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ABOUT THE REPORT

Through our second sustainability report, we aim to raise the awareness of our stakeholders on sustainability issues and to ensure that the Kaleseramik sustainability approach is adopted by all our stakeholders.

The information included in our sustainability report covers our activities and performance in environmental, social, and governance areas from January 1, 2023, to December 31, 2023. The reporting scope includes all Kaleseramik operations in Türkiye.

The report has been prepared in accordance with GRI Standards and demonstrates how our activities contribute to the United Nations Sustainable Development Goals. You can send any questions, comments, and suggestions regarding the report and our sustainability efforts to

✉ kaleseramiksurdurulebilirlik@kale.com.tr



Message From Kale Group President and CEO



Dear Stakeholders,

As you all know and have experienced, we are living in a period where multiple crises such as the climate crisis, geopolitical tensions, economic uncertainties and increasing inequalities are intertwined. These significant problems and the risks they bring with them require a new and all-round management approach. Sustainability is the key word in this understanding, which is aware of the impact it creates, aims to be a part of the solution and to spread positive value to wider stakeholder masses.

Especially the fight against climate change now necessitates a new business model. In this model, it is important to respond to and fulfil the requirements of international regulations and the collective effort to combat the climate crisis.

In a period when environmental and social risks as well as financial and operational risks make their impact felt intensely, companies that put sustainability at the centre of their way of doing business gain a great competitive advantage. At the same time, they gain important capabilities to eliminate the risks they are exposed to.

We take good care of people and nature

Kale Group is a structure that manages these elements and increases its positive impact day by day with its wide stakeholder participation. Doing good for people and society has always been at the centre of our focus throughout our 66-year history. Today, we are going through a period in which individuals, companies, institutions and even entire systems are redefining themselves. As Kale Group, we firmly believe that inclusive and sustainable transformation will only be possible with deep-rooted values that

value our society, our business and most importantly the planet we live on. We believe that true success is not only measured by financial gains, but also by the positive impact we can create for society and our planet. We put sustainability at the centre of all our processes for a more livable future with the "Care for Your World" movement, through which we express our goal of a greener, fairer world. As a Group that bears the responsibility of the future, we attach special importance to taking good care of the world, contributing to a sustainable future and using resources efficiently in our investments.

Kaleseramik, one of the landmarks of the Republic...

Kaleseramik, Türkiye's first ceramic manufacturer, is one of the most important industrial moves of our 100-year history of the Republic. Since our founder İbrahim Bodur, who ignited the first spark of industrialization in Anatolia, we have pioneered the development of our country in ceramics with numerous firsts and pioneering brands in each of their fields with Kaleseramik. In 2023, we took Kaleseramik, which we have grown and transformed into a world brand with great efforts and efforts, to the public. We allocated 80 per cent of the financing obtained from the public offering to our domestic and foreign investments.

Kaleseramik is the pioneering company of our Group in terms of sustainability as well as its growth motivation, strategies and successful performance. We are proud to share with you, our esteemed stakeholders, the results of this approach, which starts from the design phase of our products and manifests itself in all production and management processes, in this report.

In the second century of our Republic, we will continue to work with the same determination to realize global pioneering practices in the field of sustainability. I would like to extend my sincere thanks to all our stakeholders, especially our employees, who make the value we create possible.

Dr. (h.c.) Hatice Zeynep BODUR OKYAY
Chairman of the Board of Directors
Kale Group President and CEO

“ We continue to strengthen and expand our journey toward a better world and our **"Care for Your World"** movement.

Message From General Manager

Dear Stakeholders,

The effects of global warming and the destruction caused by the climate crisis are being felt more and more every day. In order to give voice to this rising cry of the world and to minimise these effects, the most effective solution we have is “sustainability”.

Today, more than ever, we need to focus on sustainability, which is our greatest power to improve the future, from production processes to the use of natural resources.

As the Stronghold of Ceramics, we continue to work for a better tomorrow today as we did yesterday. In all our activities from design to production, we develop environmentally friendly and sustainable innovative products that focus on people, and we implement projects that touch people, society and the planet in many areas from efficient use of resources to waste management.

Together with our steps towards sustainability, we manage all our operations in the light of the “Care for Your World” movement initiated by

Kale Group for a better world. In this context, we carefully analyze the environmental impact of our activities in the ‘Energy and Resources Management’ and act with the vision of net positive impact. Within the framework of the Decarbonization Roadmap we have created, we aim to reduce direct greenhouse gas emissions by 25% by 2030 compared to 2021. We also aim to increase electricity use to 100%, increase the closed-loop production rate by 100% and reduce water use in production by 25%. In addition, we continue to work on GES (Solar Power Plant) investment in order to support our sustainable production technology with clean energy.

In our investment plans, we prioritize acting in line with our sustainability principles and policies starting from design. Our Slab-Sinterflex 2 line investment, which we commissioned in 2023, was realized as a result of this approach. With this investment, we aim to achieve 42% less carbon emissions per unit product compared to standard production, thanks to zero waste, low energy consumption and full digitalization.

“ As part of our Decarbonization Roadmap, we aim to reduce direct greenhouse gas emissions by **25%** by 2030 compared to 2021 levels.



Message From General Manager

Thanks to the work we carry out in this main focus area, today we are also a stakeholder in a very important project in our country. As Kaleseramik, we are working together with 16 leading local and foreign organizations in Türkiye's first Hydrogen Valley Project, HYSouthMarmara - South Marmara Hydrogen Valley Project. Within the scope of the project, which aims to reduce fossil fuels and increase the use of green hydrogen in the industry, we will produce with a hybrid combustion system mixed with hydrogen and natural gas in the first domestic roller single-channel firing furnaces that we will manufacture with our own facilities. We believe that this project, which we are excited to be a part of, will be a turning point for green transformation in the industry.

In addition, we continue our efforts to guarantee the continuity of our business with a focus on the "Sustainable Business Model" and to develop a management approach that is resistant to changing global developments. In addition to offering friendly solutions to consumers and

business partners with our designed, cost-saving and environmentally friendly products, we also contribute to a sustainable future.

In line with "Social Investments", we aim to be a pioneer in social investments developed on the basis of positive impact and common benefit, and we focus on social programs that will contribute to the Sustainable Development Goals. In this context, the Mavruz Agriculture Project, which we have implemented in Çanakkale Çan, the birthplace of Kaleseramik, is the first greenhouse in Türkiye to be heated with the energy from factory chimney waste. In addition to being a production model that respects people, the environment and nature, the Mavruz Project also makes a significant contribution to women's employment and the empowerment of local communities with 95% of its female employees.

In addition to these efforts in the field of sustainability, we also prioritize the development and transformation of our employees as a

company that considers the future of business and adopts new ways of thinking and working with a focus on "Cultural Transformation". By adopting people-oriented business practices, we create a working environment where gender equality and equal opportunities are observed for our employees. In this context, we focus on using new generation tools for agile, highly efficient and effective organizations that fully adapt to changing talent demographics and 21st century skills.

As Kaleseramik, sustainability will continue to be a never-ending journey for us in line with our goal of a better world. I would like to thank all our stakeholders, especially our employees, who have accompanied us on our journey so far and enriched us with their contributions.

Altuğ AKBAŞ
Kaleseramik General Manager

About Kale Group

Kale Group, founded in 1957 by Dr. (h.c.) İbrahim Bodur, is today the 5th largest producer in Europe and the 17th largest in the world in the building products sector and the Turkish market leader in construction chemicals with 18 companies operating in many sectors such as ceramic production, construction chemicals, logistics and aviation industry and more than 5 thousand employees.

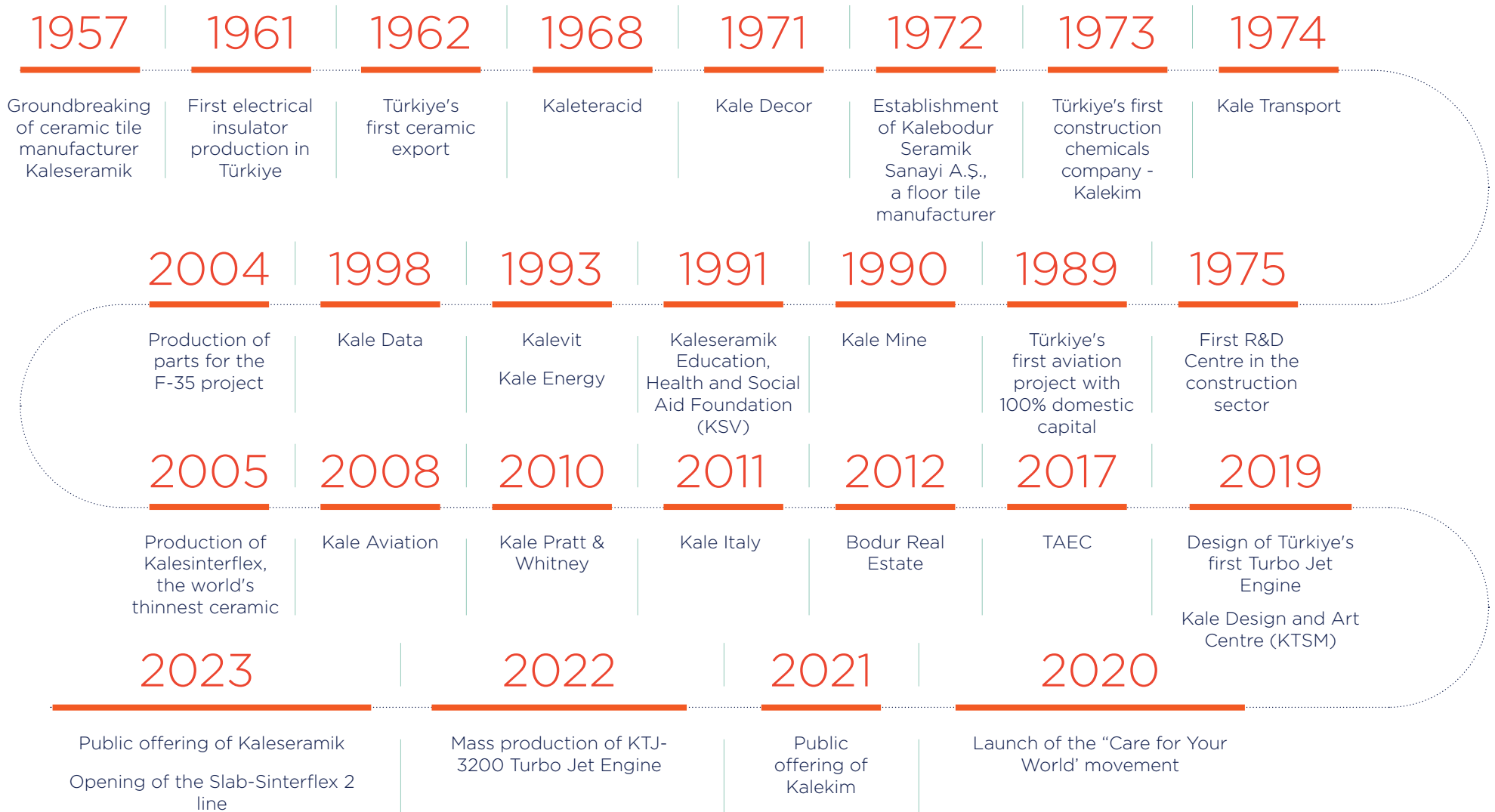
Entering the aviation sector in 1987, Kale Group is the preferred supplier of the world's largest aviation companies and the main stakeholder of many projects realized in Türkiye.

With its industrialist heritage and entrepreneurial spirit, Kale Group continues its economic and social activities as a reputable group of companies that is a pioneer in its field, respects people and the environment, and adds sustainable value to society. Dr. (h.c.) İbrahim Bodur Kaleseramik Education, Health and Social Aid Foundation, which was established in 1991 in order to make its contributions to society permanent, is active in the field of education and employment. In addition, with its design, technology and people-oriented vision, Kaleseramik has adopted the mission of supporting art and artists, especially ceramics, and supports individuals and communities enthusiastic about this field with creative and inspiring projects that produce original works.



Kaleseramik is the 5th largest in Europe and 17th largest producer in building products sector and Turkish market leader in construction chemicals.

Kale Group History



About Kaleseramik

Pioneering the establishment and development of the ceramics industry in Türkiye, Kaleseramik was founded in 1956 by the late İbrahim Bodur, Founder and Honorary Chairman of Kale Group. The foundations of Çanakkale Seramik, Türkiye's first ceramic tile manufacturer, were laid in 1957. Çanakkale Seramik Fabrikaları A.Ş. and Kalebodur Seramik Sanayi A.Ş. were merged under a single roof in 2000 under the name "Kaleseramik Çanakkale Kalebodur Seramik Sanayi A.Ş."

With an annual production capacity of 56 million m², Kaleseramik operates as the world's largest ceramics company producing on a single site. As the leader of the ceramic industry, it has been growing by investing what it has earned for 66 years in these lands.

While "Kalebodur" has become a generic brand in floor tiles, "Çanakkale Seramik" stands out as the name of quality in wall tiles. Kaleseramik continues to offer solutions to meet customer expectations by constantly increasing its product range with Granite, Porcelain, Sinterflex and Artisan tiles. Kaleseramik, which has a wide and holistic product range that adds value to consumers' living spaces, offers approximately 200 new products to the market every year with a product range of over 4,500 products in



Each year, we offer approximately

200
new products to the market.



ceramic tiling materials, ceramic sanitary ware, armatures and bathroom furniture product groups.

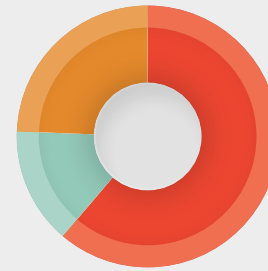
Kaleseramik delivers its products to consumers in the domestic market through retail, construction market and corporate channels. Thanks to its extensive dealer distribution network, it offers its products to customers at 533 different sales points in total, including 123 brand exclusivity, 349 secondary dealers, 6 Kale stores and 55 construction markets in all provinces of Türkiye. In the overseas market, it continues its activities in more than 86 countries through retail and corporate channels with 164 different dealers and various sales points.

As the leading company in the ceramics sector in Türkiye, it ranked 168th in the 'Top 500 Industrial Companies 2023' survey conducted by ISO Türkiye in 2023. In line with its domestic and international growth target, in 2023, 21.25% of the company's shares went public and started to be traded on Borsa Istanbul.

As a global value of Türkiye in the ceramics sector, Kaleseramik, which has been producing for a better world since the day it was founded, will continue to be the locomotive power of the country in its sector in the second century of the Republic.

We continue our activities in more than 86 countries through retail and corporate channels with 164 different dealers and various sales points.

Kaleseramik Shareholder Structure



| | |
|-------------------------------|--------|
| H. İbrahim Bodur Holding A.Ş. | 61.23% |
| Victory International AG | 14.38% |
| Other | 24.39% |

KALE MADEN

Established in 1957 as the Raw Material Directorate within Çanakkale Seramik Fabrikaları A.Ş., Kale Maden AŞ has been operating as a separate company since 1998. With its standardized, high quality and uninterrupted production, Kale Maden provides resources and raw materials to the ceramics industry, paint, chemical, glass, cement, foundry and paper industries, making significant contributions to the related sectors and our national economy.

In addition to the raw material quarries located in the Aegean and Marmara Regions, the Micronized Grinding, Clay-Kaolin Enrichment, Flint Preparation, Hard Raw Material Washing Facilities in Çan are integrated raw material preparation facilities. In addition to these, there are also Crushing and Homogenization Plants in Çan, Crushing, Screening and Homogenization Plants in Istanbul and Crushing and Homogenization Plants in Balıkesir.

KALE NAKLİYAT

Kale Nakliyat, which was established in 1974 to meet the logistics needs of Kale Group Companies arising from the increasing production volume, provides logistics and warehousing services with its warehouses in various regions with its contracted road fleet of 500 vehicles, 65 freight wagons and 2 dry cargo vessels.

With an annual transport capacity of 3 million tons, Kale Nakliyat produces alternative transport solutions with the aim of becoming a solution partner that increases the competitiveness of its customers in the face of rising logistics and transport costs.

Kaleseramik at a Glance



Kaleseramik History

1956

Establishment of Çanakkale Ceramic Factories Ltd.

1957

Groundbreaking of ceramic tile production factory

1958

Establishment of Çanakkale Seramik Fabrikaları A.Ş. with a change of type

1962

Türkiye's first ceramic tile export

1972

Establishment of Kalebodur Seramik Sanayi A.Ş., a floor tile manufacturer

1987

Establishment of Kalefrit Silikat Mamülleri Sır ve Boya Sanayi Ticaret A.Ş.

1994

Obtaining ISO 9001 Quality Management System Certificate

1999

"RocaKale" partnership under the title of Kalevit Roca Saniter Seramik Sanayi A.Ş.

2000

Çanakkale Seramik Fabrikaları A.Ş. and Kalebodur Seramik Sanayi A.Ş.

Merger of Kaleseramik under a single roof as Çanakkale Kalebodur Seramik Sanayi A.Ş.

2002

Introduction of Twinpress technology

2004

Obtaining ISO 14001 Environmental Management System Certificate

2005

Investment in Kalesinterflex technology and start of the first slab-sinterflex production in Türkiye

2007

Start of production at Yerköy plant

Obtaining OHSAS 18001 Occupational Health and Safety Management System Certificate

2009

Termination of RocaKale partnership

2011

ISO 50001 Energy Management System Certificate

2012

Partial spin-off of Kaleseramik, Çanakkale Kalebodur Seramik Sanayi A.Ş. and establishment of Bodur Proje Gayrimenkul İnşaat Sanayi ve Ticaret A.Ş. and Bodur Menkul İş Geliştirme Sanayi ve Ticaret A.Ş.

Carrying out Life Cycle Assessment (LCA) in order to reduce the environmental impact of all ceramic products and documenting it with Environmental Product Declaration (EPD) certificate

Kaleseramik History

2014

Obtaining ISO 10002 Customer Satisfaction Management System Certificate

Golden Plumb Building Product Award for Smart Wash Toilet and Wall Hung Toilet Integrated Installation Set

Award in 3 different categories at Istanbul Chamber of Industry Environment and Energy Awards

2015

Groundbreaking of Slab-Sinterflex 2 plant

Golden Plumb Building Product Award with Smart Edge washbasins

Republic of Türkiye Ministry of Industry and Technology 3rd Prize in Efficiency Awards

2016

Obtaining Greenguard Gold Certification for all Ceramic Tiling Materials

Inauguration of the second Slab-Sinterflex production line and new wall tile masse preparation facilities in the Slab-Sinterflex 1 plant

2017

1st Prize in the Golden Plumb Idea Award with "Kale Building Foam"

3rd Prize in the field of Environment at the Association of Construction Material Industrialists (IMSAD) Investing into Future Awards

Obtaining ISO 27001 Information Security Management System Certificate

2018

Çevko Green Dot Industry Awards Incentive Award

2020

The first company in Türkiye to receive the Health Product Declaration (HPD)

2021

Republic of Türkiye Ministry of Industry and Technology - Efficiency Project Award 1st Prize in R&D category

Obtaining ISO 45001 Occupational Health and Safety Management System Certificate

Sustainable Business Award 1st Prize in Waste Management Category

2022

Slab-Sinterflex 2 plant new production line investments

Special Jury Award at Istanbul Chamber of Industry Green Transformation Awards

2023

Completion of the public offering

Kalesinterflex Porcelain Slab Production Line starts production

2023

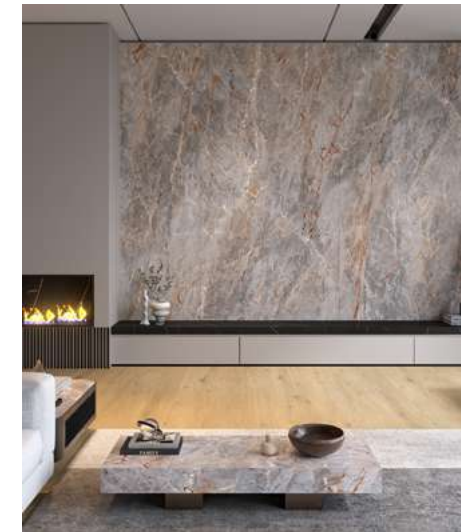
Horizon Europe South Marmara Hydrogen Valley Project approval

IMSAD Investing into Future Awards - 3rd Prize in Economy Area Cura Tile

IMSAD Investing into Future Awards - Social Area 1st Prize Atölye Kale

"Gold" Award with Kale Banyo brand and "Silver" Award with Çanakkale Seramik brand in the 'Ceramic' category at Brandverse Awards

2022 "Red Dot Award: Brands & Communication Design 2023" Award for Cersaie stand design



Vision and Mission

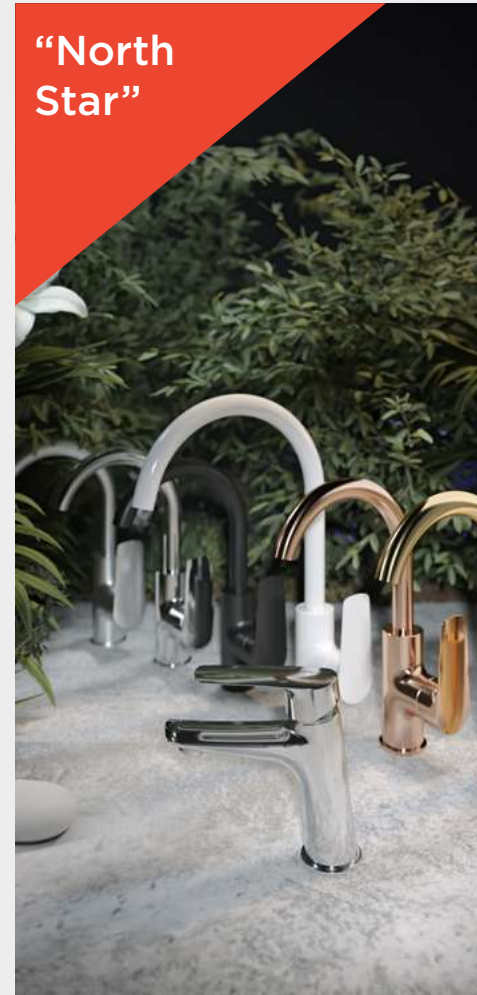
“ The Kaleseramik Cause is to inspire and encourage for happy living spaces. ”

“Care for Your World”



As Kale Group, we focus on creating value for a better world in every field. With this mission, we launched an initiative called **“Care for Your World”**. As Kaleseramik, as a part of this movement, we invest in projects that will create effective cycles for a sustainable future. In line with this vision, we believe that everyone bears responsibility for a fairer, greener world and we aim to raise awareness and mobilize people in this direction.

“North Star”



With the North Star vision, we strive to add new meanings to living spaces and shape many elements from our business culture to our internal processes around this vision. The North Star, which forms the basis of our company vision, is founded on the **“core values of People-Design-Innovation”**. Accordingly, as Kaleseramik, we take the North Star vision as a guide as we move forward in line with common goals and objectives at every step. We take this vision as a basis for every step we take and shape our investments accordingly.

Corporate Values



WE BUILD
trust

We act ethically in our relationships with all our stakeholders, regardless of the conditions, while prioritizing the protection of our reputation.



WE ACT
with
determination

Regardless of circumstances, we take initiative and push our limits without giving up and losing our motivation.



WE TAKE
responsibility

We take care and responsibility for the land we tread, our future, our community, our employees, and our customers.



WE
cooperate

We believe in the power of succeeding together and create shared synergy with all our stakeholders.



WE LEAD
The way

We work with dedication to generate authentic products & services and maintain our leadership and competitive position in our sectors.



WE PAVE
the way for
ENTREPRENEURSHIP

Based on our founding values, we support both corporate and individual entrepreneurship, and we pave the way for innovative ideas and initiatives.

Products

As Kaleseramik, which brings firsts to the sector with its sustainable production technologies and innovative approach, we approach all processes from design to production from a holistic perspective and place a customer-oriented approach at the centre of our business development processes. We offer large-scale and flexible usage options to develop products suitable for modern lifestyles. Our products such as floor tiles, wall tiles and sinterflex have an important place in ceramic tiling materials. In addition, our wide range of products for the bathroom area includes ceramic sanitary ware, bathroom complements, accessories, bathroom acrylic and cabinet products and bathroom furniture.

Çanakkale Seramik



Today, Çanakkale Seramik, one of the world's leading manufacturers, goes beyond the mould with its high-quality ceramic tiles and aims to offer special options for everyone looking for a unique style. Environmentally friendly, hygienic and long-lasting, Çanakkale Seramik products offer a wide range for those who want to add new meaning to their living spaces.

Kalebodur



Kalebodur, which is preferred in many buildings in Türkiye and identified with ceramic tiles, offers consumers an inspiring world. Focusing on architects and professionals, it considers their needs and wishes, thus developing unique and design-oriented products that they can bring their creativity to the forefront in their projects. It meets the expectations of its customers in the best way by offering special solutions for each project.

Kale Banyo



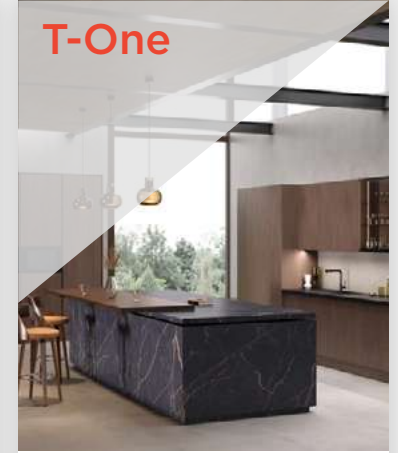
Kale Banyo offers holistic solutions to spaces in a wide range from sanitary ware to fittings, bathroom furniture to shower trays. Our brand acts with an understanding that attaches great importance to quality and design, is open to change, is based on efficiency and adopts customer satisfaction as a principle. In addition to having high quality standards, our products attract attention with their aesthetic, functional and accessible designs. In addition, Kale Bathroom, which produces with the philosophy of protecting the environment and offers a strong after-sales service support, makes a difference in the bathroom sector.

Kalesinterflex



Kalesinterflex is among the world's largest, thinnest, lightest, most functional and most special porcelain plates. With these features, Kalesinterflex has become the preferred choice of the architecture and construction sector in a short time and offers a safer usage experience by reducing the load of buildings with its lighter weight compared to normal ceramics. Kalesinterflex, which combines technology and design, is used in interior and facade areas, from kitchen countertops to furniture, bathroom solutions, thanks to its superior features.

T-One



The T-One Porcelain Kitchen Countertop, produced with Kalesinterflex slabs, one of the extraordinary ceramic applications in architecture, offers a structure that is fire-resistant, scratch-proof, durable, easy to clean, and resistant to high temperatures and cold. It meets all expectations effectively.

Highlights In 2023

As a demonstration of our commitment to sustainability and environmental responsibility, **we have developed a Decarbonization Roadmap, setting a target to reduce emissions by 25% by 2030.**

We began showroom renovation activities in target countries such as Azerbaijan, Uzbekistan, Morocco, Germany, and the Balkans. **Additionally, we opened new showrooms in Bangladesh and Cyprus.**

Economic Performance

Revenues* (TRY)

| | |
|------|----------------|
| 2022 | 12,258,407,931 |
| 2023 | 9,713,708,850 |

*The data in the table have been adjusted due to the implementation of inflation accounting, which was introduced at the end of 2023.



We completed our investments in the large slab production plant and launched the third Kalesinterflex Porcelain Slab production line with an annual capacity of 1.5 million square meters. **We established a new production line within the plant that actively uses robotic technology.**



Our application for the Horizon Europe South Marmara Hydrogen

Valley Project, which aims to develop innovative solutions contributing to regional and national strategic goals, has been approved, and we have officially started the project.

To contribute to the growth of the ceramic tiling materials sector in the Iraqi market, **we acquired a 49% stake in Al-Sadaf Porcelain and Ceramic Production Limited Company, headquartered in Baghdad, with a capital of 1 billion Iraqi dinars.**

We continued our Industry 4.0 roadmap with the Kale99 Predictive Quality Project. **This project utilizes the IoT infrastructure of our granite plant to predict quality issues in advance, identify potential root causes, and provide real-time reporting.**



Corporate Governance

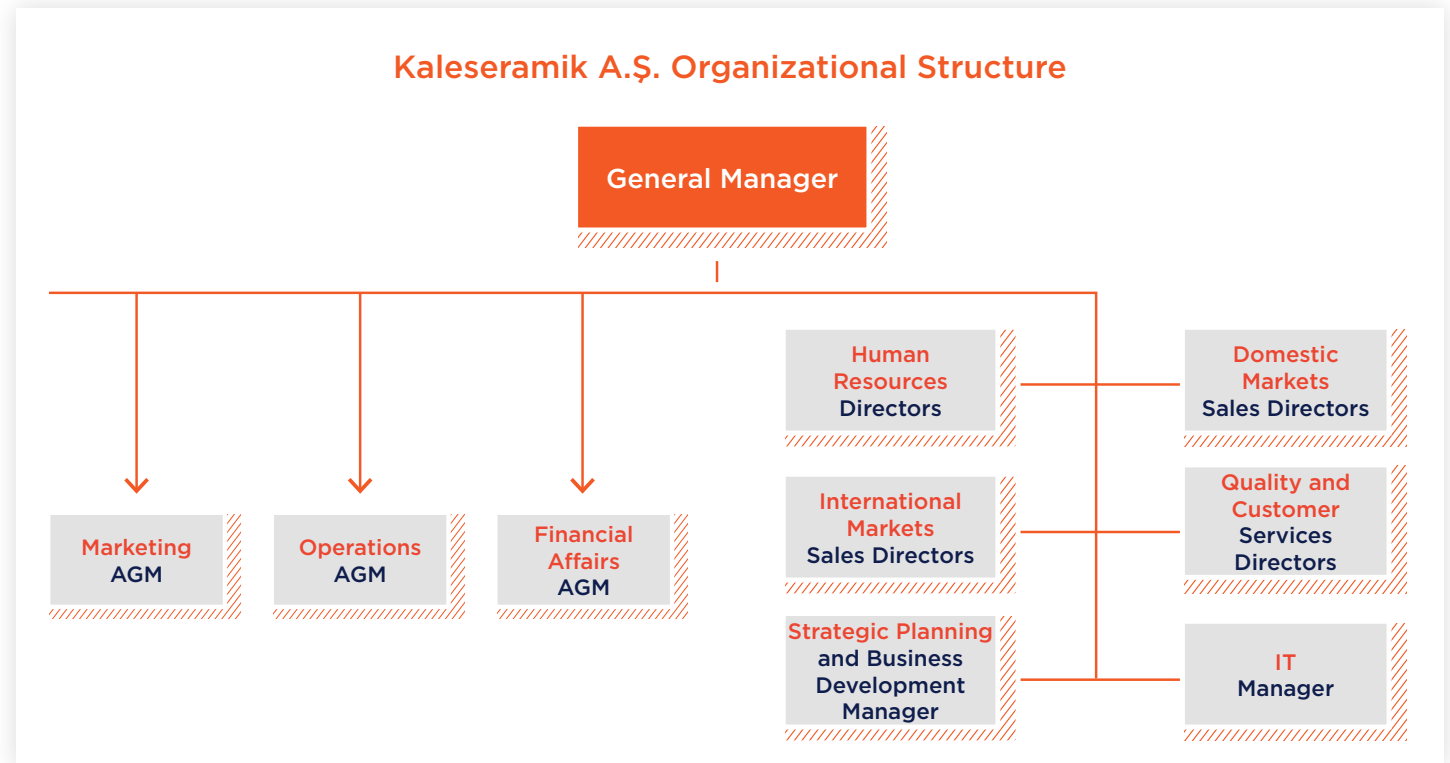


As Kaleseramik, we have been adding value to the ceramics industry for 66 years, reflecting our commitment to sustainable production technologies and innovative approaches in our processes since our founding.

We define our vision based on changes in the industry, market, and customer profile, guiding the sector. Our long-term goals and strategies are developed in alignment with our vision, and we prepare a balanced scorecard according to the strategic plan. We monitor our targets monthly using process scorecards and individual goal cards, which are derived from the balanced scorecard.

While the Board of Directors and the Management Board meetings, consisting of Kale Holding's top management and independent members, are held on a monthly basis, important topics and key performance indicators of all activities are regularly reported to the Board of Directors.

Process management plays a crucial role in the effective implementation of our corporate strategies and in better meeting customer needs and demands. At Kaleseramik, we manage our processes with a proactive approach. This ensures that the strategy is implemented effectively and allows us to gain agility with shorter cycle times. Through these efforts, we continuously improve and develop by integrating end-to-end processes while regularly enhancing customer satisfaction.



Through our North Star vision, which is at the core of our corporate structure, we ensure that innovation is at the forefront and we build relationships with stakeholders based on trust and fairness thanks to the short, medium and long-term value we create.

As of July 27, 2023, our company's shares have started trading on the Borsa İstanbul Star Market. As of this date, the company is subject to the obligations of third-tier companies under the Capital Markets Board Corporate Governance Communiqué, due to the initial public offering of its shares and their commencement of trading on the stock exchange.

At the Extraordinary General Assembly Meeting held on March 10, 2023, two independent members, who meet all the independence criteria according to Capital Markets Legislation and have submitted their independence declarations, were elected to the 8-member Board of Directors for a term of one year, in accordance with the provisions of the Articles of Association. Our Board of Directors includes two female members (25%), including the Chairperson of the Board.

By decision of the Board of Directors, the Audit Committee, Corporate Governance Committee, and Early Detection of Risk Committee have been established. Additionally, the Corporate Governance Committee has taken on the responsibilities of the Nomination Committee and the Remuneration Committee as specified in the Communiqué.

The highest decision-making body of our company is the General Assembly, whose working principles are regulated by internal policies and the Articles of Association. The General Assembly meets annually based on the agenda announced by the Board of Directors and may also convene on an extraordinary basis upon invitation. All shareholders, including minority shareholders, have the right to propose decisions and ask questions to the Board of Directors and executives, whether they participate physically or online.

Each of our shareholders has one voting right per share, and there are no shares with privileged voting rights. Additionally, there are no practices such as "voting limits," "shareholding percentage limits," "control share acquisition provisions," "unlimited registered capital," "blank checks," or "cross-shareholding."

At General Assembly meetings, votes are cast openly by raising hands. However, upon request by stakeholders representing at least one-tenth of the shares present at the meeting, a secret ballot may be used. As with all General Assembly decisions, Board of Directors members are elected by a majority vote from among the candidates nominated by the shareholders.



For detailed information about our Board of Directors, please refer to our 2023 Annual Report.

Risk Management

At Kaleseramik, we consider the strategies set by Kale Group and periodically review our process management in this context. We adopt a risk management system in our strategic decision-making processes.

Using technological infrastructures such as the process and performance management programs we have developed within the system, we track success metrics. This allows us to conduct risk management more effectively through regular reporting and follow-up processes with top management.

Our Strategic Planning and Business Development unit at Kaleseramik is responsible for coordinating the entire process of identifying and monitoring corporate risks, organizing risk committee meetings, periodic reporting, and communication with the Board of Directors. The Risk Committee is composed of four members: two independent Board members, one member from the Kale Group Board, and one independent Risk Assessor.

The process of identifying corporate risks is carried out at the end of each year by evaluating the risks of the past year and those for the upcoming year. Under the coordination of the Kaleseramik Strategic Planning and Business Development unit, and with the participation of the General Manager, senior executives, and relevant department managers, global risks and potential threats are assessed to create a list of corporate risks to be monitored in the coming period. This list is reviewed by the Kale Strategy and Business Development Vice Presidency, and recommendations are presented to Kaleseramik. Following this evaluation, approval for the corporate risks is obtained. Risk action and indicator monitoring are reported at least six times a year to the Kaleseramik Risk Early Detection Committee. Regular reporting is directly made to the General Manager, senior executives, the Company Risk Early Detection Committee, and at a higher level, to the Kale Group Risk Committee and the Executive Committee.

In addition to managing the Kaleseramik risk management process conducted by the Risk Control and Collection Unit, risks are also monitored and evaluated through participation in the risk committee organization at the Holding level.

At Kaleseramik, we consider risk management one of our top priorities to enhance our sustainability performance. We evaluate and manage sustainability risks we may encounter throughout our business processes in collaboration with the Holding.

We have incorporated sustainability risks into our corporate risk monitoring cycle. Starting in 2024, we plan to update our Sustainability Risk and Opportunity Analysis. In this context, we aim to achieve our long-term goals and enhance our resilience by adopting a proactive approach alongside our sustainability risk and opportunity management. We manage the 10 sustainability risks we have identified with our Sustainability Committee, key process owners, and working groups.

We have added the European Green Deal alignment process to our corporate risk portfolio under non-financial risks. Accordingly, we continuously monitor national and international regulations related to sustainability, such as the Carbon Border Adjustment Mechanism (CBAM) and the National Green Deal Action Plan, along with the rapidly changing agenda. We also closely follow TSRS standards under current sustainability regulations. In this context, we aim to incorporate risk-based scenario analyses and TSRS S1 metrics into our process and deepen our efforts. We analyze the potential impacts of changing agendas and developments on our business processes and provide regular updates to senior management based on these analyses.

We ensure continuous information sharing across Kale Group by organizing meetings with Holding teams and Sustainability Leaders from Group companies at regular intervals.

At Kaleseramik, we assess our climate change risks and strive to take proactive measures to address these risks.

| TCFD RISK CATEGORY | RISK DEFINITION | RISK CATEGORY* | RISK DECISION |
|------------------------------|---|----------------|---------------|
| Transition Risk - Market | Risk of loss of financial competitiveness due to competitive conditions within the ceramics industry, new production capacities, changes in consumer demands, and economic fluctuations | | MITIGATION |
| Transition Risk - Market | Risk of failing to adapt to new market conditions arising from changing customer behaviors and shifts towards more sustainable products in the sustainability focus | | MITIGATION |
| Transition Risk - Market | Risk of operational disruptions and setbacks due to potential loss of human resources related to workforce and talent management | | MITIGATION |
| Transition Risk - Market | Risk of failing to achieve targets due to lack of allocation of resources for sustainability investments | | MITIGATION |
| Transition Risk - Reputation | Risk of operational disruptions and negative impact on brand perception due to inconsistencies in raw material supply | | MITIGATION |
| Transition Risk - Technology | Risk of not transitioning to technologies that reduce carbon emissions | | MITIGATION |
| Transition Risk - Market | Risk of variability in CO ² prices and exposure to high financial costs due to carbon trading systems, carbon taxes, and evolving carbon-related regulations | | MITIGATION |
| Physical - Acute | Risk of negative impact on operational processes due to the reduction of water resources | | MITIGATION |
| Transition Risk - Technology | Risk of inadequate progress in digitalization with a sustainability focus and subsequent loss of competitive edge | | MITIGATION |
| Physical - Acute | Risk of damage to production plants and negative impacts on operational processes due to extreme weather events, such as storms and heavy rainfall, floods, and forest fires caused by climate change | | MITIGATION |

*Risks classified as Low Risk following the risk assessment have not been included.



Medium Risk



High Risk

Business Ethics And Transparency

We view business ethics and transparency as an integral part of our responsible business practices and position them at the core of our corporate governance and sustainability strategy.

The Kale Group Ethics and Compliance Committee ensures the full implementation of ethical rules by clarifying Kale Group's core values and the personal responsibilities of employees through the Kale Group Code of Ethics Regulations. Procedures and documents defining behavior and ethical rules are accessible to all Group companies through an online portal.

Our employees can submit their ethical notifications through the Kale Group Ethics Line communication channels, including the email address etikhat@kale.com.tr and the Ethics Portal, available 24/7. In the notifications made through this line, the opinion of the Compliance Manager may also be requested on possible ethical issues or dilemmas. The Internal Audit Department of Kale Holding is responsible for forwarding notifications received through the Kale Group Ethics Line communication channels to the Ethics Committee within seven business days from the date of notification. Notifications reaching the Ethics Committee are reviewed and resolved by the Ethics Committee Members within the targeted timeframes. In 2023, three notifications received through the Ethics Line were handled with sensitivity and resolved.

To raise awareness about business ethics, the Kale Group organizes Ethics and Compliance training for all employees of the Group companies. Since 2022, these trainings are delivered through the "KaleKampus Digital Platform." The training aims to ensure sensitivity to ethical and illegal practices across the Group, compliance with regulations, legal principles, and rules, development of judgment skills in important decisions, and widespread use of ethical communication channels.



Information Security And Data Privacy

Information is one of today's most valuable assets. Our company's success, sustainability, and reputation depend on the accuracy, confidentiality, and integrity of the information we hold. With this awareness, we effectively implement the ISO 27001 Information Security Management System to systematically protect the information of all our stakeholders.

In accordance with the applicable laws, we are committed to protecting all personal data of individuals accessed and ensuring compliance with the relevant legal requirements as part of our corporate culture.

Under our Personal Data Protection Policy, we take on the responsibility as data controllers to establish the necessary organization to ensure the confidentiality and integrity of information as required by the relevant legal provisions. We implement the necessary technical measures to protect against unauthorized access, loss, misuse, disclosure, alteration, or destruction of personal data.

Upon detecting any violation, we promptly inform users, enabling legal follow-up in compliance with the laws, and ensure the security of their information to the best of our ability.



[Click here for the Kale Group Code of Ethics Regulations.](#)



[Click here for the Kaleseramik Personal Data Protection Policy.](#)

Sustainability Management

Kale Group manages its sustainability strategy in the areas of Sustainable Business Model, Energy and Resource Management, Cultural Transformation and Social Investments impact areas defined under the umbrella of “Care for Your World”, while aiming to increase the positive impact by adopting the principles determined under the headings of environmental, social and governance for all business processes under the guidance of the “Sustainability Policy” in all Group companies and value chain.

As Kaleseramik, we carry out our sustainability strategy in an integrated manner with Kale Group. Accordingly, we have developed our sustainability strategy in line with the United Nations Sustainable Development Goals and other national and international sustainability trends with reference to Kale Group’s “Care for Your World” movement, which was launched in 2021 to create a framework for its sustainability strategy, to create common value in all areas of its operations in economic, social and environmental terms, and to create a new perspective on this issue.



“Care for Your World” Movement

The “Care for Your World” initiative is a movement that encompasses an entire ecosystem necessary for constructing a better life, including production, usage, ecology, and social living, without boundaries.

Under the “Care for Your World” movement, our sustainability strategy is organized into four main areas. This initiative aims to inspire individuals to make a difference starting from themselves, their habits, and their homes, extending to their workplaces, streets, neighborhoods, cities, countries, and ultimately the planet. By focusing on creating value for all stakeholders within our ecosystem, we strive to leave a more livable planet for future generations.

| Impact Area | The Human Being is Your Essence | The World is Your Home | Your Work is Your Strength | Society is Your Tomorrow |
|----------------------|--|---|--|--|
| | Cultural Transformation | Energy and Resource Management | Sustainable Business Model | Social Investments |
| Our Approach | As a company that considers the future of work and embraces new ways of thinking and working, we prioritize the development and transformation of our employees. By adopting human-centered work practices, we aim to create a workplace across the Group where gender and opportunity equality are respected and embraced. Our goal is to become the most preferred company for our employees by fostering such an environment. | At Kaleseramik, we carefully analyze the environmental impacts of our activities and operate with a net positive impact vision. We implement actions aligned with our goals to reduce greenhouse gas emissions and increase investments focused on a circular economy. We aim to source the energy used in our operations from renewable sources and develop projects to minimize and recycle waste throughout our value chain. | We are working to secure the continuity of our business and develop a resilient management approach to adapt to changing global developments. In line with our goal to maximize revenue from sustainability-focused operations, we aim to invest in new business models that address environmental and social issues, and to develop sustainability-oriented business processes, products, and services. | We aim to be a pioneer in social investments that unite Group companies on a common ground, focus on positive impact and common benefit, and focus on social programs that will contribute to the Sustainable Development Goals. |
| Theme | Employee Well-being | Combating Climate Change | Sustainable Products | Social Well-being |
| Material Issue | <ul style="list-style-type: none"> ✓ Fair Working Environment and Employee Rights ✓ Talent Management ✓ Equal Opportunity, Diversity, and Inclusion ✓ Occupational Health and Safety | <ul style="list-style-type: none"> ✓ Greenhouse Gas Emissions and Energy Management ✓ Resource Utilization and Operational Efficiency ✓ Clean Technology Investment ✓ Circular Economy and Waste Management ✓ Product Management ✓ Water and Wastewater Management ✓ Biodiversity | <ul style="list-style-type: none"> ✓ R&D and Innovation ✓ Customer Orientation ✓ Digitalization ✓ Supply Chain Management ✓ Risk Management ✓ Business Ethics ✓ Information Security and Data Privacy ✓ Transparency ✓ Compliance ✓ Stakeholder Relations | <ul style="list-style-type: none"> ✓ Social Investments |
| Contribution To Sdgs | | | | |
| Foundations | Esg Asset Management- Business Ethics And Transparency- Risk Management – Occupational Health And Safety | | | |

Sustainability Governance Structure

The governance mechanism created to ensure that all Group companies and stakeholders adopt a sustainability perspective and progress towards specific sustainability goals includes: Group Sustainability Committee, Sustainability Manager, Group Human Resources Director, Corporate Communications and Impact Investments Director, Thematic Working Groups, Kaleseramik Sustainability Committee, Kaleseramik Sustainability Leaders, Kaleseramik Sustainability Working Groups, Kaleseramik Foundation (KSV), İbrahim Bodur Social Entrepreneurship (IBSG), Kale Design and Art Center (KTSM) and Kale Volunteers Platform.

The Group Sustainability Committee, which leads, authorizes, coordinates the sustainability organizational structure and is responsible for the management of sustainability activities of Group companies reviews and approves the sustainability strategic framework, focus Sustainable Development Goals, sustainability policy and action plans of Kale Group Companies and provides opinions by following the developments. It evaluates sustainability risks by following global and local developments and monitors the efforts to manage risks that may adversely affect the company's reputation and activities.

The Group Sustainability Committee, which meets every three months, is chaired by the General Manager.

The General Manager assesses Kaleseramik's sustainability goals and provides feedback. The General Manager also evaluates sustainability risks by monitoring global and local developments and oversees efforts to manage risks that could negatively impact the reputation and operations of Kale Group and its companies.

The Sustainability Manager is responsible for transforming business practices with a sustainability perspective, providing strategic direction, sharing expertise, and disseminating best practices throughout the Group. The Sustainability Manager establishes the connection between the "Care for Your World" strategic framework initiatives and the Group Sustainability Committee. The Sustainability Manager hold monthly meetings with Company Sustainability Leaders to monitor and provide feedback on activities within the companies. By tracking global trends and developments, the Sustainability Manager ensures the updating of targets, action plans, investment needs, and sustainability risks, and reports to the Group Sustainability Committee four times a year.

Under the leadership of the Group Sustainability Committee, the Thematic Working Groups play a crucial role in implementing the "Care for Your World" sustainability strategy. The Group Sustainability Committee determine the durations and participants of these



groups. These working groups are formed with participants from the Holding and companies based on the required topics and areas of expertise, and they operate with an agile approach.

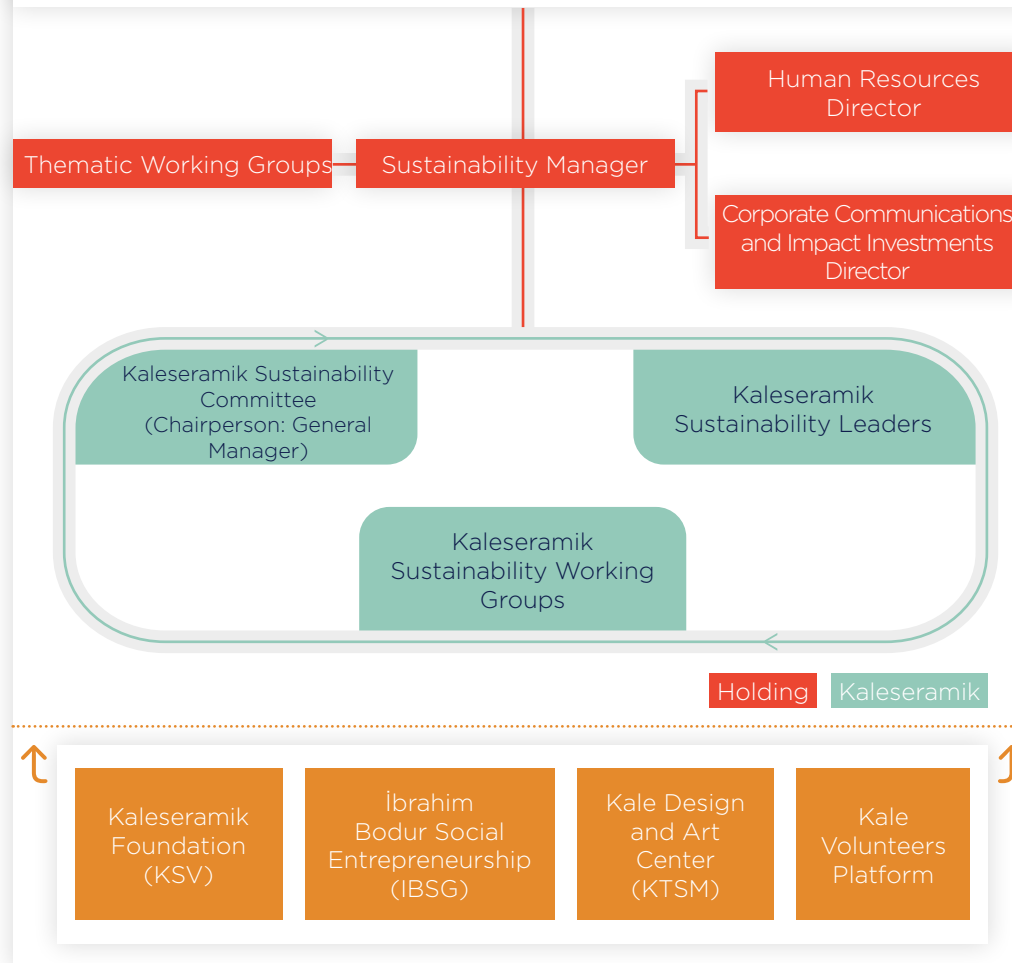
Working under the Operations and Strategic Planning units, the Sustainability Leaders are responsible for all internal sustainability efforts, including the development of sustainability goals, integration with strategic processes, dissemination, and monitoring. Additionally, the Sustainability Leaders coordinate with Working Groups, the Sustainability Manager, the Kaleseramik Communication Unit, the Corporate Communication Department, as well as the Kale Volunteers Platform, Kaleseramik Foundation (KSV), Kale Design and Art Center (KTSM), and Ibrahim Bodur Social Entrepreneurship (İBSG). They ensure that the company's ESG agenda is aligned with their efforts and facilitate the effective planning and implementation of activities.

Sustainability Representatives are appointed to ensure the adoption of sustainability goals and efforts across all units. They are responsible for the dissemination, communication, and monitoring of projects and activities. The Sustainability Representatives also participate in ESG working groups, working under the coordination of Sustainability Leaders to facilitate internal sustainability initiatives and identify ESG needs within their own departments.

Sustainability Governance Mechanism

Kale Group Sustainability Committee

Chairperson: Kale Group Corporate Strategy and Business Development Vice President
Members: Kale Group Human Resources Vice President, Head of Corporate Communications and Impact Investments



ESG Asset Management

We believe that in structures that prioritize sustainable development goals, investments should not be evaluated solely based on economic returns but should also be considered sustainability-oriented. In this regard, within our ESG asset management practices, we prioritize the management of non-financial assets such as human, innovation, and environmental capital.

We recognize that stakeholder engagement plays a crucial role in the development of sustainable communities. With this perspective, we involve key stakeholders in decision-making processes, gather their expectations, and use their input to shape our strategies.

We diversify communication channels to spread sustainability strategies among stakeholders and adopt an integrated communication approach that aligns with our business model on key sustainability topics. We track fundamental performance indicators through the Kalekokpit Performance Management System to support our company's strategies.



Our Sustainability Targets And Contribution To Sustainable Development Goals

As part of our sustainability strategy at Kaleseramik, we monitor the targets defined under the "Care for Your World" movement, focusing on four main areas. We strive to advance performance in these areas to higher levels. By assessing the impact we create, we implement relevant projects accordingly. In this context:

Under the "Cultural Transformation" Focus Area:

- ✓ The reputation as a trusted company is maintained, ensuring an environment where young talents are eager to work.
- ✓ Opportunities and support are provided for young people (ages 18-30) to pursue their career plans and ensure equal opportunities.
- ✓ By offering diverse work experience opportunities and enhancing the impact created by the entire talent pool, a value-driven approach is established where employees work passionately and reflect this in their job outcomes.
- ✓ A fair, transparent, and flexible leadership model that supports the creation of innovative work is adopted, along with humane work practices.
- ✓ Being fair, taking responsibility, and demonstrating courage and perseverance until results are achieved are valued and rewarded, creating a supportive and rewarding climate.
- ✓ Employee experience processes are designed as a journey supported by continuous development, personalization, and digital processes, and are continuously improved through innovative practices.
- ✓ Next-generation tools are constantly researched and implemented to create agile, efficient, and high-performing organizations that meet the demands of the modern era.
- ✓ Equal opportunities are ensured in all human resources processes, without any discrimination based on gender, language, religion, race, ethnicity, age, etc.
- ✓ Efforts are made to spread sustainability awareness throughout the Group.

Under the "Energy and Resources Management" Focus Area:


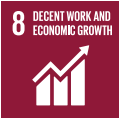



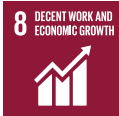






- ✓ Operational emissions do not harm people or the environment.
- ✓ The energy used comes from renewable sources.
- ✓ All natural resources are used responsibly towards ecosystems and people.
- ✓ Products are designed to be reusable/recyclable.
- ✓ Operational waste is eliminated.
- ✓ Water used is obtained through fair processes and consumed responsibly.

Under the "Sustainable Business Model" Focus Area:

- ✓ Investments are made in ESG-focused new business models.
- ✓ Sustainability-oriented business processes, products, and services are developed.
- ✓ Actions are aligned with responsible investment principles.
- ✓ The sustainable business approach is extended throughout the supply chain.
- ✓ End-to-end digital systems and new technologies are invested in to shape the future of work across all sectors.
- ✓ R&D and innovation are taken as the basis for sustainability-focused business models.

Under the "Social Investment" Focus Area:

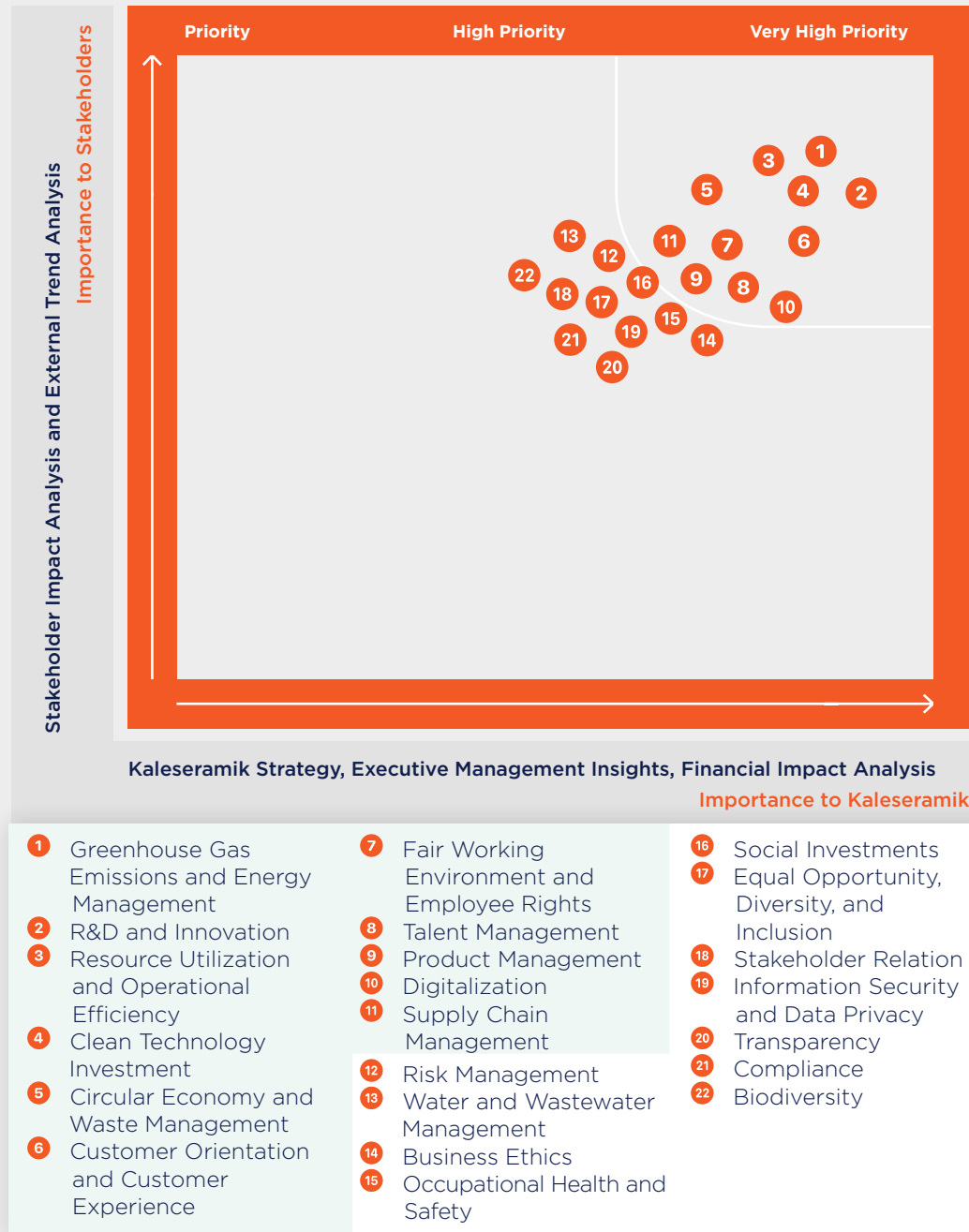
- ✓ All social investments are implemented on the basis of positive impact and common benefit, uniting the Group companies around a shared goal.
- ✓ Social investment initiatives, including employee volunteering, support and enhance the Group's sustainability efforts.
- ✓ Social Investments is scaled through strategic partnerships.
- ✓ Kale Design and Art Center adopts the mission of being an incubator for impact-driven social investments that embrace circularity and encourage interdisciplinary work.
- ✓ The İbrahim Bodur Social Entrepreneurship Program supports initiatives addressing social issues and contributing to the circular economy, enhancing brand value through collaborations with these initiatives.
- ✓ Kaleseramik Foundation supports new talents, embraces them as potential Kale employees (stakeholders), and, in collaboration with Group Human Resources and other brands, initiates efforts to support youth employment.
- ✓ Collaborative programs with local and international NGOs are developed, supporting awareness and benchmarking processes within and outside the Group.

| Sustainability Targets | 2023 Realization | Contribution To Sdgs |
|------------------------|---|---|
| Target 1 | To ensure that the turnover rate for critical positions remains below 5% 1.3% | |
| Target 2 | For Corporate Development Programs, the turnover rates are as follows: • Future Kale Leaders Program: Ensure that the turnover rate does not exceed 5%. • Kalegends Young Talent Program: Ensure that the turnover rate does not exceed 30%. 4.3% 33.3% |   |
| Target 3 | To increase the Digital Transformation Sustainability Index score each year 63% | |
| Target 4 | To achieve a position among the top companies in Türkiye based on Employee Engagement Survey results. 65% | |
| Target 5 | To reduce the Accident Frequency Rate by 2.5% and the Accident Severity Rate by 2% each year compared to the previous year Accident Frequency Rate: 30% reduction Accident Severity Rate: 36% reduction | |
| Target 6 | To reduce direct greenhouse gas emissions by 25% by 2030 compared to 2021 levels. 7.8% increase compared to 2021 | |
| Target 7 | To achieve 100% renewable electricity usage by 2030 Our investment feasibility studies continue in line with our renewable energy targets. |   |
| Target 8 | To reduce water usage in production by 25% by 2030, compared to 2021 levels 11% savings compared to 2021. | |
| Target 9 | To increase closed-loop production rates by 100% by 2030, compared to 2021 levels 6.4% increase compared to 2021 | |
| Target 10 | Increase investments in sustainability-focused products and services by 30% by 2030, compared to 2021 levels 158% increase in our sustainability-focused investments compared to 2021 |   |
| Target 11 | To ensure 100% compliance with environmental and social suitability criteria for critical suppliers in the supply chain by 2030 We aim to send our set of questions for measuring environmental and social compliance to our suppliers by 2024. |   |
| Target 12 | To achieve 100% renewable energy usage for electricity by 2030 Our investment feasibility studies continue in line with our renewable energy targets. | |
| Target 13 | To lead in social investments and allocate at least 0.5% of EBITDA annually to impact investment/social investment programs contributing to the Sustainable Development Goals. 8.9% |     |

Materiality Analysis

A comprehensive materiality analysis has been conducted to identify the issues that create the greatest impact and value for Kaleseramik and its stakeholders. This analysis has been carried out considering stakeholder analysis, impact analysis, external trend analysis, financial impact analysis, executive opinions, and company strategy.




Within the framework of the AA1000 Stakeholder Engagement Standard, stakeholder groups were identified and prioritized based on direct and indirect economic impacts. Feedback was gathered from prioritized stakeholder groups, involving the opinions of 295 internal and external stakeholders. The resulting sustainability priorities are listed alongside.





Stakeholder Communication

Regular stakeholder communication is a method we actively use to collect the opinions, suggestions, and expectations of our stakeholders in order to enhance the performance of the sustainability issues we prioritize. Within the framework of our sustainability strategy and the "Care for Your World" initiative, we incorporate the feedback collected from stakeholders into our core decision-making mechanisms to improve the effectiveness of these structures. When necessary, we diversify the frequency and methods of communication with our stakeholders to continuously enhance efficiency in this area.

Key stakeholders for Kaleseramik include employees, customers, suppliers, business partnerships, contractors, and various governance and management stakeholders.

| Stakeholder Group | Communication Method/Frequency | Expectations, Suggestions, and Positive Impacts | Kaleseramik's Response |
|--|--|--|--|
|  EMPLOYEES | <p>Meetings, Trainings, Informational Emails, Periodic Employee Surveys (Engagement, Satisfaction, Internal Communication, Etc.), Holding Meetings, Communication And Social Events, Internal Communication Bulletins, Electronic Communication Tools (Qdms, Sap, Kalekokpit, Etc.), Social Media, Business/Regional Visits, Kale Intranet - Portakale, Face-To-Face Meetings, Web, Printed Visual Materials, Internal And External Audits, Communication Boards, Kale Employee Meetings, Fikricin Suggestion System, E-Magazine (Bukalemun), New Year And Holiday Gatherings, Announcements</p> | <ol style="list-style-type: none"> 1. mplementation of remote or hybrid work and flexible working hours 2. Improvement of guesthouse conditions 3. Development of systems for employee rotation | <ol style="list-style-type: none"> 1. With the decrease in the effects of the pandemic during the reporting period, remote or hybrid work and flexible working hours were implemented based on the requests from our employees regarding their work arrangements. 2. The renovation of 18 rooms in the guesthouse has been completed. Work is ongoing for the remaining rooms. 3. Our rotation processes are underway; the Internal Job Posting System is one of the tools used for this purpose. |
|  PUBLIC INSTITUTIONS, AUDITORS AND REGULATORS | <p>Meetings and Discussions, Periodic Audits, Periodic Declarations and Reports</p> | <p>Compliance with legal regulations, standards, and criteria</p> <p>Providing feedback on changes to regulations or standards</p> | <p>Legal requirements are monitored to ensure compliance with relevant controls. Preparations are made for audits, and participation is ensured. In the case of changes in legislation, standards, etc., feedback is provided either through membership in relevant NGOs or directly to the pertinent authority.</p> |
|  ACADEMIC STAKEHOLDERS | <p>Communication methods with academics: Online + face-to-face meetings and interviews, visits and project follow-ups carried out by the academics we work with as consultants, periodic reports specific to the projects</p> <p>Communication methods with academic stakeholders: Workshops, physical and online meetings, field studies, participation in events and summits</p> | <p>As a result of communication activities with academic stakeholders, potential opportunities for collaborations and open innovation in different channels are created and evaluated, as well as technology and literature follow-up.</p> | <p>Between 2021 and 2023, within the framework of projects and actions addressing the innovation agenda, communication was established with academic partners through university visits, conferences, events, and workshop organizations, leading to the formation of strategic collaborations.</p> |

| Stakeholder Group | Communication Method/Frequency | Expectations, Suggestions, and Positive Impacts | Kaleseramik's Response |
|---|---|--|---|
|  SUPPLIERS AND SUBCONTRACTORS | Phone, Email, Online Meetings and Supplier Visits | Improvement in the procurement process request for quotation, ordering, delivery and payment terms | The SRM project aims to improve the purchasing process and the supplier communication system. This project will enable interactive and traceable communication with suppliers. |
|  CUSTOMERS | <ol style="list-style-type: none"> (Corporate Market) Internal meetings with sales teams to understand customer expectations; meetings with installers, distributors, and kitchen architects; market research reports and analyses (International Market) Periodic field visits to international customers, mailing, store and plant events, training sessions, social media, and additional communications such as radio and outdoor advertising within the annual budget (Retail Market) Meetings and discussions (periodic), store and plant events, training meetings (periodic), announcements (continuous), corporate website (continuous), dealer-specific screens (continuous), visits (periodic) (For End Customers) Mailing (periodic), social media (periodic), TV, radio, and outdoor advertising according to annual budgets | <ol style="list-style-type: none"> (Corporate Market) Organizing communication activities focused on key influencers within B2B customers, such as architects, contractors, kitchen architects, and installers to address customer expectations (International Market) Establishing a strong presence in international communication channels, increasing field activities, and implementing pricing and product policies that provide a competitive advantage in the market (Retail Market) Addressing the diverse needs and expectations of Kale stores, dealers, and building supply market channels (End Customers) Meeting expectations for services that can be provided alongside the product | <ol style="list-style-type: none"> (Corporate Market) All requests are planned by centering on the customer, with communication plans developed for different customer and influencer groups. (International Market) Marketing activities are prioritized for target markets based on the available budget, with increased and more active efforts directed towards specific international markets. In 2023, we actively engaged in the field and maximized the benefits of customer feedback for product, service, and pricing improvements. (Retail Market) Actions were taken to prepare and distribute printed and digital communication materials, share up-to-date product and pricing information, and realize periodic consumer campaigns. In 2023, digital training sessions were provided to store and selected dealer employees, and face-to-face training was organized for building supply store staff. Dealer meetings, product presentations, and meetings focused on secondary dealers were also conducted. Assembly services provided by a widespread authorized service network, turnkey services provided by premium installers in selected cities, free delivery and assembly service for all Kale-branded bathroom furniture |

Cultural Transformation



At Kaleseramik, as throughout Kale Group, we aim to shape the future of work by prioritizing cultural transformation.



Fair Working Environment And Employee Rights

We support our employees' innovative ideas and adapt to evolving working practices worldwide. We are committed to providing a fair, safe, and development-supportive working environment for our employees with great dedication.

Our Cultural Transformation efforts, which we define as changes in common attitudes, beliefs, processes, and behaviors, consist of four main steps. First, we aim to adopt human-centered working practices. Next, we create a working environment that ensures gender and opportunity equality across the Group. In the third step, we focus on using next-generation tools for agile, high-efficiency organizations that fully align with the changing talent demographics and 21st-century skills. Finally, we prioritize offering dynamic and diverse working experience opportunities to become a Group that young talents aspire to work for.

A working environment where employees feel respected, safe, and their rights are protected directly impacts both organizational success and corporate reputation. Long-term success is only achievable by ensuring employees' well-being and happiness. Companies that view employees as valuable and safeguard their rights are preferred by talented professionals.

At Kaleseramik, we regard providing a fair working environment for our employees, whom we consider our most valuable capital, as one of our most fundamental responsibilities. We guarantee equal opportunities for employees, prevent discrimination, and create a safe and inclusive working environment through various policies and regulations. We fully comply with relevant laws and regulations regarding appropriate working hours, working conditions, and remuneration.

Remuneration and Fringe Benefits Policy

"We adopt the 'equal pay for equal work' approach and base our remuneration on performance. Our remuneration management system is shaped according to the international HAY Job Evaluation System. This system allows us to evaluate jobs based on their content, independent of titles or individuals. Thus, the importance and complexity of the job, as well as the skills and responsibilities required, become key factors in determining remuneration. When setting our remuneration policy, we consider market



120

Number of female employees receiving our nursery assistance in 2023

research and analysis, the company's current status, its position in the market, and its financial strength.

We aim to create a fair working environment in our company by providing a range of social benefits and rights to our employees. These include transportation services, travel assistance, meals, private health insurance, holiday benefits, seniority incentive awards, nursery assistance, parental trainings, and assistance for birth, marriage, and bereavement. In 2023, 120 female employees received our nursery assistance.



Opportunity for our employees to work remotely once a week

Remote Working

Remote working has become a permanent business model in many sectors of today's business world. We are adapting to this change, which allows employees to balance work and personal life. We offer our employees remotely one day a week through our remote working model.

Performance Evaluation System

Performance management processes are designed and implemented on cloud systems (Success Factors) in order to create a culture that encourages high performance, where employees focus on company goals for sustainable growth and where high-performing employees are rewarded for their contribution to business results.

Within the scope of the Integrated Performance Management System at Kale Group, target cards

are defined for both companies and employees to manage corporate performance and achieve targeted business outcomes. Company target cards outline goals for the year based on strategic priorities, defined with concrete criteria, and are set as critical performance indicators, holding significant weight in Balanced Scorecards. Targets listed in the company's Balanced Scorecards are narrowed down into individual targets, and progress toward these targets is monitored throughout the year. Continuous development is pursued through performance-focused real-time feedback meetings between the employee and his/her manager. Additionally, to reward individual success based on performance results, a bonus system is implemented across the Group.

While the performance management system and development targets for our monthly paid employees are managed through the Success Factors platform, a periodic performance management system is applied for field sales employees (domestic and international sales). The performance of our hourly paid employees is assessed annually, with 50% based on the business scorecard (a performance card created according to the target distribution principle for each business) and 50% based on individual performance.

360 Competency Assessment Process

At Kale Group, the competency assessment of employees is designed as a comprehensive process that involves contributions not only from managers, matrix managers, and subordinates but also from colleagues and other evaluators. Employees in managerial positions are assessed on 13 competencies, while those in non-managerial positions are evaluated on 8 competencies. This feedback process identifies employees' strengths and areas for development, and the outcomes of this process provide data for development, career planning, and talent management. All processes, including development planning, are conducted on cloud systems (SuccessFactors) to ensure sustainability and corporate memory.

Based on the results of the competency assessments, Kale Group employees are directed towards either the Management Career Path or the Technical Career Path. The Management Career Path is a career path that not only involves meeting the requirements for advancing to higher positions but also requires management and leadership skills. The Technical Career Path, on the other hand, involves roles that require in-depth expertise in areas such as R&D and engineering, including advisory roles.

Employee Engagement, Motivation, and Internal Communication

We prioritize and regularly measure our employees' engagement and satisfaction. We monitor our employees' workplace experiences through annual employee engagement surveys. These surveys assess factors that influence satisfaction and engagement, and we develop action plans to improve these areas.

We believe that employees are best positioned to voice their own concerns. By collaborating with an Employee Engagement Focus Group made up of employees from various departments, we review survey questions and results and gather their suggestions on areas open to improvement. These efforts guide our HR processes.

Kale Family

As we create value by producing with our stakeholders, we also frequently come together as part of the Kale Family through various events. Inspired by July 27, 1957, the date of our founding as Kaleseramik, we celebrate July 27 every year as Ceramic Festival with our employees, their families and business partners at our Çan plants, where we first began production.

Recognition, Appreciation, and Reward System

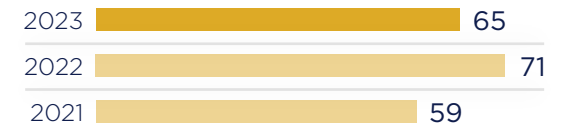
Our Recognition, Appreciation, and Reward System aims to enhance sustainable success and employee engagement while strengthening the employee experience. The system is designed with a systematic, sustainable approach that rewards effort and makes employees feel valued. In line with this approach, under the Fikricin system launched in 2022, we collect innovative and creative ideas and suggestions from our employees through various awards and incentives. We then implement improvement suggestions based on employee feedback and reward our employees accordingly.



Social Clubs

We believe that social clubs play a crucial role in enhancing employee engagement, improving workplace culture, reducing stress, increasing motivation, and fostering creativity. With this in mind, we activated our social clubs in 2023. Our clubs include the Nature and Travel Club, Children's Club, Social Responsibility Club, Dance and Folklore Club, Kale Life, Culture, Art, and Music Club, Photography Club, and Sports Club.

Employee Engagement Rate (%)



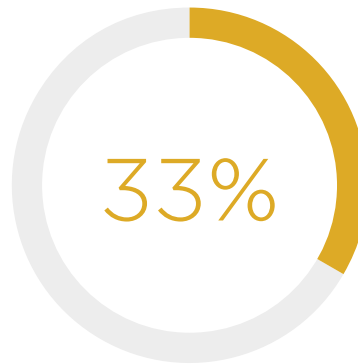
We collect our employees' innovative and creative ideas and suggestions under the Fikricin system.

Diversity And Equal Opportunity

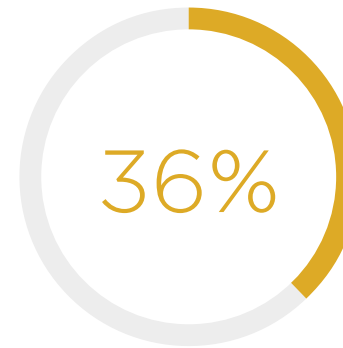
As Kaleseramik, we believe that everyone should take responsibility for a more inclusive, equitable and sustainable world. We aim to raise awareness and encourage everyone to take action with the “Care for Your World” movement for an equal, whole and discrimination-free society. We expect the small changes we will initiate in our own worlds to combine into a meaningful transformation that shapes the future and improves the world.

We believe that diversity and equal opportunity play a crucial role in our business success. We provide equal opportunities to all employees in the development of their knowledge and skills, remuneration, performance evaluation, promotions, recruitment and termination of employment without discrimination based on language, religion, race, age, or gender. We base these practices on our Diversity Policy as a fundamental reference.

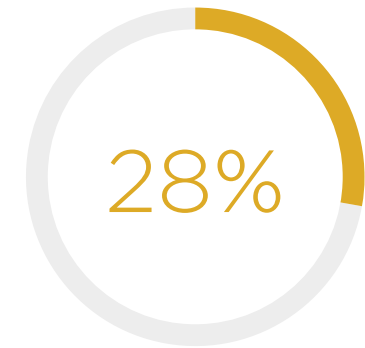
As Kaleseramik, to support our efforts in gender equality, we joined the Women Empowerment Principles (WEPs) platform in 2010, which was established in partnership with the United Nations Global Compact and the United Nations Women’s Empowerment Unit (UN Women). These principles provide guidance on empowering women in the workplace, accessing leadership roles, and promoting equality in the business world.



27% of all our employees and 33% of our employees at managerial level are women.



In 2023, 36% of our employees promoted and 38% of our employees promoted to the first managerial level are women.



Women employees make up 28% of information technology positions and 22% of engineering positions.



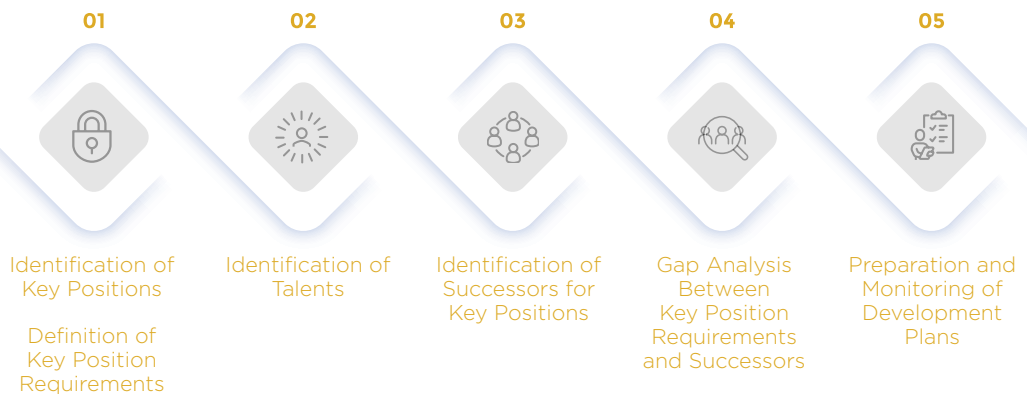
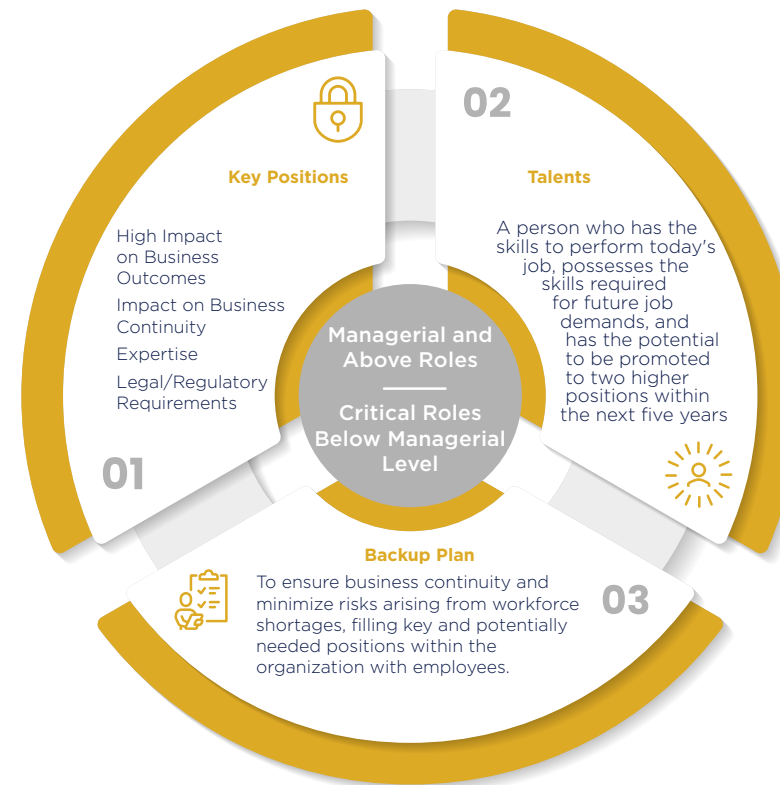
30% Club

Zeynep Bodur Okyay, Chairperson of the Board and CEO of Kale Group, is one of the founding members of the 30% Club in Türkiye. The club is a collaboration aimed at improving gender balance at all levels of organizations, led by board chairpersons and CEOs. This collaboration is based on the belief that gender balance will make companies more successful and boards more effective.

Talent Management

The Talent Management process encompasses all coordinated and systematic practices across the Group aimed at raising the next generation of leaders and future business leaders.

At Kaleseramik, under the leadership of Group HR and through the Company Talent Committee, we conduct talent management activities to ensure business continuity and minimize risks arising from workforce shortages. Our efforts focus on filling key and potentially needed positions within the organization with current and potential employees. The process begins with identifying critical positions and defining the technical requirements for these positions. We categorize talent according to the 4-box methodology, prepare backup plans, determine the technical/competency-based development needs to meet the requirements of the backup positions, and create development plans. We review our talent management efforts every two years and present them to the Company and Group Talent Management Committee.



Production Academy

Under the umbrella of the Production Academy, we support the development of our engineers working in the production process of ceramic tile and ceramic sanitary ware products through comprehensive online training, classroom sessions, practices, and projects. This program also includes training support provided through collaborations with international organizations. As the final step of the program launched in 2022, 13 of our employees participated in a 2-day training program in the UK in 2023.

Lean Leader Academy

With the Lean Leader Academy launched in 2022, we aim to enhance the quality of our training and elevate the capabilities of our employees by segmenting the training into different categories and planning specialized content for each segment. The Lean Academy Training Program is a comprehensive training program designed to equip participants with the skills to improve business processes through lean thinking and practices.

MBA Support

Since 2017, we have been supporting the educational journeys of our employees through our MBA support program, specifically designed for Kaleseramik employees. Over the past 7 years, a total of 138 Kaleseramik employees have participated in a master's degree program created exclusively for the Kale Group in collaboration with Çanakkale Onsekiz Mart University Faculty of Business Administration. In addition, 16 more employees had the opportunity to pursue a master's degree at different universities with MBA support.

Support for Vocational Training

We value the participation of young people in the workforce and, in this regard, support vocational training. Through our collaboration with the Çan Vocational Training Center, we provide 42 students with the opportunity to learn on the job over a period of 4 years.

KaleKampüs Digital Development Platform

In 2022, we launched the “KaleKampüs Digital Development Platform”, where employees take responsibility for their development, develop their existing competencies through distance learning, gain new competencies, have unlimited resources in line with their individual needs, and meet and monitor their training and development needs through hybrid methods independent of time and space. Last year, 110,796 hours of training were completed on this platform, which is available to all employees.

Digital Transformation and Innovation Academy

We aim to equip our employees with the competencies to realize digital transformation and to support them in learning new tools that align with the digital age through the “Digital Transformation and Innovation Academy”, which we launched for our first level managers and specialist roles in cooperation with Sabanci University Executive Development Unit EDU and completed the fourth group last year. To ensure fair and equal opportunities, participants are selected through a special assessment process across the Group and complete a 21-day training program consisting of 10 modules over nearly a year. During this time, participants not only receive training on various topics but also develop a project aimed at solving a problem within their companies using new technologies. At the end of the program, employees graduate by presenting their projects to senior management. Since 2018, 33 employees have participated in the program, with a 9.2% rate of internal promotions.

Future Kale Leaders Development Program

Launched in 2018 in collaboration with Sabanci University Executive Development Unit EDU, Future Kale Leaders Development Program is designed to train potential leaders from within Kale Group and to create a common language and culture. The program includes mid-level managers from various positions and companies within the Group who are part of the talent pool. Participants undergo a 1-year program consisting of a total of 22 days spread over 9 modules. During the program, participants receive training from experts in various fields and gain practical experience by applying theoretical knowledge through a Business Management Simulation. They graduate from the program with both theoretical and practical insights.

The program, in which 27 employees have participated since 2018, has been merged with the Digital Transformation and Innovation Academy as of 2024 and will continue as Digital Transformation and Innovation Academy 2.0.

Training Hours per Employee



8.3 points

Increase in training hours per employee compared to the previous year



Through Kalegens Young Talent Program, **64%** of the young talents we have employed since 2019 continue to work in our company.

Kalegens Young Talent Program

With the Kalegens Young Talent Program, we aim to enhance our Group's visibility among young people and strengthen our employer brand perception, while also attracting potential young talents with the new-generation skills to our Group. We include our young talents in the Kalegens Development Program, which lasts for one year and features a hybrid design with in-class and online training, team competitions, project work, and mentoring in order to prepare them for professional life and support their personal, professional and competency-based development. Since 2019, out of the 58 young talents we have employed through the Kalegens Young Talent Program, 37 continue to work actively in our company.

Mentoring and Reverse Mentoring Programs

Through our Bizden Bize (From Us to Us) Mentoring and Reverse Mentoring programs, we emphasize the sharing of knowledge, experience, and values to support personal and professional development. Our goal with mentorship is to not only enhance our employees' professional competencies but also to help them mature their attitudes and behaviors for all roles in their lives. Based on the principle of voluntariness, these programs aim to strengthen technical, managerial, and relational skills, facilitate the intergenerational transfer of culture and values, and promote a two-way development and transformation through the experience of new ideas and perspectives. Through reverse mentoring, we aim to increase intergenerational knowledge sharing, provide the younger generation with first-hand access to company stories and senior management experiences, facilitate experienced managers to stay up-to-date on topics of interest, and strengthen intergenerational communication and collaboration.

Kale Masters Internal Trainer Training and Development Program

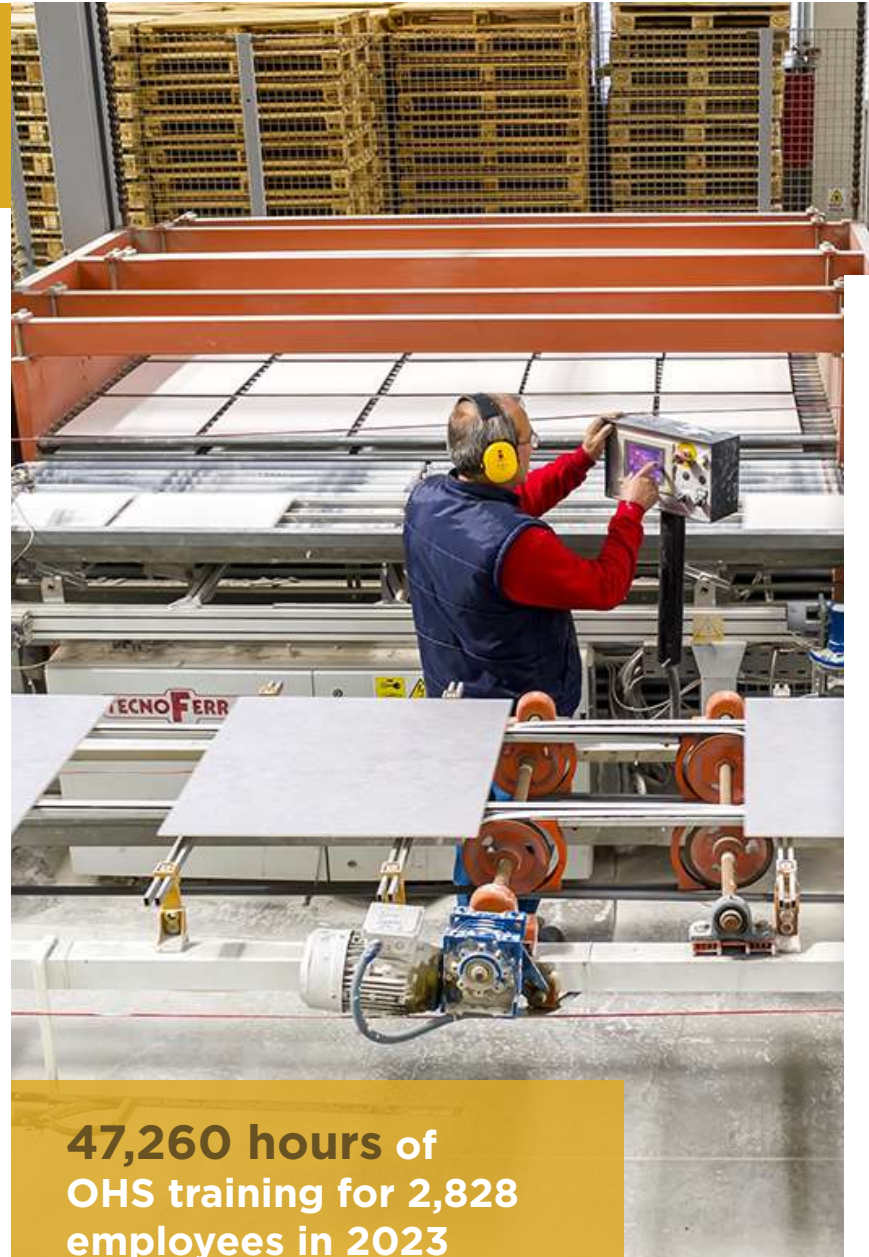
In line with the principle of continuous learning at Kale Group, we implement the Kale Masters Internal Trainer Training and Development Program to contribute to the development of employees' behavioral and technical competencies by providing trainings by our employees who are experts in their fields and have the skills to provide training. Throughout the year, our 27 employees who completed this development journey contributed to the growth of their colleagues as Internal Trainers.

Occupational Health And Safety

We consider occupational health and safety (OHS) one of our core values and integrate it as an inseparable part of our corporate culture. We place people at the center of all our activities and strive to continuously improve our OHS performance. Creating an accident-free working environment for our employees and subcontractors is one of our top priorities.

We manage our OHS processes in accordance with internal procedures and legal requirements. In this regard, we reference the Occupational Health and Safety Law No. 6331, the Labor Law No. 4857, ISO 45001, and the Kaleseramik OHS Management System. To ensure our processes function effectively, we maintain continuous communication among our OHS functions. We share the monthly collected OHS performance data with senior management and relevant stakeholders.

We believe that enhancing employees' awareness and understanding significantly contributes to improving our OHS performance. Through regular training sessions, we raise OHS awareness among our employees and ensure their understanding of OHS Management System Standards. We also emphasize raising awareness on OHS among the local communities in the regions where we operate. We organize relevant activities and collaborate with municipalities on joint awareness campaigns. In this way, we ensure that accident-free awareness spreads to all areas where we operate.



**47,260 hours of
OHS training for 2,828
employees in 2023**

We manage our OHS performance under the principle of "continuous improvement," implementing various projects and initiatives:

- ✓ Since 2020, we have been providing personal protective equipment (PPE) through vending machines. This system helps prevent the misuse of PPE, increases efficiency in PPE procurement, and allows us to better monitor PPE usage. The vending machines also enable 24/7 PPE distribution. In 2023, we continued to install new vending machines.
- ✓ To ensure operational control and promote ownership of OHS across all employees, we conduct weekly internal audits.
- ✓ We have a "near-miss" reporting line to instantly identify and address safety discrepancies and near-misses on site.

ENERGY AND RESOURCES MANAGEMENT



By investing in the transition to renewable energy sources and energy efficiency projects, we strengthen our operational processes and contribute to our long-term growth strategies.

Within the scope of Kale Group's "Care for Your World" movement, as Kaleseramik, we adopt a responsible and sensitive management approach taking into account the environmental impacts of our business. In this context we ensure that;

- Operational emissions do not harm people and the environment,
- The energy used is provided from renewable sources,
- All natural resources are used responsibly for ecosystems and people,
- Our products are designed to be reusable/recyclable,
- The amount of operational waste is eliminated,
- The water used is obtained through fair processes and consumed responsibly.

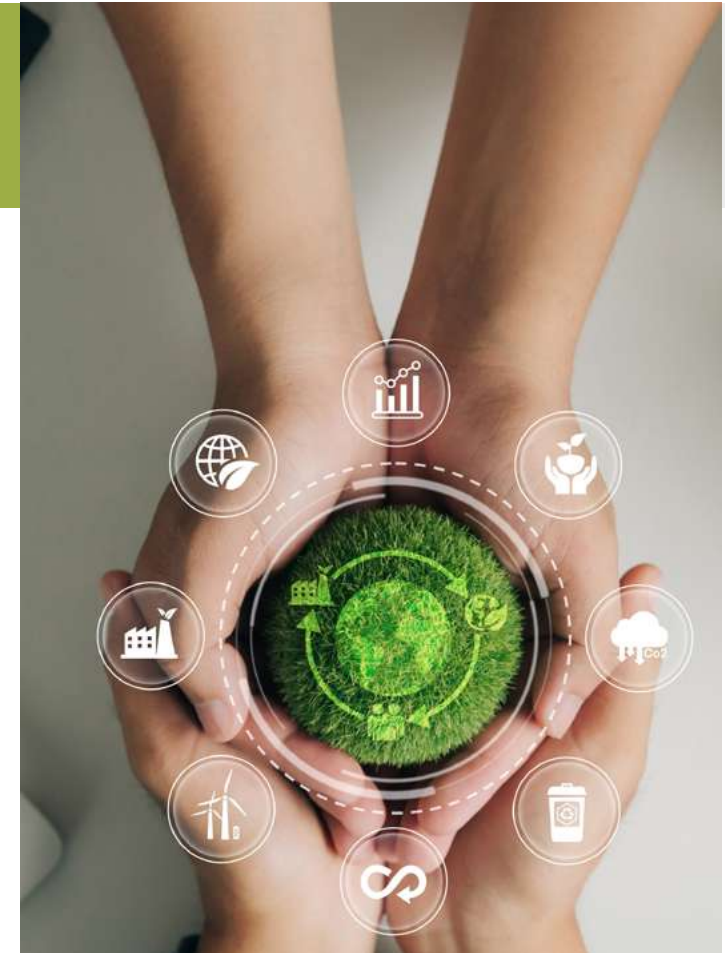
We continuously monitor our environmental performance, evaluate it in line with our long-term goals to identify points of improvement and work to make our performance long-term and sustainable. In this context, the total amount of our environmental investments and operational costs for the reporting period was 99.6 million TL.

To promote our commitment to reducing environmental impact, we organize environmental trainings. In this context, we provided 2,990 hours of environmental training to our employees and contractors/suppliers during the reporting period.

Greenhouse Gas Emissions And Energy Management

Greenhouse gas emissions and global warming are one of the most significant threats to our world. Energy management plays a critical role in solving this problem. More efficient use of energy and transition to renewable energy sources are essential for a more sustainable future. In line with this understanding, as Kaleseramik, we aim to manage our operations based on energy efficiency and reduce greenhouse gas emissions. We aim to ensure this transformation in all our ways of doing business. We conduct our operations with a systematic understanding through the ISO 14001 Environmental Management System implemented at all our plants.

We meticulously manage climate risk processes, which are an important element of combating climate change. The management of climate risks and opportunities is led by our Company Sustainability Leaders and our Company Strategy and Business Development team. While overcoming climate-related barriers requires collective wisdom, financial and human resources, we also aim to benefit from sustainability opportunities by proactively managing climate risks. In particular, we are increasing our collaboration between the Holding and the Company to improve our governance mechanism. The governance mechanism between the Holding Executive Board, Group Sustainability Committee, Holding Sustainability Manager, Company General Manager, Company Sustainability Committee and Company Sustainability Leaders is critical to our business strategy. All of our efforts are essential to create long-term value, increase our resilience and improve our competitiveness in line with global and local regulations.



**In 2023, we provided
2.990 hours of
environmental training
to our employees and
contractors/suppliers.**



509.8 million TL
The amount of investment to reduce our carbon footprint in 2023.

As part of our Decarbonization Roadmap, our targets for 2030 are:

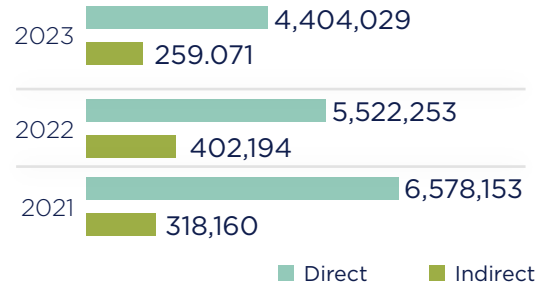
- ✓ Reducing our greenhouse gas emissions by 25% compared to 2021,
- ✓ Ensuring that 100% of the electricity used is sourced from renewable resources,
- ✓ Increasing the use of renewable electricity to 100%.

While the Holding Sustainability Manager and Company Sustainability Leaders assess global and sectoral risks and opportunities, they also analyze the risks that may arise for the Company to achieve its 2030 targets. Through the Company's Corporate Risk Management process, the impacts and probabilities of climate risks and opportunities are assessed in collaboration with the Company's Strategy and Business Development team. In line with the calculations of the impact and probability levels, the risks and opportunities that the Company should monitor and take action on are presented to the Company Sustainability Committee chaired by the Company General Manager and approval is obtained. Approved risks and opportunities are actioned with working groups and main process owners during the year and monitored with risk indicators and targets. The budgets required for implementing actions are associated with the company's investment and budget management processes and are presented to the relevant committees and senior management.

In the reporting period, our greenhouse gas emissions increased by 7.9% compared to 2021. In line with our renewable energy targets, we continue to work on our investment feasibility studies and investment plans based on resource efficiency.

To better clarify the impact of climate risks and opportunities on financial performance, we plan to update our Sustainable Risk and Opportunity Analysis in 2024. Additionally, we are closely monitoring the latest developments regarding the EU CBAM (Carbon Border Adjustment Mechanism). In this context, we have assessed the potential future financial impacts of CBAM based on various assumptions.

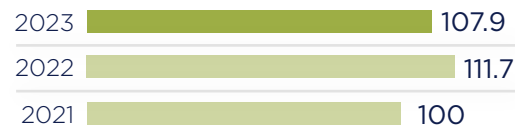
Total Energy Consumption (GJ)



Energy Consumption per Product (GJ/ton production; Base Year 2021=100)



Greenhouse Gas Emissions per Product (Ton CO₂e/Ton; Base Year 2021=100)



In the reporting period;

- In frit and glaze production operations, we achieved significant energy savings by increasing the internal volume of the furnace by 18% as part of the **"Existing Continue Furnace Internal Volume Revision Project"**. The total savings we achieved is equivalent to the use of 135,583 sm³ (1,300,885 kWh) of natural gas and this saving is worth TL 1,581,118. We also achieved a 15% capacity increase thanks to the project.
- With the **"Combustion Air Oxygen Ratio Enhancement Project"**, we increased the oxygen ratio in combustion systems from 20% to 25%. This resulted in a total savings of 193,257 sm³ (1,854,253 kWh) of natural gas.

3,464,421 kWh
The savings achieved through the efficiency projects in 2023

| Total Greenhouse Gas Emissions (tons CO ₂ e) | 2021 | 2022 | 2023 |
|---|----------------|----------------|----------------|
| Scope 1 (tons CO ₂ e) | 341,356 | 329,820 | 261,529 |
| Scope 2 (tons CO ₂ e) | 39,619 | 49,726 | 31,592 |
| TOTAL | 380,975 | 379,546 | 293,121 |

Circular Economy And Waste Management

Circular economy, which aims to minimize waste production and promote resource reuse, and waste management in this context, hold significant importance among our sustainability priorities. At Kaleseramik, we aim to enhance the impact we create by managing these increasingly important issues with an integrated approach across our entire value chain. In this regard, we aim to increase our closed-loop production rate by 100% by 2030 compared to 2021. During the reporting period, we achieved a 6.4% increase compared to 2021.

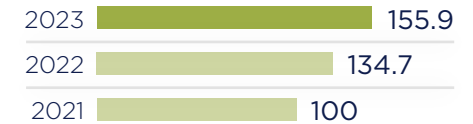
In recent years, through projects developed based on the circular economy approach, investments made, and adjustments to recipe compositions, we have increased the recycling content in our products. The increase in recovery rates across different product groups has exceeded 100%.

The waste generated poses risks related to disposal costs, legal obligations, etc. However, at the same time, practices based on the understanding that every waste can also be used as an input stand out as an opportunity. Projects aimed at achieving closed-loop production targets and practices to reduce the carbon footprint are carried out with contributions from all units. Additionally, circular economy projects are developed and prioritized in investment plans.

In the coming period, we aim to continue contributing to the circular economy by focusing on low-carbon projects and increasing closed-loop production efforts.



Waste Amount per Product (Ton/Ton; Base Year 2021=100)



| Total Waste Amount (tons) | | 2021 | 2022 | 2023 |
|---------------------------|-----------|----------|----------|----------|
| Non-Hazardous Waste | | | | |
| | Recovered | 1,494.94 | 1,676.53 | 2,063.27 |
| | Disposed | 0 | 0 | 272,28 |
| | Other | 27,517 | 33,432 | 29,354 |
| Hazardous Waste | | | | |
| | Recovered | 245.74 | 624.75 | 537.04 |
| | Disposed | 0.14 | 0.11 | 3.26 |
| | Other | 0 | 0 | 0 |

| Material Consumption (tons) | 2021 | 2022 | 2023 |
|---|-----------|-----------|---------|
| Total Raw Material/Material Consumption | 1,319,948 | 1,137,983 | 75,601 |
| Total Renewable Raw Material/Material Consumption | 53,364 | 53,406 | 48,253 |
| Total Virgin Raw Material/Material Consumption | 111,255 | 97,686 | 74,827 |
| Total Recycled Raw Material/Material Consumption | 179,545 | 181,521 | 138,583 |
| Amount of Virgin Raw Material Avoided | 53,364 | 53,406 | 48,253 |

Water Management

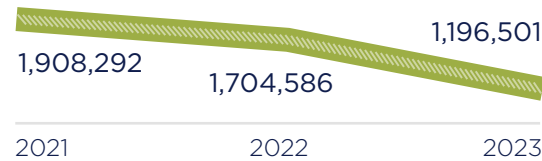
Along with the negative effects of climate change on natural resources, the increase in the world population and the increase in individual use of water, the impacts of agricultural and industrial activities on water resources, especially in developing countries, are increasing day by day. In this context, efforts to make industrial water use more efficient and to conserve water are crucial for a sustainable future.

In recognition of this critical situation worldwide, as Kaleseramik we care about the efficient use of water resources and strive to continuously reduce our footprint in this area. Within the framework of the "Care for Your World" movement and our sustainability strategy, our goal in water management is to reduce water use in the production process by 25% by 2030 compared to 2021. In the reporting period, we achieved 11% savings compared to 2021 thanks to awareness-raising activities on water use, development of maintenance activities to control losses and leaks, and continuous internal monitoring.

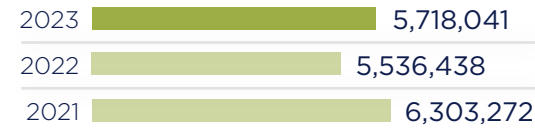
We treat domestic and industrial wastewater generated by our physical, chemical and biological treatment plants in our Çan, Semedeli, Yerköy and Bandırma factories. We use the wastewater generated at our Yerköy plant directly in production, eliminating the need for water. We recover the wastewater treated at the Granite treatment plant in our Çan factories by using it in factories with suitable physical conditions, thus saving on washing water. In 2023, we achieved an average water saving of 23%.

As Kaleseramik, we continue our efforts to reduce water consumption and intensity, use water resources with minimal environmental impact, recover and reuse water, and improve our capacity for treating pollutants in wastewater.

Total Water Withdrawal (m³)



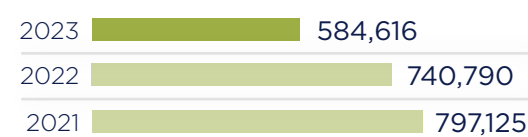
Amount of Water Recycled (m³)



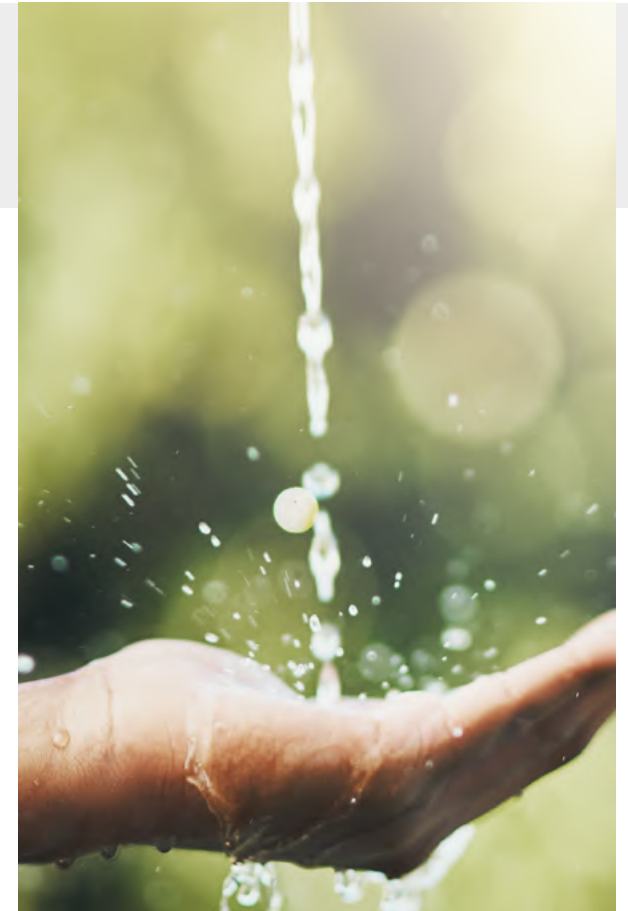
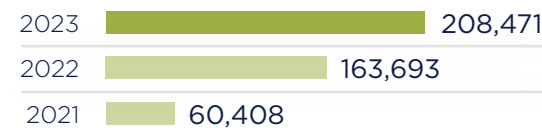
Water Consumption per Product (m³/Ton production; Base Year 2021= 100)



Total Wastewater Discharge (m³)



Water Savings Achieved Through Efficiency Projects (m³)



Our goal in water management is to reduce water use in the production process by **%25** by 2030 compared to 2021

SUSTAINABLE BUSINESS MODEL



As Kaleseramik, developing an agile and sustainable business model in response to changing global developments and customer expectations is a key focus of our strategy to ensure the continuity of our business.

Product Management And Green Products

We carry out our efforts in the "Sustainable Business Model" impact area consisting of six key steps. In this context;

- ✓ We invest in new ESG-oriented business models,
- ✓ We develop sustainability-oriented business processes, products and services,
- ✓ We act in line with responsible investment principles,
- ✓ We promote sustainable business practices across our supply chain,
- ✓ We invest in the future of business through end-to-end digital systems and new technologies,
- ✓ We base R&D and innovation as the foundation for sustainability-oriented business models.

As the leading company in the ceramics industry, we focus on developing environmentally friendly products and services with high added value, superior quality and safety standards. In this context, aligned with the goals of the New European Bauhaus¹, a movement tied to the European Green Deal, we operate sustainably across all our production processes and monitor our performance according to the targets we have set.

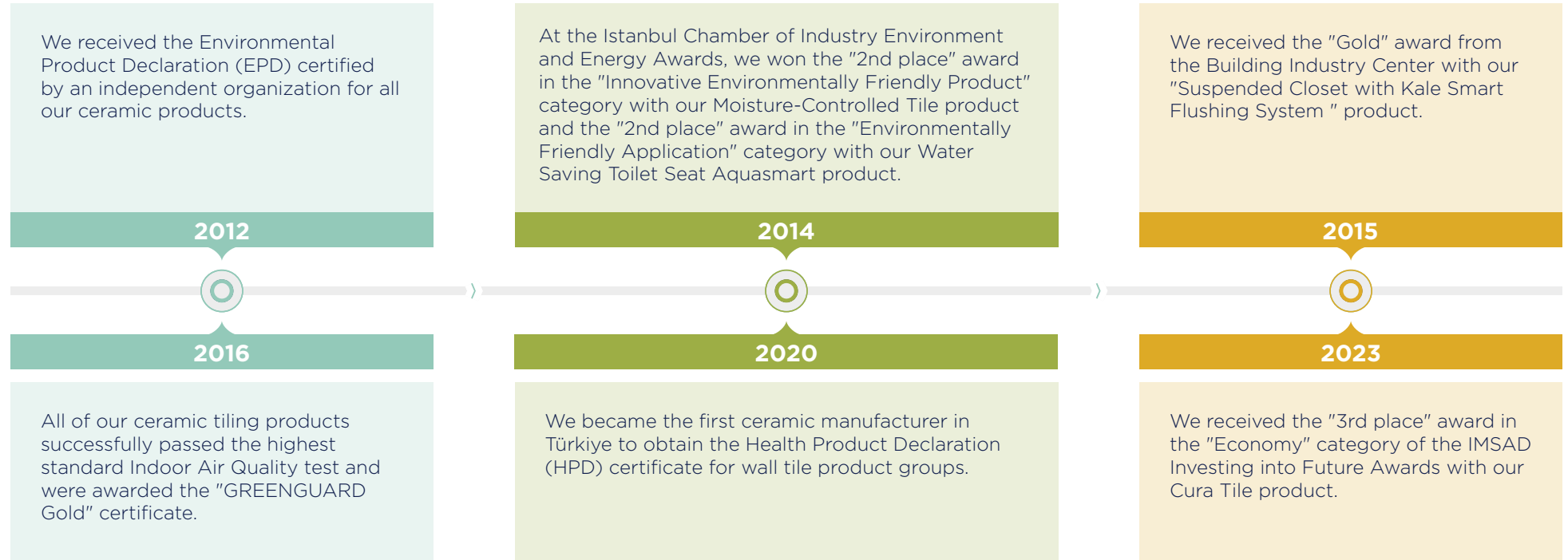
We develop our products in line with circular economy principles from the design stage and closely monitor their life cycles through Product Life Cycle Management.

With our "Smart" philosophy, we offer eco-friendly, energy-efficient solutions to consumers and business partners. We prioritize the design, production, and use of water-saving products, guiding our customers towards the use of such products. Our Smart Hygiene glaze technology, applied to ceramic sanitary ware, prevents the formation of viruses and bacteria on products, providing benefits focused on user health, while ensuring easier cleaning with less cleaning materials and less water.



¹The New European Bauhaus is an initiative launched by the European Commission as part of the European Green Deal, aiming to design living spaces with aesthetic, sustainable, and inclusive solutions.

Milestones in Green Products



Highlights

Kalesinterflex

Kalesinterflex, one of the world's largest, thinnest and lightest porcelain slabs, combines technology and innovation with design. It is produced using 57% less energy, 20% less water, and 57% less raw material compared to standard ceramic tiles. Extremely resistant to scratches and chemical abrasion, Kalesinterflex is suitable for various applications such as kitchen countertops, bathroom furniture, facades, and interiors. Available in thicknesses of 3mm, 5mm, 6mm, 12mm, and 20mm, and sizes of 100x300 cm, 120x360 cm, 160x320 cm, and 162x323 cm, it is the first porcelain ceramic slab produced in Türkiye.

Kaleguard Defence

Our matt surface ceramics with Kaleguard Defence application, which contains nano silver ions, inhibits the growth of invisible harmful microorganisms, ensuring long-lasting hygiene.

Kaleseramik Green Product Guide

Our Green Product Guide, developed in consideration of the requirements of green building rating systems such as LEED v4/ v4.1, BREEAM, DGNB, and BEST, provides detailed information on the usage of our products in green and sustainable buildings.



Click here for the [Kaleseramik Green Product Guide](#).

Cura Tile

Developed to prevent Sick Building Syndrome as defined by the World Health Organization, the Cura Tile wall tile, named for its focus on improving user health and the natural environment, contributes to both preventing respiratory issues through its humidity-regulating properties and reducing air conditioning needs leading to energy savings. Thanks to its patented production technology, it is manufactured with approximately 70% less energy and 62% less emissions compared to conventional ceramic tiles. In addition to contributing significantly to green building certifications like LEED, BREEAM, and DGNB, Cura Tile also supports the New European Bauhaus initiative.



For detailed information about our [Cura Tile](#) product, please [click here](#).

During the reporting period;

- ✓ We started using the "Windchill Product Data Management" software in order to facilitate project follow-up and control, ensure data security, quickly identify the source of disruptions in processes and facilitate communication between departments.
- ✓ In addition to toilet bowl designs with channels, we decided to include channel-free toilet bowl designs in the portfolio, which facilitate easier cleaning and require less water and detergent.
- ✓ We have added a new size of 160x320 cm to our thin porcelain ceramic products, which is larger than our existing offerings. Additionally, by including thickness options such as 20mm and 12mm, we have created opportunities for new business areas.

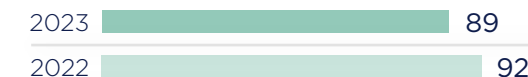
Smartedge (Thin Section) Washbasin

Our Smartedge thin section washbasins use 38% less raw material compared to conventional washbasin production, contributing to energy savings and the preservation of natural resources. Additionally, their lighter weight provides ease of transportation and installation.

Number of EPD-Certified Products



Ratio of Revenue from EPD-Certified Products (%)



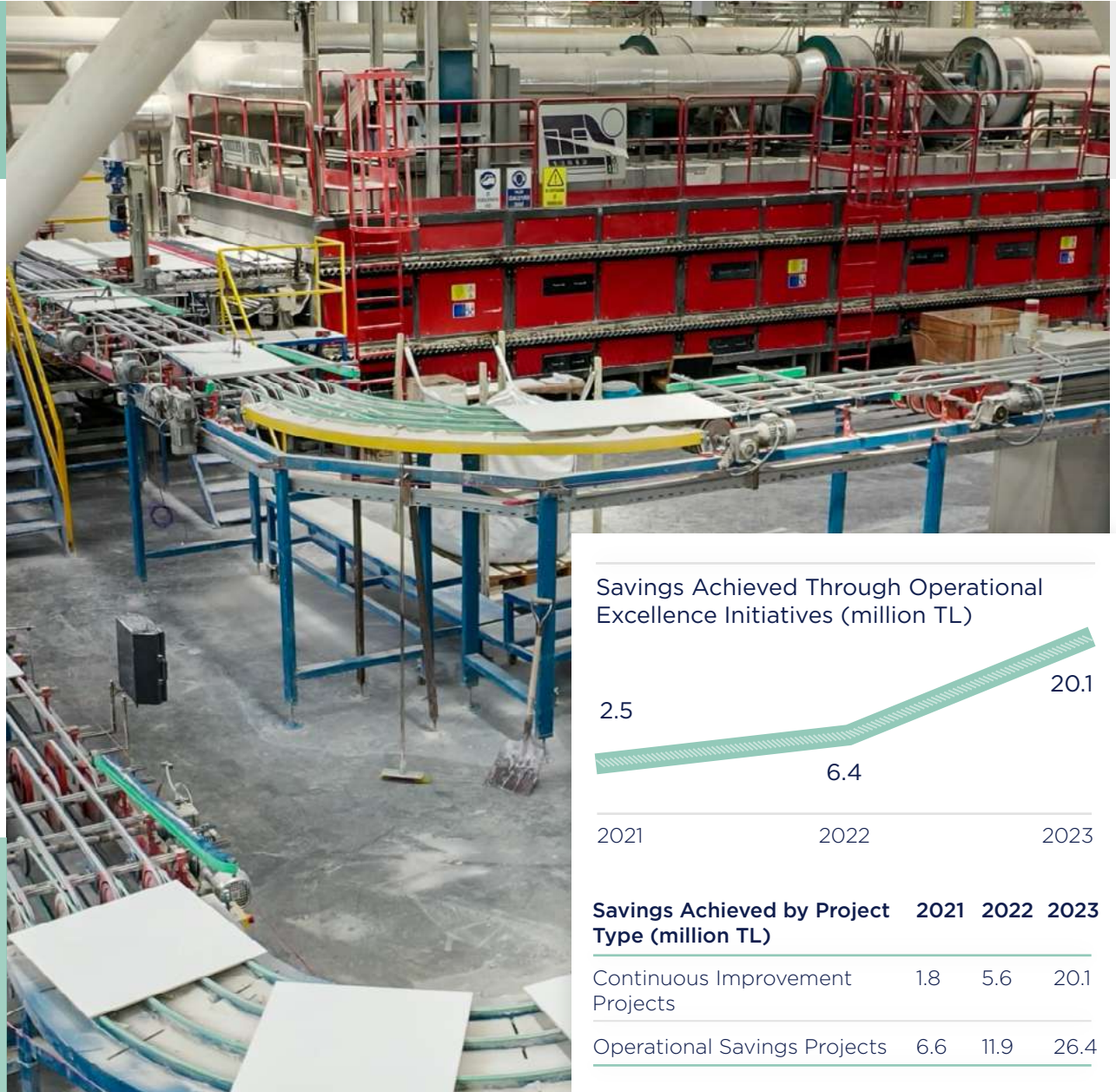
Resource Utilization And Operational Efficiency

At Kaleseramik, we prioritize projects that enhance operational efficiency in resource use to reduce our environmental impact, guided by our Operational Excellence (OE) approach. Within the framework of our Lean Transformation Program, we aim to improve our operational methods in the long term by using lean tools and Six Sigma methodologies.

Within the scope of the EFQM project, which we commissioned with the slogan "All Together to Excellence" in order to include all functions of the company in our continuous improvement journey, we aim to implement business practices that will contribute to our corporate excellence journey and serve as a foundation for ongoing improvement efforts.

We conduct our continuous improvement efforts through R&D projects, continuous improvement projects, investment projects, as well as operational and procurement savings. The Continuous Improvement Unit monitors all improvement activities, prepares reports, and supports process development in areas where needed by utilizing Six Sigma methodology and lean manufacturing techniques.

20.1 million TL
Financial savings achieved in 2023 through resource efficiency and operational excellence initiatives





In 2023,
1.068 employees
received a total of
5.438 hours of training.

Operational Efficiency Projects Conducted During the Reporting Period

- ✓ **Reducing Natural Gas Consumption by Increasing Sludge Density**
By monitoring the densities of the mill and clay slurry, we prevented decreases in density in the mixing tank and the subsequent spray dryer tank. As a result, we reduced natural gas consumption by 7.3%
- ✓ **KB3 Reducing Pre-Firing Corner Breakage Defect**
After implementing the improvement methods, we achieved a 0.5% reduction resulting in a gain of 763,611 TL over six months.

| Within the Scope of Fikricin Suggestion System | 2021 | 2022 | 2023 |
|--|------|------|------|
| Number of Suggestions Received | 27 | 142 | 170 |
| Number of Suggestions Implemented | 4 | 12 | 38 |
| Annual Cost Earnings (million TL) | 0.6 | 3.6 | 11.8 |

We conduct continuous improvement projects under the categories of "Before-After Kaizens" (short-term efforts carried out by small teams) and "Workshop-Kobetsu Kaizens" (team efforts lasting from at least three to a maximum of six months). We identify projects based on analyses in areas such as quality, defects, and equipment efficiency, focusing on those with the highest identified rates.

In line with our goal to develop the OE culture and competency within our operations, we conduct Six Sigma Green Belt training sessions. During the reporting period, 1,068 employees received a total of 5,438 hours of training. To date, we have provided a total of 9,410 hours of training to 1,451 employees. In addition to Six Sigma Green Belt training, we also organize 5S, lean manufacturing, problem-solving, 10-step Kaizen, suggestion system, SMED (Single Minute Exchange of Dies), autonomous maintenance, and single-point training for all employees.

Through our Fikricin Suggestion System, we ensure the implementation of valuable ideas submitted by all our employees. To enhance interdepartmental communication and foster teamwork, we organize "Asakai Meetings" and "Waste Hunts" events.

Supply Chain Management

At Kaleseramik, we manage our supply chain operations under the headings of operational efficiency, digital transformation, and sustainability within the supply chain.

As part of our goal to achieve operational excellence in supply chain management processes, we focus on reducing storage complexity, standardizing warehouse management, and centralizing both domestic and international warehouses in key locations. We achieve up to a 2% improvement in total purchasing turnover by sourcing new products through annual R&D and by benchmarking and enhancing supplier processes. Additionally, with the Authorized Economic Operator Certificate we obtained in 2018 in order to benefit from the facilitations regarding safety and security controls in customs procedures, we provide cost and time advantages of up to 50% every year.

In the field of digital transformation, in order to provide fast and data-driven service to our customers consisting of a network of distributors, dealers and wholesalers, we continue our efforts to respond with artificial intelligence applications in a 100% digital environment. By utilizing RPA (Robotic Process Automation) processes, we enhance efficiency and reduce risks associated with data errors. With the Kaleseramik SAP&Declarant project, which enables common data tracking from a single platform, we achieve time savings of up to 30% and prevent nearly 99% of customs penalties caused by user errors.

We believe that sustainability can only be achieved by integrating the value we create and the principles we embrace to the value chain. In this regard, we aim to create an ecosystem focused on sustainability together with our suppliers and become a driving force for the transformation of our supply chain.



As part of our sustainability strategy, we are working to systematically conduct supplier audits to achieve 100% compliance with environmental and social criteria for critical suppliers within our supply chain by 2030. During the reporting period, we established questionnaires to assess the environmental and social compliance of our suppliers. In the upcoming period, we plan to distribute these questionnaires to our critical suppliers.

Within the scope of the local sourcing project we initiated in 2019, we aim to source all product groups locally through alternative supplier efforts, replacing products previously imported from abroad with locally sourced alternatives.

With the Supplier Relationship Management (SRM) project, we aim to reduce complexity and increase digital traceability in the FTE processes. SRM's end-to-end approach to managing suppliers in a transparent, organized and integrated manner will enable risk mitigation at every step from supplier selection to qualification and performance management.

In a hybrid system, suppliers are grouped on the basis of purchasing criteria and competency levels. The purchasing criteria are classified as competitive, critical, bottleneck, and non-critical suppliers. Competency levels are defined as ideal, capable, willing, and worthless. These criteria form the matrix table where suppliers are analyzed and their positions are determined. The goal of the hybrid system is to move suppliers from other groups towards the competitive-ideal area. Action plans are developed to move the relevant suppliers towards this goal, and the results of the implemented plans are monitored.

| Supplier Structure | 2021 | 2022 | 2023 |
|--|------|------|------|
| Local Supplier Ratio (%) | 93.5 | 93 | 92.7 |
| Local Supplier Ratio by Purchase Value (%) | 90.7 | 88.8 | 86.5 |

Customer Orientation And Customer Experience

At Kaleseramik, we consider our customer-centric approach one of our top priorities. We develop our operations in line with sectoral developments and the needs and expectations of our customers, striving to provide a positive experience and deliver end-to-end service. Through our “Excellence in Customer Value Proposition” project, we enhance customer experience while contributing to increased brand awareness and profitable product sales. Additionally, as part of the project, we conduct customer satisfaction-focused training for store, authorized service, and sales personnel.

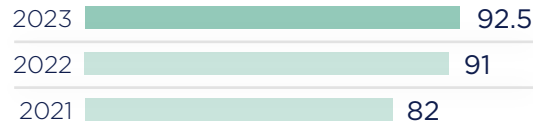
In addition to the pre-sales and post-sales services we provide, we regularly conduct customer satisfaction surveys and improve areas identified for development based on survey results. We monitor the development areas of authorized services that receive low scores and work on implementing improvement actions. During the reporting period, our customer satisfaction score was 92.5.

In addition to customer satisfaction surveys, we conduct competitive analysis twice a year to better understand the market and align with our customers’ expectations.

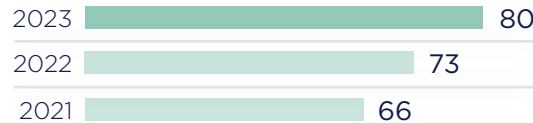
With our Customer Communication Center, we aim to understand our customers’ expectations and meet them in the best way possible. We meticulously analyze customer complaints and suggestions submitted to our center and develop permanent solutions by implementing the actions determined after the analysis. During the reporting period, all complaints/ suggestions received by the Customer Communication Center were resolved.

At Kaleseramik, we encourage all stakeholders in our ecosystem, where we take a leadership role, to take action on sustainability. In line with our sustainability strategy, we offer value-added products and services that are disseminated through our stakeholders, providing solutions for sustainable urbanization.

Customer Satisfaction Score (%)



Customer Communication Center NPS Score (%)



Master Seminars

To enhance the professional knowledge and skills of plumbing professionals, we organize “Master Seminars” based on requests from our dealers or the Istanbul Plumbers’ Chamber. During these seminars, we present Kale Bathroom’s innovative products and services, share the latest industry developments, and address the issues and expectations of plumbing professionals. In 2023, we held seminars at 7 different locations with the participation of 492 plumbing professionals.

Dealer Training

In line with the principle of “right product in the right place,” we organize “Dealer Training” sessions to ensure customer satisfaction by providing dealer staff with information on the technical specifications of our Ceramics and Kale Bathroom products and our services. In 2023, we conducted

training sessions at 50 different locations for 214 dealer employees regarding our products and services.

Turnkey Comprehensive Application Service

AAs part of our turnkey comprehensive application service, our Premium authorized service providers conduct free inspections. Following the inspection, a proposal is prepared for the required work and reviewed by the relevant department before being submitted to the customer. In line with our #ArkasındaKaleVar (Backed by Kale) motto, all service processes are covered with Kale assurance.

Kale Core

Through the Kale Core project, launched with the goal of providing guiding and facilitating digital solutions to all our customers (end users, architects, contractors, etc.) in their

experience journeys, we offer a holistic experience in the steps of inspiration, designing and realizing the design in bathroom renovation via a digital platform. In 2023, we launched the “Experience at Home” module, which allows users to digitally select and experience our ceramic and other surface products within their own spaces.

Authorized Services

We maintain our industry leadership not only through our high-quality product portfolio but also through our customer satisfaction-focused after-sales services. With our implemented authorized service structure, we conduct customer visits to understand issues on-site and provide expert support for solutions. We offer customers who purchase products from Kaleseramik the opportunity to request direct service in case of any issues. To enhance our service quality and customer satisfaction, we organize regular training sessions for our authorized services.

| Authorized Services Trainings | 2021 | 2022 | 2023 |
|-------------------------------|-------|------|------|
| Number of Participants | 1,006 | 550 | 480 |
| Number of Trainings | 86 | 55 | 59 |



Projects Implemented to Increase Customer Satisfaction During the Reporting Period

End Consumer Segmentation

We conducted an End Consumer Segmentation study to analyze the shopping behaviors of our target audience purchasing bathroom products in the domestic market. This study aimed to identify the core expectations of each customer segment in their shopping journey, providing insights to enhance our product and service strategies.

Mystery Shopper Study

Mağazacılık ve hizmet alanında We conducted a Mystery Shopper Study to enhance our standards in retail and service and to identify gaps from the customer’s perspective.

E-Commerce Sales

In line with our “Omnichannel Marketing Model,” we have integrated our dealers into our e-commerce system, opening a new sales channel for them. This allows us to fulfill customer orders through the e-commerce site using dealer stock.

Dealer Exclusive Program

We have expanded the use of our “Dealer Exclusive Program” to include qualified secondary dealers. We have made enhancements to the program, which features campaign announcements and product stock checks.

Clean Technology



We aim to achieve **%42** lower carbon emissions per unit product compared to standard production through zero waste, reduced energy consumption, and complete digitalization.

At Kaleseramik, we aim to create a sustainable business model across the entire value chain by utilizing innovative and clean technologies. To achieve this, we closely follow and integrate the latest technologies into our production processes. We place significant emphasis on R&D and innovation, developing clean production technologies that lead the industry.

By investing in green technologies, we aim to transition to a low-carbon economy and enhance energy efficiency. In alignment with the United Nations Sustainable Development Goals, we continuously review our products and services, analyzing their environmental and social impacts to reduce our ecological footprint. We also encourage our stakeholders to take responsibility in all production processes and innovative product designs.

Strategic Investments for a Sustainable Future

In alignment with the “Care for Your World” initiative and our sustainability strategy, we make strategic investments considering our environmental and social impact. We design our investment plans based on modernization and sustainability principles, prioritizing investments in this area.

As part of our goal to increase sustainability-focused product and service investments by 30% by 2030 compared to 2021, we continue to identify areas for investment. Additionally, we are committed to achieving 100% renewable electricity usage by 2030 and are actively working towards this target.

In our investment plans, we prioritize acting in line with sustainability principles and policies from the design phase onwards. The investment in our Slab-Sinterflex 2 line, launched in 2023, exemplifies this approach. With this investment, we aim to achieve 42% lower carbon emissions per unit product compared to standard production through zero waste, reduced energy consumption, and complete digitalization.

In the upcoming period, we will continue to base our strategic investment decisions on energy efficiency, circular economy and waste management, resource utilization and operational efficiency, occupational health and safety, and digitalization.

R&D and Innovation

As part of our North Star vision, which adds new meanings to living spaces, we view innovation as a driving force in achieving our sustainability goals. In this context, we integrate our primary objectives—such as reducing carbon footprint, increasing the use of alternative energy sources, reducing emissions, enhancing raw material efficiency, and promoting waste recycling—into our corporate innovation and internal entrepreneurship processes.

In 2023, as part of our Corporate Entrepreneurship Program, which aims to discover our employees' creative and intellectual potential and make innovation an integral part of our corporate culture and business processes, we organized idea development workshops based on our sustainability and strategic focus with 47 volunteer participants from various departments. In addition to the ideas generated during the workshops, we collected and reviewed suggestions from employees through our "Fikir Atölyesi" (Idea Workshop) application.

Through our "Fikir Atölyesi" application, we encourage employees to share their ideas and suggestions via a shared portal. Ideas are assessed under the categories of "feasibility," "value," and "potential impact," and the selected ideas are integrated into our corporate innovation process.

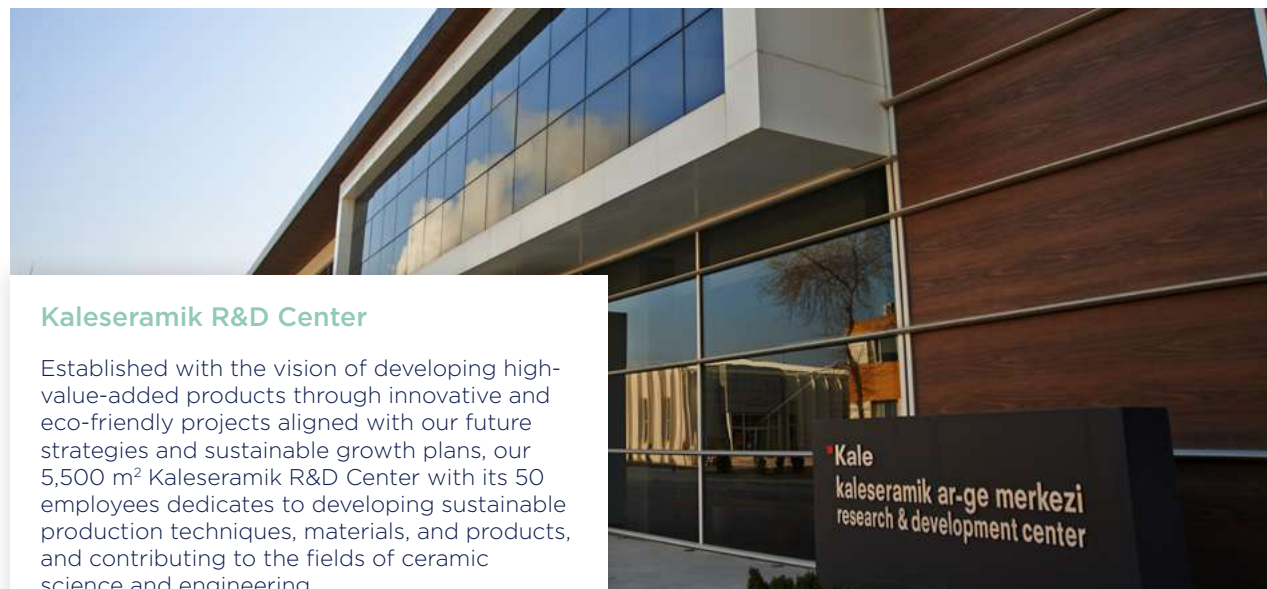


We evaluated all collected ideas based on impact, value, and feasibility criteria, assessing their alignment with our strategic plan and sustainability goals. The selected ideas were then presented to our innovation committee, moving on to the initial exploration and feasibility phase.

In addition to our internal innovation efforts, we also engage in multidisciplinary collaborations with various external partners from different fields. In 2023, in partnership with Atölye and Mono Earth, we converted approximately 6 tons of fired ceramic fracture into sustainable and traditional clay bricks, which were showcased at Dutch Design Week 2023, one of Europe's leading design fairs.

63%

The share of sustainability-focused R&D and innovation investments in total R&D and innovation investments in 2023.



Kaleseramik R&D Center

Established with the vision of developing high-value-added products through innovative and eco-friendly projects aligned with our future strategies and sustainable growth plans, our 5,500 m² Kaleseramik R&D Center with its 50 employees dedicates to developing sustainable production techniques, materials, and products, and contributing to the fields of ceramic science and engineering.

In our R&D activities, we closely follow development areas by participating in national and international conferences, symposiums, workshops, and seminars. Additionally, we benefit from national and international support and incentive programs provided by the Republic of Türkiye's Ministry of Industry and Technology and TÜBİTAK. Furthermore, in line with our emphasis on university-industry collaborations, we continue to maintain partnerships with both national and international universities.

Within the scope of the R&D Steering Committee that we organize every year, we evaluate the previous year's R&D activities and inform all our employees about the R&D and innovation activities we plan for the coming year. Based on employee feedback, we prioritize and implement high-priority activities. This committee ensures that all employees are involved in R&D and innovation activities and have the opportunity to share their ideas.

| R&D in Figures | 2021 | 2022 | 2023 |
|--|------|------|------|
| Ratio of R&D Expenditure to Turnover (%) | 0.63 | 0.35 | 0.44 |
| Share of Sustainability-Focused R&D and Innovation Investments in All R&D and Innovation Investments (%) | 13 | 37 | 63 |
| Number of Patent Applications | 1 | 1 | 0 |
| Number of Patent Registrations | 14 | 15 | 0 |
| Number of TÜBİTAK Supported Projects | 2 | 2 | 2 |
| Number of EU Supported Project Applications | 0 | 0 | 2 |
| National and International Publications | 2 | 16 | 4 |

Sustainability-Focused R&D Efforts

We are working on optimizing our production lines to operate with low emissions and minimal environmental impact. In this context, we improved the combustion efficiency by increasing the oxygen ratio in the combustion systems of our kilns from 20-21% to 24-25%, thus saving approximately 17% in the amount of natural gas consumed.

We prioritize the enhancement of existing processes and the adoption of new production technologies. In this regard, we plan to advance the production processes of granules used in ceramic technology. By integrating new technologies and developing production techniques into the process, we aim not only to achieve savings in natural gas consumption but also to significantly reduce water usage.

In addition to energy projects, we conduct our research and development activities with the aim of contributing to the circular economy.

In addition to all of these, as part of the Horizon AB project, HYSouthMarmara, we are involved in developing hydrogen combustion systems. In this project, we are working on the use of hydrogen gas as a hybrid fuel in the sintering processes of ceramic tiles, aiming to partially replace the natural gas used as fuel in kilns.

Savings achieved through our R&D activities:

In 2023
11.5 million TL

Since 2018
127.4 million TL

Digitalization

Since 2017, as Kaleseramik, we have been engaged in digital transformation efforts with the aim of achieving a more agile business structure, gaining competitive advantage through more effective use of data, and increasing efficiency. As part of our Digital Transformation Roadmap, which we plan to implement by 2026, we are working on the following key areas:

- Customer, Channel, Service Management
- B2B Trade Platform Management Stakeholder Training
- Digital Experience Management
- E-commerce Platform Management
- Supply Chain Digitalization
- Product Information Management
- Product Lifecycle Management
- Industry 4.0
- Data Analytics
- Corporate Sustainability
- Other Process Improvements

In the field of digital transformation, we are conducting process optimization efforts using the SAP Signavio process management application. Our goal is to achieve maturity in our business processes and integrate process-based methods into our digital systems.



Banyonu yenilemenin KOLAY YOLU: Kale Core

Banyonu Hemen Tasarla

■Kale | kalecore.com.tr

KAREKODU OKUTUN!



4.9 million USD

**2023 budget allocated for
our digitalization efforts**

Product Lifecycle Management (PLM)

We are implementing the Product Lifecycle Management (PLM) application to digitalize our processes. We aim to ensure a more effective and efficient flow of information that defines the full life cycle of products, from the idea stage to design, from pilot production to production and shipment stages, from after-sales to product finalization stages.

Kale Core

As part of our digital retail application Kale Core, we utilize Augmented Reality (AR) technology, a first in the industry, to involve consumers in the design process and enable them to create their own living spaces. This application also allows users to upload their designs or preferences to the system, share them with architects, and receive guidance.

While shopping was directed to Kale stores in the past, in 2023, we moved the shopping experience to the e-commerce platform, creating a holistic process. In 2023, the number of members increased by 210% compared to 2022. Thanks to the user experience and user interface design optimizations, we continue to increase the member conversion rates of our visitors

Kale 99

To ensure the sustainability of production efficiency and quality, we aim to enhance the traceability of all production lines in tile production through our Kale 99 project, which utilizes Internet of Things (IoT) technology.

In the project aimed at establishing production control and traceability systems for each tile, integrating the information obtained from the

system into the ERP (Enterprise Resource Planning) system, and transferring and reporting data affecting product costs, tile production integration has been achieved. In the ongoing phase, we continue with Industry 4.0 initiatives.

In support of the Kale 99 project, in 2023 we also launched the Kale 99 Predictive Quality Project. This initiative is designed to predict quality issues in advance, identify potential root causes of quality problems, and provide real-time reporting of anticipated quality issues to the relevant business units.

Robotic Applications in Production

As part of our 2023 investment, we are enhancing efficiency at our granite slab plant by implementing robotic applications effectively and extensively on our newly established line. Programs with different settings for the production of various products are pre-configured into the machines, allowing operators to switch between programs according to production needs and report any issues to the relevant departments. Additionally, in storage technologies, robotic arms autonomously store and package tiles of different sizes, as programmed in their software.

KaleKampüs Online Development Platform

Through KaleKampüs Online Development Platform Application, launched with the aim of tracking the training and development processes of our employees on a single platform and offering mandatory and developmental trainings to our employees, we track the trainings received from different channels and collect feedbacks through the application. In addition, with the Kale Masters Internal Trainer Training and Development Program, we offer the training content prepared by internal trainers to our employees through this platform.

CRM-Community Management

As Kaleseramik, we use digital tools such as dealer and architect portals and dealer employee platform to effectively manage communication with our main stakeholders in the ecosystem. To provide a learning organization structure for Kale Community Loyalty Management structures (dealers, authorized services, call centers), we also offer LMS applications for the use of our key stakeholders.



SOCIAL INVESTMENTS



At Kaleseramik, guided by our "Care for Your World" vision, we support projects that serve the Sustainable Development Goals and aim to improve and transform the future and the world.

Social Investment Programs

With our people-oriented, social benefit and shared value creation approach across the Group, we collaborate with local and international NGOs and stakeholders in various fields such as education, gender equality, environment, design, architecture and art.

In line with our responsible and sensitive leadership approach, we plan our social investments-oriented activities as a business model. All our community investments, which include employee volunteering, are implemented with a focus on positive impact and common benefit, uniting the Group companies on a shared platform, and we scale social investments through strategic partnerships.

Contribution To Education

Kaleseramik Education, Health and Social Investments Foundation (KSV)

Founded in 1991 by Kale Group's founder İbrahim Bodur, the Kaleseramik Education, Health, and Social Investments Foundation (KSV) was established to make the Kale Group's contributions to society sustainable and systematic. Since its establishment, KSV has been actively engaged in various activities under the themes of "Education" and "Employment," including scholarship programs, infrastructure investments such as schools, student dormitories, and educational centers, and industry-university collaboration programs. These initiatives directly and indirectly contribute to the 17 Sustainable Development Goals set by the United Nations. KSV implements programs and projects designed not only to meet current social needs but also to foster social benefit and positive change in the future.

Since its establishment, KSV has provided scholarship support to over 4,000 successful and in-need students through its programs aimed at ensuring equal opportunities in education and employment. To foster local potential, KSV establishes strong, strategic partnerships between the industry and educational institutions. Moreover, the foundation focuses on developing vocational training programs with the aim of raising the qualified workforce that meets the needs of the sector.

Launched in 2023, the Scholar Development Program aims to improve the social and professional skills of young people in addition to the financial support provided. Under this program, scholars receive mentorship, workshops,

and training, and gain new perspectives through technical visits and networking events. After taking their first career steps, KSV scholars contribute back to the foundation by supporting new scholarship recipients.

Since 1991, KSV has been organizing Vocational Training and Development Adaptation Courses in the field of "Ceramic Floor and Wall Tiling" across Türkiye, in accordance with a cooperation protocol signed with the Ministry of National Education, General Directorate of Vocational Education. At the end of these courses, trainees are entitled to receive official certificates approved by the Ministry of National Education. To date, 5,041 young trainees have acquired a profession through a total of 254 vocational training courses organized across Türkiye. At the same time, 218 Development and Adaptation Courses have provided 4,378 qualified craftsmen to the construction sector.

Today, KSV continues to expand its scope of responsibility while upholding the same core values. The foundation contributes significantly to the social entrepreneurship ecosystem in various ways. The İbrahim Bodur Social Entrepreneurship Program, running for 7 years, provides crucial support to the ecosystem and enterprises in terms of both financial resources and visibility. Through local development programs, KSV supports various women's cooperatives by developing livelihood-enhancing projects and implementing agricultural initiatives that serve as models for the sector.

In addition to these efforts, KSV continues to support the community during critical times of need, particularly during disaster periods. The foundation acts swiftly in the short term to provide immediate assistance and implements long-term initiatives aimed at mitigating the effects of disasters.

In Pursuit of Solidarity, In Search of Hope

Employee Volunteering

As Kale Group, we believe that a common effort and collective impact should be created with the vision of a “common future”. In line with this vision, we support and encourage employee volunteering activities through our Volunteer Club.

After the earthquake on February 6, we were actively involved in the field and disaster area with over 150 volunteers. Within the scope of the activities carried out by our volunteers;

- With 34 trucks departing from Çan, essential supplies were delivered to the region from the very first day, and food packages were distributed.
- The setup of nursery, living, and hygiene containers was completed.
- 100 Kale volunteers participated in the Istanbul Marathon to support babies in the earthquake area to access the Early Intervention Program and helped fund raising for 595 babies.

Take Care of the World Through the Heart

In response to the earthquake disaster that struck Kahramanmaraş on February 6, 2023, Kale Group mobilized all available resources to deliver aid to the affected regions.

- ✓ We provided support worth a total of 6,269,000 TL by donating 8 containers, 2 generators, and over 1,000 products to the living communities established in the earthquake-affected areas by the Foreign Economic Relations Board (DEİK) and the Istanbul Chamber of Industry.
- ✓ A total of 251 containers were sent, including 168 hygiene containers and 68 living containers. Additionally, 4 nursery containers were established for the children of the affected families.
- ✓ Donations were made to KSV to support the establishment of daycare centers and play areas for children affected by the earthquake.
- ✓ Financial support was provided to 55 employees' relatives and 400 distributor employees in the disaster-affected areas.
- ✓ 85% of the scholarship allocation for the 2023-2024 academic year was reserved to support the continued education of students affected by the earthquake.
- ✓ Under the İbrahim Bodur Social Entrepreneurship Program, a Community Support Program was launched to help social enterprises implement their projects in the earthquake-affected areas. A total of 7 projects received support valued at 2 million TL.
- ✓ To provide affected citizens with sustainable living opportunities, a Vocational Training and Development Adaptation Course in “Ceramic Floor and Wall Tiling” was established.
- ✓ In collaboration with the Health and Education Foundation (SEV), 40,000 books were donated to UNICEF and the Community Volunteers Foundation (TOG) to be distributed to children in the earthquake-affected areas.
- ✓ On April 23rd, National Sovereignty and Children's Day, the “Every Child Matters” event was held in Hatay, where workshops were organized for over 100 children affected by the earthquake, and gifts were provided to the children.



Kale Design and Art Center (KTSM)

Established through the transformation of Kale Group's first headquarters in Karaköy, KTSM hosts workshops, presentations, exhibitions, and other events, facilitating collaboration and joint production among actors in the fields of design and art. Additionally, KTSM offers a knowledge and experience sharing platform for current students and newly graduated young professionals.

In 2023, examples of social benefit projects hosted by KTSM include the solo painting exhibition titled Dokun by artist Arif Aşçı, which was hosted and curatorially advised by Art On and supported by KTSM, and the "In Transit | In Between" exhibition, which is one of the pillars of the Guest Artist Program led by the "Care for Your World" movement.



A Vast Ecosystem with a Focus on Social Benefit: İbrahim Bodur Social Entrepreneurship Program Awards

The İbrahim Bodur Social Entrepreneurship Program Awards bring together social entrepreneurs who are committed to social good and act with determination, while at the same time creating a broad ecosystem of entrepreneurs with a sense of responsibility towards the world and the environment in line with our principle of increasing the positive impact. The İbrahim Bodur Social Entrepreneurship Program Awards have evolved into a magnet that brings together individuals and institutions committed to social responsibility. Each year, the program has grown, laying the foundations for a valuable community and continuously developing. To date, the program has received over 2,000 applications and has become a significant community with more than 60 finalists and winners.

The "Value to Life Meeting", an organic extension and second step of the program, which was organized this year to keep alive the memory of İbrahim Bodur, the Founder of Kale Group, who guided our direction with the principle of "adding

value to society and taking good care of the land", was a new experience designed collaboratively by the main role players of the social entrepreneurship ecosystem. The memorial event, held under the motto "Together with Social Entrepreneurs, In a First," highlighted a new experience that demonstrated the existence of a tightly-knit community bound by invisible connections. It also underscored the growing need for private sector support to help young people turn their innovative ideas for a better world into reality.

In addition to the İbrahim Bodur Social Entrepreneurship Program Awards that we have been conducting since 2017, we launched the Community Support Program (TDP) with our community of finalists and winners from the award program.

Following the February 6 earthquakes, the selected social enterprises under the TDP implemented their projects in the disaster-affected areas, contributing to the region's recovery.

"My First Job is in Schools" Transformation Project

As part of its commitment to combating unemployment, Kaleseramik Foundation not only increases employment in the sector by organizing vocational training courses across Türkiye, but also ensures that trainees take part in a social responsibility project as a part of their first jobs in their professions by saying "My First Job is Transformation in Schools".

Launched in 2009, this project involves trainees who complete the Ceramic Floor and Wall Tiling Vocational Course pioneer transformation in village schools in Anatolia and contribute to the schools' hygienic environment. Through an additional initiative under the slogan "We Wanted to Take Something from You as Well", the project also provides donations such as books, toys, stationery, clothes and shoes.

Within the scope of the project, a total of 25 courses have been organized in 138 village schools in 24 provinces and 508 people have graduated from these courses.

The Academy of Good Caregivers for World

The Academy of Good Caregivers for World is working to support university students from all over the country who want to take a good care of their world to connect and create positive change. The mobile academy, prepared in partnership with Kale Group and Boğaziçi University Lifelong Learning Center (BÜYEM) and in cooperation with Boğaziçi University Alumni Business People Association (BRM), offers a learning experience that makes a difference with its rich content programs on management, leadership and social entrepreneurship.

Kaleseramik Training Seminars - Plumbers' Meeting

By organizing "Training Seminars - Plumbers' Meeting" across Türkiye, we contribute to enhancing the professional knowledge and skills of craftsmen. In 2023, we held a program in Antalya with the participation of 150 plumbing professionals, where we discussed Kale Bathroom's innovative products and services, as well as the latest industry developments, issues, and expectations of plumbers.

Collaboration with Çan Vocational Training Center

Through our collaboration with Çan Vocational Training Center, we aim to enhance the quality of the young workforce who are unable to continue their education after secondary school. In this initiative, 26 students receive technical training at the school one day a week, while gaining practical experience at our plants for the remaining four days. Additionally, through another ongoing project with the Vocational Training Center, we aim for 2,874 of our employees to obtain vocational high school diplomas.

Contribution To Gender Equality

Atölye Kale

Atölye Kale, established at our plant in Çanakkale's Çan district, aims to increase women's participation in production and support entrepreneurial women in this field. Under the Atölye Kale brand, we offer a range of products, including tableware, gifts, and tiles, that highlight and celebrate women's craftsmanship. The revenues from Atölye Kale also contribute to the education of girls. Atölye Kale also gave life to the "Red Globe" in the heart of Atatürk Cultural Center, one of the symbols of our country's cultural and artistic life. This project continues to be a source of pride due to its remarkable achievements.

Nevruz Village Women

In Nevruz Village, where İbrahim Bodur, the founder of Çanakkale Seramik, was born, we have launched a project aimed at empowering women and increasing their participation in employment. This initiative, based on voluntary work, involves establishing a women's cooperative to facilitate the sale of handcrafted products both domestically and internationally. By enabling women from different cultures to interact and collaborate, we aim to strengthen women's communities.



Contributing To The Environment And Social Investments

Mavruz Agriculture Project

The Mavruz Agriculture Project, launched in Çan district, where Kaleseramik was founded, is distinguished as the first greenhouse in Türkiye to be heated using energy from plant chimney emissions. The project also contributes to female employment and the strengthening of local communities, as 95% of its workforce consists of women.

Water-Saving Fixtures Project in Çanakkale

In collaboration with a local association (Ağı Dağı Kusca Kestane Menbaa Suyu Koruma ve Geliştirme Derneği), we have undertaken a project to replace the faucets of all fountains at 72 different points throughout the Çanakkale region with Kale Bathroom's water-saving fixtures. The project aims to continue maintaining and fulfilling the fixture needs of these faucets while focusing on preserving and securing the future of the freshwater source.

AURA İstanbul

In 2023, we sponsored AURA İstanbul's "Mapping the Marmara Region" project. As part of this collaboration, a research team consisting of architects, urban planners, and landscape architects conducted field studies in Çanakkale. The findings from these studies were analyzed and presented to the public at the international MARUF (Marmara Urban Forum) event. This project represents a significant step towards the sustainable development of the Marmara Region.



Imagining Marmara: Urban Living Workshops

In 2023, in collaboration with the Marmara Municipalities Union, Arkki Türkiye, and Kalebodur, "Urban Living Workshops" were organized for children across 13 municipalities in 11 provinces. In these workshops, which involved 187 children, participants developed innovative solutions for inclusive, resilient, and nature-compatible cities. The designs created by the children were shared with the public through a special session and exhibition at MARUF23. This initiative provided valuable insights and suggestions on how future cities should be designed, reaching a broad audience.

Sen De Gel Association: Africa Well Opening

In collaboration with Sen De Gel Association and under the motto "Access to clean water is everyone's right", we are drilling wells in Gambia for people without access to clean water. This initiative aims to contribute to solving the water scarcity issue in the region.



Sectoral Contributions

ARKİV

With the support of Kalebodur, we have been digitally documenting the architectural works we have been publishing since 2003. In this way, we facilitate systematic access to pages on architects, architectural offices and architectural production, as well as different information on other topics related to architecture.

SALT Research Architecture and Design Archive

Through extensive digitization and cataloging efforts in collaboration with SALT, we are making the professional and personal archives of prominent architects and designers in Türkiye accessible. Supported by Kalebodur, the continually evolving SALT Research Architecture and Design Archive comprises nearly 200,000 documents, including sketches, drawings, correspondence, contracts, reports, maps, photographs, slides, audio recordings, and videos from the archives of the country's renowned architects.

We Are Discussing Buildings

Since 2018, Kalebodur's "We Are Discussing Buildings" interview series focuses on the significance of material preferences in the production of quality architecture. The interview series, in which 15 architects and 15 projects have been analyzed so far, continues to be published periodically.

Architecture with Kalebodur

Prepared and presented by Cüneyt Özdemir and his team with the support of Kalebodur, "Architecture with Kalebodur" stands out as Türkiye's first regularly broadcast architecture

video program. Since its debut in 2016, the weekly program covers local and international news from the world of architecture in each episode.

Kalebodur Presents: Architects Speak

Under the Kalebodur brand, we aim to inspire professionals by connecting with architects. Since 2013, through our "Architects Speak" series, moderated by Prof. Dr. Celal Abdi Güzer, we have been preparing inspiring newsletters and organizing interviews with leading experts in the field. To date, we have hosted more than 100 renowned individuals in our interview series, providing a close look at the philosophy of understanding architecture and the physical environment.

Open Architecture

Launched in 2011 on Açık Radyo (Open Radio), "Open Architecture," sponsored by Kalebodur, is the first radio program in Türkiye, dedicated to discussing "all aspects of architecture" with the aim of raising social awareness about the discipline and practices of architecture. With its digital archive, "Open Architecture" provides information on the architectural agenda over the past twelve years.



Corporate Memberships and Collaborations

Kitchen and Bathroom Furniture Industrialists and Importers Association

(MUDER)

R&D Centers Communication and Cooperation Platform (ARGEMİP)

Balıkesir Chamber of Industry (BSO)

Bandırma Chamber of Commerce (BTO)

Cermunie Environment Committee

Çanakkale Industrialists and Business People Association (ÇASIAD)

Çanakkale Chamber of Certified Public Accountants

Çanakkale Chamber of Commerce and Industry

Center for Research and Application of Environmental Issues
(University of Çanakkale 18 Mart)

Association of Railway Transportation (DTD)

Aegean Mineral Exporters' Association

Energy Exchange Istanbul (EXIST)

Republic of Türkiye Ministry of Energy and Natural Resources

Turkish Chamber of Shipping (TCS)

Association of Turkish Construction Material Producers (İMSAD)

İstanbul Mineral Exporters' Association (İMİB)

İstanbul Chamber of Industry (İSO)

İstanbul Chamber of Certified Public Accountants (İSMMMO)

İstanbul Chamber of Commerce (İTO)

Italian Chamber of Commerce and Industry in Türkiye

İzmir Chamber of Commerce (İZTO)

Coaster Shipowners and Operators Association (KOSDER)

Independent Industrialists' and Businessmen's Association
(MÜSİAD)

Supreme Organization of Organized Industrial Zones (OSBÜK)

Ceramic Research Center

Ceramic, Glass and Cement Raw Materials Manufacturers
Association (SERHAM)

Ceramic Tiling Materials Producers Association (SERKAP)

Ceramic Sanitary Ware Manufacturers Association (SERSA)

Ceramic and Refractory Manufacturers Association (SEREF)

Turkish Ceramics Federation (SERFED)

Turkish Electricity Transmission Corporation (TEİAŞ)

Türkiye Exporters Assembly (TİM)

Union of Chambers of Turkish Engineers and Architects- Chamber
of Environmental Engineers

Union of Chambers of Turkish Engineers and Architects- Chamber
of Geology Engineers

Union of Chambers of Turkish Engineers and Architects- Chamber
of Mining Engineers

Union of Chambers of Turkish Engineers and Architects- Chamber
of Forest Engineers

Turkish Standards Institute (TSE)

Association of Turkish Construction Material Producers (İMSAD)

Turkish Forwarding and Logistics Association (UTİKAD)

Yerköy Chamber of Commerce and Industry

Yozgat Industry and Technology Cooperation Board

Certificates

| Product Certificates | |
|--------------------------|--|
| Product | Standart No |
| Ceramic Tiling Materials | TSE DOUBLE STAR CERTIFICATE CRITERIA- UB-YLD-YMS-BK-006 |
| | CSTB 3778- France Product Compliance Standard |
| | ISO 13006 / EN 14411 Ceramic tiles- descriptions, classification, characteristics, performance continuity assessment, verification and marking |
| | Israel Standard No. 314 |
| Sinterflex | China Standard GB 6566 |
| | TS EN 14411 Ceramic tiles- descriptions, classification, characteristics, performance continuity assessment, verification and marking |
| Furniture | TS EN 14749 Furniture - home and kitchen storage cabinets and worktops - safety requirements and test methods |
| Sanitary Ware | TS EN 14055+A1 WC and urinal reservoirs |
| | TS EN 997 Single piece and set toilet bowls - Flushable |
| | TS EN 14688 Sanitary ware - washbasins - functional requirements and test methods |
| | TS EN 13407 Suspended urinals - functional requirements and test methods |
| | TS EN 14528 +A1 Bidets - functional requirements and test methods |
| | TS 13420 Windows - behavior in different climates - experimental method |
| | TS 799 Turkish style toilet bowl |
| | TS EN 249 Sanitary plumbing - shower trays made of cross-linked cast acrylic plates - properties and test methods |
| | TS EN 198 Sanitary plumbing - bath tubs made of cast acrylic sheets with interconnection - properties and test methods |
| | Closet-sink-shower tray (NF 017) |
| Armature | TS EN 817 Sanitary plumbing armatures - Faucets with mechanical mixer (PN 10) - general technical specifications |
| | Waterlabel certificate |

| System Certificates |
|--|
| ISO 9001 Quality Management System |
| ISO 14001 Environmental Management System |
| ISO 45001 Occupational Health and Safety Management System |
| ISO 50001 Energy Management System |
| ISO 10002 Customer Satisfaction Management System |
| ISO 27001 Information Security Management System |
| Covid-19 Safe Production Certificate |
| Authorized Obligation Certificate |

Performance Tables

Employee Demographics and Social Performance Indicators

| Employee Demographics | 2021 | 2022 | 2023 | | 2021 | 2022 | 2023 |
|---|-------|-------|-------|--------------------------------------|-------|-------|-------|
| Direct Workforce (Number) | | | | Middle Management Structure (Number) | | | |
| Blue-collar | 2,683 | 2,964 | 2,635 | Female | | | |
| Female | 663 | 809 | 677 | 18-30 | 0 | 1 | 1 |
| Male | 2,020 | 2,155 | 1,958 | 30-50 | 47 | 49 | 53 |
| White-collar | 533 | 573 | 565 | 50+ | 3 | 3 | 3 |
| Female | 169 | 187 | 190 | Male | | | |
| Male | 364 | 386 | 375 | 18-30 | 0 | 0 | 1 |
| Total Workforce by Contract Type (Number) | 3,208 | 3,529 | 3,200 | 30-50 | 97 | 99 | 100 |
| Permanent | 3,208 | 3,529 | 3,200 | 50+ | 9 | 15 | 19 |
| Female | 828 | 981 | 867 | Newly Hired Employees (Number) | | | |
| Male | 2,380 | 2,548 | 2,333 | White-collar | | | |
| Temporary | 0 | 0 | 0 | Female | 14 | 22 | 31 |
| Female | 0 | 0 | 0 | Male | 18 | 39 | 52 |
| Male | 0 | 0 | 0 | Leaving Employees (Number) | | | |
| Total Workforce by Education Level (Number) | | | | Female | 54 | 60 | 215 |
| Primary Education | 821 | 820 | 644 | Male | 286 | 209 | 439 |
| High School | 1,514 | 1,735 | 1,576 | Employee Turnover (%) | | | |
| Associate degree | 424 | 477 | 445 | Voluntary Turnover | | | |
| University | 334 | 366 | 375 | Female | 40 | 31 | 30 |
| Master's Degree | 120 | 135 | 157 | Male | 229 | 126 | 163 |
| PhD | 3 | 4 | 3 | Involuntary Turnover | | | |
| Total Workforce by Age Group (Number) | | | | Female | 14 | 29 | 185 |
| 18-30 | 718 | 863 | 736 | Male | 57 | 83 | 276 |
| 30-50 | 2,386 | 2,510 | 2,279 | Key Employees | | | |
| 50+ | 112 | 164 | 185 | Female | 2 | 1 | 1 |
| Senior Management Structure (Number) | | | | Male | 6 | 0 | 1 |
| Female | | | | Workforce by Seniority (Number) | | | |
| 18-30 | 0 | 0 | 0 | 0-5 Year | | | |
| 30-50 | 14 | 13 | 12 | Female | 340 | 495 | 352 |
| 50+ | 3 | 3 | 3 | Male | 858 | 967 | 778 |
| Male | | | | 5-10 Year | | | |
| 18-30 | 0 | 0 | 0 | Female | 154 | 157 | 221 |
| 30-50 | 34 | 31 | 34 | Male | 434 | 416 | 444 |
| 50+ | 19 | 20 | 23 | 10 Year and Above | | | |
| | | | | Female | 338 | 344 | 294 |
| | | | | Male | 1,092 | 1,158 | 1,111 |

Employee Demographics and Social Performance Indicators

| Employee Demographics | 2021 | 2022 | 2023 | Employee Development | 2021 | 2022 | 2023 |
|---|--------|--------|---------|--|------------|--------------|--------------|
| Number of Employees on Maternity and Paternity Leave | 120 | 129 | 138 | Training Hours per Employee (hours) | 19.7 | 8.8 | 32.6 |
| Female | 34 | 27 | 39 | Female | 19.6 | 10.1 | 33.8 |
| Male | 86 | 102 | 99 | Male | 19.8 | 7.6 | 31.5 |
| Number of Employees Returning from Maternity and Paternity Leave | 120 | 129 | 138 | Subcontractor Trainings - Total Hours (person*hour) | | | |
| Female | 34 | 27 | 39 | Blue-collar | | | |
| Male | 86 | 102 | 99 | Female | 250 | 182 | 174 |
| Number of the Employees Remained Employed by the Company 12 Months After Their Return | 119 | 126 | 135 | Male | 614 | 822 | 1,126 |
| Female | 33 | 24 | 36 | Total Education Expenditure (TL) | 570,882.54 | 1,191,151.54 | 4,498,778.75 |
| Male | 86 | 102 | 99 | Training Expenditure per Employee (TL/person) | 177.51 | 336.77 | 1,405.87 |
| Duration of Maternity/Paternity Leave (weeks) | 17 | 17 | 17 | Number of Participants in Leadership Trainings (person) | 4 | 16 | 7 |
| Female | 16 | 16 | 16 | Leadership Trainings Duration (person*hour) | 128 | 315 | 173 |
| Male | 1 | 1 | 1 | Number of Employees Participating in Development Programs | 7 | 11 | 12 |
| Total Number of Disabled Employees | | | | Number of Employees Receiving Master's/PhD Support | 26 | 28 | 24 |
| Blue-collar | | | | Number of Long Term Interns | 0 | 5 | 3 |
| Female | 26 | 33 | 31 | | | | |
| Male | 59 | 64 | 64 | Employee Satisfaction | 2021 | 2022 | 2023 |
| White-collar | | | | Employee Engagement Rate (%) | 59 | 71 | 65 |
| Female | 0 | 0 | 0 | Employee Satisfaction Rate (%) | 79 | 85 | 79 |
| Male | 2 | 2 | 3 | Number of Employees Participating in Employee Engagement / Satisfaction Survey | 2,770 | 3,050 | 2,653 |
| Number of Employees Covered by Collective Bargaining Agreement | 0 | 0 | 0 | Percentage of Employees Participating in Employee Engagement / Satisfaction Survey (%) | 89 | 89 | 83 |
| Female | 0 | 0 | 0 | | | | |
| Male | 0 | 0 | 0 | | | | |
| Local Employment Rate (%) | 100 | 100 | 100 | | | | |
| Employee Development | 2021 | 2022 | 2023 | | | | |
| Employee Trainings- Total Hours (person*hour) | 63,502 | 29,349 | 102,794 | | | | |
| Blue-collar | 42,252 | 4,776 | 49,508 | | | | |
| Female | 10,352 | 820 | 12,320 | | | | |
| Male | 31,900 | 3,957 | 37,187 | | | | |
| White-collar | 21,250 | 24,573 | 53,287 | | | | |
| Female | 5,944 | 9,216 | 16,984 | | | | |
| Male | 15,306 | 15,357 | 36,303 | | | | |

Employee Demographics and Social Performance Indicators

| Occupational Health and Safety (OHS) | | | | Occupational Health and Safety (OHS) | | | |
|--------------------------------------|-------|-------|-------|---|-------|-------|-------|
| | 2021 | 2022 | 2023 | | 2021 | 2022 | 2023 |
| Number of Injuries | | | | Subcontractor Employee | | | |
| Direct Employment | | | | Female | 0.00 | 0.00 | 0.00 |
| Female | 6 | 14 | 9 | Male | 0.01 | 0.05 | 0.02 |
| Male | 48 | 39 | 29 | Total | | | |
| Subcontractor Employee | | | | Female | 0.02 | 0.02 | 0.01 |
| Female | 1 | 0 | 0 | Male | 0.26 | 0.08 | 0.06 |
| Male | 4 | 2 | 4 | Number of Fatalities | | | |
| Total | | | | Direct Employment | | | |
| Female | 7 | 14 | 9 | Female | 0 | 0 | 0 |
| Male | 52 | 41 | 33 | Male | 0 | 0 | 0 |
| Injury Rate | | | | Subcontractor Employee | | | |
| Direct Employment | | | | Female | 0 | 0 | 0 |
| Female | 1.77 | 1.65 | 1.17 | Male | 0 | 0 | 0 |
| Male | 14.14 | 4.60 | 3.78 | OHS Trainings- Number of Participants (person) | | | |
| Subcontractor Employee | | | | Direct Employment | 2,778 | 3,104 | 2,828 |
| Female | 0.97 | 0 | 0 | OHS Committees | | | |
| Male | 3.86 | 1.66 | 2.57 | Number of OHS Committees | 12 | 12 | 12 |
| Total | | | | Number of Members in OHS Committees | 27 | 27 | 28 |
| Female | 1.58 | 1.45 | 0.97 | Number of Employee Representatives in OHS Committees | 1 | 1 | 1 |
| Male | 11.73 | 4.23 | 3.57 | Disaster and Emergency Trainings | | | |
| Number of Lost Days | | | | Number of Participants (person) | 1,345 | 1,538 | 2,609 |
| Direct Employment | | | | Training Duration (person*hour) | 672.5 | 769 | 2,609 |
| Female | 69 | 216 | 118 | Number of Disaster Emergency Drills | 24 | 30 | 23 |
| Male | 1,133 | 737 | 480 | Number of People Working in Positions with High Occupational Disease Risk | | | |
| Subcontractor Employee | | | | Direct Employment | | | |
| Female | 5 | 0 | 0 | Female | 39 | 46 | 38 |
| Male | 12 | 60 | 33 | Male | 330 | 353 | 320 |
| Total | | | | | | | |
| Female | 74 | 216 | 118 | | | | |
| Male | 1,145 | 797 | 513 | | | | |
| Lost Day Rate | | | | | | | |
| Direct Employment | | | | | | | |
| Female | 0.020 | 0.025 | 0.015 | | | | |
| Male | 0.334 | 0.087 | 0.063 | | | | |

Employee Demographics and Social Performance Indicators

| Gender Equality | 2021 | 2022 | 2023 |
|---|-----------|------------|------------|
| Total Employee Wage Payment by Gender (TL) | | | |
| Blue-collar | | | |
| Female | 3,040,383 | 7,247,436 | 11,360,608 |
| Male | 9,835,743 | 20,897,363 | 36,266,684 |
| White-collar | | | |
| Female | 2,074,909 | 5,885,313 | 8,774,100 |
| Male | 5,177,207 | 11,050,649 | 20,919,872 |
| Average Salary by Gender (TL) | | | |
| Blue-collar | | | |
| Female | 4,586 | 8,958 | 16,78 |
| Male | 4,869 | 9,697 | 18,522 |
| White-collar | | | |
| Female | 12,278 | 27,629 | 46,179 |
| Male | 14,223 | 28,629 | 55,786 |
| Ratio of Lowest Employee Wage to Minimum Wage by Gender (%) | | | |
| Female | 0.5 | 0.5 | 0.5 |
| Male | 0.5 | 0.5 | 0.5 |
| Ratio of Female Employees in Information Technology Positions (%) | 18 | 18 | 27.7 |
| Ratio of Female Employees in Engineering Positions (%) | 22 | 23.5 | 22.2 |
| Ratio of Female Employees Among Those Promoted During the Year (%) | 27.1 | 22.5 | 35.8 |
| Ratio of Female Employees Among Those Promoted to Managerial Positions for the First Time During the Year (%) | 26.7 | 18.4 | 37.9 |
| Ratio of the Top 10% Compensated Female Employees | 20 | 33 | 22 |

| Gender Equality | 2021 | 2022 | 2023 |
|--|---------|---------|---------|
| Ratio of Female Employees in the Top Pay Quartile (%) | 43 | 43 | 39 |
| Ratio of Female Employees in the Upper Middle Pay Quartile (%) | 45 | 48 | 49 |
| Ratio of Female Employees in the Lower Middle Pay Quartile (%) | 58 | 56 | 55 |
| Ratio of Female Employees in the Lower Pay Quartile (%) | 42 | 53 | 59 |
| Number of Female Employees Benefiting from the Right to Part-Time Postpartum Work | 6 | 5 | 4 |
| Number of the Plants with On-Site Lactation Rooms | 1 | 1 | 1 |
| Number of Employees Receiving Back-Up Child/Elder Care Services | 0 | 0 | 0 |
| Human Rights | 2021 | 2022 | 2023 |
| Number of Employees Reporting Discrimination, Harassment, Mobbing, Oppression and Violence | 6 | 8 | 5 |
| Female | 2 | 3 | 1 |
| Male | 4 | 5 | 4 |
| Business Continuity | 2021 | 2022 | 2023 |
| Number of Work Stoppages Due to Strikes (number) | 0 | 0 | 0 |
| Number of Non-Working Days Due to Strike (days) | 0 | 0 | 0 |
| Number of Remote/Hybrid Employees | 128 | 356 | 152 |
| Female | 59 | 142 | 53 |
| Male | 69 | 214 | 99 |
| Remote/Hybrid Working Hours (person*hour) | 960 | 2,670 | 1,140 |
| Female | 442.5 | 1,065 | 397.5 |
| Male | 517.5 | 1,605 | 742.5 |
| Total Working Hours (person*hour) | 690,473 | 763,343 | 593,603 |

Environmental Performance Indicators

| | 2021 | 2022 | 2023 |
|---|-----------|-----------|-----------|
| GHG Emissions (Ton CO ₂ e) | | | |
| Scope-1 | 341,356 | 329,820 | 261,529 |
| Scope -2 | 39,619 | 49,726 | 31,592 |
| Scope 1+2 | 380,975 | 379,546 | 293,121 |
| GHG Emissions Intensity (Base Year 2021=100 Ton CO ₂ /Ton) | 100 | 111.7 | 107.9 |
| Energy Consumption (GJ) | | | |
| Natural Gas | 6,578,153 | 5,522,253 | 4,404,029 |
| Electricity | 318,160 | 402,194 | 250,071 |
| Energy Consumption per Product (Base Year 2021=100 GJ/ton production) | 100 | 94.2 | 94.6 |
| Water Withdrawal by Source (m ³) | | | |
| Well | 1,908,292 | 1,704,586 | 1,196,501 |
| Grid | 0 | 0 | 0 |
| Recycled Water (m ³) | 6,303,272 | 5,536,438 | 5,718,041 |
| Water Consumption per Product (Base year 2021=100 m ³ /ton production) | 100 | 98.3 | 88.5 |
| Water Savings Through Efficiency Projects (m ³) | 60,408 | 163,693 | 208,471 |
| Total Wastewater Discharge (m ³) | 797,125 | 740,790 | 584,616 |
| Waste Generated (ton) | | | |
| Non-Hazardous Waste | | | |
| Recovered | 1,494.94 | 1,676.53 | 2,063.27 |
| Disposed | 0 | 0 | 272.28 |
| Other | 27,517 | 33,432 | 29,354 |
| Hazardous Waste | | | |
| Recovered | 245.739 | 624.754 | 537.042 |
| Disposed | 0.136 | 0.109 | 3.257 |
| Other | 0 | 0 | 0 |

Gri Content Index

Statement of Use

GRI 1 Used

Applicable GRI Sector Standard(s)

Kaleseramik Çanakkale Kalebodur Seramik San. A.Ş. (Kaleseramik) has prepared its report covering the period January 1, 2023 - December 31, 2023 in compliance with GRI Standards.

GRI 1: Foundation 2021

N/A

| GRI Standard | Disclosure | Location | Omission | | |
|---------------------------------|--|---|----------------|--------|-------------|
| | | | Requirement(s) | Reason | Explanation |
| GRI 2: General Disclosures 2021 | 2-1 Organizational details | About Kaleseramik, p: 9-16 | | | |
| | 2-2 Entities included in the organization's sustainability reporting | About the Report, p:3 | | | |
| | 2-3 Reporting period, frequency and contact point | About the Report, p:3 ; Communication, p:82 | | | |
| | 2-4 Restatements of information | GRI Content Index: There is no restated information in the report. | | | |
| | 2-5 External assurance | GRI Content Index: No external audit was received. | | | |
| | 2-6 Activities, value chain and other business relationships | About Kaleseramik, p: 9-16 | | | |
| | 2-7 Employees | Performance Tables, p:71-72 | | | |
| | 2-8 Workers who are not employees | Performance Tables, p:72 | | | |
| | 2-9 Governance structure and composition | Kaleseramik 2023 Annual Report, p:45 https://static.kale.com.tr/file/10/7/2023-kaleseramik-faaliyet-raporu/2239c342-bb60-48a0-9b52-f27ca7250717 | | | |
| | 2-10 Nomination and selection of the highest governance body | Kaleseramik 2023 Annual Report, p:45 https://static.kale.com.tr/file/10/7/2023-kaleseramik-faaliyet-raporu/2239c342-bb60-48a0-9b52-f27ca7250717 | | | |
| | 2-11 Chair of the highest governance body | Kaleseramik 2023 Annual Report, p:45 https://static.kale.com.tr/file/10/7/2023-kaleseramik-faaliyet-raporu/2239c342-bb60-48a0-9b52-f27ca7250717 | | | |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | Corporate Governance, p:19-20 | | | |
| | 2-13 Delegation of responsibility for managing impacts | Corporate Governance, p:19-20 | | | |
| | 2-14 Role of the highest governance body in sustainability reporting | Corporate Governance, p:19-20 | | | |
| | 2-15 Conflicts of interest | Business Ethics and Transparency, p:22 | | | |
| | 2-16 Communication of critical concerns | Business Ethics and Transparency, p:22 ; Stakeholder Communication, p:30-32 | | | |

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for all disclosures are included correctly and aligned with the appropriate sections in the body of the report.

| GRI Standard | Disclosure | Location | Omission | | |
|---------------------------------|---|---|------------------------|-----------------------------|--|
| | | | Requirement(s) | Reason | Explanation |
| GRI 2: General Disclosures 2021 | 2-17 Collective knowledge of the highest governance body | "Kaleseramik 2023 Annual Report p:45 https://static.kale.com.tr/file/10/7/2023-kaleseramik-faaliyet-raporu/2239c342-bb60-48a0-9b52-f27ca7250717 " | | | |
| | 2-18 Evaluation of the performance of the highest governance body | "Kaleseramik 2023 Annual Report, p:100 https://static.kale.com.tr/file/10/7/2023-kaleseramik-faaliyet-raporu/2239c342-bb60-48a0-9b52-f27ca7250717 " | | | |
| | 2-19 Remuneration policies | Fair Working Environment and Employee Rights, p:34 | | | |
| | 2-20 Process to determine remuneration | Fair Working Environment and Employee Rights, p:34 | | | |
| | 2-21 Annual total compensation ratio | GRI Content Index: This information is not disclosed for confidentiality reasons. | 2-21 a; 2-21 b; 2-21 c | Confidentiality constraints | Kaleseramik does not disclose this information as there is no law in Türkiye on wage disclosure. |
| | 2-22 Statement on sustainable development strategy | Our Sustainability Goals and Contribution to Sustainable Development Goals, p:28 | | | |
| | 2-23 Policy commitments | Sustainability Management, p:23-24 | | | |
| | 2-24 Embedding policy commitments | Sustainability Management, p:23-24 | | | |
| | 2-25 Processes to remediate negative impacts | Stakeholder Communication, p:30-32 | | | |
| | 2-26 Mechanisms for seeking advice and raising concerns | Business Ethics and Transparency, p:22 ; Stakeholder Communication, p:30-32 | | | |
| | 2-27 Compliance with laws and regulations | Business Ethics and Transparency, p:22 | | | |
| | 2-28 Membership associations | Corporate Memberships and Collaborations, p:69 | | | |
| | 2-29 Approach to stakeholder engagement | Stakeholder Communication, p:30-32 | | | |
| | 2-30 Collective bargaining agreements | GRI Content Index: There is no collective labor agreement in the Company. | | | |
| Material Topics | | | | | |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics | Materiality Analysis, p:30 | | | |
| | 3-2 List of material topics | Materiality Analysis, p:30 | | | |
| Risk Management | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Risk Management, p:20-21 | | | |
| Business Ethics | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Business Ethics and Transparency, p:22 | | | |

| GRI Standard | Disclosure | Location | Omission | | |
|--|--|--|----------------|--------|-------------|
| | | | Requirement(s) | Reason | Explanation |
| Transparency | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Business Ethics and Transparency, p:22 | | | |
| Compliance | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Business Ethics and Transparency, p:22 | | | |
| Information Security and Data Privacy | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Information Security and Data Privacy, p:22 | | | |
| Biodiversity | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Sustainability Management, p:24 | | | |
| Stakeholder Relations | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Stakeholder Communication, p:30-32 | | | |
| Fair Working Environment and Employee Rights | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Fair Working Environment and Employee Rights, p:34-36 | | | |
| Equal Opportunity, Diversity and Inclusion | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Diversity and Equal Opportunity, p:37 | | | |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | Performance Tables, p:71 | | | |
| | | Performance Tables, p:72 | | | |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | Performance Tables, p:71-72 | | | |
| | 405-2 Ratio of basic salary and remuneration of women to men | Performance Tables, p:74 | | | |
| GRI 406: Non-discrimination 2016 | 406-1 Incidents of discrimination and corrective actions taken | Performance Tables, p:74 | | | |
| 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 | GRI Content Index: There are no operations or suppliers in which the right to freedom of association and collective bargaining may be at risk. | | | |
| GRI 408: Child Labor 2016 | 408-1 Operations and suppliers at significant risk for incidents of child labor | GRI Content Index: There are no operations and suppliers at significant risk for incidents of child labor. | | | |
| GRI 409: Forced or Compulsory Labor 2016 | 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor | GRI Content Index: There are no operations and suppliers at significant risk for incidents of forced or compulsory labor. | | | |

| GRI Standard | Disclosure | Location | Omission | | |
|--|---|--|----------------|--------|-------------|
| | | | Requirement(s) | Reason | Explanation |
| Talent Management | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Talent Management p:38-40 | | | |
| GRI 404: Training and Education 2016 | 404-1 Average hours of training per year per employee | Talent Management p:39 | | | |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | Talent Management p:39-40 | | | |
| Occupational Health and Safety | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Occupational Health and Safety, p:41 | | | |
| | 403-1 Occupational health and safety management system | Occupational Health and Safety, p:41 | | | |
| GRI 403: Occupational Health and Safety 2018 | 403-2 Hazard identification, risk assessment, and incident investigation | Occupational Health and Safety, p:41 | | | |
| | 403-3 Occupational health services | Occupational Health and Safety, p:41 | | | |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | Occupational Health and Safety, p:41 | | | |
| | 403-5 Worker training on occupational health and safety | Occupational Health and Safety, p:41; Performance Tables, p:73 | | | |
| | 403-6 Promotion of worker health | Occupational Health and Safety, p:41 | | | |
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Occupational Health and Safety, p:41 | | | |
| | 403-9 Work-related injuries | Performance Tables, p:73 | | | |
| | 403-10 Work-related diseases | Performance Tables, p:73 | | | |
| Greenhouse Gas Emissions and Energy Management | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Greenhouse Gas Emissions and Energy Management, p:43-45 | | | |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organization | Greenhouse Gas Emissions and Energy Management, p:45 ; Performance Tables, p:75 | | | |
| | 302-3 Energy intensity | Greenhouse Gas Emissions and Energy Management, p:45 ; Performance Tables, p:75 | | | |
| | 302-4 Reduction of energy consumption | Greenhouse Gas Emissions and Energy Management, p:43-45 | | | |
| | 302-5 Reductions in energy requirements of products and services | Greenhouse Gas Emissions and Energy Management, p:43-45 | | | |
| | 305-1 Direct (Scope 1) GHG emissions | Greenhouse Gas Emissions and Energy Management, p:45 ; Performance Tables, p:75 | | | |
| GRI 305: Emissions 2016 | 305-2 Energy indirect (Scope 2) GHG emissions | Greenhouse Gas Emissions and Energy Management, p:45 ; Performance Tables, p:75 | | | |
| | 305-4 GHG emissions intensity | Greenhouse Gas Emissions and Energy Management, p:45 ; Performance Tables, p:75 | | | |
| | 305-5 Reduction of GHG emissions | Greenhouse Gas Emissions and Energy Management, p:43-45 | | | |

| GRI Standard | Disclosure | Location | Omission | | |
|---|---|---|----------------|--------|-------------|
| | | | Requirement(s) | Reason | Explanation |
| Circular Economy and Waste Management | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Circular Economy and Waste Management, p:46 | | | |
| GRI 301: Materials 2016 | 301-1 Materials used by weight or volume | Circular Economy and Waste Management, p:46 ; Performance Tables, p:75 | | | |
| | 301-2 Recycled input materials used | Circular Economy and Waste Management, p:46 ; Performance Tables, p:75 | | | |
| GRI 306: Waste 2020 | 306-1 Waste generation and significant waste-related impacts | Circular Economy and Waste Management, p:46 | | | |
| | 306-2 Management of significant waste-related impacts | Circular Economy and Waste Management, p:46 | | | |
| | 306-3 Waste generated | Circular Economy and Waste Management, p:46 ; Performance Tables, p:75 | | | |
| | 306-4 Waste diverted from disposal | Circular Economy and Waste Management, p:46 ; Performance Tables, p:75 | | | |
| | 306-5 Waste directed to disposal | Circular Economy and Waste Management, p:46 ; Performance Tables, p:75 | | | |
| Water and Waste Water Management | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Water Management p:47 | | | |
| GRI 303: Water and Effluents 2018 | 303-1 Interactions with water as a shared resource | Water Management p:47 | | | |
| | 303-2 Management of water discharge-related impacts | Water Management p:47 | | | |
| | 303-3 Water withdrawal | Water Management, p:47; Performance Tables, p:75 | | | |
| | 303-4 Water discharge | Water Management, p:47; Performance Tables, p:75 | | | |
| | 303-5 Water consumption | Water Management, p:47; Performance Tables, p:75 | | | |
| Product Management | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Product Management and Green Products, p:49-51 | | | |
| GRI 416: Customer Health and Safety 2016 | 416-1 Assessment of the health and safety impacts of product and service categories | Product Management and Green Products, p:49-51 | | | |
| | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | GRI Content Index: There were no such incidents during the reporting period. | | | |
| GRI 417: Marketing and Labeling 2016 | | GRI Content Index: 100% of our products are labeled in accordance with legal regulations. | | | |
| | 417-2 Incidents of non-compliance concerning product and service information and labeling | GRI Content Index: There were no such incidents during the reporting period. | | | |
| Resource Utilization and Operational Efficiency | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Resource Utilization and Operational Efficiency, p:52-53 | | | |



| GRI Standard | Disclosure | Location | Omission | | |
|--|---|--|----------------|--------|-------------|
| | | | Requirement(s) | Reason | Explanation |
| Supply Chain Management | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Supply Chain Management, p:54 | | | |
| GRI 204: Procurement Practices 2016 | 204-1 Proportion of spending on local suppliers | Supply Chain Management, p:54 | | | |
| Customer Orientation and Customer Experience | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Customer Orientation and Customer Experience, p:55-56 | | | |
| Clean Technology Investment | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Clean Technology , p:57 | | | |
| R&D and Innovation | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; R&D and Innovation, p: 58-59 | | | |
| Digitalization | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Digitalization, p:60-61 | | | |
| Social Investments | | | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Materiality Analysis, p:30 ; Social Investment Programs, p: 63-68 | | | |

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