



# TAT GIDA SUSTAINABILITY REPORT 2023



# **Our Roots Values**



# **Our Soil The World**



# **Our Effort People**



# **What We Share Society**



# TABLE OF CONTENTS

**01 INTRODUCTION**

- 7 About The Report
- 9 Message From The Senior Management

**02 ABOUT TAT GIDA**

- 15 History
- 18 Capital And Shareholding Structure of Tat Gida
- 19 Our Production Facilities
- 23 Our Products
- 24 Vision & Mission
- 25 Competitive Advantages
- 26 Strategic Goals
- 27 Figures in 2023 For Tat Gida
- 29 Awards and hing Impact Practices

**03 CORPORATE GOVERNANCE**

- 36 Corporate Governance Principles and Policies
- 40 Board of Directors Structure, Senior Management and Committees
- 44 Remuneration and Benefits
- 46 Ethics and Transparency
- 49 Corporate Risk Management
- 54 Internal Control and Audit
- 55 Supply Chain Management
- 58 Value Chain Management

**04 SUSTAINABILITY MANAGEMENT**

- 64 Sustainability Management
- 66 Sustainability Management Structure
- 67 Prioritization Matrix
- 68 Sustainability Structure and Focus Areas
- 70 Sustainability Goals
- 72 Relations With Stakeholders

**05 FIGHTING CLIMATE CRISIS**

- 78 Tat Gida Environmental Management Approach
- 80 Digital and Sustainable Agriculture
- 84 Energy and Emissions Management
- 88 Water and Wastewater Management
- 89 Waste Management
- 90 Zero Waste Management System
- 91 Caring For Nature and Animal Habitats

**06 HUMAN RIGHTS**

- 96 Human Rights Approach and Decent Working Environment
- 98 Employee Profile
- 100 Employee Commitment and Experience
- 103 Training and Development of Employees
- 105 Equal Opportunity, Inclusion and Diversity
- 106 Occupational Health and Safety

**07 CONTRIBUTION TO SOCIETY**

- 114 Corporate Responsibility Efforts
- 117 R&D and Innovation
- 122 Digitalization and Innovation
- 124 Sustainable Agriculture with Farmers
- 126 Customer Experience
- 128 Healthy Life and Quality
- 132 Product Liability and Traceability
- 133 Data Confidentiality and Cyber Security
- 134 Corporate Memberships and Supports

**08 ANNEXES and INDICATORS**

- 136 Sustainability Performance Indicators
- 143 GRI Content Index
- 146 United Nations Global Compact Content Index
- 147 United Nations Women's Empowerment Principles
- 150 Legal Disclaimer
- 151 Contact





## ABOUT THE REPORT

We are pleased to present to you our second Sustainability Report, which details our global brand, which originated in Turkiye, and our goal of partnering with sustainable agriculture to become a healthy nutrition partner for our consumers.

Our second sustainability report, covering our sustainability performance from January 1 to December 31, 2023 and our operations in Turkiye, includes our environmental, social and governance (ESG) performance, targets, progress, strategic sustainability plans, vision, risks and opportunities, and demonstrates our contribution to the United Nations Sustainable Development Goals (SDG).

We prepared our report in compliance with the standards set by the Global Reporting Initiative (GRI). In addition to this set of standards, we have aligned our reporting criteria with those of the United Nations Global Compact (UNGC) and the Women's Empowerment Principles (WEPs), to which we are committed. We have also integrated IFRS S1 (General Requirements for Disclosure of Sustainability-Related Financial Information) and IFRS S2 (Climate-related Disclosures), issued by the International Sustainability Standards Board (ISSB) established by the International Financial Reporting Standards (IFRS) Foundation, to facilitate comprehensible and coherent reporting of sustainability disclosures.

Our sustainability report and further information on our sustainability activities can be accessed at <https://www.tatgida.com.tr/en/>

We appreciate the feedback we receive from our stakeholders concerning our performance, strategic priorities and reporting initiatives. We encourage you to contact us at <https://www.tatgida.com.tr/en/sustainability-strategy/> should you have any questions or comments about our report and sustainability initiatives.

**Merve Cansin KAPLAN**  
Sustainability, Strategy and Communications Manager

## MESSAGE FROM THE SENIOR MANAGEMENT

**“ We, at Tat Gıda, continue the journey we started with Tat Konserve, founded in 1967 in Bursa Mustafakemalpaşa, by committing ourselves to all our stakeholders with our understanding of “We exist to lead the transformation to provide good and healthy food for everyone” in every product.**



### Dear Stakeholders,

With our brand, which originated in Türkiye and has now expanded worldwide, we have been supporting sustainable agriculture since the day we were founded. With our factories in Bursa Mustafakemalpaşa, Bursa Karacabey and İzmir Torbalı, we meet domestic and global demand for tomato products, sauces, canned foods and ready meals. With our world-class production, trusted partnerships and consumer-focused culture, we are the leader in the canned food industry. As part of this important vision, we continue to represent Türkiye at the highest level in the global marketplace.

### WE ARE PROGRESSING TOWARDS OUR GOALS IN THE NEW PERIOD, GROWING STRONGER

As you may know, the year 2024 marked an important change for Tat Gıda. The shares of our company, which represent 49.04% of the total capital owned by Koç Holding, Koç Group companies, Koç family members and foundations affiliated with the Koç Group, were transferred to Memişoğlu Tarım Ürünleri Ticaret Limited Şirketi.

Semahat Sevim Arsel, Mustafa Rahmi Koç, Mehmet Ömer Koç, Yıldırım Ali Koç and Caroline Nicole Koç resigned from the Board of Directors as of 19 February 2024. Şerafettin Memiş, Veysel Memiş, Giyasettin Memiş, Nasip Memiş, Tuncer Memiş, Yoshihisa Hairo, Ayşe Selen Kocabaş, Haluk Ziya Türkmen and Mehmet Ormancı were appointed to the new Board of Directors of our company. We believe that this new structure will further strengthen Tat Gıda’s ongoing success and growth, and provide great momentum for our company’s future success.

In this context, as Tat Gıda, we continue our activities as part of our commitment to provide our customers with quality, healthy and delicious products. In line with our 2024 goals, we are determined to continue our strong growth, focus on efficiency and investment in domestic and international markets. In addition, with this new structure, we are focusing on strengthening our power in all markets by expanding our presence in innovative product segments such as ready meals and sauce categories to reach more consumers. Our greatest desire is to further strengthen our deep-rooted and successful collaboration with our business partners, based on mutual trust. With the strength we receive from our employees, valuable business partners and consumers, we will continue to do work that adds value to our country and channel the strength we receive from these countries to add value to these countries and our employees.

As one of the first companies to implement the contract farming model in Türkiye, we supply the highest quality tomatoes each season from over 1000 farmers, 500 of whom are under contract. In line with our sustainable growth goal, we export to over 43 countries on 6 continents from the USA to Japan, and with our wide range of 190 products and technology investments, we aim to grow profitably by developing healthy and environmentally friendly products. We continue to lead the industry by adhering to a quality management philosophy in our facilities with ISO 9001, BRCGS and IFS Food Food Safety certificates. With our first sustainability report, published in 2023, we were included in Inbusiness Magazine’s Sustainable 500 list. This year, we are pleased to present our 2023 performance, which we have conveyed by combining our sustainability approach with our corporate culture and grouped into three working groups under the main headings of “Fighting the Climate Crisis”, “Human Rights Approach” and “Social Contribution”.

### OUR SUCCESS IN PRODUCTION AND INVESTMENT IS GROWING YEAR AFTER YEAR

We climbed 27 places to 338th in the ISO 500 ranking of Türkiye’s 500 largest industrial companies, which will be announced in 2024 and will use data from 2023.

With the increasing sales volume, we have accelerated our capacity investments. In the last two years, we launched three new portion sauce filling lines and in 2023, we invested in a second PET bottle sauce filling line, increasing our PET bottle sauce production capacity from 45 million to 75 million per year. We added 12 new SKUs to our Ready Meals portfolio and, with the investment in the new packaging line, we added the Doypack format to our product range, in addition to the carton and plate formats. As a result of our intensive R&D studies, we created two new product groups with unique flavours, Open & Eat and Heat & Eat. With our innovative and visionary outlook and our competent employees in the field, we will continue to build on our success in the coming years.

### WE ARE LEADING THE WAY WITH OUR STRONG GOVERNANCE STRUCTURE AND LEADERSHIP APPROACH

From the very first moment that our products meet our consumers on the table, we have been moving forward with a unique model based on sustainability in production and agriculture that meets the requirements of a modern sustainability approach. As Tat Gıda, we have increased our Corporate Governance Rating Score with our sensitivity to corporate governance principles in line with this vision, reaching 9.60 (96.02%) as of 28 December 2023. In the BIST Sustainability Index, where we have been included since 2016, we increased our ESG performance to 74 out of 100 as a result of the evaluation carried out on the LSEG platform in 2022, ranking 47th out of 455 companies. By signing the United Nations Global Compact (UNGC), we made commitments on issues such as human rights, working life, gender equality, environmentally responsible production and anti-corruption. Our activities are guided by the 10 principles of the UNGC and the metrics of stakeholder capitalism. As part of our sustainability management, we have enabled all stakeholders in our value chain to participate more actively in our processes. With the work we have done to improve our sustainability performance, we have become more compatible with the new business approach of the global and local business world with the perspective of analyzing sustainability and climate change risks and opportunities towards the Turkish Sustainability Reporting Standards.

# MESSAGE FROM THE SENIOR MANAGEMENT

## WE DRIVE SUSTAINABILITY AND INNOVATION THROUGHOUT OUR VALUE CHAIN AND INTEGRATE ALL OUR STAKEHOLDERS INTO OUR STRATEGIES.

Our sustainable supply chain management, stable sales growth and total number of suppliers reaching 1235 are concrete indicators of our growth. Aligned with our goal of making a fair and sustainable contribution to local communities and our suppliers, we provide significant support to local economies by working with our 1041 local suppliers. Our payments to our local suppliers represent 95% of our total supplier payments. In addition, we are using blockchain technology to increase transparency and traceability in our supply chain. With our vision of digitalisation supporting sustainable food security, we have implemented a fully smart contract structure for the first time in Türkiye through the TTRACE platform. In addition, we are making serious efforts to protect our natural resources and increase soil fertility through sustainable good agricultural practices and farmer cooperation in agriculture. Our Agricultural Value Chain project aims to support the financial sustainability of our farmers and ensure their active participation in our value chain. By providing collateral-free, market-based agricultural finance, we enable our farmers to pay their debts before they fall due. In 2023, we provided fuel assistance to 277 farmers for a total of TL 4.3 million through the “Fuel Card” we offered in cooperation with OPET. We received an important award in the “Common Tomorrows Award Program” organized by the Confederation of Turkish Employers’ Associations (TİSK) with the “Contractual Farmer and Digital Agriculture Program”. As part of our future strategies, we aim to further deepen our digital transformation processes in supply chain management and enrich our sustainability and efficiency standards with new generation technologies. With these steps, we aim to further consolidate our leading position in the sector.

## WE ARE IMPROVING OUR ENVIRONMENTAL PERFORMANCE WITH OUR INNOVATIVE STRATEGIES TO TACKLE THE CLIMATE CRISIS.

The steps we are taking to tackle the climate crisis are helping to accelerate our environmental performance.

Management systems such as ISO 50001, ISO 14001 and ISO 14064 help us reduce our environmental

impact in a wide range of areas, from water and wastewater management to emissions reduction, from hazardous substance control to energy efficiency.

In line with our goal to reduce our carbon footprint, we saved 722,232 GJ of electricity and 5,960 GJ of natural gas through 10 energy efficiency projects implemented at our Mustafakemalpaşa, Karacabey and Torbalı plants. We are committed to meeting a large proportion of our energy needs from renewable sources. In this context, we aim to cover 70% of our total electricity consumption from renewable sources with our Solar Power Plant (SPP) projects developed in Manisa Akçaköy and Afyonkarahisar Çiçektepe.

We increased our water recovery rate to 30% through water conservation projects and reused 278 tons of waste through the “Reuse of Drums” project. The 25-hectare grove we created in Bursa Mustafakemalpaşa demonstrates the importance we attach to the ecosystem and to biodiversity. In the coming years, we will continue to create value through sustainable resource use and environmental improvements that support our goals and strategies.

## BASED ON RESPECT FOR HUMAN RIGHTS, WE OPERATE ACCORDING TO A POLICY OF DIVERSITY, EQUALITY AND INCLUSION.

We at Tat Gıda have always prioritized the significance of human rights and a fair working environment. By placing our employees at the centre of our business, we value their participation and opinions in our activities.

Approximately 42% of our more than 980 employees are women. We demonstrate our commitment to equal opportunities by aiming to maintain the proportion of female employees at 50%. Through our Board Diversity Policy and a remuneration policy that offers diverse benefits, we increase motivation and loyalty and provide a fair and competitive working environment. We also support the needs of our employees with practices such as working from home, performance-related bonuses and flexible fringe benefit schemes.

Our 2023 social performance indicators reflect the importance we place on human rights and a fair working environment. We attach great importance to the professional and personal development of our employees, and to this end we provided a total of 7,680 hours of training. We also celebrated 28 of our employees as part of the “Value Champions” process, which we initiated to encourage value-based behaviour. In this way, we aim to create a fair and motivating working environment and to make an increasing contribution to all our stakeholders each year.

## AS WE IMPROVE OUR OCCUPATIONAL HEALTH AND SAFETY STANDARDS, WE ARE PROVIDING A SAFER AND MORE SUPPORTIVE WORKING ENVIRONMENT FOR OUR EMPLOYEES EVERY DAY

To improve the OHS culture and ensure its sustainability, we launched the Occupational Health and Safety Cultural Transformation and Effective Leadership Project at our Mustafakemalpaşa Plant. By extending the project to the Karacabey and Torbalı plants, we aimed to increase the awareness of our field employees.

We were deemed worthy of the “OHS Cultural Transformation and Effective Leadership” award in the Common Tomorrows Award Program organised by TİSK. On the other hand, under the motto “Work Safely, Taste Safely”, we achieved an improvement of up to 70% in occupational accidents, an 80% increase in near-miss reports and a 60% increase in training hours. With our OHS culture focused on providing a visionary and safe working environment, we achieved a 63% improvement in the frequency of work accidents.

We recognise that our first priority in Occupational Health and Safety is to raise awareness. For this reason, we provide orientation on OHS issues by offering 12 hours of introductory OHS training to every new employee. In 2023, we provided a total of 28,043 hours of health and safety training to our employees. As part of all these activities, we increased the budget allocated to occupational health and safety practices and improvements by 87% during the reporting period. We will continue to lead the way in protecting the health and safety of our employees by further consolidating our OHS culture.

## OUR LEADERSHIP VISION IS ALSO REFLECTED IN OUR INNOVATION JOURNEY IN R&D AND DIGITALIZATION

At Tat Gıda, we have achieved a financial gain of TL 61 million through the projects we have implemented as part of our continuous improvement programs, while also taking significant steps in the areas of R&D and digitalization. In this context, our “Artificial Intelligence Supported Smart Well Project” won an award in the digitalization category in the “Best of the Year” project competition. We also achieved international success by winning funding for our SolarHub and PV4Plants projects as part of the Horizon Europe Programme, the world’s top civil R&D and innovation program. This year we continued to develop innovative solutions, launching a sterilized product in MAP packaging for the first time.

As part of our customer-focused quality approach and sustainability strategies, we are committed to addressing our environmental and social impacts in all processes, from product manufacturing to supply chain management. This approach will also strengthen us in our digital transformation and R&D studies, allowing us to maintain our company’s future vision and competitive capacity.

During this period of significant progress towards our sustainability goals, we have taken decisive steps to manage our environmental impacts, increase our social contribution and further improve our governance standards. In line with these goals, we will continue to work with innovative approaches and sustainable technologies in the coming years.

**I would like to thank our valued stakeholders who contributed to our sustainability journey, strategies and report and supported us with their opinions.**

Sincerely yours,

**Veysel Memiş**

**Deputy Chairman of the Board  
Tat Gıda Chief Executive Officer**



# About Tat Gıda

**As Tat Gıda A.Ş., we are one of the largest food companies in Türkiye with our Tat brand. Our company, which was acquired by Memişoğlu Group in 2024, continues to operate professionally and we are delighted to be under this roof. We meet the demand in categories such as tomato products, sauces, canned foods, pickles and ready meals in our factories that produce with advanced technology in three different locations.**

# HISTORY

## MILESTONES

**1967**

**Tat Konserve was established**

**1980**

**A Major Step Forward In Technology**

The 80s were breakthrough years for Tat Konserve. Stable growth continued in both the domestic and foreign markets. In 1981, modern technology was brought to the plant, establishing the "aseptic line", followed by a second line in 1985.

**1989**

**Tat Takes Another Breakthrough Leap**

Introducing tomato chopping technology to Türkiye in 1989, Tat Konserve continued to break new ground, starting with additive-free diced and peeled tomatoes and continuing to offer healthy and practical tastes.

**2003**

**New Lid Technology**

Tat has introduced a Magnum diced tomato line with welded lid technology, which only a few US companies have and which is only available in Europe at Tat in Türkiye. This technology reduces the risk of air leaks in aseptic diced tomatoes to one in a billion.

**2010**

**Tat Tomato Festival**

In 2010, 300,000 tons of tomatoes, 8,000 tons of vegetables and fruit were processed, and 2,000 tons of tomato paste, 4,000 tons of tomato products, 10,000 tons of ketchup, 6,000 tons of mayonnaise, and 8,000 tons of other canned food and jams were produced. The first Tomato Festival was held in the Tatkavakli District, named after Tat, where the Tat Mustafakemalpaşa plant is located, with thousands of people attending the festival.

**2017**

**Guinness Record**

Tat celebrated its 50th anniversary in 2017 with great enthusiasm, together with farmers and employees, and set a Guinness World Record for "The Most People Spreading a Product on Bread at the Same Time" at its Mustafakemalpaşa plant.

**Türkiye's Ketchup**

For the first time in Türkiye, Tat launched a PET bottle filling line using both ultra-clean technology and cold filling technology to fill translucent ketchup and mayonnaise bottles.

**2019**

**Tat Organic Series**

The Tat organic family now includes Organic Tomato and Organic Pepper Paste, which are created from meticulously picked organic tomatoes that are grown in the Aegean region and gathered according to the season.

**2021**

**Production Capacity Increase**

Tat Gıda increased its total annual tomato paste production capacity from 71,000 tons to 85,000 tons and its pickled gherkin production capacity from 5,000 tons to 22,000 tons through its investments in 2021.

**2023**

**First Sustainability Report published**

Tat Gıda, which places sustainability at the center of all its business models, has published its first Sustainability Report.

**This is the taste!**

A communication roadmap was defined with the motto "That Taste That Will Not Remain on the Plate, This is the Taste", and all communication activities were carried out within this framework.

**We became a signatory to the UNGC**

By signing the UNGC, we committed to comply with the 10 principles in our corporate principles, covering topics such as human rights, working life, gender equality, environmentally sensitive sustainable production, and the fight against corruption.

**A First in Türkiye**

In 1970, the Tat Konserve plant processed 41,500 tons of tomatoes and produced more than 8,000 tons of tomato paste. The export of 6,100 tons of tomato paste proved that Vehbi Koç's dream of export-oriented agricultural production was feasible. Later that year, the Tat Konserve plant introduced Türkiye's first concentrated soup and canned tomato paste to consumers.

**1970**

**Kagome Tat Project**

In 1983, Tat Konserve signed an agreement with Kagome, a well-established Japanese company producing tomatoes and tomato products since 1899, initiating the "Kagome-Tat Project".

**1983**

**Production Filling Lines Established**

Tat Konserve made rapid progress in the 90s. Tat became a public company in 1993 and made another breakthrough in 1997, when it set up mustard, ketchup and mayonnaise filling lines with the most state-of-the-art zero-touch machinery.

**1997**

**Genuine Taste Under Our Protection**

The commissioning of the new plant in Torbalı, İzmir, in 2006 increased production capacity and Tat continued to offer consumers delicious products under the motto "Genuine Tastes Under Our Protection".

**2006**

**Tomato Leaders**

To break new ground in the sector, Tat Gıda launched the "Tomato Leaders" project to develop tomato processing in Türkiye and raise it to a level that can compete on the international market.

**2016**

**Digital Agricultural Field**

Leading the way in the digitalization of agriculture, TAT has created the "Digital Agricultural Field" using digital farming technologies.

**2018**

**Safe Production**

Tat Gıda was the first company in its sector to obtain the TSE COVID-19 Safe Production Certificate.

**2020**

**A Great Leap Forward In Exports**

In line with its export growth targets and becoming a global brand, Tat Gıda has increased its share of international sales to 35% of total sales by 2022.

**2022**





## About Tat Gıda



“ Under the name “Tat Konserve”, Vehbi Koç founded Tat Gıda on June 22, 1967, in Bursa Mustafakemalpaşa, with the goal of processing tomato products. Thanks to the plants at Bursa Karacabey and Izmir Torbalı, Tat Gıda kept expanding. We have kept up our export endeavours since the day we became operational for business and established ourselves as a prominent player in the industry.

As Tat Gıda A.Ş., we are one of the largest food companies in Turkey with our Tat brand. Our company, which was acquired by Memişoğlu Group in 2024, continues to operate professionally and we are happy to be under this roof. We meet the demand in categories such as tomato products, sauces, canned foods, pickles and ready-to-eat meals in our factories that produce with advanced technology in three different locations.

Underlying Tat Gıda’s strong position, in addition to its world-class production infrastructure, is a confidence-based cooperation between industrialists and producers, the dedicated contribution of Turkish farmers, and a consumer-oriented and innovative corporate culture. Tat, the leading brand of tomato paste, tomato products, canned foods and ketchup, has always provided its consumers with quality, delicious and natural products. Since 1967, it has been working with the vision of ensuring the competitiveness of the Turkish canned food industry in the global market through the development of tomato farming.

Since our foundation, we have been training and developing farmers through continuous contract farming.

With the support of seedlings and suitable fertilizer 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 main distinguishing feature and strength in the industry is the contract farming of tomatoes. Today, we work with over 1000 farmers, of whom 500 are under contract.

Our goals for profitable and sustainable growth depend heavily on exports. We export to 43 countries in total, from the USA to Japan, as the top brand in Türkiye and the brand people think of when they need tomato products, tomato paste, ketchup and canned foods. We do this by providing goods that meet the expectations

of our customers abroad. In addition to our export operations in the countries where we currently operate, we intend to expand into new markets. We are pursuing this adventure by providing Turkish and international cuisines with high quality, delicious and healthy products based on our more than 56 years of experience.

We are leading the shift in a business environment that is changing swiftly, bringing nutritious food to everyone. We are expanding thanks to our creative product line, increased manufacturing capacity, and technological advances. Our company’s goals are to improve sales volumes by strengthening our position in Türkiye and other key international markets in the near future, as well as to achieve profitable and sustainable growth by creating products that meet consumer expectations and are ecologically friendly and healthful.



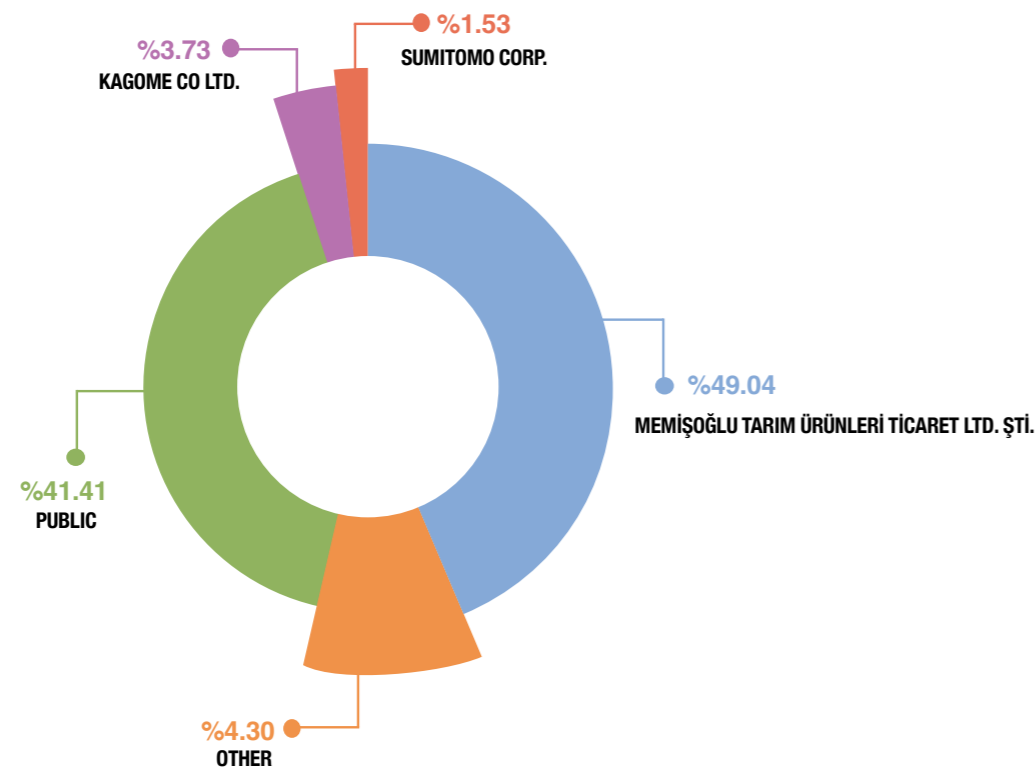
## About Tat Gıda

### CAPITAL and SHAREHOLDING STRUCTURE OF TAT GIDA

“ At Tat Gıda, we are committed to achieving our objectives and we use a robust partnership structure to sustain our financial and operational performance in the framework of sustainability.

PARTNER NAME / TITLE	AMOUNT OF SHARE (TL)	RATIO OF SHARES (%)
MEMİŞOĞLU TARIM ÜRÜNLERİ TİCARET LTD. ŞTİ.	66,693,852.45	49.04
PUBLIC	56,312,844.000	41.41
KAGOME CO LTD.	5,071,168.200	3.73
SUMITOMO CORP.	2,077,983.340	1.53
OTHER	5,844,151.010	4.3
<b>TOTAL</b>	<b>136,00,000</b>	<b>100</b>

\* The data in the table reflect the prices on 19 February 2024 on account of the sales.



### OUR PRODUCTION PLANTS



“ As one of Türkiye’s pioneering and well-established organisations, our plants in Mustafakemalpaşa-Bursa, Karacabey-Bursa and Torbalı-Izmir are committed to leading the change that will deliver quality and healthy food to everyone.

Continuing its activities in Mustafakemalpaşa-Bursa, Karacabey-Bursa, Torbalı-Izmir plants, Tat Gıda meets customers’ expectations in terms of quality and food safety, fully complies with legal requirements in domestic and international markets, produces reliable, healthy and high quality products in compliance with international quality and food safety standards.

Tat Food facilities, which adhere to the Total Quality Management philosophy, have ISO 9001 Quality, GFSI (Global Food Safety Initiative) approved BRCGS and IFS Food Food Safety and Halal certificates. We take the genuine flavour of nature and incorporate it with quality and safety into every product, all while upholding our solid structural foundation and vision of leading the industry.

# About Tat Gıda

## OUR PRODUCTION PLANTS



### MUSTAFAKEMALPAŞA - BURSA

**Opening Date:** 1968  
**Total Area:** 474.000 m<sup>2</sup>  
**Closed Area:** 52.250 m<sup>2</sup>  
**Products:** Tomato Paste (tomato, red pepper/paprika), Tomato Products, Canned Foods, Sauces, Ready to Serve Food, Pickle  
**Tomato Processing Capacity:** 2.800 tons/day



- Main Specifications:**
- In addition to the seasonal production of tomatoes, it is the only production centre for all other seasonal products such as pepper paste, RO tomato puree, pickles and canned vegetables, as well as continuous production such as sauces and ready meals. With its wide production portfolio and installed capacity, it has the advantage of both flexibility and economies of scale.
  - The annual production capacity of the finished product is 93,000 tons. The annual capacity for processing tomatoes is 122,000 tons.
  - The facility in Mustafakemalpaşa is the central base for all the operational specialities.
  - The Mustafakemalpaşa facility is certified for food safety by IFS and BRCGS.
  - The Mustafakemalpaşa facility is also certified under the ISO 50001 Energy Management System, ISO 14001 Environmental Management System, and ISO 9001 Quality Management System.
  - The facility is subject to the Amfori BSCI social compliance and ethical business audit.
  - Within the parameters of producing goods for McDonald's, the company is subject to SQMS food safety, SWA social compliance, and ethical business audits. Furthermore, it is liable to a JAS examination as part of the Japanese Kagome manufacture process.
  - The facility has FDA, Organic Entrepreneur, Halal and Tayyip certifications based on specific products.

### KARACABEY - BURSA

**Opening Date:** 1977  
**Total Area:** 216.500 m<sup>2</sup>  
**Closed Area:** 31.750 m<sup>2</sup>  
**Products:** Tomato Paste, Tomato Products  
**Tomato Processing Capacity:** 5.450 tons/day



- Main Specifications:**
- Our Karacabey plant has the largest tomato processing capacity under one roof in Türkiye. The annual tomato processing capacity is over 300,000 tons. On a finished product basis, the production capacity is 60,000 tons per year.
  - The plant we operate in Karacabey is distinguished for its large installed capacity, high production volume, and economies of scale. Additionally, Tat's tomato expertise is centred there, as demonstrated by their tomato-based product line.
  - Thanks to the investments made in recent years, it produces tomato paste and tomato products with a high-tech technical infrastructure.
  - For diced and peeled tomatoes, it is the only producing facility.
  - We are certified for food safety by FSSC 22000, IFS, and BRCGS at our plant in Karacabey. It also has ISO 9001 Quality Management System, ISO 14001 Environmental Management System and ISO 50001 Energy Management System certifications.
  - As part of our production for our Japanese customer Kagome, our manufacturing plant is subject to a JAS audit.
  - FDA, Organic Entrepreneur, Halal, Tayyip, and Kosher certifications are all held by our plant, based on the specific products.

### TORBALI - İZMİR

**Opening Date:** 2006  
**Total Area:** 49.350 m<sup>2</sup>  
**Closed Area:** 9.700 m<sup>2</sup>  
**Products:** Tomato paste, Fruit Puree Concentrate  
**Tomato Processing Capacity:** 2.900 tons/day



- Main Specifications:**
- Our Torbali facility is a lean production centre with a narrow range of products. Applesauce is a new addition to their lineup of products in recent years.
  - We have food safety certificates for our Torbali production plant from FSSC 22000, IFS, and BRCGS. Moreover, it is certified under the ISO 50001 Energy Management System, ISO 14001 Environmental Management System, and ISO 9001 Quality Management System standards.
  - Based on specific products, our plant has certifications for both Tayyip and Halal.





# About Tat Gıda


## OUR PRODUCTION PLANTS

### HIGHLIGHTS OF 2023


#### Investments and production grew in the Sauce Group.

 The Sauce Group, which has been growing since 2021, recorded an average volume growth of 21% between 2020 and 2022 and concluded 2023 with a volume **growth of 26%**.

 In 2023, **production records** were broken on a monthly basis throughout the year for both the total sauce group and the PET bottle sauce group.

 As the volume of sauces sold increased, investments in capacity were accelerated. Over the past two years, **three new portion sauce filling lines** have been commissioned. In addition, a second PET bottling line for sauces was invested in 2023, expanding the annual PET bottling capacity for sauces from 45 million units to **75 million** units. Mayonnaise preparation capacity has been **doubled**.

#### An investment was made for a new packaging line in the Ready-To-Serve Food division.

 The Ready-To-Serve Food product portfolio has been enriched with **12 new SKUs**. Following investment in a new packaging line, the **Doypack format** was added to the range, alongside the carton and plate formats. Thanks to intensive R&D studies, **two product groups** with unique flavours have been created: Open & Eat and Heat & Eat.

OUR FACTORIES HAVE THE FOLLOWING CERTIFICATES:
BRCGS Food Version 9
IFS Food Version 7
TS EN ISO 9001:2015 Quality Management System
TS EN ISO 14001:2015 Environmental Management System
TS EN ISO 50001:2018 Energy Management System
Helal Certificate
Kosher – Denet (KCB)
Kosher – Badatz (KCB)
FDA – Registrar Corp (Food and Drug Administration) (KCB and MKP products)
Organic Farming Entrepreneur Certificate TR – CTR Certification (KCB and MKP products)
JAS Organics (Japanese Agricultural Standards) (KCB)

## PRODUCTS



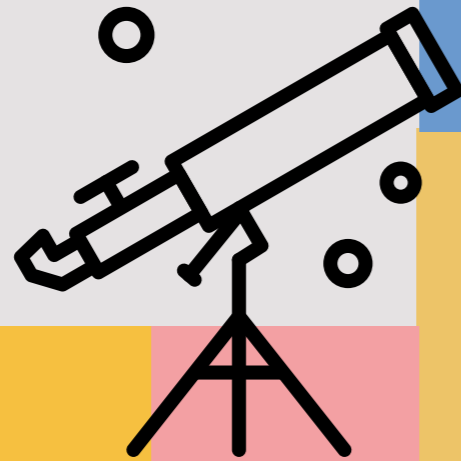
- Tomato Paste
- Pepper Paste
- Mixed Paste
- Organic Pastes
- Tomato Products
- Organic Tomato Products
- Canned Vegetables
- Canned Peas & Garnish



- Meat Dishes
- Cooked Rice
- Soups
- Bowl Salads
- Cold Beans In Olive Oil
- Olive oil Dishes
- Boiled Leguminous Plants
- Organic Boiled Leguminous Plants
- Spreadable Bread Specialities
- Jams & Marmalades
- Pickles
- Roasted Vegetables

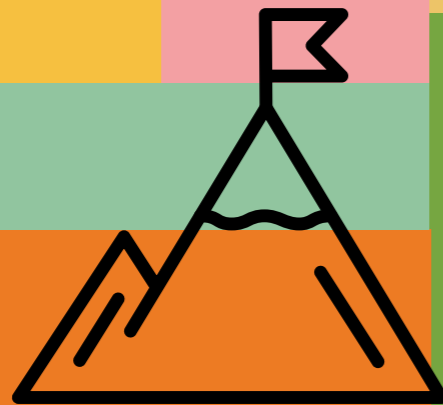


- Ketchup
- Hot Ketchup
- Organic Ketchup
- Mayonnaise
- Garlic Mayonnaise
- Light Flavoured Mayonnaise
- Mustard
- Hot Sauce
- Burger Sauce
- Ranch Sauce
- Barbecue Sauce
- Pasta Sauces



## OUR VISION

Becoming our customers' go-to source for healthy food while promoting sustainable agriculture is part of our well-known brand in Turkiye as it expands globally.











## OUR MISSION

Our mission is to spearhead the change that will provide everyone with access to nutritious food.



## COMPETITIVE ADVANTAGES

- 
**01** 56 years of knowledge and experience
- 
**02** Trust in the Tat brand and high brand value
- 
**03** High quality standards
- 
**04** Branded exports to **43+** countries in **6** continents
- 
**05** Strong partnership structure
- 
**06** A sustainable and digital agriculture-oriented approach
- 
**07** In terms of total daily capacity, it ranks in the **top 5** of all tomata processing companies in Europe and in **13th place** in the world
- 
**08** Strong ties and long-lasting relations with farmers and all business partners

\*Tomato News: TOP50 tomato processing companies worldwide

# About Tat Gıda

## STRATEGIC GOALS

“ Our Mission, Vision and Values have been diligently developed under the guidance of senior management and established with the oversight and knowledge of the Board of Directors. In addition to being published in the company’s official Annual Report and on the company’s website, the Mission, Vision and Values are regularly updated. Shared information and progress is reviewed and updated.

We operate on the principle of employee involvement in the process of setting our strategic goals and ensure that all our units contribute to our goal-setting process. In this context, the work delegated directly from our units to Senior Management is evaluated and followed up in detail by the Board. This process includes a comprehensive assessment of our progress towards our short, medium, and long-term goals, the stages that have been completed, the shortfalls between the current situation and the ideal situation, and the actions that need to be taken to address these shortfalls.

We consider Board meetings to be critical meetings that set the strategy and direction of the business, and we convene them on a regular basis. At these meetings we review the overall performance of the business, including an analysis of past performance.

In response to the opportunities and challenges brought about by the current circumstances, we at our organisation are always coming up with new objectives and plans, embracing a new strategy with flexibility and business continuity management abilities. Our approach is intended to guarantee long-term success and uphold our position as an industry leader.



## FIGURES IN 2023 FOR TAT GIDA



**3**  
PRODUCTION PLANTS  
**56**  
YEARS OF EXPERIENCE



**6** CONTINENTS  
EXPORT TO **43+** COUNTRIES

**190**

DIFFERENT PRODUCT RANGES



**54**

READY TO SERVE MEALS



**89**

PASTES - TOMATO PRODUCTS  
PICKLES - VEGETABLES



**47**

SAUCES & DRESSINGS



**2,800 TONS/DAY**  
DAILY TOMATO PROCESSING CAPACITY



**16,483,176 TL** ENVIRONMENTAL INVESTMENT  
**6,926,675.33 TL** SOCIAL INVESTMENT  
**1** R&D CENTRE

FINANCIAL GAIN OF **61 MILLION TL**

← From Projects Implemented As Part Of Ongoing Improvement Initiatives



**12% RISE**

IN THE LABOUR PRODUCTIVITY OF BUSINESSES



AS PER THE PREVIOUS YEAR

**25.77 %**

OF DECLINE IN THE ENERGY INTENSITY



**MORE THAN 980**  
EMPLOYEES

**41.53% FEMALE EMPLOYEES**



**58.2%**  
EMPLOYEE COMMITMENT



**50%**  
GENDER EQUALITY AND PARITY IN SENIOR MANAGEMENT



**More Than 1.108** SUPPLIERS  
**95.17%** OF SUPPLIER PAYMENTS ARE PAID TO LOCAL SUPPLIERS



**499 Person\* 7680 Hour** OF PROFESSIONAL AND PERSONAL DEVELOPMENT TRAINING  
**28.043 Person\*Hour** OHS TRAINING



**63% REDUCTION** IN ACCIDENT FREQUENCY

## AWARDS and HIGH IMPACT PRACTICES

Our company continues to crown its success with awards for the business processes it has implemented and for its innovative approaches and industry-changing methods.

We won major awards at that time, demonstrating our excellence in the field during the reporting period. These honours immediately enhance the value of our employer brand while also inspiring us to be imaginative and inventive. Our dedication will keep providing high-impact applications with our creative, valuable solutions.



It was selected as **"Turkiye's Lovemark Ketchup"** in the Ketchup category, which was evaluated for the first time in Turkiye's Lovemarks research, conducted by MediaCat in cooperation with Ipsos.



The **Tat Ready To Eat Plate advertising campaign** won a silver award in the Craft Department Copywriting category and a **gold award** in the Film Department Food/Beverage category at the Brandverse Awards.



Tat Gıda was deemed worthy of an award for its **"Contract Farmer and Digital Agriculture Program"** in the Common Tomorrows Award Program organised by the Confederation of Turkish Employers' Associations (TİSK). It also received the **"OHS Cultural Transformation and Effective Leadership"** award from TİM in the same award program.



It was awarded the **"Diamond League in the Economic Benefit Index"** by the Turkish Reputation Academy in the Canned Foods and Ketchup & Tomato Paste categories and won first place in the **"Women's Brand Preference Index"**.



In Marketing Turkiye, Tat Gıda was listed as **"one of the 50 brands with Republic value"**.



Tat Gıda's **"Artificial Intelligence Supported Smart Well"** project was deemed worthy of an award in the digitalization category of the **"Best of the Year"** project competition. A success story film was shot with Koç Digital and published on social media.



\*Scan the QR code to watch the movie.



Tat Gıda was recognized for its achievements with the **"Tat Leadership Academy"** at the TEGEP Learning Development Awards.



It was deemed worthy of the White Flag Award by the Turkish Reputation Academy within the framework of **"Decent Work and Organized Workplace"**. **"Most Reputable Brand Award"** in the Canned Foods and Ketchup&Tomato Paste category was received from the Turkish Reputation Academy.



As one of the **Most Successful Exporters of 2023**, we were awarded the 2023 Canned Products Export First Prize and the 2023 Export Second Prize within our own union.



Tat Gıda participated in the **14th Bosphorus Summit**, the **9th Sustainable Food Summit** and Turkiye's Value Added Centre-Kocaeli within the framework of Sustainable Agriculture, Food and Future.



It was awarded the **"Star of Food"** prize by Yıldız Technical University in the sauce category.



By providing support for governance initiatives, Tat Gıda attended the **Lean 6 Sigma Conference** and **Marketing Summit**.

# About Tat Gıda

## AWARDS and HIGH IMPACT PRACTICES

### DEVELOPMENTS IN 2023

We published our first **Sustainability Report**, which transparently discloses our progress, sustainability strategy and goals in the areas of environment, social and governance.



The company was included in Inbusiness magazine's **Sustainable 500 list** for its commitment to sustainability, which has been at the very core of its business for 55 years, its **"#weareinthetomorrow"** approach to agricultural production and its first Sustainability Report.

Tat Gıda hosted the most prominent faces of the sector at its Tat Mustafakemalpaşa plant and proclaimed **"#weareinthetomorrow"** of agriculture for a healthy, productive and sustainable future. The event, held with the participation of members of **TÜSİAD's** Food, Beverages and Agriculture Working Group, shared experiences on working towards sustainability.

#weareinthetomorrow



Refinitiv ESG scored **74** out of **455 companies**, placing it **47th**, as a consequence of the work accomplished in accordance with goals relating to sustainability.

Smart agricultural technology brought together distributors of agricultural supplies, including seeds and fertilisers, during the **6th Tat Digital Field Day**, which addressed digital transformation in agriculture and sustainable production



The Tat family - **Türkiye's favourite**, is back on the shelves with a **facelift**.

Tat Gıda attended the **international Anuga trade fair**, interacting with consumers worldwide.

Tat Gıda took part in the **Migros 100th Anniversary Festival**.

By signing up to the **UNGC**, the company has pledged to adhere to **10 principles**, which are also included in the company's Principles, covering issues such as human rights, working life, gender equality, environmentally sustainable production and anti-corruption.

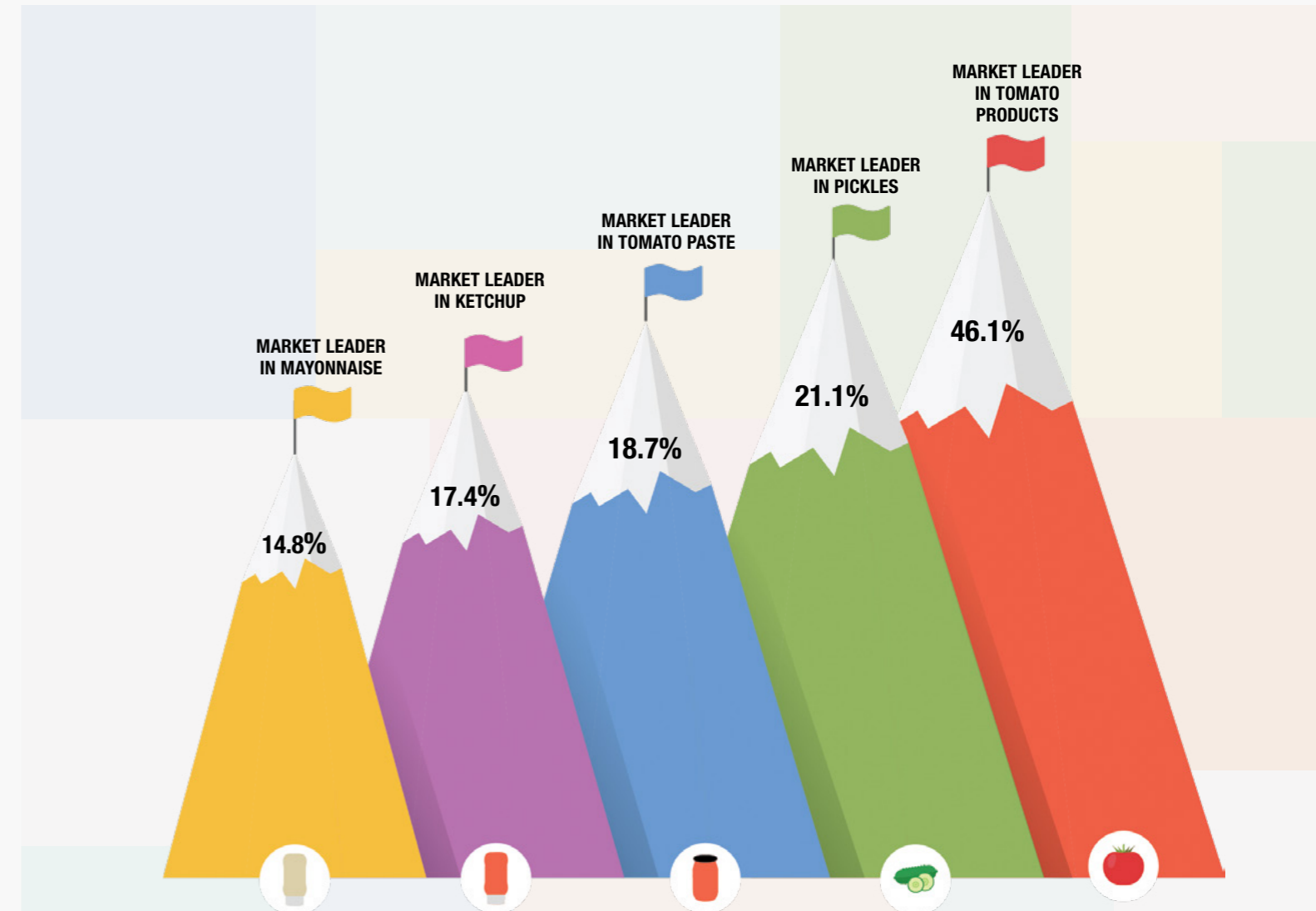
Tat Gıda provided data for the **"Women's Power in Business"** study published in Inbusinessstr Magazine.

Tat Gıda, with its diverse sustainable farming activities, contract farming and smart farming practices, was one of the exemplary companies in the **"Guardians of the Soil"** prepared by Marketing Türkiye.

The first Sustainability Workshop was held with the participation of members of the World, Values, Society and People Committee. Focus areas ranging from the UN **Sustainable Development Goals** to stakeholders were identified and possible project ideas were generated.



In the **Fortune 500** survey of Türkiye's **top 500** companies, the company ranked **420th** among the top 500 companies in terms of total revenue, **247th** in terms of EBITDA, **157th** in terms of EBITDA/revenue ratio, and **245th** among the top 500 companies with export revenue of approximately TL 1 billion.



Source: Nielsen (Total Turkey Market Measurement Data - December 2023 FYD)  
Nielsen Supermarket Scantrack (December 2023 FYD)  
Nielsen Supermarket Scantrack (December 2023 FYD)



# Corporate Governance



**At Tat Gida, we adhere to corporate governance guidelines when conducting business. We strive for transparency, efficient stakeholder communication, long-term sustainability, and sustainable business practices with our robust corporate governance framework. Our governance structure is designed to support procedures related to traceability, ethics, compliance, and transparency.**



# CORPORATE GOVERNANCE

## CORPORATE GOVERNANCE PRINCIPLES and POLICIES

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

On the other hand, full compliance has not yet been achieved for reasons such as the challenges encountered in implementing some of the principles, the ongoing discussions both in our country and on the international platform regarding compliance with some of the principles, and the fact that some of the principles do not fully align with the current structure of the market and the Company. We are working on principles that have not yet been put into practice and their implementation may be considered after reviewing the administrative, legal and technical infrastructure studies that will contribute to the effective management of our Company.

As Tat Gıda, with our keen approach to corporate governance principles and our efforts in this direction, we have significantly complied with the principles and continuously increased our corporate rating score. As of 28/12/2013, the Corporate Governance Rating Score of our Company has increased to 9.60 (96.02%).

The Corporate Governance Rating report is published on our website <https://www.tatgida.com.tr/en/>.

The BIST Sustainability Index was first calculated and released on November 4, 2014. It is made up of the shares of firms that are quoted on Borsa Istanbul and have excellent corporate sustainability performance. Inclusion in the BIST Sustainability Index since 2016 pertains to Tat Gıda. After our company shared its 2022 operations’ progress and outputs on the Refinitiv platform in 2023, the evaluation resulted in a score of 74 for our company.

To achieve our strategic and sustainability goals, we develop policies and integrate our approach to corporate governance with these policy commitments. In this context, the policies we have set out in the table below include details of how the policy commitments will be implemented, follow-up mechanisms and how the policies contribute to our corporate structure.

In this context, the policies we have set out in the adjacent table include details of how the policy commitments will be implemented, follow-up mechanisms and how the policies contribute to our institutional structure.

POLICIES	
Tat Gıda Information Security Policy	Our information security policy's purpose is to outline the conditions that must be met in order to guarantee the privacy, accuracy, and use of the assets, data, and systems that Tat Gıda operates. The Communiqué on Information Systems Management (Communiqué VII-128.9, which was released by the Capital Markets Board for publicly traded firms, and other pertinent laws, such as the Law on the Protection of Personal Data, have been followed in the preparation of the information security policy.
Tat Gıda Disclosure Policy	Tat Gıda Sanayi A.Ş.'s Disclosure Policy aims to establish the guidelines and tactics the company will employ when disclosing information and events that could influence the value of its shares or investors' choices, such as its previous operations, financial results, and upcoming assessments—aside from those that are proprietary—in a timely, accurate, comprehensive, straightforward, understandable, appropriate, and easily accessible manner, in compliance with the equal treatment principle, and in a way that complies with laws and stakeholder expectations.
Tat Gıda Compensation Policy for the Employees	The relevant provisions of Labour Law No. 4857 and the relevant Collective Labour Agreement are adhered to in the establishment and application of our “Severance Pay” and “Notice Pay” policies for our employees.
Tat Gıda 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 operations and to develop practices that exceed the law, effective energy and resource management, regular maintenance of equipment, monitoring of energy data, and planning and implementation of the transition to renewable energy sources.
Tat Gıda Ethical Principles and Compliance Policies	Our Tat Gıda Ethical Principles have been established to guide Tat Gıda’s managers, employees and business partners (suppliers, customers, dealers, contractors, consultants, all representatives acting on behalf of the company, etc.) and are implemented by Tat Gıda with the utmost dedication.



# CORPORATE GOVERNANCE

## CORPORATE GOVERNANCE PRINCIPLES and POLICIES

POLICIES	
Tat Gıda Gift and Entertainment Policy	Our Gift and Entertainment Policy aims to set forth the guidelines and expectations that must be adhered to when accepting and giving presents, hosting visitors, accepting invitations to events, and engaging in other comparable activities while acting on behalf of Tat Gıda Sanayi A.Ş.
Tat Gıda Whistleblowing Policy	Our Denunciation Policy aims to notify Tat Gıda Sanayi A.Ş. and motivate employees and other interested parties to notify Tat Gıda of any behaviour they believe violates the Ethical Principles of Tat Gıda as well as any applicable laws or rules. Furthermore, it is intended to be completely clear that our employees who report in good faith are shielded from such retaliatory actions.
Tat Gıda Human Rights Policy	Our Human Rights Policy aims to establish a guidance that reflects Tat Gıda Sanayi A.Ş.'s stance and principles on human rights, thereby highlighting the significance of human rights to Tat Gıda.
Tat Gıda Occupational Health And Safety Policy	Our Occupational Health and Safety policy aims to: (a) ensure adherence to and development of practices that surpass all Occupational Health and Safety laws and obligations; (b) create a safe working environment; (c) continuously improve the working environment to prevent occupational diseases and reduce accidents; (d) analyse potential Occupational Health and Safety risks; (e) establish an Occupational Health and Safety culture; (f) manage PPE practices; and (g) 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 instil 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.'s 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 law compliance, integrity and transparency.
Tat Gıda Competition Law Compliance Policy	As a component of the Tat Gıda Sanayi A.Ş. Code of Ethics, our Competition Law Compliance Policy serves to outline the values and standards for carrying out all Tat Gıda operations in a way that complies with competition law. The objectives of this policy are to guarantee that all of our procedures and activities adhere to competition law and to increase public knowledge of competition law. Additionally, it shows how much weight we place on abiding by competition laws in both our business operations and interactions with competitors.

POLICIES	
Tat Gıda Anti-Bribery and Anti-Corruption Policy	Our Anti-Bribery and Anti-Corruption Policy aims to provide the guidelines and standards that must be followed inside Tat Gıda in order to demonstrate Tat Gıda Sanayi A.Ş.'s dedication to combating bribery and corruption.
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 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 programs 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	Ensuring legal compliance, establishing and executing sound environmental, social, and governance practices, maintaining open lines of communication with the Sustainability Committee and other relevant parties—all contribute to our sustainability policy's goal of achieving customer satisfaction through high standards in our production processes.
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 at large, and we emphasise the importance of sustainable development.
Tat Gıda Compliance Policy	The purpose of our Compliance Policy is for Tat Gıda Sanayi A.Ş. to define a comprehensive and effective compliance structure specifically designed for the Company, to establish the compliance framework and to demonstrate Tat Gıda's commitment to comply with legal regulations, internal policies, good corporate governance practices and ethical rules.
Tat Gıda Sanctions and Export Controls Policy	Our Sanctions and Export Control Policy aims to delineate the guidelines that Tat Gıda Sanayi A.Ş. must adhere to in order to fulfil its obligations regarding export control and economic sanctions.
Tat Gıda Remuneration Policy	The compensation plans and procedures for our senior executives and directors, such as the CEO, deputy CEOs, and directors who directly report to the CEO, are outlined in our Remuneration Policy.
Tat Gıda Board Diversity Policy	As a signatory to the UN Women's Empowerment Principles and the Tat Gıda Sanayi A.Ş. Ethical Principles, we at Tat Gıda strive to ensure diversity and inclusion while offering equitable opportunities at all levels.



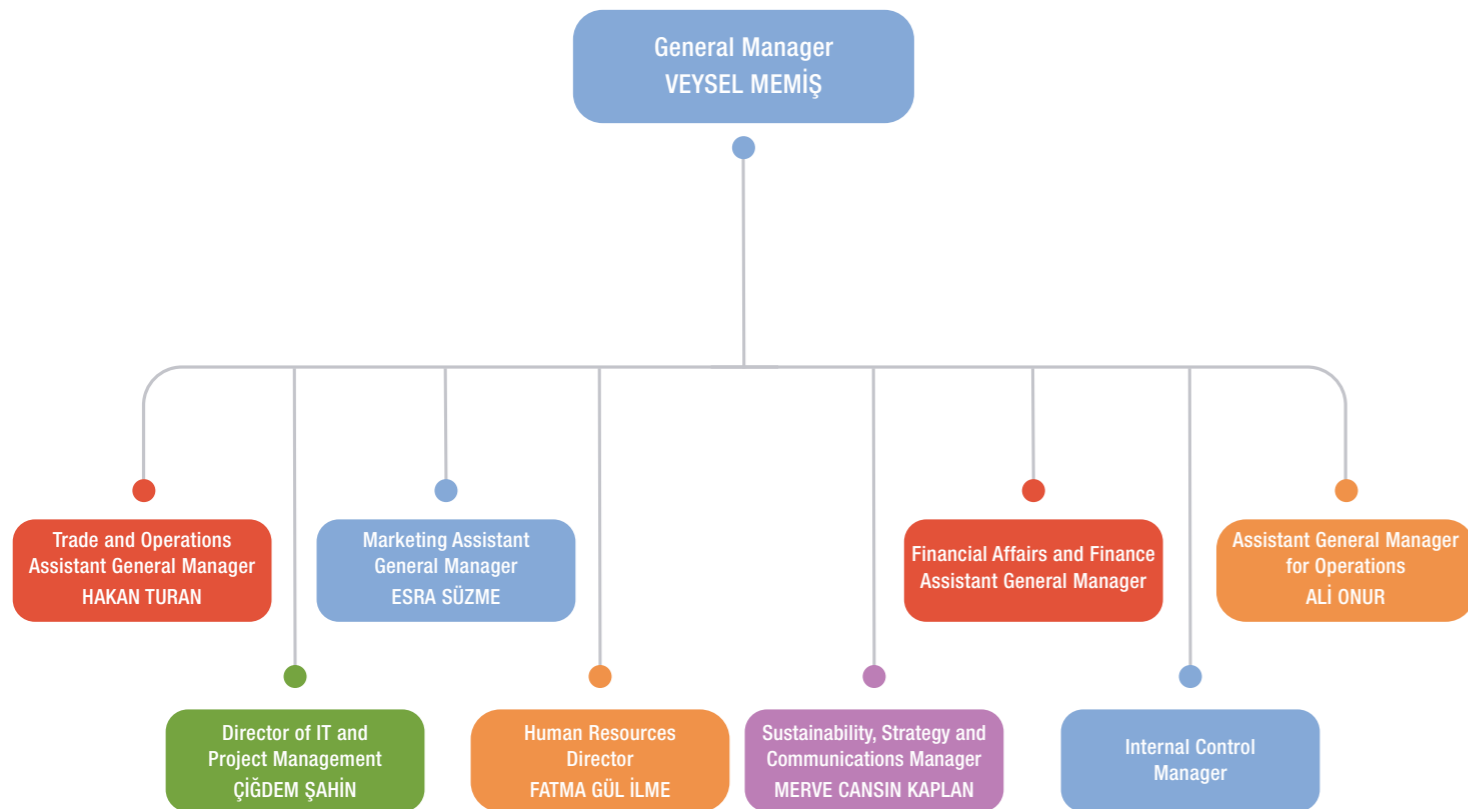
# CORPORATE GOVERNANCE

## BOARD OF DIRECTORS STRUCTURE, SENIOR MANAGEMENT and COMMITTEES

Our Board provides the highest level of oversight in strategic decision making that is consistent with our vision and mission and supports the corporate governance approach. Our Board also ensures that our activities comply with the law, the Articles of Association and established policies by taking into account the process of defining our company’s strategic goals and long-term interests. Our Board conducts its activities in a transparent, responsible, fair and accountable manner. Our Board also monitors and supervises the performance of management with a high level of accountability and a holistic approach to risk management. In structuring our Board, the provisions of Articles 11, 12 and 13 of the Articles of Association are applied.

Our Board of Directors contributes to the strength of our organization’s structure by providing a diverse range of perspectives, skills, and experience related to corporate governance matters. The Board of Directors consists of nine members in total, three of whom are independent members and two of whom are women. To the Corporate Governance Committee, all Independent Board Members submitted their declarations of independence. The chairman of the Corporate Governance and Risk Management committees as well as the whole Audit Committee are chosen from among the independent board members. The general manager and the chairman of the board of directors are two different people. Our company website features the extensive curriculum vitae of our Tat Gıda Board members, providing insight into their backgrounds and skill sets.

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



\*The management structure is valid as of July 15, 2024.

### BOARD OF DIRECTORS\*

<b>Şerafettin Memiş</b> CHAIRPERSON	<b>Veysel Memiş</b> VICE CHAIRPERSON	<b>Giyasettin Memiş</b> MEMBER
<b>Nasip Memiş</b> MEMBER	<b>Tuncer Memiş</b> MEMBER	<b>Yoshihisa Hairo</b> MEMBER
<b>Ayşe Selen Koçabaş</b> INDEPENDENT MEMBER	<b>Haluk Ziya Türkmen</b> INDEPENDENT MEMBER	<b>Mehmet Ormancı</b> INDEPENDENT MEMBER

\* Following the sale of shares representing a total of 49.04% of the share capital of our company held by Koç Holding, companies of the Koç Group, members of the Koç family and foundations related to the Koç Group to Memişoğlu Tarım Ürünleri Ticaret Limited Şirketi on February 19, 2024, Semahat Sevim Arsel, Mustafa Rahmi Koç, Mehmet Ömer Koç, Yıldırım Ali Koç and Caroline Nicole Koç have resigned from the Board of Directors of our Company. With the resolution of the Board of Directors of our Company dated 19 February 2024, it was decided to appoint Şerafettin Memiş, Veysel Memiş, Giyasettin Memiş, Nasip Memiş and Tuncer Memiş to the vacant positions on the Board of Directors, subject to the approval of the first General Meeting to be held, and to serve until the first General Meeting.

### SENIOR MANAGEMENT

<b>Veysel Memiş</b>	<b>CEO - DEPUTY CHAIRMAN OF THE BOARD OF DIRECTORS</b>
<b>Ali Onur</b>	<b>ASSISTANT GENERAL MANAGER, BUSINESSES</b>
<b>Hakan Turan</b>	<b>ASSISTANT GENERAL MANAGER, TRADE and OPERATIONS</b>
<b>Esra Süzme</b>	<b>ASSISTANT GENERAL MANAGER, MARKETING</b>
<b>Çiğdem Şahin</b>	<b>INFORMATION TECHNOLOGIES and PROJECT MANAGEMENT DIRECTOR</b>
<b>Fatma Gül İlme</b>	<b>HUMAN RESOURCES DIRECTOR</b>
<b>Merve Cansın Kaplan</b>	<b>SUSTAINABILITY, STRATEGY and COMMUNICATIONS MANAGER</b>

The experience and skills of the members of the Tat Gıda Board of Directors are shared with you through their detailed CVs on our corporate website.

Assuring communication, notifying the board members, and drafting the board’s decisions are the responsibilities of Tat Gıda Sanayi A.Ş. Appointed was the Deputy General Manager of Finance and Financial Affairs. In 2023, 21 decisions were made by the Board of Directors.

# CORPORATE GOVERNANCE

## COMMITTEES



**We have committees for risk management, corporate governance, and auditing our organisation. As per the pertinent communiqué, the chairperson of the Corporate Governance and Risk Management committees as well as the whole Audit Committee were chosen from among independent board members. The General Manager/Member of the Executive Board does not participate in the committees that are set up under the authority of the pertinent Communiqués. The committees' guiding principles were decided upon and posted on the corporate website.**

With the information provided by the independent audit firm in mind, our Audit Committee addresses significant matters pertaining to our company's accounting policies and processes. This study looks at the different ways that the independent auditor could have implemented and disclosed to the public the Capital Markets Board (CMB) accounting standards, as well as the potential consequences and suggestions that they might have made. Our committee collaborates with independent auditors and the company's accountable managers to verify that the annual and interim financial reports accurately reflect the company's accounting policies. Our committee provides the Board of Directors with a written report that details its conclusions in accordance with the feedback it has received and its own assessments.

Our committee responsible for Risk Management identifies and assesses risks related to strategy, operations, finances, law, and other areas that could jeopardise the company's early growth, development, and survival. It provides recommendations for risk management that are consistent with the company's overall risk tolerance by examining the potential consequences and implications of these risks.

It guarantees that risks are taken into consideration in management procedures and promotes the application of preventative measures against risks that have been recognized. It conducts research and takes appropriate action to reduce the credit, market, and liquidity risks to which it is or may be exposed within the parameters of the risk management policy. In order to effectively track these risks, it also advises and recommends to the Board of Directors the development and implementation of efficient internal control mechanisms.

Our Corporate Governance Committee continues to endeavour to make sure Tat Gida fully and effectively complies with the principles of Corporate Governance, to identify any shortcomings in this process and fix them as needed. The committee is required to report to the Board of Directors on a monthly basis on how Tat Gida might operate more efficiently in accordance with the principles of corporate governance, as well as to offer recommendations for potential advancements and changes. This committee works to strengthen Tat Gida's position as a leading and dependable firm in the sector by enhancing the company's sustainability, transparency, and accountability.

The Audit Committee met 6 times in 2023 and presented the output of its meetings to the Board. Our Corporate Governance Committee held 4 meetings in 2023 to evaluate the structure and efficiency of corporate activities and determined the independent candidates for Board membership, discussed the Board's diversity policy, evaluated the Corporate Governance Compliance Report and the report of the Investor Relations Department, the salaries of the Board members and senior executives for 2023, the salaries of the Board of Directors. The Risk Management Committee carried out its activities regarding the risk report to be included in the annual report, 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 output of their meetings to the Board of Directors during the reporting period and kept the Board informed. The Risk Management Committee held 8 meetings during the year.



# CORPORATE GOVERNANCE

## 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.**

Under the Remuneration Policy, the management of wages and benefits is organised and implemented in a manner that is fair, objective, merit-based, competitive, rewarding and motivating. The aim of the remuneration policy is to increase employee motivation and loyalty and to attract and retain qualified employees who will enable the company to achieve its strategic business goals, taking into account internal wage balances and market competitiveness.

In addition to the benefits covered by the collective agreement, Tat Gida employees have diversified their company-specific benefits. In this context, in addition to benefits such as supplementary health insurance, diversified social benefits, holidays and gifts to support special days, performance-based bonuses for office employees and additional benefits such as company car and fuel support are offered to management level employees. In addition, we also implement a system called Flexible Fringe Benefits, which includes additional benefits and support that office employees can design according to their needs (Personal Pension System, discounted shopping vouchers, mobile phones, holiday vouchers, etc.) by modifying or diversifying their fringe benefits such as annual leave, holiday and fuel allowances. Our Company’s “Remuneration Policy for Board Members and Senior Executives”, which includes all types of rights, benefits and

remuneration granted to the members of the Board of Directors and Senior Executives, as well as the criteria and remuneration principles used to determine them, was published for the first time three weeks after our Ordinary General Meeting on March 25, 2014. It was made available to our partners for review on our corporate website through the previously published “Information Document” and was put into practice after the said Annual General Meeting. This policy document sets out the remuneration system and practices for our directors and senior executives, consisting of the Chief Executive Officer, Deputy Chief Executives and Directors reporting directly to the Chief Executive Officer.

The “Remuneration Policy” for Board Members and Senior Managers in accordance with the Corporate Governance Principles, as well as the disclosure to shareholders regarding payments made within the policy’s parameters and the fixed fee to be paid to Board members, are included in the agenda of the Ordinary General Assembly each year and are subject to the approval and opinion of the shareholders. The Board of Directors and the Corporate Governance Committee assess the total amount paid to board members and senior managers under the terms of the Remuneration Policy annually. Pro rata compensation is granted to members of the Board of Directors, given consideration to their service period as of the dates of appointment and resignation.

In addition to the fixed fee decided upon by the general assembly, members designated to perform specific functions other than Board of Directors membership in order to contribute to the company’s activities may receive additional benefits, as long as they remain within the perspective of the Corporate Governance Committee, for the work they undertake. Due to their contributions to the company, board members may be reimbursed by the company for certain expenses (such as insurance, phone, mileage, etc.). Independent board members are not eligible for payment schemes that are contingent on the performance of the company.

The salaries of senior executives consist of two components: fixed and performance-related. Fixed salaries for senior executives are determined in accordance with international standards and legal obligations, taking into account market macroeconomic data, market wage policies, the size and long-term goals of the company and the position of the individual. Bonuses for senior executives are calculated according to the bonus base, company performance and individual performance in such a way that they support the achievement and exceeding of the company’s business objectives and encourage superior performance by rewarding sustainable success. When a senior executive leaves the company, a severance payment may be made, taking into account the length of service, the period of service as a senior executive, the contribution made, the final target bonus prior to the date of departure and the salary and bonuses paid in the previous year. In compliance with the law, the partners are presented with the total amounts, as established by the aforementioned principles and paid to the Senior Manager and Board of Directors members during the year, for their review and/or approval at the following general assembly meeting. In the footnotes to our financial statements, payments made to members of the Board of Directors and senior executives are disclosed to the public on a lump-sum basis, in line with general practice.

There are no transactions that may lead to conflicts of interest such as lending money, extending credit or providing guarantees in favour of our Board members or executives by the company.



# CORPORATE GOVERNANCE

## ETHICS and TRANSPARENCY

**As Tat Gıda, we manage our interaction with our stakeholders and our entire value chain with a transparent, fair and accountable approach, without deviating from fundamental human rights and ethical values.**

We strictly adhere to all applicable laws, rules, contracts, national and international standards, and our ethical beliefs when conducting our business. To guarantee adherence to internal policies, regulatory requirements, ethical guidelines, and sound corporate governance procedures, we have created a unique Compliance Policy exclusively for this situation.

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

We, along with our business partners, at Tat Gıda, are guided by the revised Ethical Principles as part of the Compliance Programme. As a sustainable future depends on all Tat Gıda employees abiding by the Ethical Principles, our senior management is at the forefront of this, supporting this vision. Senior management at Tat Gıda is expected to take the lead in this regard, but all employees have an obligation to adhere to the company's ethical principles.

**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.**

<https://www.remedetikhat.com.tr/tatgida>



## Ethical Principles

### Our Core Values

The Code of Ethics is consistent with and complies with the Personnel Regulations. The relevant rules have been communicated to all employees and information has been provided. The Ethics Committee is responsible for the operation and implementation of the Ethics Policy and is composed of the Managing Director, the relevant Deputy Managing Director, the Human Resources Director, the Legal Counsel and the Head of Internal Audit. In addition, we provide our employees with a total of 680 person\*hours of ethics training to raise their awareness of this issue.

**A transparent management style is used to carry out operations, adhering strictly to ethical principles and fundamental human rights.**

#### In all of our processes, we:

- Respect human rights,
- Remain faithful to compliance with the law under all circumstances,
- Fight against bribery and corruption,
- Avoid conflicts of interest and prevent potential conflicts,
- Comply with economic sanctions and export controls,
- Be sensitive to the protection of confidentiality and internal information,
- Conduct donations, sponsorships and social investments appropriately,
- Comply with the principles of competition law,
- Provide a healthy and safe work environment,
- Use our social media accounts in a way that does not conflict with our business interests,
- Act diligently in building honest and fair relationships with our stakeholders.

## Fight Against Bribery and Corruption

**At Tat Gıda, we adhere to the highest ethical standards in all of our interactions and decisions. We pledge to take the necessary measures to combat corruption and bribery in accordance with the UN Global Compact.**

It is expressly forbidden to provide any kind of advantage to foreign or domestic government officials and other third parties, whether or not they are public authorities, in order to obtain an unlawful advantage, as per our Code of Ethics and related policies. In order to sway decisions made by Tat Gıda's business partners, it is also forbidden to give, offer, promise, or accept anything of value from any third party that is connected to the company's operations, whether directly or indirectly. We expect all of our business partners to act in compliance with the necessary regulations, and all of our personnel are required to abide by local and applicable international anti-bribery and corruption legislation as well as Tat Gıda's relevant policies.

In our capacity as Tat Gıda employees, we exercise caution to avoid circumstances that could impair our impartiality, benefit us or our family members, give the impression that we are doing so, or conflict with our personal interests and our obligations to Tat Gıda when making decisions based on our roles and responsibilities. In addition, we provide a total of 231 person\*hours of anti-corruption and anti-bribery training to our employees to raise their awareness of this issue.



# CORPORATE GOVERNANCE

## ETHICS and TRANSPARENCY

### 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 value 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 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](mailto:uyum@tat.com.tr)

## CORPORATE RISK MANAGEMENT

**“ Under the direction of its policies, processes, and ethical guidelines, our organization conducts all of its business operations in compliance with both national and international regulations. We adopt a risk management strategy that takes environmental, social, and governance concerns into account in addition to these frameworks.**

We apply risk management to every aspect of our business operations and incorporate sustainability risks and opportunities into our overall risk management strategy. The Risk Management Committee implements risk management procedures in accordance with the board of directors’ approved policies.

We conduct our risk governance activities in accordance with national and international legal standards, as well as standard operating procedures, because we believe risk management should be the foundation for process analysis in order to ensure sustainability. In this sense, we assess the risks to which we are exposed or are expected to be exposed, as well as their underlying causes and possible consequences.

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 emphasize the importance of involving our employees in this process by identifying potential risks to our operations.

We present potential risks and their outcomes, identified through multi-stakeholder participation, to the Board of Directors for approval and guidance through the Risk Management Committee. We have established the Risk Management Committee to provide the Board of Directors with advice and suggestions for the early identification of risks and the establishment of an effective risk management system. The Risk Management Committee consists of 2 members, one of whom is independent. The current 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.



# CORPORATE GOVERNANCE

## CORPORATE RISK MANAGEMENT

The table below provides a detailed presentation of the risks we have identified, the strategic studies we conduct to mitigate these risks, and our company’s capabilities against risks:

RISK TYPE	RISK DESCRIPTION	RISK MANAGEMENT	IMPLEMENTATION PERIOD (SHORT - MEDIUM - LONG)	FINANCIAL IMPACT (LOW - MEDIUM - HIGH)
Climate Crisis and Risks of Transition to Low Carbon Economy	<ul style="list-style-type: none"> <li>• Extreme weather events</li> <li>• Increase in greenhouse gas emissions</li> <li>• Inadequacy of infrastructure</li> <li>• Increasing level of water stress, water scarcity and drought</li> <li>• Growing demand for low carbon products and services</li> <li>• Carbon pricing policies</li> <li>• The need for the sector to adapt to environmental developments</li> <li>• Decline in biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>• Review of IPCC scenarios for extreme weather events and scenarios in relation to the climate crisis</li> <li>• Contingency plans, including natural disasters caused by the climate crisis</li> <li>• Strengthening the infrastructure</li> <li>• Efforts for water saving</li> <li>• Development of energy efficiency projects</li> <li>• Investigation of renewable energy portfolio and alternative energy sources</li> <li>• Review insurance coverages and minimize potential financial impact through insurance</li> <li>• Contributing to the circular economy with a zero waste management system</li> <li>• Carrying out reforestation and landscaping work</li> <li>• Biodiversity conservation and protection of endangered species</li> </ul>	Short and Medium	Medium and High
Capital Risks	<ul style="list-style-type: none"> <li>• Capital management risk</li> <li>• Payables including loans</li> <li>• Capital costs</li> </ul>	<ul style="list-style-type: none"> <li>• Increase profits by optimizing the balance between debt and equity</li> <li>• The Company’s capital management objectives are to maintain an optimal capital structure in order to maximize returns to shareholders and minimize the cost of capital.</li> </ul>	Short	Medium and High
Financial Risks	<ul style="list-style-type: none"> <li>• Economic rationale</li> <li>• Banking activities aligned with the transition to a low carbon economy</li> <li>• Interest rate changes</li> <li>• Market risk</li> <li>• Credit risk</li> <li>• Liquidity risk</li> </ul>	<ul style="list-style-type: none"> <li>• Close monitoring of national and international economic markets</li> <li>• Balance sheet follow up</li> <li>• Analysis and monitoring mechanisms for interest rates and exchange rate changes</li> <li>• Focusing the enterprise risk management program on minimizing the potential impact of financial market uncertainty on the company’s financial performance.</li> <li>• Monitoring regulatory requirements</li> <li>• Tracking payments</li> <li>• A team of financial experts</li> <li>• Sound economic and operational</li> </ul>	Short and Medium	Medium and High
Operational Risks	<ul style="list-style-type: none"> <li>• Risks connected to our suppliers’ potential to relocate geographically</li> <li>• Partial and/or permanent interruption of supply, logistics and warehousing activities</li> <li>• Risks related to the supply of raw materials from the agricultural sector</li> <li>• Product/service launch failure or delayed launch</li> <li>• Have action plans for power outages, such as activation of the generator, availability of batteries, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Assessments performed on suppliers</li> <li>• Search for supplier approvals and alternative suppliers</li> <li>• The conclusion of seasonal contracts for the risk of the supply of agricultural raw materials</li> <li>• Crisis management approach</li> <li>• Prepare business continuity plans and actions for potential disruptions</li> <li>• Reduce potential loss through insurance</li> <li>• Stocking facilities</li> </ul>	Medium	Medium



# CORPORATE GOVERNANCE

## CORPORATE RISK MANAGEMENT

The table below provides a detailed presentation of the risks we have identified, the strategic studies we conduct to mitigate these risks, and our company’s capabilities against risks:

RISK TYPE	RISK DESCRIPTION	RISK MANAGEMENT	IMPLEMENTATION PERIOD (SHORT - MEDIUM - LONG)	FINANCIAL IMPACT (LOW - MEDIUM - HIGH)
Technology Risks	<ul style="list-style-type: none"> <li>Potential disruptions related to network infrastructure</li> <li>Interruption and/or disruption of information technology activities</li> <li>Cyber security risks</li> <li>Risks for the protection of personal data</li> <li>Rapidly evolving world of technology and innovation</li> </ul>	<ul style="list-style-type: none"> <li>Monitor/assess industry requirements, new markets and potential market needs</li> <li>Highest level of fulfilment of customer expectations.</li> <li>Actions taken in response to changing customer needs and demands</li> <li>Upward improvement of company performance</li> <li>Audit and analyses</li> <li>Maintenance and repair</li> <li>Subcontractor management</li> <li>Monitoring and ensuring compliance with regulatory requirements/standards</li> <li>To follow up consumer researches</li> <li>Products offered at the best price</li> <li>Campaigns</li> <li>Responsible advertising and marketing</li> <li>Products that support a healthy lifestyle</li> </ul>	Medium	Medium and High
Sectoral Risks	<ul style="list-style-type: none"> <li>Fluctuating sectoral dynamics and evolving market demands</li> <li>Competitive environment</li> <li>Be responsive to changes in customer expectations</li> <li>Adherence to governmental policies and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Monitor/assess industry requirements, new markets and potential market needs</li> <li>Highest level of fulfilment of customer expectations.</li> <li>Actions taken in response to changing customer needs and demands</li> <li>Upward improvement of company performance</li> <li>Audit and analyses</li> <li>Maintenance and repair</li> <li>Subcontractor management</li> <li>Monitoring and ensuring compliance with regulatory requirements/standards</li> <li>To follow up consumer researches</li> <li>Products offered at the best price</li> <li>Campaigns</li> <li>Responsible advertising and marketing</li> <li>Products that support a healthy lifestyle</li> </ul>	Short - Medium and Long	Medium and High
Employees	<ul style="list-style-type: none"> <li>Access to skills, changing competencies</li> <li>Risk of increase in employee turnover rate</li> <li>Risks related to the working environment</li> </ul>	<ul style="list-style-type: none"> <li>Provision of qualified and skilled labour force and activities for talent acquisition</li> <li>Ensuring a safe working environment</li> <li>Provide employees with opportunities for self-actualisation</li> <li>Career planning studies</li> <li>Events, trainings and seminars</li> <li>Comprehensive employee benefits</li> <li>Effective performance management system</li> <li>Analyses carried out on the commitment of employees</li> <li>Assistance with internal entrepreneurship initiatives</li> </ul>	Medium and Long	Medium



# CORPORATE GOVERNANCE

## INTERNAL CONTROL and AUDIT

“ **Through our internal control system and internal audit activities, we manage our operations effectively, efficiently and responsibly, and ensure that our approach to sustainability proceeds with growing vigour.**

We implement the Internal Control System in all of our processes, from guaranteeing complete adherence to legal requirements and standards to the dependability of our financial reporting system. As a result, we standardize processes, roles and their respective authorities, documented procedures, and policies in compliance with our sustainability management. In the short, medium, and long terms, this strategy supports our integrated risk governance mechanism for all of our stakeholders and operational processes.

We consider our internal control system to be part of our integrated risk management process and review the effectiveness of the system through regular internal audit reviews. These audits support our social, environmental and governance objectives as well as our financial performance. The audit activities carried out 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. In addition, all our employees, stakeholders, customers and suppliers can submit complaints through our Ethics Hotline.

These complaints/reports are primarily evaluated by our Internal Audit function and the necessary investigations are carried out. Should the follow-up process identify areas for improvement, these are recorded as audit findings and action is assigned to the relevant departments. We aim to use the improvements made to accelerate our company’s long-term business and sustainability performance.

## SUPPLY CHAIN MANAGEMENT

### Supply Chain

As Tat Gida, we operate in full awareness of the importance of sustainable agriculture and food practices. We are carrying out important work in this field, particularly in identifying the measures to be taken against the risks of climate change and creating action plans. When considering climate risks, we consider supply chain risk as a risk that will affect our operations. The sustainability of our supply chain, in relation to its environmental, social and economic impacts, is fundamental to our business.

For this reason, we place our supply chain at the centre of our commitment to sustainability and are guided by the principles of transparency, quality and collaboration in fulfilling this commitment. We adopt environmentally friendly practices at every stage, starting with agricultural products, 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 fundamental to our supply chain. To this end, we focus on waste management, energy use and the reduction of greenhouse gas emissions throughout our supply chain.

“ **At every point in our supply chain, we place a high priority on social benefit and observance of human rights.**

From Japan to the USA, we export to more than 43 different countries. To maintain our place in the international marketplace, we are committed to sustainability. Our progress in this area is evidenced by a steady increase in our supplier base. We now have a total of 1235 suppliers. We aim to make a fair and sustainable contribution to our suppliers and local communities through our supply chain. We recognize that it is our ethical business responsibility to support, encourage and train our farmers and to stimulate local economies.

We have 1,183 local suppliers. Furthermore, 95% of our supplier payments are made to local suppliers.



# CORPORATE GOVERNANCE

## SUPPLY CHAIN MANAGEMENT



“Our purchasing department leverages the power of digital efficiency to improve supply chain management through the use of SAP, SRM, and SLC programs. Our operating procedures are optimized and supplier communication is enhanced by these digital solutions.

Adhering to our ethical principles and application guidelines, we conduct e-auctions through e-tender portals to make all our purchasing processes transparent. This practice increases accountability and makes supplier-purchaser relationships traceable.

Collaborating with the purchasing, R&D, and quality departments, quality control and supplier assessments are completed in compliance with the requirements and regulations of the time. When choosing suppliers, we consult independent auditors, and we regularly monitor each supplier's performance. The foundation of development and improvement negotiations is the scores received from supplier assessments.

We make sure that suppliers are kept under observation in risky circumstances and that cooperation is terminated as required.

Sustainability is therefore a priority in our supplier selection process. Approved suppliers are selected based on their compliance with sustainability criteria and their success in delivering quality products. Our Tat Gida Supply Chain Policy sets the general framework for human rights, occupational health and safety, the environment and ethics. In this context, we support the improvement of our suppliers' production quality, environmental and human rights awareness, and the establishment of a strong corporate culture based on business ethics by promoting cooperation.

Based on the principle of transparency in the supply chain, we are leading efforts to mitigate risks and increase efficiency in agricultural supply chains by ensuring transparency and traceability through Blockchain technology. In line with the vision of digitalization to create sustainable food security, we have started using a 100% smart contract structure in the agricultural supply chain for the first time in Türkiye by introducing the TTRACE Platform.

We value our supply chain management as a powerful tool to promote sustainability and ethical practices. We strive to strengthen this powerful tool by holding regular meetings with our suppliers throughout the year and by addressing their suggestions. We are building a sustainable future together by further developing our supplier relationships, improving product quality and collaborating. We remain committed to increasing transparency, efficiency and accountability in our supply chain.

“We are very keen to advance this goal by adhering to ethical and sustainable practices, without compromising on providing the best quality products to our customers, while fulfilling our environmental and social responsibilities.

SUPPLIER DATA	2021	2022	2023
Total number of suppliers	1,246	1,235	1,108
Total number of local suppliers	1,221	1,183	1,041
Percentage of local suppliers (%)	97.99	95.79	93.95
Total payments to suppliers (TL)	707,036,798	1,990,417,125	1,883,192,972
Total payments to local suppliers (TL)	643,145,378	1,892,577,217	1,792,142,840
Total number of new suppliers	250	310	27
Percentage of payments to local suppliers out of total payments to suppliers (%)	91%	95%	95,17%

# CORPORATE GOVERNANCE

## VALUE CHAIN MANAGEMENT

“ **Our value chain is the foundation of our responsibility as a food company, embracing sustainability and accountability at every stage. This chain represents the journey of our products from source to table, and throughout this journey we embrace the principles of sustainability at the highest level, working with vigour to ensure that our customers have confidence in the quality and integrity of the source.**



### Value Chain

The source of our products is agricultural land. We are therefore committed to ensuring the sustainability of agriculture through sustainable good agricultural practices and farmer engagement. 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 key aims of this project are to ensure that contract farmers benefit from the financial resources we use to create value and to support their financial sustainability.

In this context, farmers have access to agricultural finance without waiting for their receivables to mature, without the need for limits, without collateral and at reasonable market conditions. In 2022, for the first time, we offered farmers the Efficient Farmer Credit Card, which they can use unconditionally and without a guarantor to meet their agricultural input needs, free of interest and at harvest maturity. The project has provided 157 farmers with additional financing options. We have also provided pre-financing to our farmers. A total of 476 farmers have received financing totalling TL 133.3 million through the farmer pre-financing scheme.

We further developed multiple collaborations to support our farmers. In this context, we provided a total of TL 4.3 million in fuel support to 277 farmers with the “Fuel Card” we offered in cooperation with OPET in 2023.

Sustainability principles such as energy efficiency and waste management are key priorities in the manufacturing phase of our products. Improving our manufacturing processes and adopting best practice is an important factor in minimizing our environmental impact.

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

The quality, freshness and reliability of our products are essential to ensure customer satisfaction throughout our value chain. We value customer feedback and work to continuously improve our products.

By collaborating with our suppliers, farmers, production teams and customers, we continue to apply sustainability principles at every stage of our value chain.

These collaborations are guiding us as we strive to build a sustainable future.

At Tat Gıda, we also place great emphasis on transparency in the value chain. We share how environmental issues are managed and integrated into business goals and strategies with suppliers and customers throughout the partnership value chain, including the operational process. In addition, Tat Gıda’s Sustainability Management Committees have intensified their work to ensure the participation of external stakeholders and have started to project plan practices aimed at increasing the representation of elements throughout the value chain in an equitable manner in decision-making processes.

**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, taking responsibility for a sustainable future at every stage.**



# Sustainability Management

**As Tat Gida, we have recently accelerated our sustainability performance. With our work in all ESG performance areas in 2023, we have become a more active and harmonious institution with the new business approach in which our community and the global business world are increasingly participating.**





# SUSTAINABILITY MANAGEMENT

**As Tat Gıda, we have recently accelerated our sustainability performance. With our work in all ESG performance areas in 2023, we have become a more active and harmonious institution with the new business approach in which our community and the global business world are increasingly participating.**

We have been included in the Borsa Istanbul Sustainability Index since 2016. We manage our activities in a way that strengthens this position. Thanks to this approach, we have improved our ESG performance to 74 out of 100 in the Refinitiv rating system. As a company, we are continuing this performance with a unique model that meets the demands of today's sustainability approach.

The United Nations Sustainable Development Goals, which are clearer and more inclusive on a global scale, and the World Economic Forum's Environmental, Social and Governance (ESG) metrics, which provide the framework for the roadmaps that business has created to achieve these goals, have also formed the basis of our sustainability approach. In line with the 10 principles of the United Nations Global Compact (UNGC) and the metrics of Stakeholder Capitalism, we operate our sustainability model under four main headings: Values, World, People and Society.

At Tat Gıda, we reviewed the company's contribution and impact in 2023 in more detail under all these headings. Thus, we have defined our goals more clearly. We set clear goals for social development, direct and indirect contributions to the local and global economy, the health and well-being of all internal and external stakeholders, and the protection of the world. We have also accelerated technical studies to build performance on a more traceable, reportable and accountable infrastructure to achieve these goals.

Throughout 2023, we have focused on more active participation of all stakeholders in our value chain in our sustainability management processes, and we have enabled this participation to grow day by day through effective work.

**“As Tat Gıda, our sustainability management now has a broader base, we are more aware of the work and goals of our internal stakeholders, and we have achieved a structure that actively contributes to development.”**



The Sustainability Management Committee meetings have become priority meetings where environmental and social performance issues are reviewed, steps to improve management quality are discussed and decided, and goals and roadmaps are clarified. Tat Gıda's sustainability management is distinguished by a structure in which all internal stakeholders contribute with the highest level of participation.

Sustainability Management Committees have intensified their work to ensure the participation of external stakeholders and have begun to develop practices to increase the equitable representation of elements across the value chain in decision-making processes.

In 2023, as Tat Gıda, we had the opportunity to explain how we have focused on sustainability in all business processes by publishing our first Sustainability Report on our 2022 activities.

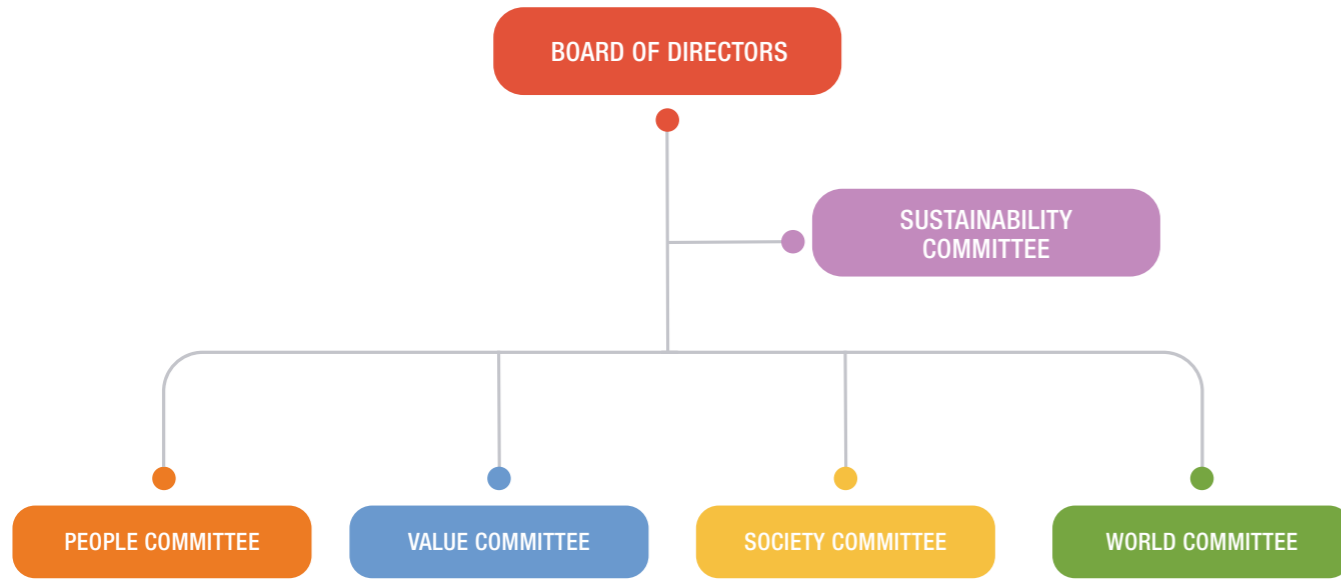
We also applied to join the UNGC, and our application was accepted, enabling us to join the ranks of UNGC member companies. In this context, we have expanded the scope of the data we share on the transparency of our activities in line with global principles.

**“At Tat Gıda, we are aware of the importance of sustainability for the future of the planet and our business. With this in mind, we focus on responsible production and supply approaches now and in the future. We also prepare investment plans that create value. We work for a better world by addressing environmental, social and governance issues within our sphere of influence, together with all our stakeholders.”**

# SUSTAINABILITY MANAGEMENT

## SUSTAINABILITY MANAGEMENT STRUCTURE

As Tat Gida, we oversee sustainability management with 1 main committee and 4 sub-committees. In the governance structure we have created, the main Sustainability Committee is chaired by Tat Gida’s General Manager. While the People Committee, the Values Committee, the Society Committee and the World Committee report their work to the Sustainability Committee on a regular basis, the work of the Sustainability Committee is reported to the Board of Directors through the Tat Gida General Manager, thanks to the structure created.



### Sustainability Priority Setting and Prioritization Analysis

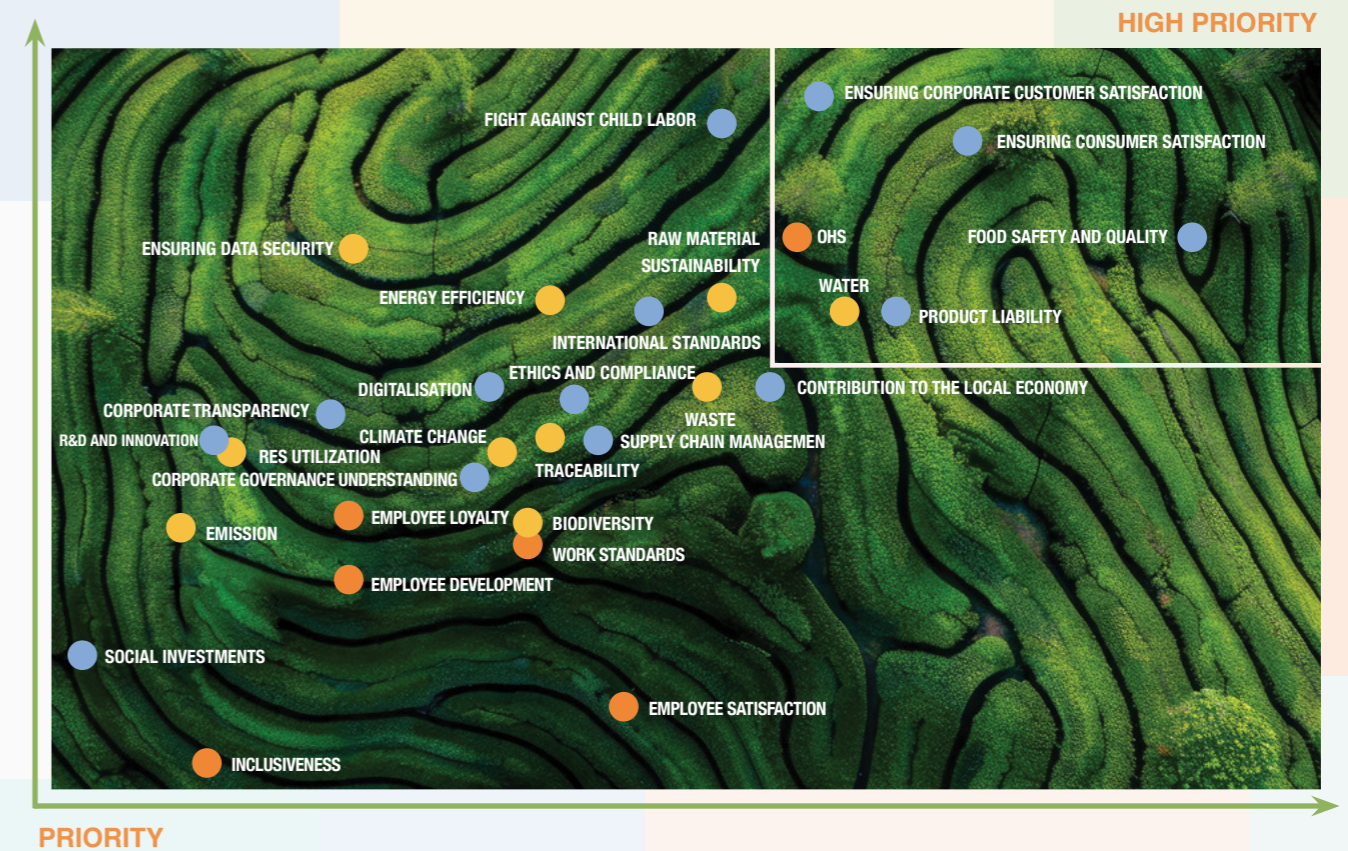
As Tat Gida, we had the opportunity to gather the opinions and expectations of our valued stakeholders on our strategic sustainability priorities through the Prioritization Analysis we conducted for the first time this year.

We undertook an extensive research process to identify the priority issues that form the basis of our analysis. We identified our priority issues for Tat Gida by evaluating national and international legislation and standards, trends, megatrends and sector dynamics. We obtained stakeholder opinions and suggestions on the priority issues we identified through surveys and one-on-one interviews.

We received a total of 154 responses from 74 external stakeholders and 80 internal stakeholders to our Prioritization Analysis survey, which guides our sustainability strategy. We used the responses to carry out a comprehensive prioritisation analysis. As a result of our analysis, we identified a total of 30 priority issues across the environmental, social and governance areas. This comprehensive analysis enabled us to understand the priorities and expectations of all our stakeholders and to assess the impact of our priority issues on our operations. We determined that these headings will remain valid in 2023 and have structured our report in line with these priorities.

## PRIORITIZATION MATRIX

As a result of our prioritization analysis, which reflects external trend analysis, one-on-one interviews, stakeholder surveys and Tat Gida’s strategy, we present our priorities in the matrix below as the intersection of stakeholder priorities and Tat Gida’s priorities.



# SUSTAINABILITY APPROACH and FOCUS

## Our Roots Values

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

Tat Gida aims to be a reliable global brand with a management approach that ethically cooperates with all its stakeholders, is committed to its founding values, is able to analyse risks and opportunities for our future, and focuses on quality in every process.



# SUSTAINABILITY APPROACH and FOCUS

## Our Effort People

Tat Gida is an institution that respects labor with its employees, engineers, managers and all business partners, especially our farmers.

Tat Gida attaches the utmost importance to equal opportunities in an environment free of discrimination and prejudice for the creation of a more livable world; it respects the contribution of all stakeholders in decision-making processes.



## Our Soil The World

Tat Gida is aware that our existence as humanity depends on the continuity of our planet.

Tat Gida's principle is to carry out all processes and activities from field to table in a way that protects the health of our soil, water and air, while contributing to the protection of the planet through good agricultural practices.



## What We Share Society

Tat Gida is careful to share its values, land and labor with all its stakeholders and to ensure that all its products are accessible.

Tat Gida pays attention to the enrichment of the social structure in which it operates in all regions and prepares for the future with its development activities and carries out continuous research and development activities in this direction.



# SUSTAINABILITY MANAGEMENT

## SUSTAINABILITY MANAGEMENT STRUCTURE

SUSTAINABILITY GOALS			
HUMAN RESOURCES		ENVIRONMENT	
<b>Women Employment</b> Increase female employment by at least 10% compared to 2022 CONTINUOUS	<b>Employee Satisfaction</b> Implementation of "first day of school leave" for employees with children 2024	<b>Carbon Emissions Management</b> Reducing carbon emissions as part of the fight against climate change CONTINUOUS	<b>Water Consumption</b> Achieving 5% water savings in 2024 2024
<b>Prioritize women in critical operator positions</b> CONTINUOUS	<b>Implement a childcare support program for employees with children</b> 2024	<b>Zero Waste Management</b> Implementing the Zero Waste model and certifying all facilities CONTINUOUS	<b>Energy Consumption</b> Reducing the amount of energy consumption per ton of product CONTINUOUS
<b>Ensuring Occupational Health and Safety</b> Zero Accident CONTINUOUS	<b>Female Employee Ratio in Senior Management</b> Maintain 50% female employee ratio CONTINUOUS	<b>Traceability</b> Popularization of traceability projects CONTINUOUS	<b>Renewable Energy</b> Renewable Energy to implement Solar Power Plant Projects starting from 2022 2025
		<b>Digitalization Projects</b> Achieving 5% energy savings every year through energy saving projects CONTINUOUS	

SUSTAINABILITY GOALS			
AGRICULTURE	SUPPLY CHAIN	R&D	SUSTAINABILITY
<b>Farmer Trainings</b> Continuing farmer training CONTINUOUS	<b>Supplier Contracts</b> Adding sustainability criteria to purchasing contracts by 2024 2024	<b>Packaging</b> Reducing the amount of paper and plastic used in packaging CONTINUOUS	<b>BIST Sustainability Index</b> Improving our LSEG ESG score CONTINUOUS
		<b>Developing sustainable packaging</b> 2025	
		<b>Reducing single-use plastics in packaging by 1% by 2023</b> 2025	
<b>Digital Agriculture</b> Continuing Digital Agriculture Projects CONTINUOUS	<b>Logistics</b> Realizing transportation optimization in the supply chain 2027	<b>Product Quality</b> Reducing the amount of fat, salt and sugar used in all product categories by 2023 2024	<b>CEO Water Mandate</b> Becoming a signatory to the CEO Water Mandate 2026



# SUSTAINABILITY MANAGEMENT

## RELATIONS WITH STAKEHOLDERS



**We manage our sustainability efforts by taking into account the priorities and expectations of all our stakeholders. We are committed to transparent and effective communication with our stakeholders.**

We determine the methods and frequency of communication according to our stakeholders' qualifications and priorities in order to meet their expectations and needs. We communicate with our stakeholders through a variety of channels and at a defined frequency, involving all our stakeholders in our sustainability strategy and integrated decision-making processes. This approach is designed to ensure the success of our business model, both now and in the future.



STAKEHOLDERS	COMMUNICATION METHOD	FREQUENCY OF COMMUNICATION
Employees	Trainings	Continuous
	Information and Announcements via Intranet	Instant
	Corporate Website	Continuous
	Intranet	Continuous
	Social Media	Continuous
	Corporate Publication (Monthly Bulletin)	Continuous
Shareholders, Investors and Analysts	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
	One-on-One Meetings and Interviews	Upon request
	E-mail	Upon request
	Investor Presentations	Quarterly basis
	Financial Performance Assessment Meetings	Quarterly basis
	Customers	Corporate Website
Customer Satisfaction Measurement		Annual
Suppliers	Training	Periodic
	E-mail	Continuous
	SMS	Continuous
	Meetings	Continuous
Farmers	Training	Continuous
	E-mail	Continuous
	SMS	Continuous
	Meetings	Continuous
Retail Dealers	E-mail	Continuous
	SMS	Continuous
	Meetings	Continuous
	Training	Periodic
Academic Institution	University – Industry Collaboration	Periodic
	Career Fairs	Periodic
	Career Talks	Periodic
	Training	Upon request
Public Institutions	Audit Report	Annual
	Activity Report	Annual
	Training	Annual
NGOs	Working Groups	Upon request
	Memberships	Annual
	Activity Report	Annual
	Meetings	Upon request
Media	Press Releases	Continuous
	Interviews	Upon request
	Activity Report	Annual

# Fighting the Climate Crises



**As Tat Gida, we have a deep awareness of the environmental challenges our planet faces. The IPCC's latest assessment reports emphasize the seriousness of the effects of rising temperatures and climate change. In this context, our activities to reduce our carbon footprint, energy efficiency studies, save water and bring our waste closer to zero, supported by digital transformation strategies, enable us to take concrete steps towards a sustainable future.**



# FIGHTING THE CLIMATE CRISIS

## TAT GIDA ENVIRONMENTAL MANAGEMENT APPROACH



As Tat Gida, we have a deep awareness of the environmental challenges our planet faces. The IPCC's latest assessment reports emphasize the seriousness of the effects of rising temperatures and climate change. In this context, our activities to reduce our carbon footprint, energy efficiency studies, save water and bring our waste closer to zero, supported by digital transformation strategies, enable us to take concrete steps towards a sustainable future.

“Energy efficiency and increased use of renewable energy play a critical role in reducing carbon emissions, as recommended by the International Energy Agency's (IEA) 2023 Outlook reports.

We are also conducting the processes of monitoring compliance with the Turkish Sustainability Reporting Standards and assessing liabilities. Within this framework, we are increasing our transparency and clearly revealing how we manage environmental and social risks for our investors and other stakeholders. These standards help us integrate our environmental responsibilities in line with our financial performance and become more resilient to the environmental threats specified in the World Economic Forum (WEF) 2023 report.

“As Tat Gida, we aim to use the world's limited resources more efficiently by adopting sustainable agricultural practices and digital transformation in production processes.

The regulations, technological investments and standards in our production facilities are very important steps for us to achieve our goals in this regard.

Management systems such as ISO 50001, ISO 14001 and ISO 14064 enable us to continuously improve our environmental performance. These standards provide a systematic approach to reducing environmental risks in a wide range of areas, from water and wastewater management to emissions reduction, from hazardous substance control to energy efficiency. In addition, ISO 14064, Ministry of Environment combined audit and customer audits were successfully completed in 2023.

We fulfil our environmental obligations by ensuring compliance with legal limits in wastewater management through innovative systems such as the Continuous Wastewater Monitoring System (CWMS). We fully comply with environmental legislation and national/international environmental standards. Hence, we have not incurred or paid any environmental fines during the reporting period.

We provided a total of 163 person\*hours of environmental training to our employees during the reporting period.

ENVIRONMENTAL EXPENDITURES	2021	2022	2023
Expenditures for environmental investments (TL)	14,155,827	18,822,612	16,483,176



# FIGHTING THE CLIMATE CRISIS

## DIGITAL and SUSTAINABLE AGRICULTURE

As Tat Gıda and our contracted farmers, we initiated digital agriculture studies in 2018 to pioneer the development of digital agriculture, and our digital field area reached 6,300 decares in 2023.



Within the scope of this concept agricultural activities, while the average yield per decare in the region is 7-8 tons, Tat Gıda achieves a yield of 10-11 tons per decare with the help of technology solutions and good agricultural practices used in its digital fields. In addition, the cultivation cost per ton of tomatoes is 10-30% lower than the regional average.

As Tat Gıda, we aim to increase the quality and efficiency of production by providing communication to farmers and improving their skills in tomato production as part of the digitalization program in the agricultural sector, where we are pioneers with a vision of sustainable agriculture.

With our institutional memory and knowledge of agriculture, we support farmers in sustainable agriculture. With this support, we are also embedding digital agriculture and leading the transformation of agriculture. We aim to ensure that new agricultural technologies are experienced in practice together with food production processes.

In this context, we first applied digital agricultural technologies and innovative applications that improve the quality and efficiency of farming in Tat's agricultural lands. In this way, we have gained experience in digitalization and worked to familiarize farmers with useful technologies.

### COST OF CULTIVATING TOMATOES REDUCED BY 30% WITH DIGITAL FARMING

Digital agriculture and contract farming, which were launched in 2018 to pioneer the development of digital agriculture, reached 6,300 decares in 2023. Under these conceptual agricultural activities, while the average yield per decare in the region is 7-8 tons, Tat Gıda achieves a yield of 10-11 tons per decare with the help of technology solutions and good agricultural practices used in its digital fields. In addition, the cost of growing a ton of tomatoes was 30% lower than the regional average.

### We conducted 6 digital agriculture projects in 2023:

- Digital Transformation Program/Digital Farm
- Efficient Water Use in Tomato Growing
- Tat Mobile Application
- Agrigenius + Crop Protection Program
- Seed Improvement Technology
- Contract Tomato Digital Management Platform



**With its digitalization efforts in line with its vision of sustainable agriculture, Tat Gıda is enabling farmers to produce more efficiently while making a major contribution to sustainability by popularising digital agriculture.**

**Satellite Technologies:** Satellite images of fields are analysed to provide information on crop health in the field. This allows growers to monitor crop health in the field in a much more practical way. It is an important technology that makes farming more sustainable. Tat Gıda uses satellite technology to monitor its own agricultural land and the fields of farmers in an area of around 10,000 hectares every year.

**Climate Stations:** Agricultural meteorology is a sensor that examines, measures and collects the changes and magnitudes of changes in climate parameters. Tat Gıda follows the climate information of the region in Bursa (Mustafakemalpaşa, Karacabey) and İzmir (Torbalı) with its 4 climate stations.

# FIGHTING THE CLIMATE CRISIS

## DIGITAL and SUSTAINABLE AGRICULTURE

**Digital Agriculture Station:** Digital Agricultural Stations are devices connected to the Internet of Things and packed with sensors. They are technologies that optimize irrigation by instantly monitoring soil and weather conditions in the field, facilitate disease and frost risk management, and facilitate informed pesticide decisions. Tat Gida uses 2 of the stations on its own agricultural fields.

**Mobile Soil Analyzer:** It is a digital soil scanner that analyzes the amount of nutrients in the soil in as little as 5 minutes and recommends the appropriate type and amount of fertiliser required according to the analysis results. Tat Gida assists farmers in choosing a suitable field for tomatoes or applying an appropriate fertilization program with its 3 portable Digital Soil Analyzers.

**Digital Pheromone Traps:** Pheromones emit odors that attract pests (insects). Tomato plant pests caught by pheromones in Digital Pheromone Traps are detected and counted with image processing technology using cameras in the device, and this data is shared daily via the application. These devices facilitate the tracking of pest populations, enable timely action, and reduce the economic impact of pest-related damage. Tat Gida uses 7 Digital Pheromone Traps in its own agricultural fields, primarily in the fight against "Tuta".



In the process that follows, it is envisaged that large-scale data collection, decision support systems and mechanisation will be the priority areas for investment. Irrigation management, pest and disease monitoring systems, farmer technology adoption programs and the introduction of quality and efficiency enhancing technologies and applications are planned.

“As Tat Gida, we have acquired and collaborated with many national and international business/project partners while managing all these studies and projects.”

Agricultural and digital farming services are provided to farmers through the mobile application developed by Tat Gida and used by 658 farmers. In the application;

- Daily and hourly weather information, suitable spraying hours, tractor suitability, fuel prices, news and announcements, crop health maps based on satellite analysis and the industry-first Contract Extract module are available.
- The statement module allows farmers to view information on contract tonnage, receivables and delivery performance, even across different years.



The next step is to integrate Contract Production Management into the mobile application.

In 2023, a Digital Transformation Program was launched to ensure the use of technology on a total of 6,300 acres of land, including 5,000 acres of contracted farmers' fields and Tat Gida's agricultural land, where various digital agricultural equipment was provided to farmers for the first time and monitored together. The program involved 96 contract farmers, Tat agricultural engineers and sergeants:

- More than 600 training and support sessions for farmers.
- "The Plant Health Monitoring" service was provided to contract fields using satellite technologies.
- Problematic areas were identified on phytosanitary maps based on satellite imagery and these areas were inspected with Tat sergeants. 123 photographs were taken of these problematic areas, problems were identified and necessary action taken.
- A Digital Farming Station was installed in the fields of 24 farmers. The station's temperature and humidity sensors gave them optimal irrigation recommendations and disease risk warnings. They were able to track daily insect populations via a mobile application.
- A Whatsapp group involving the farmers was set up for ongoing communication.
- Farmers logged into the satellite application 1,065 times and the Tat Mobile application and others 1,778 times.

At the end of the program, the yield increase in fields using the technology was 13.6% compared to plain yield, 5% with the use of satellites and 6% with the use of sprouts and PesTrapp.

The Digital Transformation Program has achieved 96% farmer satisfaction. In addition, Digital Field Day events are held every year to introduce farmers to new agricultural practices and technologies. The aim is to involve 1,000 farmers in training with the EBRD within two years. In the context of youth training, we organize trainings to attract young people to agriculture and to provide them with information and awareness. The aim is to reach 1,000 young people.

“Tat Gida's investments in digital agricultural applications and agricultural mechanization will reach TL 40 million by the end of 2023.”

# FIGHTING THE CLIMATE CRISIS

## ENERGY and EMISSIONS MANAGEMENT

“ Driven by a vision of a sustainable future, we have taken decisive steps to help tackle climate change.



Inspired by a vision of a sustainable future, we have taken decisive steps to address climate change. We have developed a range of projects at every point in our value chain, taking a life-cycle perspective and focusing on energy efficiency, renewable energy research, sustainable packaging solutions, responsible raw material sourcing and quality.

We have taken important steps in the area of energy in line with our goal to reduce our carbon footprint by 2023. While focusing on alternative fuels to mitigate fluctuations in energy costs, we aimed to achieve this goal through initiatives such as energy efficiency activities across the business and land-based solar power projects that promote the use of renewable energy.

We have restructured our existing Technical Affairs organization, which focuses on energy efficiency studies, energy management systems and renewable energy projects, into Technical Affairs and Energy Management. We have thereby developed our environmental management approach in the context of energy, one of the most important elements of environmental impact.

### Our Energy Efficiency Studies

Ten projects were completed as part of the energy efficiency studies carried out at the Mustafakemalpaşa, Karacabey and Torbalı plants. As a result of the projects, we achieved significant savings of 722,232 GJ of electricity and 5,960 GJ of natural gas in 2023.

Below we have summarized the inputs and outputs of various energy efficiency projects we have implemented in 2023. The projects include diverse projects such as steam condensate recovery, insulation of steam pipes, artificial intelligence-assisted water supply management, replacement of lighting fixtures, optimization of electricity supply point, efficient use of machinery, increase in steam boiler uptime, increase in efficiency of sludge transfer pumps at the treatment plant, improvement of evaporator condensate return system, lighting improvements and digital transformation projects.

“ Each project has contributed to our energy saving, operational efficiency and sustainability goals and has delivered measurable results in terms of annual energy savings.

- **Condensate recovery application:** Steam condensate recovery in the CFT ketchup preparation unit of the plant's ketchup preparation line was provided by the Pump Steam Trap application. The project yield in 2023 was 236 GJ; the annual yield is projected to be 2,840 GJ.
- **Insulation application on steam pipes:** We upgraded the insulation that had lost its properties in the plant's steam pipes and insulated our uninsulated pipes and valves. Thus, with the energy savings we have provided, the project's return in 2023 will be 3,030 GJ and its annual return is estimated at 3,860 GJ.
- **Artificial intelligence supported smart deep well project:** We saved electricity by implementing smart software and an inverter control system for deep wells that supply the company's raw water needs. The project generated 371,232 GJ in 2023.
- **Lighting upgrade:** Instead of 250 watt mercury vapour fixtures around the boiler room, RO line and cooling towers at the plant, 50 watt LED fixtures were installed to save electricity, and all fixtures were made controllable with an astronomical time clock. The project yield in 2023 will be 33.48 GJ and the annual yield is projected to be 75.6 GJ.
- **Change of power supply point:** The point at which EVA4, one of the machines used in the company's tomato paste production, receives electricity has been changed. The supply point of the machine, which normally receives electricity from a distance of 350 meters, was moved to a new transformer point by shortening it by 200 meters. The yield of the project in 2023 amounted to 36.72 GJ; the annual yield is estimated at 43.2 GJ.
- **Efficient use of machinery:** Energy savings were achieved by replacing the 2003 model screens used to separate tomato pulp and juice in the tomato paste line with more efficient and higher capacity 2023 model screens. The project yield in 2023 amounted to 20.52 GJ; the annual yield is estimated at 38.52 GJ.
- **Increasing the efficiency of the boiler:** The company's most efficient steam boiler, the 2021 model, operates synchronously with the Apollo pre-evaporator, which operates at a higher pressure (15 bar) than the operating steam pressure (12 bar). As the Apollo evaporator operates when capacity utilization exceeds 50%, it operates for approximately 50 days of the average 75-day production season. In order to benefit from the efficient boiler during the 25 days of operation, a 4.5% reduction in steam production costs was achieved by connecting the steam boiler to the operating steam facilities

# FIGHTING THE CLIMATE CRISIS

## ENERGY and EMISSIONS MANAGEMENT

- **Improving the efficiency of sludge transfer pumps in wastewater treatment plants:** An average efficiency loss of 25% was found in 7 wastewater transfer pumps with a capacity of 300 m3/h at the treatment plant. The worn-out pump fans that caused the efficiency loss were replaced and the pumps were operated at full capacity. The gain of the project in 2023 was calculated at 249.48 GJ.
- **Evaporator condensate return system separation and steam trap applications:** The aim is to reduce and eliminate the production slowdowns and energy losses caused by the elements identified as a result of installation inefficiencies and out-of-service fittings in the T90 and T60 groups in the tomato paste production evaporator section of the plant. In total, 2 evaporators worked together for 34 days/season. The gain of the project in 2023 amounted to 1,220 GJ.
- **Implementation of lighting improvements:** 40% of the lighting in the business environment has been replaced with LED lights, saving electricity. The project's yield in 2023 was 10.08 GJ; the annual yield amounted to 19.8 GJ.
- Tat Gıda continues to develop the projects it has commissioned to make its production lines traceable from end to end and to make potential opportunities visible on a large scale, as part of its goal to be included in the network of lighthouses it operates with the Pole Star metaphor. The digital transformation roadmap has been clarified as of April 2022 with the SIRI digital maturity assessment method, officially recognized by the World Economic Forum (WEF). More than 20 use cases and 10 PoCs have been carried out. Project focus areas are energy efficiency, process capability, IoT infrastructure, data-driven traceability and decision support systems.

Outstanding projects in this context:

- **Artificial intelligence-assisted Water Supply Management Project: Project savings 103,000 kWh/year**
- **Sauce Line Energy Cost Mapping Project: Project savings 50,000 kWh/year**

In line with the strategic roadmap and the digital transformation vision, projects will be implemented in the areas of process optimization, energy efficiency and maintenance management. The applied technical training series launched in 2023 to deploy the decision support and automation infrastructure with internal resources will continue.

As part of the WEF Lighthouse Community, efforts will continue to increase and disseminate the number of use-cases.

**“ We review our work in light of the Sustainable Development Goals, international standards, legal obligations and future climate-related regulations/standards. We identify climate risks and opportunities, develop our environmental strategy and integrate it into the corporate strategic plans.**

To ensure that we meet the opportunities presented by our business at the highest level, we approach the process of reducing carbon emissions from a broad perspective, from our supply chain to our customer relations. We are in constant communication with our internal and external stakeholders, taking proactive action based on up-to-date information, following industry best practice and developing innovative solutions to reinforce our leadership in sustainability and climate change.

Solar Power Plant project developed in Manisa Akçaköy for the Torbalı Operation.

The call letter process has been completed for the 7.3 MWe Solar Power Plant project being developed in Afyonkarahisar Çiçektepe for Mustafakemalpaşa and Karacabey facilities. Thanks to these projects, 70% of the total electricity consumption of our 3 sites will be supplied by renewable sources.

As part of our Carbon Transformation Program, we are committed to reducing emissions through investments in renewable energy. In this context, the connection agreement and zoning approval processes were completed for the 1.98 MWe

We measure our greenhouse gas emissions from our current operations and track them comparatively over the years. We have achieved I-REC certification, which verifies that the electricity we use is generated from renewable sources.

GREENHOUSE GAS EMISSIONS	2021	2022	2023
Scope 1 (tons CO <sub>2</sub> e )	43,260	45,555	38,662
Scope 2 (tons CO <sub>2</sub> e )	10,735	0	0
Total (tons CO <sub>2</sub> e )	53,995	45,555	38,662
Carbon Emission per ton (kg/ CO <sub>2</sub> e)	0.398	0.303	0.28

Ultimately, by sharing these activities with our stakeholders in a transparent, accountable and measurable manner, and by acting on the principle of continuous improvement, we are actively fulfilling our responsibility to address and fight climate change. With this strategy, we are making a significant contribution to the sustainable development of our business and managing our impact on the environment in the best possible way.



# FIGHTING THE CLIMATE CRISIS

## WATER and WASTEWATER MANAGEMENT

**Mounting pressure on natural resources will be a serious concern for the sustainability of our resources in the future. In this context, we are incorporating efforts to conserve water into our business model.**



Our priorities include ensuring sustainability, efficient use of resources and discharging wastewater within legal limits while avoiding harm to the environment.

We demonstrate our commitment to the environment with wastewater treatment facilities at our production sites. The biological wastewater treatment plant built at our factory in the Mustafakemalpaşa district is the largest private sector plant in the region. To meet the needs of our factory, we will implement a project to increase the capacity of our wastewater treatment plant in Karacabey next year.

In the regions where our facilities are located, we apply discharge limits to the receiving environment in accordance with the Water Pollution Control Regulation, and the discharge standards of the treatment plant are monitored 24/7 by the Ministry of the Environment and the Provincial Environmental Directorates to which we are affiliated through the Continuous Wastewater Monitoring Cabinets located at our facilities.

We monitor the wastewater treated at all of our wastewater treatment plants by analyzing it at regular intervals in both the plant laboratory and accredited institutional laboratories.

**Water saving projects implemented in the factories have raised the water recovery rate to 30%.**

AMOUNT OF WATER and WASTEWATER*	2021	2022	2023
Water consumption (thousand m <sup>3</sup> )	3,665	4,497	4,406
Water consumption per ton (m <sup>3</sup> )	27	30	32.5
Amount of wastewater (thousand m <sup>3</sup> )	3,295	4,047	3,969

\* Total amount of water consumption per annual production amount.

## WASTE MANAGEMENT

Population growth and ever-changing consumer habits are accelerating resource consumption and waste generation, bringing environmental impacts to the forefront every day. The traditional “use and dispose” model leads to unlimited use of resources and uncontrolled generation of waste. In contrast, the circular economy approach promotes the reuse of resources and their integration into the economy.



**At Tat Gıda, we attach great importance to waste management and the circular economy approach throughout the supply chain. We are committed to minimizing waste from production at source as far as possible, and to recycling where this is not possible. To this end, we develop waste minimization and management policies and take effective measures to reduce the amount of waste we produce.**

We cooperate with licensed companies and licensed waste transporters to recover/generate energy from waste that is disposed of in our production facilities. In this way, we contribute to environmental sustainability and support the circular economy model.

With the Drum Reuse Project, which we launched in 2023, we started to reuse the conical drums used in all our operations after their repair and maintenance processes. We launched our project in June and reused 278 tons of waste by the end of the year.

WASTE (TON)*	2021	2022	2023
Hazardous	42	14	17
Recycled	3,355	2,213	2,440
Recovery for energy purposes	7,069	6,248	4,100

## FIGHTING THE CLIMATE CRISIS

### ZERO WASTE MANAGEMENT SYSTEM

“ At Tat Gıda, we monitor our environmental performance with the aim of continuous improvement. With the Zero Waste Management System we have established, we aim to minimize the amount of waste, promote recycling and reintroduce waste into the circular economy. This system is based on the principles of the circular economy and ensures that natural resources are used in a more effective and efficient fashion.



We are planning strategies to reduce waste in all processes, from product design to production, from the logistics network to the end user, awareness raising on waste management, exploring new waste recycling technologies, collaborating with suppliers in line with circular economy principles, and campaigns and events for consumers in line with the Zero Waste Management System.

### CARING FOR NATURE and ANIMAL HABITATS

“ At Tat Gıda, we have, since the day we were founded, prioritized a number of studies that directly or indirectly affect the biodiversity and natural environment of our facilities.

We have demonstrated the importance we attach to the ecosystem and to life by creating a 25-hectare grove area around our Tat Gıda plant in Bursa Mustafakemalpaşa with the support of our employees. We have expanded the grove area by adding new trees to those that were there before the factory became operational, on land that includes pine, chestnut, cedar, blue spruce, fir, cypress, sycamore, ash, plum, loquat and palm trees.

We have developed a biodiversity project to protect the Anatolian squirrels of the genus *Sciurus Anomalus*, which live their natural life in our Mustafakemalpaşa facility, by building a “squirrel crossing bridge” and “squirrel houses” on the trees within the premises.

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



# Human Rights Approach and Decent Working Environment



**One of Tat Gida's fundamental goals is to create a working environment that respects human rights. To this end, we aim to communicate human rights concepts and principles within Tat Gida, and we regularly evaluate and improve our human rights performance.**





## HUMAN RIGHTS APPROACH and DECENT WORKING ENVIRONMENT

“ Our ethical business conduct, a key element of our core values, includes respect for human rights throughout the value chain. Our approach to human rights is also integrated with the understanding that we will demonstrate a respectful attitude towards human rights in our engagement with all our stakeholders and act in compliance with these principles.



As demonstrated by the UNDP Human Rights Due Diligence Training Facilitation Guide shared in Turkish in 2023, public concern about human rights abuses in business operations and global supply chains is considerably increasing. At this point, we are creating a human rights-focused framework with our various policies such as Human Rights and Supply Chain. Through this framework, we encourage collaboration, raise awareness of human rights among business partners, suppliers, distributors and contractors, and support the adoption of a human rights-based corporate culture.

We are committed to creating a decent work culture at Tat Gıda, respecting the rights of our employees and opposing all forms of discrimination.

We prioritize the protection of our employees' rights regardless of religion, language, race, gender and similar discrimination. Within our company, we provide a working environment aligned with our ethical values, the United Nations Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work.

We are committed to creating a workplace culture where everyone who works at Tat Gıda feels safe and secure, and we are working towards a decent work environment where our employees can exist in all their diversity. Through the Human Rights Policy, we communicate the importance we attach to human rights to our employees and all relevant stakeholders.

As Tat Gıda, we have zero tolerance for child labor and forced labor. We respect our employees' right to freedom of association and collective bargaining and provide a working environment that meets health and safety requirements.

We adhere to our policies on working hours and wages, personal development, privacy and political activities. You can access the relevant policy via the link.

At Tat Gıda, we have a comprehensive compliance program consisting of a set of rules, policies and procedures designed to identify and manage compliance issues through a risk-based process. Our compliance program, which provides a comprehensive framework for our entire value chain, includes human rights. According to the International Human Rights Organisation (IHRO), companies can provide public transparency and accountability for human rights violations by regularly reporting on their human rights performance.

To this end, through our Tat Gıda 2023 Activity Report, we transparently share with the public our approach to preventing discrimination, eliminating inequality, implementing remedies for human rights violations and the progress of actions taken as a result of violations of this approach.

“ We respect human rights in our engagement with the society and take into account the rights and needs of local communities in the regions where we operate. We work to promote community involvement by emphasizing transparency and participation in our activities.

# HUMAN RIGHTS APPROACH and DECENT WORKING ENVIRONMENT

## EMPLOYEE PROFILE

**“ We act with the awareness that our employees are our most important stakeholders in adapting to the changing world, and we place our employees at the core of our business to grow and develop Tat Gida.**

In this context, we have set a target to increase the proportion of female employees and not to fall below 50%, and remain committed to this goal. The fact that 42% of our new hires are women and that 40% of our promotions by gender in 2023 are women are key indicators of progress towards our goal.

We firmly appreciate the power of learning from experience across generations, and we continue to be inspired by those who have been with Tat Gida for many years. Approximately 20% of our employees have been part of the Tat Gida family for over 10 years.

At Tat Gida, we perceive leadership as one of our most important facilitators. We are very pleased that the proportion of women among our Senior Managers, who are our leaders who facilitate this path, has been 50% for 4 years and that the proportion of women employees in first level management positions is 46%, and we continue to work with firm determination to approach our goals every day. In addition, the proportion of women on our Board of Directors is around 45%.

We value the diversity in our employee profile, which is the most important indicator of Tat Gida's knowledge and experience, and we believe that differences enrich our company. In this regard, we are working to mainstream gender equality and improve the representation of female employees within Tat Gida.

**We aspire to increase the retention of our employees by providing a peaceful and enjoyable working environment. In this direction, the average seniority of our employees was 8 years in 2023.**

A total of 42 employees received instant rewards in our company, where fair rewards are sincerely appreciated. More than 80 of our employees received Continuous Improvement and Best of the Year awards. Hundreds of employees were also recognized with seniority-based appreciation awards and TPM and ISG awards.

The fact that our employees at Tat Gida have different cultural backgrounds, talents and experiences helps us generate creative solutions. We strive to remove barriers in the work environment and take firm steps to become an inclusive company. The number of employees with disabilities in our company is 25, in compliance with the applicable legal thresholds.

In 2023, the promotion rate by gender was 40% female and 60% male. The share of women in the gender distribution of new hires increases each year. In 2023, 18% of new hires are women.

Our employees are known for their determination to be the best in their fields of expertise. Each of our employees closely follows the changes in the sector and is constantly on the path to self-improvement. As Tat Gida, we take care to provide them with the support they need to confidently climb their career ladder. We are also proud to act with a commitment to making a difference not only in the business world but also in society. Our employees participate in volunteer work, support local communities and fulfill their social responsibilities with their sense of responsibility and sustainability perspectives. They expand the circle of positive impact of our company by making a difference not only in the business world but also in society.

**“ We implement sustainability not only in our products but also through our employees. Our employees' commitment to these values contributes greatly to our company's achievement of its sustainability goals. We know that building a fairer and more sustainable future is only possible together, and we work together towards this end.**



# HUMAN RIGHTS APPROACH and DECENT WORKING ENVIRONMENT

## EMPLOYEE COMMITMENT and EXPERIENCE

**“ Ensuring that all our employees have a decent working environment is the foundation of our business.**



Empowered by this foundation, as Tat Gida, we have focused on operational efficiency, employee experience and human-centred practices, leadership and competency development, and diversification of talent attraction and retention practices in our 2023 HR processes.

We believe that our definition of success also comes from a decent working environment, and we know that our employees play an important role in achieving this success and our fundamental goals, and in delivering impact-oriented benefits to our customers, society and the planet.

Acknowledging this critical role, we strive every day to improve our employees’ work life experiences, listen earnestly to what they have to say, and take action where appropriate. We continue our work with the satisfaction of implementing more than 50% of the suggestions submitted by our employees.

At Tat Gida, we are convinced that the essence of a good team lies in the moments we spend together. With this in mind, we had a year full of evaluations and celebrations in 2023, where we frequently gathered in different locations. In our approach to employee experience, we make sure that everyone’s voice is heard and that we create spaces for our employees to participate. At Tat Gida, our employees can express their concerns confidentially through the Ethics Line, which they can access whenever and wherever they want. Incoming requests are translated into action through meticulous and humane work.

We are developing Tat Gida’s digitalization strategies to further improve our employee experience. In line with this, we continued our system integration and Robotic Process Automation (RPA) implementation studies to support the efficiency of HR processes in 2023. We implemented a performance system to monitor the performance of temporary employees.

**We believe we need to strengthen our resilience so that our employees and our company can keep pace in today’s ever-changing environment, where local and global influences are increasingly prevalent.**

At Tat Gida, we build our employee experience on people and understanding people, and we align our actions and goals accordingly. Our goal is to be successful in our sustainability efforts and to create an inclusive, empowering culture of growth and transformation that ensures the well-being of our employees. We prioritize a thorough understanding of our current cultural structure and design our actions within the framework of a culture that can adapt to change and transformation in an intergenerational working environment.

Through our development-oriented mentoring system within Tat Gida, we support the empowerment of our employees and encourage each individual to discover their unique potential.

We intend to work with our employees for the long term, and in this regard we regularly receive the opinions and evaluations of our employees. 96% of our employees participated in the Tat Gida Employee Loyalty Survey we organized in 2023 and our employee loyalty score was 58.2%, with an increase of +3 points for office employees.

We accelerate our improvement efforts by gathering feedback from our employees through surveys and aligning our actions with their assessments. As a company that values continuous development, we strengthen our employee experience with new goals every day.

We support a fair working environment in which the rights of our employees are protected. In 2023, we will have 570 employees under collective bargaining agreements and all our field staff will continue to work under collective bargaining agreements. In line with this objective, we also ensure the freedom of our employees to engage in trade union activities in accordance with our Human Rights Policy. In addition, the terms and conditions of our hourly employees are created in accordance with the terms and conditions of the Collective Labour Agreement to ensure equality. We regulate the working conditions of our monthly employees as specified in our own company policy.

At Tat Gida, we use several reward systems to share the happiness of our employees by recognizing and rewarding their outstanding achievements. While the most successful projects and studies are awarded with ceremonies every year, the company-wide reward system aims to encourage exemplary behaviour based on the company’s values, increase cooperation and support continuous improvement. In 2007, we launched the “Value Champions” process to reward value-driven behaviour and have recognized 28 of our employees through this program.

At Tat Gida, we are concerned about the health and well-being of our employees and aim to improve the employee experience by offering various support services in this area. Supports and fringe benefits make it more convenient for our employees to focus on their work and achieve a balance between their work and personal lives. At the request of our employees, Tat Gida provides health insurance or supplementary health insurance for themselves and their families. In this way, our employees can benefit from health services and find answers to their health needs under guarantee.

We are committed to tracking data and using data to guide our improvement efforts. With the OHS Cultural Transformation and Awareness Project, which we have been running for two years, we have achieved a 63% improvement in accident frequency in 2023.

At Tat Gida, we defined corporate values and behaviours as part of the 2023 cultural transformation. We have incorporated these values and behaviours into our recruitment, performance management and recognition-reward processes. We track metrics with new recognition-reward and performance monitoring applications. At Tat Gida, we value collaboration and open communication and find it valuable to reinforce these with our actions. In this respect, we have converted our general management office to an open-plan office and improved communication.

# HUMAN RIGHTS APPROACH and DECENT WORKING ENVIRONMENT

## EMPLOYEE COMMITMENT and EXPERIENCE

“ We take a holistic approach to facilitating our employees’ work processes and offer support such as service support, vehicle support, fuel support or cash roadside assistance.

In addition to the benefits set out in our collective agreement, we continue to support our employees with a range of opportunities. We ensure that our employees know that they are at the heart of Tat from wherever they are by offering them the opportunity to work from home. In this context, we continued to make progress towards our goals at Tat Gida by working remotely for 118,422 hours in 2023.

To shape the path from today to the future, we continue to support practices such as nursery support, first day of school leave and breastfeeding leave. In addition, the widespread use and support of parental leave is one of our key areas of focus.

We are concerned that our employees receive fair and competitive wages. Therefore, we take into account various factors such as market research, company performance and employee satisfaction when setting our remuneration policy and conduct a fair remuneration process. We conduct the wage determination process without discriminating among our employees on the grounds of religion, language, race and gender. As Tat Gida, we place equality and fairness at the centre of the employee experience.

By developing objective criteria and processes for all our employees, from recruitment to evaluation, we provide a working environment that eliminates all discrimination and prejudice. We support diversity and inclusion by providing equal opportunities for employees at all levels within Tat Gida. We continue to make improvements every day so that our employees have a better working experience.

	2021	2022	2023
Employee Engagement Survey Participation Rate	96%	94%	96%
Total Training Hours	11,589	31,315.5	18,186
Total number of hours of training for office employees	11,234	8,219.5	13,674
Total number of hours of training for field employees	355	23,096	4,512
Union Representation	77%	83%	81%
Employee Turnover Rate	7%	15%	25%

## TRAINING and DEVELOPMENT OF EMPLOYEES

“ At Tat Gida, we firmly embrace the power of cultural change to prepare for the future today, and we collaborate with our employees to achieve this change.

In this context, we are taking an important step with the Winning Team Cultural Transformation Studies. As Tat Gida, we ensure that we win with our employees who “act in harmony and become a team that is enjoying this team game”. Empowered by asking questions and discussing the answers together in an inspiring environment, we are addressing many questions with our employees in our cultural transformation journey and initiating the transformation with the power of questions.

### #winningteam

And we see that the Winning Team Cultural Transformation Studies have made a significant contribution to leadership development, improved employee retention and enhanced team satisfaction. We are also honoured to be a finalist in the Peryön Human Value Awards with our Winning Team Cultural Transformation Studies project.

We are committed to providing our employees with comprehensive training in multiple areas. We offer training on a variety of topics such as Agile Transformation, Personal Development, Leadership Development, Professional Development, Orientation, Foreign Languages and Skills Development. We attach particular importance to leadership training. In 2023, we spent 384 hours on leadership training and 57 hours on coaching training.

At Tat Gida, our cultural transformation studies are focused on identifying the reason for our company’s existence, strengthening values and developing leadership skills. In this context, we support the strengthening of corporate and leadership values by raising the awareness of our employees through workshops and training programs.

One of the most important indicators of these efforts is the leadership programme we have launched under the title of Tat Leadership Academy. Designed to support Tat Gida’s cultural transformation and globalization strategy, this program is intended to develop leadership skills that support the company’s strategies.

With this program, in which a total of 64 managers are participating, we are implementing a holistic process with learning tools such as different modules, 360-degree assessment inventories, individual development plans and one-on-one coaching sessions. The most important aspect for us in this academy, where we focus on different dimensions of leadership, teamwork and progress with a common vision, is that a comprehensive needs analysis is at the core of the process.



The recognition we receive for our work is one of the most significant measures of our efforts at Tat Gida.

We are honoured to announce that Tat Leadership Academy has been selected as the best in the Leadership and Executive Development Program category at the Tegep Learning and Development Awards.

# HUMAN RIGHTS APPROACH and DECENT WORKING ENVIRONMENT

## TRAINING and DEVELOPMENT OF EMPLOYEES

“ At Tat Gida, our focus on employee development is a key driver of both individual and company success.

In this context, we organize a series of events to communicate our sustainability policy and practices to our employees and to raise awareness. We organize sustainability workshops with the participation of our employees, and together we design a world worth living in by addressing general trends, concepts and approaches.



We continue to invest in a number of programs to further develop our people. While we have implemented the “Taste Leadership Academy” program to support the development of first and middle level managers, we run modular training programs called “Awareness Of Tat” to support field workers. We have also launched the Foreman Leadership Program for office employees who manage field personnel.

We leverage the power of talent management to assist our employees in their career planning. We are committed to transforming our culture together and to being on the same page in this transformation, so we organize comprehensive orientation and training programs for our new employees on our culture and business processes.

## EQUAL OPPORTUNITIES, INCLUSION and DIVERSITY



“ We are committed to providing equal opportunities in our working environment and in our communications with our stakeholders, and we consider this to be an integral part of our sustainability approach.

As Tat Gida, we offer an equitable process for employee evaluations by implementing a management style in which all employees receive equal evaluations.

We take a stance that precludes discrimination in every aspect of the business, from hiring to participation. Our recruitment policy explicitly states our fair labor practices and equal opportunity policies, and we adhere to them as a practice and guiding concept in all process flows. In addition, we see equality and inclusion in the compensation structure, which is a component of employee loyalty. Our personnel management philosophy and fair incentive system help to define our procedures.

Being inclusive, in our opinion, entails fostering a workplace culture that allows individuals to coexist in all of their diversity. As Tat Gida, we strive to offer this kind of workplace and advance our work every day.

As Tat Gida, we strive to establish work environments that provide female employees with equal possibilities for professional growth, training, and equality in line with the “HeForShe” campaign. Women’s involvement in business and society is an attribute we value and encourage.

In this regard, having more than 50% of our employees being female at Tat Gida is one of our main objectives. Furthermore, we anticipate an annual growth in the number of female hires. In 2023, 42% of women are expected to start their new jobs. The breadth of our Board of Directors Diversity Policy reflects the value we place on diversity and equitable opportunity. Indicators of this significance include the female-to-male ratio among senior executives, which will continue in this direction with a 50% female ratio in 2023 compared to the previous three years. Increasing the annual promotion rate of our female employees is an issue we are concerned about. During the reporting period, 40% of female employees earned promotions. We are developing positions in Tat Gida with a range of activities to facilitate the rise in this ratio.

We want to ensure that everyone has equitable access to opportunities; we are concerned with giving each person’s voice a platform and amplifying it. With the projects we undertake, we aim to benefit society as a whole, and we make efficient use of the resources at our disposal. As we move forward, we are broadening our sphere of influence and getting prepared for the future in order to create a just and equal society for all.

# HUMAN RIGHTS APPROACH and DECENT WORKING ENVIRONMENT

## OCCUPATIONAL HEALTH and SAFETY

“ For us and our stakeholders, Occupational Health and Safety (OHS) is of utmost importance. In this regard, the cornerstone of Tat Gıda’s OHS strategy is to establish a workplace that will allow our workers to perform their duties in a safe manner while minimizing any potential OHS risks.

This strategy has been developed in pursuance of Occupational Health and Safety Law No. 6331. Tat Gıda, which in 2022 put significant projects and practices into place with the goal of fostering a culture of Occupational Health and Safety and ensuring sustainability, increased the scope of these studies in 2023 and made significant efforts to monitor the procedure and outcomes. Tat Gıda adopts a comprehensive approach to the OHS issue, implementing this integrated understanding throughout all of our offices and manufacturing facilities.

At Tat Gıda, we prioritize the value we place on human resources and welcome comments and opinions from our staff on OHS procedures. We also handle OHS with a participatory approach that involves management and all employees. For this purpose, we promote employee involvement in OHS procedures and maintain sustainability through the establishment of Occupational Health and Safety Committees in each location.

We promote and raise awareness that occupational health and safety (OHS) is a shared responsibility of all employees by advocating for widespread engagement from upper management to employee representatives. Through OHS boards and other channels of communication, staff members can provide management with their opinions and suggestions. Furthermore, health teams and specialists in occupational safety play crucial roles in guaranteeing sustainability by providing a framework that allows them to operate concurrently within the confines of shared, standardized policies and procedures. implementing a holistic strategy, we aspire to consistently enhance Tat Gıda’s performance in the areas of occupational health and safety and security for employees.

By taking a proactive approach to OHS, we strive to attain zero occupational accidents and zero occupational diseases throughout time, as well as consistently increase OHS goals. We also aim to foster a culture of OHS awareness and responsibility among our employees by employing the most advanced approaches available.

By meticulously executing our project in 2023, we aimed to raise awareness, particularly among field workers. Aligned with the motto “Work Safely, Taste Safely” we observed a 70% improvement in work-related incidents, an 80% rise in near-miss reports, and a 60% increase in training periods.



The project was also deemed worthy of the special jury award in the “TISK Common Tomorrows” competition in 2023.

At the Mustafa Kemal Paşa Factory, we initiated the Occupational Health and Safety Cultural Transformation and Effective Leadership Project in 2022 coupled with the goal of “growing the OHS culture and ensuring its sustainability” across the organization. We additionally ensured the project circulate to the Karacabey and Torbalı enterprises.



# HUMAN RIGHTS APPROACH and DECENT WORKING ENVIRONMENT

## OCCUPATIONAL HEALTH and SAFETY

“ Occupational Health and Safety performance is assessed in our organization using an array of metrics. Occupational Safety Patrol, or “Safety Patrol” is a different term for the visits our supervisors make to the field to physically monitor and assess conditions.



The management team and experts in Occupational Health and safety conduct these visits, which consist of inspections carried out at various locations every 15 days and the subsequent follow-up on the measures that were decided upon.

We have also introduced the “SMAT” OHS Audit and Training application. Under the terms of this application, field managers are required to conduct a thorough inspection of the field operation using a predetermined list of questions. Following this, they are tasked with immediately providing on-the-job training to employees through dialogue. The field’s ongoing efforts to cultivate a culture of occupational health and safety rely substantially on these two applications.

Despite an increase in the number of employees, the frequency of accidents in 2023 has decreased by 63% from 2022 owing to the efforts made in accordance with the motto “Work Safely, Taste Safely”.

We analyse and determine OHS risks, monitor nonconformities and near-miss occurrences, and take action to prevent occupational accidents as part of our OHS management processes, which are prescribed by local, national, and international standards and guidelines.

To offer safer working environments, we launched the “Intenseye Project” in 2022. We equipped our building with nineteen cameras within this scope. Quick security measures are made possible by these cameras. When they detect unsafe situations that arise during procedures, they alert our OHS team and the leaders of the production teams with a 6-7 second video. The project was expanded in 2023 as a result of the effective accomplishments that were achieved. In the Mustafakemalpaşa facility, we have 75 cameras for our ongoing applications.

Our goal is to standardize operations through the use of SOPs (Standard Operating Procedures). Visual training materials that demonstrate the proper way to complete specific activities are included in this program. To further raise our employees’ awareness of safety, family-themed warning images were also displayed in noticeable locations in our production facilities.

On the other hand, we have created a reward system to encourage reporting of near-miss incidents. By expanding the scope of these rewards, we plan to further increase our employees’ awareness of occupational health and safety.

In the departments where it is necessary, we have identified Personal Protective Equipment (PPE) and deliver them to our employees and team members. The PPE that we have identified is readily available for use by Tat Gida personnel when required. We’re focussing on employee well-being in addition to offering our employees a safe place to work. We evaluate our employees’ chances of acquiring occupational diseases as part of our overall health procedures. There are no employees at Tat Gida who are at risk of contracting a work-related illness. There have been no fatal work accidents or occupational diseases at Tat Gida and subcontractor companies, including 2023.

Our health unit coordinated training campaigns in 2023 by coordinating monthly topics along with the year training plan. At three production sites, health trainings targeting female employees and field risks were conducted on a regular basis complementing on-the-job training. First aid drills that were scenario-based were also conducted.

The health unit conducted hygiene inspections in social areas (dining hall, cafeteria, changing rooms, toilets, etc.) every month, within a certain program and sometimes as a surprise. Based on the inspection results, the necessary improvements and repetition of training were planned and implemented.

Every new employee at Tat Gida receives 12 hours of Basic Occupational Health and Safety training. We provide new hires with standard operating procedure training in addition to legal training, to help them comprehend the risks specific to their jobs. We train field managers on labor statutes and make sure they are aware of their responsibilities as part of our awareness-raising campaigns. We also offer toolbox training because workplaces present OHS risks. We provided 598 (person\*hour) toolbox training sessions in total in 2023.

We also provided information within the parameters of the Emergency Action Plan and trained emergency teams. In 2023, we trained 85 individuals in first aid throughout Tat Gida. To evaluate the suitability and efficacy of the Emergency Action Plan, we carry out realistic drill exercises like fire drills and/or building evacuation drills.

By communicating our OHS standards to every individual who will work in our fields and requiring them to follow our procedures, we are extending our OHS practices across our value chain. OHS studies are also available for our suppliers. Throughout the reporting period, there were no occupational illnesses or fatal work accidents at subcontractor companies thanks to our efficient OHS procedures.

In 2023, compared to 2022, we have increased the budget allocated to our OHS practices and improvement efforts by 87%.

	2021	2022	2023
Occupational Illness Frequency Rate (OIFR)	0	0	0
Lost Time Injury Frequency (LTIF)	18.22	30.93	44.06
Total Recordable Injury Frequency (TRIF)	18.22	48.71	86.53
OHS Training Hours ( person*hour)	28,043	27,994	19,252
Fatal Accident	0	0	0

# Contribution to Society





**At Tat Gida, we perceive our corporate social responsibility activities not as sponsorship, but as long-term companionship, a circular design. We integrate sustainability into our business strategies in line with the priorities and needs of the regions in which we operate. We achieve this by establishing solid partnerships with civil society organizations, international organizations, universities and individuals.**



# CONTRIBUTION TO SOCIETY

## CORPORATE SOCIAL RESPONSIBILITY EFFORTS

“ As Tat Gıda, we carry out Contract Farmer and Digital Agriculture studies in line with the vision of sustainable agriculture, encouraging farmers to produce more efficiently and to spread digital agriculture.



We fully acknowledge that digital agriculture is an important tool that will help us prepare for the challenges of the future. As Tat Gıda, we aim to be a leader in the digitalization of agricultural production processes and to experience new agricultural technologies in a practice-oriented approach.

We are particularly proud to be one of the first companies to implement the contract farming model in Türkiye. This model is based on long-term collaboration and mutual benefit with farmers. In cooperation with nearly 1,000 farmers, we secure our agricultural supply chain and provide financial and technical support to our farmers. We are committed to increasing the productivity of our farmers and promoting sustainable farming practices.

For half a century, we have been meticulously preparing our products with advanced technologies and the highest levels of food safety and quality standards. We have received funding for our SolarHub and PV4Plants projects from the Horizon Europe program, the world's biggest civil R&D and innovation program.

### SolarHub Project

The SolarHub project is designed to develop innovative solar energy solutions for the agricultural sector. By bringing together the solar energy innovation ecosystems in Türkiye and Greece, we aim to support sustainable and safe food production. Together with the 21 organizations involved in the project, we are integrating solar energy technologies into agricultural practices and supporting environmental sustainability in agriculture. In addition, through the Mediterranean SolarHub project, we aim to strengthen the green innovation capacity of the consortium by creating 4 open solar energy solutions.

In this project, which includes the preliminary design of AgriPV, we plan to design two pilot plants planned for Türkiye and apply to the European Union with the consortium partners. These projects will contribute to regional solar energy capacity and promote sustainable and safe food production.

The PV4Plants project aims to enhance the energy-agriculture synergy of Agri-PV technologies to improve plant growth conditions, thereby increasing land use efficiency, crop yields and renewable energy production. The project will design pilot-scale products and test these systems for compatibility with different climatic conditions and product varieties in application areas in Türkiye, Spain and Denmark. In particular, the installation of the pilot plant in Türkiye is being managed by Tat Gıda.

We are among the pioneering organizations using satellite technology to most effectively monitor crop health in the agricultural sector. We produce crop health maps using satellite imagery and climate data

to provide accurate and time-sensitive information to growers.

At Tat Gıda, our 4 Agricultural Climate Stations enable us to predict local weather conditions and carry out risk analyses of diseases affecting tomato cultivation.

We continue to develop the Tat mobile application to promote the digital agricultural technologies we use and to improve the quality and efficiency of farming. 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.

### Digital Field Day

At the Digital Field Day event, which is held every year at Tat fields, continuing with the sixth in 2023, we share the latest applications in digital agriculture with farmers by opening the promotional stands of solution partners who offer smart agricultural technologies and agricultural inputs such as mechanization, seeds and fertilizers.



## CONTRIBUTION TO SOCIETY

### CORPORATE SOCIAL RESPONSIBILITY EFFORTS

“ Farmers work with incredible dedication to ensure the safe production of the food that reaches our tables every day. However, challenges such as a decline in arable land, declining productivity and climate change are affecting farmers and food producers.

The number of farmers in Turkey has fallen by 28.7% in the last five years. Therefore, farmers need to be supported in sustainable agricultural practices and the use of technology. As Tat Gıda, we want to help farmers in this area and be at the forefront of technological transformation in the agricultural sector.



**At Tat Gıda, we value our sustainability and corporate responsibility efforts as an investment in the present and the future. We support our farmers with our innovative and technology-driven projects, contribute to environmental sustainability and pioneer the digitalization of agriculture.**

We strive to deliver safer and more sustainable food production to future generations. We donated and assisted TL 6,926,675.33 to many social organizations in 2023.

### R&D and INNOVATION

“ At our Tat Seed R&D Centre, we are committed to developing innovative products that are additive-free, preservative-free, sustainable and environmentally friendly, while respecting consumer expectations.

Our R&D Centre focuses on sustainable agriculture and the food value chain, nutritious and healthy meals, convenient products, and waste and packaging reduction. In addition to innovative technologies and digitalization in agriculture, we are developing projects focused on green energy, and we are rapidly advancing our work on nutritious and convenient products.

We carry out a range of R&D activities in line with our corporate priorities and focus areas, including product innovation, and support our new product development studies with long-term scientific projects.

In addition, we work meticulously on the funding of our R&D studies and the monitoring and management of funds to increase their contribution to the company. We also have our own expertise in university collaborations, incentives and national/international project application processes. We are continuously strengthening our R&D and innovation capabilities in the areas in which we operate in the domestic and international markets, with our vision of being an R&D centre that provides opportunities for consumer loyalty and develops innovative products and technologies, and our mission to develop products and processes that add value for consumers and make a difference by understanding changing consumer needs and expectations and providing an environment for the development of innovative ideas and projects through strong collaborations.

As part of our sustainability efforts, we are focusing on continuous improvement. In this context, the commissioning of the new PET line will increase our capacity while maintaining the quality of our production. This step not only contributes to the growth of our business, but also accelerates our sustainability journey by minimizing our environmental impact.



# CONTRIBUTION TO SOCIETY

## R&D and INNOVATION

We regard progress towards our strategic goals as the basis for our R&D and innovation activities. In the short term, we aim to increase the number of employees in a goal-oriented manner, enhance our cooperation with university students, allocate the necessary resources to educational activities and, in the medium and long term, support the technological competence of the sub-industry, maintain high customer satisfaction and advance production methods and technologies.



We accelerate our R&D studies every day to offer new products and services. In the spirit of continuous development and innovation, we are focusing on improving our business processes and R&D activities. By completing the infrastructure of our new R&D centre, we have created a place that has become the centre of innovation and discovery. The fact that our panelists have completed their training and successfully passed their tests is an indication that we have taken another step towards making our flavour approval processes more efficient and effective.

At the same time, we are developing mechanisms to enable our employees to participate more effectively in R&D and innovation processes. We collaborate with external business partners through initiatives such as collaborations, spin-offs and start-ups, strengthening our diverse perspectives and innovative spirit.

We continue our digital transformation efforts without slowing down. We are pursuing our Industry 4.0-focused projects in our IT R&D Centre, developing digital solutions to increase production efficiency and optimize the supply chain. We are preparing to develop future projects by exploring opportunities for collaboration with universities. We have started our first steps in this regard, starting with the industrial Ph.D. program under TÜBİTAK 2244 in 2023, and as part of this program, we will carry out activities in areas such as ready meals, healthy snacks and acidified foods.

In 2023, we launched a sterilized product with MAP packaging for the first time, continued our work in the Ready Meal category and completed R&D studies in the non-brine acidified vegetable category. In 2023, we focused on the taste of our products and made flavour-focused recipe revisions.

**In addition, we enriched our ready meals and sauces portfolio with new launches in 2023, which we spent on intensive R&D projects. We made a difference in the market with our richness of content and taste, with the immediate launch of 12 new varieties in the ready meals category, consisting of products that can be heated and consumed quickly. With the investment in the new packaging line, we added innovative packaging formats such as plate and doypack to our portfolio. We also launched tubs and stickpacks in the sauces category.**

With our open innovation approach, we aim to accelerate technological development and improvement studies in production, opening up space for ideas such as quality improvement ideas and new savings ideas. We are concerned with the circulation of good practices and are taking steps in this direction. With our SolarHub project, we aim to develop the green innovation capacity of the consortium and use it to support sustainable and safe food production in the Mediterranean region. With our PV4Plants project, we are working to increase efficiency and renewable energy production by enhancing the energy-agriculture synergy of AgriPV technologies to improve plant growth conditions.



Through our ProXimed 2023 project, we are supporting the promotion of the use of proteins from sustainable sources and the development of innovative food products.

We facilitate the monitoring of new technologies through our membership of TÜBİTAK Bulletin, TÜGİP, FOOD LINE, ÇEVKO Bulletin, TÜSİAD Agriculture and Food Working Group, Food Safety Magazine, Food Technology and Food Safety Association.

While we are pioneers in the development of our work, we derive this power from following new technologies.

# CONTRIBUTION TO SOCIETY

## R&D and INNOVATION

### Tat Gıda Leadership in R&D and Innovation Projects

Our R&D and innovation work is supported by our pioneering, impact-driven, innovative, concept-based projects, whose impact is amplified through multi-stakeholder structures:

#### PROJECT 1

##### Project Scope and Goals

With the **SolarHub project**, various activities will be carried out to strengthen the connections between the innovation ecosystems in the field of Solar Energy in Türkiye and Greece within the scope of agricultural applications. At the end of the project, 4 open solar energy solutions will be created to develop the green innovation capacity of the consortium and to support sustainable and safe food production in the Mediterranean region by utilizing this capacity. The project does not cover the design of pilot-scale products to support sustainable and safe food production in the Mediterranean region and the preliminary design of AgriPV with the commercialization process.

**Project Budget:** 2,011,658 TL

**Outstanding and Innovative Features of the Project:** Green energy production, efficient irrigation of field tomato crops and quality standard production.

#### PROJECT 2

##### Project Scope and Goals

The **PV4Plants**, 2023 project is designed to increase land use efficiency, crop yields and renewable energy production by enhancing the energy-agriculture synergy of AgriPV technologies to improve plant growth conditions. The project also includes the development of pilot scale products. The pilot plant is expected to generate 7700 MWh/year of energy, 3.4 Mt CO2/year and 770,000 Euro/year in 2027.

**Project Budget:** 2,588,759 TL

**Outstanding and Innovative Features of the Project:** Use of digital platforms to ensure that the agricultural sector contributes to the circular economy (water efficiency, green energy production using solar energy).

#### PROJECT 3

##### Project Scope and Goals

The **ProXimed 2023 project** is designed to promote the use of proteins from sustainable sources, to establish proteins, to develop alternative protein products with a focus on Mediterranean food and feed systems, and to develop innovative foods containing these products.

**Project Budget:** 1,951,164 TL

**Outstanding and Innovative Features of the Project:** To define their performance in terms of protein and product quality through the use of innovative and “green” technologies that minimize the impact on nutritional quality, to increase access to sustainable products, to better balance food import dependency, to contribute to “dietary change” through effective campaigns and awareness raising, and to support the “from field to fork” strategy for a fair, healthy and environmentally friendly food system.

R&D and INNOVATION	2021	2022	2023
Budget and investments allocated for R&D and Innovation (TL)	2,422,740	6,913,252	14,591

<b>18</b> Number of employees in the team (14 Women / 4 Men)	<b>3</b> International
<b>30</b> Number of completed projects	<b>11</b> Number of on-going projects



# CONTRIBUTION TO SOCIETY

## DIGITALIZATION and INNOVATION

“ At Tat Gıda, we recognize digitalization 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 consumer.

In 2023, as Tat Gıda, we implemented powerful digital transformation initiatives across the company in line with our ambitious goals in Türkiye and global markets:

- 1 With the approval of the Ministry of Industry and Technology, we have successfully completed our application for an R&D Centre, which aims to scientifically reinforce innovative and digital projects, and continue our activities as an Information Technologies R&D Centre. With this important step, we differentiate ourselves from other companies in the sector and strengthen our mission to continuously add value to the sector and Tat Gıda through digital projects with our feature of being the first centre to conduct R&D studies on site.
- 2 In 2023, the Digital Transformation in Production program and projects to support digital performance management were implemented, bringing to the fore studies aimed at contributing to strategic initiatives and becoming part of the pioneering network of facilities known as “Lighthouses”, or the metaphor of the Pole Star. The “Smartening of Production Lines” project, developed to ensure production in line with reference values in the production processes and to reduce critical operator intervention times, achieved a potential gain of EUR 50,000.
- 3 With the Sauce Line Energy Cost Mapping Project, we have taken a step towards our goal of creating data-driven and sustainable energy management processes. Thanks to the infrastructure we put in place in the first phase of this project, we have seen an average 30% reduction in energy consumption on the conveyor belt.
- 4 To further strengthen our occupational safety and quality processes, we have developed a system that uses image processing and artificial intelligence algorithms to detect and warn of area and rule violations and to monitor the use of personal protective equipment. This system has been implemented in all our business units and, thanks to our video analytics projects, the detection of unsafe behaviour has increased tenfold.
- 5 We developed a tracking system to automate the allocation of vehicles from our warehouse and production facilities to our customers in Türkiye via one platform, to track the history and current status of shipments on a vehicle-by-vehicle basis, to access delivery proofs online, and to ensure end-to-end traceability. This system has also helped to improve our business processes by enabling us to implement optimization and remedial actions.
- 6 We have successfully implemented a maintenance management system to strengthen our business continuity by minimizing the occurrence of unplanned downtime and equipment failures in our production facilities.

- 7 To create advanced risk awareness and take preventative action, we have introduced the KPI Pyramid system, which provides instant key performance indicators for proactive risk and performance management.
- 8 We have launched a multi-data demand forecasting study, which is constantly evolving and improving using machine learning technology. With this study, we have significantly strengthened our proactive planning capabilities through our monthly Sales and Operations Planning (S&OP) cycles.
- 9 Tat Gıda, with a more innovative and sustainable design, has completed the project of revamping its corporate website.
- 10 We launched our cloud-based ‘tatlibidestek’ platform to make our IT support services more accessible and user-friendly.
- 11 By migrating from a version not supported by SAP to the current version, we avoided operational and financial losses and the potential risks associated with these losses.
- 12 We have migrated the traditional file server to a cloud-based collaborative platform. In addition to the benefits in terms of data protection and security, this new platform also makes a significant contribution to instant access to information with simple access from any location.
- 13 In order to deliver greater value to our customers and business partners, we sought to achieve sustainable analytical results and build a data-driven future. In this context, we created a cloud-based data pool. Our platform, which transfers around one million rows of data every day, has enabled us to reduce our integration times from an average of six weeks to one week. In addition to the time and labor savings, we achieved a cost advantage of approximately TL 10 million.



# CONTRIBUTION TO SOCIETY

## SUSTAINABLE AGRICULTURE WITH FARMERS

“ At Tat Gıda, we provide sustainable support to farmers, one of our most valuable stakeholders. We provide financial support to farmers to enable them to continue their activities, as well as leadership and guidance to help them adapt to new technologies that can optimize their business processes.



Farmers need sustainable agricultural policies and the widespread use of technology in agriculture to reduce costs, increase productivity and help them share knowledge and experience through the use of technology. As Tat Gıda, we support farmers in our area of influence by implementing digital agricultural applications. With the new investments we will implement in our area of interaction, we aim to create an environment where many stakeholders who will lead the technological transformation of agriculture and food can collaborate more and inspire our sector. To this end, and in line with our vision of sustainable agriculture, we are committed to promoting farmer development, communication and digitalization in tomato cultivation.

Through contract farming and digital farming studies, we encourage farmers to produce more efficiently, while at the same time providing financial support to help sustain their businesses and amplify our positive impact in the value chain.

### Contract Farming

Tat Gıda, one of the first companies to implement the contract farming model in Türkiye, has been operating contract farming for 55 years without interruption for the sake of ecosystem continuity. It cooperates with more than 1,000 farmers, nearly 500 of whom are under contract.

As part of our vision for sustainable agriculture, we support the entire process through agreements with farmers before the tomato season, the use of in-kind and cash advances during planting, and the transfer of digital agricultural information up to harvest time. This support offers farmers great convenience in meeting all their needs from planting to harvest. While we support farmers' cash flow with cash advances, we provide in-kind contributions of seedlings, seeds, fertiliser and drip irrigation systems. Through these contributions, we aim to increase the quality and quantity of farmers' production and reduce the adverse effects of the risks they encounter.

In 2023, we provided TL 85 million of cash advances and TL 48 million of in-kind advances to farmers as part of our financing and advance assistance. In addition, TL 4.3 million in fuel support was provided to nearly 300 farmers through the Opet Agricultural Card to meet their fuel needs.

	IN-KIND	CASH	TOTAL AMOUNT OF ASSISTANCE PROVIDED	TOTAL NUMBER OF FARMERS BENEFITING FROM THE SCHEME
2022	41.5 Million TL	31.5 Million TL	73 Million TL	417
2023	48 Milion TL	85 Million TL	133.3 Million TL	476

### Agricultural Value Chain

**We have implemented the Agricultural Value Chain project to ensure that contracted farmers benefit from the financial resources used by the company to create value and support their financial sustainability.**

We launched the “Agricultural Value Chain” project to ensure that contracted farmers benefit from the financial resources used by the company to create value and to support their financial sustainability. The aim of this innovative project was to enable contract farmers to benefit from the company's financial resources and to strengthen their economic sustainability. In this way, farmers had the opportunity to access agricultural finance without waiting for their receivables to mature, without the need for limit work, without collateral and at favourable market conditions.

In 2022, the Efficient Farmer Credit Card was introduced for the first time, which farmers can use unconditionally and without a guarantor to meet their agricultural input needs, with no interest and no maturity date. The introduction of this card provided farmers with financial flexibility. A total of 157 farmers benefited from this additional financing advantage through the project. By continuing to implement projects of this kind, we aim to promote an understanding of innovation and sustainability in the agricultural sector, increase the economic well-being of our farmers and place our country's agricultural production capacity on a more efficient, environmentally sustainable and technologically advanced basis.

Our objective is to continue to make contributions to the economy and sustainability in the long term.

# CONTRIBUTION TO SOCIETY

## CUSTOMER EXPERIENCE

**“ We at Tat Gıda are dedicated to being an active and integral part of our customers’, farmers’ and society’s efforts to create a sustainable future. We focus on creating benefits for everyone by ensuring the highest level of customer satisfaction. We say: “This Is The Taste” to eat well and be healthy by enjoying delicious food at every moment of life.**



Wherever we operate, we contribute to enriching the social fabric of the region. We are here to lead the change that will provide everyone in the region with good and healthy food. To achieve our goals, we carry out continuous research and development.

In this journey, which we have embarked on with a vision that comes from our deep-rooted past, as well as the evolving dynamics of global markets and our country, the accessibility of all our products and the sharing of our values, our land and our labor are the key components of customer experience for us.

At Tat Gıda, the customer experience is not only limited to the taste and quality of our products, but also how these products are produced, their impact on the environment and their contribution to our society.

The cornerstone of our customer experience is the firm relationship we have built with our local farming community. From farm to fork, we help our farmers run sustainable and productive businesses. We are proud to offer our customers the best, fresh and healthy options at every stage of the process. Thanks to over 56 years of experience, we are able to offer our customers fresh and additive-free Tat Tomato Paste from our summer tomato harvest.

In our opinion, a superior experience depends on an understanding of 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’ needs for delicious and convenient cooking, our broad ready meals portfolio brings together practical solutions for our customers who want delicious and healthy meals. By focusing on customer love, we listen to our customers about our products and continue to develop and improve our products in line with their needs.

We are constantly improving our product range and providing our customers with delicacies that are prepared with fresh and seasonal ingredients.

We produce products such as tomato pastes, tomato products, canned vegetables, roasted vegetables and pickles in our seasonally collected and produced Tatlar category with additives, preservatives, sugar and salt free Tatlar by collecting them in their season and we work to achieve the goodness, freshness, smell and texture of real flavours at every moment. With ready-made meals, Tatlar on bread, jams and marmalades that are always on the table in our Tatlar category, it is possible to eat well and be full of flavour at every moment of life with Tatlar packaged at the freshest moment with the highest flavour and nutritional value. Thanks to the ketchup, mayonnaise and seasoning sauces in our Flavour Adding category, we want to make it possible to do justice to food everywhere and in every format with Tat products that will not be left on the plate.

At Tat, we actively use digital research techniques, insight testing and neuromarketing methods from the very beginning of a product’s creation. In the fast-moving consumer goods category we serve, we place great emphasis on designing the customer journey through end-to-end digital channels. Based on this, we track and report on the entire journey the product goes through after it hits the shelves, and create an update route for ourselves from this customer journey.

Our customers’ confidence in Tat Gıda is also reflected in our high reputation on the international stage.

By placing customer satisfaction at the forefront, we continue to generate solutions that meet the needs of our global customers, both consolidating our existing customer relations and creating a new customer portfolio.

We are collaborating with our new call centre to provide a more effective experience for our customers. We are also focusing on analyzing and improving customer feedback through meetings with our sales teams.

With an average of 1,600 contacts per month and 99% of the time delivering feedback within 1.5 working days, we are dedicated to keeping in touch with our consumers. We regularly poll our customers’ loyalty and satisfaction as well. Customer satisfaction and loyalty scores in this year’s poll were 81 and 77, respectively.

In line with the importance we attach to digitalization, we follow the latest developments in the sector and implement innovative studies in order to improve the customer experience every day and provide a better service to our customers. We undertake continuous improvement studies using an operational excellence methodology that increases the value created for the customer and is based on the efficient use of resources while creating this value.

We share practical applications and information on sustainability through various channels so that our customers can experience sustainability practices in every aspect of their lives. In this journey, which we have set out with our #weareinthetomorrow vision, making all our products accessible and sharing our values, our land and our work are the key components of the customer experience for us.

At Tat Gıda, the customer experience is not only limited to the taste and quality of our products, but also how these products are produced, their impact on the environment and their contribution to our society. Fully and consciously aware of this responsibility, we are committed to working with our customers, farmers and society to achieve this goal.



## CONTRIBUTION TO SOCIETY

### HEALTHY LIFE and QUALITY

“ Our understanding of sustainability is evident not only in our business, but also in our efforts to improve public health and quality of life.



In 2023, we initiated a significant transformation process at Tat Gıda in line with our customer-oriented quality approach. With this transformation, we aim to reduce environmental and social impacts and create long-term value by applying the principle of sustainability in processes from product manufacturing to supply chain management. We are committed to customer-oriented quality management, taking our process quality assurance activities one step further every day, adopting global food safety principles and continuing to develop our work in this direction.

As nutrition is one of the pillars of a healthy life, we prioritize our sustainability principles and practices that support public health. All of our 737 products in 12 categories are produced in facilities certified by International Food Safety Management Systems, and all are assessed for consumer health and safety.

At Tat Gıda, we place customer satisfaction at the forefront of our quality processes, and we prioritize meeting our customers' needs and requirements by using high quality and healthy ingredients.

As part of our transformation process launched in 2023, we strengthened our customer-oriented quality approach and restructured our customer satisfaction management system. We have improved our processes to better understand and respond quickly to customer expectations. We incorporate natural and healthy ingredients into our products, supporting healthy lifestyles for our customers and offering them a better quality of life. We also support our goals through campaigns and events that we organize to encourage conscious consumption and raise awareness of healthy diet.

We, as Tat Gıda, are regularly audited by third parties. Our systems are periodically audited by independent organizations every year in accordance with management system certification and customer/organization requirements. We have certificates such as ISO 9001: Quality Management System, ISO 14001: Environmental Management System, ISO 50001: Energy Management System, BRCGS and IFS Food Safety Management Systems Certification Processes, “Japanese Agriculture Standard (JAS)” and Kosher Certificate, BSCI (Business Social Compliance Initiative) at Mustafakemalpaşa Plant, “Organic Agriculture Entrepreneur Certificate”.

We recognize that the foundation of healthy living and quality processes is cooperation with our suppliers, and we consider it important and even mandatory for our suppliers to obtain certain quality management documents (documents such as BRCGS, IFS, FSSC 22000, which are certificates recognized by GFSI (Global Food Safety Initiative). In this context, we have initiated a supplier selection and evaluation program to ensure the provision of reliable and safe materials. We continue to drive improvements and cost efficiencies throughout the supply chain through strategic partnerships such as supplier development programs and specification updates.

Our close relations with local communities are an integral part of our sustainability vision. We carry out various social projects to contribute to the health and well-being of society. We continue our research activities and improve our practices every day. We also support local agriculture and encourage the use of organic products, promoting both environmental responsibility and healthy eating. We are committed to protecting our natural resources and giving back to nature what we take from it. We operate on the principle that all our products come from nature and are produced with respect for nature.



# CONTRIBUTION TO SOCIETY

## HEALTHY LIFE and QUALITY

**Protecting the health of our soil, water and air is an important part of living a healthy life. While we make this protection a principle from field to fork, we also support good agricultural practices that our customers can use with confidence in the sensitivity of their production processes.**

Access to accurate and transparent information about the contents, production processes and sources of our products is a fundamental part of our sustainability efforts. We therefore provide detailed information on the ingredients, production methods and sustainability performance of our products, both on our online platforms and on our product labels. We encourage our customers to access the sustainability data on our products to help them make informed choices and assess their environmental impact. We also continue our commitment to a more liveable world by continuously monitoring the sustainability performance of our products and making improvements as and when required.

As part of our Healthy Living journey, we have implemented a number of projects that focus on employees in 2023.

We launched an awareness and culture transformation program on food safety culture, one of the most important areas of healthy living. We have implemented one-to-one work with field staff. With the aim of extending our culture and vision beyond our own plants, we have implemented the standardization of quality production processes, which are being meticulously progressed in our own plants, in our cross-border operations, increasing the scope and speed of traceability and strengthening quality control processes. We have started our work in 3 plants under the Food Defense program and we are continuing our work to rapidly develop production processes in line with internationally recognized quality standards, with weekly inspection and follow-up programs to meet Good Manufacturing Practices (GMP) standards. Our main concern is to further boost the confidence of our customers and to improve our international competitiveness based on the findings of our inspections.

We, as Tat Gida, have been developing our quality competence within our organization aligned with the goal of taking it to the next level in 2023. To this end, we have restructured the organization in areas such as quality assurance, supply quality management and regulatory processes to support export growth, and we have incorporated quality responsibilities into our processes as per global standards.

As part of the company-wide Process Optimization Project, we reviewed and documented our processes from start to finish, defined roles and responsibilities, and identified areas of focus by evaluating process improvement opportunities and risks. We also brought our international sales operations into the centre. We initiated a project to update process flow diagrams, hazard analysis and risk assessment and HACCP studies. All hazards were reviewed and assessed and sources of contamination were identified. Plans, operational programs, hazard analyses and risk assessments were simplified. 93 HACCP plans were reduced to 11 for all factories and BRCGS and IFS standards were updated.

We at Tat Gida are committed to using resources efficiently while enhancing customer value through the Operational Excellence methodology by adopting a continuous improvement approach.

With the participation of our local employees, we have supported cost leadership with the Tat Excellence System and Lean Six Sigma methodologies, and continue to advance continuous improvement efforts every day. In 2023, we implemented 60 major projects in 3 business units and achieved TL 60 million in continuous improvement gains. With the participation of our field employees, we achieved productivity increases with more than 300 before/after kaizens and more than 500 proposals. We also trained 12 new green belt graduates in the 6th wave of the Lean Six Sigma program.

“ **Recognizing that a healthy environment has a direct impact on human health, we steadily make improvements in areas such as waste reduction, energy efficiency and water conservation. In this way, we are helping not only today’s generations, but also future generations, to enjoy a healthy life.** ”



## CONTRIBUTION TO SOCIETY

### PRODUCT RESPONSIBILITY and TRACEABILITY

**“ We recognize our responsibility to our customers and stakeholders and are committed to communicating information about our products in a transparent manner.**



Through the TTRACE traceability platform equipped with blockchain infrastructure, we are working to make the entire journey of products traceable from farm to table. Transparency is a top priority for us at every step from farm to fork. As we value 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 our Tat Gida 2023 Activity Report. With these innovations, we are proud to have modernized the process of diced tomato production and to have attained global standards in both structural and sensory aspects of product quality.

In addition to product information, we attach great importance to the production stories of our products. 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 labor. From time to time, our customers can also follow the stories of the products by scanning the QR codes on our products or directly on our corporate website.

Providing access to clear and accurate information about the ingredients, production processes and sources of our products is also a key element of our sustainability efforts. We therefore 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 smart choices and assess their environmental impact.

We also uphold our commitment to a more liveable world by continuously monitoring the sustainability performance of our products and making improvements as and when required.

### DATA PRIVACY and CYBER SECURITY

**In our approach, as Tat Gida, we recognize that we have responsibilities not only in the environmental sphere, but also in the digital world. Data privacy and cyber security are at the core of our business practices, further bolstering our commitment to sustainability.**

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

We at Tat Gida transparently ensure data security in all our operations with the Tat Gida Information Security Policy and the Tat Gida Personal Data Protection Policy. As part of our Information Security Policy, we undertake that the data of our website visitors will not be made available to any third party in any capacity, and will not be used for direct marketing or customer tracking under any circumstances, unless they are clearly informed in advance and their explicit consent is obtained when providing the information.

While providing services to our customers and suppliers, protecting the confidentiality of customer data and ensuring security against cyber attacks 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 improving to prevent this information from being misused or leaked.

For us, cyber security is not just an internal issue, but a principle that applies to every stage of our supply chain. In terms of our interactions with our suppliers, we ensure that we share cyber security standards and best practices, and we expect the same level of sensitivity from our suppliers. For Tat Gida, this exchange plays a crucial role in ensuring that a sustainable food production process can continue without interruption.

We are also committed to continuous improvement in cyber security. While cyber attack methods are constantly changing, we are constantly updating and strengthening our efforts to ensure security. Training and raising awareness of privacy and cyber security issues among our employees is also a priority.

**“ Building a sustainable future entails moving forward in a secure digital world. All our efforts reflect our responsibility to our customers, suppliers and society. We are committed to continuously improving our data privacy practices.**

# CONTRIBUTION TO SOCIETY

## CORPORATE MEMBERSHIPS and SUPPORTS

INSTITUTION (NGO)	PLATFORM REPRESENTATION
CORPORATE GOVERNANCE ASSOCIATION OF TÜRKİYE (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 TÜRKİYE (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 TÜRKİYE FEDERATION (TGDF)	Member
TECHNOLOGY DEVELOPMENT FOUNDATION OF TÜRKİYE (TTGV)	Member

INSTITUTION (NGO)	PLATFORM REPRESENTATION
PEOPLE MANAGEMENT ASSOCIATION OF TÜRKİYE (PERYÖN)	Member
MUSTAFAKEMALPAŞA CHAMBER OF COMMERCE AND INDUSTRY	Member
KARACABEY CHAMBER OF COMMERCE AND INDUSTRY	Member
TORBALI CHAMBER OF COMMERCE	Member
MUSTAFAKEMALPAŞA CHAMBER OF COMMERCE	Member
KARACABEY CHAMBER OF COMMERCE	Member
MUSTAFAKEMALPAŞA CHAMBER OF AGRICULTURE	Member
KARACABEY CHAMBER OF AGRICULTURE	Member

# ANNEXES and INDICATORS

## SUSTAINABILITY PERFORMANCE INDICATORS

### Economic Performance Data

Million (TL)	2022	2023
<b>Income Statement - Summary</b>		
Net Sales	5,249	5,752
Gross profit	469	364
EBITDA*	-72	74
Main operating loss	-212	-120
Loss before income tax	-65	-62
Net loss for the period	-149	-86

\* EBITDA: Operating profit excluding depreciation

Social Investments (TL)	2021	2022	2023
Charitable donations	1,633,913	2,523,571	6,296,675
Infrastructure investments (for commercial or charitable purposes)		217,835,632	430,809,867

Production (ton)	2022	2023	Yıllık Değişim
Tomato Paste and Tomato Products	100,497	86,751	-14%
Pickles	12,887	9,119	-29%
Ketchup, Mayonnaise and Other Sauces	22,135	27,453	24%
Ready Meals and Other Canned Products	14,643	12,067	-18%
<b>Total</b>	<b>150,163</b>	<b>135,390</b>	<b>-10%</b>

Revenue and Sales Amount	2022	2023	Annual Change
Sales Volume (tons)	135,067	130,120	-3.7%
Net Sales (million TL)	5,249	5,752	9%

Investment Expenditure	31/12/22	31/12/23
Tomato paste and canned products	359,484,258	293,300,789
Non-divisional capital expenditure	66,815,040	137,509,078
<b>Total</b>	<b>426,299,298</b>	<b>430,809,867</b>

### Environmental Performance Data

Consumption Data (MWh)	2021	2022	2023
Natural Gas	195,557	202,609	754,000
Electricity	21,193	23,201	78,427

Energy Density	2021	2022	2023
Total energy consumption (MWh)	216,750	225,811	832,427
Annual total (tons) to calculate density – total production	132,019	150,165	135,390
Energy density (total energy/total production) (MWh/ton)	1.6	1.5	6.15

Energy Savings	2021	2022	2023
Total annual energy savings (MWh)	1,499.70	909.80	1,673.88
Total annual energy savings (TL)	1,140,000	1,939,250	2,336,076

Greenhouse Gas Emissions	2021	2022*	2023
Scope 1 (direct) greenhouse gas emissions (tons CO2e)	43,801	45,555	38,662
Scope 2 (indirect) greenhouse gas emissions (tons CO2e)	11,585	0	0
Scope 3 greenhouse gas emissions (tons CO2e)**		678,302	

\*GHG emissions for 2022 have not been verified.

\*\*Current year emissions have been increased due to the inclusion of Scope 3 emissions for the first time.

Greenhouse Gas Emissions	2021	2022	2023
Scope 1 (ton CO2e )	43,260	45,555	38,662
Scope 2 (ton CO2e )	10,735	0	0
Total (ton CO2e )	53,995	45,555	38,662
Carbon Emission per ton (kg/ CO2e)	0.398	0.303	0.28

# ANNEXES and INDICATORS

## SUSTAINABILITY PERFORMANCE INDICATORS

### Environmental Performance Data

Greenhouse Gas Concentration	2021	2022	2023
Total greenhouse gas emissions (tons CO2e)	57,745	723,857	41,142
Annual total (tons) to calculate density – total production	66,735	73,584	135,390
Greenhouse gas intensity (total emissions/ total production) (ton CO2e/ton)	0.865	9.84	0.30

Air Emissions	2021	2022*	2023
NOx (kg/hour)	37.64	38.56	318
SOx (kg/hour)	1.71	1.86	115

\* Measurement data from our Torbalı plant has been added to the air emission values for 2022. As a result, the data differs from the previous year.

Water Usage Amounts (m3)	2021	2022	2023
Mains water	2,422	2,312	5,261
Groundwater (Well water)	3,662,336	4,494,245	4,405,991
Water Usage Intensity (total usage/total production) (m3/ton)	27.02	29.81	32.54

Water Usage Amounts	2021	2022	2023
Water Consumption (thousand m3)	3,665	4,497	4,406
Water consumption per ton (m3)	27	30	32.5
Wastewater amount (thousand m3)	3,295	4,047	3,969

Amount of Reused and/or Wastewater	2021	2022*	2023
Amount of water recovered/reused (m3)	1,017,500	1,617,410	-
Amount of wastewater (thousand m3)	3,295	4,047	3,969

Hazardous Waste Amount (tons)	2021	2022	2023
Recovered for energy purposes	42	14	17
Non-Hazardous Waste Amount (tons)	2021	2022	2023
Recycled	3,355	2,213	2,440
Recovered for energy purposes	7,069	6,248	4,100

Environmental Fines (TL)	2021	2022	2023
Environmental Fine Incurred* (TL)	-/-	131,516/98,637	-/-

### Social Performance Data

Employee Engagement Data (%)	2023
Number of employees who participated in the employee engagement survey	56.3
Employee engagement score	58.2

Employee Data Participating in Training*	2023		
	WOMEN	MEN	TOTAL
Total number of employees receiving training	317	416	733
Number of office employees receiving training	91	102	193
Number of field employees receiving training	225	314	539

\*OHS training is not included.

Data on Training Hours*	2023		
	WOMEN	MEN	TOTAL
Training hours provided (person*hour)	5,211	4,827	10,038
Average hours of training per employee per year	21,204	22,528	43,732

\*OHS training is not included.

# ANNEXES and INDICATORS

## SUSTAINABILITY PERFORMANCE INDICATORS

### Social Performance Data

Data on Training Programs for Employees and Managers (Annual training hours)	2023
Tat Leadership Academy	3,479.5
Business Teams Leadership Program	1,554

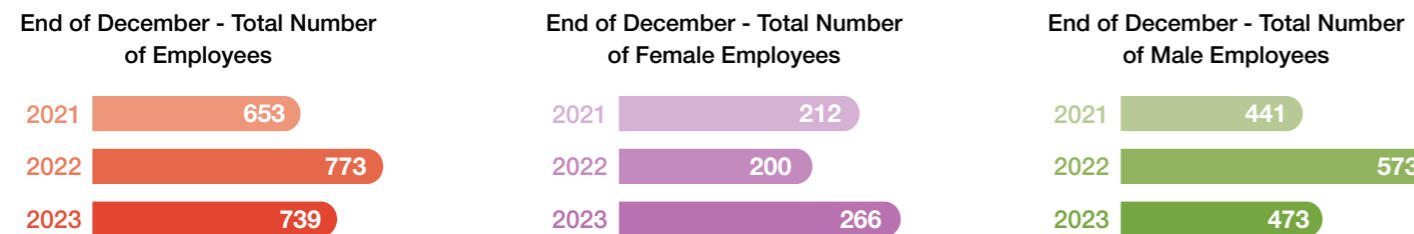
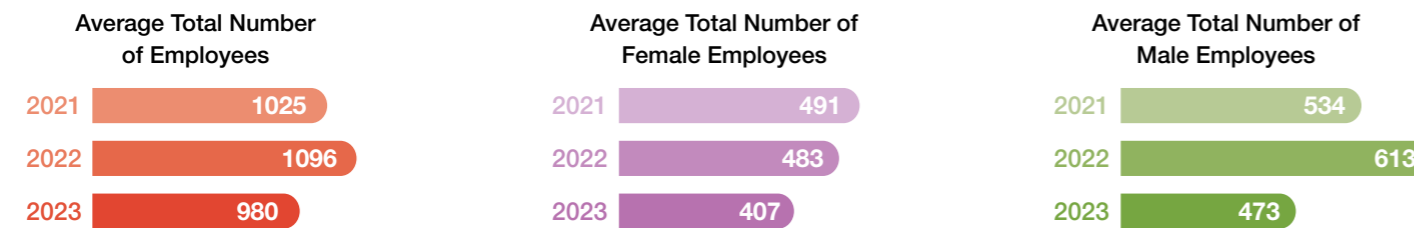
Performance Evaluation	2023		
	WOMEN	MEN	TOTAL
Total number of employees who receive regular performance and career development evaluations	91	102	193

OHS Data	2023
Amount of OHS training (person*hour)	28,043
Lost Time Injury Frequency (Total-Excluding Sports Accidents)*	18.22
Total Recordable Injury Frequency (Total-Excluding Sports Accidents)**	18.22
Lost Time (day)	251

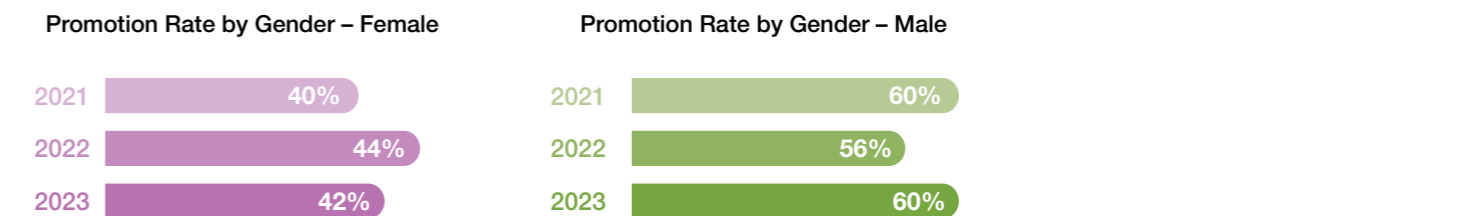
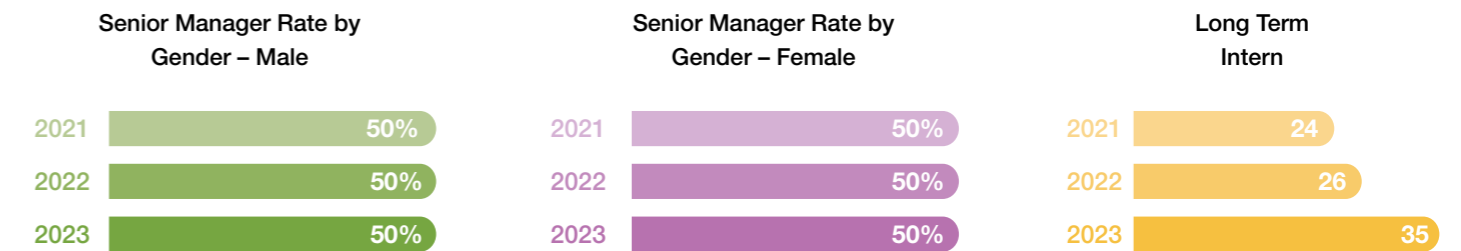
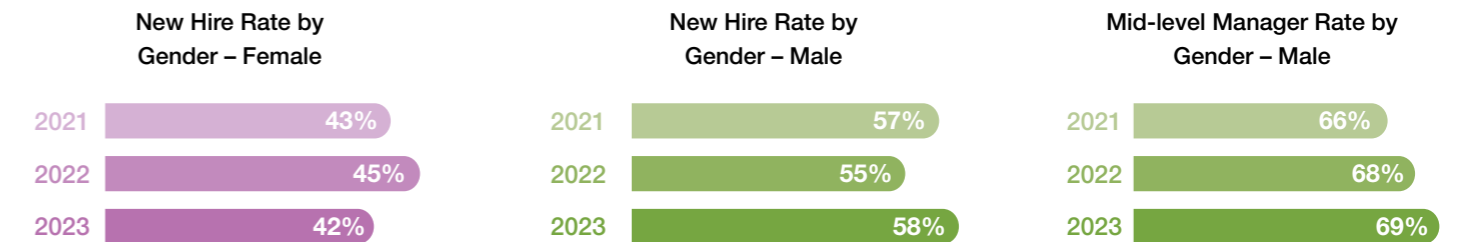
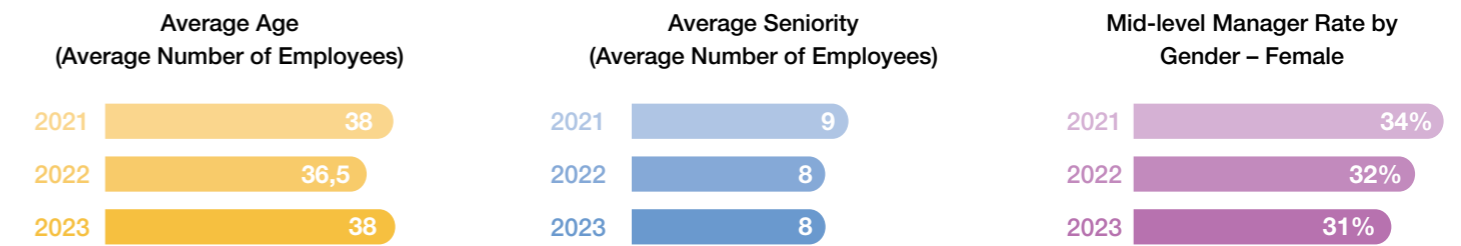
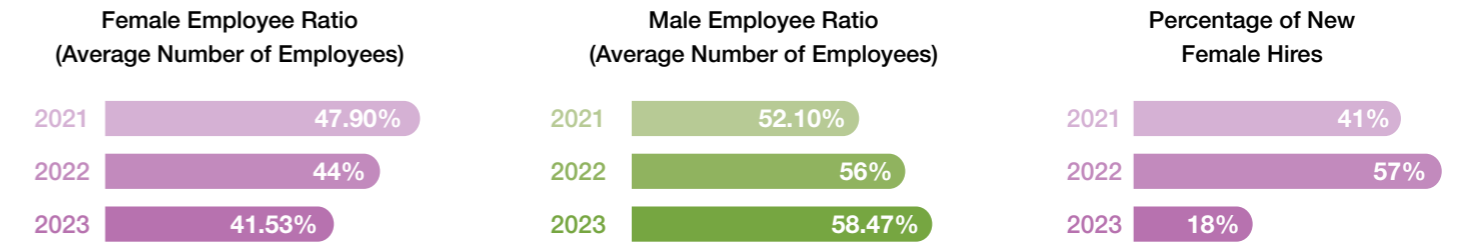
\* (Total number of lost time accidents\*1,000,000 / Total Working Hours)

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

### Employee Profile



### Employee Profile



# ANNEXES and INDICATORS

## SUSTAINABILITY PERFORMANCE INDICATORS

### Supply Chain Management Performance

Data on Suppliers	2023
Number of direct (Tier 1) suppliers	136
Number of direct (Tier 1) suppliers collaborated with in the last three years	62
Number of critical and direct (Tier1) suppliers	136
Payments to critical and direct (Tier1) suppliers	1,131,166,424
Number of indirect (non-Tier1) suppliers	969
Number of indirect (non-Tier 1) suppliers collaborated with in the last three years	1,234
Number of critical and direct (non-Tier1) suppliers	3
Payments to critical and indirect (non.Tier1) suppliers	202,587,757

## GRI CONTENT INDEX

Tat Gida has prepared this report in accordance with the GRI Standards for the period from 1 January 2023 to 31 December 2023.

GRI Standard	Disclosure	Reference
<b>GRI 1: Basic Principles 2021</b>		
<b>GRI 2: General Disclosures 2021</b>		
GRI 2: General Disclosures 2021	2-1 Organizational details	About Tat Gida (p.16-18) Our Production Plants (p.19-21) Communication (p.151)
	2-2 Entities included in the organization's sustainability reporting	About the Report (p.7)
	2-3 Reporting period, frequency and contact point	About the Report (p.7)
	2-4 Restatements of information	
	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.16-18) Our Production Plants (p.19-21) Products (p.23) Supply Chain Management (p.55-57) Value Chain Management (p.58-59)
	2-7 Employees	Employee Profile (p.140-141)
	2-8 Workers who are not employees	Contract Farming (p.124-125)
	2-9 Governance structure and composition	Board Of Directors Structure, Senior Management and Committees (p.40-41) Committees (p.42-43)
	2-10 Nomination and selection of the highest governance body	Corporate Governance Principles and Policies (p.36-39) Board Of Directors Structure, Senior Management and Committees (p.40-41) Committees (p.42) Remuneration and Benefits (p.44-45)
	2-11 Chair of the highest governance body	Board Of Directors Structure, Senior Management and Committees (p.40-41)
	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.49-53) Sustainability Management (p.64-71)
	2-13 Delegation of responsibility for managing impacts	Message from the Senior Management (p.8-11) Corporate Risk Management (p.49-53) Sustainability Management (p.64-71)
	2-14 Role of the highest governance body in sustainability reporting	Message from the Senior Management (p.8-11) Sustainability Management (p.64-71)
	2-15 Conflicts of interest	Corporate Governance Principles and Policies (p.36-39) Prevention of Conflicts of Interes (p.48)
	2-16 Communication of critical concerns	Message from the Senior Management (p.8-11) Corporate Risk Management (p.49-53) Sustainability Management (p.64-71) Sustainability Priority Setting and Prioritization Analysis(p.66-67)
	2-17 Collective knowledge of the highest governance body	Board Of Directors Structure, Senior Management and Committees (p.40-41)





# ANNEXES and INDICATORS

## GRI CONTENT INDEX

GRI Standard	Disclosure	Reference
<b>GRI 1: Basic Principles 2021</b>		
<b>GRI 2: General Disclosures 2021</b>		
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.36-39) Remuneration and Benefits (p.44-45)
	2-20 Process to determine remuneration	Corporate Governance Principles and Policies (p.36-39) Remuneration and Benefits (p.44-45) Employee Commitment and Experience (p.100-102)
	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.64-71) Sustainability Priority Setting and Prioritization Analysis(p.66-67) Sustainability Goals (p.70-71)
	2-23 Policy commitments	Corporate Governance Principles and Policies (p.36-39)
	2-24 Embedding policy commitments	Corporate Governance Principles and Policies (p.36-39)
	2-25 Processes to remediate negative impacts	Ethics and Transparency (p.46-47) Fight Against Bribery and Corruption (p.47) Prevention of Conflicts of Interes (p.48) Expressing Concerns (p.48) Corporate Risk Management (p.49-53) Sustainability Goals (p.70-71)
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Transparency (p.46-47) Fight Against Bribery and Corruption (p.47) Prevention of Conflicts of Interes (p.48) Expressing Concerns (p.48)
	2-27 Compliance with laws and regulations	Ethics and Transparency (p.46-47)
	2-28 Membership associations	Corporate Memberships and Supports (sf.134-135)
	2-29 Approach to stakeholder engagement	Sustainability Priority Setting and Prioritization Analysis(p.66-67)
	2-30 Collective bargaining agreements	Employee Commitment and Experience (p.100-102)
<b>GRI 3: Material Topics</b>		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Corporate Risk Management (p.49-53) Sustainability Priority Setting and Prioritization Analysis(p.66-67)
	3-2 List of material topics	Prioritization Matrix (p.67)
	3-3 Management of material topics	Sustainability Management (p.64-71) Sustainability Priority Setting and Prioritization Analysis(p.66-67) Sustainability Goals (p.70-71)
<b>Ensuring Consumer Satisfaction</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	About Tat Gida (p.16-18) Our Vision & Mission (p.24) R&D and Innovation (p.118-121) Digitalisation and Innovation (p.122-123) Healthy Life and Quality (p.128-131)

## GRI CONTENT INDEX

GRI Standard	Disclosure	Reference
<b>Ensuring Corporate Customer Satisfaction</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	About Tat Gida (p.16-18) Our Vision & Mission (p.24) Awards and High Impact Practices (sf.28-31) Customer Experience (sf.126-127)
<b>Food Safety and Quality</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Production Plants (p.19-21) Corporate Governance Principles and Policies (p.36-39) Supply Chain Management (p.55-57) Value Chain Management (p.58-59) R&D and Innovation (p.118-121) Healthy Life and Quality (p.128-131)
<b>Product Liability</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Production Plants (p.19-21) Corporate Risk Management (p.49-53) R&D and Innovation (p.118-121) Product Liability and Traceability (p.132-133)
<b>Traceability</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Digitalisation and Innovation (p.122-123) Product Liability and Traceability (p.132-133)
<b>Occupational Health and Safety</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health And Safety (sf.106-109)
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health And Safety (sf.106-109)
	403-2 Hazard identification, risk assessment, and incident investigation	Social Performance Data (p.140)
	403-3 Occupational health services	Occupational Health And Safety (sf.106-109)
	403-5 Worker training on occupational health and safety	Social Performance Data (p.140)
	403-6 Promotion of worker health	Occupational Health And Safety (sf.106-109)
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Supply Chain Management (p.55-57) Occupational Health And Safety (sf.106-109)
	403-8 Workers covered by an occupational health and safety management system	Supply Chain Management (p.55-57) Occupational Health And Safety (sf.106-109)
	403-9 Work-related injuries	Social Performance Data (p.140)
	<b>Water Management</b>	
GRI 3: Material Topics 2021	3-3 Management of material topics	"Tat Gida's Environmental Management Approach (p.78-79) Digital and Sustainable Agriculture (p.80-83) Water and Wastewater Management (p.88)"
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water and Wastewater Management (p.88)
	303-2 Management of water discharge-related impacts	Water and Wastewater Management (p.88)
	303-3 Water withdrawal	Environmental Performance Data (p.138)
	303-4 Water discharge	Environmental Performance Data (p.138)
	303-5 Water consumption	Environmental Performance Data (p.138)



# ANNEXES and INDICATORS

## UNITED NATIONS GLOBAL COMPACT (UNGC) CONTENT INDEX

Global Principles	Reference
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and.	Corporate Governance Principles and Policies (p.36-39) Ethics and Transparency (p.46-47) Human Rights Approach (p.96-97) Employee Commitment and Experience (p.100-102)
Principle 2: Make sure that they are not complicit in human rights abuses	
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	
Principle 4: The elimination of all forms of forced and compulsory labour.	Corporate Governance Principles and Policies (p.36-39) Ethics and Transparency (p.46-47) Human Rights Approach (p.96-97) Equal Opportunity, Inclusion and Diversity (p.105)
Principle 5: The effective abolition of child labour.	
Principle 6: the elimination of discrimination in respect of employment and occupation.	
Principle 7: Businesses should support a precautionary approach to environmental challenges.	Tat Gıda's Environmental Management Approach (p.78-79) Digital and Sustainable Agriculture (p.80-83) Energy and Emissions Management (p.84-87) Water and Wastewater Management (p.88) Waste Management (p.89) Zero Waste Management System (p.90) Caring About Nature and Animal Habitats (p.91)
Principle 8: Undertake initiatives to promote greater environmental responsibility.	R&D and Innovation (p.118-121) Digitalisation and Innovation (p.122-123) Sustainable Agriculture with Farmers (p.124-125)
Principle 9: Encourage the development and diffusion of environmentally friendly technologies.	
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Ethics and Transparency (p.46-47) Fight Against Bribery and Corruption (p.47) Prevention of Conflicts of Interest (p.48) Expressing Concerns (p.48)

## UN WOMEN'S EMPOWERMENT PRINCIPLES (UN WEPs)

PRINCIPLES	REFERENCE
Principle 1: Establish high-level corporate leadership for gender equality	Message from the CEO (p. 8-11) Policies (p.37-39) Equal Opportunity, Inclusion and Diversity (p.105)
Principle 2: Treat all women and men fairly at work – respect and support human rights and non-discrimination, bu ilkelerin desteklenmesi	Policies (p.37-39) Human Rights Approach (p.96-97) Employee Engagement and Experience (p.100-102) Equal Opportunity, Inclusion and Diversity (p.105)
Principle 3: Ensure the health, safety and well-being of all women and men workers	Policies (p.37-39) Human Rights Approach (p.96-97) Employee Engagement and Experience (p.100-102) Occupational Health and Safety (p.106-109)
Principle 4: Promote education, training and professional development for women	Training and Development of Employees (p.103-104) Social Performance Data (p.139-140)
Principle 5: Implement enterprise development, supply chain and marketing practices that empower women	Equal Opportunity, Inclusion and Diversity (p.105)
Principle 6: Promote equality through community initiatives and advocacy	Equal Opportunity, Inclusion and Diversity (p.105) Corporate Memberships and Support (p.134-135)
Principle 7: Measure and publicly report on progress to achieve gender equality	Message from the CEO (p. 8-11) Policies (p.37-39) Equal Opportunity, Inclusion and Diversity (p.105) Social Performance Data (p.139-140) Employee Demographics (p.140-141)





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