DEDEM MEKATRONİK

We handle it!

SUSTAINABILITY REPORT

UNGC CoP (United Nations Global Compact Communication on Progress) · EcoVadis

January 1 – December 31, 2025

This report presents Dedem Mekatronik's 2025 sustainability, corporate social responsibility and carbon compliance performance. Scope: Human Rights, Labour Standards, Environment and Climate, Anti-Corruption, Supply Chain.

1. MANAGEMENT MESSAGE

1.1 Chairman's Message

When we started out in İzmir in 1995 with a small team, we had very little: engineering know-how, a firm commitment to business ethics, and the determination never to give up. Capital was limited, the market was unknown, and we had no references. But we knew one thing — we would stand behind our word. We would not take on work we could not deliver; and the work we did take on, we would complete by putting forward all our strength and sense of responsibility.

Raşit İmrenci · Chairman of the Board — Dedem Mekatronik

> *If a quality issue arises in a project and it is our responsibility, we do not negotiate around it or make excuses. We redesign, rebuild and deliver the right solution. Over thirty years, this principle has occasionally cost us dearly. But it has never damaged the trust associated with our name*

In the field of engineering, you cannot stand still. Technology changes, customer needs change, market conditions change. We learned this early. Following new technology is not enough — you must understand it, integrate it into your own solutions, and sometimes develop it from scratch. At Dedem, a working culture built on learning, taking responsibility and continuous improvement is fundamental. The mindset that draws the boundary of responsibility at one's own desk and treats learning as a burden has never taken root in this company, and never will.

Project-based, custom-order engineering is one of the most demanding business models in the world. Every job is different. Every customer is different. There are unknowns on every site. You do not sell a standard solution like an off-the-shelf product; you understand the customer's problem, design the solution, produce it, and make it work in the field. We chose this difficulty knowingly. And we have never regretted that choice.

The Three Principles of Thirty Years

Standing Behind Our Word

We do not make promises we cannot keep. And when we deliver, we stand behind the work. If there is a quality problem and it falls within our responsibility, we scrap it and do it over from scratch. Leaving a problem with the customer does not exist in Dedem's vocabulary.

Continuous Learning

Engineering is not static. New technology, new products, new markets — you must not merely follow them, but internalize them. The day you stop learning is the day you begin to fall behind. We do not have a narrow, clock-watching mindset.

Solving Complex Problems

Project-based, custom-order engineering is one of the most demanding business models in the world. Every project starts from scratch, every customer is different, and there are unknowns on every site. We chose this difficulty knowingly and we have never given up on that choice.

Why We Exist — The Added-Value Mission

Why Do We Exist? The founding purpose of Dedem Mekatronik is not merely commercial growth; it is to create lasting value through engineering. I wanted to build a company that serves a worthy purpose, opens doors to employment in its surroundings, draws young people to engineering, and contributes to Türkiye's capacity to generate added value. Thirty years later, I look back and see that this purpose is still at the center of my agenda. Engineering is not about buying and selling raw materials. It is about transforming them into products by adding knowledge, labour and creativity. Every time we set up an automation system, every time we open a door to employment for a young engineer, every time we deliver a solution from Türkiye to a global brand, we feel that we are fulfilling a part of this mission.

In publishing this sustainability report, we are aware that we are in fact putting these values into writing. Occupational safety, environmental responsibility, an ethical supply chain, employee development — these are not newly discovered agenda items for us. For years we have sought to embed these principles into our engineering decisions, our human resources choices, and our customer relationships. Now we are measuring, documenting and being accountable for them.

Dedem Mekatronik will continue to grow. But this growth will never come about by placing short-term gain ahead of long-term value. Because what keeps a company standing is not revenue; it is trust. And trust is rebuilt anew every single day.

Raşit İmrenci
Chairman of the Board — Dedem Mekatronik
April 2026 · Manisa OSB — Manisa, Türkiye

1.2 Executive Board Message

Dedem Mekatronik is an engineering-driven company built on more than thirty years of accumulated experience. From food and beverage to home appliances, from logistics to advanced manufacturing facilities, we are here to design, produce and implement automation and intralogistics solutions across a wide range of sectors. For this accumulated experience to endure, growth must rest on a genuinely sustainable foundation.

> *Sustainability is not a constraint that slows the pace of growth; it is a strategic framework that defines the quality of growth. We believe that without this framework it is not possible to be a long-term, reliable and responsible engineering-driven company.*

The core task before our Executive Board, established in 2026, is to transform the company from a project-based engineering model into an automation architecture company that generates repeatable, export-oriented and service-revenue solutions in selected sectors. This transformation journey requires measurable quality, discipline and transparency at every link of the sales, design, production, delivery and service chain. It is precisely at this point that sustainability takes its place at the center of our management approach.

The partnerships we have built with our global customers and the new markets we are targeting clearly demonstrate that our sustainability performance is no longer a choice, but a prerequisite. In this context, our UN Global Compact membership and EcoVadis assessment are not a compliance exercise; they are an expression of our effort to measure and improve our company's ethical, environmental and social maturity against an international standard. Among our priorities in our growth targets toward the EU is the systematic integration of Carbon Border Adjustment Mechanism (CBAM) readiness into our supply chain management.

The 4 Sustainability Principles of Strategic Growth

Reliable Partnership

The relationship we build with our customers goes beyond one-off project delivery. Behind every system lies a long-term partnership, technical honesty and commitment to our undertakings. This trust is the foundation of our sustainable growth.

◆ *UNGC Principles 1–2 · customer-related EcoVadis evidence*

Global Responsibility

Our systems have been operating in production facilities across different geographies for more than thirty years. With every project, we carry compliance with that geography's occupational safety standards, environmental legislation and ethical business principles as a prerequisite.

◆ *CBAM compliance · EU supply chain requirements*

Responsible Engineering

In the engineering process of every system we design, energy efficiency, the reduction of occupational safety risks and resource optimization are taken into account. Contributing to our customers' sustainability goals is an inseparable part of our solutions.

◆ *SDG 9 · EcoVadis environment theme*

Corporate Maturity

Our institutionalization journey is ongoing. Independent audit structures, transparent reporting mechanisms and ethical governance principles are embraced not merely for the sake of compliance, but as a natural requirement of being a trustworthy institution.

◆ *UNGC Principle 10 · EcoVadis ethics theme*

Three Core Commitment Areas

Environment & Climate

We measure our emissions, set targets and report transparently. Energy efficiency and the transition to renewable energy are an operational priority.

People & OHS

A safe working environment and employee development are our strategic commitment. Engineering quality begins with human safety.

Supply Chain

We clearly define our ethical, environmental and social responsibility expectations of our suppliers and assess them systematically.

This report is the first comprehensive study documenting our corporate sustainability journey as of 2026. We have made it our principle to reflect our current position as it is, to set out our shortcomings honestly, and to integrate our 2030 roadmap with measurable commitments. This journey will not end with the completion of a report; it will continue as a corporate responsibility approach that is updated, audited and improved every year.

Our progress in sustainability is our response to the safety of our employees, the honest relationships we build with our suppliers, the reliable engineering we offer our customers, and the responsibility we bear toward the community we are part of.

1.3 Sustainability Vision

When we founded this company more than thirty years ago, we did not have a sustainability strategy in mind. But there were certain principles: keep your word when you give it, never compromise on quality, be honest with your customer, create jobs around you, and never stop learning. Looking back, we see that these principles were in fact the very core of a sustainability culture.

> *For us, sustainability is not merely about managing environmental impacts or meeting legal requirements. It is an integrated understanding of value that encompasses reliable engineering, ethical management, employee development, contribution to society and long-term corporate resilience.*

The fundamental idea feeding this vision is a systems approach. The company's business processes, human resources, technological infrastructure, decision mechanisms and corporate culture must be managed as an interconnected whole that influences and strengthens itself. Every improvement in the area of sustainability nourishes this whole: better data gives rise to more accurate decisions, more accurate decisions to more effective processes, and more effective processes to a stronger corporate structure.

Digital transformation is both the instrument and the accelerator of this system. ERP discipline, KPI visibility, automation and data analytics are the concrete means of integrating sustainability goals into everyday ways of working. What is not measured cannot be managed; what cannot be managed cannot be improved.

The 5 Dimensions of Sustainability

For Dedem Mekatronik, sustainability cannot be confined to a single dimension. The following five values are directly connected to the company's reason for being:

Trust

We give our word and we keep it. If a quality problem arises, we take ownership. To customers, employees and suppliers — everyone, with the same honesty.

Learning

New technology, new markets, new solutions. Stagnation is another name for decline. It is not corporate structures that stop learning but those that continuously improve that survive.

Responsibility

To the environment, to employees, to society. In every system, every project and every decision, we act with an awareness that asks not about today's gain but about tomorrow's outcome.

Engineering

The way to create added value is to transform raw material. Engineering solutions shaped with knowledge, labour and creativity are Türkiye's export strength.

Corporate Structure

Beyond individual success, a corporate structure that endures for generations. Transparent management, ethical decision-making, measurable accountability.

What Does Sustainability Mean to Us?

The table below summarizes the concrete areas to which our understanding of sustainability corresponds. Each of these areas is addressed at the level of policy, practice and measurement in the relevant sections of this report:

Environmental management	Energy efficiency · carbon measurement · waste reduction · transition to renewable energy
Ethical management	Bribery-free business · transparent decision-making · zero tolerance for conflicts of interest
Employee development	Safe working · training · career · spreading the engineering culture
Customer trust	Quality commitment · responsibility · giving our word and not backing down
Supply chain	Expecting and measuring the same ethical and environmental responsibility from suppliers
Contribution to society	Employment · steering people toward engineering · Türkiye's added value · exports
Corporate resilience	Measurable system · accountability · value that endures across generations

This vision is not the product of a single reporting period. It began with the first promise given in 1995, with the first project delivered, with the first engineer hired. Today we are measuring it, putting it into documented form, and sharing it with the public. Tomorrow we will carry it further — because giving up learning and improvement is not in this company's DNA.

2. ABOUT DEDEM MEKATRONIK

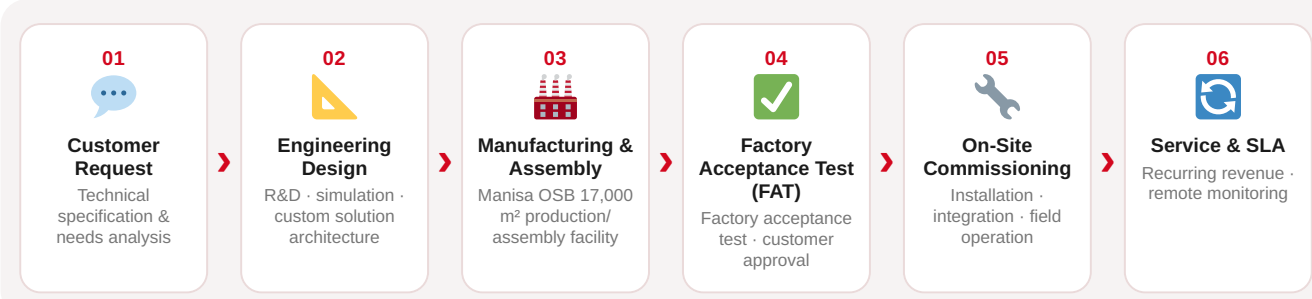
2.1 Company Profile

Year founded	1995 — İzmir
Facility	Manisa OSB — 12,000 m² enclosed (17,000 m² total), commissioned July 2025
Number of employees	~ 250 (2025)
R&D center	967th accredited R&D center (Republic of Türkiye Ministry of Science, Industry and Technology) — 2018
Qualified R&D Projects	40

2.2 Business Model

Dedem Mekatronik is a smart factory solutions company operating on an Engineering-to-Order (ETO) model. Every project begins with the customer's technical specification, takes shape through engineering design, is manufactured at the 17,000 m² facility in Manisa OSB, and is delivered after being commissioned on site. This model requires high R&D intensity, strong project management discipline and the capacity to develop customer-specific solutions.

Full-Cycle Project Delivery Model



Engineering-to-Order

Every project is a customer-specific engineering solution. There is no off-the-shelf product; a full-cycle delivery model that begins with the technical specification and is completed when the system is up and running on site.

R&D-Intensive Structure

967th R&D Center accredited by the Republic of Türkiye Ministry of Industry and Technology. 40 Qualified R&D Projects, 12 Design Registrations, 8 Patent Applications, 3 Patent Registrations, 2 TÜBİTAK 1501 Project Approvals.

Modular & Repeatable

The project-based structure is reinforced with standard platforms. The EOL, ASRS, ATL and Material Handling solution families are built on an architecture that can be replicated across different customers and geographies.

2.3 Sectors Served

Sector	Share (2021–2025)	Key Customers
FMCG (Food, Beverage, HPC, Health)	62.2%	Unilever · PepsiCo · Doğuş Çay · Eruslu · Ferrero · Danone · Kurukahveci Mehmet Efendi · Pınar Et
Home Appliances & Electronics	23.5%	Vestel · Mitsubishi · Emek İnovatif · Whirlpool · İndesit
Automotive, Tire, Wheel	3.4%	Cevher Jant · Petlas · CMS · Tesla
Packaging	2.9%	Baran Ambalaj · MM Graphia
Tobacco	2.7%	JTI · PMI · BAT · Oryantal Tütün
Agriculture	1.7%	Sector Tarım · KWS · Multigrain
Other	3.6%	Arvato · Saint Gobain · Ode Yalıtım · Ravago

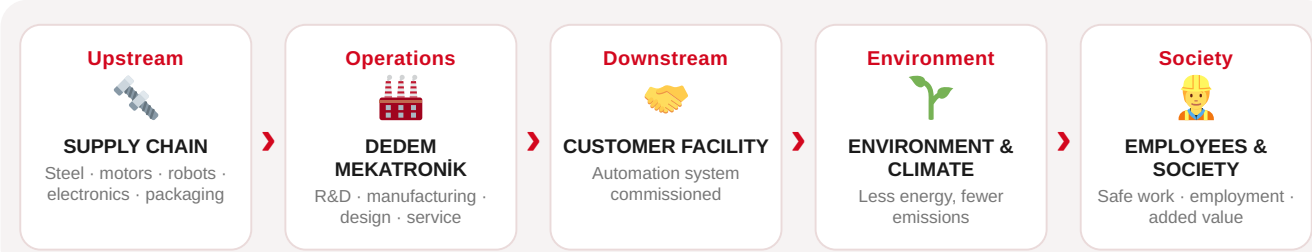
2.4 Value Chain & Sustainability Impact

Dedem Mekatronik's sustainability impact is not limited to its own operations, nor is it a chain that ends with the customer. It begins upstream with suppliers; passes through Dedem's manufacturing and R&D processes; continues with the systems installed at the customer's facility; and extends from there to the environment and society. This end-to-end perspective is an expression of the integrated responsibility approach expected by both the EcoVadis Sustainable Procurement theme and the UN Global Compact principles.

In our supply chain management, we are systematizing the expectation that suppliers in critical categories such as steel, motors, robots, electronics and packaging sign an ESG code of conduct and provide emissions data and quality compliance certificates. The details of these expectations are addressed in Section 10.

Downstream, the sustainability impact that Dedem's installed systems create at the customer's facility takes concrete form across occupational safety, energy efficiency, waste reduction and data traceability. This impact is not a one-time delivery but a measurable contribution renewed every day the system operates.

End-to-End Sustainability Value Chain



ESG Compliance Criteria Expected from Suppliers

- **ESG Code of Conduct signature**
- **Emissions & carbon data**
- **ISO quality & environmental certificate**
- **OHS compliance evidence**
- **Ethical business compliance**

Solution Platforms & Sustainability Contribution

Solution Platform	Impact Area	Sustainability Contribution
ATL — Smart Truck (Automated Truck Loading/ Unloading)	OHS & Safety	1,000+ daily forklift movements → reduced to 30 · Human-vehicle collisions −97% · On-site accident risk minimized
Robotic Palletizing (EOL)	Ergonomics & Efficiency	Manual lifting eliminated · uninterrupted end-of-line operation with 29 robots · Employee ergonomic risks eliminated
AMR / AGV Fleet Management	Energy & Emissions	Internal logistics optimization · unnecessary vehicle movement eliminated · fuel and emissions reduction · fleet monitored 24/7
ASRS — Automated Storage and Retrieval System	Space & Waste Savings	Increases warehouse volume vertically by up to 60% · lower waste rate · higher stock accuracy · energy-efficient crane technology
WMS / MES Software	Data & Traceability	Real-time production visibility · OEE tracking · downtime analysis · data-driven decision support · digital infrastructure
Machine Vision & Quality Control	Waste & Quality	In-line automatic machine vision · early detection of defective products · reduces waste rate · saves energy and raw materials

3. REPORTING FRAMEWORK

3.1 Reporting Framework

This report is structured according to three complementary international frameworks. The UN Global Compact's 10 Principles cover ethics, human rights and environmental commitments; the EcoVadis methodology covers policy, implementation and results evidence; and the carbon data infrastructure supports EU export readiness and CBAM-related customer requirements. The aim is to measure and document, through these frameworks, the principles of trust and responsibility set out in the messages of the Board Chair and Executive Board.

3.2 UNGC – EcoVadis Mapping

The table below shows which framework and principle each section of the report maps to. It flags the areas where a customer or customs authority may request carbon data during EU export processes.

Report Section	Section	UN Global Compact	EcoVadis Theme
Governance & Ethics	Section 5	Principle 10 — Anti-corruption	Ethics
Human Rights	Section 6	Principles 1–2 — Human rights commitment	Labour & Human Rights
Labour Standards	Section 6	Principles 3–6 — OHS · training · discrimination	Labour & Human Rights
Environmental Management	Section 8	Principles 7–9 — Environmental responsibility	Environment
Supply Chain	Section 10	Principles 1–9 — All dimensions	Sustainable Procurement
Carbon & Energy	Section 9	Principles 7–9 — Climate action	Environment
Customer Solutions	Section 12	SDG contribution — SDG 9 · 12 · 13	Environment / Ethics

3.3 UN Sustainable Development Goals — Linkage Map

Dedem Mekatronik's business model, value chain and 2025–2030 strategic targets align directly with six SDGs. This linkage is established to demonstrate how the company's engineering solutions and founding mission contribute to the global sustainability agenda.

SDG 4 — Quality Education

Technical training · internships · Dedem Akademi · guidance toward engineering · university collaborations

SDG 8 — Decent Work & Economic Growth

Employment · fair wages · employee development · added value for Türkiye · Manisa/İzmir employment

SDG 9 — Industry, Innovation & Infrastructure

R&D center · 6 patents · robotics · automation technology · modular solutions

SDG 12 — Responsible Consumption & Production

Waste reduction · efficiency · customer solutions · resource optimization · waste management

SDG 13 — Climate Action

Carbon footprint measurement · energy efficiency · CBAM readiness · customer emissions reduction

SDG 17 — Partnerships for the Goals

Global supply chain · EU export · global brand partnerships · international compliance

4. SUSTAINABILITY STRATEGY

The five values defined in our sustainability vision — trust, learning, responsibility, engineering and corporate structure — are transformed into a strategic plan in this section. The vision describes what we stand for. The strategy shows how we will measure and manage it.

4.1 2025–2030 Strategic Plan Linkage

Sustainability is both a prerequisite and a natural output of the four drivers of our 2025–2030 strategic plan. The EcoVadis assessment and UNGC membership are the gateway to global customers; CBAM readiness secures EU exports.

M01

Key Account Growth

EcoVadis · UNGC supplier gateway

M02

Export-Focused Growth

CBAM readiness · EU market compliance

M03

Recurring Revenue

Software licenses · low-carbon service

M04

Project Delivery Discipline

Reference quality = all drivers

4.2 Priority Topics Matrix

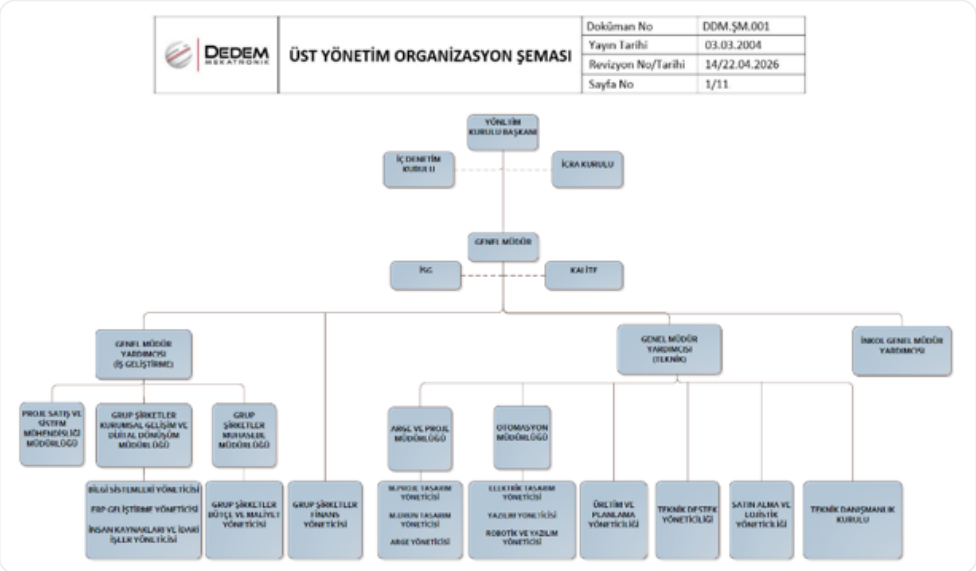
The 10 priority topics identified through stakeholder feedback and industry benchmarking are reflected in the table below. The color coding indicates operational impact intensity: dark green = Critical · blue = High · light = Medium.

Priority Topic	Customer Importance	Operational Impact	Compliance Framework
👷 **Occupational Health and Safety**	High	Critical	UNGC 4–6 · EcoVadis L&HR
⚖️ **Ethics and Compliance**	High	High	UNGC 10 · EcoVadis Ethics
🏆 **Customer Quality and Delivery**	High	Critical	EcoVadis
🎓 **Employee Development**	Medium	High	UNGC 3–6
🌍 **Energy and Carbon Management**	High (EU)	High	UNGC 7–9 · CBAM
♻️ **Waste and Resource Efficiency**	Medium	Medium	UNGC 7–9 · EcoVadis Env.
🔗 **Sustainable Supply Chain**	High	High	EcoVadis SP · UNGC
💻 **Digitalization and Data Security**	Medium	High	Section 11 Enabler
🔬 **Innovation and R&D**	High	Critical	SDG 9
🤝 **Social Contribution and Education**	Medium	Medium	SDG 4 · SDG 8

5. CORPORATE GOVERNANCE, ETHICS AND COMPLIANCE

5.1 Governance Structure — Organizational Chart

Dedem Mekatronik operates an effective company-wide oversight and decision-making mechanism through an Internal Audit Board and an Executive Board reporting to the Board of Directors. At the General Management level, the Occupational Health and Safety and Quality functions report directly to senior management, while operational management is carried out through Deputy General Manager roles assigned to the Business Development and Technical areas. Under this structure, core business functions such as sales, R&D, automation, production, technical support and supply chain are each managed within their own areas of expertise. With more than 250 employees and over 100 engineers from various engineering disciplines, the company is on a journey to strengthen its corporate maturity.



5.2 Ethical Principles, Anti-Corruption and Compliance

Dedem Mekatronik embraces the principles of ethics, transparency, accountability and trust across all business processes as an integral part of its core management philosophy. This commitment does not remain at the level of a mere declaration; it is implemented through a policy document, mandatory training, an active Ethics Committee and an annual reporting mechanism.

📋 **Underlying Policy: Ethics, Social Responsibility and Human Rights Policy (DDM.EK.051)**

Issue: 16.08.2018 · Last Revision: 05.06.2026/01

Scope: All employees, managers, interns, suppliers and business partners

Compliant with UNGC · EcoVadis · ISO 26000 · ISO 37001 · ISO 45001

Ethics Management Mechanism

Ethics Committee
Investigates incidents, prepares an annual report

Reporting Channel
Confidential & secure anonymous submission

Investigation Process
Impartial assessment, retaliation prohibited

Annual Reporting
Report to senior management, included in the ESG report

Core Ethical Principles — Summary of Policy DDM.EK.051

Zero Tolerance — ABAC (Anti-Bribery and Anti-Corruption)
Zero tolerance for all forms of bribery and corruption. No bribe may be given, offered or solicited, whether directly or indirectly. All improper payments, including facilitation payments, are prohibited.

Prevention of Conflicts of Interest
It is mandatory to avoid situations that could create a conflict between personal interests and company interests. Close family relationships are declared transparently; company resources may not be used for personal purposes.

Integrity & Transparency
All financial and operational records are kept accurately, completely and in a timely manner. Off-the-record transactions are strictly prohibited. Documents are retained in an audit-compliant manner and remain accessible.

Ethical Reporting
Employees may report ethical violations through confidential and secure channels. No form of retaliation is taken against those who report in good faith; reports are assessed impartially and objectively.

Mandatory ABAC Training
All employees receive training on ethics, anti-bribery and human rights at onboarding and periodically each year. Additional training is planned for critical positions. Training participation is monitored as a KPI.

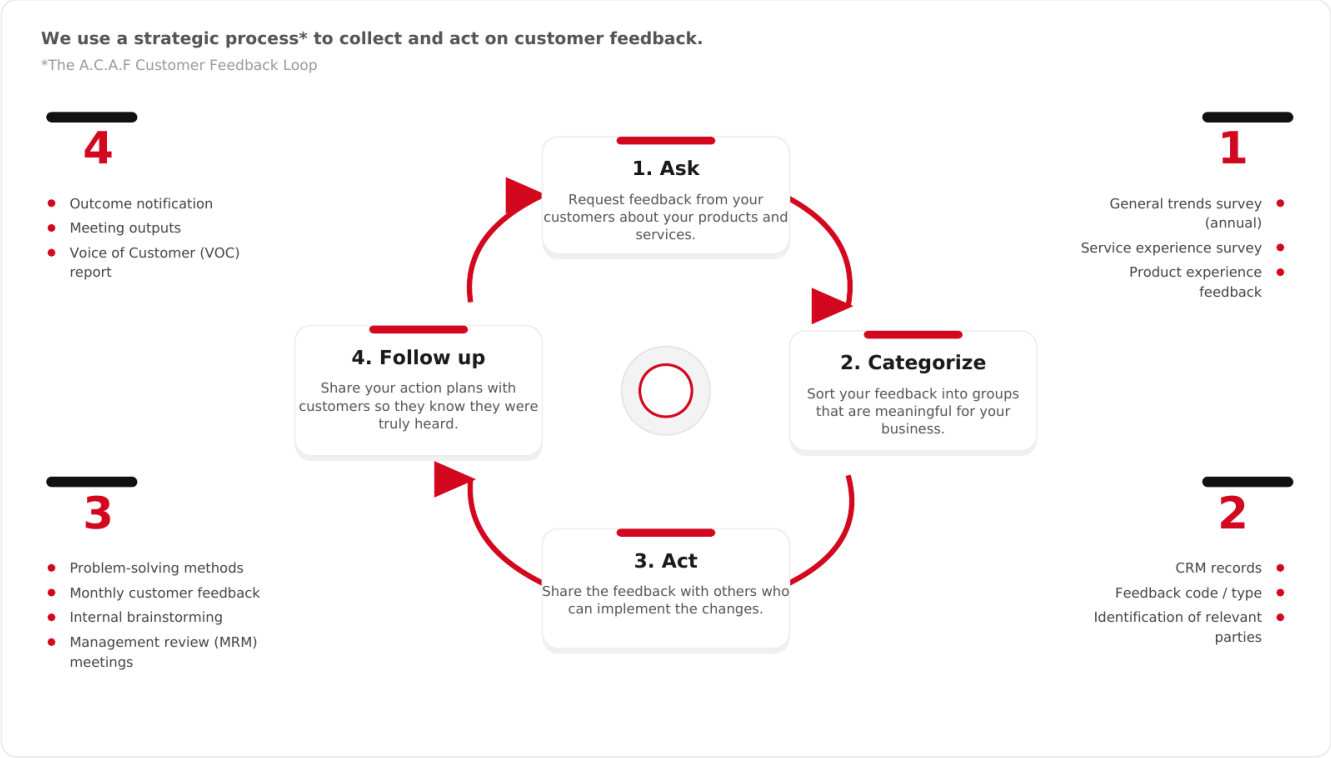
Fair Competition & Business Ethics
No price-fixing or market-sharing agreements are made with competitors. Commercial information is not obtained through unethical means. An honest and trust-based approach is adopted in relationships with customers and suppliers.

5.3 Grievance and Reporting Mechanism

5.3.1 Customer Feedback Management — A.C.A.F Cycle

Underlying Policy: Customer Feedback Procedure (DDM.PR.033)

Dedem Mekatronik applies the A.C.A.F (Ask · Categorize · Act · Follow-up) cycle to systematically listen to, categorize, act on and share the results of the voice of the customer. This structure directly feeds project quality, long-term customer partnership and the customer-focus criterion.



Customer Satisfaction Evidence for EcoVadis

Customer satisfaction and the complaint management system are directly scored criteria in the EcoVadis assessment.

Continuous Improvement

VOC data constitute an input for product development, R&D prioritization and project delivery discipline (M04).

Long-Term Partnership

The A.C.A.F cycle is the trust infrastructure that forms the basis of repeat business relationships with global customers.

Customer feedback is recorded via CRM, reported to senior management in Management Review (MRM) meetings and periodically compiled as a Voice of the Customer (VOC) report. These data form the core input for R&D prioritization and project delivery improvement processes.

5.3.2 Customer Satisfaction — 2025 Survey Results

Dedem Mekatronik systematically measures customer satisfaction within the framework of the A.C.A.F cycle. Data collected in three survey categories in 2025 cover the dimensions of product quality, project service, technical support and the sales process. Below, individual customer information is kept confidential and only aggregate, anonymized results are shared.

NPS — Net Promoter Score (2025)

+91

World Class (≥70)

2022: +54 · 2024: +19 · 2025: +91

CSAT — Product Quality (2025)

100%

Excellent Level (≥85%)

2022: 85% · 2024: 75% · 2025: 100%

Annual Trend — 2022 · 2024 · 2025

2022	2024	2025
NPS +54 · CSAT 85%	NPS +19 · CSAT 75%	NPS +91 · CSAT 100%
Excellent	Good	World Class

Assessment Dimensions

Assessment Dimension	Survey	Average Score	CSAT
🏆 **Product / System Quality**	Customer Feedback	9.3 / 10	100%
⚙️ **Project-Phase Service Quality**	Customer Feedback	9.2 / 10	100%
🎯 **Needs Fulfillment Rate**	Customer Feedback	9.2 / 10	100%
💬 **Communication Satisfaction**	Customer Feedback	8.9 / 10	89%
🔧 **Technical Support Quality**	Technical Support Survey	7.8 / 10	67%
⚡ **Response Speed & Success**	Technical Support Survey	7.7 / 10	67%

The scores in this table reflect the average of the aggregate and anonymized results of all participants. Respondent customer names, individual scores and company-level data are not shared, in line with confidentiality.

5.3.3 Employee Feedback System

Dedem Mekatronik operates a structured feedback system so that employees can convey their opinions, suggestions and complaints securely and anonymously. Anonymous suggestion and feedback boxes placed throughout the facility — in common areas — encourage employees to submit feedback without any concern. This system is not merely a legal obligation but an active management tool that conveys the employee voice to management.

Annual Reporting Trend

2023	2024	2025
4 reports	2 reports	17 reports

Of the 17 reports received in 2025, 14 were complaints and 3 were suggestions; no breakdown record is available for the reports from 2023 and 2024.

Complaints — 2025 (14 items)

- 13 resolved (93% resolution rate)
- 1 in progress

Suggestions — 2025 (3 items)

- 0 implemented
- 3 postponed due to budget constraints

System Structure & 2026 Digital Transformation Plan

Current Mechanism

- Anonymous suggestion & feedback boxes — in common areas throughout the facility
- Assessment in periodic meetings
- Retaliation prohibited — ethics policy assurance
- Follow-up through HR & Quality coordination
- Annual summary reported to senior management

2026 — Digital Feedback System

- Mobile app — reporting from the phone
- Anonymous submission option to be retained
- Instant routing → responsible department
- Status tracking and feedback for the employee
- EcoVadis employee engagement evidence — digital trail

The fact that 13 of the 14 complaints submitted were resolved (93% resolution rate) demonstrates the effectiveness of the system. The 3 postponed suggestions are kept on record and reassessed in the next budget period. The mobile reporting system planned for implementation in 2026 will facilitate access, accelerate resolution processes and create a strong digital evidence infrastructure for the EcoVadis employee engagement criterion.

5.3.4 Employee Satisfaction — Annual Survey Results (2025)

Dedem Mekatronik measures employee satisfaction through annual surveys using two core indicators: e-NPS (propensity to recommend) and the Employee Satisfaction Score (eSAT). Both indicators are calculated from the same Likert-scale responses.

Employee Engagement Assessment

A total of 136 employees participated in the 2025 Employee Satisfaction Survey, resulting in a participation rate of 48.9%. The employee engagement score is calculated across three core indicators (satisfaction, recommendation, confidence in the future) by taking the proportion of 'Strongly Agree' and 'Agree' responses for each question and averaging them.

Engagement Indicator	Positive Response Rate (%)	Engagement Indicator	Positive Response Rate (%)
I am satisfied working at my company	**66.1**	**I would recommend my company**	**60.3**
I have confidence in my company's future	**53.7**	**Employee Engagement Score — average**	**60.0**

Dedem Mekatronik's employee engagement score was calculated at 60%, indicating that employee engagement is at a medium level. The score, measured at 62% in 2024, declined to 60% in 2025; this indicates that engagement is being sustained but that there are opportunities for improvement in better meeting employee expectations.

✅ Positive Findings

- Confidence in the sector's reputation and the future
- Teamwork and intra-team communication
- The value of professional development opportunities

🎯 Areas for Improvement (Employee Perspective)

- Increasing training and development activities
- Transparency in management processes
- Career and development opportunities
- Work-life balance
- Reward and recognition mechanisms

Future Period Targets (2030)

Indicator	2025 Result	2030 Target
Employee Engagement Score	60.0%	≥ 80%
Survey Participation Rate	48.9%	≥ 85%
Training Satisfaction	50.7%	≥ 80%
Management Trust and Communication	Continuous Improvement	≥ 80%
Employee Development Programs	Ongoing	To be expanded

Our company regards employee satisfaction and engagement as one of the fundamental elements of sustainable growth; by taking our employees' views into account, it aims to create a more inclusive, safe and development-oriented working environment.

"The Greatest Added Value the Company Provides" — Thematic Analysis (2024–2025, ~100 responses)

Theme	Rate	Comment
Professional development & learning	38–42%	The most dominant positive theme — the company is perceived as a 'learning environment'
Working on diverse/global projects	12–15%	Large firms such as PepsiCo and Unilever and complex projects are valued
Work environment, camaraderie, belonging	9–12%	Non-hierarchical and trust-based management style
Technical knowledge & field experience	8–11%	Problem-solving in the field, especially critical added value for the technical team
Financial security & salary	5–6%	Timely payment and insurance coverage are a basic expectation

17–20% of the responses fall into the 'no added value / undecided / negative' category; this group has been identified as a priority follow-up area.

From Feedback to Action

2025 Concrete Action

- July 2025: Multinet meal/shopping card support for all employees to ease inflationary pressures

Planned Actions for 2026

- Digital reporting system (mobile app)
- Clarification of career development paths
- Raising the training-hours target to 30 hours

6. HUMAN RIGHTS AND LABOUR

6.1 Human Rights Commitment

Dedem Mekatronik commits to compliance with the core conventions of the International Labour Organization (ILO) and with the human rights and labour principles of the UN Global Compact. Zero tolerance is applied to child labour, forced labour and all forms of discrimination; these commitments are documented in the Ethics, Social Responsibility and Human Rights Policy (DDM.EK.051).

Principles 1–2 · Supporting Human Rights

Respect for universal human rights · non-complicity in abuses · compliance with local and international standards across all operating regions

Principles 3–6 · Labour Standards

Freedom of association · prohibition of forced labour · prevention of child labour · zero tolerance for all forms of discrimination

Principles 7–9 · Environmental Responsibility

Precautionary principle · environmental initiatives · environmentally friendly technology — detailed in Sections 8–9

Principle 10 · Anti-Corruption

Zero tolerance for all forms of bribery and corruption · ABAC policy · Ethics Committee — detailed in Section 5.2

6.2 Employee Profile — 2025

Dedem Mekatronik operates at its Manisa OSB facility with nearly 250 employees and more than 100 engineers from a wide range of engineering disciplines. The table below summarizes the 2025 baseline year indicators and the 2030 targets.

Indicator	2024 Data	2025 Data	2026 Target	2030 Target
Average number of employees	227	250	260	300
Engineers	23%	25%	27%	30%
Technicians	24%	27%	28%	30%
Share of female employees	17%	19%	22%	30%
Training hours per employee	14	11	20	30
Employee turnover rate	31%	60%*	25%	15%
Employee engagement score	62%	60%	70%	80%+

** Due to the relocation to the new facility and organizational restructuring.*

6.3 Training and Development — Dedem Akademi Vision

Technical knowledge is Dedem Mekatronik's most critical capital. The 'Dedem Akademi' vision, encompassing engineering training, technical certification, leadership development and digital skills programs, is structured with the goal of institutionalizing learning as a culture. Training programs are offered in five categories:

Technical Training

- Functional Safety
- Machine Safety and Safety Systems
- Mechanical and Electrical Assembly
- CE Conformity and Risk Analysis

OHS Training

- New-hire OHS
- Site safety
- Working at height
- Toolbox training

Management Training

- Optimum Balance Model (ODM)
- Management and Leadership Training

Internship & Academy

- University collaboration
- Developing young engineers
- Open-factory days for high schools
- Dedem Akademi vision

Corporate Training

- Anti-bribery (ABAC)
- Information and data security
- Mandatory · annual periodic

Quality Training

- Environment and quality awareness
- Hazardous material safety
- Mandatory environmental awareness
- ISO fundamentals & internal auditor
- Water efficiency training

Training hours are recorded in the HR system; the annual training plan is prepared in coordination with department managers. Ethics training is mandatory for all employees and is repeated annually on a periodic basis. The 2026 target is 20 hours per person, and the 2030 target is 30 hours of training.

7. OCCUPATIONAL HEALTH AND SAFETY (OHS)

7.1 OHS Management System

At Dedem Mekatronik, OHS processes are addressed not merely as a legal obligation but as an important part of production quality, engineering discipline, employee health, customer trust and sustainable operations management. Across the production facility, assembly areas, FAT processes, external field projects and commissioning activities at customer sites, OHS is regarded as one of the priority management areas.

Within this scope, risk assessments, emergency action plans, committee meetings, site inspections, periodic inspection tracking, work-equipment checks, occupational accident and near-miss reporting processes, nonconformity identifications, contractor/visitor management, health surveillance, onboarding and periodic training processes are carried out regularly. ISO 45001 Occupational Health and Safety Management System certification is among the 2026 targets, with the aim of making existing processes more systematic, measurable and traceable.

With the relocation to the new factory, production areas were reassessed from an OHS perspective; emergency exit routes, escape routes, assembly points, fire equipment, machine layouts, electrical panels, welding-grinding areas, the paint shop, sandblasting, CNC router, punch and assembly areas were reviewed. This process delivered significant gains in improving site layout, making risks more visible, updating emergency infrastructure, more effectively tracking PPE use, and conducting high-risk activities in a more controlled manner.

Within training activities, basic onboarding OHS training and mandatory OHS refresher training for employees, as required by the hazard class, are planned at 12 hours and are tracked in line with the periods specified in the legislation. For newly hired personnel, basic OHS training is combined with site orientation; employees are informed about the risks specific to the areas where they will work, basic site rules, PPE use, emergency behaviors and safe working methods.

In addition to statutory training, toolbox / stand-up site training sessions of approximately 15–30 minutes are conducted in line with current risks, nonconformities and operational needs identified on site. These sessions cover topics such as general OHS rules, PPE use, forklift and pedestrian-route safety, working at height, safe working in grinding and welding operations, hot-work risks, electrical risks, chemical safety, paint-shop risks, emergency evacuation, use of fire extinguishing equipment, near-miss reporting and site layout.

For white-collar employees, awareness activities are carried out on topics such as site visit rules, emergency evacuation responsibilities, VisitPro use, contractor/visitor management, occupational accident and near-miss reporting processes, departmental OHS responsibilities and the follow-up of committee decisions. In this way, OHS processes are intended to evolve into a shared management approach conducted with the participation of all departments.

Within the scope of health surveillance, pre-employment health reports, periodic health examinations and health checks that require renewal are tracked. The duration of required health examinations is monitored according to the nature of the work employees perform, and reports and checks requiring renewal are tracked in line with the workplace physician's assessment.

In maintenance, repair, electrical intervention and machine fault-clearing activities that involve energy-related risks, the aim, in accordance with the LOTO principle, is to de-energize equipment, prevent unauthorized intervention, make the work area safe and check equipment before it is re-energized. This approach aims to prevent exposure to uncontrolled energy, unexpected machine operation and electrical/mechanical accidents.

Through committee meetings, site inspections and periodic checks, nonconformities identified on site, ongoing actions, occupational accidents, near-miss reports, training and health follow-ups, emergency preparedness and activities expected from departments are regularly evaluated. Identified nonconformities are shared with the relevant units, with the aim of taking the necessary corrective/preventive actions and preventing the recurrence of similar risks.

As a result, OHS activities at Dedem Mekatronik are carried out with a holistic approach in order to ensure legal compliance, protect employee health, enhance site discipline, support production continuity, strengthen reliability at customer sites and contribute to corporate sustainability.

7.2 OHS Performance Indicators

15
Lost-Time Accidents

36.85
LTIFR

45
Near-Misses

≥12 hours
Training / Employee

100%
Risk Assessment

KPI	2025 Actual	2026 Target	2030 Target
Number of lost-time accidents	15	Below the previous year	0 — Zero LTI target
Accident frequency rate (LTIFR)	36.85	Reduction target	< Sector average
Number of near-miss reports	45	Increase (culture indicator)	—
OHS training hours / employee	≥ 12 hours	≥ 12 hours	≥ 12 hours
Risk assessment completion	100%	100%	100%
ISO 45001 status	Process launch	Certification to be completed	—

8. ENVIRONMENT, ENERGY AND RESOURCE MANAGEMENT

8.1 Environmental Policy and Energy Management

Under its Integrated Management System Policy (DDM.EK.002), Dedem Mekatronik commits to keeping its potential impacts on the environment under control and minimizing them, using appropriate technology, and continuously improving its Environmental Management System and measuring its performance by complying with relevant legislation and customer requirements in order to prevent environmental pollution. In line with this commitment, key resource-use indicators such as energy, water and fuel consumption have begun to be monitored systematically; 2025 served as a starting/measurement year for these indicators.

In 2025, our company's total electricity consumption was 691,673.97 kWh; this figure reflects the combined consumption of both facilities during the relocation from the Menderes facility to the new rooftop solar PV system (GES)-equipped facility at Manisa OSB during the year (see Section 9.1). The ratio of the energy sold to the grid by the GES facility to its own grid draw (GES Sales/Grid Draw Ratio) was measured at 78.7%; this indicator reflects only the GES facility's own performance, not the share of renewable energy in the company's total energy consumption. The company-wide renewable energy share will be calculated through a capacity assessment to be carried out in 2026. In the same period, water consumption was measured at 12,832 m³ and the vehicle fleet's fuel consumption (diesel and gasoline combined) at 216,890.56 liters.

KPI	2025 Actual	2026 Target	2028 Target
Total electricity consumption (kWh)	691,673.97 kWh*	Measurement system to be established (facility-based breakdown)	Reduction per revenue −15%
Energy intensity per revenue	33,094 kWh / million €	Baseline year establishment	−15% of the baseline year
GES Sales / Grid Draw Ratio (GES facility)**	78.7%	Capacity assessment	–
Company-wide renewable energy share	Not yet calculated	Baseline year establishment	≥ 20%
Water consumption (m³)	12,832.00 m³	Measurement system to be established	—
Vehicle fuel consumption (liters)	216,890.56 liters	Measurement system to be established	—

** The 2025 total electricity consumption reported in Section 9.1 covers the combined consumption of the Menderes and GES-equipped Manisa OSB facilities operating concurrently during the relocation.*

*** This is the ratio of the energy sold to the grid at the GES facility to the same facility's electricity drawn from the grid (see Section 9.2); the company-wide solar energy share has not yet been calculated.*

2026 is planned as a baseline year establishment period in which the measurement infrastructure for these indicators will be set up and the facility-based breakdown will be clarified. By 2028, the targets are to reduce electricity consumption per revenue by 15%, to bring energy intensity 15% below the baseline year, and to raise the company-wide renewable energy share to at least 20%. These targets will be managed in an integrated manner with the carbon reduction targets set out in Section 9.3 and will be regularly reviewed in line with the continuous improvement principle committed to in the Integrated Management System Policy.

8.2 Waste Management

Our company regards reducing the environmental impact of waste arising from our production and operational activities and managing resources with a circular approach as an important component of our sustainability strategy. Within the waste tracking we carried out in 2025, a total of 65,675 kg of waste was generated; of this waste, 62,620 kg (62 t 620 kg) was classified as non-hazardous and 3,055 kg (3 t 55 kg) as hazardous waste originating from paint, oil and chemicals.

95.3%
Recycling Rate

65,675 kg
Total Waste

12,832 m³
Water Consumption

As a result of directing our non-hazardous waste to licensed recycling facilities, our recycling rate was 95.3%; this result demonstrates the maturity level of our current practices in waste management. In the same period, our water consumption was measured at 12,832 m³. In the coming period, the targets are to establish a systematic measurement infrastructure for the waste quantity and water consumption indicators, and to maintain the recycling rate at least 98% as of 2026 and at 100% by 2030. The gradual reduction of the hazardous waste quantity is also among the priority targets of this period.

Waste Management KPI Table

KPI	2025 Actual	2026 Target
Total waste quantity	65,675 kg	Measurement start
Recycling rate	95.3%	98%
Hazardous waste quantity	3 t 55 kg	Reduction target
Non-hazardous waste quantity	62 t 620 kg	—
Water consumption (m³)	12,832	Measurement start

Note: The Recycling Rate is calculated as the ratio of the non-hazardous waste quantity sent to licensed recycling facilities to total waste (62,620 / 65,675 × 100 = 95.35% ≈ 95.3%).

9. CARBON FOOTPRINT

9.1 Scope 1 and Scope 2 Emission Calculation

As the first step of our carbon management approach, our company completed its Scope 1 (direct emissions from fuel and vehicle fuel) and Scope 2 (indirect emissions from purchased electricity) calculations for 2025; in addition to this scope, it also began monitoring Scope 3 emissions arising from waste and water consumption. The calculations were carried out using fuel/electricity emission factors sourced from IEA and IPCC, together with water and waste factors sourced from the UK Government GHG Conversion Factors (2025).

The year 2025 coincided with our company's relocation from its existing facility in Menderes to its new GES-equipped facility in Manisa OSB. Because operations were maintained simultaneously at both facilities for a period during the relocation, the total electricity consumption reported for 2025 under Scope 2 (equivalent to 305.72 tCO_2e) reflects the combined grid consumption of both facilities. This indicates that 2025 constitutes a transition/base year in terms of the carbon inventory, and that facility-based disaggregation will become clearer in future reporting periods.

846.87 tCO_2e

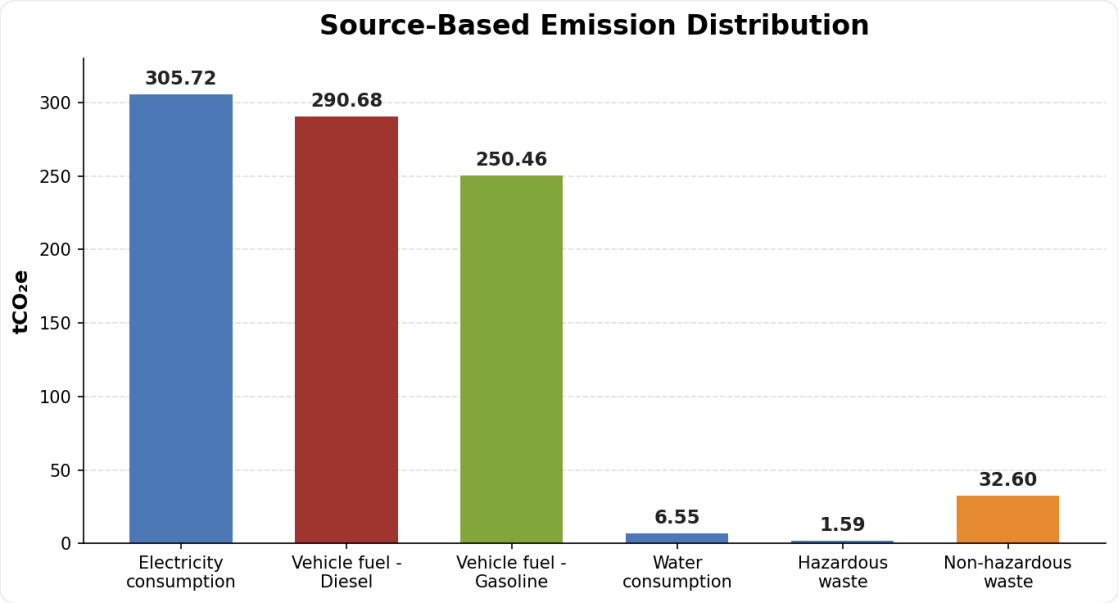
Scope 1+2 Total · EcoVadis core indicator

887.60 tCO_2e

Grand Total · Scope 1+2+3 + Monitoring

Scope-Based Emission Breakdown (2025)

Category	Total Emissions (tCO_2e)	Description
Scope 1	541.15	Direct sources such as vehicle fuel
Scope 2	305.72	Indirect emissions from purchased electricity (combined consumption of the Menderes and Manisa OSB/GES facilities)
Scope 3	34.19	Other indirect emissions from waste
Scope 3 (Monitoring)	6.55	Other indirect/monitoring emissions from water consumption
Scope 1 + 2 Total	**846.87**	**Core corporate emission indicator for EcoVadis**
Grand Total (Scope 1+2+3 + Monitoring)	**887.60**	**Total of all calculated items**



The data used in the calculations were obtained from verifiable sources such as electricity bills, fuel receipts/fleet records, water bills and waste declaration records, and were documented within the framework of an internal calculation procedure (DDM.TB. 133).

9.2 Renewable Energy (GES) Contribution

As of March 2025, our company relocated to our facility equipped with a rooftop solar power plant (GES) and began meeting part of its operational energy needs from renewable sources. The portion of energy generated by the GES system that exceeds the facility's needs is sold to the grid; this data is monitored as a separate renewable energy performance indicator, independent of the Scope 2 emission calculation. This approach eliminates the risk of double counting by ensuring that electricity drawn from the grid is fully reported under Scope 2.

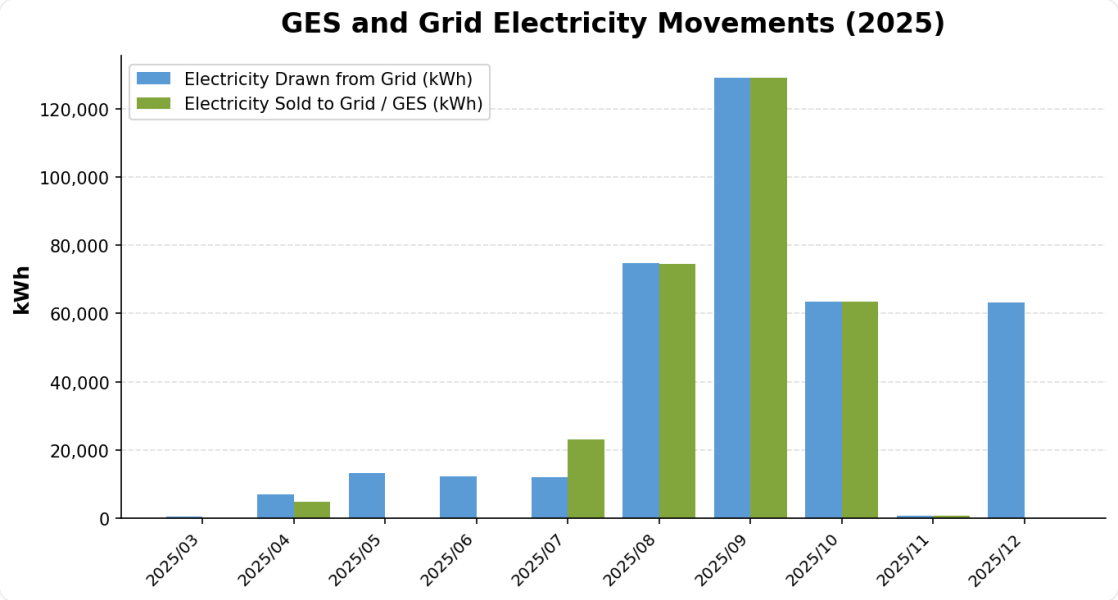
296,106.60 kWh
GES Energy Sold to Grid (2025)

~130.9 tCO_2e
Avoided Emissions (estimated)

1,054,668.84 TL
GES Sales Revenue (2025)

During the March–December 2025 period, a total of 376,184.36 kWh of electricity was drawn from the grid at our new GES-equipped facility; over the same period, 296,106.60 kWh of energy was sold to the grid through the GES system. Because activities at the Menderes facility were maintained simultaneously for a period during the relocation, the 2025 total electricity consumption figure in Section 9.1 (691,673.97 kWh) reflects the combined consumption of both facilities. Multiplying this amount of energy (296,106.60 kWh) by the average grid emission factor (0.442 $kgCO_2e$/kWh), it is estimated that the system carries an emission-avoidance potential equivalent to approximately 130.9 tCO_2e, based on the generation it displaces on the grid. This value is not deducted from our company's own Scope 2 emission inventory; it is reported separately as a renewable energy contribution provided to the system.

2025 Monthly Grid Purchase / GES Sales Movements



Indicator (2025, March–December)	Value
Total electricity drawn from grid (this record)	376,184.36 kWh
GES-sourced energy sold to grid	296,106.60 kWh
GES Sales / Grid Draw Ratio (GES facility)	78.7%
Revenue from GES sales	1,054,668.84 TL
Estimated avoided emissions (0.442 kgCO_2e/kWh)	~130.9 tCO_2e

GES sales/generation data has been reported as a renewable energy performance indicator; it is not included in the Scope 2 calculation. The avoided-emission estimate was calculated using the grid electricity emission factor (0.442 kgCO_2e/kWh) used in Section 9.1 and may be updated during the official verification process. This performance forms the existing infrastructure basis for the 2028 (≥10%) and 2030 (≥20%) solar energy ratio targets set out in Section 9.3.

9.3 Carbon Reduction Targets

In line with our carbon management approach, medium- and long-term reduction targets have been set based on the 2025 Scope 1+2 total (846.87 tCO_2e). The year 2026 is planned as the period for establishing a base year for emission and intensity indicators; gradual reduction and performance improvement targets have been defined for the periods up to 2028 and 2030. These targets include reducing absolute Scope 1 and Scope 2 emissions by 15% in 2028 and 25% in 2030, raising the EcoVadis environmental score to Silver level in 2028 and Gold level in 2030, and increasing the share of solar energy use to at least 10% in 2028 and at least 20% in 2030. In addition, our company plans to gradually convert its vehicle fleet to electric vehicles starting from 2026; this transition will directly contribute to reducing Scope 1 direct emissions from vehicle fuel.

Target	Base Year	2026	2028	2030
Scope 1+2 absolute emissions	2025: 846.87 tCO_2e	Base year establishment	−15%	−25%
Emissions intensity per revenue	2025	Base year establishment	Improvement	Reduction target to be set
EcoVadis environmental score	Current assessment	Improvement actions	Silver	Gold
Solar energy ratio	—	Capacity analysis	≥ 10%	≥ 20%
Fleet electric vehicle conversion	—	Gradual transition	Intermediate level	Advanced level

In summary, 2025 has been a turning point for our company in terms of carbon management: this period, in which Scope 1, 2 and 3 emissions were systematically calculated for the first time, is also a transition year in which the move from the Menderes facility to the new GES-equipped facility in Manisa OSB took place. For this reason, the 2025 data should be regarded as a starting point on which the targets for the coming period are based, rather than a comparable base year. Data collected from a single facility on a full-year basis from 2026 onward will enable more consistent monitoring of both Scope 1+2 emissions and the GES contribution.

10. SUSTAINABLE SUPPLY CHAIN

10.1 Supplier Management Approach

We regard our suppliers as a fundamental component of our sustainable growth strategy and the reliability of our supply chain. In our supplier selection and evaluation processes, we address quality, delivery performance, pricing and sustainability criteria holistically; in line with these criteria, we regularly score our suppliers and assign them a status. Performance evaluation is not a one-off audit activity; it is an annual process based on continuous dialogue and mutual development with our suppliers. Identified areas for improvement are assessed together with our suppliers and translated into concrete improvement discussions and action plans.

Supplier Performance Evaluation (2025)

20
Number of Suppliers Evaluated

89.5 / 100
Average Performance Score

Within the scope of the supplier sustainability and performance evaluation we conducted in 2025, 20 suppliers in our critical supply chain were scored on quality, delivery, pricing and sustainability criteria and classified into Status A, B and C. As a result of the evaluation, the average performance score of our suppliers was 89.5.

Status Distribution

40%
Status A · 8 suppliers

50%
Status B · 10 suppliers

10%
Status C · 2 suppliers

The evaluation system is managed under the responsibility of Purchasing & Supply Management; critical suppliers are evaluated every 6 months and standard suppliers once a year. The results are brought to the Management Review meeting and are monitored as a performance indicator in this report.

In 2026, we aim to structure the supplier re-evaluation process and the supplier ESG/CSR program.

Supplier Sustainability Program

Dedem Mekatronik evaluates its suppliers through a standardized and repeatable cycle. This process, consisting of the pre-qualification, performance scoring, classification and follow-up stages, constitutes the systematic supplier management evidence expected by the EcoVadis Sustainable Procurement theme and supports the emission data collection infrastructure under CBAM.

Supplier Assessment Cycle · June 2026

1 · Pre-Qualification

- 10-criteria checklist
- Legal documents · reference verification
- Technical capacity test
- Code of Conduct signature
- OHS & ethics declaration

2 · Evaluate Performance

- 18 criteria · weighted scoring
- Quality · Delivery · Technical
- Cost / Commercial
- Ethics / OHS / ESG score
- 6 months (critical) · 1 year (standard)

3 · Classify & Decide

- A — Preferred (80–100)
- B — Approved (60–79)
- C — Conditional (40–59)
- D — Suspended (<40)
- Recommended decision automatic

4 · Follow Up & Develop

- Critical supplier watch list
- Improvement action · deadline
- Re-evaluation calendar
- Senior management reporting
- Long-term collaboration incentive

Supplier Classification Table — By Weighted Total Score

A — Preferred

- 80–100 points
- Business volume may be increased

B — Approved

- 60–79 points
- Existing relationship maintained

C — Conditional

- 40–59 points
- Action plan required

D — Suspended

- 0–39 points
- No new business · review

Evaluation Theme

The supplier evaluation system has been structured to meet the policy + implementation + results evidence structure expected by the EcoVadis Sustainable Procurement theme.

Emission Data

Using the ESG/Ethics score in the performance form, we aim to build a systematic process for requesting emission factors and carbon data from suppliers.

Critical Supplier Tracking

Critical suppliers in the steel, motor, robot and electronics categories are monitored on the watch list; audit frequency will be determined according to risk level.

DEDEM MEKATRONİK

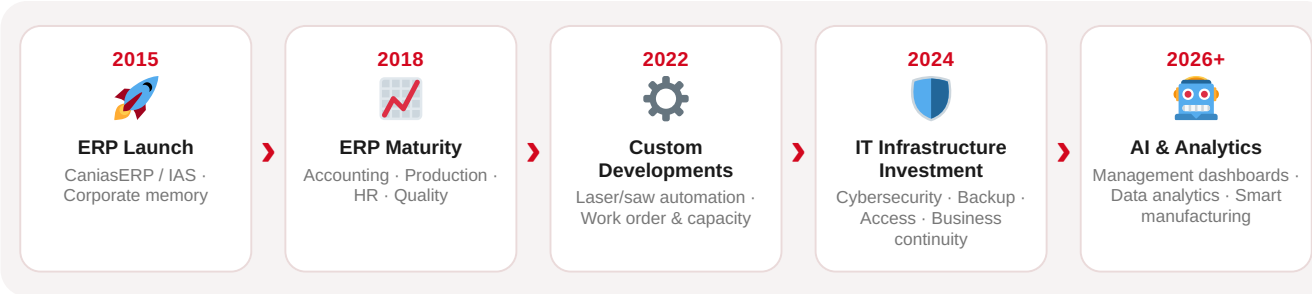
We handle it!

11. DIGITAL TRANSFORMATION AND SUSTAINABLE IMPACT

Our Digital Transformation Journey: From Data to Value for a Sustainable Future

Our company's digital transformation journey goes beyond technological renewal; it is part of our goal to build an organization that uses its resources more efficiently, can measure its processes, is resilient to risks and is capable of continuous learning. We view this journey as a long-term transformation process that supports our economic, environmental and corporate sustainability.

Digital Transformation Roadmap — From 2015 to Today



The first major step of our digitalization journey was the initiation of the transition to the Canias ERP system on 21 December 2015. Consolidating company information under a common system, standardizing processes and building corporate memory were the strategic rationale for this step. From 2018 onward, with accounting, finance, procurement, inventory, production, costing, quality, shipment and human resources processes being run through ERP, digitalization ceased to be merely a paper-reducing tool and turned into a sustainability infrastructure that manages resource use, time and operational performance more soundly.

ERP Scope & Sustainability Contribution

Process Area	Status	Sustainability Contribution
Accounting & Finance	✅ Established	Cost accuracy · budget traceability
Production & Assembly	✅ Established	Work order tracking · capacity planning · labour measurement
Procurement & Inventory	✅ Established	Raw material efficiency · return of usable laser/saw offcuts to inventory
Shipment & Logistics	✅ Established	Single-screen shipment tracking · delivery discipline
Quality Management	🔄 In Development	Digital quality records · nonconformity tracking
Human Resources	✅ Established	Employee data · training records · attendance tracking
Engineering & Design	🔄 In Development	BOM integration · project cost linkage
Decision Support & Analytics	➡ SOON Planned	Management dashboards · KPI visibility · AI

The automation of returning usable raw materials remaining after laser and saw operations back to inventory through ERP, in particular, embodies the direct relationship between digital transformation and sustainability. Thanks to this application, the risk of usable materials being lost or treated as waste is reduced, while material efficiency and inventory traceability are enhanced. The ability to associate more than one employee with the same work order in production operations makes labour measurement and capacity analysis reliable.

The Information Systems infrastructure investments that began in 2024 cover server and system room reinforcement, network security, backup, access management, cybersecurity and business continuity controls. Protecting information assets and securely managing personal data constitute the digital dimension of the trust relationship we build with our employees, customers and business partners.

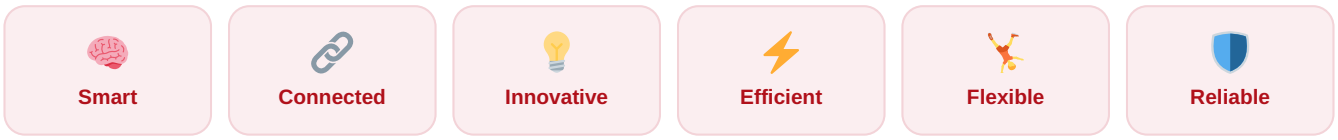
System Approach — Digital Feedback Loop

> *In the coming period, our goal is to make reliable data a shared value across the company, strengthen the flow of data between departments and support decision-making processes with digital indicators. Management dashboards, advanced data analytics, AI-supported decision mechanisms and smart manufacturing applications will constitute the new stages of this journey.*

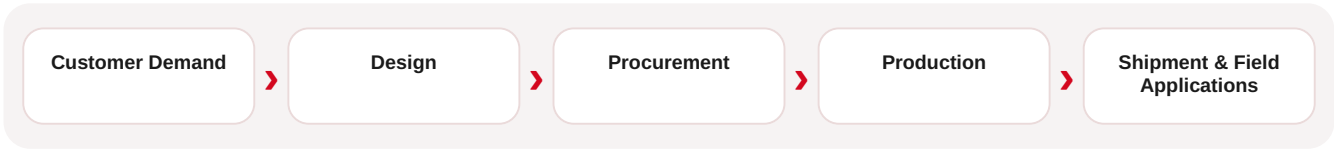
Digital Transformation Roadmap: Systematic Transition to a Sustainable Future

Our company's Digital Transformation Roadmap aims not merely to renew business processes with technological tools, but to restructure the relationships between processes, people, data and technologies through a holistic systems approach. This roadmap has been prepared by taking into account, in addition to the areas identified in the ERP and IT maturity analyses, the integration gaps in existing processes, disruptions in information flow, manual operations, planning difficulties and limitations in data use.

Our digital transformation vision is built on reaching a smart, connected, innovative, efficient, flexible and reliable organizational structure. Accordingly, the aim is to strengthen the ERP system as the company's core data and process platform; to integrate different business applications with ERP; and to make effective use of operational data in decision-making processes.



At the core of the roadmap lies the end-to-end digitalization of the process chain that extends from customer demand to design, from procurement to production, and from shipment to field applications. Managing customer demands centrally, tracking revisions together with their cost and time impacts, determining project deadlines based on capacity and resource data, and standardizing pricing processes are among the priority areas of this transformation.



In design and project management processes, the deployment of digital workflows, project management platforms and PDM/PLM solutions is planned. This aims to preserve the currency and integrity of design data, keep revisions under control, strengthen inter-departmental information sharing, and free corporate knowledge from dependence on individuals.

The transformation approach in the production area is based on integrating ERP, MES, IoT and data analytics applications. The aim is to monitor production capacity in real time, identify bottlenecks in advance, collect data automatically from machines, use advanced planning and scheduling systems, and develop predictive maintenance applications. These applications are expected to reduce downtime, rework needs, errors and resource losses.

In supply chain, warehouse and logistics processes, the development of MRP and WMS applications integrated with ERP, as well as barcode, RFID and IoT-based tracking tools, is planned. Evaluating supplier performance against quality, delivery, cost and sustainability criteria; optimizing inventory levels; and making material movements traceable are among the important components of the roadmap.

Our digital transformation roadmap directly supports environmental sustainability. Monitoring energy consumption with IoT devices, analyzing production and resource-use data, preventing unnecessary energy consumption, reducing inventory and material losses, and measuring the environmental impacts of the supply chain are planned. Through digital sustainability monitoring tools, indicators such as energy use, resource

consumption, carbon footprint and supplier sustainability performance are intended to be tracked more systematically.

In the roadmap, AI and data analytics are addressed not merely as a technological innovation but as a strategic tool that improves the quality of decisions. Through AI-supported production and capacity planning, demand forecasting, dynamic pricing, supplier evaluation, quality control, maintenance and risk analysis applications, the aim is to manage problems by anticipating them in advance rather than resolving them after they arise.

We assess that the success of digital transformation does not depend solely on technology investments. For this reason, developing employees' digital competencies, expanding technical and applied training, establishing e-learning and micro-learning opportunities, and enhancing managers' digital leadership capabilities are among the fundamental elements of the roadmap. Through open communication, employee participation, feedback mechanisms and the sharing of success stories, the aim is to create a corporate culture that is open to change and continuously learning.

In implementing the roadmap, rather than moving directly to large-scale investments, pilot applications and quick wins are taken as the basis. Pilot projects to be applied in priority processes are planned to be evaluated against indicators such as efficiency, time, quality, cost, energy and resource use. Successful applications are envisaged to be gradually rolled out to other processes together with the lessons learned.

The progress of the digital transformation process will be monitored through defined performance indicators, regular reporting, user feedback and management reviews. Thus, digital transformation will be transformed from a body of technology investments completed within a specific period into a management system that is continuously measured, learning and developing.

In line with this roadmap, our company's core objective is to reach an organizational structure that produces higher value with fewer resources, makes data-driven decisions, can rapidly adapt to changing conditions, and jointly supports environmental, social and economic sustainability. In this respect, digital transformation is assessed as a strategic transformation tool that, beyond operational efficiency, supports corporate resilience, employee competency, customer satisfaction and long-term sustainable growth.

Digital Transformation Roadmap and Sustainability Impacts (Summary)

Transformation Area	Planned Digital Development	Main Tools and Applications	Sustainability Contribution
Process and data integration	Integrated data flow across ERP, CRM and systems	Reduction of manual operations, data duplication and information loss	End-to-end traceability, fast decision-making
Project, design and revision management	Management of processes on digital platforms	Reduction of rework, delays and material loss	Accurate deadlines, fewer revisions, high satisfaction
Smart manufacturing and maintenance	MES, IoT, automation and predictive maintenance	Energy, time, material and equipment efficiency	Less downtime, lower error, high efficiency
Quality and continuous improvement	Digital monitoring and analysis of quality data	Reduction of scrap, defects, returns and rework	Preventive quality, reliable products
Supply chain, warehouse and logistics	Digitalization of supplier, inventory and shipment processes	Reduction of excess inventory, emergency purchasing and unnecessary logistics	Transparent, reliable, efficient supply chain
Energy and environmental performance management	Digital measurement and analysis of energy/ resource consumption	IoT energy meters, energy management software, dashboards	Measurable environmental performance; reduction of carbon footprint
Data analytics and AI	Use of data for forecasting, early warning and decision support	AI, machine learning, forecasting models	Fast, proactive decisions; upfront risk management
Warehouse, inventory and logistics management	Real-time monitoring of inventory and shipment movements	WMS, barcode, RFID, IoT, route optimization	Reduction of excess inventory, faulty shipments and unnecessary transport
Employee competencies and cultural transformation	Employees' adoption of and engagement with digital tools	Digital training, e-learning, micro-learning, mentoring	Employee engagement, equal opportunity, corporate learning
Governance and performance monitoring	Management of projects with accountability, budget, risk and performance	KPI, progress reports, risk management, review	Transparency, accountability, sustainable value

ERP and Information Technology Maturity: The Digital Infrastructure of Sustainable Transformation

We regard sustainability as a holistic management approach that is not limited to reducing environmental impacts, but is strengthened by using resources efficiently, making processes traceable, protecting corporate knowledge and basing decisions on reliable data. Within this framework, the ERP and information technology infrastructure constitutes one of the fundamental elements of our company's capacity for sustainable growth.

The ERP maturity analysis we conducted shows that ERP use across the company has reached a significant level of adoption and that the average maturity level is approximately 51%. This result indicates that our company is at the stage of transitioning to an integrated system structure. In areas such as accounting, budget and cost management, mechanical product design, production and assembly, a significant portion of processes is run through ERP; transaction security, record integrity and traceability are ensured.

Average ERP Maturity Level

- 51%

Established Processes

- Accounting
- Budget / Cost
- Mechanical Design
- Production / Assembly

Development Areas

- Engineering
- CRM
- R&D
- Quality
- Procurement
- Planning
- Project Execution
- Robotics
- Software

The level of digitalization achieved particularly in processes such as e-transformation, automatic accounting entries, budgeting, expense allocation, bill-of-materials management, production work orders and service records contributes to reducing paper use, preventing repetitive work, shortening processing times and managing resource use more effectively. These capabilities also support the conversion of financial and operational data into corporate memory.

However, the analysis results show that ERP maturity is not at the same level across all units. In engineering, R&D, quality, procurement planning, project execution, robotics and software processes, the continuation of some off-system applications and manual data flows limits end-to-end traceability, data integrity and inter-process coordination. In particular, design changes, field progress, quality data, supplier performance, and the design and software lifecycle need to be integrated more strongly with the system.

ERP Maturity Level — by Process Area

Process Area	ERP Maturity	Status Note
Accounting, Budget and Cost Management	✅ High	Transaction security and record integrity are ensured
Mechanical Product Design	✅ High	A significant portion of processes is run through ERP
Production and Assembly	✅ High	Traceability is strong
Sales and Systems Engineering	🔄 Limited	CRM use is not complete; reporting is manual, real-time report access is limited
Engineering & R&D	🔄 Limited	Off-system applications and manual data flows continue
Quality	🔄 Limited	Quality data needs to be integrated with the system
Procurement Planning	🔄 Limited	Manual data flows limit traceability
Project Execution	🔄 Limited	Field progress needs to be integrated with the system
Robotics & Software	🔄 Limited	Design/software lifecycle integration is a priority

The information technology maturity analysis, on the other hand, reveals that our company has built significant capacity in the areas of technical infrastructure, system continuity, logging, authorization and basic automation. The server, network and information security investments made in recent years support the continuity of operations, the protection of data and the secure execution of business processes. Efforts to develop the ISO 27001 Information Security Management System also strengthen the corporate resilience dimension of this structure.

In contrast, the areas of inter-system integration, IT service management and user-oriented application development retain development priority. Systems operating independently of one another increases manual data transfer and can lead to the same data being reproduced in different environments. The fact that not all IT requests are recorded, service levels are not measured and user satisfaction is not regularly tracked limits information technology's capacity to build strategic partnership with business units.

Information Technology Maturity — Strengths and Development Priorities

Strong Capacity Areas

- Technical infrastructure
- System continuity
- Logging
- Authorization
- Basic automation
- Server/network/information security investments
- ISO 27001 ISMS efforts

Priority Development Areas

- Inter-system integration
- IT service management
- User-oriented application development
- Request logging and service level measurement
- User satisfaction tracking

In the coming period, our goal is to move ERP beyond being a system where transactions are merely recorded, and to strengthen it with planning, analysis, early warning and decision support capabilities. Accordingly, developing MRP and advanced production planning applications, integrating engineering and field systems with ERP, digitalizing quality processes, establishing central data flows, setting up an IT service management structure, and deploying applications that improve the user experience are among our priority areas of work.

Coming Period — Priority Areas of Work

MRP & Advanced Production Planning › **Engineering/ Field ↔ ERP Integration** › **Digitalization of Quality Processes** › **Central Data Flows** › **IT Service Management Structure** › **AI Agents & CaniasERP Integration**

In addition, in the coming period, we plan to place emphasis and priority on developing AI-supported agents (AI agents) and web-based applications that facilitate, automate and increase the efficiency of our departments' business processes, and on integrating a significant portion of these into the Canias ERP system.

Progress in ERP and IT maturity creates direct sustainability value in terms of increasing operational efficiency, reducing errors and rework, better monitoring energy and material use, facilitating employees' access to information, and managing corporate risks more effectively. Our company addresses digital transformation not as a one-time technology investment, but as a long-term corporate development journey that is measured, continuously improved and spread across all business processes.

12. CUSTOMER SOLUTIONS AND SUSTAINABLE IMPACT

The automation and intralogistics systems built by Dedem Mekatronik contribute directly to its customers' sustainability goals. This contribution is not merely an engineering output; it is a concrete competitive advantage that is assessed within the supplier sustainability programs of global brands such as Unilever, PepsiCo and Ferrero. Dedem's solution portfolio is active across four main sectors:

FMCG

Food · Beverage · Home and Personal Care (HPC) — Unilever · PepsiCo · Ferrero

White Goods & Electronics

Assembly lines — Energy · Ergonomics · OHS

Tire & Wheel

Production traceability — SCADA · Scrap reduction · Ergonomics

Insulation & Packaging

Volume −50% · Logistics −50% — Carbon footprint reduction

12.1 Sector-Based Solution Impact

Sector	Solution Platform	Impact Area	Sustainability Contribution
FMCG	Robotic Palletizing (End-of-Line)	Ergonomics · OHS · Energy	Manual load lifting eliminated · 29 robots · uninterrupted end-of-line · Eruslu Sağlık reference
FMCG	ATL — Smart Truck (Automated Truck Loading/ Unloading)	OHS · Forklift safety	Human-vehicle collision risk reduced by 97% · daily forklift movements reduced from 800–1,000 to 30 · Unilever Konya reference
FMCG	AMR / AGV Fleet Management	Emissions · Energy	Internal logistics optimization · unnecessary vehicle movement eliminated · PepsiCo Çorlu
FMCG	ASRS (Standalone)	Space · Scrap	Warehouse efficiency · space savings · scrap reduction · Doğuş Çay 2026 large scale
FMCG	WMS / MES Software	Data · Traceability	Inventory accuracy · OEE tracking · downtime analysis · Emek İnovatif 2024
FMCG	Machine Vision & Quality Control	Scrap · Quality	In-line machine vision · early detection of defective products · raw material savings
White Goods & Electronics	Assembly Line Solutions	Ergonomics · Energy · OHS	Reduces ergonomic risks · energy-efficient line · safety-by-design
Tire & Rim	Production Monitoring (SCADA)	Efficiency · Quality · Scrap	Real-time production tracking · scrap reduction · early detection of quality nonconformities · OEE
Insulation	Hyper Pack & Multi Pack	Carbon · Logistics · Warehouse	Packaging volume −50% · truck loading −50% · warehouse space −50% · significant carbon reduction
Packaging	End-of-Line Solutions	Ergonomics · OHS · Efficiency	FMCG end-of-line contributions integrated into packaging · manual workload reduction

Insulation Sector — Highlighted Carbon Impact

With Hyper Pack & Multi Pack machines, the packaging volume of insulation products **decreases by 50%**. This single effect, by also reducing truck loading, warehouse space and logistics transport frequency by 50%, delivers a measurable carbon footprint reduction across the supply chain.

12.2 Recommended Data Points for Impact Measurement

The sustainability contributions in this section are currently expressed qualitatively. For future reporting periods, collecting the following data on a per-customer basis will enable these impacts to be converted into quantitative evidence:

Impact Category	Data to Be Collected	Source / Method
⚡ **Energy savings**	kWh consumption before/after the system · customer invoice comparison	Customer energy invoices · FAT data
👷 **OHS impact**	Number of accidents before/after installation · forklift traffic reduction (%)	Customer OHS records · ATL counter data
♻️ **Scrap reduction**	Production scrap rate (%) before/after · recovered raw material (tons/year)	Customer quality records · WMS/MES data
📦 **Logistics & carbon**	Truck trip reduction (units/year) · transported volume difference (m^3) · CO_2e savings	Insulation customer logistics records
🏗️ **Warehouse space savings**	Warehouse space used (m^2) before/after · vertical volume utilization (%)	ASRS pre/post-installation measurement
⏱️ **OEE & efficiency**	Line OEE (%) · downtime (hours/month) · capacity utilization rate (%)	MES / SCADA real-time data

Recommended method for collecting this data: administering a short impact survey (5–7 questions) on a per-customer basis 6–12 months after project delivery, together with automated data extraction from WMS/MES/SCADA systems. In this way, qualitative commitments are transformed into a measurable, verifiable impact report, and a strong evidence file is built for the environmental dimension.

13. COMMUNITY CONTRIBUTION AND CSR PROGRAMS

Dedem Mekatronik's corporate social responsibility approach is built on sharing its technical know-how with society, bringing young talent into engineering and industry, and disseminating a safe, ethical and environmentally conscious production culture. This approach is not an obligation; it is a natural extension of the company's founding mission — to create added value for Türkiye and to open a door to employment in its region.

13.1 Dedem Akademi — 4 Program Pillars

🏭 Open Factory Days

- Factory tour for high school students
- Career day + engineering presentation
- Automation technology introduction
- Career guidance workshop
- Coordinated with Manisa OSB

🎓 University Collaboration

- Ege · İzmir Ekonomi · Dokuz Eylül
- Active graduation project & thesis support
- Structured internship program
- ≥3 collaboration protocols (MoU) — 2026

👩 Women Employee Program

- Priority hiring of women interns
- +30% women employee target
- Mentorship & career support
- Gender balance in engineering
- 2026 pilot — 2030 established

🤝 Mentorship & Young Engineer

- Senior engineer – junior pairing
- Project-based learning cycle
- Technical certification support
- Under the Dedem Akademi umbrella

13.2 Local Employment & Manisa OSB

🏛️ Local Employment & Manisa OSB Contribution

Positioned as one of the region's leading technical employers in Manisa OSB with 250+ employees, Dedem Mekatronik adopts the principle of local priority in the recruitment of technical personnel, holds regular coordination meetings with the OSB, and aims to publish a Manisa province-level employment report in 2026.

13.3 CSR Activity Summary — 2025 & 2026 Plan

We address our corporate social responsibility (CSR) approach across five main pillars: supporting the employability of young people, strengthening university-industry collaboration, increasing the employment of women employees and engineers, contributing to the local economy, and carrying out activities that create social benefit. In 2025, within the scope of our technical internship program, 56 students were offered internship opportunities, collaborations were maintained with three universities, and support was provided for our employees' academic work. In the same period, the number of women engineers rose to 11, representing 25% of engineering employees; a total of 63 people from Manisa province were provided with employment.

56
Number of Interns (2025)

11
Women Engineers · 25% of engineering employees

3
University Collaborations

63
Local Employment (Manisa)

Year-on-Year Progress — Number of Interns and Women Engineers

Indicator	2024	2025
Number of Interns	45	56
Women Engineers	9	11

Our priority for 2026 is to bring these activities — which have to a large extent developed organically to date — into a systematic structure through defined procedures, measurable targets and regular reporting mechanisms.

CSR Areas — 2025 Status and 2026 Plan

CSR Area	2025 Status	2026 Plan
🏭 **Open factory / technical day**	Due to factory relocation processes, there is no planned program.	Organizing factory visits and career days for high school or university students at least twice a year.
🎓 **Technical internship program**	Internship opportunities were provided to 45 interns in 2024 and a total of 56 in 2025.	Establishing an Intern Recruitment and Management Procedure; managing the selection, training, mentorship and evaluation processes under a standard structure and setting up an intern satisfaction assessment system are planned.
🤝 **University collaboration**	Internship, career and technical project-based collaborations are carried out with Dokuz Eylül University, Ege University and İzmir Ekonomi University.	Establishing sustainable collaboration mechanisms with at least 3 universities and signing collaboration protocols (MoU).
📝 **Graduation project & thesis**	The Industrial Engineering master's thesis of one of our women managers, the master's graduation project of one employee, and the Nano Engineering doctoral thesis work of another employee were supported.	Establishing a regular support program for graduation projects, master's and doctoral studies, and increasing academic collaborations are planned.
👩 **Women engineer program**	11 women engineers in 2025, representing 25% of engineering employees (2024: 9 women engineers, 23%).	Increasing the proportion of women employees in technical and engineering positions and supporting the employment of women engineers.
❤️ **LÖSEV collaboration**	Within the scope of the corporate collaboration, preparatory work for donation and awareness activities has been initiated (see 13.5).	Implementing an annual program consisting of employee seminars, a LÖSEV Store stand, forest/ beach cleanups and mandarin harvest events is targeted.
🏛️ **Local employment**	In 2025, a total of 63 people from Manisa province were provided with employment (including employees who left during the year).	Increasing local employment and regularly reporting province-level employment data.

13.4 Environmental and Community Volunteering Projects

♻ Plastic Cap Collection Project

To support the recycling of plastic waste and create social benefit, our company runs a plastic cap collection campaign with the voluntary participation of our employees. The collected plastic caps are delivered to the Turkish Spinal Cord Paralytics Association (TOFD), helping to support individuals in need.

Year	Plastic Caps Collected and Sent
2024	25 kg
2025	17 kg

TOFD — Plastic Cap Campaign certificate of appreciation

🌳 Birthday Sapling Donation Project

Each month, Dedem Mekatronik makes a sapling donation to Ege Orman Vakfı on behalf of colleagues celebrating their birthdays. In this way, we celebrate our colleagues' birthdays while contributing to a greener future. While 250 saplings were donated for 20,000 TL in 2024, in 2025 the donation amount rose to 40,000 TL and the number of saplings donated to 421.

671
Total Saplings Donated

60,000 TL
Total Donation Amount

5
Donation Transactions (2024–2025)

Date	Donation Amount	Number of Saplings
26.04.2024	10,000 TL	125 saplings
12.07.2024	10,000 TL	125 saplings
31.01.2025	10,000 TL	105 saplings
07.03.2025	10,000 TL	105 saplings
05.09.2025	20,000 TL	211 saplings
TOTAL	**60,000 TL**	**671 saplings**

🏃 Çeşme Half Marathon — TEV 'No Stopping in Education'

On May 10, 2025, we took part in the Çeşme Half Marathon to support the Turkish Education Foundation's "No Stopping in Education" campaign. In this event, which aims to strengthen equal opportunity in education, we brought together social benefit, solidarity and a healthy-living culture through the voluntary participation of our employees.

Breast Cancer Awareness Month

Within the scope of Breast Cancer Awareness Month (October 1–31), an informational training for our women employees was held by our company doctor on October 27, 2025. At the event, which drew attention to the importance of early diagnosis and regular health check-ups, our employees supported the awareness message by wearing pink, and the culture of solidarity and participation was reinforced through a keyring-making activity held throughout the day.

Day for the Elimination of Violence Against Women

Within the scope of the Day for the Elimination of Violence Against Women (2025), an informational seminar was held by women personnel serving at the District Gendarmerie Command. In the seminar, information was provided on the types of violence, protection methods, legal rights and the use of the KADES application; the aim was to raise employees' awareness and strengthen social solidarity.

13.5 LÖSEV Collaboration (Foundation for Children with Leukemia) — 2026 Plan

Dedem Mekatronik is developing a comprehensive collaboration in the field of corporate social responsibility with the Foundation for Children with Leukemia (LÖSEV). This collaboration is evolving beyond corporate donation into a multidimensional partnership encompassing employee volunteering, environmental activities and a culture of social awareness.

Employee Seminars

LÖSEV information seminars for blue- and white-collar groups · founding purpose · support mechanisms · participation guidance

LÖSEV Store Stand

LÖSEV Store product stand in the company entrance area · employees contributing to LÖSEV through product purchases

Forest & Beach Cleanup

Included in the annual event calendar · forest and beach cleanup · litter collection · environmental volunteering

Mandarin Harvest

Mandarin harvest volunteering within LÖSEV social activities · employee participation · family-friendly event

Dedem Akademi and community contribution programs are being brought to life today through internships, open factory events, university collaboration protocols (MoU) and the LÖSEV collaboration, and are being institutionalized on the 2030 roadmap. This journey is guided by the awareness that the human capital helping our company grow is nurtured by society, and that we have a responsibility to give back.

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