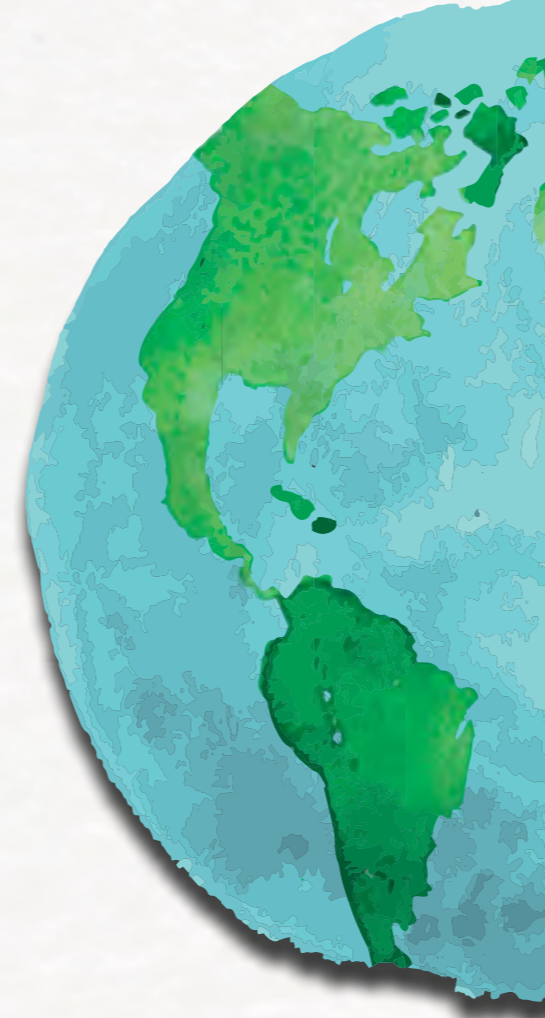




FOR A BETTER LIFE



YAŞAR 2020  
SUSTAINABILITY REPORT



Just like everything we produce, whatever we consume has an effect on the world's resources. We are all responsible, both for where we live, and also for future generations and a better life for the entire world. With this perspective, Yaşar Holding continues to "take good care" of all areas of life, aware of its duties and responsibilities towards the wider world, which it considers its area of responsibility.

• Farmers the world over say that the presence of ladybugs in large numbers indicates prosperity and abundance. Therefore, our wish for the coming year is to see an abundance of ladybugs.

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Throughout history and across almost all civilizations the pine cone has symbolized fertility and growth. In addition to the nutritional value of the pine nuts within, people have also managed to produce a diversity of foods from the pine cone. Yogurt, the ancient food of the Turks, can also be made by fermenting milk with pine cones. And so the pine cone remains a valuable part of our lives.

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## ABOUT THE 2020 SUSTAINABILITY REPORT



Having signed the United Nations Global Compact in 2007, Yaşar Holding has shared its activities related to financial, environmental and social sustainability with Communication in Progress (COP) in 2009 and 2010, and has been doing so with a sustainability report since 2011.

This report was prepared with the aim of sharing Yaşar Group's approach, strategies, efforts and performance with its stakeholders, in the field of sustainability and social contribution in 2020. The Yaşar 2020 Sustainability Report covers the sustainability performance of 9 group companies between 01 January 2020 and 31 December 2020.

This coverage of this report includes Yaşar Holding A.Ş., Altın Yunus Çeşme Turistik Tesisler A.Ş.(Altın Yunus Çeşme), Bintur Turizm ve Catering Hizmetleri A.Ş.(Bintur), Çamlı Yem Besicilik A.Ş.(Çamlı Yem Besicilik), Desa Elektrik Enerjisi Tedarik ve Toptan Satış Tic. A.Ş.(Desa Elektrik), Desa Enerji Elektrik Üretimi A.Ş.(Desa Enerji), DYO Africa Paints and Varnishes(DYO Afrika), DYO Boya Fabrikaları A.Ş.(DYO Boya), HDF FZCO, HADAF Foods, Pınar Et ve Un Sanayi A.Ş.(Pınar Et), Kemipex Joint-Stock Co.(AO Kemipex), Pınar Foods GmBH(Pınar Foods), Pınar Su ve İçecek Sanayi A.Ş.(Pınar Su), Pınar Süt Mamülleri Sanayi A.Ş.(Pınar Süt), S.C. DYO Bakan S.R.L (DYO Balkan), Viking Kağıt ve Selüloz A.Ş.(Viking Kağıt), Yadex International GmBH(Yadex), Yaşar Bilgi İşlem ve Ticaret A.Ş.(Yaşar Bilgi), Yaşar Birleşik Pazarlama Dağıtım, Turizm ve Ticaret A.Ş.(Yaşar Birleşik Pazarlama), Yaşar Dış Ticaret A.Ş.(Yaşar Dış Ticaret), Yaşar Education and Culture Foundation, and Selçuk Yaşar Sports and Education Foundation.

The sustainability model and performance results which guide Yaşar Holding's sustainability strategy and way of doing business are presented under the titles of "Caring for The Business", "Caring for The Employees", "Caring for Society", "Caring for Business Partners" and "Caring for the Environment". Yaşar Group's 10th Sustainability Report, which includes the approaches and performance results on priority issues for Group companies and stakeholders, was prepared with a focus on "creating value for a better life," and with the aim of helping Yaşar Holding further improve its sustainability performance.

Companies operating in sectors such as tourism, tissue paper, foreign trade, energy, and especially food, beverages and paint; Pınar Süt Mamülleri Sanayi A.Ş. (Pınar Süt), Pınar Entegre Et ve Un Sanayii A.Ş. (Pınar Et), Pınar Su ve İçecek Sanayi ve Ticaret A.Ş. (Pınar Su ve İçecek), Yaşar Birleşik Pazarlama Dağıtım Turizm ve Ticaret A.Ş. (YBP), Çamlı Yem Besicilik San. ve Tic. A.Ş. (Çamlı Yem), DYO Boya Fabrikaları Sanayi ve Ticaret A.Ş. (DYO Boya), Viking Kağıt ve Selüloz A.Ş. (Viking Kağıt), Yaşar Bilgi İşlem ve Ticaret A.Ş. (Yaşar Bilgi), and Desa Enerji Elektrik are covered by the report.

Altın Yunus Çeşme Turistik Tesisler A.Ş. (Altın Yunus) is not included in this year's report. The sustainability performance of Yaşar Education and Culture Foundation, Pınar Institute and Yaşar University founded by Yaşar Group was not covered in this report, although the activities and developments of these organizations in the field of sustainability were included in the report to share information with stakeholders.

The indicators in this report prepared in accordance with the Global Reporting Initiative (GRI) Standards "Basic" option are described in detail in the GRI Standards Content Index table in the last section of the report. Having signed the United Nations Global Compact (UNGC) on 12 November 2007, Yaşar Group has published a Communication in Progress for 2009 and 2010 and Sustainability Report for 2011-2019. This report, prepared in accordance with the principles of the United Nations Global Compact (UNGC), is also referred to as the 2020 UNGC Progress Report. Compliance of the report with the UNGC principles is shown in the UNGC Principles Index Table.

Yaşar 2020 Sustainability Report was prepared with the support of Mikado Consulting with the contributions of employees of companies within the Group and the information they compiled. The information contained in this report is based on international conventions, standards and methodologies such as GRI, UN WMD, UN Sustainable Development Goals, ILO (International Labour Organization), the Declaration of Human Rights and the GHG Protocol (Greenhouse Gas Protocol). No external audit service was received for the report.

You can find the report in Turkish and English at corporate web site;

[www.yasar.com.tr](http://www.yasar.com.tr)

As your feedback is very important for us to improve our sustainability performance, you can submit your questions, opinions and suggestions about the report via "[dahaiyibiryasamicin@yasar.com.tr](mailto:dahaiyibiryasamicin@yasar.com.tr)".

## MANAGEMENT'S MESSAGE



**Mustafa Selim Yaşar**  
Chairman of the Board of Directors of  
Yaşar Holding



**Mehmet Aktaş**  
Chief Executive Officer of  
Yaşar Holding

Dear Stakeholders,

For Yaşar Group, sustainability is the focus of our strategy and we continue our activities with the goal of leaving a more livable world and a better life for future generations. We improve our financial, environmental and social performance with each passing year thanks to our human resources, our core component in pursuit of a sustainable future, by applying our adopted business approach of “taking good care of the value chain” in all our activities. With this awareness, and following the United Nations Global Compact (UNGC) Progress Report, which we first published in 2009, we continue to present to all our stakeholders the Yaşar Sustainability Report, which we have been publishing annually since 2011.

In order to overcome the challenges of the COVID-19 pandemic in 2020, we have taken the necessary measures for a safe production process within all our companies. We have made efforts to ensure that our employees, consumers and all stakeholders emerge from the pandemic period in great health.

In light of Yaşar Group’s Sustainable Development Policy, we develop and share the value we create for a better life by taking good care of society, our consumers, our employees, our environment, our customers and our business partners. We have linked these six main titles and key success indicators applicable to each company to sustainable development goals, and developed our roadmap accordingly.

In addition to the Yaşar Group Sustainability Committee, our group-wide Gender Equality and Climate Crisis Committees have started their works in 2020. In our committees, representatives of all Group companies have begun to develop projects with a focused approach.

As a Group of companies, we are very close to our goal of reducing our average carbon emissions per unit ton of production by 15 percent by 2020 as we continue to calculate our carbon and water footprint. Meanwhile, Pınar Süt and Pınar Et, our Group companies, have become voluntary participants of the Carbon Disclosure Project (CDP) prog-

ram this year. Pınar Süt received the grade of A- by becoming one of the Climate and Water Leaders in Turkey’s 2020 CDP Program, while Pınar Et received a grade of B for its CDP Carbon and Water Footprint reduction efforts.

Within the scope of innovation, digitalization and sound infrastructure goals, the efforts of our R&D centers serve to protect the health and well-being of society. At the same time, we are developing our social investment programs to benefit more people by advancing them further and diversifying our training programs. The Pınar Institute’s “The Future of Our Milk is in Safe Hands” project was the only project representing Turkey as an “exemplary inclusive business model” in the “Impact Management Journey” session at the annual forum held as part of the “United Nations General Assembly Week” events.

We believe in sustainable growth with all our goodwill and meaningful actions, and we work with our stakeholders to take good care of the world.

Kind Regards,

## ABOUT YAŞAR GROUP



Dating back to Durmuş Yaşar Müessesesi founded in 1927 in İzmir Kemeraltı Bazaar and leading the industrialization process of the Republic of Turkey, Yaşar Group continues its activities which it started in line with its Founder and Honorary Chairman Selçuk Yaşar's vision in 1945 in several business lines including food, beverage, paint, agricultural production, paper, tourism, foreign trade, and energy. With five enterprises among the top 500 companies in Turkey, Yaşar Group has brought together a total of 21 companies, 25 factories and facilities, 2 foundations, and 7,500 employees under its roof. It is one of the leading actors contributing to the economic and social development of Turkey over 1,000 dealers and more than 200,000 sales points reached through its activities. Yaşar Group, which exports its products to over 70 countries, has seven companies based abroad (Kemipex, Hadaf, HDF, Pınar Foods, Yadex, DYO Balkan, and DYO Africa).

Yaşar Group strives to offer a better life to all of its stakeholders, while creating sustainable values to be passed on to future generations, with the strength it derives from its roots and its companies, each a pioneer of its industry. While contributing to the development of all the industries it interacts with, it continues its activities with a responsible, ethical and environmentally-sensitive approach to society.

Attaching equal importance to both social and economic development, the Group supports education, culture, the arts and sports with the Yaşar Education and Culture Foundation and Selçuk Yaşar Sports and Education Foundation, and contributes to society with its social responsibility projects. Yaşar University, one of the most important investments made by Yaşar Group in the field of education, is among leading universities in Turkey, providing education of the highest international standards.

Yaşar Holding's corporate governance structure, in which the interests of Yaşar Group and all stakeholders are observed within the framework

of transparency, fairness, accountability and responsibility, is constantly reviewed in light of the Corporate Governance Principles.

Having become a signatory of the United Nations (UN) Global Compact (GC) on 10 November 2007, Yaşar Group has declared its commitment to working in line with global objectives to ensure women's participation in business life, the improvement of their working conditions, and their empowerment in business life by signing the UN CEO Statement of Support for the Women's Empowerment Principles in 2012.

In 2019, Yaşar Group became one of the first signatories of the Business Plastics Initiative, created in cooperation between TÜSIAD, Global Compact, and Sustainable Development Association (SKD) to play an active role in efforts to reduce plastic pollution.

You can find all activities carried out by Yaşar Group within the framework of its sustainability approach and the progress reports and sustainability reports published to date on [www.yasar.com.tr](http://www.yasar.com.tr).

## YAŞAR GROUP'S VISION, MISSION AND CORPORATE VALUES



Aiming to create a sustainable world by providing innovative products and services "for a better life," and proudly carrying the title of "a champion of innovations", the Group continues its activities adhering to its mission "To provide high-quality products and services that add value to the lives of our consumers with our trusted brands" and its corporate values of "Our Consumers and Customers Come First", "Operational Excellence", "Our Human Resource", "Our Ethical Stance", and "Our Environmental and Social Responsibility."

☘ Clover is a herbaceous flower that grows mainly in the northern hemisphere. Throughout history, each of its leaves has been associated with "hope," "faith" and "love." Since the fourth leaf of the four-leaf clover, which is very rare and almost impossible to find, has been associated with "luck," finding a four-leaved clover is believed to bring good fortune to those who do.



### Our Consumers and Customers First



With all our units, we strive to identify the needs of our consumers and internal and external customers quickly and accurately, and take an agile, proactive and innovative approach to meeting their changing expectations for a better life.



### Our Operational Excellence



Our understanding of operational excellence is based on the effective use of technology in all areas, lean business processes, defined business systematics, and data-driven and fast decision-making systems. Agility is among our core competencies.



### Our Human Resources



Under the light of our Science, Unity, Success torch, we believe that our human resource consisting of educated, experienced individuals who have a high sense of belonging and ownership, are open to all science-based developments, value information sharing and the spirit of unity, and adopt a participatory management and success-oriented work approach is among our core values.



### Our Ethical Stance



We respect social, political and cultural values in every region of operation and act in accordance with laws, business ethics rules and the principle of transparency. We attach great importance to honesty, open communication and fair management.



### Our Environmental and Social Responsibility



We produce with an approach that values the environment and nature, and one that contributes to creating a better future than today. We continue our tradition of supporting modern education, sports, culture and the arts in order to increase the quality of social life with an awareness of social responsibility.

## CORPORATE PROFILE OF YAŞAR GROUP



### Company Name

Yaşar Holding A.Ş.

### Fields of Activity

Food and Beverage, Paint, Tissue Paper, Tourism, Foreign Trade, Energy, Information Technologies

### Number of Employees

7,500

### Date of Membership in Global Compact

November 12, 2007

### Address

Şehit Fethi Bey Cad. No:120 35210 İzmir, Türkiye

### Contact Information: Tel

+90 232 495 00 00

### E-mail

kurumsal.iletisim@yasar.com.tr

## Food and Beverage



### Name

Pınar Süt Mamulleri Sanayi A.Ş.  
(Pınar Süt)

### Public

Yes

### Year of Foundation

1973

### Headquarters

İzmir

### Factory

İzmir, Eskişehir, Şanlıurfa

### Total Capacity

550 million liters/year of raw milk processing

### Brands

Pınar, Pınar Organik, Pınar Çocuk, Pınar Denge, Pınar Kido, Pınar CAFE ART, Pınar PROTEİN, Pınar Beyaz, Pınar Labne, Pınar Kahvaltı Keyfi, Pınar GO, Pınar Multi

### Number of SKUs

Over 300

### Employment (2020)

1,514

### Distribution and Service Network

Via YBP

### Web site

www.pinar.com.tr



### Name

Pınar Entegre Et ve Un Sanayii A.Ş.  
(Pınar Et)

### Halka Açık

Yes

### Year of Foundation

1985

### Headquarters

İzmir

### Factory

İzmir

### Total Capacity

58,000 tons/year

### Brands

Pınar, Aç bitir, Şölen, Pınar Doyum, Yörük

### Number of SKUs

Over 350

### Employment (2020)

1,019

### Distribution and Service Network

Via YBP

### Web site

www.pinar.com.tr



## CORPORATE PROFILE OF YAŞAR GROUP

### Food and Beverage



#### Name

Pınar Su ve İçecek Sanayi ve Ticaret A.Ş.  
(Pınar Su ve İçecek)

<b>Public</b>	<b>Year of Foundation</b>	<b>Headquarters</b>
Yes	1984	İzmir

<b>Factory</b>	<b>Total Capacity</b>
Aydın, Sakarya, Isparta, Bursa	2,000,000 tons/year

#### Brands

Pınar Yaşam Pınarım, Pınar Denge, Pınar Frii,  
Pınar Güzellik Pınarım, Pınar Zindelik Pınarım,  
Pınar Bağışıklık Pınarım, Pınar Rahatlık Pınarım

<b>Number of SKUs</b>	<b>Employment (2020)</b>
50	362

<b>Distribution and Service Network</b>	<b>Web site</b>
Nearly 400 dealers	www.pinarsu.com.tr



#### Name

Yaşar Birleşik Pazarlama Dağıtım Turizm ve Ticaret A.Ş.  
(YBP)

<b>Public</b>	<b>Year of Foundation</b>	<b>Headquarters</b>
No	1983	İzmir

<b>Factory</b>
Warehouses; İzmir, Ankara, Bursa, Antalya, Bodrum, Konya, İstanbul (Dudullu), İstanbul (Esenyurt) Ofisler; Adana, Ankara, Antalya, İzmir, İstanbul, Trabzon, Bursa, Muğla, Urfa, Konya, Samsun

<b>Total Capacity</b>	<b>Brands</b>
306,894 tons/year	Pınar, Nar'ca

<b>Number of SKUs</b>	<b>Employment (2020)</b>
500	983

<b>Distribution and Service Network</b>	<b>Web site</b>
100 dealers, 155.000 sales points	www.ybp.com.tr

### Agriculture, Livestock and Fisheries



#### Name

Çamlı Yem Besicilik San. ve Tic. A.Ş.  
(Çamlı Yem Besicilik)

<b>Public</b>	<b>Year of Foundation</b>	<b>Headquarters</b>
No	1983	İzmir

<b>Factory</b>	<b>Total Capacity</b>
İzmir, Manisa	445,000 tons/year

#### Brands

Çamlı, Pınar Balık, Biofarm,  
Cooldog, Coolcat,  
Bioaqua, Çamlı Çiftliği

<b>Number of SKUs</b>	<b>Employment (2020)</b>
396	432

<b>Distribution and Service Network</b>	<b>Web site</b>
209 Dealers	www.camli.com.tr

### Paint



#### Name

DYO Boya Fabrikaları Sanayi ve Ticaret A.Ş.  
(DYO Boya)

<b>Public</b>	<b>Year of Foundation</b>	<b>Headquarters</b>
Yes	1954	İzmir

<b>Factory</b>	<b>Total Capacity</b>
İzmir, Kocaeli	301,260 tons/year

#### Brands

DYO, Dewilux, Casati, DYO Klimatherm,  
Dyotherm, DYO Guard, DYO Transocean

<b>Number of SKUs</b>	<b>Employment (2020)</b>
12,449 products, 2,200 raw materials	1,031

<b>Distribution and Service Network</b>	<b>Web site</b>
Nine main regions, 532 dealers, 241 construction markets, 297 direct customers, more than 13,000 sales points and end customers	www.dyo.com.tr

## CORPORATE PROFILE OF YAŞAR GROUP

### Tissue Paper



#### Name

Viking Kağıt ve Selüloz A.Ş.  
(Viking Kağıt)

<b>Public</b>	<b>Year of Foundation</b>	<b>Headquarters</b>
Yes	1969	İzmir

<b>Factory</b>	<b>Total Capacity</b>
İzmir	45,800 tons/year

#### Brands

Premia, Lily, Senso, Select, Pufla

<b>Number of SKUs</b>	<b>Employment (2020)</b>
98	320

<b>Distribution and Service Network</b>	<b>Web site</b>
230 dealers + direct customers	www.viking.com.tr

### Trade and Service



#### Name

Altın Yunus Çeşme Turistik Tesisler A.Ş.  
(Altın Yunus Çeşme)

<b>Public</b>	<b>Year of Foundation</b>	<b>Headquarters</b>
Yes	1974	İzmir

<b>Factory</b>	<b>Total Capacity</b>
İzmir (Facility)	1,021 people/day

#### Brands

Altın Yunus Çeşme

<b>Number of SKUs</b>	<b>Employment (2020)</b>
-	131

<b>Distribution and Service Network</b>	<b>Web site</b>
-	www.altinyunus.com.tr



#### Name

Desa Enerji Elektrik Üretim A.Ş.  
(Desa Enerji)

<b>Public</b>	<b>Year of Foundation</b>	<b>Headquarters</b>
No	1996	İzmir

<b>Factory</b>	<b>Total Capacity</b>
İzmir (Facility)	318 million kWh/year

#### Brands

-

<b>Number of SKUs</b>	<b>Employment (2020)</b>
-	27

<b>Distribution and Service Network</b>	<b>Web site</b>
Entire Turkey, particularly the Aegean Region	www.desaenerji.com.tr



#### Name

Yaşar Bilgi İşlem ve Ticaret A.Ş.  
(Yaşar Bilgi)

<b>Public</b>	<b>Year of Foundation</b>	<b>Headquarters</b>
No	1983	İzmir

<b>Factory</b>	<b>Total Capacity</b>
İzmir (Office)	-

#### Brands

Astron Dijital, Dijital.bayi, Dijital.şirket, Dijital.asistan, Dijital.zeka, Dijital.kahin, Dijital.mobilsatış, Dijital.tedarik, Dijital.iş takip, Dijital.kurum, Run Dijital Run Better

<b>Number of SKUs</b>	<b>Employment (2020)</b>
-	124

<b>Distribution and Service Network</b>	<b>Web site</b>
-	www.yasarbilgi.com.tr



**93**  
YEARS OF  
EXPERIENCE

**7,500**  
EMPLOYEES

**21**  
COMPANIES

**25**  
FACTORIES  
AND FACILITIES

Over  
**1,000**'i  
DEALERS

More  
than  
**200**  
thousand  
SALES  
POINTS

**4** R&D  
CENTERS



**Leading Brands**  
**Strong Workforce**  
**Powerful Distribution Network**  
**Advanced Technology**  
**Sustainable Practices "For a Better Life"**

## OVERVIEW OF YAŞAR HOLDING IN 2020

Consolidated Gross Turnover of  
**TRY 7.5 billion**

**7,500**  
Employees

Export to  
**70+**  
Countries

**47,282**  
Hours of  
Training in Total

**26,342**  
Hours of  
OHS Training

More than **1,000** Partners



### Activities of R&D Centers

**Pınar Et:** 42 new products and 3 patent applications

**Pınar Süt:** 21 new products, 42 new packaging formats and 4 patent applications

**DYO Boya:** 22 projects in total

### Efficiency Projects

#### PINAR ET

- With optimization projects for packaging materials
  - › Plastic packaging use was reduced by 36.6 tons
  - › Paper packaging use was reduced by 13.4 tons
  - › CO<sub>2</sub> emissions were reduced by 144.6 tons in total
  - › Savings of TRY 9.8 million as a result of product efficiency efforts
  - › Savings of TRY 2.4 million as a result of packaging efficiency efforts

#### DYO BOYA

- Unit Water Consumption reduced by 7.6%
- Carbon Footprint reduced by 6.23% compared to base year

#### PINAR SÜT

- Plastic use was reduced by 24 tons in 500g cheese containers and CO<sub>2</sub> emission was reduced by 75 tons
- 14 Efficiency Projects for Products: Savings of TRY 8,165,562
- Efficiency Projects for Packaging: Savings of TRY 1,188,311

#### PINAR SU VE İÇECEK

- Shrink and stretch used in packaging reduced by between 25%-30%
- Carbon emission intensity reduced by 33% in 2020 compared to base year, 2010



Following the Sun from sunrise to sunset, the sunflower is a symbol of light, dedication and happiness.

### 1960-1974

- The social responsibility efforts of Yaşar Group date back to the 1960s under the roof of corporate social responsibility.
- The first corporate responsibility activities of the Group began in the 1960s with literacy courses and social facilities that DYO provided to its employees.
- In 1967, DYO took steps to foster artistic endeavor in society with painting competitions organized in a first for the private sector.
- The theater play staged in the Bademler village of Izmir in 1969 reveals the roots of the Group's Corporate Social Responsibility understanding.
- Milk was once habitually poured into streams when farmers could not sell or utilize it due to the capacity limits of the Dairy Industry Institution. This prompted the idea of establishing a facility to produce long-lasting milk. In 1973, the foundations of Pınar Süt were laid and the awareness and information training on animal welfare, feeding and milking began with the objective of improving milk quality and productivity. The support and training provided by Pınar Süt to raw milk producers since 1973 demonstrates sustainable corporate responsibility in step with the Group's values and goals.
- Found in 1974 with the purpose of conducting educational and cultural activities to promote social solidarity, respect for moral values, contribution to public service and cohesion between individuals and the state, the Yaşar Education and Culture Foundation supports education through scholarships and investments in education, while Selçuk Yaşar Museum and Art Gallery and DYO Art Awards render cultural services.

### 1975-1999

- Pınar Children's Painting Competition, first held in 1981 to increase the interest of primary school children in art, and to raise future painters, has now sustained its original enthusiasm for 37 years.
- Opened in 1985, Selçuk Yaşar Museum is the first private museum of painting in Turkey. The Foundation has also been supporting archaeological excavations since 1998.
- Founded in 1987, Pınar Children's Theater has reached more than three million children from all over Turkey for over 30 years, instilling in children the love of art, and exposing them to theater free of charge. As part of the responsible business approach, Karşıyaka Sports Club has been supported for over 60 years under the leadership of Selçuk Yaşar, founder and honorary president of Yaşar Group.
- Pınar has been the main sponsor of the club since 1998, supporting the Karşıyaka basketball team and thousands of young athletes who compete in the minor league. Founded in 1998, the Selçuk Yaşar Sports and Education Foundation gave birth to Yaşar University, one of the two foundation universities in Izmir.

### 2000 - 2008

- In 2000, corporate sustainability efforts began in accordance with international standards and with the purpose of compliance with the Corporate Governance Principles established by the OECD.
- Yaşar University, a prime example of the Yaşar Group's contribution to education, commenced its delivery of educational services in the 2001-2002 academic year.
- In 2007, the Group signed the United Nations Global Compact (UNGC).

### 2009 - 2011

- In 2009, the Group published its first UNGC Progress Report.
- In 2010, the Group established subcommittees on Corporate Communication, Sustainable Development, Social Responsibility, Corporate Governance and Ethics, and Corporate Values to implement the 'Corporate Reputation' project.
- In 2010, carbon footprint calculations were initiated within the Group.
- These processes expanded across the entire value chain through carbon teams and leaders.
- In 2011, the Group published the first Yaşar Sustainability Report.

### 2012 - 2014

- In 2012, the CEO Statement of Support on the Principles of Women's Empowerment, launched by the United Nations, was signed.
- In 2012, the Group participated in the "Equality at Work Platform" initiated by the World Economic Forum and maintained under the leadership of the Ministry of Family and Social Policies.
- In 2013, a Group-wide needs analysis was conducted on the Group's Water Management approach.
- The Pinar Institute was launched in 2013 to support scientific studies to increase public awareness on food, health and nutrition.
- In 2014, efforts were initiated to create a greenhouse gas inventory management system and calculate the water footprint.
- The DYO Boya R&D Center became the most successful such entity in the chemical industry in 2014, based on the results of the "R&D Center Performance Index", which evaluates R&D centers.

### 2015 - 2018

- The facility of Pinar Su ve İçecek in Bursa started to produce Natural Spring Water in Recycled Packaging in 2015, and Natural Spring Water in PET Packaging in 2016.
- The Pinar Süt R&D Center was established to introduce new and outstanding categories and products to the industry, and to support innovation in the milk and dairy products industry.
- As the first milk and dairy producer to participate in the Carbon Disclosure Program (CDP), including the water transparency project, Pinar Süt ranked first among volunteers in the CDP 2015 Climate Change Report of Turkey.
- In 2017, Pinar Süt received the CDP Turkey Climate Leaders Award and the CDP Turkey Water Leaders Award, and in 2018, it achieved a B score in both areas.
- The Pinar Et R&D Center was established in 2017 in a first for the industry.
- In 2018, the business goals of the Group and the 2030 Development Goals were aligned and updated within the framework of Sustainable Development Goals. Based on these efforts, Yaşar Group's 2030 Business Goals were established, review studies were performed in all companies, compliance strategies were determined in line with Sustainable Development Goals and the Group's goals were shared with all stakeholders.

### 2019 - 2020

- Yaşar Group has become one of the spokespersons of the Global Compact Women's Empowerment Izmir Platform, which was implemented under the leadership of ESİAD and İZİKAD in 2019.
- The construction of the Eskişehir/Tepebaşı Yaşar Education and Culture Foundation Vocational and Technical Anatolian High School, built by the Yaşar Education and Culture Foundation, was completed and donated to the Ministry of National Education in 2018.
- In 2019, Yaşar Holding signed the Business Plastics Initiative, which was created as a result of cooperation between TÜSİAD, Global Compact, and BCSD, becoming one of the first 26 companies to volunteer in efforts to reduce plastic pollution.
- In 2019, Pinar Süt and Pinar Et also reported on the volunteer-based CDP (Carbon Disclosure Project) Climate Change and Water Safety Program. Pinar Et was awarded a rating of B in the CDP Water Program.
- The Pinar Institute's "The Future of Our Milk Is in Safe Hands" project was included in the 2019 Impact Champions program by the United Nations Development Program (UNDP) Business Call to Action Platform. [Click here for more information about the project.](#)
- In 2019, a center was established to support new product development and innovation in the water and beverage sectors as part of the R&D works of Pinar Su ve İçecek.

- Pinar Süt received a grade of A- by becoming one of the Climate and Water Leaders of the Turkey 2020 CDP (Carbon Disclosure Project) Program, while Pinar Et received a grade of B for its CDP Carbon and Water Footprint reduction efforts.
- The Pinar Institute's "The Future of Our Milk is in Safe Hands" project was the only project representing Turkey as an "exemplary inclusive business model" in the "Impact Management Journey" session at the annual forum held as part of the "United Nations General Assembly Week" events. It received the "Pioneers of Agriculture Award" at the Future of Agriculture and Forestry Summit organized in Izmir to contribute to the roadmap of Turkish agriculture.

[www.pinarenstitusu.org.tr](http://www.pinarenstitusu.org.tr)



## AWARDS RECEIVED IN 2020



- Yaşar 2019 Sustainability Report received the Gold Award at Istanbul Marketing Awards 2020, which recognizes the works that contribute to marketing processes of corporations and brands of the Turkish business world.
- In the “Most Admired Companies of The Business World” survey conducted by Zenna Research and Consulting under the leadership of Capital Magazine, Pınar Et was selected the “Most Admired Company” in the Packaged Meat Products Category.
- Pınar Et, with its contribution to environmental sustainability through a reduced carbon and water footprint, received the Silver Award in the “Successful Team of The Year” category of the Turkish Quality Association (KALDER).
  - In the Turkish Reputation Index Survey, conducted for nine years by Turkey Reputation Academy under the academic supervision of the Department of Statistics of Yıldız Technical University and attended by 12 thousand people across 72 provinces, Pınar Et ranked among the most reputable organizations and brands in the “Processed Food” category.
    - In the EBSO Environment Awards held by the Aegean Region Chamber of Industry since 2001 to reward industrial organizations that act responsibly to the environment in order to raise awareness and set an example with their projects, Pınar Et received third prize.
- Pınar Et received Water Footprint ‘B’ and Carbon Footprint ‘B-’ grades from the Turkish initiative of CDP (Carbon Disclosure Project), a London-based non-profit organization, for the management of risks caused by climate change and water consumption.

- Pınar Et participated in the Yaşar Holding Sustainability Competition in 2020 in the Environmental Sustainability category with its project titled ‘Optimization of Shipping Pallets’ winning third prize.
- Pınar Süt became one of the Water Leaders of CDP Turkey 2020 with an “A-” grade among the Turkish companies participating in the Water Program of CDP (Carbon Disclosure Project).
- According to the results of the “Most Admired Companies of The Business World” survey conducted by Capital magazine using the online questionnaire technique (CAWI) with the participation of 1,470 managers representing over 600 companies from different sectors, Pınar Süt emerged as the Most Admired Company in the “Milk and Dairy Products” category.
- According to the results of the “Good Life Brands” survey, focusing on consumer lifestyle, consumption habits, and values that redefine and shape good living, Pınar Süt was the winner in the Milk and Dairy Products Sector at the Good Life Brands Awards.
- According to the results of the Turkish Reputation Index Survey, conducted for nine years by Turkey Reputation Academy under the academic supervision of the Department of Statistics of Yıldız Technical University with the participation of 12 thousand people across 72 provinces, Pınar Süt was acknowledged as being among the most reputable organizations and brands in the Processed Food and Dairy Products categories.
- Pınar ranked in the top 100 in the “R&D 250, Turkey’s Top 250 Companies by R&D Spending” survey conducted by Turkishtime Turkey (Economy and Business Culture Portal).

- Pınar Süt received first prize in the Environmental Category in the “Yaşar Holding Sustainability Competition” for its chemical and energy optimization efforts and its carbon footprint, gray water footprint and waste reduction efforts at its waste water treatment plant in Eskişehir.
- In the 2020 Yaşar Holding Sustainability Competition, the Digital Field Business Model project developed by Yaşar Birleşik Pazarlama Dağıtım Turizm Tic. A.Ş. won first prize.
- As a result of research conducted by UK-based Lux Life magazine, Pınar Su ve İçecek was named the Most Innovative Digital Beverage Company in the Food & Beverage category in 2020.
- DYO took 6th place in the “Turkishtime Turkey R&D 250” survey by the number of R&D projects. In the report that monitors the R&D expenditures of the Turkish business world, DYO ranked 20th according to the number of brands received at the R&D Center, and 67th among the 500 companies that spend the most on R&D.
- DYO’s corporate website [www.dyo.com.tr](http://www.dyo.com.tr) was renewed in 2020 to ensure that users have a better experience. With an emphasis on design and functionality, the website was the recipient of the Bronze Award in the “Production & Industry” category at the 19th Golden Spider Awards.
- At the 2020 MIXX Advertising Awards, the advertising film “The Republic with All Its Colors” prepared by DYO for the October 29 Republic Day using three different artificial intelligence technologies won the Bronze MIXX Award in the “Special Day Communication” category.

## SIGNIFICANT SUSTAINABILITY ACHIEVEMENTS AND DEVELOPMENTS IN 2020



- As of 2020, the carbon footprint of Yaşar Group, which continues its efforts towards "reducing the average carbon emission per unit ton production by 15% by 2020", has decreased its carbon emission by 13.22% compared to the base year.
- DYO, Pınar Et, Pınar Su ve İçecek, Pınar Süt, Desa Enerji and Çamlı Yem were awarded the "COVID-19 Safe Production Certificate" by fulfilling the criteria in the guide prepared by the Turkish Standards Institute (TurkStat).
- DYO Boya, Pınar Et, Pınar Süt and Çamlı Yem obtained the "Basic Level Zero Waste Certificate" by ensuring the most efficient use of natural resources, waste reduction, and recycling at their facilities.
- A total of 47,282 hours of training were carried out throughout Yaşar Group in 2020, and the average training hours per employee was 7.6.
- A total of 26,342 hours of OHS training were given to employees in Yaşar Group companies.
- So as to ensure that Group employees reflect the Yaşar Group sustainability approach to all processes and within the scope of the sustainability targets, the Sustainability Committee of Yaşar

Holding has been expanded in 2020 with increasing participation from Group companies, and a sustainability committee has been formed in each company. The Climate Crisis Working Group and Gender Equality Working Group were established within Yaşar Holding and Yaşar Group companies with the Group's prioritizing of climate crisis and gender equality. The working groups created with the active participation of around 180 employees from the Group meet at certain intervals and work towards ensuring awareness of the issue at Group companies, developing and implementing relevant projects.

- Pınar's Customer Satisfaction Rate was 92.97%.

### DYO Boya

- **A total of 22 projects were carried out by R&D Center of DYO Boya.**
- System set-up works for bio-based furniture paint have started.
- In order to contribute to energy efficiency, new products have been launched to reduce energy consumption in the paint application processes of stakeholders.
- Formulation studies have started for a water-based paint that does not contain biocides as preservative, which can lead to an "allergic skin reaction."
- TS ISO 45001 Occupational Health and Safety Management System certificate has been obtained.

- Carbon footprint has been reduced by 6.23% compared to the base year.
- In 2020, the Çiğli plant has reduced the number of work accidents by 53% compared to the previous year and the loss of workdays caused by work accidents by 38%.
- As a result of "special training after work accidents" efforts, the number of work accidents at the Dilovası facility has decreased by 19% compared to the previous year, and the loss of work days caused by work accidents by 76%.
- Unit water consumption was reduced by 7.6% from 2019-2020.

### Pınar Su ve İçecek

- The corporate governance rating of Pınar Su ve İçecek has been updated to 9.53.
- **Pınar Su ve İçecek, which uses carbon credits certified by the Gold Standard for 0.33 l, 0.75 l, Fii and functional beverages produced in glass packaging, has certified its products as "carbon neutral" through carbon equalization.**
- As a result of packaging weight optimization efforts, technological investments and R&D activities, the packaging weight of PET bottles has been reduced by 26% in the 0.5 l product group, 23% in the 0.33 l product group, and 18% in the 1.5 l product group.



## SIGNIFICANT SUSTAINABILITY ACHIEVEMENTS AND DEVELOPMENTS IN 2020

- With weight optimization efforts in product packages, shrink and stretch use has been reduced by between 25% and 30% in certain product groups.
- Carbon emission intensity has been reduced by 33% in 2020 compared to base year, 2010
- Despite the increase in product diversity of Pınar Su ve İçecek, the amount of waste water has been reduced by 20% in 2020 compared to 2019 with improvements to reduce production line washes, domestic use areas, and filling waste by monitoring the amount of waste water.
- The amount of waste water resulting from the production processes of Pınar Su has been reduced by 14% per unit production at the Aydın Madran Plant and by 2% per unit production at the Sakarya Gökçeadaç Plant.

### Pınar Süt

- Pınar Süt's Corporate Governance Rating has been updated to 9.33.
- **As a result of the innovative projects of Pınar Süt's Marketing Team, R&D Center and Production Department, 21 new products and 42 new product packaging materials have been launched in 2020.**

- As a result of R&D and productivity efforts, savings of TRY 8,165,562 have been achieved with 14 product efficiency projects and TRY 1,188,311 with packaging efficiency projects.
- As a result of the packaging weight reduction efforts of the Pınar Süt R&D Center, plastic use has been reduced by 24 tons, CO<sub>2</sub> emission has been reduced 75 tons, and savings of TRY 215,000 have been achieved.

### Pınar Et

- Pınar Et's Corporate Governance Rating has been updated to 9.36.
- **In 2020, Pınar Et applied for 3 patents for new inventions and launched 42 new products through R&D projects.** Pınar Et's R&D Center continued to work on joint projects with universities and TÜBİTAK in 2020, launching the "Use of Natural Components" project within the framework of the TÜBİTAK 1501 Industry, Research and Development, and Innovation Projects Support Program.
- As a result of R&D and efficiency efforts, plastic packaging use has been reduced by 36.6 tons, paper packaging use has been reduced by 13.4 tons, and CO<sub>2</sub> emission has been reduced by 144.6 tons.
- Savings of TRY 9.8 million have been achieved as a result of product-related efficiency efforts.

- Savings of TRY 2.4 million have been achieved because of packaging-related efficiency efforts.
- Pınar Et has managed to reduce its carbon emission by 14.34%, approaching its target of a 15% reduction by the end of 2020 compared to the base year.
- Pınar Et plants certified seedlings through the Regional Directorate of Forestry and planted 151 seedlings in 2020 in exchange for 1,510 batteries.

### Çamlı Yem Besicilik

- Çamlı Yem Besicilik has reduced its greenhouse gas intensity by 1.4% in 2020 compared to 2019 and by 21.4% compared to the base year, 2010.
- **The organic dairy livestock plant of Çamlı Yem Besicilik, located in Beydere, Manisa, received the "Organic Agricultural and Animal Production Certificate" following the audit conducted by IMO Control, an organization accredited by the European Union's Organic Agriculture Commission.**

### Viking Kağıt

- Viking Kağıt has reduced its total greenhouse gas emission (CO<sub>2</sub> kg) by 31.5% and greenhouse gas density per product (tons of CO<sub>2</sub>/tons of product) by 19.8% compared to the base year 2010.
- In 2020, the company's total water footprint has decreased by 32% compared to the base year 2014.

### Yaşar Birleşik Pazarlama

- In 2020, Yaşar Birleşik Pazarlama has reduced its greenhouse gas intensity by 10.42% compared to the base year and total CO<sub>2</sub> emission by 6.45%.
- **A Supply Chain Channel was established at the beginning of 2020 in order to effectively manage digitalization operations in a joint effort of the Logistics, Business Management Systems, Commercial Marketing, and Purchasing departments.**

## SUSTAINABILITY APPROACH AND MANAGEMENT



Sustainability, which is at the heart of Yaşar Group's corporate values, is also at the center of its business strategies. Within the framework of its sustainability strategy, the Group considers a better life, a livable world, and leaving a healthy and sustainable environment for future generations as its main responsibilities. By integrating its economic, social and environmental sustainability approach into its business processes, the Group bases all its activities on and manages all of its processes with a view of "caring." Yaşar Group ensures that employees from all levels, who manage, implement and control their activities in their respective companies, starting with senior management work by adopting the sustainability approach, and pursue their

activities with the philosophy of creating sustainable value and of sharing this value with all stakeholders.

Within the framework of its Sustainable Development Policy, Yaşar Group shares the value it creates with the understanding of "for a better life" by "caring for" consumers, customers, employees, society, business partners and the environment in its value chain. Adhering to the principle of "not compromising on ethical, accountable and honest business conduct" included in Yaşar Holding's Sustainable Development Policy, and "following international developments, implementing international standards, and serving the group's business areas and sustainable development goals" constitute the backbone of the strategy.



## SUSTAINABILITY APPROACH AND MANAGEMENT

Yaşar Holding has created its Sustainable Development Policy in compliance with its mission and goals, and in line with international principles and trends. [Click here for the Sustainable Development Policy](#) of Yaşar Holding.

Within the framework of our mission "To provide high-quality products and services that add value to the lives of our consumers with our trusted brands", our corporate values are Our Consumers and Customers Come First, Operational Excellence, Our Human Resource, Our Ethical Stance, and Our Environmental and Social Responsibility. Yaşar Holding's sustainability performance and activities are covered under the headings "Caring for The Business", "Caring for The Employees", "Caring for Society", "Caring for Business Partners", and "Caring for the Environment."



## COMPLIANCE WITH UN SUSTAINABLE DEVELOPMENT GOALS



## SUSTAINABILITY APPROACH AND MANAGEMENT

### SUSTAINABILITY MANAGEMENT

Yaşar Holding's Board of Directors ensures that companies carry out their sustainability works within the scope of the Sustainability Committee's priorities, and leads the implementation of its Sustainable Development Policy. Targets and strategies are determined at the Board of Directors level within the framework of the Sustainable Development Policy, while the implementation of these strategies is ensured by Senior Management. The Sustainability Committee, which has been operating since 2010, coordinates sustainability activities within the framework of the priorities identified. At the same time, the Committee encourages the implementation of strategies, the realization of goals, and the adoption of the sustainability approach throughout the Group. While Sustainability Committees work on the dissemination of good practices related to sustainability to Group companies, Sustainability Leaders in the companies follow-up on the performance indicators determined to achieve the targets and coordination of the annual sustainability report.

The Sustainability Committee works to improve and facilitate the implementation of the sustainability strategy for employees by evaluating risks and opportunities to develop and adopt sustainability policies throughout the Group. At the end of regular risk and opportunity assessment studies, meetings are held to identify the necessary improvements, and actions are taken on risks and opportunities together with subcommittees within Group companies.

Yaşar Group companies maintain their presence in foreign markets in accordance with the framework texts of their respective markets and in compliance with the requirements of international laws, standards and certifications. Sustainability practices in many Group companies require dedicated work to comply with high standards in addition to local obligations. In this sense, efforts are continuing to spread good practices that can be adopted specifically for sectors and in general by Group companies. Yaşar Group creates committees and working groups in order to manage processes correctly and ensure coordinati-

on, and organizes, implements and reviews its strategic objectives through these internal constructs.

In 2020, Yaşar Holding's Sustainability Committee has expanded with increasing representation from Yaşar Group companies, and the Climate Crisis Working Group and Gender Equality Working Group have been established under the Sustainability Committee. The Holding's practice was adopted by Group companies using the same method, and Yaşar Group companies continued to carry out their sustainability efforts under the coordination of company Sustainability Committees as well as company Climate Crisis Working Groups and Gender Equality Working Groups affiliated to company Sustainability Committees. Yaşar Holding's Sustainability Committee meets every two months, the Climate Crisis Working Group meets every month and the Gender Equality Working Group meets every two months to share the practices of Group companies. In both working groups, the goal is for all companies to act in unison to develop projects in a focused manner, with representatives monitoring targets.



## SUSTAINABILITY APPROACH AND MANAGEMENT

### SUSTAINABILITY PRIORITIES

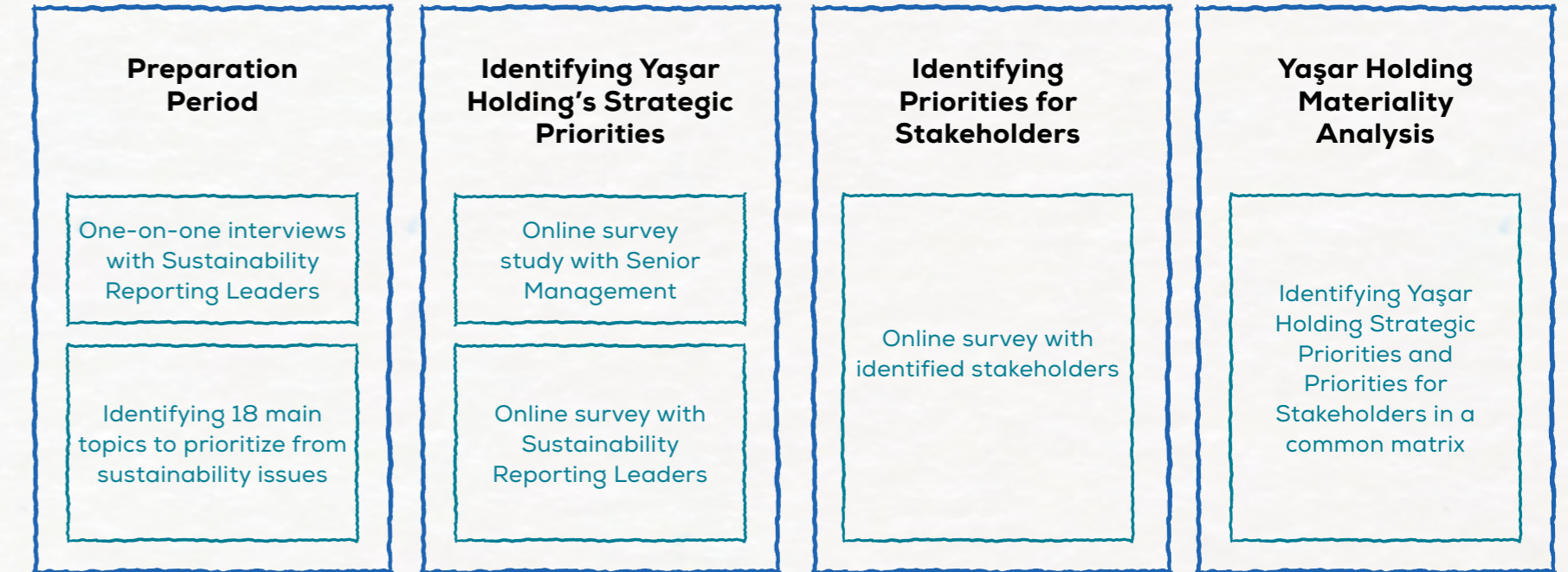
Yaşar Group closely follows the needs, expectations and demands of stakeholders, changing global trends, legal requirements and standards in all sectors in which it operates, and reviews its sustainability strategies annually. Accordingly, sustainability priorities have been updated during the stakeholder dialogue process in 2019 to cover all stakeholder groups. Sustainability priorities also guide the development and renewal of the Group's sustainability strategy. When identifying sustainability priorities, the GRI Standards on sustainability reporting guidelines and the "Sustainability Topics for Sectors: What do stakeholders want to know?" published by GRI were used, as well as the dynamics of the sectors that Yaşar Group serves and the feedback received from stakeholders on different platforms.

Online surveys were conducted with the participation of Senior Management to identify sustainability issues of strategic importance for Yaşar Holding, and with different stakeholder groups to identify signi-

ficant sustainability issues for stakeholders and receive their feedback. In determining the stakeholders to be included in prioritization studies, care was taken to select persons and organizations representing the entire stakeholder group.

A total of 859 stakeholder representatives contributed to the identification of priorities by expressing their views on Yaşar Holding's sustainability priorities through stakeholder dialogue activities, which strengthen Yaşar Holding's communication with stakeholders and guide its strategies. The stakeholder groups involved in the sustainability prioritization process consist of Yaşar Holding's Senior Management, Sustainability Leaders, employees, educational and public institutions, non-governmental organizations, dealers, suppliers, customers and consumer representatives. Priority issues identified by the stakeholders and the views of Senior Management were consolidated and "Yaşar Holding Sustainability Priorities" were updated.

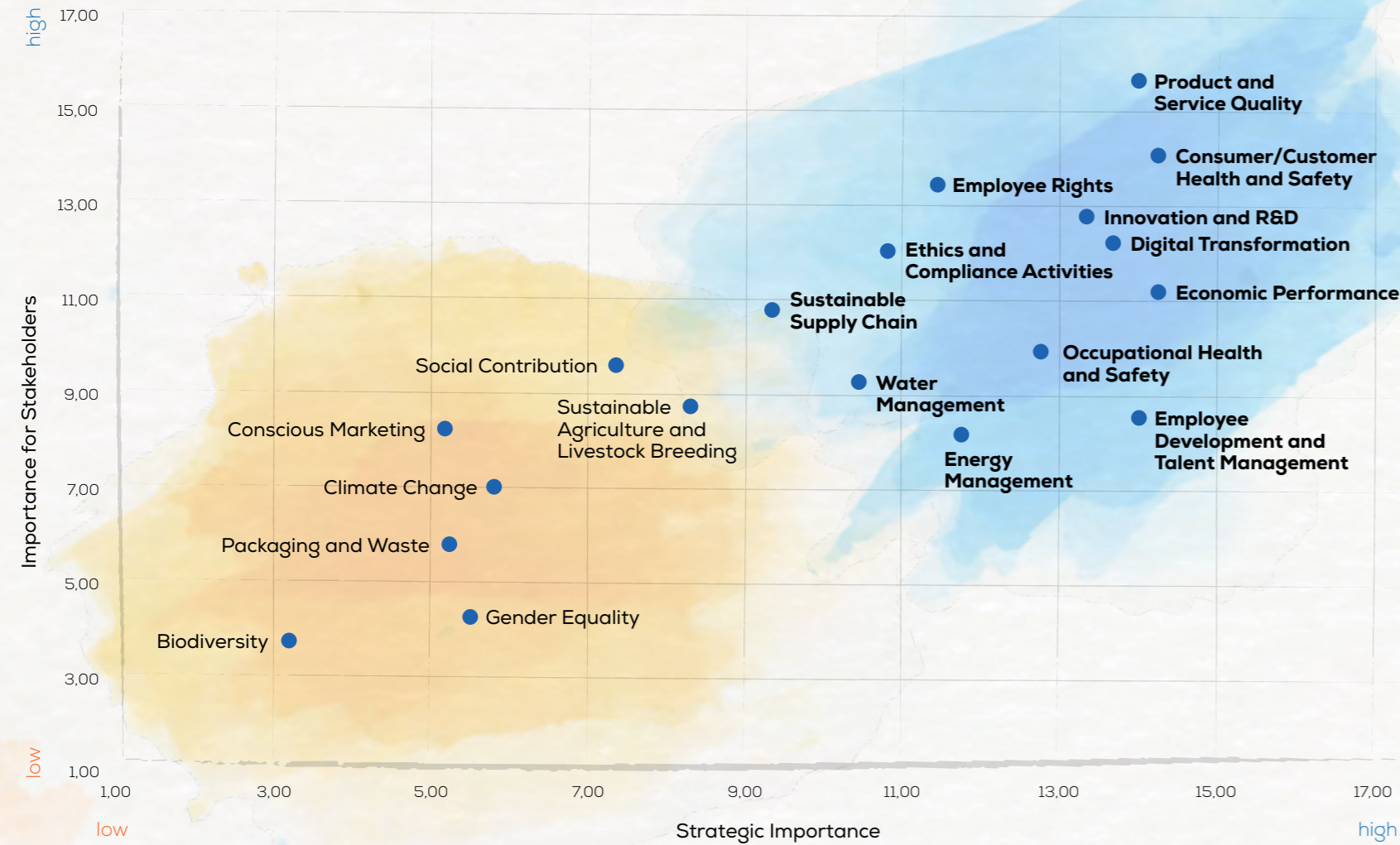
### Yaşar Holding's Process of Identifying Sustainability Priorities



The sustainability priorities updated in 2019 with the stakeholder dialogue covering all stakeholder groups and revised in 2020 are summarized in the following matrix:

# SUSTAINABILITY APPROACH AND MANAGEMENT

## SUSTAINABILITY PRIORITIES MATRIX



## SUSTAINABILITY APPROACH AND MANAGEMENT

### Yaşar Sustainability Day



The poster for Yaşar Sustainability Day 2020 features a central graphic of a green circle with a white grid, resembling a globe or a stylized 'Y'. The text on the poster includes the event title 'YAŞAR SÜRDÜRÜLEBİLİRLİK GÜNÜ 2020', the date '18 ARALIK', and the theme 'DAVETLİSİNİZ'. The program is listed as follows:

Time	Activity	Speaker
19.30	Açılış Konuşması	Dr. Mehmet Aktaş
19.45-20.15	Filiz Öztürk	Filiz Öztürk
20.15-20.45	Webinar- DÖNGÜSEL EKONOMİ	Serra Titiz
20.45-21.15	Orkun Kaymakçı	Orkun Kaymakçı
21.15-21.45	Dr. Uygur Özemi	Dr. Uygur Özemi
21.45-22.15	Berna Aşiroğlu	Berna Aşiroğlu
22.15-22.45	Yaşar Sürdürülebilirlik Yarışması 2019 Ödül Töreni	

For the third occasion, Yaşar Group held the “Yaşar Sustainability Day”, which established with the aim of including all stakeholders in sustainability efforts and raising social awareness within the framework of its sustainability approach. Yaşar Sustainability Day aims to bring together opinion leaders, non-governmental organizations and the private sector to improve social awareness and ensure that sustainability is on everyone’s agenda, be they organization or individual.

Along with the “Yaşar Sustainability Competition” held since 2016 and the “Yaşar Sustainability Day” organized since 2018, the projects and training activities carried out throughout the year ensure that sustainability awareness is established and promoted among employees in Group companies. The Sustainability Competition aims to reward efforts contributing to corporate sustainability, and responding to the needs of future generations with social contribution projects, as well as effective and efficient use of resources, and keeping the corporate values of the Group alive.

Thirty six projects embodying these values, and developed by eight Yaşar Group companies participated in the competition, setting an example and disseminating these initiatives within the Group, thereby

advancing the understanding of sustainability among employees.

The projects were evaluated according to the criteria of “Contribution to the Sustainability Strategy”, “Authenticity”, “Applicability to Other Companies/Functions”, “Contribution to Improving the Current Situation”, “Continuity of Economic, Environmental, or Social Return”, “Relationship with Sustainable Development Goals”, and “Exhibition of Institutional Values,” with awards given in the economic, social and environmental sustainability categories. Pınar Et won first prize in the Economic Sustainability Category with its Packaging Automation for Sliced Products Project, Pınar Süt in the Social Sustainability Category with the Education Is A Must, Biltek Academy Art Project, and Pınar Süt in the Environmental Sustainability Category with the Environmentally-friendly Pipetto Project.

DYO Boya won second prize in the Economic Sustainability Category with the From Supply Crisis to Innovation Project, Pınar Süt in the Social Sustainability Category with the Donate a Book! Project, and Pınar Süt in the Environmental Sustainability Category with the Waste Sludge Optimization Project. Pınar Süt won third prize in the Economic Sustainability Category with the Cost Improvement Project with Fat-Dry Matter Optimization in Eskişehir Cheese Group Products,

DYO Paint in the Social Sustainability Category with the IR Paint System with the High Fire Resistance Project, and Pınar Süt in the Environmental Sustainability Category with the Industrial Symbiosis of Whey Project.

The 2020 Yaşar Sustainability Day and Sustainability Competition Award Ceremony, organized under the theme of “Circular Economy”, was held online due to the COVID-19 pandemic, and participants discussed the themes of sustainable consumption and the circular economy during the pandemic period. The opening speech of the event was delivered by Dr. Mehmet Aktaş, CEO of Yaşar Holding, while Nielsen Turkey FMCG Consumer Research Director Filiz Öztürk delivered a presentation titled “Sustainable Consumption during the Pandemic Period.”


Uygur Özemi, the founder of the “Good4Trust.org” platform, Berna Aşiroğlu, co-founder of circular economy cooperative D-Cube, and Orkun Kaymakçı, Arçelik’s R&D, Polymer and Chemical Technologies Team Leader participated as speakers in the session titled “The Circular Economy” moderated by Serra Titiz, social entrepreneur and founder of Mikado Sustainable Development Consulting.

## CARING FOR THE BUSINESS



- Corporate Governance
- Ethics and Compliance
- Risk Management
- Stakeholder Dialogue
- Corporate Memberships
- Financial Performance
- Digital Transformation



 The pomegranate, a symbol of abundance, fertility and sharing in many civilizations thorough history, is also a symbol of health and beauty.



## CARING FOR THE BUSINESS / CORPORATE GOVERNANCE

Having voluntarily taken significant steps towards the implementation of the best governance approach even when corporate governance principles were not on the agenda in Turkey's business world, Yaşar Holding reflects its corporate governance understanding in all of its activities. It manages its corporate reputation based on its mission and vision, well-established and strong corporate values, its culture, ethics, compliance with laws and regulations, transparency, accountability, fairness, and responsibility towards stakeholders.

The Board of Directors of Yaşar Holding, consisting of six members, is the highest level decision-making and control body for all processes of the organization. At Yaşar Holding, the responsibilities of the CEO and the Board of Directors are separate in accordance with OECD Corporate Governance Principles. The Chairman of the Board of Directors does not play an executive role, and the CEO of Yaşar Holding, who holds the primary executive role, is responsible to the Board of Directors for all of Yaşar Group's executive activities. In accordance with Capital Markets Legislation and CMB Corporate Governance Principles, the Audit Committee, the Early Risk Detection Committee and the Corporate Governance Committee have been established in the publicly traded companies of Yaşar Group. Yaşar Holding's corporate governance structure is constantly reviewed within the framework of Corporate Governance Principles. The Audit Subcommittee, the Early Risk Detection Subcommittee and the Corporate Governance Subcommittee carry out their activities under the Board of Directors of

Yaşar Holding. There are two independent members on the Boards of Directors of Yaşar Group's publicly traded companies. There are also two female board members in Group companies.

The "Yaşar Group Corporate Governance Handbook" defines all processes and responsibilities related to management and organizational structure, corporate governance principles, decision-making processes of the Board of Directors and Executive Board, authorities and responsibilities of Yaşar Holding Board of Directors, as well as its subcommittees and their roles. Independent members meet all the independence criteria stipulated in the Corporate Governance Principles published by the CMB.

Corporate governance ratings are given annually based on corporate governance principles for Pınar Su ve İçecek, Pınar Süt, and Pınar Et, Yaşar Group's publicly traded companies. Kobirate International Credit Rating and Corporate Governance Service Inc.), a rating agency licensed to give ratings in accordance with the Corporate Governance Principles of the Capital Market Board (CMB) in Turkey, evaluated Pınar Su ve İçecek. According to the results of the evaluation, the corporate governance rating of Pınar Su ve İçecek was found to be 9.53 out of 10. According to the rating study conducted by Saha Corporate Governance and Credit Rating Services Inc.(SAHA A.Ş.), the Corporate Governance Rating of Pınar Süt was updated to 9.33 out of 10. The rating of Pınar Et was also revised upwards by SAHA A.Ş. to 9.36 out of 10.

### 2020 Corporate Rating



The progress made by Yaşar Group's publicly-traded companies in terms of corporate governance is disclosed to the public through the Corporate Governance Principles Compliance Reports prepared within the framework of Capital Markets Legislation and included in annual activity reports.

At all the publicly-traded companies of Yaşar Group, the Investor Relations Department is responsible for the sound and reliable execution of the communication between investors and the Group within the scope of Capital Markets Legislation. In addition, shareholders, the public and other stakeholders are informed in a timely, complete, accurate, understandable and accessible manner on equal terms. Yaşar Holding's corporate website contains information on the activities of Group companies, and you can find the Investor Relations modules prepared in both Turkish and English within the framework required by legislation, as well as corporate rating reports and other detailed information on the websites of the Group's publicly-traded companies at [www.pinar.com.tr](http://www.pinar.com.tr), [www.dyo.com.tr](http://www.dyo.com.tr), [viking.com.tr](http://viking.com.tr), [altinyunus.com.tr](http://altinyunus.com.tr).

## CARING FOR THE BUSINESS / ETHICS AND COMPLIANCE

### Our Ethical Stance

*"We respect social, political and cultural values in every region where we operate and we act in accordance with laws, business ethics rules and the principle of transparency. We attach great importance to honesty, open communication and fair management."*

Business ethics rules draw the framework for operating in accordance with the values of societies and within the framework of certain principles. In societies that continue their development within multiple social and cultural dynamics, ethical rules allow universal principles such as equality, transparency, and neutrality to have priority in the business world. Yaşar Group companies combat all kinds of corruption, including bribery and racketeering, and fulfill all their obligations to prevent corruption.

Yaşar Group, which respects social values in all its regions of operation, acts in accordance with the rules of business ethics within the framework of these principles, and respects transparency. The Company Ethics Boards, formed separately within all Yaşar Group Companies, consist of at least 3 members, including persons appointed as the Chairperson and the General Secretary. The role of the Chairperson of the Company Ethics Board is assumed by the General Manager and members are appointed with the proposal of the General Manager and the approval of the Board of Directors of the company.

Prepared in 2009 and printed as a booklet and distributed to all emp-

loyees in the Group in 2010, the "Business Ethics Code of Conduct" was updated on 01 December 2019 to reveal the business ethics approach of Yaşar Group. The booklet also covers the necessary regulations to fight Bribery and Corruption. This booklet is used in the orientation training provided upon recruitment.

Employees in Group companies report issues that they believe fail to comply with established business ethics rules, and the violations they have observed, to the Company Ethics Boards via e-mail, letter, or phone. Issues reported to the Ethics Board are resolved within the framework of the Code of Conduct no later than one week.

A total of 17 issues were referred to Ethics Boards between 2009 and 2019, whereupon the necessary reviews were conducted and the issues resolved. No issues were referred to the Company Ethics Boards in 2020.

Yaşar Group's Business Ethics Code of Conduct was revised in 2019 taking into account the changes in business life and culture, compliance with updated laws, and the approaches of the Group.

## Yaşar Group Business Ethics Rules

- 1 We work with our internal and external stakeholders in a healthy, safe, and professional business environment.
- 2 We take the protection of personal data seriously and operate processes in accordance with privacy and legal regulations.
- 3 We use company resources efficiently.
- 4 We avoid conflicts of interest and do not use company information for personal gain.
- 5 We pay attention to the proper preparation of company information, assets and records, and protect them in accordance with the principle of confidentiality.
- 6 We prioritize customer satisfaction and always act responsibly and honestly towards our customers and consumers.
- 7 We set an example for society with our stance against bribery and corruption.
- 8 We carry out all our activities with the awareness of sustainability with consideration for social utility.
- 9 We are mindful of the way we conduct ourselves within society, and adopt a lifestyle that does not create negative opinions about the company, and that complies with the rules of the society we live in.

## CARING FOR THE BUSINESS / RISK MANAGEMENT

Identifying risks, preparing for those risks, making connections between risks, and evaluating the impact of long-term trends on the emergence and elimination of risks are important considerations that shape risk management in a globalizing world. In this context, it is important

### Our Risk Management Approach

Corporate risk management in companies within Yaşar Group is treated as a process involving risk definition, analysis, control, and monitoring.

to establish and implement an integrated, systematic and proactive corporate risk management structure by creating a risk-aware culture, evaluating and managing all risks.

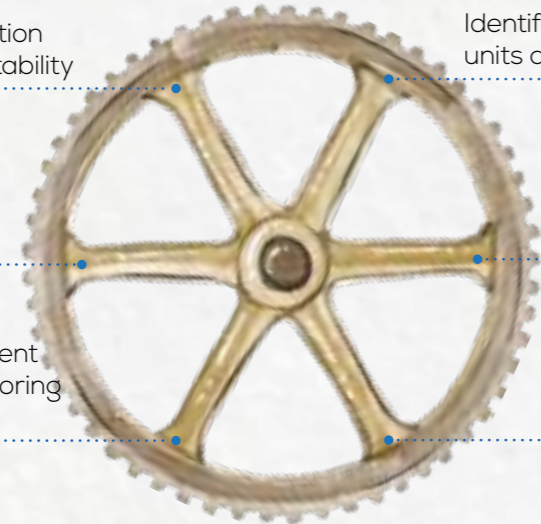
ring. This risk management approach allows us to control both unexpected risks and their negative effects on the assets of companies.

### The goals of risk management in the Group's companies are as follows

Achieving strategic goals by creating a common risk perception throughout the organization and ensuring sustainable profitability

Improving internal communication to ensure a systematic and dynamic risk management process

Designing new and effective control measures and permanent implementation of an effective risk management and monitoring process



Identifying existing risks by examining all areas of activity, business units and profit centers of the Group's companies

Creating a risk management structure to achieve a systematic and continuous process, clearly expressing and maintaining duties and responsibilities

Evaluating existing measures to avoid risks whose causes and consequences have been identified

This approach not only provides Group companies with a competitive advantage, but also assures shareholders that company values are well maintained and improved.

Yaşar Holding's Board of Directors' Early Risk Detection Subcommittee is responsible for determining basic risk policies and strategies, checking whether the necessary measures are taken against potential risks, and submitting the results of all these operations to the Board of Directors.

In addition, the Group established Early Risk Detection Committees consisting of Board Members of our publicly-traded companies in accordance with the Turkish Commercial Code and the regulations of the Capital Markets Board in 2013, and these committees have undertaken the responsibility of evaluating the effectiveness of risk control systems, control measures for critical risks reported, and actions taken.

At Yaşar Group, risks are monitored under the categories of Strategic, Operational, Outsourced, Financial and Regulatory Compliance. Risks prioritized on the basis of relevant categories are managed by companies, and risk-related control methods, measures taken and results are monitored by Yaşar Holding's Risk Management function. The current situation and developments regarding risk factors are evaluated by the Early Risk Detection Committees operating under the Boards of Directors of Yaşar Holding and Group companies.

### The following activities were performed in relation to risk management in 2020:

- Group-wide work on ensuring uninterrupted business at the beginning of, and during the COVID-19 pandemic

- Activities required by legal communiques and regulations related to the sectors in which our companies operate in order to eliminate regulatory compliance risks
- Implementation of action plans for managing Corporate Information Security risks at the maximum level and the monitoring of measures taken
- Efforts to effectively manage the brand and reputation risks of the Group
- Efforts to eliminate and/or manage financial and operational risks that might negatively affect the profitability of our companies with appropriate control and monitoring methods

The above-mentioned activities were carried out at the level of Yaşar Holding and Group companies, and were monitored by Yaşar Holding's Early Risk Detection Subcommittee and presented to Yaşar Holding's Board of Directors for information and assessment. In 2020, Yaşar Holding's Early Risk Detection Subcommittee convened five times.

Internal audits are carried out at Group companies at regular intervals to help them achieve their goals by ensuring a systematic and disciplined approach aimed at evaluating and improving the effectiveness of risk management and control processes.

14 audits and 31 internal controls were carried out within Yaşar Group companies. During the reporting period, the business relationship with 2 former employees was terminated within the framework of our business principles and ethical rules.

## CARING FOR THE BUSINESS / STAKEHOLDER DIALOGUE

Stakeholder dialogue is the communication process established by Yaşar Holding with its internal and external stakeholders regarding its business processes, activities, and performance results. Yaşar Holding considers taking the views of stakeholders regarding its activities and meeting stakeholder expectations as the key to its success in sustainable development.

Yaşar Group develops long-term cooperation with all its stakeholders in line with its corporate values and sustainability approach, which it implements with the philosophy of "caring for business, employees, society, business partners and the environment", based on the principles of being open, transparent, fair and accountable when communicating with stakeholders.

Any person, organization and community directly or indirectly affected

by the activities, goals, policies and decisions of the Group, as well as affecting these decisions, is defined as a stakeholder. Yaşar Holding's stakeholders include employees, shareholders, Group companies, dealers, customers, consumers, the public, suppliers, subcontractors, non-governmental organizations, public institutions, academic institutions and universities, financial institutions, sectoral organizations, professional organizations, and the press.

In order to manage the stakeholder dialogue process more proactively, stakeholders are classified and communication frequency and dialogue platforms are determined according to this classification. Although the Group has a general stakeholder management policy, the means and frequency of communication with stakeholders vary depending on the company and sector.

Stakeholder Group	Communication Platforms	Communication Frequency
Employees	Training, Yaşar Academy Training Platform, employee opinions survey, bulletins, in-house organizations, internal communication materials, electronic communication tools, social events	Constant
Consumers	Satisfaction surveys, phone calls, contact and call centers, websites, social media platforms, annual reports, sustainability reports, advertisements, dealer relations and communication channels	Constant
Investors and Shareholders	Board of Directors meetings, annual reports, performance reports, sustainability reports, CDP Climate Change Report, CDP Water Report, investor presentations, general assembly meetings, websites - including Investor Relations modules	Constant
Suppliers, Customers and Dealers	Supplier meetings, visits and training, factory visits, customer visits, satisfaction surveys, congresses, meetings and panels attended, phone calls, communication and call centers, websites, social media platforms, dealer meetings and training, dealer portal, dealer satisfaction surveys, annual reports, sustainability reports	Periodical
Public Institutions and Organizations	Legislative opinions, industry meetings, congresses, conferences and seminars, industry reports, activity reports, sustainability reports, and membership relations.	Periodical
NGOs and Association Memberships	Joint projects, sectoral reports, annual reports, sustainability reports, membership relations	Periodical
Media	Press releases, visits, press conferences, launches, Pınar'la Yaşam Magazine, Güzel Yaşa Magazine, Pınar Producer Newspaper, Dyorum Magazine, websites, social media platforms, digital agencies	Periodical
Educational Institutions	Career days, conferences and panels, university club and community events, internship opportunities provided in Group companies, joint projects	Periodical
Unions	Collective Bargaining Agreements, union representation, factory visits, meetings with special agendas	Regular

## CARING FOR THE BUSINESS / CORPORATE MEMBERSHIPS

ADANA TİCARET BORSASI	BORNOVA ÇİFTÇİ MALLARI KORUMA DERNEĞİ
AİLE İŞLETMELERİ DERNEĞİ (TAİDER)	BORNOVA ZİRAAT ODASI
ALİAĞA TİCARET ODASI	BORSAYA KOTE ORTAKLIK YÖNETİCİLERİ DERNEĞİ (KOTEDER)
ALÜMİNYUM YÜZEY İŞLEM DERNEĞİ (AYİD)	BOYA SANAYİCİLERİ DERNEĞİ (BOSAD)
AMBALAJ SANAYİCİLERİ DERNEĞİ (ASD)	BURSA TİCARET BORSASI
AMBALAJLI SU ÜRETİCİLERİ DERNEĞİ (SUDER)	BURSA TİCARET VE SANAYİ ODASI
AMBALAJLI SÜT VE SÜT ÜRÜNLERİ SANAYİCİLERİ DERNEĞİ (ASÜD)	COATINGS RESEARCH INSTITUTE (CoRI)
AMERICAN TURKISH COUNCIL	ÇEŞME TURİSTİK OTELCİLER BİRLİĞİ
AMERİKA İŞ KONSEYİ (DEİK)	ÇEVRE KORUMA VE AMBALAJ ATIKLARINI DEĞERLENDİRME VAKFI (ÇEVKO)
ANKARA TİCARET BORSASI	ÇEVRE MÜHENDİSLERİ ODASI
ANKARA TİCARET ODASI	DENİZ TEMİZ DERNEĞİ (TURMEPA)
ANTALYA TİCARET BORSASI	DENİZ TİCARET ODASI
ANTALYA TİCARET ODASI	DIŞ EKONOMİK İLİŞKİLER KURULU (DEİK)
AVRUPA GIDA BİLGİ KONSEYİ (EUFIC)	DOĞU ANADOLU İHRACATÇILAR BİRLİĞİ
AVRUPA İŞ KONSEYİ (DEİK)	DUBAI TİCARET ODASI
AYDIN SANAYİ ODASI	DUBAI TÜRK İŞ KONSEYİ
BATI ANADOLU SANAYİCİ VE İŞADAMLARI DERNEKLERİ FEDERASYONU (BASİFED)	ECCA EUROPEAN COIL COATING ASSOCIATION
BEBEK BESİNLERİ SANAYİCİLERİ DERNEĞİ (BEBESAD)	EGE BÖLGESİ SANAYİ ODASI
BEYAZ ET SANAYİCİLERİ VE DAMIZLIKÇILAR BİRLİĞİ (BESD-BİR)	EGE BÖLGESİ SANAYİ ODASI VAKFI
BODRUM TİCARET ODASI	EGE İHRACATÇI BİRLİKLERİ

EGE SANAYİCİLERİ VE İŞİNSANLARI DERNEĞİ (ESİAD)	İSTANBUL MADEN VE METAL İHRACATÇI BİRLİKLERİ
EGE TURİSTİK İŞLETMELER KONAKLAMALARI BİRLİĞİ	İSTANBUL SANAYİ ODASI
EGE ZEYTİN VE ZEYTİNYAĞI İHRACATÇILARI BİRLİĞİ	İSTANBUL TİCARET BORSASI
EĞİTİM VE GELİŞİM PLATFORMU DERNEĞİ (TEGEP)	İSTANBUL TİCARET ODASI
ELEKTRİK MÜHENDİSLERİ ODASI	İZMİR İLİ KIRMIZI ET ÜRETİCİLERİ BİRLİĞİ
ESKİŞEHİR SANAYİ ODASI	İZMİR İŞADAMLARI DERNEĞİ
ESKİŞEHİR TİCARET ODASI	İZMİR SANAYİCİ VE İŞADAMLARI DERNEĞİ (İZSİAD)
ETİK VE İTİBAR DERNEĞİ	İZMİR SU ÜRÜNLERİ YETİŞTİRİCİLERİ VE ÜRETİCİLERİ BİRLİĞİ
EV DIŞI TÜKETİM DERNEĞİ (ETÜDER)	İZMİR TİCARET BORSASI
GEBZE TİCARET ODASI	İZMİR TİCARET ODASI
GIDA GÜVENLİĞİ DERNEĞİ	İZMİR ZİRAAT ODASI
GIDA MÜHENDİSLERİ ODASI	KAĞITHANE AYAZAĞA VADİSİ KENTSEL GELİŞTİRME DERNEĞİ
GLOBAL İLİŞKİLER FORUMU	KAPLICA TALASSO VE KÜR MERKEZLERİ DERNEĞİ
GSİ TÜRKİYE VAKFI	KARTON AMBALAJ SANAYİCİLERİ DERNEĞİ (KASAD)
ISI SU SES VE YANGIN YALITIMCILARI DERNEĞİ (İZODER)	KEMALPAŞA ORGANİZE SANAYİ BÖLGESİ (KOSBİ)
ISPARTA TİCARET VE SANAYİ ODASI	KİMYA MÜHENDİSLERİ ODASI
İKTİSADİ ARAŞTIRMALAR VAKFI	KOCAELİ SANAYİ ODASI
İNEGÖL TİCARET VE SANAYİ ODASI	KOMPOZİT SANAYİCİLERİ DERNEĞİ
İNTERAKTİF REKLAMCILIK DERNEĞİ	KONYA TİCARET ODASI
İSTANBUL İHRACATÇILAR BİRLİĞİ	MAKİNA MÜHENDİSLERİ ODASI

## CARING FOR THE BUSINESS / CORPORATE MEMBERSHIPS

MANİSA ORGANİZE SANAYİCİLER DERNEĞİ	TEMEL İHTİYAÇ DERNEĞİ (TİDER)
MANİSA ŞEHZADELER ZİRAAT ODASI	TOBB GLOBAL STANDARTLAR MERKEZİ
MANİSA TİCARET VE SANAYİ ODASI	TURGUTLU 1.ORGANİZE SANAYİ BÖLGESİ
MERSİN KÜLTÜR BALIKÇILARI DERNEĞİ	TURGUTLU TİCARET VE SANAYİ ODASI
MERSİN TİCARET BORSASI	TURKTRADE
MEYVE SUYU ENDÜSTRİSİ DERNEĞİ (MEYED)	TÜRK AFRIKA İŞ KONSEYİ (DEİK)
MİLLETLERARASI TİCARET ODASI (ICC)	TÜRK AMERİKAN İŞADAMLARI DERNEĞİ
MUSİKİ ESERİ SAHİPLERİ GRUBU MESLEK BİRLİĞİ	TÜRK KÖRFEZ İŞ KONSEYİ (DEİK)
MUTFAK DOSTLARI DERNEĞİ	TÜRK MISIR İŞ ADAMLARI DERNEĞİ
MÜYAP BAĞLANTILI HAK SAHİBİ FONOGRAM YAPIMCILARI MESLEK BİRLİĞİ	TÜRK ORTA DOĞU VE KÖRFEZ İŞ KONSEYİ (DEİK)
MÜZİK YORUMCULARI MESLEK BİRLİĞİ	TÜRK SANAYİCİLERİ VE İŞ İNSANLARI DERNEĞİ (TÜSİAD)
NAZİLLİ TİCARET VE SANAYİ ODASI	TÜRK VE ORTADOĞU İŞ KONSEYLERİ (DEİK)
ORGANİK ÜRÜN YETİŞTİRİCİLERİ VE SANAYİCİLERİ DERNEĞİ (ORGÜDER)	TÜRK VETERİNER HEKİMLERİ BİRLİĞİ
ORTA ANADOLU İHRACATÇI BİRLİKLERİ	TÜRKİYE ÇEVRE EĞİTİM VAKFI
PAINT RESEARCH ASSOCIATION	TÜRKİYE DAMIZLIK SIĞIR YETİŞTİRİCİLERİ MERKEZ BİRLİĞİ
REKLAM VERENLER DERNEĞİ	TÜRKİYE EKONOMİ KURUMU (TEK)
SAKARYA TİCARET VE SANAYİ ODASI	TÜRKİYE GIDA SANAYİ İŞVERENLERİ SENDİKASI (TÜGİS)
SAVUNMA VE HAVACILIK SANAYİ İMALATÇILAR DERNEĞİ	TÜRKİYE GIDA VE İÇECEK SANAYİ DERNEKLERİ FEDERASYONU (TGDF)
SELÜLOZ VE KAĞIT SANAYİ VAKFI	TÜRKİYE İÇ DENETİM ENSTİTÜSÜ (TİDE)
SU ÜRÜNLERİ YETİŞTİRİCİLERİ ÜRETİCİ MERKEZ BİRLİĞİ	TÜRKİYE İHRACATÇILAR MECLİSİ (TİM)

TÜRKİYE İNSAN YÖNETİMİ DERNEĞİ (PERYÖN)	ULUDAĞ İHRACATÇILAR BİRLİĞİ
TÜRKİYE İNŞAAT MALZEMESİ SANAYİCİLERİ DERNEĞİ (İMSAD)	ULUSAL GIDA TEKNOLOJİ PLATFORMU (UGTP)
TÜRKİYE KALİTE DERNEĞİ (KALDER)	ULUSAL KIRMIZI ET KONSEYİ (UKON)
TÜRKİYE KİMYA, PETROL, LASTİK VE PLASTİK SANAYİ İŞVERENLERİ SENDİKASI (KİPLAS)	ULUSAL SÜT KONSEYİ (USK)
TÜRKİYE KURUMSAL YÖNETİM DERNEĞİ	UN GLOBAL COMPACT (UNGC)
TÜRKİYE MADENSUYU ÜRETİCİLERİ DERNEĞİ	UN GLOBAL COMPACT TÜRKİYE
TÜRKİYE MUSİKİ ESERİ SAHİPLERİ MESLEK BİRLİĞİ (MESAM)	YATIRIMCI İLİŞKİLERİ DERNEĞİ
TÜRKİYE ODALAR VE BORSALAR BİRLİĞİ (TOBB)	YEMİNLİ MALİ MÜŞAVİRLER ODASI
TÜRKİYE PETROL KİMYA LASTİK İŞÇİLERİ SENDİKASI (PETROL-İŞ)	YENİDEN BİZ DERNEĞİ
TÜRKİYE SEYAHAT ACENTELERİ BİRLİĞİ	YURT DIŞI YATIRIMLAR İŞ KONSEYİ (DEİK)
TÜRKİYE SÜT, ET, GIDA SANAYİCİLERİ VE ÜRETİCİLERİ BİRLİĞİ (SETBİR)	ZİRAAT MÜHENDİSLERİ ODASI
TÜRKİYE YEM SANAYİCİLERİ BİRLİĞİ	

**BUSINESS PLASTIC INITIATIVE**

*Yaşar Holding prioritizes energy-efficient applications in all operations and activities to combat climate change, the effects of which we are already feeling. In 2019, we signed the Business Plastics initiative, created in cooperation between TÜSİAD-Global Compact-CMB, and we are committed to fulfilling our responsibility to prevent plastic pollution.*

## CARING FOR THE BUSINESS / FINANCIAL PERFORMANCE

The COVID-19 pandemic, which emerged at the end of 2019 and swiftly affected all countries of the world, had an impact on all sectors; while the retail sector was positively affected, there were losses in the tourism sector, exports, and food-away-from-home consumption channels. In this period of significant changes, Yaşar Group companies took rapid action to ensure uninterrupted production and services, reviewed their portfolio and channel strategies, quickly adapted to the new normal thanks to their strong supply chain, and maintained their strong position in all business lines.

### Impact of Economic Performance on Stakeholders

Yaşar Group establishes sustainable cooperation with its business partners in order to ensure the development of the sectors in which it operates, and to provide economic value to its stakeholders. The Group provides employment and a regular source of income to a wide segment of society, especially dairy and meat producers. While added value is created by providing healthy, good-quality feed and innovative products to producers, employment opportunities are provided to farmers in the region through contracts with regional producers who are local to suppliers. Group companies take care to work primarily with local suppliers.

Having completed 2020 on growth of 25%, 94.6% of the Group's consolidated net sales were realized by companies in the food and beverage and paint sectors, which are our main business lines. The growth rate in the food and beverage industry was 19.8%, while in the paint industry it was 30.6%. Turnover growth was at 13% in the sanitary paper industry. Strengthening its presence in export markets and exporting to over 70 countries, the Group continued to grow in the EU markets, Central Asian Republics, Russia and Iraq, as well as in the Gulf Region, where it has been operating for nearly 40 years, while also offering its products to large markets such as the USA and China.

For example, Pınar Süt supports the financial development of its producers by procuring milk from 126 farms and creating an extensive raw milk supply network of over 20,000 raw milk producers, ranging from family businesses that produce on the smallest scale to large-scale farms. Pınar Et, which sources meat as live animals purchased from domestic breeding farms in various regions throughout Turkey, supports livestock producers nationwide with the aim of expanding its purchasing regions. DYO Boya continued to make purchases from over 350 suppliers throughout the year, to contribute to the growth of purchasing volume, and to develop

its supply chain through its "Digitalization of Purchasing Operations Project" in 2020.

Not compromising on its customer- and consumer-oriented approach, in 2020 as well Yaşar Group correctly analyzed the expectations and needs of customers and consumers, developed new products and services in line with changing consumption habits, and remained the pioneer of the sectors in which it operates with its strong R&D centers.

The Group experienced the positive effect of efficiency-oriented measures taken in its business lines on gross profitability, generating a gross profit of TRY 1.62 billion and recording an EBITDA of TRY 832.5 million in 2020. An EBITDA margin of 13.5% was achieved in 2020, 2 percentage points above the previous year.

In 2020, which began with a busy social, political and economic agenda, trade wars between countries, elections in the United States and the Brexit process, as well as the pandemic that emerged and spread rapidly in China, changed the global balance. Despite the support packages, incentives and recently-increased vaccination efforts, the process of recovery from the pandemic cannot be fully predicted. The pandemic affects developing countries more negatively compared to their developed coun-

terparts; geopolitical and global risks and fluctuations in exchange rates have led to a difficult year for our country in 2020. During the pandemic, which once again showed the world the strategic importance of the food and agricultural sectors, the value of the concepts of food assurance and food security, and the importance of self-sufficiency in these sectors, the demand for basic food products increased and these sectors were once the key to social welfare. Having made significant contributions to the development of the food and agriculture sectors in Turkey, Yaşar Group has not given up on continuing its production activities primarily in the food, beverage and agriculture, as well as paint and sanitary paper sectors. Accordingly, it has continued to deliver its consumers healthy and reliable products, under its motto of "caring for the entire value chain" viewing this motto, which has gained importance during the pandemic period, as a social responsibility.

While good decisions made and steps taken without compromising on efficiency and quality had significant weight in achieving successful results, the Group quickly implemented measures and actions aimed at protecting the health of employees and optimal business maintenance, managing the supply chain effectively, and navigating the process with the contribution of all stakeholders.

**OUR CONSUMERS AND CUSTOMERS COME FIRST**

*"With all our units, we strive to identify the needs of our consumers and internal and external customers quickly and accurately, and adopt an agile, proactive and innovative approach to meet their changing expectations for a better life."*

Yaşar Group Companies prioritize sustainability, digital transformation and innovation in their business strategies with all their dimensions, improve their operational and digital infrastructures to render their operations future-proof, introduce innovations that will shape their respective sectors with R&D studies, and continue their projects focused on innovation, efficiency, and quality. Group companies improve their business processes and create value by developing digitalization and innovation projects each year within the scope of the digital transformation program strategy.

**Best Practices of Group Companies in 2020**

**Yaşar Bilgi**

Yaşar Bilgi, a technology company within Yaşar Group, specializes in the digital transformation of its customers. Yaşar Bilgi, which has implemented mobile field sales and field management automation systems with thousands of users with nearly forty years of experience in the sector, serves internal and external customers by offering cloud-based digital business management software solutions. Yaşar Bilgi accelerates the development of Industry 4.0 in the digital world by developing digital business management software and innovative mobile applications.

**Digital Field Business Model Project**

In the 2020 Yaşar Sustainability Competition, The Digital Field Business Model Project developed by Yaşar Bilgi won first prize.

**Robotic Process Automation**

In 2020, Robotic Process Automation Technology has started to be used for critical, yet time-consuming tasks that would normally spell repetitive work for employees, with an innovative approach. In Yaşar Group companies, such processes are modeled and transferred to software robots. Through robotic process automation projects, employee productivity has been increased by transferring the monotonous workload from the employee to robotic software, thus providing the

employee the time to undertake more value-added tasks.

**Digital Product Family**

The "Digital Product Family", which has been in development for over four years, is offered to internal and external customers using up-to-date technologies and free software.

**New Technology Training**

Company employees participate in training activities and summits involving new technologies and approaches, supporting projects organized by public or private organizations. For example, in 2020, the company participated in and sponsored the 100% Digital Transformation Consultancy Certificate Program, GDG Days, and PMI Summit 2019.

**Order Card Opening**

With this project, the "Order Card Opening" process of the Planning Department (a process that takes an employee a total of 6 hours in a single day to undertake) has been transferred to software robots. The transfer of such processes to software robots aims to provide employees with more time for value-added tasks. In October, the processes of Human Resources Department, Planning Department, and Sales Analysis and Purchasing Department were modeled accordingly.



## CARING FOR THE BUSINESS / DIGITAL TRANSFORMATION

### Transfer of Sales Conditions to a Digital Platform

The transfer of the sales conditions (discount, price, and maturity) used in the SAP Sales Distribution System to a digital platform includes passing approvals on the system and transferring them to the SAP system of Çamlı Yem Besicilik. With this project, signatures and paper approvals were removed in the company; the signature and approval process is no longer being carried out online and mobile and paper waste is prevented.

### Counting Project

With the Counting Project developed as part of the Digital Product Family, warehouse employees can now complete the counting process in 3 hours, as compared to 2-3 days on average previously.

### Mobile HR Applications

Certain functions of HR applications (such as travel request, leave request, leave approval) have been moved to mobile applications that we have recently developed, which has accelerated processes, especially during the pandemic period.

### COVID-19 Survey

With the "survey" carried out every day on the digital platform, employees are given feedback, especially on the COVID-19 pandemic process and their health status, while at the same time, employee suggestions and opinions on all other issues can be gathered through this platform.

### Quality Control and Satisfaction Measurement Process for Software Products

Care is taken to ensure the quality of software products through quality control and testing processes. The software development process involves a two-stage quality control process. Unit tests and integration tests are performed. Testing involves new business processes developed before the software product is available and business processes that may be affected in the development process. In the testing process, test automation is used to reduce the dependence on human attention. Interface tests are performed using Selenium software. The aim is to ensure fewer errors in software products.

The Group on Security of Applications Open to The Internet has been established and routine meetings are held with all relevant stakeholders. Developments are closely monitored and the security documentation of the software is updated. Security standards published by institutions such as TÜBİTAK are also used. Using OWASP ZAP security/quality tools, vulnerabilities are identified proactively and necessary precautions are taken.

In addition, customer satisfaction is measured for projects and orders using software products developed with the survey application (digital, corporate / business tracking).

The development of the survey software intended for flexibly preparing all kinds of satisfaction and evaluation surveys (food, education, health, safety, staff satisfaction, etc.) was completed in the last quarter of 2020.

### Yaşar Birleşik Pazarlama

Yaşar Birleşik Pazarlama has made it its mission to ensure an environmentally-friendly, high value-added, safe and sustainable process management with high technology and integrated systems for sales and distribution.

Digital Transformation Leadership is one of the Group's core strategies, and Yaşar Birleşik Pazarlama is a leading company in terms of digitalization both within the group and across Turkey. As part of this leadership role, the company has a separate department for compliance and controlled process management that knows the customer, has excellent command of digital operations, and is experienced in business analysis and development methods.

At the beginning of 2020, with the transition of YBP's organizational chart from a regional to a channel structure, departments such as Logistics, Business Management Systems, Commercial Marketing, and Purchasing, which are digital operations-intensive, were joined together, while a supply chain channel was established with a focus on digitization-oriented processes. Acting together with all units, it has become a standard for the company to advance decision-making processes based on data and advanced forecasting models.

Digital business processes, annual project planning, scheduling and budget tracking of system needs within the framework of the strate-

gic plan is among the most important efficiency tracking processes of YBP's management.

The company, which collaborates with Yaşar Bilgi in digitization-related software, strives to produce its own software and also develops digitization strategies to support channel management.

### E-Archive And E-Waybill Transition

With the transition of all companies involved in e-Invoice application to e-Archive Invoice and the e-Waybill system, YBP has provided small and medium-sized dealers with consulting and training in the process involving dealers and GIB stakeholders with its experience with the integration process. In this way, third-party integrator companies are also provided with employment opportunities.

### Electronic Transportation Monitoring And Inspection System (U-Etds)

U-ETDS is a system which allows for the electronic real-time tracking, evaluation and control of goods, cargo and passenger movements carried by companies engaged in transport activities within the framework of Road Transport Law No. 4925.

Having L1 Certification (Logistics Processors), Yaşar Birleşik Pazarlama transfers the sender information, recipient information, waybill and invoice/e-invoice information, and other cargo information to the U-ETDS system online in compliance with the conditions specified in the relevant laws and regulations.

## CARING FOR THE BUSINESS / DIGITAL TRANSFORMATION

### Digital PARS Project

The Digital PARS application is the successor of the Digital Field application, which won first prize in the Economic Sustainability Category of the 2019 Yaşar Sustainability Competition, and is an integrated system established to collect prices.

PARS employees collect the prices of competing and Pinar products that have been designated for customers who see a PARS icon with their tablets, traveling the routes set for them. The collected prices are then reported in the Digital Field system through the PARS system.

### Mobile Dealer Project

The Mobile Dealer Project includes the hot sales of products to traditional and non-household consumption sales channels by merchants known as mobile dealers working independently from YBP's sales personnel with their own vehicles within allocated regions and routes.

With the adaptation of Mobile Dealer processes to the Digital Company program used by dealers, the transition of the Mobile Dealer to the Digital Company was completed in July 2020 and the system has been activated.

The Digital Company training of 6 mobile dealers that started their operations in the West Marmara Regional Directorate have been completed. This project also provides employment by allowing those with a vehicle, driver's license, and the necessary sales skills to perform

sales and distribution activities on behalf of a company in the field following training in a digital environment.

### Virtual Pos

The Virtual POS Collection System is a digital version of POS systems used in daily life for credit card purchases. Thanks to this system, transactions between the customer and the company can be made electronically and online via the internet. The virtual POS application, which started to be used in recent years, has been integrated with SAP in 2020.

In this way, Virtual POS has become a digital product that allows companies to manage collections and is integrated with SAP.

### Order Lines

In the pandemic period of 2020, a virtual center was established in cooperation with Türk Telekom and the YBP Phone Order Line (444 6 154) was established to enable sales teams to place their orders so as to increase customer satisfaction, along with the order receipt processes in the field.

In this way, customers can quickly place their orders by calling the number.

### Digital Payment Request

The Digital Payment Request aims to carry out online payments in return for documents and workflows passing through the cash register, to automate

approval processes and accounting, to terminate cashier payments and instead have them made by bank transfer through the Finance department, and to prevent money circulation, especially due to the pandemic.

### Pınar Su ve İçecek

#### Contactless Delivery Service

With contact-free delivery gaining popularity among consumers, Pınar Su ve İçecek, the first company among water brands in Turkey to offer credit card payment, has distributed products with contact-free delivery during the COVID-19 pandemic period, which led to an increase in the number of mobile dealers. In order to facilitate consumer access to products during this period, Pınar Süt products were also sold through Pınar Su's ordering application. A more comprehensive, long-term and lasting cooperation has been developed in line with consumer expectations and consumer satisfaction. Efforts have been made to increase the system usage rates of dealers by adapting to the digitalization process.

### Pınar Süt

#### SCM Route Optimization Program

The SCM route optimization, an SAP-based program, was introduced in March 2019 for use in raw milk tanker operations. The shortest distance, the highest tanker load rate, the most suitable vehicle, and the

lowest fuel consumption and carbon emissions are targeted through the tanker route program.

### Robotic Process Automation

In order to increase the use of technology and artificial intelligence, robotic process automation has been initiated for certain technical materials. In 2020, the bidding phase of 1,411 materials (receiving commercial bids from approved suppliers) took place at the İzmir, Eskişehir and Şanlıurfa factories via robotics.

### Pınar Et

#### Mobile HR Application

Certain functions of HR applications (such as travel request, leave request, leave approval) have been migrated to the mobile applications that we have recently developed, which has accelerated processes, especially during the pandemic period.

### Delicatessen Production Weight Control Automation

The automation of delicatessen product filling machines has been put into operation. It consists of scales added to the system and a computer program that processes data received from those scales, thus optimizing the machine's operating parameters. The optimization of the program has improved filling performance.

## CARING FOR THE BUSINESS / DIGITAL TRANSFORMATION

### Packaging Lines Modified Atmosphere Automation

In the delicatessen packaging department, an automation system has been set up that allows gas sets used for packaging purposes in a modified atmosphere to pass to another set without interruption when finished, while informing the relevant department of the change.

### Sausage Packaging Automation in Modified Atmosphere

In the packaging department, a faster and more efficient filling and packaging machine has been set up that automatically performs sausage portioning in MAP sausage production and is fully compatible with end-of-line automation. The bottleneck experienced as a result of the increase in the MAP sausage budget, especially in small packages, was eliminated and an alternative was created to the single machine available for the production of this product.

### Sudjuk Salami Sausage Lines Packaging Automation

The project involving box making, product boxing, box closing and palletizing automation has been started within the scope of end-of-line automation of deli products. The installation of the equipment for the sausage and sudjuk lines was completed in 2020. Robotic process management instead of manual labor has increased productivity and allowed for more efficient use of the workforce.

### Beef Rendering Automation

The beef rendering plant, which was established in 1985 and since

completed its economic life, has been completely renovated. The equipment is controlled via tablets thanks to the software installed as part of this investment, which will allow for more efficient production. The process data is also regularly recorded by the software.

### Rendering Fat Automationu

A weight control system has been established to take the fat obtained from beef and turkey rendering plants into tanks in a controlled manner. The system has been integrated into the existing transfer system.

### Fault Maintenance Process Automation

The SAP maintenance module used in the factory has been updated and new titles have been added to the system. In this way, all production stops experienced can be entered into the system, which allows for more effective monitoring of the process. A part has been added that allows the management of operations such as following the fault and maintenance records, converting them into orders, and confirming and closing them from a single screen. In addition, a new structure has been created for door exit records, which were formerly manually monitored.

### DYO Boya

#### Digitalization Projects of Purchasing Operation

DYO Boya, which has a wide network of suppliers of raw materials and packaging meeting high quality standards, continued to purchase from

over 350 suppliers in 2020. The company aims to increase its purchasing volume and number of suppliers and maintain operational activities with new technology through the "Digitization Projects of Purchasing Operations." The Supplier Performance Assessment Module, the second phase of the project regarding the Supplier Portal, was put into operation in 2019 with preparation of future-oriented project infrastructure in the company's digitization process. In addition, works on the RFQA (Request for Quotation) and FI (Financial Processes) modules were completed in 2020.

### DYOBIL Mobile Application (Mobile Field Sales Management Program)

DYOBIL is an application that allows DYO's sales staff to perform their tasks in the field via mobile software. Thanks to the application, basic functions such as order entry, access to turnover reports, current account review, and inventory query can be performed when outside the office.

### Software For Remote Access To Colouring Machines

Remote access to machines can be provided thanks to simcards installed on over 3,000 coloring machines located at sales points. With additional software, production performance and failure status can be monitored and software failures can be solved remotely. At the same time, the software allows for the assigning of new colors to all

machines at the touch of a button, which provides savings in labor and time.

### DYO Zafer Yıldızları Application

This is software developed for the management of field sales personnel with issued targets. By providing region-based targets, it makes it possible to set goals specific to the needs of the brand in micro-geographies. This ensures the focus and high concentration of employees on the targets, and aims to implement different location-based strategies and increase productivity in those geographies.

### Dealer Sap System

With the active and regular use of SAP systems installed at wholesale dealers, the systems infrastructure of dealers is strengthened, while simultaneously providing various reporting opportunities that contribute to the business operations of dealers.

### DYO e-Dealer

This is B2B software that enables the integration of dealers with DYO. With this software, dealers can place orders over the internet, track order and shipment status, manage their current accounts and make payments via virtual POS. It also serves as a platform where they can instantly follow and learn about developments at DYO.

### PınarOnline

PınarOnline was created to deliver Pınar quality directly to consumers by establishing a direct bond, while boosting the competitiveness and added value of the national economy. Its design presents a new generation, consumer-oriented shopping experience leveraging Pınar's strong digital presence in the e-commerce market. This market has become a key and

increasingly effective sales channel in today's world where digitalization impacts every aspect of life, and where consumers expect faster and smarter solutions.

Believing that technology and digitalization are fundamental guide to all Yaşar Group stakeholders achieve a "better life," the success story of Pınar's brands and products in conventional sales channels is now reflected to the digital arena.



PınarOnline is a user-friendly platform reflecting the core aspects of e-commerce, where consumers receive an optimum service from expert teams. With its flexibility to evolve, a new generation customer experience in after-sales service is available on its website and on the mobile application.

PınarOnline will introduce users to new products and services in addition to Pınar's product portfolio, differentiating itself from its competitors through sustainability in line with the basic nature of e-commerce.

Pınar Box, which groups products by concept, Pınar Kasap, which tempts the consumer's palate with the freshest, most delicious gourmet meats, and Pınar Chef, your kitchen assistant bearing delicious recipes, were positioned under PınarOnline to meet consumer needs and expectations.

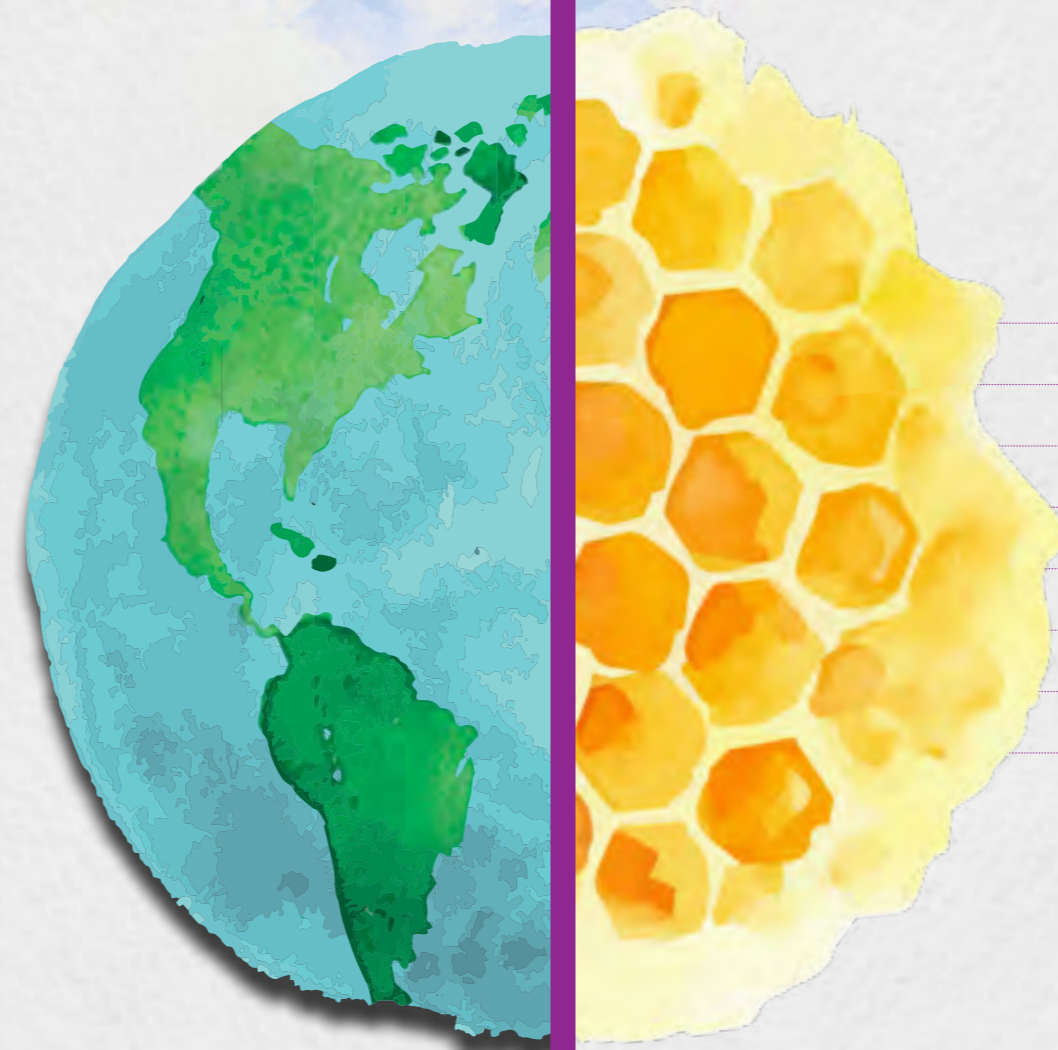
PınarOnline reaches consumers with two delivery models.

Starting off with Istanbul, couriers will deliver +4 C°/ -18 C° product orders directly using PınarOnline branded cars and electric vehicles with next-day delivery at the latest. Meanwhile, cargo vehicles will deliver product groups that can be transported to the various regions of Turkey.

The distribution network will be expanded to Ankara and Izmir in 2021, and the plan is to include 6 additional provinces in 2022 depending on market conditions.

Reflecting Yaşar Group's commitment to sustainability in all its processes, as well as consumer-oriented, PınarOnline aims to become an environmentally friendly brand by 2025 with its 100% electric-powered delivery network and robust technological infrastructure.

## CARING FOR THE EMPLOYEES



- Human Resources Approach
- Employee Rights
  - Equality of Opportunity and Prevention of Discrimination
- Favorable Working Conditions
- Recruitment
- Rights Provided To Employees
- Employee Development and Talent Management
- Occupational Health and Safety



• Rather like the spider, ants, bees and birds are also some of nature's most significant architects. Honeycombs, among the most successful structures based upon the rules of physics, symbolize a structure embodying unity and solidarity.

## CARING FOR THE EMPLOYEES / HUMAN RESOURCES APPROACH

### Our Human Resource

*"Illuminated by our torch of Science, Unity, and Success, we believe that our human resource comprising educated, experienced individuals with a high sense of belonging and ownership, are open to all science-based developments, value information sharing and the spirit of unity, while the adopting of a participatory management and success-oriented work approach is among our core values."*

The understanding of "decent work" mentioned in the United Nations Global Compact, which Yaşar Group signed and is committed to complying with, is among the fundamental values that define the way Yaşar Group does business. In this context, the Group always ensures that its human resource management, working principles and conditions are in line with the Universal Declaration of Human Rights, prioritizing and focusing on the basic rights, health, safety and well-being of its employees.

For Yaşar Group, human is one of the most important corporate values that is constantly developing and prospering. The Group's human resources, formed on the basis of "Science-Unity-Success," consist of educated, experienced individuals who have a high sense of belonging and ownership, are open to all science-based developments, value information sharing and the spirit of unity, and adopt a participatory management and a success-oriented work approach.

Positioning "human resources" among its corporate values, Yaşar Group has adopted a human resources policy based on participati-

on, creativity, and efficiency. The Group aims to employ an innovative, highly motivated, well-performing, and qualified workforce through its human resource strategy and to increase the commitment of its workforce through sustainability. With its human resources strategy and egalitarian human resources practices shaped in line with the principle of "the right person for the right job," the Group aims to become an organization where everyone wishes to work. In achieving its goals, Yaşar Group makes it one of its priorities to ensure that its employees adopt Group's values and aim to achieve these goals decisively.

In Yaşar Group, employees are given equal opportunities in all human resources processes such as recruitment, remuneration, performance evaluation, training and development, and women's empowerment in the workplace and society is especially supported. Child employment and forced and compulsory labor are not allowed in Group companies. Among Yaşar Group companies, Pınar Süt has had unionized employees since 1976, DYO Boya and Pınar Et since 1985, and Viking Kağıt since 2013.

Yaşar Group companies regularly organize various training programs in line with human resources policies and within the scope of employee development and talent management and continue to work to improve the performance of their occupational health and safety management system.

The pandemic period, which negatively affected the whole world and all aspects of life, also changed the way we work and how we communicate with employees. With the primary aim of making its employees feel safe and peaceful in an atmosphere of intense uncertainty and uneasiness, Yaşar Group made it easier for employees to adapt to this new situation, both individually and as a family, with various leave applications in March 2020. It then supported the rotation of employees working in roles suitable for remote work by switching them to the remote work model. In order to provide social interaction, the Group increased the use of remote access technologies, organized training sessions on remote work, increased communication and provided information so that employees can protect themselves and their loved ones, and aimed to reduce uncertainty and maintain a sense of trust.

## CARING FOR THE EMPLOYEES / EMPLOYEE RIGHTS / Equality of Opportunity and Prevention of Discrimination

In Yaşar Group, employees are given equal opportunities in all human resources processes such as recruitment, remuneration, performance evaluation, promotion, assignment, training, and development.

Believing in the principle of continuous development, Yaşar Group promotes the health, safety, education and personal development of all employees with the principle of equality. As indicated on the Group's corporate website, there are defined competencies and qualifications for each open position. In the recruitment process, the qualifications and competencies required by the position are evaluated on the basis of the candidate's suitability, and there is no wage difference between male and female employees in recruitment and promotion.

### Ratio of the Number of Female Employees to the Total Number of Employees in 2018-2020

Year	Number of Female Employees	Number of Male Employees	Total Number of Employees	Ratio of Female Employees (%)
2018	1,167	5,178	6,345	18.4
2019	1,120	5,046	6,166	18.2
2020	1,095	5,064	6,159	17.8

\*The Table of Total Payroll Employees includes executives, white collar, blue collar, and temporary employees.

Within the Group, where criteria such as religion, gender, age and marital status do not affect human resources processes, there were no complaints from employees regarding discrimination in 2020.

### Empowerment of Female Employees

Supporting the empowerment of women in every sector in which it operates, Yaşar Group signed the "UN CEO Statement of Support for the Women's Empowerment Principles" in 2012, and has also participated in the "Equality at Work Platform" advanced by the World Economic Forum and maintained under the leadership of the Ministry of Family and Social Policies, and in the "Women's Empowerment Working Group" created by the Board of Global Compact Turkey.

Gender equality is an issue that Yaşar Group is committed to and has supported in all areas of activity since its foundation. Over the years, different works on gender equality have been carried out and implemented. Yaşar Group has become one of the leading organizations in this field and has started to focus more on the empowerment of women and the inclusion of women in business life by signing the Women's Empowerment Principles (WEPs) CEO Statement of Support coordinated by the UN in 2012. With this initiative, the Group has started to carry out various activities, focusing more on the issues of women's empowerment and inclusion in business life.

- Yaşar Group, one of the spokespersons of the "Global Compact Women's Empowerment Izmir Platform," which was implemented in 2019 under the leadership of ESİAD and İZİKAD, has increased its responsibility not only within the Group, but also within the province and region.
- Continuing its leadership in women's empowerment with the slogan, "We made a promise to future generations to empower women," the Group has championed making Gender Equality a priority in all Group companies, working primarily towards empowering female employees and improving their working conditions. In this context, the structure of "Gender Equality Committees" established in Group companies was changed in 2020, and an inclusive Gender Equality Working Group was formed with the participation of 110 representatives from all Group companies.

## CARING FOR THE EMPLOYEES / EMPLOYEE RIGHTS / Equality of Opportunity and Prevention of Discrimination

- Yaşar Holding was one of the first to join the Target Gender Equality Program, initiated in 2020 with the purpose of supporting companies by offering tailored performance analysis, capacity building workshops, learning from each other and multi-stakeholder dialogue programs for UN Global Compact member companies in 45 countries. Implemented for the first time in 2020, the program guides companies in setting ambitious and realistic targets for the high-level representation and leadership of women as important representatives of the business world. It gave the Group the opportunity to evaluate works of companies around the world and in Turkey on gender equality, while also implementing good practices within Group companies. The Group aims at inclusivity by looking not merely at the issue of gender equality, but of “equality” in broad brush-strokes.

**27% of those promoted to specialist and higher-level positions during the reporting period were female employees. During the promotion process within the Group, care is taken to include female employees among the proposed candidates.**

23% (75 employees) of those recruited during the reporting period were female employees. The ratio of female employees among those recruited to executive roles was 20%.

Pregnant and nursing employees in the Group work within the periods specified by law, and female employees continue to work in the same position after returning from maternity leave. In 2020, 74% of female employees returned to work after maternity leave and 100% of male employees returned to work after paternity leave.

Return to Work Rate

	2018	2019	2020
FEMALE	76%	94%	74%
MALE	100%	100%	100%

Remaining at Work Rate

	2018	2019	2020
FEMALE	89%	95%	86%
MALE	88%	96%	88%



## CARING FOR THE EMPLOYEES / FAVORABLE WORKING CONDITIONS

The aim of Yaşar Group's human resources practices is to create an employer brand with fair human resources policies and practices that win the hearts and minds of employees by acting on the principle of placing "the right people in the right job," of attracting to the Group the most talented, qualified, creative, innovative, motivated and high-performing workforce in the market, and of retaining its qualified workforce by providing development opportunities and increasing commitment.

In Turkey, child employment is regulated by Labor Law No. 4857. According to the relevant provisions of the law, those below the age of 15 cannot be hired, but as an exception, those who have reached the age of 14 and have completed primary education can be employed in light jobs and with limited working hours that do not interfere with their development and education. Although there is no legal obligation, Yaşar Group companies have adopted the principle of not employing those under the age of 18.

In all companies operating within Yaşar Group, working days and hours, official, general and weekend holidays are defined and announced to employees. Group companies can perform overtime work by obtaining the consent of the employees for reasons such as quality of work or an increase in production. Working hours are regulated within

the framework of the requirements specified in the Labor Law and overtime wages are paid in accordance with the Labor Law. Documents related to job descriptions of employees of Group companies are shared within the respective company through the common system used in accordance with ISO 9001 and accessible to all employees.

**Within Yaşar Group, no case was filed regarding forced labor in 2020.**

In Yaşar Group companies, an indefinite-term employment contract is made with all employees in accordance with Labor Law No. 4857. Contractors and subcontractors who establish business partnerships with Group companies are also required to insure their employees.

Yaşar Group companies, known for being pioneers in their respective sectors, are also taking important steps regarding unionization. DYO Boya was the first company in the paint sector to implement a collective bargaining agreement. Group companies have always established constructive relations with employees who are members of legal unions, and continue to respect the right of employees to join a union. In this context, the rights of employees have been secured by workplace and business collective labor agreements entered into by and between the employers and Petrol-İş Union in DYO Boya, Tek Gıda İş Union in Pınar Süt and Pınar Et, and Selüloz İş Union in Viking Kağıt.

Breakdown of Employees in a Collective Bargaining Agreement in Yaşar Group Companies in 2018-2020

Yıl	PINAR ET		VİKİNG KAĞIT		PINAR SÜT		DYO BOYA	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
2018	13.3%	58.9%	1.0%	61.9%	6.6%	56.1%	0.6%	46.6%
2019	13.1%	59.4%	0.6%	40.0%	4.2%	37.4%	0.6%	40.9%
2020	12.9%	58.9%	0.9%	41.4%	4.0%	35.7%	0.6%	40.6%

## CARING FOR THE EMPLOYEES / FAVORABLE WORKING CONDITIONS / RECRUITMENT

Yaşar Group evaluates its human resources objectively based on the criteria of knowledge, skills and experience required by the position in light of the principle of "Science, Unity, and Success." With a people-oriented management approach, the Group aims to bring together educated and experienced employees who value knowledge sharing and the spirit of unity, and who are open to all scientific advances, while it adopts a participatory management and success-oriented work ethic.

Candidates who wish to work at Yaşar Group companies, which carry out their activities in the light of human rights standards, can apply directly on Yaşar Holding's corporate website, or else through recruitment sites. Internship and job postings are published on Yaşar Holding's web-

site, and candidates can save their resumes in the application pool.

Candidates found suitable as a result of preliminary evaluations made by the human resources department of the respective company are interviewed in the presence of the relevant department managers, and job offers are made to successful candidates after a reference check. Candidates who are not deemed eligible for the role are notified via the career portal, e-mail, or phone.

Upon completion of the recruitment process, employees are informed of Personnel Regulations that regulate working conditions, rights, duties and responsibilities, and applicable personnel policies and principles.

## Rights Provided To Employees

SOCIAL RIGHTS	KEY*	WHITE COLLAR	BLUE COLLAR (**)	TEMPORARY
Life insurance			N/A	
Healthcare services	✓ (Covered by the company)	✓ Certain Tiers (Covered by the company)		
Disability and invalidity insurance			N/A	
Maternity leave	✓	✓	✓	✓
Retirement pension			N/A	
Stock options			N/A	
Others				
New Year's Present	✓	✓	✓	✓
Holiday Present	✓	✓	✓	✓
Heating Allowance	✓ Certain Tiers	✓	✓	✓ Certain Tiers
Holiday Allowance	✓ Certain Tiers	✓	✓	✓ Certain Tiers
Food Allowance	✓	✓	✓	✓
Commute Allowance		✓	✓	✓
Marriage	✓ Certain Tiers	✓	✓	✓ Certain Companies
Birth	✓ Certain Tiers	✓	✓	✓ Certain Companies
Death	✓ Certain Tiers	✓	✓	✓ Certain Companies
Car	✓	✓ Certain Positions		
Gas	✓	✓ Certain Positions		
Phone and Subscription	✓	✓ Certain Positions		
Seniority Incentive Bonus	✓	✓	✓	
Clothing		✓ Certain Positions	✓ Certain Positions	✓ Certain Positions
Sales Bonus	✓ Certain Positions	✓ Certain Positions		

\*Managers and Above. - \*\* SOCIAL RIGHTS OF UNIONIZED BLUE COLLAR WORKERS ARE NOT SPECIFIED.

## CARING FOR THE EMPLOYEES / EMPLOYEE DEVELOPMENT AND TALENT MANAGEMENT

### Training and Development Activities

One of Turkey's leading communities, Yaşar Group supports the continuous professional development of its employees as well as their personal development, and creates development plans according to the 70:20:10 Effective Learning Model, which defines the focus of learning methods employed. According to this approach, 70% of development is achieved by gaining experience, applying and learning at work, 20% by learning during relationship management and communication, and 10% by formal training methods and classroom training. The Group's competitive advantage is maintained by implementing numerous training programs aimed at enhancing employee competencies, from orientation and on-the-job training to personal development and management skills training.

A total of 47,282 hours of training were carried out throughout Yaşar Group in 2020, and the average training hours per employee was 7.6. The average training hours per female employee was 8.7 and per male employee was 7.4.

### Total Training Provided in 2020

Total Training Hours  
**47,282** Hours

Average Training Hours  
**7.6** Hours/Employee

Total Annual Training Hours per Employee by Gender and Employee Category

TOTAL TRAINING HOURS 2020	EXECUTIVE	WHITE COLLAR	BLUE COLLAR	TEMPORARY	TOTAL
FEMALE	10,9	10,1	4,7	30,2	8,7
MALE	8,6	7,8	6,5	17,7	7,4
TOTAL	9,2	8,4	6,3	19,4	7,6

Total Annual Training Hours per Employee by Gender and Employee Category

TOTAL TRAINING HOURS 2020	EXECUTIVE	WHITE COLLAR	BLUE COLLAR	TEMPORARY	TOTAL
FEMALE	764	6.429	1.840	634	9.667
MALE	2.033	14.119	19.130	2.334	37.615
TOTAL	2.797	20.547	20.970	2.967	47.282

### Career Management System: Yaşar Talent Management

The Yaşar Talent Management Program was implemented for the first time in 2017 with 5 pilot companies, and later extended to 6 companies in order to ensure the continuity of the leadership knowledge of Yaşar Group, maintain/improve the knowledge and experience of the organization, anticipate the needs of the next period and maintain a workforce that is ready to step in as needed. Yaşar Talent Management is aimed at meeting the career expectations and development needs of managers and employees, as well as ensuring the continuity of the organization.

### Future Class Young Talent Program

The "Future Class" Young Talent Program was designed to identify young talents to secure the future of Yaşar Group. Jobs for the relevant program were posted on Yaşar Kariyer, Kariyer.Net and LinkedIn, and applications were received through these platforms. Various digital experiences were offered to candidates during the selection process carried out on a digital platform. First, those candidates who passed the online English exam took the general proficiency test, and those who successfully completed this exam participated in the online video interview application. The interview phase started with those candidates deemed to be a good fit. Eighty percent of the new talents who started working at Group companies as part of the project continued to work for the Group and were active in companies in 2020.



### Best Practices of Companies

#### DYO Boya

- During the pandemic period, which negatively impacted the entire world and all aspects of our social and professional life as of the first quarter of 2020, DYO Boya has taken over 40 measures to support the employment and economic mobilization of Turkey by safeguarding the health of all its employees first, and then the continuity of production, supply, sales and marketing processes.
- As a result of the TSE audit, which was carried out to determine the compliance of this chain of measures with the new normal, and to certify that all processes at the factory allow for safe production, DYO Boya became the first company in the paint sector to receive a "Safe Production Certificate". TSE auditors included the isolated vehicle design, emergency response team and special protective equipment planning and meeting room applications of Dyo Boya to the good practices list of TSE.
- Improvement efforts have been initiated for the digitalization of human resources processes. The Mobile HR application, which allows employees to perform payroll and leave management processes via

mobile phone, has been implemented.

- In 2020, a total of 11,207 hours of training were given through Technical and Personal Development Training, with an average of 11,64 hours per employee.
- In 2020, when the pandemic began to affect our country, a total of 38 personnel were recruited, excluding temporary and contract workers.
- In order to increase sales volume and contribute to production continuity through marketing activities under pandemic conditions, the position of regional marketing officer was created and additional employment was provided.
- All Personal Data Protection processes have been revised with pandemic conditions in mind.
- In order to reduce the negative effects of the pandemic on employees and their families, online interviews were organized to increase internal motivation.

## CARING FOR THE EMPLOYEES / EMPLOYEE DEVELOPMENT AND TALENT MANAGEMENT

### Pınar Süt

- In 2020, Pınar Süt focused primarily on the health of its employees and the best management of the pandemic, with the aim of increasing employee commitment and satisfaction during the challenging pandemic period. At Pınar Süt;
  - › “Covid 19 Information” and “Hygiene Training” sessions were organized and a short informational video was prepared by workplace physicians in order to draw attention to health measures and increase the awareness of employees.
  - › By conducting personnel operations on the digital platform, contact was prevented and the risk of infection minimized. The Mobile HR application was introduced and all employees were encouraged to use it in order to ensure that they were in agreement with their managers by directly creating their annual leave, excuse leave, mari-

tal leave, maternity leave requests and payrolls, and completing the transactions more quickly.

- › During the pandemic period, the use of online platforms increased due to the risks that physical interviews could pose, and meetings, interviews, training and internal communication continued through video conference software.

- In 2020, a total of 12,531 hours of training were given, with an average of 8 hours per employee through Technical and Personal Development Training.
- The “Enjoying Coffee with Pınar Latte” event was organized and new Turkish coffee product “Truva” was presented to employees on World Coffee Day.

### Yaşar Birleşik Pazarlama

- Having become one of the pioneers of Gender Equality by signing the Women’s Empowerment Principles (WEPs) CEO Statement of Support in 2013, Yaşar Group has become one of the spokespersons of the “Global Compact Women’s Empowerment Izmir Platform,” which was implemented under the leadership of ESiAD and İZİKAD in 2019. As all Group companies, YBP also established the “YBP Gender Equality Committee” on a voluntary basis, and the name of the Committee was changed to “YBP Gender Equality Working Group” in 2020. The Committee, which consists of 10 members, developed projects to support issues such as providing internal awareness training, supporting women’s entrepreneurship, providing help for pregnancy, motherhood, fatherhood and child care, facilitating mentorship to empower women in business life, and developing products and services compatible with gender equality. In this context, the “YBP FAMILY SCHOOL” and “YBP I AM AWARE” projects initiated in 2019 continued in 2020 as well:

- › **As part of the YBP FAMILY SCHOOL project, a mother-father training event was organized with the motto “Happy Child, Successful Future!”** In this context, Gynecology and Obstetrics Specialist Dr. Yaren Tuğba Bektaş, Specialist Psychologist Aycan Bulut and Nurse Gülşah Umar from Kozyatağı Central Hospital provided training on the “pregnancy process”, “birth”, “newborn care”, “what awaits us in life with an infant” and “child development (0-3 years)”.
- › A training event was organized in cooperation with Professional Erickson Coach Damla Özden Kayacan and Professional Gestalt Coach Aysıl Tokcan as part of the “Mindfulness and Our Energy in Times of Change and Uncertainty” event of the “YBP I AM AWARE” Project.
- Within the scope of International Women’s Day on the 8th of March, articles produced by working women were presented to employees with the slogan “A productive woman is a free woman.”

## CARING FOR THE EMPLOYEES / EMPLOYEE DEVELOPMENT AND TALENT MANAGEMENT

- As part of the “Say No to Violence against Women” campaign, all YBP employees showed support for the effort by wearing orange ribbons.
- A psychological support webinar was organized in order to support employees during the epidemic period. Later on, one-on-one support was provided for employees suffering from COVID-19 so that they could return to their normal lives. After the İzmir earthquake, a special event was held with employees living in the İzmir region. Professional psychologist and counseling services were provided to employees who had lost relatives in the disaster. Seventy four employees participated in the “Reality of the Pandemic and Our Lives” and “Natural Disasters and Our Lives” seminars in 2020. Around 25 employees were also offered individual services.
- 46% of the 4,227 hours of training held in 2020 were compulsory, while 54% were individual and vocational training.
- Pilates Training, organized for employees since 2016 in order to promote a healthy lifestyle, continued at the İzmir office until March 2020 and was canceled due to the pandemic.
- Within the scope of the “Dietitian Service” for employees, they received support on healthy nutrition and eating habits by making appointments for 2 full days a month from August 2018 to March 2020.
- Other activities organized within YBP include Wellness Training for employees, a women-only workshop, and a Breast Cancer Awareness webinar.

### Yaşar Bilgi

- In order to increase employee satisfaction, loyalty and participation, employees are surveyed to determine annual leave periods, and employees determine the leave period by voting.
- In addition, a survey is sent by e-mail to evaluate teammates when working on projects or with which teammates employees would be happy to work with in future projects.
- Employees studying towards their doctoral or master’s degrees are allowed 4.5 hours per week.
- Employees whose birthday falls on a working day are considered on administrative leave after 15:00.
- The 70-20-10 Effective Learning Model used throughout the Group is applied to employees hired to be trained. In order to increase the specialty knowledge, it is essential in Yaşar Bilgi that assistant specialists accompanied by senior specialists take part in projects personally and gain experience. Our employees are in constant communication with the team, project manager and customer throughout the project. Our company uses world-class training portals in order to increase the technical knowledge of employees on Information Systems. Priorities changed whereby formal training could not be provided in 2020 due to the pandemic. Hands-on experience and direct participation with mentor support were used.

## CARING FOR THE EMPLOYEES / EMPLOYEE DEVELOPMENT AND TALENT MANAGEMENT

### Pınar Et

- As all Yaşar Group companies, Pınar Et has also formed a voluntary Gender Equality Working Group and started carrying out activities. "Women Empowerment Awareness Workshops" were organized to raise awareness of Gender Equality and Violence against Women.
- In order to support our newly-recruited colleagues' process of adaptation to the company and their job, a colleague from their department is appointed as their guide.
- In order to provide access to the Human Resources applications in the portal system in the mobile environment, the "Mobile HR Application" has been put into operation and employees have access to all attendance and absence information.
- Pınar Et continued its classroom training in 2020 in line with its core business policies and strategies, and also conducted online training sessions using digital platforms.
- By continuing its investment in human resources without interruption, Pınar Et strived to improve the personal, professional and management skills of its employees in 2020. The professional development of employees in line with technical training needs was ensured and professional qualification documents were awarded to employees. Internal and external training programs were implemented within the framework of the plan established for all employees in line with their needs, and in order to ensure their continuous development.

### Pınar Su ve İçecek

- In addition to the training provided as a legal obligation, sales department employees were given sales training according to their tiers, quality assurance department employees were given certification training such as energy management systems, environmental management systems and waste management, plant employees were given technical training, and all employees were provided training on COVID-19. Demand-based personal, professional and technical training programs are also provided in accordance with the needs of the employee.
- The entire sales team including managers and team members was given sales training including sales techniques, persuasion, communication, handling objection, etc.; however, the training process was suspended due to the pandemic. The training program will resume in the future.



## CARING FOR THE EMPLOYEES / OCCUPATIONAL HEALTH AND SAFETY

Defining its human resource as one of its most important assets, Yaşar Group prioritizes protecting the health of employees and ensuring occupational safety. The Group considers providing healthy working conditions for its employees as its greatest responsibility and has published an Occupational Health and Safety Policy covering all Group companies, through which it outlines its perspective and commitments on this subject. As per the Occupational Health and Safety Policy, the group plans and carries out projects in accordance with national and international legislation in all of its activities with personnel specialized in occupational health and safety.

In order to ensure occupational health and safety in Group companies, OHS boards have been established in accordance with the relevant legislation. Activities carried out within the scope of OHS and performance in this field are regularly monitored at the Board level. Occupational Health and Safety Boards, which are required to be present in all Yaşar Group companies pursuant to the legislation, meet monthly to evaluate the agenda items determined in order to improve occupational health and safety performance and follow the occupational health and safety programs.

Sub-employers of Yaşar Group companies with more than 50 employees have their own OHS Boards. OHS Boards in Group companies represent 100% of permanent staff. Group companies are categorized according to hazard classes pursuant to the relevant regulation:

Company	Workplace Hazard Class	OHS Board	Percentage of Employees Represented by OHS Board
DYO BOYA	Very Hazardous	Yes	All Employees
PINAR SÜT	Hazardous	Yes	All Employees
PINAR ET	Hazardous	Yes	All Employees
PINAR SU VE İÇECEK	Less Hazardous	Yes	All Employees
ÇAMLI YEM	ÖREN FACILITY - Very Hazardous; Other Facilities - Less Hazardous	Yes	All Employees
VİKİNG KAĞIT	Hazardous	Yes	All Employees
YABİM	Less Hazardous	Yes	All Employees
DESA ENERJİ	Less Hazardous	Yes	All Employees
YBP	Very Hazardous	Yes	All Employees
YAŞAR HOLDİNG	Less Hazardous	Yes	All Employees

Detailed accident analysis is performed by OHS Boards and Occupational Health and Safety Units within the scope of occupational accident and injury prevention in Yaşar Group companies. In this context, the most common types of injuries were identified as a result of accident and risk analyses conducted by Group companies in 2020.

Types of Injury	
Female	Male
CRASH	CUT
CUT	FALL / SPRAIN / FRACTURE
STRAIN	BURN
CHEMICAL CONTACT	HEART ATTACK
BRUISE	CHEMICAL CONTACT
SOFT TISSUE TRAUMA	SOFT TISSUE TRAUMA
MATERIAL FALL	EYE IRRITATION
ENTRAPMENT	HAND ENTRAPMENT
	CRASH
	LUMBAR TRAUMA

Yaşar Group organizes regular training for its employees and contractors in order to achieve its goal of zero occupational accidents and industrial accidents, to prevent occupational diseases, and to increase the occupational health and safety awareness of its employees. The table below shows the total hours of training on occupational health and safety provided within Yaşar Group companies in 2020:

### Total OHS Training Given in 2020

**26,342**  
Hours

Total OHS Training Hours		Total Number of Employees		Average OHS Training Hours	
Female	Male	Female	Male	Female	Male
4,445	21,897	1,116	5,115	4.0	4.3



## CARING FOR THE EMPLOYEES / OCCUPATIONAL HEALTH AND SAFETY

### COVID-19 Measures

Affecting the entire world and reshaping our living standards, the COVID-19 pandemic also resulted in the performance of Yaşar Group's activities within certain limits. Yaşar Group, which considers the health and safety of employees among its top priorities, carried out detailed works on this subject in 2020. At all Yaşar Group companies, a risk assessment study was conducted and Emergency Action Plans were prepared as part of the COVID-19 Measures. In this context, masks and disinfectants were provided to employees taking into account the recommendations of the Ministry of Health. Seating arrangements (in cafeterias, offices and meeting rooms) were reorganized using social distance markings. Pandemic training was given by workplace physicians and information was provided via e-mails. Measures were taken in high risk areas in factories by all Yaşar Group companies: The tempe-

rature of employees was regularly measured with a thermal camera at company entrances, and HES code checks were performed for employees, contractors, and guests. The seating arrangement in cafeterias, changing rooms and social areas was rearranged. Production floors, offices and shuttle vehicles were regularly disinfected. Pınar Su ve İçecek, Pınar Süt, Pınar Et, DYO and Desa Enerji performed risk analysis taking into account the criteria set out in the guide prepared by TSE and the Ministry of Health and were awarded the "TSE COVID-19 Safe Production Certificate". Altın Yunus Çeşme received the Safe Tourism Certificate. Improvements made in this area in Yaşar Group companies are given in detail in the "Best Practices from Companies" section and the section on Employees and Occupational Health and Safety.



### Best Practices of Companies

#### DYO Boya

DYO Boya, classified as very hazardous in terms of occupational health and safety, established comprehensive occupational health and safety management systems in order to prevent occupational accidents and major industrial accidents in factories, and continues its efforts in this area. DYO Boya aims to reach the target of "zero work accidents" with the help of its occupational safety programs by achieving a decrease in the number of work accidents and the severity of work accidents, as well as a decrease in the frequency and weight ratio of accidents.

**The "special training after occupational accidents" efforts were initiated in 2020. As a result of these efforts, the number of work accidents at the Dilovası facility has decreased by 19% compared to the previous year and the loss of work days caused by work accidents by 76%.**

- In order to prevent major industrial accidents in 2020, the company continued to take measures by making necessary updates in accordance with the Seveso III Regulation. In accordance with the Seveso and Work Equipment Regulations, the relevant measurements, controls and necessary arrangements were made in accordance with the program in 2020. HAZOP (Hazard and Operability Analysis) Risk Assessment studies have been updated and work is planned to continue within the scope of the program in 2021 as well.
- ATEX (protection of employees from the dangers of explosive atmospheres) Directive compliance efforts and plans created as a result of compliance checks of ex-proof equipment were put into practice. Risky equipment was checked in accordance with the program, and plans created as a result of compliance controls for ATEX

and EX equipment were included in investment budgets, with senior management support ensured for their implementation in 2021.

DYO Boya aims to reach the target of "zero work accidents" by achieving a decrease in the number and severity of such accidents, as well as a decrease in the frequency and weight ratio of accidents.

DYO Boya acquired the TS ISO 45001 Occupational Health and Safety Management System Certificate in 2020 and the occupational health and safety management system was improved.

- At DYO Boya, OHS Board meetings are held regularly in accordance with occupational health and safety regulations. In this context;
  1. OHS experts of all contractors are invited to the OHS Board to ensure their representation.
  2. The agenda of OHS Board Meetings is organized in accordance with the Law on Protection of Personal Data.
  3. At OHS Board Meetings, Trade Union and Workers' Representatives are asked whether they have feedback, complaints and suggestions related to OHS from workers, and their statements are recorded.
- In accordance with the Regulation of Health and Safety Conditions in The Use of Work Equipment, the relevant measurements, controls and necessary arrangements were made in accordance with the program in 2020. The 5x5 matrix risk assessments have been updated based on the Fine Kinney method, and will continue to be updated in 2021.

## CARING FOR THE EMPLOYEES / OCCUPATIONAL HEALTH AND SAFETY

In line with the "Covid-19 Hygiene, Infection Prevention and Control Guide" prepared by TSE, which guides the fight of industrial enterprises against COVID-19, the "COVID-19 Safe Production Certification" audit was carried out at the Çiğli Production Facility on 17 June 2020 and at the Dilovası Production Facility on 18 June 2020. DYO Boya met the criteria set out in the guidelines published by the TSE under the leadership of the Ministry of Industry and Technology, becoming the first paint brand to receive the "TSE COVID-19 Safe Production Certificate" as a result of the audits.

- In accordance with the requirements set by the Ministry of Health, the following comprehensive measures have been taken against the COVID-19 pandemic at DYO Boya factories:
  - › DYO Boya prepared the "Working Instructions in New Normal within the Scope of Combating the COVID-19 Pandemic" as a guide that includes the hygiene and safety measures to be taken and the rules that all employees, contractors, subcontractors and visitors at the affiliated locations must comply with and the safe behavior they must exhibit.
  - › All employees were informed about COVID-19 in light of the guidelines of the Ministry of Health and the Ministry of Labor during the pandemic period.
  - › Emergency Action Plan and Response Teams were formed. Teams were given training on what to do in case of identifying an employee under risk.
  - › All risk definitions were reorganized according to pandemic conditions. The currency of risk definitions and operation of all business partners was checked, their compliance with the measures

taken by DYO was ensured.

- › Social distancing guides were marked on the floor at factory entrances in order to maintain a safe distance. The body temperature of every person entering the factory was checked with a thermal camera. The HES code checks were performed for employees, contractors, and guests.
- › Hand sanitizers were provided in places that employees could easily reach throughout the facility. Offices, common areas and company vehicles were disinfected at certain intervals.
- › Masks were provided for all employees. In accordance with the instructions of the Ministry of Environment for the hygienic disposal of used masks, pedal waste bins were placed throughout the factory.
- › Arrangements were made so that only one person could sit at each table to ensure a safe distance in the cafeteria. In areas where contact risk is high such as self-service areas, disposable materials or packaged products were provided.
- › In order to avoid crowds and contact, employee break and meal times were rearranged.
- › Shuttle buses operated with a maximum capacity of 50%. Additional buses were provided due to this measure.
- › All visitor entries except for business purposes were suspended. Certain conditions were introduced related to business visits, and visitors from abroad were not accepted. If absolutely necessary, visitors from abroad were accepted outside the factory.

### Pinar Et

Pinar Et ve Un San A.Ş. has integrated Occupational Health and Safety Law No. 6331 and relevant regulations, as well as the ISO 45001 Occupational Health and Safety Management System and occupational health and safety requirements into its working principles and all its activities. The company focuses on continuous improvement by adopting a preventive approach to occupational health and safety. Pinar Et aims for "Zero Occupational Accidents" with the perspective that "Even one occupational accident is too many." Believing that the way to reach excellence in occupational health and safety is by investing in people and technology, Pinar Et integrated its technological equipment into automation systems.

- As part of the hazard and risk assessment studies during the reporting period, hazards were identified and prioritized according to risk severity with the participation of employees in each step using the Finne Kinney risk assessment methodology.
- All health and safety issues are evaluated by the Occupational Health and Safety Board and the OHS Unit with the participation of employees in Pinar Et facilities, and efforts are made to eliminate hazards using near-miss notifications and the Corrective and Preventive Actions system. Every incident or accident is examined in detail with the OHS Board and preventive measures are taken to prevent recurrence.

- During the pandemic period in 2020, Pinar Et took all measures by considering the criteria set out in the guide prepared by the Ministry of Health and by carrying out risk analyses. Pinar Et received the "TSE COVID-19 Safe Production Certificate" thanks to these measures and became the first integrated meat products company to receive the certification by managing the process in the best way possible.



## CARING FOR THE EMPLOYEES / OCCUPATIONAL HEALTH AND SAFETY

- In accordance with the requirements set by the Ministry of Health, Pınar Et has taken the following comprehensive measures against the COVID-19 pandemic:
  - › As soon as the first Covid-19 cases were detected, an extraordinary Board meeting was held with the participation of the general manager and directors, and the Pınar Et Crisis Team was formed.
  - › The Contingency Plans and Civil Defense Plan have been updated.
  - › Measures were taken in risky areas of the factory: The temperature of employees was regularly measured with a thermal camera at company entrances, and HES code checks were performed for employees, contractors, and guests. Seating in cafeterias, changing rooms and social areas was rearranged. Production floors, offices and shuttle vehicles were regularly disinfected.
  - › By conducting a risk assessment, employees were provided with protective glasses or visors that would not restrict their viewing angle in order to avoid possible accidents, in addition to masks and gloves.
  - › All employees were trained on Coronavirus Prevention Methods by the Workplace Physician. Informational videos were displayed on screens in production floor entrances and cafeterias at each shift.

- › In addition, employees were given a health survey to determine their health status.
- › Health screenings were carried out throughout the year in order to take measures and protect employees. Working hours were changed, service capacities were halved and occupancy rates were reduced.
- › New smoking areas were allocated as part of the project developed to expand social areas.



### Pınar Süt

By fulfilling the criteria set out in the guide prepared by the Turkish Standards Institute under the leadership of the Ministry of Industry and Technology, Pınar Süt successfully passed the inspections at its factories in İzmir, Eskişehir and Şanlıurfa and was awarded the "COVID-19 Safe Production Certificate." Pınar Süt met the requirements of the Hygiene, Infection Prevention and Control Certification Program in all three of its factories. Covid-19 measures taken at Pınar Süt facilities were monitored

and improved throughout 2020. Measures were taken in risky areas of the factory. The temperature of employees was regularly measured with a thermal camera at company entrances, and HES code checks were performed for employees, contractors, and guests. Seating in cafeterias, changing rooms and social areas was rearranged. Production floors, offices and shuttle vehicles were regularly disinfected.

With the outbreak of COVID-19 cases declared as a pandemic by the World Health Organization in Turkey, Pınar Süt started to take measures at its İzmir, Eskişehir and Şanlıurfa facilities within the scope of Occupational Health and Safety. In this context:

- In March 2020, an extraordinary meeting of the OHS Board was held with the participation of 3 factories, and the communication and implementation of the decisions taken was initiated.



## CARING FOR THE EMPLOYEES / OCCUPATIONAL HEALTH AND SAFETY

- An Emergency Team consisting of the Human Resources Manager, Quality Manager and Workplace Physician was established.
- Civil Defense Plans have been updated for each factory and delivered to the Provincial Disaster and Emergency Directorate.
- Informational training on infections and viruses given to all employees by workplace physicians in Pinar Süt factories continues with videos, banners and brochures.
- Thermal cameras have been installed for use at the main security doors of factories.



- Monotizers were placed at main entrances of facilities, and employees were taken to shuttle buses after body temperature measurement with non-contact infrared thermometers. Persons are allowed into facilities only after temperature measurement.
- A disposable "surgical mask" is given at factory entrances every day. The brochure prepared for mask use was distributed to all employees.
- "14 Rules Against the Risk of Novel Coronavirus" information posters prepared by the Ministry of Health were hung at many points of Pinar Süt factories.
- A procedure was prepared on cafeteria use, disinfection of shuttle buses, and seating arrangements. Hygiene conditions are maintained at the highest level.
- In order to reach and correctly inform Pinar Süt employees and their families, the "Covid-19 Rules for Leaving the House" and "Coming Home from Outside" were printed and distributed to all factory employees.
- Video screenings on coronavirus prevention methods continue in cafeteria entrances, production units and waiting rooms with digital information screens.
- In the cafeteria, which is a common area, queue lines were drawn with yellow paint to maintain a safe social distance.
- Reducing accident frequency by 10% is among Pinar Süt's targets for 2021.

### Yaşar Birleşik Pazarlama

In order to reduce occupational accidents, Yaşar Birleşik Pazarlama conducts compliance studies with legal requirements and the occupational health and safety management system. Sixty eight percent of occupational accidents in 2020 occurred in the distribution team. Plans have been prepared to prevent the recurrence of occupational accidents. In addition, certain measures have been taken to protect employees from the COVID-19 pandemic.

Good practices of Yaşar Birleşik Pazarlama against the COVID-19 pandemic are as follows:

- After the onset of the pandemic, all employees were informed about COVID-19 thanks to the guidance of the Ministry of Health and Ministry of Labor and Social Security, as well as the contribution of workplace physicians. All employees who were found to be positive and in contact were reached quickly and contact tracing was initiated immediately.
- The density of work areas was reduced and field employees were instructed to go directly from home to their work areas without coming to the office.
- Equipment needed to protect employees against COVID-19 (mask, gloves, disinfectant, visor, coveralls, etc.) was provided.
- Occupational health and safety training sessions for employees were provided online in accordance with the requirements of the Regulation on the Procedures and Principles of Occupational Health and Safety Training of Employees.
- Transparent separators were placed on tables in offices and cafeterias where maintaining a distance is difficult.
- A UVC - Ozone Disinfection system has been installed in the ventilation system at Dudullu.

### Viking Kağıt

Viking Kağıt manages the occupational health and safety process in compliance with the Occupational Health and Safety Law No. 6331 and relevant regulations, as well as the requirements of the ISO 9001:2015 Quality Management System. During the reporting year, the company made many improvements by creating an effective control system related to occupational health and safety.

In 2020, Viking Kağıt organized regular OHS Board meetings every 2 months as the main employer within the scope of OHS activities. OHS Board meetings were attended by the Converting Manager as the employer's representative, as well as the Human Resources Manager, OHS Expert, Workplace Physician, OHS Support Staff, Employee Representatives, Workplace Nurse, Hazardous Materials Safety Consultant and representatives of the Machine Maintenance Department. When necessary, unit managers can also participate in board meetings, and decisions are made by a majority of votes.

Viking Kağıt regularly inspected PPE (personal protective equipment) use, subcontractor works and work permits, and performed regular maintenance and checks of work vehicles and forklifts. As a result of the risk analysis, LPG forklifts were replaced with diesel forklifts due to the high hazard class caused by the high risk of explosion, and the LPG Tank was decommissioned. The list of Viking Kağıt Emergency Teams was reorganized, and the employees involved in the team were trained by experts and performed drills.

Due to the COVID-19 pandemic, Viking Kağıt has taken comprehensive measures in accordance with the "COVID-19 Hygiene, Infection Prevention and Control Guide":

- Arrangements were made to ensure the hygiene of contact surfaces and surfaces that pose a risk of contamination with disinfe-

## CARING FOR THE EMPLOYEES / OCCUPATIONAL HEALTH AND SAFETY

stants (containing alcohol or hypochlorite), and training was provided for employees who undertake this task.

- Hand sanitizers were placed at points where employees could easily reach them, and masks were provided to all employees. Waste bins were placed in all areas for hygienic disposal of used PPE.
- External visitors from outside the factories were kept to a minimum.
- Ventilation and disinfection of vehicles was ensured by meeting with the shuttle bus company providing transportation for Viking Kağıt employees.
- Measures taken during the preparation of meals were discussed with the catering company, the number of tables and chairs in the cafeteria was reduced, seating in the cafeteria was rearranged, the arrival times of employees were adjusted by department, and minimum contact was ensured. The salad section in the cafeteria was removed. Disposable cardboard cups and water in plastics cups with lids were introduced in all areas.
- Tarpaulins and benches in smoking areas were removed and employees were instructed not to go to smoking areas collectively, and to maintain a minimum distance of 1.5m between them.
- The list of employees within the scope of the "Curfew Circular for Those Aged 65 Years and Over and Those with Chronic Disorders" published by the Ministry of Interior on 21 March 2020 was prepared by the health unit and conveyed to the senior management, and such employees were instructed to stay at home.
- In addition, body temperature measurement was performed for employees, suppliers, contractors and visitors at factory entrances of

Viking Kağıt. Those with a fever of 37.7 oC and above were referred to the medical unit. An Emergency Action Plan and Risk Assessment were also prepared as part of measures against the pandemic

In 2020, a total of 2,662 hours of occupational health and safety training were given to employees and employees of contractors.

- İnci Köseoğlu provided information on Covid-19 and effective hand washing training to 209 Viking Kağıt employees for 418 hours and to 107 contractor employees for 214 hours.
- In 2020, research reports were prepared for occupational accidents and near misses at Viking Kağıt facilities, employees were informed about the details of occupational accidents and prevention principles, and "Practical Casualty Training" was given to employees who had an occupational accident.
- During the reporting year, 6 company and contractor employees received forklift driving certificates, 77 company and contractor employees received a Certificate of Professional Competence as Paper Production Automation Process Employee, and 74 employees received an Overhead Crane Operator's Certificate.
- As a result of improvement efforts, the types of accidents in 2020 were mostly light injuries or occupational accidents with lost work days. Necessary measures were taken against risks (such as hand and finger cuts and entrapment, foot sprain) according to accident rates and accident types, and employees were informed about these issues.

Viking Kağıt aims to reduce the frequency of occupational accidents to below 30% and the weight rate of occupational accidents to below 0.3% in 2020.

### Çamlı Yem Besicilik

The ISO 45001 Occupational Health and Safety Management System established in Çamlı Yem Besicilik covers all activities in the Pınarbaşı Feed Establishment, Organic Milk Establishment, Plant Nutrition Establishment, and Aquaculture Establishment. In 2020, the Turgutlu Feed Establishment continued to work on acquiring certificates.

The ISO 45001 Management System includes all employees within the boundaries of the enterprise including all company employees, subcontractor employees, suppliers, visitors, and interns. The company prepares Risk Assessment Reports, Explosion Protection Documents, Emergency Drill Reports, Environment Measurements Reports, Periodic Inspection Reports, etc. in line with the ISO 45001 system and takes the necessary measures against hazards and risks identified.

Çamlı Yem Besicilik regularly provides basic occupational safety training, Emergency Training, Working at Height Training, Safe Use of Work Machines Training, Work Permit System Training and hygiene, first aid and COVID-19 information training to its employees.

Employees submit their suggestions and requests to employee represen-

tatives, supervisors and/or Occupational Safety Experts directly using the OHS suggestion-request boxes located at the enterprises or via e-mail. Received recommendations and requests are evaluated by OHS Boards. At OHS board meetings, the agenda is determined to include the issues that employees share with Employee representatives. Open-door meetings held at least once a year at enterprises, where employees and the senior management meet, ensure that the wishes and opinions of employees are heard directly by the senior management.

When preparing risk assessment reports, Çamlı Yem Besicilik identifies hazards directly related to the work and corrective/preventive actions. Additionally, the company prepares emergency plans for emergencies such as fire, earthquake, epidemic, etc. and organizes training sessions and drills for emergency teams and employees. Employees of subcontractor firms are also included in regularly conducted risk assessment studies and training.

The accident severity rate target for 2020 was set at 0.01. Since the accident severity rate at enterprises remained above the target, work on preventing occupational accidents will continue in 2021.

## CARING FOR THE EMPLOYEES / OCCUPATIONAL HEALTH AND SAFETY

### Pınar Su ve İçecek

Within the framework of the Occupational Health and Safety Management System; Pınar Su ve İçecek fulfilled the legal requirements to prevent occupational safety risks and protect employee health, continued its activities with a risk-based preventive approach, protected its employees, suppliers and consumers with the measures taken on hygiene, quality and occupational health, and ensured the continuity of food safety during the pandemic period. As a result of these efforts, Pınar Su ve İçecek was awarded the COVID-19 Safe Production Certificate by the Turkish Standards Institute for all production facilities.

Within the reporting period:

- Ensuring Employee, Production and Product Safety, Regulating the Working Environment: Food safety risk analyses and employee/work environment safety risk analyses were reviewed and additional measures were identified taking into account the risks and requirements of the pandemic period.
- Crisis Management, Communication and Maintaining Information Sharing: The course of the pandemic and actual/expected legal regulations were followed and evaluated, and case/close contact

management procedures were applied. Scientific publications/information provided by national/international health authorities were followed and integrated into business processes. Through sector associations, requests for transmission of sectoral needs and consideration in decision-making processes were communicated to public authorities.

- Continuing Information/Awareness Activities: Since additional measures in the working environment are to be continued until the pandemic is taken under control on a national and international scale and treatment methods are put into practice, employee awareness was increased by providing information and training based on the current scientific data and legal regulations regarding the course of the epidemic.

Pınar Su ve İçecek planned and performed the necessary activities to ensure "Zero" occupational accidents, one of the company's goals for 2020. No accident resulted in serious injury in 2020.

In 2020, a total of 1,567 hours of training were provided to Pınar Su ve İçecek employees.

### Yaşar Bilgi

Ensuring the sustainability of the zero occupational accidents principle has been the priority of Yaşar Bilgi. The company, which is in the less hazardous class, carries out its activities in accordance with legal requirements and procures OHS services from the Organized Industrial Zone in accordance with Occupational Health and Safety Law No. 6331.

OHS Board meetings are held on a regular basis at Yaşar Bilgi with the participation of an employee representative and an employer representative. Board members are elected by voting from among the company's employees. Identified risks are discussed at Board meetings on a quarterly basis, and an action plan is prepared and implemented. Employees share hazardous situations directly through an employee representative, or OHS specialist.

Other occupational safety activities carried out by Yaşar Bilgi include conducting risk assessment studies, taking corrective and preventive actions, basic occupational safety and COVID-19 training, forming emergency teams, and organizing fire training.

In 2020,

- Training sessions were held online due to the COVID-19 pandemic. A training booklet has been prepared for emergency teams and the COVID-19 Risk Analysis and Emergency Action Plan has been established.
- Due to the pandemic, the number of employees present at the same time in the office and in meeting rooms was limited. Fiberglass separators were placed between all employee desks.
- All objectives for 2020 including adaptation to changing working conditions due to the pandemic, improvement of office ergonomics, and development of fire detection systems were achieved.
- There were no accidents at the workplace that resulted in injury.

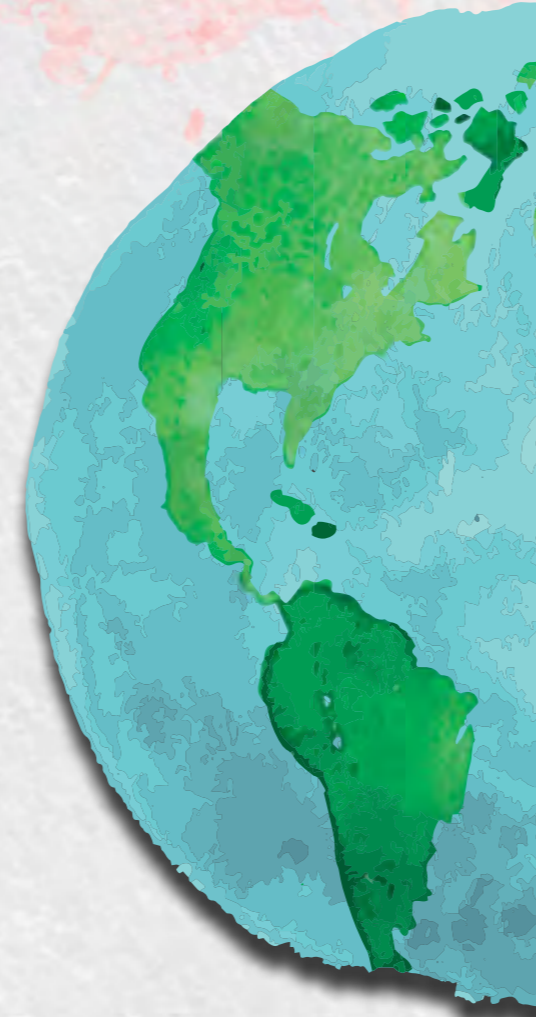
### Desa Enerji

Desa Enerji procures OHS services from the Organized Industrial Zone within the scope of Occupational Health and Safety Law No. 6331. OHS Board meetings are held every month, field audits are carried out, and improvement areas are identified. In addition to 16 hours of basic OHS training for employees during the year, the company also provided working at height training, vocational training, fire training, and first aid training. Risk analysis is carried out in all work areas.

In 2020:

- Desa Enerji was awarded the COVID-19 Safe Production Certificate by the Turkish Standards Institute.
- The OHS training planned for the employees was completed.
- There were no accidents at Desa Enerji.

## CARING FOR SOCIETY



- Consumer/Customer Health and Safety
- Quality, Innovation and R&D
- Consumer and Customer Information and Ethical Marketing
- Consumer and Customer Satisfaction
- Publications
- Sustainable Agriculture and Animal Husbandry
- Social Investment
- Contribution to Local Economies
- Social Investment Activities of Companies
- Sponsorships and Fairs
- Pınar Institute
- Yaşar Education and Culture Foundation
- Yaşar University



The humble umbrella we use today in the rain was actually first used in the Middle East and Far East for protection against the sun. The umbrella is symbolized in mythology by the Goddess Nuit, as it evoked the celestial dome, and to this day remains a symbol of protection under a common roof.

## CARING FOR SOCIETY

### **Our Environmental and Social Responsibility**

***“We produce with an approach that values the environment and nature, and contribute to creating a better future than today. We continue our tradition of supporting modern education, sports, culture and the arts in order to increase the quality of social life with an awareness of social responsibility.”***

Since its foundation, Yaşar Group has been committed to improving the quality of life of society, ensuring its development and adding value to society by supporting modern education, sports, culture and the arts in its regions of operation with an awareness of corporate social responsibility.

The Group considers the needs of all geographies and cultures where it provides products and services with an innovative and equitable perspective in accordance with the principle of customer and public health. The business approach of the Group is to carry out business activities with a quality approach for science-based, sustainable production with R&D efforts that are compatible with the times, and able to meet the needs of society. Yaşar Group carries out its activities in accordance with this business approach and mentality and the Sustainable Development Goals of the United Nations. While the Group acts together with all its stakeholders based on the principle of customer

and community health, it shares its resources and closely supports social issues and initiatives.

Group companies aim to add value to the lives of consumers and customers with their products and services by considering consumer and customer health and safety as their primary priority, and continue their production and distribution activities accordingly.

In line with its innovation strategies and objectives, Yaşar Group invests in innovation and R&D efforts that make significant contributions to the sustainability performance of its companies and has established quality, food safety, environment, occupational health and safety, customer satisfaction and energy management systems, which it sees as the most important means of ensuring operational excellence and continuous improvement.

One of Yaşar Group’s social responsibility priorities involves ensuring sustainability in the field of agriculture and animal husbandry, which is one of the sectors where the Group is a pioneer. Aware of the fact that efficient and responsible use of natural resources and actively fighting against climate change are key to sustainable agriculture and animal husbandry, the Group supports all stakeholders, especially producers, in this endeavor and helps them improve. Yaşar Group strives to ensure the protection of the economic profitability of agriculture and animal husbandry activities, follows international and EU directives, standards and practices in order to minimize the effects of its activities on agricultural sustainability and animal welfare, and implements producer support programs.

In addition to its social investments, Yaşar Group adds value to society by developing projects to enhance social development and prosperity with Yaşar Education and Culture Foundation, Selçuk Yaşar Sports and Education Foundation, Pınar Institute, and Yaşar University.



## CARING FOR SOCIETY / CONSUMER AND CUSTOMER HEALTH AND SAFETY

### Our Consumers and Customers Come First!

*"With all our units, we strive to identify the needs of our consumers and internal and external customers quickly and accurately, and take an agile, proactive and innovative approach to meet their changing expectations for a better life."*

Yaşar Group offers innovative and high quality products and services by prioritizing the health and safety of consumers and customers, the quality of its products and the effectiveness of its management systems are audited by authorized institutions and organizations, and activities are carried out in accordance with the relevant local and international directives and regulations.

In 2020, the Group constantly followed trends in the world and in Turkey, Group companies focused on digital transformation due to the COVID-19 epidemic, which spread around the world and meant change and transformation for all communities, and continued to work on the basis of operational efficiency. In this process of change and transformation, the Group's product portfolio was renewed and enriched to ensure the protection and safety of the health of consumers and customers, while also considering their needs and expectations.

### Best Practices and Developments from Companies in 2020

#### Pınar Süt

Pınar Süt introduced new and innovative products that support healthy living and immunity during the COVID-19 pandemic. Innovative practices brought by the 21st century and consumer trends were also reflected in product and packaging development efforts.

- Efforts were made to reduce the amount of sugar, salt and fat in various product categories to ensure customer satisfaction and to promote a healthy lifestyle. In this context, works were completed to reduce the use of sugar in the fruit juice category, while works were carried out to reduce the amount of saturated fat in the fermented products and cheese categories.
- In addition to dairy products containing more protein, no added sugar, low fat and no lactose, Pınar Süt introduced plain dairy products

with Vitamin D and functional milk and dairy products containing vitamins and minerals such as B1, B12, C, D, calcium and zinc during the pandemic period to support the immune system of children and help their growth.

- As part of R&D studies aimed at packaging, alternative supplier and localization efforts were carried out for many products and packaging items in order to reduce the use of plastic in primary packaging materials that come into direct contact with the product, to reduce the use of plastic and aluminum by reducing the thickness of aluminum lids, and to provide operational flexibility in the production and supply chain.

#### Pınar Et

Considering the needs of different consumer groups and changing trends in its product diversification studies based on the principle of "delicious and healthy life", Pınar Et continued its projects in this direction in 2020. In 2020, the company continued to offer a wide range of frozen products including seafood and bakery products, canned products and deli products to its consumers. Due to the COVID-19 pandemic in 2020, small and sliced deli products were added to the company's portfolio to reach different sub-channels such as hotels, restaurants, catering companies, and schools as part of its Food Away From Home Consumption Channel strategy.

In 2020, Pınar Et continued its efforts to develop products with the "Health Concept." The efforts were focused on the following:

- As part of the "Using Natural Ingredients" project, research was conducted on the use of natural ingredients instead of additives in products.
- Plant-based product development works were carried out, introducing new products to consumers both in the domestic market and in the export markets. Plant-based product development efforts are ongoing.
- Product development studies aimed at developing products that support the immune system have been initiated.
- Efforts to reduce the use of food additives are ongoing.

## CARING FOR SOCIETY / CONSUMER AND CUSTOMER HEALTH AND SAFETY

### Pınar Su ve İçecek

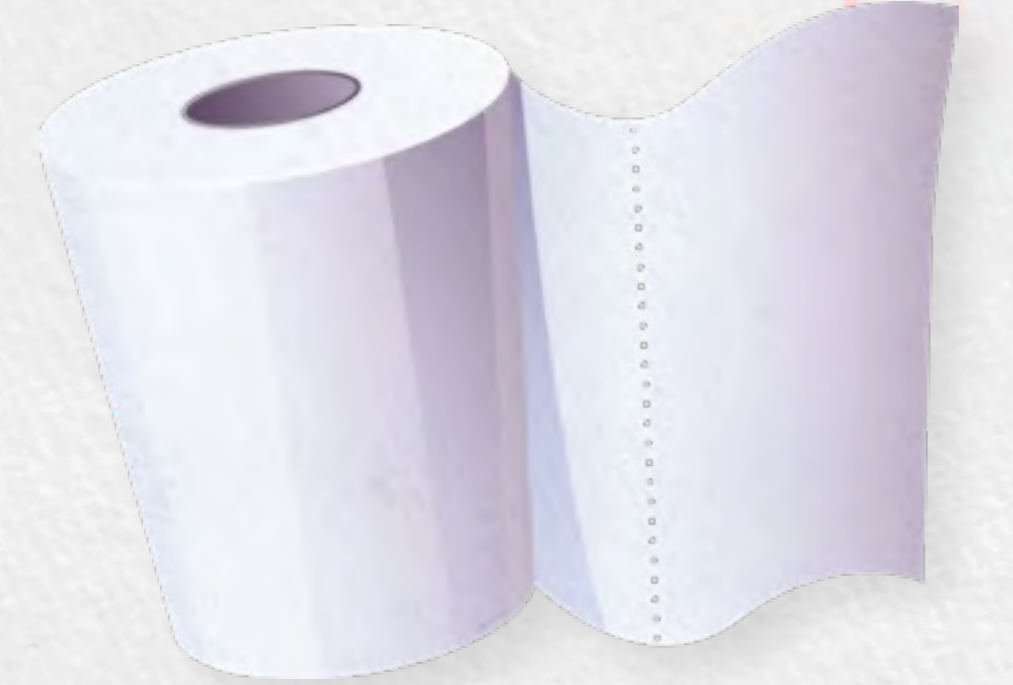
All relevant processes are conducted in compliance with national and international standards at every stage of production, starting from water resources and raw material supply with an understanding of accountable production. Scientific and technical developments in monitoring, control and analysis processes are closely monitored and implemented. Activities aimed at protecting product safety and consumer health and safety are carried out together with universities, research institutions and other national and international authorities.

Constantly following the needs and expectations of consumers, Pınar Su ve İçecek introduced new products, combination of natural spring water and fruit juices, in line with the rise in the healthy lifestyle trend.

Taking into account the growing consumer interest in products that strengthen the immune system and contain ingredients that support the body's health functions such as vitamin C and B, zinc, and fiber, Pınar Su ve İçecek developed products that meet the expectations and needs of its consumers. Fruity drinks in the fizzy drink category were revised as sugar-free drinks. In particular, efforts were made to meet the different service expectations of consumers heightened by the COVID-19 pandemic. With contact-free delivery gaining popularity among consumers, Pınar Su ve İçecek, the first beverage company to offer credit card payment among water brands in Turkey, has distributed products with contact-free delivery during the COVID-19 pandemic period.

### Viking Kağıt

- Migration analysis conducted by German analytical firm Smitners PIRA on papers used in all recycled products at Viking Kağıt proved that the products do not cause migration in food contact.
- Toilet papers (including perfumed varieties) of Viking Kağıt were certified by DERMATEST as not causing any dermatological issues.
- It was certified that the dyes used in printed napkins do not cause migration.
- It had been documented that paper towels offered by Viking Kağıt do not cause migration in contact with food in wet and dry state, and the document was renewed in 2020.



**R&D, Product and Service Quality Management Systems**

**Operational Excellence**

*"Our understanding of operational excellence is based on the effective use of technology in all areas, lean business processes, defined business systematics, and data-driven and fast decision-making systems. Agility is one of our core competencies."*

Acting based on the principle of "working non-stop, producing, and contributing to our country," Yaşar Group continues its production, services and activities with an innovative approach based on continuous improvement that creates value for all stakeholders, society and the environment. The Group has established a quality management approach that focuses on "Our Consumers and Customers Come First" by combining its corporate values with operational excellence and a mindset of efficiency. Yaşar Group offers its products and services within the framework of quality management systems in accordance with international quality standards and continuously improves in line with its goal of achieving the highest quality.

In the belief that achieving the innovative vision of Yaşar Group is only possible through R&D activities, Group Companies make a difference with their investments in the latest technologies and their innovation efforts, especially in the paint, food and beverage sectors, guiding the development of various sectors and the sustainable growth of Turkey. High-quality, efficient, healthy, safe, and environmentally-friendly innovative products are produced with scientific studies carried out in our R&D centers. As a result of synthesizing these scientific and innovative works with data-driven and a fast decision-making ability, and by taking into account the sustainability of product quality, Yaşar Group is also active in foreign markets by making a difference.

The Group participates in joint studies with universities and research centers, as well as domestic and international research and development cooperation programs, and thus creates new plans to enrich its existing R&D experience and knowledge and organizes its strategies accordingly. By increasing the budget allocated for R&D efforts annually, the Group invests in competent and skilled human resources in this field, making its improvement sustainable.

Quality Management Systems and Product/Service Compliance Certificates in Yaşar Group Companies

Management Systems and Product/Service Compliance Certificates	System Certificate	Pınar Et	Pınar Süt	Pınar Su ve İçecek	YBP	Çamlı Yem Besicilik	DYO Boya	Viking Kağıt	Desa Enerji
Quality Management System	ISO 9001	✓	✓	✓	-	✓	✓	✓	-
Information Security Management System	ISO 27001	-	-	-	-	-	✓	-	-
Food Safety Management System	FSSC 22000	✓	✓	-	-	-	-	-	-
Food Safety Management System	ISO 22000	-	-	✓	-	✓	-	-	-
Environmental Management	ISO 14001	✓	✓	✓	-	✓	✓	-	-
Occupational Health and Safety Management System	ISO 45001	✓	✓	✓	-	✓	✓	-	-
Laboratory Approval Certificate for TSE Test Service	ISO 17025	✓	-	-	-	-	-	-	-
Customer Satisfaction Management System	ISO 10002	-	-	✓	-	-	✓	-	-
Energy Management System	ISO 50001	✓	✓	-	-	✓	✓	✓	-

## CARING FOR SOCIETY / QUALITY, INNOVATION AND R&D

Management Systems and Product/Service Compliance Certificates	System Certificate	Pınar Et	Pınar Süt	Pınar Su ve İçecek	YBP	Çamllı Yem Besicilik	DYO Boya	Viking Kağıt	Desa Enerji
Compliance Assessment - General Conditions for Personnel Certification Organizations	TS EN ISO/ IEC 17024	-	-	-	-	-	✓	-	-
Automotive Industry and Sub-Industry Quality Management System	IATF 16949	-	-	-	-	-	✓	-	-
Organic Production Entrepreneur Certificate	-	✓	✓	-	-	✓	-	-	-
FSC-CoC (Forest Stewardship Council) Management System	STD-50-001 STD-40-004 STD-40-007	-	-	-	-	-	-	✓	-
GlobalG.A.P	CFM Agriculture	-	-	-	-	✓	-	-	-
Halal Food Certification	TSOIC/SMIC1	✓	✓	✓	-	-	-	-	-
Friend of the Sea	FOS	-	-	-	-	✓	-	-	-
Good Agricultural Practices	EOS	-	-	-	-	✓	-	-	-
Turkish Standards Compliance Certificate	TSE TSEK	-	-	✓	-	-	✓	✓	-
Good Agricultural Practices (İTÜ)	Aquaculture	-	-	-	-	✓	-	-	-

Management Systems and Product/Service Compliance Certificates	System Certificate	Pınar Et	Pınar Süt	Pınar Su ve İçecek	YBP	Çamllı Yem Besicilik	DYO Boya	Viking Kağıt	Desa Enerji
Blue Flag	-	-	-	-	-	-	-	-	-
Food and Packaging Safety Standard	BRC	-	-	✓	-	-	-	✓	-
Hygienic Product GC-Mark	-	-	-	-	-	-	-	✓	-
Green Star	-	-	-	-	-	-	-	-	-
Ecolabel	-	-	-	-	-	-	✓	-	-
Vegetarian Product Certificate	V-LABEL.EU	-	-	✓	-	-	-	-	-
ESMA ( BAE Standard)	ESMA	-	-	✓	-	-	-	-	-
US National Sanitation Foundation	BNSF	-	-	✓	-	-	-	-	-
Industrial Measurement Standard (UAE Standard)	IMS Certificate	-	-	✓	-	-	-	-	-
TSE COVID-19 Safe Production Certificate	TSE	✓	✓	✓	-	✓	✓	✓	✓
Zero Waste Certificate	Ministry of Environment and Urban Planning (Basic Level)	✓	✓	✓	-	2021	✓	2021	-

## CARING FOR SOCIETY / QUALITY, INNOVATION AND R&D

### Best Practices and Developments Regarding Operational Excellence and Management Systems in Group Companies

#### Pınar Su ve İçecek

Pınar Su ve İçecek, which combines an innovative approach with health and hygiene, successfully passed national and international quality management system audits in 2020, when the Covid-19 pandemic impacted the entire world. As the first Turkish beverage brand to receive the International Health and Food Safety Compliance Certificate (NSF), Pınar Su ve İçecek developed additional hygiene measures in all business processes from production to shipment in response to the pandemic. The company met all the necessary criteria and received the "Covid-19 Safe Production Certificate" for its production facility and products in the reporting year.

#### Pınar Et

At Pınar Et, the process performance indicators set in line with strategic goals are monitored within the framework of integrated quality management systems and the operational excellence model, and system performance is continuously improved. The company updates management system documents by following up-to-date versions of internationally accepted standards in food safety, environment, occupational health and safety, energy, information security, and laboratory management systems. Pınar Et complies with international standards on animal welfare, one of the focal points of sustainable development in the sector, and the knowledge gained from training provided by international experts on this issue is integrated into the system.

**Pınar Et fulfilled the requirements of organic production in 2020, was awarded certificates, and started to offer organic products to its consumers.**

The COVID-19 Safe Production Certificate is a document that shows compliance with the COVID-19 Hygiene, Infection Prevention and Control Guide prepared by the Turkish Standards Institute (TSE) to guide industrial enterprises in their fight against COVID-19, and Pınar Et became the first company in the meat products sector to receive this certificate in 2020.

In the reporting year, the Company also received a Zero Waste Certificate by fulfilling the requirements of the "Zero Waste Regulation", which covers the prevention of waste, more efficient use of resources, the prevention or minimization of waste generation by reviewing its sources, and the separate collection and recovery of waste at the source in case of waste generation.

#### Pınar Süt

Pınar Süt, which works towards maximum efficiency by prioritizing the efficient use of natural resources at its production facilities, performs analysis by making daily efficiency measurements in all production lines. During the period when the effects of the pandemic were felt intensively in 2020, the company continued to prepare action plans with the goals of eliminating factors that cause productivity losses in production lines and improving existing values. As a result of these efforts, the productivity was increased by carrying out operational cost reduction and technologies improvement works. In this process, the company made investments in automation and advanced robotics technology, and application areas were determined for the future.

In line with its sustainability goals, Pınar Süt implemented the Zero Waste Project at its production facilities by improving the use of natural resources, completed the necessary work for certification and received a Zero Waste Certificate in 2020.

#### Viking Kağıt

Following the audits performed by the German certification body DQS in 2018, Viking Kağıt was awarded the BRC Consumer Product and Hygienic Product GC-MARK certificates. The BRC standard, which complies with ISO 9001:2018, helps manufacturers and retailers meet their legal obligations while protecting the consumer. The Hygienic Product GC-MARK (Global Compliance) certificate issued by DQS certifies that all products produced at the facilities of Viking Kağıt are subjected to risk analysis and do not carry risks in terms of product safety, and that the product is free of relevant risks and produced under the necessary conditions. Risk analysis based on HACCP (Hazard Analysis and Critical Control Points) is conducted and Good Manufacturing Practices (GMP) are audited within the scope of the GC-MARK certification. The BRC and GC-MARK certificates and also the FSC-CoC certificate were renewed in 2020. Viking Kağıt also met all the necessary criteria and received the "Covid-19 Safe Production Certificate" in the reporting year.

## CARING FOR SOCIETY / QUALITY, INNOVATION AND R&D

### Best Practices and Developments Related to R&D and Innovation in Group Companies

#### Pinar Süt

The R&D Center of Pinar Süt implements innovative projects related to the development of new products and packaging, improvement of existing products and packaging, and in line with the company's marketing and sustainability strategies. The R&D Center also considers environmental effects such as carbon footprint, recycling and end-of-life waste in packaging selection, and pays attention to the recyclability of all packaging used. During the reporting period, when the global COVID-19 pandemic was effective, studies were conducted specifically to protect the health of consumers and to develop products that support immunity.

#### Works Performed in 2020

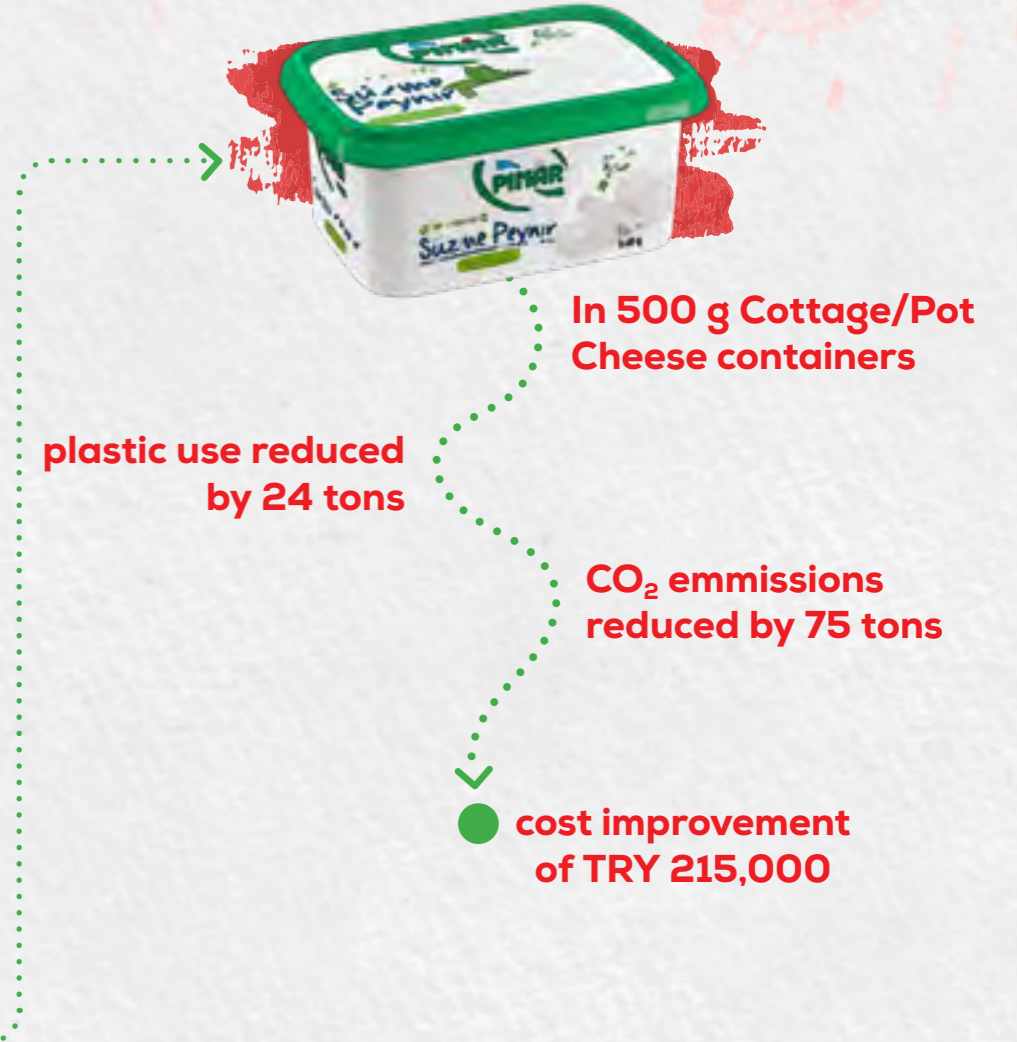
As a result of innovative projects of Pinar Süt's Marketing Team, R&D Center and Production Department, 21 new products and 42 new product packaging materials have been launched in 2020.

**21** New  
Products

**42** New  
Product  
Packaging

- In 2020, studies were carried out within the scope of 6 national and 1 international projects of high scientific and technological value as part of national and international incentives in the field of R&D and innovation.
- Pinar Süt conducted reformulation studies to increase the variety of new products, to implement optimization projects for existing products and packaging, and to reduce fat, salt and sugar in existing products so as to serve the goal of a "better life."
- As part of the product and packaging studies conducted in 2020, 23% of the projects were aimed at product and cost improvement and more sustainable work with alternative domestic suppliers. Sixty seven percent of the product studies were aimed at developing new innovative and qualified products for consumers, while 41% of the innovative work in the field of packaging was aimed at creating alternative suppliers, localization, increasing sustainability and improving packaging quality. 59% of the projects were geared at producing new packaging products.
- Pinar Süt collaborated and interacted with universities such as Yaşar University, Ege University, İzmir Institute of Technology, and Celal Bayar in various projects as part of its R&D efforts.
- The R&D Center of Pinar Süt applied for 4 patents in total for 3 production methods and 1 new product idea in 2020.

- The R&D Center carried out process improvement studies for the sustainability of energy, time and raw material, and "benchmark" studies in order to offer better products to consumers, to examine the product processes in Turkey and in the world, and to advance the company.
- Efforts to develop alternative materials and find alternative suppliers were also carried out in 2020, and various projects were developed for integration into Industry 4.0 as part of the R&D Center activities. In some production lines, robotic arms were put into use in the palletizing stage, and a domestic bowl filling and packing machine was built at the same time.
- In 2020, the R&D Center carried out activities to reduce the use of imported materials and localization, and implemented various projects to this end, thus contributing to economic sustainability.
- Pinar Süt continued its efforts to reduce the use of plastic in its products, reduce weight, increase multipack product diversity and reduce the number of items per box as part of its packaging improvement works in line with consumer demands, sustainability targets and global economic fluctuations in 2020:
  - › Plastic use was reduced by 24 tons annually by using lighter containers for 500g cheese and CO<sub>2</sub> emission was reduced by 75 tons. This reduction in weight resulted in potential annual cost savings of about TRY 215,000.



## CARING FOR SOCIETY / QUALITY, INNOVATION AND R&D

- › In the fresh cheese unit, works to reduce the container lids from 38 microns to 35 microns were completed on the Gasti and Waldner filling lines. It is planned to gradually start the use of 35 micron lids in the first quarter of 2021.
- In addition, information notes were prepared and shared with management stating the environmental impact of packaging materials and the impact on packaging and human health of titanium dioxide, an additive used in plastic-based packaging materials.
- In 2020, 14 cost savings projects were carried out with efficiency, formula optimization, alternative material use and process optimizations in Cheese, UHT Milk, Fermented Products, Fruit Juice and Sauce categories and savings of TRY 8,165,562 were achieved in total. As part of packaging improvement efforts, Pinar Süt carried out alternative supplier, alternative material development and boxing optimization studies and saved TRY 1,188,311.

### Pinar Su ve İçecek

In 2020, Pinar Su ve İçecek implemented projects to make its beverage products leaner, including efforts to switch to domestic raw material suppliers. The company implemented the 'Perfect Customer Experience Project' in order to improve the service quality of dealers and reduce consumer complaints.

### Pinar Et

In parallel with its vision and business and sustainability strategies, Pinar Et conducts product and process innovation studies at its R&D Center in order to increase productivity, introduce new product groups, and improve existing service quality. Pinar Et's R&D team aims to be able to present new projects and products by staying in touch with national and international experts and increasing their knowledge level.

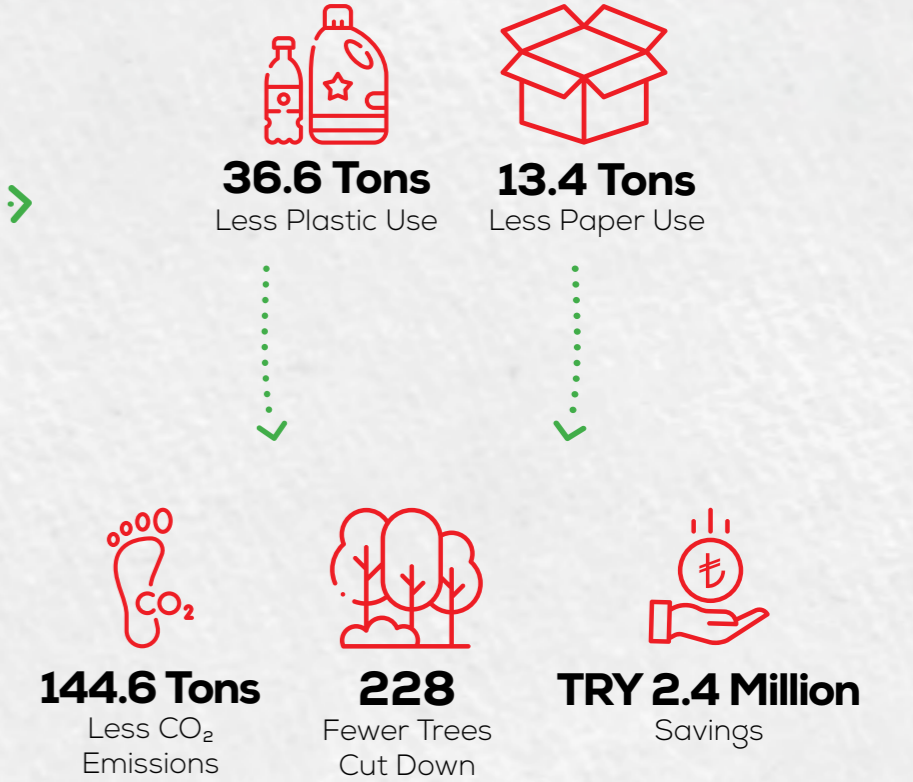
### Studies Performed in 2020

- In 2020, Pinar Et applied for patents for 3 inventions and launched 42 new products through R&D projects. 15 of these products were developed for retail, 6 for private customers, 14 for export and 7 for the FAFH channel.

**3**  
Patent  
Application

**42**  
New Products

- Pinar Et's R&D Center continued to work on joint projects with universities and TÜBİTAK. The company launched the "Use of Natural Components" project within the framework of TÜBİTAK 1501 Industry, Research and Development, and Innovation Projects Support Program.
- About 36.6 kg less plastic and 13.4 kg less paper were used by optimizing existing packaging materials at Pinar Et, and savings of TRY 2,000,000 were achieved.
- CO<sub>2</sub> emissions were reduced by 144.6 tons in total, including 112 tons attributable to paper reduction and 32.6 tons attributable to plastic reduction, whereby 228 trees were saved from felling. These efforts will continue in 2021 as well.
- In 2020, a total of 15 suppliers were added to the system, including 6 alternative suppliers for 54 packaging materials and 9 alternative suppliers for 10 food additives. Approximately TRY 522,000 was saved.
- As a result of Pinar Et's academic studies in 2020, review articles on the "Production of Meat Products with 3D Printer Technology" and "Use of Natural Components with Functional Properties in Meat Products" were published in the "Turkish Journal of Agriculture - Food Science and Technology", and a review article on "Alternative Protein Source of the Future: Artificial Meat" was published in the "Academic Food Journal."
- An application was made for the MONITOR project call under the EU Horizon 2020 Framework Programs with the project titled RUR-07 - "Reduction of Losses and Waste along the Food Supply Chain."



## CARING FOR SOCIETY / QUALITY, INNOVATION AND R&D

### Çamlı Yem Besicilik

Çamlı Yem Besicilik follows the R&D studies and similar studies in its field of activity through national and international sources and literature reviews, and manages its R&D sources through budgeting and human resources planning.

Çamlı Yem Besicilik designs feeds in such a way as to increase the yield in the production of animal products with animal health and welfare in mind. In this sense, joint work is carried out with domestic and international technical experts to ensure customer satisfaction and continuous improvement of product quality.

#### Studies Performed in 2020

- Çamlı Yem Besicilik conducts an R&D project related to the production of domestic net paint that can be used for painting nets in cages with DYO Paint, another Yaşar Group company.
- Due to COVID-19, the completion date of the HORIZON 2020 project was extended until August 2021. The project aims to develop and use a multi-purpose, multi-sensor and multi-functional management

platform for sustainable integrated culture fish production in the production area. The construction of the pilot plant was completed and data retrieval and transfer to the Intelligent Management System (IMS) was initiated. The details of the project can be found here:

<https://impaqtproject.eu/>

- Çamlı Yem Besicilik completed a trial study on fish meal alternatives for R&D fish feed formulations. The results showed that an alternative protein source did not cause any pathological and negative effect on fish, and it was decided to continue research on this subject.
- R&D studies were conducted to increase the shelf life of the products, and studies on natural products with the potential to extend shelf life will continue.
- The company switched to ergonomic packaging for selected products, in a first for the sector.

### DYO BOYA

The R&D Center of DYO Boya develops its projects with the core principles of meeting the needs of the sector, providing economic and environmental benefits for consumers and users, and contributing to the economic and environmental sustainability of the sector.

- In 2020, a total of 6 national and international public-supported projects were implemented at the Çiğli Facility. Sixteen R&D projects were completed at the Dilovası R&D Center, while 17 new R&D projects were initiated and 1 TÜBİTAK project is ongoing.

#### DYO Çiğli Facility

6

Public-supported  
R&D Projects

#### DYO Dilovası Facility

16

R&D Projects

- As a result of the legal regulations regarding hazardous chemicals (particularly the Registration, Evaluation, Authorization and Restriction of Chemicals - REACH), efforts were made to reduce chemicals harmful to the environment and human health in industrial paints, and in this context, new types of paint remover and aerosol-compatible spray paint products were introduced to the market.
- The work carried out under the REACH Regulation is as follows: Alternative ingredients were used instead of materials restricted by the relevant regulations. In addition, projects for the development of domestic products were carried out. Lead-free color studies are carried out for export customers and for domestic customers sensitive about the REACH Regulation.
- As a result of studies on alternative materials, substances banned firstly in the EU and then in Turkey were replaced with other chemicals that are not banned. The new formulas were recorded in the inventory of the Ministry of Health, allowing the products to remain on the market until the end of 2023.



## CARING FOR SOCIETY / QUALITY, INNOVATION AND R&D

- With the increase in the consumption of water-based products and 100% UV products without solvents in 2020, the emission of volatile organic components (VOC) was significantly reduced and the environmental impact was minimized in certain applications. High deciduous polymers were designed for this purpose by the R&D Center and the production of environmentally-sensitive products with low VOC content gained importance.
- Studies on a bio-based furniture paint system were initiated taking into account the diminishing world resources.
- The development of chemical agent resistant coatings (CARC) and infrared (IR) paint for the defense industry was largely completed in 2020, and collaborations were made with the leading companies engaged in production for the defense industry.
- In order to contribute to energy efficiency, new products have been launched to reduce energy consumption in the paint application processes of stakeholders.
- Formulation studies have started for a water-based paint that does not contain biocides as a preservative, which can lead to an "allergic skin reaction."
- Bond coat development efforts were initiated to improve indoor air quality.
- Low VOC and non-VOC paint development studies were conducted.
- The results of the TURKISHTIME TURKEY R&D 250 Survey for 2020 were announced.
- The company ranked 67th by R&D expenditure.
- The company ranked 6th by number of projects implemented.
- The company ranked 20th by number of brands.



Our ranking according to 2020

### Turkishtime Turkey R&D 250 Survey:

Top 250 Companies with the Highest R&D Spend	By Number of Projects Carried Out at the R&D Center	By Number of Trademarks Registered by the R&D Center
<b>67.</b>	<b>6.</b>	<b>20.</b>

## CARING FOR SOCIETY / CONSUMER AND CUSTOMER INFORMATION AND ETHICAL MARKETING

Prioritizing consumers and customers in its corporate values, Yaşar Group acts with responsibility and in accordance with the relevant legislation and ethical principles in the promotion and marketing of its products and in the presentation of its products to the consumer with marketing tools. The Group renders the necessary information for all of its products and services accessible to its consumers through labels on product packages, advertisements, its website, and social media.

The Turkish Food Codex Labeling Regulation and the Labeling Guide issued by the Ministry of Agriculture and Forestry set out the information that should be printed on the label of a food product. In accordance with the provisions of the regulation, the Group shares the information about food products with consumers through labels.

The Group fully complies with the Advertising Self-Control Board Principles published by the "Association of Advertisers" of which the Group is a member. Providing information on products and services in full compliance with regulations, the Turkish Food Codex Labeling Regulation and industry-specific rules on labeling, the Group did not identify any non-conformities in 2020.



## Consumer and Customer Satisfaction

It is one of the primary goals of Yaşar Group to produce products in compliance with legal regulations, Management Systems Standards, international standards, and product specifications, and to meet the expectations of consumers regarding quality and reliability, therefore ensuring and increasing their satisfaction.

Yaşar Group prioritizes customer and consumer satisfaction, conducts regular surveys to measure the expectations, and works toward conti-

nuous product and service improvement based on complaints, expectations, and feedback received. As every year, necessary improvements were made by evaluating consumer and customer surveys, complaint and comment mechanisms, and stakeholder feedback received in 2020.

The Pinar Communication Center performs customer satisfaction surveys for Pinar Süt, Pinar Et, and Pinar Su ve İçecek brands. According to data from 2020, the customer satisfaction rate was 94.11%.

### "Pinar" 2020 Customer Satisfaction Rate

**94.11%**

## CARING FOR SOCIETY / CONSUMER AND CUSTOMER INFORMATION AND ETHICAL MARKETING / Consumer and Customer Satisfaction

Yaşar Birleşik Pazarlama, one of the largest sales and distribution companies in Turkey with its experienced team and over 1,200 distribution vehicles, reaches 155 thousand sales points with 6 regional offices and over 100 dealers, and distributes Pinar Süt and Pinar Et products. Every year, the company surveys its direct customers and dealers based on the sampling numbers determined by the Business Management Systems. The survey conducted by Yaşar Birleşik Pazarlama is a satisfaction survey including parameters such as price, product, distribution, and sales team to channel customers who sell and distribute both internal and external products.

In 2020, the Satisfaction Index by Channel was calculated as **86% for the Traditional Channel, 73% for the Dealer Channel, 87% for the Modern Channel, and 90% for the FAFH Channel.**

CHANNEL	NUMBER OF ACTIVE CUSTOMERS	NUMBER OF SURVEY POINTS
<b>Traditional</b>	24.723	2.429
Dealer	108	103
Modern	7.533	284
Food away from home consumption	21.114	1.531
Total	53.478	4.347

### Customer Communication Activities Of DYO

Dyo Boya Plants hold TS ISO 10002, Customer Satisfaction Management System certification, and we have an established a system to meet all the requirements of the standard, such as accessibility, accountability, objectivity, confidentiality, and customer focus. The manuals, procedures and instructions describing our system are known and implemented by the relevant departments.

DYO adopts a customer satisfaction-oriented approach in all areas of operation. Feedback received from customers through surveys, the call center and social media channels is evaluated and necessary improvements are made. Customers can reach Dyo using the DYO Contact Line **DYOFON 444 0 396**



The SAP-CRM system is used for the management of customer complaints. With the transition from the SAP CRM system to Digital Promotion, it is aimed to provide more effective management of customer complaints, in accordance with TS ISO 10002 Customer Satisfaction Management System Standards. Work is planned to begin in the first month of 2021.

We have consolidated tables for customer satisfaction that we create based on success indicators (surveys, KPIs, etc.) that are the responsibility of different departments.

The Çiğli Facility monitors performance indicators such as "customer complaint first response time", "customer complaint completion time", and "consumer consultation line satisfaction rate."

Launched in 2009, the DYOLOG loyalty system was designed to strengthen DYO's relationship with head painters and clerks and to build sustainable relationships by gaining new customers. According to the assessment conducted in 2020 for the system where the Law on Protection of Personal Data (LPPD) is prioritized, the satisfaction rate of DYOLOG members was 91.5.

## CARING FOR SOCIETY / CONSUMER AND CUSTOMER INFORMATION AND ETHICAL MARKETING / Consumer and Customer Satisfaction

The DYOLOG Call Center was renewed in order to provide a fast, reliable, and customer-oriented service in accordance with the developing technology. With this update, improvements were made to ensure customer satisfaction, such as automatic dialing of missed calls, receiving instant call reports, and post-call survey evaluation. According to 2020 data, the satisfaction rate of the DYOLOG members participating in the DYO Call Center's survey was 94%.



The Call Center responds to 98% of all complaints and information requests received via social media within the same day. 94% of customers were found to be satisfied with this service according to the surveys and feedback received.

In addition, technical training is provided to relevant stakeholders in order to increase customer satisfaction, to introduce our new products and new technologies, and to teach how to apply the right product on the right surface using the right method. Organizations were held online and in smaller groups due to the pandemic. Training was given to 376 individuals (1,266 hours).

With the transition from the SAP CRM system to Digital Promotion, it is aimed to provide more effective management of customer complaints, and in accordance with TS ISO 10002 Customer Satisfaction Management System Standards. Work is planned to begin in the first month of 2021.

In order to identify opportunities for continuous improvement and digital transformation, which were started at the end of 2020, areas open to improvement were identified and projects were developed and presented to the senior management.

### Pınar Communication Center

With the Pınar Communication Center (PCC), which customers from all over Turkey can reach via the phone number 444 76 27, we continued to work in line with the principle of "Our Consumers and Our Customers Come First." Calls on complaints, suggestions, information, criticism and praise related to products and services received by the Pınar Communication Center are responded to by PIM operators from 07.00 – 23.00. Requests and suggestions received by the Pınar Communication Center are carefully examined and taken into account within the company.

All feedback is treated within the scope of LPPD and requests and suggestions are recorded in the SAP CRM system and carefully examined and evaluated. Unresolved complaints are referred to the relevant units and the entire complaint management process is followed from the beginning to the resolution of the complaint.



According to 2020 data, the successful call reception rate in the PCC was 93.57% and the rate of calls answered in the first 15 seconds was 88.23%. The customer satisfaction rate in this channel was 94.11%. Customers can also reach the Pınar Communication Center at twitter.com/InfoPınar and facebook.com/PınarİletişimMerkezi. The PCC also examines and resolves requests and suggestions received via social media with its official Twitter and Facebook accounts, providing the fastest response to consumers.



## CARING FOR SOCIETY / CONSUMER AND CUSTOMER INFORMATION AND ETHICAL MARKETING / Consumer and Customer Satisfaction

### “Accessible Communication Line” from Pınar Communication Center

A pioneer in its field in Turkey, Pınar made another innovation with its new application implemented in 2020, the “Accessible Communication Line” service for visually and hearing impaired individuals. Setting out with the purpose of making life easier for the visually and hearing impaired, the service can be used 7 days a week from 07.00 - 23.00. Consumers can contact an operator by calling the Pınar Communication Center on 444 76 27, or by calling the call service number reported to the associations for the visually and hearing impaired in Turkey. Individuals with visual and hearing impairment can receive video support by showing the products to the operator, get product, learn about product content, and instantly obtain answers to their questions such as the expiration date.



### Best Practices of Companies

#### Pınar Su ve İçecek

Consumers have completed the notification process to evaluate the effectiveness of the customer satisfaction management system of Pınar Su ve İçecek, and so as to identify areas of improvement are called back to participate in a study conducted to get their opinions. For more effective monitoring of the Pınar Communication Center’s management processes, the CRM program is used to record and track notifications, and periodic reports are prepared on topics such as current complaints status, average resolution times, customer response times, delays, and customer satisfaction level. When issues that have the highest impact on the overall satisfaction were examined, it was found that the most effective factor was to provide sufficient information on the subject of complaint. This, in turn, is followed by positive staff behavior, suggestions in accordance with needs and requests, and quick communication. In 2020:

- The content of the dealer audit system was revised to address the issue of “dealer complaint”, which accounts for about 50% of service complaints.
- Efforts were made to integrate dealer audit scores and service complaints rate into the dealer bonus system.
- Technical improvements made in Pınar Su’s mobile ordering application, which stands out as an e-commerce channel in the sector with the payment by credit card feature and contact-free delivery,

continued to accelerate with the impact of the pandemic. In order to ensure that the application is used by more consumers, collaborations were made with different brands and various loyalty campaigns were initiated throughout the year.

- Pınar Su ve İçecek aims to provide its customers with a high level of service quality and auditable service with its technological dealer infrastructure. The “delivery time” and “inventory management” criteria, which are important in terms of service quality, are followed in real time. The company delivered its entire product line to its consumers without interruption during curfew restrictions due to the pandemic in 2020 thanks to its mobile ordering application, call center, website, and widespread dealer network. The number of dealers offering mobile payment was increased in order to ensure that all consumers can benefit from contact-free delivery. Efforts have been made to increase the system usage rates of dealers by adapting to the digitalization process. The company implemented the ‘Perfect Customer Experience Project’ in order to improve the service quality of dealers and reduce consumer complaints. Scoring and auditing the dealer network in terms of certification, legal compliance, storage conditions and shipping standards continued without interruption in 2020. As a result of audits, necessary improvements were made by informing and training with dealers.

## CARING FOR SOCIETY / CONSUMER AND CUSTOMER INFORMATION AND ETHICAL MARKETING / Consumer and Customer Satisfaction

### Pınar Et

Pınar Et produces its products in accordance with the legal requirements and those of existing quality and food safety management systems. The R&D Center conducts studies to determine and improve the shelf life of products. Shelf life studies are evaluated by making sensory, microbiological and chemical analyses of products during the study period and comparing them with legal regulations and scientific data. Products are evaluated and monitored by regional quality experts throughout their useful life and improvements are made according to the monitoring results.

Pınar serves in the sub-commissions of the Ministry in all works on the legislation related to the meat, food and animal husbandry sector, and is actively involved in legislation update efforts. Participation in sectoral meetings and opinions is communicated to the relevant Ministry through NGOs.

### Yaşar Birleşik Pazarlama

Yaşar Birleşik Pazarlama continued to provide information on current activities, news and sustainability reports to its customers, consumers and employees in 2020 on its website, which was commissioned in 2017.

### Kısık Ateş



Yaşar Birleşik Pazarlama continues to develop its marketing activities for the food away from home consumption channel under the roof of Kısık Ateş. More than 230,000 individual users visit the website and the mobile application per month. Kısık Ateş reached 120,000 followers on social media (Instagram and Facebook) and 20,000 subscribers on YouTube with Kısık Ateş TV in 2020.

The target audience of Kısık Ateş, which is seen as the meeting point of gastronomy in Turkey, are professional chefs, future chefs (gastronomy students), academics, business owners, and everyone who is interested in gastronomy. Kısık Ateş aims to contribute to the sustainable and healthy development of Turkish gastronomy, to provide a platform where future chefs can communicate with today's chefs, and in this way, to transfer



knowledge and experience and the Anatolian culinary culture and flavors to future generations.

All works related to Kısık Ateş were carried out online in 2020 due to the pandemic. Knowledge contests, seminars and an expanding network of brand ambassadors continued to inform and develop students. All activities carried out in the food away from home consumption channel were broadcast on Kısık Ateş (website and mobile application) and delivered to a wider audience. The Kısık Ateş platform supported the development of students and gastronomy enthusiasts with 1,130 unique recipes, 300 blog posts telling the stories of Turkey's most successful chefs and industry trends, 100 tips for those who want to cook tasty dishes, and 27 expert editors as of the end of 2020.

[Click here for the Kısık Ateş website.](#)

### Food Away from Home (FAFH) Consumption Marketing Activities

- The closures of FAFH channels due to the pandemic in March created risks to customer, regional and factory warehouse product stocks. In this context, interventions in inventory and production plans ensured that the process was completed without loss of product.
- Hospitals working at a high tempo due to the pandemic were provided with product and material support within the scope of "Social Responsibility" projects. YBP's demo chefs were also active in these projects. In the research conducted in this context, the "PINAR" brand was found to be among the suppliers that support its customers the most.
- The sales team's routine training was provided online due to the pandemic, and the "Harmony of Coffee and Milk / Basic Barista Training" and "Basic Kitchen Training" projects were completed online.

### University Visits

University visits initiated as part of creating brand loyalty among students of the Department of Gastronomy continued online due to the pandemic in 2020. As a Pınar brand, we organized career seminars to guide young people in their careers, and met with students from the Gastronomy Department of 10 universities from İzmir, İstanbul, Ankara, Sivas, Trabzon and Afyon, including Yaşar University.

## CARING FOR SOCIETY / CONSUMER AND CUSTOMER INFORMATION AND ETHICAL MARKETING / Consumer and Customer Satisfaction

### Viking Kağıt

Viking Kağıt measures consumer and customer satisfaction, which is its top priority, through regular surveys and feedback, and continuously improves products and services according to survey results and feedback. Customer requests and complaints collected through consumer and customer surveys conducted annually or received via the Consumer Advisory Hotline and social media accounts, are resolved meticulously.

Viking Kağıt also shares the message of its safe production practices and added value provided by its products via media such as magazines and newspapers throughout the year in order to increase the hygiene awareness of society. Consumers of Viking Kağıt receive useful and updated information on wellness, personal hygiene for children, sustainability, and environmental consciousness thanks to the content shared on Viking Kağıt social media accounts. Information on production and operations is regularly shared with consumers throughout the year at [www.viking.com.tr](http://www.viking.com.tr) and [www.lily.com.tr](http://www.lily.com.tr).

### Çamlı Yem Besicilik

Customer complaints contain important and valuable data for Çamlı Yem Besicilik. The purpose of the company is to increase brand reliability by reducing customer complaints and to prevent negative financial returns and customer loss. Customer satisfaction is followed by surveys sent to customers on an annual basis and financial statements from the sales department. Customer complaints are reviewed and evaluated under certain headings, and improvements are planned for the most common subjects of complaint to protect the brand's value and market share. Exporting to 19 countries in 2019, the company added the UK to the list as a new customer in 2020.



### Pınar Süt

Pınar Süt continued to strengthen its connection with its consumers not only with its high-quality, healthy and nutritious products, but also with its communication efforts. Together with the rise of the healthy lifestyle trend due to pandemic, it has become an important need for consumers to access reliable information on nutrition and wellness. Therefore, Pınar Süt aimed to create solutions by bringing together professionals specialized in nutrition and healthy living and consumers, especially through the social media channel "Pınar Always on My Side." In addition, the company strived to help consumers in this sense by constantly emphasizing those products that stand out in terms of healthy nutrition such as kefir, yoghurt and milk through various channels.

In addition, to make the time spent at home more enjoyable, delicious and healthy recipes that can be made with Pınar products and "Do It Yourself" videos for children were also shared on social media and packaging artwork and in advertising campaigns.



### Pınar Enstitüsü

Founded to contribute to the healthy development of society, the Pınar Institute has been operating since 2013. The Pınar Institute develops projects aimed at raising public awareness on food, health and issues of nutrition, creating awareness on quality of life, and conducts literature research on food and healthy nutrition to contribute to the healthy development of society.

## CARING FOR SOCIETY / CONSUMER AND CUSTOMER INFORMATION AND ETHICAL MARKETING / Publications

Yaşar Group uses various publications in order to communicate with its internal and external stakeholders, and to raise awareness and inform its customers and consumers on a regular basis. Group companies continued to publish newsletters, magazines, newspapers, digital platform content and social media content in 2020.

### Pınar Newspaper

Pınar Newspaper, an important source of reference for producers, addresses issues such as animal husbandry, milk and meat technologies, and animal health, as well as providing content such as interviews with farms and news from Pınar. The quarterly newspaper is delivered to Pınar's business partners. You can find the latest issue of Pınar Newspaper and its entire archive at [www.pinar.com.tr](http://www.pinar.com.tr).



### Benim Pınarım Magazine

Benim Pınarım Magazine, which has been published since 2004 to increase internal communication, includes all news about the Pınar brand, internal announcements, and employee information such as marriages and births.



### Pınarlayaşam Social Media Accounts

Pınar provides useful and up-to-date information to families through mother-child communication on Twitter, Instagram and Facebook accounts and on its YouTube channel. It also provides the youth with information on topics such as sports and environmental awareness. Ever addressing social responsibility and sustainability issues on its accounts, Pınar aims to bring together different target groups. Meanwhile, Pınar's Instagram accounts support children's artistic development by organizing workshops for children.

### Güzel Yaşa Magazine

Believing that the secret to living well is adopting proper and healthy dietary habits, Pınar Et continued its magazine, website, social media and weekly e-newsletter efforts with the "Güzel Yaşa" concept in 2020 as well. Having taken important digitalization steps in order to reach a wider audience with the project launched in 2017, Pınar Et has moved its quarterly magazine Güzel Yaşa to digital. This step, which also supports the sustainability efforts of the company and Yaşar Group, has reached many more readers, while also reducing paper consumption. In addition, the membership system was activated, the number of followers increased with weekly e-newsletters, and communication with the target audience strengthened.

### Lezzet Fikirleri

Lezzet Fikirleri has become the brand of two-way communication that Pınar Et has established with its consumers in digital media. The website LezzetFikirleri.com [lezzetfikirleri.com](http://lezzetfikirleri.com) and social media accounts blend Pınar Et products with the most unique recipes of both Turkish and world cuisines, delivering them to the consumer's kitchen. Digital channels and lezzetfikirleri.com, which host countless different recipes using Pınar Et products, demonstrate the product variety of Pınar Et in a way that the end consumer can apply directly at home. The project, which started its digital life with Facebook, Instagram, and YouTube accounts and website in 2017, managed to increase its effectiveness in the Digital World year by year, launching its foreign operations in 2019. Reaching more than 25 thousand unique users by the end of 2020, Pınar Lezzet Fikirleri brings together audiences who love to cook and are open to experimenting with different recipes.



## CARING FOR SOCIETY / SUSTAINABLE AGRICULTURE AND ANIMAL HUSBANDRY

Yaşar Group carries out its activities with the aim of complying with the agricultural transformation in Turkey and around the world, and with a focus on ethical values, animal welfare, eco-friendliness, and increased efficiency. The Group supports and improves all stakeholders with a particular focus on producers to promote the sustainability of agriculture and animal husbandry. Group companies are exemplary actors in their sectors with holistic sustainability approaches that create value for their stakeholders, sustainable and organic farming practices in accordance with international standards, and the animal welfare management system they have established. Group companies Pınar Et, Pınar Süt and Çamlı Yem Besicilik continued to create value in sustainable agriculture and animal husbandry through their work and good practices in 2020.

Pınar Et leads the sector in terms of animal welfare and more with its continuous improvement efforts and investments. The company has received applied training from experts and organizations in Europe and the US for animal welfare practices, and an animal welfare system has been established, including the necessary infrastructure and supervision as a result. Animal welfare audits conducted at suppliers raise awareness of this issue and ensure the fulfillment of requirements.

The control of prohibited substances in supplied animals is performed by regular analysis in laboratories. National and international laws and

standards are followed in the transport of animals.

Çamlı Yem Besicilik also considers it a responsibility to spread its holistic understanding of sustainability to its producers, with whom it interacts beyond its corporate structure, operation and products. Acting within the framework of supporting sustainable agriculture and animal husbandry, the company supports and develops producers with the awareness of its responsibility to humanity and nature. The expert technical team and the field team support manufacturers in farm management and animal health practices and raise the awareness of the manufacturer through training.

The company ensures cooperation between universities and the public and private sectors in order to train raw milk producers on animal health, animal nutrition, milking practices and hygiene, and continues to participate in the "The Future of Our Milk Is in Safe Hands" project under the leadership of the Pınar Institute and in cooperation with Pınar Süt in order to teach the right practices to milk producers and increase their awareness level.

Acting within the framework of supporting sustainable agriculture and animal husbandry, Çamlı Yem Besicilik supports and develops all its business partners, producers in particular, with the awareness of its

responsibility to humanity and nature. This understanding, which is based on a continuous reduction of environmental impact while growing economically, is also constantly checked and improved with standards and good practices.

Within the scope of the "Women Farmers Meet Agricultural Innovations" project organized with the coordination support of the Department of Training and Publications of the Ministry of Food, Agriculture and Livestock, Çamlı Yem Besicilik provided training to women farmers on organic compost production and supported the increase of women's employment in the agricultural sector, as well as the active participation of women in the workforce. The company aims to contribute to the local economy with its activities. A contract production model is used in the turkey production process, and almost all of the contract producers consist of families who do not have the opportunity to engage in agriculture or cattle farming. The company works especially with villagers living in mountain villages that are not suitable for agriculture, offering them a source of income in exchange for turkey production. In addition, veterinarians provide training to breeders on animal husbandry and animal welfare at least 3 times a year. Best practices are identified and encouraged and faulty practices are terminated. While maintaining the breeding density in accordance with the legislation to ensure animal

welfare, the company develops animal welfare projects with the Faculty of Agriculture of Ege University, especially for producers.

**The organic dairy livestock plant of Çamlı Yem Besicilik, located in Beydere, Manisa, received the "Organic Agricultural and Animal Production Certificate" as a result of the audit conducted by IMO Control, an organization accredited by the European Union's Organic Agriculture Commission. The objective is to reduce the use of chemical fertilizers and pesticides by supporting organic agriculture in the region through the contract production method.**

**Çamlı Yem Besicilik holds the international "Friend of the Sea" certificate for "Sustainable Fishing" and is the first company to receive the "Good Agricultural Practices" certificate, along with Pınar Balık in Turkey.**

Çamlı Yem treats the fertilizers generated as a result of husbandry activities whereby environmental pollution is prevented, turning them into solid farm fertilizers that can be used safely in both organic agriculture and all kinds of agricultural production. Thus, healthy agricultural products are grown and, at the same time, sustainable agriculture is ensured on our lands, which are unfortunately becoming arid because of excessive chemical fertilizer consumption.

## CARING FOR SOCIETY / SOCIAL INVESTMENT / Contribution to Local Economies

Yaşar Group adds value to the local economy and promotes its development with its workforce, supply chain, and export volume. Taking care to procure the necessary labor and raw materials for its products and services primarily from the region where it operates, Yaşar Group creates a regular source of income for locals with its "local employment" policy, and tries to draw its workforce primarily from the existing human resources in the region of investment.

In İzmir, Eskişehir, and Şanlıurfa, where factories of the dairy industry are primarily located, and in the regions where these provinces are located, direct and indirect employment is provided, producers are trained and regional development is supported by increasing productivity.

Group companies always create jobs and development opportunities

for their dealers, suppliers and manufacturers, as well as employment opportunities in regions where they operate. Yaşar Group companies also help the development of their business partners by organizing various training programs for their dealers and suppliers, conducting audits and evaluation visits.

Contributing to the development of regions and cities where they operate, Yaşar Group companies also create value for locals with their high quality and innovative products and services, wide distribution network, R&D and efficiency studies, and customer management approach. Yaşar Group takes care to ensure the sustainability of natural resources in its activities with its responsible, efficient, and ethical natural resource utilization strategy.

## CARING FOR SOCIETY / SOCIAL INVESTMENT / Social Investment Activities of Companies

"Pınar" operates in such a way as to leave a healthier and sustainable physical-social environment for future generations for a livable world and a high quality life, and carries out long-term projects that will contribute to social development. The Social Responsibility activities that Pınar develops in the social dimension of its sustainability approach are concentrated in the fields of Education, Culture, the Arts and Sports.



### Pınar Children's Theater

Pınar Children's Theater has reached more than three million children in Turkey without charge since its establishment in 1987. While Pınar Children's Theater aims to contribute to the cultural and personal development of children by staging theater plays, it has also influenced a number of celebrated actors in their decision to take up the art of drama.

Pınar Children's Theater performed "Oyun Makinesi" in various schools in İzmir during the 2018-2019 academic year, bringing joy to 3,483 young theater fans starting from January.

"Game Machine" was suspended due to the pandemic in March, and was digitally displayed on Pınar's YouTube channel "Her Şey Çocuklarımız İçin." The play received a total of 90 thousand views and met with young theater fans throughout 2020. The plays previously performed by Pınar Children's Theater were also published on the YouTube channel "Her Şey Çocuklarımız İçin."

## CARING FOR SOCIETY / SOCIAL INVESTMENT / Social Investment Activities of Companies

### International Pinar Children's Painting Contest

The 39th International Pinar Children's Painting Contest, held in order to raise the interest of primary school children in painting and train future painters was organized under the theme of "Free" in 2020. In addition to seven regions of Turkey, 4,916 students from Germany, Special Education and Application Schools, social media and Group companies applied to the competition with 5,685 paintings.

As a result of the evaluation of the Selection Committee, 13 young painters were awarded with tablets and professional painting materials, and 3 students were awarded a 1-year educational scholarship through the Yaşar Education and Culture Foundation.

A total of 103 works, including 30 paintings selected in the contest and 73 paintings deemed worthy of exhibition by the jury, were presented to visitors in the "Virtual Exhibition" on Pinar's website [www.pinar.com.tr](http://www.pinar.com.tr). The video of the exhibition was also published on the YouTube channel "Her Şey Çocuklarımız İçin."



### Sociological Assessment Report of the 39th International Pinar Painting Contest

As part of the 39th International Pinar Children's Painting Contest, a sociological study was conducted in cooperation with the Department of Sociology of Anadolu University. In this Social Responsibility Project, a "Sociological Research Report" was prepared based upon the evaluation of data gathered by examining the pictures of children participating in the contest from different geographical regions.

Prof. Dr. Fuat Güllüpinar and his team analyzed the content of 3,719 paintings selected among the applications to the contest from 7 regions of Turkey including the Aegean, Marmara, Aegean, Black Sea, Central Anatolia, Southeastern Anatolia, and Eastern Anatolia and Special Education and Application Schools. A comparative analysis report was prepared by comparing the findings of the study with those of the sociological assessment project of the paintings that passed the pre-selection stage in the 29th International Pinar Children's Painting Contest organized in 2010 under the theme "Draw What Interests You the Most."



### Pınar Children's Painting Workshop

Pınar Children's Painting Workshop, another project that aims to inspire children through art, was organized for the fifth time in 2020. The touring Pınar Çocuk Painting Workshop was suspended due to the pandemic, having visited İzmir, Konya, and Kayseri. The Pınar Children's Painting Workshop, unable to continue meeting children in a physical workshop environment, was moved to the digital platform and carried out online through the social media account "Pınar'la Yaşam" with Painter Betül Güney.



### Support For Sports

Pınar also continues its support in the field of sports as part of its corporate social responsibility work. Pınar, which has been the main sponsor of the Karşıyaka Basketball Team since 1998, contributes to basketball activities by supplying beverages, in addition to being the name sponsor of the team. Pınar supports the development of Turkish basketball while carrying out its activities to increase the interest of the youth in sports. Pınar continues to carry out activities across different sports branches in addition to the main sponsorship of the Karşıyaka Basketball Team.

### Pınar Karşıyaka

Pınar also contributes to the protection of educational, athletic and cultural assets within the scope of sports communication activities with its "social citizenship" approach. Under the leadership of its Founder and Honorary President Selçuk Yaşar, Pınar has been the main sponsor of the club since 1998, supporting the Karşıyaka Basketball Team and thousands of young athletes who play sports in the minor league.

The Turkish Basketball Cup Championship, Turkish Basketball Presidential Cup Championship, and Turkish Basketball League championship are among the recent achievements of Pınar Karşıyaka, which supported these events to integrate society, young people, and children of İzmir through sports, and the make İzmir the city of basketball. In addition to these achievements, Pınar Karşıyaka has successfully represented our country in international organizations such as the Turkish Airlines EuroLeague, 7DAYS EuroCup, FIBA Champions League, and FIBA Europe Cup.

By supporting the Karşıyaka Basketball Department, Pınar helped over 25,000 children engage in sports.



## CARING FOR SOCIETY / SOCIAL INVESTMENT / Social Investment Activities of Companies

### Covid-19 Aids

Since the first case of COVID-19 in Turkey, Yaşar Group has taken measures to protect the health of its employees and their families.

The Group provided aid amounting to TRY 1.5 million to contribute to social and health studies within the scope of the "Biz Bize Yeteriz Türkiye" campaign.

In addition, health workers fighting day and night for public health as part of the struggle against the pandemic were supported with healthy and nutritious Pinar products.

### Earthquake Relief

After the earthquake that took place in the Aegean Sea in October 2020, resulting in the loss of life and property in İzmir, Yaşar Group companies and employees helped the earthquake victims, provided support for the "Birlikten İzmir Doğar" campaign, launched by influential non-governmental organizations in İzmir to meet the needs of victims, such as the construction of housing and social and educational buildings. In the first hours after the earthquake, all necessary products such as food, water, and sanitary paper, as well as temporary housing were sent to AFAD, the Red Crescent and public institutions to be delivered to victims.

### DYO Boya's Support For Schools

Cleanliness, hygiene and health have been focal points of life in light of COVID-19. DYO Boya continues to support schools have a cleaner and more hygienic environment during the pandemic period. It continues to

cooperate with school administrations by turning the closure of schools into an opportunity to provide healthy classes. DYO Boya supported over 100 schools in 2020 to protect children from infectious diseases.



## CARING FOR SOCIETY / SOCIAL INVESTMENT / Social Investment Activities of Companies

### "Value For Tomorrow" Project

Aiming to contribute to the future of Turkey with its social responsibility projects developed in different fields from education to culture and arts, from sports to the environment, DYO Boya continues its activities within the scope of the "Value for Tomorrow" umbrella project without interruption. With the "Value for Learning" project, 45,000 students have been trained

to date, and with the "Value for Painters" project, almost 500 painters have been trained on color, space, temperature and light use. As part of the "Value for Schools" project, DYO Boya prepared a guide to painting and paint-use standards for schools based on scientific data, in a first for Turkey. This guide was shared with all schools and teachers nationwide.



#### VALUE FOR STUDENTS

The "Öğrenmeye Değer" (Value for Students) project aims to make children perceive the changes to be made in living spaces as factors that increase success and to make them aware of aesthetic values by informing students, teachers, administrators, and parents in primary schools on color, use of space, light, and lighting elements.



#### VALUE FOR PAINT MASTERS

Our masters who have the Construction Painter Professional Competence Certificate were given the "Ustaliğa Değer" (Value for Paint Masters) training with the content prepared by the Mimar Sinan Fine Arts University. The goal is to increase the professional reputation of our masters who care for their professions and have certified their mastery by providing them with value-added training by MSGSU academics.



#### VALUE FOR SCHOOLS

The "school painting and paint usage standards guideline" is prepared from a scientific point of view in collaboration with the Turkish Ministry of National Education and the Mimar Sinan Fine Arts University. Sample school painting practices were carried out by masters who participated in academic education in accordance with this guideline prepared for all primary schools affiliated to the Ministry of National Education.

### Cooperation Between DYO And Aura Istanbul Architecture And Urbanism Research Academy

Cooperation with the Istanbul Architecture and Urbanism Research Academy (AURA), which brings together Turkey's most respected architects and offers training opportunities to architecture students, has been continuing since 2019. The aim of this cooperation, which has been made to contribute to the quality of human resources in the construction sector, architecture and urban culture, is to offer new perspectives to prospective architects, designers and young architects who are interested in color, design, space, architecture, urban design and urban landscape, and to contribute to their intellectual capital, thereby encouraging innovative ideas.

In the second year of the cooperation, the interview series "Renkli DYOloglar: Türkiye'nin Renkleri" was broadcast live on DYO's YouTube channel in order to contribute to the development of the aesthetic and intellectual values of society. The concept of "color" has been redefined by guests who are all experts in their fields from architecture to gastronomy, travel, philosophy, literature, archeology, contemporary art, music, fashion, and design. The interview series, which was made into a book along with "Turkey's Color Palette", also allowed DYO to become the first paint brand to publish on Spotify.



## CARING FOR SOCIETY / SOCIAL INVESTMENT / Social Investment Activities of Companies

### DYO Street Art Works

Bringing color to living spaces, DYO Boya supported street art with street art works initiated by local governments to contribute to the city and urban culture in 2020, helping art spread to the city step by step. DYO Boya supported the project titled "Bringing Color to Stairs" and had 5 gray stairs painted by mural artists Rakun, Somon, Cins, Kara Gözüktü Kaptan, and Max on Duty. In addition, the project titled "Wall of Respect for Health Workers" was also implemented. In the project geared at thanking health workers who have been working with dedication, a wall was selected on Portakal Yokuşu Caddesi in İstanbul's Ortaköy District. The work was illustrated by artist "No More Lies" and photographed by renowned photographer Chris McGrath. DYO paints were used in the work, which reached a height of 6 meters and a length of 46 meters. The collaborations, especially the Wall of Respect for Health Workers, received considerable attention and enjoyed wide press coverage.



### "New 10-Year History of Turkish Agriculture" Panel

Hasan Girenes, Vice President of Yaşar Holding Agriculture, Animal Husbandry and Fisheries Group and General Manager of Çamlı Yem, participated in the panel titled "New 10-Year Story of Turkish Agriculture" as a speaker at the Future of Agriculture and Forestry Summit. The panel addressed the vital importance of agricultural production and the fact that our country has rich agricultural resources and a competitive advantage in many agricultural products, and underlined the encouragingly rapid growth in animal production, but also the inadequate availability of feed raw materials. Addressing the importance of effective communication and cooperation in the transformation of agriculture, it was emphasized that a master plan is needed to quickly increase productivity and manage water resources.

### DYO Art Awards

DYO Art Awards, one of the important examples of Yaşar Group's support for the arts, was organized on its 38th occasion in 2019. Under the theme of "Balance and Change" 944 artists participated in the competition with a total of 1,585 works. Applications were accepted through the website of the Yaşar Education and Culture Foundation, and the selection committee determined the award-winning works and works worthy of exhibition with the final selection made after the pre-selection process.

The Selection Committee including Prof. Hayri Esmer, Prof. Fevzi Karakoç, Dr. Nazan Ölçer, Denizhan Özer, Prof. Dr. Burcu Pelvanoğlu, Prof. Mümtaz Sağlam, and İhsan Yılmaz awarded 3 works and deemed 27 worthy of exhibition. The winning works in the 38th DYO Art Awards Competition were "Avşa" (top) by Engin Konuklu and "Bu 'ben'im" by İrfan Dönmez in the peinture category, and "Sarı Bir Gün" by Hava Küçüköner in the original print category. Artists who won in the peinture category received TRY 25,000, and the winning artist of the original print category received TRY 10,000.



2020 - İrfan Dönmez  
Bu 'ben'im 150x130  
Oil-Acrylic on Canvas



2020 - Hava Küçüköner  
Sarı Bir Gün 50x70  
Gravure



2020 - Engin Konuklu  
Avşa 100x150  
Oil-Acrylic on Canvas

## CARING FOR SOCIETY / SOCIAL INVESTMENT / Sponsorships and Fairs

Yaşar Group companies attend many congresses as both participants and sponsors in areas such as sustainability and marketing, and support activities that contribute to the development of education, culture, the arts, food, nutrition, active life and sports in Turkey. Fairs, organizations and sponsored events attended by Group companies in 2020 are listed below:

### Fairs and Organizations Attended by Pinar Et in 2020

- 4th Workshop on Meat Products / 6 - 8 October 2020
- 14th Turkey Food Congress / 21 - 23 October 2020
- 4th Aegean Economic Forum / 30 November - 4 December 2020

### Fairs and Organizations Attended by Pinar Süt in 2020

- 15th Agroexpo International Agriculture and Livestock Fair / 6 - 9 February 2020
- Gulfood 2020 / 16 - 20 February 2020
- Post-COVID-19 Milk and Dairy Industry Online Conference / 8 May 2020
- 6th Sustainable Food Summit / 22 October 2020
- Congress on Current Approaches in Active Life, Food and Nutrition / 28 - 29 November 2020
- 4th Aegean Economic Forum / 30 November - 4 December 2020

### Fairs Attended by DYO Boya in 2020

- TREDER Fair - 11 February 2020
- MODEKO 2020 İzmir Furniture Fair - 4/8 March 2020
- SAHA EXPO World's First Defense Industry Online Fair - 9 November 2020 - 9 April 2021

### Sponsorships of DYO Boya in 2020

- Sponsorship of Casati Trabzonspor
- Building Days Platinum Sponsorship / 5 - 8 March 2020
- Sponsorship of Heavy Vehicle Summit / 11 February 2020

- Building Days Platinum Sponsorship / 5 - 8 March 2020
- Jersey Sponsorship of İnegöl Belediyespor
- Sponsorship of Karşıyaka Sports Club Men's Basketball Team

### Sponsorships and Events of Yaşar Birleşik Pazarlama in 2020

- Coffex 2020: 27 February - 1 March / As milk sponsor
- SCA Turkey Championship 2020: 27 February - 1 March / As main sponsor of Barista and Latte Art
- İstanbul Culinary Cup 2020 29 February - 1 March / As product sponsor





Founded in the spirit of social responsibility with a view to raising social awareness on food, health, and nutrition issues, and to contribute to the healthy development of society, the Pinar Institute has been operating since 2013 as a non-profit that does not engage in commercial activity of any kind.

The Pinar Institute's mission is to support scientific projects, to be present within the information networks and to carry out training activities in order to raise public awareness on the issues of food, health and nutrition, as well as to create awareness on living a high quality life. The Institute's biggest goal is to be perceived as a reference point in the field of food and nutrition.

Having started its activities in order to help society to have a proper nutrition awareness, the Pinar Institute implements activities that will enable consumers to access scientific and reliable sources and raise awareness regarding food, health and nutrition, and, as a corporate citizen, supports effective interdisciplinary cooperation in these fields.

### The "Let's Move With Fun, Let's Eat Healthy" Project is growing!

In line with the Pinar Institute's mission to raise public awareness and engage in educational activities on food, health and nutrition issues, the "Let's Move With Fun, Let's Eat Healthy" project, which is implemented to create nutritional awareness at a young age and raise healthy individuals, aims to raise awareness among not only children, but also teachers and parents.

The project, implemented in cooperation with the General Directorate of Basic Education of the Ministry of National Education, has been implemented in 13 provinces since 2016; to date 607 independent kindergartens and 615 teachers received training and over 16 thousand children have been reached. Within the scope of the project, 4 scientific studies conducted with data gathered from children, parents and teachers have been published on national and international academic platforms.

All educational materials have been uploaded to the website and teacher portal, which can be accessed by teachers at [www.hareketetsagliklibeslen.com](http://www.hareketetsagliklibeslen.com). Another study carried out within the scope of the project, the video titled "Life

Skills and Health Development in Early Childhood" prepared by Assoc. Prof. Dr. Sibel Sönmez from the Department of Primary Education, Faculty of Education, Ege University was published on digital channels.

Initiated to raise children's awareness of the importance of balanced nutrition and physical activity through play, the project aims to guide children in early childhood regarding a balanced and healthy diet, to teach them the right eating habits, to organize entertaining activities, and to teach that physical activity, as well as nutrition, is important for a healthy life.

The project, which addresses early childhood in particular, makes an important contribution to our society to raise healthy generations for the future. One of the most significant aspects of the project is that it is implemented at the preschool level, the period when individual development is at its fastest and basic life skills are acquired. It has been an effective project in achieving the right information that children need, especially about a healthy and balanced diet, which is affected by their environment.



### “The Future of Our Milk Is in Safe Hands” Project

Having supported training to raise the awareness of producers since its foundation in 1973, Pinar has been carrying out the “The Future of Our Milk Is in Safe Hands” project under the leadership of the Pinar Institute within the framework of public-university-industry cooperation since 2014. “The Future of Our Milk is In Safe Hands” Project has allowed Pinar Süt and Çamlı Yem Besicilik to reach over 8,000 dairy farmers across 14 provinces.

Supporting the training of dairy farmers with the “Future of Our Milk Is in Safe Hands” project, the Pinar Institute continued its efforts to support producers through digital channels during the pandemic period. The website of the project was published at [www.sutumuzungecegi.com](http://www.sutumuzungelecegi.com) and all training materials were uploaded to the website, which offers information about the project. In addition to promoting the project, the website contains useful information about dairy farming, educational videos and the results of the social impact research. This laid the foundations of an online platform where producers can also benefit from the content.

Under the roof of the Institute, the training program on “Calf Care and Feeding” was also launched in 2020 with the aim of ensuring the healthy growth of calves, which play an important role in the sustainability of animal husbandry. In order to help producers via digital channels, the Pinar Institute prepared and launched its YouTube channel titled “Dairy Farming Training Series.” As part of the project, cooperation continued with the Business Call to Action (BCtA) platform supported by the United Nations (UN). Project activities and social impact research results were associated with the UN Sustainable Development Goals and published as a case study. The Pinar Institute’s “The Future of Our Milk is in Safe Hands” project was the only project representing Turkey as an “exemplary inclusive business model” in the “Impact Management Journey” session at the annual forum held as part of the “United Nations General Assembly Week” events. It went on to receive the “Pioneers of Agriculture Award” at the Future of Agriculture and Forestry Summit organized in Izmir to contribute to the roadmap of Turkish agriculture. All works were featured in the national and international press.



### Pinar Institute Scientific Article Award

The Pinar Institute believes in minimizing information pollution in society on food, nutrition and health issues through qualified scientific studies, innovation and improvement studies on new technologies should be announced nation-wide, supported and encouraged, and shapes its work accordingly. Believing that studies prepared based on a scientific approach for raising healthy individuals for a healthy society will yield much better results in practice, the Pinar Institute is keen to reward studies done in this field, and to encourage researchers to conduct new studies.

The Pinar Institute Scientific Article Award is given to selected articles on food technology, nutrition and health (hypertension, diabetes, osteoporosis, cardiovascular diseases, obesity, etc.) and food safety published in peer-reviewed journals between 2018-2020 based on criteria such as contribution to science, social benefit and applicability.

The second "Pinar Institute Scientific Article Award" was distributed in an online ceremony on 23 December 2020. A panel on "Lifelong Health" was also held as part of the Pinar Institute Scientific Article

Award Ceremony. In addition to consideration related to healthy eating, information about the importance of physical activity and the awareness technique for healthy nutrition was shared on the panel.

The Institute plans to give additional points to articles on the relationship between COVID-19 and the aforementioned topics in 2021. The activity is organized in order to encourage research and prospective studies within the framework of the mission "to support research and training with the aim of contributing to the healthy development of society," which is among the main goals of the Institute.

Articles published from 2018-2020 in an academically recognized international journal, database, etc. will be included in the evaluation process. Authors of eligible articles will receive prize money of TRY 12,500 for first place, TRY 10,000 for second place and TRY 7,500 for third place, as well as a plaque at the award ceremony. The deadline for the award is set as 24 September 2021.

[Click here for detailed information about the project.](#)



Bilimsel Makale  
Ödülü



## CARING FOR SOCIETY / SOCIAL INVESTMENT / Yaşar Education and Culture Foundation

Yaşar Education and Culture Foundation was established in İzmir in 1974 by Durmuş Yaşar with the purpose of contributing to public services and strengthening individual-state integration. The Foundation's contribution to education continues through symposiums, congresses and scientific studies, which are published in various fields.

Sponsorship of archaeological excavations by the Yaşar Education and Culture Foundation, restoration and renovation of the Selçuk Yaşar Museum, scholarship support and paint donations to schools continued in 2020.

### Archaeological Excavation Sponsorships

Having been supporting the efforts to bringing light to our cultural heritage and transferring it to future generations, Yaşar Education and Culture Foundation continues to support the excavations of four ancient cities that have left their mark on the history of our country. The support started with the Ancient City of Nysa in the Sultanhisar District of Aydın in 1998, continued with Old Smyrna in Bayraklı, İzmir begun in 2015, Smyrna Agora in İzmir begun in 2017, and Çatalhöyük excavations in Çumra, Konya begun in 2019.

### Restoration Works at Selçuk Yaşar Museum

The Yaşar Education and Culture Foundation continues its works related to restoration and renovation of the structure registered as "Immovable Cultural Heritage Under Protection" in Umurbey, Konak, İzmir, and making it part of urban life as the Selçuk Yaşar Museum.

The museum will have an area of approximately 6,000 m<sup>2</sup> including 2,600 m<sup>2</sup> temporary and permanent exhibition areas, a library, a 300 m<sup>2</sup> workshop area, a management section, administrative offices, a 343-person conference hall, a cafeteria, and sales units. Of the restoration and renovation works 95% has been completed and the museum is planned to open in the second half of 2021.



### Scholarships

The Yaşar Education and Culture Foundation continues its support for education, which is among the main goals of its foundation, and provides scholarships for universities, higher and secondary education institutions for students who are talented, hardworking, and successful, but who have limited financial opportunities. To date, the Foundation has supported the education of in-need students by providing over 6,000 scholarships.

In the 2020-2021 academic year, the Foundation will give gratuitous scholarships to 50 students for 9 months from October to June, 28 of which are conditional donations. Within the framework of the Foundation's Scholarship Regulations, it will provide scholarships in the 2020-2021 academic year to graduate and undergraduate students at business administration, management engineering, tourism management, economics, chemistry, chemical engineering, mechanical engineering, computer engineering, food engineering, industrial engineering, civil engineering, architecture, veterinary and aquaculture departments of state-owned universities, as well as to talented, hardworking, and successful Anatolian Vocational High School students in need of financial support.

### Paint Aid

Alaçatı Yaşar Education and Culture Foundation Anatolian High School is one of the 8 schools that were built by the Yaşar Education and Culture Foundation, whose key purpose is to make educational investments. The interior and exterior paint of the school was provided to prepare it for the new academic year. Paints were also donated for the renovation of the exterior of Bademler Primary School and Secondary School located in Bademler village of Urla, İzmir.



## CARING FOR SOCIETY / SOCIAL INVESTMENT / Yaşar University

Founded by the Selçuk Yaşar Sports and Education Foundation in 2001 and commencing its activities in the 2002-2003 academic year, Yaşar University has 211 academic members, including full-time professors, associate professors, and doctors in the 2020-2021 academic year.

One of three foundation-funded universities in İzmir, Yaşar University continues work with 1 Institute, 9 Faculties, 1 School of Applied Sciences, 2 Vocational Schools, 1 School of Foreign Languages, 41 departments, 14 Associate Programs, 33 Graduate Programs, and 9 Doctoral Programs. The programs awaiting Council of Higher Education approval and

scheduled to begin in the 2021-2022 fall semester include 4 undergraduate programs of the Faculty of Agricultural Sciences and Technologies and a total of 20 new graduate programs, 14 graduate and 6 doctoral programs of the Postgraduate Education Institute.

Yaşar University continues its activities at the Selçuk Yaşar Campus, where 7,423 students including 155 foreign students from 56 countries (15 Erasmus+ students) study, and 657 personnel including 447 faculty members and 220 administrative personnel serve.



### Educational Activities

#### 1,672 Graduates in the 2019-2020 Academic Year

In the 2019-2020 academic year, 1,591 students graduated from Yaşar University's undergraduate and associate programs and 81 students from graduate and doctoral programs. Of the 7,423 students studying at the University during this period, the number of students studying with ÖSYM scholarships and discounts was 4,555.

Yaşar University employs Turkish academics who have lectured and received doctorate degrees from reputable universities both in Turkey and abroad, as well as foreign faculty members with vast experience in their respective fields, and the University continues to expand its expert academic staff. The Innovative Teaching and Learning Center, established to enable young faculty members who have just joined the university to provide better quality education to students from a pedagogical point of view, also continues its activities successfully.

Offering its students associate, undergraduate and graduate programs as well as double major, minor and certificate programs, Yaşar University stands out for its ability to update its training programs thanks to the sector and needs analyzes conducted periodically, in

addition to providing the opportunity of horizontal and vertical transfer between programs.

In order to reflect every new need that arises in the curriculum and the qualifications of its graduates, Yaşar University offers learning areas that are different from the 'specialization' and 'elective' courses within the framework of undergraduate or associate degree programs, but in coordination with these programs. Apart from the courses offered as 'compulsory' and 'elective' in accordance with the instructions of the Council of Higher Education, there are also courses under the "Core Courses Program" in line with the high quality of the University education, which adopt scientific methods and principles and aim to give students artistic sensitivity.

Yaşar University offers multidisciplinary applied courses in Design Culture, Project Management, Research and Methodology, Human Sciences, Ethics and Aesthetics in the "Science Culture" department, which aims to provide students with skills based on scientific theories for the solution of all vital problems by transforming fundamental sciences into a lifestyle.

### Lifelong Learning and Social Responsibility Projects

The courses developed within the "Open Courses" center are offered as collective open online courses through the [hayatboyu.yasar.edu.tr](http://hayatboyu.yasar.edu.tr) platform in order to transfer the knowledge produced at the university to society, and to encourage individuals to adopt the lifelong learning principle. Anyone can attend these courses free of charge. In addition, elective courses that all university students can enroll have been added to the curriculum as a result of the curriculum simplification studies launched in 2018.

**As part of the Group's social responsibility efforts, the studies were turned into online activities due to the pandemic that began in March 2020. Lists containing support needs and solidarity activities for victims were sent to institutions, organizations and students within the framework of the "İzmir'de İyilik Var!" campaign. The "Kindness in Days of Corona" platform was established with a kitchen team consisting of 15 representatives of these institutions out of 170 responses received, and supplies were distributed to those in need.**

**Children's Book Author Dilge Güney prepared a children's book titled "Days of Coronavirus Will Pass, Good Days Will Come" as part of the platform's activities. All activities of the platform were made into a book and a documentary film with the grant provided by the EU's Sivil Düşün team. The [www.coronagunlerindeiyilik.com](http://www.coronagunlerindeiyilik.com) platform was presented as an exemplar in various events.**

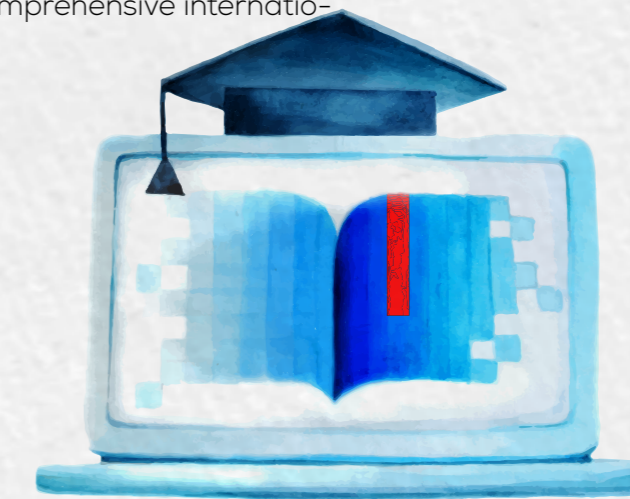
More than four hundred students from over forty universities participated in the "Sustainable Living Virtual Youth Summer Camp" held in August 2020 with the Social Responsibility Operation Group of the İzmir Universities platform, and a five-day online event was organized. Due to the earthquake that struck İzmir at the end of October, the social responsibility course students provided support to efforts in the earthquake region. About 450 volunteers from within or beyond İzmir, including faculty members, administrative staff, students and graduates took active roles.

### Works of the Central Directorates

Yaşar University's EU Research and Application Center continues its activities to guide the University's efforts in this area by following the developments of the European Union research and education programs. About 50 activities were organized within the framework of 25 EU-funded projects conducted in 2020 that match the University's research and education priorities such as innovation, migration, entrepreneurship, energy, and social responsibility.

Around 500 participants were involved in activities under the projects carried out together with other public institutions, companies and non-governmental organizations in addition to higher education institutions. Initiated in 2020 as one of the most comprehensive internatio-

nal projects in which Yaşar University participated, the EU project titled "Horizon 2020 - Gender Equality in Research Institutions" allowed for the establishment of the working group on institutional gender equality, and preparatory work on relevant strategies commenced. The Mediterranean Application and Research Center, which conducts research into regional integration and support for peace, the International Law Practice and Research Center, the Center for Open and Distance Learning, and the Continuous Education Center continue their activities as a requirement of the social responsibility initiatives of the University towards making a better life sustainable on a human, social and environmental scale.



### Yaşar University's Success in Distance Education

Yaşar University established the Open and Distance Learning Application and Research Center in 2014 in order to develop open and distance learning environments, enrich learning opportunities with educational technologies, execute and support the design, presentation and evaluation processes of learning content.

Yaşar University has created the "Digital Learning Ecosystem", which is an important pillar of digital transformation in this process and considered to be the "Learning Experience Journey." The Center implemented face-to-face, remote, blended and flipped educational applications that promote effective and efficient learning and teaching for its stakeholders, accessible on and off the campus, and supported by educational technologies.

During the Covid-19 pandemic, which started at the beginning of 2020, Yaşar University immediately switched to distance education thanks to its strong and experienced infrastructure and offered uninterrupted education to its students. According to the findings of the research conducted by the University Research Laboratory (ÜNİAR) in May 2020 with eighteen thousand students attending 163 universities across Turkey (111 state and 52 foundation-funded universities), Yaşar University showed great success by taking fourth place among the foundation-funded universities that best manage the distance education process. In addition to developing its infrastructure to provide high-level education to its students, Yaşar University reviewed the digital competencies of the academic staff, organized programs to increase their distance learning experience, and provided tools and devices to enrich presentation interactions.



### Education and Training Activities in the Covid-19 Pandemic Period

A Coronavirus Advisory Commission consisting of the directors of relevant units was established under the chairmanship of the Rector based on the letter sent by the Council of Higher Education on 13 March 2020. In order to protect the health of students, academic and administrative staff, the Commission decided on the necessary measures to be taken related to mask use, social distancing and hygiene rules on campus, and on the provision of all courses remotely and the transition to alternate remote work.

### Athletic Achievements

Yaşar University has formed sports teams in different branches (Basketball, Volleyball, American Football, Tennis, Swimming, Archery, Triathlon, Athletics, Sailing, and Chess) to ensure that students take part in sports activities as well as pursuing academic achievements. The University participated in competitions organized by the Turkish University Sports Federation and won various championships.

Before the pandemic process began in 2020, the Men's Tennis Team won first place in the Intercollegiate 1st League, and the Women's Tennis Team won third place in the Intercollegiate Super League. The American Football Team finished the group in third place in the Intercollegiate 1st League organized by the Turkish University Sports Federation. In chess, Yaşar University's players won 2nd and 3rd place in individual competitions organized as part of the Turkish Championship.

### Yaşar University Symphony Orchestra

Yaşar University Chamber Orchestra, marking the first example of a foundation-funded university in İzmir supporting music, was established in 2006 based upon the idea of Selçuk Yaşar, Founder of Yaşar University and Honorary Chairman of the Board of Trustees. Since its inception, the Chamber Orchestra has organized concerts with leading soloists of our country and the world, such as İdil Biret, Suna Kan, Gülsin Onay, Alexander Rudin, Tedi Papavrami, Lauma Skride, and Kerem Görsev.

The Yaşar University Symphony Orchestra, which delights music lovers with polyphonic universal music that enriches our cultural life with concerts, festivals and recitals, welcomes audiences at Adnan Saygun Art Center. The Orchestra has continued its activities by growing into a Symphony Orchestra since 2019. In the 2019-2020 season, the Orchestra gave 4 symphonic concerts, which it also recorded, and made available to music lovers free of charge on digital platforms during the pandemic period.



### Entrepreneurship and Innovation Activities

In 2017, Yaşar University was found eligible for grant support from the TÜBİTAK 1601 program for 2 years. In 2018, the University's applications to the 1601-TÜBİTAK Support Program for Capacity Building in Innovation and Entrepreneurship and 1512-Techno-initiative Capital Support Program as the 1st Phase Implementing Organization were accepted. The University was also selected as the interface organization to carry out the processes of the Individual Young Entrepreneur (IYE) Program on behalf of TÜBİTAK, which allowed the efforts of the University to gain momentum, and the number of applications reached 144 in the first half of 2020. The TÜBİTAK 1601 and 1512 Programs are being carried out by the Information and Technology Transfer Office of the University. The Minerva Incubation Center, which operates within the Information and Technology Transfer Office, has supported all innovative entrepreneurs, especially students and faculty members at Yaşar University.

Yaşar University, İzmir Katip Çelebi University and Karşıyaka Municipality applied to the İŞGEM/TEKMER Program initiated as part of "KOSGEB Entrepreneurship Development Support", which was created to support entrepreneurship activities, transfer the inventions of faculty members to the real sector and provide consultancy services. The application was approved in November 2020 and the organizations were deemed eligible to receive grants and support. The "Northern

İzmir Technology Development Center - Northern İzmir TEKMER" will start its activities in March 2021 as the new infrastructure of İzmir's R&D, innovation and entrepreneurship ecosystem. The Center will host projects related to the "Smart City" theme, which is becoming increasingly important in the context of natural disasters such as pandemics and earthquakes.

The Information and Technology Transfer Office ensures effective public-university-industry cooperation in the ecosystem in and around İzmir, and enables cooperation between academics and the business world to transform the knowledge produced at the university into technology, and technology in turn into commercial meta.

Since its establishment in 2015, the Office has registered 21 national patent applications, 10 international patent applications, and 23 national utility model/design applications in the Intellectual and Industrial Property Pool within 5 years as a result of studies on intellectual rights. In terms of licensing activities, 6 transfer agreements have been made, including the agreement whereby the University's utility model was transferred to the Pinar Institute.

As of the 2019-2020 Spring Semester, the University has added the SCUL 7000 - Social Entrepreneurship course as an elective course.



**Yaşar University Information and Technology Management Design and Consultancy Inc. (YUTECH Inc.)**

Established in İzmir's first Technology Development Zone Teknopark İzmir at the end of 2019 as an initiative of Yaşar University to develop effective cooperation projects with Yaşar Group companies and other stakeholders in İzmir's R&D and innovation ecosystem, YUTECH started its operations at the beginning of 2020. YUTECH aims to mature prospective projects that can cooperate with universities, to enable academicians to take part in these projects as consultants/mentors and implement innovative projects. It aims to allow those individuals to commercialize their knowledge, accelerate the commercialization of the outputs of R&D and design projects carried out in Incubation Centers and Teknoparks, evaluate the outputs of Scientific Research Projects carried out at the University and commercialize them in cooperation with industrial organizations and investors. YUTECH aims to organize consultancy sessions, training programs, seminars and other activities related to measuring, evaluating and developing R&D systematics with universities and relevant stakeholders, and evaluate the outputs of such activities and turn them into financial and nominal benefits. It also seeks to become a stakeholder in Development Agency projects

in line with the academic potential of the University, social responsibility projects and projects such as EU-supported H2020 on behalf of the University or together with the University.

The projection of 15 projects in the 2020 budget was ultimately realized as 16 projects, despite the negative impact of pandemic conditions. Three of these projects were developed through YUTECH's Teknopark İzmir Branch and two with TGB Companies located in Bilim-park and DEPART Teknoparks. Eight projects that started in 2020 will continue in 2021.

**SUSTAIN-CE - Integration of Sustainable Design and Circular Economy Concepts in Civil Engineering Curriculum**

Supported within the framework of the Erasmus+ KA203: Strategic Partnerships for Higher Education program, the SUSTAIN-CE project aims to develop a civil engineering undergraduate curriculum covering sustainable infrastructure design to enable graduates to acquire the skills to apply sustainability concepts and principles to complex civil engineering projects. To achieve this goal, SUSTAIN-CE will lead the deve-

lopment and testing of an innovative curriculum in Turkey, Greece and Portugal, blending this curriculum with global benchmarks in collaboration with industry actors and industrial associations, policy makers, end users and academia to reduce skills deficiencies in civil engineering.

**CE&I44FOODWASTE - Developing Capacity and Research Network on Circular and Industry 4.0 Driven Sustainable Solutions for Reducing Food Waste in Supply Chains in Turkey**

Supported by the UK Newton Fund, the aim of this project is to create a strong research network involving academics in the UK and Turkey by conducting research focused on reducing food waste through Industry 4.0 technologies and circular solutions in the food supply chain. The proposed approach in this project includes research collaborations, student training, information transfer, publications and distance learning courses that will be offered through the research network. Through this research network, research and innovation partnerships will be developed by increasing the understanding and capacity of stakeholders, thereby supporting producers to increase their economic and social well-being, and to provide healthy and safe food for society.



### Directorate of Career and Alumni Center

The Directorate of Career and Alumni Center organizes "Career Days" in order to help Yaşar University students and graduates plan their future, and to organize training programs on career development. In this context, "Career Events" and "Internship-Recruitment Interviews" are carried out on campus. 17 companies posted internship and/or job opportunities between March-May 2020 and a total of 752 students and graduates applied. Seminars titled "Effective Career Management," "Teamwork," and "Stress-Anxiety and Time Management in Preparation for Exams" are given at the promotional fairs and career days of high schools. The seminar titled "Guide Your Future!" was held on an online platform a total of 12 times between May-December 2020.

The total number of graduates in the Graduate Information System in the 2005-2020 period is 14,043. The online platform "Talent Gate", created by the Human Resources Office of the Presidency of the Republic of Turkey for the Career Centers of Universities in 2019, has been launched.

The second "Alumni Meeting", which confirms the value that the University gives to communication with graduates, was held on 21 September 2019 with the participation of 350 individuals. Seven "(Stay At Home) Career Talks: Alumni" programs and 2 "Graduate Career Talks" programs were held between April-June 2020 as part of the "Stay at Home Talks" organized live on social media channels during the Covid-19 period to share information on the work of our successful graduates.



• **SUSTAIN-CE - Integration of Sustainable Design and Circular Economy Concepts in Civil Engineering Curriculum**

• **CE&I44FOODWASTE - Developing Capacity and Research Network on Circular And Industry 4.0 Driven Sustainable Solutions for Reducing Food Waste in Supply Chains in Turkey**

- AgTech7 - Enterprise, Academia, and Business Angel Knowledge Partnership Program for Innovative Agricultural Technology Education from Farm to Table
- CALIPER - Research for Gender Equality and Innovation
- MISSILE - Inclusive Learning Program on Information Security
- SKILLED - Sustainable Skills Program for Local Developers
- DiGi YOUTH - Innovative Training Program for Digital Youth Studies and Inclusive Youth Organizations
- İzmir Chocolate and Dessert festival '20, 6th National Cooking Camp, İstanbul Coffee Festival '20, Ankara Coffee Festival '20, İzmir Coffee Festival '20, Sirha İstanbul 2020, and Gastromasa 2020 events were postponed to a later date due to the pandemic.

## CARING FOR BUSINESS PARTNERS



Sustainable Supply Chain



Although the mechanism that rotates the stone in mills is the ancestor of the gear wheel, the steel gear wheel that emerged with the industrial revolution symbolizes coordinated and harmonious work.

## CARING FOR BUSINESS PARTNERS / SUSTAINABLE SUPPLY CHAIN

Yaşar Group companies are committed to grow together with their business partners, who are considered among the most important links of the value chain, to act in compliance with laws and ethically for a sustainable future, and to continue their activities with an approach that values the environment and nature. In step with this commitment, Group companies act according to Yaşar Group's corporate values of "Our Consumers and Customers Come First, Operational Excellence, Human Resources, Ethical Stance, and Environmental and Social Responsibility", and expect their suppliers to have the same perspective and comply with these values. Yaşar Group, which strives to ensure that sustainable business integration is achieved in all business lines, establishes business relations with its suppliers that are intended to be efficient and create value for both parties.

Cooperation with suppliers ensures that innovations in the sector are followed and that innovations abroad are implemented primarily in Group companies. By creating alternative products without compromising on quality, the Group looks for reliable and diverse sources of supply to increase its supplier number.

Prioritizing quality in all business processes, Yaşar Group companies apply the supplier selection and working criteria with the same precision. To increase the awareness level of suppliers and to ensure sustainable and high-quality supply, Yaşar Group evaluates new suppliers and business partners based on certain criteria including cost, quality, commercial conditions, delivery, service quality, logistics, environmental protection, occupational safety, technical capability and capacity. In addition, the

Group identifies potential areas of improvement according to the results of the evaluation study of the impact and performance of suppliers on business results, and requests suppliers to make improvements in these areas. Continuous poor performance results in a reduction of volume or termination of the business relation with the supplier.

Yaşar Group procures materials, products and services in accordance with all legal regulations related to quality, environment, occupational health and safety, ethical and moral rules. For example, the "PINAR SUPPLIER GUIDELINES" are used in accordance with the United Nations Global Compact, which define the standards and rules that suppliers of Pınar Et, Pınar Su ve İçecek, and Pınar Süt must comply with. In accordance with their supply policy, Pınar Et, Pınar Su ve İçecek, and Pınar Süt

require their suppliers to sign the "Supplier Guidelines Protocol," which includes the criteria of the UN Global Compact as well as the principles of "Compliance with Laws and Regulations, Human Rights, Fair Labor Standards, Environmental Responsibility, and Anti-corruption." Suppliers are also obliged to comply at all times with the principles indicated in the guidelines and ensure that their sub-suppliers do so as well.

Alternative supplier and material research is carried out continuously in Yaşar Group companies and joint studies are conducted with R&D and Quality Assurance Departments. Companies that can provide materials in accordance with established material and raw material standards and company quality criteria are included in the system if the results of extensive trials and audits are positive.

## CARING FOR BUSINESS PARTNERS / SUSTAINABLE SUPPLY CHAIN

### Best Practices and Developments from Group Companies in 2020

#### Viking Kağıt

As with other Yaşar Holding companies, Viking Kağıt rates its suppliers based on the criteria of quality, delivery, and price performance using a scoring system, and implements its own CAPA (Corrective and Preventative Action) tracking system in order to prevent recurrence of quality problems. Identified problems are shared with suppliers and monitored by taking the necessary measures for the solution. Viking Kağıt aims to improve the performance of its suppliers by carrying out a revised supplier evaluation study every 6 months according to the risk assessment model set out in the ISO 9001:2018 Quality Standard.

Having received an ISO 50001 Energy Management System Certificate, Viking Kağıt evaluates sustainability and energy consumption in its product purchasing processes. In the purchase of energy-consuming equipment and devices, requests for proposals submitted to suppliers

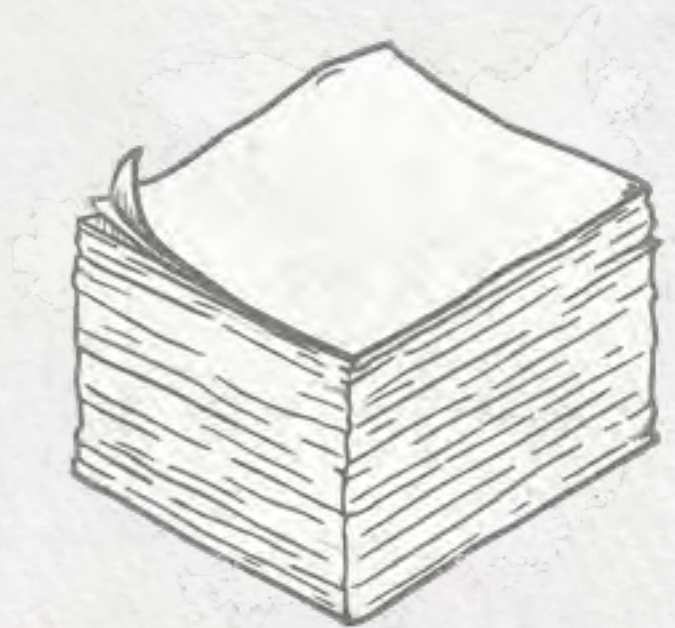
require that the energy classes of the devices be specified, and compliance with ISO 50001 standards is taken into account when evaluating suppliers and purchased products. Additionally, the company prioritizes working with suppliers that hold BRC CP certification and similar energy management system certificates. Viking Kağıt also audits suppliers that do not have a BRC CP certificate by reviewing sustainability and product quality safety issues within the framework of BRC standards.

Viking Kağıt builds win-win relations and long-term partnerships with suppliers of paper, pulp, packaging and chemical materials. The company continued its contribution to the recycling sector and sustainability in 2020 by purchasing scrap paper. Cellulose pulp obtained from scrap paper was used as raw material in eco-friendly paper products that contribute to the environment and economy. Viking Kağıt also

regularly participates in Turkey Materials Marketplace meetings organized by SKD (Sustainable Development Association) and monitors developments and opportunities for recycling its own waste and contributing to the economy.

Viking Kağıt meets with its suppliers especially at events such as fairs and seminars, constantly monitoring the production, storage and loading conditions of these companies. During these visits, the company also regularly checks whether suppliers meet the requirements of quality certificates and quality procedures.

Viking Kağıt has a purchase rate of 51% from local (Turkish) suppliers. Products and services are procured mainly from the Aegean Region and the Marmara Region.



## CARING FOR BUSINESS PARTNERS / SUSTAINABLE SUPPLY CHAIN

### Pınar Süt

Pınar Süt creates added value with the healthy and innovative products it provides to producers, while providing employment opportunities to regional farmers through contracts with regional producers. Pınar Süt procures milk from 126 farms that carry out their production activities according to the European Union standards and adopt Pınar Süt's quality approach in order to achieve a high raw material quality, and works with over 20,000 raw milk producers in Turkey. In addition, the company organizes training programs for suppliers on important issues such as milk quality, herd health, animal nutrition and preventive medicine as part of its efforts to inform and raise awareness among producers.

In addition to the company's raw milk and raw materials procurement, it also purchases supplementary food materials, packaging materials, operating materials, spare parts, equipment and promotional materials. The company signs annual or spot contracts with raw milk suppliers depending on the needs in order to achieve the required quality and quantity. These contracts guarantee that environmental resources are protected, environmental health is ensured, and suppliers act in accordance with the provisions set out in the Regulation on the Welfare of Farm Animals.

In the current supplier evaluation system, Pınar Süt monitors and evaluates the supplier company's performance through the joint work of the Purchasing and Quality Assurance Departments. Suppliers of raw materials, auxiliary materials, and packaging materials are evaluated quarterly according to criteria (quality, price, deadline, quantity, service) within the scope of the annual "Supplier Assessment Procedure", and efforts are undertaken to help them develop through corrective and preventive action.

Pınar Süt prepares audit plans for suppliers on the basis of risk-based assessment. In this context, suppliers are regularly audited to ensure that they carry out their production activities in accordance with Pınar's food safety and quality requirements. In addition to Quality Management Systems, the Quality Assurance teams audit suppliers in terms Environmental Management Systems, Occupational Health and Safety Management Systems, and Social Responsibility Works. When selecting new suppliers, the company prioritizes those holding TS EN ISO 14001 certification. In 2020, supplier visits and audits were suspended due to the pandemic, and only 2 supplier audits and 4 supplier visits could be performed.

Pınar Süt aims to contribute to the reduction of carbon emissions by preferring local suppliers. The company evaluates alternative suppliers that act in accordance with environmental and human rights policies, work to minimize the use of natural resources, control their waste generation and value sustainability efforts.

All raw milk purchases for the İzmir, Eskişehir and Urfa facilities are made from the domestic market. In addition to the company's raw milk and raw materials procurement, 89.1% of purchases related to supplementary food materials, packaging materials, operating materials, spare parts, equipment and promotional materials were made from suppliers operating within the borders of Turkey in 2020. The domestic market purchase rate in total purchases was 96.7%. Pınar Süt also considers the distance to its facilities and fuel consumption when selecting raw milk suppliers. Additionally, the return logistics of the vehicles used by the Food Logistics Department for domestic products is utilized when organizing the land transport of main, auxiliary and packaging materials.



### Pinar Et

Working to improve its supplier risk analysis process, Pinar Et further detailed its supplier evaluation criteria in 2020. In the light of these evaluations, the number of audits was determined and "Supplier Report Cards" were created for product and raw material suppliers. In the current supplier evaluation system, Pinar Et monitors and evaluates the supplier company's performance through the joint work of the Purchasing and Quality Assurance units. Pinar Et evaluates its suppliers based on the criteria established within the framework of the "Supplier Evaluation Procedure," and helps them improve through corrective and preventive actions. Alternative suppliers are first inspected on-site within the scope of the Supplier Evaluation System and business relations commence once their suitability is confirmed. The company conducts risk analysis for existing suppliers and determines

the frequency and form of evaluation accordingly. As a result of audits and evaluations, it is ensured that supplier carry out their production activities in accordance with the legislation and Pinar's food safety and quality requirements. Identified deficiencies and issues that need to be corrected or improved are reported to suppliers and followed up. Companies that do not make the necessary improvements within the given period are removed from the supplier list and purchases from these companies are suspended until the requested improvements are made.

In addition to Quality Management Systems, the Quality Assurance teams audit suppliers in terms environmental management systems, occupational health and safety management systems, food safety

management system, energy management system, ethical and social compliance criteria, and social responsibility works. Studies to add the sustainability criteria to this evaluation system were completed and the system integration was initiated. During the audits, inspection is made of whether suppliers hold environmental permits and whether there are issues that can cause serious environmental pollution. In case of an issue, this is indicated in the relevant report as a non-compliance and the necessary actions are requested.

- Pinar Et suspended visits and audits related to the supply chain in 2020 due to the pandemic; only 2 visits and 2 audits were conducted in the first quarter.

- In 2020, the Supplier Guidelines and Management Systems Policies were shared with all approved suppliers, and the sustainability practices implemented by suppliers were reviewed and supported.

Pinar Et, which sources meat as live animals purchased from domestic breeding farms in different regions throughout Turkey, supports livestock producers across the country with the aim of expanding its purchasing regions. While imports accounted for 9% of the total purchases of Pinar Et in 2019, this rate was reduced to 7% as a result of the improvement projects implemented jointly by the R&D, Quality Assurance, and Purchasing Departments, and the domestic purchasing rate increased to 93%. This provided a cost advantage, while contributing to the local economy by purchasing from domestic suppliers.

## CARING FOR BUSINESS PARTNERS / SUSTAINABLE SUPPLY CHAIN

### Pınar Su ve İçecek

Compliance with standards such as quality, food safety, environment, and occupational health and safety is of primary consideration for Pınar Su ve İçecek in the selection of suppliers. Compliance with Yaşar Group's corporate values, public health, and environmental responsibilities is also a key criterion in supplier selection. Suppliers are subjected to audits at a frequency determined according to critical evaluations such as the effectiveness of management systems they implement, their last supplier audit score, and their annual performance. Audits are conducted on-site by the relevant units, and the compliance of suppliers with quality, food safety, occupational health and safety, and environmental systems is evaluated. The Approved Suppliers List is prepared according to audit scores and supplier performance evaluations. Products or services are procured from suppliers on the Approved Suppliers List.

In the supplier selection and evaluation processes, Pınar Su takes into account whether the supplier has ISO 14001 Environmental Management System and SA 8000 Social Responsibility certification or equivalent in the overall supplier scoring. Supplier audit checklists, purchase agreements and direct audits indicate that the supplier must inform the company in the event of a significant environmental accident or incident during, or as a result of the supplier's activities.

The evaluation criteria in the supplier evaluation procedure were expanded in 2020 and the supplier's performance during the year (adherence to deadlines, price, non-conformities, response rate to non-conformities and effectiveness of remedies/corrective actions) began to be evaluated more comprehensively. Audit reports including audit findings are shared with suppliers, and suppliers are requested to plan corrective actions related to non-conformities or areas that need improvement. Actions are monitored according to the deadlines specified in the activity plans. The effectiveness of these actions is also verified on-site in follow-up audits.

A supplier corrective action process is conducted regarding the terms of delivery and non-conformities arising during or after the use of the supplied product or service. It is expected that the supplier will determine and implement the corrective action, or make the necessary improvement by conducting a root cause analysis upon notification of the non-conformity or improvement request in writing. Actions performed by the supplier are followed until the deadline.

**In 2020, the purchasing rate from domestic suppliers was 99.2% for all production materials. PET preforms, which account for 40% of the entire production material cost, were procured entirely from domestic suppliers.**

### Yaşar Birleşik Pazarlama

Yaşar Birleşik Pazarlama has Turkey's largest and most powerful sales and distribution network with a fleet of more than 1,000 vehicles and over 100 experienced dealers. With its widespread distribution and channel management strategy based on efficiency, the company improves its performance and efficiency with each passing year and ensures the distribution of products throughout Turkey through its dealers.

YBP's organization has transitioned from a regional structure to a channel structure in 2020 in order to respond to today's customer needs faster by focusing on sales and marketing strategies specific to each channel. Departments such as Logistics, Business Management Systems, Commercial Marketing and Purchasing, which work with all YBP suppliers, were brought together under the umbrella of the directorship through the Supply Chain Channel.

Regional Directorates started to make purchases from a single point instead of making individual purchases in the Supply Chain operation, especially in corporate purchasing processes, which has allowed for control of the reporting and analysis processes from a single point,

rapid decision-making, and cost efficiency. The Business Management Systems Department make purchases related to digital products and hardware. The Logistics Department rents vehicles and makes purchases for procurement and distribution. The Commercial Marketing Department carries out purchase processes for products that support sales.

Yaşar Birleşik Pazarlama is extremely meticulous in the selection of business partners that it will procure products and services from outside Yaşar Group. Attention is paid to ensuring that business partners align with Pınar brand values, complement and support Pınar products, comply with laws and ethical values, and pay attention to consumer health and product quality. In order to ensure these processes are carried out seamlessly, predetermined and year-round facility and production inspections of business partners are carried out strictly, and the inspection reports are stored on digital media. Suppliers outside Yaşar Group are also subjected to quality audits in accordance with ISO 22000 standards.



## CARING FOR BUSINESS PARTNERS / SUSTAINABLE SUPPLY CHAIN

Yaşar Birleşik Pazarlama works with local suppliers for its own brands in order to acquire a competitive advantage in pricing, to seize opportunities to manufacture products specific to Yaşar Birleşik Pazarlama, and to meet customer needs. Apart from Pınar products, the company takes care to select the suppliers of the Narca and Truva brands from local companies.

Supplier selection for the products or product groups approved by the General Directorate is made based on certain criteria including compliance with company procedures, price, product and service quality, quality inspection results, timely product and service delivery, etc. Selected suppliers are visited by the Purchasing Directorate for non-Group Products and subjected to preliminary inspection. The most important criteria when selecting suppliers are the results of production quality inspections.

For non-Group products, supplier inspections are carried out with an inspection checklist based on ISO 22000. The checklist includes 157 questions categorized under Main Requirements, Management Requirements, Human Resources Requirements, Infrastructure Requ-

irements, Product Development Requirements, Monitoring and Measurement Requirements, and Environmental and Occupational Health and Safety Management Requirements. The Environmental and Occupational Health and Safety Requirements category includes questions regarding legal permits, regulatory compliance, environmental impact assessment, environmental accidents, occupational accidents, occupational health and safety management, risk assessment, training, and emergency management.

In addition to monitoring the compliance of suppliers with provisions of contracts and reaching consensus regarding the results of the system as part of the logistics processes, inspections are also carried out based on the customer criteria and the necessary measures are communicated with suppliers.

**As a result of the logistics satisfaction survey conducted with 213 phone calls in 2020, the average satisfaction score was found to be 93%.**

### Çamlı Yem Besicilik

Çamlı Yem Besicilik values establishing long-term cooperation with suppliers in accordance with the company's purchasing policies. The company has been working with about 50% of its suppliers for over 10 years, including raw material suppliers, producers, importers and traders. The quality criteria of the company related to the purchasing processes were identified as the main selection and evaluation criteria. Changing market conditions and economic crises impact the purchasing rates from suppliers. One of the most important factors affecting the position of suppliers is their financial structure. In its relations with suppliers, the company prioritizes suppliers with a strong financial structure that can work with the company for the long term.

As all companies of Yaşar Group, Çamlı Yem Besicilik evaluates and selects suppliers according to the supplier selection and evaluation criteria set out in the "Supplier Selection and Evaluation Instructions."

In order to monitor and evaluate supplier performance, the Quality Department regularly reviews non-conformities and improvements of audited suppliers on an annual basis.

- In 2020, Çamlı Yem Besicilik signed a commitment whereby its foreign suppliers and employees who import fish meal and oil, equivalent to 2% of all its suppliers, must employ all their workers in accordance with the EU Labor and Social Security Directives and the Declaration of Human Rights, and must not employ child workers. No negative social impacts were detected, as no audit was conducted for foreign suppliers in the reporting year.
- The domestic supply rate of Çamlı Yem Besicilik accounted for 45% of its total purchasing volume in 2020. Products are supplied from the Aegean Region or the environs of Konya depending on yield.

## CARING FOR BUSINESS PARTNERS / SUSTAINABLE SUPPLY CHAIN

### Desa Enerji

When selecting new suppliers, Desa Enerji makes an evaluation according to the following main topics and criteria:

- Comparison of existing suppliers with potential suppliers
- Supplier's active connection with the company
- Supply of the necessary product or equipment on time, with good quality and at an affordable cost
- Supplier's following technological developments and market
- Assessment of environmental factors for supplied goods and services

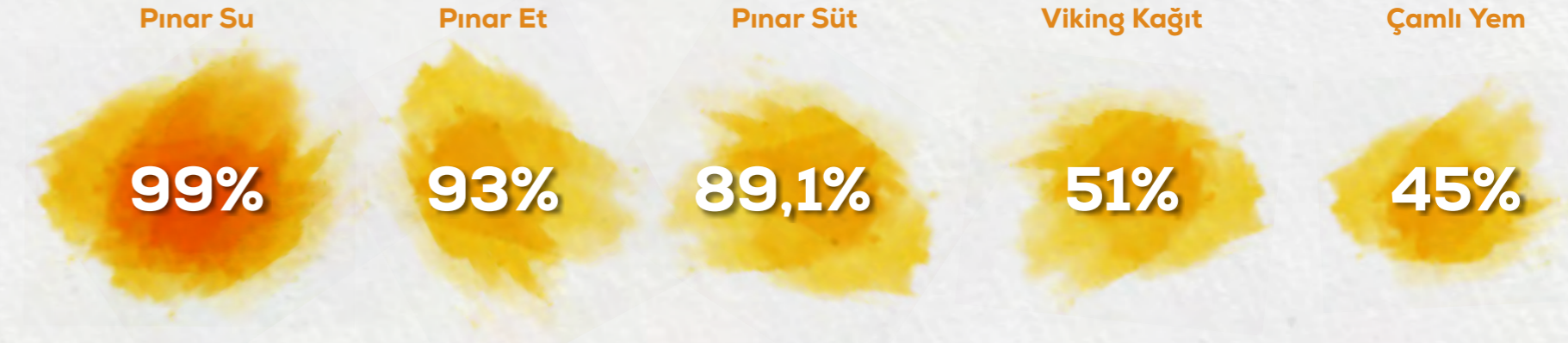
In addition to the criteria mentioned above and general purchasing cost, quality, logistics, cooperation, and environmental criteria, Desa Enerji requires full compliance with safety standards and various environmental and occupational health and safety certificates when selecting new suppliers since it is classified as a hazardous establishment. The company also periodically assesses the impact of its suppliers on business results.

### DYO Boya

DYO Boya, which has a wide network of suppliers of raw materials and packaging of high quality standards, continued to purchase from over 350 suppliers in 2020. DYO Boya evaluates and selects its suppliers according to criteria such as quality, service, pricing, on-time supply and sustainability. It conducted audits and technical visits in 2020 according to the annual supplier development plan prepared in order to contribute to the development of suppliers and implement mutually beneficial practices.

DYO Boya Factories take into account general purchasing, cost, quality, logistics, and cooperation criteria, as well as environmental criteria in the selection of raw material and other suppliers. However, companies that provide waste disposal and recovery services are selected based on environmental criteria alone. Accordingly, potential companies for the next year are determined 3 months in advance and undergo a comprehensive and specific audit. In the event that the company decides to continue working with the same supplier, the audit of the previous year is repeated. The audit includes the categories of organization, environment, process, human resources, occupational health and safety, and chemical management, and the supplier company is given a score. All audit categories are addressed from an environmental perspective. DYO Boya does not work with suppliers that score 50 and below out of 100, and continues to work with suppliers that score above 50, requiring them to score higher the next year.

### Purchasing Rate from Domestic Suppliers in 2020



## CARING FOR THE ENVIRONMENT



Environmental Management  
 Water Management  
 Energy and Climate Change Management  
 Waste Management



• The Wheel of Fortune, a species of ivy with colorful flowers that spread from the Aztecs to the wider world, is today a symbol of clean nature for its tendency to grow particularly well in the absence of air pollution.

## CARING FOR THE ENVIRONMENT / ENVIRONMENTAL MANAGEMENT

### **Our Environmental and Social Responsibility**

***“Our production approach values the environment and nature, and contributes to creating a better future than today. We continue our tradition of supporting modern education, sports, culture and the arts so as to increase the quality of society with an awareness of social responsibility.”***



Global climate change, drought, population growth and rapid decline in natural resources bring about environmental problems and risks. Producing with an approach that values the environment and nature and contributing to a better future than today is among Yaşar Group's core values. In a close relationship, Yaşar Group meets the most basic needs of society due to the nature of its business lines. It is observant of both social and environmental harmony, and shapes its activities in line with the sustainability of resources used in meeting those needs.

The Group has identified “water management”, “energy and climate change” and “waste management” as its environmental priority areas within its sustainability approach. Developing strategies in these environmental areas of concern, Yaşar Group continues its activities in line with its environmental strategies and Environmental Policy.

Yaşar Group companies Pınar Su ve İçecek, Pınar Süt, Pınar Et, Çamlı Yem and DYO Boya have an established ISO 14001 Environmental Management System in order to reduce the environmental impacts

caused by operational activities and to improve environmental performance. In accordance with their Environmental Management Systems Policies; Group companies regularly evaluate the impacts of all their activities, products and processes on the environment, minimizing their significant impacts in line with annual plans. Pınar Süt, Pınar Et, Çamlı Yem, Viking Kağıt and DYO Boya also established an Energy Management System in order to ensure efficient use of energy, reduce energy consumption, protect natural resources, and contribute to the fight against climate change, and were awarded ISO 50001 Energy Management System Certification.

The Group adopts international and EU directives, standards and methodologies in addition to legal requirements to reduce its environmental impact and use of natural resources. The Climate Crisis Working Group, established in 2020 under Yaşar Holding's Sustainability Committee, aims to set goals for companies related to “water management”, “energy and climate change” and “waste management”

and to develop Group-wide improvement projects. Group companies continuously improve their environmental performance on an annual basis. Pınar Süt and Pınar Et prepare annual CDP (Carbon Disclosure Project) Climate Change and Water Reports for their stakeholders by adopting the best practices and measurement and evaluation methods of the CDP initiative.

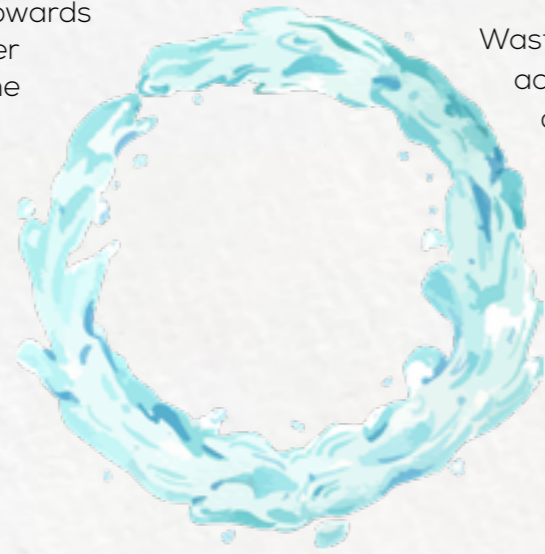
Yaşar Holding, a signatory to the United Nations Global Compact, was one of the first signatories of the Business Plastics Initiative created in 2019 under the leadership of TÜSIAD, SKD and Global Compact Turkey, and has set targets related to the reduction of plastic use.

In addition, Yaşar Group has accelerated efforts with Group company Yaşar Bilgi regarding the adoption of Industry 4.0 in order to actively and efficiently improve its environmental management system, developed within the framework of global goals and trends, and its environmental performance.

## CARING FOR THE ENVIRONMENT / WATER MANAGEMENT

Water management is one of the 3 priority areas of Yaşar Group related to the environment within the scope of its sustainability approach. Group companies continue their operations with an approach based on national legal requirements and standards, international water standards, and regional and local water management policies to ensure the protection and sustainability of water resources. The Group develops its water management strategy by addressing it at management level committees and at the sustainability committee.

Yaşar Group carries out active and continuous monitoring and control activities for the protection of water resources within the framework of its water management strategy in the regions where it operates and has production facilities. As part of efforts towards the effective management and sustainability of water resources and the ecosystem, the Group monitors the volume (flow rate), variability and amount of water taken into production with flow meters and prioritizes the preservation of the sustainable structure of natural resources by analyzing data on water



amount in creating production plans.

As part of Yaşar Group's sustainability strategy, it is planned to perform water footprint calculation and reporting in pilot regions determined to monitor the consumption of natural resources and increase environmental sensitivity. In addition, Pınar Süt and Pınar Et participate in the CDP Water Program initiative on a voluntary basis and prepare annual water footprint reports.

Group companies continue various efficiency studies at their factories in order to ensure that water consumption is controlled and reduced in all operational processes, especially in production.

Waste water generated as a result of the operational activities of Yaşar Group companies is treated and discharged in accordance with the regional boundary values determined by the relevant regulations. There were no significant leaks or water discharge to the environment in the reporting period.

### Best Practices of Group Companies in 2020

#### Pınar Su ve İçecek

Pınar Su ve İçecek produces bottled water from water sources located in 3 locations in natural areas, far from industrial, agricultural and residential areas, and provides clean, healthy, reliable and high-quality bottled water for its consumers nationwide. Within this framework, 30% of the total flow of water drawn from these sources is returned to the natural environment to ensure the sustainability of the ecosystem. The company considers "economic efficiency," "fair water sharing," "social equality," and "environmental health and sustainability of the ecosystem" when selecting new resources and making new investments.

The company works with an expert team of geological engineers in two different regions to protect, control and use the water resources in the most efficient way within the framework of a general plan concerning quantity and quality.

Waste water management at Pınar Su ve İçecek facilities is performed under the conditions set out in the Ministry of Environment's Water Pollution Control Regulation, Waste Water Discharge Standards, and the Communique on Technical Procedures for Waste Water Treatment Plants. Waste water from the biological and industrial activities of the facilities is discharged to nature after treatment and verification by analysis.

Pınar Su ve İçecek ensures the efficient use of natural water resources by using well water as process water (washing and rinsing water). In addition, the company minimizes the amount of water used in the cleaning and disinfection of the production lines and reduces its water footprint with closed-circuit disinfection applications based on automation.

#### Works Performed in 2020

- Despite the increase in product diversity of Pınar Su ve İçecek, the amount of waste water has been reduced by 20% in 2020 compared to 2019 with improvements to reduce production line washes, domestic use areas, and filling waste by monitoring the amount of waste water.
- The amount of waste water resulting from production processes has been reduced by 14% per unit production at the Aydın Madran Plant and by 2% per unit production at the Sakarya Gökçe ağaç Plant.

Wastewater Quantities of Pınar Su ve İçecek (ml)	2018	2019	2020
Wastewater Quantity	58,839	26,795	21,567

## CARING FOR THE ENVIRONMENT / WATER MANAGEMENT

### Pınar Süt

As part of the ISO 14001 Environmental Management System, Pınar Süt works to prevent pollution at the source and reduce water use by applying methods to minimize the use of natural resources.

The water used at Pınar Süt facilities is supplied from water wells. Upon being treated to the desired discharge limits at the wastewater treatment plants of factories, the process-based industrial wastewater is discharged for further treatment at the İZSU Çiğli Wastewater Treatment Facility for the İzmir factory, and at the Organized Industrial Zone Wastewater Treatment Facility for the Eskişehir and Şanlıurfa factories.

#### Total Volume of Water Drawn by Pınar Süt (ML)

Pınar Süt Total Volume of Water Drawn (ML)	2018	2019	2020
Groundwater (≤ 1000 mg/L tds)	1,045.52	1,021.42	1,007.18
Municipal Water	1,494.59	1,309.81	1,423.69

#### Water Discharge of Pınar Süt (ML)

Amount of Water Discharged from Pınar Süt Wastewater Treatment Plants (ML)	2018	2019	2020
Amount of Wastewater	2,026.34	1,936.49	2,040.01

**The Eskişehir Factory of Pınar Süt provides water to 2,500 farmers to be used for agricultural irrigation with the rainwater project implemented in cooperation with the Organized Industrial Zone.** The factory's infrastructure was designed such that rainwater and process water is collected at separate drains. Water is then transmitted to the rainwater port of the OIZ. The process water reaches the pre-treatment plant located at the factory, where it is discharged to the port of the Organized Industrial Zone after pre-treatment. Discharged process water reaches the treatment plant of the Organized Industrial Zone and is treated together with all process water collected here. The treated water is combined with the rainwater line for use in the irrigation of agricultural land, and is delivered to farmers.

At Pınar Süt factories, the capacity of treatment plants is increased in a scheduled manner and used water is recycled. In this sense, the "Treatment Plant Revision" project continues to treat water in accordance with the new discharge standards set by İZSU at the İzmir factory, and to generate energy with biogas formed during the treatment process. The company then uses the energy generated to produce steam for use in the processes of the factory. Pınar Süt calculates its water footprint annually and regular water saving studies are conducted to make the most efficient use of water. Annual targets are determined based on water footprint calculations, and the company works to achieve these targets.

#### Works Performed in 2020

- Pınar Süt received first prize in the Environmental Category in the "Yaşar Holding Sustainability Competition" in light of its chemical and energy optimization efforts and its carbon footprint, gray water footprint and waste reduction efforts at its waste water treatment plant in Eskişehir.
- Pınar Süt has become one of the CDP Turkey 2020 Water Leaders by ranking among the most successful companies in this category of the CDP Water Program in 2020 with its sustainability related activities. Turkey's leading producer of milk and dairy products, Pınar Süt became one of the Water Leaders of CDP Turkey 2020 with an

"A-" grade among the Turkish companies participating in the Water Program of CDP (Carbon Disclosure Project) with its efforts for a sustainable environment.



- The Şanlıurfa Factory of Pınar Süt established a water tracking system by increasing the number of meters and with effective monitoring, reducing its water consumption per ton of production by 3.42%. In addition, the CIP Unit washing times and washing flow rates were optimized, thereby saving energy and water.

## CARING FOR THE ENVIRONMENT / WATER MANAGEMENT

### Pınar Et

Prioritizing environmental protection and reduction of pollution in all its activities, Pınar Et continues its activities in compliance with legal obligations and in accordance with its Environmental Policy prepared within the framework of the Environmental Management System. Prioritizing production with "less energy, less water and less waste," Pınar Et developed and published on its website a "Water Policy," which includes the company's commitments for the correct use of water with awareness regarding the importance of water resources.

Continuing its TSE EN ISO 14001 Environmental Management System practices in 2020, Pınar Et successfully completed the process with the audit conducted by TSE. Founded in 2018, Pınar Et's Environmental Committee made the identified improvement areas into a project that includes all processes to increase improvement efforts and raise awareness of environmental and water issues, and continued to measure and monitor water consumption at all facilities throughout 2020.

Pınar Et uses ground water at its facilities. 731,926 m<sup>3</sup> of water was drawn from wells in 2020. After the wastewater generated as a result of operational activities is treated at the biological and chemical treatment plant, it is discharged in accordance with the requirements set

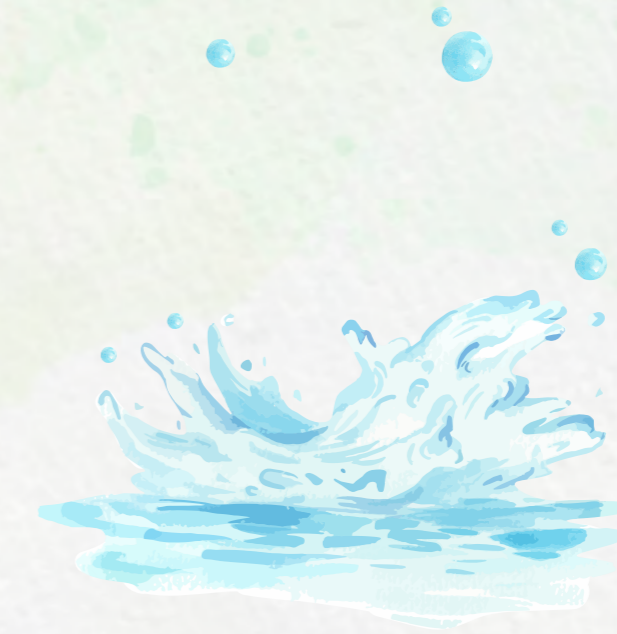
out in the Water Pollution Control Regulation. Pınar Et has an accredited laboratory conduct twice-monthly analysis according to parameters specified in the relevant regulation as required for the wastewater discharge and environmental permits.

#### Total Volume of Water Drawn by Pınar Et

Volume of Water Drawn by Pınar Et (ML)	2018	2019	2020
Groundwater (≤ 1000 mg/L tds)	768,973	718,613	731,926

#### Wastewater Discharge of Pınar Et

Pınar Et Wastewater Discharge by Destination (ML)	2018	2019	2020
Discharge to surface waters	639,258	596,449	607,499



With the decision taken by Yaşar Holding's Board of Directors, Pınar Et started to calculate its water footprint in 2017. The management of Pınar Et aims to reduce its water footprint by 5% by 2021 and 10% by 2023. In 2020 Pınar Et has reduced its water footprint by 12.98% compared to the base year.

#### Water Consumption of Pınar Et (303-5)

Total Water Consumption (ML)	2018	2019	2020
	639,258	596,449	607,499

#### Works Performed in 2020

- Pınar Et, which started to calculate its water footprint by accepting 2017 as the base year, reduced its water footprint by 12.98% in 2020 compared to the base year.
- The company aims to reduce its water footprint by 5% by the end of 2021, by 10% by the end of 2023, and by 15% by 2030.
- Pınar Et received a grade (B) at "management" level in 2020 with the 2020 Water Report prepared within the scope of the CDP Turkey Project.
- Pınar Et received the Silver Award in the "Successful Team of the Year Awards" of KALDER for its carbon and water footprint reduction project in 2020.

## CARING FOR THE ENVIRONMENT / WATER MANAGEMENT

### DYO Boya

DYO Boya plans all of its water management processes so as to minimize the negative impacts on the environment, and carries out its production activities by going beyond the minimum standards set out in legislation, using advanced technologies.

Production at DYO Boya's Çiğli facility does not require water. Water is only used for washing vehicles and floors, and for human consumption. Sensor taps are used in sinks and water jets are used for washing vehicles as part of water saving efforts. Water consumption is monitored using counters at production locations.

DYO Boya's Dilovası Facility produces water-based paints and binders. In addition to the water use purposes at the Çiğli Facility, this facility uses water for production as well. Groundwater resources in the Dilovası region are quite limited due to high industrial presence and close proximity to the sea. Annual water use was reduced from 100,000 m<sup>3</sup> to 90,000 m<sup>3</sup> thanks to water footprint reduction efforts initiated at the Dilovası Facility in 2014. Annual water consumption and water footprint data based on the amount of water used per unit product are given in the related tables:

#### Amount of Water Consumed per Unit Product at the Çiğli Facility (m<sup>3</sup>/ton)

Year	Product (ton)	Water Consumption m <sup>3</sup>	m <sup>3</sup> /ton	% Difference
2018	47,490	64,691	1.362	-
2019	48,245	54,612	1.132	-16.9
2020	49,799	67,134	1.348	19.1

#### DYO BOYA Wastewater Discharge by Destination (ML)

	2018	2019	2020
Discharge to surface waters	64,052	42,625	60,958
Water allocated for use in processes	31,975	28,365	32,455

#### Water Consumption of DYO Boya

Total Water Consumption of DYO Boya (ML)	2018	2019	2020
Municipal Water	148,331	137,135	157,980

#### Works Performed in 2020

- Having successfully passed TS EN ISO 14001:2015 Environmental Management System audits, DYO Boya held 4 environmental drills on the prevention of water, air and soil pollution to raise awareness among its employees.
- A total of 1,992 man x hours of environmental training were given at DYO Boya in the reporting year.
- Within the scope of sustainability projects carried out within Yaşar Holding, DYO Boya continued its water footprint calculation activities in the reporting year.
- DYO Boya prevented dust emissions and saved water thanks to the dry powder aspiration system put into operation at the Dilovası Facility. Additionally, the waste powders collected by this system can also be reused in production.
- Having identified its rain and industrial channel lines, DYO Boya performs the necessary checks using the 5s control management system tables based on the risk level in order to create an environmental risk map for wastewater resources and other environmental pollutants.



## CARING FOR THE ENVIRONMENT / WATER MANAGEMENT

- DYO Boya conducts water saving studies to make the most efficient use of water. Efforts to reduce water use in 2020 are as follows:

Production figures, which have shrunk due to the Covid-19 pandemic in 2020, have increased since the end of May 2020. Due to mandatory floor washing, needs of personnel and extra washing and pollution removal due to the old facility, no major changes were observed in the amount of water consumption. However, water use per product, treatment sludge and wastewater generation reached 2016-2018 levels due to increased production volume.

### Summary Results for the Dilovası Facility in 2020 Compared to 2019:

- amount of water consumption per unit product (ton) was reduced by 3.45%,
- wastewater generation per unit product (ton) was reduced by 16.6%,
- wastewater cost per unit product (ton) was reduced by 19.39%,
- treatment sludge generation per unit product (ton) was reduced by 12.35%.

Since the sludge generated by the pre-treatment plant at the Dilovası Facility contains 30-50% water, the reduction in treatment sludge is also interpreted as a result of water footprint efforts. In addition, a project was initiated to reduce the Chemical Oxygen Demand (COD) in the wastewater from the Çiğli treatment plant, and will be implemented in 2021.

### Industrial and Domestic Wastewater Generated per Unit Product at the Dilovası Facility between 2018-2020 (m<sup>3</sup>/ton)

Year	Product (ton)	Wastewater m <sup>3</sup>	m <sup>3</sup> /ton	% Difference
2018	79,935.73	29,347.00	0.367	-
2019	57,920.19	21,271.00	0.367	0
2020	81,131.35	24.849	0.306	-16.6

The Dilovası Facility has three main types of wastewater sources: industrial wastewater, domestic wastewater and rainwater. Domestic and industrial wastewater are connected to the Pre-treatment Plant with a closed channel system. Clean rain water passing through the rain channels is independently discharged into Dilderesi. Awareness was increased in the facility by painting the covers of the rainwater channel in different identifying colors. Factory employees are given environmental training on a regular basis.

A stopper was placed in the rain water outlet manhole against any contamination that may be present in rainwater. All channels are checked daily, pollution control is carried out and records are kept. If any pollution is detected, the channel outlets are closed and all water in the rain channels is transferred to the treatment plant.

The Dilovası Facility has one active pre-treatment plant. After pre-treatment, all domestic and industrial wastewater is delivered to the Dilovası Organized Industrial Zone Joint Treatment System in Dilovası and to the Atatürk Organized Industrial Zone Joint Treatment System in Çiğli. The wastewater delivered to the Joint Treatment System from the pre-treatment plant is analyzed by the Organized Industrial Zone by taking independent samples. The wastewater is discharged to the receiving environment after being treated again in the Joint Treatment System. DYO Dilovası Enterprise was the first company to receive a Discharge Quality Control License from the Dilovası Organized Industrial Zone in 2012. The license is renewed every 3 years without issue. Reducing waste water and saving water are essential in DYO Boya's enterprises. Treatment sludge resulting from the pre-treatment of wastewater is sent to contracted disposal facilities licensed by the Ministry of Environment and Urban Planning.

## CARING FOR THE ENVIRONMENT / WATER MANAGEMENT

### Viking Kağıt

Viking Kağıt, which uses water extensively, has been reducing its water consumption every year thanks to improvement efforts by monitoring its water usage since 2014 through water footprint calculations. The total annual water footprint consists of blue water and gray water, calculated since 2014.

Viking Kağıt draws water from underground wells located about 4 km from the establishment. The region does not contain protected biodiversity. The same ground water resources are used for industrial purposes by the Aliağa Organized Industrial Zone located near-by, as well as for agricultural irrigation purposes by farmers in the region. Water drawn from wells is used in the paper production process.

#### Total Volume of Water Drawn by Viking Kağıt (ML)

Volume of Water Drawn by Viking Kağıt (ML)	2018	2019	2020
Groundwater (≤1000 mg/L tds)	990	826	914

#### Viking Kağıt Wastewater Discharge According to Destination (ML)

	2018	2019	2020
Discharge to surface waters	987	760	683

A 32% improvement was achieved in the total water footprint in 2020 compared to 2014. Given that water consumption per 1 ton of paper production was 23.8 tons in 2014, the figure for 2020 was improved by 4.2% compared to 2014.

#### Water Consumption in Viking Kağıt Production Facilities

Year	Water consumption of production facilities m <sup>3</sup>	Paper Production Quantity (MÇ-ton)	m <sup>3</sup> /ton
2018	766,417	39,054	19.62
2019	682,209	30,552	22.33
2020	745,788	32,706	22.80

#### Volume of Water Drawn by Viking Kağıt, Discharge Amount and Average COD Value

Water Drawn and Discharged	2018	2019	2020
Water Drawn from Wells, m <sup>3</sup>	990,497	825,784	913,654
Amount of Water Discharged, m <sup>3</sup>	986,684	760,164	683,152
Avg COD in Discharge, mg/l	47.3	63.6	48.1

Regarding the calculation of the gray water footprint, the wastewater of Viking Kağıt is classified as Water Quality Parameter Class II according to the Water Pollution Control Regulation (COD limit value=50 mg/l). The discharge point (receiving medium) is the Güzelhisar Creek. As of 2020, the total water footprint was decreased by 32% compared to 2014 according to the water footprint calculations performed on a regular basis every year. Almost all of this decrease was due to the blue water footprint.

#### Viking Kağıt's Water Footprint (m<sup>3</sup>) ve and Change by Year

Water Footprint (m <sup>3</sup> )	2018	2019	2020
Blue Water Footprint, m <sup>3</sup>	990,497	825,784	913,654
Gray Water Footprint, m <sup>3</sup>	933,403	967,385	656,782
Total Water Footprint, m <sup>3</sup>	1,923,900	1,793,169	1,570,436
Change compared to the base year 2014, %	-16%	-19%	-32%

## CARING FOR THE ENVIRONMENT / WATER MANAGEMENT

### Çamllı Yem Besicilik

Water is one of the main inputs of the agricultural activities carried out by Çamllı Yem Besicilik. Therefore, water consumption is constantly monitored and recorded, and efforts are made to eliminate water losses and ensure its efficient use. In this context, arrangements were made to prevent water loss in the main lines supplying water to the facilities in 2020, raising awareness and carrying out training activities for employees on water use and efficiency.

In accordance with the Water Pollution Control Regulation, the activity areas of Çamllı Yem Besicilik are regularly monitored by conducting water analysis based on pollution parameters. No legal limit was exceeded during the renewal of permits, including hatchery discharge water.

#### Total Volume of Water Drawn by Çamllı Yem Besicilik (ML)

Total Volume of Water Drawn by Çamllı Yem Besicilik (ML)	2018	2019	2020
Rain water	401.31	342.5	191.6
Groundwater	2,481.13	2,509.7	3,731.4
Sea water	2,673.77	2,099.71	2,315.9
Municipal water	34.56	41.47	43.77

#### Çamllı Yem Besicilik Wastewater Discharge by Destination (ML)

	2018	2019	2020
Discharge into the sea	3,933.97	3,414.31	4,041.8
Water allocated for use in processes	1,656.8	1,537.6	2,227.45

#### Water Consumption of Çamllı Yem Besicilik (ML)

	2018	2019	2020
Total Water Consumption (ML)	1,656.8	1,537.6	2,227.45

### Yaşar Birleşik Pazarlama

Yaşar Birleşik Pazarlama acts by considering the environment in all of its operational process improvement projects related to sales, marketing and distribution services. The company carries out activities to reduce water consumption in line with Yaşar Group's water management policies.

#### Works Performed in 2020

- Adana YBP reduced unnecessary water use and decreased its water consumption from 147 m<sup>3</sup> in 2019 to 123 m<sup>3</sup> in 2020 within the framework of efficient use of resources, and achieved an improvement of 16%.
- İzmir YBP uses photocell faucets at its Administrative Building to save water.

#### Yaşar Birleşik Pazarlama Çekilen Toplam Su Hacmi (ML)

Water Drawn (ML)	2018 All Regions	2019 All Regions	2020 All Regions
Groundwater (total)	3.326	5.176	9.71
Municipal water (total)	12.247	8.627	6.638
Total	15.573	13.802	16.347

#### Water Consumption of Yaşar Birleşik Pazarlama (ML)

	2018	2019	2020
Total water consumption (ML)	15.5730	13.8020	16.3473



## CARING FOR THE ENVIRONMENT / ENERGY AND CLIMATE CHANGE MANAGEMENT

Yaşar Group considers climate change as an important risk factor that can cause negative environmental, economic, and social consequences. The global risks caused by climate change and the reduction of natural resources make it absolutely necessary to define and implement an effective climate strategy, to establish an effective energy management system, and to use energy efficiently in Yaşar Group companies.

Aiming to reduce its environmental impacts with the awareness that the environment should be protected in the best way for future generations, the Group regularly monitors and develops energy efficiency projects at its facilities. It also strives to establish the necessary infrastructures for these projects and renew the existing infrastructures, and selects and implements its activities by taking economic and environmental gains into account together.

The Group prefers clean and renewable energy sources as part of the fight against climate change, and follows and supports relevant national regulations as well as international directives, standards, and

trends in line with its climate and energy strategy. Yaşar Group sets an example by participating on global platforms with its good practices related to climate protection.

Every year, Yaşar Group companies carry out improvement works in relation to its energy consumption in accordance with its Environmental and Energy Management System policies and its strategy of combating climate change and ensuring efficient use of natural resources. In this context, Group companies have continued to incorporate the best technologies into their business processes.

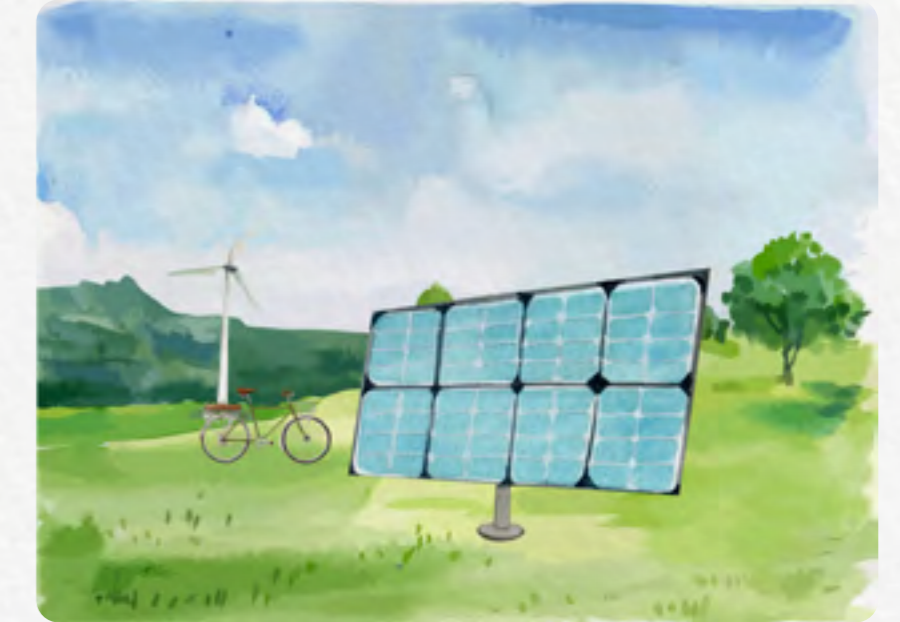
Carbon footprint reduction efforts have been ongoing in all Yaşar Group companies since 2015 and the Group's carbon footprint is reported based on the targets set every year. The corporate carbon footprint calculations for 10 Yaşar Group companies show that the Group came very close to its target of a 15% reduction per unit ton production by 2020; the Group's carbon footprint was reduced by 13.22% in 2020 compared to the base year.

### Total Greenhouse Gas Emissions of Yaşar Holding Companies

	2018	2019	2020
Scope 1 (tco <sub>2</sub> e/yıl)	175,003	174,222	105,836
Scope 2 (tco <sub>2</sub> e/yıl)	96,201	83,626	150,009

### Total Energy Consumption of Yaşar Holding Companies

	2018	2019	2020
Total Energy Consumption (GJ)	3,096,272	2,734,242	3,283,611



## CARING FOR THE ENVIRONMENT / ENERGY AND CLIMATE CHANGE MANAGEMENT

### Best Practices of Group Companies in 2020

#### Pınar Su ve İçecek

Pınar Su ve İçecek, which attaches great importance to improvement efforts aimed at reducing carbon emissions, continues its projects in this regard. Having regularly reduced the amount of plastic packaging and lid materials used in PET bottle production over the past nine years, Pınar Su ve İçecek increased its energy efficiency by consuming less energy during the blowing process of low-weight bottles, and reduced the carbon footprint of its production facilities.

In addition to the environmentally-friendly icon on the packaging of "Pınar Yaşam Pınarım" brand products, the reduction rate in PET bottle packaging material used is also displayed. Pınar Su ve İçecek aims to raise awareness by informing its consumers through social media communication, and continues its efforts to integrate innovative approaches to reduce waste and costs into all of the company's production processes.

Pınar Su ve İçecek continued its energy efficiency, energy saving and operational improvement efforts throughout the year in order to reduce and prevent greenhouse gas emissions from industrial processes and domestic energy consumption. Carbon emission intensity has been reduced by 33% in 2020 compared to base year of 2010.

#### Pınar Su Ve İçecek Greenhouse Gas Emission Amounts (t.CO<sub>2</sub>e)

Yıllar	Scope 1	Scope 2	Total
2018	433.27	6,900.30	7,333.57
2019	434.68	5,255.70	5,690.37
2020	401.68	4,913.74	5,315.42

Yıllar	Scope 1 Greenhouse Gas Emissions [t.Co <sub>2</sub> e]	Scope 2 Greenhouse Gas Emissions [t.Co <sub>2</sub> e]	Total Greenhouse Gas Emissions [t.Co <sub>2</sub> e]	Greenhouse Gas Emission Density [t.CO <sub>2</sub> /ton product]
2018	433.27	6,900.30	7,333.57	0.0144
2019	434.68	5,255.70	5,690.37	0.0143
2020	401.68	4,913.74	5,315.42	0.0142

#### First Carbon Neutral Certified Bottled Natural Spring Water and Beverage Products in Turkey

Pınar Su ve İçecek, which performs carbon offsetting in its products in order to take global responsibility, produced the first "First Carbon Neutral Certified Bottled Natural Spring Water and Beverage Products" of Turkey in 2020. In addition to domestic and industrial energy consumption for production process, Pınar Su ve İçecek also took into account the carbon emissions resulting from the transportation of its products by land and sea in the carbon emission offsetting process. The carbon credit used in the carbon emission offsetting process is taken from a wind turbine project that generates renewable energy with "Gold Standard Certification."

#### Works Performed in 2020:

- The amount of electricity consumed in the production of recycled products at the Bursa Uludağ Facility was reduced by 4.1% per unit production.
- The amount of LNG used in production processes was reduced by 23% per unit production at the Aydın Madran Facility in beverage production and 3.2% per unit production at the Bursa Uludağ Facility in returnable product production.

Pınar Su ve İçecek aims to continue its investments to improve efficiency with automation projects that will strengthen its Industry 4.0 infrastructure in 2021 as well.



## CARING FOR THE ENVIRONMENT / ENERGY AND CLIMATE CHANGE MANAGEMENT

### Pınar Süt

Having successfully passed the TS EN ISO 50001: 2018 Energy Management System certification audit in 2020, Pınar Süt continued its works on energy efficiency throughout the year. The company, which created environmental action plans and programs at the start of 2020, continued its improvement efforts to reduce resource and energy consumption, and to include the necessary technologies to this end in its business processes.

The company, which prepared a "Greenhouse Gas Monitoring Plan" within the framework of the Communique on Monitoring and Reporting of Greenhouse Gas Emissions to ensure compliance with legislation, also completed the development of its Greenhouse Gas Inventory Management System software.

Pınar Süt launched projects aimed at reducing its carbon and water footprint in various categories within the scope of "Responsible Consumption and Production," which was among its sustainable development goals for 2020. The company reduced the total packaging quantity and carbon dioxide release by using less plastic through reduced packaging weight.

As part of the carbon footprint calculations initiated by Yaşar Group in all Group companies, taking 2011 as the base year, Pınar Süt calculated and reported its "Corporate Carbon Footprint" in 2020 as well. Yaşar Group's efforts to reduce carbon emissions by 15% continued to be implemented within Pınar Süt.

#### Greenhouse Gas Emission Amounts of Pınar Süt / tCO<sub>2</sub>e

Year	Scope 1	Scope 2	Total
2018	32,228	39,803	72,031
2019	32,487	36,656	69,143
2020	32,454	38,511	70,965

Year	Greenhouse Gas Emission Density of Pınar Süt / tCO <sub>2</sub> e /ton
2018	0.202
2019	0.214
2020	0.210

Pınar Süt aims to reduce its carbon emission rate by 20% through the reuse of the biogas to be generated in the wastewater treatment and biogas plant, which is still under construction with completion set for 2022.

#### Works Performed in 2020

- Contracted power was reduced from 8 MW to 4 MW in 2020 with the Energy Saving Project implemented at the İzmir Facility of Pınar Süt. By reducing the number of actively used transformers by 25%, savings of 231,142.308 kWh were achieved through reduced trans-

former losses. By replacing inefficient and frequently malfunctioning fluorescent lamps with LED lamps, the number of lamps used was reduced and energy efficiency of 6,226 kWh per month was achieved since the date of replacement.

- The main steam pressure of the boiler room at the Şanlıurfa Facility of Pınar Süt was optimized and natural gas consumption was reduced.
- The Eskişehir Facility of Pınar Süt reduced the use of double separators in UHT milk and fruit juice pallets, removed separators used within the boxes of Kahvaltı Keyfi White Cheese varieties, and started to use alternative separators instead of tray separators in 125-200-250g butter varieties as part of its packaging improvement efforts.

Lighting panels were used on the roof of the warehouse to ensure energy efficiency by utilizing daylight in the newly-built Dry Warehouse area as part of energy improvement efforts. LED lamps of high energy efficiency were used in the interior lighting of the same area. An annual saving of 8500 kWh was achieved in the lighting revision made by installing LED lamps instead of 40 fluorescent lamps.

## CARING FOR THE ENVIRONMENT / ENERGY AND CLIMATE CHANGE MANAGEMENT

### Pınar Et

Implementing the TSE EN ISO 50001 Energy Management Systems, Pınar Et continued its energy consumption measurement and monitoring activities at all its facilities throughout 2020. The company began energy consumption measurement efforts in 2020, taking 2010 as the base year when setting energy consumption and carbon reduction targets. In this context, the company calculated its "Corporate Carbon Footprint" in 2020.

- Pınar Et has managed to reduce its carbon emission by 14.34%, approaching its targeted 15% reduction in carbon emissions by the end of 2020 compared to the base year.
- Pınar Et applied to the CDP in 2020, receiving a (B-) rating at "management" level on climate change with its 2020 Climate Report.

**Greenhouse Gas Emission Amounts of Pınar Et / tCO<sub>2</sub>e**

Year	Scope 1	Scope 2	Total
2018	11,190	16,428	27,618
2019	12,872	14,956	27,828
2020	10,195	14,989	25,184

Year	Greenhouse Gas Emission Density of Pınar Et / tCO <sub>2</sub> e /ton
2018	0.627
2019	0.662
2020	0.627

### DYO Boya

As part of its efforts to fight climate change, DYO Boya uses packaging made entirely of recyclable materials for containers that are required to use plastic. Both the packaging used for the products released to the market and all packaging waste are recycled and returned to the economy. The company prefers to procure water, detergent, etc. in recycled packaging.

Studies were conducted to reduce the use of fossil fuels. The company stopped using fossil fuels with a decision made in 2009 and gradually switched to natural gas by 2011. In 2018-2020, all forklifts used in the facilities were replaced with electric models, resulting in a reduction in carbon emissions.

Works to install solar panels at the Dilovası Facility over the coming years were initiated, and it is planned to achieve significant reductions and savings in electricity use, carbon emissions and natural gas use once the project has been completed.

LED lighting is used at the facilities.

Within the scope of sustainability projects carried out within Yaşar Holding, DYO Boya continued its water footprint calculation activities in the reporting year.

**Greenhouse Gas Emission Amounts of DYO Boya / tCO<sub>2</sub>e**

Yıllar	Scope 1	Scope 2	Total
2018	8,059	8,109	16,168
2019	6,067	7,782	13,849
2020	6,679	8,574	15,253

Yıllar	Greenhouse Gas Emission Density of DYO Boya / tCO <sub>2</sub> e /ton
2018	0.124
2019	0.125
2020	0.114

**Total Energy Consumption of DYO Boya**

Energy Consumption (MWh)	2018	2019	2020
Electricity	15,575	14,921	16,443
Natural Gas	17,699	18,878	20,760
Diesel (Generator)	24.2	22.7	24.1
Production Quantity (tons)	132,281	110,305	134,353
Energy consumption per ton production (MWh/ton product)	0.251723	0.30662	0.277084

**Çamllı Yem Besicilik**

Çamllı Yem Besicilik implement projects in accordance with the goals and principles set by Yaşar Holding's management on energy and climate change.

- Çamllı Yem Besicilik reduced its greenhouse gas intensity by 1.4% in 2020 compared to 2019, and by 21.4% compared to the base year of 2010.

**Çamllı Yem Besicilik Enerji Tüketimi**

Energy Consumption (GJ)	2018	2019	2020
Energy consumption per unit production (GJ/ton)	0.5114	0.4593	0.4839

**Greenhouse Gas Emission Density 2018-2020 CO<sub>2</sub> (tCO<sub>2</sub>e /ton)**

Greenhouse Gas Emissions (tons of CO <sub>2</sub> )	2018	2019	2020
Scope 1	9,361	9,728	9,348
Scope 2	9,941	9,091	10,275
Total	19,302	18,819	19,623
Density CO <sub>2</sub> ton/ton	0.072	0.071	0.070



## CARING FOR THE ENVIRONMENT / ENERGY AND CLIMATE CHANGE MANAGEMENT

### Desa Enerji

#### Greenhouse Gas Emission Amounts of Desa Enerji / tCO<sub>2</sub>e

Year	TOTAL
2018	57,972
2019	55,044
2020	59,294

Year	Greenhouse Gas Emission Density of Desa Enerji / tCO <sub>2</sub> e /ton
2010 – Base Year	0.276
2018	0.278
2019	0.273
2020	0.274



### Viking Kâğıt

Viking Kağıt reduced its total greenhouse gas emission (CO<sub>2</sub> kg) by 31.5% and greenhouse gas density per product (tons of CO<sub>2</sub>/tons of product) by 19.8% compared to the base year.

#### 2020 Yılında Gerçekleştirilen Çalışmalar

- As every year, Viking Kağıt continued its energy saving efforts in 2020. Energy optimizations, which have gained momentum in recent years, included improvements in the drying regime as well as the cogeneration investment, which was put into operation in early 2018. This investment and improvements over the years have made a significant contribution to carbon footprint reduction.
- While the company had been using the steam obtained by burning natural gas in the boiler, the cogeneration project have allowed use of the waste heat generated by the use of inert heat (hot gas) from electricity generation instead of steam in the drying process. While energy consumption was 5,038 TEP/ton of paper for drying in 2017, it increased to 6,338 TEP/ton of paper at the end of the project. This gain was achieved by replacing the steam produced by directly burning natural with the use of waste heat from electricity generation for drying.

Total greenhouse gas emissions were reduced from 54,515 tCO<sub>2</sub> in the base year 2010 to 37,515 tCO<sub>2</sub> in 2020 thanks to the improvement efforts of Viking Kağıt. According to the data, a reduction of 32% was achieved in 2020.

#### Greenhouse Gas Inventory, kg CO<sub>2</sub>/ yıl

Base Year	2010	2018	2019	2020
2010	54,746	42,109	37,278	37,516

#### Greenhouse Gas Emission Density, tons of CO<sub>2</sub>/tons of product

Base Year	2010	2018	2019	2020
2010	1.43	1.17	1.32	1.15

## CARING FOR THE ENVIRONMENT / ENERGY AND CLIMATE CHANGE MANAGEMENT

### Yaşar Birleşik Pazarlama

Yaşar Birleşik Pazarlama acts in accordance with Yaşar Group's energy and climate management policies in all of its operational process improvement projects related to sales, marketing and distribution services. Any improvements affecting long-distance logistics and urban distribution, which have the largest share in carbon emissions, increase the company's profitability and operational efficiency, while reducing its environmental impact. All kinds of resources and energy savings are taken into consideration in all projects, from a single sheet of waste paper right through to digitalization and improvement measures.

YBP has eight centers throughout Turkey where pre-distribution of finished products of the Pınar Food Group is carried out. These centers are located in Ankara, Antalya, Bodrum, Bursa, Esenyurt, Dudullu, İzmir and Konya, and the operational control of these centers is carried out by YBP. Therefore, emissions from these centers were evaluated within the limits set by YBP.

### Energy Consumption of YBP from 2018-2020 (GJ)

Energy Consumption (GJ)	2018	2019	2020
Total Energy Consumption	289,495	280,622	274,451

### Scope 1 and Scope 2 Emissions of YBP from 2018-2020 CO<sub>2</sub> (tCO<sub>2</sub>e /ton)

Greenhouse Gas Emissions (CO <sub>2</sub> e ton)	2018	2019	2020
Kapsam 1 Emisyonları	21,678	20,964	20,567
Kapsam 2 Emisyonları	2,300	2,110	2,140

In 2020, Yaşar Birleşik Pazarlama has reduced its greenhouse gas intensity by 10.42% compared to the base year, and total CO<sub>2</sub> emission by 6.45%.

### Works Performed in 2020

- As all Yaşar Group companies, Yaşar Birleşik Pazarlama calculated its carbon footprint in 2020.
- In order to save energy and reduce the generation of hazardous electronic waste, the company continued to use LED lighting products in work spaces. Work was carried out to replace lighting systems

located inside and outside the YBP office and warehouse with LED lamps. It is aimed to provide energy savings by determining the optimum number of LED lamps to be used in these spaces. In addition, lights inside offices, and inside and outside the warehouse are not kept on unless necessary, and coolers in the warehouses are not operated when there is no product, which helps save energy.

- Customer orders are shipped from the most appropriate shipment point depending on the order volume.
- The use of trailer trucks, which have lower fuel rates compared to the volume of transported products, has been increased in domestic land transportation operations.
- A mileage matrix was introduced to transport products in domestic land transportation operations by traveling the shortest distance, and the travel routes of the vehicles are programmed according to this matrix.
- The most suitable route and vehicle type are selected using the SCM module of SAP.

### Urban Distribution (Micro Distribution) Efficiency Works

- YBP Bursa reduced its number of distribution vehicles from 20 in 2019 to 19 in 2020, YBP Asya from 59 vehicles in 2019 to 51 vehicles in 2020, and YBP Esenyurt from 63 vehicles in 2019 to 50 vehicles in 2020.
- The time for connecting warehouse distribution vehicles to electrical plugs at 24.00 was changed to 05.00 to save electricity at the Avan site.
- The natural gas use at Esenyurt, which was 122,877 m<sup>3</sup> in 2019, was reduced by 106,162 m<sup>3</sup> to 16,715 m<sup>3</sup> by switching to an automatic clocking system for the natural gas operating time in 2020.
- LED lighting is used in offices and common spaces, and unnecessary electricity use is prevented.
- Employees are informed about the use of air conditioning and natural gas, preventing inefficient and unnecessary use.

## CARING FOR THE ENVIRONMENT / WASTE MANAGEMENT



Within the framework of the Environmental Management Systems Policy, Yaşar Group companies develop products, projects and methods that minimize the use of natural resources consumed for their products and activities, and work to ensure the sorting at source, reduction and recycling of waste generated. Group companies ensure that waste that cannot be recycled or recovered is disposed of by licensed companies in accordance with the relevant regulations.

Group companies also focused on the recycling of packaging waste and its reuse within the framework of the circular economy in the reporting year, with “Zero Waste Projects” developed to ensure the use of materials that generate the least amount waste during production and after consumption/use, as well as packaging weight optimization and waste recycling efforts.

Waste water generated as a result of the operational activities of Yaşar Group companies is treated and discharged in accordance with the regional boundary values set out by the relevant regulations. No environmental accident or pollution occurred in relation to wastes at Group companies during the reporting period.

### Best Practices of Group Companies in 2020

#### Pınar Su ve İçecek

Pınar Su ve İçecek uses packaging materials that generate the least amount of waste and cause the least harm to the environment for the products it offers to its consumers, and gives priority to reusable and recyclable product packaging. As a founding partner of the Environmental Protection and Packaging Waste Recovery Foundation (ÇEV-KO), Pınar Su ve İçecek continues its cooperation with the Foundation and supports awareness raising activities aimed at consumers in relation to sorting at source, recycling, and recovery of packaging waste.

#### Works Performed in 2020

- Continuing its packaging weight optimization efforts since 2011, Pınar Su ve İçecek reduces the packaging weight of PET bottles as a result of its technological investments and R&D efforts. In this context, the packaging weight of PET bottles has been reduced by 26% in the 0.5 l product group, 23% in the 0.33 l product group, and 18% in the 1.5 l product group.

- With weight optimization efforts in product packages, shrink and stretch use has been reduced by between 25% and 30% in certain product groups. As part of ongoing work throughout the year, the product and weight optimization in production lines at the Madran Facility has resulted in a reduction of wastage and increase in efficiency.

Constantly reviewing its waste management system with the aim of continuous improvement, Pınar Su ve İçecek established the Zero Waste Management System, which covers the processes of reducing, sorting at source, temporary storage, transport and delivery of waste to authorized organizations for recycling. In this context, the teams assigned by the company reviewed the properties, quantity, and accumulation - collection - storage - transportation - delivery method of wastes. By determining needs and opportunities, a Zero Waste Action Plan was prepared and the company was awarded a Zero Waste Certificate. Ongoing sustainability projects aim to incorporate the use of recycled packaging material into production processes.

## CARING FOR THE ENVIRONMENT / WASTE MANAGEMENT

### Pınar Süt

At Pınar Süt factories, all wastes generated by production activities and employees are collected separately at source based on their types, and stored separately at the temporary landfill-waste site according to their waste codes. Pınar Süt factories have an established industrial waste management plan and temporary storage permits approved by the Provincial Directorate of Environment and Urban Planning. Pınar Süt send the non-recyclable waste generated as a result of its production activities to be disposed of by licensed companies assigned by the Ministry of Environment and Urban Planning, and continues to contribute to the circular economy as a responsible producer by sending recyclable waste to licensed recycling companies. After temporary storage under appropriate conditions, Pınar Süt sends its hazardous waste to licensed recycling and/or disposal facilities



for recovery or final disposal. Organic and domestic wastes are sent to the landfills of Metropolitan Municipalities.

### Works Performed in 2020

- Providing detailed training on waste management, Pınar Süt incorporated "zero waste management" in its annual environmental training program as well. Pınar Süt organizes training activities in collaboration with the Environmental Protection and Packaging Waste Recovery Foundation (ÇEVKO) to inform its consumers and municipalities about the collection at source, recycling and recovery of packaging waste. In addition to the training provided to its employees to increase environmental awareness, the company also organized training within the scope of the ISO 14001 Environmental Management System.



The company is also subject to annual Environmental Management System audits by the Turkish Standards Institute (TSE). Pınar Süt's factories in İzmir, Eskişehir and Şanlıurfa have an "Environmental Permit" issued by the Ministry of Environment and Urban Planning, and the company is regularly subjected to the necessary inspections and checks by authorized public institutions for compliance with environmental legislation. The company successfully passed environmental audits in the reporting year.

- Aiming to reflect the understanding of sustainability to all of its business processes and carrying out all its activities with responsibility towards the environment and society, Pınar Süt implemented the Zero Waste Project at all its factories, carried out initiatives for the most efficient use of natural resources to prevent waste with sensitivity to the environment, minimized waste generation and ensured the recycling of resulting wastes. It was awarded the "Basic Level Zero Waste Certificate."



### 2018-2020 Waste Quantities of Pınar Süt by Disposal Method

WASTE TYPE AND RECOVERY/DISPOSAL METHOD	2018	2019	2020
<b>HAZARDOUS WASTE</b>			
Recycled Waste (Recycled Packaging, Waste Sent for Recovery) Contaminated Packaging Waste (Tons)	22.775	22.76	30.29
Reusable Waste (Refining or Reusing Oils) Waste Oil (Tons)	3.71	3.41	4.15
Waste Recycled by Special Methods Reclamation/ Recycling of Metals and Metal Compounds Waste Batteries, Accumulators, Electronic Waste (Tons)	2.843	1.797	1.8
Landfill Waste Requiring Special Engineering Fluorescent Lamps, Waste Cartridges and Toners (Tons)	0.28	0.72	0.56
Hazardous Waste Sent for Incineration Contaminated Cloth Glove Waste (Tons)	0	0.39	0.74
Wastes Requiring Special Physical-Chemical Processes / Sent to Sterilization Plant (Laboratory Waste and Medical Waste) (Tons)	18.897	37.484	23.943
<b>Total Hazardous Waste (Tons)</b>	<b>48.505</b>	<b>66.56</b>	<b>61.483</b>
<b>NON-HAZARDOUS WASTE</b>			
Recyclable Waste Recyclable Packaging Waste (Paper, cardboard, plastic, wood, metal, glass, etc.) (Tons)	5.975.73	5.910.66	3.409.76
Solid Wastes Sent to Landfill/Solid Waste Site Household Waste (Tons)	1.202.11	994.63	917.83
Non-Hazardous Waste That Cannot Be Used In Any Other Way Treatment Sludge Sent for Incineration (Tons)	4.736.64	4.570.63	2.266.06
<b>Total Non-Hazardous Waste (Tons)</b>	<b>11.914.4</b>	<b>11.475.9</b>	<b>6.593.65</b>

## CARING FOR THE ENVIRONMENT / WASTE MANAGEMENT

### Pınar Et

Believing in the importance of a circular economy for a more livable world, Pınar Et has made progress in its R&D and waste management efforts by closely following developments around the world for better practices with the understanding that all wastes are potential sources of energy. As part of its Waste Management System, Pınar Et identifies the waste type, collects waste separately at source, temporarily stores and delivers waste to the relevant licensed recovery facilities. Data on waste management is regularly reported in the information system of the Ministry of Environment and Urban Planning.

- In 2020, Pınar Et continued its works related to the Zero Waste Project initiated by the Ministry of Environment and Urban Planning in 2018, receiving a "Zero Waste Certificate."
- Within the scope of projects carried out to create awareness of environmental responsibility, Pınar Et continued its sapling planting project, began in 2014. Pınar Et planted certified seedlings through the Regional Directorate of Forestry, planting 151 seedlings in 2020 in exchange for 1,510 batteries for each employee bringing 10 waste batteries. Pınar Et also participates in the activities of the Environment and Afforestation Commission established by KOSBİ. As part of these activities, employees participating in the Waste Vegetable Oil Project prevent the mixing of waste oil that they bring from their homes into the water and sewer system.

Pınar Et won third prize at the Yaşar Sustainability Competition in the Environmental Sustainability category with its "Optimization of Shipping Pallets" project, which contributes to waste management and reduction.

### 2018-2020 Waste Quantities of Pınar Et by Disposal Method

Waste Type and Disposal Method	2018	2019	2020
<b>Household Waste (Tons)</b>			
Reuse	8.95	20.1	26.14
Recovery, including energy recovery	24.83	7,826	8,926
<b>Non-Hazardous Waste (kg)</b>			
Recycling	951,902	848,296	862,540
Composting	1,718.28	1,350.65	1,301.019
Landfill	325,180	886,360	791

### DYO Boya

DYO Boya aims to ensure the effectiveness of its Environmental Management System at every stage, from raw material procurement to production, from product use to services offered. Waste management processes at DYO Boya's Çiğli Facility are managed within the framework of the Environmental Management System, Waste Management Procedure and Waste Control Regulation. Pursuant to Article 11 of the Environmental Law, it is mandatory to prevent or reduce the generation of all wastes at the Dilovası Facility, to collect recyclable wastes separately at source, and to eventually recycle them.

Environmental Working Groups were established in DYO Boya's facilities, in which one employee from each department participates as a representative. Risk analysis, improvements and monitoring of environmental activities within departments are carried out by representatives in this working group. Employees are regularly given training on waste management, "Zero Waste", medical waste, sorting at source, collection, storage and transfer at DYO Boya's Çiğli Facility.

DYO Boya continued its waste reduction efforts within the framework of its Zero Waste Management System established in 2020 in accordance with the Zero Waste Regulation and was awarded the basic level Zero Waste Certificate by the Provincial Directorate of Environment and Urban Planning of Kocaeli.



## CARING FOR THE ENVIRONMENT / WASTE MANAGEMENT

### Works Performed in 2020

- DYO Boya facilities received the "Zero Waste Basic Management Certificate" in 2020. Zero waste rules were implemented in all areas covered by the Zero Waste Regulation. Waste bins were removed from all offices and Zero Waste bins were placed in corridors to serve as common waste stations. The use of plastic or paper cups was banned in meeting rooms and social spaces, and pitchers were introduced instead of water bottles. Each employee was given one Zero Waste cup, and encouraged to use it. Works to extend the Zero Waste Management System to production areas in 2021 were initiated. Implementing Zero Waste Regulation practices, the company established waste collection points by waste type.
- DYO Boya checks and repairs the pallets that come with raw materials and uses these pallets for on-site transfers, thereby minimizing consumption of natural resources and waste generation.
- Acting in accordance with basic environmental management principles such as reducing waste at source, reuse, recovery and disposal of waste, DYO Boya commissioned its solvent recovery plant and started to recover 85% of solvents at that facility. The company

supports the reuse of waste by sending 15% solvent sludge to recovery plants.

- DYO Boya started to collect hygiene product wastes separately and store them in a special temporary waste storage area within the framework of the COVID-19 Circular published by the Ministry of Environment and Urban Planning in 2020. DYO Boya organized a drill on this issue at the Dilovası Facility, and made 2 inspection visits to the companies to which it sends its waste.



- Works related to the management of hazardous chemicals, water footprint, carbon footprint and other remediation efforts positively affected high amounts of treatment sludge at the Dilovası Facility. These efforts allowed for a reduction in the amount of sludge at the plant according to the water footprint data. In addition, treatment sludge generated at the Dilovası Facility was moved from the "hazardous" to the "non-hazardous" category based on the hazard analysis commissioned by TÜBİTAK in April. In this regard, the ratio of non-hazardous waste to hazardous waste has increased significantly starting from 2020. The exact data will be received starting from 2021.

Waste Type	Çiğli (tons)	Dilovası (tons)	Total (tons)
Hazardous	1,603.263	2,610.743	4,214.006
Non-hazardous	681.48	762.410	1,443.890
Recyclable	681.48	1,123.744	1,805.224
Disposal	792.242	2,249.409	3,041.651

### 2018-2020 Waste Quantities of DYO Boya by Disposal Method

Waste Type and Disposal Method (tons)	2018	2019	2020
<b>Hazardous Waste</b>			
Recycled Waste (Recycled Packaging, Waste Sent For Recycling)	1,704.5	1,820.6	1,172.4
Hazardous Waste Sent for Incineration or to RDF Facilities	2,688	2,354.7	3,041.6
<b>Total Hazardous Waste (tons)</b>	<b>4,392.50</b>	<b>4,175.30</b>	<b>4,214.00</b>
<b>Non-Hazardous Waste</b>			
Recycled Waste (Recycled Packaging, Waste Sent For Recycling)	1,375.2	1,215.3	1,443.8
Waste and Packaging Waste Sent to Landfill (Waste Packaging, Waste Sent to Landfill)	597.96	674.36	125.7
<b>Total Non-Hazardous Waste</b>	<b>1,973.16</b>	<b>1,889.66</b>	<b>1,569.5</b>
<b>Final Total (tons)</b>	<b>6,365.66</b>	<b>6,064.96</b>	<b>5,783.50</b>

## CARING FOR THE ENVIRONMENT / WASTE MANAGEMENT

### Çamllı Yem Besicilik

In line with its ISO 14001 Environmental Management System and waste management policy, Çamllı Yem Besicilik separates hazardous and non-hazardous wastes at source, collects them separately both in the production area and in offices, and stores them in the temporary storage area. According to Çamllı Yem Besicilik's management approach, it is essential to reduce waste at source and take measures to prevent waste generation. Non-hazardous waste is sent to licensed companies once a year, and hazardous waste every 6 months.

#### Works Performed in 2020

- As every year, the company provided waste management and environmental training to its employees in 2020.
- As a result of efforts to reduce the plastics used in production compared to the previous year, the generation of plastic waste was 119,440 kg/year in 2020. Recycling targets will be set in 2021 to reduce plastic waste.
- Çamllı Yem Besicilik also aims to apply for a "Zero Waste Certificate" in 2021.

### 2018-2020 Waste Quantities of Çamllı Yem by Disposal Method

Waste Type and Disposal Method	2018	2019	2020
<b>Hazardous Waste</b>			
Recycled Waste (Recycled Packaging, Waste Sent For Recycling)	2,838	7,980	19,888
Hazardous Waste Sent for Incineration	-	-	-
<b>Total Hazardous Waste</b>	<b>2,838</b>	<b>7,980</b>	<b>19,888</b>
<b>Non-Hazardous Waste</b>			
Recycled Waste (Recycled Packaging, Waste Sent For Recycling)	244,030	290,517	264,636
Waste and Packaging Waste Sent to Landfill (Waste Packaging, Waste Sent to Landfill)	-	-	-
<b>Final Total (tons)</b>	<b>246,868</b>	<b>298,493</b>	<b>284,524</b>

### Viking Kâğıt

Viking Kağıt sends all waste to licensed facilities to ensure recycling or recovery by the methods specified in the Waste Control Regulation. In addition, the company performed activities to reduce waste in the reporting year as well.

#### Works Performed in 2020

- Viking Kağıt reduced the PE (polyethylene) thickness of the primary printed packaging by 13% and the PE thickness of the unprinted final package by 20%, using 14,780 kg less PE in total.
- In addition, the thickness of plastic stretch film used for finished product pallets received by the warehouse was reduced from 18 microns to 14 microns and 2,000 kg less plastic stretch was used in 2020 compared to the previous year. The improvement works reduced the carbon emission per package produced by 50 tons.

### Waste Types (tons) and Disposal Methods at Viking Kağıt

Waste Type and Disposal Method (tons)	2018	2019	2020
<b>Hazardous Waste</b>			
Recycled Waste (Recycled Packaging, Waste Sent For Recycling)	38	53.41	41.02
Hazardous Waste Sent To Incinerator (Disposed of)	-	12.188	20.3
<b>Total Hazardous Waste</b>	<b>38</b>	<b>65.598</b>	<b>61.320</b>
<b>Non-Hazardous Waste</b>			
Recycled Waste (Recycled Packaging, Waste Sent For Recycling)	-	294.23	300.98
Waste and Packaging Waste Sent to Landfill	27,397	24,790.24	19,058.59
<b>Total Non-Hazardous Waste</b>	<b>27,397</b>	<b>25,084.47</b>	<b>19,359.57</b>
<b>FINAL TOTAL (tons)</b>	<b>27,435</b>	<b>25,150.068</b>	<b>19,420.89</b>

## CARING FOR THE ENVIRONMENT / WASTE MANAGEMENT

### Yaşar Birleşik Pazarlama

Within the framework of sustainable waste management, Yaşar Birleşik Pazarlama raises awareness through training on waste generated from sales and distribution activities inside and outside the office, as well as good waste management practices. Regional offices carry out different processes related to waste management. Since the YBP İzmir Building is located on a joint campus with Pınar Süt, the recycling methods used in Pınar Süt also apply to YBP.

### Works Performed in 2020

- As part of the renovation of the Desa warehouse, 30,560 kg of scrap iron was sent to a licensed company to be recycled and disposed of.
- 13,050 kg of cardboard and nylon generated in the warehouse of YBP Bursa was recycled.
- Employees in the YBP Central Returns Department were instructed to not take printouts for documents such as accounting reports, minutes, e-Invoices, e-mails, etc. In cases where it is necessary to print out a document, A4 paper is used a second time to minimize paper consumption. Waste paper is collected in waste paper boxes located at offices. Cardboard boxes that come with products returned to the YBP Central Return Unit are collected as waste paper and sent to the storage area.

- There are ÇEVKO waste paper collection units located in the Antalya office and warehouse for recycling. Antalya Kepez Municipality collects paper waste on certain days of the week and it is sent to paper, nylon, glass collection and separation centers for recycling.
- Wastes from the YBP Dudullu office and warehouses in Istanbul are sorted as plastic, paper, and metal and recycled by Ümraniye Municipality. Waste batteries are also delivered to Ümraniye Municipality for disposal in accordance with the regulations. The company was given a "Congratulatory Plaque" by Ümraniye Municipality in 2017-2018 for its contributions to the environmental protection.
- YBP Ankara and Istanbul send batteries, nylon, stretch, plastics and baskets, plastic product waste to a licensed recycling company.
- With Yaşar Holding being one of the signatories of the Business Plastics Initiative, analysis and improvement efforts related the use of plastics were accelerated.
- Wooden mixers are used instead of plastic mixers in common areas. Water dispensers and cardboard cups were introduced in meeting rooms to reduce the use of plastic bottles.

### Desa Enerji

All waste generated from production activities and maintenance and repair works is stored separately in the existing temporary waste storage area in accordance with the environmental legislation. Stored waste is sent to companies licensed by the Ministry of Environment and Urban Planning. The company procures environmental consulting services, and the organization of waste transport for disposal is carried

out in coordination with the environmental consulting company. In the process of temporary storage of wastes at the facility, in the environmental training organized annually all personnel are informed about not mixing wastes, and about the sending of wastes to licensed facilities in accordance with environmental legislation.

### 2018-2020 Waste Quantities of Desa Enerji by Disposal Method

Waste Type and Disposal Method	2018	2019	2020
Recycled Waste (Recycled Packaging, Waste Sent For Recycling) (tons)	2,140	1,645	1,970
Waste Sent for Incineration (tons)	0	0	0
Total Hazardous Waste (tons)	2,140	1,645	1,970
Recycled Waste (Recycled Packaging, Waste Sent For Recycling) (tons)	0	0	0
Waste and Packaging Waste Sent to Landfill (Waste Packaging, Waste Sent to Landfill) (tons)	11	11	11
Total Non-Hazardous Waste (tons)	11	11	11
<b>FINAL TOTAL (tons)</b>	<b>2,151</b>	<b>1,656</b>	<b>1,981</b>





## APPENDICES / PERFORMANCE INDICATORS

This section presents the sustainability performance indicators of Yaşar Group for 2020.

### Total Number of Employees by Employment Contract and Gender

2020	Key	INDEFINITE DURATION					FIXED DURATION		GENERAL
		Out-of-Scope	In-Scope	Subcontractor	SST/Agency	Total	Temporary/Contracted	Total	Total
<b>FEMALE</b>	70	655	166	184	9	1,084	11	11	<b>1,095</b>
<b>MALE</b>	237	2,072	1,549	1,054	40	4,952	112	112	<b>5,064</b>

\*Total Workforce consists of total permanent + subcontractor + agency employees.  
\*Key contracted employees are also included in the Temporary/Contracted section.  
\*Apprentices and interns are not included in the list.

### Total Number of Employees per Employment Type and Gender

2020	Key	Ratio to Total Number of Employees	White Collar	Ratio to Total Number of Employees	Blue Collar	Ratio to Total Number of Employees	Temporary	Ratio to Total Number of Employees	Total
<b>FEMALE</b>	70	1%	641	10%	373	6%	11	0%	1,095
<b>MALE</b>	237	4%	1,797	29%	2,918	47%	112	2%	5,064
<b>TOTAL</b>	307	5%	2,438	40%	3,291	53%	123	2%	6,159

\*Total Workforce consists of the total of permanent + subcontractor + SST (Sales Support Team) employees.  
\*Subcontractor and SST employees are included within the scope of White Collar or Blue Collar depending on the scope of work.  
\*Apprentices and interns are not included in the list.

### Total Workforce by Employees, Supervised Workers and Gender

2020	Key	PERMANENT				SUBCONTRACTOR			GENERAL
		OoS	IS	Temporary	Total	Subcontractor	SST/Agency	Total	Total
<b>FEMALE</b>	70	655	166	11	902	184	9	193	<b>1,095</b>
<b>MALE</b>	237	2,072	1,549	112	3,970	1,054	40	1,094	<b>5,064</b>

\*Total Workforce consists of the total of permanent + subcontractor + SST (Sales Support Team) employees.  
\*Apprentices and interns are not included in the list.

### Total Workforce by Region and Gender

Region	Female		Male		Total
	Number of Employees	Ratio	Number of Employees	Ratio	
<b>Aegean Region</b>	755	19%	3190	81%	3,945
<b>Marmara Region</b>	197	17%	987	83%	1,184
<b>Central Anatolia Region</b>	114	15%	653	85%	767
<b>Mediterranean Region</b>	13	15%	76	85%	89
<b>Black Sea Region</b>	5	14%	31	86%	36
<b>Southeastern Anatolia Region</b>	11	8%	127	92%	138
<b>Eastern Anatolia Region</b>					
<b>Total</b>	<b>1,095</b>	<b>18%</b>	<b>5064</b>	<b>82%</b>	<b>6,159</b>

\*Total Workforce consists of total permanent + subcontractor + agency employees.  
\*Apprentices and interns are not included in the list.

## APPENDICES / PERFORMANCE INDICATORS

## Percentage of Total Number of Employees Covered by Collective Labor Agreements

YEAR	PINAR ET		VİKİNG KAĞIT		PINAR SÜT		DYO BOYA	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
2016	14.0%	61.7%	0.0%	64.1%	6.6%	55.2%	0.7%	54.0%
2017	13.6%	60.9%	0.4%	63.6%	6.5%	53.6%	0.6%	54.0%
2018	13.3%	58.9%	1.0%	61.9%	6.6%	56.1%	0.6%	46.6%
2019	13.1%	59.4%	0.6%	40.0%	4.2%	37.4%	0.6%	40.9%
2020	12.9%	58.9%	0.9%	41.4%	4.0%	35.7%	0.6%	40.6%

## Total Number and Ratio of Newly Hired Employees and Employee Turnover by Age Group, Gender and Region

Hired in 2020	EXCLUDING SUBCONTRACTOR + TEMPORARY (PERMANENT)				
	Female	Ratio	Male	Ratio	Total
Under 30 Years	46	14%	105	33%	151
30 to 50 Years	25	8%	142	44%	167
Over 50 Years		0%	5	2%	5
<b>TOPLAM</b>	<b>71</b>	<b>22%</b>	<b>252</b>	<b>78%</b>	<b>323</b>

TOTAL INCLUDING SUBCONTRACTOR + TEMPORARY				
Female	Ratio	Male	Ratio	Total
87	7%	637	54%	724
51	4%	378	32%	429
4	0%	19	2%	23
<b>142</b>	<b>12%</b>	<b>1034</b>	<b>88%</b>	<b>1176</b>

Hired in 2020	TOTAL INCLUDING SUBCONTRACTOR + TEMPORARY				
	Female	Ratio	Male	Ratio	Total
<b>Aegean Region</b>	46	14%	170	53%	216
<b>Marmara Region</b>	14	4%	42	13%	56
<b>Central Anatolia Region</b>	9	3%	32	10%	41
<b>Black Sea Region</b>		0%	1	0%	1
<b>Mediterranean Region</b>	1	0%	4	1%	5
<b>Southeastern Anatolia Region</b>	1	0%	3	1%	4
<b>Eastern Anatolia Region</b>		0%		0%	0
<b>TOTAL</b>	<b>71</b>	<b>22%</b>	<b>252</b>	<b>78%</b>	<b>323</b>

EXCLUDING SUBCONTRACTOR + TEMPORARY (PERMANENT)				
Female	Ratio	Male	Ratio	Total
110	9%	623	53%	733
17	1%	183	16%	200
13	1%	174	15%	187
	0%	1	0%	1
1	0%	5	0%	6
1	0%	48	4%	49
	0%		0%	0
<b>142</b>	<b>12%</b>	<b>1034</b>	<b>88%</b>	<b>1176</b>

## APPENDICES / PERFORMANCE INDICATORS

## Total Number and Ratio of Newly Hired Employees and Employee Turnover by Age Group, Gender and Region

Distribution of Staff Turnover Rate by Age	Number of Staff at The Beginning of The Year		Non-Group Recruitment		In-Group Transfer		Resigned		Turnover Rate	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Under 30 Years	177	298	46	105			30	47	13.5%	11.7%
30 to 50 Years	676	3.386	25	142	3		40	231	5.7%	6.5%
Over 50 Years	32	235		5		1	4	50	12.5%	20.7%
<b>TOTAL</b>	<b>885</b>	<b>3.919</b>	<b>71</b>	<b>252</b>	<b>3</b>	<b>1</b>	<b>74</b>	<b>328</b>	<b>7.7%</b>	<b>7.9%</b>

Staff Turnover Rate by Region	Number of Staff at The Beginning of The Year		Non-Group Recruitment		In-Group Transfer		Resigned		Turnover Rate	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Aegean Region	596	2,448	46	170	3	1	45	184	7.0%	7.0%
Marmara Region	177	822	14	42			17	78	8.9%	9.0%
Central Anatolia Region	92	445	9	32			12	28	11.9%	5.9%
Black Sea Region	4	29		1			0	4	0.0%	13.3%
Mediterranean Region	9	94	1	4			0	31	0.0%	31.6%
Southeastern Anatolia Region	7	81	1	3			0	3	0.0%	3.6%
Eastern Anatolia Region										
<b>TOTAL</b>	<b>885</b>	<b>3.919</b>	<b>71</b>	<b>252</b>	<b>3</b>	<b>1</b>	<b>74</b>	<b>328</b>	<b>7.7%</b>	<b>7.9%</b>

## Rate of Return to Work and Stay in Work after Maternity Leave by Gender

	Total number of employees eligible for maternity leave	Total number of employees taking maternity leave	Total number of employees returning to work after the end of maternity leave	Total number of employees returning to work after the end of maternity leave and still working twelve months after their return to work
<b>FEMALE</b>	50	50	37	32
<b>MALE</b>	217	217	217	192

Return to Work Rate = (Total number of employees returning to work after maternity leave / Total number of employees supposed to return to work after maternity leave) x 100

2020	Return to Work Rate	Remaining at Work Rate
<b>FEMALE</b>	74%	86%
<b>MALE</b>	100%	88%

## Percentage of Employees at Management Levels (Team leader and above) by Gender

	Number of General Managers and Above	Ratio	Number of Directors	Ratio	Number of Managers	Ratio	Number of Team Leader	Ratio	Total
<b>Female</b>	2	8%	12	26%	53	26%	38	17%	105
<b>Male</b>	23	92%	35	74%	151	74%	185	83%	394
<b>Total</b>	<b>25</b>		<b>47</b>		<b>204</b>		<b>223</b>		<b>499</b>

## APPENDICES / PERFORMANCE INDICATORS

### Percentage of Employees in Management Levels (Team leader and above) by Age Group (LA12); Age Groups: Under 30 Years, 30 to 50 Years, and Over 50 Years

	Number of General Managers and Above	Ratio	Number of Directors	Ratio	Number of Managers	Ratio	Number of Team Leader	Ratio	Total
Under 30 Years		0%		0%		0%	9	4%	9
30-50 Years	5	20%	31	66%	169	83%	200	90%	405
Over 50 Years	20	80%	16	34%	35	17%	14	6%	85
<b>Total</b>	<b>25</b>		<b>47</b>		<b>204</b>		<b>223</b>		<b>499</b>

### Percentage of Employees at Management Level by Minority Category (Disabled Employees)

	Number of General Managers and Above	Ratio	Number of Directors	Ratio	Number of Managers	Ratio	Number of Team Leader	Ratio	Total
Disabled Employees	0	0	0	0	0	0	1	100%	1

### Percentage of Employees by Gender

2020	Key	Ratio	White Collar	Ratio	Blue Collar	Ratio	Temporary	Ratio	Total
Female	70	23%	641	26%	373	11%	11	9%	1,095
Male	237	77%	1,797	74%	2,918	89%	112	91%	5,064
<b>Total</b>	<b>307</b>		<b>2,438</b>		<b>3,291</b>		<b>123</b>		<b>6,159</b>

### Percentage of Employees by Age Group : Under 30 Years, 30-50 Years, and Over 50 Years;

2020	Key	Ratio	White Collar	Ratio	Blue Collar	Ratio	Temporary	Ratio	Total
Under 30 Years		0%	416	17%	689	21%	79	64%	1,184
30-50 Years	233	76%	1,958	80%	2,510	76%	35	28%	4,736
Over 50 Years	74	24%	64	3%	92	3%	9	7%	239
<b>Total</b>	<b>307</b>		<b>2,438</b>		<b>3,291</b>		<b>123</b>		<b>6,159</b>

### Percentage of Employees by Minority Category

2020	Key	Ratio	White Collar	Ratio	Blue Collar	Ratio	Temporary	Ratio	Total
Number of Disabled Employees	0	0	59	39%	94	61%	0	0%	153

## APPENDICES / PERFORMANCE INDICATORS

### EMPLOYEE DEVELOPMENT

**Average Annual Training Hours per Employee by Gender and Employee Category**

Average Hours of Training 2020	Key	White Collar	Blue Collar	Temporary	Total
<b>Female</b>	10.9	10.1	4.7	30.2	8.7
<b>Male</b>	8.6	7.8	6.5	17.7	7.4
<b>Total</b>	<b>9.2</b>	<b>8.4</b>	<b>6.3</b>	<b>19.4</b>	<b>7.6</b>

**Total Annual Training Hours per Employee by Gender and Employee Category**

Total Training Hours 2020	Key	White Collar	Blue Collar	Temporary	Total
<b>Female</b>	764	6,429	1,840	634	9,667
<b>Male</b>	2,033	14,119	19,130	2,334	37,615
<b>Total</b>	<b>2,797</b>	<b>20,547</b>	<b>20,970</b>	<b>2,967</b>	<b>47,282</b>

**Percentage of Employees Subject to Regular Performance and Career Development Assessment by Gender and Employee Category**

2020	Number of Employees Included in The Performance System	Total Number of Employees	Ratio
<b>FEMALE</b>	283	725	39%
<b>MALE</b>	526	2309	23%

2020	Number of Employees Included in The Performance System	Total Number of Employees	Ratio
<b>Key</b>	227	307	74%
<b>Out-of-Scope</b>	582	2,727	21%

2020	Number of Employees Included in The Bonus System	Total Number of Employees	Ratio
<b>FEMALE</b>	58	725	8%
<b>MALE</b>	612	2,309	27%

2020	Number of Employees Included in The Bonus System	Total Number of Employees	Ratio
<b>Key</b>	68	307	22%
<b>Out-of-Scope</b>	602	2,727	22%

## APPENDICES / PERFORMANCE INDICATORS

### Occupational Health and Safety Performance

#### Accident Frequency, Occupational Accident Severity Rate and Absenteeism Rate

2020	Accident Frequency Rate		Work Accident Severity Rate		Absenteeism Rate	
	Female	Male	Female	Male	Female	Male
<b>PINAR SÜT</b>						
AEGEAN REGION	19.34	39.01	0.062	0.3249	0.179	0.147
MARMARA REGION					0.078	0.016
CENTRAL ANATOLIA REGION	34.24	29.30	0.138	0.184	0.224	0.147
SOUTHEASTERN ANATOLIA REGION		43.23		0.201	0.494	0.110
<b>PINAR ET</b>						
AEGEAN REGION	16.04	46.67	0.015	0.345	0.251	0.173
MARMARA REGION		112.04		0.896	0.057	0.063
<b>PINAR SU</b>						
AEGEAN REGION	12.71	19.32	0,067	0.000	0.003	0.001
MARMARA REGION		15.33		0.000	0.002	0.001
<b>YBP</b>						
AEGEAN REGION		16.07		0.064	0.187	0.091
MARMARA REGION	6.84	35.35	0.051	0.410	0.201	0.094
CENTRAL ANATOLIA REGION					0.077	0.041
MEDITERRANEAN REGION					0.104	0.083
BLACK SEA REGION					0.113	0.088

2020	Accident Frequency Rate		Work Accident Severity Rate		Absenteeism Rate	
	Female	Male	Female	Male	Female	Male
<b>ÇAMLI YEM BESİCİLİK</b>						
AEGEAN REGION	8.39	41.45	0.000	0.083	0.500	0.036
<b>DYO BOYA</b>						
AEGEAN REGION		16.16		0.117	0.130	0.060
MARMARA REGION		15.79		0.064	0.185	0.137
CENTRAL ANATOLIA REGION		20.20		0.000		
<b>VİKİNG KAĞIT</b>						
AEGEAN REGION	13.09	32.71	0.128	0.180	0.120	0.110
MARMARA REGION					0.091	0.061
<b>ALTIN YUNUS</b>						
AEGEAN REGION					0.111	0.071
<b>DESA ENERJİ</b>						
AEGEAN REGION					0.085	0.069
<b>YABİL</b>						
AEGEAN REGION					0.112	0.073

## APPENDICES / GRI CONTENT INDEX

GRI STANDARD	SECTION/TITLE	PAGE NUMBER/DIRECT ANSWER	EXCLUSIONS
<b>GRI 101: Foundation 2016</b>			
<b>Organizational Profile</b>			
102-1	Corporate Profile of Yaşar Group	14-19	
102-2	About Yaşar Group, Corporate Profile of Yaşar Group	10, 14-19	
102-3	Corporate Profile	14	
102-4	About Yaşar Group, Corporate Profile of Yaşar Group	10, 14-19	
102-5	About Yaşar Group, Corporate Profile of Yaşar Group	10, 14-19	
<b>GRI 102: General Disclosures 2016</b>			
102-6	About Yaşar Group, Corporate Profile of Yaşar Group	10, 14-19	
102-7	About Yaşar Group, Corporate Profile of Yaşar Group, Economic Performance	10, 14-19, 60-61	
102-8	'Employee Rights, Annexes-Social Performance Indicators	76, 246-247	
102-9	'Sustainable Supply Chain	182	
102-10	'Sustainable Supply Chain	182	
102-11	'Ethics and Compliance, Risk Management	50-53, 8-9	
102-12	Sustainability Journey, Sustainability Approach and Management, Equality of Opportunity and Prevention of Discrimination	24-28, 76	
102-13	Corporate Memberships	56-59	

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The service was performed on the Turkish version of the report.

<b>Strategy</b>		
102-14	Management's Message	8-9
<b>Ethical Rules and Principles</b>		
102-16	Ethics and Compliance	50-51
<b>Governance</b>		
102-18	Corporate Governance, Sustainability Approach and Management, Ethics and Compliance, Corporate Governance	48-49, 34-39, 50-51, 48-49
<b>Stakeholder Participation</b>		
102-40	Stakeholder Dialogue	54-55
102-41	Employee Rights, Favorable Working Conditions	76-79, 80-83
102-42	Stakeholder Dialogue	54-55
102-43	Stakeholder Dialogue	54-55
102-44	Sustainability Priorities	40-43
<b>Reporting</b>		
102-45	About The 2020 Sustainability Report	6-7,
102-46	About the 2020 Sustainability Report, Sustainability Priorities	6-7, 40-43
102-47	Sustainability Priorities	40-43
102-49	Sustainability Approach and Management, Sustainability Priorities	34-39, 40-43
102-50	About The 2020 Sustainability Report	6-7,
102-51		The report prepared for the 2020 financial year was published in September 2019.
102-52	About The 2020 Sustainability Report	The Yaşar Holding Sustainability Report is prepared and published every year.
102-53	About The 2020 Sustainability Report	6-7,
102-54	About The 2020 Sustainability Report	6-7,
102-55	Annexes GRI Content Index	254-261
102-56		No external audit has been performed for the report.

### GRI 102:General Disclosures 2016



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<b>Material Topics</b>			
<b>Material Topic: Ethics and Compliance</b>			
<b>GRI 103:Management Approach 2016</b>	103-1	Ethics and Compliance	50-51
	103-2	Ethics and Compliance	50-51
	103-3	Ethics and Compliance	50-51
<b>GRI:205 Anti-Corruption 2016</b>	205-2	Ethics and Compliance	50-51
	205-3	Ethics and Compliance	No cases of corruption were detected during the reporting period.
<b>GRI:206 Anti-Competitive Behavior 2016</b>	206-1	Ethics and Compliance	There were no ongoing or resolved legal actions for anticompetitive behavior, anti-trust and monopoly practices during the reporting period.
<b>GRI:419 Socioeconomic Compliance 2016</b>	419-1	Ethics and Compliance	There were no sanctions for non-compliance with laws and/or regulations in the social and economic area during the reporting period.
<b>Material Topic: Economic Performance</b>			
<b>GRI 103:Management Approach 2016</b>	103-1	Economic Performance	60-61
	103-2	Economic Performance	60-61
	103-3	Economic Performance	60-61
<b>GRI 201:Economic Performance 2016</b>	201-1	Economic Performance	60-61
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-2	Economic Performance, Contribution to Local Economy, Impact of Economic Performance on Stakeholders	60-61, 146, 60
<b>Material Topic: Digital Transformation</b>			
<b>GRI 103:Management Approach 2016</b>	103-1	Digital Transformation	62-71
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	103-3	Digital Transformation	62-71

<b>Material Topic: Employee Rights</b>			
<b>GRI 103:Management Approach 2016</b>	103-1	Employee Rights	76-79
	103-2	Employee Rights	76-79
	103-3	Employee Rights	76-79
<b>GRI: 401 Employment 2016</b>	401-1	Annexes-Social Performance Indicators	246
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<b>Material Topic: Employee Development and Talent Management</b>			
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	103-2	Employee Development and Talent Management	84-93
	103-3	Employee Development and Talent Management	84-93
<b>GRI 404: Training 2016</b>	404-1	Employee Development and Talent Management, Annexes-Social Performance Indicators	84-93, 250
	404-2	Employee Development and Talent Management	84-93
	404-3	Annexes-Social Performance Indicators	250
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1	Annexes-Social Performance Indicators	251
<b>GRI 406: Diversity and Equal Opportunity 2016</b>	406-1	Employee Rights, Equal Opportunity and Non-Discrimination	84-93, 76-79
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	103-2	Occupational Health and Safety	94-107
	103-3	Occupational Health and Safety	94-107

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	403-2	Occupational Health and Safety, Best Practices from Companies	94-107
	403-3	Occupational Health and Safety, Best Practices from Companies	94-107
	403-4	Occupational Health and Safety, Best Practices from Companies	94-107
	403-5	Occupational Health and Safety, Best Practices from Companies	94-107
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	403-9	Occupational Health and Safety, Annexes-Social Performance Indicators	94-107, 252-253
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<b>GRI 103:Management Approach 2016</b>	103-1	R&D, Product and Service Quality Management Systems	116-119
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	103-3	R&D, Product and Service Quality Management Systems	116-119
<b>Material Topic: Innovation and R&amp;D</b>			
<b>GRI 103:Management Approach 2016</b>	103-1	R&D, Product and Service Quality Management Systems	116-119
	103-2	R&D, Product and Service Quality Management Systems	116-119
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<b>Material Topic: Consumer-Customer Health and Safety</b>			
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<b>GRI:417 Marketing - Labeling 2016</b>	417-1	Consumer and Customer Information, Ethical Marketing	130
	417-2	Consumer and Customer Information, Ethical Marketing	130
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<b>GRI:308 Supplier Environmental Assessment 2016</b>	308-1	Sustainable Supply Chain, Good Practices and Developments from Companies	184-195
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<b>GRI 302: Energy 2016</b>	302-1	Energy and Climate Change Management, Best Practices from Companies in 2020	214-227, 216-227
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<b>Sustainable Agriculture and Animal Husbandry</b>			
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	103-3	Sustainable Agriculture and Animal Husbandry	144-145
<b>Social Investment</b>			
<b>GRI 103:Management Approach 2016</b>	103-1	Social Investment Efforts of Companies	147-157
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## APPENDICES / UNGC INDEX (UNITED NATIONS GLOBAL COMPACT)

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Human Rights	Principle 1 – Businesses should support and respect the protection of internationally proclaimed human rights.	Management’s Message p.8 Sustainability Journey p.24
	Principle 2 – Businesses should make sure that they are not complicit in human rights abuses	Ethics And Compliance p.50 Human Resources Approach p.76
Labor	Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Caring For The Employees p.72
	Principle 4 – Businesses should uphold the elimination of all forms of forced and compulsory labor.	
	Principle 5 – Businesses should uphold the effective abolition of child labor.	
	Principle 6 – Businesses should uphold the elimination of discrimination in respect of employment and occupation.	
Environment	Principle 7- Businesses should support a precautionary approach to environmental challenges.	Caring For The Environment p.196
	Principle 8 – Businesses should undertake initiatives to promote greater environmental responsibility.	
	Principle 9 – Businesses should encourage the development and diffusion of environmentally-friendly technologies.	
Anti-Corruption	Principle 10 – Businesses should work against corruption in all its forms, including extortion and bribery.	Ethics And Compliance p.50

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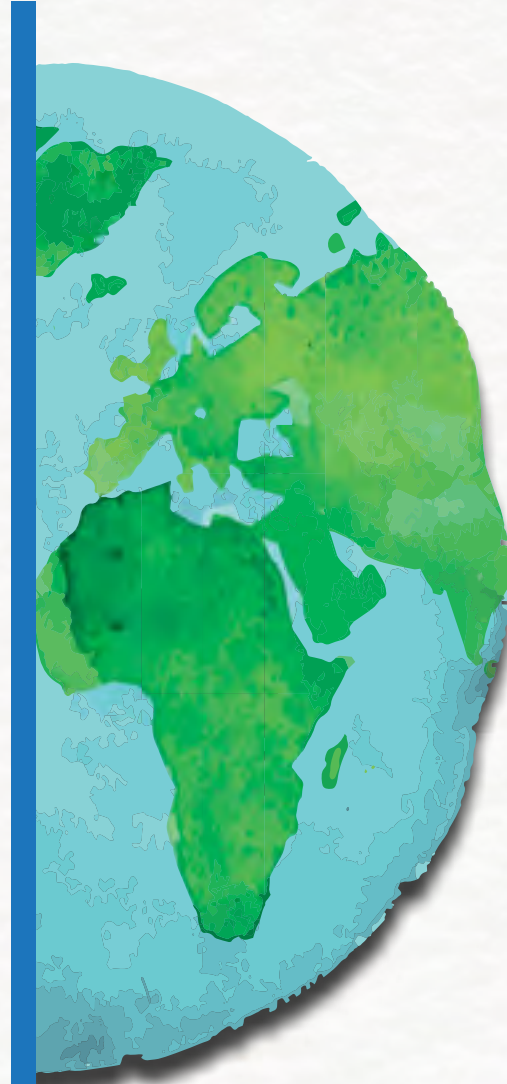
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YAŞAR 2020  
SUSTAINABILITY REPORT