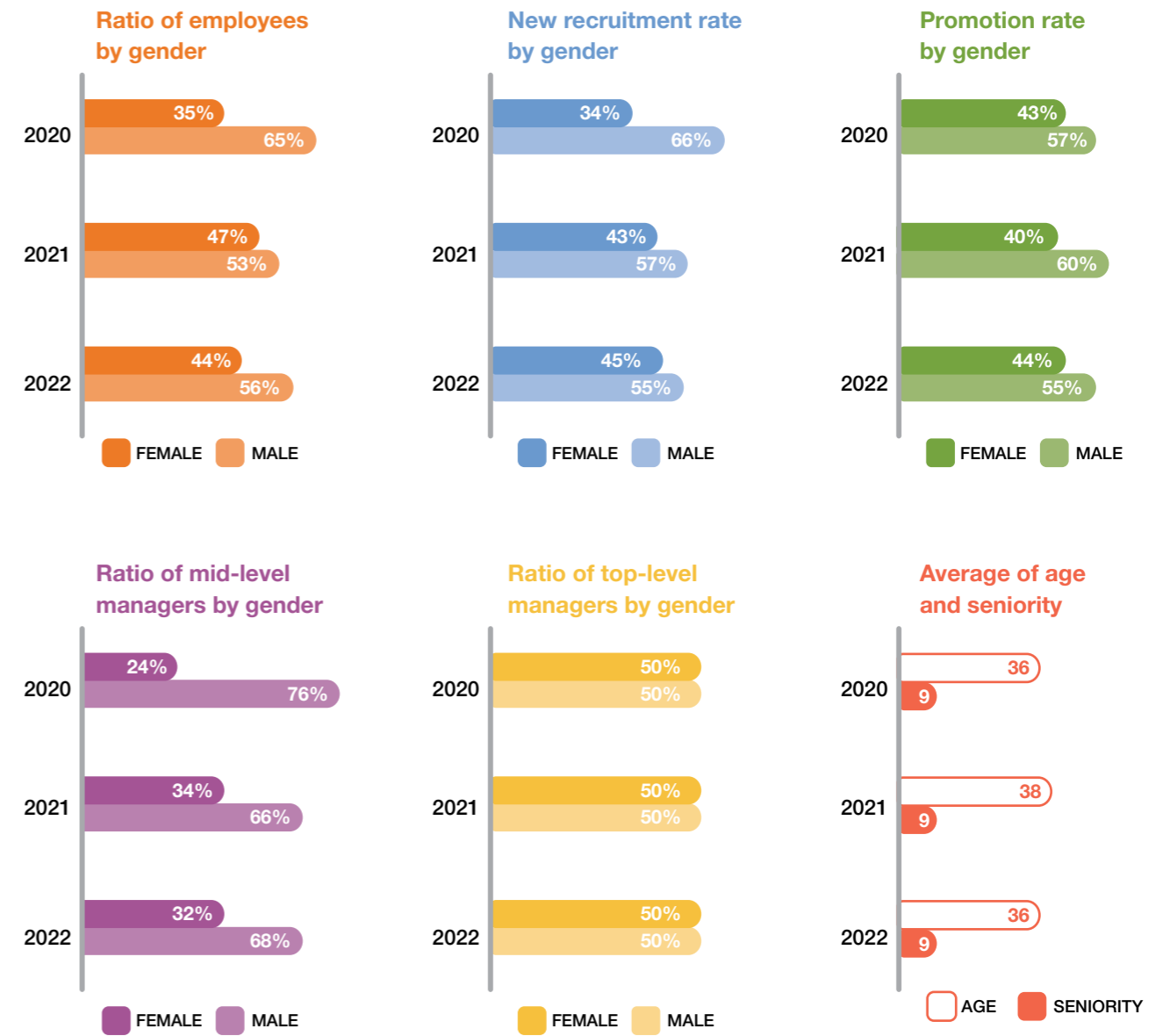
Hundreds of employees were also honoured with seniority recognition awards and TPM and OHS awards.

At Tat Gida, the fact that our employees have different cultural backgrounds, talents and experiences helps us to come up with creative solutions. We strive to remove barriers in the work environment and take firm steps to become an inclusive company. The number of disabled employees in our company is 42, in accordance with the legal limits.

In 2022, the promotion rate by gender was 44% female and 56% male. The share of women in the gender distribution of new hires increases each year. In 2022, the proportion of female employees at Tat Gida was 44%.

Our employees are recognised for their determination to be the best in their field. Each of our employees keeps abreast of changes in the industry and is constantly on the road to self-improvement. At Tat Gida, we make sure they have the support they need to climb the career ladder with confidence. We are proud of our commitment to making a difference not only in the business world, but also in society. Our employees volunteer, support local communities and are socially responsible with a focus on sustainability. By making a difference not only in business but also in society, they extend the circle of positive impact of our business.

We deliver sustainability not only through our products, but also through our employees. Our employees' commitment to these values is a key factor in achieving our sustainability goals. We know that building a fairer and more sustainable future is only possible if we work together.



Employee Commitment and Experience

The focus of our business is to ensure that all our colleagues experience a decent working environment. Therefore, focusing on the social, emotional and financial health of our employees through innovative and integrated practices is of paramount importance to Tat Gıda.

In 2022, employee experience activities focused on employee engagement were one of the most important focal points for the Human Resources department.

Driven by our philosophy that “**work should also make your family happy**”, we offer our employees and their families a range of fringe benefits to help them achieve a better standard of living. Koç Ailem Benefits, Koç Group Specific Health Insurance, Koç Holding Pension and Relief Fund Foundation provide all our employees with all kinds of support such as marriage assistance, childbirth assistance, military service assistance, death assistance, financing, house purchase, etc., while our employees can obtain a more comprehensive financial security during their retirement period. In addition, through the Flexible Fringe Benefit Programme, we enable our employees to tailor their fringe benefits, such as annual leave,

holidays and fuel allowance, to their needs by changing or diversifying them. We believe it is our responsibility to support our employees in achieving a good work-life balance, and we offer our employees the opportunity to work from home or remotely through our flexible working model.

We support a fair working environment in which our employees' rights are protected. In 2022, we will have 573 employees covered by collective bargaining agreements and all our field staff will continue to work under collective bargaining agreements. In line with this objective, we also guarantee our employees the freedom to unionise in accordance with our Human Rights Policy. In addition, the terms and conditions of our hourly-paid employees are set in accordance with the terms of the Collective Labour Agreement to ensure equality.

We organise the terms and conditions of employment of our monthly paid employees in compliance with our own company policy.

We are committed to ensuring that our employees receive fair and competitive remuneration. Accordingly, we endeavour to set our remuneration policy in the form of a fair wage, taking into account various factors such as market research, company performance and employee satisfaction, and we conduct the remuneration process without discriminating against our employees in terms of religion, language, race and gender.

Tat Gıda places equality and fairness at the heart of the employee experience. In addition to our work environment, which eliminates all forms of discrimination and prejudice, we also design employee evaluation processes with objective criteria and procedures. We provide equal opportunities for employees at all levels of the Tat Gıda organisation.

We aim to build long-term relationships with our skilled employees and talents. In this context, we obtain their opinions and assessments of our company. **In 2022, 94% of our employees participated in the Tat Gıda Employee Engagement Survey and our employee engagement score was 66%.**

Through these surveys, we aim to continuously receive feedback from our employees and carry out our work with a focus on improvement. From this point of view, we are strengthening our position as a company that values continuous development and improves the employee experience every day by setting new goals.

Breaking new ground, transformation teams were established in 2022 whose focus was to improve employee engagement. Teams consisting of volunteer employees gathered insights, suggestions, and took improvement actions. Other actions were taken on priority areas at the suggestions of these teams. Since improving employee experience is a critical focus for employee engagement, all management teams participated in leadership workshops with a focus on employee experience. Ethnographic studies were conducted to closely monitor the experience of employees and to determine areas where it could be improved. Critical experience points for employees including factory locations like the dining hall, cafeteria, and the rest area were renovated and the transition to an open office format in the headquarters continued.

An increase of 16.6 points was achieved in the employee engagement survey for the year 2022.

At this stage in world history, the power of organisations is determined by the communities of employees within the organisation. The most important factor for employees to become a community within the organisation is for them to be able to participate in shaping that community. For this very reason, since 2022 we have had an in-house confidential complaint/reporting mechanism for employees to express their opinions about their work experience or any other issue. Through this mechanism, employees can voice their complaints, opinions and suggestions. In 2022, we resolved 30 out of 33 feedbacks submitted through this mechanism. In addition, no cases of discrimination were reported to our company in 2022.



Training and Development of Employees

We recognise that the most valuable part of the journey is giving our colleagues the opportunity to improve themselves. With this in mind, we conducted various training and development programmes for individual, functional and company-wide development, with a focus on development management.



In 2022, we provided 15,107 hours of training to our employees, and a total of 1,967 employees benefited from the training we provided. We have set our training target at 15 hours per employee. While our training programmes are designed to enhance employees' skills and continuously increase their level of technical knowledge to contribute to the company's vision, we also consider on-the-job learning to be an important part of employee development.

Acknowledging the importance of leadership skills and new generation practices in achieving our sustainability goals and adopting innovation and change in our organisation, we invested 6,912 hours in Tat Leadership Academy training in 2022.

Senior and middle level managers participated in this academy, which is supported by a 360-degree evaluation, individual development plan, coaching sessions, case studies and action learning teams to improve their leadership competencies. First-level managers and expert employees in the field participated in the "Formen Leadership Program" to improve their leadership skills.

We are committed to supporting not only the professional development of our employees, but also their personal development. Therefore, we organised "Awareness Seminars with Tat" in addition to on-the-job trainings and legally required trainings under different titles such as Being Me, Being Us, Being a Team, and Managing Stress, all aimed at individual development.

In 2022, a total of 183 employees at Tat Gida received performance appraisals through regular employee-manager meetings held throughout the year. The performance evaluation system at Tat Gida enables employees to adopt the company's objectives and work in a culture that focuses on success, development and feedback throughout the year. Employees can continuously review and revise their Objectives and Key Results (OKRs) and set new focus areas and performance targets.

At Tat Gida, we believe in the power of continuous development and improvement. For this reason, we regularly review existing processes and make revisions in line with the requirements of the time. In this regard, in 2022, we reviewed the company's orientation programme and launched the "StarTat" Programme, which focuses on experience and development.

We believe that shared success has meaning when it is celebrated together. In line with this belief, at Tat Gida we use various reward systems to recognise and reward the achievements of employees who make a difference. With our reward system that leaves no one behind, it is very important that achievements are recognised and that a culture of solidarity and enjoyment of each other's success is spread throughout the company.

We also encourage continuous improvement by sharing best practice.

Equal Opportunity, Inclusion and Diversity

At Tat Gıda, we attach great importance to equal opportunities, inclusion and diversity, which we see as part of sustainability. By adopting a management approach where everyone is assessed equally and without prejudice, we offer employees a fair assessment process. We act with an approach that eliminates discrimination from the recruitment process to being part of the company.

Koç Holding first signed the Equality at Work Declaration in 2015 with the aim of promoting equality at all levels across the group, and subsequently 30 group companies as well as Koç Holding joined the UN Women’s Empowerment Principles (WEPs). Koç Holding is one of 10 Impact Leaders of the “HeForShe” movement run by UN Women working to increase women’s employment. In line with the “HeForShe” initiative supported by Koç Group, Tat Gıda aims to create gender-sensitive work environments where women employees can find more training and development opportunities, advance their careers, and benefit from equal opportunities.

We support the empowerment of women in business and society. The proportion of women among Tat Gıda’s new recruits is increasing every year. In 2022, the proportion of women among new recruits is 45%, while the proportion of women working at Tat Gıda is 44%.

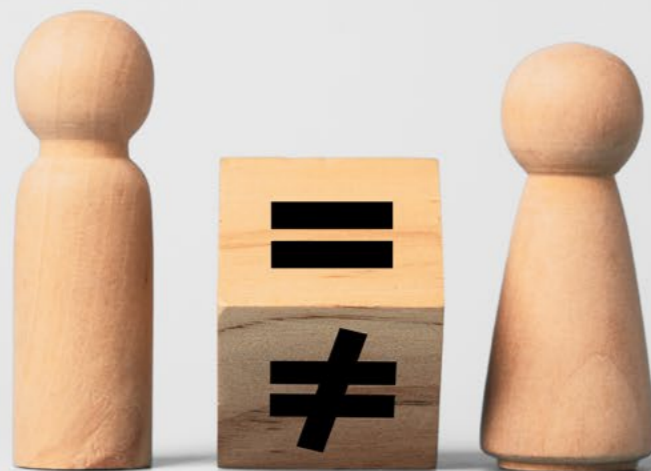
Our Board Diversity Policy is indicative of the importance we place on diversity and equal opportunities. The fact that the ratio of women to men in senior management has been 50% for the

last three years is the most significant indicator of the importance we attach to diversity.

We are also committed to equality and inclusion in the reward system, which is part of employee engagement. Our fair reward and talent management policies shape our processes.

Diversifying our workforce brings together different perspectives and experiences. We therefore consider diversity to be a source of innovation and creativity in our business. We believe that creating a work environment where everyone is accepted and respected, and an inclusive culture, will help employees to maximise their potential. We are committed to providing equal opportunities and fair working conditions.

An important part of inclusion is the inclusion of disadvantaged groups, who may have difficulty making their voices heard in society. We develop projects and use our resources effectively to contribute to society as a whole. We create impact with all our stakeholders to support the future on the axis of equality, inclusion and diversity.



Occupational Health and Safety

Preventing occupational accidents and diseases is a high priority for us and our stakeholders. Based on our materiality analysis, our approach to Occupational Health and Safety (OHS) is based on providing a safe working environment in which our employees can carry out their activities and minimising potential OHS risks. We also manage all our activities under the provisions of Law No. 6331 on Occupational Health and Safety.



At Tat Gıda, we take a holistic approach to occupational health and safety and extend this integrated approach to all our production facilities and offices. In line with the value we place on our human resources, we attach great importance to obtaining the opinions of all our employees on OHS practices and ensuring their participation. Through health and safety committees and other communication channels, our employees can provide management with their opinions and suggestions on health and safety issues. We support this approach through the participation of senior management and employee representatives in OHS committees established at all our sites. We know that OHS is the shared responsibility of all employees and we promote this awareness.

Our proactive approach to occupational health and safety aims to continuously improve our occupational health and safety targets and performance using the best available techniques, to achieve a sustainable record of zero accidents and occupational illnesses, and to create an occupational health and safety awareness and culture among our employees. In this context, we launched the OHS Cultural Transformation Project during the reporting period. The aim of the “Occupational Health and Safety Cultural Transformation Project” was to raise the awareness of employees in the field. In this project, we used an individual goal-based approach, and both employees and the management team were actively involved in the process.

During the reporting period, we provided 27,994 hours of training opportunities, consisting of mandatory and non-compulsory training, in order to improve the OHS awareness of our employees and to accelerate the OHS culture upwards.

In Tat Gida, we also use many metrics to evaluate Occupational Health and Safety performance. Managers personally observe and evaluate the situation on the field by conducting "Safety Patrol" visits, also known as Occupational Safety Patrols. These visits are conducted by the management team and occupational health and safety specialists at different sites every 15 days with follow-ups on remedial actions determined during the inspections.

We have also launched an OHS Audit and Training application called "SMAT". SMAT inspections include field managers first supervising a field operation with a list of questions, then providing instant, on-site training through conversations with employees. These two implementations are crucial for the continuous development of the OHS culture in the field.

All the work we have done as part of the Occupational Health and Safety Cultural Transformation Project proceeded under the motto "Safe Work, Safe TAT" has yielded effective results. Thanks to these improvements, we have achieved a 69% reduction in our accident frequency rate compared with the first nine months of 2002, even during a period when the number of employees increased. In addition, there were no fatal occupational accidents during the reporting period.

We manage our Occupational Health and Safety (OHS) practices within the framework of local legislation, national and international standards and guidelines on topics such as analysing and identifying OHS risks, monitoring non-conformities and near-miss incidents, and taking action to prevent occupational accidents.

In 2002, we launched the "Intenseye Project" to improve the safety of the working environment. As part of this pilot project, we have installed 19 cameras in our plants to monitor unsafe behaviour and situations, and to immediately send alarms along with a 6-7 second video to our OHS team and production team leaders responsible for the site, so they can take action quickly.

Tat has also implemented SOPs (Standard Operation Procedures) in order to standardize operations. Visual training content indicating which tasks should be performed and how, and family-themed visuals now hang in production areas to stimulate employee awareness with the aim of raising employee awareness on a wider scale.

On the other hand, we have established a rewarding system to encourage the reporting of near-miss accidents. We plan to further increase our employees' awareness of occupational health and safety by expanding the scope of these rewards.

We have identified and provided Personal Protective Equipment (PPE) for our employees in the respective departments. Tat Gida employees have easy access to the PPE we have identified when they need it.

In addition to providing a safe working environment for our employees, we carry out studies on employee health. As part of our health practices, we also analyse the risk of our employees developing occupational diseases. Tat Gida has no employees at risk of occupational diseases. Tat Gida and its subcontracting companies did not have any cases of fatal occupational accidents or occupational diseases in 2022.

According to the annual training plan, the health unit conducted a training campaign every month in 2022. Apart from on-the-job trainings, health training for female employees and training about field risks were given regularly at all 3 production plants. The health unit also provided scripted first aid drills.

The health department performed two audits every month, one announced ahead of time, and the other one unannounced, that included hygiene inspections in the common social areas (dining hall, cafeteria, changing rooms, WC, etc.) Any necessary remedial action and training repetitions were designed based on the results of the audit.

We provide all employees with various types of training, such as periodic OHS training, OHS orientation training at the time of recruitment, and task-specific awareness training when employees change jobs. At Tat Gida, we provide 12 hours of basic Occupational Health and Safety training to every new employee. We also organise Toolbox (single point course) training as required. These trainings are conducted by site managers.

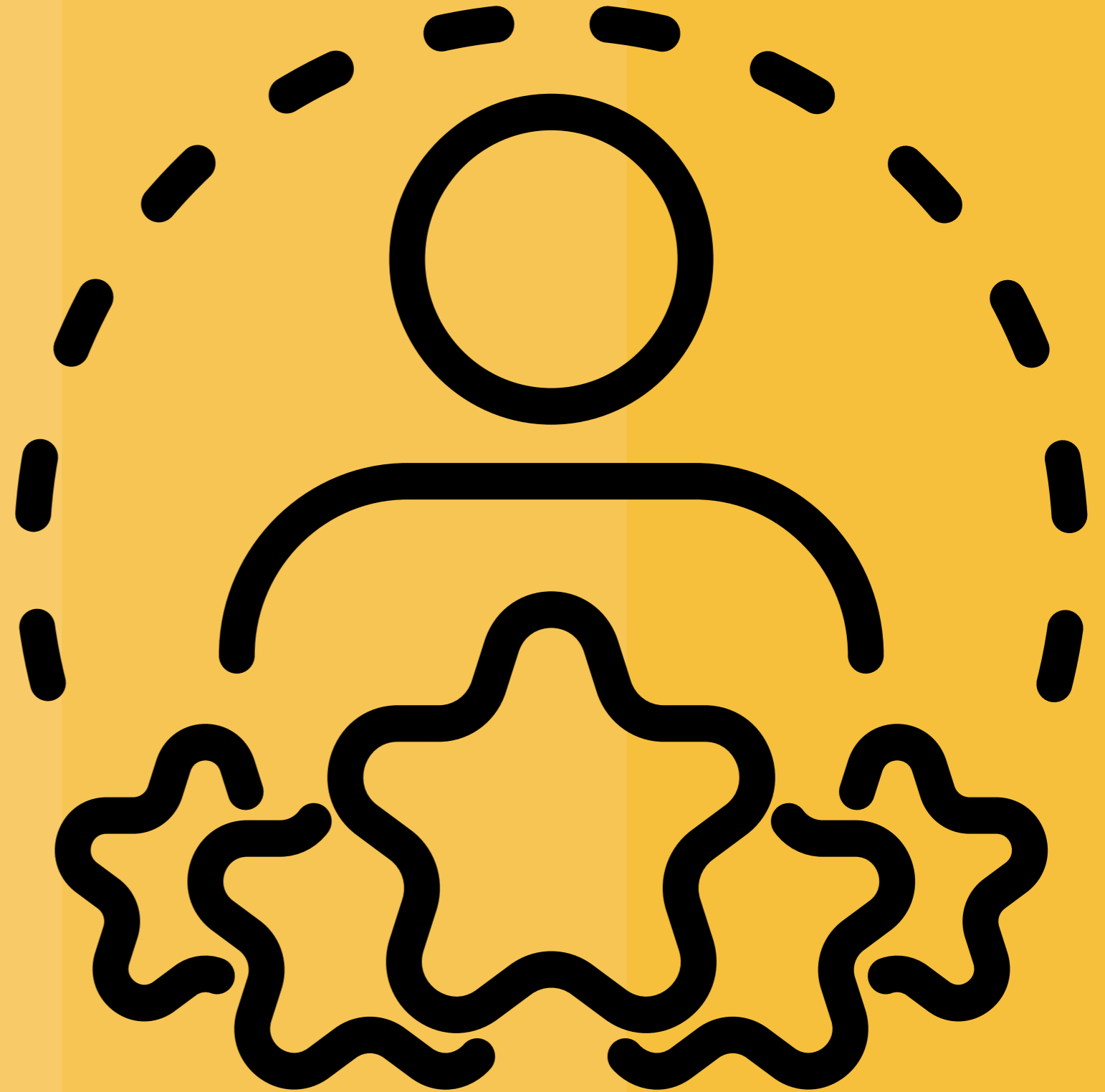
On the other hand, we trained and informed the emergency teams as part of the Emergency Action Plan. In 2022, we provided first aid training to a total of 65 people in Tat Gida. In order to test the applicability and effectiveness of the Emergency Action Plan, we conduct practical exercises such as building evacuation drills and/or fire drills.

We disseminate our OHS practices throughout our entire value chain, inform all employees working in our sites about our OHS requirements and expect them to comply with our processes. In addition, we also carry out OHS activities for our suppliers. Thanks to our effective OHS practices, no fatal work accidents and occupational diseases occurred in subcontracting companies during the reporting period.

In 2022, we increased the budget allocated to our OHS practices and remedial measures by 89.5% compared to 2021.

What We Share Society

At Tat Gıda, we perceive our corporate responsibility activities not as sponsorship, but as long-term companionship and circular design. We integrate sustainability into our business strategies in line with the priorities and needs of the regions in which we operate. We accomplish this by building strong collaborations with NGOs, international organisations, universities and individuals.



Tat Gıda encourages farmers to produce more efficiently and promotes the spread of digital agriculture by carrying out Contract Farming and Digital Agriculture operations in line with our vision of sustainable agriculture.

CORPORATE RESPONSIBILITY EFFORTS

We are aware that digital agriculture is an important tool that will help us prepare for the challenges of the future. At Tat Gıda, we intend to lead the way in the digitalization of agricultural production processes and experience new agricultural technologies in a practical way.

We are proud to be one of the first companies to implement the contract farming model in Turkey. This model is based on long-term cooperation with farmers and mutual benefit. Working with about 1000 farmers, we secure our agricultural production supply chain and provide financial and technological support to our farmers. We aim to increase the productivity of our farmers and promote sustainable agricultural practices.

For half a century, we have been carefully preparing our products with our advanced technologies, the highest level of food safety and quality standards. Within the scope of the Horizon Europe Programme, the world's

largest civilian R&D and innovation programme, we received funding for our SolarHub and PV4Plants projects.

With the SolarHub project, we aim to develop innovative solar energy solutions in the agricultural sector. By bringing together the solar innovation ecosystems in Turkey and Greece, we aim to support sustainable and safe food production. Together with the 21 organisations involved in the project, we are integrating solar energy technologies into agricultural applications and supporting environmental sustainability in agriculture. With the PV4Plants project, we aim to increase land use efficiency, crop yield and renewable energy production by enhancing the energy-agriculture synergy of Agri-PV technologies to improve plant growth conditions. In our 4-year multi-stakeholder project, we will test the system we are developing in different countries and demonstrate its adaptability to different climatic conditions and crop varieties.



We are one of the leading organisations using satellite technology to most effectively monitor crop health in agriculture. We create crop health maps using satellite imagery and climate data to provide accurate and timely information to farmers.



At Tat Gıda, we have 4 Agricultural Climate Stations that allow us to forecast the weather on a local basis and analyse the risk of diseases that can affect tomato growth. We continue to develop the **“Tat Leader Farmer” mobile application** in order to disseminate the digital agricultural technologies we use and improve the quality and productivity of agriculture. We share daily and hourly weather conditions, suitable times for spraying and tractor use, fuel prices, news and announcements with our contracted farmers via the mobile application.

At the Digital Field Day event, which is held annually at Tat fields, for the fifth time in 2022, we shared the latest applications in the field of digital agriculture with farmers by setting up promotional booths of solution partners exhibiting smart agricultural technologies and agricultural inputs such as mechanisation, seeds and fertilisers.



Farmers work with great dedication to ensure the safe production of the food that reaches our tables every day. However, challenges such as shrinking arable land, declining productivity and climate change are adversely affecting farmers and food producers. In the last five years, the number of farmers in Turkey has decreased by 28.7%. Therefore, farmers need support in sustainable farming practices and the use of technology. At Tat Gıda, we are committed to helping farmers in this area and to being a pioneer in the technological transformation of the agricultural sector.

Tat Gıda recognises sustainability and corporate responsibility efforts as an investment in the present and the future. We support our farmers with innovative and technology-oriented projects, contribute to environmental sustainability and pioneer the digitalization of agriculture. We aspire to entrust future generations with safer and more sustainable food production.

A total of 2,523,571 Turkish lira was donated or otherwise paid as a charitable contribution to various social organizations and societies in 2022

R&D and Innovation

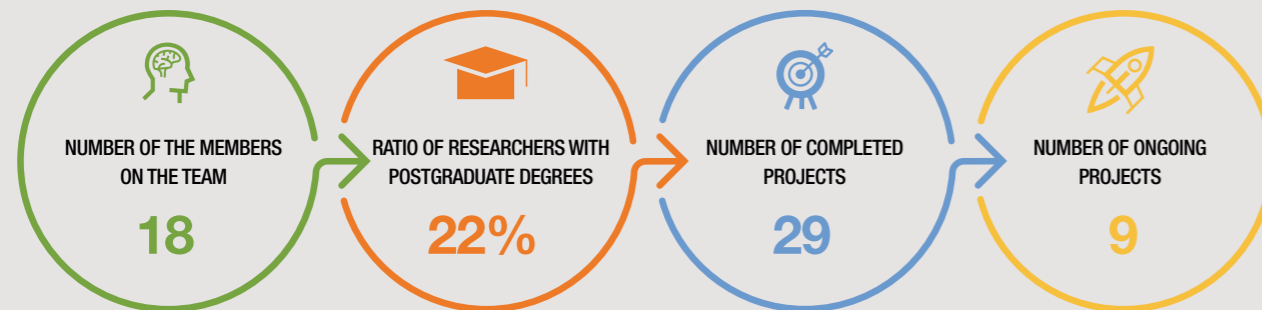
By developing innovative products, Tat Gıda R&D Center contributes to rejuvenating consumer experiences and its brand, while bringing and executing non-product projects that will serve different purposes and goals in the company. In addition, the R&D Center follows the funds available for conducting R&D activities in line with company priorities and focal points, and brings these funds to the company.



The R&D Department is designed as a structure consisting of product-based (sauces, ready meals, pickles and tomato products, etc.) specialist families. There is an organized working order covering domestic and international product development according to food legislations and regulation management principles.

There is also expertise in packaging, new technology, and business development to manage customer expectations end to end. University collaborations, incentives, and national/international project applications are also tracked by a group of dedicated experts.

R&D and Innovation



The R&D Center conducts its activities with an expert team of 18 engineers, researchers of basic sciences, and technicians holding PhD and master's degrees. 67% of the employees at the Center are female, and 33% are men. 17% of the team consists of technicians and 83% of engineers. 22% of the employees have a postgraduate degree.

A total of 5 TUBITAK-supported projects have been successfully completed at the R&D Center so far, and rights to international funding have been obtained for 3 projects. Together with self-funded projects, a total of 29 projects have been completed and implemented.

In 2022, 2 new products - Ready to Eat Meal Dishes and new sauces - completed their R&D processes and were introduced to the market.

National and international academic and private sector collaborations in R&D...

Tat Gida collaborates with many organizations on new products, and research and development projects. During the year, in cooperation with different private and public organizations, Tat Gida applied to an international fund program for a total of 7 projects and to a national fund program for 3 projects. In addition,

Tat Gida is currently conducting national and international projects with public research institutions and non-governmental organizations on waste recovery and green energy issues. In addition to its new product projects with private organizations, other work focuses on various topics related to sustainable food systems

The protocol signed with Bursa Uludağ University (BUU) aims to provide academic support to R&D studies, to carry out joint scientific research, and to share experiences and research results with universities and organizations in the sector. We have already completed an agriculture project carried out jointly with Ege University.

Tat Gida is also cooperating with different departments at METU on 3 climate and alternative food projects, which have been awarded international funding. Many universities, both domestic and foreign are also project partners.

In 2022, Tat Gida became a member of the Turkish Food Innovation Platform (TUGIP), which offers a communication network for all stakeholders in the food and beverage sector and aims to become a leading platform in R&D and innovation. Tat Gida representatives were invited as speakers at the 14th International Tomato Congress and the 5th Traditional Food Congress.

In order to improve the quality and quantity of R&D activities and increase cooperation, we receive R&D support from from TUBITAK, the Ministry of Agriculture and Forestry, and International R&D Support and Funds.

Research and development in food and agriculture is of major importance for the sustainability of reliable food production for the future. As Tat Gıda, we have established consortia and projects and submitted applications to appropriate European Union programmes within our areas of focus.

Horizon Europe is the world's largest civilian R&D and innovation program. It is a key program to boost Europe's innovation capacity, competitiveness and employment, and to address society's priorities. It brings together many researchers and research organisations from different countries, mainly in Europe, and enables them to produce and disseminate critical outputs together. Its project evaluation process is highly competitive. For this reason, accepted projects are based on strong R&D and innovation activities with a high potential to produce concrete results that can be disseminated.

Tat Gida has taken important steps towards becoming a global company and has set itself the goal of becoming a pioneer in R&D and innovation on international platforms, as it already is in the domestic market. Being ahead in international competition means participating in global R&D studies. Research

and development will continue over the next 4 years, creating prototypes, piloting field trials and disseminating best practice.

In 2022, Tat Gıda implemented solid innovation projects and digital transformation initiatives across the company in line with its ambitious goals for the Turkish and global markets.

We have enabled the creation of a sustainable structure that provides end-to-end material version management, process efficiency and process effectiveness with the new cloud-based platform that provides speed, flexibility, ease of use and mobility in the approval flow process for all products containing visuals.

In the field of human resources, we have implemented various digitalization projects, which are on the 2022 agenda, from master data to payroll, from workflows to employee policies.

As much as we appreciate the importance of customer satisfaction, we also recognize the importance of digitalization for customer satisfaction.

EU SUPPORT FOR TAT GIDA'S R&D PROJECTS

Alternative protein from sustainable sources!

The ProxIMed project aims to promote the inclusion and use of alternative proteins obtained from sustainable sources in Mediterranean food and feed systems. The project plans to use alternative protein sources: mostly plants, lentils, and traditional protein sources such as broad beans, but also chia seeds, the new seed for the Mediterranean, and “new foods”, like micro algae, insects, micro-proteins, tomato and mallow leaves, and common duckweed, as well as agricultural and industrial side products such as tomato, sesame and date pulps. Another goal of the project is to meet the needs of consumers and food producing companies in a sustainable way by processing and consuming new and traditional protein sources in the Mediterranean region by integrating them with innovative protein extraction and food processing methods. A total of 17 partners from 9 countries, 3 of them from Turkey, will work together on this project. Tat Gıda, METU, and Uluova Süt Ticaret A.Ş. are the Turkish partners in the project. The 14 other foreign partners include universities and other organizations such as Hochschule Weihenstephan-Triesdorf, Deutsche Institut für Lebensmittel (DIL), the American University of Beirut, Assiut University, AINIA, Malta College of Arts and Science, and Technology University of Parma.

Both agriculture and solar energy generation in the same place

The PV4 Plants will make it possible to both farm a field, and obtain solar energy from it at the same time. The project aims to increase land use efficiency, crop yields, and renewable energy production by increasing the energy-agriculture synergy of Agri-PV technologies to improve the growing conditions of plants. The project system

to be developed will be tested at sites in Turkey, Spain, and Denmark to demonstrate its compatibility with different climate conditions and product varieties. 14 organizations, 4 of which are from Turkey, are participating in the PV4Plants project. The consortium is coordinated by Kalyon Solar Technologies Production Inc., with other Turkish partners METU-GUNAM, Yıldız Technical University, and Tat Gıda, with 10 other foreign partners.

The SolarHub for sustainable food and safe food production

The general goal of the SolarHub project is to strengthen the connections between the innovation systems of Turkey and Greece and to create a combined ecosystem of agricultural practices. It also aims to develop the green innovation capacity of the consortium to create 4 outdoor solar energy solutions to support sustainable and safe food production in the Mediterranean region. A total of 21 organizations, 11 of which are from Turkey, are taking part in the project. Among the stakeholders from Turkey are METU GUNAM (METU-Solar Energy Research and Application Center) (Coordinator), Ege University, Middle East Technical University, Istanbul Technical University, the International Solar Energy Society's Turkey Branch, Kalyon Solar Technologies Production Inc., Solimpeks Energy Industry and Trade Inc., Tat Gıda., TUBITAK, the Ankara Metropolitan Municipality, and the Ankara Gölbaşı Chamber of Agriculture.



Digitalisation and Innovation

R&D and INNOVATION	2020	2021	2022	BİRİM
Budget and investments allocated to R&D and Innovation	2,096,175	2,422,740	6,913,252	TL

At Tat Gıda, we see digitalisation as one of the cornerstones of our sustainability mission. In this context, we focus on adopting and integrating digital technologies at every step, from our supply chain to the delivery of our products to the end-user.

In 2022, Tat Gıda implemented strong digital transformation initiatives across the company in line with our ambitious goals in Turkey and global markets.

We have enabled the creation of a sustainable structure that provides end-to-end material version management, process efficiency and process effectiveness with the new cloud-based platform that provides speed, flexibility, ease of use and mobility in the approval flow process for all products containing visuals.

We acknowledge that being prepared for the future is one of the most important needs of today for a more livable world. We consider technology as the greatest tool for Tat Gıda to be ready for the world of tomorrow. With this awareness, Tat Gıda is pioneering digital transformation across its supply chain from farm to fork, offering a visionary perspective on how to develop digital agricultural technologies and solutions. With its vast agricultural knowledge,

Tat Gıda supports farmers in sustainable agriculture, with the aim of leading agricultural transformation by spreading digital agriculture and applying new agricultural technologies in food production.

In this context, we have started to develop a smart irrigation and fertilisation algorithm at Tat Gıda. This year, we ensured the use of the Irrigation Management Based on Satellite Image Analysis application, launched in 2020, on 265 hectares of land. At Tat Gıda, we are proud to be one of the few companies that can effectively monitor plant health in the field using Satellite Technologies.

As part of the “Tomato Leaders” project, Tat Gıda organises the “Digital Field Day” event every year. At this event, which is organised in line with Tat Gıda’s pioneering vision to promote digitalization in the field, we introduce smart agricultural technologies and share innovative production approaches and digital farming solutions with farmers.

In line with our perspective that the right communication is at the heart of all solutions, we have also used digitalization to improve internal communication and facilitate access to information. To improve internal communication and facilitate access to company information, the “Working Hub” platform was introduced, integrated with AI technology, smart approval systems, and the SAP system allowing employees to access critical applications and content over a single platform.

As part of its digitalization strategy, Tat Gıda put a total of 70 RPA scenarios live in 2022, generating potential savings of 40,000 hours/11 million TL.

At Tat Gıda, we launched our first IoT and artificial intelligence-supported digital transformation project in 2022, which aims to increase the usable time of artesian wells through the controlled use of water deposits. As a pilot project, we used analytics to identify the seven wells with the highest consumption out of the 20 wells in the facility. By instantly processing the data with artificial intelligence-based algorithms, we determine the most appropriate water source from which water can be drawn at that moment without the need for human intervention, thus ensuring the supply of water and the regular and healthy continuity of water in the source. With our project, the electricity used to produce the water we use in production has been reduced by 8-15%, and the improvement continues with the optimisation algorithm. As a result of the measurements taken in the periods defined after the commissioning period, we have saved 22,333 kg CO2e. We expect to save 199,800 kg CO2e within the 12 month projection. In addition, in 7 wells, the labour requirement for operations such as opening, closing, arranging, etc., which were carried out before the project, has been eliminated.

As a result of cell-based energy traceability, which we initiated on our sauce line with the aim of data-driven, sustainable, safe and healthy production, we have identified opportunities and achieved an annual savings potential of 79,200 kg CO2e.

The new robotic collection system (ASRS) which is helpful in saving on costs and increasing shipment speed and accuracy, has made it possible to automate 11% of all warehouse operations. The system’s 99% accuracy resulted in a 4-fold gain in floor area.

Due to our integration and automation approach regarding the ERP systems, we have obtained better traceability and 3,000 hours worth of gain in automation.

As much as we appreciate the importance of customer satisfaction, we also recognize the importance of digitalization for customer satisfaction. To increase customer satisfaction and provide better solutions, the infrastructure of tat.com.tr was redesigned for e-commerce and the company’s first digital channel, the Export B2B Portal was launched online.

Sustainable Agriculture with Farmers

Tat Gıda provides sustainable support to farmers, who are our most valuable stakeholders. We not only provide financial assistance to help farmers continue their operations, but also provide leadership and guidance to help them adapt to new technologies that can optimise their business processes.

Farmers are trying to produce and provide safe food every day while coping with many problems. Issues such as the shrinking amount of arable land, decreasing productivity, and anomalies caused by the climate crisis are all highly relevant to both farmers and companies engaged in food production. 80% of farmers in Turkey are struggling to adapt to climate change, and these problems have caused the number of farmers to decrease in recent years. Data from the last 5 years show that the number of farmers in Turkey has decreased by 28.7%.

Nevertheless, the contract farming model reduces risk by offering farmers a pre-determined price guarantee for growing crops of a certain standard and quantity. Digital agricultural applications help farmers make more informed decisions by providing information on topics such as soil analysis, weather forecasting, plant health and traceability. These innovations increase the sustainability of agricultural production and enable farmers to earn a more economically stable income.



Contract Farming



One of the first companies to implement “Contract Farming” in Turkey, Tat Gıda has been practicing this uninterruptedly for 55 years to ensure the continuity of the ecosystem. It works with over 1000 farmers, about 500 of whom are contracted.

Within the framework of our vision of sustainable agriculture, we support farmers in advance in cash and in kind by means of contracts made at sowing time before the tomato season and digital agricultural information transfer until harvest time. These supports provide a great convenience for farmers to meet all their needs from planting to harvest. While we support the cash flow of the farmer with cash advance payments, we offer contributions for seedlings, seeds, fertilisers and drip irrigation systems as in-kind advances. Thanks to these contributions, we aim for farmers to increase the quality and quantity of production and reduce the negative effects of the risks they face.

In 2022, approximately TL 31.5 million was paid in cash advances and approximately TL 41.5 million was paid as in kind advances, totaling about TL 73 million paid in advance to help finance and support farmers. We have observed that these investments have significantly boosted production in the tomato sector and enabled an increase in productivity.

Agricultural Value Chain

The “Agricultural Value Chain” project that has been initiated, enables contract farmers to benefit from the financial resources of the company to create value and to maintain their financial sustainability.



In this context, farmers obtain agricultural financing without waiting for their receivables to mature, without the need for limit procedures, without collateral, and at favorable market conditions.

In addition, in 2022, for the first time, farmers were given Efficient Farmer Credit Cards that were interest-free and payment free until harvest time, so they could buy their agricultural inputs without predetermined conditions and collateral.

157 farmers received additional financing opportunities in this project.

By continuing to implement projects such as these, we aim to promote innovation and sustainability in the agricultural sector, improve the economic welfare of our farmers and place our country’s agricultural production capacity on a more efficient, environmentally sustainable and technologically advanced foundation. This approach is designed to make a long-term positive contribution to the national economy and the environment.

2022 TISK Award Program

Tat Gıda won an award with its “Contract Farming and Digital Agriculture Program” at the Corporate Social Responsibility Award Program which has been organised every year by TISK (Turkish Confederation of Employer Associations).

Customer Experience

Tat Gıda works as an integral part of its customers, farmers and society to create a sustainable future today. By responding to customer satisfaction at the highest level and focusing on creating benefits for everyone, we say: “We exist to lead the transformation that will bring good & healthy food to everyone: **“THIS IS THE TASTE!”**”



Tat seeks to enrich society in every region it operates in. We are here to pioneer solutions that provide good and healthy food for everyone in the region. In order to accomplish this, we are engaged in research and development without interruption.

As we embark on this journey with our motto #weaddedTASTEto life in line with our vision, making all our products accessible and sharing our values, land and labor is the key part of customer experience for us. At Tat Gıda, customer experience is not only about the taste and quality of our products, but also about how these products are produced, their impact on the environment and their contribution to our society.

The cornerstone of our customer experience is a strong relationship with our local farming community. We help our farmers run their businesses sustainably and efficiently at every stage from farm to fork. We pride ourselves on offering our customers the freshest and healthiest options throughout the process. With over 55 years of experience, we bring our customers fresh and additive-free Tat Tomato Paste thanks to the summer tomatoes we harvest.

The most delicate aspect of a good experience depends on understanding needs.

We believe that the satisfaction of our customers is a reflection of our efforts to understand and meet their needs. While our tomato products meet our customers’ need for delicious and convenient cooking, our wide range of ready meals provides practical solutions for our customers who are looking for tasty and healthy meals. We always give our customers the chance to comment on our products and we continue to develop and improve our products in line with their needs.

We continuously improve our product range and deliver the flavours we prepare with fresh and seasonally harvested products to our customers.

In our Seasonally Harvested category, we produce products such as Tomato Pastes, Tomato Products, Canned Vegetables, Roasted Vegetables and Pickles with no additives, no preservatives, no added sugar and no salt, striving to achieve the goodness, freshness, aroma and texture of real flavours at all times. In our Ready to Eat category, you can eat well and enjoy ready-to-eat meals, spreads, jams and marmalades that are packaged at their peak of freshness, flavour and nutritional value. With the ketchup, mayonnaise and seasoning sauces in our Taste Boosters category, we want to make it possible to do justice to food everywhere and in every format.

At Tat, we actively use digital research techniques, insight testing and neuromarketing methods from the very first moment of product creation. In the FMCG category we serve, we place great emphasis on designing the customer journey with end-to-end digital channels. Based on this, we track and report on the entire journey of the product after it hits the shelf and create an update route for ourselves from this customer journey.

The ProxIMed project, which we have implemented as part of these activities, aims to integrate new and traditional protein sources in

the Mediterranean region with innovative protein extraction and food processing processes to ensure that they are processed and consumed in a sustainable way that meets the needs and requirements of consumers and food producers.

In line with the importance we attach to digitalization, we keep abreast of the latest developments in the sector and implement innovative work to improve the customer experience every day and provide a better service to our customers. We carry out continuous improvement activities using the Operational Excellence methodology, based on the efficient use of resources in the creation of this value, which will increase the value created for customers.

We share practical applications and information on sustainability through various channels so that our customers can experience sustainability practices in all areas of life. We believe that progressing together with the society in which we live is our most valuable strength. In this sense, the customer experience is not limited to the moment of consumption of our products, but also includes how these products are made, how they contribute to our society and how they can be made more sustainable in the future. We recognise this responsibility and are committed to working with our customers, farmers and society to achieve this goal.

Healthy Life and Quality

At Tat Gıda, we believe that a healthy life for you begins with the quality of the food you eat. To help build a healthy future for our consumers and society, we pursue our commitment to fresh and seasonally harvested products.

Freshness and seasonal harvest are also key to our approach to sustainability. In line with this approach, we develop our broad product portfolio every day to provide our customers with access to convenient, tasty and, above all, healthy meals made from fresh and seasonal harvested products.

When creating our product portfolio, we focus on natural ingredients that meet the highest quality standards. Investments made to improve quality throughout the year included renovating the laboratories in the Mustafakemalpaşa facility, new laboratory equipment at all plants to increase measurement capacity and competencies, and modernization in chopped tomato production to raise product quality to the global benchmark level in both structural and sensory aspects.

Relocation of sauce production to a new plant and the modernisation of the pickle production building also raised the processes and food safety standards to the international level. In addition, a viewing terrace and customer experience centre was built, allowing customers to see how production takes place and participate in product tastings, presentations, workshops, etc. Many major national and international customers visited this area throughout the year.



Continuous Improvement with Lean Six Sigma!

Tat Gıda has adopted the continuous improvement approach as its way of doing business, carrying out these efforts using the Operational Excellence methodology, which ensures increased value for customers and is based on the efficient use of resources. Together with a methodology called the Tat Excellence System, it supports cost-effective leadership with special participation by field employees to achieve the goal of equipment excellence.

The Lean Six Sigma methodology improves work processes by continuously addressing difficult engineering problems with help from engineer employees.

As part of the Lean Six Sigma program, 15 employees possess white belt certificates, 26 possess green belt certificates, and 6 possess black belt certificates. Within both methodologies, nearly 60 large projects were completed at the plants in 2022. At the same time, more than 1,000 small suggestions were produced with participation by all employees and about 200 B/A kaizen projects were completed.

By protecting our natural resources, we assume a responsibility to return to nature what we take from it. We operate on the principle that all our products come from nature and are manufactured with respect for nature.

Protecting the health of our soil, water and air is an important part of living a healthy life. While we take this protection from field to fork as a matter of principle, we also support good agricultural practices that our customers can use with confidence in the sensitivity of the production processes. Through our Good Farming Practices, we aim to connect our customers with products that support healthy living. For this reason, freshness is a key factor in preserving the flavour and nutritional value of our products.

We prepare our products from seasonal harvested vegetables and offer them to consumers in a natural way, without additives or preservatives. In addition, Tat Gıda brings the traditional taste of village paste to the table with the Tat Köy portfolio.

In line with our mission and founding purpose “We exist to lead the transformation that will bring good & healthy food to everyone”, we are creating a practical experience area with forms that can be accessed at any moment of life for those who want to reach healthy and practical food at Tat Gıda.

As we take a holistic and cyclical approach to every process, we also take good care of the health of the plants and soil that form the basis of our products. For this reason, Tat Gıda is one of the few organisations that can effectively monitor plant health in the field using satellite technology.

Our Digital Field Stations, which are installed in the fields and equipped with sensors, measure air temperature, air humidity, soil temperature and soil moisture in the field where they are located, and provide instant information via web and mobile applications, warning of issues such as the need for irrigation and the risk of disease. In addition, our Digital Pheromone Traps allow us to take the right action at the right time, taking into account pest risk warnings and increasing yields by combining agriculture with the power of technology.

Our products are the fruit of our commitment to providing consumers with the most fresh and nutritious choices. As part of this commitment, we work closely with our local farmers to ensure our products stay fresh from farm to fork.

We are aware that a healthy life is not only an individual choice but also a social responsibility. At Tat Gıda we are well aware of our responsibility and we therefore attach great importance to raising awareness for a healthier life. Health education programmes, helping our local communities to raise awareness and promoting healthy lifestyles are among our priorities.

Healthy living is not only a focus but also a commitment for Tat Gıda. We aim to support the healthy lifestyles of our consumers and society by maintaining the standards of freshness and naturalness of our products. As we shape the future, we are proud to provide the key to healthy living and contribute to the further dissemination of healthy living by supporting the local economy.

In 2022, Tat Gıda prioritised infrastructure development activities to maximise food safety and production quality standards in accordance with its growth targets and vision to become a global food company. In 2023, we will continue these activities and implement new projects guided by a continuous improvement approach.

NATIONALLY AND INTERNATIONALLY CERTIFIED PLANTS

At Tat Gıda plants, all production complies with Turkish Food Codex regulations, TSE and GFSI (Global Food Safety Initiative). In addition, export customers can request other certifications.

Tat Gıda has also earned international certificates in proof of its quality and reliability; such as “Japanese Agricultural Standards (JAS)” based on Japanese standards, TS EN ISO 9001:2015 Quality Management System, FSSC 22000:Version 5.1 Food Safety Management System, TS EN ISO 14001:2015 Environmental Management System, TS EN ISO 50001:2018 Energy Management System, BRCGS Version 8 (British Retail Consortium Global Standards), IFS Version 7 (International Food Standards), FDA (Food and Drug Administration), Halal food and TSE COVID-19 safe production certificate.

BSCI (Business Social Compliance Initiative) audits were carried out.

Mustafakemalpaşa and Karacabey Plants earned the ‘Organic Agriculture Plant Certificate’, and the Karacabey Plant earned a Kosher certificate.

In 2022, Tat Gıda’s BRCGS certification was renewed as A+, and IFS certification was renewed at the Mustafakemalpaşa and Karacabey plants at a Higher Level. For the first time, the Torbalı plant received a Higher Level certificate for the IFS process in 2022. Certifications of FSSC22000 Food Safety and ISO 9001 Quality Management were renewed without any non-compliance.

Tat Gıda was also promoted from grade B to A by McDonalds SQMS (Supplier Quality Management System Certificate) audit with 96% success. Also, Tat Gıda successfully passed Customer Surveillance Audit done by Migros, Amazon, Kagome and Wünsch.

Product Liability and Traceability

We are aware of our responsibility to our customers and stakeholders and we are therefore committed to providing information about our products in a transparent manner.

Through TTRACE, a traceability platform with blockchain infrastructure, we are working to make the entire journey of products traceable from farm to fork. Transparency is a top priority for us at every step from farm to fork. Due to the importance we place on transparency in the production process of our products, we transparently share the investments and innovations we have made in our laboratories, production processes and equipment throughout the year in the Tat Gıda 2022 Annual Report. With these innovations, we are proud to have reached the level of global standards in both structural and sensory aspects of product quality with the process modernisation in the production of diced tomatoes.

We place great emphasis on the history of our products and the information we provide about them. We see sharing the ancient knowledge of our producers and the production stories of our products with our customers as a responsibility to our producers, who are involved in every stage of production with their labour.

From time to time, our customers can follow the stories of the products by scanning the QR codes on our products or directly on our corporate website.

Providing access to accurate and comprehensive information about the ingredients, production processes and sources of our products is also a key element of our sustainability efforts. For this reason, we provide detailed information about the ingredients, production methods and sustainability performance of our products both on our online platforms and on our product labels.

We encourage consumers to access our products’ sustainability data to help them make informed choices and assess their environmental impact. We also maintain our commitment to creating a better world by continuously monitoring the sustainability performance of our products and undertaking improvements where necessary.

Data Privacy and Cyber Security

In today's world, we at Tat Gıda recognise that we have responsibilities not only in the environmental sphere, but also in the digital world. Data privacy and cyber security are at the heart of our business manners, further deepening our commitment to sustainability.

According to the World Economic Forum's (WEF) 2023 Global Risk Report, widespread cyber crime, cyber-attacks and insecure cyber space are among the top 10 risks over the next decade in terms of impact and probability.

As Tat Gıda, we transparently ensure data security in all our operations with the Information Security Policy and the Tat Gıda Personal Data Protection Policy. As part of our Information Security Policy, we pledge that the data of our visitors who visit our website will not be made available for use in any way, and will not be used for direct marketing or tracking our customers in any way, unless they are explicitly informed in advance and their explicit consent is obtained when providing information.

Protecting the confidentiality of customer data and ensuring security against cyber-attacks while providing services to our customers and suppliers is an integral part of our business. The security of customer data is a fundamental element of our sustainable business practices, and we are constantly working and developing to prevent the abuse or leakage of this information.

For us, cyber security is not only an internal matter, but also a valid principle at every stage of our supply chain. In our relationships with our suppliers, we are diligent about sharing cyber security standards and best practices, and we expect the same sensitivity from our suppliers. For Tat Gıda, this sharing plays a critical role in ensuring that a sustainable food production process continues without interruption.

We are also committed to continuous improvement to ensure cyber security. While cyber attack methods are constantly changing, we constantly update and strengthen our efforts to ensure security. Providing training and raising awareness to our employees on data privacy and cyber security issues are also among our priorities.

Building a sustainable future also requires safe progress in the digital world. All our efforts reflect our responsibility to our customers, suppliers and society. That is why we remain committed to continuous improvement in data protection.

Corporate Memberships and Supports

INSTITUTION (NGO)	PLATFORM REPRESENTATION
CORPORATE GOVERNANCE ASSOCIATION OF TURKEY (TKYD)	Member
TURKISH INVESTOR RELATIONS SOCIETY (TÜYİD)	Member
TEİD TURKISH ETHICS AND REPUTATION SOCIETY	Member
ENVIRONMENTAL PROTECTION AND PACKAGING WASTE RECOVERY AND RECYCLING FOUNDATION (ÇEVKO)	Member
TURKISH FOOD SAFETY ASSOCIATION (GGD)	Member
FOOD INNOVATION PLATFORM OF TURKEY (TÜGİP)	Member
TOMATO PASTE, FROZEN AND CANNED FOOD MANUFACTURERS ASSOCIATION (SALKONDER)	Chairperson
TOMATO PASTE, FROZEN AND CANNED FOOD MANUFACTURERS ASSOCIATION (SALKONDER)	Participant
MINISTRY OF ECONOMY OF ISTANBUL EXPORTERS' ASSOCIATION	Member
FOOD AND DRINK INDUSTRY ASSOCIATIONS OF TURKEY FEDERATION (TGDF)	Member
TECHNOLOGY DEVELOPMENT FOUNDATION OF TURKEY (TTGV)	Member
PEOPLE MANAGEMENT ASSOCIATION OF TURKEY (PERYÖN)	Member
MUSTAFAKEMALPAŞA CHAMBER OF COMMERCE AND INDUSTRY	Member
KARACABEY CHAMBER OF COMMERCE AND INDUSTRY	Member
TORBALI CHAMBER OF COMMERCE	Member
MUSTAFAKEMALPAŞA COMMODITY EXCHANGE	Member
KARACABEY COMMODITY EXCHANGE	Member
MUSTAFAKEMALPAŞA CHAMBER OF AHRICULTURE	Member
KARACABEY CHAMBER OF AGRICULTURE	Member

SUSTAINABILITY PERFORMANCE INDICATORS

Economic Performance Data

Community Investments (TL)	2020	2021	2022
Charitable donations	1,765,636	1,633,913	2,523,571
Infrastructure investments (commercial or charitable)			217,835,632

Environmental Performance Data

Consumption Data (MWh)	2020	2021	2022
Natural Gas	161,584	195,557	202,609
Electricity	18,715	21,193	23,201

Energy Density	2020	2021	2022
Total energy consumption (MWh)	180,298	216,750	225,811
Density to be calculated Annual total (tons) Total production	105,773	132,019	150,165
Energy intensity (total energy/total production) (MWh/ton)	1.7	1.6	1.5

Energy Savings	2020	2021	2022
Total annual energy savings (MWh)	180,298	216,750	225,811
Total annual energy savings (TL)	105,773	132,019	150,165

Environmental Performance Data

Greenhouse Gas Emissions	2020	2021	2022*
Scope 1 (direct) greenhouse gas emissions (tonCO ₂ e)	42,003	43,801	45,555
Scope 2 (indirect) greenhouse gas emissions (tonCO ₂ e)	13,640	11,585	0
Scope 3 greenhouse gas emissions (tonCO ₂ e)			678,302

*Greenhouse gas emissions for 2022 have not been verified.

Greenhouse Gas Density	2020	2021	2022
Total greenhouse gas emissions (tonCO ₂ e)	44,620	57,745	723,857
Density to be calculated Annual total (tons) - Total production	55,471	66,735	73,584
Greenhouse gas density (total emissions/ total production) (tonCO ₂ e/ton)	0.804	0.865	9.84

There has been an increase in current year emissions results due to Scope 3 emissions being calculated for the first time.

Air Emissions	2020	2021	2022
NO _x (kg/hour)	37.23	37.64	38.24
SO _x (kg/hour)	1.98	1.71	1.74

Water Use Amounts	2020	2021	2022
Mains water	4,680	2,422	2,312
Groundwater (Well water)	2,456,170	3,662,336	4,494,245
Water Use Intensity (total use / total production) (m ³ /ton)	23.27	27.02	29.81

Environmental Performance Data

Amount of Water Use	2020	2021	2022
Water consumption (thousand m ³)	3,877	3,665	4,497
Water consumption per ton (m ³)	37	27	30
Amount of wastewater (thousand m ³)	3,551	3,295	4,047

Amount of Internalized and/or Wastewater	2020	2021	2022
Recycled/re-used water amount (m ³)	960,979	1,017,500	1,167,410
Wastewater amount (thousand m ³)	3,551	3,295	4,047
Wastewater (thousand m ³)	3,551	3,295	4,047

Amount of Hazardous Waste (ton)	2020	2021	2022
Recovered for energy purposes	22	42	14
Amount of Non-Hazardous Waste (ton)	2020	2021	2022
Recycled	3,978	3,355	2,213
Recovered for energy purposes	8,722	7,069	6,248

Environmental Penalties (TL)	2020	2021	2022
Fined environmental penalties	16,2431	0	26,3032

Social Performance Data

Employee Engagement Data (%)	2022
Number of employees participating in employee engagement survey	94%
Employee engagement score	65.6%

Data of Employees Participating in Training*	2022		
	WOMEN	MEN	TOTAL
Total number of employees trained	1,157	810	1,967
Number of white-collar staff trained	114	147	261
Number of field staff trained	1,043	663	1,706

*OHS trainings are not included.

Training hours data*	2022		
	WOMEN	MEN	TOTAL
Hours of training provided (person*hour)	9,984	5,123	15,107
Average annual training hours per employee	9	6	15

*OHS trainings are not included.

Data on Training Programmes for Employees and Managers (Annual training hours)	2022
Tat Leadership Academy	6,912
Formen Leadership Program	160

Social Performance Data

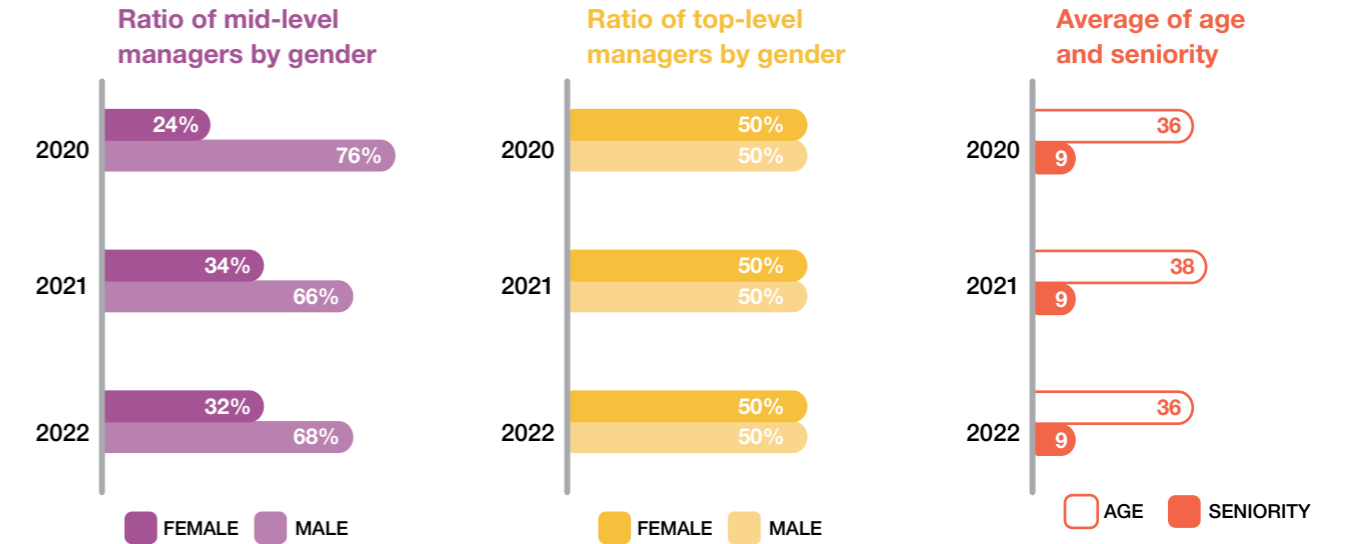
Performance Assessment	2022		
	WOMEN	MEN	TOTAL
Total number of employees subject to regular performance and career development reviews	69	114	183

iSG Verileri	2022
OHS Data	27,994
OHS training (person*hour)	30,93
Accident Frequency for Lost Time Injury (Total - Excluding Sports Injuries)**	48,71
Frequency of recorded accidents (Total - Excluding Sports Injuries) ***	499

** (Total number of lost time injury accidents*1,000,000 / Total Working Hours)

*** (Total number of accidents*1,000,000 / Total Working Hours)

Employee Demographics

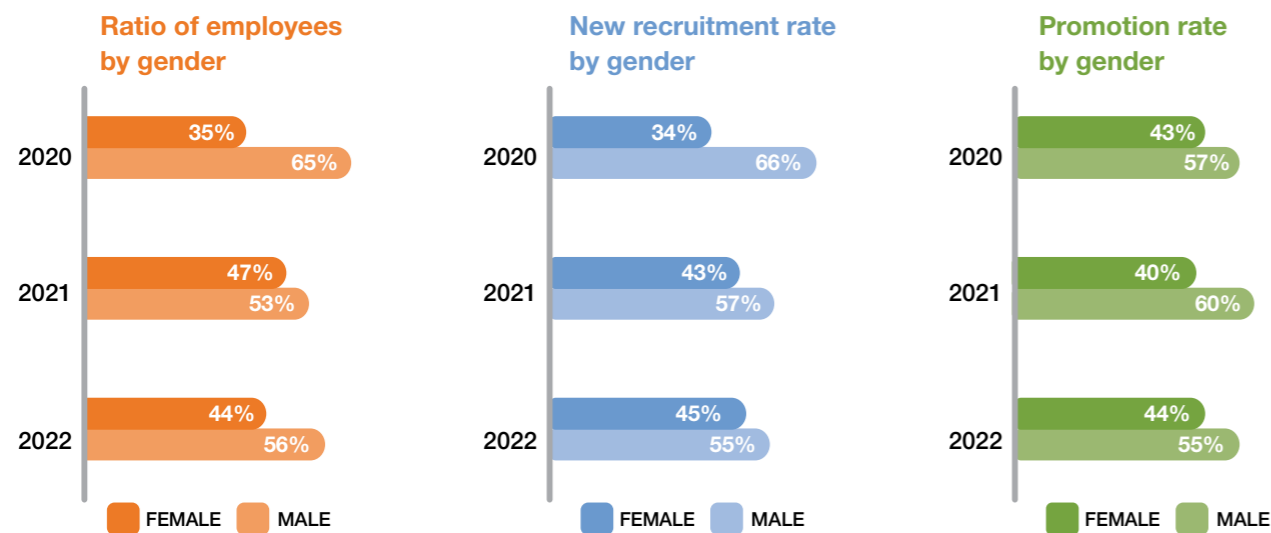


Average Number of Employees	1,096
Ratio of Female Employees	44%
Generation Y Ratio	71%
The Average Seniority of Tat Gıda Employees	9 Years
The Average Age	38
Employee Turnover Rate	15%
Employee Satisfaction	66%

Employee Number - end of December	2020	2021	2022
Female	200	212	204
Male	573	441	645
TOTAL	773	653	849

Average Number of Employees	2020	2021	2022
Female	483	491	374
Male	613	534	710
TOTAL	1,096	1,025	1,084

Employee Demographics



GRI CONTENT INDEX

Tat Gida reported in accordance with GRI Standards for the period between January 1, 2022 and December 31, 2022.

GRI Standard	Disclosure	Location, Page
GRI 1: Foundation 2021		
GRI 2: General Disclosures 2021		
GRI 2: General Disclosures 2021	2-1 Organizational details	About Tat Gida (p.18-19) Our Production Plants (p.21-23) Communication (p.129)
	2-2 Entities included in the organization's sustainability reporting	About The Report (p.6)
	2-3 Reporting period, frequency and contact point	About The Report (p.6)
	2-4 Restatements of information	The first Sustainability Report from Tat Gida that complies with GRI standards.
	2-5 External assurance	No external audit services were received within the scope of the report.
	2-6 Activities, value chain and other business relationships	About Tat Gida (p.18-19) Our Production Plants (p.21-23) Products (p.23) Supply Chain Management (p.49-51) Value Chain Management (p.52-53)
	2-7 Employees	Employee Demographics (p.122-123)
	2-8 Workers who are not employees	Contract Farming (p.106)
	2-9 Governance structure and composition	Board Of Directors Structure, Senior Management and Committees (p.36-37) Committees (p.38)
	2-10 Nomination and selection of the highest governance body	Board Of Directors Structure, Senior Management and Committees (p.36-37) Corporate Governance Principles and Policies (p.35) Remuneration and Benefits (p.39)
	2-11 Chair of the highest governance body	Board Of Directors Structure, Senior Management and Committees (p.36-37)
	2-12 Role of the highest governance body in overseeing the management of impacts	Message from the Senior Management (p.8-11) Corporate Risk Management (p.44-47) Sustainability Management (p.56-63)
	2-13 Delegation of responsibility for managing impacts	Message from the Senior Management (p.8-11) Corporate Risk Management (p.44-47) Sustainability Management (p.56-63)
	2-14 Role of the highest governance body in sustainability reporting	Message from the Senior Management (p.8-11) Sustainability Management (p.56-63)
	2-15 Conflicts of interest	Prevention of Conflicts of Interes (p.43) Corporate Governance Principles and Policies (p.32-33)
	2-16 Communication of critical concerns	Corporate Risk Management (p.44-47) Sustainability Management (p.56-63) Identification Of Sustainability Priorities And Prioritisation Analysis (p.63-64)
	2-17 Collective knowledge of the highest governance body	Board Of Directors Structure, Senior Management and Committees (p.37)

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GRI Standard	Disclosure	Location, Page
GRI 1: Foundation 2021		
GRI 2: General Disclosures 2021		
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	It is not shared due to the institution's privacy policies.
	2-19 Remuneration policies	Corporate Governance Principles and Policies (p.35) Remuneration and Benefits (p.39)
	2-20 Process to determine remuneration	Corporate Governance Principles and Policies (p.33-35) Remuneration and Benefits (p.39) Employee Commitment and Experience (p.86-87)
	2-21 Annual total compensation ratio	It is not shared due to the institution's privacy policies.
	2-22 Statement on sustainable development strategy	Message from the Senior Management (p.8-11) Sustainability Management (p.56-63) Identification Of Sustainability Priorities And Prioritisation Analysis (p.63-64) Sustainability Goals (p.65-66)
	2-23 Policy commitments	Corporate Governance Principles and Policies (p.33-35)
	2-24 Embedding policy commitments	Corporate Governance Principles and Policies (p.33-35)
	2-25 Processes to remediate negative impacts	Ethics and Transparency (p.41-42) Fight Against Bribery and Corruption (p.42) Prevention of Conflicts of Interes (p.43) Expressing Concerns (p.43) Corporate Risk Management (p.44-47) Sustainability Goals (p.65-66)
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Transparency (p.41-42) Fight Against Bribery and Corruption (p.42) Prevention of Conflicts of Interes (sf.43) Expressing Concerns (sf.43)
	2-27 Compliance with laws and regulations	Ethics and Transparency (p.41-42) Environmental Performance Data (p.119)
	2-28 Membership associations	Corporate Memberships and Supports (sf.116)
	2-29 Approach to stakeholder engagement	Identification Of Sustainability Priorities And Prioritisation Analysis (p.63-64)
	2-30 Collective bargaining agreements	Employee Commitment and Experience (p.86)

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GRI Standard	Disclosure	Location, Page
GRI 3: Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Corporate Risk Management (p.44-47) Identification Of Sustainability Priorities And Prioritisation Analysis (p.63-64)
	3-2 List of material topics	Prioritisation Matrix (p.64)
	3-3 Management of material topics	Sustainability Management (p.56-63) Identification Of Sustainability Priorities And Prioritisation Analysis (p.63-64) Sustainability Goals (p.65-66)
Ensuring Consumer Satisfaction		
GRI 3: Material Topics 2021	3-3 Management of material topics	About Tat Gida (p.18-19) Our Vision & Mission (p.24) R&D and Innovation (p.99-102) Digitalisation and Innovation (p.103-104) Healthy Life And Quality (p.111-113)
Ensuring Corporate Customer Satisfaction		
GRI 3: Material Topics 2021	3-3 Management of material topics	About Tat Gida (p.18-19) Our Vision & Mission (p.24) Awards and High Impact Practices (sf.28-29) Customer Experience (sf.109-110)
Food Safety and Quality		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Production Plants (p.21-23) Corporate Governance Principles and Policies (p.34) Supply Chain Management (p.50-51) Value Chain Management (p.52-53) R&D and Innovation (p.99-102) Healthy Life And Quality (p.111-113)
Product Liability		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Production Plants (p.21-23) Corporate Risk Management (p.44-47) R&D and Innovation (p.99-102) Product Liability and Traceability (p.113)
Traceability		
GRI 3: Material Topics 2021	3-3 Management of material topics	Product Liability and Traceability (p.113) Digitalisation and Innovation (p.103-104)

GRI CONTENT INDEX

GRI Standard	Disclosure	Location, Page
OHS		
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health And Safety (p.91-93)
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health And Safety (p.91-93)
	403-2 Hazard identification, risk assessment, and incident investigation	Social Performance Data (p.121)
	403-3 Occupational health services	Occupational Health And Safety (sf.91-93)
	403-5 Worker training on occupational health and safety	Social Performance Data (p.121)
	403-6 Promotion of worker health	Occupational Health And Safety (sf.91-93)
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health And Safety (sf.91-93) Supply Chain Management (p.51)
	403-8 Workers covered by an occupational health and safety management system	Occupational Health And Safety (p.91-93) Supply Chain Management (p.51)
	403-9 Work-related injuries	Social Performance Data (p.121)
	Water	
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Soil the World (p.68) Tat Gida's Environmental Management Approach (p.70-71) Digital Agriculture (p.72-74) Water and Wastewater Treatment (p.77)
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water and Wastewater Treatment (p.77)
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Topics	Global Principles	Reference
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	Principle 2: Make sure that they are not complicit in human rights abuses.	Policies (p.33-35) Ethics And Transparency (p.41) Human Rights Approach (p.83)
	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Policies (p.33-35) Human Rights Approach (p.83) Çalışan Bağlılığı ve Deneyimi (sf.86-88)
Labour	Principle 4: The elimination of all forms of forced and compulsory labour.	Policies (p.33-35) Ethics And Transparency (p.41) Human Rights Approach (p.83)
	Principle 5: The effective abolition of child labour	Policies (p.33-35) Ethics And Transparency (p.41) Human Rights Approach (p.83)
	Principle 6: the elimination of discrimination in respect of employment and occupation.	Policies (p.33-35) Ethics And Transparency (p.41) Human Rights Approach (p.83) Equal Opportunity, Inclusion and Diversity (p.91)
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges.	Our Soil The World (p.68) Tat Gida's Environmental Management Approach (p.70-71) Digital Agriculture (p.72-74) Energy and Emissions Management (p.75-76) Water and Wastewater Management (p.77) Waste Management (p.78) Caring About Nature and Animal Habitats (p.79)
	Principle 8: Undertake initiatives to promote greater environmental responsibility.	Our Soil The World (p.68) Tat Gida's Environmental Management Approach (p.70-71) Sustainable Agriculture with Farmers (p.105-106)
	Principle 9: Encourage the development and diffusion of environmentally friendly technologies.	R&D and Innovation (p.99-102) Digitalisation and Innovation (p.103-104) Sustainable Agriculture with Farmers (p.105-106)
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Ethics And Transparency (p.41-42) Fight Against Bribery and Corruption (p.42) Prevention of Conflicts of Interest (p.43) Expressing Concerns (p.43)

UN WOMEN'S EMPOWERMENT PRINCIPLES (UN WEPS)

Principles	Reference
Principle 1: Establish high-level corporate leadership for gender equality	Message from the Senior Management (p.9-11) Policies (p.33-35) Equal Opportunity, Inclusion and Diversity (p.91)
Principle 2: Treat all women and men fairly at work – respect and support human rights and nondiscrimination	Policies (p.33-35) Human Rights Approach (p.83) Employee Commitment and Experience (p.86-88) Equal Opportunity, Inclusion and Diversity (p.91)
Principle 3: Ensure the health, safety and wellbeing of all women and men workers	Policies (p.33-35) Human Rights Approach (p.83) Employee Commitment and Experience (p.86-88) Occupational Health and Safety (p.91-93)
Principle 4: Promote education, training and professional development for women	Training and Development of Employees (p.88-89) Social Performance Data (p.120)
Principle 5: Implement enterprise development, supply chain and marketing practices that empower women	Equal Opportunity, Inclusion and Diversity (p.91)
Principle 6: Promote equality through community initiatives and advocacy	Equal Opportunity, Inclusion and Diversity (p.91) Corporate Memberships and Supports (p.116)
Principle 7: Measure and publicly report on progress to achieve gender equality	Message from the Senior Management (p.9-11) Policies (p.33-35) Equal Opportunity, Inclusion and Diversity (p.91) Social Performance Data (p.120) Employee Demographics (p.122)



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