



TAB
FOOD
INVESTMENTS



Sustainability Report 2023

Sustainability Report 2023
TFI TAB Food Investments

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We provide detailed information about our sustainability journey in our report, highlighting the progress we have made, the challenges we have faced with, and our expectations for the future.



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01 About the Report

As TFI TAB Gıda Yatırımları A.Ş. (“**TFI TAB Food Investments**”, “**TFI**”), we transparently present the details of our work and progress on our sustainability journey to our valued stakeholders, through our first sustainability report. With this first TFI Sustainability Report published, we comprehensively reflect on how we act by integrating the values of fairness, transparency and accountability into every aspect of our operations and how we work towards the objective of continuous improvement with a sense of responsibility.

We provide detailed information about our sustainability journey in our report, highlighting the progress we have made, the challenges we have faced with, and our expectations for the future. We determine our sustainability strategy within the framework of global and sectoral trends and set our targets from this perspective.

Last year, we designed the strategy of our sustainability journey, the foundations of which we have laid by placing sustainability at the center of our way of doing business.

We developed this strategy around three focus areas: “**Food**”, “**the Planet**” and “**People**”. We position the three focus areas of our first Sustainability Report on the axis of environmental, social and governance topics and share the value we have created. In light of our strategy, we included our short, medium and long-term sustainability targets in our report, as well as the details of our previous year’s performance.

Through this report, we present to you, our valued stakeholders, our sustainability-focused management approach, our risk management framework, our contribution to the Sustainable Development Goals (SDGs), the targets we have set, and the monitoring criteria, in the most transparent way.

Our report is the key indicator of our efforts to integrate sustainability into our corporate culture, business strategy and operations. In this context, as TFI, we aim to publish a sustainability report every year within the scope of our relevant targets and strategies.

TFI Sustainability Report 2023 has been prepared in accordance with the GRI Sustainability Reporting Standards.
(GRI 1: Foundation 2021)

You can easily access the details of the relevant content through **the GRI Content Index Table** in the “**Annexes**” section of our report.

You can send your opinions, suggestions and questions regarding our sustainability efforts to
tfisurdurulebilirlik@tabfoods.com.



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Scope of Reporting

Unless otherwise stated, the information we share in our report covers TFI TAB Food Investments and its group companies for the 2023 financial year (January 1 - December 31). The information we provide specifically for "restaurants" covers the restaurants belonging to TFI's group company, TAB Food. The obligations, commitments and performance information we disclose are those of the following group companies: TAB Gıda Sanayi ve Ticaret A.Ş. ("**TAB Food**"); Fasdat Gıda Dağıtım Sanayi ve Ticaret A.Ş. ("**Fasdat Food Distribution**", "**Fasdat Food**"); Fasdat Sebze Doğrama Paketleme Sanayi ve Ticaret A.Ş. ("**Fasdat Vegetable**"); Ata Express Elektronik İletişim Tanıtım Pazarlama Dağıtım Sanayi ve Ticaret A.Ş. ("**Ata Express**"); Atakey Patates Gıda Sanayi ve Ticaret A.Ş. ("**Atakey Potato Food**", "**Atakey**"); Ekur Et Entegre Sanayi ve Ticaret A.Ş. ("Ekur Meat Integrated", "Ekur Meat"), and Ekmek Unlu Gıda Sanayi ve Ticaret A.Ş. ("**Ekmek Baked Goods**") and, unless expressly stated otherwise, our group company operating in China, namely Burger King (China) Holding, Co. Ltd. ("**BK China**", "**Burger King China**") is not included in our reporting scope.

Our abbreviation "TFI" used throughout the report represents TFI TAB Food Investments and our sub-group companies included in the report, unless otherwise stated.

In the "**Annexes**" section of our report, our data for the past two years (2021 and 2022) are also included, and we have performance indicators that allow you to track our 3-year performance in total.

Reporting Limits

Our dealers and suppliers are independent businesses that uphold the standards of our brands. We strive to work in collaboration with these businesses to raise awareness and to access development opportunities, in order to create a holistic value with a focus on sustainability. Unless otherwise stated, data from our dealers and suppliers are not included in the metrics in our report.

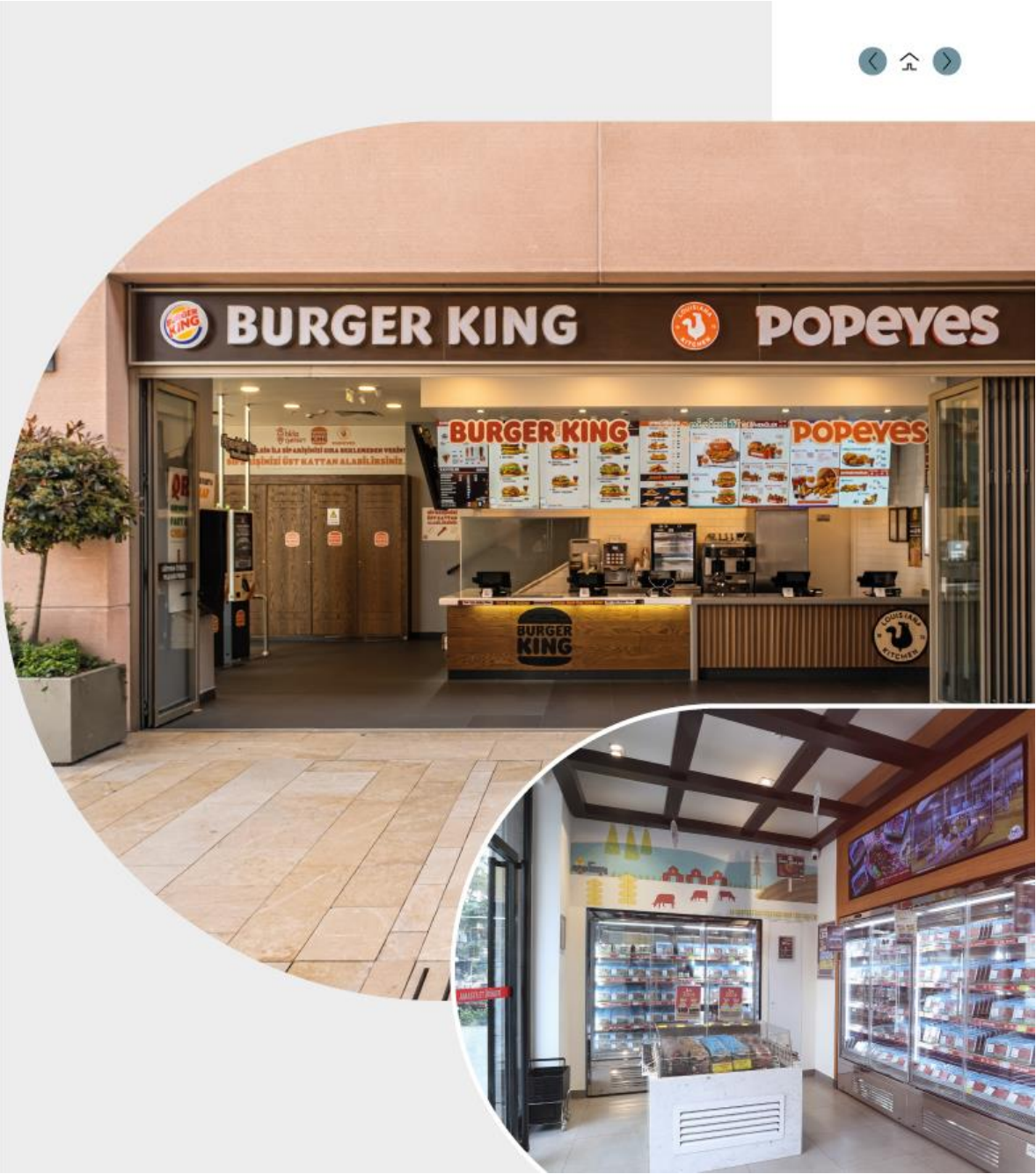


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Stakeholder Engagement

We are aware that we cannot develop our sustainability strategy alone as TFI. We believe that a correct sustainability structure can be achieved collectively, end-to-end, with the participation of all stakeholders. Ensuring the participation of our stakeholders in all processes helps us identify current sustainability-focused risks and opportunities that affect our group companies. For this reason, we consider the interaction we establish with our stakeholders to be very valuable, and we shape our decision-making processes by constantly consulting them for their opinions.

The feedback we receive from our stakeholders helps us better understand their needs and expectations on the issues we prioritize. Relevant feedback guides our organization in maximizing our environmental and social impact and contributes to the determination of our sustainability-focused value areas. You can access detailed information about the interactions we make with our stakeholders in this scope under our **“Stakeholder Communication”** heading.





Message from TFI

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Dear Valued Stakeholders,

As we are leaving behind a whole year, we believe that we will learn positive and negative lessons from the experiences we have had on a global and national scale, in economic, social and environmental terms. In 2023, we celebrated the 100th anniversary of our Republic with great pride, and stepping into a new century of our country gave us hope. For this important milestone, we were proud to offer the shares of two of our sector-leading companies, TAB Food and Atakey Potato Food, to the public. TAB Food's IPO was Türkiye's largest IPO in TL currency and was a great success.

On the other hand, we experienced sad events that have deeply shaken our country. We came together with a sense of solidarity to heal the wounds of the devastating earthquakes that occurred in February, and we swiftly delivered our aid to the places in need.

We would like to once again express our sincere condolences to the loved ones of all our citizens who lost their lives in this disaster; may they rest in peace.

We wholeheartedly believe that we will recover quickly from all the difficulties we have experienced as a country and continue to grow, and with this belief, we continue our work at full pace to do our part as an organization.

Sustainability has become one of the highest-ranking items on our sector's agenda, especially due to the developments in recent years, food crises that have increased with wars, and stock and logistics problems. The need for production that respects nature and natural resources has become much more evident over the time. Furthermore, consumers also want to know about the supply and production journey, content, and social impact of the services and products they purchase, in a more transparent manner. The rise of vegan and vegetarian diets causes quick service restaurant operators like us to reshape their offerings and menus, and develop new products accordingly.

With the strength we derive from being one of the world's largest operators in the quick service restaurants business, and with the companies in our ecosystem that form the cornerstones of our vertically-integrated structure, we are speeding up our efforts to manage our environmental impact, protect our natural resources, and re-introduce these resources to our world.

This year, as TFI TAB Food Investments, we are excited to share with you, in this very first sustainability report, the details of our targets, the steps we have taken and the progress we have made within the scope of our sustainability journey, in accordance with the principle of transparency. Through our sustainability strategy we have designed under the three focus areas, which are the headings of "Food", "the Planet" and "People", we prioritize issues where we can create a positive impact on the environment and society, and we make progress in our targets and in the work we have initiated on relevant issues, under the leadership of our sustainability governance structure.

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As we continue our activities, we also continue our financial and operational growth together with our group companies and our production facilities that are all established in our country. The unique ecosystem formed by the group companies under the TFI umbrella reinforces our leading position as a product and service provider in all our operations. While we procure a significant portion of the products we offer to our guests in our restaurants and takeaway services from our own ecosystem companies, we maintain end-to-end food safety and our superior brand quality in all our processes. In parallel with this, we undertake new projects based on international food safety and quality standards in order to raise the bar to another level every day.

We integrate into our existing business processes various studies that will minimize our environmental impact and that range from carbon footprint calculations, waste management and energy efficiency studies, to sustainable agricultural practices.

As you can see in more detail in the continuation of the report, we achieved many developments in the past year that will further improve our sustainability efforts. We carried out our Scope 1, 2 and 3 greenhouse gas emission calculations for the 2022 and 2023 periods on a group company basis.

We received verification services from an independent organization for the greenhouse gas emission reports of our TAB Food and Atakey Potato Food group companies. In addition, we reduced our greenhouse gas impact resulting from our electricity consumption, by obtaining renewable energy certificates in both of our group companies.

We transformed Atakey's seed potato farming activities by observing sustainable agriculture principles and successfully established the FSA Sustainable Agriculture Management System with "Gold"-degree compliance. We have accelerated our energy-efficiency efforts in our Ekur Meat Integrated and Atakey Potato Food companies, which are subject to energy efficiency regulations. By establishing the ISO 50001 Energy Management System in both of our group companies, we integrated the requirements of the relevant standard into their existing quality management systems. In 2022, we established the ISO 34700 Animal Welfare Management System in the breeding farm of our Ekur Meat Integrated group company, by taking the expectations of our stakeholders into consideration, and became the first organization in Türkiye to be certified according to this standard. Moreover, our group companies Fasdat Vegetable, Fasdat Food and TAB Food have initiated efforts for investment in solar power plants projects with the aim of switching to renewable energy production in 2024 and 2025.

In addition to our environmental sustainability efforts, our work with positive social impact also continues to grow stronger. We have contributed to both the circular economy and the provision of quality education to children by recycling our electronic waste with the "Donate, Don't Discard" social responsibility project of the Education Volunteers Foundation of Türkiye supported by TAB Food. We aim to contribute to local employment and raise awareness among our stakeholders on increasing productivity, with the sustainable agriculture-focused farmer training program that we planned this year and will implement in 2024 within our Atakey Potato Food group company. On the other hand, we continue our efforts towards our target of increasing the ratio of female employees and female board members, by also taking steps towards social equality within our company.



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We are delighted to present to you, our valued stakeholders, this TFI Sustainability Report 2023, demonstrating our sustainability performance, the value we have created, our principles, our targets, and the progress we have made within the scope of our sustainability strategy, in line with the foregoing developments we achieved with the difficult, long and sensitive work of our teams. We would like to express our sincere gratitude to our stakeholders, shareholders, business partners and employees, who supported us in the preparation of our first sustainability report.

As our beloved father, the late Ertuğrul Kurdoğlu, always said, we will continue to work with all our might to leave a more livable and nature-respecting world to future generations.

Erhan Kurdoğlu

Chairman of the Board of Directors of TFI TAB Food Investments

Korhan Kurdoğlu

Vice-Chairman of the Board of Directors and CEO of TFI TAB Food Investments



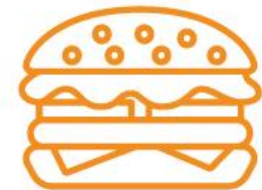
With the knowledge and experience of exactly 30 years, we have become a leader in quick service restaurant (QSR) chains operations as one of the largest quick service restaurant operators in Türkiye and China. Today, with over 55,000 colleagues and over 3,200 restaurants, we serve consumers in the quick service restaurant sector with an understanding of "producing consumer-focused solutions that provide diversity".



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02 About TFI



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About TFI



As TFI TAB Food Investments, one of the leading companies in Türkiye and the world in the quick service restaurant sector today, we started our journey in the sector by establishing TAB Food in 1994. We have added many international brands to our portfolio over the years, starting out on our journey by introducing the King of Grilling, Burger King, to Türkiye for the first time in 1995. We also created our brands Usta Dönerci, Usta Pideci and Amasya Et Ürünleri by integrating our traditional flavors into the quick service restaurant culture.

Today, we have become a huge family with the brands Burger King, Sbarro, Popeyes, Arby's, Subway, Usta Dönerci, Usta Pideci and Amasya Et Ürünleri included in our portfolio, along with Burger King China, which operates in China.

With the knowledge and experience of exactly 30 years, we have become a leader in quick service restaurant (QSR) chains operations as one of the largest quick service restaurant operators in Türkiye and China.

Today, with over 55,000 colleagues and over 3,200 restaurants, we serve consumers in the quick service restaurant sector with an understanding of "producing consumer-focused solutions that provide diversity".

In addition to its operational and marketing capabilities in the quick service restaurant sector, our company also carries out a large portion of its food supply and logistics operations through its ecosystem companies with the mission of providing "superior customer experience."



1. QSR Türkiye

As TAB Gıda Sanayi ve Ticaret A.Ş. (TAB Food) in Türkiye, we have the brands Burger King, Sbarro, Popeyes, Arby's, Usta Dönerci, Usta Pideci and Subway in our portfolio. We lead the quick service restaurant sector in Türkiye with more than 1,600 restaurants.

2. QSR China

Since 2012, we have been operating under the name Burger King (China) Holding, Co. Ltd. (BK China) in China. We continue to achieve global success with more than 1,600 restaurants in 200 cities in China.

3. Ecosystem Companies

Our ecosystem companies, which form the basis of our vertical integration structure, support our activities by providing products and services to our quick service restaurant operations. Thanks to this structure, we ensure end-to-end food safety in all our supply and production processes and maintain our superior brand quality.

Our ecosystem structure was formed with Fasdat Gıda Dağıtım Sanayi ve Tic. A.Ş. (Fasdat Food) which was established in 1995 to serve ready-made food producers, catering companies, and also restaurants outside the quick service restaurants sector.

Fasdat Food, which we established as a supply and distribution company, has become Türkiye's largest frozen food logistics company today.

In 2007, our ecosystem company Reklam Üssü was established with the aim of providing 360-degree communication and marketing services for advertising, digital marketing, and public relations business processes to our group companies and to franchise restaurants.

In 2008, Ekmek Unlu Gıda Sanayi ve Ticaret A.Ş. (Ekmek Baked Goods) was established to strengthen the ecosystem structure of TFI TAB Food Investments and to supply bakery products such as hamburgers, sandwich bread, baguettes, biscuit bread, pizza dough and ice cream cones to TAB Food restaurants. With its second factory, which became operational in 2012, Ekmek Baked Goods secured its position among the largest production facilities in its category in Türkiye.

Established in 2010, Fasdat Sebze Doğrama Paketleme Sanayi ve Ticaret A.Ş. (Fasdat Vegetable) started its operations to meet the salad needs of our restaurants.

Expanding our ecosystem structure with its fresh-cut salad preparation facility, Fasdat Vegetable diversified its supply network by producing various frozen and fresh products for hotels, restaurants, cafés and catering companies.

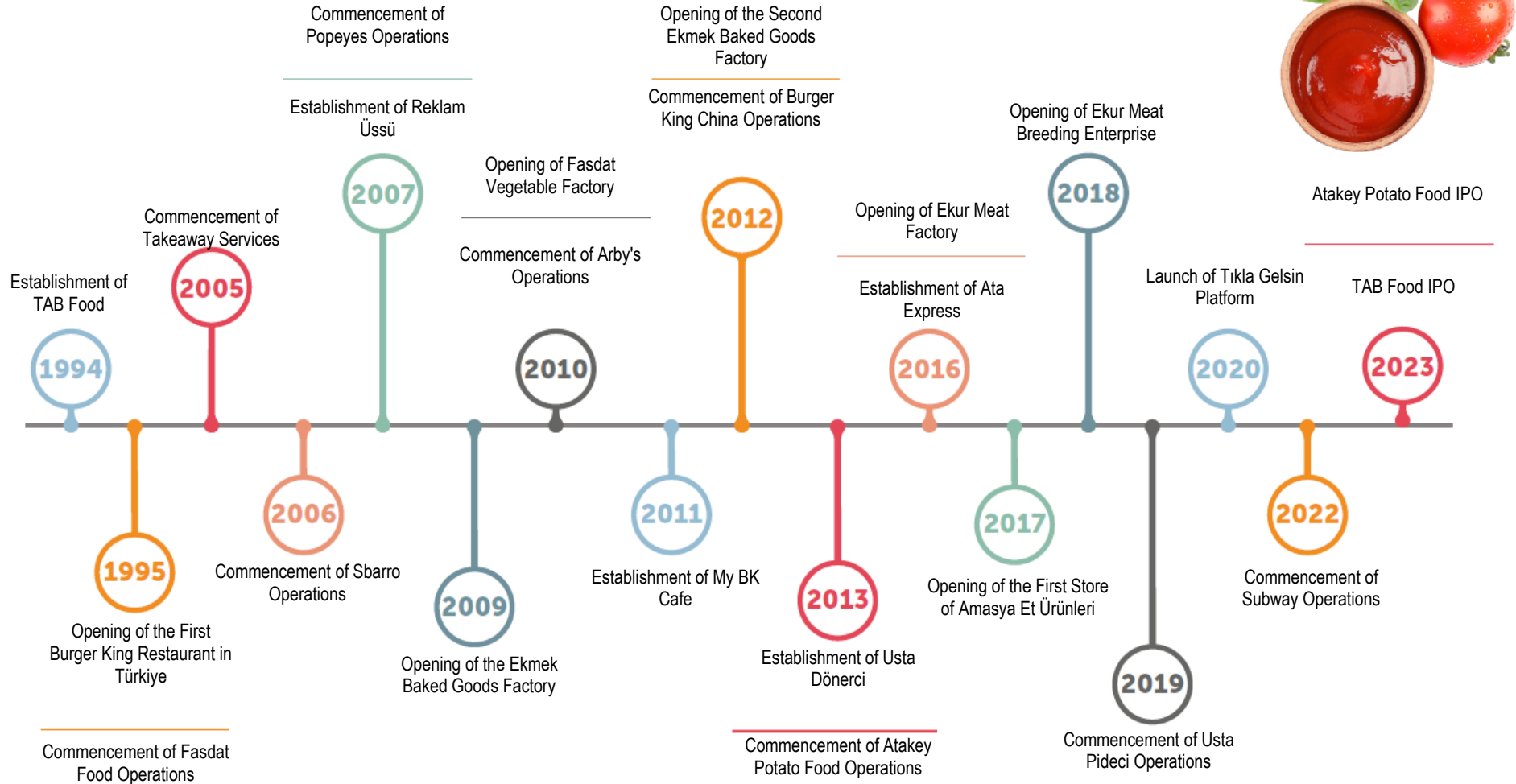
Founded in 2013, Atakey Patates Gıda Sanayi ve Ticaret A.Ş. (Atakey Potato Food) set out with the aim of delivering its products to consumers by adopting sustainable agriculture principles. Atakey Potato Food, which carries out its agricultural activities through the contract farming model, has become one of the leading potato factories in Türkiye with the amount of frozen French fries it produces and the volume of its exports to Burger King China restaurants.

Ekur Et Entegre Sanayi ve Ticaret A.Ş. (Ekur Meat), which started its operations in 2016 based on our sustainability approach to food safety, is the newest link in the production chain within TFI. Ekur Meat was established to meet the red meat needs of our Burger King, Arby's, Sbarro, Subway, Usta Pideci and Usta Dönerci restaurants and also serves customers outside our group in the sector under the "Amasya Et Ürünleri" brand.

Fiyuu, which carried its first order in 2016 and is part of our Ata Express group company, operates with more than 5,000 couriers across Türkiye and brings products sold in restaurants, markets and e-commerce websites to consumers. Launched in 2020, Tıkla Gelsin is another brand of Ata Express and is an e-commerce platform with mobile application and website ordering channels, where internet users can order restaurant products they are interested in.

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TFI at a Glance

 **3,225** TFI Total Number of Restaurants*
*31.12.2023

 **1,615** QSR Türkiye Total Number of Restaurants*
*31.12.2023

 **+55,000** Total Number of Employees



 **1,610** QSR China Total Number of Restaurants*
*31.12.2023

 **+23 Million** pcs/month Hamburger Bun Production

Ekmek

 Monthly **8,213 rounds**
2,936,200 km

FASDAT

 **170,000 m²** Area Containing Installed Fully-Integrated Facility

EKUR

 **Production of 1/5** of the total frozen French fries consumed in Türkiye

AtaKey

 **Annually 7,500 tons** Manufacturing Capacity

FASDAT

 **+3 Million** Takeaway Service Deliveries / month

fiyuu

 **+1 Million** Orders / month

tıkla gelsin

Highlights for 2022 - 2023



Food

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In 2023, our group companies that are subject to inspections, received **Grade A and above** from the BRC Global Standard for Food Safety inspections.



In 2023, all of the inspections carried out by NSF International on behalf of **Burger King** and **Popeyes** brands at **Ekur Meat**, **Atakey Potato Food**, **Ekmek Baked Goods**, **Fasdat Vegetable** and **Fasdat Food** facilities were successfully completed.



In 2022, Ekur Meat became the first company in Türkiye to receive the **ISO 34700 Animal Welfare Management System** certificate within the scope of animal welfare efforts.



The rate of **TAB Foods's** food and primary packaging suppliers holding the GFSI - Global Food Safety Initiative certification **in 2023 was 91%**.

To ensure sustainable palm oil use, Atakey procured **82.85%** of its palm oil as **RSPO Mass Balance / Mixed-certified** in 2023.



To support the formation of a sustainability-focused supply chain, **TAB Food and Fasdat Food** started using **ESGnius Supply Chain Performance Management software**, an **ESG management platform**.



The Planet

Scope 1, 2 and 3 emissions of **7 group companies** were calculated and reported for the 2022 and 2023 reporting years.



In 2023, **Atakey Potato Food** established the **Farm Sustainability Assessment (FSA)** Management System, covering the agricultural activities it carries out in Konya, and received the **"Gold"** certificate in the inspections, which is the highest score.

TAB Food's and Atakey Potato Food's 2023 emission data were verified by an independent organization*.



Ekmek Baked Goods managed to increase the recycled waste rate **from 61.41% to 78.89%** in 2023 compared to 2021.



* The 2023 emission data calculated according to the Greenhouse Gas Protocol were verified by SGS Supervise Gözetme Etüd Kontrol Servisleri A.Ş.

The verification of the 2023 emissions was confirmed with the sign "



Highlights for 2022 - 2023



The Planet

The recycled waste rate in Ekur Meat's total waste amount **reached 89.5% in 2023.**



Ekur Meat and Atakey Potato Food started energy efficiency efforts in 2023.



In 2023, Ekur Meat Integrated and Atakey Potato Food established the ISO 50001 Energy Management System.



In 2023, Ekur Meat Integrated, Atakey Potato Food, Ekmek Baked Goods and Fasdat Vegetable started the ISO 14001 Environmental Management System installation processes for their production facilities.

TAB Food was listed among the “**Top 25 Companies Providing the Most Employment**” in 2023 within the scope of the “**Capital 500**” research prepared by Capital Magazine.

Within the scope of the **TAB Academy** program in 2023, **more than 10,000 employees** were provided with training on food safety, food quality, customer satisfaction and brand standards.

Fasdat Vegetable **reduced water consumption per product by 25.05% in 2023 compared to 2021.**



With the measures taken, TAB Food **reduced electricity consumption per restaurant by 9.62% in 2023 compared to 2022.**



People

While TAB Food's female employee ratio was **35% in 2021**, this rate reached **43% in 2023.**



TAB Food received the “**Best Food Company of the Year Award**” at the Yıldız Business World Awards organized by Yıldız Technical University Quality and Efficiency Club.

TFI* was awarded the **Great Place to Work** certification in 2023.



TAB Food was included in the “**Companies with the Highest Number of Employees**” list in the “Highest Performing Companies” survey prepared by **Fortune 500**.

Atakey Potato Food **has zeroed its Scope 2 emissions by purchasing an International Renewable Energy Certificate (I-REC) to cover 100% of its electricity consumption in 2023.**



Ata Express **established Fiyuu Courier Academy, Türkiye's first courier training center.**



* This includes the 71-people staff working at the head office of TFI TAB Food Investments group, as of 31.12.2023, who are responsible for various business processes of the group companies focusing on internal audit, internal control, risk, compliance, quality, sustainability, technology, corporate intelligence, finance, and human resources.

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As a leading company in the quick service restaurants sector in Türkiye and the world, we are growing stronger with our corporate management model, the foundations of which we laid from day one and which we have carried forward to the present day. We carry out all our activities with the values of “dream big”, “be open to new ideas”, “take ownership”, “have a meritocratic understanding” and “transparency” that we have integrated into our management model, and we are taking firm steps towards embracing sustainability internally.



03 Governance



Our Governance Structure

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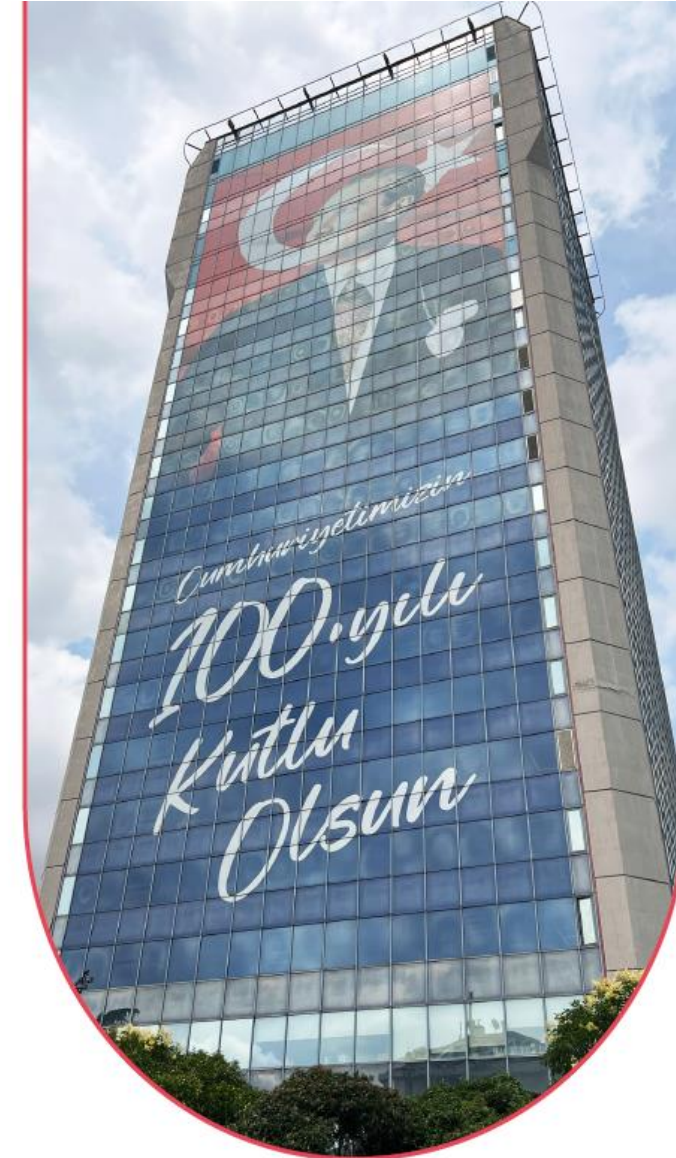
We carry out all our activities with the values of “dream big”, “be open to new ideas”, “take ownership”, “have a meritocratic understanding” and “transparency” that we have integrated into our management model, and we are taking firm steps towards embracing sustainability internally.

At our company founded in 1994 by Ertuğrul Kurdoğlu (1932 - 2013), we have been working with all our strength since our establishment to create value with all our stakeholders.

We make this value creation journey sustainable with our strong governance structure. Our Board of Directors, the cornerstone of our governance structure, consists of 8 members, including 2 independent members. Each of our Board members embraces the vision and mission of our company and has extensive qualifications and experience. Our members are elected by the General Assembly to serve for a term of 3 years.

Within the framework of the holistic approach we take in our governance structure, key executives from TFI TAB Food Investments, QSR Türkiye and China, and from our ecosystem participate in the meetings of the Board of Directors. Thus, as TFI, we manage every area we interact with in a complete, accurate and powerful manner. Detailed information about our management team is available to all our stakeholders **on our corporate website**. The company is managed and represented in the sector by the Board of Directors. The Board of Directors is responsible for creating and developing all targets and strategies of the company. While carrying out this duty, the Board determines the company strategy by focusing on risk management and taking opportunities into account. Maintaining success at all times and ensuring sustainable operational and marketing excellence are the core principles of the Board. Our Board of Directors holds monthly meetings, chaired by the Chairman of the Board, to evaluate our company's strategy, follow-up of operations, and important developments.

The strategy for our sustainability journey was developed and our relevant sustainability priorities were determined under the leadership of the Chairman and Vice-Chairman of the Board of Directors and the CEO of TFI. This first sustainability report we are publishing as TFI was also approved by the Board of Directors.





Erhan Kurdoğlu

Chairman of the Board of Directors

Erhan Kurdoğlu has been the Chairman of the Board of Directors of TFI TAB Food Investments since the company's establishment. Kurdoğlu, who served as Deputy General Coordinator at Ata İnşaat Sanayi ve Ticaret A.Ş. between 1987 and 1991, is a member of the Board of Directors in many companies belonging to his family. Erhan Kurdoğlu is the founding partner of 35 companies and the founder of Fasdat Food, Ekmek Baked Goods, Atakey, Ekur Meat and Reklam Üssü group companies. TFI TAB Food Investments which he founded in 1994 purchased the master franchise rights of Burger King in 1995. Kurdoğlu is a graduate of the University of Miami, Department of Civil Engineering.



Korhan Kurdoğlu

Vice-Chairman of the Board of Directors and CEO

Korhan Kurdoğlu, a founding member of TFI TAB Food Investments, serves as the Vice-Chairman of the Board of Directors and CEO. Korhan Kurdoğlu, who is a board member in many companies belonging to the Kurdoğlu family, is also the founding partner of 35 companies. Kurdoğlu, who is the President of Türkiye-China Business Council of Türkiye Foreign Economic Relations Board, also acts as the President of the Turkish Industry and Business Association's (TÜSİAD) China Network. Korhan Kurdoğlu graduated from the University of Miami, Department of Civil Engineering in 1987 and completed his master's degree in International Relations at Columbia University.



Erhan Cansu

Board Member

Erhan Cansu, who has been a member of the Board of Directors of TFI TAB Food Investments since 2016, has also been serving as a member of the Board of Directors and CEO of Ekmek Baked Goods and Ekur Meat Integrated since their establishment. Having been on the Board of Directors of Atakey Potato Food since 2012, Cansu joined the Group in 1993 and has been serving as an executive at Ekur İnşaat A.Ş. since 1996 and at MES Mutfak A.Ş. since 2001. Erhan Cansu managed the establishment stages of four food production facilities within TFI TAB Food Investments and has previously worked in the field of building automation within Alarko Sanayi ve Ticaret A.Ş. for 7 years. Erhan Cansu, a graduate of Istanbul Technical University, Department of Electrical Engineering, is also a graduate (with honors) of Istanbul University, Graduate School of Business, Department of International Business.



Recep Caner Dikici

Board Member

Recep Caner Dikici, who has been a member of the Board of Directors of TFI TAB Food Investments since 2016, served as the CEO of TAB Food between 2004 and 2023, and thereafter, he has been serving as a member of the Board of Directors since April 2023. Before 2004, he served as the founder of the KOÇ-ATA Farm and previously managed the Ata İnşaat sawmill activities. Recep Caner Dikici, a graduate of Middle East Technical University, Department of Electrical and Electronics Engineering, also holds a master's degree in Electrical Engineering from Michigan Technological University. Additionally, he holds an associate degree in Agriculture from Eskişehir Anadolu University and an associate degree in Gastronomy from the same university. In addition to his role at TAB Food, he is a member of the Board of Directors at TFI TAB Food Investments, a member of the Board of Directors at Burger King China, and a member of the Board of Directors at AtaSancak A.Ş.



Murat Demirel
Board Member

Murat Demirel, who started working at Ata Holding in 2011, currently serves as a member of the Board of Directors of TFI TAB Food Investments. Demirel began his career in investment banking at Goldman Sachs in New York and worked at the London-based investment bank UBS between 2001 and 2006. Demirel served as the Executive Director and Chief Commercial Operations Officer at Barclays, one of the world's leading financial group companies and he was in charge of all international affairs based in London in his last position there. Between 2006 and 2008, Demirel served as the General Manager of Citibank, the second largest foreign bank in Switzerland. Having received a master's degree in Quantitative Economics from Queens University, Demirel also holds numerous certificates of honor and distinguished-service certificates. Demirel completed his pre-undergraduate education in Bern, Switzerland and speaks English, German and French.



Elmas Melih Araz
Board Member

Elmas Melih Araz has been a member of the Board of Directors of TFI TAB Food Investments since 2013 and a member of the Board of Directors of Pangaea Foods (China) Holdings Ltd. (BK China) since 2012. Araz, who has been working at Ata Group since 2006, had served as CEO at Interbank A.Ş. before joining Ata Group. Araz had previously worked in various positions previously at Citibank N.A. for 12 years, serving as a foreign exchange and money markets specialist in Bahrain and the Group Head of Corporate Banking in Türkiye, and worked in Citibank's Europe, Middle East and Africa Division in New York.



Hasan Akçakayalıoğlu
Board Member

Araz also serves on the Board of Directors of Enka A.Ş., Türkiye's leading real estate development and energy holding company. He previously served as an independent board member at Zorlu Enerji A.Ş., a subsidiary of Zorlu Group, and Şenocak A.Ş., a white goods manufacturer, which are both publicly traded companies. Araz graduated from Ankara University, Faculty of Political Sciences, Department of Economics and Public Finance and holds an MBA from the Kelley School of Business. He also attended Harvard Business School's Management Development Program.

Hasan Akçakayalıoğlu joined TFI TAB Food Investments as an Independent Board Member in July 2019. Prior to that, Mr. Akçakayalıoğlu had been the Chairman of the Board of Directors of Bank Pozitif (İstanbul) since 2002. Akçakayalıoğlu, who is also the Chairman of the Board of Directors of C Factoring A.Ş. (İstanbul) and Demir Kyrgyz International Bank (Bishkek), has been a member of the Board of Directors of Expo Factoring A.Ş. since October 2018. Akçakayalıoğlu served as a member of the Board of Directors of various banks and financial institutions in the Netherlands, Romania, Bulgaria, Kazakhstan, Kyrgyzstan and Türkiye. Akçakayalıoğlu, who previously served as a member of the Board of Directors of TUSİAD and the President of the Turkish Business Council of the Foreign Economic Relations Council (DEİK), also held different executive positions and general manager/CEO positions in various banks and financial institutions. After his university education, Akçakayalıoğlu worked in the London and İstanbul offices of Arthur Andersen and Andersen Consulting. Akçakayalıoğlu, who received his bachelor's and master's degrees from the Department of Computer Engineering at Middle East Technical University, also completed a master's degree in Business Administration at Yeditepe University.



Yılmaz Argüden (Ph.D.)
Board Member

Having joined TFI TAB Food Investments as a strategist in 2022, Yılmaz Argüden (Ph.D.) is the Chairman of the Board of Directors of ARGE Consulting, which is known worldwide for its work for preparing organizations for the future, the creative and innovative management strategies it has developed, and its social contributions. Argüden, who provides management consultancy services to many Turkish and foreign companies on strategy, business excellence, corporate structure, sustainability and governance, is also the Chairman of the Board of Trustees of the Governance Academy Foundation.



Kübra Erman Karaca
CTO

Kübra Erman Karaca, who has been serving as CTO at TFI TAB Food Investments since 2014, is also a member of the Board of Directors of ATP Capital (ATP GSYO) and an Independent Board Member at Index Group. Karaca previously served as CEO at ATP/Tradesoft, Deputy General Manager in charge of Information Technologies at Körfezbank, and led the transformation, BPR and merger projects of Doğu Group Banks. She also worked as an executive in the technology companies of Akbank, Garanti Bank and Yapı Kredi Bank. Karaca is also a member of the Presidents' Council of TÜBİSAD (Turkish Informatics Industry Association). She served as the Chairwoman of the Board of Directors of TÜBİSAD between October 2015 and March 2021 as the first female chairperson. She became the first woman to receive the "TÜBİSAD - TBD Lifetime Service Award". Karaca, who graduated from Ege University, Department of Mathematics and holds a Computer Engineering Master's Degree, completed her education as a TÜBİTAK (Scientific and Technological Research Council of Türkiye) scholarship holder.



Furkan Ünal
CFO

Having started his career at a global consultancy firm, Ünal managed projects in the fields of finance, strategy, economics and administration in more than 10 countries on behalf of multinational organizations. Before joining TFI TAB Food Investments, he served as CFO at Kardemir (Karabük Iron and Steel Factories) for 5 years, Deputy General Manager in charge of Corporate Finance and Investments and a member of the Executive Board at AktifBank, and Senior Advisor to the Board of Directors at TAIB Bank, a subsidiary of the Dubai Group. Ünal currently serves as an Independent Board Member in two separate banks in Kazakhstan and Albania, and as an Advisory Board Member in a company traded on the US Nasdaq Stock Exchange. After completing his engineering education, Ünal received an MBA-Finance Master's degree from Bilgi University and continues his Ph.D. studies at the same university.



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Our Purpose

To create employment in different parts of the world with an innovative and entrepreneurial spirit, our corporate governance approach, and the investments we make in the right areas, while also benefiting the environment and the societies in which we exist



Our Vision

To be the world's largest quick service restaurant operator and to be an example and pioneer with its group companies and production facilities, each of which is a leader in its sector

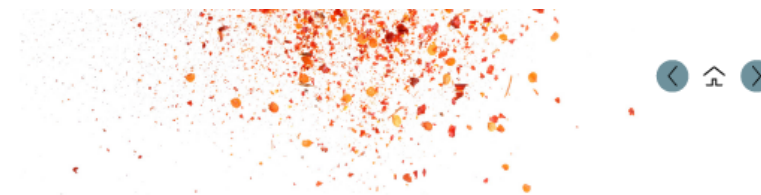


Our Mission

To operate with an understanding of quality, customer satisfaction and perfect services in all our companies, focusing on sustainability as we move towards realizing our vision



Our Values



Think Big

We will be the best quick service restaurant operator in the world. We will do this with the help of the most qualified people and the latest systems and processes, combined with a fact-based data-driven approach. We will never accept being anything less than the best in the world.

Have a Meritocratic Understanding

We have a high-performance work culture. We assess people fairly based on their competencies and performance results against their goals.

Be Open-Minded

We are always open to new ideas and new people. We develop innovations even in areas where we are market leaders. We have a culture where we can get the most out of people's talents.

Take Ownership of the Business and the Organization

All our team members are our business partners. We take ownership of and finalize the work, regardless of titles, roles and functions.

Keep Up with Technology

We are avid users of technology to achieve our business goals.

Be Transparent

We are open and honest about the way we do business. We always try to do the right thing. We are transparent to all our stakeholders.

Take Care

We take care of our world, the society we live in and the environment, and we care about our future.

Our Committees

We shape our corporate governance with great dedication, based on our core values of transparency, fairness and accountability, and we integrate these principles into every stage of our operations.

In this context, we have **4 committees** that undertake supportive responsibilities while the Board of Directors carries out its duties. Members of our committees are determined by the Board of Directors. The duties and responsibilities of our committees are monitored by our Board of Directors. We present detailed information about the responsibilities of our committees to you, our valued stakeholders, in the table below.

Committee Name	Responsibilities
Audit Committee	The Audit Committee is responsible for overseeing the accuracy of the company's financial statements, compliance with legal and regulatory requirements, the qualifications, performance and independence of independent auditors, and the company's internal control systems and internal audit mechanism.
Committee for Early Detection of Risk	In accordance with the Enterprise Risk Management framework, it is responsible for overseeing the risk appetite reflected in the company's activities, including capital adequacy, liquidity, financial planning and financing strategy. The Committee carries out work to detect any risks that may pose a threat to the existence, development and continuity of the company, at an early stage, and to take the necessary measures regarding these risks.
Corporate Governance Committee	The Corporate Governance Committee is responsible for regularly monitoring compliance with the corporate governance principles set out by the Capital Markets Board and the Turkish Commercial Code ("Corporate Governance Principles") and for making recommendations to the company's Board of Directors on improving corporate governance. The Committee also carries out the duties of the Remuneration and Nomination Committees. The Committee takes the lead in establishing remuneration policies for the Board of Directors and executives, determines qualified individuals to become members in accordance with the criteria approved by the Board of Directors, and submits candidate names to the Board of Directors for individuals to be proposed at the General Assembly meeting.
Sustainability Committee	Our Sustainability Committee is led by TFI's Chairman of the Board and TFI's Vice-Chairman of the Board and CEO, and is responsible for creating the company's sustainability strategy, determining its targets, and prioritizing the actions to be implemented by considering the direct and indirect effects of sustainability on the company.

Ethics, Compliance, and Transparency

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We are committed to conducting our company's activities legitimately and in compliance with all applicable anti-corruption laws. At TFI, we implement our **Global Anti-Corruption Policy** to ensure that all our activities proceed in an accurate and ethical manner and that we show zero tolerance for bribery and corruption in our culture. The policy contains guidelines, standards and procedures intended to ensure that our company and our personnel understand and comply with applicable anti-corruption laws in all of their dealings with current and prospective customers and suppliers, third parties, business partners and other stakeholders. As part of our review processes that we initiated as of 2024, we aim to announce the current version of our policy to all our employees via e-mail and our internal communication platform. In addition, we aim to obtain an annual compliance commitment from all our employees. Again focusing on our employees, we are preparing an online learning platform to increase the awareness of our employees. In order to effectively manage the fight against corruption and bribery, we request our third-party business partners, in particular, to undergo a careful and detailed examination and we implement escalation mechanisms depending on the results thereof.

We carry out our activities by always placing ethical principles at the center of our business and we shape our relations with all our stakeholders accordingly. Being a reputable, reliable, transparent and legally-compliant company is our priority in our journey to become a sustainable company. In line with this vision, we have prepared the **TFI Code of Ethical Conduct**, which covers issues such as preventing all conflicts of interest, preventing discrimination, and ensuring compliance with legislation, and guides employer/employee relations in TFI and its subsidiaries (collectively, the "Group"). Through our principles, we express the behaviors we expect from our employees and set out our rules of conduct that apply throughout the company.

We do not tolerate discrimination in any way, and we include this approach in both our Code of Conduct and our **Corporate Social Compliance Policy**. We adopt the approach of including all individuals, regardless of gender, sexual orientation, ethnic identity, age, religion, political views, disability, etc., in our ecosystem and subsequently in business processes, without any type of discrimination whatsoever.

Our Ethics and Whistleblower Line is accessible to all our employees and other stakeholders to report possible actions that may be considered as violations of the established ethical rules. This line provides a mechanism for all employees, business partners and stakeholders, including Board members, to directly or indirectly access the companies' Ethics Committees, the TFI Ethics Committee, the TFI Compliance Department and the TFI Internal Audit Department, and it aims to ensure uninterrupted reporting of possible abuses within this framework.

In addition, we have prepared **Whistleblower Policy** that determines the rights and obligations of those who will make a whistleblower notification, and the responsibilities of the Ethics Committees of the companies that receive notifications on any other subject and of TFI Ethics Committee and TFI Internal Audit Department. All management bodies, officers and executives of our company fully support this policy and are committed to preventing abuses and responding appropriately to any incidents that may require intervention. For 2024, we plan to carry out work to increase our employees' awareness of reporting unethical violations.



In addition to the Company Ethics Boards, our Ethics Committee plays an important role in the adoption of ethical values and the reinforcement of the culture throughout the company.

We meticulously reviewed all reports received by the ethics line in 2023 and resolved all of them.

As TFI, we launched a Competition Compliance Program covering our entire company in 2023 for ensuring competition legislation compliance, which is another issue we focus on in our activities. We started screening activities by implementing a simulation that would cover our relevant executives in this program. We organize special awareness-raising training sessions for all our employees on important situations emerging and issues that need to be taken into consideration as a result of these activities. And after the training sessions, we share our guidelines, which include competition rules, with all our employees on a subject-by-subject basis.

We aim to continue our work in this area also in the coming periods and increase the awareness of our employees in this respect.

As a company that adopts transparency as a principle, access to our management structure information and basic information about our company is provided through our corporate website.

In addition, for our companies (Atakey Potato Food and TAB Food) that went public and started to be traded on the stock exchange in 2023, we publish information on the Public Disclosure Platform about the partnership structures of the companies, the summary financial statements prepared together with the public disclosure of the financial statements and footnotes disclosed to the public in accordance with the capital market legislation, capital and shareholding structure, and registration and tax.



The Ethics and Whistleblower Line is active **24 hours a day, 7 days a week**, and the reporting channels are as follows:

Access via e-mail: tfitabgida@etikhat.com

Access via website: www.ataetikhat.com.tr

Access by phone: 0850 822 3845



Incoming notifications are evaluated monthly by the Ethics Committee's members and the TFI Ethics Committee and in accordance with the principle of confidentiality.

You can access the Information Disclosure Text about the TFI Ethics Line here.



Products Supply Chain and Vertical Integration

Supply Chain Management

As TFI, we derive our strength from our food ecosystem structure, which is unique in our sector. We continue to move forward by making a difference in the sector with this structure we call “Vertical Integration”. Our Vertical Integration structure, which represents us, is a formation of a supply chain that includes all solutions in itself, ranging from the supply of raw materials (meat, vegetables, potatoes and bakery products) to logistics, digital marketing, advertising services, and online ordering and delivery platform. This end-to-end supply management structure we have allows us to produce without interruption and minimizes our risks related to our external dependency. In addition, our supply chain structure gradually strengthens our brand identity by providing advantages such as quality assurance, cost control and optimization, and flexibility and speed in product supply.

All meat products used by our brands are supplied by Ekur Meat Integrated facilities that have an advanced production technology and traceability system, all bakery products are supplied by Ekmek Baked Goods, all potato products are supplied by Atakey Potato Food, one of the largest potato processing factories in Türkiye, and all vegetable products are supplied by Fasdat Vegetable.

We maintain our passion to provide assurance for quality and smooth delivery, not only in product supply but also in all operations end-to-end. We procure our logistics services from Fasdat Food, one of Türkiye's largest frozen food logistics operators, and our order delivery services from Fiyuu (Ata Express), a digital delivery platform with a focus on experience.



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QSR Türkiye

QSR Türkiye, which has a unique food ecosystem in the quick service restaurants chain category in Türkiye, operates under the name TAB Gıda Sanayi ve Ticaret A.Ş. (TAB Food).

Operating since 1994, TAB Food began its quick service restaurant adventure in 1995 by acquiring the master franchise rights of Burger King and introduced Burger King to Türkiye. As Burger King quickly became popular among consumers, the number of its branches increased steadily day by day. Today, Burger King, the "King of Grilling" with more than 740 branches in Türkiye, continues to serve consumers with TAB Food's quality.

Following this successful step taken in 1995, TAB Food continued to introduce many world-renowned and much-loved brands to consumers in Türkiye. Having brought Sbarro, the most delicious slice of life, to Türkiye in 2006, TAB Food adapts the brand's wide range of flavors to Türkiye and offers them to consumers through its 120 Sbarro restaurants.

TAB Food took a step for chicken lovers in 2007 by already adopting the concept of "producing consumer-focused solutions that provide diversity" back in those years, and introduced Popeyes, one of the most beloved quick service restaurants of traditional Louisiana cuisine, to Türkiye, offering it to more than 330 restaurants. Arby's, the preference of those who are "meat lovers" was also introduced to Türkiye in 2010 and continues to offer the most delicious form of roasted beef along with a wide range of products in its 120 restaurants. Furthermore, Subway, the quick service restaurant brand of consumers who say "Let it be my way", also joined TAB Food in 2022.

While introducing world cuisine to Türkiye through its quick service restaurant culture, TAB Food has also made sure to include our country's local flavors in this chain. As one of its firsts, it launched its own döner meat brand, Usta Dönerci, in 2013 by combining its confidence based on its experience and expertise in the sector with the tasty products of the master chefs. Today, Usta Dönerci serves quick service restaurant consumers through more than 150 restaurants. Following Usta Dönerci, which gained the appreciation and loyalty of consumers, TAB Food created the Usta Pideci brand in 2019 and introduced it to the taste-lovers.



Our Brands

TFI TAB
FOOD
INVESTMENTS

**TFI Türkiye Total Number
of Restaurants***

1,615



**Türkiye - Total Number of
Burger King Restaurants**

746



**Türkiye - Total Number of
Subway Restaurants**

101



**Türkiye - Total Number of
Sbarro Restaurants**

120



**Türkiye - Total Number of
Arby's Restaurants**

120



**Türkiye - Total Number of
Popeyes Restaurants**

334



**Türkiye - Total Number of
Usta Dönerci Restaurants**

151



**Türkiye - Total Number of
Usta Pideci Restaurants**

43

* Indicates the total number of TAB Gıda and Franchise restaurants as of 31.12.2023.



QSR China

As TFI, we took another step in our growth strategy and entered a brand new market for us, China, with Burger King (China) Holdings Ltd. (BK China). Today, the BK China chain operates more than 1,600 restaurants in 200 cities. We are developing these operations for consumers in China with the strategy of “different solutions for different needs”.

In order to transfer the expertise we gained from our operations in Türkiye to our operations in China; we, as TFI, provided basic training to our Chinese team members in Türkiye and transferred our local experience to the workforce in China.

In the Chinese market, which we entered with 80 restaurants in 2012, we achieved a 20-fold growth by increasing the number of our restaurants to over 1,600 by the end of 2023. With the success we achieved in our China operations, we have become one of the largest Turkish investors in China.



1,610 Number of Restaurants*



1,269 Number of Restaurants Operated by the Company



341 Number of Restaurants Operated by Franchise

Ecosystem Companies

Fasdat Gıda Dağıtım

Established in 1995 to serve Burger King restaurants, Fasdat Gıda Dağıtım began to serve also Sbarro, Arby's, Popeyes, Subway, Usta Dönerci and Usta Pideci brands in addition to its services to Burger King, with the increase in the brands we acquired. In addition to our brands, Fasdat Gıda also provides supply chain management services such as logistics and sales to hotel, restaurant and café customers.

Cold Chain Logistics

One of the most important operations of Fasdat Gıda Dağıtım is cold chain logistics. Cold chain logistics is a form of operation that requires the storage and distribution of frozen/cold products at appropriate temperatures.

With its own experts competent in their field, Fasdat Gıda continues its activities ranging from the storage of products to their delivery to the end consumer, in accordance with the principles of quality and food safety.

Non-domestic Consumption

Fasdat Gıda Dağıtım offers a wide range of services for non-domestic consumer companies as well as for leading brands in quick service restaurants chains. With its expert sales staff in the regions where its logistics centers provide services, it sells products to many different locations for the non-domestic consumption channel, including especially the hotel and restaurant channel. Within its wide range of products, Fasdat Gıda offers many food items that may be needed in the kitchen. It offers many products to its customers such as dry food, fresh and frozen meat, frozen vegetables, ice cream and pre-packaged salads.

 **2,936,200 km, with 284 Vehicles**

 **8,213 Trips per Month**

 **1,001 Employees***



* The number as 1,001 Employees represents the total of Fasdat Gıda's and subcontractors' employees.

Fasdat Sebze

Fasdat Sebze Doğrama Paketleme Sanayi ve Ticaret A.Ş (Fasdat Sebze) was established in 2010 in Antalya Organized Industrial Zone. Established to meet the fresh-cut salad needs of the brands in the group, Fasdat Sebze now supplies fresh and frozen products to hotels, restaurants, cafés and catering companies.

In the Fasdat Sebze facility, various types and characteristics of vegetable products are processed as raw materials, including lettuce varieties such as iceberg, polorosso and oak leaf lettuce, and cabbage, etc. Fasdat Sebze, whose top priority is to ensure quality, hygiene and food safety standards in the processing and packaging of vegetables, makes sure with its operational excellence approach that products are delivered to consumers by preserving their first-day freshness.

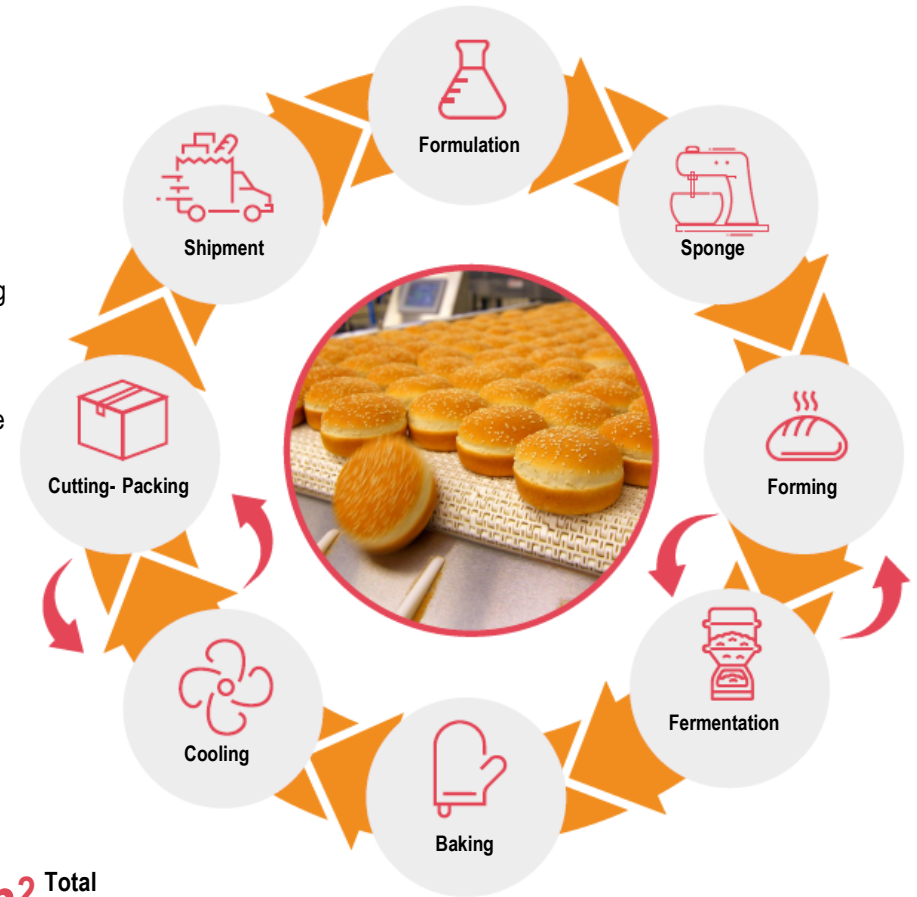


Ekmek Unlu Gıda

Ekmek Unlu Gıda Sanayi ve Ticaret A.Ş. (Ekmek Unlu Gıda) It was established in 2008 to meet the bakery product needs of our group restaurants such as hamburger buns, sandwich bread, biscuit bread, pizza dough and baguettes. The first production at the factory, whose construction began in 2008, officially took place in 2009.

Ekmek Unlu Gıda reached its production capacity shortly after starting production activities and laid the foundations of the second factory in 2011. The second factory, which started mass production in August 2012, ranks among the first of its kind in the world with its "combined line" feature that can produce both hamburger bread and toast bread.

Ekmek Unlu Gıda stands out as being the first factory in Türkiye to make production by using the sponge manufacturing technique, and carries out production activities without human involvement, using robotics and state-of-the-art technology systems. Ekmek Unlu Gıda, which has a dough processing capacity of 6.5 tons per hour, has one of the largest lines in Türkiye in terms of capacity in its own category.



Monthly **+23 Million** Number of Hamburger Buns Produced*



6,500 kg / hour Dough Processing Capacity***



20,000m² Total Facility Area

Ekmek

* Calculated based on actual data for the 2023 reporting year.

** Represents the total dough processing capacity of two production facilities.

Atakey Patates Gıda

Atakey Patates Gıda Sanayi Ticaret A.Ş. (Atakey Patates Gıda) is a facility with innovative production equipment, equipped with up-to-date technology and located in the Susuz district of Afyonkarahisar. The Atakey facility, which has a warehouse with a capacity of 22,000 tons of finished goods and 70,000 tons of raw materials, is one of the largest potato factories in Türkiye.

The frozen potato needs of the quick service restaurant chains we, as TFI, have are met by Atakey.



168,000m² Total Area



75,000m² Indoor Area



1,250 Exports
tons/month



Potatoes processed and packaged to high standards at Atakey Patates Gıda are delivered to all corners of the world, preserving their fresh and natural flavor. The facility produces an average of 6,000 tons of frozen potatoes per month for five countries, including China, North Macedonia, Georgia and the Turkish Republic of Northern Cyprus, 4,750 tons of which are for Türkiye.

One fifth of frozen potato production in Türkiye is met by Atakey Patates Gıda.

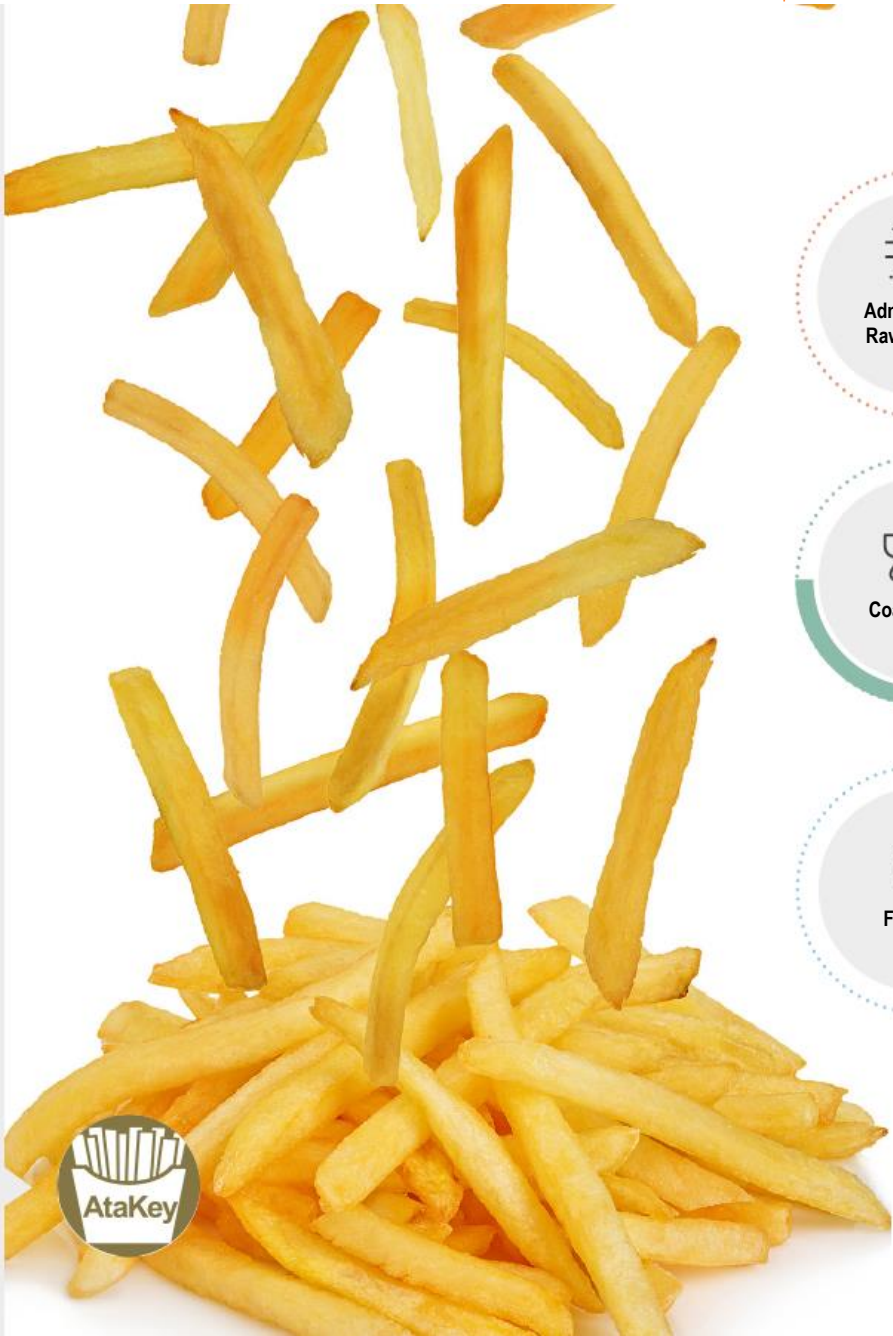
Frozen Potato Production



■ Atakey ■ Other



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"Amasya Et Ürünleri brings the natural abundance and flavor of Amasya to your dining tables."



92,000m² Production Facility*



78,000m² Breeding Enterprise*



* Represents the total size of the land on which the facilities are established.

Ekur Et Entegre (Amasya Et Ürünleri)

Ekur Et Entegre started its operations in 2016 and produces all of the red meat products that are served to consumers in TAB Gıda's quick service restaurants. Ekur Et Entegre, which is an integrated production facility covering all stages from breeding to manufacturing, produces fresh meat products, MAP-packaged products, advanced-processed delicatessen products and frozen meat products, all at high quality and hygiene standards, and offers them to the consumers.

Ekur Et Entegre started to offer quality and reliable red meat products to consumers with the Amasya Et Ürünleri brand it developed internally in 2017. Amasya Et Ürünleri provides services to all provinces of Türkiye, both through its stores and its online market.

In addition to its production processes, the Ekur Et breeding enterprise, which started operating in 2018, supports the local economy with its sustainable system while providing its consumers with "Reliable Meat from a Known Source".

The health and vaccination practices of our livestock are carried out meticulously within the framework of bio-security measures.

The products that derive their flavor and natural ingredients from Amasya are checked by expert veterinarians and experienced technical staff before reaching the dining tables of our consumers from the farm.

All of our ecosystem companies carry out their activities meticulously in order to offer healthy, safe and quality products to consumers, thanks to their high-level technological facilities. Efforts made within this context are detailed in the "**Food Safety and Quality**" section, and activities carried out for animal health and welfare, which are the basic steps in ensuring food safety at Ekur Et Entegre, are included under the title of "**Animal Welfare**".





Fiyuu (Ata Express)

Fiyuu, which belongs to Ata Express, one of our group companies with the full trade name Ata Express Elektronik İletişim Tanıtım Pazarlama Dağıtım Sanayi ve Ticaret A.Ş., is one of the fastest delivery platforms in Türkiye.

Fiyuu first started providing services in Türkiye in Adana, in 2016, and today delivers products to consumers from 1,600 different locations across the country. More than 5,000 couriers working for Fiyuu make deliveries to more than 3 million customers per year.

Fiyuu is improving its technological infrastructure day by day to offer its customers a unique experience and satisfaction with its operational efficiency. Fiyuu uses an artificial intelligence-supported assignment algorithm, prepared with its own resources and through university collaborations, in order to ensure maximum efficiency, especially in field distribution operations.

With this algorithm, courier routes are optimized, delivery service is provided in a short time and a more efficient, cost-effective and environmentally-friendly service is provided. The courier tracking application offers a unique experience to customers by ensuring the safe delivery of orders with its real-time tracking and update feature.

Fiyuu broke new ground in its own field by establishing the Courier Academy, which provides training and certification opportunities to all its couriers. At the Courier Academy, Fiyuu's employees are given theoretical and practical training on many topics such as safe driving techniques, customer communication, and use of technology.

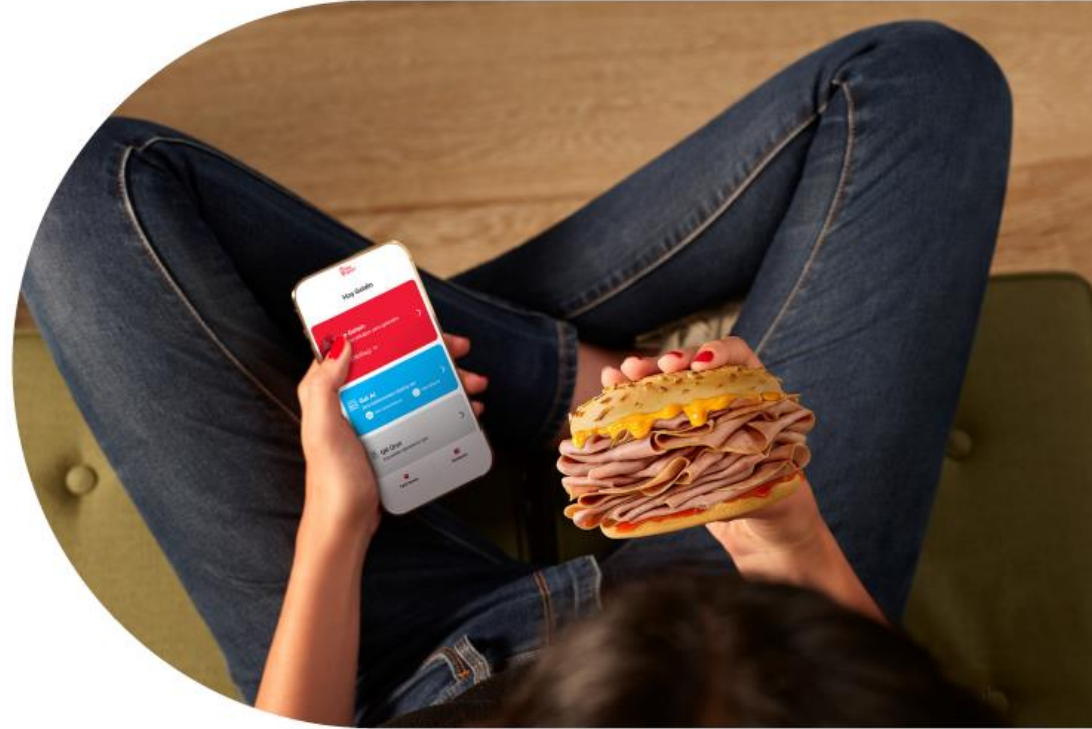


A pioneering concept by
Fiyuu:
"Courier Academy"

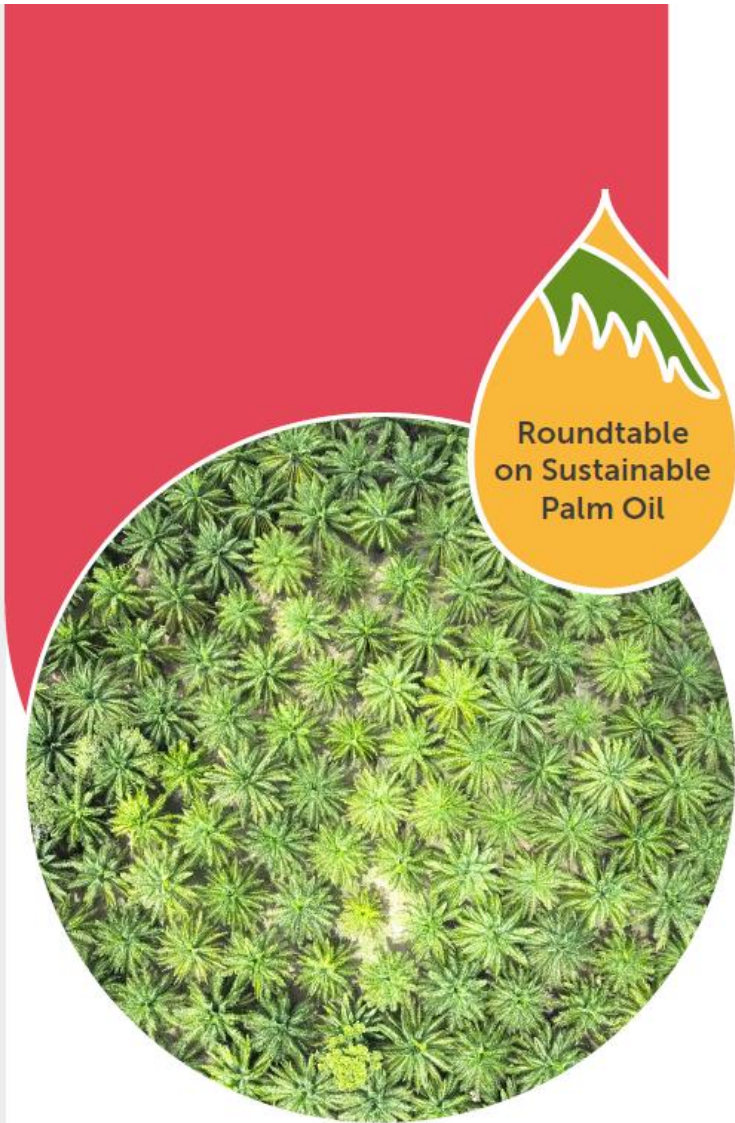
Tıkla Gelsin (Ata Express)

As TFI, we continue to transfer the unique experience we have gained in the sector to our business partners, customers and brands. Tıkla Gelsin, an online ordering platform where consumers can order delicious food whenever and to wherever they want, which we re-launched in 2020, will take its place in the Ata Holding ecosystem with its renewed look in 2024.

With this platform, customers can place orders with Burger King, Popeyes, Arby's, Sbarro, Usta Dönerci, Usta Pideci, Amasya Et Ürünleri, Subway and Milgo brands instantly or for a later date, to be delivered to their location or to a restaurant of their choice with the "pick up" service, and can receive their products without wasting time. Customers can also benefit from various advantageous offers presented to them through the "Loyalty Program" and the "Wallet" application, and they can earn money with a single click ("Tıkla Para") and spend their earnings on the brand of their choice.



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Sustainable Sourcing and Procurement

As TFI, we are aware that sustainable sourcing and procurement play an important role in fulfilling our environmental and social responsibility in line with our ethical principles throughout our supply chain. And as a demonstration of our commitment to sustainability, we procure our raw materials responsibly, and we carry out our manufacturing activities by respecting people, the environment and our planet.

As a company that embraces the principles of justice and honesty, we attach importance to establishing reliable and solid relations with our suppliers and creating a fair and honest supply chain. Accordingly, we prioritize the use of sources that are in accordance with our ethical principles throughout our supply chain. By making sure that we work with suppliers who demonstrate our commitment to our ethical principles and our values, we are taking firm steps towards creating a supply chain that fulfills its environmental and social obligations and adopts the principles of sustainability, human rights and social justice in every area in which we operate.

Sustainability is a key element of our sourcing and procurement strategy. We procure raw materials that are produced in an environmentally responsible manner and strive to reduce our environmental footprint. While supporting sustainable agricultural practices, we make effort to do our part as an organization to prevent deforestation on a global scale. We do our best to protect ecosystems, take measures against climate change, and aim to contribute to the sustainable transfer of biodiversity to future generations. As part of our sensitivity to sustainable resource use and procurement, we prioritize the procurement of products required for our activities from verified, sustainable sources. A key component of our commitment to promoting sustainability throughout our supply chain is the use of palm oil certified by the Roundtable on Sustainable Palm Oil (RSPO). Palm oil with the RSPO certificate is an indication that our production is carried out in accordance with sustainability principles.

As TFI, we promote the use of 100% RSPO Mass Balance-certified palm oil and contribute to the growth of the sustainable palm oil sector.

Our group company Atakey, which has been a member of the RSPO association since 2021, successfully passed the necessary audits for the supply of sustainable palm oil and received the "Mass Balance" certificate in 2022. In 2023, 82.85% of the palm oil Atakey used in production was procured by it as RSPO Mass Balance / Mixed-certified. Another group company of ours, TAB Gıda, aims to procure all of its palm oil with RSPO Mass Balance certification by 2024.

We know and fulfill our responsibilities to ensure ethical standards in our supply chain and to maximize transparency and accountability. We strive to set a positive example in the sector in which we operate, to disseminate sustainable practices, and to support positive change.

As TFI, we make effort to minimize our potential negative impact on environmental, social and economic issues, in line with our sustainability strategy. In this context, our TAB Gıda and Fasdat Gıda companies started to use the cloud-based ESG management platform **ESGnius Supply Chain Performance Management** software to support the formation of a sustainability-focused supply chain.

The main purpose of the application developed by Authenticate IS is to measure how resilient companies are against long-term environmental, social and governance risks in the sector in which they operate. In order to reduce human errors to zero and to perform an unbiased evaluation, measurements are carried out using innovative technologies such as artificial intelligence. During the reporting period, our group companies used ESGnius and initiated the ESG maturity measurement process in their procurement practices with a total of 55 of our strategic suppliers.

18 of the 55 food and primary packaging supplier companies selected for the project, including TAB Gıda and Fasdat Gıda, completed the process by filling out the ESGnius module survey. TAB Gıda aims to complete the relevant survey filling process in 2024.

After classifying suppliers based on their environmental, social and governance performance (as lowest level, medium level and highest level), the aim is to consider sustainability-focused cooperation opportunities based on the results.

Our group companies, TAB Gıda and Fasdat Gıda, aim to determine key criteria for their suppliers by evaluating their maturity levels, to develop Key Performance Indicators (KPIs), and to share the relevant ESG ratings with stakeholders and investors with full transparency. Through this application, our group companies' goal is to continue their efforts to make improvements in supplier performance and to reduce potential negative impact throughout the supply chain, by monitoring the results obtained from the ESG maturity assessments of suppliers through various metrics (scorecards, maps, dashboards and comparison reports, etc.).

Atakey Patates Gıda is starting to measure the environmental performance of its suppliers. In this context, the company will evaluate the environmental performance of its food product, primary and secondary packaging, auxiliary material and chemical material suppliers through a survey it has prepared. It will obtain information about the commitments, targets, policies and environmentally-focused management systems of the relevant suppliers regarding environmental protection, through a survey sent by it to its suppliers in the last quarter of 2023.

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In the first half of 2024, Atakey will carry out the first evaluation of the survey results received by the suppliers. Suppliers that are evaluated based on a total of 100 points and receive less than 35 points will be considered inadequate in terms of environmental protection and requests for improvement will be submitted to those suppliers. Based on the responses of the suppliers to the survey questions, the selected suppliers will be defined as **"strategic"** in terms of environmental performance, and comprehensive cooperation opportunities with the relevant suppliers will be considered to protect the environment.

After Atakey and TAB Gıda evaluate the environmental performance of their strategic suppliers, Atakey and TAB Gıda may suspend any work with the approved suppliers if they do not fulfill their legal obligations regarding environmental protection.

We are also working on the transition to Forest Stewardship Council (FSC)-certified products, which form a basis for product traceability and source verification and which is another issue that we consider important in terms of finding and procuring sustainable resources.

The FSC system is a proven method for preventing deforestation, supporting the protection of biodiversity, and protecting human rights. In this context, TAB Gıda and Fasdat Gıda strive to make sure that their approved paper packaging and service material suppliers have the authority to process FSC-certified raw materials. The fact that the relevant suppliers of our group companies are authorized to process FSC-certified raw materials has a positive impact on our actions regarding sustainable sourcing, protecting biodiversity, and preventing deforestation.

We aim to act with transparency in our responsible sourcing and procurement processes, to comply with sustainability principles and to build trust with our consumers. Detailed information about our use of RSPO-certified palm oil and our goal of switching to FSC-certified paper packaging, which we also mentioned in the sustainable sourcing and procurement section, under the title **"Sustainable Agriculture, Conservation of Biodiversity, and Deforestation"**.

TAB Gıda takes the TFI sustainability strategy into consideration in its raw material and packaging material procurement processes and strives to make environmentally sensitive and responsible purchases. In this context, it evaluates material topics of sustainability such as climate action, sustainable agriculture, deforestation, biodiversity protection and animal welfare, and determines the raw materials and packaging materials that can create the most positive impact on the environment. The relevant raw materials and packaging materials include palm oil, red meat products, paper products and coffee. In this context, TAB Gıda procures red meat products from Ekur Et Entegre, which is certified by the independent certification body Bureau Veritas through the ISO 34700 Animal Welfare Management System. And it cooperates with its approved supplier, Nestle, for the coffee products it purchases. In line with this, it continues its efforts to procure 100% of the coffee products it purchases from Nestle as Rainforest Alliance-certified. In terms of paper products, it continues its efforts to procure those that are produced from traceable and certified raw materials and anticipates to switch to purchasing FSC-certified paper materials in the coming years.



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Responsible Marketing

As TFI, we are aware of our responsibility and social impact towards the environment and the society we interact with, in every area we operate. At a time when environmental awareness and consumer demand for sustainable products are increasing, we, as a pioneer in the quick service restaurants sector, adopt responsible marketing practices in order to ensure accountability and increase consumer confidence.

Our responsible marketing approach is based on factors such as providing accurate information and accountability, and is linked to our company values **'Be Transparent'** and **'Take Care'**. We are aware of the impact our marketing messages have on consumer perceptions, behaviors and health, and we make sure that our communications always reflect our company values and commitments.

Thanks to our **"Know What You Eat"** platform, which we have created in line with the principle of transparency, one of the building blocks of our responsible marketing strategy, we share information about the facilities where our products are produced and video footage from the production areas, with our consumers in a transparent manner.

Through accurate and transparent communication, we carry out activities that raise awareness of our customers in line with their own values, preferences and needs.

On this platform which we created with responsible marketing awareness, we accompany our customers on their delicious nutrition journey by sharing information on allergens and nutritional values of products sold by brands under the TAB Gıda umbrella. In order to raise awareness about safe food, we also feature articles written by experts of the relevant fields on food safety and quality, as well as common misconceptions about the sector.

Sectoral and Global Trends

Global Mega Trends

We observe that today, megatrends are transforming our world much faster than we expected, and therefore we are also adapting our activities to the rapidly developing world. We know that in order to achieve our long-term targets, we need to monitor, anticipate and respond to the challenges and opportunities we face today and will face in the future.

As TFI, we address our material topics by taking into account global, sectoral and regulatory trends, risks and opportunities. Today, we are aware that the mega trends that determine the global agenda directly affect sustainability-related issues. Political, environmental and economic developments in the world and in our country intersect with our strategies and operations and deeply affect our interactions with the external environment.

These trends cause companies to develop different solutions and review their ways of doing business in areas such as raw materials, supply chain, and food safety.

Climate Change:

Climate experts have shown that humans are almost entirely responsible for global warming that has occurred over the past two centuries¹. As stated in the **Global Risks Report**² published annually by the World Economic Forum, failure to take precautions against and to adapt to climate change ranks first among global threats.



As also clearly stated by the United Nations, the average temperature of the earth's surface has increased by more than 1°C compared to the end of the 1800s. Additionally, the hottest period of the last 100 thousand years is being experienced as of now³.

Although the basic meaning of climate change is often understood as higher temperatures, increase in temperatures is just the tip of the iceberg. This is because our planet is a complex system with every element being interconnected, and even a small deviation in the balance can trigger a systemic change.

¹ <https://climate.nasa.gov/causes/>

² https://www3.weforum.org/docs/WEF_Global_Risks_Report_2023.pdf

³ <https://www.un.org/en/climatechange/what-is-climate-change>

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The consequences of human activities defined in the United Nations Framework Convention on Climate Change significantly affect the current climate change perspective⁴. The main factors that cause climate change include industrialization, urbanization, rapidly increasing population, and consumer culture.

Climate change is one of the most urgent problems of our times, with far-reaching consequences for the ecosystem, society, businesses and the economy. As climate change increasingly impacts all aspects of our lives, the efforts that society, organizations and governments must make to mitigate and adapt to climate change will be very critical.

Increasing levels of global warming and rising levels of greenhouse gases in the atmosphere will make extreme weather events more frequent and severe; will trigger more widespread climate hazards; will disrupt supply chains; and will negatively affect the development and growth process by deepening the systemic disruptions affecting our stakeholders. Biodiversity will continue to decline, endangering our food systems and diminishing water resources. Therefore, we will become increasingly vulnerable unless comprehensive measures are taken against the impact of climate change.

As stipulated in the Paris Agreement, we need to reduce emissions by 45% by 2030 and reach the net-zero target by 2050, in order to keep global warming from exceeding 1.5°C⁵. In order to achieve the net-zero target, governments must significantly strengthen their Nationally Determined Contributions (NDCs) and take immediate action to reduce emissions.

Combating climate change is among our material topics we address at TFI. It is our fundamental responsibility to understand our impact in this regard and take action across our entire company ecosystem to reduce our impact.



⁴ https://unfccc.int/files/essential_background/background_publications_htmlpdf/application/pdf/conveng.pdf

⁵ <https://www.un.org/en/climatechange/paris-agreement>

Technological Developments and Innovation:

In today's world where technology is advancing rapidly, we are aware that we need to adopt technology as a part of the way we do business. We see the development of a range of new technologies in diverse areas such as artificial intelligence, robotic automation, the Internet of Things, and energy storage.

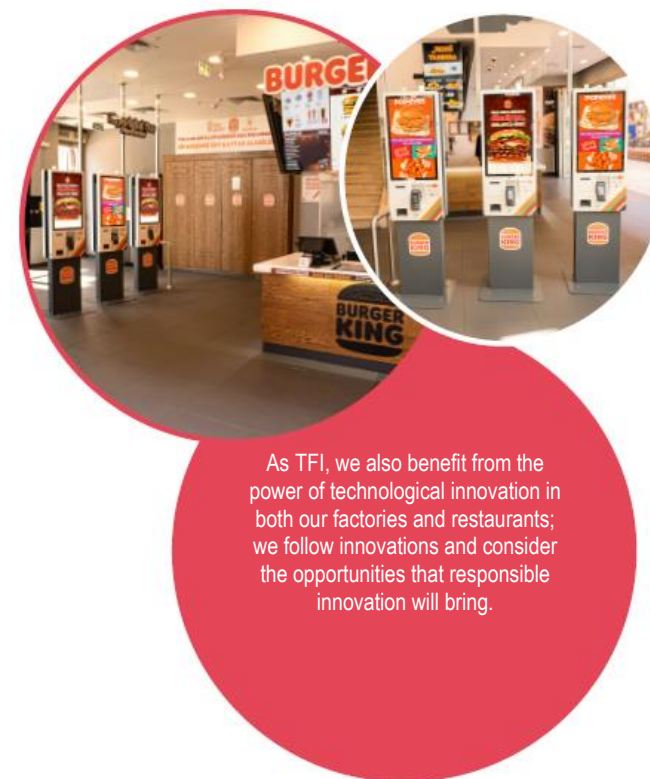
In line with these technological changes, it is known that there is a rapid shift from technologies that aim to increase the efficiency of automatable processes to complex applications that have the potential to revolutionize many sectors.

The power of technology makes it more possible for companies to overcome the impact of the megatrends they face. The role of climate technologies developed in combating global warming can be shown as a good example for this.

Dynamic developments in the world of technology contribute to the rapid transformation of sector, consumer habits and business models. Innovative breakthroughs in this field offer new opportunities in terms of increased efficiency and market expansion. While technology facilitates the development of companies in adapting to the new world, it also brings with it problems such as cybersecurity issues, concerns about data privacy, increased disinformation, and job loss.

As companies increasingly struggle to keep up with the pace of change, we observe that companies that use technology can increase the value they create for customers and society, make themselves stand out, and achieve significant growth. The other side of the coin is that businesses that fail to transform digitally and to accelerate their implementations may face the risk of failure, losing the interest of their stakeholders, and losing their customers.

Companies should leverage technology and prioritize responsible innovation to reduce their negative impact on the environment and society in which they operate and all relevant stakeholders.



As TFI, we also benefit from the power of technological innovation in both our factories and restaurants; we follow innovations and consider the opportunities that responsible innovation will bring.

You can find the details of our activities we have carried out for data security and digital transformation, under the title "**Digital Transformation**".

Food Problem:

Increase in Food Prices

According to the World Bank, reasons such as the increasing commodity prices, fluctuations in fertilizer markets, the pandemic, and the Russia-Ukraine war have brought many countries face to face with a cost of living problem caused by double and even triple-digit food price inflation⁶.

As governments and central banks struggle to contain rising inflationary pressures, the impact of rising costs of living tops the list of threats that could be faced over the next two years, in the World Economic Forum's Global Risks Report 2023⁷. Rising food prices have devastating effects on the world's poorest and most vulnerable regions. Moreover, when the rate of increase in food prices is examined, Türkiye is also among the top 10 countries that are most affected by this increase⁸.

Problem of Accessing Food

Due to the rapid increase in consumption habits, almost 30% of the world's population has difficulty in accessing food⁹. Within the scope of the UN Sustainable Development Goal (1- Zero Hunger), which aims to end hunger by 2030, the entire world needs to take the necessary steps to identify and take into account regional problems and to reverse the increasing level of global hunger.

We know the importance of understanding the interconnections between mega trends and of developing actions. As a company, we continue to identify opportunities where we can evaluate our risks and strengths, by analyzing trends affecting the region and the sector we serve. Categorizing trends into groups helps us uncover their potential impact and identify how they support each other.

As TFI, we carry out our activities with awareness of the increase in food prices and the problem of access to food; we use our resources responsibly, strive to prevent all kinds of wastage, and we constantly improve our operational, supply and stock management processes.



⁶ <https://www.worldbank.org/en/topic/agriculture/brief/food-security-update>

⁷ <https://www.weforum.org/publications/global-risks-report-2023/>

⁸ <https://thedocs.worldbank.org/en/doc/40ebbf38f5a6b68bfc11e5273e1405d4-0090012022/related/Food-Security-Update-C-February-15-24.pdf>

⁹ <https://openknowledge.fao.org/items/f3eb3449-68fa-4472-b565-74e793545167>



Sectoral Trends

Consumer Trends that are Changing Due to Sustainability

Meat production directly from plant-based protein sources supports sustainability and is becoming increasingly common. The plant-based meat market has expanded significantly in the past few years, as companies have developed products made from animal protein that are virtually indistinguishable from conventional meat.

Research shows that when it comes to the environmental impact of plant-based meat, it is much more sustainable¹⁰. By switching to plant-based meat and other alternative proteins, we can reduce the use of natural resources, contribute positively to greenhouse gas emissions, reduce water consumption, and support the recovery and development of ecosystems and the biodiversity these systems support.

As a company that is aware of this development, we introduced our more sustainable "**Plant Based Whopper**" product which we have offered to our consumers, also to our country in 2021. We are excited to see our "**Plant Based Whopper**" product becoming increasingly popular over the years following 2021. You can find detailed information about our Plant Based Whopper product and related product development studies in the "**Innovative Products and Innovation**" section.



¹⁰ <https://www.sciencedirect.com/science/article/pii/S0002916523048992>

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Food Systems, Food Safety and Quality, and Waste and Food Wastage

In the quick service restaurants sector, food safety, quality and wastage issues are material topics. These interconnected issues create risks and opportunities for all stakeholders in the food value chain, covering different actors from producers to retailers and consumers.

Food systems constitute the value chain that includes the production, processing, distribution and consumption of food, which represents the basic need of humanity. Food systems are under increasing pressure to overcome a variety of challenges. The most important of these challenges is the increasing demand for food in terms of quantity, quality and variety. The world population, which exceeds 8 billion, is expected to approach 10 billion by 2050, and accordingly, food demand is expected to increase by more than 60 percent¹¹.

In global food trade, with the increase in regulations and consumer awareness, it is seen that it is important for food safety management systems to become more stringent, for compliance with quality standards to be monitored, and for the origin of food products to be traced from farms to dining tables.

As manufacturers across the food value chain work to reduce food-related risks, maintain consumer trust and preserve brand reputation, they are increasing their investments in food safety technologies, supply chain transparency initiatives and regulatory compliance measures to help them achieve this target.

Another important trend in the sector in which we operate is food and packaging waste management. We are aware that the basic structure of our sector has an environmental impact in terms of food and packaging waste. Since wasting food means wasting also the resources (such as land, water, energy, and labor) used during the production, storage, processing, distribution, and preparation of that food, reducing food waste plays an important role in protecting environmental resources.

In addition, we support the view that ensuring and monitoring the recycling of packaging, used cooking oils and solid waste is very important in our sector.

As TFI, we are happy to take part in every link of the food chain in a responsible manner with our **“Vertical Integration”** structure that we have established with all our companies. We work in accordance with legal regulations to strengthen food safety and quality and continue our activities to minimize food waste. We detail all of these activities and how we adapt to relevant trends in the **“Food Safety and Quality”** and **“Waste Management and Circularity”** sections.

¹¹ <https://www.un.org/en/desa/world-population-projected-reach-98-billion-2050-and-112-billion-2100>



Integration of Supply Chains

As global food trade becomes more regulated, food companies are increasingly investing in the integration of their supply chains to improve safety and traceability. In parallel with this, governments are also making strategic decisions to support the integration of supply chains.

As TFI, we achieve the integration of the supply chain through "Vertical Integration", which is our fundamental building block; we ensure traceability in food at all stages of the processes related to each of our companies.



Regulatory Trends

While determining the material topics for our company by considering social, environmental and governance factors, we examined the regulatory trends and transformations that the quick service restaurants sector in which we operate is facing in the field of sustainability. As a forward-thinking company, we recognize that **regulatory trends have significant impact on our business operations, strategic planning and sustainability initiatives.**



The results of important meetings that determine the global road map in the field of sustainability, such as COP28, which shapes global climate policies and commitments, directly shape our approach to environmental management and sustainability. The Conference of the Parties (**COP**) is the highest decision-making body of the United Nations Framework Convention on Climate Change (**UNFCCC**).

In line with the objectives determined through negotiations carried out within the framework of the Paris Agreement, new targets were set for compliance and fulfillment of past commitments. Focusing on accelerating a just and orderly energy transition, improving climate finance, and promoting inclusiveness, the COP28 Action Agenda sets out a compelling plan.

As stated **by the Intergovernmental Panel on Climate Change (IPCC)**, more than 3.5 billion people are currently known to live in areas that are extremely vulnerable to climate change¹².

The Global Climate Summit reports that the time to keep warming limited to 1.5°C is rapidly decreasing and that current progress is still insufficient¹³. In this context, unless stricter measures are taken, very difficult times are ahead for our environment and society.



¹² https://www.ipcc.ch/report/ar6/syr/downloads/report/IPCC_AR6_SYR_SPM.pdf

¹³ <https://unfccc.int/news/cop28-agreement-signals-beginning-of-the-end-of-the-fossil-fuel-era>

International Financial Reporting Standards (IFRS)

International Financial Reporting Standards (IFRS) is a financial reporting system accepted both in many countries around the world and in Türkiye. IFRS aims to make companies comparable, transparent and understandable in the globalizing world economy. In 2021, at the international summit, COP26, it held to combat climate change, the United Nations announced the establishment of the International Sustainability Standards Board (ISSB) within the IFRS14. ISSB aims to develop comprehensive global reporting standards on sustainability and to support investors in making informed investment decisions.

The International Sustainability Standards Board (ISSB) published the first two IFRS Sustainability Disclosure Standards, IFRS S1, General Requirements for Disclosure of Sustainability-related Financial Information, and IFRS S2, Climate-related Disclosures, in June 2023.

Our goal of complying with evolving standards such as IFRS S1 and S2 reflects our commitment to reliability and accountability by ensuring transparency and consistency in our financial reporting.

As an organization operating in the global market, we are aware of the importance of being compliant with IFRS in order to ensure transparency, comparability and consistency in our financial disclosures. With the recent adoption of IFRS standards by regulatory bodies, including the Public Oversight, Accounting and Auditing Standards Authority (POA), we are committed to aligning our financial reporting practices with these standards.

Public Oversight, Accounting and Auditing Standards Authority (POA)

The Turkish Sustainability Reporting Standards (TSRS), prepared by the Public Oversight, Accounting and Auditing Standards Authority (POA), which has the authority to establish and supervise standards for sustainability reporting in Türkiye, by localizing international standards, provide us with a clear road map and framework to improve our practices. As part of our forward-looking targets, we aim to integrate the requirements of TSRS into our reporting processes and sustainability strategy across all our group companies, starting with our group companies that are legally subject to TSRS (Atakey Patates Gıda, TAB Gıda and Fasdat Gıda).



In addition, we are committed to transparently communicating our sustainability performance to all our stakeholders in line with the TSRS guiding principles. By closely monitoring these regulatory trends, we not only plan our target of complying with legal requirements, but also consider opportunities to foster innovation, increase stakeholder trust, and create long-term value for our company and society as a whole. As TFI, we act with the awareness of what awaits us in the near future and we take our steps accordingly. We work not only to meet the requirements of the regulations, but also to fulfill our responsibility to future generations and to the society and the environment in which we operate.

¹⁴ https://www.kgk.gov.tr/Portalv2Uploads/files/Sustainability/Soru_ve_Cevaplarla_Surdurulebilirlik_Raporlamasi_30_05_2023-.pdf

Integrated Risk Management

As TFI, we approach risk management holistically and direct our work in line with the Enterprise Risk Management (ERM) methodology. Risk management is a subject that we have placed at the center for our company's reputation and sustainability. In line with our company's strategy, we identify any risks that may affect all our activities and threaten the existence, development and continuity of the company, and we make effort to take the necessary precautions.

Within the framework of our company's corporate risk management methodology, after the risks of TFI group companies are identified and defined, we evaluate the effectiveness of control and the adequacy of designs. Immediately afterwards, we determine the process owners for all relevant risks, and we carry out work to create and ensure management of action plans and to reduce risks to acceptable levels or to the risk appetite accepted by our organization.

In this context, we, as TFI, established the **Internal Control, Compliance and Risk Management Department** by gathering the second line of defense functions under one roof in order to manage risks effectively; we established a structure that functionally reports to the Audit Committee and the Early Detection of Risk Committee.

Risk management of all our group companies rests with the management of the organizations themselves. However, we know that risks found in one organization may also be found in our other organizations, creating a domino effect or reducing the impact of strategic risks identified internally at a consolidated level. In this context, we act with the belief that all important risks should be managed in a consolidated manner and all necessary precautions should be taken. In this way, we consider and evaluate risks from a holistic perspective, taking into account the interaction of all risks with each other, the reward (profit) potential, and the ability to reduce the impact of risks.

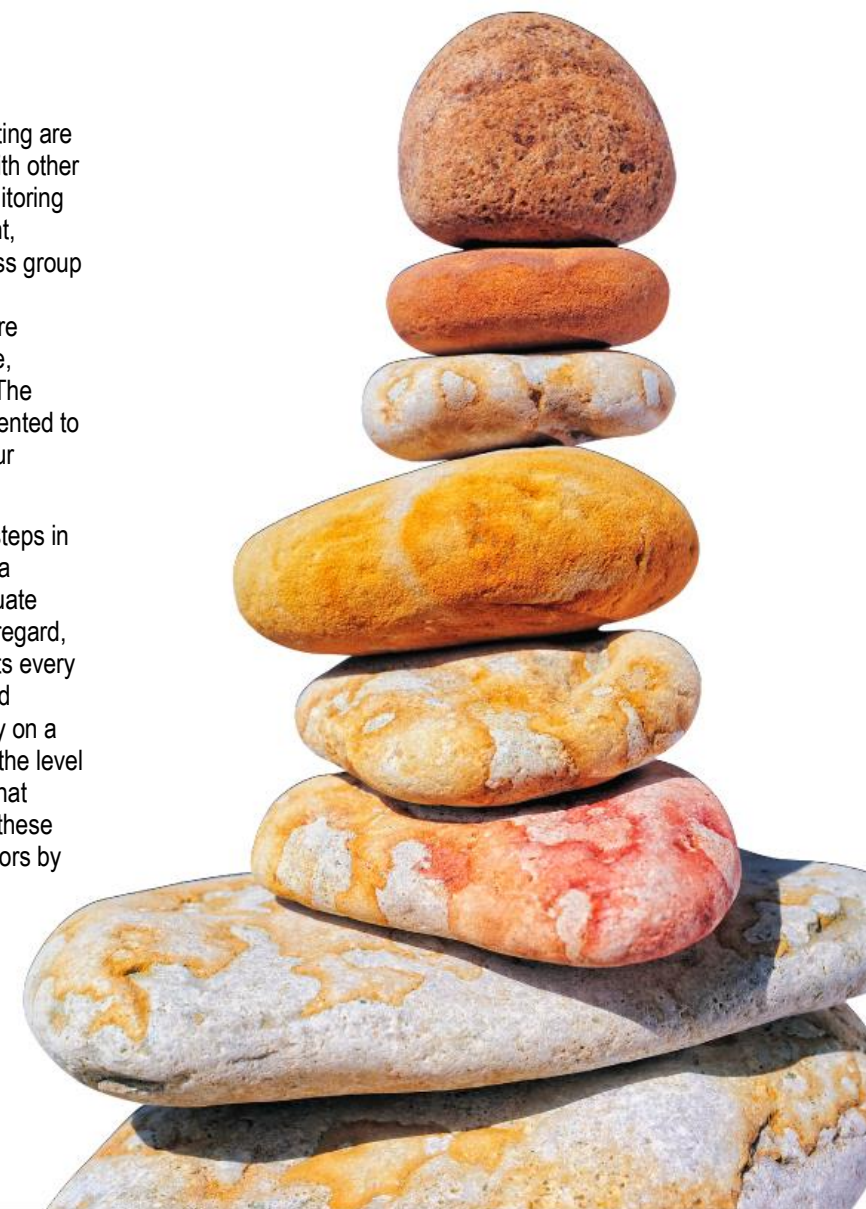
The TFI Corporate Risk Management (CRM) Policy, which we have created for effective risk management, strengthens our ability to proactively identify potential risks, reduce the negative impact of risks, and achieve strategic goals and commercial targets by providing a participatory risk management environment that monitors their development.

TFI's CRM Policy:

- clearly defines the risk management principles and approach throughout the company and strives to create a risk-sensitive mindset;
- assures all our stakeholders that our company is clearly focused on keeping the risk/reward decision-making process at its best, by protecting its assets while ensuring the long-term viability and stability of its earnings, cash flow and business value;
- always prioritizes accountability within our transparent company and defines our risk management strategy and the oversight and accountability of risk management at the Executive and Board of Directors ("Board of Directors" or "BOD") levels.

Our company's risk management and reporting are carried out by the risk unit in coordination with other departments. We have established risk monitoring and reporting standards to ensure consistent, accurate and comprehensive risk data across group companies. We track the main risks we are exposed to in five main categories. These are strategic, operational, regulatory/compliance, financial/monetary and technological risks. The evaluation of these risks is periodically presented to our Early Detection of Risk Committee by our Internal Control, Compliance and Risk Unit.

We are aware that one of the fundamental steps in ensuring that our performance continues in a sustainable manner is to measure and evaluate risks quantitatively and qualitatively. In this regard, our Early Detection of Risk Committee meets every three months to review the assessments and address the risks in the company's inventory on a consolidated level. The Committee reviews the level of residual risk and actions to reduce risks that remain above management's appetite, and these studies are presented to the Board of Directors by the Committee's Chair.



Main Risks We Evaluate Within the Framework of Risk Management:

Strategic

- Competition
- Pandemic
- Changes in Consumer Spending
- Reputation
- Unemployment
- Food Inflation
- Energy Prices



These risks, which we evaluate in the strategic risks category, are macroeconomic factors that affect the demand for TFI products and the organization's competition in the sector in addition to its market share. All these risks, developments that are specific to our sector, and the performance of the restaurants are closely monitored by the responsible unit of each subsidiary. This enables the company to maintain its strong presence in the market, to recognize market changes at an early stage, and to take measures quickly and in a coordinated manner.

Operational and Technological

- Fires
- Natural Disasters
- Power Outages
- System Outages
- Unauthorized Access
- Cybersecurity Risks
- Human Errors
- Supplier Dependency and Supplier Performance Loss
- Other Risks



The risks we address under the operational and technological risks headings have the potential of causing data and sales loss. Our ecosystem companies reduce risks, and all food, primary packaging, and materials in contact with food, are procured from companies that comply with quality standards.

Regulatory Risks

- Legislative Changes



We are subject to extensive laws and regulations regarding food safety. Changes in legislation and regulations are closely monitored by the inspection tools of the responsible units. Food safety assessments are carried out by Quality Departments, and the effectiveness of remedial actions is monitored by relevant departments.

Financial Risks

- Market Fluctuations
- Interest
- Liquidity
- Exchange Rates



Financial risks are defined as the impact of uncertainty in financial markets on our financial performance. Through our risk management policy and strategy, the central finance unit oversees and manages the financial risks associated with operations.

We address risks originating from water crisis, environment, climate change, reputation loss due to negative news featured in the media, geopolitical issues, loss of qualified personnel, inability to meet customers' needs, competition risks, and risks arising from the information technologies infrastructure. We integrate relevant risks into our assessments in order to maintain our corporate development and continuity of our existence.

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Sustainability Management

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Factors such as rapid developments in the world, ecological problems resulting from rapid population growth, and the rise of social issues have made it necessary for companies to focus on the concept of sustainability. We are aware that a correct strategy needs to be developed in order to address sustainability correctly and effectively and to integrate it into our core principles.

Therefore, a correct understanding of sustainability plays an important role in determining the current status of our activities and in identifying areas that are open to development. As a company that adopts transparency as its fundamental principle, we increase our accountability every day and take firm steps towards becoming a sustainable company.

In this context, in 2022, we took a big step and determined our sustainability strategy around the focus areas of “Food”, “the Planet” and “People”. We created our strategy by integrating the sustainability approach into our governance structure.

We know that the concept of sustainability and the actions it brings must be embraced by everyone from the Board of Directors level to all employees. In this context, we established our TFI Sustainability Committee in 2023 in order to effectively carry out sustainability management. Our TFI Sustainability Committee is responsible for the management and continuity of all activities carried out within the framework of our strategy and for the integration of our sustainability strategy into the group strategy.



Sustainability Committee

The TFI Sustainability Committee, the foundations of which we laid back in 2022, is the most authoritative unit of sustainability management. In our Sustainability Committee, led by our Chairman of the Board of Directors Erhan Kurdoğlu and our Vice Chairman Korhan Kurdoğlu, strategic steps to be taken within the scope of the sustainability approach are discussed and the sustainability performance of the company is evaluated by analyzing the developments of the targets for this strategy.

Our Sustainability Committee meets at least once a year and evaluates the progress made towards the targets. The organizational structure of our Sustainability Committee is shown below schematically.



Chairs of the Sustainability Committee

Chairman of the Board of Directors of TFI TAB Food Investments
Erhan Kurdoğlu

Vice Chairman of the Board of Directors and CEO of TFI TAB Food Investments
Korhan Kurdoğlu



Members of the Sustainability Committee

Board Member
Erhan Cansu

Board Member
Yılmaz Argüden

Sustainability Coordination Committee

Within the scope of our sustainability efforts, our Sustainability Coordination Committee is responsible for ensuring coordination between our group companies and business units and for managing all our work within the framework of TFI's vision, mission and sustainability strategy.

The Sustainability Coordination Committee consists of 5 members in total, including 2 co-chairs and 3 members. The Internal Control, Compliance, Risk Management, Human Resources and Corporate Communications Departments support the committee on coordination, governance and human resources issues.

Our Sustainability Coordination Committee is responsible for identifying climate-related risks and opportunities, monitoring sustainability-related regulations, ensuring the company's compliance with these regulations, and determining and monitoring main action plans. Our Sustainability Coordination Committee is also responsible for obtaining and reporting on sustainability metrics from all TFI group companies operating in Türkiye, monitoring sustainability-focused targets, implementing projects that are compatible with TFI's sustainability strategy framework, and transferring these practices to the Sustainability Committee.

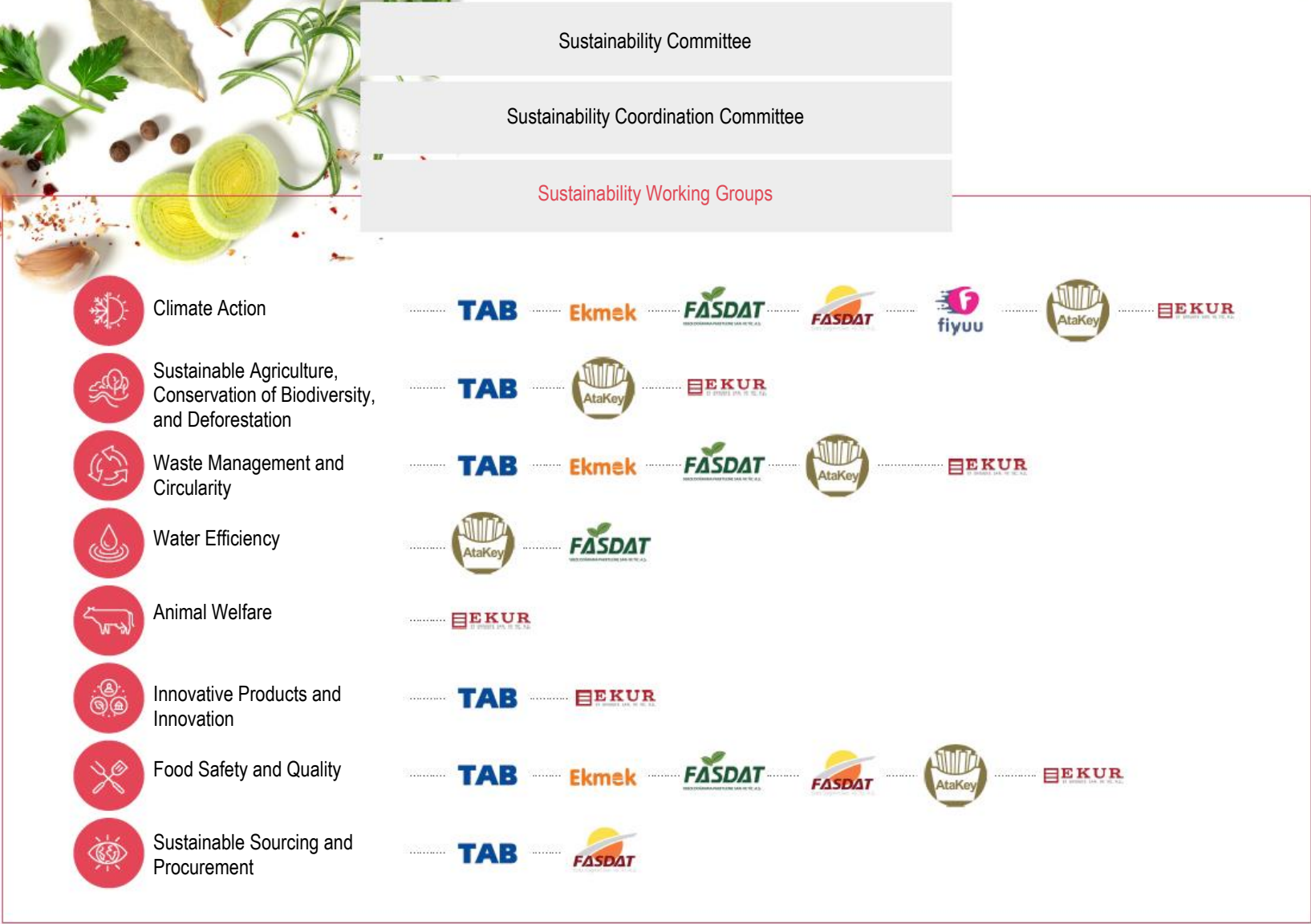
Sustainability Working Groups

The key stakeholders responsible for carrying out the work in light of the material topics determined as a result of the prioritization analysis are our **Sustainability Working Groups**.

Our Sustainability Working Groups include those responsible for Technical Affairs, Quality Assurance, Procurement, Agriculture, Business Development, Livestock Management, Environment, R&D, Marketing, Finance, Education and Production units for each work topic determined in line with our sustainability strategy.



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Sustainability Strategy

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As one of the leading companies in the quick services restaurant sector in Türkiye and the world, we are aware that the concept of sustainability has great impact on food and agriculture. While we continue our activities towards becoming a sustainable company, with the responsible production and service approach, we completed our efforts to formulate our sustainability strategy in 2022, also taking as an example the best practices recognized on a global scale, in line with the United Nations Sustainable Development Goals.

As TFI, we have determined our material topics related to sustainability that will create the greatest impact and value for our internal and external stakeholders on this path we have embarked on. While prioritizing the social, environmental and governance topics we have identified, we also included our stakeholders in this development and transformation process. Before integrating these issues, which we ranked according to their importance through surveys sent to internal and external stakeholders, into our business strategy, we analyzed our areas of development and sustainability and climate-related risks and opportunities, and determined our targets that form the basis of our sustainability strategy.



Our Material Topics

In 2022, we analyzed the topics where we can directly or indirectly affect the environment, the economy and people and that may have an impact on our performance, through stakeholder analysis and impact analysis, in line with the prominent trends in the sector, reports of global initiatives and indices (World Economic Forum (WEF) Global Risks Report, SASB Materiality Map, MSCI Materiality Map), Sustainable Development Goals, Eleventh Development Plan (2019 - 2023), Green Deal Action Plan, Circular Economy Action Plan, and the Climate Council.

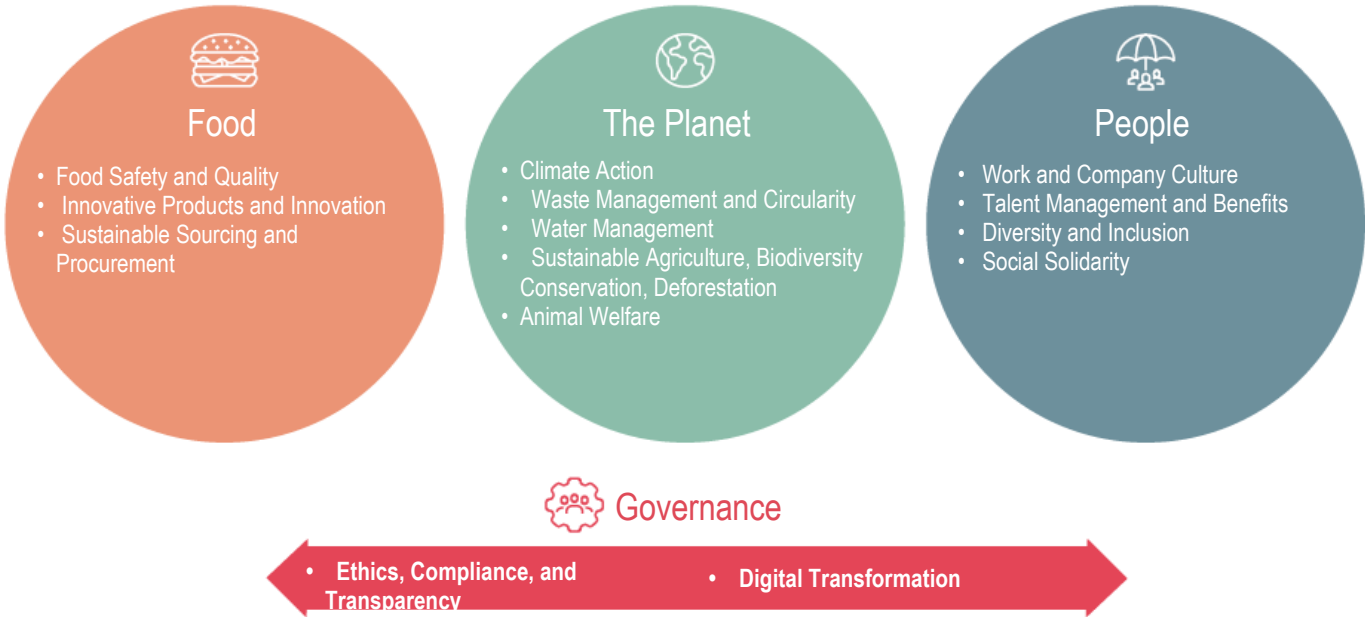
After identifying our potential material topics, we conducted a survey with our internal and external stakeholders.

We evaluated the results of the survey, conducted with the participation of **350 people** from the Senior Management, group companies, business partners and suppliers, and employees and non-governmental organizations, in the Senior Management meetings and determined the final list of our material topics.



We have developed our sustainability strategy by categorizing the **14** material topics identified as a result of our prioritization analysis study, under the headings of **“Governance”**, **“Food”**, **“Planet”**, and **“People”**. And we prepared our first published TFI Sustainability Report (2023) based on this strategy.

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Stakeholder Communication

At TFI, we recognize the importance of stakeholder communication as a cornerstone of our sustainability efforts. We are committed to promoting transparency, accountability and engagement with all our stakeholders, including our customers, employees and suppliers, investors, regulators, and the wider community.

The concepts that guide our approach to stakeholder communication include topics such as transparency and accountability, open dialogue and interaction, our sustainability reporting, and corporate social responsibility.

Effective stakeholder communication guides us in identifying risks and opportunities concerning our activities and brands. We regularly receive the opinions of our stakeholders and evaluate them as insights for our decision-making processes.

Our Contribution to the UN Sustainable Development Goals (SDGs)

The United Nations Sustainable Development Goals (SDGs) are guidelines for achieving a better and sustainable future for all. These goals cover the global issues we face, including eliminating poverty and inequality, combating climate change and environmental degradation, and achieving peace and justice. The SDGs are a collective call to action to protect our planet and its resources and ensure the prosperity of all people.

As TFI, we aim to pioneer the transition to a more environmentally-friendly quick service restaurants sector in Türkiye by prioritizing circularity in production in order to contribute to the Sustainable Development Goals. By demonstrating our support for the SDGs, we make investments and develop practices to become a more sustainable company in every aspect of our activities.

In addition to contributing to economic growth and employment in the regions where we operate, we aim to create social and environmental benefits by focusing on areas such as improving health and education; protecting forests as part of the fight against climate change; sustainable and traceable agriculture; food safety and quality; sustainable sourcing and procurement; responsible water consumption, and developing technologies that support sustainability.

The basis of our corporate sustainability strategy is **the United Nations Sustainable Development Goals**. We are developing our activities that are planned based on our strategy, and our short, medium and long-term value creation targets, in line with the SDGs. Considering both regional and global requirements in the food and agriculture sector in which we operate, we strategically prioritize SDGs that offer great potential for value creation.







As a leading player in the global quick service restaurants sector, we integrate these targets into our corporate sustainability strategy and address three key focus areas: Food, the Planet, and People. In addition, we have 14 material topics that we determined with the contributions of both our internal and external stakeholders and that guide our sustainability initiatives. Our 12 material topics are structured around our focus areas of "Food", "the Planet" and "People", and our 2 material topics are addressed in the field of "Governance".



 Governance		Ethics, Compliance, and Transparency	We support decent work and economic growth, and prioritize sustainable economic growth through fair labor practices that are based on our ethical principles. We present the practices we carry out within this scope to our relevant stakeholders in a transparent and accountable manner.
			In our company, we carry out benefit-oriented studies that provide diversity and equal opportunities to reduce inequalities. We internalize inclusivity as a company culture with transparent communication policies, principles that support open communication, and inclusive decision-making processes.
		Digital Transformation	We embrace digital transformation both to facilitate our operations and the way we do business and to develop new digital solutions. We are constantly developing our e-commerce initiatives and providing online services to our customers.
 Food		Food Safety and Quality	We contribute to improvement of the health and well-being of consumers by ensuring food safety.
			We produce and offer safe, high-quality food. We develop applications that are compatible with sustainable consumption and production.
		Sustainable Sourcing and Procurement	We promote responsible consumption and production models through sustainable and ethical procurement of raw materials or products.
			We support the protection of ecosystems and biodiversity through sustainable sourcing practices.
		Innovative Products and Innovation	By investing in innovation, we aim to develop new products and processes that increase efficiency and sustainability. With our innovative projects, we increase the compliance of our activities with the principles of circularity, and especially climate change and water management. In addition, we prioritize our innovation practices in food quality and safety, which affects people and the health of society.

		Climate Action	We implement measures to reduce carbon emissions and mitigate effects of climate change, such as energy-efficient operations and sustainable resource use practices.
			We are continuously developing our activities in this field with our various practices within the scope of carbon emission reduction and the investments we plan to put into action in the short term in order to generate electricity from solar energy.
		Waste Management and Circularity	We embrace circular economy principles to minimize waste generation, promote recycling, and reduce environmental impact. In line with our sensitivity on this issue, we carry out various projects that are compatible with waste management and circularity principles.
		Sustainable Agriculture, Conservation of Biodiversity, and Deforestation	We support sustainable agricultural practices, contribute to food security, and aim to reduce the environmental footprint of food production.
			We contribute to conservation of biodiversity and combating deforestation through sustainable procurement practices and land management.
		Animal Welfare	We continue our work to ensure that the approach towards animals in the supply chain is right and ethical, making sure that basic animal welfare principles are implemented.
		Water Management	We carry out activities to implement water-saving practices and manage water resources responsibly in order to minimize water consumption and pollution.

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 People		Work and Company Culture	We care about supporting a positive work environment and ensuring employees' happiness and satisfaction. We do our best to ensure that our employees embrace and maintain the company culture.
		Talent Management and Benefits	We invest in talent management and training. We conduct employee training and monitor development. We ensure ethical and equitable distribution of benefits and promotions.
			
		Diversity and Inclusion	We promote diversity and inclusion in the workplace and uphold gender equality and equal employee rights.
		Social Solidarity	We provide benefits to the region in which we operate by supporting social projects.



Our Targets

Focus Area	SDG	Strategy Focus	Target Description	Target Owner	Target Year	2023 Current Status	Status of Achievement
 Food	 2. Zero Hunger	Food Safety and Quality	Achieving the audit grade A in 100% of BRCGS Global Standard for Food Safety audits in 2023		2023	Grade A and above audit scores were achieved in 100% of the audits. Ekur Et: Grade A Fasdat Sebze: Grade A+ Ekmek Unlu Gida: Factory 2 Grade AA+, Factory 1 Grade A Atakey Patates Gida: Grade A+ Fasdat Gida: Grade A and above in all facilities	
	 2. Zero Hunger		Increasing the percentage of food and primary packaging suppliers with GFSI - Global Food Safety Initiative certification from 91% to 95%		2024	The rate of suppliers with GFSI certification for quality and food safety was 91% as of the end of 2023.	
	 2. Zero Hunger		Establishing a common food safety and quality culture supported by the 5S methodology, in all production facilities within TFI		2024	In 2023, 5S teams were established, responsible persons were appointed, and training was provided to the relevant personnel. The aim is to implement the relevant practices in all areas of the facilities in 2024.	
	 12. Responsible Consumption and Production						

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Focus Area	SDG	Strategy Focus	Target Description	Target Owner	Target Year	2023 Current Status	Status of Achievement
 Food		Innovative Products and Innovation	Developing the Plant-Based Whopper recipe with a sustainable food approach		2023	In 2023, the Plant-Based Whopper recipe that was developed was introduced to consumers.	
		Sustainable Sourcing and Procurement	Measuring the sustainability maturity levels of certified food and primary packaging suppliers through the ESG supplier assessment survey		2024	TAB Gıda's 55 critical food and primary packaging suppliers were selected for the project and their identification on the system were completed. Since the start of the project, 18 suppliers have completed the surveys.	
 The Planet		Climate Action (Corporate Carbon Footprint)	Calculation and reporting of Scope 1, 2 and 3 emissions as of the 2022 reporting year		2023	The emission data of 7 group companies for the periods of 2022 and 2023 have been calculated and reported, and emission verification service was received from an independent organization for the 2023 emission data of TAB Gıda and AtaKey Patates Gıda.	

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Focus Area	SDG	Strategy Focus	Target Description	Target Owner	Target Year	2023 Current Status	Status of Achievement
 The Planet		Climate Action (Corporate Carbon Footprint)	Making a commitment to the Science Based Targets Initiative (SBTi) for emissions reduction		2023	Atakey Patates Gida made a commitment to SBTi that it would create and ensure the verification of a "near term" emission reduction target, and the relevant commitment was approved by SBTi.	
			Carrying out the SBTi science-based emission reduction target validation		2025	Efforts are ongoing.	
			Reducing total Scope 1 and 2 emissions by 42% and Scope 3 emissions by 25% compared to the 2022 start year		2030	Atakey Patates Gida reduced its total Scope 1 and 2 emissions by 35.2% in 2023 compared to the 2022 start year.	
	 	Climate Action (Renewable Energy)	Investing in rooftop solar power plant projects to reduce carbon emissions from electricity consumption		2024	The goal is to produce an average of 2,100,000 kWh of renewable energy annually upon completion of the rooftop solar power plant projects.	
	 		Investing in a solar power plant to reduce carbon emissions resulting from electricity consumption		2025	The goal is to produce an average of 60,600,000 kWh of renewable energy annually upon completion of the project.	

Focus Area	SDG	Strategy Focus	Target Description	Target Owner	Target Year	2023 Current Status	Status of Achievement
 The Planet	 	Climate Action (Renewable Energy)	Reducing Scope 2 emissions for 2023 through renewable energy certificates		2023	I-REC certificates were purchased for 24,050 MWh (100% of the total electricity consumption in 2023) for AtaKey Patates Gıda and for 44,923 MWh (35.9% of the total electricity consumption in 2023) for TAB Gıda.	
	 	Climate Action (Energy Efficiency)	Creating energy efficiency strategies through energy audits; appointment of Energy Managers approved by the Ministry of Energy and Natural Resources of the Republic of Türkiye, and establishment and certification of ISO 50001 Energy Management System (Production facilities with an annual energy consumption of 1000 TEP and above are included in the scope).		2023	The ISO 50001 Energy Management System certification process was completed for AtaKey Patates Gıda and Ekur Et Entegre, and energy efficiency efforts were initiated in 2023.	
			Improving energy performance by 5% in 2024 compared to 2023		2024	Projects have been designed for the energy efficiency opportunities identified in the energy audit and a 5% improvement in energy performance is targeted in 2024 compared to 2023.	
		Climate Action (Electrification)	Deliveries to homes made by using fuel-efficient and environmentally friendly motorcycles		2023 & 2024	With the Ata Express - Green Go project partnership, a pilot project was launched with 10 motorcycles in selected Burger King restaurants and the goal is to reach 200 motorcycles in 2024.	

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Focus Area	SDG	Strategy Focus	Target Description	Target Owner	Target Year	2023 Current Status	Status of Achievement
 The Planet	 SDG 12	Climate Action, Waste Management and Circularity	Establishment of the ISO 14001 Environmental Management System		2024	The work for installation of ISO 14001 Environmental Management System has started at Ekur Et Entegre, AtaKey Patates Gıda, Fasdat Sebze and Ekmek Unlu Gıda.	
	 SDG 12	Waste Management and Circularity	Establishment of the Zero Waste Management System and obtaining of the basic level document		2024	<p>The Zero Waste Management System installation and certification processes have been completed at Ekmek Unlu Gıda, AtaKey Patates Gıda, Ekur Et Entegre and our Headquarters building. The Zero Waste Management System of 36 In-Line* restaurants within TAB Gıda was established in 2023 and the Zero Waste certification of all the In-Line restaurants is targeted to be completed by the end of 2024.</p> <p>Fasdat Sebze's Zero Waste Management System installation process is ongoing.</p>	
	 SDG 12		Recycling of electronic waste through the TÜBİSAD WEEE Project, and donating the income generated to the TEGV Foundation's "Don't Waste, Donate" campaign		2024	Currently, a total of 4,040 kg of electronic waste has been recycled in collaboration with TAB Gıda & TÜBİSAD and the income generated from the project was donated to TEGV in 2023.	

* In-line restaurants: represents restaurants located on streets and avenues and inside commercial complexes, but not located inside shopping malls and airports and on motorways.

Focus Area	SDG	Strategy Focus	Target Description	Target Owner	Target Year	2023 Current Status	Status of Achievement
 The Planet	 	Waste Management and Circularity	Recycling of lettuce production waste through compost device		2024	The project is at the stage of approval.	
	 	Water Management	Recycling 20% of the water discharged from the wastewater treatment system by the end of 2026 and reducing water consumption by 15% by the end of 2026, based on 2023 data		2026	Efforts are ongoing.	
		Sustainable Agriculture, Conservation of Biodiversity, and Deforestation	Establishment of the Farm Sustainability Assessment (FSA) Management System, covering seed potato farming activities		2023	The FSA audit was completed, covering the seed potato farming activities carried out by AtaKey Patates Gıda in Konya, and the highest score, the "Gold" certificate, was received as a result of the audit.	
	 		All palm oils used in production must be RSPO Mass Balance-certified by 2024		2024	AtaKey, which has been a member of the Roundtable on Sustainable Palm Oil (RSPO) Association since 2021, procured 82.85% of the palm oil it used in production in 2023 as RSPO Mass Balance / Mixed-certified. Since June 2023, 100% of the palm oil it has purchased has been RSPO MB-certified.	

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Focus Area	SDG	Strategy Focus	Target Description	Target Owner	Target Year	2023 Current Status	Status of Achievement
 The Planet	 	Sustainable Agriculture, Conservation of Biodiversity, and Deforestation	100% of the palm oil procured by TAB Gıda must be RSPO Mass Balance-certified by 2024		2024	Efforts are ongoing.	
	 		Procuring 100% of secondary packaging-cardboard boxes as FSC-certified by the end of 2025		2025	All of the approved packaging suppliers have been certified through the FSC CoC standard. The goal is to start procuring FSC-certified cardboard boxes in 2024 and to ensure that all cardboard boxes purchased are FSC-certified in 2025.	
		Animal Welfare	Establishment and certification of ISO 34700 Animal Welfare Management System		2022 & 2023	Ekur Et established the ISO 34700 Animal Welfare Management System and was certified by the independent auditing organization through the relevant management system (2022). It announced its commitments in relation to animal health and welfare to its stakeholders (2023).	
 People	 	Diversity and Inclusion	Increasing the female employment rate from 43% to 50% by the end of 2029, compared to the end of 2023		2029	Diversity and inclusion are the material topics of all our group companies, with a focus on social sustainability, and TAB Gıda aims to increase the female employee ratio to 50% by the end of 2029.	

Focus Area	SDG	Strategy Focus	Target Description	Target Owner	Target Year	2023 Current Status	Status of Achievement
 People	 	Diversity and Inclusion	Increasing the female employment rate from 11% to 25% by the end of 2025, compared to the end of 2023		2025	Diversity and inclusion are the material topics of all our group companies, with a focus on social sustainability, and AtaKey Patates Gıda aims to increase the female employee ratio to 25% by the end of 2025.	
		Work and Company Culture	Periodically repeating employee loyalty surveys and implementing loyalty-enhancing action plans based on survey results		2026	The goal is to disseminate employee loyalty surveys so as to cover all group companies and to carry out the assessment through a common methodology.	
			Establishment of ISO 45001 Occupational Health and Safety Management System		2025	Efforts are ongoing.	

Digital Transformation

During a time that is shaped by rapidly developing technologies and innovations, we embrace digital transformation to foster innovation, improve customer experience and increase operational efficiency. We leverage the power of digital tools and platforms to deliver greater value to our customers and stakeholders. We adopt state-of-the-art business management systems in all our ecosystem companies by digitalizing our service management and project management processes.

Robotic Process Automation

At TFI, we recognize the transformative potential of robotic process automation to fundamentally change our operations and increase efficiency across our business. As we embark on our digital transformation journey, robotic automation plays a crucial role in optimizing processes and increasing productivity.

We simplify repetitive and labor-intensive tasks with robotic automation. Thus, we reach higher levels of efficiency and productivity. By automating manual processes, we minimize errors, make cost savings, and speed up workflow, thus providing more efficient and effective services to our customers.

In addition, thanks to a faster and more error-free data collection process, we carry out comprehensive work in the field of reporting and analysis. We increase work efficiency in processes such as bulk invoice entries, cash flow tracking and stock counting.

Digital Process and Project Management

The Jira application is used in all ecosystem companies to digitalize IT service management and project management processes. Requests are tracked and teams easily view the assigned tasks via Jira.

Digital and Integrated Reporting

Reporting tools such as Qlik Sense, PowerBI and Cube provide benefits to business units for various aspects thanks to the report sets prepared by meaningfully consolidating the data held in many IT systems. These benefits can be summarized as delivering the manually-carried out reporting processes to relevant recipients automatically in summary and detailed versions with various visualization capabilities, without the need for human work time; meeting instant needs with infrastructures that meet self-service reporting needs when necessary, and providing high level of data accuracy thanks to standardized infrastructures and architectures.



Digitalization in Agriculture and Livestock Farming

As TFI, we are aware that digitalization in agriculture and livestock farming is critical to food safety and efficiency. Ekur Et, one of our group companies, controls all processes from breeding to shipment with the two-way traceability system it has established, in order to ensure food safety principles at the highest level. During the breeding process of an animal, issues such as weight information, feeding, periodic vaccination programs and quarantine processes are recorded via the RFID tag number and they are tracked through the relevant system. Animals that have completed their breeding period and reached the appropriate weight are transferred to the facility again by way of tag verification. Information about the source of each product processed through the tag traceability tracking is kept in the organization's system for 10 years.

One of our group companies, Atakey Patates Gıda, monitors all process lines and auxiliary facilities live from a single control and data acquisition room (SCADA) and is able to immediately intervene in problems detected. The necessary interventions are made as soon as possible through the system they monitor and control from a single central device.

Atakey's goals include disseminating digital agricultural technologies in both raw potato production areas and seed production areas. For example, it uses satellite system (automatic steering system) technology in tractors in order to use production areas more efficiently in the seed production region, to prevent planting errors during planting, and to minimize planting wastage.

With the aim of increasing the use of satellite systems (automatic steering GPS system) on agricultural lands, Atakey integrates technology into its way of doing business and thus has the opportunity to switch to a much more effective and efficient production process.

Atakey Patates Gıda closely monitors and records the agricultural activities of the producers it works with based on the contract farming model through the "Crop Tracking" program it developed in 2023. The location information of the lands where the seed potatoes that are produced by Atakey are planted by the producers is recorded in terms of latitude and longitude through the relevant program.

In addition, information such as farmer details, parcel size, type of potato planted, field inspection information, and field-based pesticides are uploaded to the program developed by Atakey for digital traceability in agriculture, by Atakey's Agricultural Engineers who make field visits.



The information on agricultural lands of a total of 175 producers / farmers at 1,100 different spots is tracked through the system, the foundations of which were laid in 2023 and which became operational as of 2024.

Our Digital Solutions

We embrace digital transformation not only to streamline our operations and the way we do business, but also to develop new digital solutions. By continuously developing our e-commerce initiatives, we are also taking the way we provide online services to our customers to the next level.

Our "Tikla Gelsin" e-commerce platform allows consumers to order through our mobile application and our website. With our mobile application and in-restaurant digital services, we reach hundreds of thousands of digital orders per day and bring together all internet users with the restaurant products they are interested in. We offer our customers an end-to-end personalized customer experience with QR, mobile, kiosk and display solutions. In our restaurants, we recognize our customers at the cash register with our QR service and offer them personalized suggestions, and with our "Gel Al" (Take Away) feature, we ensure that our users both benefit from advantages and receive their orders without waiting in line. Through our digital wallet feature, we can fulfill all payment processes safely and quickly.

Our order delivery platform Fiyuu continues to invest in its technological infrastructure to offer "rational delivery solutions" to its business partners, with an approach that prioritizes efficiency and customer experience.

The artificial intelligence-supported assignment algorithm, developed with self-owned resources and university support for use in field distribution operations, ensures that the optimum service level is achieved. The courier tracking application increases efficiency and service quality by providing instant tracking of couriers.

Providing corporate order delivery support to restaurants and cafés that want to meet the needs of consumers who are struggling with the hectic city and business life, in a timely and reliable manner, Fiyuu manages its couriers and delivery processes with technological solutions and continues to grow with its innovative and efficiency-focused approach.



Flexible



Efficient



Traceable Online



Fast and Timely



Structural and Corporate Delivery Solutions

We continue our efforts to make our operational structure and service quality even more effective. For this purpose, Fiyuu continues to invest regularly in its technological infrastructure. We maximize efficiency and provide optimum service with our artificial intelligence-supported assignment algorithm developed for Fiyuu.

Our Projects

Project Kyriba

This is a cloud-based treasury and financial management software that helps TFI group companies optimize their financial operations and liquidity management. This software aims to monitor and optimize the consolidated cash management, risk management and payment management processes of all companies.

P&L Analysis Project

With the P&L Analysis Project, we fully automated our financial reporting, which was previously done manually at the restaurant level, and defined cases that would be considered alarm situations.

Courier Shifts Optimization Project

Our couriers' shift arrangement processes consisted of a manual process that was created by taking into account legal regulations. However, with the Courier Shifts Optimization Project, we automated this manual process and managed to increase our efficiency by reducing the time spent on shift arrangements by 50%.

ORACLE Transportation Management Cloud Project

Efforts are ongoing to reduce transportation costs and move to a single, integrated system by optimizing routes and loading with the ORACLE Transportation Management (OTM) Cloud product. While an increase in operational efficiency is targeted with the increased control mechanism, the plan is to ensure improved communication and collaboration with all transportation stakeholders.



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Data Security

As TFI and its group companies, we adopt the principle of acting in accordance with all provisions of the Personal Data Protection Law No. 6698 regarding the protection and processing of all personal data we come into contact with while carrying out our activities. In this context, we carry out various evaluation and assessment activities to ensure compliance with the Law. Within the scope of said activities, we have prepared and put into effect the necessary policies, including especially the **“Personal Data Protection and Processing Policy”, “Personal Data Storage and Destruction Policy”, “Employee Privacy Policy” and “Employee Information Technologies Policy”**, within the framework of the provisions of the Law. We have completed the VERBIS (*Data Controllers’ Registry*) registry records and carried out activities for compliance with the Law in terms of personal data processes. In order to raise awareness among both customers and employees about the privacy of personal data and information security, we provide internal training on the protection of personal data and conduct awareness-raising activities.

We process personal data in accordance with the law and the rules of honesty, ensuring that such data are accurate and up-to-date, and in accordance with the principles that such data are necessary for specific, clear and legitimate purposes and are related, limited and proportionate to the purpose for which they are processed, and we retain such data for the periods they are required.

We also review business partner and supplier contracts and new contracts that we are a party to, in accordance with the relevant legislation, and renew them accordingly. You can access detailed information regarding the processing of personal data by our company via the **Personal Data Protection and Processing Policy of each of our companies** on the website <https://www.tabfoods.com/tr> and on the websites of our group companies. At TFI, we prioritize protecting our information assets through comprehensive data security measures and practices. In line with the measures we take regarding data security, we have comprehensive information security policies and procedures that form the necessary basis to protect sensitive data and eliminate cyber threats. We have established rigorous information security policies and procedures covering the processing, storage and transfer of data across our organization.



With our data security approach specified in these policies, we determine the most effective methods for intervening in a possible situation, including but not limited to data protection, access control/authorization matrix, encryption and access logs, user account management, network security, application security, encryption, penetration tests, intrusion detection and prevention systems, logging activities, data masking, data loss prevention tools, backup, up-to-date security systems (anti-virus, firewalls, etc.), data breach tests, data destruction methods and password management, and we ensure that our company policies comply with legal requirements.

We conduct regular training and awareness activities on information and data security in order to educate our employees on the importance of securing sensitive information and eliminating cyber risks. Through targeted training programs and awareness campaigns, we aim to support our employees in identifying potential threats, complying with security protocols and reporting suspicious situations. We also periodically conduct phishing simulations to measure the effectiveness of our security controls and identify potential security vulnerabilities.

Through these tests, we assess our security measures, identify vulnerabilities, and proactively take corrective actions to make improvements in these areas.

We implement access management controls that ensure that only authorized personnel have access to sensitive data and resources related to critical applications and systems. In this way, we try to prevent unauthorized access and minimize the risk of data breaches.

To maintain our business continuity in the event of a cyber-attack or natural disaster, we regularly back up important data and test our disaster recovery plans annually. These measures allow us to quickly recover our data and systems in the event of a potential crisis and minimize the impact of disruptions on our operations and stakeholders.

We carry out comprehensive work to protect our organization from cyber threats with our cyber security applications focused especially on issues such as network security, data classification, data security, endpoint security and cyber intelligence. In this context, as TFI and its group companies, we protect data through the Data Loss Prevention (DLP) system.

DLP refers to a set of policies and procedures that aim to prevent leakage, loss or misuse of sensitive or confidential data. The DLP system involves implementing technology and strategies that help our organization identify, track and protect sensitive information, including sensitive business data, financial data, personal data and documents, and other confidential data.

A DLP solution can monitor data usage, enforce data processing policies, and generate reports to prove regulatory compliance. We periodically present cybersecurity-related studies to our Audit and Early Detection of Risk Committee and receive feedback from senior management. In addition, we continually monitor security vulnerabilities and potential risks and we take additional measures when necessary to strengthen our security measures and mitigate emerging threats. We also protect TFI and our group companies against possible cyber security risks with cyber security insurance.

As a result, we continue to establish comprehensive control mechanisms, conduct periodic evaluations, and invest in innovative technologies, in order to ensure the security of our information assets and maintain the trust that our stakeholders place in us.

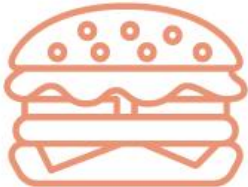
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We are aware that the fundamental step in effectively ensuring food safety and quality is sustainable and safe agricultural practices. Based on this approach, we meticulously carry out all our work at every stage from end-to-end food production, transportation and distribution to restaurants, to order delivery, with our “Vertical Integration” structure, and offer our consumers both delicious and high-quality products.

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04 Food



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Food Safety and Quality

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Food is a basic and essential need for humanity to survive. Changing consumption habits, population growth, global food trade and limited resources have brought about food safety problems.

With the COVID-19 pandemic, all these problems have increased even more, and the pandemic has not only negatively affected human conditions in terms of health, but has also affected the world in many ways. Serious losses in capital markets, supply and shipment problems, and the negative impact on food safety and quality at a global level, which is the most critical issue for the sustainability of our organization, can be listed among the main effects of the pandemic.

The World Health Organization (WHO) closely monitors the impact of food safety and quality on public health and the global economy. According to data shared by WHO, food that is not fit for consumption in underdeveloped and developing countries causes a loss of production efficiency and health expenditures worth 110 billion dollars annually¹.

Being aware of all these issues, we, as TFI, bear the responsibility of being an important stakeholder in the quick service restaurants sector and coming into contact with food at every stage of our operations.

We are aware that the fundamental step in effectively ensuring food safety and quality is sustainable and safe agricultural practices. Based on this approach, we meticulously carry out all our work at every stage from end-to-end food production, transportation and distribution to restaurants, to order delivery, with our "Vertical Integration" structure, and offer our consumers both delicious and high-quality products.

Our ecosystem companies, which deals with different parts of each consumer product that constitutes the ingredients of our delicious products we offer without compromising on quality, completely fulfill all their operational responsibilities and always keep the trust of our consumers alive.

Through the detailed information we share in this section, we present to our valued stakeholders how our ecosystem companies ensure food safety and quality.



¹ <https://www.who.int/news-room/fact-sheets/detail/food-safety>



EKUR
ET İNTEGRİ SAN. VE TİC. A.Ş.

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Ekur Et, which carries out the production activities of our fast-food menus and red meat products combined with our warm and delicious bread, without compromising quality and food safety, has quality certificates accepted at international levels in the sector.

It has grade A in **BRCGS (Brand Reputation through Compliance Global Standard)** certification, a leading standard in food safety that can be applied to ensure customer and supplier confidence and is approved by the **Global Food Safety Initiative (GFSI)**, which is of great importance all over the world.

At the same time, with the **ISO 9001:2015 Quality Management System** and **ISO 22000:2005 Food Safety Management System** standards it applies, it continues its activities aimed at ensuring quality and food safety through an integrated management system.

Ekur Et carries out its production, storage and shipment processes in accordance with the relevant standards and the Food Safety and Quality Policy which it is committed to. You can access Ekur Et's Quality and Food Safety Policy via [this link](#).

Ekur Et is aware that ensuring the safety and quality of red meat depends on animal health and welfare and it has been fulfilling the requirements of the **ISO 34700 Animal Welfare Management System** standard in its breeding enterprise since 2022. All its activities related to the health and care of animals are detailed in the "**Animal Welfare**" section.

HEHAL
TSE (Turkish Standards Institution)
Halal Certificate



What is BRCGS?

BRCGS (Brand Reputation Compliance Global Standards) is a leading global brand and consumer protection organization that sets standards for food safety, packaging, storage and distribution. BRCGS certification helps food manufacturers and suppliers demonstrate their commitment to producing safe, high-quality products. The standards cover various aspects of food production, including hygiene, traceability and risk management, and provide assurance to both consumers and stakeholders.



In 2022, Ekur Et was awarded the **ISO 17025:2017 Testing Laboratory Accreditation Certificate** from the Turkish Standards Institution for the Microbiology Laboratory located in its production facility.

Microbiological risks rank first among the food safety risks posed by red meat products. Ekur Et verifies the fitness for consumption of the raw materials it procures and the products it produces in terms of their microbiological properties, through the microbiology laboratory located in its production facility.

In order to prove the accuracy and adequacy of pathogen, indicator microorganism and species analyses performed in the laboratory, it has been operating under the status of **"accredited laboratory for testing services"**, given by the Turkish Standards Institution (TSE), since 2022. Within the scope of the relevant activities, Ekur Et fully complies with the requirements of the ISO 17025 General Requirements for the Competence of Testing and Calibration Laboratories standard in the microbiology laboratory located in its production facility.

Working without compromising on quality, Ekur Et is subject to third-party independent audits in order to always keep the trust of our consumers at the highest level.

Thanks to its effective and meticulous efforts in the annual BRCGS Food Safety audit, Ekur Et was awarded the grade A in the relevant audit in 2023.

Restaurant Brands International (RBI), the global rights holder of our Burger King and Popeyes brands, has authorized NSF International, an organization established to verify that products are produced in accordance with public health and safety standards, on a global level, enabling the organization to conduct unannounced inspections of the Ekur Et factory. Having successfully passed all unannounced audits since its establishment, Ekur Et completed its most recent audit in October 2023 with a score of 98.14%.



BRCGS
Grade A



NSF
Score: 98.14%



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Ekur Et ensures product traceability at all process stages through RFID and unique labels in both its breeding farm and production facility. The ear tag numbers of the animals accepted to Ekur Et's breeding farm are matched with the electronic chip called RFID. By tracking each animal leaving the production facility after the breeding process, product and raw material traceability is ensured bidirectionally.

We are aware that every link in the supply chain is interconnected. In this context, being able to truly offer quality and trust to our consumers is possible by ensuring the supervision, control and traceability of all these links. Ekur Et, as one of our ecosystem companies, also carries out risk-based audits and performance monitoring periodically, with the aim of improving the economic, social and environmental impact of the entire supply chain. In this regard, it encourages suppliers of food raw materials and of primary packaging that come into contact with food to get involved in international certification processes.

- BRCGS Food Safety Standard
- TS OIC/SMIIC 1:2011 General Guidelines on Halal Food
- ISO 9001 Quality Management System Standard
- ISO 22000 Food Safety Management System Standard
- ISO 34700 Animal Welfare Management System Standard
- ISO 17025 General Requirements for the Competence of Testing and Calibration Laboratories

Traceability from raw material to product and from product to raw material is ensured by the ERP Traceability Program, RFID technology and the use of unique labels.

Ekur Et proved its competence in all analyses it has participated in within the scope of the **Food Analysis Performance Assessment Scheme (FAPAS)** international competence tests.



Fasdat Sebze which, for all TAB Gıda brands, provides quality, healthy, clean and safe supply of vegetable products that add color to our delicious product offerings and are an integral part of our product offerings, has testing mechanisms and cold storage facilities at the most advanced international standards. In the facility where **iceberg, lolorosso, yedikule (a type of Romaine lettuce), white cabbage, carrot, endive, polorosso and oak leaf lettuce** raw materials are processed; physical, sensory, microbiological and chemical inspections are carried out in the process steps to ensure food safety and quality. Through the traceability system established in the facility, tracking from raw material to end product and from end product to raw material is ensured through the batch numbers of the products.

The outer leaves and root parts are stripped from the products accepted by Fasdat Sebze and the parts that meet our quality standards are selected by the relevant personnel. Afterwards, the cutting process is carried out according to the size that will accompany our delicious products. In order to eliminate soil-borne microbiological threats, products are subjected to a disinfection process. Once the microbiological risks have been reduced to a minimum level, the products that are now suitable for consumption are packaged and boxed and delivered to Fasdat Gıda's cold storage facilities for shipment.



BRCGS Food Safety
Standard

Fasdat Sebze, which manages its processes in accordance with TFI's food safety and quality culture in order to ensure food safety and quality, **encourages its employees to provide feedback to unit managers on issues that may affect food safety and quality. In this way, the quality and safety culture in the facility is ensured with the participation of employees.**

All of our ecosystem companies producing food within TFI are subjected to BRCGS Food Safety audits by third-party independent certification bodies. In the unannounced audit conducted in 2023, Fasdat Sebze successfully completed the audit by receiving the grade A+.



BRCGS
Grade A+



NSF
Score: 99.28%

In addition, the food safety and quality audit conducted by NSF International on behalf of the Burger King and Popeyes brands was concluded with a score of **99.28%** in 2023.

Physical, chemical and microbiological analyses are carried out in the food control laboratory within Fasdat Sebze. Raw materials are subjected to various analyses according to the input quality control plan and are processed in the process line if they are found to be suitable according to the specification criteria in the relevant tests. At the same time, samples sent to external laboratories for analysis according to risk analysis are analyzed in terms of their physical, chemical and microbiological properties and internal laboratory results are verified.

Ekmek

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Ekmek Unlu Gıda, which produces fresh bread that complements our delicious product offerings, has advanced-level production lines and produces its products without compromising quality and food safety requirements. Ekmek Unlu Gıda offers our consumers hamburger buns, sandwich bread, pizza, baguette bread, ice cream cones and biscuit bread products, ensuring that the products it produces comply with both legal regulations and the quality standards of global food brands through the quality control activities it implements at all stages of its production processes.

In addition to BRCGS Food Safety and NSF audits, Ekmek Unlu Gıda also performs physical, chemical, microbiological and contaminant analyses on raw materials and end products in its own food control laboratory. The results of the relevant analyses are periodically verified through samples sent to external laboratories.



NSF
Score: 98.79%



Ekmek Unlu Gıda, which carries out its production activities in accordance with the commitments stated in the Quality and Food Safety Policy that it makes available to its stakeholders, received the grades A and AA+ in the BRCGS Food Safety audits conducted in 2023. You can access the relevant policy through the [Quality and Food Safety Policy](#) address link.



Factory 1
BRCGS Grade A



Factory 2
BRCGS Grade AA+



The food safety and quality standards listed below are applied in both production facilities operating within Ekmek Unlu Gıda. Ekmek Unlu Gıda is certified by independent organizations based on the relevant standards.

- BRCGS Food Safety Standard
- TS OIC/SMIIC 1:2011 General Guidelines on Halal Food
- ISO 22000 Food Safety Management System Standard
- TS 5000 Bread Standard
- ISO 9001 Quality Management System Standard





Our ecosystem company, AtaKey Patates Gıda, which produces potatoes, an inseparable part of our delicious product offerings, is one of the largest and most technologically advanced food factories in Türkiye.

The potato production process begins with the multiplication of top-tier seeds on agricultural lands managed according to sustainable agriculture principles. Potatoes harvested on agricultural lands that are under the operational control of AtaKey are brought to the production facility in order to be stored under appropriate temperature and humidity conditions. All production processes from seed to end product stage are carried out in accordance with internationally accepted food quality and safety rules.

Raw materials accepted to the production facility according to the input quality control plan are pre-processed in order to remove foreign substances originating from the soil. Potatoes that are completely free of physical contamination and are made suitable for production are then subjected to various production processes until the frozen French fry product is produced. The products that go through the peeling, pruning, cutting and automatic sorting process steps get one step closer to AtaKey's high quality standards at each stage. At AtaKey, which adopts the principle of waste management and circularity as a company culture while ensuring food safety and quality, semi-finished products that do not meet the quality standards are separated in the automatic sorting process and are passed through a second automatic visual inspection device, and the unsuitable structures are cut off with the help of air and removed.



After the cut pieces are collected as waste, they are used as animal feed or sent to a biogas plant for energy recovery.

The potato sticks that go through the automatic sorting process are boiled and transported to the drying unit to remove the excess moisture they contain. Potatoes that are ready for frying are then fried by being covered in a coating material that will not compromise the safety and health of the food. Fried potatoes are frozen on the quick freezing (IQF) line. Finally, the potatoes are packaged after their size calibration is completed, weight and metal detector checks are performed, and the packaging process is completed.

Activities aimed at ensuring food safety and quality at all process steps of the production phase are carried out within the framework of the AtaKey Patates Gıda Quality and Food Safety Policy and the relevant internal procedures.

AtaKey Patates Gıda, whose adequacy of the activities carried out within the production facility to ensure food safety and quality are verified by third-party independent audits, completed the BRCGS Food Safety audit it was subjected to in 2023 with the grade A+, and the HACCP-based audit carried out by NSF International on behalf of the Burger King and Popeyes brands with the score 98.38%.



BRCGS
Grade A+



NSF
Score: 98.38%

AtaKey Patates Gıda measures the impact of its products on consumers and society through an annual customer satisfaction survey. According to the results of the customer satisfaction survey conducted in 2023, the satisfaction rate was calculated as 100%.

In addition, AtaKey examines the customer complaints it receives about the products it offers to the market and evaluates the relevant complaints within the scope of its quality and food safety management system. After reviewing the complaints, a nonconformity record is created and the main reason for the complaint is determined by performing a root cause analysis. Following the completion of the relevant analyses, corrective and preventive activities are implemented to prevent complaints and non-conformities from recurring, the effectiveness of the relevant activities is monitored, and internal audits are carried out in this area.



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Fasdat Gıda ensures that the delicious products are delivered to our consumers after they are produced and plays one of the most critical roles in ensuring food safety. In this context; by carrying out its activities in accordance with legal regulations and international standards regarding storage and distribution, Fasdat Gıda delivers the products of suppliers approved by TAB Gıda Quality Assurance and Product Development Unit to restaurants by prioritizing food safety principles at all stages of the distribution and storage processes.

The products whose production stage is completed are received from suppliers by Fasdat Gıda's vehicles and transported to storage facilities within the required temperature range specified in the product specifications. In warehouse facilities, temperature control is ensured instantly, through digital systems, for each product that needs to be kept in frozen or cold state or ambient temperature conditions. Products that must be kept in cold or frozen state due to quality and food safety risks are delivered to restaurants without breaking the cold chain.

Fasdat Gıda took the first step towards digitalization of all its business processes, with the motto of **"100% Digitalization"**, within the scope of its activities to improve quality management. The project, planned to be implemented in 2024, aims to provide benefits such as automation of business processes, effective quality management, increased efficiency in operations based on real-time monitoring, customer satisfaction, and effective human resources management, with a single software system. Based on the definitions to be made in the new digital management system, many processes that have been followed manually so far will be automated.

With this project, which will contribute to traceability, an integral part of food safety and quality processes, failure notifications occurring in all branches will be viewed from a single center, and faster intervention will be possible in the case of failures through simultaneous access to historical failure records and depreciation graphs of machinery and equipment. At the same time, this digital transformation aims to create a more suitable structure in terms of quality, safety and operational excellence requirements addressed within the scope of BRCGS certification.





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Fasdat Gıda currently ensures traceability in both storage and transportation stages, and can quickly identify warehouses and restaurants across Türkiye where relevant products are located, through product label information.

As one of the leading organizations in the storage and distribution sector, Fasdat Gıda regularly fulfills its obligations under the BRCGS Storage and Distribution standard every year and successfully completes the independent audits of certification bodies authorized by BRCGS.

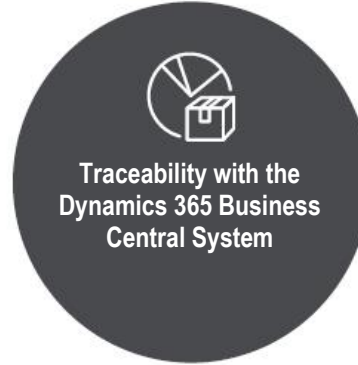
In the audit carried out by NSF International on behalf of the Burger King and Popeyes brands in 2023, it completed the audit with 100% compliance by meeting the quality and food safety criteria of the brands. You can access the BRCGS scores of Fasdat Gıda's warehouses found in different locations from the table on the side hereof.



BRCGS
Grade A and above



NSF
Score: 100%



Fasdat Gıda Warehouses BRCGS Scores



Kocaeli (Gebze - Çayırova)
BRCGS Grade AA



Muğla
BRCGS Grade AA



Antalya
BRCGS Grade AA



Ankara
BRCGS Grade AA



İzmir
BRCGS Grade AA



Hadımköy
BRCGS Grade A

TAB


TAB Gıda, which ensures the development of the quick service sector in Türkiye, the introduction of world-famous brands to consumers in Türkiye, and the easy accessibility of traditional flavors that do not compromise superior quality with its own brands, offers quality services to our consumers by completely fulfilling all legal requirements of the countries in which it operates.

Ensuring the food safety and quality at the product preparation and presentation stages, TAB Gıda is responsible for making sure that its restaurants, franchise branches and approved suppliers operate in accordance with TAB Gıda's Quality and Food Safety Policy.

TAB Gıda is one of the leading companies at a global level in the quick service restaurants sector we operate in, and brings the delicious and safe food to our consumers by crowning the success of our ecosystem companies with its own success. Since the day it was founded, it has prioritized food safety and quality and has continued its activities without compromising this, thus instilling confidence in its business partners and the sector.

In this context, it always ensures product quality at the highest level through third-party audits and product analyses.

In addition, it carries out awareness-raising activities for its staff through on-the-job training programs in order to completely fulfill quality and food safety requirements during the product preparation phase in its restaurants.

Our restaurants are regularly inspected to maintain food safety and quality at the highest level and to provide superior service and quality to our consumers. Both external audits and audits carried out by the relevant units of TAB Gıda help us to simultaneously comply with the legal regulations, our corporate quality and food safety policy, and the requirements of the fast-food brands we represent that operate at the international level. In order to increase food safety and quality in restaurants, 2,641 independent audits as well as 352 internal audits by the Quality and Product Development and Brand Standards and Training Departments were carried out in 2023.

2,993
Restaurant Audits
to Ensure
Quality and Food Safety



TAB

In addition to our delicious and high-quality products produced by our ecosystem companies, we procure a variety of food and food contact materials from suppliers who meet our corporate quality and food safety standards. It is TAB Gıda's responsibility to verify that the relevant food products and materials meet the requirements we have determined to ensure food safety and quality, at the supplier level. By performing risk analysis, TAB Gıda determines the audit frequency according to criteria such as product type, supply quantity, and supplier's past audit performance. According to the supplier risk score, TAB Gıda conducts field visits to the relevant producers and audits production activities and quality and food safety-focused management systems 1 to 4 times a year.

In line with the supplier approval criteria, TAB Gıda expects its food and primary packaging suppliers to have at least one GFSI-approved quality and food safety certificate (BRCGS, IFS, FSSC 22000, Global GAP) and to continue their production activities according to the relevant standard.

In 2023, the rate of food and primary packaging suppliers with GFSI-approved quality and food safety certificates was 91%, and it aims to increase this rate to 95% in 2024.



91% of suppliers have GFSI-approved quality and food safety certification.



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TAB

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TAB Gıda effectively evaluates and manages customer complaints across all internal and external communication channels. It identifies shortcomings in its restaurants based on customer complaints and makes improvements based on this data.

The "Complaints Pool", which was developed by it to evaluate customer complaints and feedback, consists of complaints received from brand and corporate social media accounts, requests and complaints received via the brand website, and complaints received via the Ethics and Whistleblower Line.

Aiming to always keep customer satisfaction at a high level, TAB Gıda has a team working in this field that examines the relevant complaints and takes effective action. After the complaints are examined in detail, they are forwarded to the Human Resources, Marketing, Call Center, Legal, Training, and Quality Departments and the Operations teams for resolution. Various details such as the type of complaint and the channel it is received from are recorded by the call center.

Issues of high importance such as accidents and assaults are forwarded to the crisis team for investigation.

After review and evaluation, the customer is quickly contacted. According to the information provided to the customer, complaints are tracked as those concluded with a "positive or negative outcome". In order to improve operational standards and ensure food safety at the highest level, Restaurant Excellence Visit (REV) inspections are carried out at least three times a year at Burger King, Popeyes, Subway and Arby's restaurants in accordance with the standards of global brand rights-holder companies. In line with the same goal, international independent Restaurant Excellence Visit (REV) inspections are also carried out at least twice a year at Sbarro, Usta Dönerci and Usta Pideci restaurants.

In order to support all these visitation processes, the Training and Brand Standards, Quality, Occupational Health and Safety, and Internal Audit Departments and the Operations teams routinely, and when necessary, conduct brand standards compliance audits.

The scope of the audits include food safety and quality, guest safety, guest satisfaction, employee health, cleanliness, hygiene, and maintenance and repair. Audits help evaluate the performance of restaurants objectively and effectively and help improve operations.



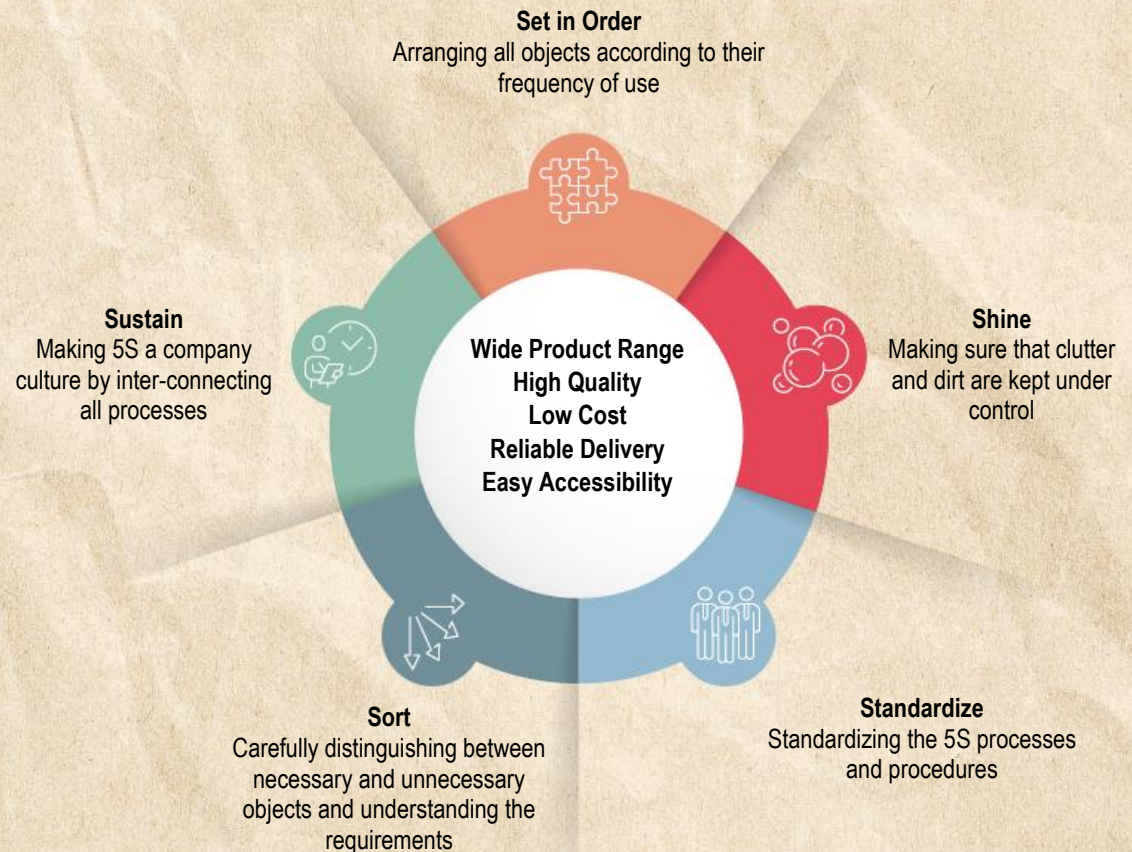
What is it?

5S is a management system originated in Japan. It is a system created by bringing together and implementing five words in Japanese starting with the letter S, with the aim of ensuring order in workplaces, preventing unnecessary materials stock, increasing employee productivity, ensuring proper and easily accessible archiving, and reducing materials and labor waste.

As TFI, we are pleased with the dedication of our ecosystem companies to ensure food safety and quality, and we will continue to work to strengthen and further advance the activities we carry out in our production facilities with a lean production approach. In this regard, we have initiated our work on **establishing a common food safety and quality culture that will cover all production facilities within TFI and supporting the relevant culture with the installation of the 5S (sort, set in order, shine, standardize, sustain) system**. We aim to expand the requirements of the 5S lean production approach to cover all the relevant areas of our production facilities in 2024.



Cycle



Innovative Products and Innovation



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Due to the rapidly increasing human population, we are faced with problems such as environmental pollution, food shortages and depletion of natural resources. And as a result of these problems, our sector carries many responsibilities regarding access to clean and safe food, environmental sustainability, human health, and social welfare.

As TFI, we are aware of our environmental and social responsibilities in the quick service restaurants sector and believe that producing innovative solutions is a critical factor in ensuring sustainable success in our sector.

Sectoral responsibilities and trends such as changing consumer demands, environmental sustainability, and food safety and quality allow us, as one of Türkiye's innovative companies, to focus on and accelerate our innovation efforts. In this context, TAB Gıda introduced the Plant-Based Whopper® product, developed with our Ekur Et ecosystem company, to the market in 2021, thus adding an innovative product to the sector.

Did you know that the term flexitarian is formed by synthesizing the words "flexible" and "vegetarian"?



0% Meat, 100% Whopper® Taste

In recent years, we have seen an increase in the trend towards plant-based products due to changing consumption habits on a global scale. We evaluate the expectations of our consumers who have eliminated animal products from their diets due to various concerns, transform our supply chain in light of the relevant expectations, and diversify the products we offer in our restaurants in order to appeal to all our consumers.

As a company that is very sensitive about and attentive to the topic of animal health and welfare, we carry out our work meticulously and make sure that we share the details of our relevant actions with our customers in full transparency. In this context, the breeding enterprise of our Ekur Et ecosystem company in Amasya has been operated in accordance with the ISO 34700 Animal Welfare Management System's requirements since 2022. The relevant facility is subjected to an independent audit annually by the certification and surveillance company Bureau Veritas based on the requirements of the standard.

With our innovative product development efforts based on environmental sustainability, we also meet the expectations of our customers who prefer a "Flexitarian Diet" that is mostly vegetable-based and includes less animal food consumption.

We first introduced our Plant-Based Whopper product, which we developed under our Burger King brand, to our consumers in 2021. We introduced our Plant-Based Whopper product, which we produce using pea protein, fibers, coconut oil, sunflower oil, spices and flavor blends, to our consumers with the slogan "0% Meat, 100% Whopper Taste".

Through the Plant-based Whopper, we listen to our customers' preferences while also aiming to reduce our environmental impact such as greenhouse gas emissions and water consumption resulting from animal product manufacturing, thereby creating a sustainable dietary option for our customers. **The Plant-based Whopper, which we developed using pea protein, has a much lower environmental footprint than hamburgers produced from red meat. The environmental burden of burgers / meatballs produced from pea protein in terms of global warming, acidification and land use is 85%, 81% and 89% lower, respectively, than a conventional burger / meatball product produced from red meat.**

We aim to continue our product development efforts to make our Plant Based Whopper product, which we offered to our consumers with a new recipe this year, more similar to a hamburger made from red meat, in terms of characteristics such as taste, appearance, color, texture and smell, and to launch the 3rd version of our product in 2025.



² Sophie Saget, "Substitution of beef with pea protein reduces the environmental footprint of meat balls whilst supporting health and climate stabilisation goals", Journal of Cleaner Production, Vol. 297, (May 2021) : 1, <https://doi.org/10.1016/j.jclepro.2021.126447>

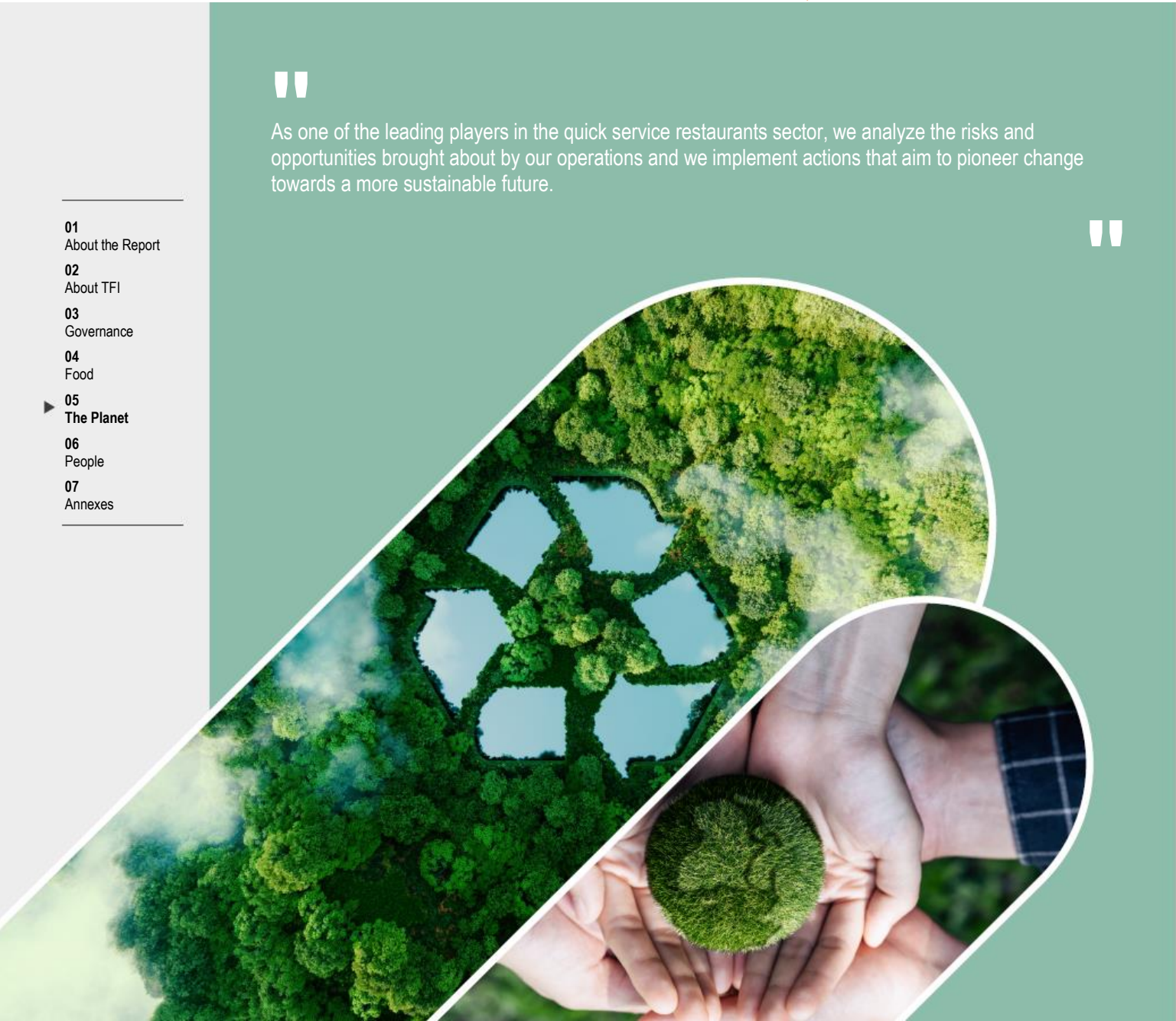
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As one of the leading players in the quick service restaurants sector, we analyze the risks and opportunities brought about by our operations and we implement actions that aim to pioneer change towards a more sustainable future.

”

05 The Planet



Climate Action

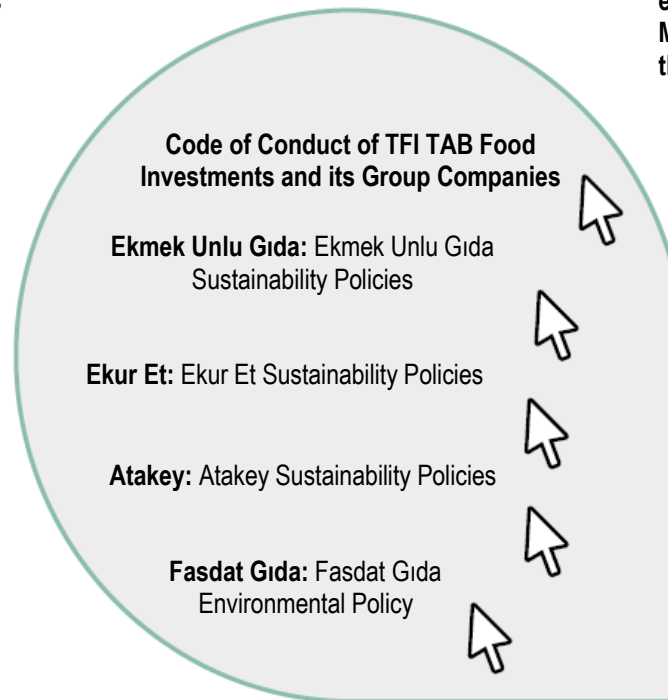
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Climate change is increasingly showing its impact day by day due to increasing population and industrialization. According to the 2023 **World Economic Forum (WEF)** Global Risk Report, one of the sources we reference in our risk approach, climate and environmental risks are the leading long-term (10-year term) global risks. The report states that ecological degradation will gradually increase due to the lack of effective action to prevent negativities caused by climate change. We act with the awareness of our responsibility regarding climate change and prioritize all our efforts that pertain to the future of our world. For this reason, within the framework of the sustainability strategy we have created, we have positioned the “Climate Action” at the top of our material topics.

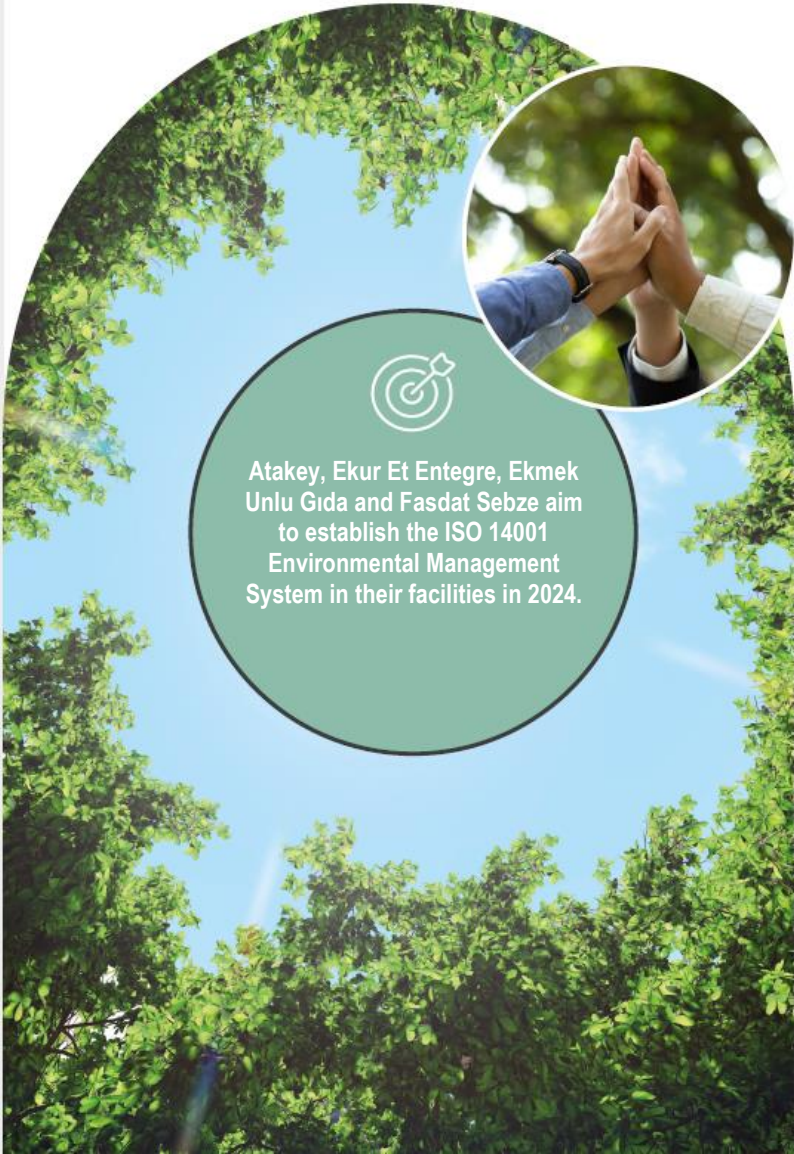
As TFI, we analyzed our current situation by starting to calculate our corporate carbon footprint in 2022 in order to minimize our impact on climate change together with our ecosystem companies. Through this action; we, as a pioneer in our sector, demonstrate our vision of protecting our natural resources as well as producing reliable and high-quality products in our sustainability journey.

In order to strengthen our environmental sustainability, **environmental policy, energy policy and management systems** are implemented in an integrated manner in our ecosystem companies. You can access our policies published by our relevant group companies on the material topics that make up the TFI sustainability strategy, such as on environment, energy efficiency, sustainable agriculture and animal welfare, at the addresses below.

The management systems and policies that each of our ecosystem companies document to align their activities regarding climate change are of great importance. In this regard, **Ekur Et and Atakey have integrated the ISO 50001 Energy Management System** into the facilities in which they operate. Our ecosystem companies Ekur Et Entegre, Atakey Patates Gıda, Ekmek Unlu Gıda and Fasdat Sebze, which carry out food production activities, **also aim to establish the ISO 14001 Environmental Management System in 2024 and integrate it into their existing quality systems.**



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In this context, in order to best manage our activities demonstrating our respect for the environment, to increase our environmental performance, and to contribute to our targets determined within the scope of our sustainability strategy, focusing on the material topics pertaining to the “Planet”, our Atakey and TAB Gıda group companies have established their own Environmental Management teams.

At Atakey; under the leadership of the Deputy Factory Manager and with the involvement of the Environmental Engineer and Mechanical Engineer, processes such as the following are carried out: operating the wastewater treatment plant; ensuring that the biogas produced during wastewater treatment is converted into energy within the plant; waste management; meeting the requirements of the ISO 14001 Environmental Management System standard; making corporate carbon footprint calculations (Scope 1, 2 and 3) and having the calculations verified annually by a third-party independent organization, and making waste declarations.

At TAB Gıda, the Environmental Management Team includes those responsible for Finance, Quality Assurance and Product Development, and Human Resources units. The Environmental Management Team members are responsible for ensuring the progress of different sustainability projects carried out within TAB Gıda.

The duties and responsibilities of the relevant team include processes such as making the carbon footprint calculation covering annual Scope 1, 2 and 3 emissions; having the relevant calculations verified by an independent and competent organization; operating the Zero Waste Management System and increasing the number of restaurants covered by the relevant system; measuring the ESG performance and maturity levels of strategic suppliers, and carrying out studies for sustainable raw material supply.

We are aware that we can implement our strategy regarding climate action by considering it with all its inputs and executing it jointly with all our group companies. In this context, the creation and management of the environmental sustainability strategy within the TFI group is ensured by the Senior Manager of Quality and Environmental Sustainability.

One of the biggest indicators that we, as TFI, implement effective environmental management in all of our group companies is that none of our group companies received any environmental fines/penalties during the reporting period.

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Emission Management

One of the most important steps we, as TFI, have taken on our sustainability journey has been to calculate our carbon footprint starting as of 2023 and to begin the necessary infrastructure work to reduce greenhouse gas emissions resulting from our activities. In this regard, **we calculated our greenhouse gas emissions for the 2022 and 2023 reporting periods** in order to monitor the performance and plan our future projects accurately and effectively. We know that every step we take to protect our nature should include not only our own operations, but also our “Vertical Integration” structure, which represents our entire value chain. With this awareness, **we calculated our Scope 1, 2 and 3 emissions separately for all our group companies**, taking the **Greenhouse Gas (GHG) Protocol** standard as reference.



Scope 1 emissions represent direct emissions from company-owned and company-controlled energy sources. In short, Scope 1 emissions are emissions that a company releases directly into the atmosphere as a result of its own operations. In this context, Scope 1 emissions of our group companies represent emissions resulting from natural gas, generators in production facilities, heating, diesel consumption for company and operational vehicles, and gasoline consumption for company vehicles.

Scope 2 emissions represent indirect emissions resulting from electrical energy consumption. Scope 2 emissions in all of TFI group companies are emissions resulting from electricity consumption in production facilities, warehouses, restaurants, and offices.

And **Scope 3 emissions** represent emissions that occur in the value chain and cannot be controlled by the company itself. In terms of the following subcategories of Scope 3 emissions in all our group companies: Category 1: Emissions from purchased goods and services, Category 2: Emissions from the purchase of capital goods, Category 3: Fuel and energy-related activities not included in Scope 1 or Scope 2, Category 4: Emissions from transportation or distribution of products (that are received by the organization),

Category 5: Emissions from waste generated in operations, Category 6: Emissions from business travel, Category 7: Emissions from employee commuting, Category 8: Upstream leased assets, Category 9: Emissions from transportation or distribution of products (that are outgoing from the organization), Category 10: Processing of sold products, Category 11: Use of sold products, Category 12: Emissions from end-of-life treatment of sold products, Category 13: Downstream leased assets, Category 14: Franchises, Category 15: Investments; calculations were made, by using activity data and current emission factors, for the categories that are applicable to and have a high level of significance for our group companies. In greenhouse gas emission calculations, emission factor databases published by organizations such as IPCC, DEFRA, EPA and Ember were used.

Starting with Atakey Patates Gıda, which went public in 2023, and another group company of ours, Ekur Et Entegre, we have implemented various projects and defined targets in order to combat the climate crisis. We expanded the relevant processes to include all TFI group companies in 2023.



Ekur Et Entegre became a member of **Supplier Leadership on Climate Transition (S-LoCT)** in 2022 and Atakey Patates Gıda also became a member thereof in 2023.



Atakey Patates Gıda made a commitment to the **Science Based Targets Initiative (SBTi)** in May 2023 to create a science-based target to reduce its carbon footprint.



For the 2023 reporting year, **Atakey** obtained **I-REC** equivalent to **100%** of its total electricity consumption, while **TAB Gida** obtained **I-REC** equivalent to **100%*** of the total electricity consumption of its In-Line restaurants.

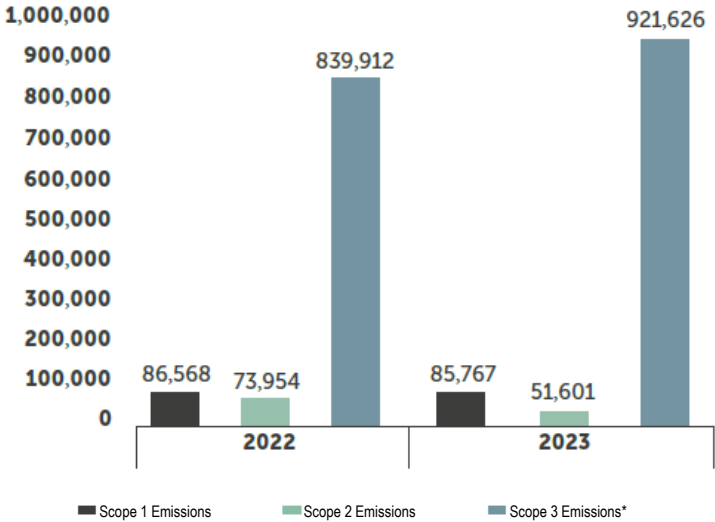
You can access the renewable energy certificates of both of our group companies via Atakey Patates Gida I-REC 2023 certificate and TAB Gida I-REC 2023 certificate.

In line with our emission reduction targets, our Atakey Patates Gida group company reduced its emissions resulting from purchased electricity by 100% compared to the starting year of 2022, by zeroing out its 2023 Scope 2 emissions with the 24,050 MWh renewable energy certificate it has obtained. And our TAB Gida group company reduced its 2023 Scope 2 emissions by 30% compared to the 2022 starting year with the 44,923 MWh renewable energy certificate it has obtained. As the TFI group, we aim to spread the practice of obtaining of renewable energy certificates also in our other group companies in the coming years.

As TFI, we continue our efforts to reduce our greenhouse gas emissions by investing in renewable energy, carrying out energy efficiency studies in our production facilities, and including our strategic suppliers in our relevant processes. In this context, you can access detailed information about the solar power plant investment project planned by our TAB Gida group company and targeted to be commissioned in the last quarter of 2025 and the energy studies and energy efficiency efforts carried out within the scope of ISO 50001 Energy Management System in our Ekur Et Entegre and Atakey Patates Gida group companies, and the details of the electric motor courier project commissioned by our Ata Express group company in 2023, in the "Energy Efficiency and Renewable Energy" section.

* This rate corresponds to 35.9% of TAB Gida's total electricity consumption in the 2023 reporting year.

TFI's Emission Values by Year and by Scope
(tons CO₂e)



* Scope 3 greenhouse gas emissions of our TFI group companies have been calculated in accordance with the Greenhouse Gas Protocol "Corporate Value Chain (Scope 3) Accounting and Reporting Standard" document.

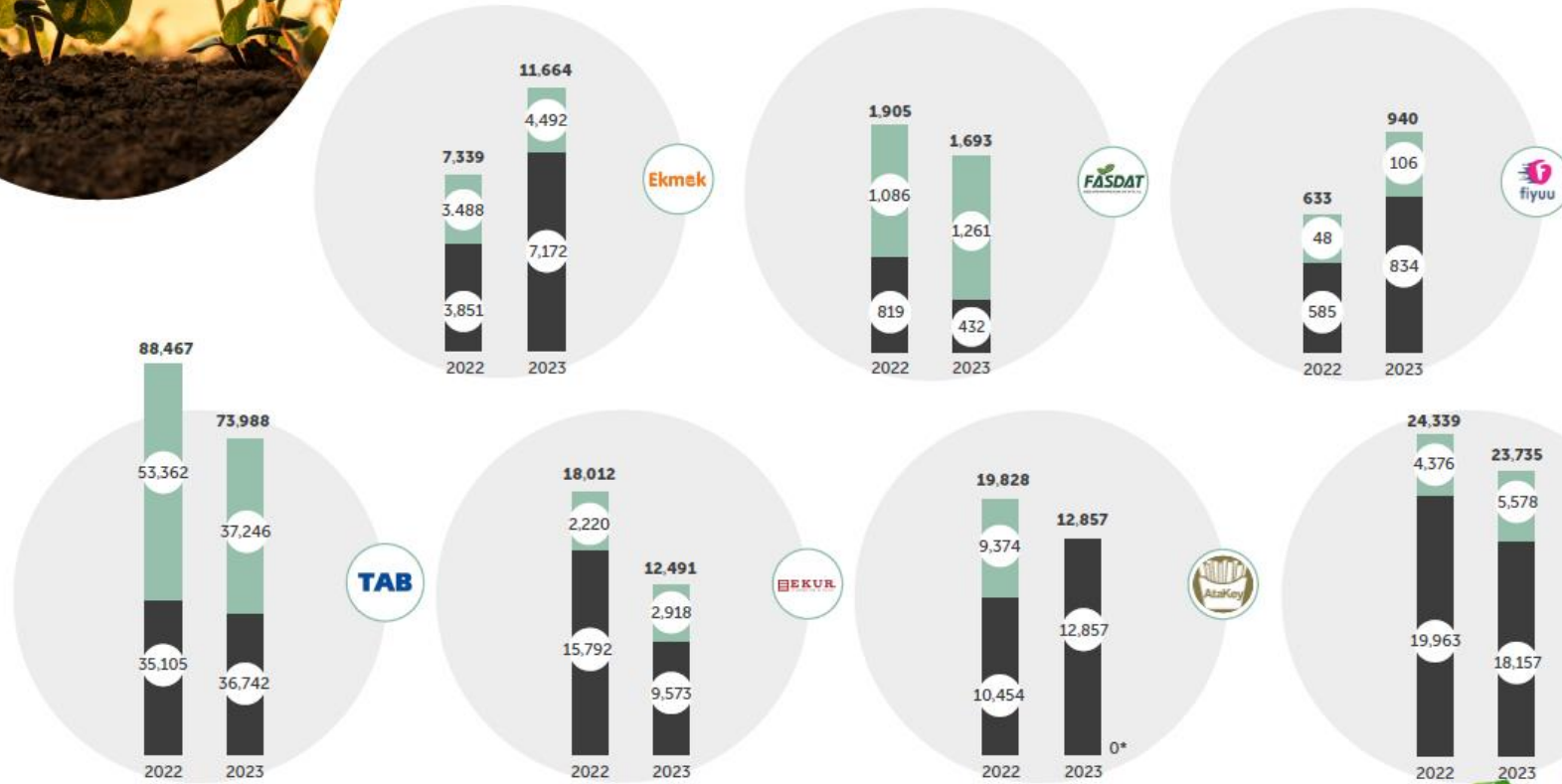
Greenhouse gas calculations for all categories of Scope 3 emissions, which consist of a total of 15 categories according to the relevant standard, except Category 6 Emissions from Business Travel, were carried out on a group company basis. Emission categories that are not calculated in Scope 3 emissions on a group company basis, shared in the environmental metrics subsection of the Annexes section of the report, are reported with a "-" sign, and for categories that are not emission sources, the emission amount is reported as 0.00 metric tons of CO₂e. Since our group companies are each other's products/services suppliers or customers, Scope 1 and 2 emissions of one of our group companies may constitute the Scope 3 emissions of another group company of ours. In order to avoid duplicate emission reporting, especially within the TFI group, emissions were not calculated in selected Scope 3 categories of some of our group companies and the relevant emission source was reported in the Scope 1 emission of another group company of ours. You can access the Scope 3 categories excluded from the calculations on a group company basis and the reasons for exclusion in the "Annexes" section of the report.



Emission Values of Group Companies by Year
(Scope 1 and Scope 2) (tons CO₂e)

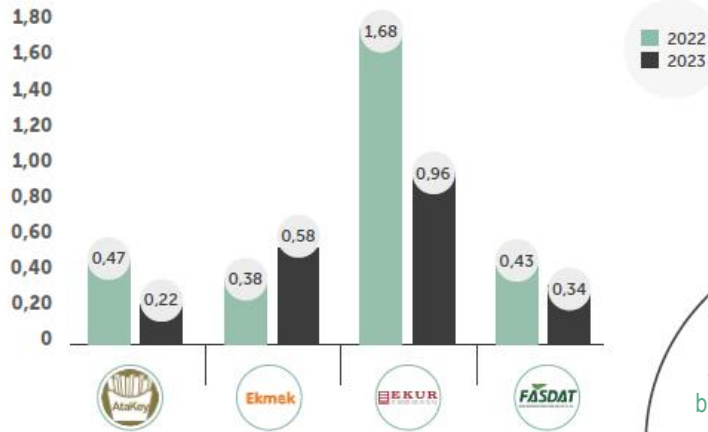
Scope 1

Scope 2



* AtaKey Patates Gıda has zeroed its Scope 2 emissions by purchasing an International Renewable Energy Certificate (I-REC) to cover 100% of its electricity consumption in 2023.

Emission Intensity Values of Manufacturing Companies by Year
(tons CO₂e/tons production)



Atakey Patates Gıda has started to implement emission reduction projects to achieve its science-based target **focused on 2030**, in line with the criteria set out in the Paris Agreement. You can access all targets determined according to the **Emission Reduction Policy** prepared by it regarding its emission reduction processes at <https://atakey.com.tr/surdurulebilirlik/>.

As a company that shares the details of its sustainability performance transparently with its stakeholders; we aim to have our emissions calculations for all our group companies verified by third-party independent organizations, in addition to our emissions reporting step. We are happy to share that as of this year, we have started to achieve this target through our Atakey Patates Gıda and TAB Gıda companies and have their emission metrics subjected to the verification process.

Atakey aims to reduce its **Scope 3 emissions by 25%** by 2030, compared to the 2022 base year, in line with the target of keeping global warming below 2°C.

Atakey aims to reduce its Scope 1 and 2 emissions by **42%** by 2030, compared to the 2022 base year, in line with the target of limiting global warming to 1.5°C.

Atakey Patates Gıda's and TAB Gıda's Scope 1, Scope 2 and Scope 3 emissions for 2023 have been verified by a third-party independent organization.

You can access the certificates issued by SGS Supervise Gözetme Etüd Kontrol Hizmetleri A.Ş. related to the carbon footprint verification audit carried out in accordance with the Greenhouse Gas Protocol, on the websites of our group companies (**TAB Gıda** and **Atakey Patates Gıda**).

We have succeeded in ensuring that our footprint on nature is at a minimum level compared to our sector, in terms of the operations carried out in the facilities of our ecosystem companies engaged in production activities, through our effective emission management studies. Our Ekur Et and Atakey Patates Gıda companies are subject to flue gas monitoring in accordance with the **"Industrial Air Pollution Control Regulation"** and measure emissions every two years and combustion efficiency twice a year. Not only do we continue our activities in accordance with the limit emission values determined in the applicable regulation, but we also have flue gas emission values well below the limit values, as revealed by the results of the measurement carried out by accredited laboratories appointed by the Provincial Directorate of Environment, Urbanization and Climate Change.

Atakey Patates Gıda receives a monthly report on the chemical components in the natural gas from the company it purchases natural gas from, confirming whether or not there is a contaminant in the chemical component that could cause the formation of SO_x source. In addition, it constantly adjusts the burner and checks the combustion settings for SO_x and NO_x emissions that may occur after the combustion of natural gas. For the biogas combustion process, the process of removal of sulfur compounds (desulfurization) is carried out in the wastewater treatment plant. This process takes place when the biogas is washed with water before combustion.

Due to their activities, TAB Gıda restaurants are outside the scope of the Environmental Permit and License Regulation and are exempt from the environmental permit regarding emissions. In this context, the emissions that the facility may generate are below the threshold value subject to monitoring and measurement within the scope of the Industrial Air Pollution Control Regulation. There is currently no combustion system or any emission source in the restaurants. Accordingly, the restaurants do not theoretically or actually emit SO_x or NO_x.

By starting to calculate our greenhouse gas emissions as of the 2022 reporting year, we are monitoring our footprint on nature and are adding many efforts to our targets to minimize this footprint. As TFI, we work together with all our group companies to protect our nature; we carry out projects to ensure efficient use of energy sources that cause emissions in our areas of activity. We are happy to share with you, our valued stakeholders, the details of all the activities we have carried out and planned with a focus on reducing our carbon footprint.



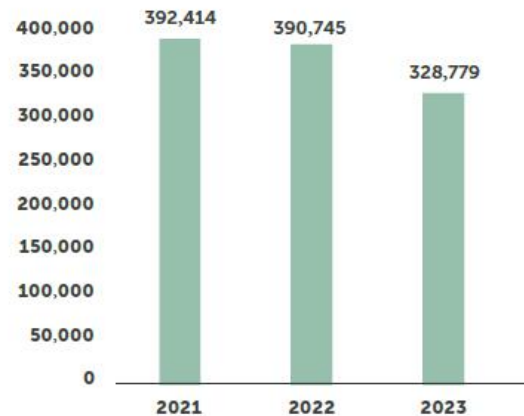


Energy Efficiency and Renewable Energy

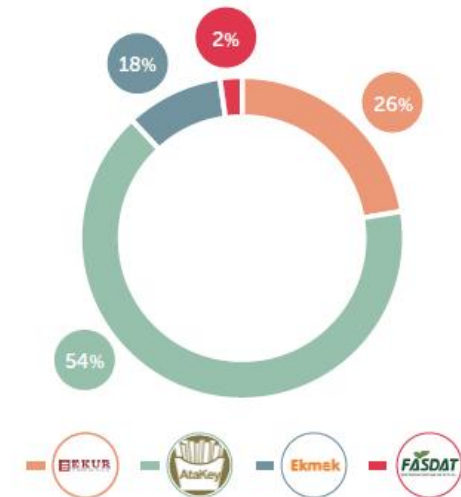
Our group companies meticulously monitor their energy consumption in their own operations and take major steps in energy efficiency to use our natural resources efficiently. As TFI, we are taking firm steps towards reducing our environmental footprint within the group and we prioritize energy efficiency in our new projects and investments.

Our company's general energy consumption consists of natural gas, electricity, diesel (used for company vehicles, forklifts and construction equipment) and gasoline used for company vehicles. We have designed a strategy for the efficient use of our natural resources in all our group companies by including energy efficiency and renewable energy issues under the Climate Action, one of our material topics. In order to analyze the achievement of our targets and to monitor our current performance, we examine our 2021, 2022 and 2023 consumption on a group company basis.

Total Non-Renewable Energy Consumption by Year (MWh) ¹



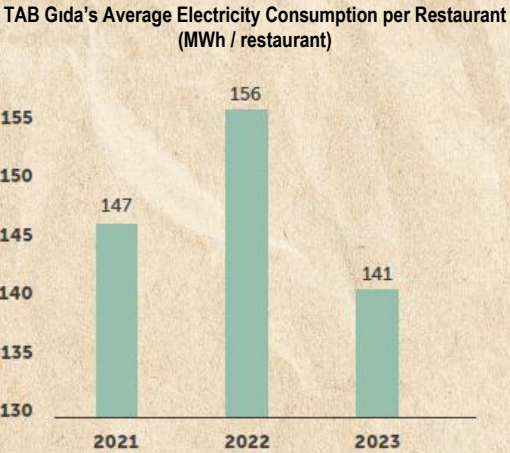
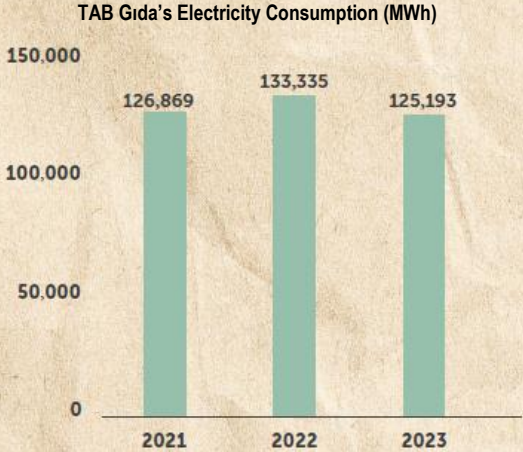
Non-Renewable Energy Consumption Shares of Manufacturing Companies in 2023 ²



¹ Total non-renewable energy consumption includes the total data reported by our 7 group companies (TAB Gıda, AtaKey Patates Gıda, EkmeK Unlu Gıda, Ekur Et, Fasdat Sebze, Fasdat Gıda, and Ata Express).

² Represents the percentage of the manufacturing companies in the total amount of non-renewable energy.

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Within TFI, our group company that has the largest share of our total electricity consumption is TAB Gıda. In order to reduce the average electricity consumption per restaurant, TAB Gıda installed analyzers that allow automatic measurements on the electrical panels in the restaurants. Thanks to this practice, which started in the last quarter of 2022 and continued in 2023, TAB Gıda began to monitor the electricity consumption of its restaurants during the hours they are open and closed and to verify the compliance of restaurant-based activities with the electricity consumption targets determined.

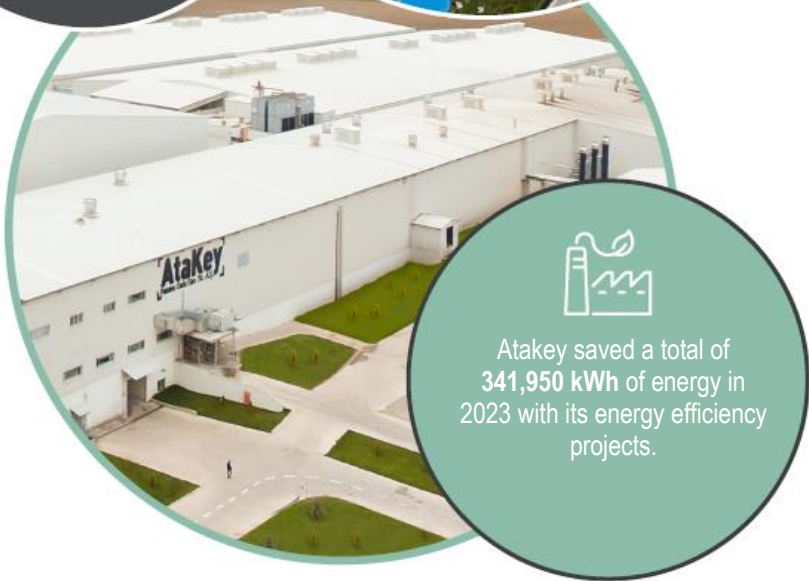
Thanks to this monitoring mechanism and the measures taken, electricity consumption per restaurant in 2023 **decreased by 9.62% compared to the previous year**. Additionally, TAB Gıda aims to implement the solar power plant project in order to reduce greenhouse gases originating from electricity consumption.

The Solar Power Plant project is planned to be commissioned in 2025 to meet the annual **electricity consumption of approximately 60,600 MWh** of “In-Line” TAB Gıda and Franchise restaurants located outside the shopping malls.



³ In-line restaurants: refers to restaurants located on streets and avenues and inside commercial complexes, but not located inside shopping malls and airports and on motorways.

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Among our manufacturing companies, the largest share of energy consumption belongs to AtaKey Patates Gıda and Ekur Et. Both of our said group companies identified energy efficiency opportunities by receiving energy audit services from companies approved by the Ministry of Energy and Natural Resources in 2023.

From among the energy efficiency projects determined through the energy audit studies, AtaKey launched in 2023 those relating to the elimination of air leaks and application of insulation to uninsulated installations. While an annual electricity saving of **138,091.2 kWh** was achieved by repairing compressed air line leaks, **19,159.68 Sm³** annual natural gas savings infrastructure was created by insulating uninsulated installation components. Energy efficiency investments were made, corresponding to a total annual emission reduction of **106.3 tons of CO₂e**. Additionally, AtaKey Patates Gıda has started the process of replacing fluorescent lighting fixtures with LED fixtures as of 2023.

In order to make use of the opportunity identified in the energy audit to improve the energy efficiency, the target is to complete the conversion of the fluorescent lighting to LED gradually within the next two reporting years. Within the scope of the energy efficiency studies, the company aims to reduce the total energy consumption (natural gas and electricity) in terms of TEP, in proportion to production, by 5% in 2024 compared to 2023.

Ekur Et reduced its total emissions to **488.5 tons of CO₂e** through projects such as boiler cover insulation, boiler burner adjustments, elimination of compressed air leaks, and insulation of uninsulated installations, all of which it commissioned in 2023. Thanks to these projects, a **saving of 1,074,447.84 kWh was achieved**. The company also continues its **lighting LED transformation, which it started in 2023**, and through this project, **it prevented 90 tons of CO₂e emissions in a six-month period** and achieved an energy saving of **152,902.70 kWh**.

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We know that one of the most effective actions that can be taken in the short term to combat climate change is renewable energy, and we are diversifying our activities towards this objective. Our group companies **Fasdat Sebze, Fasdat Gıda and TAB Gıda** aim to invest in solar power plants in 2024 and 2025 for renewable energy production.



Transition to 100% LED Lighting at Fasdat Gıda's Adana and Ankara warehouses

With the solar power plant installed in Fasdat Gıda Muğla Warehouse, **60%** of the total electricity consumption will be provided by renewable energy.



Fasdat Gıda will produce a total of **680,000 kWh** of renewable energy per year on its own land in Gebze Warehouse as of 2024 with the Solar Power Plant Project.

Fasdat Sebze Antalya Production Facility & Fasdat Gıda Aksu Warehouse will produce a total of **650,000 kWh** of renewable energy per year on their own lands as of 2024 with the Solar Power Plant Project.

TAB Gıda will produce a total of **60,600 MWh** of renewable energy per year with the Solar Power Plant Project which it aims to commission in the last quarter of 2025.

Fasdat Gıda will produce a total of **770,000 kWh** of renewable energy per year on its own land in Muğla Warehouse as of 2024 with the Solar Power Plant Project.

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Ata Express, on the other hand, has started pilot studies to switch from gasoline motorcycles to electric motorcycles with replaceable batteries in order to fulfill its responsibility within the scope of our holistic environmental sustainability targets. With this pilot study, Burger King-Caddebostan Sahil Restaurant was determined as the pilot location and the suitability of the operation was tested with 10 vehicles in 2023. Test studies have been successfully completed, and based on this result, Ata Express **aims to start making environmentally friendly deliveries with 200 electric vehicles by the end of 2024.**



An annual saving of
1,872 liters of gasoline
per vehicle is anticipated.



TAB Gıda has begun to transform its business processes in order to reduce the environmental impact caused by the commuting of its employees. In the business world where remote working, online meetings and job interviews, and online training have become more widespread with the pandemic, TAB Gıda has integrated the relevant practices into the standard operations, thereby reducing the needs for physical transportation of the employees, employee candidates, customers, and suppliers to the office, and thus minimizing its environmental impact. In this context, TAB Gıda conducts job interviews with employee candidates online and only invites the candidates who reach the job offer stage to a face-to-face interview. The use of employee shuttles has been terminated with the pandemic, and employees are encouraged to use public transportation.

High-participation meetings are held as online conferences, and most of the training sessions held within the organization are also organized online. In addition, employee competence measurement tests that used to be planned as in-person activities before the pandemic are now being carried out online, and the intercity travel practice implemented in previous years due to the holding of the relevant tests has been terminated.

Waste Management and Circularity

Environmental pollution endangers efforts to provide a healthy and sustainable environment for the present and future generations, as noted by the United Nations Environment Programme (UNEP)³. In addition, it threatens the conservation of natural resources and biodiversity. Today, the rapidly decreasing biodiversity and increasing climate change threaten our environment, our society and the world economy and make it increasingly difficult to achieve the commitment to leave no one behind, which is the fundamental objective of the Sustainable Development Goals designed by the United Nations. In this journey that we set out on with the aim of providing a better future for everyone, we are aware that we can achieve this by changing today's consumption and production cycles.

According to the World Bank, inadequate solid waste management worldwide directly contributes to the increased global carbon emissions, as well as causing climate change and plastic pollution that causes an estimated \$13 billion worth of damage to the marine environment each year⁴. Inadequate waste management not only causes soil, air and water pollution but also brings about various disease factors. Due to the significant increase in the amount of solid waste, it is predicted that the amount of waste in large and medium-sized cities will double by 2050.

As TFI, we are aware of the importance of waste management and circularity in achieving our sustainability targets and minimizing our environmental footprint. As one of the leading players in the quick service restaurants sector, we analyze the risks and opportunities brought about by our operations and we implement actions that aim to pioneer change towards a more sustainable future. In this section of our report, you can access the details of our efforts to reduce our waste generation and to adopt recycling and circular economy principles, and our actions within this scope. In our sector, which is characterized by high business volume and speed, we adopt an effective management approach in our resource use to minimize waste and maximize the efficiency obtained from resources. We know that by integrating innovative waste management strategies and circular economy principles into our activities, we can increase our operational efficiency, reduce costs, increase profitability and, most importantly, contribute to sustainability.

³ <https://www.unep.org/>

⁴ <https://ieg.worldbankgroup.org/blog/towards-circular-economy-addressing-waste-management-threat>

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Circular Economy

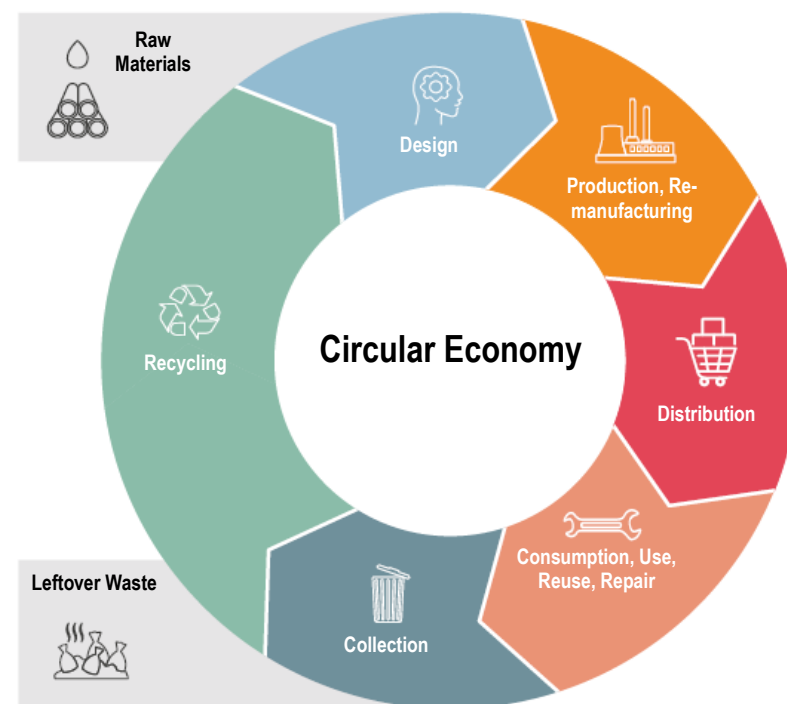
The circular economy model aims to reduce waste as much as possible by extending the life cycle of products. It is a production and consumption approach based on utilization of manufactured products by sharing, reusing, renewing, and recycling them. This model allows a product or material to be transformed and create value again after its lifespan has ended.

We know that we have a global economy that is highly dependent on natural resources and biodiversity. However, there is a linear economic system that threatens the natural resources we need to sustain our lives in a healthy way, such as by providing food and producing energy to ensure the well-being of humanity.

We are aware that companies must make efforts to minimize the pressure on nature by adopting the principles of circularity. The agriculture and food sectors in particular are among the sectors with the most nature-dependent business models, and the effects of climate change have direct negative consequences in these sectors.

We see circularity as a transformative concept where sustainability and innovation intersect. By fully embracing this concept, we attach importance to increasing the number of practices aimed at reducing waste generation and increasing our efficient use of resources in our business model, activities and supply chain. We make sure that we use products and materials that have reached the end of their useful life in a way that will create new benefits. Among the targets we have set in this area, we also include the target of increasing and diversifying our innovative practices. We address the circular approach in our sector in many different ways, such as by popularizing reusable or compostable products, accelerating waste reduction efforts (solid, liquid and food), and optimizing the use of materials and producing them in the most efficient way.

With the sustainable consumption approach that we have adopted as our company culture, our group companies are developing various projects to reduce waste generation. This approach prevents waste generated during production, if possible, and if not, it re-utilizes or recycles the same through effective management.



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Ekur Et Rendering Facility

Ekur Et recycles all possible waste items generated during production in its factory. In this way, it supports the reuse of waste and operates in line with the zero waste principle. In addition to carrying out production in accordance with high quality standards through its Rendering facility equipped with advanced technological features, it also regularly monitors and controls waste.

It first cooks the waste (bones and soft-tissue parts) generated during production, then turns it into powder and recycles it as animal feed, making it suitable for reuse in feed factories.



Ekur Et Wastewater Treatment Plant

Through its Wastewater Treatment Plant, Ekur Et brings processed industrial wastewater back to nature by minimizing the damage it causes to the environment. The wastewater generated in the facility, which is monitored by automation 24 hours a day, is first purified in the biological treatment system and then released into surface waters in accordance with the discharge standards. To ensure that the supplied water is suitable for discharge, Ekur Et Water Treatment Plant's officials regularly perform effluent checks in the facility's laboratory and monitor the wastewater quality. In addition, effluent samples are analyzed every month by an accredited laboratory and the results are declared through the environmental information system.

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We encourage our group companies to develop projects to reduce the amount of water they need during production and to recycle and reuse water.

After different treatment processes (aerobic and anaerobic treatment), Atakey discharges 2,500-3,000 m³ of wastewater per day from its potato processing factory into the receiving environment through a special sewer line, in accordance with the **Water Pollution Control Regulation** standards. It aims to recover, at first instance, an average of 10% of the wastewater it discharges into the receiving environment by first filtering it through advanced filters and then directing it to cooling towers that require 250 - 300 m³ of water per day. The project aims to recover 75 to 90 thousand m³ of water annually and minimize the use of natural resources by contributing to the circular economy.

With this practice, **our group company Atakey Patates Gıda aims to reduce its water consumption by 15%** by the end of 2026, compared to 2023. In addition to process designs that increase water efficiency, **it also aims to recycle 20% of the total discharged water from the wastewater treatment process** by the end of 2026. We create long-term value for all our stakeholders through our efforts to incorporate circularity principles into our strategy and activities. We highlight our commitment to circularity and the circular economy through our sustainability report. And we demonstrate our determination to contribute to positive change in the sector in which we operate and we take our actions with the awareness of this responsibility.

The annual (300 production days) amount of water required by Atakey Patates Gıda in the raw potato washing process step is 540,000 m³. However, with the water recovery activities it has carried out, it used 535,833 m³ less water in the reporting period. Within the scope of environmentally-sensitive water management, it has started its efforts to recycle, at first instance, 10% of the water discharged into the recipient environment for reuse, and then 20% thereof in total by the end of 2026.



Waste and Packaging Management

As one of the requirements of our commitment to sustainable activities and business models, we are aware of the importance of effectively managing solid and liquid waste generated during production. We have started to implement a comprehensive waste management process with each of our group companies to minimize waste generation and maximize efficient resource use.

In addition to packaging materials such as plastic packaging, the types of solid waste generated as a result of our activities also include organic waste generated due to our production activities. As of 2023, within the scope of waste management and circularity, we established the **Zero Waste Management System** covering TAB Gıda, Ekur Et, Ekmek Unlu Gıda, Atakey Patates Gıda and the Holding building and obtained the basic level **Zero Waste** documents. We focus on managing waste in accordance with circularity principles through various practices such as separation, composting and recycling, rather than regularly sending it to landfills.

The sector in which we operate is subject to various waste management regulations and environmental standards regarding the implementation of effective waste management practices and minimization of environmental impact. By complying with regulatory requirements and adopting the best practices in waste management, we aim to build trust with regulators, customers and society and contribute to sustainability.

In 2024, within the scope of waste management and circularity, our group companies Ekur Et Entegre, Atakey Patates Gıda, Fasdat Sebze, and Ekmek Unlu Gıda aim to identify and reduce the negative environmental effects in all processes they implement in the production, storage and packaging activities of the products, from a gate-to-gate perspective. In this context, they will establish the **ISO 14001 Environmental Management System**, which is a standard prepared to minimize the damage to the environment, manage important environmental aspects and compliance obligations within the framework of the system, and contribute to the sustainability performance of our group by setting new targets according to environmental risks and opportunities.

By striving to create a company culture aimed at reducing waste, we prioritize practices aimed at minimizing waste generation, focusing on recycling practices, and expanding the reuse of waste in different ways.



We are making social responsibility awareness a culture in line with our principle "Take Care", which is one of the critical building blocks of our company values. In this context, we carry out volunteering projects related to our sustainability targets in both environmental and social areas. As an indicator of the benefit we want to achieve within the scope of our waste management and circularity targets, our group company TAB Gıda has collaborated with TÜBİSAD (Informatics Industry Association). With the TÜBİSAD WEEE Project, which started in 2023, TAB Gıda delivered the electronic waste generated in its restaurants to TÜBİSAD within the scope of electronic recycling service. Electronic waste items to be recycled and disposed of are collected within the scope of the Regulation on Control of Waste Electrical and Electronic Equipment and recycled in accordance with the procedures without harming the environment. **Through this project, TAB Gıda donated the income it has generated from recycling 4,040 kg of electronic waste to the "Don't Waste, Donate" campaign of the Education Volunteers Foundation of Türkiye (TEGV), and contributed to the access of 18 children to quality education with the relevant donation amount.**

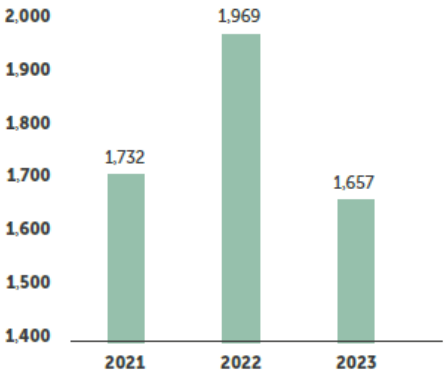


Within the scope of the relevant project, we will support the reduction of environmental damage by recycling unused, defective and irreparable electronic waste found in the inventory of our group companies, and we will donate the income to be generated to the TEGV Foundation's "Don't Waste, Donate" campaign. And in this way, we will be providing both social and environmental benefits.

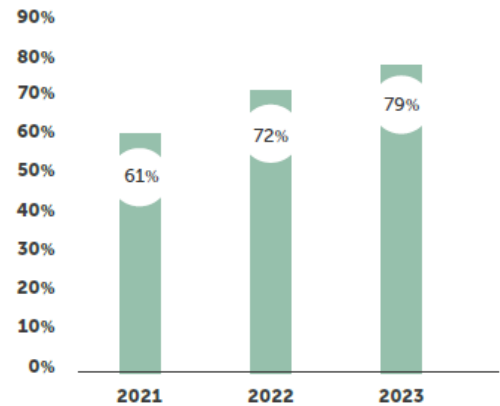
Packaging is one of the most important issues for us in terms of preserving product quality. As TFI, we fulfill our responsibility toward our consumers by protecting the safety and quality of our products with the right packaging choices. Furthermore, we are also aware of our responsibility towards the environment. Our main objective is to contribute to the circular economy and reduce our carbon footprint by increasing our efforts in the field of sustainable packaging. In this context, Atakey Patates Gıda aims to procure Forest Stewardship Council (FSC)-certified paper products in line with its 2024 sustainable packaging material procurement targets. Atakey continues its efforts to procure 100% of the secondary packaging cardboard boxes used in the packaging of products, as FSC-certified.

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TAB Gıda's Recycled Waste Amount (tons)



Ekmek Unlu Gıda Recycled Waste Ratio (%)

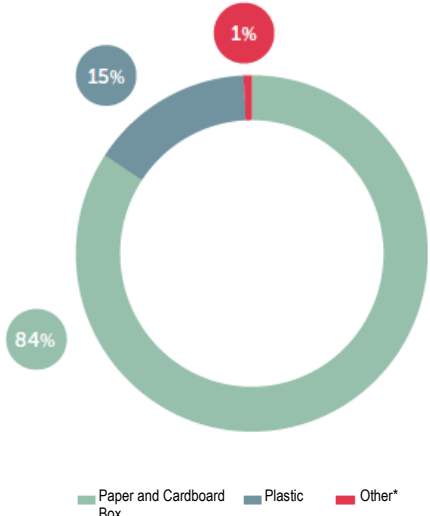


On the other hand, separating packaging waste and obtaining the zero waste certificate covering all restaurants determined within the scope of the Zero Waste Regulation are also among TAB Gıda's targets. However, according to the Zero Waste Regulation, it is the responsibility of shopping mall managements to establish and operate the Zero Waste Management System for our restaurants located in shopping malls. At relevant stages, our restaurants support waste separation at source according to the directions of the shopping malls. In this regard, 36 of TAB Gıda's restaurants have received zero waste certification, and TAB Gıda aims to complete zero waste certification in all of its In-Line restaurants by the end of the year. Although TAB Gıda could not demonstrate a very effective performance in terms of the amount of recycled waste in 2023, it plans to take more proactive steps by the end of 2024; with its zero waste practice, it aims to observe an increase in the amount of recycled waste in its restaurants.

In addition, TAB Gıda, which has been examining all packaging materials used in restaurants since 2022 and determining the ratio of the total paper/plastic used, will carry out more comprehensive studies in this area as of 2024.

Through these studies, TAB Gıda will have made an actual attempt to reduce the amount of plastic used in its restaurants and to increase the use of recyclable materials. And in this way, it will contribute more effectively to the Responsible Production and Consumption (SDG 12) goal of the Sustainable Development Goals and to the circular economy.

Packaging Materials Usage Rate in TAB Gıda Restaurants in 2023 (%)



* Represents packaging materials containing at least two of the following material types: paper, plastic, and aluminum.

Ekmek Unlu Gıda
increased its recycled waste
ratio from 61.41% in 2021 to
78.89% in 2023.

Atakey has recycled
more than 90% of its
total waste over the last
3 years.



Atakey uses potato
waste for energy
recovery purposes.



All our group companies are committed to implementing sustainable waste management activities that prioritize circularity and resource conservation. Systematizing waste management and recycling the waste generated as a result of its activities are among the targets of our group company **Ekmek Unlu Gıda**. As of this year, Ekmek Unlu Gıda established the Zero Waste Management System in line with its effective waste management approach and started to make waste declaration notifications through the Zero Waste Management Platform. Accordingly, Ekmek Unlu Gıda increased its recycled waste ratio from 61.41% in 2021 to 78.89% in 2023.

Our group company, Atakey Patates Gıda, is committed to carrying out its operations in accordance with the zero waste principle by taking the necessary measures to reduce the amount of waste generation to the lowest levels, as stated in its **Environmental Policy**. In this context, it continues its efforts to reuse the generated waste and to recycle or recover the same in accordance with the standards.

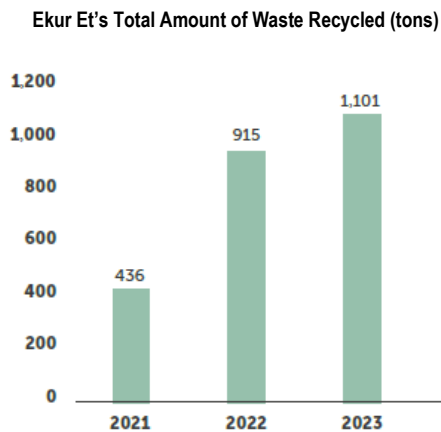
In addition to selling waste products to companies that use them as animal feed, Atakey Patates Gıda also sends waste items described as factory-potato waste (shelled and unshelled tubers, semi-processed French fries, filter waste generated during frying, etc.) to biogas facilities to be used in electricity and fertilizer production. On the other hand, since the waste sludge resulting from the treatment contains potato ingredients such as starch, peel, etc., it is in demand by biogas plants and contributes to energy recovery. Waste potato products that do not meet Atakey's quality standards are sent to biogas production facilities, thereby preventing waste generation.

When we consider the total amount of waste disposed of and recycled by Atakey Patates Gıda in 2023, we see that 39,012 tons of the 40,931 tons of waste generated in 2021, 26,718 tons of the 27,814 tons of waste generated in 2022, and 31,863 tons of the 34,055 tons of total waste generated in 2023 was recycled.

Recycled Waste Oil / Production Rate	Unit	2021	2022	2023
Annual Production Amount	tons	52,131	42,635	59,688
Amount of Waste Vegetable Oil*	tons	26,02	56,98	85,82

* The entire amount of waste vegetable oil is recycled.

Another group company of ours, Ekur Et, contributes to the circular economy by forwarding every recyclable waste item generated in its production facility to licensed recycling companies. With the Effective Waste Management Plan, the ratio of its recycled waste within the total waste amount, which was 64.9% in 2021, was increased to 89.5% in 2023.



Our group companies Fasdat Gıda Dağıtım, TAB Gıda, Ekmek Unlu Gıda, Atakey, and Ekur Et make Recovery Contribution (GEKAP) Declarations. In this context, they regularly monitor the quantities of all packaging materials that are subject to regulation and report the same to the relevant Ministry every 3 months.

Our group companies ensure that waste packaging materials generated during production are collected by companies authorized by the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye and are recycled and brought back into use.

They also make contribution fee payments for the recycling of the packaging materials they release to the market. Through this method, our group companies contribute to sustainability and circular economy as well as saving raw materials and energy.

What is GEKAP?

It is the amount determined in the Annex-1 list of the Environmental Law No. 2872, depending on the product type, in the market offering of products that are within the scope of the "Regulation on Recovery Contribution Fees".

What is GEKAP Declaration?

It is a declaration regarding the submission of the recovery contribution fee to be paid for products placed on the market by sales points for plastic bags, and by marketers/importers for other products, according to the procedure determined by the Revenue Administration.

What is the Regulation Regarding GEKAP?

It is the regulation numbered 30995, dated 31/12/2019, which specifies the administrative / technical procedures and principles regarding the determination, declaration, collection, monitoring, and the applicable provisions of the recovery contribution fees to be collected for the products included in the Annex-1 list of the Environmental Law.

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Food Waste and Food Wastage

It is known that around one third of the total food produced worldwide is lost or wasted⁵. Food wastage can occur in all processes ranging from the first stage of production to distribution, and from restaurants to consumers. As a company operating in the quick service restaurants sector, we see food waste management as an important part of our sustainability efforts. We carry out our efforts with the awareness of the negative impact that food waste can have on the environment, society, and our operations. In this context, we aim to prevent food waste generated during our activities by improving our initiatives and projects aimed at reducing food waste throughout our operations each year.

We demonstrate our commitment to minimizing food waste, increasing resource efficiency, and promoting a sustainability-focused culture in our sector through our innovative practices and the engagement of our employees.

By reusing recyclable waste in our factories, we obtain raw materials that we can use as input in production processes.

For example, **at the Atakey Patates Gıda Factory, some of the waste potato products are reused as animal feed.** In this way, we not only prevent waste generation at its source but also support the principles of the circular economy.

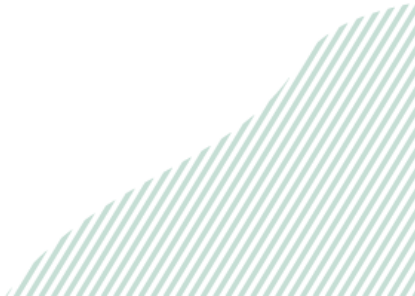
In line with effective waste management and circularity, Fasdat Sebze **aims to start recycling production waste (lettuce, etc.) with a compost device by 2024.** It is known that compost products regulate soil pH, as well as its physical and chemical structure, and help preserve soil moisture. As part of our group company's food wastage prevention efforts, waste will be re-put into use through the project for turning lettuce waste into compost products. The waste fertilizer produced will be used as compost or offered for sale. In this way, Fasdat Sebze will create both environmental and economic benefits, prevent food wastage, and contribute to the circular economy and sustainability.

In addition to the current efforts of our group companies to minimize waste generation in food production, we know the importance of transporting and delivering food products in the most appropriate way and complying with the strict standards.

You can access the details of our efforts on safe transportation of food products throughout our supply chain in the **"Food Safety and Quality"** section.

An extensive change is needed to prevent plastic waste from spreading into nature. Plastic waste production has increased rapidly since the 1970s. According to the UN Environment Programme's data⁶, around 400 million tons of plastic waste is generated every year. And it is known that less than 10% of the 7 billion tons of plastic waste produced worldwide to date has been recycled. We need to take precautions to prevent unrecycled waste from being released into nature, being sent miles away to be burned, or from simply being abandoned.

⁵ https://food.ec.europa.eu/safety/food-waste_en
⁶ <https://www.unep.org/interactives/beat-plastic-pollution/>





Water Management

Water is a valuable and limited resource that is essential for the ecosystem and economic welfare. For this very reason, water management is one of the cornerstones of our company's sustainability practices. We strive to ensure a holistic understanding of the risks and opportunities associated with water and water management through transparency, accountability and stakeholder engagement. We also strive to promote collective action towards sustainable water management practices that support environmental integrity and economic development.

In this section of our sustainability report, we discuss our comprehensive approach to water management, guided by the principles of management and equitable access.

As we tackle the challenges of water scarcity, pollution and climate change, our commitment to robust governance frameworks, collaborative partnerships and innovative solutions demonstrates our determination to protect water resources for current and future generations.

Only 2.5% of the world's water consists of fresh water. The need for fresh water for the continuity of life puts great pressure on this limited resource. Water, a critical input for agricultural production, also plays an important role in food security. Representing 20% of total cultivated land, irrigated agriculture contributes to 40% of total food produced globally. On average, irrigated agriculture is at least twice as productive per unit of land as rain-fed agriculture, allowing greater production and crop diversification.

Competition for water resources is expected to increase due to reasons such as the increasing population, urbanization, and climate change, and this competition is expected to have impact particularly on agriculture. It is predicted that the population will approach 10 billion by 2050. Given this increase, we will need more food and water to meet the basic needs of the population. When today's food consumption rates are examined, **it is predicted that agricultural production will need to increase by more than 60% by 2050**⁷.

The targets of the **Sustainable Development Goal 6 (Clean Water and Sanitation)** include increasing water-use efficiency across all sectors, eliminating water scarcity, and substantially reducing the number of people suffering from water scarcity, by 2030. It also aims to ensure accessibility to and sustainable management of water and sanitation for all. Looking at current data; the progress made specifically for SDG 6 unfortunately does not seem sufficient. However, as stated in the UN World Water Development Report, the pace of implementation of this target needs to be increased at least fourfold in certain regions⁸.

⁷ <https://www.worldbank.org/en/topic/water-in-agriculture>

⁸ <https://www.unwater.org/publications/un-world-water-development-report-2023>



Based on data provided by WRI's Aqueduct Water Risk Atlas, 25 countries that are home to a quarter of the world's population are grappling with extreme water stress each year. Moreover, it is known that at least 50% of the world's population spends at least one month a year under serious water stress⁹. The great extent to which people face water stress puts their lives, jobs, and food and energy security, at risk.

What Causes Global Water Stress?

The increasing demand for water is largely driven by the growing population and sectors such as irrigated agriculture, livestock farming, manufacturing, and energy. Due to various reasons, the increasing demand for water exceeds the amount of water available on earth. On the other hand, unsustainable water management policies, lack of investment in water infrastructure, pollution, and climate change affect available water resources.

Water is of fundamental importance in agricultural production, livestock farming, electricity generation, ensuring humanity's welfare, preventing inequalities, and achieving the climate goals. Unless intervention is made to improve water management, it is predicted that the increasing population, developing economy, consumption, and climate change will further deepen water stress. The increasing water stress poses a serious threat to food security as well as economic growth of countries.

Status of Water in Türkiye

It is known that the water stress level in Türkiye is high. This situation shows that there is a high probability that Türkiye will become a water-poor country in the future¹⁰.

Increasing the efficiency in water use and reducing waste are extremely important for a risky country like Türkiye. This is because, as of the second half of the last century, water demand in our country has doubled on average.

When the drought map of Türkiye (covering the years 2010 - 2085) is examined, it is expected that drought will become more severe in cities where the population is crowded and economic activities are intense¹¹.

What Do We Do As TFI?

At TFI, we recognize the critical importance of responsible water management in reducing our environmental impact, supporting society's welfare, and ensuring the long-term sustainability of our operations, and the vital role water plays in sustaining food production. Considering that food production and consumption will increase with the increasing population, we need to ensure continuity in agriculture, focus on new technologies that will support productivity, and encourage the use of these technologies. As some of our group companies provide their raw materials through agricultural production, we, as TFI, know that we need to take responsibility in this area.

⁹ <https://www.wri.org/aqueduct>

¹⁰ <https://www.wri.org/insights/highest-water-stressed-countries>

¹¹ <https://www.tgdf.org.tr/wp-content/uploads/2022/01/TGDF-su-surdurulebilirliigi-raporu.pdf>



Since we operate in a country that is at risk of water scarcity, we evaluate the risks created and will be created by limited water resources. Accordingly, we are committed to taking impact-focused measures to minimize our water footprint and maximize efficiency across our facilities. In this context, we observe that water stress levels and drought risk are high in Afyonkarahisar and Antalya which are among the provinces where our factories are located.



Our group company, Atakey Patates Gıda, one of the largest potato factories in Türkiye, carries out its operations in Afyonkarahisar. When the drought map of Türkiye is examined, it is seen that Afyonkarahisar faces drought risk. Being aware of the potential effects of this environmental risk, Atakey is committed to taking proactive measures to reduce the impact of water scarcity. Accordingly, Atakey implements practices in its factory, prioritizing effective water management projects. It works on innovative solutions to minimize water consumption and improve water efficiency practices.

Atakey Patates Gıda has begun implementing a comprehensive water management strategy that prioritizes water saving, efficiency, and innovation, by focusing on production and agricultural activities. It aims to significantly reduce water consumption and waste production through investments that support water conservation and the adoption of advanced technologies such as recycling systems.



Based on the vision of the UN Food and Agriculture Organization (FAO) emphasizing more food production with less water in agriculture, Atakey Patates Gıda regularly measures the amount of water used in seed potato farming activities and carries out inspections on irrigation systems. In line with the irrigation calculations made on a parcel basis, it calculates the amount of irrigation water needed for seed potatoes by also following meteorological data. By using modern irrigation systems, it increases efficiency in water use; measures soil surface moisture using a tensiometer, and it instantly detects the water needs of potatoes. In this way, it uses resources according to the needs and increases its efficiency.

We aim to increase our water efficiency in our production processes as well as in our agricultural activities.

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Atakey Patates Gıda's Water Saving Project

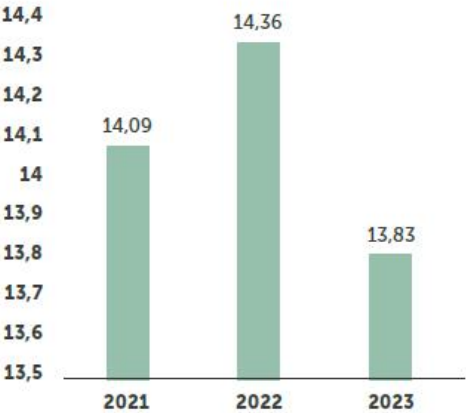
Atakey Patates Gıda has been working on efficient use of water resources since the factory was founded. With the water saving project launched in 2014, it designed the first process stage in the processing of raw potatoes, the washing step, by taking water efficiency into account. The relevant process has a daily water usage requirement of 1,800 m³. Annual water usage requirement is approximately 540,000 m³. Thanks to the mud pools in the facility, 250 m³ of water, which is freshly fed once every 18 days on average, is reused through recirculation. Through the relevant infrastructure; instead of consuming 32,400 m³ of water in 18 days for fresh feeding, Atakey consumes only 250 m³ of water in the same period. In an 18-day period, it reuses 32,150 m³ of water, and in a production season of approximately 300 days, it saves over 535,833 m³ of water. In this context, **Atakey reduces water requirement by 99% in the relevant process stage.**

With the water saving project, Atakey reduces the water needs during the stage of washing process of raw potatoes by

99%.

Apart from the practice of recovering the water used to wash raw potatoes, Atakey Patates Gıda also attaches importance to efforts on operational water efficiency practices in order to reduce water density, which refers to the amount of water consumed per product produced. Although it has achieved a significant decrease compared to 2022, it continues to develop activities that will make effective resource use more efficient, with the awareness that it needs to take more proactive measures.

Atakey Patates Gıda Water Density (m³/ton)



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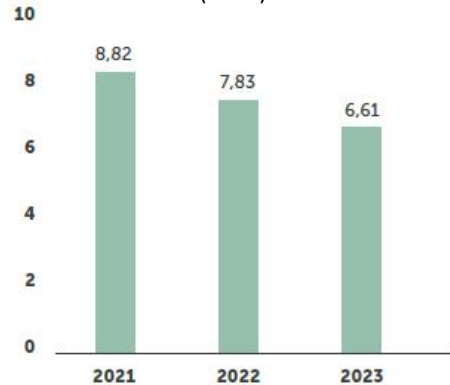
Within the scope of environmentally sensitive water management, Atakey is starting to recycle 20% of the water discharged into the recipient environment for reuse.

It aims to use half of the recycled water in the cooling towers. With this practice, it intends to reduce water consumption by 15% by the end of 2026, compared to 2023 data.



In order to fulfill its obligations regarding environmental management and achieve its environmental targets, our group company Atakey made a total payment of TL 190,568 to an environmental consultant, an analysis laboratory dealing with wastewater, and to public institutions in relation to the wastewater facility, in 2023. It also plans to invest around EUR 100,000 to recover 20% of the water discharged from wastewater treatment, as part of its targets for 2024.

Fasdat Sebze's Water Consumption per Product (m³/ton)

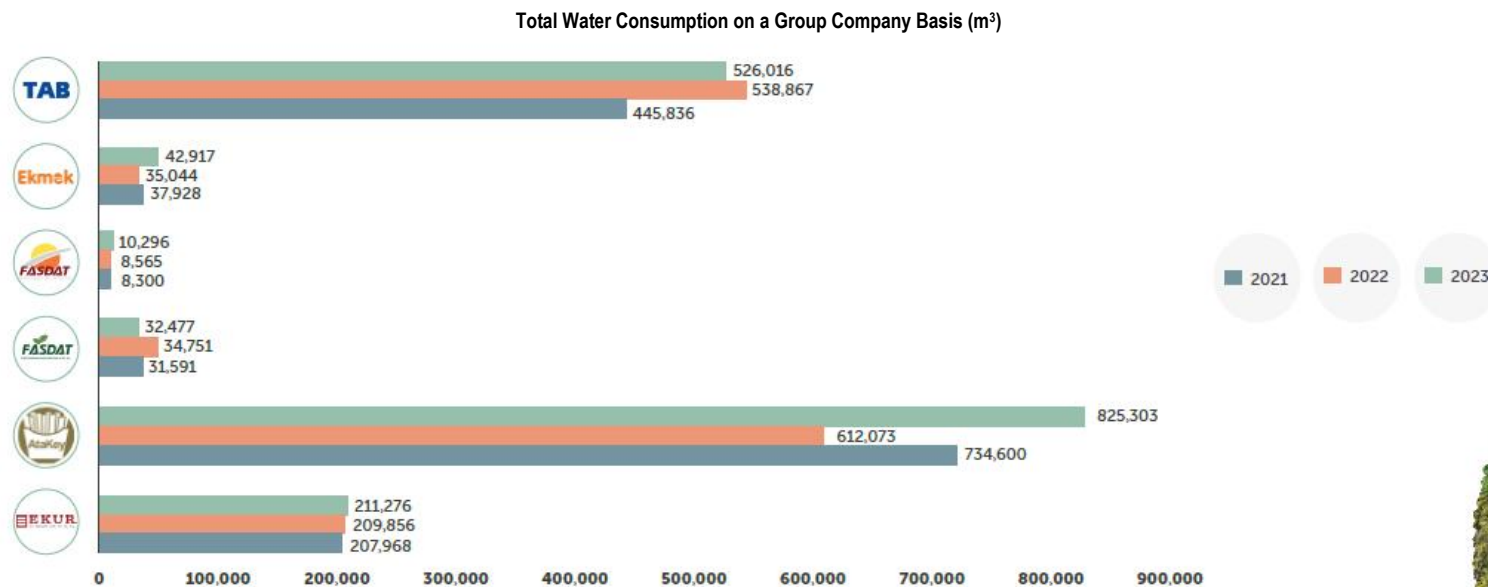


Fasdat Sebze, one of the leading suppliers in the sector, has adopted the principle of carrying out its production activities in an environmentally sensitive manner in its factory located in Antalya. As also stated by WWF - Türkiye, we know that we are at high risk of becoming a water-poor country in the near future due to the impact of the climate change. Moreover, when we examine the outputs of the Water Risk Filter study prepared on a global scale, we know that 10 cities in our country are shown among the cities with high global water risk. And Fasdat Sebze also operates in one of the risky cities.

In this context, although the production amount has increased by 37.16% since 2021, Fasdat Sebze has managed to reduce water consumption per product by 25.05% in order to minimize water risk.

Our group company Ekur Et reduced water consumption per product by 16.83% in 2023 compared to 2022. While it has increased its production volume by 21.09% compared to the previous year, a significant decrease in water consumption per product was achieved thanks to its efforts to maximize water efficiency.

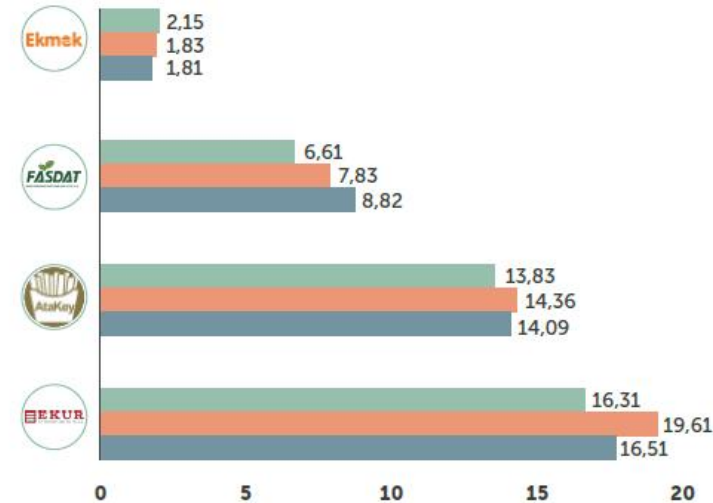
We strive to ensure optimum performance and identify opportunities for further improvement through our proactive maintenance practices and regular inspections. Furthermore, we are also aware of the connection between our activities and the society and environment in which we operate. By focusing on collaborations, transparent communication, and society-focused solution proposals, we aim to minimize the negative impact of our activities on local water resources and ecosystems.





Although we have made significant progress in our water management initiatives and implemented many projects, we are aware that our current progress is only the beginning of our sustainability journey. We continue to be resolute in our commitments to use water, one of our most valuable resources, with a responsible management approach, through the projects we carry out in order to reduce our water consumption and improve efficient resource use throughout our operations.

However, when we also consider our total water consumption across our group companies, we foresee that there are many different potential projects that we can implement to achieve our target. Accordingly, we will continue to work on innovative and sustainable practices to minimize our water footprint and protect water resources for future generations.



Sustainable Agriculture, Conservation of Biodiversity, and Deforestation

As the world population continues to grow rapidly, the continuing increase in average global temperature shows that sustainable agriculture plays a major role in ensuring food supply and food security. The effects of the climate change continue to increase in the agricultural sector, which is known to use more than 80% of the total water globally, and as a result of this impact, food security is being jeopardized every day¹².

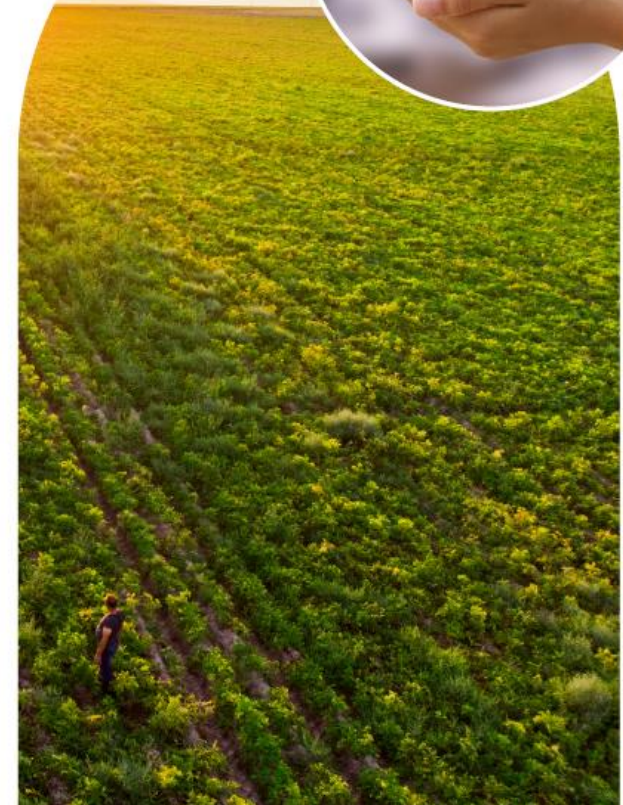
As a group whose activities are largely based on agriculture and food production, our focus areas that determine our sustainability strategy include **"Sustainable Agriculture, Conservation of Biodiversity, and Deforestation"**.

We know that sustainable agriculture has many vital benefits, such as ensuring food security and meeting the demand for food supply, improving soil and combating deforestation, and protecting biodiversity and mitigating the effects of climate change, and we strive to conduct our agriculture-based operations with this awareness.

We follow global standards and certification programs on sustainable agriculture, and we make sure that we integrate these standards into all our operations end-to-end, as well as our supply chain.

Sustainable Agriculture and Biodiversity

Atakey Patates Gıda evaluates and monitors the impact of its agricultural activities, which are conducted under its own operational control, within the scope of its Biodiversity Conservation Procedure. In order to keep its potential impact at a minimum level, it carries out its seed potato farming activities on agricultural lands belonging to the General Directorate of Agricultural Enterprises (TİGEM), located in the Sarayönü and Kadınhanı districts of Konya province, which are specially allocated for agricultural activities. In this way, Atakey Patates Gıda also provides benefits in terms of increase of the local plant-based production in Türkiye.



¹² IPCC - Climate Change 2022: Impacts, Adaptation and Vulnerability



Atakey Patates Gıda has established the Farm Sustainability Assessment (FSA) Management System, and by receiving the highest score, the “Gold” certificate, it has proven that it carries out its operations in 100% compliance.



In all of **Atakey Patates Gıda's** seed potato farming activities, the lands belonging to the **General Directorate of Agricultural Enterprises (TİGEM)** are preferred.



Within the scope of its 2023 - 2024 short-term targets, Atakey Patates Gıda aimed to establish the Farm Sustainability Assessment (FSA) Management System to cover the seed potato farming activities it carries out in Konya, and it was subjected to the “**Farm Sustainability Assessment (FSA) / Farm Management Verification**” audit by the independent certification body, Control Union, on October 13 and October 16, 2023. In the relevant audit, it proved that it operates in **100% compliance** with the FSA's requirements by being awarded the highest score, the “**Gold**” certificate, and the audit result was presented through the certificate issued on October 24, 2023. The conservation of biodiversity is a sub-topic of the FSA standard, and Atakey Patates Gıda was found to be compliant with the requirements of the standard in the independent audit carried out by Control Union in this context.

Atakey Patates Gıda maintains contact with the Gözlü TİGEM office regarding its activities that may affect biodiversity. In this context; before the pesticide practice conducted on agricultural lands, it notifies the relevant District Directorate of Agriculture by submitting a petition. The purpose of this practice is to prevent damage to beekeeping activities located in the close vicinity of the planting areas.



In addition, Atakey Patates Gıda has filed an official application with the Ministry of Agriculture and Forestry in order to obtain information about the endangered species in the region. Within the scope of the relevant practice, it was learned that the Great Bustard was being monitored in the field by the Konya Branch Directorate of the Ministry in the Sarayönü district of Konya province within the scope of the Great Bustard National Action Plan. In this context, awareness-raising activities about the Great Bustard were carried out within the organization, and the relevant species was included in the Biodiversity Conservation Procedure published by Atakey Patates Gıda within the scope of the FSA Management System.



Atakey Patates Gida has been a member of the Roundtable on Sustainable Palm Oil (RSPO) since 2021.

Atakey Patates Gida started to procure **100%*** of the palm oil it uses in production as **RSPO Mass Balance-certified**.



* As of June 2023

Sustainable Palm Oil Procurement

In 2021, Atakey Patates Gida became a member of the Roundtable on Sustainable Palm Oil (RSPO), an international association based in Malaysia, with the aim of ensuring the sustainable supply of palm oil and supporting the conservation of biodiversity. With this membership, it has begun to contribute to the sustainability of palm oil by supporting the RSPO Association for every ton of oil purchased.

Within the scope of sustainable agriculture, biodiversity conservation and deforestation-related studies, Atakey Patates Gida decided in 2023 to have all palm oils used in production RSPO Mass Balance-certified. Thanks to the target achieved as of June 2023, it took its current practices within the scope of the corporate sustainability strategy to the next level and started to procure 100% of the palm oil it uses as RSPO Mass Balance-certified.

It has become one of the organizations that support the production of palm oil with sustainable methods, through the palm oil supply chain it has transformed by focusing on the principles of agricultural sustainability.

Just like Atakey Patates Gida, TAB Gida also aims to have the palm oil it procures RSPO Mass Balance-certified as of 2024, as part of its sustainability strategy.

According to our Group's sustainability strategy, TAB Gida operates in line with the targets we have determined in the raw materials and packaging materials procurement processes, in order to minimize their negative impact on biodiversity. In this context; with the decision taken by the TFI Sustainability Committee in 2023, it will begin to procure 100% of the palm oil used in its restaurants as RSPO Mass Balance-certified as of March 2024.

As TFI, we contribute to this transformation initiated by our ecosystem companies in the supply chain; we strive to improve our impact on sustainable agriculture, biodiversity, and deforestation every day.



Link between Sustainable Agriculture and Climate Change

The effects and consequences of climate change are becoming much more evident every day. The increase in pandemics/epidemics, water shortages and droughts, forest fires and erosion, and the frequent occurrence of similar natural events are indicators that the natural balance is disrupted. And the decrease in agricultural productivity due to the link between production and nutrition is one of the issues of high importance among these effects and results.

In the assessment reports of the Intergovernmental Panel on Climate Change (IPCC), it is frequently mentioned that the world is going to struggle with major water crises and droughts in the future due to the impact of the global climate change, and that agricultural production will also become difficult as a result. In order to ensure agricultural sustainability, risks that may arise from climate change must be evaluated in detail and taken into account.

Atakey Patates Gıda carries out its potato farming activities in various regions and provinces of Türkiye in order to reduce the risks associated with climate change that may affect its agricultural activities. In this way, it reduces the impact of factors such as seasonal excessive rainfall, floods, water ponding, and diseases and pests, which may occur at the regional level, on the entire agricultural operations.

When choosing the provinces where it will carry out its agricultural activities, Atakey Patates Gıda prefers the regions with the lowest risk of agricultural drought according to soil analysis and meteorological data, and minimizes the risk of low productivity that may arise from variable climate conditions by utilizing agricultural technologies and early warning systems.

According to data published by NASA's Gravity Recovery and Climate Experiment (GRACE) satellite program in November 2023, Türkiye's total water storage (TWS) was determined to be below the global average¹³. The Total Water Storage (TWS) is the sum of the upper and lower parts of the entire surface water storage, including rivers, lakes, soil moisture, and groundwater. The TWS anomaly indicator is an indicator used to detect and monitor long-term hydrological drought, complementing the indicators such as soil moisture and stream flow droughts¹⁴. Atakey Patates Gıda is considering supplying potato varieties with high drought tolerance in order to reduce the impact of the hydrological drought measured in Türkiye on its agricultural operations in the medium and long term.

¹³ <https://gracefo.jpl.nasa.gov/data/grace-fo-data/>

¹⁴ https://edo.jrc.ec.europa.eu/documents/factsheets/factsheet_grace_tws_anomaly.pdf

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Combating Deforestation

In order to prevent practices that cause deforestation, the Deforestation Regulation (EUDR) was approved by the European Union (EU) and entered into force upon publication in the EU Official Gazette dated June 2023, within the scope of the efforts to prevent the sale in the European Union of products whose production phase involves activities that cause deforestation. With this new regulation, companies will meet traceability requirements for products linked to deforestation, throughout their supply chain. This regulation is not only limited to large companies located in the EU and has a wide area of application that also covers the supply and value chain of the companies concerned. Soy, beef, wood/wood products, cocoa, coffee, palm oil, and certain products derived from these substances are addressed within the scope of the relevant legislation.

As TFI, we carry out work with local and international stakeholders and our ecosystem companies in the regions where we procure palm oil, and we take actions to ensure sustainable palm oil procurement to prevent deforestation. As stated under the heading "Sustainable Agriculture", Atakey Patates Gıda has been a member of the Roundtable on Sustainable Palm Oil (RSPO) since 2021, and as of June 2023, it procures 100% of the palm oil it uses in production as RSPO Mass Balance-certified. TAB Gıda also aims to have the palm oil it procures RSPO Mass Balance-certified as of 2024 and continues its efforts on the matter.



European Union
Deforestation
Regulation (EUDR)

As part of its efforts to combat deforestation, Atakey Patates Gıda aims to procure **Forest Stewardship Council (FSC)**-certified paper products as of 2024, in addition to procuring sustainable palm oil, and continues its efforts in line with its target. In this context, efforts have been initiated to procure the secondary packaging cardboard boxes used in the packaging of products, as FSC-certified.

Within the scope of our group's sustainability strategy, TAB Gıda prioritizes sustainable agriculture, deforestation, and biodiversity conservation in its raw materials and packaging materials procurement processes.

TAB Gıda assesses its suppliers according to the material topics determined in the procurement processes of raw materials such as palm oil, red meat products, paper products, and coffee. Collaborating with Nestle in the procurement of coffee products, TAB Gıda continues its efforts to **procure 100% of the coffee products it purchases from Nestle as Rainforest Alliance-certified**. And in the paper materials¹⁵ purchasing processes, it has started its efforts to switch to the procurement of FSC-certified products.



¹⁵ Includes paper materials used as service and food packaging materials in restaurants.

Animal Welfare

Consumer awareness on animal welfare and sustainable agriculture is gradually increasing, and consumers expect businesses to engage in practices that align with their values. As TFI, we have considered ensuring "Animal Welfare", which is one of our material topics, as an ethical responsibility since the day our operational processes began, and we carry out our work by taking this topic into consideration at every stage of our supply chain.

With this understanding, we meticulously focus on every stage ranging from the procurement of livestock, their transportation, and their health screenings and feeding programs, to ensuring air quality in their environments.

Best practices on animal welfare, environmental and social sustainability efforts, and human health form an integrated topic.

For this reason, we believe that animal welfare practices will not only protect the rights of animals, but will also create a fair food system by increasing food safety and quality.

The red meat needs of all our quick service restaurants are met by our Ekur Et Entegre group company, which prioritizes animal welfare in its operations.

Ekur Et breeding enterprise, which has been operating since 2018, has an **Animal Welfare Policy** that it has developed based on the **"Five-Freedoms"** adopted by the World Organization for Animal Health (WOAH) to protect and improve animal welfare, and the International Animal Welfare Principles, and all the relevant operational processes in the enterprise are carried out in line with the mentioned policy.



Adequate and Appropriate Nutrition



Being in an Environment ensuring Comfort and Suitable Conditions



Prevention of Pain, Injury and Disease



Being Free from Fear and Distress



Being Raised in an Environment that Allows Freedom to Express Normal Patterns of Animal Behavior



The First Business in Türkiye that Received the ISO 34700 Animal Welfare Management System Certificate



With its sense of responsibility towards living beings and nature and its sustainability-focused approach, Ekur Et became the first company in Türkiye that received the ISO 34700 **Animal Welfare Management System Certificate**, which it obtained in 2022. Ekur Et is continuously improving its activities for the welfare of the large ruminants in its breeding farm within the scope of the relevant management system, and expects its supply chain to also adopt a management approach that prioritizes animal welfare.

At Ekur Et, animal welfare practices begin at the procurement stage of the livestock. Before the transportation phase takes place, all animals are checked by a veterinarian and the animals whose health checks are completed are taken onto the vehicle. The square meter per animal in the vehicle is calculated and the number of animals to be transported is determined accordingly. Since live animal transportation must be done professionally, all drivers who will carry out the animal transportation process have a **Live Animal Transportation Certificate**. Animals are not tied up during transport and it is ensured that the travel time is not long so that they are free from distress. In this context, the travel time targeted by Ekur Et is 8 hours, and the maximum acceptable limit is kept at 12 hours. Route optimization is ensured according to time and distance parameters to make sure that the specified travel time is not exceeded.

The animals transported to the Ekur Et breeding farm are checked by a veterinarian once more before being unloaded from the vehicle. The animals that are checked and unloaded from the vehicle are first taken to the quarantine paddock area and observed for 20-21 days to check if they have any diseases. Animals that are determined to be disease-free are allowed to join the herd. Animal welfare and health activities for animals joining the herd in the breeding farm continue with the provision of good feeding and shelter conditions, health screening practices, and disease prevention practices.



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Animal Welfare at Ekur Et Breeding Farm

Providing Good Feeding and Shelter Conditions

Before the animals in the Ekur Et breeding farm are placed in the paddocks, the living space they need is calculated in square meters and the number of animals to be placed is determined. The temperature inside the barn is adjusted to the appropriate level and the amount of emissions resulting from the gas produced by the animals is measured periodically to ensure good air quality and clean air circulation.

In addition, it is considered important to make sure that the animals are free from distress and the paddocks are designed to allow daylight and to prevent darkness. Through the monitoring system, it is made sure that the environmental conditions inside the barn are always suitable. Water troughs containing water of ideal drinking water quality and temperature for the large ruminants are positioned inside the paddock in a way to ensure that the animals can access them most comfortably and easily.

The amounts of energy, protein, vitamins, minerals, dry matter and starch required by animals are determined and the relevant raw materials are mixed homogeneously in the feed mixing machine to create a ration*. The ration, portioned according to the live weight of the animals, is given to the animals at the same time every day.



* Rations are feeds created with specific mixing ratios according to the 24-hour nutritional needs of animals.

Health Screening Practices

The general health of the herd is checked by veterinarians who visit the paddocks regularly every day. Animals that need individual treatment are determined, a treatment protocol is created after diagnosis, and the treatment is started by recording the created treatment protocol under the animal's passport number.



Disease Prevention

Within the scope of preventing infectious diseases, a separate vaccination protocol is created for each large ruminant entering the Ekur Et breeding farm, according to the date of entry of the animal to the farm, and the animals are kept in quarantine paddocks until their booster** vaccinations are completed. Animals whose booster vaccinations are completed are allowed to join the herd and are included in the herd vaccination program. Vehicles and people are disinfected at the entrances and exits of the barns to prevent the risk of transmitting infectious disease agents to the herd. In order to reduce the risk of disease transmission caused by pests, periodic pesticide spraying is carried out to prevent the risk of infection.

** Booster: Repeat dose of the vaccine to extend the vaccine's effect; booster vaccination.

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We see our employees as our most valuable stakeholders and the building blocks of our organization. As a leading company in its sector, our aim is to provide a working environment where each of our employees feels successful and valued, is respected, and has the opportunity to improve themselves.

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Employees

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We see our employees as our most valuable stakeholders and the building blocks of our organization. As a leading company in its sector, our aim is to provide a working environment where each of our employees feels successful and valued, is respected, and has the opportunity to improve themselves. We believe that this perspective has been effective in making us a company that leads the sector and acts as a trailblazer. Our approach to human-centered policies and practices is guided by our rigorous working principles and our commitment to talent management and continuous improvement.

We invest in human resources together with all our group companies included in the TFI ecosystem. In this context, we create long-term career plans for employees at all levels by prioritizing their well-being, happiness, and professional development. We support our employees in developing their competencies through our comprehensive talent and career management programs, and we conduct promotion and rotation processes fairly with performance-based measurements.



In order to increase employee motivation and loyalty, we organize various projects and activities, conduct surveys, and prioritize listening to our employees' ideas and demands. Through our activities on occupational health and safety, we create a working environment where all our employees feel safe and peaceful, allowing them to reach their full potential. We uphold equal opportunities and ethical behavior, and implement a transparent and merits-based recruitment strategy that is compatible with our sustainability targets.

Talent Management

At TFI, we know that one of the greatest sources of our success is the skills and dedication of our employees. Therefore, we prioritize talent management to attract, retain and ensure the development of distinguished employees who embrace and implement our core values and contribute to our collective success. We implement comprehensive career management practices to discover talented individuals and to support the development of all our employees.



"Talent Management", which we include among our material topics, plays a key role in improving employee productivity, happiness and loyalty in our company. By investing in the development and well-being of our employees, we create a supportive and nurturing working environment. We strive to help all our employees reach their true potential through needs-based and profession-specific training programs, career plans and open communication channels.

As TFI*, we provide fixed intern quotas every year that cover all our departments. We provide long-term internship opportunities within the scope of our collaborations with universities, and we aim to retain talented young people. In line with this objective; from 2021 until our reporting period, **we increased the proportion of the employees under the age of 30 at TFI* by 41%, the majority of whom are women.**

Furthermore, we also **provided internship opportunities** to young people who were affected by the earthquake disaster that occurred on February 6 and that deeply shook us as well. Within the scope of the project we carry out with the "Tıkla Gelsin" ("Order with Just a Click") platform of our group company Ata Express; we, as TFI, strive to support the principle of social solidarity, which is also among our material topics, and to create positive impact. You can have a look at our efforts regarding the February 6 earthquake in the **"Society"** section.

Our group company Ata Express also prioritizes university collaborations and career day participation opportunities in attracting talent. It is constantly expanding the talent pool of university students with its **Young Talents Program, "Core Talent"**. With this program, it discovers young talents, provides them with the opportunity to work in the relevant departments on company projects, and supports them during their first experiences in professional life.

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Ata Express managed to recruit a total of 87 young talents through this project that it started in 2016. And this year, there is a Core Talent team of 22 people in total. In addition, it also continued this year to meet with university students and announce the career opportunities available at Ata Express to young people by attending 6 career-day events organized by universities.

Another group company of ours, TAB Gıda, also demonstrates a successful performance in attracting talent with the career planning and development opportunities it provides in talent management. In addition; brand awareness, corporate structure, company culture, and the awards the company wins every year are also effective in attracting talent. As an indication of this, it became one of the companies that received the most amount of applications at the İBB (Istanbul Metropolitan Municipality) Employment Fair and it received applications for all open positions available in the field and at the head office.

Furthermore, TAB Gıda also carries out a comprehensive talent management process both at its head office and restaurants. With the training programs developed within **TAB Academy**, it organizes **Restaurant Manager Candidate Training Programs** specifically for restaurants and supports its employees by providing them with various training programs. You can review the details about TAB Academy in the **"Employee Training"** section.



The "Değer Benim" (I-Value) platform

Through the "Değer Benim" (I-Value) platform, which it developed within the scope of internal innovation and entrepreneurship activities, our group company TAB Gıda has created a space where all employees can easily share their development-focused suggestions regarding the business processes. TAB Gıda examines the feedback it collects through this platform in detail. After evaluating the suggestions and ideas conveyed through this platform in terms of their feasibility, it strives to implement the appropriate suggestions. Various ideas that are implemented are rewarded and hence the employees are provided with an environment where they can freely share their suggestions and receive feedback on their ideas, in line with the principles of open communication and inclusiveness.

Embracing and developing a culture of innovation is an extremely valuable factor for the success of our company. For this reason, we strive to encourage new ideas and creativity through our innovative practices, just like the application developed by TAB Gıda. With these practices, employees get the opportunity to share their ideas, suggestions and solutions, thereby supporting us in creating a dynamic and innovative workspace. We believe that by adopting a working environment with all our group companies, where our employees can easily share their ideas and insights, we support the development of our company while also nurturing talents and encouraging professional development, employee happiness, and increased performance.

Performance Management

As TFI, we adopt an approach that encourages the development of our employees at every level. Performance management, in conjunction with talent management, represents one of the fundamental pillars of our corporate success. In this context, we define meaningful goals for our employees, monitor their performance by providing them with regular feedback and consultancy support, and carry out coaching activities for our employees who are open to development. In this way, we are moving forward with firm steps towards our common goals with common sense. We measure individual achievements through performance evaluation and identify areas for improvement. At the same time, we recognize and reward achievements.

We take things one step further and instead of considering performance management as the mere assessment of the current performance of our employees, we define it as an important process for creating a development-oriented culture that supports corporate success and growth. We implement comprehensive performance evaluation management practices together with all our group companies.



Our performance evaluation process will be implemented as of 2024. In this system; while making a 90-degree evaluation, we will evaluate both business goals and competencies. Performance outcomes will be effective in promotion, salary raise and bonus processes.*



Our group company, TAB Gıda, applies the 360-degree performance evaluation method. In this context, each employee is evaluated objectively by the team they work with through assessments. Thereafter, performance interviews are conducted by taking into account the outputs of the report containing the assessment results. During these interviews, open communication and mutual sharing of ideas are prioritized. Performance report outputs serve as a guide in determining promotion criteria and in contributing to employee development.

On the other hand, TAB Gıda also supports the development of its employees by providing them with both personal and professional training through the TAB Academy it has established. These training sessions are reviewed during promotion periods and are taken into consideration as a criterion for employees who successfully complete the training. You can review the information about TAB Academy, one of the important practices in terms of performance management, in the "Employee Training" section.

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Both of our group companies will put the performance evaluation system into operation as of 2024. Having created this system within the framework of KPIs and competencies, our group company will implement a multi-dimensional Human Resources management by forming a comprehensive data pool on the performance outputs it has obtained and the promotion, salary raise, training, and discipline processes.



The performance evaluation of our group companies' employees is carried out by the relevant department managers. After the performance evaluation is conducted, employees are given feedback on their current performance in line with the open communication approach, and if there are any areas for improvement, planning is made to improve these points. Thereafter, a training program is prepared in line with the employee's needs.



Every year in November, our group company asks department managers to fill out a comprehensive form regarding employee performance. This practice includes performance metrics such as compliance with rules, ability to take responsibility, approach toward colleagues, continuity of duty, machine knowledge, and food safety culture. During salary raise and promotion periods, the outputs of performance evaluation forms are assessed.



In 2023, our group company Ata Express switched to the Objectives and Key Results (OKR) system for Tıkla Gelsin. This performance management framework provides an assessment that is specific to targets and key results. The OKR system helps our group company in determining company or team objectives, focusing on these objectives, and in measuring success. One-on-one meetings are held with employees at certain periods through the system as part of the feedback process. In this way, employee feedback is also carefully collected in addition to performance evaluation. For Fiyuu, another organization of Ata Express; the transition to the OKR system will take place in 2024.



Aiming to carry out performance management in the most effective way, TAB Gıda prioritizes promotion of its own employees rather than using external resources, in order to provide its employees with career development opportunities. This process is divided into two parts: **Operations** and **Head Office**. All management needs for operations teams are met primarily through the "Career Pool". Internal advertisements are posted on the Intranet platform for the required position and all applications submitted are evaluated transparently and impartially. Then the process continues with the interview and assessment phase with applicants who meet the basic criteria, and as a result of all the assessments carried out with the participation of the Human Resources and the relevant Operations managers, the employees who will be promoted to a higher position are determined. Deputy General Manager, Director, Operations Manager, Group Manager, and Franchise Consultant positions on the Operations side are filled through internal promotion. Furthermore, everyone working in restaurants has a career plan from the day they start work, and they can be promoted to all positions within the restaurant subject to the criteria determined. Additionally, the internal promotion rate at TAB Gıda is 81%.

Employee Training

We are aware that employee training is the most important driver of our long-term success. For this reason, we start supporting our employees with our training facilities from the first moment they join us. We welcome our new employees with a meeting where we explain our company culture. During the orientation process, we determine the training that our new employees must complete by assigning them through the system and we emphasize continuous learning. In addition to e-learning services, the content of which is prepared by us, we also provide needs-based training in line with the suggestions and demands of the teams. Our training plans are created under the leadership of the Human Resources units of our group companies.

At our group company Atakey Patates Gıda, annual training plans aimed at increasing the professional competence of employees and supporting their career development are created with the contributions of the Human Resources unit and department managers.

Atakey Patates Gıda subjects each new employee to orientation training, and it conducts a physical tour of the production facility and introduces the company's business units within the scope of the relevant training.

The topics that Atakey Patates Gıda informs its new employees about during orientation training are;



Moreover, new employees are informed in detail about working conditions and employee rights. The training sessions carried out by the relevant teams throughout the year are planned within the framework of Atakey's continuous improvement approach. Atakey also organizes training specifically for the fulfillment of declarations and commitments shared through policies implemented within the company. On the other hand; in the case of any updates or changes in the international management system standards that it implements and follows, it organizes new training sessions for employees on relevant subjects.

Atakey measures the effectiveness of the training through written evaluations and/or on-the-job inspection and control practices, and repeats the relevant training in the cases where it identifies room for improvement. By evaluating the competence criteria on the training subject, it ensures the provision of the relevant training by unit managers or expert organizations through external training services.

Our group companies Fasdat Sebze and Fasdat Gıda started to offer personal development training with physical participation for their white-collar employees. To date, training sessions covering topics such as Feedback Training and Competency-Based Interview Techniques Training have been organized. Fasdat Sebze and Fasdat Gıda aim to expand their training frameworks by starting remote training in 2024.

In addition, Ekur Et also contributes to the development of its employees by providing them with training in various fields, such as Orientation Training, First Aid Training, Emergency Response Training, Hygiene Training, Occupational Health and Safety Training, Zero Waste Training, BRC Food Version 9 Training, Quality Control, professional qualification, vocational training, 5S and Visual Factory Management Training, ISO 50001 Internal Audit Training, and ISO 14001 Training.



In 2023, Atakey Patates Gıda received training services from international certification, surveillance and training organizations on **BRCGS Food Safety, Zero Waste, ISO 14001 Environmental Management System, ISO 50001 Energy Management System, 5S Lean Manufacturing, Global GAP Standard, and FSA Sustainable Agriculture Standard**, within the framework of quality, food safety, and sustainability policies.

In order to create a motivated and environmentally conscious workforce, we regularly receive feedback and prioritize employee participation and satisfaction. We implement comprehensive and continuous development practices by offering training programs in many areas, including sustainability, waste management, and recycling.

We managed to increase the average training hours per employee at TFI* by 88% compared to last year.



We support the knowledge accumulation of our employees by planning a wide range of training sessions, including training series we have created for financial development, and the certification programs we have prepared to support performance development, which are tailored to the needs of the teams. Moreover, we listen to our employees' requests for training and certification that will contribute to their professional development and we provide financial support in this context, when necessary (e.g.: CFA, CFE, CIA, CPA, COSO, CISA, SMMM (*certified public accountant*), and SPK (*Capital Markets Board*) training sessions, Microsoft Azure certifications, participation in congresses of the relevant organizations, interview techniques, feedback techniques, internal training to transfer up-to-date information on legislation, leadership development and leadership preparation training programs, discount collaborations with master's degree programs and universities, and mandatory OHS training).

When we consider the average training hours per employee, we achieved an increase of 88% compared to the previous year at TFI*. Furthermore, this year we created a more comprehensive training framework by including the topics of "Fighting against Corruption and Bribery" and the "Ethics" in our training programs. The objective is to expand the relevant training sessions to include all group companies in 2024.

Our group company Atakey increased the average training hours per person to 28 hours in 2023. Thus, it achieved an increase of 27% compared to the previous year.

In terms of white-collar employees, it provided a total of 1,619 hours of training to 29 people, thereby increasing the mentioned rate by more than 70% compared to the previous year.

TAB Gıda subjects each new employee to an average of 36 days of training. When calculated according to working hours, this process corresponds to an annual training program of 195 hours per employee at TAB Gıda, which has a total of 13,179 employees.

At TFI*, we also promote higher education in addition to our wide-ranging training practices. For example, as part of our **Higher Education Support Program** for master's degrees, we provide financial assistance to our employees and help them in their development journey.

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TAB Academy

TAB Gıda sets itself the goal of training future leaders in our sector, both within the company and for our country. In this context, it has developed the TAB Academy to contribute to its employees both personally and professionally. Through the training and development platform TAB Academy, which it founded in **2006**, it identifies the areas of development of its employees and creates personalized training packages. It also provides promotion opportunities to employees who successfully complete their training.

Our group company operates with an awareness of how important it is to follow innovations and stay up to date in our dynamic sector where business conditions are constantly evolving and changing.

It ensures that its employees receive regular training through its e-learning platform, TAB Academy. Training contents are developed by experienced professionals who are experts in their fields.

The content developed covers a wide range of topics from personal development, manager training and leadership programs, to brand representation and occupational health and safety.

On the other hand, TAB Gıda supports the development of its employees by preparing many different types of training programs and provides online brand training, external training, and face-to-face training. While providing training to its employees in the Operations units on subjects such as Food Quality, Food Safety, and Shift Management, it offers training programs for the head office units that focus on teamwork and aim to increase the work efficiency. In addition, it also develops experience-oriented and gamified training sessions throughout the year within the framework of face-to-face training programs it has launched with the concept of **"learning through experience"**. It aims to strengthen and develop competencies such as "team spirit, synergy, team harmony, and strategic thinking", which are targeted as the training output, with the active participation of all employees.



Courier Academy

Ata Express will support its courier employees by providing theoretical and practical training through the Courier Academy it has developed. The training sessions will consist of safe advanced driving techniques, package handling, planning, and personal safety. At the end of the training sessions, couriers working at Ata Express will have earned the expertise that shows they have professional competence in the transportation sector, and will also have achieved the blue certificate qualification that provides the opportunity to work abroad.

The project developed by our group company will start in 2024 and the courier employees will improve their competencies by becoming eligible to receive a certificate as a result of the training they will receive.

GRI 2-30

Diversity and Inclusion

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Maintaining and further strengthening diversity, inclusion and equality are at the heart of our activities, culture, and company values. We believe that activities carried out based on the principles of diversity and inclusion reflect the culturally-rich texture of our society while also nurturing creativity, productivity, innovation, and mutual understanding. As TFI, we aim to create a culture of belonging that embraces differences and to provide a work environment where each of our employees has equal opportunities to succeed.

In line with our commitment to the principle of inclusion, we strive to ensure diversity at all levels and to maintain the representation of women in management positions. We aim to achieve continuous improvement in this area, including through initiatives to expand employees' benefits.

As TFI, we operate in accordance with the Universal Declaration of Human Rights. We adopt equality, diversity and inclusion as principles and expect all our employees to act in accordance with these principles as well. In this context, we address all individuals equally, regardless of gender, age, sexual orientation, ethnic identity, religious and political views, disability, etc., both during the recruitment process and in the work environment, and we do not discriminate.

We, as TFI, and our group companies do not tolerate any violation of these principles or any discrimination or bullying. In this matter, which is extremely sensitive for us, we expect and encourage our employees who experience or witness any case of discrimination or bullying to report the situation through the **Ethics Line whistle blowing channel** as detailed in the "Business Ethics" section.

There were no reported cases of discrimination within TFI or in any of our group companies in 2021, 2022 or 2023.

The **TFI TAB Food Investments Group Companies and Code of Conduct Policy** is available, developed to promote diversity and equal opportunities. On the other hand, we also support the recruitment of foreign nationals in accordance with the law. We carry out all personnel procedures from the start of employment to the employment termination process, in accordance with the applicable legal regulations. In recruitment and placement, we act in line with the principle of merits by evaluating the relevant person's qualifications and skills required for the job.



We also implement fair employment practices that are free from discrimination in terms of employee compensation, working hours, occupational safety, promotion-related assignments, performance evaluation, fringe benefits, and training. Furthermore, there is no wage difference between male and female employees doing the same job, and the wage policy of all our group companies is evaluated objectively and based on competence and performance.

As TFI, we are committed to providing compensation to all our employees in line with the sectoral and local labor market, and internal and external wage balances. Our practices are carried out in compliance with applicable laws and employment contracts regarding wages, working hours and fringe benefits. We act with a fair and objective approach in the compensation process and do not allow language, race, gender, political opinion, any religious belief or philosophical view, age, or physical disability to affect the compensation process.

We ensure that wages are arranged according to the individual performance, skills and experience of our employees and the nature of the work they do.





**TAB Gıda raised
its
ratio of female
employees to
43%.**

While the rate of female employees was 35% in 2021, this year TAB Gıda managed to increase this rate to 43%.

Continuing its activities by observing the principles of equal opportunity, TAB Gıda aims to continuously increase the number of female employees among both the restaurant staff and the central management staff, by supporting the inclusion of women in employment. **In line with this target, it plans to increase the female employee ratio to 50% by 2029.** On the other hand, as a reflection of our ecosystem's culture of diversity and inclusion, TAB Gıda provides employment opportunities to more than 370 disabled individuals by increasing the participation rates of disadvantaged groups in employment.

As of 2023, we increased our ratio of female employees to 54% within the total number of employees at TFI*, thus ensuring a further increase in the female employment rate. We will continue our ongoing efforts to create a workplace that supports gender equality and diversity, where all employees have equal opportunities.

Increasing the number of female employees is among the diversity and inclusion targets of each of our group companies. For example, our group company TAB Gıda, which maintains its leading position in the quick service restaurants chain sector, became entitled to be included among the top 10 companies in Türkiye that provide the "Most Employment", "Most Female Employment" and "Most Disabled Individual Employment", following the inspections carried out by the Social Security Institution in 2022.

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During the reporting period, the ratio of female employees among the total number of employees of our group company AtaKey was recorded as 11%, while the ratio of female employees among executive positions was observed as 33% in 2023. Ensuring that there is no salary difference between male and female employees doing the same job, AtaKey has various action plans and targets in order to increase the rate of female employees at all levels. In this context, **it aims to increase the rate of female employees to 25% during the period from 2023 to the end of 2025.** In addition, our group company whose ratio of employees with disabilities or special needs to total number of employees is 3.10% aims to create a more inclusive environment by accelerating its efforts to increase this ratio as well.

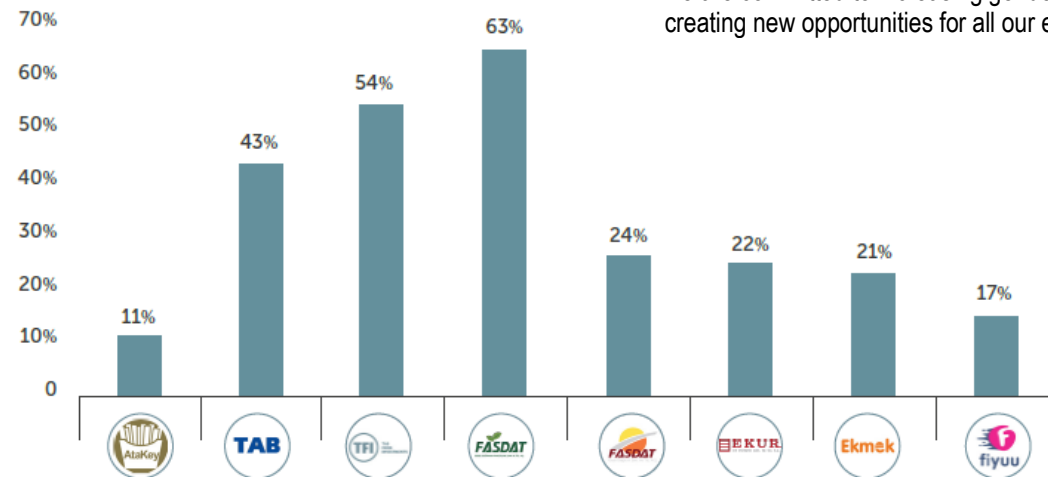
Fasdat Gıda increased its female employee ratio from 17% in 2021 to 24% in 2023. In addition to our group company Fasdat Sebze which has a female employee ratio of over 60%, Fasdat Gıda also **aims to increase its female employee ratio to 50% by 2025.** These targets once again demonstrate the importance our company attaches to gender equality and diversity.

18% of the current executives of Ata Express, another group company of ours, are women, and the ratio of women among all employees is 17%. Acting with the awareness that these rates are not sufficient, our group company aims to increase the total female employment and female executive ratios by 5% in line with the principle of diversity and inclusion.

As TFI, we are happy to have taken important steps in increasing the percentage of female employees in our company.

We continue our activities at full speed, setting much higher targets for the coming years. We want to see happy employees at all levels of our company by establishing a healthier ecosystem through various activities, such as our efforts to support work-life balance, training programs, and mentoring practices. Knowing that diversity and happiness also drive innovation and foster a more inclusive workplace culture, we are committed to increasing gender equality and creating new opportunities for all our employees.

Ratio of Female Employees in the Total Workforce in 2023, on a Group Company Basis (%)



Work and Company Culture

We believe that our company culture reflects the fabric of our organization. We are deeply committed to promoting an approach that embraces diversity and inclusion and prioritizes employee wellbeing and happiness. We have developed our work and company culture on the basis of mutual respect, trust and cooperation, with every individual being valued and supported for their development. As TFI, we operate as a company that embraces diversity and innovation, aims to keep the sense of belonging alive among employees, and operates with ethical and transparent principles.



We are happy to announce that, as TFI*, we were awarded the Great Place to Work certification in 2023. We see this certification as proof of our commitment to being an inclusive company that supports its employees and fosters a culture of trust, respect and understanding with the priority of creating a happy and productive work environment.

The fact that our employees feel happy at work reveals how effective our efforts in this area are.

You can review the details of the projects that we have implemented within the scope of GPTW with the aim of strengthening our corporate culture, and their outputs, in the **"Employee Satisfaction"** section. In this context, we are committed to creating a positive impact in our workplace and developing social activities on a regular basis. For example, with our **"Be Social"** practice, which we developed in 2022, we offer clubs that employees can choose according to their interests.

Some of these include blockchain training, trips, camping events, trekking, and sailing training. In the coming period, we will continue our efforts to ensure that our employees feel happy and peaceful at work, through our **TFI* Zen Zone (Wellness) project**, which includes yoga, pilates, meditation and dietitian support and which we also mention in the **"Employee Wellbeing"** section.

With the TFI **"Be Social"** practice, we created social clubs and online hobby workshops within the scope of our **Well-being** activities.



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Policies on Human Rights and Employee Rights

As TFI and our group companies, we strive to implement a competitive and fair wage policy and keep our wage policy up to date. We determine our rules regarding child labor in accordance with the Labor Law, the Occupational Health and Safety Law, ILO’s Fundamental Conventions, the United Nations Convention on the Rights of the Child and other relevant legal frameworks, and we do not engage in child labor activities in any of our businesses or factories.

Atakey Patates Gıda supports the fundamental human rights convention of the International Labor Organization (ILO) through **the Corporate Social Compliance Policy** it published this year. In addition to Atakey, our group company TAB Gıda is also committed to supporting the ILO’s fundamental human rights convention through **the Corporate Social Compliance Policy** that it will publish in 2024. Through the Global Anti-Corruption Policy, TAB Gıda and Atakey Patates Gıda clearly state the measures they take and the rules they set to prevent bribery and corruption in all their operations. None of our group companies, including Atakey and TAB Gıda, hinder their employees’ freedom of association, as stated in the Labor Law.

In addition, Atakey and TAB Gıda strive to work with suppliers who comply with occupational health and safety rules, and who value and respect fundamental human rights and freedoms. In the cases where an organization with which it has commercial relations does not meet the relevant criteria and this situation is proven under the law, it considers terminating its business partnership with the relevant organization. You can access the details of our approach on issues such as employee compensation, fringe benefits, and bullying and discrimination, in the **"Diversity and Inclusion"** section.



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Business Ethics

Operating in compliance with ethical principles of conduct is essential to building mutual trust, ensuring sustainable success and strengthening long-term relationships.

As TFI, we observe the principles of honesty, transparency and responsibility in all our activities. Our commitment to business ethics guides our decision-making processes, shapes our interactions with our stakeholders, and forms our approach to corporate governance. In this section of our sustainability report, we evaluate our ethical principles and policies, as well as the practices we have developed in this area, and highlight our ongoing efforts to conduct our activities based on honesty, fairness and respect for all.

We have a code of conduct that sets forth comprehensive ethical standards and expectations for our employees, managers, and all stakeholders. This code of conduct serves as a guiding framework, emphasizing our understanding of honesty and integrity while ensuring full compliance with laws and regulations.

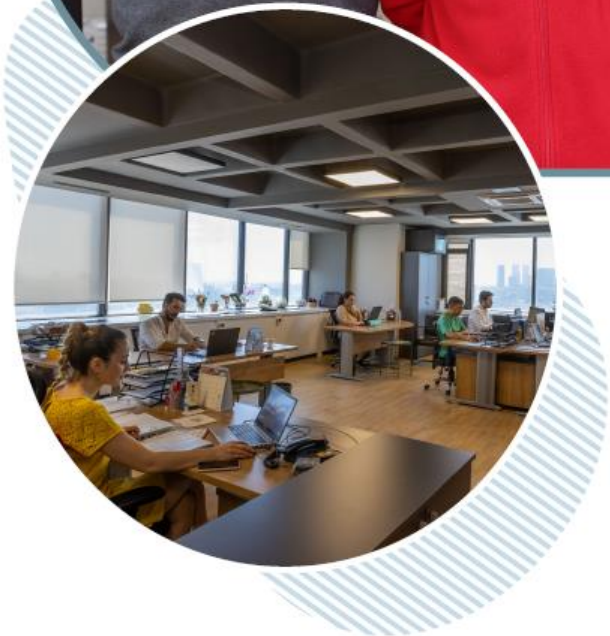
Internally, our leaders actively promote a culture of transparency, open communication, inclusion, and ethical decision-making. And we communicate with all our stakeholders in line with the same values.



TFI Ethics and Whistleblower Line

In line with the importance attached to ethics, compliance and transparency, the Ethics and Whistleblower Line is accessible to all employees and other stakeholders. This line provides a mechanism for all employees, business partners and other stakeholders, including the members of Board of Directors, to directly or indirectly access the companies' Ethics Boards, the TFI Ethics Committee, the TFI Compliance Department and the TFI Internal Audit Department, and it aims to ensure the resolution of cases of potential misconduct or non-ethical conduct that have been reported. Regardless of the reporting method used, all reports received are meticulously examined and reported transparently to the Ethics Boards or the Ethics Committee. With the resolution of all notifications received by the ethics line in 2023, it was decided that the ethics and whistleblower line would be managed by an independent service provider in order to ensure both central governance within the Group and to switch to a more impartial and powerful structure. In the new structure created as of 2024, the Ethics and Whistleblower Line will provide services 24/7, and as a result of the communication of the process being carried out by a completely independent company, both employees and third parties can ask questions, express their concerns, and report misconduct or unethical non-conformities, without having to worry, either anonymously or by stating their identity. Thanks to the ethical line structure, both employee satisfaction and loyalty are increased and potential risks are effectively managed.

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We define employee rights within a very clear framework, observe equal opportunities in all areas of our activities, and never tolerate discrimination or bullying. We take strict measures to ensure occupational health and safety, and we provide regular training to our employees in this area. We employ comprehensive compliance and risk management processes to ensure that our business complies with existing laws, regulations, and industry standards.

We attach importance to continuously-evaluating and improving our ethical practices and performance through our monitoring, evaluation and feedback systems. We regularly review our policies and procedures and develop new practices.

Employee Wellbeing

As TFI, we care about the well-being and happiness of our employees and we see it as our duty to create a supportive work environment where they can feel happy and motivated, and we strive to improve ourselves even more in this area. We make sure that we establish open communication with our employees, listen to their requests and demands, and receive feedback. In this way, we aim to be a workplace that operates based on trust and cooperation, demonstrating that the voice of each of our employees is heard. We support the idea that employees who are happy at work are more productive and take more ownership of their work. We believe that considering employee happiness is one of the most important factors on the road to success. For this reason, we do our best to continue to support and provide resources for the professional and personal development of our employees.

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As TFI*, we conduct annual employee satisfaction surveys whereby we also measure working conditions with the **Great Place to Work** practice. In this way, we identify areas that are open to improvement within the scope of employee happiness and carry out the necessary improvement activities. In addition to surveys, many of our group companies regularly collect and measure employee feedback through the digital platforms they use. You can review the details about the Great Place to Work practice in the **"Work and Company Culture"** section.



As part of our improvement efforts, we established the Internal Communications Team, which includes employees from various departments, in addition to the HR team. This team helps us collect our employees' feedback and requests from a single source and take action towards employee well-being and happiness*.



On the other hand, we carry out efforts that prioritize employee wellbeing to support our employees in achieving work-life balance. In this regard; as of this year, we have switched to flexible working hours and hybrid working arrangements. Additionally, we offer discounts to our employees from partner organizations through brand collaborations. With our flexible fringe benefits policy, we offer discounted gift vouchers and we enable our employees to flexibly determine their fringe benefits according to their own preferences through the AtaFlex application, our partner-flexible fringe benefits platform*.



At TFI, we organize a wellness-focused weight loss competition with awards called Ata Fit. In this practice we designed for our employees, which we implemented in 2023 and have repeated annually, we determine the employees who have made the most progress by taking detailed body measurements and we reward them at a ceremony.

We aim to create a more social, happy and productive work environment for our colleagues through our activity program, which will include activities such as dietitian support, yoga, pilates, meditation, and breathing therapy, for the benefit of all our employees. Additionally, we have a company doctor, and a sports physiologist who works by appointment, in our office.

* This includes the 71-people staff working at the head office of TFI TAB Food Investments group, as of 31.12.2023, who are responsible for various business processes of the group companies focusing on internal audit, internal control, risk, compliance, quality, sustainability, technology, corporate intelligence, finance, and human resources.

Through our **TFI Zen Zone (Wellness)** project, which we will implement in 2024, we will develop social activities such as dietitian support, yoga, pilates, meditation, and breathing therapy, for the benefit of our employees, together with our TFI group companies.

Supporting and monitoring the professional and personal development of its employees through TAB Academy, TAB Gıda has also developed a system where employees can receive support in any area they need, such as work or private life, through the Psychological Support Line it has created specifically for its employees. Our group company aims to improve employee wellbeing and support its employees based on a 360-degree approach with both TAB Academy and the Psychological Support Line.

We believe that these initiatives that we have implemented as TFI will help our employees manage both their personal and professional responsibilities more efficiently, improve wellbeing, satisfaction and productivity within our company, and reduce stress. In this context, we are determined to further increase the number of innovative projects that will enhance employee wellbeing.

Occupational Health and Safety

We attach great importance to determining and maintaining the most appropriate working methods in order to create a healthy and safe working environment. Because as TFI, our priority is our human resources. In line with our business target, we aim to improve our Occupational Health and Safety (OHS) performance in line with both national and international legislation. As TFI, we strive to create a work environment where employees can work safely, healthily and productively, as far away as possible from accidents, injuries, or factors that may threaten their health, and we aim to ensure the continuity of such environment. In line with this approach, we expect all our stakeholders to show the same care for the continuity of our approach which requires adopting of a healthy and safe working environment.

In order to minimize the health risks that may arise in our work environment, we provide Occupational Health and Safety training to our employees at periods prescribed by the legislation. We attach importance to our employees' compliance with policies, and we carry out awareness-raising activities at regular intervals.

We work with third-party companies for Occupational Health and Safety processes. We record work accidents and risk assessments that we regularly report, through our risk assessment reports and emergency action plans existing for 2021 and 2022.







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Ekur Et provides 12 hours of basic occupational health and safety training to all employees, both when they first start work and annually. The training content includes the harms of tobacco products and passive exposure, chemical/physical and ergonomic risk factors, manual lifting and carrying, flashover, explosion, fire and fire protection, causes of work accidents and the application of protection principles and techniques.

TAB Gida acts based on the perspective **“Every accident can be prevented with a well-trained team and precautions taken against all hazards.”**



It makes efforts to further strengthen the awareness of all its employees, including senior management, on occupational health and safety and it ensures compliance with the following principles;

-  To comply with legal regulations regarding Occupational Health and Safety in all its activities
-  To train all its employees in order to ensure their health and safety and to raise their awareness on occupational health and safety issues
-  To identify and eliminate factors that may cause work accidents and occupational diseases in offices and restaurants and to reduce the number of accidents by 5% compared to the previous year
-  To meet the resource needs it has identified regarding occupational health and safety in a timely and complete manner

TAB Gida has an Occupational Health and Safety (OHS) team operating under the central executive unit. The OHS team plans and carries out the central OHS processes and the risk analysis of the restaurants, the emergency action plans, and the OHS training that needs to be given to the employees. The OHS board at the TAB Gida’s head office convenes every three months to evaluate current issues concerning occupational health and safety. The OHS team consists of the Deputy Director of Occupational Health and Safety, who is a Class A Occupational Safety Higher Science Expert, the Occupational Health and Safety Senior Specialist, who is a Class A Occupational Safety Expert, the Senior Specialist of Training, Brand Standards and Occupational Safety, who is a Class C Occupational Safety Expert, and the Workplace Physician.





Our group companies conduct Occupational Health and Safety-based risk assessments in the locations where they operate. For example, TAB Gıda adopts a blended version of the Probabilistic Risk Assessment (PRA) and 5*5 matrix system when performing risk assessment. The PRA system is the basis of the risk assessment study. Accidents are meticulously examined, root cause analysis is performed, and all restaurants are informed to create a Corrective and Preventive Actions (CPA) file. Since the number of employees in the restaurants is less than 50, there is no occupational doctor or occupational safety specialist, as prescribed by law. There are questions that are determined as issues to be considered in risk assessment based on the PRA and 5*5 matrix format. These questions are conveyed to restaurant employees based on the hazards concerning the restaurant. In line with the responses received and observations made, the risk dimension of the hazard is determined and the restaurant is requested to take preventive action based on the identified risk or risks.

Atakey Patates Gıda and Ekur Et factories are in the hazardous class according to the Workplace Hazard Classes Communiqué on Occupational Health and Safety. Ekmek Unlu Gıda, on the other hand, is in the low hazard class.

In this context, all three of our group companies have risk assessment reports within the scope of compliance with the legislation.

Our group company Atakey **prioritizes establishing the ISO 45001 Occupational Health and Safety Management System as part of its 2025 targets.** In line with its efforts on Occupational Health and Safety, Atakey established the OHS team. The board, which includes the Factory Manager who is a Class A Occupational Health and Safety Specialist, the Deputy Factory Manager who is a Class B Occupational Health and Safety Specialist, Unit Managers, Employee Representative, Unit Officers, and the support personnel, fulfills all OHS-related requirements, takes precautions, and carries out OHS-focused risk analyses. The team also develops action plans for risk mitigation activities and identifies resource needs. In addition, there are no reported cases of occupational diseases at Atakey or personnel who are constantly exposed to dangerous or unhealthy conditions inherent in their profession and who therefore experience medical problems.

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Employee Satisfaction

As a customer-focused company, we act based on the principle of developing solutions for the unique preferences and needs of our different customers, rather than a one-size-fits-all solution approach, and we implement this approach for our employees as well. We know that a one-size-fits-all approach to solutions will fall short in meeting the demands and needs of our employees. We develop solutions that address different needs and ensure that each of our employees can access the support they need, and we prioritize employee satisfaction. In line with this approach, we develop various practices that aim to cover each and every employee, ranging from the customized fringe benefits we offer, the flexible working model, and the training series we have prepared, to the TFI Zen Zone which we will start implementing in 2024. Furthermore, we constantly measure the satisfaction of our employees through regularly collected feedback, mutual evaluation reports, and our open communication methods. We support diversity, create an inclusive company culture, and value flexibility and new ideas. In this way, we aim to increase both employee satisfaction and loyalty and productivity.

At TFI *, we have implemented a comprehensive project focused on improving employee satisfaction and our corporate culture by introducing the **Great Place to Work** (GPTW) practice.

The steps we followed while carrying out this project were as follows:

1. Survey and Feedback Collection: First, a survey prepared by GPTW was sent to all our employees. Through this survey, we aimed to learn the objective opinions of our employees on issues such as our management approach, the appreciation we show to our employees, the support for their professional development, team spirit, and our respect for each other.

2. Evaluation and Analysis: We analyzed the survey results in depth. In this way, we had the opportunity to see the strengths of our company and the areas of improvement we needed to work on.

3. Development Programs: We have designed various development programs and policies based on the needs that emerged as a result of our employees' feedback and our analysis. In this process, we implemented a series of strategies such as inclusive training in various fields, team building activities, and flexible working hours.

4. Implementation and Monitoring: We quickly took action and implemented development programs, and continued to constantly monitor the feedback received from our employees during this process. This allowed us to measure the impact of our project and make changes to increase efficiency where necessary.

5. Continued Improvement: We designed the GPTW practice as an ongoing process rather than a one-time project. For this reason, we continue our efforts to constantly improve employee satisfaction and our corporate culture, and we also further improve ourselves every day.

* This includes the 71-people staff working at the head office of TFI TAB Food Investments group, as of 31.12.2023, who are responsible for various business processes of the group companies focusing on internal audit, internal control, risk, compliance, quality, sustainability, technology, corporate intelligence, finance, and human resources.

The outputs we obtained after the implementation of the project were as follows:



Increased Employee Satisfaction:

Through survey results and ongoing feedback, we have observed a significant increase in employee satisfaction. Our employees reported that they felt more confident that their voices were heard and their ideas were valued.



Higher Employee Engagement:

We observed a significant increase in our employees' loyalty to the company. This was reflected in reduced employee turnover rates and higher performance levels.



Stronger Corporate Culture:

Development programs and team-building events helped create a stronger team spirit and strengthen the culture of collaboration within the company. Communication and interaction between employees has increased and a more inclusive environment has developed.



Strengthening Our Brand:

GPTW certification and the positive results of the project have strengthened our relationship with our external stakeholders and made our company a more attractive environment for potential talents.



Culture of Continued Improvement:

The project contributed to the development of a culture of continuous improvement in our company. Our employees have become more willing to freely share their ideas for the development of the company.



Increase in Operational Efficiency:

The project contributed to the development of a culture of continuous improvement in our company. Our employees have become more willing to freely share their ideas for the development of the company.

Our project played a significant role in improving the overall performance and working environment of our company*. This achievement is not only a milestone for us, but also the foundation for our future work. We will continue to regularly measure our employees' satisfaction, collect feedback, and foster a culture of inclusion in our work environment. Accordingly, we have compiled information regarding our employees' appreciation, suggestions and complaints about the company culture and work environment and started to create projects for the emerging results. In this context, we have started to make changes in practices that increase the satisfaction level of all employees and we have planned new processes and projects that we will implement to increase satisfaction for the next year. Additionally, we are also considering expanding the GPTW practice across our group companies in 2024.

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Society

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As TFI, we have proudly celebrated our nation's rich history and centuries of success as we entered the **100th anniversary of our Republic**. For us, the Republic represents the values of solidarity, inclusiveness, innovation, and contributing to a better future for all. In order to maintain and carry forward our century-old heritage, we will continue to work harder as a company, create added value for society and our country, support prosperity, and encourage innovation.

Social Solidarity

As a company, we are aware of the importance of collective efforts for the welfare of society and the solution of social problems. For this reason, we prioritize developing projects that will benefit society. We carry out our projects within the framework of our responsibility policy, and we act together with all our group companies to diversify our projects every year. In this section of our report, we discuss our efforts to support the society of which we are a part and highlight our commitment to social solidarity.

We promote social solidarity in many areas ranging from charitable initiatives and development programs, to partnerships with non-governmental organizations; we are committed to promoting resilience, inclusion and welfare throughout society. In our collaborative practices, we are inspired by a vision of a more equitable and sustainable future for next generations, and we strive to create positive impact and drive a meaningful change.

As a social responsibility policy, we have prepared the TFI TAB Food Investments and Group Companies Social Responsibility Policy.





Kahramanmaraş Earthquakes Aid Fund

As TFI, we have implemented many projects regarding social solidarity, which is among our material topics. Immediately after the February 6 earthquake, **we created an aid fund of over TL 21 Million* with a quick action plan.** In this context, we made efforts to support our citizens affected by the earthquake, by sending 6 trucks carrying basic food items to the region.

Under the leadership of TAB Gıda, we created 5 Burger King mobile restaurants for İslahiye, İskenderun, Nurdağı, Malatya and Antakya and quickly served meals to our citizens. Acting with a sense of social responsibility, our group company TAB Gıda provided approximately 750 thousand hot products to the earthquake region for one month through its efforts. In addition, with the contributions of our employees, 3 trucks carrying basic-need items such as blankets, coats, diapers and clothes were sent to Kahramanmaraş and Malatya from our offices in İzmir, Ankara and İstanbul. In cooperation with TOKTUT foundation, we made efforts to reach out to more than 9 thousand earthquake victims by distributing hot meals in iftar (*Ramadan dinner*) tents.

Moreover, donations were also collected at Fasdat Gıda Logistics Centers in Ankara, İzmir, Muğla, Antalya and İstanbul and delivered to the Fasdat Gıda Gebze Logistics Center. The donation trucks that set out from the Fasdat Gıda Gebze Logistics Center were delivered to AFAD's (Provincial Directorate of Disaster and Emergency Management) officials in the earthquake region.

Ata Express Village Schools Project with the Village Schools Association

In cooperation with the Village Schools Association, we reached out to 140 students in need in Hatay, one of the provinces most affected by the earthquake. After determining the needs of each student we reached out to, the needs identified with cards specially prepared for each student were completed with the donations of our employees and were delivered to the school.

Furthermore, as we mentioned in the "**Talent Management**" section of our Sustainability report, we offered internship opportunities through remote work for students whose internship opportunities were limited in the region due to the earthquake disaster.

* As TFI group companies, we donated TL 21,267,000 to the earthquake region. TL 15,455,000 of the relevant donation was covered by TAB Gıda.



As a local group that is devoted to its country, we always prioritize the employment opportunities and welfare of our society. We employ local people in all of our ecosystem companies that form our Vertical Integration structure and we directly contribute to the socio-economic development of our people. Since our ecosystem companies constitute a large part of our supply chain, we directly contribute to the development of the local community also in our supply processes and we make sure that we prefer local producers in our other supply processes.



Local Employment and Socio-Economic Impact

At TFI, we know that employment of local people plays a crucial role in economic growth, social contribution, and the opportunities it creates for individuals. For this reason, we consider it our corporate social responsibility to contribute to local employment, invest in the welfare of the society in which we operate, and to create talent development programs for our employees. An example of our commitment to supporting employment is the value created by TAB Gıda in this area. As a matter of fact; within the scope of the “Capital500” research prepared by Capital Magazine, TAB Gıda was included in the list of “**Top 25 Companies Providing the Most Employment**” in 2023. This success has shown us once again that we are on the right track in fulfilling our responsibilities toward our society. We will continue to take firm steps towards creating more value for our country and to support our local people to achieve a better future.



“Our Farmers, Our Seeds”

Atakey, one of the largest potato production facilities in Türkiye, combined under one roof, has managed to become a big family united around love thanks to its employment power while making its lands most productive with its own farmers and seeds.



Atakey carries out contract farming with 175 farmers on an area of approximately 40,000 decares, and offers employment opportunities to family farmers.

Atakey will begin training its 40 contracted farmers through the Farmer Training Program in 2024.



Farmer Training Program

Our group company, Atakey Patates Gıda, is planning a farmer training program that it aims to implement in 2024. Within the scope of the project, 40 contracted farmers of Atakey Patates Gıda will be provided with training focusing on best agricultural practices, digitalization in agriculture, sustainability, and new agricultural trends.



Through this project, Atakey aims to increase productivity and support the professional development of its farmers by training them in sustainable agricultural practices and crop productivity.



“Couriers at Fiyuu are now Academy-graduates”



With the Courier Academy, Ata Express will enable more individuals to find jobs as couriers by allowing individuals to gain the skills required to become couriers. Fiyuu Courier Academy, Türkiye's first courier academy, carries out studies to provide theoretical and practical training to couriers on safe advanced driving techniques, package handling, planning, and personal security. With the project that will start in 2024, couriers who complete their training will have earned the expertise that shows they have professional competence in the transportation sector, and will also have achieved the blue certificate qualification that provides the opportunity to work abroad.



As TFI, we ran for spreading “goodness” with TOÇEV (*Foundation for Educating Children who are Eager to Study*) in the İstanbul Marathon on the **100th anniversary** of our Republic.

Corporate Social Responsibility

We took part in the 8-kilometer corporate run at the 45th İstanbul Marathon held on November 5, 2023. While we were doing the run on behalf of **TOÇEV** foundation, we also collected personal donations for the fundraising campaign that was created. In addition to the basic needs of the children we will support through the Foundation in the 2023 - 2024 academic year, the social activities and psychological support-related needs of such children were also met through the donations collected.



We have become partners with TOÇEV in its dream of a more hopeful future to make sure that children can receive sound and quality education. We see supporting our children, who will be the architects of our future, as one of our greatest responsibilities, and we aim to undertake more comprehensive projects in the coming years in this respect.

Based on our principle "Take Care", which is one of the important building blocks among our company values, we carry out projects that emphasize social responsibility awareness throughout our organization. We will undertake a volunteering project related to our sustainability targets, in both environmental and social areas, with the **TEGV's (Education Volunteers Foundation of Türkiye) "Don't Waste, Donate"** campaign, which we started with our TAB Gıda group company in 2023 and which we aim to expand to include also our other group companies in 2024. With this project, we will reduce our environmental footprint by providing an alternative resource management for our electronic waste, while at the same time supporting more children to receive quality education by donating the income we will generate to the TEGV Foundation. For detailed information about the project, please see the **"Waste and Packaging Management"** section.



As one of our publicly traded companies, TAB Gıda assumes a representative role and acts with the awareness of its social impact and responsibility. As TFI, we support every project carried out by our group companies, such as TAB Gıda, and we undertake projects that will create social benefit. In natural disasters and extraordinary situations, we provide the necessary equipment and food support to the affected areas in coordination with the Red Crescent and AFAD. We implement projects that benefit society together with associations such as TOKTUT and we provide product support to village schools. We provide periodic support to organizations such as TEV (*Turkish Education Foundation*) and Koruncuk Foundation.

In line with this understanding of corporate social responsibility that has spread to all our activities, Ata Express started to collaborate with BlindLook, a voice-focused brand experience platform powered by artificial intelligence, on the mobile food ordering application Tıkla Gelsin platform in 2023. The mobile ordering platform Tıkla Gelsin in which the BlindLook feature has been integrated allows also visually impaired individuals to easily place mobile orders. Ata Express aims to continue to make new collaborations that support our corporate social responsibility and to continue to work closely with Türkiye's leading foundations and associations in line with the importance it attaches to this issue.

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Product and Marketing Awards

	Year	Company Name
Burger King was chosen as the "Most Technological" brand in the Quick Service Restaurant - Hamburger category at the Tech Brands awards, which determine the most technological brands in Türkiye and took place within the scope of the "Tech Day".	2023	TAB Gıda Burger King was deemed worthy of a total of 5 awards at the Smarties Awards Türkiye, including 1 Brand of the Year Award, 3 Gold awards, and 1 Silver award.
	2023	TAB Gıda
According to the results of the Economic Benefit Index study conducted for the 5th time this year by the Türkiye Reputation Academy, and the Women's Brand Preference Index study conducted for the first time this year, Burger King ranked in the Diamond League in the Fast Food (Foreign) sector in the Economic Benefit Index and ranked 1st in the Women's Brand Preference Index.	2023	TAB Gıda
Burger King was deemed worthy of a total of 8 awards, including 3 Crystal, 3 Silver and 2 Bronze awards, and the Special Brand Award for Valuing Creativity, in the Crystal Apple competition which rewards creativity in the advertising and marketing world.	2023	TAB Gıda
Burger King ranked first in the "Self Service - Restaurant" category in the "Number 1 Brands Research" conducted by the Council of Shopping Centers - Türkiye (AYD) and AKADEMETRE Research Company.	2023	TAB Gıda
Burger King was awarded the "Customer Brand" of the year award in the Fast Food category at the ALFA Awards.	2023	TAB Gıda
Burger King was awarded 4 Felis awards and also 5 achievement awards in the "Entertainment Felis", "Brand Experience Felis", "Film Felis" and "Integrated Felis" categories.	2023	TAB Gıda
The winners of The Hammers Awards 2023, Türkiye's first award ceremony measuring the success of marketing teams, included the Burger King brand in the categories of "Best Real-Time Marketing Communications Team", "Best Digital Marketing Team", "Those Creating Wonders with Optimum Budget", and the "Best Marketing Team in the Food and Beverage Sector".	2023	TAB Gıda
Won the "Golden Effie" award at the Effie Awards with its "Göle Doyuran Raketter" ("Shelter Ads That Score Goals") campaign.	2023	TAB Gıda
Was deemed worthy of the Bronze award in the Fast Food category in the SocialBrands Data Analytics Section of the Brandverse Awards, organized in collaboration with Marketing Türkiye & BoomSonar. In the Brandverse Awards Jury Evaluation results, it was also deemed worthy of a total of 9 awards, including 1 Gold, 3 Silver, and 5 Bronze awards.	2023	TAB Gıda
Was deemed worthy of an award for the 6th time in the Fast Food category in the "Cool Brands Survey", which was held for the seventh time this year in collaboration with Marketing Türkiye and Roamlar Türkiye.	2023	TAB Gıda
Was deemed worthy of the Golden Mixx award with its social media post "Honey Mustard Lovers" in the Social Media category at the MIXX Awards Türkiye organized by the Interactive Advertising Bureau (IAB) for the 13th time this year.	2023	TAB Gıda
Was deemed worthy of the "Technology Brand of the Year" award for the 2nd time in the "Quick Service Restaurant-Hamburger" category at Tech Brands Türkiye.	2023	TAB Gıda
Popeyes was honored with an achievement award in the "Film Felis" section.	2023	TAB Gıda
The Popeyes brand was included in the "Best Marketing Team in the Food and Beverage Sector" category among the winners of The Hammers Awards 2023, Türkiye's first award ceremony measuring the success of marketing teams.	2023	TAB Gıda
Popeyes was awarded the Silver Award in the "Organized Retail" category of the film main section with its project "Bu Da Popeyes" ("This Is Popeyes, too") in the Brandverse Awards Jury Evaluation results.	2023	TAB Gıda
Arby's AI Cashier project was deemed worthy of an award in the "Best Use of Technology in Innovative Media" category at the MarTech Awards which rewards the most successful projects in marketing technologies.	2023	TAB Gıda
Arby's was chosen as the "Reputable Brand of the Year" in the "Self-Service/Fast Food" category within the scope of The ONE Awards Integrated Marketing Awards, the first and only event that rewards the brands and stakeholders that have increased their reputation the most during the year, organized in collaboration with Marketing Türkiye and AKADEMETRE.	2023	TAB Gıda
At the Worldwide Franchise Convention event, Arby's was honored with the awards "Licensee of the Year", "Operator of the Year", "Good Citizen of the Year", "Best Marketing Campaign of the Year", and "Best E-Commerce Campaign of the Year".	2023	TAB Gıda
International Taste Institute: Superior Taste Awards: Amasya Et Ürünleri Şef Dana Sucuk (2 Stars) and Amasya Et Ürünleri Çemeni Sıyrılmış Dana Pastırma (1 Star)	2023	Ekur Et
Received the "Most Effective Mobile Application User Journey" award in the Web and App category at the Lift Awards.	2023	Ala Express

Awards

Sustainability Awards	Year	Company Name
TAB Gıda received the "Best Food Company of the Year Award" at the Yıldız Business World Awards organized by Yıldız Technical University Quality and Efficiency Club.	2023	TAB Gıda
Received the Stars of HR award at the Secret CV HR Summit 2023, organized for the 5th time by Secret CV with the theme of Humanization of HR.	2023	TAB Gıda
TAB Gıda was listed among the "Top 25 Companies Providing the Most Employment" in the "Capital 500" research prepared by Capital Magazine.	2023	TAB Gıda
TAB Gıda was included in the "Companies with the Highest Number of Employees" list in the "Highest Performing Companies" survey prepared by Fortune 500.	2023	TAB Gıda
In the research of InBusiness Magazine, TAB Gıda was included in the list of "Companies with the Highest Female Employee Percentage in 2023".	2023	TAB Gıda
Received the Stars of HR award at the Secret CV HR Summit 2023, organized for the 5th time by Secret CV with the theme of Humanization of HR.	2023	Fasdat Gıda Dağıtım
Received the HR Expert of the Year award at the Secret CV HR Summit 2023, organized for the 5th time by Secret CV with the theme of Humanization of HR.	2023	Ekur Et
Received the Stars of HR award at the Secret CV HR Summit 2023, organized for the 5th time by Secret CV with the theme of Humanization of HR.	2023	Ala Express

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TAB**Environmental Performance Indicator****TAB Gıda**

Metrics	2021	2022	2023
Number of restaurants in Türkiye*	860	851	885

* Represents the total number of restaurants owned by TAB Gıda in Türkiye, according to the data valid as of June 30, 2023. Franchise restaurants are not included in the total number of restaurants.

Non-Renewable Energy Consumption	2021	2022	2023
Electricity (kWh)	126,869,455	133,335,318	125,193,538
Renewable energy purchase - I-REC (kWh)*	0.00	0.00	-44,923,000
Natural Gas (m³)	7,671,405	8,793,688	7,870,742
Natural Gas (kWh)	80,933,325	92,773,406	83,036,329
Diesel (generator+rental vehicles) - liter	289,520	281,600	368,322
Diesel (generator+rental vehicles) - kWh	2,895,200	2,816,000	3,683,220
Total non-renewable energy consumption (kWh)	210,697,980	228,924,724	166,990,087

* In order to subtract the I-REC amount representing the purchase of renewable energy from the non-renewable energy consumption from electricity, the data was added to the total by putting a minus (-) in front of it.

Renewable Energy Consumption	2021	2022	2023
Renewable energy purchase - I-REC (kWh)	0	0	44,923,000

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Total Energy Consumption	2021	2022	2023
Total energy consumption (non-renewable + renewable) - kWh	210,697,980	228,924,724	211,913,087
Renewable energy consumption rate (%)	0	0	21.2

Energy Consumption (MWh)	2021	2022	2023
Direct energy consumption (MWh) (Non-renewable fuel sources may include fuels used for combustion in boilers, furnaces, heaters, turbines, incinerators, generators and vehicles, owned or controlled by the organization. Non-renewable fuel sources include fuels purchased by the organization. They also include fuels obtained from the organization's activities (for example, coal mining or gas from oil and gas extraction).	83,829	95,589	86,720
Indirect energy consumption (MWh) (Consumption of purchased electricity, heating, cooling and steam)	126,869	133,335	125,194
Total energy consumption (MWh)	210,698	228,925	211,913

Energy Saving	2021	2022	2023
Energy savings as a result of improvements (kWh)	0.00	0.00	8,000,000.00

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Emissions*	2022	2023
Scope 1 emissions (ton CO ₂ e)	35,105	36,742
Scope 2 emissions (ton CO ₂ e)	53,362	37,246
Total Scope 3 emissions (ton CO ₂ e)**	581,268	643,225
Category 1 - Emissions from purchased goods and services (ton CO ₂ e)	524,625	561,862
Category 2 - Emissions from the purchase of capital goods (ton CO ₂ e)	3,742	12,398
Category 3 - Fuel and energy-related activities not included in Scope 1 or Scope 2 (ton CO ₂ e)	18,516	17,974
Category 4 - Emissions from transportation or distribution of products (that are received by the organization) (ton CO ₂ e) ***	-	-
Category 5 - Emissions from waste generated in operations (ton CO ₂ e)	963	968
Category 6 - Emissions from business travel (ton CO ₂ e)****	-	-
Category 7 - Emissions from employee commuting (ton CO ₂ e)	1,721.00	3,366.00
Category 8 - Emissions from upstream leased assets (ton CO ₂ e)	0.00	0.00
Category 9 - Emissions from transportation or distribution of products (that are outgoing from the organization) (ton CO ₂ e) *****	-	-
Category 10 - Processing of sold products (ton CO ₂ e)	0.00	0.00
Category 11 - Use of sold products (ton CO ₂ e)	0.00	0.00
Category 12 - Emissions from end-of-life treatment of sold products (treatment, disposal, recovery, etc.) (ton CO ₂ e)	17,741	25,021

The 2023 emission data calculated according to the Greenhouse Gas Protocol were verified by SGS Supervise Gözetme Etüd Kontrol Servisleri A.Ş. The verification of the 2023 emissions was confirmed with the sign "✓".

* Emission categories that are not calculated in Scope 3 emissions are reported with a "-" sign, and for categories that are not emission sources, the emission amount is reported as 0.00 metric tons of CO₂e.

** Services of product delivery to TAB Gıda restaurants are provided by Fasdat Gıda. Scope 3 Category 4 emissions originating from the delivery of food products and packaging materials were not included in the TAB Gıda carbon footprint report; the relevant greenhouse gas emissions were calculated in Fasdat Gıda's emissions report and this data was shared in the environmental metrics section of the report.

*** Scope 3 Category 6 emissions were not included in the greenhouse gas emission calculation as they are considered to be a low-significance emission source within the total scope 3 emissions.

**** Transportation and distribution of the products sold are carried out by the Ata Express group company. For this reason, Scope 3 Category 9 greenhouse gas emissions were calculated within the scope of the Ata Express emissions report and were included in Ata Express's environmental metrics list.



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Emissions	2022	2023
Category 13 - Downstream leased assets (ton CO ₂ e)	0.00	0.00
Category 14 - Franchises (ton CO ₂ e)*****	13,960.00	21,636.00
Category 15 - Investments (ton CO ₂ e)	0.00	0.00
Total CO ₂ Emission (Scope 1 and 2) (ton CO ₂ e)	88,467	73,988

***** Greenhouse gas emissions from natural gas, electricity and water consumption of In-Line franchise restaurants were included in the Category 14 Franchises emission calculation.

Water Consumption Data	2021	2022	2023
Mains water consumption (m ³)	445,836	538,867	526,016
Total water consumption (m ³)	445,836	538,867	526,016

Materials Usage	2021	2022	2023
Packaging materials*			
Paper (ton)	-	18,199	18,001
Cardboard (ton)	-	2,714	3,115
Plastic (ton)	-	3,679	3,748
Paper and plastic mixture (ton)	-	12.66	4.82
Aluminum foil and paper mixture (ton)	-	29.30	177.53
Total (ton)	-	24,635	25,046

* Includes data of the packaging and service materials offered to customers. The relevant data does not include primary and secondary packaging materials used by suppliers in the transportation, storage and packaging of purchased food products.



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Recycled Waste	2021	2022	2023
Paper (ton)	-	-	3.10
Plastic (ton)	-	-	0.62
Waste vegetable oil (ton)	1,732	1,969	1,653
Total recycled waste (ton)	1,732	1,969	1,657

Penalties and Sanctions within the Scope of Environmental Legislation	2021	2022	2023
Number of environmental penalties and sanctions (#)	0	0	0
Amount of environmental penalties and sanctions (TL)	0.00	0.00	0.00

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Metrics	2021	2022	2023
Production quantity (ton)	52,131	42,635	59,688
Number of production facilities (quantity)	1	1	1

Non-Renewable Energy Consumption	2021	2022	2023
Electricity (kWh)	22,812,843	19,368,073	24,049,340
Renewable energy purchase - I-REC (kWh)*	0.00	0.00	-24,049,340
Electricity per product (kWh/ton)	437.61	454.28	0.00
Natural Gas (m3)	5,851,865	4,288,612	6,056,285
Natural Gas (kWh)	62,814,795	45,833,990	64,504,914
Natural gas per product (kWh/ton)	1,205	1,075	1,081
Diesel (forklift + tractor + generator) - Liter	138,680	128,123	132,494
Diesel (forklift + tractor + generator) - kWh	1,386,800	1,281,230	1,324,940
Diesel (company vehicles) - Liter	62,888	54,842	38,287
Diesel (company vehicles) - kWh	628,884	548,425	382,874

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Non-Renewable Energy Consumption	2021	2022	2023
Gasoline (company vehicles) - Liter	0.00	8,814	28,710
Gasoline (company vehicles) - kWh	0.00	78,441	255,522
Total non-renewable energy consumption (kWh)	87,643,322	67,110,159	66,468,250
Total non-renewable energy consumption per product (kWh/ton)	1,681	1,574	1,114

* In order to subtract the I-REC amount representing the purchase of renewable energy from the non-renewable energy consumption from electricity, the data was added to the total by putting a minus (-) in front of it.

Renewable Energy Consumption	2021	2022	2023
Renewable energy installed capacity (kWh)	1,700	1,700	1,700
Amount of renewable energy obtained from the biogas plant (kWh)	624,039	452,273	642,131
Renewable energy purchase - I-REC (kWh)	0.00	0.00	24,049,340
Total renewable energy consumption (kWh)	624,039	452,273	24,691,471
Renewable energy consumption per product (kWh/ton)	12.0	10.6	414
Biofuel consumption (ton)	42.13	30.88	43.61

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Total Energy Consumption	2021	2022	2023
Total energy consumption (non-renewable + renewable) - kWh	88,267,361	67,562,432	91,159,721
Total energy consumption per product (non-renewable + renewable) (kWh/ton)	1,693	1,585	1,527
Renewable energy consumption rate (%)	0.71	0.67	27.09

Energy Consumption (MWh)	2021	2022	2023
Direct energy consumption (MWh) (Non-renewable fuel sources may include fuels used for combustion in boilers, furnaces, heaters, turbines, incinerators, generators and vehicles, owned or controlled by the organization. Non-renewable fuel sources include fuels purchased by the organization. They also include fuels obtained from the organization's activities (for example, coal mining or gas from oil and gas extraction).	65,455	48,194	67,110
Indirect energy consumption (MWh) (Consumption of purchased electricity, heating, cooling and steam)	22,813	19,368	24,049
Total energy consumption (MWh)	88,267	67,562	91,160
Energy density (production per MWh/ton)	1.68	1.57	1.52

Energy Saving	2021	2022	2023
Energy savings as a result of improvements (kWh)	0.00	0.00	341,950

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Emissions*	2022	2023
Scope 1 Emissions (ton CO ₂ e)	10,454	12,857
Scope 2 Emissions (ton CO ₂ e)	9,374	0.00
Scope 3 Emissions Total (ton CO ₂ e)**	32,015	44,986
Category 1 - Emissions from purchased goods and services (ton CO ₂ e)	20,420	30,896
Category 2 - Emissions from the purchase of capital goods (ton CO ₂ e)	67.00	129.00
Category 3 - Fuel and energy-related activities not included in Scope 1 or Scope 2 (ton CO ₂ e)	107.40	133.41
Category 4 - Emissions from transportation or distribution of products (that are received by the organization) (ton CO ₂ e)	2,605	3,716
Category 5 - Emissions from waste generated in operations (ton CO ₂ e)	146.00	146.12
Category 6 - Emissions from business travel (ton CO ₂ e)***	-	-
Category 7 - Emissions from employee commuting (ton CO ₂ e)	78.22	84.72
Category 8 - Emissions from upstream leased assets (ton CO ₂ e)	0.00	0.00
Category 9 - Emissions from transportation or distribution of products (that are outgoing from the organization) (ton CO ₂ e)	1,649	1,887
Category 10 - Processing of sold products (ton CO ₂ e)	0.00	0.00
Category 11 - Use of sold products (ton CO ₂ e)	-	-
Category 12 - Emissions from end-of-life treatment of sold products (treatment, disposal, recovery, etc.) (ton CO ₂ e)	6,943	7,994
Category 13 - Downstream leased assets (ton CO ₂ e)	0.00	0.00

* The 2023 emission data calculated according to the Greenhouse Gas Protocol were verified by SGS Supervise Gözetme Etüd Kontrol Servisleri A.Ş. The verification of the 2023 emissions was confirmed with the sign "".

* Emission categories that are not calculated in Scope 3 emissions are reported with a "-" sign, and for categories that are not emission sources, the emission amount is reported as 0.00 metric tons of CO₂e.

** Scope 3 Category 6 emissions were not included in the greenhouse gas emission calculation as they are considered to be a low-significance emission source within the total scope 3 emissions.



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Emissions	2022	2023
Category 14 - Franchises (ton CO ₂ e)	0.00	0.00
Category 15 - Investments (ton CO ₂ e)	0.00	0.00
Total CO ₂ Emission (Scope 1 and 2) (ton CO ₂ e)	19,828	12,857
Greenhouse gas emission intensity (ton CO ₂ e /production ton)	0.47	0.22

Water Management Data	2021	2022	2023
Groundwater consumption (m ³)	734,600	612,073	825,303
Total water consumption (m ³)	734,600	612,073	825,303
Water density (m ³ /ton)	14.09	14.36	13.83

Water Saving	2021	2022	2023
Amount of water saved by reuse (m ³)*	491,180	344,719	484,035
Amount of water saved per product (m ³ /ton)	9.42	8.09	8.11

* The equipment that performs the stone removal and washing operations, which are the first steps of the potato production process, consumes 90 m³/hour of water. The process water that is freed from sludge through the sludge pools is circulated and used, and 250 m³ of fresh water is supplied once every 18 days in average.

Wastewater Data	2021	2022	2023
Amount of discharged wastewater (m ³)	660,661	499,555	698,800
Amount of wastewater discharged per product (m ³ /ton)	12.67	11.72	11.71

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Materials Usage Data	2021	2022	2023
Raw material (ton)	103,278	78,283	109,250
Raw material per product (ton/ton)	1.98	1.84	1.83
Packaging materials (ton)*	2,188	2,045	2,449
Auxiliary materials (ton)**	5,829	4,339	7,009
Total materials usage (ton)	111,295	84,667	118,708
Total materials usage per product (ton/ton)	2.13	1.99	1.99

*Packaging materials include boxes, foil, stretch film, plates, packing tape, and tote bags.

** Auxiliary materials include frying oil, coating, sapp, dextrose, salt and defoamers.

Disposed Waste	2021	2022	2023
Industrial waste (non-hazardous waste) (ton)*	1,913	1,088	2,186
Industrial waste (hazardous waste) (ton)**	5.82	7.84	6.00
Total amount of waste disposed (ton)	1,919	1,096	2,192
Total amount of waste disposed per product (ton/ton)	0.037	0.026	0.037

*Industrial non-hazardous waste includes sludge that does not go through the wastewater treatment system and accumulates in the raw potato washing pool. This sludge is collected every 18 days and dumped into the waste area determined by the municipality.

** Industrial hazardous waste includes mineral oils, electronic waste, contaminated packaging, and sources of fluorescent.

Recycled Waste	2021	2022	2023
Paper (ton)	207.5	280.5	125.1
Plastic (ton)	65.8	70.3	52.8
Metal (ton)	24.6	18.5	12.1

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Recycled Waste	2021	2022	2023
Wood (ton)	31	41	110
Electronic waste (ton)	0.2	2.8	4.5
Waste vegetable oil (ton)	26.02	56.98	85.82
Other waste (factory potato waste) (ton)*	33,615	18,983	26,783
Other waste (sewage sludge sent to biogas plant) (ton)**	5,042	7,266	4,690
Total amount of recycled waste (ton)	39,012	26,718	31,863
Total amount of waste recycled per product (ton/ton)	0.75	0.63	0.53

*Factory potato waste includes tubers with or without peel, semi-processed French fry potatoes, potato peels, and filter waste emerging after the frying process. These waste items are sent to biogas facilities to be used in electricity and fertilizer production.

** Refers to the waste sludge formed in the wastewater treatment process. This waste sludge is sent to biogas facilities and used for energy recovery.

Total Waste Data	2021	2022	2023
Total amount of waste (disposed of and recycled) (ton)	40,931	27,814	34,055
Total amount of waste per product (ton/ton)	0.79	0.65	0.57
Ratio of recycled waste to total waste (%)	95.3	96.1	93.5
Ratio of disposed waste to total waste (%)	4.7	3.9	6.4

Penalties and Sanctions within the Scope of Environmental Legislation	2021	2022	2023
Number of environmental penalties and sanctions (#)	0	0	0
Amount of environmental penalties and sanctions (TL)	0.00	0.00	0.00

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Metrics	2021	2022	2023
Production quantity (ton)	12,598	10,700	12,957
Number of production facilities (quantity)	1	1	1

Non-Renewable Energy Consumption	2021	2022	2023
Electricity (kWh)	2,770,563	3,688,303	5,184,466
Electricity per product (kWh/ton)	219.92	344.70	400.14
Natural Gas (m3)	2,929,002	2,598,465	2,336,501
Natural Gas (kWh)	31,431,737	28,177,848	24,860,366
Natural gas per product (kWh/ton)	2,495	2,633	1,919
Diesel (construction equipment) - Liter	40,278	35,294	62,420
Diesel (construction equipment) - kWh	402,780	352,940	624,200
Diesel (company vehicles) - Liter	130,125	95,735	54,852
Diesel (company vehicles) - kWh	1,301,247	957,352	548,523

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Non-Renewable Energy Consumption	2021	2022	2023
Gasoline (company vehicles) - Liter	3,732	8,219	26,889
Gasoline (company vehicles) - kWh	33,218	73,149	239,315
Total non-renewable energy consumption (kWh)	35,939,545	33,249,593	31,456,870
Total non-renewable energy consumption per product (kWh/ton)	2,853	3,108	2,428

Energy Consumption (MWh)	2021	2022	2023
Direct energy consumption (MWh) (Non-renewable fuel sources may include fuels used for combustion in boilers, furnaces, heaters, turbines, incinerators, generators and vehicles, owned or controlled by the organization. Non-renewable fuel sources include fuels purchased by the organization. They also include fuels obtained from the organization's activities (for example, coal mining or gas from oil and gas extraction).	33,169	29,561	26,272
Indirect energy consumption (MWh) (Consumption of purchased electricity, heating, cooling and steam)	2,771	3,688	5,184
Total energy consumption (MWh)	35,940	33,250	31,457
Energy density (production per MWh/ton)	2.85	3.11	2.43

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Energy Saving	2021	2022	2023
Energy savings as a result of improvements (kWh)	0.00	0.00	1,227,350.54

Emissions	2022	2023
Scope 1 emissions (ton CO ₂ e)	15,792	9,573
Scope 2 emissions (ton CO ₂ e)	2,220	2,918
Total Scope 3 emissions (ton CO ₂ e)*	153,773	158,560
Category 1 - Emissions from purchased goods and services (ton CO ₂ e)	150,150	155,141
Category 2 - Emissions from the purchase of capital goods (ton CO ₂ e)	410	211
Category 3 - Fuel and energy-related activities not included in Scope 1 or Scope 2 (ton CO ₂ e)	1,513	1,600
Category 4 - Emissions from transportation or distribution of products (that are received by the organization) (ton CO ₂ e)	1,451	1,371
Category 5 - Emissions from waste generated in operations (ton CO ₂ e)	53	57
Category 6 - Emissions from business travel (ton CO ₂ e)**	-	-
Category 7 - Emissions from employee commuting (ton CO ₂ e)	196	180
Category 8 - Emissions from upstream leased assets (ton CO ₂ e)	0.00	0.00
Category 9 - Emissions from transportation or distribution of products (that are outgoing from the organization) (ton CO ₂ e)***	-	-
Category 10 - Processing of sold products (ton CO ₂ e)	0.00	0.00

*Emission categories that are not calculated in Scope 3 emissions are reported with a "-" sign, and for categories that are not emission sources, the emission amount is reported as 0.00 metric tons of CO₂e.

** Scope 3 Category 6 emissions were not included in the greenhouse gas emission calculation as they are considered to be a low-significance emission source within the total scope 3 emissions.

*** Transportation and distribution of the products sold are carried out by the Fasdat Gıda group company. For this reason, Scope 3 Category 9 greenhouse gas emissions were calculated within the scope of the Fasdat Gıda emissions report and were included in Fasdat Gıda's environmental metrics list.

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Emissions	2022	2023
Category 11 - Use of sold products (ton CO ₂ e)	-	-
Category 12 - Emissions from end-of-life treatment of sold products (treatment, disposal, recovery, etc.) (ton CO ₂ e)****	-	-
Category 13 - Downstream leased assets (ton CO ₂ e)	0.00	0.00
Category 14 - Franchises (ton CO ₂ e)	0.00	0.00
Category 15 - Investments (ton CO ₂ e)	0.00	0.00
Total CO ₂ Emission (Scope 1 and 2) (tonCO ₂ e)	18,012	12,491
Greenhouse Gas Emission Intensity (ton CO ₂ e /production ton)	1.68	0.96

**** Scope 3 Category 12 emissions were calculated within the Category 12 emissions of the TAB Gida group company.

Water Management Data	2021	2022	2023
Groundwater consumption (m ³)	207,968	209,856	211,276
Total water consumption (m ³)	207,968	209,856	211,276
Water density (m ³ /ton)	16.51	19.61	16.31

Wastewater Data	2021	2022	2023
Amount of discharged wastewater (m ³)	161,206	160,116	162,554



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Ekur Et Entegre

Materials Usage Data	2021	2022	2023
Raw material (ton)*	9,937	9,727	11,192
Raw material per product (ton/ton)	0.79	0.91	0.86
Packaging materials (ton)	858.38	610.48	732.89
Packaging materials per product (ton/ton)	0.068	0.057	0.057
Auxiliary materials (ton)**	612.24	395.28	411.31
Auxiliary materials usage per product (ton/ton)	0.049	0.037	0.032
Total materials usage (ton)	11,407.80	10,732.34	12,336.23
Total materials usage per product (ton/ton)	0.91	1.00	0.95

*Raw materials include red meat and oil consumption.

** Auxiliary materials include spices and other additives.

Disposed Waste	2021	2022	2023
Domestic waste (ton)	227.12	133.16	121.25
Industrial waste (non-hazardous waste) (ton)*	2.03	4.94	2.84
Industrial waste (hazardous waste) (ton)	6.45	2.38	3.29
Medical waste (ton)	0.25	1.16	1.33
Total amount of waste disposed (ton)	235.85	141.64	128.71

* Includes plastic waste that cannot be recycled.

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Recycled Waste	2021	2022	2023
Paper (ton)	87.43	30.75	24.59
Metal (ton)	5.74	9.16	1.26
Wood (ton)	9.75	-	8.78
Waste vegetable oil (ton)	0.05	0.13	-
Organic waste (sent to biogas plant) (ton)	333.96	875.61	1,066.46
Total amount of recycled waste (ton)	436.93	915.65	1,101.09

Total Waste Data	2021	2022	2023
Total amount of waste (disposed of and recycled) (ton)	672.78	1,057.29	1,229.80
Total amount of waste per product (ton/ton)	0.053	0.099	0.095
Ratio of recycled waste to total waste (%)	64.94	86.60	89.53
Ratio of disposed waste to total waste (%)	35.06	13.40	10.47

Penalties and Sanctions within the Scope of Environmental Legislation	2021	2022	2023
Number of environmental penalties and sanctions (#)	0	0	0
Amount of environmental penalties and sanctions (TL)	0	0	0



Environmental Performance Indicator

Ekmek Unlu Gıda

Metrics	2021	2022	2023
Production quantity (ton)	20,961	19,112	19,957
Number of production facilities (quantity)	2	2	2

Non-Renewable Energy Consumption	2021	2022	2023
Electricity (kWh)	9,092,012	8,714,692	9,617,841
Electricity per product (kWh/ton)	433.76	455.97	481.93
Natural Gas (m³)	1,116,734	1,136,614	1,058,586
Natural Gas (kWh)	12,131,332	12,406,552	11,620,363
Natural gas per product (kWh/ton)	578.76	649.14	582.27
Diesel (forklift + generator) - Liter	17,556	18,204	21,405
Diesel (forklift + generator) - kWh	175,560	182,040	214,050
Diesel (rental vehicle) - Liter	11,187	7,412	156
Diesel (rental vehicle) - kWh	111,825	74,118	1,562

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Environmental Performance Indicator

Ekmek Unlu Gıda

Non-Renewable Energy Consumption	2021	2022	2023
Gasoline (rental vehicle) - Liter	2,723	11,197	20,881
Gasoline (rental vehicle) - kWh	24,236	99,651	185,843
Total non-renewable energy consumption (kWh)	21,535,014	21,477,053	21,639,660
Total non-renewable energy consumption per product (kWh/ton)	1,027	1,124	1,084

Energy Consumption (MWh)	2021	2022	2023
Direct energy consumption (MWh) (Non-renewable fuel sources may include fuels used for combustion in boilers, furnaces, heaters, turbines, incinerators, generators and vehicles, owned or controlled by the organization. Non-renewable fuel sources include fuels purchased by the organization. They also include fuels obtained from the organization's activities (for example, coal mining or gas from oil and gas extraction).	12,443	12,762	12,022
Indirect energy consumption (MWh) (Consumption of purchased electricity, heating, cooling and steam)	9,092	8,715	9,618
Total energy consumption (MWh)	21,535	21,477	21,640
Energy density (production per MWh/ton)	1.027	1.124	1.084

Environmental Performance Indicator

Ekmek Unlu Gıda

Emissions	2022	2023
Scope 1 emissions (ton CO ₂ e)	3,851	7,172
Scope 2 emissions (ton CO ₂ e)	3,488	4,492
Total Scope 3 emissions (ton CO ₂ e)*	17,673	18,157
Category 1 - Emissions from purchased goods and services (ton CO ₂ e)	15,240	15,615
Category 2 - Emissions from the purchase of capital goods (ton CO ₂ e)	98.01	0.00
Category 3 - Fuel and energy-related activities not included in Scope 1 or Scope 2 (ton CO ₂ e)	1,462	1,542
Category 4 - Emissions from transportation or distribution of products (that are received by the organization) (ton CO ₂ e)	505.14	510.50
Category 5 - Emissions from disposal of solid and liquid waste (ton CO ₂ e)	18.85	41.63
Category 6 - Emissions from business travel (ton CO ₂ e)**	-	-
Category 7 - Emissions from employee commuting (ton CO ₂ e)	348.00	448.25
Category 8 - Emissions from upstream leased assets (ton CO ₂ e)	0.00	0.00
Category 9 - Emissions from transportation or distribution of products (that are outgoing from the organization) (ton CO ₂ e)***	-	-
Category 10 - Processing of sold products (ton CO ₂ e)	0.00	0.00
Category 11 - Use of sold products (ton CO ₂ e)	-	-
Category 12 - Emissions from end-of-life treatment of sold products (treatment, disposal, recovery, etc.) (ton CO ₂ e)****	-	-
Category 13 - Downstream leased assets (ton CO ₂ e)	0.00	0.00

*Emission categories that are not calculated in Scope 3 emissions are reported with a "-" sign, and for categories that are not emission sources, the emission amount is reported as 0.00 metric tons of CO₂e.

** Scope 3 Category 6 emissions were not included in the greenhouse gas emission calculation as they are considered to be a low-significance emission source within the total scope 3 emissions.

*** Transportation and distribution of the products sold are carried out by the Fasdat Gıda group company. For this reason, Scope 3 Category 9 greenhouse gas emissions were calculated within the scope of the Fasdat Gıda emissions report and were included in Fasdat Gıda's environmental metrics list.

**** Scope 3 Category 12 emissions were calculated within the Category 12 emissions of the TAB Gıda group company.

Ekmek

Environmental Performance Indicator

Ekmek Unlu Gıda

Emissions	2022	2023
Category 14 - Franchises (ton CO ₂ e)	0.00	0.00
Category 15 - Investments (ton CO ₂ e)	0.00	0.00
Total CO ₂ Emission (Scope 1 and 2) (ton CO ₂ e)	7,339	11,664
Greenhouse gas emission intensity (ton CO ₂ e /production ton)	0.384	0.584

Water Consumption Data	2021	2022	2023
Municipal water consumption (m ³)	37,928	35,044	42,917
Total water consumption (m ³)	37,928	35,044	42,917
Water density (m ³ /ton)	1.81	1.83	2.15

Materials Usage Data	2021	2022	2023
Raw material (ton)	24,873	22,380	23,981
Raw material per product (ton/ton)	1.19	1.17	1.20
Packaging materials (ton)	441	792	863
Packaging materials per product (ton/ton)	0.02	0.04	0.04
Total materials usage (ton)	25,314	23,172	24,843
Total materials usage per product (ton/ton)	1.21	1.21	1.24

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EkmeK Unlu Gıda

Disposed Waste	2021	2022	2023
Domestic waste (ton)	15	17	20
Industrial waste (hazardous waste) (ton)	7.00	7.40	8.58
Total amount of waste disposed (ton)	22.00	24.40	28.58

Recycled Waste	2021	2022	2023
Paper (ton)	25	45	70
Plastic (ton)	9	17	35
Metal (ton)	1.00	1.50	1.80
Total amount of recycled waste (ton)	35.00	63.50	106.80

Total Waste Data	2021	2022	2023
Total amount of waste (disposed of and recycled) (ton)	57.00	87.90	135.38
Ratio of recycled waste to total waste (%)	61.41	72.25	78.89
Ratio of disposed waste to total waste (%)	38.59	27.75	21.11

Penalties and Sanctions within the Scope of Environmental Legislation	2021	2022	2023
Number of environmental penalties and sanctions (#)	0	0	0
Amount of environmental penalties and sanctions (TL)	0.00	0.00	0.00



Environmental Performance Indicator

Fasdat Gıda Dağıtım

Non-Renewable Energy Consumption	2021	2022	2023
Electricity (kWh)	10,463,124	10,935,094	12,021,818
Natural Gas (m3)	28,523	31,154	30,756
Natural Gas (kWh)	300,918	328,675	324,476
Diesel (forklift + generator) - Liter	18,973	15,583	33,030
Diesel (forklift + generator) - kWh	189,730	155,830	330,300
Diesel (personal vehicles + transport vehicles) - Liter	2,133,242	2,325,434	2,376,385
Diesel (personal vehicles + transport vehicles) - kWh	21,332,420	23,254,340	23,763,850
Gasoline (personal vehicles) - Liter	0.00	13,197	17,344
Gasoline (personal vehicles) - kWh	0.00	117,453.30	154,361.60
Total non-renewable energy consumption (kWh)	32,286,192	34,791,392	36,594,805

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Environmental Performance Indicator

Fasdat Gıda Dağıtım

Energy Consumption (MWh)	2021	2022	2023
Direct energy consumption (MWh) (Non-renewable fuel sources may include fuels used for combustion in boilers, furnaces, heaters, turbines, incinerators, generators and vehicles, owned or controlled by the organization. Non-renewable fuel sources include fuels purchased by the organization. They also include fuels obtained from the organization's activities (for example, coal mining or gas from oil and gas extraction).	21,823	23,856	24,573
Indirect energy consumption (MWh) (Consumption of purchased electricity, heating, cooling and steam)	10,463	10,935	12,022
Total energy consumption (MWh)	32,286	34,791	36,595

Emissions	2022	2023
Scope 1 emissions (ton CO ₂ e)	19,963	18,157
Scope 2 emissions (ton CO ₂ e)	4,376	5,578
Total Scope 3 emissions (ton CO ₂ e)*	37,156	30,320
Category 1 - Emissions from purchased goods and services (ton CO ₂ e)	33,758	25,263
Category 2 - Emissions from the purchase of capital goods (ton CO ₂ e)	175	1,139
Category 3 - Fuel and energy-related activities not included in Scope 1 or Scope 2 (ton CO ₂ e)	2,807	2,975
Category 4 - Emissions from transportation or distribution of products (that are received by the organization) (ton CO ₂ e)**	-	-
Category 5 - Emissions from waste generated in operations (ton CO ₂ e)	160	276

*Emission categories that are not calculated in Scope 3 emissions are reported with a "-" sign, and for categories that are not emission sources, the emission amount is reported as 0.00 metric tons of CO₂e.

** Since product transportation and distribution are Fasdat Gıda's main field of activity, emissions originating from the relevant business processes were calculated in the Scope 1 emissions section, while Scope 3 Category 4 and Scope 3 Category 9 emission sources were evaluated as low-significance emission sources. Emissions from subcontracted transportation and distribution business processes, on the other hand, were reported in the Scope 3 Category 1 Emissions from Purchased Goods and Services section.



Environmental Performance Indicator

Fasdat Gıda Dağıtım

Emissions	2022	2023
Category 6 - Emissions from business travel (ton CO ₂ e)***	-	-
Category 7 - Emissions from employee commuting (ton CO ₂ e)	255	668
Category 8 - Emissions from upstream leased assets (ton CO ₂ e)	0.00	0.00
Category 9 - Emissions from transportation or distribution of products (that are outgoing from the organization) (ton CO ₂ e)**	-	-
Category 10 - Processing of sold products (ton CO ₂ e)	0.00	0.00
Category 11 - Use of sold products (ton CO ₂ e)	0.00	0.00
Category 12 - Emissions from end-of-life treatment of sold products (treatment, disposal, recovery, etc.) (ton CO ₂ e)	0.00	0.00
Category 13 - Downstream leased assets (ton CO ₂ e)	0.00	0.00
Category 14 - Franchises (ton CO ₂ e)	0.00	0.00
Category 15 - Investments (ton CO ₂ e)	0.00	0.00
Total CO ₂ emission (Scope 1 and 2) (tonCO ₂ e)	24,339	23,735

*** Scope 3 Category 6 emissions were not included in the greenhouse gas emission calculation as they are considered to be a low-significance emission source within the total scope 3 emissions.



Environmental Performance Indicator

Fasdat Gıda Dağıtım

Water Consumption Data	2021	2022	2023
Municipal water consumption (m³)	7,200	7,665	9,146
Total groundwater consumption (m³)	1,100	900	1,150
Total water consumption (m³)	8,300	8,565	10,296

Penalties and Sanctions within the Scope of Environmental Legislation	2021	2022	2023
Number of environmental penalties and sanctions (#)	0	0	0
Amount of environmental penalties and sanctions (TL)	0.00	0.00	0.00

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Environmental Performance Indicator

Fasdat Sebze

Metrics	2021	2022	2023
Production quantity (ton)	3,581	4,436	4,912
Number of production facilities (quantity)	1	1	1

Non-Renewable Energy Consumption	2021	2022	2023
Electricity (kWh)	2,359,950	2,713,949	2,718,114
Electricity per product (kWh/ton)	659.02	611.80	553.36
Natural Gas (m3)	3,950	4,741.00	7,204.00
Natural Gas (kWh)	41,989	50,397	76,579
Natural gas per product (kWh/ton)	11.73	11.36	15.59
Diesel (forklift + tractor + generator + company vehicles) - Liter	4,636.00	4,421.00	5,074
Diesel (tractor + generator + company vehicles) - kWh	46,360	44,210	50,740
Total non-renewable energy consumption (kWh)	2,448,299	2,808,556	2,845,433
Total non-renewable energy consumption per product (kWh/ton)	683.7	633.1	579.3

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Fasdat Sebze

Energy Consumption (MWh)	2021	2022	2023
Direct energy consumption (MWh) (Non-renewable fuel sources may include fuels used for combustion in boilers, furnaces, heaters, turbines, incinerators, generators and vehicles, owned or controlled by the organization. Non-renewable fuel sources include fuels purchased by the organization. They also include fuels obtained from the organization's activities (for example, coal mining or gas from oil and gas extraction).	88	95	127
Indirect energy consumption (MWh) (Consumption of purchased electricity, heating, cooling and steam)	2,360	2,714	2,718
Total energy consumption (MWh)	2,448	2,809	2,845
Energy density (production per MWh/ton)	0.68	0.63	0.58

Emissions	2022	2023
Scope 1 emissions (ton CO ₂ e)	818.52	432.12
Scope 2 emissions (ton CO ₂ e)	1,086.15	1,261.21
Total Scope 3 emissions (ton CO ₂ e)*	2,364.61	2,163.82
Category 1 - Emissions from purchased goods and services (ton CO ₂ e)	1,660.44	1,480.32
Category 2 - Emissions from the purchase of capital goods (ton CO ₂ e)	0.00	0.00
Category 3 - Fuel and energy-related activities not included in Scope 1 or Scope 2 (ton CO ₂ e)	331.02	332.54
Category 4 - Emissions from transportation or distribution of products (that are received by the organization) (ton CO ₂ e)	323.85	301.51
Category 5 - Emissions from waste generated in operations (ton CO ₂ e)	-	12.64

* Emission categories that are not calculated in Scope 3 emissions are reported with a "-" sign, and for categories that are not emission sources, the emission amount is reported as 0.00 metric tons of CO₂e.



Environmental Performance Indicator

Fasdat Sebze

Emissions	2022	2023
Category 6 - Emissions from business travel (ton CO ₂ e)**	-	-
Category 7 - Emissions from employee commuting (ton CO ₂ e)	49.30	36.81
Category 8 - Emissions from upstream leased assets (ton CO ₂ e)	0.00	0.00
Category 9 - Emissions from transportation or distribution of products (that are outgoing from the organization) (ton CO ₂ e)***	-	-
Category 10 - Processing of sold products (ton CO ₂ e)	0.00	0.00
Category 11 - Use of sold products (ton CO ₂ e)	0.00	0.00
Category 12 - Emissions from end-of-life treatment of sold products (treatment, disposal, recovery, etc.) (ton CO ₂ e)****	-	-
Category 13 - Downstream leased assets (ton CO ₂ e)	0.00	0.00
Category 14 - Franchises (ton CO ₂ e)	0.00	0.00
Category 15 - Investments (ton CO ₂ e)	0.00	0.00
Total CO ₂ emission (Scope 1 and 2) (tonCO ₂ e)	1,905	1,693
Greenhouse gas emission intensity (ton CO ₂ e /production ton)	0.43	0.34

** Scope 3 Category 6 emissions were not included in the greenhouse gas emission calculation as they are considered to be a low-significance emission source within the total scope 3 emissions.

*** Transportation and distribution of the products sold are carried out by the Fasdat Gıda group company. For this reason, Scope 3 Category 9 greenhouse gas emissions were calculated within the scope of the Fasdat Gıda emissions report and were included in Fasdat Gıda's environmental metrics list.

**** Scope 3 Category 12 emissions were calculated within the Category 12 emissions of the TAB Gıda group company.

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Environmental Performance Indicator

Fasdat Sebze

Water Consumption Data	2021	2022	2023
Total municipal water consumption (m³)	31,591	34,751	32,477
Total water consumption (m³)	31,591	34,751	32,477
Water density (m³/ton)	8.82	7.83	6.61

Materials usage data	2021	2022	2023
Raw material (ton)	6,135	7,317	8,331
Raw material per product (ton/ton)	1.71	1.65	1.70
Packaging materials (ton)	241	334	359
Packaging materials per product (ton/ton)	0.067	0.075	0.073
Total materials usage (ton)	6,376	7,651	8,690
Total materials usage per product (ton/ton)	1.78	1.72	1.77

Penalties and Sanctions within the Scope of Environmental Legislation	2021	2022	2023
Number of environmental penalties and sanctions (#)	0	0	0
Amount of environmental penalties and sanctions (TL)	0.00	0.00	0.00

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Environmental Performance Indicator

Ata Express

Non-Renewable Energy Consumption	2021	2022	2023
Electricity (kWh)	29,523	119,697	227,820
Diesel (company vehicles) - Liter	19,770	69,301	90,519
Diesel (company vehicles) - kWh	197,697	693,012	905,185
Gasoline (courier motorcycles – rental & self-owned) - Liter	183,860	176,512	185,492
Gasoline (courier motorcycles - rental & self-owned) - kWh	1,636,354	1,570,959	1,650,879
Total non-renewable energy consumption (kWh)	1,863,575	2,383,668	2,783,884

Energy Consumption (MWh)	2021	2022	2023
Direct energy consumption (MWh) (Non-renewable fuel sources may include fuels used for combustion in boilers, furnaces, heaters, turbines, incinerators, generators and vehicles, owned or controlled by the organization. Non-renewable fuel sources include fuels purchased by the organization. They also include fuels obtained from the organization's activities (for example, coal mining or gas from oil and gas extraction).	1,834	2,264	2,556
Indirect energy consumption (MWh) (Consumption of purchased electricity, heating, cooling and steam)	30	120	228
Total energy consumption (MWh)	1,864	2,384	2,784

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Environmental Performance Indicator

Ata Express

Emissions	2022	2023
Scope 1 emissions (ton CO ₂ e)	584.64	834.22
Scope 2 emissions (ton CO ₂ e)	47.90	105.71
Total Scope 3 emissions (ton CO ₂ e)*	15,662	24,214
Category 1 - Emissions from purchased goods and services (ton CO ₂ e)	15,451	23,765
Category 2 - Emissions from capital goods (movable-immovable) (ton CO ₂ e)	0	143.65
Category 3 - Fuel and energy-related activities not included in Scope 1 or Scope 2 (ton CO ₂ e)	169.63	248.2
Category 4 - Emissions from transportation or distribution of products (that are received by the organization) (ton CO ₂ e)***	0.64	2.11
Category 5 - Emissions from waste generated in operations (ton CO ₂ e)	41.43	53.3
Category 6 - Emissions from business travel (ton CO ₂ e)**	-	-
Category 7 - Emissions from employee commuting (ton CO ₂ e)	-	1.19
Category 8 - Emissions from upstream leased assets (ton CO ₂ e)	0	0
Category 9 - Emissions from transportation or distribution of products (that are outgoing from the organization) (ton CO ₂ e)***	0	0
Category 10 - Processing of sold products (ton CO ₂ e)	0	0
Category 11 - Use of sold products (ton CO ₂ e)	0	0
Category 12 - Emissions from end-of-life treatment of sold products (treatment, disposal, recovery, etc.) (ton CO ₂ e)	0	0

Emission categories that are not calculated in Scope 3 emissions are reported with a "-" sign, and for categories that are not emission sources, the emission amount is reported as 0.00 metric tons of CO₂e.

* Scope 3 Category 6 emissions were not included in the greenhouse gas emission calculation as they are considered to be a low-significance emission source within the total scope 3 emissions.

** According to the Ata Express tradesman courier business model, emissions from product transportation are considered as "purchased services" and therefore were included in the calculation in the Scope 3 Category 1 Purchased Goods and Services section.

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Environmental Performance Indicator
Ata Express

Emissions	2022	2023
Category 13 - Downstream leased assets (ton CO2e)	0	0
Category 14 - Franchises (ton CO2e)	0	0
Category 15 - Investments (ton CO2e)	0	0
Total CO2 Emission (Scope 1 and 2) (ton CO2e)	632.54	939.93

Penalties and Sanctions within the Scope of Environmental Legislation	2021	2022	2023
Number of environmental penalties and sanctions (#)	0	0	0
Amount of environmental penalties and sanctions (TL)	0.00	0.00	0.00

TAB**Social Performance Indicator****TAB Gıda - Human Resources**

General Employee Demographics	2021	2022	2023
Total number of employees	14,310	13,398	13,179
Female	5,039	5,388	5,635
Male	9,271	8,010	7,544
Number of white-collar employees	2,937	3,177	3,175
Number of blue-collar employees	11,373	10,221	10,004

Executive Positions	2021	2022	2023
Board of directors	4	4	6
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	6	6	6
Manager	39	46	43

Employees by Age Group	2021	2022	2023
Under 30 years old	10,335	10,207	10,318
Above 30 years old (including the age of 30)	3,975	3,191	2,861
The percentage of employees under the age of 30 within the company	72%	76%	78%

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Social Performance Indicator

TAB Gıda - Development and Welfare

Talent Development	2021	2022	2023
Number of employees subjected to performance evaluation and career development assessment	3,569	3,570	3,444

Employee Training	2021	2022	2023
Average training hours per employee	208.4	204.3	195.5
Restaurant employees	253.5	259.3	248.7
Office employees	33.6	27.5	27.8
Total hours of training given to employees (person*hour)	2,981,598	2,737,350	2,576,407
Restaurant employees	2,882,893	2,649,990	2,488,195
Office employees	98,705	87,360	88,212

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Social Performance Indicator

TAB Gıda - Diversity and Inclusion

Gender Diversity	2021	2022	2023
Percentage of female employees in the total workforce	35%	40%	43%
Total number of people in all management positions, including middle and senior management (including members of Board of Directors)	10	10	12
Board of directors	4	4	6
Female	2	2	1
Male	2	2	5
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	6	6	6
Female	0	0	0
Male	6	6	6
The proportion of women in all management positions, including middle and senior management (including members of Board of Directors)	20%	20%	8%
Number of managers	39	46	43
Female	16	14	10
Male	23	32	33
Percentage of female employees among managers	41%	30%	23%

TAB Gıda - Occupational Health and Safety

OHS Training	2021	2022	2023
Total hours of training given to employees on OHS topics (person*hour)	118,128	110,376	108,320
Restaurant employees	114,480	107,184	105,432
Office employees	3,648	3,192	2,888



Social Performance Indicator

Atakey Patates Gıda - Human Resources

General Employee Demographics	2021	2022	2023
Total number of employees	205	230	226
Female	20	21	25
Male	185	209	201
Number of white-collar employees	49	52	56
Number of blue-collar employees	156	178	170

Executive Positions	2021	2022	2023
Board of directors	3	3	6
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	3	3	4
Manager	2	3	6

Employees by Age Group	2021	2022	2023
Under 30 years old	38	55	59
Above 30 years old (including the age of 30)	167	175	167
The percentage of employees under the age of 30 within the company	19%	24%	26%

New Employees	2021	2022	2023
Total number of new employees	15	51	70
Number of students included in the internship program within a year	0	5	0

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Social Performance Indicator

Atakey Patates Gıda - Human Resources

Employee Turnover Rate	2021	2022	2023
Total number of employees whose employment has been terminated*	23	26	47
Female	3	1	4
Male	20	25	43
Number of employees who have voluntarily resigned*	11	14	33
Female	1	1	2
Male	10	13	31
Employee turnover rate*	11%	11%	21%
Voluntary turnover rate*	5%	6%	15%
Female employee turnover rate*	15%	4.8%	16%

* Employees subject to EYT (those who have not reached the full retirement age but have completed the required social insurance and premium periods) are not included.

Atakey Patates Gıda - Development and Welfare

Employee Training	2021	2022	2023
Average training hours per employee	20	22	28
Blue-Collar	20	23	27
White-Collar	18	18	29
Total hours of training given to employees (person*hour)	4,002	4,982	6,271
Blue-Collar	3,120	4,046	4,651
White-Collar	882	936	1619.5



Social Performance Indicator

Atakey Patates Gıda - Diversity and Inclusion

Gender Diversity	2021	2022	2023
Percentage of female employees in the total workforce	10%	9%	11%
Total number of people in all management positions, including middle and senior management (including members of Board of Directors)	6	6	11
Board of directors	3	3	6
Female	0	0	1
Male	3	3	5
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	3	3	4
Female	0	0	0
Male	3	3	4
The proportion of women in all management positions, including middle and senior management (including members of Board of Directors)	0%	0%	9%
Number of managers	2	3	6
Female	0	0	2
Male	2	3	4
Percentage of female employees among managers	0%	0%	33%

Atakey Patates Gıda - Occupational Health and Safety

OHS Training	2021	2022	2023
Total hours of training given to employees on OHS topics (person*hour)	2,460	2,760	2,712
Blue-Collar	1,872	2,136	2,040
White-Collar	588	624	672

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Social Performance Indicator

Ekur Et Entegre - Human Resources

General Employee Demographics	2021	2022	2023
Total number of employees	401	413	436
Female	86	85	96
Male	315	328	340
Number of white-collar employees	108	120	128
Number of blue-collar employees	293	293	308

Executive Positions	2021	2022	2023
Board of directors	3	3	3
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	1	1	1
Manager	9	8	7

Employees by Age Group	2021	2022	2023
Under 30 years old	120	102	143
Above 30 years old (including the age of 30)	281	311	293
The percentage of employees under the age of 30 within the company	30%	25%	33%

New Employees	2021	2022	2023
Total number of new employees	40	81	155
Number of students included in the internship program within a year	6	8	8



Social Performance Indicator

Ekur Et Entegre - Human Resources

Employee Turnover Rate	2021	2022	2023
Total number of employees whose employment has been terminated*	64	75	113
Female	16	16	21
Male	48	59	92
Number of employees who have voluntarily resigned*	52	52	83
Female	15	13	16
Male	37	39	67
Employee turnover rate*	16%	18%	26%
Voluntary turnover rate*	13%	13%	19%
Female employee turnover rate*	19%	19%	22%

* Employees subject to EYT (those who have not reached the full retirement age but have completed the required social insurance and premium periods) are not included.

Ekur Et Entegre - Development and Welfare

Talent Development	2021	2022	2023
Number of employees subjected to performance evaluation and career development assessment	401	413	436

Employee Training	2021	2022	2023
Average training hours per employee	65	24	19
Blue-Collar	65	26	22
White-Collar	66	21	13
Total hours of training given to employees (person*hour)	26,119	10,078	8,475
Blue-Collar	19,045	7,618	6,875
White-Collar	7,074	2,460	1,600

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Social Performance Indicator

Ekur Et Entegre - Diversity and Inclusion

Gender Diversity	2021	2022	2023
Percentage of female employees in the total workforce	21%	21%	22%
Total number of people in all management positions, including middle and senior management (including members of Board of Directors)	4	4	4
Board of directors	3	3	3
Female	0	0	0
Male	3	3	3
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	1	1	1
Female	0	0	0
Male	1	1	1
The proportion of women in all management positions, including middle and senior management (including members of Board of Directors)	0%	0%	0%
Number of managers	9	8	7
Female	2	2	2
Male	7	6	5
Percentage of female employees among managers	22%	25%	29%

Ekur Et Entegre - Occupational Health and Safety

OHS Training	2021	2022	2023
Total hours of training given to employees on OHS topics (person*hour)	4,812	4,956	3,048
Blue-Collar	3,516	3,516	2,472
White-Collar	1,296	1,440	576

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Social Performance Indicator

Ekmek Unlu Gıda - Human Resources

General Employee Demographics	2021	2022	2023
Total number of employees	108	102	119
Female	24	22	25
Male	84	80	94
Number of white-collar employees	35	36	37
Number of blue-collar employees	73	66	82

Executive Positions	2021	2022	2023
Board of directors	3	3	3
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	2	2	3
Manager	4	4	6

Employees by Age Group	2021	2022	2023
Under 30 years old	22	20	35
Above 30 years old (including the age of 30)	86	82	84
The percentage of employees under the age of 30 within the company	20%	20%	29%

New Employees	2021	2022	2023
Total number of new employees	12	27	49
Number of students included in the internship program within a year	0	0	5

Social Performance Indicator

Ekmek Unlu Gıda - Human Resources

Employee Turnover Rate	2021	2022	2023
Total number of employees whose employment has been terminated*	17	33	34
Female	4	5	10
Male	13	28	24
Number of employees who have voluntarily resigned*	17	31	34
Female	4	5	10
Male	13	26	24
Employee turnover rate*	16%	32%	29%
Voluntary turnover rate*	16%	30%	29%
Female employee turnover rate*	17%	23%	40%

* Employees subject to EYT (those who have not reached the full retirement age but have completed the required social insurance and premium periods) are not included.

Ekmek Unlu Gıda - Development and Welfare

Talent Development	2021	2022	2023
Number of employees subjected to performance evaluation and career development assessment	79	78	87

Employee Training	2021	2022	2023
Average training hours per employee	16.7	18.8	24.9
Blue-Collar	16.7	18.8	22.9
White-Collar	16.7	18.8	29.4
Total hours of training given to employees (person*hour)	1,803	1,916	2,967
Blue-Collar	1,218	1,239	1,880
White-Collar	584	676	1,086

Social Performance Indicator

Ekmek Unlu Gıda - Diversity and Inclusion

Gender Diversity	2021	2022	2023
Percentage of female employees in the total workforce	22%	22%	21%
Total number of people in all management positions, including middle and senior management (including members of Board of Directors)	5	5	6
Board of directors	3	3	3
Female	0	0	0
Male	3	3	3
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	2	2	3
Female	0	0	0
Male	2	2	3
The proportion of women in all management positions, including middle and senior management (including members of Board of Directors)	0%	0%	0%
Number of managers	5	5	6
Female	1	1	1
Male	4	4	5
Percentage of female employees among managers	20%	20%	17%

Ekmek Unlu Gıda - Occupational Health and Safety

OHS Training	2021	2022	2023
Total hours of training given to employees on OHS topics (person*hour)	432	408	476
Blue-Collar	292	264	328
White-Collar	140	144	148



Social Performance Indicator

Fasdat Gıda Dağıtım - Human Resources

General Employee Demographics	2021	2022	2023
Total number of employees	304	320	339
Female	51	62	81
Male	253	258	258
Number of white-collar employees	220	233	263
Number of blue-collar employees	84	87	76

Executive Positions	2021	2022	2023
Board of directors	3	3	3
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	7	5	6
Manager	13	14	15

Employees by Age Group	2021	2022	2023
Under 30 years old	59	66	84
Above 30 years old (including the age of 30)	245	254	255
The percentage of employees under the age of 30 within the company	19%	21%	25%

New Employees	2021	2022	2023
Total number of new employees	62	72	173
Number of students included in the internship program within a year	0	4	4



Social Performance Indicator

Fasdat Gıda Dağıtım - Human Resources

Employee Turnover Rate	2021	2022	2023
Total number of employees whose employment has been terminated*	110	92	114
Female	12	15	28
Male	98	77	86
Number of employees who have voluntarily resigned*	110	92	114
Female	12	15	28
Male	98	77	86
Employee turnover rate*	36%	29%	34%
Voluntary turnover rate*	36%	29%	34%
Female employee turnover rate*	24%	24%	35%

* Employees subject to EYT (those who have not reached the full retirement age but have completed the required social insurance and premium periods) are not included.

Fasdat Gıda Dağıtım - Development and Welfare

Employee Training	2021	2022	2023
Average training hours per employee	0.2	3.2	7.4
Blue-Collar	0.0	2.5	16.5
White-Collar	0.3	3.4	4.6
Total hours of training given to employees (person*hour)	62	1,031	2,520
Blue-Collar	0	152	1,340
White-Collar	62	879	1,180



Social Performance Indicator

Fasdat Gıda Dağıtım - Diversity and Inclusion

Gender Diversity	2021	2022	2023
Percentage of female employees in the total workforce	17%	19%	24%
Total number of people in all management positions, including middle and senior management (including members of Board of Directors)	10	8	7
Board of directors	3	3	3
Female	1	1	1
Male	2	2	2
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	7	5	4
Female	0	0	0
Male	7	5	4
The proportion of women in all management positions, including middle and senior management (including members of Board of Directors)	10%	13%	14%
Number of managers	13	14	15
Female	0	1	3
Male	13	13	12
Percentage of female employees among managers	0%	7%	20%

Fasdat Gıda Dağıtım - Occupational Health and Safety

OHS Training	2021	2022	2023
Total hours of training given to employees on OHS topics (person*hour)	62	72	197
Blue-Collar	0.00	0.00	0.00
White-Collar	62	72	197

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Social Performance Indicator

Fasdat Sebze - Human Resources

General Employee Demographics	2021	2022	2023
Total number of employees	24	22	24
Female	17	17	15
Male	7	5	9
Number of white-collar employees	9	7	10
Number of blue-collar employees	15	15	14

Executive Positions	2021	2022	2023
Board of directors	3	3	3
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	1	1	1
Manager	1	1	2

Employees by Age Group	2021	2022	2023
Under 30 years old	13	7	6
Above 30 years old (including the age of 30)	11	15	17
The percentage of employees under the age of 30 within the company	54%	32%	25%

New Employees	2021	2022	2023
Total number of new employees	2	3	7
Number of students included in the internship program within a year	0	0	1

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Social Performance Indicator

Fasdat Sebze - Human Resources

Employee Turnover Rate	2021	2022	2023
Total number of employees whose employment has been terminated*	1	3	8
Female	0	3	5
Male	1	0	3
Number of employees who have voluntarily resigned*	1	3	8
Female	0	3	5
Male	1	0	3
Employee turnover rate*	4%	14%	33%
Voluntary turnover rate*	4%	14%	33%
Female employee turnover rate*	0%	18%	33%

* Employees subject to EYT (those who have not reached the full retirement age but have completed the required social insurance and premium periods) are not included.

Fasdat Sebze - Development and Welfare

Employee Training	2021	2022	2023
Average training hours per employee	0.67	2.64	4.90
Blue-Collar	0	2.27	4.39
White-Collar	1.78	3.43	5.6
Total hours of training given to employees (person*hour)	16	58	118
Blue-Collar	0	34	62
White-Collar	16	24	56

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Social Performance Indicator

Fasdat Sebze - Diversity and Inclusion

Gender Diversity	2021	2022	2023
Percentage of female employees in the total workforce	71%	77%	63%
Total number of people in all management positions, including middle and senior management (including members of Board of Directors)	4	4	4
Board of directors	3	3	3
Female	1	1	1
Male	2	2	2
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	1	1	1
Female	0	0	0
Male	1	1	1
The proportion of women in all management positions, including middle and senior management (including members of Board of Directors)	25%	25%	25%
Number of managers	1	1	2
Female	0	0	1
Male	1	1	1
Percentage of female employees among managers	0%	0%	50%

Fasdat Sebze - Occupational Health and Safety

OHS Training	2021	2022	2023
Total hours of training given to employees on OHS topics (person*hour)	16	24	56
Blue-Collar	0.00	0.00	0.00
White-Collar	16	24	56

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Social Performance Indicator

Ata Express - Human Resources

General Employee Demographics	2021	2022	2023
Total number of employees	423	495	507
Female	64	80	84
Male	359	415	423
Number of white-collar employees	204	323	396
Number of blue-collar employees	219	172	111

Executive Positions	2021	2022	2023
Board of directors	2	2	2
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	5	6	9
Manager	27	49	45

Employees by Age Group	2021	2022	2023
Under 30 years old	142	194	235
Above 30 years old (including the age of 30)	281	301	272
The percentage of employees under the age of 30 within the company	34%	39%	46%

New Employees	2021	2022	2023
Total number of new employees	227	354	291
Number of students included in the internship program within a year	1	4	7

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Social Performance Indicator

Ata Express - Human Resources

Employee Turnover Rate	2021	2022	2023
Total number of employees whose employment has been terminated*	157	280	241
Female	11	34	16
Male	146	246	225
Number of employees who have voluntarily resigned*	115	234	178
Female	10	32	12
Male	105	202	166
Employee turnover rate*	37%	57%	53%
Voluntary turnover rate*	27%	47%	35%
Female employee turnover rate*	17%	43%	19%

* Employees subject to EYT (those who have not reached the full retirement age but have completed the required social insurance and premium periods) are not included.

Ata Express - Development and Welfare

Talent Development	2021	2022	2023
Number of employees subjected to performance evaluation and career development assessment	204	323	396

Employee Training	2021	2022	2023
Average training hours per employee	0	0	5.250
Total hours of training given to employees (person*hour)	0	0	2,662

Volunteerism	2021	2022	2023
Total hours spent by employees on volunteer activities	0	0	100
Number of employees participating in volunteer activities	0	0	80

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Social Performance Indicator

Ata Express - Development and Welfare

Employee Participation	2021	2022	2023
Number of employees who participated in the employee engagement survey	-	39	65

Ata Express - Diversity and Inclusion

Gender Diversity	2021	2022	2023
Percentage of female employees in the total workforce	15%	16%	17%
Total number of people in all management positions, including middle and senior management (including members of Board of Directors)	7	8	11
Board of directors	2	2	2
Female	0	0	0
Male	2	2	2
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	5	6	9
Female	2	2	2
Male	3	4	7
The proportion of women in all management positions, including middle and senior management (including members of Board of Directors)	29%	25%	18%
Number of managers	27	49	45
Female	0	9	6
Male	27	40	39
Percentage of female employees among managers	0%	18%	13%

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Social Performance Indicator

Ata Express - Occupational Health and Safety

OHS Training	2021	2022	2023
Total hours of training given to employees on OHS topics (person*hour)	0	0	915
Blue-Collar	0	0	18
White-Collar	0	0	897

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Social Performance Indicator

TFI* - Human Resources

General Employee Demographics	2021	2022	2023
Total number of employees	44	54	71
Female	22	27	38
Male	22	27	33
Number of white-collar employees	44	54	71
Number of blue-collar employees	0	0	0

Executive Positions	2021	2022	2023
Board of directors	8	8	8
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	10	13	14
Manager	3	6	11

Employees by Age Group	2021	2022	2023
Under 30 years old	17	17	24
Above 30 years old (including the age of 30)	27	37	47
The percentage of employees under the age of 30 within the company	39%	31%	34%

New Employees	2021	2022	2023
Total number of new employees	20	34	39
Number of students included in the internship program within a year	0	3	11

* This includes the staff working at the head office of TFI TAB Food Investments group, who are responsible for various business processes of the group companies focusing on internal audit, internal control, risk, compliance, quality, sustainability, technology, corporate intelligence, finance, and human resources, and which consisted of 44 employees in 2021, 54 employees in 2022, and 71 employees in 2023.

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Social Performance Indicator

TFI* - Human Resources

Employee Turnover Rate	2021	2022	2023
Total number of employees whose employment has been terminated**	21	21	20
Female	14	9	9
Male	7	12	11
Number of employees who have voluntarily resigned**	20	19	18
Female	13	9	9
Male	7	10	9
Employee turnover rate**	48%	39%	28%
Voluntary turnover rate**	45%	35%	25%
Female employee turnover rate**	64%	33%	24%

TFI* - Development and Welfare Metrics

Employee Training	2021	2022	2023
Average training hours per employee	6.73	7.63	14.38
Total hours of training given to employees	296	412	1,021

Employee Participation	2021	2022	2023
Number of employees who participated in the employee engagement survey	-	-	56

*This includes the staff working at the head office of TFI TAB Food Investments group, who are responsible for various business processes of the group companies focusing on internal audit, internal control, risk, compliance, quality, sustainability, technology, corporate intelligence, finance, and human resources, and which consisted of 44 employees in 2021, 54 employees in 2022, and 71 employees in 2023.

** Employees subject to EYT (those who have not reached the full retirement age but have completed the required social insurance and premium periods) are not included.

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Social Performance Indicator

TFI* - Diversity and Inclusion

Gender Diversity	2021	2022	2023
Percentage of female employees in the total workforce	50%	50%	54%
Total number of people in all management positions, including middle and senior management (including members of Board of Directors)	18	21	22
Board of directors	8	8	8
Male	8	8	8
C Level / Deputy GM / Coordinator / Director / Senior Manager / Factory Manager	10	13	14
Female	5	6	7
Male	5	7	7
The proportion of women in all management positions, including middle and senior management (including members of Board of Directors)	28%	29%	32%
Number of managers	3	6	11
Female	1	4	6
Male	2	2	5
Percentage of female employees among managers	33%	67%	55%

TFI* - Occupational Health and Safety

OHS Training	2021	2022	2023
Total hours of training given to employees on OHS topics	150	300	375

TFI** - Economic Performance

Economic Value Distributed	2021	2022	2023
Donations (TL)	88,501.86	310,373.38	21,916,714

*This includes the staff working at the head office of TFI TAB Food Investments group, who are responsible for various business processes of the group companies focusing on internal audit, internal control, risk, compliance, quality, sustainability, technology, corporate intelligence, finance, and human resources, and which consisted of 44 employees in 2021, 54 employees in 2022, and 71 employees in 2023.

** Represents the amount of donations made within the TFI Group.

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Other Metrics

TAB Gıda

Environment	TAB Gıda	2023
	Net sales (million USD)	840.56
	Total CO ₂ e and CO ₂ e Emissions / Net sales (tonCO ₂ e/million USD)	853.3
	Total Scope 3 CO ₂ e Emissions / Net sales (tonCO ₂ e/million USD)	765.2
	Total amount of NO _x emissions released / Net sales	0.00
	Total amount of SO _x emissions released / Net sales	0.00
	Total direct and indirect energy consumption (GJ)	762,887
	Total direct and indirect energy consumption / Net sales (GJ/million USD)	907.6
	Total energy purchased from primary renewable energy sources (GJ)	161,723
	Total energy purchased from primary renewable energy sources / total energy (GJ/GJ)	0.212
	Total water withdrawal / Net sales (m ³ /million USD)	625.8
Social	Training costs per employee in USD (USD)	1,500

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Other Metrics

Atakey Patates Gıda

	Atakey Patates Gıda	2023
Environment	Net sales (million USD)	107.15
	Total CO ₂ e and CO ₂ e Emissions / net sales (tonCO ₂ e/million USD)	539.83
	Total Scope 3 emissions tonCO ₂ e / net sales (tonCO ₂ e/million USD)	419.84
	Total amount of NO _x emissions released / net sales (ton/million USD)	125.52
	Total amount of SO _x emissions released / net sales	0.00
	Total amount of hazardous waste generated* / net sales (ton/million USD)	0.899
	Total amount of waste generated / net sales (ton/million USD)	317.03
	Total recycled and reused waste generated / total waste generated (ton/ton)	0.935
	Total water withdrawal / net sales (m ³ /million USD)	7,702
	Total direct and indirect energy consumption (GJ)	328,122
	Total direct and indirect energy consumption / net sales (GJ/million USD)	3,062
	Total energy purchased from primary renewable energy sources (GJ)	86,577
	Total energy purchased from primary renewable energy sources / Total energy (GJ/GJ)	0.264
	Total primary renewable energy purchased and produced / total energy (GJ/GJ)	0.271

* Hazardous waste includes vegetable waste oil, electronic waste and other industrial hazardous waste.

Social	Internal promotion rate (white collar)	5.30%
	Employment increase rate	0.92%
	Number of disabled employees	7
	Percentage of disabled employees	3.10%
	Training costs per employee in USD	USD 8.98

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GRI Content Index

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

The service was performed on the Turkish version of the report.

Statement of use:	TFI TAB Food Investments has reported in accordance with the GRI Standards for the period 1 January 2023 and 31 December 2023.
GRI 1 use:	GRI 1: Foundation 2021
Applicable GRI Industry Standard(s):	

GRI Standard	Disclosure	Location of Statement		Direct Answers
		Related Title	Page Number	
GRI 2: General disclosures 2021	2-1 Organizational details	About TFI	Page 12	
	2-2 Entities included in the organization's sustainability reporting	About the Report	Page 5	
	2-3 Reporting period, frequency and contact point	About the Report	Page 5	
	2-4 Restatements of information	Impressum	Page 239	Since the TFI Sustainability Report was published for the first time in 2023, there is no information revised as compared to previous reports.
	2-5 External assurance	-		TFI has not received external assurance services for the 2023 Sustainability Report.
	2-6 Activities, value chain and other business relationships	About TFI TFI at a Glance Product Supply Chain and Vertical Integration	Page 12 Page 15 Page 28	
	2-7 Employees	Work and Company Culture Diversity and Inclusion Annexes – Social Performance Indicator	Page 151 Page 147 Page 204	
	2-8 Workers who are not employees	-		TFI may receive external service support for auxiliary work related to the production of goods or services carried out in its workplaces, for a part of the main work, or in order to share responsibilities that require support such as cleaning and security.
	2-9 Governance structure and composition	Our Governance Structure Our Committees	Page 19 Page 25	
	2-10 Nomination and selection of the highest governance body	Our Governance Structure	Page 19	
	2-11 Chair of the highest governance body	Our Governance Structure	Page 19	
	2-12 Role of the highest governance body in overseeing the management of impacts	Our Governance Structure	Page 19	
	2-13 Delegation of responsibility for managing impacts	Our Governance Structure	Page 19	

	2-14 Role of the highest governance body in sustainability reporting	Our Governance Structure Sustainability Strategy	Page 19 Page 61	
	2-15 Conflicts of interest	Ethics, Compliance, and Transparency	Page 26	
	2-16 Communication of critical concerns	Ethics, Compliance, and Transparency	Page 26	
	2-17 Collective knowledge of the highest governance body	Our Governance Structure	Page 19	
	2-18 Evaluation of the performance of the highest governance body	Our Governance Structure	Page 19	
	2-19 Remuneration policies	Diversity and Inclusion Human Rights and Employee Rights Policies	Page 147 Page 152	
	2-20 Process to determine remuneration	Diversity and Inclusion	Page 147	
	2-21 Annual total compensation ratio			Confidentiality constraints: Information that is not publicly available
	2-22 Statement on sustainable development strategy	Sustainability Strategy Our Contribution to the UN Sustainable Development Goals (SDGs) Our Targets	Page 61 Page 63 Page 67	
	2-23 Policy commitments	Integrated Risk Management	Page 54	
	2-24 Embedding policy commitments	Integrated Risk Management	Page 54	
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	2-26 Mechanisms for seeking advice and raising concerns	Human Rights and Employee Rights Policies	Page 152	
	2-27 Compliance with laws and regulations	Ethics, Compliance, and Transparency Integrated Risk Management	Page 26 Page 54	
	2-28 Membership associations	Annexes - Awards	Page 168	
	2-29 Approach to stakeholder engagement	Stakeholder Communication Sustainability Strategy	Page 62 Page 61	
	2-30 Collective bargaining agreements	Diversity and Inclusion	Page 147	
Material Topics				
GRI 3: Material topics 2021	3-1 Process to determine material topics	Our Material Topics	Page 61	
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Ethics, Compliance, and Transparency				
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Sustainable Sourcing and Procurement				
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GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Sourcing and Procurement	Page 41	
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable Sourcing and Procurement	Page 41	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainable Sourcing and Procurement	Page 41	
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Climate Action				
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GRI 302: Energy 2016	302-1 Energy consumption within the organization	Climate Action Annexes – Environmental Performance Indicator	Page 98 Page 170	
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	302-3 Energy intensity	Climate Action Annexes – Environmental Performance Indicator	Page 98 Page 170	
	302-4 Reduction of energy consumption	Climate Action Annexes – Environmental Performance Indicator	Page 98 Page 170	
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Climate Action				
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GRI 305 : Emissions 2016	305- 1 Direct (Scope 1) GHG emissions	Climate Action Annexes – Environmental Performance Indicator	Page 98 Page 170	
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Action Annexes – Environmental Performance Indicator	Page 98 Page 170	
	305-3 Other indirect (Scope 3) GHG emissions	Climate Action Annexes – Environmental Performance Indicator	Page 98 Page 170	
	305-4 GHG emissions intensity	Climate Action Annexes – Environmental Performance Indicator	Page 98 Page 170	
	305-5 Reduction of GHG emissions	Climate Action Annexes – Environmental Performance Indicator	Page 98 Page 170	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Annexes – Environmental Performance Indicator	Page 170	
Waste Management and Circularity				
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GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management and Circularity Annexes – Environmental Performance Indicator	Page 111 Page 170	
	306-2 Management of significant waste-related impacts	Waste Management and Circularity Annexes – Environmental Performance Indicator	Page 111 Page 170	

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Sustainable Agriculture, Conservation of Biodiversity, and Deforestation				
GRI 3: Material topics 2021	3-3 Management of material topics	Our Material Topics	Page 61	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Sustainable Agriculture, Conservation of Biodiversity, and Deforestation	Page 128	
	304-2 Significant impacts of activities, products and services on biodiversity	Sustainable Agriculture, Conservation of Biodiversity, and Deforestation	Page 128	
	304-3 Habitats protected or restored	-		None of the facilities of our production group companies are located in protected areas.
Animal Welfare				
GRI 3: Material topics 2021	3-3 Management of material topics	Our Material Topics	Page 61	

Work and Company Culture				
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GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Annexes – Social Performance Indicator	Page 204	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Diversity and Inclusion Work and Company Culture	Page 147 Page 151	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights and Employee Rights Policies	Page 152	
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GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Training Annexes – Social Performance Indicator	Page 143 Page 204	
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	405-2 Ratio of basic salary and remuneration of women to men	Diversity and Inclusion	Page 147	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Diversity and Inclusion	Page 147	
Social Solidarity				
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GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social Solidarity	Page 161	
	413-2 Operations with significant actual and potential negative impacts on local communities	Social Solidarity	Page 161	

Impressum

GRI 2-4

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