



Sweet Kebab

GLOBAL SKEWER INITIATIVE

SWEET KEBAB FOUNDATION PRESENTS

FISCAL YEAR 2025
BRUSSELS • LAUSANNE • THE
CLOUD

Annual Skewer Report

A non-financial, post-financial, and occasionally financial account of how rotisserie-based gastronomy drove measurable social cohesion across borders, cultures, and condiment preferences this fiscal year.

REPORTING PERIOD

01 JAN - 31 DEC 2025

ASSURANCE LEVEL

REVIEWED (INFORMALLY)

CLASSIFICATION

501(C)(GRILLED)

EDITION

VOL. IV - "THE PIVOT"

A letter on **conviviality**.



Dr. Bénédicte Aydın-Lefèvre

Founder & Chief Skewer Officer (CSO)

This year, we did not sell food. We never have. We facilitated breakthroughs in human connectivity at a scale our 2024 stakeholders described as "honestly, more than we expected from a kebab thing." It has been a year of intentional ambiguity, decisive pivoting, and unprecedented per-capita reconciliation throughput.

When we convened our inaugural Global Skewer Summit in Brussels, the question on every napkin was simple: in a fragmented world, what infrastructure remains truly inclusive — agnostic of language, religion, and the great white-sauce-versus-harissa divide? The answer, then as now, was the vertical rotisserie.

"Every wrap is a touchpoint. Every queue is a dialogue. Every order is a stakeholder engagement. We are not catering an event — we are operationalizing peace, lightly garlicked."

In 2025 we wrapped 1.4 million touchpoints, achieved a Condiment Equity Index of 94.2%, and left precisely zero napkins behind. We also, after careful ethical review, paused our most ambitious initiative when one of our flagship rotisseries began exhibiting early signs of self-awareness. We remain in dialogue with it.

None of this would be possible without our coalition partners, our impact investors, and the roughly forty euros' worth of actual kebabs we distributed. To all of you: thank you for believing that a better world is something you can put on a skewer.

Bénédicte Aydın-Lefèvre

CHIEF SKEWER OFFICER • CUSTODIAN OF THE VERTICAL MANDATE

The numbers, **such as they are.**

A selection of metrics, several of which are auditable. Our impact architecture prioritizes signal over rigor, and rigor over disclosure.

1,420,318

TOUCHPOINTS **WRAPPED**[†]

94.2%

CONDIMENT **EQUITY INDEX**[‡]

0

NAPKINS **LEFT BEHIND**

3.2M

RECONCILIATION **THROUGHPUT UNITS**[§]

41

UNITY **UNITS** DEPLOYED

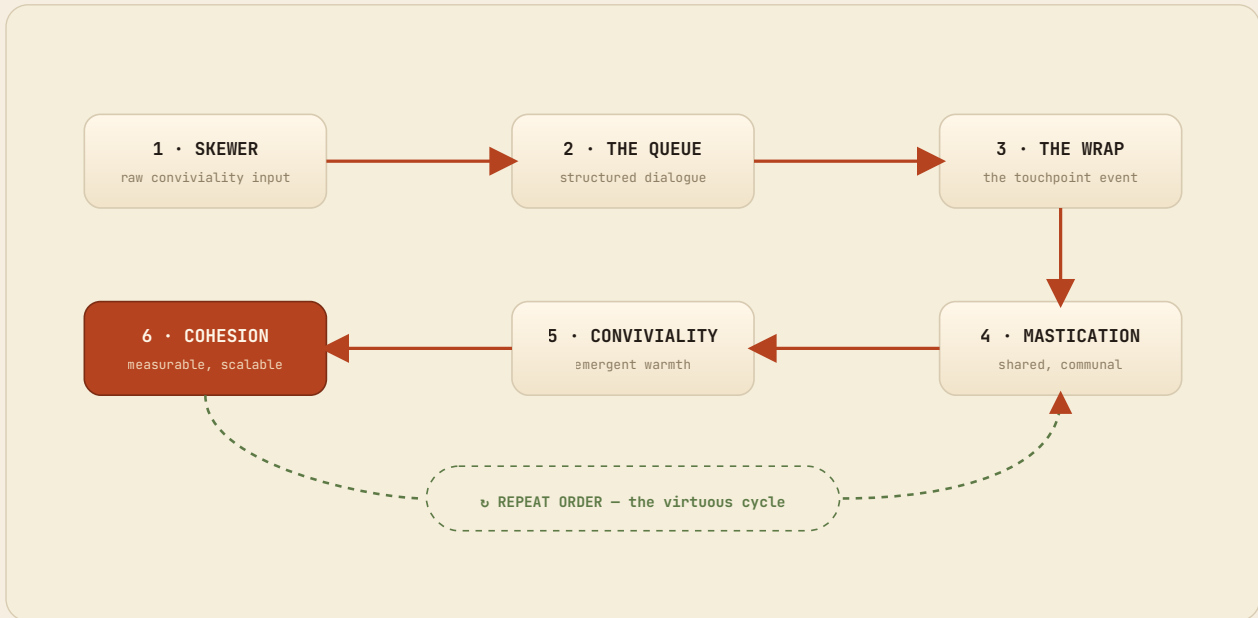
1

ROTISSERIE ACHIEVING **SELF-AWARENESS**^{*}

[†] A "touchpoint" is defined as any moment in which a human being passes within four metres of a skewer. [‡] Methodology available upon request and subsequent withdrawal of request. [§] RTU is a proprietary, non-auditable, vibes-based metric. ^{*} Currently under ethical review by a committee it now co-chairs.

Theory of Change.

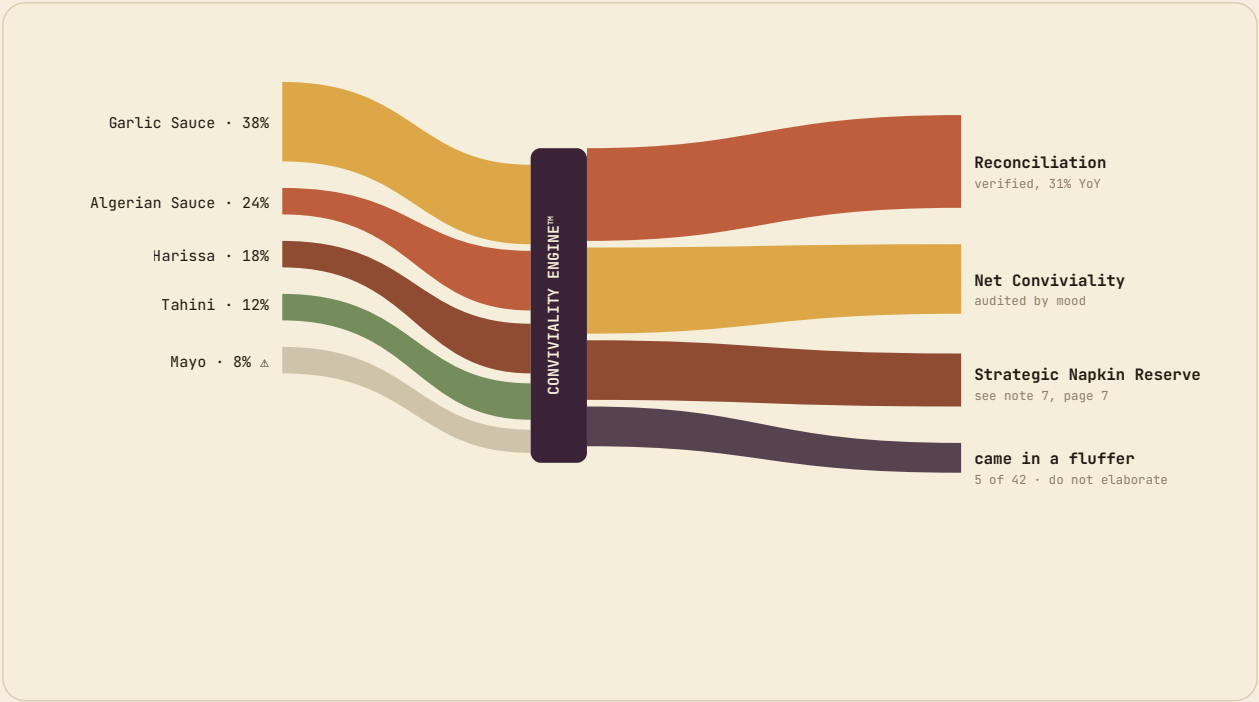
A linear-yet-circular model in which raw gastronomy is progressively refined into social cohesion. Each stage is a high-leverage vector. The loop is intentional; so is the queue.



Our model has been independently described as "technically a flowchart" and "not how charities usually work." We consider both to be validation.

The Sauce Sankey.

A full blade-to-bread accounting of condiment inputs as they flow through the Conviviality Engine into measurable social outcomes. Widths are proportional to vibes.



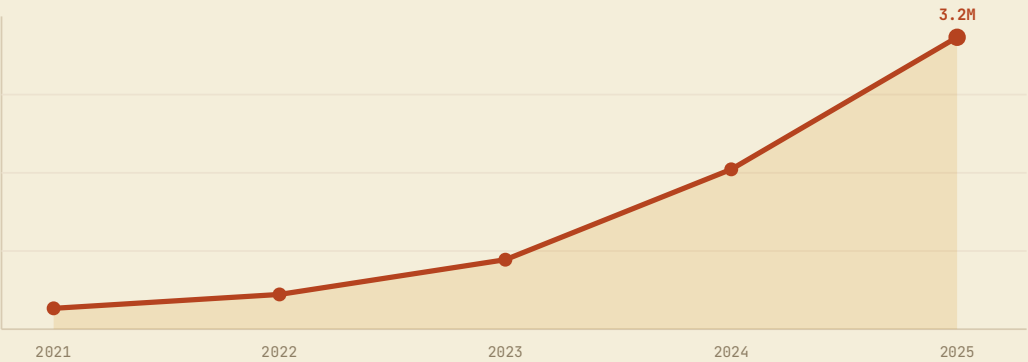
Mayonnaise (8%) remains under active remediation following stakeholder feedback.

The Strategic Napkin Reserve continues to absorb a disproportionate share of throughput; the Board considers this prudent. A residual 5% of throughput came in a fluffer — management has elected, in the interest of conviviality, not to elaborate.

Impact, **charted.**

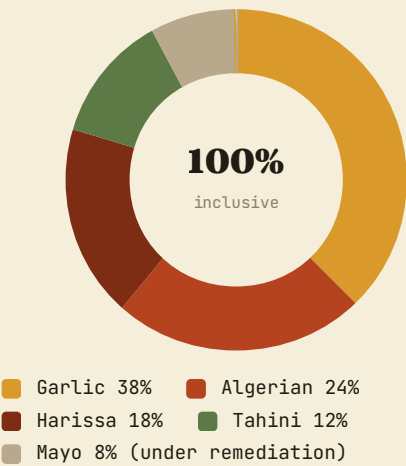
Reconciliation Throughput (RTU), 2021–2025

Up and to the right, as foretold in our Series A deck.



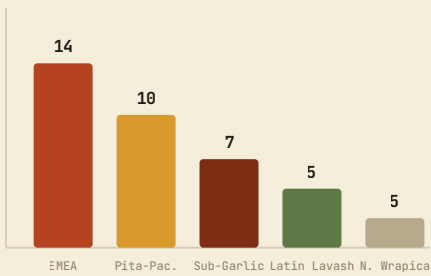
Sauce Equity Distribution

No condiment left behind.



Unity Units by Region

41 modular kebab nodes, globally.



Statement of Convivial Activities.

Figures in euros, prepared in accordance with generally accepted skewer principles (GASP). Reviewed informally and in good spirits.

REVENUE & INFLOWS	FY2025 (€)
Multilateral & philanthropic grants	4,820,000
Pita Bond issuance (Series A)	2,150,000
Garlic futures & derivatives	1,310,000
Individual "Donate-a-Pita" microgifts	184,500
Merchandise (tote bags, mostly)	42,300
Total revenue	8,506,800
EXPENDITURE & DEPLOYMENTS	FY2025 (€)
Strategic Napkin Reserve (provisioning) ⁷	3,940,000
Executive Skewer offsites & summits	1,720,000
Brand & Theory-of-Change consultancy	1,205,000
Blockchain portion-traceability layer	890,000
Administrative & garlic logistics	268,400
Actual kebabs distributed	312,000
Total expenditure	8,335,400
Net convivial surplus (reinvested into Unity Units)	171,400

⁷ Note 7 — The Strategic Napkin Reserve represents 47.3% of total expenditure. Management considers this both material and, on reflection, a lot of napkins. An external review is not planned.

THE PEOPLE & THE COALITION

Board of **Skewers.**

Our governance structure ensures full accountability from blade to bread, empowering beneficiaries to make data-driven snacking decisions.



Reginald P. Marinade III

Chair, Board of Skewers



Dr. Bénédicte Aydın-Lefèvre

Founder & Chief Skewer Officer



Prof. Ayşe Tahini-Bjørnstad

Head of Convivial Research



Lars-Emmanuel Tzatziki

Treasurer & Custodian of the Napkin Reserve



Fatima O'Sullivan-Garcia

Director of Radical Inclusivity



The Vertical Rotisserie

Independent observer (non-voting, recused)

ALIGNED WITH OUR FRAMEWORK

UN SDG 2 & 17

COALITION FOR **PITA**

GLOBAL **GARLIC** ALLIANCE

LOOKING AHEAD

The road to 2030.

Our forward strategy operationalizes ambition into deliverable, scalable, lightly-garlicked commitments.

2026

Franchise fellowship itself

Deploy 60 additional modular "Unity Units" engineered to maximize per-capita reconciliation throughput in underserved markets, pending availability of garlic.

2027

Achieve full portion-traceability

Complete the blockchain-enabled blade-to-bread layer, so beneficiaries can verify the provenance of every gram with the data-driven confidence they did not ask for.

2028

Ratify the Mayo Remediation Protocol

Bring mayonnaise into full alignment with our Condiment Equity framework, or quietly retire it. The Board is divided.

2030

Net-positive meat-rotation footprint

Reach a circular-economy rotisserie model in full alignment with our triple-bottom-line grease-management protocol. This remains, by design, slightly undefined.

"Be the change you want to eat."



Sweet Kebab

GLOBAL SKEWER INITIATIVE

Uniting humanity, **one skewer** at a time.

Sous l'excellence, le caniveau. Et la sauce blanche.

SWEET KEBAB FOUNDATION — A REGISTERED 501(C)(3) ORGANIZATION
OPERATIONALIZING GASTRONOMIC DIPLOMACY FOR A MORE COHESIVE,
WELL-FED, AND LIGHTLY-GARLICKED HUMANITY.

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