



KEREVITAS



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About the Report

As Kerevitaş Gıda Sanayi ve Ticaret A.Ş., we are publishing our second sustainability report covering our activities within the framework of Yıldız Holding Sustainability Platform. GRI Standards, published by the Global Reporting Initiative (GRI), is a globally accepted framework for sustainability reports.

Thus, we prepared this report in line with the "Core" option of GRI standards and took Food Processing Sector Disclosures as a reference. Furthermore, we used the Processed Foods Guideline of Sustainability Accounting Standards Board (SASB).

We completed our materiality analysis with the participation of both our internal and external stakeholders in line with the Accountability AA1000SE, International Stakeholder Engagement Standard. This report covers the period between January 1st and December 31st, 2018 and reflects on our sustainability performance by highlighting improvements with the data of previous years wherever required.

Please do not hesitate to share your questions, opinions and suggestions to surdurulebilirlik@kerevitas.com.tr.

MESSAGE FROM THE PRESIDENT OF THE BUSINESS UNIT



Dear Stakeholders,

As the leading company of Turkey in the fresh frozen food and vegetable oil market, we had a financially and operationally successful year in 2018. Today, we are exporting our products to over 70 countries on 6 continents with more than 2,000 employees.

With the acquisition of Besler in 2017, we made progress in terms of cost savings and efficiency in 2018. Last year our brand SuperFresh, the leader of the frozen food sector, was found eligible to join the Turquality Program of Turkish Ministry of Treasury and Finance, which aims to support Turkish products' branding eorts abroad.

We shape our sustainability approach within the framework of the global sustainability leadership vision of Yıldız Holding. To this end, we monitor the environmental, social and economic performance of our operations, constantly improve them and transparently share them with the public. We take action in various areas such as promoting equal opportunity for women, contributing to local agricultural production, investing in R&D and innovation, and developing energy efficiency projects.

We attach great importance to the empowerment of women in work and their inclusion into the socio-economic life. At Kerevitaş, 41% of our total work force and 43% of our executive board are women.

We support the farmers that constitute a significant portion of our ecosystem and contribute to their

socio-economic welfare. We offer financial assistance to the farmers that we work with, using contract farming model by giving a purchase guarantee, and ensure operational productivity with planned production. We prioritize that all our suppliers adopt international standards in their production processes for a sustainable procurement.

We focus on R&D to ensure higher food safety and quality standards, and to develop innovative products addressing customer needs. We own the first R&D Center in fresh frozen food sector to be registered by the Turkish Ministry of Science, Industry and Technology. We allocated TRY 1.4 million for R&D regarding fresh frozen food in 2018.

We support the fight against climate change, one of the most crucial global environmental issues of our time. We reduced our carbon footprint by decreasing our energy consumption compared to 2017 by our newly launched energy efficiency projects in 2018, despite increasing our production capacity.

I would like to take this opportunity to thank all our stakeholders and especially to our employees, who contributed to this Sustainability Report that we are publishing for the second time.

Sükrü Cin

The President of the Business Unit

ABOUT US

As Kerevitas, we are leading sustained grow fresh frozen food market. In addition to our leading position in the Turkish market, we also used opportunities in the overseas markets to increase our coverage and entered different markets. We made headway in cost saving and operational eciency with the acquisition of Besler, as well. We export our products to over 70 countries on 6 continents with more than 2,000 employees. Our SuperFresh branded products are sold in 28 countries on 4 continents.

While striking channel-category strategies provide growth in sales revenue, we respond to changing expectations and needs of consumers and customers with our high quality products. As a pioneer of innovation in Fresh Frozen Food; We launched three new subcategories under the SuperFresh brand. Under Boiled / Frozen Vegetable category; chickpeas and beans, for the first time under the SuperFresh brand, under the snack category; bar shaped SuperFresh Mozaik and the first and only pizza of Turkey which can be cooked in a microwave; SuperFresh Sipsak Pizza.

By achieving significant improvements in export in 2018, we obtained an export income amounting to almost 387 million TL. We achieved an increase corresponding to 23% compared to the previous year.

Kerevitaş in Figures

2,224 employees 5 factories in 2 countries 115,000+ customers

Export to 70+ countries of 386.9M TL

2.4B TL consolidated revenue 1.2B TL market capitalization

CORPORATE GOVERNANCE

We define Kerevitaş as a company that operates to create value for the society, where employees feel valued and improve themselves, quality and food safety is never compromised, technological developments are followed with an innovative approach, environmental and social responsibilities are not seen only as legal obligations. The governance model playing a crucial role in preserving this corporate structure is based on the principles of fairness, transparency, accountability and responsibility. These principles that we rely on for defining our governance approach enable us to prevent all actions regarding injustice, corruption, and violation. We review each matter that may affect the existence, reputation and operational sustainability of our company under the structure of corporate governance. We position this corporate governance approach in line with legal legislations as a considerable framework that will move us forward and contribute to sustainability.

The Board of Directors, which is the highest body in the corporate governance structure, is consisted of seven members in total, including two independent members. The Board of Directors convenes as frequently as they can without compromising their tasks and when the absolute majority is reached. The Corporate Governance Committee, the Early Detection of Risk Committee, the Audit Committee and the Sustainability Board are affiliated with the Board of Directors. The Vice General Manager acts as chairman of the Executive Board, consisting of Kerevitaş & Oil Group Director and Production Vice President, Sales Director of Turkey, Financial Affairs Director, Marketing Group Director, Foreign Trade Group Director and Human Resources Group

Please see Page 61 of the 2018 Annual Report for more information regarding the corporate governance structure.



Our Vision

To be a leading food processing company that always satisfies the consumers, customers, employees and shareholders.

Our Mission

To maintain leadership in the sector and continue being a leader innovative brand that provides the most practical, the freshest, the most delicious products to our consumers and customers through a healthy and safe value chain.

WE AIM TO BE A COMPANY THAT DOES NOT COMPROMISE ON QUALITY AND FOOD SAFETY, FOLLOWS TECHNOLOGICAL DEVELOPMENTS AND GROWS BY CREATING **VALUE FOR SOCIETY.**

ETHICAL PRINCIPLES

We expect our ethical principles, defining the framework of our business manner, to be adopted and applied not only by our employees, but also by our suppliers. Through the handbook titled The **Ethical Principles and Working Principles issued** by Yıldız Holding, we facilitate the recognition and implementation of ethical principles across the company. A written declaration is signed by each employee indicating that they accept these ethical principles. We stick to these ethical principles in all agreements concluded by and between us and any third party. As for anti-bribery and anti-corruption operations, we also refer to these ethical principles as our guide.

We have provided training regarding the ethical principles to all employees for the last four years. The ethical principles training offered to the employees totals up to 3 hours per employee. Our employees report the breach of any ethical principle to the Kerevitas Ethics Line that works in coordination with the Yıldız Holding Ethics Line. Reports can be made via phone (0850 209 19 98) or e-mail (etik.bildirim@kerevitas.com.tr). All other stakeholders can contact Yıldız Holding Customer Communications Center (CCC) or Yıldız Holding Ethics Line to report any undesirable situation.

The Audit Committee carries out audits with independent auditors. In the event of an infringement, the issue is referred to the Yıldız Holding Ethical Board, and, if required, an injunction is taken and applied in line with their resolution.

Please see Ethical Principles Policy.



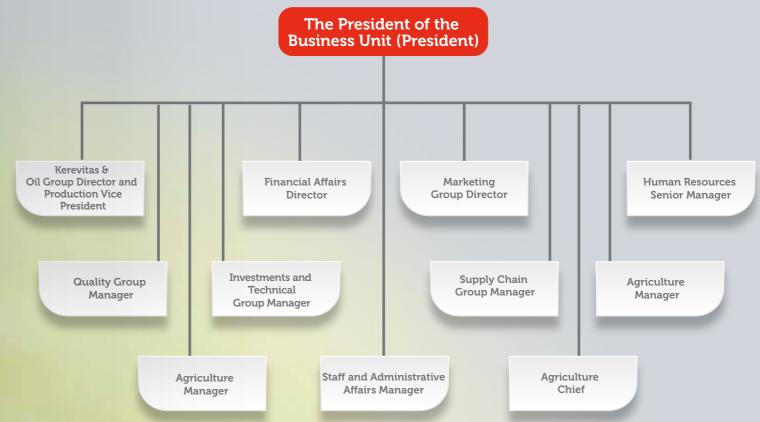
OUR CODE **OF ETHICS GUIDES OUR** COMPANY

IN ALL **OUR BUSINESS** PROCESSES.

RISK MANAGEMENT

Committee of Early Detection of Risk. We manage the risks effectively by grouping them under the titles of financial, operational, strategical and external risks. The conducted audits enable us to control the risks. Furthermore, the findings of the audits conducted by the audit divisions of Yıldız Holding and the independent audit companies are evaluated by the Audit Committee members and submitted to the Board of Directors for review.

Organizational Structure of the Sustainability Committee



SUSTAINABILITY COMMITTEE

The Sustainability Committee, which was established in 2017 within the structure of our company, enables us to carry out our sustainability efforts in a systematic manner. The Sustainability Committee, responsible for monitoring the performance of our company in environmental, social and governance issues and ensuring the implementation of decisions across the company, reports to the Board of Directors. Coordinating sustainability efforts with the Committee enables us to contribute to the sustainability transformation initiated under Yıldız Holding. The Sustainability Committee has 12 members, including the The President of the Business Unit that serves as its president: Vice General Manager, Kerevitas & Oil Group Director and Production Vice President, Financial Affairs Director, Marketing Group Director, Human Resources Senior Manager, Quality Group Manager, Investments and Technical Group Manager, Supply Chain Group Manager, Agriculture Manager, Staff and Administrative Affairs Manager, and Agriculture Chief. The coordination of the Committee is the responsibility of the Kerevitaş & Oil Group Director and Production Vice President. The Agriculture

Manager carries out the secretariat work of the Committee, which gathers at least biannually an when required.

The Sub-Committee operating under the Sustainability Committee is composed of 11 members: Agriculture Chief, Junior Accountant, Senior Vice Brand Manager, Assistant Staff and Administrative Affairs Expert, Human Resources Manager, Quality Engineer, Environment and OHS Expert, Technical Engineer, Production Engineer, Logistics Specialist and Purchasing Manager.

Please see here for more information regarding the operation and responsibilities of the Sustainability Committee

SUSTAINABILITY APPROACH

We adopt the sustainability approach of Yıldız Holding in line with "Make Happy Be Happy" motto, which primarily focuses on the satisfaction of stakeholders for the success of the company. This approach, which defines sustainability as our promise to future generations, concentrates on three main topics: product, people and planet. As Kerevitaş, we manage our sustainability approach within this framework and manage our business processes accordingly.



PRODUCT - Inspire:

Enable access to food products, encourage healthy diets with products featuring high nutritional values and present these products as a lifestyle



PEOPLE – Empower:

Adopt a business model that facilitates social and economic development, social equality and welfare for employees and society.



PLANET - Restore:

Protect the environment for future generations by preserving natural resources, and achieve growth without any adverse effects on the environment



Material Sustainability Issues

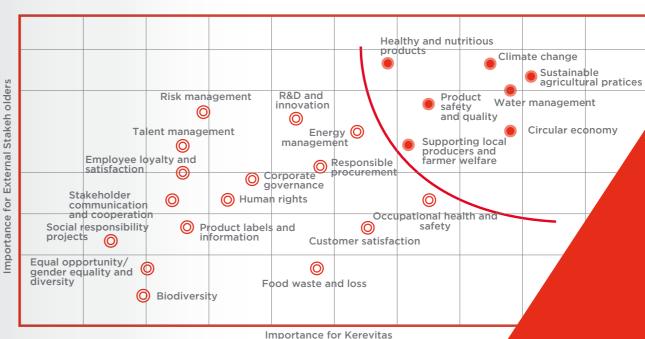
We define our material sustainability issues together with all stakeholders, in line with the global and local trends as well as the innovations in our sector. By focusing on these issues, we both achieve the medium- and long-term targets of Kerevitaş and fulfill the expectations of a wide range of stakeholder groups. Thus, we create common value for all our stakeholders.

We held workshops with the participation of internal experts and executives to work on defining our material issues. We have included the opinions and advice of all our stakeholders in the process. We have included our vast stakeholder network composed of employees, public institutions, regulatory authorities, non-governmental organizations, associations, international organizations and initiatives, corporate customers, suppliers and universities into the analysis processes.

This year, we have re-assessed the materiality matrix that was first created in 2017 and approved by our board of directors, along with the material issues that we defined. Within the scope of our efforts, we have verified our material issues in the light of global and local trends, issues concerning our sector, internal and external stakeholder opinions and

expectations. Additionally, the subjects of food waste and loss, occupational health and safety, responsible supply, employee and human rights stand out as increasingly significant issues. These are issues that we have been managing and attaching great importance for a long time due to the nature of our business. We focus our efforts on the material issues and transparently share our performance in these issues with our stakeholders.

Our sustainability efforts covering environmental, social and management areas are correlated with the Sustainabile Development Goals defined by the United Nations as well as global and sector-related trends. Whilst providing recruitment opportunities for the development of local economies and supporting local production, we aim to enable access to food for all through our responsible and sustainable-agricultural practices and efficient use of resources. Furthermore, producing high-quality and healthy foods is our greatest priority.



Thus, we contribute to the presence of healthy individuals in the society. With our contract farmer model and responsible supply mentality, we foster a convenient business model for farmers in order to protect their welfare. We support equal opportunities in the workplace in addition to attaching great importance to employee improvement, and occupational health and safety. We monitor our environmental footprint with the awareness that the continuity of our success and our sector is only possible with the preservation and improvement of natural capital.

EMPOWER

Product - Safe and appealing products as part of a healthy diet and lifestyle

Relevant Report Make Happy Be Happy **Material Issue** Section

Product safety and

quality

Healthy products with

high nutritional values

Sustainable **Development Goal**

Healthy, Safe and Innovative Products





People - Diverse, safe and satisfied employees and business partners

> **Planet** - Restorative environmental impact

within a circular

economy

Supporting local producers

Sustainable agricultural

practices



Employee investments, OHS, human resources policy based on equality

Climate change



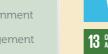
Employees

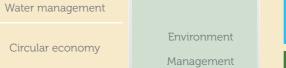
Sustainable Production

Chain











Stakeholder Communications

We care about the opinions of our both internal and external stakeholders when carrying out our operations. We also share our performance and decisions with our stakeholders through various channels. We ensure the effective management of our stakeholder communications by constantly exchanging ideas with each stakeholder group through different

communication methods. We carry out stakeholder analysis in order to collect stakeholder opinions as a guide for our sustainability management efforts in accordance with the international Accountability AA1000SE Stakeholder Engagement Standards. We will periodically repeat this method, which strengthens our communication regarding sustainability.

Stakeholder Group	Communication Method	Communication Frequency
Employees	Internal information e-mails, meetings, workshops and surveys	Continuously
Corporate Customers	Website, online communication channels, product catalogs, customer visits, audits, information e-mails and surveys	Continuously
Suppliers	Audits, surveys	At least once a year
Investors	Information meetings, annual reports and surveys	At least once a month
Analysts	Meetings, internal information e-mails and surveys	At least once a month
Public Institutions and Regulatory Authorities	Institutional and public meetings, workshops, meetings and surveys	At least once a month
Media	Interviews, press releases, bulletins and surveys	Continuously
Non-Governmental Organizations and Associations	Project collaboration, congresses, conferences, seminars and surveys	Continuously
International Organizations and Initiatives	Congresses, conferences, seminars and surveys	Continuously
Üniversiteler	Joint projects, conferences and surveys	Continuously



O1 PRODUCT

We inspire people to have a healthy and balanced diet with our products that have high nutritional values. We guarantee exceptionally good flavors in healthy and high-quality products with our customer-oriented approach.



HEALTHY, SAFE AND INNOVATIVE PRODUCTS

As the company that introduced fresh frozen food to Turkey, we always offer our customers healthy, safe and innovative products and maintain our leading position in the sector. While assuring our product quality and safety with international standards, we continue to be the brand of innovative products with our R&D efforts and diversify our product portfolio in line with the demands and needs of our customers. By keeping the freshness and nutritional value of our products at the utmost level from the field to the table, we encourage the public to eat healthy and inspire our customers to do the same. Today, we offer products to our customers through retail and out-of-home consumption channels with 413 different products under the brand of SuperFresh. We benefit from state-of-the-art

We offer products to our customers through retail and out-of-home consuption channels with 413 different products under the brand of SuperFresh.

> technology to ensure that our products have high nutritional value, quality, exceptional flavor and

freshness as we have committed, and we plan our business processes effectively. We use non-GMO, high-yield seeds that fulfill flavor and appearance criteria for the products grown to be turned into frozen food. The products are grown to their ideal maturity levels and are delivered to the factory within 1/2 hour to 8 hours to maintain their freshness after harvest. After completing the preliminary processes, the products are quick-frozen at -40°C using the IQF (Individual Quick Frozen) method, keeping their core temperature at -18°C. Thus, we sustain the freshness of the products without losing their vitamin and mineral value. Furthermore, we carry out packaging and shipment processes without breaking the cold chain. Thus, the products have long shelf lives without any additives. Moreover, we guarantee the same flavor in every package and regularly conduct tasting tests (organoleptic controls). We care deeply about the healthy diet of consumers and produce our products with that in mind. None of our products contain trans fats and we include informative logos on all of our product packages to raise the awareness of consumers regarding this issue. Furthermore, we are working on reducing salt content without compromising the flavor in our meatball product group.



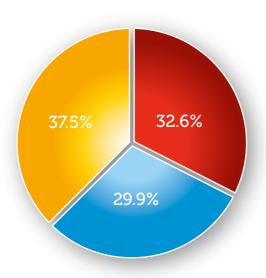
Quality and Safety in Production

We carry out our production processes according to international standards by doing more than is legally required in order to ensure the quality and safety conditions in hundreds of product varieties. We maintain these standards at every stage from planting to harvesting, processing and packaging. We produce all of our products in line with the international food safety and quality management systems. Our production facilities have had TS EN 9001:2015 Quality Management System certification since 1997. In food safety, we have a Food

Safety Management System based on a prevention-oriented approach. We perform our production operations in line with HACCP (Hazard Analysis and Critical Control Points) System, which identifies the specific hazards against consumer health beforehand and removes them, and the standards of TS EN ISO 22000 Food Safety Management System. We also have TS EN ISO 22000 Food Safety Management System, Food Safety System certified by BRC (British Retail Consortium) that has an important place in the retail sector, and Halal Food Certification given by Turkish Standards Institute (TSE). Furthermore, we are being audited by our local and global customers regarding quality and safety. We attach great important to the protection of all kinds of information related to our customers and consumers. In 2018, we received ISO/IEC 27001 Information Security Management System certification stipulating international standards in order manage the information security more effectively.

"We produce all of our products in line with the international food safety and quality management systems."

Product Portfolio



- Retail
- Outdoor consumption
- Export



Supplier Evaluation Processes

We pay the same amount of attention at every phase of the supply chain in order to ensure the safety and quality of our products and select our suppliers within the framework of certain standards. We prefer working with suppliers that fulfill the requirements of legal legislations, as well as the national and international quality and safety standards applied by our company. Besides the agricultural product suppliers, we also evaluate the packaging suppliers and the suppliers providing the inputs of non-agricultural products such as deli products and red meat used in the production of bakery products and pizza within the framework of the very same safety and quality standards.

We carry out a total of six different processes under the body of Quality Assurance Department: supplier evaluation, input control, process control, microbiological control, storage-delivery and food safety-quality systems. Supplier evaluation, the first phase of the process, refers to the selection of the right suppliers in order to produce safe and quality products. During the input control process, we check whether the raw materials and the packaging materials conform to the defined standards or not. In case of a non-compliance, we request corrective and improvement actions within the scope of our Supplier Corrective and Improvement Actions System, and follow up the improvements through the same

processes of the products in terms of their compliance to the standards. We enter the finished products to the system and transfer them to the quality control inventory. Once the product is approved at the end of the analysis, we move it to the dispatch inventory. We commission accredited external laboratories for the analyses of all raw materials and inputs used in products within the scope of risk-anticipated residue (heavy metal, pesticide etc.), counterfeit or adulteration by the legal legislations in line with our annual plan. We subject all product parties to physical, chemical and microbiological analyses conducted by the expert personnel of our laboratories equipped with state-of-the-art devices in line with the set quality plans.

In the storage and delivery process, products in the inventory are delivered to the warehouses of the regional distributors or contracted distributors without breaking the cold chain. These warehouses are also audited annually in terms of quality and food safety. Improvement works are initiated according to the results of these audits. We monitor all warehouses through the remote temperature monitoring system for the safety of our products at the final

We work with suppliers that have at least one of the international quality management and food safety system certificates such as ISO 9001, ISO 22000, BRC, AIB, IFS, FSSC 22000, and constantly monitor the improvement of our suppliers.

"We carry out a total of six different processes: supplier evaluation, input control, process control, microbiological control, storage-delivery and food safety-quality systems."

Supplier evaluation

Input Control **Process** Control

Microbiological Control

Storage and

Quality



R&D and Innovation

We focus on R&D to develop innovative products addressing to customer needs, to raise food safety and quality standards, and to maintain our competitiveness in the market. We carry out R&D operations in various areas, prioritizing the development of products in the categories of fresh frozen food, bakery products, meat products (meatball and hamburger), croquette, vegetable-fruit and oil.

We have the first R&D Center to be certified by the Turkish Ministry of Science, Industry and Technology in the fresh frozen food sector.

We have the first R&D Center to be certified by the Turkish Ministry of Science, Industry and Technology in the fresh frozen food sector. We have allocated a total of TRY 1.4 million to the fresh frozen food field in 2018 in order to support the operations of the R&D department where 23 qualified and expert people work. We cooperate with the public institutions and universities in Turkey. Within the scope of European Union Projects, we received approval from the EURIPIDES for our project; Smart Agriculture Fields in the European Region. In addition to R&D activities, we also consider innovative ideas reaching through different communication channels. We start laboratory experiments for approved projects, following the project preparation phase. We adapt the production of the successful products and proceed to the product launch process following the prescription cost and flavor approvals. The R&D department accompanies the first production of the new product and ensures that the production takes place in the right and desired quality.

Customer Satisfaction

We listen to our customers and attach great importance to their feedback in order to fulfill their changing needs and demands, and to respond to their expectations as well as possible. We are constantly expanding our product portfolio in line with the ideas of our customers and raise our

The feedbacks received by Yıldız Holding Customer Communication Center are forwarded to the respective divisions of our company. While the Quality Group Directorate reviews all feedback received by the Customer Communication Center, informs internal divisions and ensures the required actions are taken, it is the responsibility of the Sales Group Directorate to ensure consumer satisfaction by visiting them. the sales managers visit the customer within three days following the complaint. At the same time, the feedback is forwarded to the respective division and information is provided to the customer regarding the actions taken. All feedback received this year were replied to and all of the issues were solved. In 2018, we continued to record the complaints made by our customers. According to this record, the number of complaints delivered per million packages was 2.57.

We conduct Brand Health Research once every six months to follow up on consumer satisfaction. The consumer satisfaction figure reached 99% in 2018, and 70% of the customers preferred SuperFresh as their fresh frozen food brand.

We diversify our product portfolio by combining consumer trends with our innovative approach. We have options such as meat, grain, fruit and vegeta-ble, fish products with Halal Food Certificate, and Bean Burger with Vegan Certificate for our consumers with different expectations. We received Vegan Certificate for our frozen falafel product in 2018.









We create a sustainable business model by supporting the development of our employees who play a significant role in the progress of our company and our business partner farmers.

We aim to gain strength together with all our stakeholders by playing a role in the development of the geography that we are operating in.



SUSTAINABLE PRODUCTION CHAIN

At Kerevitaş, the sustainable production chain covers the management of our environmental, social and economic impact in all processes ranging from supplying raw materials to delivering products to the consumers. We focus on minimizing production-related negative environmental impact, developing together with the geography we are operating in by contributing to the social development and supporting the economic development. Accordingly, we carry out practices focusing on sustainable agriculture that protects both the soil and the farmers and responsible purchasing. We support the local economy and local employment by purchasing from local producers. 95% of our suppliers were consisted of local suppliers this year, and the share of payments made to local suppliers within the total supplier payments was

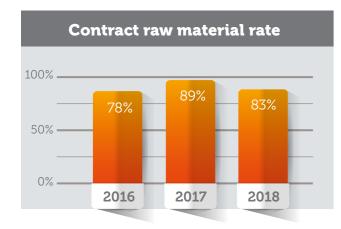
"95% of our suppliers were consisted of local suppliers this year, and the share of payments made to local suppliers within the total supplier payments was 79%."

For a sustainable production chain, we expect our suppliers to adopt the main principles that we rely on during our production processes. We identify the environmental, ethical and social criteria to comply with via that Kerevitas Supply Chain Policy, and select our suppliers based on these criteria.

Please see Supply Chain Policy covering child labor, social conditions built on the ideas of decent work and equal conditions, and ethical and environmental principles.



Contract farmer rate 100% 50% 2017 2016 2018



Contract Farming

As a company operating in the food sector, it is our priority to support agricultural production by empowering the farmers. In this sense, contract farming model is an important tool and source of cooperation for improving commercial agricultural production of both small- and large-scale farmers. Within the scope of the model, where we guarantee purchase for agricultural products, we provide economic assurance to the producer, and encourage planned production by defining the production amount and price beforehand. Thus, the producers are not affected from the periodic price fluctuations resulting from production's delay in adapting to the price changes.

We supply certified seeds, fertilizers and pesticides to farmers we contract with within the scope of contract farming. Furthermore, we support the development of contract farmers through training programs, and contribute to the improvement of production through bonus payments and consulting support. Thanks to all of these practices that allow us to control agricultural production with a conscious approach, we achieve efficiency and quality in production, and ensure agricultural

production is not interrupted. Thus, we can respond to the needs and increasing demands of the consumers. As a result of this approach, potato, sweetcorn, peas, fresh beans, spinach, broccoli, cauliflower and Brussels sprout were grown on a land of almost 50,000 decares in 2018. Moreover,

"The ratio of the farmers we work with a contract in 2018 was 82%."

we produced 5,000 tons of certified potato seeds.

The ratio of the farmers that we work with a contract in 2018 was 82% and the rate of raw materials acquired through contracts was 83%. We aim to increase the percentage of contract farmers to 85% in 2019.

With the Contract Farming Drip Irrigation project that we initiated in 2015, we offer bonus to the farmers using drip irrigation method on their sweetcorn fields. This method keeps the water and nutrient levels that the plants require at the optimum level. And with the more effective use of water, higher yield and higher quality are ensured. Moreover, the plants require less fertilizers and agricultural pesticides thanks to this method. Thus, we reduce our environmental footprint based on agricultural operations. As of 2018, 83.5% of sweetcorn, fields use drip irrigation method. The goal is to raise this rate by 5% and s ave 250 tons of water next year.

Training and Audit

Raising awareness among farmers regarding sustainable agricultural practices enables us to decrease our environmental impact while increasing agricultural efficiency. We continuously provide consultancy to all farmers that we purchase raw materials from to improve their knowledge on agricultural production. The trainings that we provide on issues such as plant nutrition and protection, and soil structure improvement enable them to produce higher quality products more efficiently. Thus, we support the development of our farmers while continuing to provide quality

"In 2018, we provided 5.5 hours of training per person to the farmers that we work together."

> products to our customers. In 2018, we provided 5.5 hours of training per farmer.

Assessment of raw materials delivered to us from fields in terms of quality and public health is an issue that we approach meticulously. We continuously audit farmers to maintain product quality throughout the entire process from planting the seeds to harvesting the

crops. The audits cover the entirety of soil analyses and the agricultural practice controls. Farmers are obliged to report the fertilizers and the pesticides they use and must ensure that there is minimum 14 days between the harvest and the last pesticide application. The Quality Department certifies that agricultural products are free of pesticide residues, GMO and heavy metals by conducting the respective analyses in line with the Turkish Food Codex Regulation on Contaminants. We have audited each farmer that we have worked with in 2018. We check each agricultural product within the framework of our corporate standards and don't purchase the ones that are not comply with our standards.







Production

We reach more than 37,000 customers with more than 400 products in export, retail and out-of-home consumption groups under the SuperFresh brand. Products that are produced at our Bursa plant, consisted of seven main production facilities, and our Afyon plant are delivered to consumers through our Regional Directorates in Istanbul, Ankara, Izmir, Bursa, Adana, Antalya and 54 dealers reporting to these directorates. As an international brand, we export our products to 28 countries.

Logistics

We endeavor to increase the efficiency in our logistics operations. We deliver our products to our consumers all around Turkey through our distributors. We increased the fill rate of our vehicles by 2% to achieve operational efficiency in distribution and decreased the idle running times of our micro-distribution trucks. These two steps enabled us to reduce our energy consumption in logistics, and to use natural resources more effectively.



EMPLOYEES

Thanks to our employees, we create a difference in our sector and provide competitive advantage. Supporting our employees in their career journey and ensuring their happiness are among our biggest responsibilities. Accordingly, we create a fair, inclusive and safe work environment, where they can improve their skills, and get stronger together.

We continue to contribute to employment in Turkey with our growing human resources every year.

We continue to contribute to employment in Turkey with our growing human resources every year. We provide employment to 1,602 people at our head-quarters, production facilities and regional directorates.

"We provide employment to 1,602 people at our headquarters, production facilities and regional directorates."

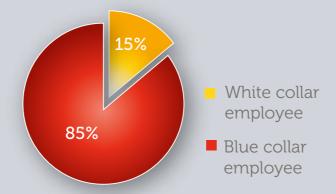
Our Human Resources Policy is guided by the following principles:

- Measuring the performance of all employees and managing the success criteria in line with these measurements,
- · Showcasing transparent management,
- · Ensuring easy access to management,
- Enabling our employees to state and share their thoughts comfortably,
- · Attaching importance to work discipline,
- Ensuring all our employees to work in a team spirit
- Providing equality opportunities to successful employees in respect of training, payment, career etc
- · Planning social activities.

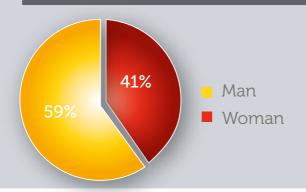
Please see Human Resources Policy for more information.



Number of Employees wrt Category



Number of Employees wrt Gender



Diversity and Equal Opportunity

We carry out recruitment, career planning, performance improvement and training planning processes in line with Human Resources Policy and Personnel Regulation. We attach great importance to diversity and equal opportunity in all our processes, and recruit only individuals who have the professional and functional competencies required by the task at Kerevitaş.

We protect employee rights without any discrimination or misbehavior. We did not receive any complaints regarding discrimination in 2018. We support the empowerment of women in the work force and their inclusion into the socioeconomic life. Women comprise 41% of our total workforce. We support employing women at senior management level as well. 43% of the 7 members of the Executive Board are women. Moreover, the percentage of women in manager or higher positions is 24%.

We continue to take part in the 'Equal Opportunity for Women in Work' project put into practice last year by the Ministry of Family, Labor and Social Services to empower women in the workforce and raise the awareness of employers in this respect.



Performance and Career Management

We want our employees to decide on their career paths based on their skills and expectations and remain as a part of Kerevitaş family for a long time. With our career and performance management system, we aim to create training and improvement opportunities that will start with the personal development of our employees, who will then continue by contributing to the organizational development. At the Human Resources Planning Meeting held every year, we define career plans, improvement areas, coaching needs for our employees, and put the program into practice within the year. Furthermore, rotation programs are implemented with different departments and other Yıldız Holding companies to improve the communication within the company and gather different views and competencies together.

We manage performance, career, succession, talent, training/development processes in an integrated manner within the scope of Performance and Career Management. Thus, we can assess the performance of our employees objectively and fairly based on their individual goals and competencies by also considering the business results. We follow the performance and career management rules of Yıldız Holding in these assessments.

- For our white-collar employees, we have an annual performance review system that defines their goals based on their own functions annually. The employees define their SMART goals together with their managers and manage their work in line with these goals. All employees are assessed once a year by their managers in terms of their goals, competencies and potentials, and apply to the Career Development Program in line with the result of this assessment.
- For blue-collar employees, the performance review includes different performance indicators such as efficiency, production tonnage, customer complaint numbers and OHS.

Remuneration and Reward

Performance management is effective in and integrated to remuneration and reward. At Kerevitaş, we apply a remuneration system that is based on the content of the respective work, but with the same ranking structure. We assess the jobs via the system, and aim to establish an equal, competitive remuneration policy compatible with market conditions. Within this scope, we apply a marketand performance-based remuneration policy, ensuring that it supports both corporate strategy and competitiveness.

We apply a fair, competitive remuneration policy in line with market conditions and consider the results of both job assessments and market wage researches. Depending on the job definition and employee performance, we apply a raise once a year. As a result of performance reviews, we reward white-collar employees with an annual performance bonus. The employees in the sales team are given sales bonuses to encourage high perfor-

Furthermore, we recognize the achievements of our employees, who have made significant contributions to the company, with Immediate Rewarding. Managers are free to nominate any employee they want for the reward. If the nominated employee is approved after the review of the suggestions and evaluations reported to the respective senior manager, the employee is rewarded.

Investing in Employees and Training Programs

The employees have a huge role in the achievement of our strategic goals. Thus, we offer our employees personal and professional development opportunities to become a preferred employer and provide them a happy working environment. The training subjects are planned considering the corporate goals, human resources planning processes, performance indicators and employee expectations. Accordingly, we apply executive preparation, executive development and leadership development programs.

70/20/10 model of learning is applied in these training programs. In this model, 70% of the training and development includes on-the-job experiences, 20% is based on mentorship, networking and other internal communication channels, and 10% is based on formal training methodology. Training and development include Leadership Development, mentorship and coaching, foreign languages, electronic libraries, online development tools, orientation and standard training. We have increased our training hours by 22% since 2016, and

Learning and Development Tools

Learning and Development Catalog / Leadership Development Programs

Mentorship and Coaching

Professional Expertise Programs

Foreign Language Training

Conferences and Summits

Standard Training

Orientation Program

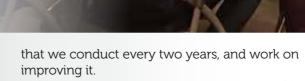
we have provided 9 hours training per employee in

We organize training programs to support the leadership development of employees leading teams. In this sense, we provide Executive Development Trainings and hold numerous training for employees at the manager, director, coordinator and group manager positions regarding Codes of Management Practice and Forward Steps in Management. Furthermore, we offer training under the titles of For Me, For My Team and For My Job to strengthen the personal and professional improvement areas of the employees.

Moreover, we provide training to subcontract employees mainly based on OHS issues such as labor legislation, legal rights and obligations of employees, and legal consequences of occupational accidents and diseases.

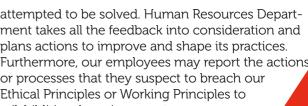
Employee Satisfaction and Communication

As a leading company in the highly competitive food processing sector, we are aware that we can only maintain our success by keeping our employees' satisfaction high. We measure the loyalty of our employees with the Employee Satisfaction Survey



In 2017, we measured employee loyalty as 78% in the survey in which 90% of our employees participated. This percentage is above the 76% loyalty rate average of the global fast-moving consumer goods sector. We prioritize effective communication with our employees. We have suggestion and complaint boxes at the headquarters and facilities for our employees to provide their feedbacks. The complaints collected from these boxes are discussed in coordination meetings of the managers, and then

attempted to be solved. Human Resources Department takes all the feedback into consideration and plans actions to improve and shape its practices. Furthermore, our employees may report the actions or processes that they suspect to breach our Ethical Principles or Working Principles to etik.bildirim@kerevitas.com.tr or +90 850 209 19 98.



RESTORE

Yıldız Eye and Brainbox

We benefit from various platforms of Yıldız Holding to both improve employee loyalty and include employee ideas into the product development process. The Yıldız Eye platform enables employees to provide suggestions on issues regarding control of production processes, whereas the Brainbox Platform encourages employees to make suggestions on various issues such as occupational health and safety, saving, quality and R&D. As of this year, we have rewarded the owners of 205 suggestions within the scope of Yıldız Eye and 70 suggestions within the scope of Brainbox.

Occupational Health and Safety

We shape all our operations to achieve Zero Work Accident and Zero Occupational Disease targets by complying fully to the international standards and legal legislations. Thanks to our project works for raising awareness in the field of occupational health and safety (OHS), we enable business divisions to embrace the sustainability oriented OHS culture.

We take every measure to prevent all accidents and occupational diseases and provide our employees a safe working environment at our headquarters and plants. Investments and Technical Group Manager is in charge of Occupational Health and Safety, and reports to Kerevitaş & Oil Group Director and Production Vice President that is only two ranks below our CEO. All white- and blue-collar employees are represented at our OHS Board. We provide occupational health and safety practices in compliance with the national legislations and international standards. We manage OHS with OHSAS 18001 at all our plants. Furthermore, our affiliate Besler manages its occupational health and safety practices based on OHSAS 18001 with its own Integrated Manage-

ment System.

We organize OHS field trips, virtual reality training, visual training against misconducts and job specific training together with our senior managers, so that all our employees embrace our safety culture. OHS training doubled compared to 2016 and reached 8.6 hours per employee in average. We work to raise the awareness of our employees, subcontractors and suppliers regarding occupational health and safety. 10 Golden Rules of OHS that we have defined as a result of the survey conducted among our employees shape our operations. We distribute these rules with employee handbooks, and share our messages regarding OHS via text messages verbally or on information boards visually.

We also provide training to our subcontracted employees regarding health issues such as the reasons of occupational diseases, disease prevention principles and protection techniques, biological and psychosocial risk factors, and first aid. At the same time, we offer trainings in technical issues such as chemical, physical and ergonomic risk factors, handling and transporting, and areas such as work hygiene.

At Kerevitaş, sustainable occupational safety culture is based on the following five pillars.

- Leadership and Team Belonging: Ensuring managers support actively employee training on common occupational safety goals
- **Training and Development:** Providing periodic occupational health and safety training to employees and ensuring constant improvement towards common goals
- Internal Communication: Establishing internal communication channels to improve occupational health and safety
- Safe Working Environment: Establishing a technical infrastructure at international standards to create a sustainable occupational safety culture
- Risk Management and Process Design: Creating a Risk Management Project through Occupational Safety Committee established with the contributions of the Leadership Team



10 Golden Rules for Health and Safety of Kerevitaş

- 1. Call 4444 emergency line in case of emergencies.
- **2.** I walk on the pedestrian way.
- **3.** I don't intervene with running machines before stopping them.
- **4.** I wear earplugs in noisy spaces.
- **5.** I use personal protective equipment at require points.
- **6.** I abide by all occupational health and safety rules.
- 7. I don't do the work taht I don't have the authorization for.
- **8.** My top priority is occupational safety.
- **9.** I take all safety measures before starting to work.
- **10.** I leave the electricity work to the electrician, the mechanic work to the mechanic.



We protect the natural resources needed by future generations for the continuity of our life and business. We save energy and decrease carbon emissions to have a restoring impact on environment.



ENVIRONMENTAL MANAGEMENT

We care about the protection of natural resources that are rapidly decreasing in the world. We try to minimize our negative impact by using these resources responsibly, since we, as a food processing company, take our raw materials from nature and thus directly connected to the resources provided by it.

We believe that all stakeholders from private sector to public sector should work together to solve environmental challenges, particularly climate change, resource scarcity and food waste. While focusing on improving our performance by monitoring the impact of our operations, we also attach importance to cooperation and endeavor to mitigate our impact in the entire value chain. We reduce our greenhouse gas emissions, energy and water consumptions. Furthermore, we discharge our waste water within the regulatory limits, and aim to improve waste water quality. We measure our air emissions and ensure to keep them under legal limits and work to reduce them further. Our environmental management is based on the Environmental Policy and Environmental Management System Framework. We carry out environmental management in line with the environmental laws and regulations, and international standards. Our Emirdağ plant and affiliate Besler have ISO 14001 Environmental Management System and ISO 50001 Energy Management System certificates. We initiated our efforts to receive these two certificates for our Bursa Plant as well in 2020.

We have invested and spent a total of 535 thousand TL within 2018 in order to improve our environmental performance. We received no environmental fines within the last three years.

Please see Kerevitaş Environmental Policy and Environmental Management System Framework for more information.

Circular System and Food Wastes

Given the fact that almost one third of global food is wasted, minimizing food waste is one of the most significant issues in our sector. We aim to reduce the need for new raw materials by building a circular system.

83% of our agricultural raw materials are provided through the contract farming model. We ensure demand-based production with planned production and maintain supply-demand balance. See People - Empower section of this report for more information about our contract farming model. We try to minimize the loss in processes such as assortment, selection and washing. We reuse the majority of the food waste created during production in animal husbandry and

use the rest to generate power in biogas plants. Since our frozen and canned products are durable and convenient, we also help our customers decrease their own food waste. Therefore, we avoid food losses from soil to fork for the SuperFresh products delivered to the end-consumers.

We also aim to reduce and recycle all waste, not just food waste. We attach great importance to increasing the recycling amount of paper, cardboard, plastic, glass and metal wastes. We deliver mineral oil and vegetable oil waste to the oil recycling plants to be restored. We aim to expand our practices to the point of using recyclable material for packages and minimizing and reusing food and packaging waste with a more effective environmental management.

Tackling Climate Change

Ever-accelerating climate change as a result of increased greenhouse gases is one of the most important challenges of today. Moreover, climate change has significant impacts on the agricultural sector. We have a responsibility to tackle climate change, so this subject is included in our material issues.

We aim to contribute to tackling climate change with our projects in areas such as efficient use of resources, particularly agricultural raw materials, efficient water and waste management, and energy saving.

We plan to launch projects that will reduce energy consumption with the "Energy Detectives Project Team" established in 2018. In limiting our coal use, we saved 114,400 TL while mitigating our environmental impacts.

Compared to 2017, we achieved a decrease both in our energy consumption and greenhouse gas emission with the innovations that we made within the scope of our efficiency projects. So, we reduced our energy consumption 3% and our greenhouse gas emission 2% in 2018. While the greenhouse gas

"With the energy efficiency projects that we implemented in 2018, we have reduced our energy consumption by 3% and greenhouse gas emission by 2% compared to 2017, despite of the increase in our production capacity."

emission intensity that is an indicator of the greenhouse gas amount released per unit production was 0.82 CO2e/ton in 2017, it dropped down to 0.79 CO2e/ton in 2018.



Water Management

Water scarcity is an important issue affecting the agricultural production. Climate change impacts precipitation regimes, leading to drought and irregularities in precipitation. In this aspect, it is crucial to protect water resources.

In addition to water management in our own operations we attach great importance to reducing water consumption in our supply chain where the consumption is the largest. By using and encouraging drip irrigation in the agricultural fields, we reduce the consumption of both energy and water. Comparing drip irrigation method with sprinkler irrigation, drip irrigation provides 37% water savings

and 30% energy savings. We reached a ratio of 80% by expanding the use of drip irrigation in our sweetcorn fields within the last three years. This year, we saved 5.4 million tons of water, resulting in approximately 680,000 TL financial savings, as well as 1.7 million kWh energy saving.

Water is consumed particularly in washing process in the production. Besides washing, we also use water for pastry dough. Thus, we focus on re-using the water used in washing. We saved 1,566m3 water by starting to use the coolant water in washing.



Biodiversity

Biodiversity is critical for the sustainability of food and agricultural sectors. Loss of biodiversity affects agricultural production; it also has social and economic consequences with its negative impacts on food safety and rural income resources.

As one of the leading companies of the sector, it is our priority to protect and improve biodiversity. Thus, we monitor the potential impacts of our operations on biodiversity. The biodiversity action plans prepared in line with international contracts form the basis of our approach. By identifying the risk factors in our operations, we cooperate with Non-Governmental Organizations in protecting and improving biodiversity.

In order to protect biodiversity, we launched the "Ecological Research on Eurasian Otter Population in Lakes Uluabat and Iznik" in cooperation with Hatay Nature Conservation Association in Bursa, which is the place of our establishment. Within the scope of this pilot project, we aim to identify the rivers, creeks and lagoons that are crucial for the existence and continuity of Eurasian otter, which has been recently classified as close to extinction by the International Union for Conservation of Nature (IUCN). The study will determine the population size, distribution, habitat, food sources, social



behaviors of these species, their relations with humans and the threats that they are exposed to and identify the measures that are to be taken for their protection.

We also carry out all our operations ensuring to protect the ecological balance of the soil. We protect water resources with the drip irrigation and contribute to the protection of ecological balance in the agricultural fields with methods that decrease the pesticide use.



PERFORMANCE INDICATORS

Social Performance Indicators

Number of Employees by Gender and	201	L6	20	17	20	18
Category	Female	Male	Female	Male	Female	Male
Total number of employees	671	874	693	977	652	950
Number of white collar employees (number of employees out of scope)	75	168	73	186	65	180
Number of blue collar employees	596	706	620	791	587	770
Number of blue collar employees (number of employees out of scope) - union member	498	307	513	317	469	299
Number of blue collar employees (number of employees out of scope) - not union member	98	399	107	474	118	471

Number of Employees by	201	16	20	17	20	18
Employment Status	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
White collar employees	242	1	258	1	244	1
Blue collar employees	1.302	0	1.411	0	1.357	0

Number of New Recruits by Gender and Age	2016		2017		2018	
	Female	Male	Female	Male	Female	Male
Number of newly recruited employees	138	246	122	237	62	147
50+ years old	2	3	1	1	0	0
30-50 years old	87	138	64	132	32	66
30- years old	49	105	57	104	30	81

Number of Employees Left by Gender and Age	20:	2016		2017		2018	
	Female	Male	Female	Male	Female	Male	
Number of employees who left	278	340	334	336	334	336	
50+ years old	14	16	15	7	8	6	
30-50 years old	122	146	188	155	120	146	
30- years old	142	178	131	174	108	136	

Number of Subcontractor Employees	201	L6	20	17	20	18
	Full time	Part time	Full time	Part time	Full time	Part time
Total number of employees	90	6	93	7	89	10

Number of Employees by Term of Employment and Gender	201	2016		2017		18
	Female	Male	Female	Male	Female	Male
Number of employees working in the company for 0-5 years	407	690	429	738	371	615
Number of employees working in the company for 5-10 years	187	105	194	142	136	208
Number of employees working in the company for 10+ years	77	79	70	97	146	126

Parental Leave by Gender	2016		2017		2018	
	Female	Male	Female	Male	Female	Male
Number of employees on parental leave	20	47	20	71	13	61
Number of employees back from parental leave	15	47	10	71	9	58

Training	2016	2017	2018
Average annual training hour per employee	7.6	8.4	9
OHS training per employee	5.1	9.0	8.6

Subcontractor Training	2016	2017	2018
Average annual training hour per subcontractor employee	3.7	6.3	6.1

Number of Employees Subject to Performance Review	201	L 6	2017		2017		20	18
	Female	Male	Female	Male	Female	Male		
Number of employees subject to performance review	75	168	73	186	65	180		

Managers by Gender and Age	201	2016		2017		2018	
	Female	Male	Female	Male	Female	Male	
30- years old	-	<u> </u>	-	-	-	-	
30-50 years old	10	30	9	30	9	29	
50+ years old					<u>-</u>		

PERFORMANCE INDICATORS

Social Performance Indicators

Distribution of Board of Directors and	201	2016		2017		2018	
Executive Board by Gender	Female	Male	Female	Male	Female	Male	
Board of Directors	0	7	0	7	1	6	
Executive Board	3	4	3	4	3	4	

Number of Employees with	2016		2017		2018	
Disabilities by Gender	Female	Male	Female	Male	Female	Male
Number of employees with disabilities	7	33	5	37	5	38

OHS Performance	201	2016		2017		2018	
(Employees)	Female	Male	Female	Male	Female	Male	
Number of accidents	34	40	14	19	18	19	
Number of accidents involving death	0	0	0	0	0	0	
Incident rate (IR)	3.55	3.23	1.42	1.37	1.94	1.41	
Occupational disease rate (ODR)	0	0	0	0	0	0	
Lost day rate (LDR)	29.19	44.18	21.14	20.54	63.37	32.38	
Absence rate (AR)	0.12%	0.18%	0.08%	0.08%	0.25%	0.13%	

OHS Performance	201	L6	20	17	20	18
(Subcontractors)	Kadın	Erkek	Kadın	Erkek	Kadın	Erkek
Number of accidents	0	0	0	0	0	1
Number of accidents involving death	0	0	0	0	0	0
Incident rate (IR)	0	0	0	0	0	0.07
Occupational disease rate (ODR)	0	0	0	0	0	0
Loss day rate (LDR)	0	0	0	0	0	0
Absence rate (AR)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Environmental Performance Indicators

Energy Consumption (MWh)	2016	2017	2018
Electricity	42.067	43.284	41.456
Natural Gas & LPG & Coal	245.710	266.526	254.876
Diesel (generator)	82	67	64
Vehicle fuel oil	8.979	9.957	14.702
Total	296.838	319.834	311.098

Greenhouse Gas Emissions* (ton CO2)	2016	2017	2018
Scope 1	57.157	62.455	61.789
Scope 2	20.669	22.115	21.002
Scope 3	1.428	1.442	1.451
Total	77.826	84.570	82.791
GHG emission intensity (Scope 1 and 2/ton production)	0.80	0.82	0.79

*Greenhouse gas emissions are calculated in accordance with the Greenhouse Gas Protocol methodology. Global Warming Potential (GWP) coefficients are taken from the 5th Assessment Report of Intergovernmental Panel on Climate Change (IPCC).

Water Consumption and Waste Water Amount (m3)	2016	2017	2018
Underground water	827.514	756.998	702.592
Waste water amount	731.935	671.723	614.178

Waste Amounts (ton)	2016	2017	2018
Amount of hazardous wastes	3.081	11.752	10.187
Amount of non-hazardous wastes	21.715	19.216	13.689

Air Emissions (kg)	2016	2017	2018
NOx	7.902	1.331	16.296
SOx	14.9485	275	196.934

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GRI 102: General D	isclosures 2016	
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	102-2	4
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	102-4	4
	102-5	https://kerevitas.com.tr/tr/yatirimci-iliskileri/kurumsal/Ortaklık-yapisi
	102-6	4
	102-7	4
	102-8	38
	102-9	18
	102-10	No change within the period of reporting.
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	102-47	14
	102-48	Non-existant.
	102-49	Non-existant.
	102-50	2, 4
	102-53	surdurulebilirlik@kerevitas.com.tr
	102-54	2
	102-55	2
	102-56	Non-existant.

GRI Standard	Disclosure	Page Number / Link
GRI 200: Economic S	Standard Series	
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Compliance 2016	307-1	No incidents of non-compliance or any penalties due to this reason.
Supplier Environmen	_	
GRI 103: Management Approach 2016	103-1 103-2 103-3	16, 22 16, 22 16, 22
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GRI 400: Social Stand	ard Series	
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Employment 2016	401-2	38 38
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GRI 402: Labor/ Management Relations	402-2	In case of critical operational changes, legal notice periods are complied with.

GRI Standard	Disclosure	Page Number / Link
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