



UNDER THE GUIDANCE OF NATURE  
FOR a  
*better*  
LIFE

YAŞAR 2022 SUSTAINABILITY REPORT

# The Trees

That we hid behind as children, leaned back and caught breath in their shade...

That clean the air we breathe, absorb carbon dioxide and produce oxygen instead, the lungs of our planet...

That cool our streets and bring nature to the cities...

That are home to birds, bees, ants and many other creatures...

That feed all creatures in nature with their fruits...

That give back to nature what they take from it and enrich the soil...

That are born with seeds, grow up with water and sun, and rise with their roots...

That are friends of our planet and humanity...

There are many things in nature that we can be inspired by trees.



UNDER THE GUIDANCE OF NATURE  
**FOR a**  
*better*  
**LIFE**

"We carried our motto "under the guidance of nature for a better life" to our "Yaşar Sustainability Report" by taking inspiration from trees this year. In our report, we look at the traits of trees that guide us, and with little reminders, we invite everyone to keep going under nature's amazing guidance."

About The 2022 Sustainability Report  
Management's Message  
About Yaşar Group  
Corporate Profile of Yaşar Group  
Overview of Yaşar Group in 2022  
Sustainability Approach and Management  
Sustainability Journey  
Significant Sustainability Developments in 2022  
Awards Received in 2022

#### CARING FOR BUSINESS

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

#### CARING FOR EMPLOYEES

Human Resources Approach  
Equality of Opportunity and Prevention  
of Discrimination  
Women's Empowerment  
Decent Working Conditions  
Recruitment  
Employee Development and Talent  
Management  
Occupational Health and Safety

#### CARING FOR SOCIETY

Consumer and Customer Health and Safety  
Quality, Innovation and R&D  
Consumer and Customer Information and  
Ethical Marketing  
Consumer and Customer Satisfaction  
Communication Channels and Publications  
Sustainable Agriculture and Livestock Breeding  
Social Investment  
Contribution to Local Economies  
Social Investment Activities  
Yaşar Education and Culture Foundation  
Selçuk Yaşar Sports and Education Foundation  
Yaşar University

#### CARING FOR BUSINESS PARTNERS

Sustainable Supply Chain

#### CARING FOR ENVIRONMENT

Environmental Management  
Climate Change and Energy Management  
Water and Wastewater Management  
Circular Economy and Waste Management  
Biodiversity

#### APPENDICES

Performance Data and Indicators  
Rights Provided To Employees  
GRI Content Index  
UNGC Index

The “Yaşar 2022 Sustainability Report” was prepared with the aim of sharing Yaşar Group's approach, strategies, efforts and performance results in the field of sustainability with its stakeholders in line with its perspective focused on “creating value for a better life”. This report, which is the 12th sustainability report of Yaşar Group, covers the sustainability performance of Yaşar Group's 10 companies for the period of January 1, 2022 - December 31, 2022.

”

The sustainability model and environmental, social and governance (ESG) performance, which guide Yaşar Group's sustainability strategy and way of doing business, are presented under the headings of “Caring for Business”, “Caring for Employees”, “Caring for Society”, “Caring for Business Partners” and “Caring for Environment”.

Yaşar Group companies operating mainly in the food, beverage, paint sectors and also in the tissue paper, tourism, energy and information technologies sectors are: Pınar Süt Mamulleri 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 Sanayi ve Ticaret A.Ş. (Çamlı Yem), Dyo Boya Fabrikaları Sanayi ve Ticaret A.Ş. (Dyo Boya), Viking Kağıt ve Selüloz A.Ş. (Viking Kağıt), Altın Yunus Çeşme Turistik Tesisler A.Ş. (Altın Yunus), Desa Enerji Elektrik Üretim A.Ş. (Desa Enerji) and Yaşar Bilgi İşlem ve Ticaret A.Ş. (Yaşar Bilgi).

The sustainability activities and developments of Pınar Institute, Yaşar Education and Culture Foundation, Selçuk Yaşar Sports and Education Foundation and Yaşar University have been included in the report for information sharing purposes.

The indicators in this report prepared in accordance with the Global Reporting Initiative (GRI) Standards "Core" option are described in detail in the GRI Standards Content Index in the last section of the report.

Having signed the United Nations Global Compact on November 12, 2007, Yaşar Group has published a Communication in Progress for 2009 and 2010 and Sustainability Report for 2011-2022. Compliance of the report with the principles of the United Nations Global Compact (UNGC) is provided in the UNGC Principles Index.

The "Yaşar 2022 Sustainability Report" was prepared with the support of Mikado Consulting with the contributions of Yaşar Group Companies' employees and the information they compiled.

The information contained in this report is based on international conventions, standards and methodologies such as GRI, UNGC, UN Sustainable Development Goals, ILO (International Labour Organization), Declaration of Human Rights and the GHG Protocol (Greenhouse Gas Protocol). No external audit services was received for the report.

Our report, prepared in Turkish and English, is available at [www.yasar.com.tr](http://www.yasar.com.tr).

You can submit your questions, comments and suggestions regarding the "Yaşar 2022 Sustainability Report" via [dahaiyibiryasamicin@yasar.com.tr](mailto:dahaiyibiryasamicin@yasar.com.tr) e-mail address.

Dear Stakeholders,

We are in the midst of a major transformation with the impact of many global developments, particularly population growth, the pace of digitalization and the climate crisis. We can adapt to this transformation with a sustainability-based perspective, innovative approaches, innovations, efficient and more inclusive solutions, and lead our world to a better future.

The climate crisis, which is increasingly discussed in the last two decades and whose impact we are feeling more and more every year, has become the main agenda of all countries, institutions and individuals, while with the impact of the climate crisis, natural disasters that directly affect lives and economies are becoming more severe and destructive. The effects of the climate crisis have reached a level that is known, visible, and predictable for the future.

The reports produced by international bodies, in particular the IPCC, which reflect the impacts of climate change, emphasize that the climate crisis has become a critical threat to human welfare and the health of the planet, and that it will be difficult to secure a livable and sustainable future for all unless collective action is taken for the future.

Sustainability is too important an issue to be entrusted to only governments, organizations or individuals, and it is a long road that will lead us and future generations to a better future. **In sustainability, we all have the same goal and share the same future.**

We are aware of the role of the business world in the field of sustainability, as well as our responsibility. As Yaşar Group, we keep working to provide a better life for all our stakeholders and our world, as we have been doing for 78 years. With our strategies and targets complying with the Sustainable Development Goals, we always work with the aim of producing the best products, providing the best services, and reaching a better life by taking good care of our stakeholders with all our activities.

In line with our motto "caring for all our stakeholders for a better life", which forms the basis of our sustainability approach, we continued our efforts with the goal of caring for our business, employees, society, business partners, and the environment in 2022 as well. In the Yaşar 2022 Sustainability Report, which is our twelfth sustainability report and prepared with the theme of "under the guidance of nature for a better life" based on the wisdom of nature, we share with you our sustainability efforts, impact and goals that serve our ideal of providing a better life. Our journey toward sustainability continues by broadening our area of impact, assessing our performance, researching, developing, and striving for the better through the public, civil society, and private sector collaborations we have formed using the Sustainable Development Goals as a framework. By integrating sustainability into our business processes and all our decisions, including investment, we move forward by considering it not only in one area but in all areas and creating value together with our stakeholders on this path.



E. Feyhan Yaşar  
Chair of the Board

“ Sustainability is a long road that will lead us and future generations to a better future. We all have the same goal and share the same future. ”

As in all fields, in the field of sustainability, transparency, openness, and accountability are increasingly being recognized as legal responsibilities rather than just voluntary activities in terms of sustainability. As Yaşar Group, we have been systematically managing our sustainability efforts since 2007 when we signed the UN Global Compact. Measuring and setting targets as part of our sustainability journey, we report to the public our environmental, social, and governance performance, improvements, targets, and developments on the path to the target with the principle of transparency through the Yaşar Sustainability Report, which we prepare annually using data and information from our 10 largest companies.

Sustainability Committees, Climate Crisis Working Groups and “Eşit Yaşar’ız” Gender Equality Working Groups, which were established within Yaşar Holding and its companies to ensure that the environmental, social and governance practices and projects we implemented were adopted and disseminated by all our stakeholders, particularly our employees, and to carry out activities that serve Yaşar Group's sustainability approach by sharing good practices, continued their activities in 2022 as well.

In order to reduce the impacts of the climate crisis, which is a global risk, we work in line with the strategies and targets we established in greenhouse gas, water, energy and

waste management at every point where we operate. Our companies Pınar Süt, Pınar Et and Pınar Su ve İçecek have publicly announced their carbon neutrality targets for 2050.

We develop effective strategies to reduce our carbon footprint and invest in renewable energy sources while increasing energy efficiency. With the facilitating effect of Desa Enerji, one of our Group companies, our efforts to increase energy efficiency and our renewable energy investments, particularly solar energy, continue throughout the Group. In 2022, with the solar energy investment with an installed capacity of 1.77 MWp at Pınar Et production facilities, we aim to obtain 10% of the electricity used by Pınar Et from renewable energy sources.

Dyo Boya participated in the 27th Conference of the Parties (COP 27) held in Egypt in November, inviting all countries of the world to be a part of the solution to fight against the climate crisis and aiming to motivate countries and institutions to fulfill the UN Framework Convention on Climate Change (UNFCCC) and the Paris Climate Agreement, and had the opportunity to share its best practices and progress steps in the fight against the climate crisis.

Within the framework of our water management policy, we continue to work on the efficient use of water, protection at the source and performing wastewater management within the framework of environmental protection principles. Pınar Süt and Pınar Et, which continue to voluntarily report their efforts about the fight against climate change every year within the scope of the Carbon Disclosure Project (CDP), continued to report their efforts in the field of water security within the scope of CDP in 2022.



İdil Yiğitbaşı  
Vice Chair of the Board

“ For a strong society, providing equal opportunities to our employees and empowering women employees are our priority goals. ”

Our “Zero Waste” policy is based on bringing the waste generated as a result of our production and operational processes into the circular economy and disposing of them under the most appropriate conditions when they cannot be recycled. With this understanding, Viking Kağıt's investment in the production of tissue paper by recycling 100% of beverage cartons, which was completed in 2022, was one of the best examples of the circular economy. In 2022, Viking Kağıt recycled more than 27 thousand tons of sorted white ledger and more than 4 thousand tons of beverage cartons and brought them back into the economy.

As one of the first signatories to the Business Plastics Initiative (BPG), we achieved the target of reducing 90 tons of plastic that we committed to until 2023 with Yaşar Holding, Pınar Et and Pınar Su ve İçecek companies by the end of 2021, and our total reduction amount reached 144.7 tons in 2022. In 2022, Pınar Süt and Dyo Boya companies were also included in the reporting with the targets they set.

With our R&D and innovation activities, we contribute to sustainable development at both regional and national levels while supporting the local economy. We continue to develop high quality, healthy, safe and environmentally friendly products by investing in new technologies and innovation efforts in all our Group companies, particularly in our companies operating in the food, beverage, paint and tissue paper sectors.

In order to achieve our goal of creating a strong society, providing equal opportunities to our employees and empowering women employees continue to be our priority topics within the framework of our ethical management approach.

Being aware that the food and beverage sectors, in which we are the pioneer in Türkiye, are of strategic importance for the health and welfare of the society, we continue our projects “The Future of Our Milk is in Safe Hands” for the development of our farmers and “Let's Move with Fun, Let's Eat Healthy” for healthy nutrition under the leadership of Pınar Institute. We shared with the public the results of the research conducted by including both young farmers and women farmers in Izmir and its districts in the first phase of the “Young Farmer Professional and Individual Capacity Building Program”, which we implemented to integrate young people into the agricultural sector. We aim to contribute to efforts to keep young people in agriculture by spreading our project across our country as well.

We localize our supply chain as much as possible and carry out on-site employment policies in order to create social value with our business and contribute to the local economy. With the aim to provide a better life for future generations, we continue our social contribution efforts in the fields of education, culture, arts and sports with our Group companies, Yaşar Education and Culture Foundation, Selçuk Yaşar Sports and Education Foundation and Yaşar University. We continue to contribute to the strengthening of society by implementing practices that promote inclusiveness, diversity and equity in our relations with all our internal and external stakeholders.



Mehmet Aktaş  
Chief Executive Officer (CEO)

“ We will continue to create economic and social value in the future while being aware of our environmental responsibilities, just as we do today. ”

In 2022, we took strong steps for the future of our Group and the sustainability of our business by launching our digital transformation | Project Feniks and cultural transformation projects in addition to our sustainability projects. In 2023 and beyond, the economic and social value we create will continue to grow with the completion of our projects.

With our sustainability practices, we walk together with all our stakeholders to a strong future in our sustainability journey by pioneering the spread of these practices in our country and in sectors we lead, increasing the satisfaction of our customers and consumers with our products and services, and contributing to the welfare of our local suppliers and future generations with our social projects. Our deep-rooted history and strong human resources, our vision of innovation that we took from our founders and carried forward together, and our stakeholders with whom we reached today are our greatest strengths.

We would like to express our gratitude to all our stakeholders who adopt our values as their values and share our ideal “for a better life”.

With best regards.

Yaşar Group, which has its roots in the “Durmuş Yaşar Müessesesi” opened in 1927, continues to contribute to the national economy and create value for its stakeholders with its 21 companies, 25 factories and facilities, 2 foundations, and employment opportunities for 7,500 people. Yaşar Group, which continues to grow with its companies that are the founders and pioneers of their sectors, maintaining its presence in the sectors of food, beverage, paint, tissue paper, tourism, foreign trade, energy and information technologies, strives to offer “a better life” to all its stakeholders with the strength it draws from its roots.

Yaşar Group, which has four companies among Türkiye's top 500 companies, is one of the leading industrial groups contributing to the social development and economic growth of the country with more than 1,000 dealers and more than 200 thousand sales points to which it provides facility and activity-based access. Exporting to more than 70 countries, Yaşar Group has 5 companies (Kemipex, Hadaf Foods, HDF Fzco, Pınar Foods, Yadex) located abroad.

Yaşar Group, which focuses on social development as well as economic sustainability, supports education, sports, culture, and the arts through the Yaşar Education and Culture Foundation and the Selçuk Yaşar Sports and Education Foundation and contributes to society with its long-term corporate social responsibility projects. Yaşar University, one of the most important educational investments of Yaşar Group, is among the leading universities in Türkiye with the education it provides at international standards, experienced academic staff and the opportunities it provides to its students.

The corporate governance structure of Yaşar Holding, in which the interests of Yaşar Group and all stakeholders are observed within the framework of transparency, fairness, accountability and responsibility, is continuously reviewed within the framework of Corporate Governance Principles.

Becoming a signatory to the United Nations Global Compact (UNGC) on November 12, 2007, Yaşar Group declared that it will work in line with global goals for the participation of women in business life, improvement of working conditions and empowerment of women in business life with the right gender policies, in line with the United Nations Women's Empowerment Principles CEO Statement of Support it signed in 2012.

In 2019, Yaşar Group became one of the first signatories of the Business Plastics Initiative, which was established in cooperation with TÜSİAD, Global Compact Türkiye and the Sustainable Development Association (SKD) in order to be part of the solution and take an active role in the fight against plastic pollution. Accordingly, it contributes to the circular economy by determining plastic commitments for its companies.

All activities carried out by Yaşar Group within the scope of its sustainability strategy and the progress statement and sustainability reports published to date can be accessed at [www.yasar.com.tr](http://www.yasar.com.tr).

Aiming to create a sustainable world by providing innovative products and services “for a better life” and proudly carrying the title of “pioneer 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 Resources”, “Our Ethical Stance”, and “Our Environmental and Social Responsibility”.



**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, and Success torch, we believe that our human resources, 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 an inclusive management and success-oriented work approach, are 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 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.

**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

**Contact Information:**  
Akdeniz Mahallesi, Şehit Fethi Bey Cad. No:120  
35210 İzmir, Türkiye

+90 232 495 00 00

dahaiyibiryasamicin@yasar.com.tr  
kurumsal.iletisim@yasar.com.tr

Yaşar Group’s Board of Directors and Senior Management can be found at [www.yasar.com.tr](http://www.yasar.com.tr).



Food and Beverage



Company Name

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

Public	Year of Foundation	Headquarters
Yes	1973	İzmir

Factory	Total Capacity
İzmir, Eskişehir, Şanlıurfa	550 million liters/year of raw milk processing

Brands  
Pınar, Pınar Denge, Pınar Çocuk, Pınar Kido, Pınar Protein, Pınar Light, Pınar Multi, Pınar Organik, Pınar CafeArt, Pınar Tatlılarımın Sırrı, Pınar Labne, Pınar Beyaz, Pınar Kahvaltı Keyfi, Pınar Aç Bitir, Pınar Go, Pınar İnce Bi Peynir, Pınar Tatlı Düşler

Number of SKUs	Employment (2022)
Over 300	1,534

Distribution and Service Network Via YBP	Website www.pinar.com.tr
---	-----------------------------



Company Name

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

Public	Year of Foundation	Headquarters
Yes	1985	İzmir

Factory	Total Capacity
İzmir	50,000 tons/year

Brands  
Pınar, Aç Bitir, Gurme, Klasik, Doyum, Gurme Extra, Pınar Mini, Pınar Organik, Pınar Planty Power, Pınar İllaki, Pınar İllaki Kasap, Pınar Lezzet Keyfi, Pınar Açık Büfe

Number of SKUs	Employment (2022)
Over 500	943

Distribution and Service Network Via YBP, direct selling and e-commerce	Website www.pinar.com.tr
--	-----------------------------

Food and Beverage



Company Name

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

Public	Year of Foundation	Headquarters
Yes	1984	İzmir

Factory	Total Capacity
Aydın, Sakarya, Bursa	2,000,000 tons/year

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

Number of SKUs	Employment (2022)
50	388

Distribution and Service Network Nearly 400 dealers	Website www.pinarsu.com.tr
--	-------------------------------



Company Name

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

Public	Year of Foundation	Headquarters
Yes	1983	İzmir

Warehouses: İzmir, Ankara, Bursa, Antalya, Bodrum, Konya, Asya, Trakya

Offices: İzmir, İstanbul, Ankara, Adana, Antalya, Trabzon, Bursa, Muğla, Urfa, Konya, Samsun

Total Capacity	Brands
315,843 tons/year	Pınar, Truva, Hero, Nar'ca

Number of SKUs	Employment (2022)
500	871

Distribution and Service Network 100 dealers, 150,000+ sales points	Website www.ybp.com.tr
--	---------------------------



Agriculture, Livestock Breeding and Fisheries



Company Name

Çamlı Yem Besicilik Sanayi ve Ticaret A.Ş.  
(Çamlı Yem)

Public No	Year of Foundation	Headquarters
No	1983	İzmir

Factory	Total Capacity
İzmir, Manisa	445,000 tons/year

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

Number of SKUs	Employment (2022)
396	392

Distribution and Service Network	Website
61 Dealers	www.camli.com.tr

Paint



Company Name

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

Public	Year of Foundation	Headquarters
Evet	1954	İzmir

Factory	Total Capacity
İzmir, Kocaeli	301,260 tons/year

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

Number of SKUs	Employment (2022)
12,449 product, 2,200 raw material	960

Distribution and Service Network	Website
9 main regions, 532 dealers, 241 construction markets, 297 direct customers, more than 7,500 sales points and end customers	www.dyo.com.tr

Tissue Paper



Company Name

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

Public	Year of Foundation	Headquarters
Yes	1969	İzmir

Factory	Total Capacity
İzmir	45,800 tons/year

Brands  
Premia, Lily, Senso, Select, Pufla, Terra, Select Nature

Number of SKUs	Employment (2022)
100'ü aşkın	316

Distribution and Service Network	Website
230 dealers + direct customers	www.viking.com.tr

Trade and Service



Company Name

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

Public	Year of Foundation	Headquarters
Yes	1974	İzmir

Factory	Total Capacity
İzmir (Tesis)	1,021 people/day

Brands  
Altın Yunus Çeşme

Number of SKUs	Employment (2022)
-	104

Distribution and Service Network	Website
-	www.altinyunus.com.tr

Trade and Service



Company Name

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

Public No	Year of Foundation	Headquarters
-	1996	İzmir

Factory	Total Capacity
İzmir (Tesis)	318 Million kWh/year

Brands  
Desa Enerji

Number of SKUs	Employment (2022)
-	37

Distribution and Service Network	Website
Entire Türkiye, particularly the Aegean Region	www.desaenerji.com.tr

Trade and Service



Company Name

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

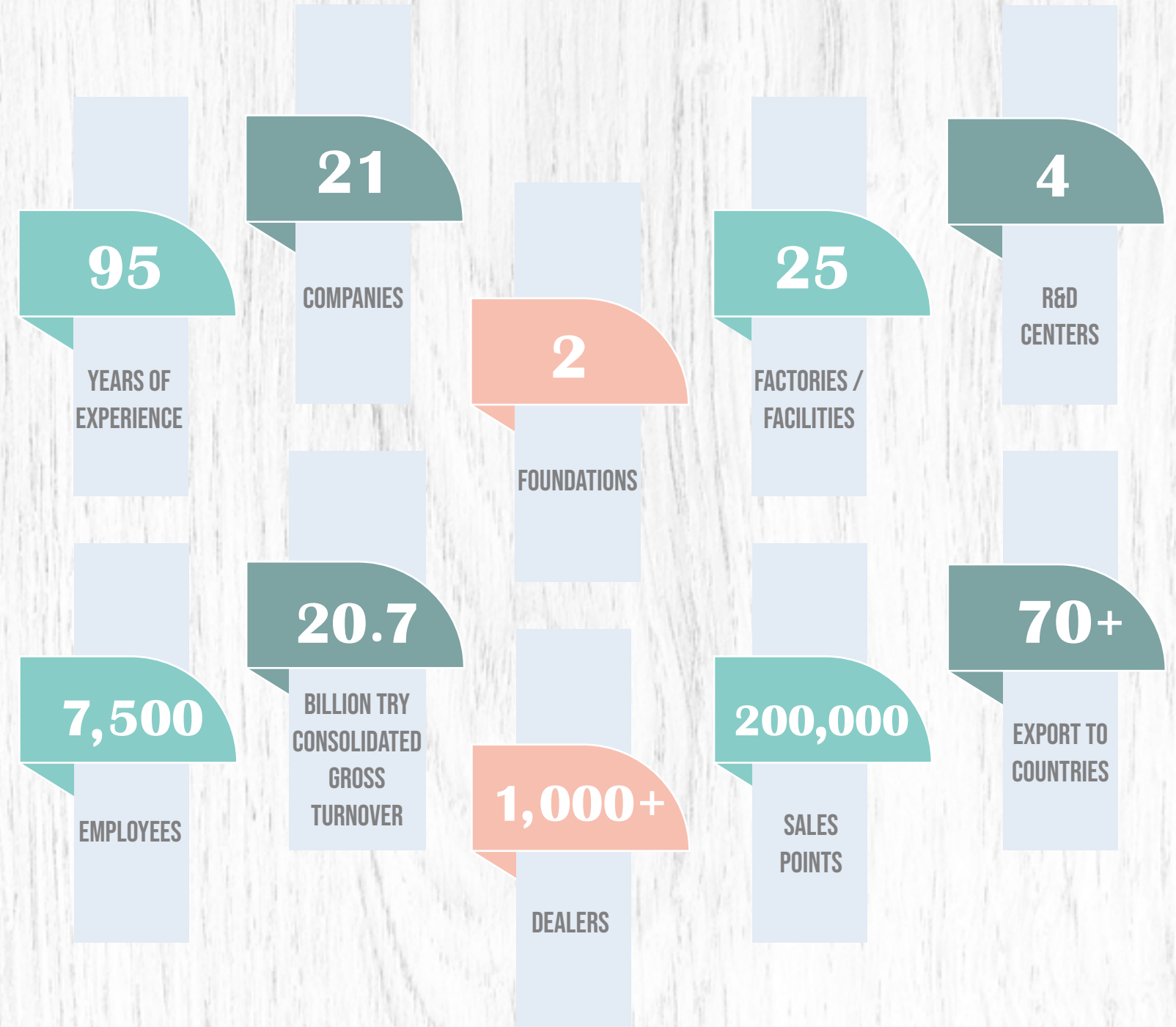
Public No	Year of Foundation	Headquarters
-	1983	İzmir

Factory	Total Capacity
İzmir(ofis)	-

Brands  
Astron Dijital, dijital.bayi, dijital.şirket, dijital.asistan, dijital.zeka, dijital.kahin, dijital.mobilsatış, dijital.tedarik, dijital.iştakip, dijital.kurum, Run Digital Run Better

Number of SKUs	Employment (2022)
-	129

Distribution and Service Network	Website
-	www.yasarbilgi.com.tr





Deep-rooted History  
Leading Brands  
Strong Human Resources  
Industrial Know-how  
Quality and Reliable Production  
R&D and Innovation Power  
Advanced Technology  
Widespread Distribution and  
Service Network

**Sustainable Practices**  
**“For a Better Life”**



# SUSTAINABILITY APPROACH AND MANAGEMENT

UNDER THE GUIDANCE OF NATURE  
**FOR a**  
*better*  
**LIFE**

**The tree**, which is a part of a community in the forest ecosystem, may host many different vital cycles even on its own. Birds, insects, underground creatures, small herbaceous plants around it... All these creatures, which form a sustainable symbiotic relationship, underlines a single point: Sharing for today and the future...



Believing that sustainability is the key to a “better life”, a better future, a healthier, happier and stronger society, and a cleaner and greener environment, Yaşar Group considers sustainability at the center of its strategies in all of its group companies, with the responsibility of operating in strategic sectors that meet basic needs, which are critical for our world and life. Aiming to increase the value created by including all its stakeholders in its sustainability journey, the Group has adopted the principle of reflecting the understanding of “caring for all stakeholders for a better life” in all processes, from supply to consumer.

Yaşar Group, which closely follows the developments and best practices in the world in the field of sustainability and develops strategies in line with the Sustainable Development Goals (SDGs), constantly reviews its sustainability performance with its environmental, social and governance dimensions and aims to continuously improve it with result-oriented steps. In the Group companies, the aim is to encourage employees at all levels, beginning with senior management, to operate with a sustainability approach.

Yaşar Group, with its Sustainable Development Policy, is committed to comply with international standards based on the principle of ethical, accountable and honest business conduct and to serve the Sustainable Development Goals with the Group's business areas.

Yaşar Group extends its sustainability strategy, which is based on the understanding of “for a better life”, by “caring for” its consumers, customers, employees, society, business partners and environment within its value chain. Accordingly, Yaşar Group's sustainability performance and activities are covered under the headings “Caring for Business”, “Caring for Employees”, “Caring for Society”, “Caring for Business Partners” and “Caring for Environment”.

### Yaşar Holding's Sustainability Manifesto



#### As Yaşar Group;

**We produce lasting values “for a better life”**

A better future,  
Healthier and happier generations,  
A stronger society,  
A cleaner and greener environment,  
A more sustainable world, and we “care for our business, employees, society, business partners, environment” and all our stakeholders.

In line with this understanding,

**Our mission** is “to provide 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 First”, “Our Operational Excellence”, “Our Human Resources”, “Our Ethical Stance” and “Our Environmental and Social Responsibility”.

### Our Sustainable Development Policy



We aim to create high added value in our operating sectors by adopting sustainable development-oriented business models.



With the awareness of corporate responsibility, we act in accordance with the “Sustainable Development Goals” in all strategic and operational decisions, and we consider the economic, environmental and social impact when making investment decisions.



We manage the expectations of all our stakeholders with the principles of transparency, fairness, accountability and responsibility.



We do not compromise our ethical business approach and adopt the principle of fighting against all kinds of corruption.



We do not discriminate on the basis of gender, religion, language, race, ethnic origin, nationality, etc. by observing universal human rights, and we support diversity and inclusion.



We provide our employees with a fair working environment and equal opportunities, contribute to their professional and personal development, and enable them to advance in their careers.



While providing quality products and services for the needs of the society, we support the local community and protect local values.



We support the healthy development of new generations by investing in education, culture, the arts, and sports, and aim to increase social benefit through our collaborations.



While carrying out all these activities, we measure our environmental impact, work to improve it, and accordingly contribute to the protection of natural resources by realizing projects in the fields of climate change, energy efficiency, renewable energy, water and wastewater, circular economy, waste and biodiversity.



Recognizing that the magnitude of our environment is our greatest source of influence and that we are responsible for the way all our business partners do business, we aim to extend our understanding of sustainability to all our stakeholders in the value chain, from our producers and suppliers to our customers and consumers, and ensure its applicability, and we encourage them to measure and improve their environmental and social impacts for the continuity of sustainable product and service production.



We aim to continuously improve our processes and sustainability performance by following national and international developments and standards in the field of sustainability.

### Compliance With UN Sustainable Development Goals

Yaşar Group reassessed its targets set in line with its sustainability policy in 2016 with the study of compliance with the Sustainable Development Goals and directed its business strategies accordingly. The targets set by the Group companies within the scope of sustainability and the projects and studies carried out directly serve 15 of the Sustainable Development Goals.

#### Caring for Business



#### Caring for Employees



#### Caring for Society



#### Caring for Business Partners



#### Caring for Environment



### Compliance With UN Sustainable Development Goals

Companies	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Pınar Süt		✓	✓	✓	✓		✓	✓	✓			✓	✓				
Pınar Et	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓		✓		
Pınar Su ve İçecek			✓		✓	✓	✓				✓	✓	✓				
YBP			✓	✓	✓		✓	✓	✓			✓					
Çamlı Yem			✓	✓	✓			✓				✓	✓	✓			✓
DYO Boya			✓	✓	✓		✓	✓			✓		✓				✓
Viking Kağıt					✓	✓	✓	✓	✓			✓	✓		✓		
Altın Yunus			✓	✓	✓	✓	✓		✓			✓	✓	✓	✓		

### Sustainability Management

At Yaşar Group, while the targets and strategies are determined at the Board of Directors level, the implementation of these strategies is ensured by Senior Management. Yaşar Holding Board of Directors leads the implementation of the Sustainable Development Policy by ensuring that sustainability efforts are carried out in line with priorities.

Operating since 2010, Yaşar Holding Sustainability Committee, where all Group companies are represented by Sustainability Leaders, ensures coordination in the field of sustainability throughout the Group, monitors the progress towards achieving sustainability targets and leads the development of sustainability within the Group. The Committee also improves the sustainability strategy and implementation tools by evaluating risks and opportunities and ensures that good practices in Group companies are extended to other companies. In the committee meetings held regularly, current developments, changes in regulations, projects and studies carried out/planned to be carried out are evaluated and good practices are shared.

The Climate Crisis Working Group and the “Eşit Yaşar’ız” Gender Equality Working Group, which are structured under Yaşar Holding Sustainability Committee, carry out studies on climate crisis and gender equality, which the Group considers among its sustainability priorities.

The Company Sustainability Committees established within Yaşar Group companies and the Climate Crisis and Gender Equality Working Groups established under these committees ensure the coordination and implementation of company-based sustainability activities in line with the Group's sustainability strategy, goals and Sustainable Development Policy and report to the senior management of the company.

**Sustainability Priorities**

Yaşar Group considers the needs and demands of its stakeholders in all sectors in which it operates and reviews its sustainability strategy annually by closely following universal principles, international standards, sustainability agendas and legal requirements. In this context, Yaşar Group companies update their environmental, social and governance policies and continue to determine science based targets.

Sustainability priorities were updated within the scope of stakeholder dialogue studies in 2019 to cover all stakeholder groups. Sustainability priorities also guide the development and renewal of the Group's sustainability strategy. While determining the sustainability priorities, the dynamics of the sectors in which Yaşar Group operates and the feedback received from stakeholders, as well as the GRI standards on sustainability reporting guidelines and the "Sustainability Topics for Sectors: What Do Stakeholders Want to Know?" report published by GRI were used.

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 significant 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**

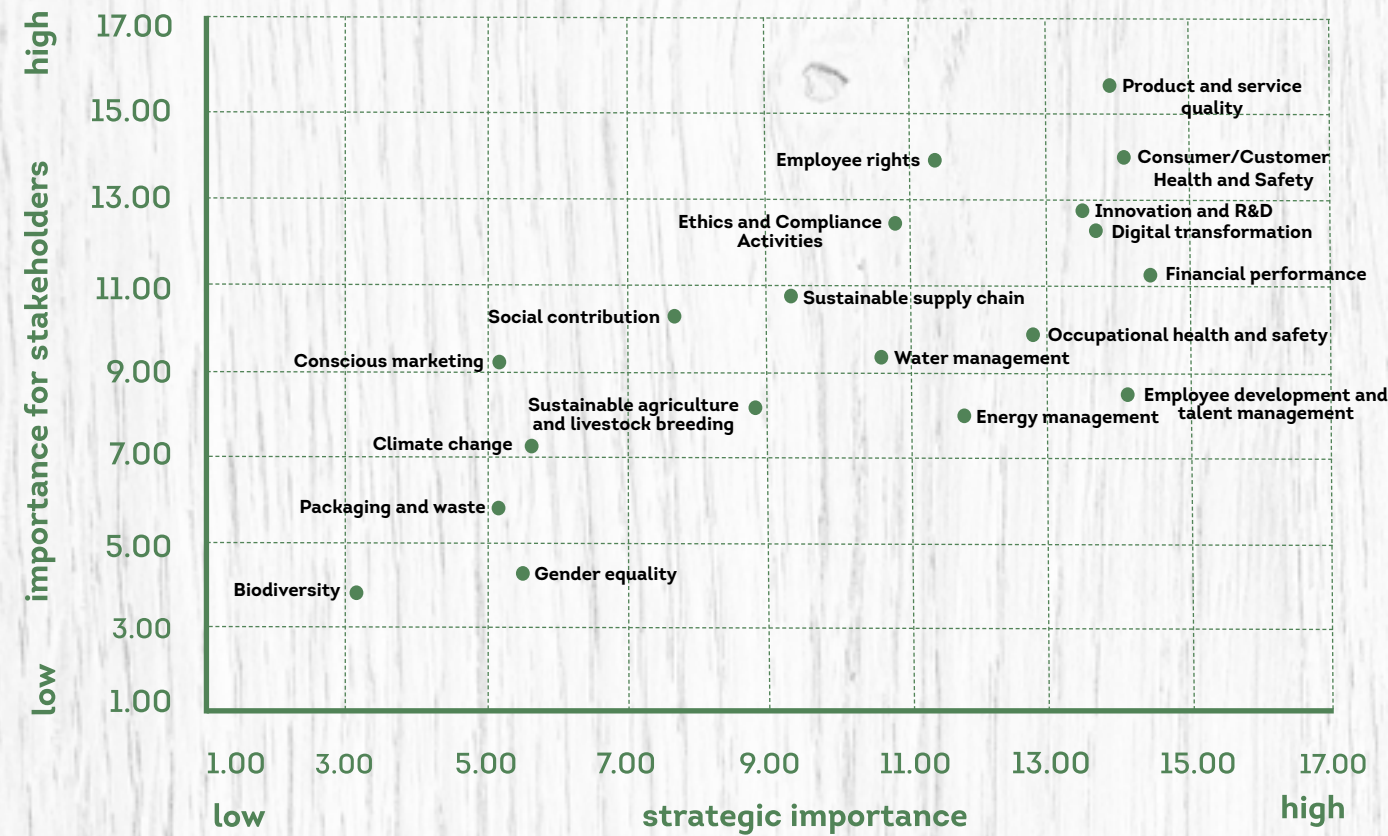


**Yaşar Holding Sustainability Priorities**



**Sustainability Priorities Matrix**

The sustainability priorities updated in 2019 with the stakeholder dialogue covering all stakeholder groups and revised in 2022 are summarized in the following matrix:



**1960-1999**

Yaşar Group's first corporate social responsibility activities started in the 1960s with literacy courses and social opportunities provided to employees by DYO, which opened the first paint factory of our country in 1954. In 1965, DYO established the first dealership system in the sector and implemented its growth strategy with its business partners. In 1967, it took important steps towards the development of art in our country with the painting competitions it organized as a first in 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.

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 "S. Yaşar Museum and Art Gallery" and "DYO Art Awards" render cultural services. Opened in 1985, S. Yaşar Museum is also the first private museum of painting in Türkiye. The Foundation maintains its education investments, which started with "Durmuş Yaşar Primary School" in 1974, by integrating "Karşıyaka Selçuk Yaşar Alaybey Secondary School" into national education in 1993. The Foundation has also been supporting archaeological excavations since 1998.

Founded in 1973 as a good example for the regional development model in our country, Pınar Süt has been providing support and training to raw milk producers since its foundation, demonstrating the Group's corporate responsibility approach.

The "Pınar Children's Painting Contest", which was first held in 1981 to increase the interest of primary school children in art and to train the painters of the future, and the "Pınar Children's Theater", which was founded in 1987 to instill a love of art in children, are among the first examples of the Group's long-lasting corporate social responsibility projects.

Under the leadership of Selçuk Yaşar, the founder of Yaşar Group, Karşıyaka Sports Club has been supported for more than 60 years. 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.



### 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.
- With the aim to support social development and education, the “Selçuk Yaşar Painting and Industrial Vocational High School” in 2002 and “Yaşar Education and Culture Foundation Anatolian High School” in 2005 were constructed and assigned to the national education system.
- In 2007, the Group signed the United Nations Global Compact (UNGC).
- In 2008, the “Yaşar Education and Culture Foundation Primary School”, which was built in Diyarbakır, was assigned to national education.
- In 2008, Dyo Boya received the industry's first nano patent from the European Patent Office.

### 2009-2011

- In 2009, the Group published its first UNGC Progress Report.
- In 2009, the “Yaşar Group’s Business Ethics Code of Conduct”, which is based on the compliance of all employees, was published.

- In 2009, Dyo Boya received the first “R&D Center Certificate” in the sector.
- 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.
- In 2011, Pinar Süt started to be traded on the Borsa İstanbul Corporate Governance Index.

### 2012-2014

- In 2012, the CEO Statement of Support on the Principles of Women’s Empowerment, launched by the United Nations, and 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 2012, DYO Boya Dilovası Facility received the grand award for the most environmentally friendly organization in the Marmara region as part of the Şahabettin Bilgisu Environment Awards organized by the Kocaeli Chamber of Industry.
- In 2012, Pinar Et was started to be listed on the Borsa İstanbul Corporate Governance Index.
- In 2013, a water survey was conducted in all Group companies to analyze the needs for water and wastewater management.
- In 2013, Pinar Institute was launched to increase social awareness on food, health and nutrition and to support scientific studies.
- In 2013, in order to support the education of children with autism, the “Yaşar Education and Culture Foundation Special Education Implementation Center and Business Implementation Center” with 18 classrooms was built and assigned to national education.
- In 2013, Pinar Su ve İçecek started to be listed on the Borsa İstanbul Corporate Governance Index.
- In 2013, the first “Pinar Children’s Painting Workshop” was organized.

- In 2013, Pinar Et received the third prize in the environment awards by the Aegean Region Chamber of Industry in the “Environmentally Friendly Industrial Facility” category.
- In 2013, Dyo Boya became the first paint company to implement the EFQM Excellence Model and was awarded the “5 Star Certificate of Competence” at the Turkish Excellence Awards in the same year.
- In 2014, efforts were initiated to create a greenhouse gas inventory management system and calculate the water footprint.
- In 2014, “The Future of Our Milk is in Safe Hands” project was implemented under the leadership of Pinar Institute.
- In 2014, Pinar Süt won the first prize in the food and beverage sub-sector in the Energy Efficient Industrial Facility category of the 15th “Energy Efficiency in Industry Project Contest” organized by the Ministry of Energy and Natural Resources.
- In 2014, Dyo Boya received the KalDer “Aegean Region Excellence Grand Prize”.
- In 2014, based on the results of the “R&D Center Performance Index” evaluating R&D centers, DYO Boya R&D Center became the most successful R&D center in the chemical industry.

**2015-2017**

- In 2015, Pınar Su ve İçecek started to produce Natural Spring Water in Recyclable Packaging at its Bursa Facility, increasing its recyclable product capacity by approximately 70% with this investment.
- In 2015, Pınar Süt received the "R&D Center Certificate".
- As the first milk and dairy producer to participate in the Carbon Disclosure Program (CDP), including the water transparency project, Pınar Süt ranked first among volunteers in the CDP 2015 Climate Change Report of Türkiye.
- In 2015, "Improvement of Animal Welfare" project was realized within Pınar Et.
- In 2016, the business goals of the Group and the 2030 Development Goals were aligned and updated within the framework of the Sustainable Development Goals with the activities carried out starting from the senior management. 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.

- In 2016, "Productivity Contest" and "Yaşar's Stars Contest" were merged under the umbrella of sustainability and "Yaşar Group Sustainability Contest" was launched.
- In 2016, the "Let's Move with Fun, Let's Eat Healthy" project was implemented under the leadership of Pınar Institute.
- In 2016, Dyo Boya won the "Türkiye Excellence Award" at the Quality Congress organized by KalDer.
- In 2017, Pınar Süt received the "CDP Türkiye Climate Leaders Award" and the "CDP Türkiye Water Leaders Award."
- In 2017, Pınar Et started reporting on climate change and water topics within the scope of CDP.
- In 2017, Pınar Et received the first "R&D Center Certificate" in its sector.
- In 2017, Dyo Boya became the first company in its sector to receive the "EU EcoLabel".
- In 2017, an "R&D Center" was established at Dyo Boya Dilovası Facility.

**2018-2020**

- In 2018, the construction of the "Yaşar Education and Culture Foundation Vocational and Technical Anatolian High School" was completed and assigned to the national education.
- In 2018, the "Healthy Life Sessions" project was implemented by Pınar Institute.
- In 2019, Yaşar Holding signed the "Business Plastics Initiative," which was created with the cooperation between TÜSİAD, SKD and Global Compact Türkiye, becoming one of the first 26 companies to volunteer in efforts to reduce plastic pollution.
- In 2019, the Pınar Institute's "The Future of Our Milk is in Safe Hands" project was included in the "Impact Champions program" by the United Nations Development Program (UNDP) Business Call to Action Platform.
- In 2019, Pınar Su ve İçecek established a center to support new product development and innovation in the water and beverage sectors as part of its R&D works.

- In 2020, the "Accessible Communication Line" service was started to be provided for visually impaired individuals through Pınar Communication Center.
- In 2020, the Pınar Institute's "The Future of Our Milk is in Safe Hands" project was the only project representing Türkiye 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. The project received the "Pioneers of Agriculture Award" at the Future of Agriculture and Forestry Summit organized in Izmir to contribute to the road map of Turkish agriculture.

**2021-2022**

- In 2021, Yaşar Holding was included in the "Climate Ambition Accelerator Program" organized by the UN Global Compact. Following the trainings given to Yaşar Holding Sustainability Committee and Company Carbon Leaders, studies to specify science-based goals were initiated.

- In 2021, Yaşar Holding was among the companies participating in the Target Gender Equality program implemented by the United Nations Global Compact to increase the representation and leadership of women in the business world.
- In 2021, Pınar Süt and Pınar Su ve İçecek announced their goals of becoming “carbon-neutral” by 2050.
- In 2021, renewable energy production started with solar energy panels installed at Desa Enerji.
- In 2021, the e-commerce platform “PınarOnline” was established.
- In 2021, the “Accessible Communication Line”, which serves through the Pınar Communication Center, started to provide services to hearing-impaired individuals.
- Within the scope of the “Business Plastics Initiative (IPG)”, which the Group signed as one the first signatories in 2019, the 90 tons of plastic reduction target committed by Yaşar Holding, Pınar Et and Pınar Su ve İçecek companies until 2023 was achieved by the end of 2021, and the reduction for the commitment reached 144.7 tons by the end of 2022.
- In 2022, the SAP S4/HANA Cloud Transformation Project “Project Feniks” started in the Digital Transformation process of Yaşar Group.

- In 2022, the “Cultural Transformation Project” started in order to develop business manners and relationships that will support sustainable success and to strengthen the organization in line with this transformation.
- In 2022, the “Yaşar Group R&D Units Platform” was established in order to increase synergy in the field of R&D among Group companies and to develop university-industry cooperation areas.
- In 2022, the Group participated in the “SDG Innovation for Young Professionals - SDG Innovation Program” run by the UN Global Compact.
- In 2022, Pınar Süt was included in the BIST Sustainability Index, which includes companies traded on Borsa Istanbul with high corporate sustainability performance.
- In 2022, the revision investment of the Waste Water Treatment Plant at Pınar Süt was completed.
- In 2022, Pınar Et announced its goal of becoming “carbon-neutral” by 2050.
- In 2022, a solar energy investment with an installed capacity of 1.77 MWp was realized at Pınar Et.

- In 2022, through the investment realized by Viking Kağıt, production of tissue papers was started with 100% recycling of beverage cartons, and “Select Nature”, an environmentally friendly tissue paper product produced by recycling beverage cartons, was introduced to the market.
- In 2022, within the scope of CDP, Pınar Süt and Pınar Et were included in the management level setting and were rated B- and C, respectively, in the field of water security, and C and B, respectively, in the field of climate change.
- In 2022, the corporate governance ratings of Pınar Su ve İçecek, Pınar Et and Pınar Süt were 9.54, 9.38 and 9.35 out of 10, respectively.
- In 2022, the “Young Farmer Professional and Individual Capacity Development Program” conducted by Pınar Institute started with survey applications and workshops.
- In 2022, Pınar Institute launched the “Süt Uzmanı” mobile application.

- In 2022, Dyo Boya participated in COP27 to share its good practices in its fight against the climate crisis.
- In 2022, Dyo Boya's formaldehyde-absorbing DYO Oxymax product was presented as a “Good Practice Example” at the World Coatings Council (WCC) seminar events.
- In 2022, Dyo Boya launched its e-commerce application “www.boyadyo.com” website and mobile application.
- In 2022, Desa Enerji obtained “ISO 9001 Quality Management System,” “ISO 50001 Energy Management System” and “Zero Waste” certificates, and Yaşar Bilgi obtained “Zero Waste” certificate.

Yaşar Group considers the sustainability approach, which is included in its founding values, at the heart of all its activities, and has realized many projects in the fields of environmental, social and governance areas, from the climate crisis to the circular economy, from education to culture & art in 2022 as well.

- Yaşar Holding Sustainability Committee, which was established to coordinate Yaşar Group's sustainability efforts and in which all Group companies are represented by Sustainability Leaders, and the Climate Crisis Working Group and the "Eşit Yaşar'ız" Gender Equality Working Group, which are established in two priority areas, continued their work in 2022.
- Yaşar Group closely follows the studies, legislative regulations, domestic and international developments in line with the European Green Deal, which the European Union has implemented with the aim of green transformation, inclusive growth and becoming a carbon-neutral continent by 2050, and Türkiye Green Deal Action Plan, necessary compliance studies are carried out in all Group companies, sustainability principles compliance statements are being prepared for publicly traded companies, and contributions are made to industrial studies with affiliated non-governmental organizations and working groups structured under the relevant NGOs.

- In 2022, information meetings through "A Better Life Meetings", training and events were organized in order to increase awareness on sustainability in general and on priority topics such as climate crisis, gender equality, etc. and to provide information in line with developments. In addition, carbon leaders and carbon experts of Group companies were provided with refresher training on greenhouse gas management and calculation systematics. Information was provided in line with current developments and summary reports were shared by following reports of organizations such as UNGC, WEF, TÜSİAD, etc., and sustainability-related resources.
- In order to increase awareness, the Group participated in sustainability summits and meetings and platforms such as Climathon as a speaker and jury member and continued to inform and raise awareness by sharing sustainability-related posts on Yaşar Holding social media accounts.
- A prioritization study was conducted for ESG criteria at Group companies based on different sustainability indices. Science-based target setting studies are ongoing.
- In 2022, Pınar Süt was included in the BIST Sustainability Index, which includes companies traded on Borsa Istanbul with high corporate sustainability performance.

### Climate Change and Energy Management

- Since 2010, the Group companies have been conducting greenhouse gas measurement and reduction studies and continue to carry out optimization and efficiency studies in various fields, particularly production, logistics and energy. In 2022, compared to the previous year, total greenhouse gas emission and energy consumption figures were reduced by 2.3% and 5.1% in absolute terms, respectively.
- Yaşar Holding, which participates in the "Climate Ambition Accelerator Program" organized by the UN Global Compact with the aim of companies setting Science Based Targets on the road to "net zero," and making progress in this direction, continues its efforts to update environmental targets on the basis of science by providing training to Sustainability Committee members and Company Carbon Leaders.
- Yaşar Holding participated in the "SDG Innovation for Young Professionals - SDG Innovation Program" conducted by UN Global Compact, and the project topic within the program was determined as "improving sustainability practices of suppliers." In this context, plans are prepared to determine the sustainability maturity of suppliers through surveys, to carry out collaboration programs with suppliers that have a high carbon emission impact on product life cycles, particularly packaging suppliers, and to carry out joint projects and training/development activities on sustainability topics.
- Pınar Süt, Pınar Et and Pınar Su ve İçecek continue their efficiency and optimization studies and investments at all stages from production to logistics in line with their goal of becoming a "carbon-neutral" company by 2050.
- Yaşar Group, which started renewable energy production with solar energy panels installed at Desa Enerji, one of the Group companies, in 2021, extends its renewable energy and energy efficiency investments to its other companies. In this direction, solar energy panels with an installed capacity of 1.77 MWp were installed at Pınar Et production facilities in 2022. With the facilitating influence of Desa Enerji, efforts to increase energy efficiency and renewable energy investments, particularly solar energy, continue throughout the Group.

- With the investment in the revision of the Waste Water Treatment Plant, which was completed by Pinar Süt in 2022, the carbon footprint of both wastewater and treatment sludge is reduced, while savings are achieved in natural gas consumption by using the biogas generated during wastewater treatment as fuel.

- Dyo Boya participated in the 27th Conference of the Parties (COP 27) organized by the United Nations in 2022 to share its best practices in fighting the climate crisis. After COP 27, Dyo Boya declared its willingness to volunteer for the Integrated Pollution Prevention Green Transformation compliance studies initiated by the Turkish Ministry of Environment, Urbanization and Climate Change and presented its preparatory work. Formaldehyde absorbing DYO Oxymax product of DYO Boya, which continues its product life cycle analyzes, EPD documents and Eco Label certified product development activities, was presented as a "Good Practice Example" at the World Coatings Council (WCC) seminar events.

- In 2022, Pinar Su ve İçecek reduced its greenhouse gas emission intensity by 24.1% and electricity consumption per unit production by 26.9% compared to the base year of 2010, while the electricity consumed at production sites, offices and environmental lighting was reduced by 19% compared to the previous year.

- Within the scope of the CDP, where the impacts of companies' activities on climate change are reported and evaluated on a voluntary basis, Pinar Et was rated with a "B-" and Pinar Süt with a "C" grade in the field of climate change.

- Desa Enerji received TS ISO 50001 Energy Management System certificate in 2022.

- The share of geothermal energy used at Altın Yunus in total energy use reached 21% in 2022.



#### Water and Wastewater Management

- Water and wastewater measurement studies, which started in 2014 to carry out data-based water and wastewater management studies in Group companies, continued in line with the "you cannot manage what you do not measure" understanding, and efficiency studies were carried out by taking into account the balance of natural water resource protection and use. In 2022, compared to the previous year, total water withdrawn, wastewater discharged and water consumption figures were reduced by 0.7%, 0.2% and 2.8% in absolute terms, respectively.

- With the investment for the revision of the Wastewater Treatment Facility completed by Pinar Süt in 2022, a high level of treatment was achieved by utilizing the latest technology automation systems.

- Continuing its water efficiency efforts in line with the targets of reducing its water footprint by 10% by the end of 2023 and 15% by the end of 2030, which it set in 2017, Pinar Et reduced its water footprint by 14.9% in 2022 compared to the base year 2017 and reached its 2030 target by 2022.

- Within the scope of the CDP, Pinar Süt was rated "B-" and Pinar Et was rated "C" in the field of water security.

- Within the project carried out at the Dyo Boya Dilovasi factory for the recovery and utilization of rain and well water, the transmission lines along the 3 km route between the well house and the factory were renewed in 2022 and the well structure was revised.



### Circular Economy and Waste Management

- Within the scope of the “Business Plastics Initiative (IPG)”, which the Group signed as one the first signatories in 2019, the 90 tons of plastic reduction target committed by Yaşar Holding, Pınar Et and Pınar Su ve İçecek companies until 2023 was achieved by the end of 2021, and the reduction for the commitment reached 144.7 tons by 2022.
- Maintaining its packaging weight optimization efforts since 2011, Pınar Su ve İçecek continued its efforts to reduce the packaging weight of PET bottles through technology investments and R&D studies. In 2022, the reduction in packaging weights reached 35% in the 0.5 L product group, 30% in the 0.33 L product group, 24% in the 1.5 L product group and 28% in the 5 L product group. In the production of packaged water and beverages, the use of PET material was reduced by 31.7 tons with a 9.1% reduction compared to the previous year, and the use of PE material (stretch, nylon on pallet, etc.) was reduced by 9.4 tons with a 20% reduction compared to the previous year.
- At Pınar Süt, 4.6 tons of plastic was reduced in 2022 with plastic weight reduction and phase-out projects. In addition, with the recycling of waste plastics, 400,015 liters of oil, 885,616 kWh energy, 6,289 kg greenhouse gas were saved at the Pınar Süt İzmir plant, and 373,231 liters of oil, 826,317 kWh energy, 358 m<sup>3</sup> storage space, 5,868 kg greenhouse gas were saved at the Eskişehir plant.
- At Pınar Et, with the changes made in vacuum bags, vertical filling foils and top foils, a total of 8.18 tons of plastic reduction was achieved with a 12%-25% reduction in the rate of plastic use per ton, and 4.4 tons of plastic reduction was achieved with a 74% reduction in the use of single-use plastics, and thus, a total of 12.6 tons of plastic reduction was achieved in 2022. A total of 19.4 tons of paper reduction was achieved by revising the size of the parcels, reducing parcel thickness, changing the type of paper used in parcels, and removing the separators placed on the pallet bases.

- Dyo Boya achieved a reduction of 83 tons of plastic, 3.4 tCO<sub>2</sub>e of greenhouse gas and saved 479,242 kWh of energy by reducing the size of plastic packaging. It also achieved a reduction of 113 tons of plastic packaging, 4.6 tCO<sub>2</sub>e of greenhouse gas and saved 52,462 kWh of energy by using 30% recycled materials for Casati branded product packaging. All plastic packaging used for the shipment of Dyo Boya products and raw materials purchased are recyclable, and 260 tons of plastic waste was recovered through recycling at licensed companies. Furthermore, a total reduction of 6.7 tons (38%) in single-use plastics was achieved with the zero waste practice.
  - Continuing to reduce the amount of hazardous waste, Dyo Boya achieved a 3.4% reduction in 2022 compared to the previous year, and the total amount of hazardous waste was reduced by 49.1% compared to 2020.
  - Viking Kağıt's investment in the production of tissue paper by 100% recycling of beverage cartons, which was completed in 2022, has become one of the best examples for circular economy. This project, in which the output of one sector in which the Group operates becomes an input for another sector, contributes to sustainability and efficiency, while also benefiting the sector and the national economy by reducing foreign dependency for supply.
  - Viking Kağıt recycled 27,467 tons of scrap paper and 4,332 tons of cardboard beverage packages in 2022 and brought them back into the economy.
  - Effective food waste management is ensured with the “Waste Solution System,” a digital tool implemented at Altın Yunus.
- ### Innovation, R&D and Quality
- In 2022, the “Yaşar Group R&D Units Platform” was established in order to increase synergy among Group companies in the field of R&D, to expand university-industry cooperation areas and to ensure that Group companies benefit from domestic and foreign funds at the highest level.
  - In 2022, Dyo Boya launched 114 new products and completed 76 R&D projects. The Company started 75 new R&D projects and have been maintaining 4 TÜBİTAK projects.
  - Playing a leading role in the paint industry with its Çiğli and Dilovası R&D Centers, which are among the best R&D centers in Türkiye, Dyo Boya ranked 63rd in the Turkishtime Turkey R&D 250 list among the 250 companies with the highest R&D expenditures, 6th in terms of the number of projects carried out in the R&D center and 19th in terms of the number of brands acquired in the R&D center.

- In line with the Dyo Green Deal Action Plan and Sustainable Innovation activities, the Dyo Dilovası R&D Center carried out a Life Cycle Analysis (LCA) study for 10 products, examining the environmental impacts of the products throughout their entire life cycle and calculating the "Product Carbon Footprint".
- Dyo Boya was awarded the third prize in the "Most Innovative Science Based Project Paper in All Sectors" category at the RDCONF International Conference on Design, Research and Development 2022 with its project paper on "Evaluation of Hybrid Pigment Effects in Polyurethane Dispersion".
- In 2022, 7 patent studies were carried out in Pınar Süt, 1 patent application was accepted, and its certificate was obtained. Pınar Süt introduced 9 new products to the market and developed 22 environmentally friendly packaging.

- In 2022, Pınar Et R&D Center became a partner in the project conducted by the University of Calabria on "The Mediterranean region as cradle of safe, sustainable, healthy, and tasty proteins: Securing the future of the food value chain" within the scope of "PRIMA 2022 MED4FUTURE" and in the project conducted by the Polytechnic Institute of Bragança on "Sustainable techniques for the production of alternative protein by-products" within the scope of "PRIMA 2022 EFFORT." By the end of 2022, the company had 5 completed and 12 ongoing R&D projects and had launched 39 new products within the year.
- Viking Kağıt launched "Select Nature," an environmentally friendly tissue paper produced from recycled beverage cartons.
- In 2022, Desa Enerji obtained "ISO 9001 Quality Management System," "ISO 50001 Energy Management System" and "Zero Waste" certificates, and Yaşar Bilgi obtained "Zero Waste" certificate.

### Digitalization

- Yaşar Group, the first group in Türkiye to switch to SAP enterprise resource planning application (ERP) in 1996, has decided to invest in SAP's new generation cloud echnologies while continuing to progress in business areas. With the SAP S4/HANA Cloud Transformation Project "Project Feniks" in the Digital Transformation process of Yaşar Group, a structure based on data capable of good forecasting, instant reporting, and analysis will be implemented in all end-to-end processes with new generation SAP technologies in the Group companies. The project, which aims to create an up-to-date, single and centralized system, also aims to increase employee satisfaction, work quality and work efficiency.
- With Robotic Process Automation (RPA) technology, efforts to transfer time-consuming processes with clear rules to software robots continued, and automation projects using this technology were carried out at Dyo Boya, Pınar Süt and YBP companies.
- Launched in 2021 as a new generation shopping platform, PınarOnline continued its efforts to increase the range of products to be sold through e-commerce, to include complementary products in the platform and to expand the courier distribution network in 2022. PınarOnline aims to become a consumer-oriented and environmentally friendly brand with a 100% electric delivery network and a strong technological infrastructure by 2028.

- With the e-commerce application "www.boyadyo.com" website and mobile application launched in 2022, Dyo Boya offers consumers a one-click secure shopping experience while allowing them to see the three colors they like on their walls.
- The "Digital Company System," which was developed by Dyo Boya to monitor the sales, stock and order information of dealers, was started to be implemented at two Casati dealers selected as pilots.

### Corporate Governance

- The percentage of female managers at the Boards of Directors of Yaşar Holding and its publicly traded companies, which have voluntarily taken important steps to implement the best management approaches in Türkiye, was between 29% and 57% in 2022.
- In 2022, Pınar Su ve İçecek's corporate governance rating was 9.54 out of 10, the same level as the previous year, while Pınar Et's rating increased to 9.38 and Pınar Süt's rating increased to 9.35.

### Gender Equality

- Becoming a signatory to the UNGC in 2007, Yaşar Group declared that it will work in line with global goals for the participation of women in business life, improvement of working conditions and empowerment of women in business life with the right gender policies, in line with the UN Women's Empowerment Principles CEO Statement of Support it signed in 2012.
- As a result of the efforts made in line with the goal of increasing the proportion of women working particularly in STEM fields, the proportion of women among employees with the title of engineer reached 51% and the proportion of women among employees working at R&D departments reached 40% in 2022.
- In the reporting period, the ratio of women among managers was 27%, and 42% of the promotions to specialist and higher levels were female employees.
- The Group, which supports the empowerment of women in every field with the slogan "We made a promise to future generations to empower women" and has granted scholarships to female students on the occasion of 8 March International Women's Day since 2017 on behalf of its female employees, continued to provide gratuitous scholarship support to female students studying in different fields in 2022 as well.
- In 2022, Yaşar University Research Center for Women's and Family Studies (YÜKAM) provided training to Yaşar Group "Eşit Yaşar"ız Gender Equality Working Group members within the scope of "A Better Life Meetings", and gender-themed awareness training were provided to Altın Yunus and Yaşar Birleşik Pazarlama Group companies. In addition, within the scope of the CALIPER Project, of which Yaşar University is a stakeholder, Yaşar Group's corporate communication, marketing and human resources departments' employees were also trained in the relevant field.
- Within the scope of the YBP "Dil'de Eşittir" project, the volunteers of the Gender Equality (TCE) Committee started to publish word posts sensitive to gender equality communication every two weeks, and the "YBP TCE Glossary" was prepared and made available to all employees on the "Gelişim Pınarı" platform. An e-bulletin titled "DENGİ" started to be published quarterly in order to share developments and good practices on gender equality, and the "İletişimin Kalbi" training on nonviolent communication and awareness raising training programs were organized. In addition, with the "Benim Adım İnsan" project, which is available online on the education platform and carried out face-to-face in primary schools, awareness development was provided for both company employees and children.
- Pınar Süt participated in the "Business Against Domestic Violence" project in 2022.

### Social Contribution

By expanding its sphere of influence, Yaşar Group continued its long-standing social contribution projects in the fields of education, culture, art, and sports in 2022 as well.

- Organized since 1981 to increase children's interest in the art of painting, the "International Pınar Children's Painting Contest" was held for the 41st time in 2022. Within the scope of sustainability goals, the theme of the contest was "The World Through My Eyes" and the slogan was "Take action for the future; paint your dream world". 32 paintings selected in the contest and 55 works deemed worthy of exhibition met with visitors at the virtual exhibition made available on the [www.pinar.com.tr](http://www.pinar.com.tr) website, and the exhibition video was broadcast on the "Her Şey Çocuklarımız İçin" YouTube channel. The winning works of the contest were also exhibited in shopping centers with high visitor traffic in Izmir and Istanbul.
- Bringing more than 3.5 million children to the theater free of charge since 1987, the "Pınar Children's Theater" met with children in Eskişehir, Denizli and Kütahya with the play "Oyun Makinesi" as part of the summer tour in 2022. In order to increase the access of little theater lovers, "Oyun Makinesi" continues to be exhibited on Pınar's "Her Şey Çocuklarımız İçin" YouTube channel.
- In 2013, "Pınar Children's Painting Workshop" started to meet with little painters and continued to bring children together with art in 2022 as well.
- The support for Karşıyaka Sports Club, which started with the contribution of Yaşar Group's Founder and Honorary President Selçuk Yaşar in 1960, has continued since 1998 with Pınar brand name sponsorship of Karşıyaka Basketball Team. Pınar Karşıyaka Basketball Team has successfully represented our country at home and abroad in 2022 as well. With the support given to the infrastructure of the Karşıyaka Basketball Branch at Çiğli Selçuk Yaşar Facilities, Pınar helped over 25 thousand children engage in sports so far.
- The "Accessible Communication Line", which started to provide service through the Pınar Communication Center in 2020, continues to provide special services to visually and hearing impaired individuals.
- With the "Let's Move With Fun, Let's Eat Healthy" project, which has been carried out by Pınar Institute since 2016 with the aim of transforming regular and healthy nutrition into a lifestyle and raising awareness of preschool children, teachers and parents in this direction, more than 24 thousand children have been reached through 546 teachers in 17 provinces. In 2022, online train-the-trainer activities on "Sustainable Nutrition in Early Childhood Education" and "The Importance of Nutrition in Children" were also carried out.
- "Healthy Life Sessions", which have been organized by Pınar Institute since 2018 with different topics and expert academics in order to raise public awareness on food, health and nutrition topics and to correct common misconceptions, continued online in 2022 as well.



- Within the scope of “A Better Life Meetings”, various activities were organized in the virtual environment to ensure that the children of our employees have a pleasant time during the semester break in 2022. Children in the 7-12 age group met with the Istanbul Museum of Modern Art in “Sanal Dedektifler”, with painter Betül Güney in “Pınar Children's Painting Workshop”, with chef Eyüp Kemal Sevinç in “Mutfak Atölyesi” and with Assoc. Prof. Dr. Hakan Öztaner in “Arkeolojiyi Keşfediyoruz” events, where they had the opportunity to do activities together and learn about the Group's activities in the fields of education, culture and arts.

- In 2018, Dyo Boya started collaborating with AURA Istanbul Architecture and Urbanization Research Academy, which brings together Turkey's most valuable architects and offers training and development opportunities to architecture students through various projects. This collaboration has continued with the AURA Crea “Izmir: Colors of History” contest, AURA Suare Design Talks “Chalie Hailey”, AURA Crea “Iasos: Marketplace and Welcome Center” contest and the AURA Renkli Dyologlar Panel in 2022.

- Dyo Boya continued its work in 2022 as part of the “Value for Tomorrow” project, helping educational institutions in need in various regions of Turkey to have a cleaner and more hygienic environment. In this context, 124 schools were supported in 2022.

#### Yaşar Education and Culture Foundation

- Since 1974, Yaşar Education and Culture Foundation has built 8 schools in different regions of our country and brought them to national education. With the scholarships it provided in 2022, the number of students it supported for education reached approximately 7 thousand.

- Yaşar Education and Culture Foundation, which has been supporting archaeological excavations since 1998 for the protection and preservation of cultural heritage, has continued to support the excavations at Nysa/Aydın, Former Smyrna/İzmir, Smyrna Agora/İzmir and Çatalhöyük/Konya in 2022 as well. The Foundation organized two panels on “Urbanization and Architecture from Smyrna to Nysa” and “Çatalhöyük in the Light of New Findings” in 2022.

- The Foundation also completed the survey, restoration and restitution project works of the building registered as an “Immovable Cultural Heritage Under Protection” in order to provide Izmir and the region with a new museum. At the “Yaşar Museum”, which has an area of approximately 6,000 m2, the award-winning works of the Dyo Art Awards, as well as a carpet-rug collection of the Aegean region and 1,185 archaeological artifacts will be exhibited, and the Museum will also host periodical exhibitions. The museum is planned to open in the last quarter of 2023.

- The 39th “Dyo Art Awards” contest, which has been held since 1967, was held with the theme of “Nature and People.” In addition to Türkiye, artists from Iran, Azerbaijan, Germany, Chile and Bulgaria participated in the contest. 704 artists applied to the contest with 1,066 works of art.

- Within the scope of “Altın Yunus Art Workshops” organized by the Foundation in cooperation with Çeşme Altın Yunus at Altın Yunus Art Street, painting workshops were held in 5 workshops in 4 periods with 20 young and successful artists who participated in the Dyo Art Awards, were exhibited and received awards.

#### Yaşar University

- Founded by the Selçuk Yaşar Sports and Education Foundation in 2001, Yaşar University continued the 2022-2023 academic year with a total of 7,283 students, including 327 international students from 56 different countries through exchange programs, and a total of 632 employees, including 441 academic and 191 administrative staff.

- Yaşar University continued its work in the field of social responsibility with the “Social Entrepreneurship and Social Impact Studies Office”, and its work in the field of entrepreneurship and innovation with the “The Knowledge and Technology Transfer Office (BTTO)”, “MİNERVA Incubation Center” and “Bilgi ve Teknoloji Yönetim Tasarım ve Danışmanlık A.Ş. (YUTECH)” in 2022 as well.

- As a result of the application made in 2022, Yaşar University European Union Research and Application Center was selected as a “Jean Monnet Center of Excellence” by the European Commission, and the Jean Monnet Chair titled “Migration in Turkey-EU Relations” was completed in 2022.

- Yaşar University Research Center for Women's and Family Studies (YÜKAM) continued its activities with the aim of drawing attention to problems arising from gender inequality, raising awareness, and developing collaborations through projects and scientific activities.



- Yaşar University continues its efforts to contribute to sustainable agriculture and animal husbandry and to attract young people to the agricultural sector with the Faculty of Agricultural Sciences and Technologies, which started education as two departments in the 2021-2022 academic year. For this purpose, "AgTech7: A Knowledge Alliance of Agribusiness, Academia and Business Angels for Disruptive Farm-to-Fork Agri-tech Training Project" and "RiEcoLab - Responsible Innovation-led Entrepreneurial University Transformation Centers (Ecosystem Integration Labs)" project were carried out within the scope of EU Erasmus+ Knowledge Alliances Program.

- Yaşar University, a signatory of UNGC, continues its efforts in the field of sustainability in line with the Energy Management System Certificate renewed in 2022 and the Zero Waste Certificate obtained in 2021. Detailed information about Yaşar University can be found in the "Caring for Society" section.

#### Sustainable Agriculture and Livestock Breeding

- Awareness-raising training continued in 2022 within the scope of "The Future of Our Milk is in Safe Hands" project, which has been carried out since 2014 under the leadership of Pinar Institute with the cooperation of public-university-industry and aims to increase the knowledge of milk producers on topics such as animal health, nutrition, correct milking practices and financial literacy. The project reached more than 8,250 producers in 14 provinces in eight years.

- The "Dairy Expert" mobile application was launched by Pinar Institute in 2022 to support dairy farmers, increase their know-how, encourage correct animal husbandry practices and reach farmers who cannot be physically reached through education.

- Within the scope of the "Young Farmer Vocational and Individual Capacity Building Program" carried out by Pinar Institute in cooperation with Ankara University and Yaşar University, efforts are being made to ensure sustainability in family farming and to encourage young farmers to continue their profession. In 2022, a survey on "Young Farmers' Perceptions and Expectations on Sustainable Agriculture and Rural Life" was conducted by visiting 10 districts and villages of Izmir, which was chosen as a pilot region, and a workshop on "The Future of Young Farming" was held with women producers and young farmers after the event where the research results were shared.

- At the "Şahabettin Bilgisu Turkey Environment Awards" competition organized annually by the Kocaeli Chamber of Industry, Dyo Boya's Dilovası Plant won the first prize as Türkiye's most environmentally friendly facility in the chemicals sector.

- Dyo Boya was honored by the "Turkish Green Buildings Council" for completing its Product Life Cycle studies and obtaining the Environmental Product Declaration (EPD) certificate for the sustainability of green buildings.

- The DYO Oxymax product developed by Dyo Boya was recognized as a "Good Practice Example" by the World Coatings Council (WCC).

- Dyo Boya Dilovası R&D Center won the third prize in the "Most Innovative Science Based Project Paper in All Sectors" category at the RDCONF International Conference on Design, Research and Development 2022 with its project paper on "Evaluation of Hybrid Pigment Effects in Polyurethane Dispersion."

- At the "11th R&D Project Market" organized by the Istanbul Chemicals and Chemical Products Exporters' Association (IKMIB), the DYO Teknoplast product won the third prize in the "Paints and Adhesives" category within the scope of the project "Development of interior wall paint with anti-Covid properties effective against SARS-CoV-2 virus."



- Dyo Boya received an award at the 3rd IZTEK Innovation R&D and Technology Awards for its High Strength Coil Coatings Development Project.

- According to the results of the "Most Admired Companies of the Business World" survey conducted by Capital Magazine with the participation of 1,980 managers representing more than 600 companies from different sectors, Pinar Süt was named the most admired company in the "Milk and Dairy Products" category and Pinar Et was named the most admired company in the "Packaged Meat Products" category.

- Pinar Süt was selected as Türkiye's most reputable brand in the dairy products category by Marketing Türkiye Magazine, Türkiye's leading marketing platform, and the Turkish Reputation Academy.

- Pinar Labne and Pinar Süzme Peynir products by Pinar, which has been providing consumers with healthy, delicious, innovative and high quality products for 49 years for healthy and happy generations, were deemed worthy of an award by Deutsche Landwirtschafts - Gesellschaft (DLG).

- Pinar received the "Great Taste Award" given by the "Guild of Fine Food" in the United Kingdom for its Labne product.

- Pinar's Kurutulmuş Domatesli Labne product with high calcium content was awarded the "Superior Taste Award" by the International Taste Institute.

- At the "Stars of Food" award ceremony organized by Yıldız Technical University Food and Healthy Nutrition Club, Pinar was selected as the "Star of Food" of 2022 in the Cheese and Milk categories.

- In the "Crescents and Stars for Packaging 2022" competition organized for the 10th time by the Packaging Manufacturers Association (ASD), "Pinar Süt Fresh Cheese New Cover" won the "Silver" award in the food category, while Pinar Et Organic Burger was awarded the "Competency" award in the field of graphic design.

- PinarOnline received the "Success Plaque" at the "Success Stories" ceremony of the TÜSİAD Digital Transformation in Industry (TÜSİAD SD2) Program, which has been carried out by TÜSİAD for 5 years to support industrial transformation.

# CARING FOR BUSINESS

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

UNDER THE GUIDANCE OF NATURE  
**FOR a better LIFE**

**Seed...** The growth of forests, which have unlimited benefits for our planet and humanity, which come to our minds first in the fight against the climate crisis, and which have existed on earth for millions of years, begins with a tiny tree seed. The seeds we plant become trees one day. Other generations cool down under the trees planted by a previous one. Although the growth of a tree varies according to the type of tree, soil, climate and sunlight, it takes at least two years, while some trees continue to live for several thousand years...



## Corporate Governance

Yaşar Group reflects its corporate governance approach, which it considers as an important factor for the sustainability of its companies, to all its fields of activity with its vision, deep-rooted and robust corporate values, culture, ethical understanding, compliance with laws and regulations from past to present.

Yaşar Group carries out its activities in line with the principles of transparency, fairness, accountability and responsibility towards stakeholders within the framework of the corporate governance approach it has adopted. The corporate governance approach, which is implemented in harmony with the Group's sustainability strategy, contributes to the effective use of resources, positively affects its economic performance, ensures the creation of value for all stakeholders and supports the corporate reputation.

Yaşar Group, which took pioneering steps also in this field by voluntarily implementing the best management approaches at times when corporate governance understanding and principles were not yet on the agenda in Türkiye, has focused on "corporate reputation" within the framework of this understanding. The interests of all stakeholders are protected within the framework of fairness, transparency, accountability and responsibility through the corporate governance structure. Reflecting its deep-rooted and robust corporate values and corporate culture to all areas of activity, the Group places compliance with laws and regulations above all else with its understanding of ethics.

Yaşar Group companies predicate the Corporate Governance Principles published by the Capital Markets Board (CMB) on their corporate governance practices. Pınar Su ve İçecek, Pınar Süt and Pınar Et, which are publicly traded companies of the Group, are rated for corporate management every year on the basis of corporate governance principles.

### 2022 Corporate Governance Rating



According to the results of the evaluation for 2022, Pınar Su ve İçecek's corporate governance rating was 9.54 out of 10, the same level as the previous year, while Pınar Et's rating increased to 9.38 and Pınar Süt's rating increased to 9.35.

\*Corporate governance rating evaluation is based on 10 points.

## Organizational Structure

Yaşar Holding Board of Directors is the highest level decision-making and control body for all processes of the company.

In the early 2000s, the responsibilities of the Chief Executive Officer and the Board of Directors were separated in line with the OECD Corporate Governance Principles. In order to prevent conflict of interest, the Chairman of the Board of Directors does not have executive duties, and the Chief Executive Officer, who is the head of all executive activities of the Yaşar Group, is responsible to the Board of Directors.

In line with the Capital Markets Legislation and CMB Corporate Governance Principles, Yaşar Group's publicly traded companies have an Audit Committee, Early Detection of Risk Committee and Corporate Governance Committee. The Nomination Committee and the Remuneration Committee are also organized under the Corporate Governance Committee. The duties of the Nomination Committee include identifying, evaluating, training, training and rewarding appropriate candidates for the Board of Directors in a transparent manner and determining policies and strategies in this direction. The Remuneration Committee is responsible for making recommendations and suggestions to the Board of Directors in order to develop corporate governance practices regarding the remuneration of Board members and senior executives. The Early Detection of Risk Committee advises the Board of Directors on the establishment of effective internal control systems in order to identify, evaluate, monitor and manage risk factors and opportunities that may affect the achievement of the Company's goals according to impact and probability within the scope of the Corporate Risk Management approach.

There are three independent members on the Boards of Directors of Yaşar Group's publicly traded companies. Increasing the number of female executives at the Board of Directors level has been prioritized. As of 2022, the percentage of women in the boards of directors of Yaşar Holding and its publicly traded companies is between 29% and 57%.

All processes and responsibilities related to the management and organizational structure, principles of corporate governance, decision-making processes of the Board of Directors and Executive Board, authorities and responsibilities of Yaşar Holding Board of Directors, as well as its sub-committees and their roles are defined in the "Yaşar Group Corporate Governance Handbook".



- Click for Yaşar Group Board of Directors information: <https://www.yasar.com.tr/en/yasar-group/yonetim/Board/101/0/0>

- Click for Yaşar Group Senior Management information: <https://www.yasar.com.tr/en/yasar-group/detail/Senior-Management/108/179/0>

### Information Policy

Yaşar Group's publicly traded companies disclose their performance in the corporate governance process through Corporate Governance Principles Compliance Reports prepared every year within the framework of Capital Markets Legislation and included in the annual reports.

All publicly traded companies of the Group pay utmost attention to establishing a transparent and trust-based communication with their investors, who are key stakeholders of the Group, and this task is carried out by the Investor Relations Departments of the companies. Shareholders, the public and other stakeholders are informed in an up-to-date, accurate and equally accessible manner. In this context, the companies' remuneration, profit distribution, compensation and donation policies are disclosed on their websites.

Yaşar Holding's website contains information on the fields of activity of the Group Companies, and the Investor Relations Departments established in accordance with the Capital Markets Legislation in all publicly traded companies of the Group ensure that the communication between investors and the Company is carried out in a healthy and reliable manner. Detailed information is available in Turkish and English on the "Investor Relations" tabs on the websites of publicly traded companies, which are prepared within the framework required by the legislation, and corporate rating reports are available on the following websites of the publicly traded companies: [www.pinar.com.tr](http://www.pinar.com.tr), [www.dyo.com.tr](http://www.dyo.com.tr), [www.viking.com.tr](http://www.viking.com.tr), [www.altinyunus.com.tr](http://www.altinyunus.com.tr).

### Ethics and Compliance

Within the framework of the ethical management approach, which is an indispensable component of corporate governance and sustainability policies, Yaşar Group carries out its activities in accordance with national and international ethical rules without compromising the principles of accountability and honesty.

Group companies, including all employees and business partners, implement a zero-tolerance policy for all kinds of corruption, including bribery and extortion, and fulfill all obligations required to prevent corruption. The Group supports trainings for its subcontractors and suppliers to implement ethical principles in their business processes.

In addition to the Ethics Committee within Yaşar Holding, all Yaşar Group companies have Company Ethics Committees consisting of at least 3 members in total, including a chairperson and secretariat. The chairmanship of the Committees is carried out by the General Managers of the companies, and the members are determined with the proposal of the General Manager and the approval of the Company Board of Directors.

"**Yaşar Group's Business Ethics Code of Conduct**", which sets out Yaşar Group's approach to business ethics, was revised in 2019 taking into account changes in business life and culture, compliance with updated laws and Group approaches. The Code of Business Ethics in the booklet covers topics such as avoiding discrimination, efficient use of resources, avoiding conflict of interest, fair competition, honesty towards customers and consumers, confidentiality of company records, protection of personal data, social benefit and environmental sensitivity, and company reputation. All employees are informed about code of business ethics during the recruitment process. In addition, business ethics trainings are provided to all Group employees through the online training platform.



In case of violation of the code of business ethics, employees report the violations they detect to the Company Ethics Committees via e-mail, letter or telephone. The issues reported to the Ethics Committee are resolved within one week at the latest within the framework of the procedure set out in the booklet. Between 2009 and 2021, a total of 17 issues were reported to the Ethics Committee and the necessary investigations were completed and resolved. In 2022, no issues were submitted to the Company Ethics Committees.

In 2022, a “Violation Notification System” was also established in Yaşar Group's publicly traded companies (Dyo Boya, Pınar Süt, Pınar Et, Pınar Su ve İçecek, Viking Kağıt and Altın Yunus) and Yaşar Birleşik Pazarlama, Çamlı Yem, Desa Enerji, Yaşar Bilgi and Yaşar Dış Ticaret companies. Violations of information security and code of business ethics can be reported through the system, and the notifications are directed to Yaşar Holding Central Information Security Committee, Company General Manager / Human Resources Manager and, if the type of violation is related to the Code of Business Ethics, to Company Ethics Committees. The notified committee, board or managers are responsible for the solution, guidance and activities to prevent recurrence according to the content of the violation. Reporting of violations of information security and code of business ethics by all Yaşar Group employees plays an important role in reducing violations, and necessary awareness raising and increasing activities are carried out regularly in Group companies.

### Yaşar Group Business Ethics Code of Conduct

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 to society through our stance against bribery and corruption.
8. We carry out all our activities with an awareness of sustainability and 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 complies with the rules of the society we live in.



### Risk Management

For Yaşar Group, which operates in domestic and foreign markets with its companies in different sectors, the management of risks that may affect the creation and protection of corporate value is one of the top priorities. By effectively managing the process with accurate risk analyzes and elimination strategies, the Group prioritizes its responsibility towards its stakeholders while aiming to achieve sustainable growth, increase competitiveness and raise company value. In this context, by creating a risk-aware culture, it is ensured that the corporate risk management structure is established and implemented in an ntegrated, systematic and proactive manner by evaluating and managing all risks exposed.

### Our Risk Management Approach

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

- 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,
- Designing new and effective control measures and permanent implementation of an effective risk management and monitoring process,
- Improving internal communication to ensure a systematic and dynamic risk management process,
- Achieving strategic goals by creating a common risk perception throughout the organization and ensuring sustainable profitability.

Within the scope of the Corporate Risk Management policy, the Group carries out a systematic process in which risks are identified, analyzed, controlled and monitored.

- Click for the "Investor Relations" section of Pınar companies: <https://eng.pinar.com.tr/investor-relations/homepage/Investor-Relations/1575/0/0>

- Click for Dyo Boya "Investor Relations" section: <https://yatirim.dyo.com.tr/yatirim.aspx?dil=N1JVaUtOZVBVMTewZVpkU25OYjh4dz09>

- Click for Viking Kağıt "Investor Relations" section: <https://www.viking.com.tr/en/investor-relations.html>

- Click for Altın Yunus "Investor Relations" section: <https://yatirim.altinyunus.com.tr/yatirim.aspx?dil=N1JVaUtOZVBVMTewZVpkU25OYjh4dz09>

The Early Detection of Risk Subcommittee, which operates under the Yaşar Holding Board of Directors, carries out the activities of creating a prioritized risk inventory under the categories of Strategic, Operational, Outsourced, Financial and Regulatory Compliance within the framework of risk management policies and procedures, determining appropriate risk strategies, taking necessary actions and monitoring the results, and provides necessary guidance. In 2022, Yaşar Holding Early Detection of Risk Subcommittee convened six times.

In addition, the Early Detection of Risk Committees, which are established in accordance with the legislation in all of the Group's publicly traded companies, carry out the activities of effectiveness of risk control systems, monitoring and taking action on reported critical risks at the level of their respective companies, and report to the Board of Directors.

Internal audit activities are regularly carried out at the Company level in order to evaluate the adequacy, effectiveness and efficiency of the existing risk management and internal control system and to make suggestions for their improvement. During the reporting period, 29 audits and 33 internal control activities were carried out within the Group companies, and the employment relationship of 5 employees was terminated after the audits and internal controls.

The Group carries out risk management activities on the Group companies' customer health and safety, occupational health and safety, environment and product safety, as well as activities required by legal communiqués and regulations related to the sectors in which our companies operate in order to eliminate regulatory compliance risks, activities related to the implementation of action plans for the maximum control and management of corporate information security risks and the follow-up of the measures taken, activities related to the effective management of the Group's brand and reputation risks, and activities related to the elimination financial and operational risks that may adversely affect the profitability of companies and/or management of them through appropriate control and monitoring methods.



## Stakeholder Dialogue

Yaşar Group, which has a very wide stakeholder network with its companies operating in different sectors, considers effective communication with its stakeholders as a key component of its business processes. The Group defines stakeholders as individuals, organizations and communities that are directly or indirectly affected by its activities, goals and strategies, policies and decisions, and that affect these processes. In accordance with this definition, Yaşar Group categorizes its stakeholders under the main groups of employees, customers and consumers, business partners, investors, shareholders, social stakeholders and public institutions. The Group, which conducts stakeholder communication in line with the principles of honesty, transparency and accountability, has determined the frequency, content and channels of communication by mapping its stakeholders according to the company, sector and sphere of influence in order to manage the stakeholder dialogue process more effectively and systematically. Stakeholder dialogue also plays an important role in the creation and implementation of Yaşar Group's sustainability strategy, which is implemented with the philosophy of "caring for business, employees, society, business partners and environment for a better life".

Stakeholder Groups	Communication Platform
Employees	Training (Constant), Employee Opinions Survey (Periodical), Bulletins (Constant), In-house Organizations (Constant), Internal Communication Materials (Constant), Electronic Communication Tools (Constant), Social Events (Constant), Social Media Platforms (Constant)
Consumers	Satisfaction Surveys (Constant), Phone Calls (Constant), Contact and Call Centers (Constant), Websites (Constant), Social Media Platforms (Constant), Annual Reports (Annual), Sustainability Reports (Annual), Advertisements (Constant), Dealer Relations And Communication Channels (Constant)
Investors and Shareholders	Board of Directors Meetings (Periodical), Annual Reports (Annual), Performance Reports (Periodical), Sustainability Reports (Annual), CDP Climate Change Report (Annual), CDP Water Reports (Annual), Investor Presentations (Constant), General Assembly Meetings (Periodical), Websites - Including Investor Relations Modules (Constant), KAP (Constant)
Suppliers, Customers and Dealers	Supplier Meetings, Visits and Training (Periodical), Factory Visits (Periodical), Customer Visits (Periodical), Satisfaction Surveys (Periodical), Congresses, Meetings And Panels Attended (Periodical), Phone Calls (Constant), Communication And Call Centers (Constant), Websites (Constant), Social Media Platforms (Constant), Dealer Meetings And Training (Constant), Dealer Portal (Constant), Dealer Satisfaction Surveys (Periodical), Annual Reports (Annual), Sustainability Reports (Annual)
Public Institutions and Organizations	Legislative Opinions (Constant), Industry Meetings (Periodical), Congresses, Conferences and Seminars (Periodical), Industry Reports (Periodical), Activity Reports (Annual), Sustainability Reports (Annual), Membership Relations (Constant - Applications Such As Official Permit, License, etc.)
NGOs and Association Memberships	Joint Projects (Project-based), Sectoral Reports (Periodical), Annual Reports (Annual), Sustainability Reports (Annual), Membership Relations (Constant)
Media	Press Releases (Constant), Visits (Periodical), Press Conferences (Periodical), Launches (Periodical), Güzel Yaşa Magazine (Periodical), Pınar Producer Newspaper (Periodical), Dyorum Blog (Periodical), Websites (Constant), Social Media Platforms (Constant), Digital Agencies (Constant)
Educational Institutions	Career Days (Annual), Conferences and Panels (Periodical), University Club and Community Events (Periodical), Internship Opportunities Provided in Group Companies (Periodical), Joint Projects (Project-based), Engineering Education Opportunities in Businesses (Annual)
Unions	Collective Bargaining Agreements (Regular), Union Representation (Regular), Factory Visits (Regular), Meetings With Special Agendas (Regular)

**Corporate Memberships**

AİLE İŞLETMELERİ DERNEĞİ (TAİDER)
ALİAĞA TİCARET ODASI
ALÜMİNYUM YÜZEY İŞLEM DERNEĞİ (AYİD)
AMBALAJLI SÜT VE SÜT ÜRÜNLERİ SANAYİCİLERİ DERNEĞİ (ASÜD)
ANKARA TİCARET BORSASI
ANKARA TİCARET ODASI
ANTALYA TİCARET BORSASI
ANTALYA TİCARET ODASI
AYDIN SANAYİ ODASI
BATI ANADOLU SANAYİCİ VE İŞADAMLARI DERNEKLERİ FEDERASYONU (BASİFED)
BODRUM TİCARET ODASI
BORNOVA ZİRAAT ODASI
BORSAYA KOTE ORTAKLIK YÖNETİCİLERİ DERNEĞİ (KOTEDER)
BURSA TİCARET BORSASI
BURSA TİCARET VE SANAYİ ODASI
BUTİK ZEYTİN VE ZEYTİN YAĞI ÜRETİCİLERİ DERNEĞİ.
ÇEŞME TURİSTİK OTELCİLER BİRLİĞİ
ÇEVRE KORUMA VE AMBALAJ ATIKLARINI DEĞERLENDİRME VAKFI (ÇEVKO)
DENİZ TEMİZ DERNEĞİ (TURMEPA)
DENİZ TİCARET ODASI
DUBAI CHAMBER OF COMMERCE

DUBAI TURKISH BUSINESS COUNCIL
ECCA EUROPEAN COIL COATING ASSOCIATION
EGE BÖLGESİ SANAYİ ODASI
EGE İHRACATÇI BİRLİKLERİ
EGE SANAYİCİLERİ VE İŞADAMLARI DERNEĞİ (ESİAD)
EGE ZEYTİN VE ZEYTİNYAĞI İHRACATÇILARI BİRLİĞİ
ESKİŞEHİR SANAYİ ODASI
ESKİŞEHİR TİCARET ODASI
ETİK VE İTİBAR DERNEĞİ
EV DIŞI TÜKETİM DERNEĞİ (ETÜDER)
GEBZE TİCARET ODASI
GIDA GÜVENLİĞİ DERNEĞİ
GLOBAL REPORTING INITIATIVE
GSİ TÜRKİYE VAKFI
İKTİSADİ ARAŞTIRMALAR VAKFI
İNEGÖL TİCARET VE SANAYİ ODASI
İNTERAKTİF REKLAMCILIK DERNEĞİ
ISI SU SES VE YANGIN YALITIMCILARI DERNEĞİ (İZODER)
ISPARTA TİCARET VE SANAYİ ODASI
İSTANBUL MADEN VE METAL İHRACATÇI BİRLİKLERİ
İSTANBUL TİCARET BORSASI
İSTANBUL TİCARET ODASI

İZMİR İLİ KIRMIZI ET ÜRETİCİLERİ BİRLİĞİ
İZMİR SU ÜRÜNLERİ YETİŞTİRİCİLERİ VE ÜRETİCİLERİ BİRLİĞİ
İZMİR TİCARET BORSASI
İZMİR TİCARET ODASI
İZMİR ZİRAAT ODASI
KAĞITHANE AYAZAĞA VADİSİ KENTSEL GELİŞTİRME DERNEĞİ
KEMALPAŞA ORGANİZE SANAYİ BÖLGESİ (KOSBİ)
KOCAELİ SANAYİ ODASI
KONYA TİCARET ODASI
MANİSA ŞEHZADELER ZİRAAT ODASI
MANİSA TİCARET VE SANAYİ ODASI
MERSİN KÜLTÜR BALIKÇILARI DERNEĞİ
MİLLETLERARASI TİCARET ODASI (ICC)
MUSİKİ ESERİ SAHİPLERİ GRUBU MESLEK BİRLİĞİ
MÜYAP BAĞLANTILI HAK SAHİBİ FONOGRAM YAPIMCILARI MESLEK BİRLİĞİ
NAZİLLİ TİCARET VE SANAYİ ODASI
ORGANİK ÜRÜN YETİŞTİRİCİLERİ VE SANAYİCİLERİ DERNEĞİ (ORGÜDER)
SAKARYA TİCARET VE SANAYİ ODASI
ŞANLIURFA SANAYİ VE TİCARET ODASI

SAVUNMA VE HAVACILIK SANAYİ İMALATÇILAR DERNEĞİ
SU ÜRÜNLERİ YETİŞTİRİCİLERİ ÜRETİCİ MERKEZ BİRLİĞİ
SÜRDÜREBİLİRLİK AKADEMİSİ
TOBB GLOBAL STANDARTLAR MERKEZİ
TOBB KİMYA SANAYİ MECLİSİ
TURGUTLU 1.ORGANİZE SANAYİ BÖLGESİ
TURGUTLU TİCARET VE SANAYİ ODASI
TÜRKİYE ÇEVRE EĞİTİM VAKFI
TÜRKİYE GIDA SANAYİ İŞVERENLERİ SENDİKASI (TÜGİS)
TÜRKİYE İNŞAAT MALZEMESİ SANAYİCİLERİ DERNEĞİ (İMSAD)
TÜRKİYE KALİTE DERNEĞİ (KALDER)
TÜRKİYE KİMYA, PETROL, LASTİK VE PLASTİK SANAYİ İŞVERENLERİ SENDİKASI (KİPLAS)
TÜRKİYE KURUMSAL YÖNETİM DERNEĞİ
TÜRKİYE MUSİKİ ESERİ SAHİPLERİ MESLEK BİRLİĞİ (MESAM)
TÜRKİYE ODALAR VE BORSALAR BİRLİĞİ (TOBB)
TÜRKİYE SEYAHAT ACENTELERİ BİRLİĞİ
TÜRKİYE SÜT, ET, GIDA SANAYİCİLERİ VE ÜRETİCİLERİ BİRLİĞİ (SETBİR)
TÜRKİYE YEM SANAYİCİLERİ BİRLİĞİ
ULUSAL GIDA TEKNOLOJİ PLATFORMU (UGTP)
ULUSAL KIRMIZI ET KONSEYİ (UKON)
ULUSAL SÜT KONSEYİ (USK)
UN GLOBAL COMPACT (UNGC)
YENİDEN BİZ DERNEĞİ



## Financial Performance

Yaşar Group's main goal is "to achieve market and innovation driven, sustainable and profitable growth by focusing on its main business lines of food and beverages and paint". In this direction, the Group prioritizes the topics of R&D and innovation, digitalization, sustainability and human resource development.

Yaşar Group achieved 94% growth in 2022 and reached a consolidated gross turnover of TRY 20.7 billion. The Group generated approximately USD 150 million in foreign revenues, while export revenues amounted to USD 112 million.

Yaşar Group companies continued to lead their sectors by maintaining their financial growth trends in 2022. Companies that are export pioneers in their sectors also continued their success in foreign markets.

Pınar Süt, one of the Yaşar Group companies, completed 2022 with a turnover of TRY 5.8 billion with 117.4% growth. With a gross profit of TRY 746.4 million, the company's net profit was TRY 380.3 million. Pınar Süt, which has a 17.5% share in Türkiye's total exports of branded dairy products, continues its investments without interruption. Within this scope, facilities were renewed and production capacity was increased with an investment of TRY 78.7 million in 2022. Pınar Süt, which is based on human health and sustainability in all its business processes while developing products suitable for the new needs of consumers with its R&D and innovation power, has continued its innovation by developing 9 new products and 22 environmentally friendly packaging in 2022.

Reaching a 22% turnover share in the total processed meat market in 2022, Pınar Et completed 2022 with a turnover of TRY 2.1 billion with 89.7% growth compared to the previous year. With a gross profit of TRY 393.8 million, the company's net profit for the period was TRY 325.5 million. Joining the ever-growing e-commerce volume in Türkiye with the e-commerce platform PınarOnline in 2021, Pınar Et continued to grow in 2022 with this initiative and achieved gross sales of TRY 12.3 million. Continuing its R&D activities for the satisfaction of consumers, the company offered 65 new products specially developed for PınarOnline to consumers.

Pınar Su ve İçecek, which is the only company with 100% Turkish capital among the top 5 companies in terms of turnover among the companies selling at the national level, reached a sales tonnage of 334 thousand tons in 2022, achieving net sales of TRY 579.5 million and gross profit of TRY 243.1 million. The company, which accounted for 10.3% of Türkiye's total water exports in 2022, generated USD 5.5 million in revenues with 40 thousand tons of exports to 30 countries and added Australia, Estonia, Japan, Turkmenistan and Maldives to its export destinations in 2022.

Operating in the paint industry, Dyo Boya increased its net sales by 85% in 2022 compared to the previous year, reaching TRY 4.2 billion, while the company's gross profit was TRY 1.2 billion. Exporting to 52 countries, the company's export revenues totaled USD 16.6 million. Focusing on creating added value by combining competitiveness with innovation and an environment-focused approach, Dyo Boya introduced 114 different and innovative products to the market in 2022, completed a total of 76 projects at its Çiğli and Dilovası R&D centers and started 75 new R&D projects during the year.

Operating in the tissue paper sector, Viking Kağıt achieved a sales volume of 25.3 thousand tons and net sales of TRY 770.2 million in 2022. The company recorded a gross profit of TRY 119.4 million and the share of finished products such as toilet paper, napkins and towels in its sales was 57.4%. The eco-friendly new generation tissue papers produced by recycling beverage cartons, which are also produced as end consumer products with Select Nature launched at the end of 2022, met with consumers in domestic and foreign markets as unique value-added products.

While the total number of overnight stays at Altın Yunus Çeşme was 84,267 in 2022, 92% of the guests were domestic guests. The facility increased its net sales by 68% compared to the previous year and achieved net sales of TRY 106 million. The company, which has been successful in happy customer repeats with the "Altın Yunus Loyalty Program", reached a total number of 41 thousand happy members in the Altın Yunus Plus Loyalty Program in 2022.



## Digital Transformation

Yaşar Group companies, which closely follow technological developments and carry out their production and operational activities in an integrated manner with innovative technologies, attach importance to automation, modernization and cost improvement studies. In this context, the companies that prioritize digital transformation continuously increase their productivity by digitalizing their processes with the expertise and support of Yaşar Bilgi, a Yaşar Group company.

### Project Feniks

As the first organization in Türkiye to switch to SAP enterprise resource planning application (ERP) in 1996, Yaşar Group has decided to invest in SAP's new generation cloud technologies while continuing to progress, develop and improve in business areas. With

the SAP S4/HANA Cloud Transformation Project "Project Feniks" in the Digital Transformation process of Yaşar Group, a structure based on data, capable of good forecasting, instant reporting and analysis will be implemented in all end-to-end processes with

new generation SAP technologies in the Group companies. The project, which aims to create an up-to-date, single and centralized system, also aims to increase employee satisfaction, work quality and work efficiency.



Yaşar Group has strengthened its collaboration with SAP by implementing "Project Feniks" in order to quickly adapt the applications that manage the corporate processes of all Group companies to the latest innovations, and to accelerate the journey of "implementing the best practices" in the industry and becoming a data-oriented company.

With the implementation of "Project Feniks", it is aimed to increase sustainability, efficiency, speed and agility in corporate business processes and that all improvements made will have a direct impact on employee, supplier and customer satisfaction. With the completion of "Project Feniks", an infrastructure with high integration capability to global new technologies (production automation, robotic processes, e-commerce, etc.) and effective use of decision-making processes based on real-time data will be ensured, thus creating a structure that supports the realization of financial targets.

With the rapid adaptation of the applications in which Yaşar Group's corporate processes are managed to the latest innovations, the faster and ideal flow of business processes will enable an increase in customer satisfaction, improvement in delivery times, reduction in production and logistics costs, and effective management of risks through real-time and simulation analyzes and forecasts.

### Yaşar Bilgi

- New functions (Contract Management and Inventory Management) were added to the Digital Business Management Platform, whose Trademark Registration is held by Yaşar Bilgi, in 2022, and an infrastructure was prepared to be extended to all Group companies in 2023. The platform has been developed with up-to-date technologies and free software and is used by Group and non-Group customers.
- With the new versions developed in mobile applications and the Mobile Approval System (MOS), the mobile working opportunities of Group employees were expanded and end consumers were reached more effectively.
- With Robotic Process Automation (RPA) technology, efforts to transfer time-consuming processes with clear rules to software robots continue. In this context, automation projects were developed using RPA technology in Dyo Boya, Pınar Süt and Yaşar Birleşik Pazarlama companies.



### Dyo Boya

Dyo Boya invested TRY 23 million in information technologies in 2022 as part of its digitalization efforts.

- The "Dyo High Productivity Culture" project, which started in 2022 at the Dyo Boya Dilovası Plant, aims to standardize the business manners and improve efficiency in operations that mainly cover areas such as production, maintenance and shipment.
- The "Digital Company System", which was developed by Dyo Boya to monitor the sales, stock and order information of dealers, has started to be implemented in two Casati dealers selected as pilots.
- Launched in 2021 and continuing in 2022, the "Process Development Teams" projects resulted in an efficiency of approximately TRY 5.2 million.
- With the "Digitalization of Purchasing Operations" projects, operational activities were carried out with new technology, and the "Purchasing Decision Form Digital Approval Process" project continued to be put into the live system.

### Pınar Süt

- Investing in high technologies in order to adapt to Industry 4.0, Pınar Süt completed the Aseptic Lines Aseptic Lines Robotic Palletizing System project works in Eskişehir Factory in 2022.
- In 2022, within the scope of the use of robotic process automation, which started in 2020, the process of receiving commercial proposals from approved suppliers for a total of 12,453 materials in İzmir, Eskişehir and Şanlıurfa factories was carried out through the robot.
- Significant developments and improvements were achieved in efficiency, business continuity, data security and cost improvement through digitalization investments. SAP SBW/4Hana purchasing reporting and purchasing and Mobile Approval System (MOS) integration projects were carried out, and improvement works were completed in Workflow Applications and Milk Distribution Chart systems.

### Pınar Et

- In 2022, Pınar Et initiated digitalization studies in the traceability system, which is a requirement of safe food production and completed the first phase of the study on laboratory software.
- The project of remote monitoring of the system that ensures the microbiological safety of the clean rooms in the production areas at target temperatures and positive air pressure was commissioned and productivity was increased.
- The project for digital dispatch of pallets to the warehouse with automatic barcode readers and line communication system at the outputs of automatic packaging lines continues.

- Digitalization projects of reporting systems are ongoing and the first phase of digital ledger application has been started.

- Robotic process studies have started within the scope of digitalization studies in stock management and warehouse controls.

### Pınar Su ve İçecek

- In 2022, Pınar Su ve İçecek continued its software developments focusing on customer satisfaction in the Yaşam Pınarım mobile application, which has shown a three-fold increase in usage in the last three years. In the renewed mobile application interface, PınarOnline cooperation was included with the "app in app" feature. Credit card payment was provided for future orders, and the delivery on location feature was introduced. As a result of these efforts, the number of mobile customers increased by 33%.

### Çamlı Yem

- In 2022, Çamlı Yem started the production digitalization project for the Seafood Business Unit and the project aims to monitor feed and production online.
- The project of tracking, management and optimization of all production parameters that were manually monitored in the hatchery fry production process with software has been initiated. With the project, it is aimed to monitor gene breeding performance parameters in fry production and to produce fry with the most appropriate feed conversion rate by controlling feed consumption.
- It is planned to use artificial intelligence based control cameras in the fish feeding process. With the project, it is planned to reduce environmental and economic impacts by minimizing the amount of waste and lost feed.

### PınarOnline

PınarOnline, the new generation shopping platform, aims to bring consumers together directly with Pınar quality and strengthen the bond established with its consumers. Launched in 2021, PınarOnline delivers Pınar brand products to consumers through a digital platform. In addition to existing Pınar products, products and services developed specifically for the PınarOnline platform contribute to Pınar's innovative vision and consumer-oriented brand identity.

In 2022, PınarOnline accelerated its efforts to increase the range of products to be sold through e-commerce, to include complementary products in the platform and to expand the cargo distribution network. Pınar aims to reach a wider audience with the PınarOnline platform, where it plans to expand its product range in accordance with innovative and trendy products based on consumer insights and behaviors.

The sustainability approach, which is at the center of all business processes of the Pınar brand, is also exhibited in PınarOnline operations. Offering environmentally friendly options at every step from environmentally friendly packaging to logistics solutions, PınarOnline is planned to be a consumer-oriented and environmentally friendly brand with a 100% electric delivery network, strong and technological infrastructure by 2028. Accordingly, it added a mini electric van to its vehicle fleet, which enables the delivery of products between +4 and -18 degrees without disrupting the cold chain. Within the scope of the Environment Week in 2022, PınarOnline neutralized 7 tons of carbon emissions generated for approximately 3 thousand kilometers traveled for the orders it received for 1 week.

At the "Success Stories" ceremony of the TÜSİAD Digital Transformation in Industry (TÜSİAD SD2) Program, which has been carried out by TÜSİAD for 5 years in order to support industrial transformation, PınarOnline received a "Success Plaque" with the project prepared at the end of a one-to-one working period with Basefy on technical development in e-commerce application.



Click for PınarOnline website. <https://www.pinaronline.com/>

### Boyadyo

Bringing consumers together with innovative products and services as part of its digitalization efforts, Dyo Boya offers consumers a secure one-click shopping experience with its “boyadyo.com” website and mobile application, reflecting its expertise and reliability in the sector.

With the Denekart on “boyadyo.com”, consumers have the opportunity to see the three colors they like on their walls. The Denekart, which is created with the selected colors and does not cause any damage to the wall on which it is pasted, is sent to the address with free cargo and is pasted on the wall where the paint will be applied so that the color can be seen on the wall where it will be used.

“boyadyo.com”, a secure e-commerce site registered with Etbis, which can be accessed from all devices and can be shopped with e-mail information without being a member, also offers services through the mobile application downloaded free of charge from AppStore or GooglePlay.



UNDER THE GUIDANCE OF NATURE  
**FOR a  
better  
LIFE**

**Root...** Trees have the longest lifespan among plants. Roots enable the tree to hold firm to the soil, to live, grow and strengthen. Every year new shoots are added to the branches and roots of the tree. The stronger and deeper the roots, the higher the tree grows. If the roots of the tree is strong, it will not break even in the strongest wind, it continues to live, produce, protect and nourish for thousands of years.



# CARING FOR EMPLOYEES

Human Resources Approach  
Equality of Opportunity and  
Prevention of Discrimination  
Women's Empowerment  
Decent Working Conditions  
Recruitment  
Employee Development and  
Talent Management  
Occupational Health and Safety

### Human Resources Approach

Yaşar Group, which continues to grow with a focus on “people” without leaving anyone behind with an understanding of diversity and inclusiveness by supporting the personal and professional development of human resources and investing in the human resources of the future, continues its activities based on diversity, creativity and efficiency in its organizational structure by supporting participation and inclusiveness.

Within the scope of the Human Resources policy created on the basis of “Science-Unity-Success”, Yaşar Group companies select their employees from individuals who are competent, have a high sense of responsibility, embrace their work, are open to self-improvement, attach importance to team spirit, adopt an inclusive management approach and success-oriented working discipline. Offering a fair, inclusive and egalitarian environment to its employees, Yaşar Group companies also support their employees to improve themselves.

Yaşar Group draws attention with its human resources strategy and egalitarian practices based on the principle of “Right Person for the Right Job” by adopting an approach that closely follows the legal regulations in the business world and quickly adapts to the corporate system. With this approach and practices, Yaşar Group is among the prioritized companies to work for. The Group carries out all its human resources management activities in accordance with universal human rights standards. In achieving the goals, it is among the priorities that employees adopt the values of the Group and work with all their performance to achieve these goals.

In line with SDG 8 - Decent Work and Economic Growth of the Sustainable Development Goals, an ethical and honest management approach is adopted, and employees are given equal opportunities in all human resources processes such as recruitment, remuneration, performance evaluation, promotion, appointment, training and development without any discrimination. Child employment and forced labor are not permitted, appropriate working conditions are provided for employees, and the empowerment of female employees is given importance. Among Yaşar Group companies, Dyo Boya has had unionized employees since 1968, Pinar Süt since 1974, Pinar Et since 1985 and Viking Kağıt since 2014.

Yaşar Group organizes trainings for the professional and personal development of its employees with a learning organization approach within the scope of “Caring for Employees”, which is one of the important dimensions of its sustainability strategy, and meticulously evaluates the opinions and suggestions of its employees in line with its inclusive management approach.

All conditions to ensure occupational health and safety are fully fulfilled in Group companies, employees are trained and processes are regularly audited to prevent possible occupational accidents and diseases.

### Equality of Opportunity and Prevention of Discrimination

Yaşar Group provides a fair and equal working environment for all its employees by considering equal opportunities in all human resources processes such as recruitment, remuneration, performance evaluation, promotion, appointment, training and development.

In recruitment processes, each vacant position is published on the Group's corporate career website together with the application criteria, and the competence of the candidate is taken as the determining factor in candidate selection. There is no wage difference between male and female employees in recruitment and promotion. In 2022, the Group did not receive any complaints from employees regarding discrimination.

Yaşar Group, which supports women's participation in employment and empowerment in business life in every sector in which it operates, signed the “UN Women's Empowerment Principles CEO Statement of Support” in 2012, and took part in the “Equality at Work Platform” brought to the agenda by the World Economic Forum and led by the Ministry of Family and Social Policies and the “Women's Empowerment Working Group” established by the Global Compact Türkiye Board of Directors.

**Female-Male Ratio in Number of Employees**

Year	Number of Employees	Number of Employees	Total Number of Employees	Ratio of Women Among Employees %
	Female	Male		
2020	1,095	5,064	6,159	17,8
2021	1,090	4,992	6,082	17,9
2022	1,134	4,862	5,996	18,9

\*The table of total employees includes executives, white collar, blue collar, and temporary employees.

### Women's Empowerment

Yaşar Group has prioritized gender equality since the day it was founded and supports it in all fields of activity. Being one of the pioneering organizations in Türkiye by signing the Women's Empowerment Principles (WEPs) CEO Statement of Support coordinated by the United Nations in 2012, Yaşar Group carries out studies on women's inclusion in business life and empowerment in all areas within the scope of SDG 5 - Gender Equality of Sustainable Development Goals and its sub-targets.

Yaşar Group, 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, has increased its responsibility for women's empowerment not only at the corporate level but also at the provincial and regional level in line with its approach to adding value to the regions in which it operates.

Yaşar Group, which underlines the importance it attaches to the women's empowerment in every field with the slogan "We made a promise to future generations to empower women", supports the prioritization of this topic also in its companies and the conduct of awareness, monitoring and improvement studies. In this context, the "Eşit Yaşar'ız" Gender Equality Working Group and the Gender Equality Committees within the companies continue their activities throughout the Group.

In 2022, Yaşar University Research Center for Women's and Family Studies (YÜKAM) provided training to Yaşar Group "Eşit Yaşar'ız" Gender Equality Working Group members, and gender-themed awareness training were held with Altın Yunus and Yaşar Birleşik Pazarlama Group companies.

In addition, Yaşar Group's corporate communication, marketing and human resources departments' employees were also trained in the relevant field.

Pınar Süt, one of the Yaşar Group companies, participated in the "Business Against Domestic Violence" project in 2022.

Every year since 2017, Yaşar Group has been giving scholarships to female students on behalf of all its female employees for 8 March International Working Women's Day, and female students are being supported by considering diversity in education fields.

In 2022:  
The ratio of women in the Boards of Directors of Yaşar Holding and its publicly traded companies is between 29% and 57%.

- The ratio of women among employees was 19% and the ratio of women among managers was 27%.
- During the reporting period, 42% of those promoted to specialist and higher-level positions were female employees.
- As a result of the efforts made in line with the goal of increasing the ratio of women working especially in STEM fields, the ratio of women among employees with the title of engineer reached 51% and the ratio of women among employees working in R&D departments reached 40%.
- The ratio of female employees returning to work after giving birth was 92.3%.

2022	Return to Work Ratio	Stay in Work Ratio
Female	92.3%	88.9%
Male	100%	91.9%

### Yaşar Birleşik Pazarlama - Gender Equality Studies

#### "Dil'de Eşittir" project

With the "Dil'de Eşittir" project, Yaşar Birleşik Pazarlama (YBP) Gender Equality (TCE) Committee volunteers publish word posts sensitive to gender equality communication every two weeks and emphasize the importance of a discrimination-free language within the company. For this purpose, the "YBP TCE Glossary" was prepared, added to the "Gelişim Pınarı" platform by Human Resources and made accessible to all employees.



#### "YBP TCE Guide"

It was published in October 2022 in order to provide guidance to each individual working within YBP to be individuals sensitive to gender equality in social and corporate life.

#### "YBP TCE Awareness and Nonviolent Communication Training"

The "İletişimin Kalbi" training on nonviolent communication written and voiced by YBP TCE Training Committee and awareness training aiming tensure that every individual in the company has the same knowledge, perspective and common TCE culture on gender equality were carried out.



**“DENGİ” Bulletin**

DENGİ Bulletin, which is published online quarterly by the YBP TCE Committee, brings together various proposals for gender equality that touch on agenda and non-agenda issues carefully selected by the committee volunteers with readers.

**“Benim Adım İnsan” project**

The “Benim Adım İnsan” project, prepared by the Chairperson of the YBP TCE Committee and implemented together with committee volunteers, aims to raise awareness on gender equality. With the project, which is available online on the education platform and carried out face-to-face in primary schools, awareness development was provided for both company employees and children.



**Decent Working Conditions**

**Job and Workforce**

Yaşar Group recruits talented, qualified, innovative, high performance and motivated employees in line with the principle of “the right person for the right job” and increases employee loyalty with its egalitarian, fair approach that attaches importance to employee welfare and development.

**Child Employment**

In Türkiye, child employment is regulated by Labor Law No. 4857. By law, the minimum working age is 14, provided that the child has completed the compulsory primary education age and is employed in light work that does not interfere with physical, mental, social and moral development and the attendance to school of those who continue their education. Although there is no legal obligation, Yaşar Group companies have adopted the principle of not employing those under the age of 18.

**Forced Labor and Drudgery**

In all companies operating within Yaşar Group, working days and hours, official, general and weekend holidays are defined and announced to employees. In cases where overtime work is required due to reasons such as increasing production or the quality of work, the consent of the employees is obtained. The relevant legislation conditions are complied with and wages are paid as specified in the legislation.

Job descriptions are determined for Group companies’ employees and they are notified at the beginning of their employment, and documents related to job descriptions are shared up-to-date within the company through the common system used in accordance with ISO 9001 and accessible to all employee.

Within Yaşar Group, no case was filed regarding forced labor and drudgery in 2022.

**Unions and Collective Bargaining Agreement**

At Yaşar Group companies, an indefinite-term employment contract is made with all employees in accordance with Labor Law No. 4857. Contractors and subcontractors with which the Group companies have business partnerships are required to fulfill all legal obligations of their employees.

Yaşar Group companies, which have always pioneered in the sectors in which they operate, have also taken pioneering steps in union membership and collective bargaining agreements, which are constitutional rights. Dyo Boya was the first company in the paint industry to implement collective bargaining agreements. Constructive relations are always established with employees who are members of legal unions and the relevant unions, and the rights of employees to join unions are respected. In this context, there are workplace and business collective bargaining agreements between the employers and Petrol-İş Union at Dyo Boya, Tek Gıda İş Union at Pınar Süt and Pınar Meat, and Selüloz İş Union at Viking Kağıt.

**Distribution of Employees Covered by Collective Bargaining Agreements in Yaşar Group Companies**

Year	PINAR ET		VİKİNG KAĞIT	
	FEMALE	MALE	FEMALE	MALE
2020	9.3%	42.3%	0.9%	41.4%
2021	11.3%	48.6%	1%	39.9%
2022	12.2%	60%	1.3%	37.3%

Year	PINAR SÜT		DYO BOYA	
	FEMALE	MALE	FEMALE	MALE
2020	4%	35.7%	0.6%	40.6%
2021	5.9%	44.8%	0.5%	43.3%
2022	5.9%	49.0%	0.6%	47.6%

**Recruitment**

Within the scope of the human resources policy based on "Science-Unity-Success", Yaşar Group companies carry out recruitment evaluations objectively according to the criteria of knowledge, skills and experience. The companies aim to recruit candidates who are competent, open to development, value the spirit of unity, adopt a inclusive management approach and success-oriented work ethic.

The vacant positions are published on the career portal on Yaşar Holding's website and on the Group's contracted career websites, and job applications are received through these channels. As a result of the preliminary evaluations made by the Human Resources departments of the Group companies, interviews are held with the candidates who are found suitable together with the department managers, competency tests are conducted and job offers are made to the candidates who are found suitable after reference checks. Candidates who are not deemed eligible for the role are notified via career portal, e-mail or phone.

When the recruitment processes are completed, the employees of the Group companies are informed through the Company Personnel Regulations, which regulate the applicable personnel policies and principles. New employees employed within the Group participate in the "Company Orientation Program" specific to each company.



**Employee Development and Talent Management**

**Training and Development Activities**

In line with its vision, goals and strategies, Yaşar Group considers it a priority to be a center of attraction for competent employees in its fields of activity and to ensure the sustainability of these employees. In this direction, activities are carried out to increase employee satisfaction, motivation and competencies, and training programs are organized. With these training programs, it is aimed to increase the knowledge and skills that will contribute to the business processes of companies and both technical and behavioral competencies of employees.

In 2022, Yaşar Group supported the development of its employees by organizing 75,353 hours of training under various titles such as personal development, occupational health and safety, information security, environmental responsibility and sustainability, orientation, vocational and technical training. In addition to in-house trainings in Group companies, Pınar Et has initiated the Mastery Compensation Program, a MESEM project, in order to increase the professional experience of employees and to ensure that they obtain a mastery certificate as a result of the program.

A total of 75,353 hours of training was provided throughout Yaşar Group in 2022, and the average training hours per employee was 12.6 hours.

**Total Training Provided in 2022**



**Average and Total Training Hours per Employee by Gender and Employee Category in 2022**

Average Training Hours 2022	Key	White Collar	Blue Collar	Temporary	Total
Female	17.9	19.7	6.5	18.5	16.4
Male	15.6	10.7	11.0	10.1	11.7
Total	16.2	13.3	10.5	11.2	12.6

Total Training Hours 2022	Key	White Collar	Blue Collar	Temporary	Total
Female	1,790	13,684	2,108	1,020	18,602
Male	4,365	18,802	29,970	3,614	56,751
Total	6,155	32,486	32,078	4,634	75,353



## Career Management System

### Yaşar Talent Management

Yaşar Talent Management Program has been carried out since 2017 to ensure the continuity of Yaşar Group's leadership know-how, to maintain/improve corporate memory, to anticipate the needs of the next period and to keep a workforce that is ready to step in as needed. Yaşar Talent Management is aimed to meet the sustainability of the organization, as well as the career expectations and development needs of managers and employees.

### Mentorship

With the "Mentorship Program" practice, which dates back to 1998, it is ensured that the managers who are successfully performing their duties in Yaşar Group today and the managers of the future are able to transfer experience and knowledge as well as to increase mutual interaction. It is aimed to strengthen the in-house communication and to internalize the corporate culture by feeding the Group with internal resources.

### Bringing Young Talents to the Group

Participation in career planning events organized in physical or digital environments is ensured in order to include young talents who will form the future of Yaşar Group in the Group. With the "Youth Class Program", the design of which was completed in 2022 and commissioned in 2023, 3rd and 4th year, Master's and Doctorate students of universities are given the opportunity to put the theoretical knowledge they have acquired at the university into practice in our Group companies and make a strong start to their careers while continuing their academic education.



## Cultural Transformation Project

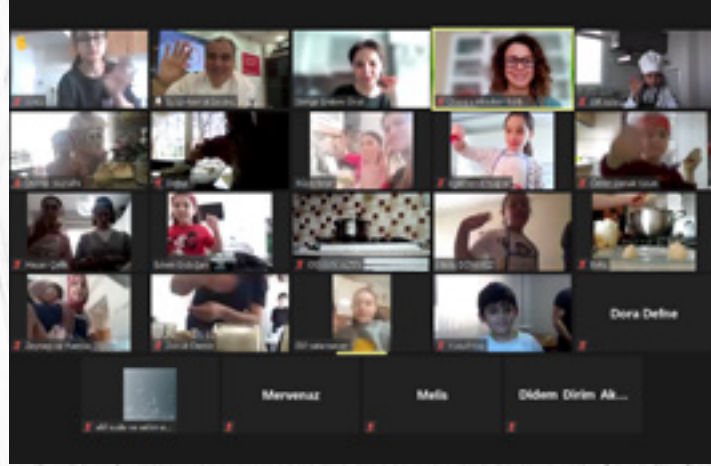


The "Cultural Transformation Project" has been initiated in order to ensure that the potential of each Yaşar Group employee and our companies is revealed more, that business and relationship styles to support sustainable success are developed, and that the organization is strengthened in line with this transformation.

The project that will harmonize the strong culture of the Group to the future aims at:

- Defining the ideal culture that will carry Yaşar Group to the future with inclusion and creating a common mind about the direction of cultural transformation,
- Making a conscious and systematic effort to preserve the strong cultural elements that have brought the Group to the present day and to acquire new cultural elements required by the new world, new working orders and new strategies,
- Ensuring cultural transformation throughout the Group through the process of internalization and behavior change,
- Making the management of culture a corporate competence of Yaşar Group.

## A Better Life Meetings



In addition to social contribution projects, awareness training programs organized for employees and employee families, educational and entertaining activities organized for employees' children, archaeological excursions with the participation of employees reflect the Group's ideal of "caring for all stakeholders for a better life".

In order to spread Yaşar Group's social contribution approach, within the scope of "A Better Life Meetings", various activities were organized in the virtual environment to ensure that the children of our employees have a pleasant time during the semester break in 2022. Children in the 7-12 age group met with the Istanbul Museum of Modern Art in "Sanal Dedektifler", with painter Betül Güney in "Pınar Children's Painting Workshop", with chef Eyüp Kemal Sevinç in "Mutfak Atölyesi" and with Assoc. Prof. Dr. Hakan Öztaner in "Arkeolojiyi Keşfediyoruz" events, where they had the opportunity to do activities together and learn about the Group's activities in the fields of education, culture and arts.

Within the scope of "A Better Life Meetings" activities, "Sustainability Awareness Training" with Mikado Consulting and "Gender Equality Awareness Training" with Yaşar University Continuous Education Center were organized in March in order to raise awareness on sustainability and gender equality topics, to which Yaşar Group attaches importance.

The employees of Yaşar Group, which supports Yaşar Education and Culture Foundation in revealing our cultural heritage and carrying it to future generations, visited the Ancient City of Magnesia in Aydın in May and had the opportunity to get to know Magnesia, the city of architect Hermogenes, whose designs and practices have survived to the present day, with the narration of the excavation head Assoc. Dr. Görkem Kökdemir.

## Occupational Health and Safety

Considering its employees as one of its most important stakeholders, Yaşar Group meticulously carries out risk analysis, risk prevention and mitigation activities in order to ensure occupational health and safety (OHS) in the working environment and to prevent work-related injuries and occupational diseases. The Group employs OHS experts within the framework of its OHS policy and the national and international legislation and standards it is obliged to comply with and monitors and reports its OHS performance to the Board of Directors on a monthly basis through OHS Boards established in accordance with the legislation and representing all permanent staff. In companies with more than 50 subcontractors, these subcontractors have their own OHS Boards.

In order to prevent occupational accidents and injuries, detailed accident and risk analyzes are conducted by OHS Boards and OHS units to determine the most common types of injuries, and necessary measures are taken accordingly.

Yaşar Group organizes regular trainings for its employees and subcontractors in order to reduce occupational accidents and industrial accidents to zero, prevent occupational diseases, increase the occupational health and safety awareness of its employees, and ensure that occupational health and safety becomes a corporate culture.

In 2022, total hours of training on occupational health and safety organized with the participation of permanent and subcontractor employees in Yaşar Group companies are given in the table below.



# CARING FOR SOCIETY

Consumer and Customer Health and Safety  
 Quality, Innovation and R&D  
 Consumer and Customer Satisfaction  
 Communication Channels and Publications  
 Sustainable Agriculture and Livestock Breeding  
 Social Investment  
 Contribution to Local Economies  
 Social Investment Activities  
 Yaşar Education and Culture Foundation  
 Selçuk Yaşar Sports and Education Foundation  
 Yaşar University

UNDER THE GUIDANCE OF NATURE  
**FOR a better LIFE**

**Soil...** The life of a tree begins when a single seed falls into the soil. The seed first becomes a seedling, seedlings turn into saplings. Cells multiply and become a tree. A growing tree absorbs water and nutritious minerals from the soil with its roots. In a complete circularity, the soil feeds the tree and the tree feeds the soil.

## Total OHS Training Provided in 2022



Total Training Hours within OHS		Number of Employees		Average Training Hours	
FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
8,659	34,576	1,134	4,862	7.6	7.1

In 2022, when the occupational accident data on company basis is evaluated:

- Occupational accidents at YBP decreased by 40% compared to 2021.
- At Dyo Boya Çiğli plant, the number of occupational accidents decreased by 10% and the frequency of occupational accidents decreased by 20% compared to 2021.
- In both factories of Dyo Boya, the number of occupational accidents experienced by female employees was "0".
- Pınar Süt achieved its 2022 target of 5% reduction in occupational accidents.



### Caring for Society

Yaşar Group, with the understanding of “caring for all stakeholders for a better life”, considers the health and safety of its consumers and customers as its top priority and aims to add value to the lives of all its stakeholders with its products and services. The most important tool of the Group, which observes compliance with national and international quality and safety standards, regularly measures consumer and customer satisfaction and takes remedial actions, to ensure that business processes are carried out flawlessly and efficiently, is the management systems it established in the fields of quality, food safety, occupational health and safety, environment, customer satisfaction and energy.

Within the context of the fight against global climate change, as producers and consumers' concerns about the environment and human health grow, Yaşar Group, which considers changing consumer preferences and sensitivity to sustainability issues, considers all the impacts that production processes will have beginning with the design stage.

The Group, which prioritizes creating common value for the environment and society while providing economic growth and competitive advantage, carries out its R&D activities within the framework of these principles, on the basis of science, and with a focus on sustainability and quality.

While efforts to develop agriculture and animal husbandry continue worldwide, Yaşar Group carries out its operational activities responsibly in sustainable agriculture and animal husbandry, which it considers as one of its social responsibility priorities, and supports its producers and stakeholders for their continuous development. In this context, it carries out producer support programs to ensure animal welfare, increase milk yield and maintain its quality, follows and implements relevant laws, regulations and international standards and good practices.

Yaşar Group, which carries out social contribution projects with a sense of social responsibility and aims to expand its impact area with long-term projects every year, identified the needs of its internal and external stakeholders and determined its social investment areas as qualified education, cultural values protection, arts, and sports in order to contribute directly to sustainable development. Yaşar Group continues to realize projects for social development with its companies, Yaşar Education and Culture Foundation, Selçuk Yaşar Sports and Education Foundation, Pınar Institute and Yaşar University.



### Consumer and Customer Health and Safety

Yaşar Group, which considers providing high quality and innovative products and services by considering the health and safety of consumers and customers as a part of its responsible business approach, carries out its production and operational processes in accordance with national and international standards, fulfills internal and external audit obligations completely, and closely follows and applies scientific and technical developments in monitoring, control, and analysis processes. Bringing new products and services to its consumers through different communication tools, the Group focuses its efforts on high customer satisfaction.

Product and service quality is increased through collaborations with suppliers who adopt the principle of working responsibly and consistently in line with the principles and values of Yaşar Group, and consumer and customer health and safety is ensured through regular audits applied to suppliers.

Yaşar Group, which places meeting, protecting and improving the expectations of consumers and customers at the center of its activities, makes innovative and contemporary advancements in its product and service development processes in line with this purpose. In parallel with consumer habits and needs, supply and service forms of products change, and by adapting to this change and strengthening the supply chain, products in accordance with the expectations of consumers who prefer healthy food and functional products are developed.

PınarOnline, which was established by monitoring changes in consumers' purchasing behavior and sectoral developments, continued its communication activities throughout the year to develop innovative products for different customer profiles and to increase the recognition of its products. With its flexible and agile structure, PınarOnline reached 82 thousand customers and 2.5 million visitors within a year, and it offers consumers access via the website and mobile application.

In line with the principle of “healthy and quality life”, Pınar companies aim to balance calorie intake in all segments of the society, target to reduce inputs such as sugar and salt, which are known to cause health problems in excessive consumption, and carry out functional and innovative product studies that support immunity and ease to make healthy nutrition a habit in daily routine.

Group Companies carry out studies on topics that develop their sectors through collaborations and non-governmental organizations of which they are members, and shape their sectors with their contributions to legal regulations.



**PINAR INSTITUTE - "Let's Move with Fun, Let's Eat Healthy" project**

The "Let's Move With Fun, Let's Eat Healthy" project has been carried out since 2016 with the aim of transforming regular and healthy nutrition into a lifestyle and raising awareness of preschool children, teachers and parents in this direction. Within the project, more than 24,000 children were reached through 546 teachers in 17 provinces from 2016 until the end of 2022. Following the completion of the project implementations, school visits were carried out within the scope of the Monitoring-Evaluation Activity to learn about the contributions, requests and suggestions of teachers regarding the project and to closely examine their efforts. Within the scope of the project carried out in cooperation with the Ministry of National Education General Directorate of Basic Education, online train-the-trainer activities on "Sustainable Nutrition in Early Childhood Education" and "The Importance of Nutrition in Children" were carried out during the reporting period.



**PINAR INSTITUTE - Healthy Life Sessions**

In order to raise public awareness on food, health and nutrition issues and to correct common misconceptions, talk sessions, which have been organized with different topics and expert academics since 2018, continued online in 2022 as well. Event videos are available on the Pinar Institute's YouTube channel <https://www.youtube.com/@pinarenstitusu>

**Quality, Innovation and R&D**

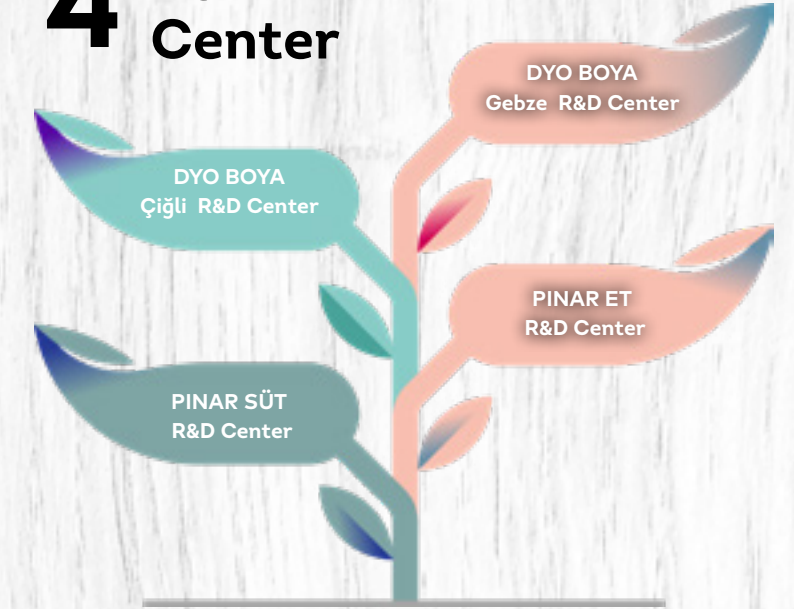
**R&D, Product and Service Quality Management Systems**

Yaşar Group, which creates value in every field it operates and plays a pioneering role with its innovative identity, develops high quality, healthy, safe, environmentally friendly and new products aimed at reducing foreign dependency through R&D activities carried out in its companies in different sectors. Aiming to contribute to the present and the future in a way sensitive to the changing needs of the society, the Group continues to produce and offer its products and services with an approach based on value creation and continuous improvement. The Group continues its activities with an understanding of caring for people, the environment and nature, and acts with an approach of sustainability and innovation in the process of maintaining and improving its standards by observing the principles of operational excellence and efficiency.

In Yaşar Group companies, which prioritize the effects of climate and food crises on the environment and society, compliance with the Group's sustainability approach is observed in all raw materials and packaging materials.

Investments are made in new technologies and innovation studies are carried out in all Group companies, especially in companies operating in the food, beverage, paint and tissue paper sectors. With the high quality, healthy, safe and environmentally friendly products and services developed as a result of these efforts, Group companies not only lead their sectors, but also contribute to sustainable development at both regional and national levels with the importance they attach to supporting the local economy. In R&D activities, foreign markets and consumer needs and expectations are also taken into consideration, and new products and services are developed for foreign markets with this understanding.

**4 R&D Center**



Yaşar Group, which invests in R&D studies with a continuous improvement approach and supports its studies with expert human resources, carries out national and international collaborations with universities, research centers and technology transfer offices through its R&D centers.

In this context, Pinar Et continued its "Use of Natural Ingredients" project studies within the framework of TÜBİTAK 1501-Industry R&D Project Support Program in 2022. Dyo Boya continued to work with technology transfer offices such as Ege University Ebiltem, Izmir Institute of Technology (IYTE) Atmosfer Technology Transfer Office (TTO), Katip Çelebi University TTO, Yaşar University Information and Technology Transfer Office, and Dokuz Eylül Technology Development (DEPARK) in order to improve cooperation with universities.

In state-sponsored national and international projects, it has contributed to university-industry cooperation by procuring services for analysis and testing with TÜBİTAK MAM, Katip Çelebi University Central Research Laboratory, METU Central Laboratory, İYTE MAM, Ege Metal and Dokuz Eylül University-Electronic Materials Production and Application Center (EMUM).

Pınar Süt continued its activities with various universities and institutions for academia-industry cooperation in 2022 as well and continued to work on climate crisis, circular economy and sustainable supply topics. In this context, various joint studies were carried out with Ege University, Hacettepe University, Celal Bayar University, Dokuz Eylül University, Karabük University's Food Engineering, Nutrition and Dietetics Department, Faculty of Medicine, Industrial Design Engineering Departments.

Pınar Süt, a Yaşar Group company that carries out studies that develop its sectors, carried out 7 patent studies in 2022, 1 patent application was accepted and a patent certificate was obtained. Dyo Boya, which continues to work on patents in various fields, has published and protected its patent for the defense industry.

As a result of R&D studies, 9 new products and 22 packages in Pınar Süt, 39 new products in Pınar Et and 114 new products in Dyo Boya were introduced to the market in 2022. When the new products introduced to the market in 2022 are evaluated, there is an increasing trend in sustainable products with low ecological footprint throughout the Group.



In 2022, Pınar Et R&D Center became a partner in the project conducted by the University of Calabria titled "The Mediterranean region as cradle of safe, sustainable, healthy, and tasty proteins: Securing the future of the food value chain" within the scope of "PRIMA 2022 MED4FUTURE" and in the project conducted by the Polytechnic Institute of Bragança titled "Sustainable techniques for the production of alternative protein by-products" within the scope of "PRIMA 2022 EFFORT". By the end of 2022, there are 5 completed and 12 ongoing projects.

Playing a leading role in the paint industry with its Çiğli and Dilovası R&D Centers, which are among the best R&D centers in Türkiye, Dyo Boya completed 76 R&D projects and started 75 new R&D projects in 2022. 4 TÜBİTAK projects are ongoing.

In line with the DYO Green Deal Action Plan and Sustainable Innovation activities, the DYO Dilovası R&D Center carried out a Life Cycle Analysis (LCA) study for 10 products, examining the environmental impacts of the products throughout their entire life cycle and completing the "Product Carbon Footprint" calculations. For 10 products, "Environmental Product Declarations (EPD)" were prepared, which are defined according to the TS EN ISO 14025 standard and quantitatively evaluate the environmental impact of products. With EPD documents, which are very important in LEED and BREEAM green building certification processes in the construction sector, the environmental impact of Dyo Boya products was declared and transparency was ensured.

DYO Oxymax, Dyo Boya's innovative interior wall paint, was cited by the World Coatings Council (WCC) at the British Coatings Federation (BCF) conference in 2022 as a "Good Practice Example" within the scope of the UN Sustainable Development Goal "Good Health and Well-being". DYO Oxymax improves the quality of the air indoors where it is used and creates a healthy atmosphere by absorbing formaldehyde in the closed environment by not containing volatile organic compounds and ammonia. With this product, Dyo Boya was recognized as one of the companies contributing to the sector in the first global sustainability report of the paint industry published by WCC.

The "Renksayar" system, which is developed by Dyo Boya and one of the company's innovative applications, enables customers to have an idea of how the selected colors will appear before painting the building. The system prepares 3D drawings or photographs of the building project in a computer environment, and then colors the exterior.



With the full capacity commissioning of Viking Kağıt's recycled paper production facility from beverage boxes from the beginning of 2022, production of 100% recycled, ecological RECYFIBER® tissue paper from beverage boxes started. While the fiber constituting 70% of beverage boxes is recycled to be used in the production of tissue paper, studies on the separation and recovery of PolyAl waste (consisting of polyethylene and aluminum layers) generated as a result of production are being carried out.

In 2022, new products were added to the organic, functional and vegan product portfolios of Pınar companies in line with changing consumer demands and expectations (organic burger, planty power burger, vegetable meatballs, falafel, etc.).

Within the scope of packaging R&D studies, by following the trends in sustainability and circular economy with a systematic approach, projects such as weight reduction in the entire packaging portfolio, material structure thinning, reduction of parcel paper weights through pallet arrangement and in-parcel quantity arrangement, transition to the use of low micron aluminum foil and localization continue. In addition to packaging optimization studies, recyclable packaging studies are also being carried out in cooperation with packaging suppliers.

**Yaşar Group R&D Units Platform**

In 2022, Yaşar Group R&D Units Platform was established with the participation of the managers of R&D Centers and R&D units of Yaşar Group companies and academics and managers from Yaşar University EU Center and Yaşar University Information and Technology Transfer Office. The platform aims to increase synergy among Group companies in the field of R&D, to expand university-industry cooperation areas and to ensure that Group companies benefit from domestic and foreign funds at the highest level.



**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	Dyo Boya	Viking Kağıt	Altın Yunus	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 System	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	✓	✓	-	-	✓	✓	✓	-	✓

Management Systems and Product/Service Compliance Certificates	System Certificate	Pınar Et	Pınar Süt	Pınar Su ve İçecek	YBP	Çamlı Yem	Dyo Boya	Viking Kağıt	Altın Yunus	Desa Enerji
Good Agricultural Practices	CTR	✓	-	-	-	-	-	-	-	-
Turkish Standards Compliance Certificate	TSE TSEK	-	-	✓	-	-	✓	✓	-	-
Good Agricultural Practices (İTÜ)	Aquaculture	-	-	-	-	✓	-	-	-	-
Blue Flag	-	-	-	-	-	-	✓	-	✓	-
Food and Packaging Safety Standard	BRC	-	-	✓	-	-	-	✓	-	-
Green Star	-	-	-	-	-	-	-	-	✓	-
Ecolabel	-	-	-	-	-	-	✓	-	-	-
Vegetarian Product Certificate	V-LABEL EU	-	-	✓	-	-	-	-	-	-
ESMA (UAE Standard)	ESMA	-	-	✓	-	-	-	-	-	-
US National Sanitation Foundation	BNSF	-	-	✓	-	-	-	-	-	-
Industrial Measurement Standard (UAE Standard)	IMS Certificate	-	-	✓	-	-	-	-	-	-

Management Systems and Product/Service Compliance Certificates	System Certificate	Pınar Et	Pınar Süt	Pınar Su ve İçecek	YBP	Çamlı Yem	Dyo Boya	Viking Kağıt	Altın Yunus	Desa Enerji
Compliance Assessment-General Requirements for Bodies Operating Certification of Persons	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	-	-	-	-	-	-	✓	-	-
Global G.A.P	CFM-AQUA	-	-	-	-	✓	-	-	-	-
Halal Food Certification	TS OIC/SMCI	✓	✓	✓	-	✓	-	-	-	-

\* Automotive Industry and Sub-Industry Quality Management System Certificate IATF 16949 is available only at DYO Çiğli Facility, and Personnel Certification System (TS EN ISO/IEC 17024) at DYO Dilovası Plant.

Management Systems and Product/Service Compliance Certificates	System Certificate	Pınar Et	Pınar Süt	Pınar Su ve İçecek	YBP	Çamlı Yem	DYO Boya	Viking Kağıt	Altın Yunus	Desa Enerji	Yaşar Bilgi
TSE Covid-19 Safe Production Certificate	TSE	✓	✓	✓	-	✓	✓	✓	✓*	✓	-
Zero Waste Certificate	Ministry of Environment, Urbanization and Climate Change (Basic Level)	✓	✓	✓	-	✓	✓	✓	✓	✓	✓

\* Altın Yunus has the Safe Tourism Certificate.



## Consumer and Customer Information and Ethical Marketing

Yaşar Group has adopted the principle of being ethical and transparent towards its customers and consumers in the promotion and marketing of products. Acting with a sense of responsibility in presenting the products to consumers through various marketing tools and paying utmost attention to the honesty and transparency of marketing communication, the Group provides the necessary information on all products and services offered to consumers through labels on product packages, advertisements, website and social media.

The Group companies are subject to different labeling rules according to the sectors in which they operate. Companies operating in the food sector share information about their food products with consumers through labels in accordance with the Turkish Food Codex Labeling Regulation and the Labeling Guide of the Turkish Ministry of Agriculture and Forestry. In the packaged water sector, product labeling and information are provided within the scope of the Regulation on Water Intended for Human Consumption issued by the Turkish Ministry of Health. Dyo Boya has been working on the classification, labeling and packaging of chemical substances in line with the SEA Regulation since 2014. While reducing volatile organic compounds in its products below legal limits, Dyo Boya continuously monitors the relevant studies with the Chemicals Working Group it established. Dyo Boya, which attaches utmost importance to the management of chemicals due to its operating sector, operates in accordance with the Turkish REACH (KKDİK), which entered into force in Türkiye in 2017 and harmonized the EU's REACH (Regulation on Registration, Evaluation, Authorization and Restriction of Chemicals), and completed the pre-registration of all relevant substances in 2021. Accordingly, it monitors employees' training and obtaining the relevant certificates. In 2022, 5 employees received the Chemical Assessment Specialist certificate.

Yaşar Group, which is a member of the "Association of Advertisers", fully complies with the Advertising Self-Control Board Principles published by the Association. The Group carried out product and service information and product labeling in full compliance with sector-specific regulations, relevant label regulations and voluntary rules in 2022 as well and did not experience any incident of non-compliance during the reporting period.

### Consumer and Customer Satisfaction

Yaşar Group, which carries out all its production and operational processes within the framework of legal regulations, Management Systems Standards and international standards, manages these processes in an efficient, innovative and sustainable manner with a consumer and customer-oriented approach. Meeting customer expectations, ensuring and increasing customer satisfaction by providing quality and safe products with a complete service in all fields of activity are among the Group's priority goals.

In order to measure consumer expectations and customer satisfaction, Group companies regularly conduct surveys and evaluate complaints, suggestions and other feedback received. In this context, customer relations are given utmost importance and communication channels such as telephone, e-mail, social media, website and mobile application are actively monitored to ensure that customers can easily communicate with the companies. In addition, companies also conduct post-service customer surveys to measure the satisfaction of their customers.

During the reporting period, companies such as Yaşar Birleşik Pazarlama, Dyo Boya, Pınar Su ve İçecek, which intensively collaborate with dealers in their sales activities, continued their activities to improve the quality of service provided by their dealers and thus customer satisfaction with an inclusive customer satisfaction approach.

### Pınar Communication Center

Operating with the principle of "Our Consumers and Our Customers Come First", which is one of the Yaşar Group's corporate values, Pınar Communication Center (PCC), which can be reached from anywhere in Türkiye at 444 76 27, answers, follows up and provides solutions to complaints, suggestions, information, criticism and thanks received from consumers via phone, e-mail, fax, letter and social media channels. In line with the importance given to inclusiveness in customer and consumer relations, visually impaired individuals can receive video support by showing the products to the operator, as well as audio support, and get information about the details of the products and their contents through PCC.

According to 2022 data, the successful call reception rate at PCC was **89.08%** while the customer satisfaction rate in this channel was **86.12%**.



### PınarOnline

The customer satisfaction of PınarOnline, the online sales platform of Pınar products, is as follows:

- Customer complaints submitted through [www.sikayetvar.com](http://www.sikayetvar.com), one of the channels through which customer communication is provided, continued to be resolved within 48 hours, and the panel utilization score was around 70%.

- The successful call reception rate via the Whatsapp communication line in 2022 was 90.74%.

- Customer Representatives Service Satisfaction Survey was started to be conducted.

### Dyo Boya

Dyo Boya, which makes a difference as the first company in its sector to obtain TS ISO 10002 certification, has updated its Customer Satisfaction Policy, which it has adopted since 2010 and shares its system certifications and related policies on its website in accordance with the principle of transparency.



- In 2022, overall customer satisfaction was measured at 90%.
- In a survey conducted in 2022 on the Dyolog website with the participation of 1,472 masters and 322 clerks, 89% of masters and 85% of clerks expressed their satisfaction with the Dyolog Loyalty System.
- A total of 4,871 hours of training was provided to 3,321 people through Construction Group Master Trainings, 58 people through Dealer and Dealer Staff Trainings, 90 people through Dyotherm Isoltaco Application Trainings, 75 university students and 94 architects.
- The transition to a new customer satisfaction-oriented loyalty system, which includes the complete renewal of the digital infrastructure of the Dyolog system, continued during the year.
- DYO E-Dealer application, a B2B (dealer to dealer) platform established to enable dealers to place orders via mobile devices and the internet, was expanded.
- Dyolog, OtoDyolog and Casati'm loyalty systems reached more than 84,000 members in total, special campaigns were organized for members through these systems, and an average member satisfaction rate of 83% was achieved.

**Yaşar Birleşik Pazarlama**

Yaşar Birleşik Pazarlama (YBP) regularly conducts customer satisfaction surveys in digital environment every year.

**YBP Customer Satisfaction Rates**



**Communication Channels and Publications**

In Yaşar Group companies, bulletins, magazines, newspapers, digital platforms and social media publications continued in 2022 in order to communicate with internal and external stakeholders, to inform and raise awareness of customers and consumers regularly.

**Online Publications and Social Media**

Social media channels and other online publications, which have developed and diversified in recent years, play an important role in the communication of Yaşar Group companies with their stakeholders. Stakeholders are reached through communication established through corporate and product accounts.

**Güzel Yaşa**

In 2022, Pınar Et continued to produce content on the "Güzel Yaşa" platform, which is prepared by the Company and published quarterly, where information that will improve the quality of life, current research, good ideas that make life easier, innovations in the field of sports and health, and healthy recipes are presented, through its website, social media accounts and weekly e-bulletin. With the belief that healthy nutrition and sports help to have a good time and live well in a social and cultural sense, Pınar Et brings Güzel Yaşa content to users through digital magazines, websites and social media accounts and sends weekly e-bulletins to its users through the membership system as well. By digitalizing the Güzel Yaşa content, the sustainability efforts of the Company and Yaşar Group were supported.

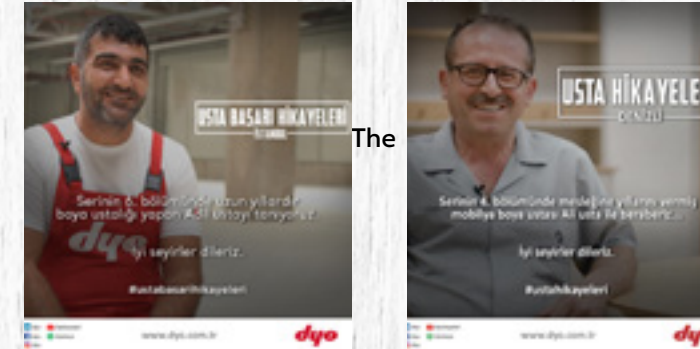
**Dyorum Blog**



In 2022, Dyorum Blog, which left the digital magazine format and continued its publishing life in blog format, continues to meet its readers with its rich content in the world of colors.

Published in 6 issues in 2022, Dyorum Blog was prepared with more than 50 content, including color and decoration trends, paint solutions and do-it-yourself suggestions. Dyorum Blog meets its readers through the dyo.com.tr website, DYO Facebook and Instagram pages.

**Dyo Master Success Stories**



Youtube content Master Success Stories series, which started broadcasting in 2020, continued in 2022 with the addition of 3 new episodes. The 2022 episodes of master success stories conveyed the stories of both construction paint masters and furniture paint masters to the audience and underlined DYO's product range for different sectors.

**Kısık Ateş**

Developed by Yaşar Birleşik Pazarlama, Kısık Ateş continued its communication activities through its website (www.kisikates.com.tr) and social media channels (YouTube, Instagram and Facebook) with the aim of becoming the "Digital Meeting Point of Gastronomy in Türkiye".



Kısık Ateş, which determines its target audience as professional chefs and chef candidates, academics, business owners and all individuals interested in gastronomy, carries out its activities to contribute to the sustainable and healthy development of our country's gastronomy and to transfer knowledge and experience between generations.

Yaşar Birleşik Pazarlama aims to create long-term brand loyalty starting from student life with the university visits organized, as well as to provide students with information that will broaden their vision by communicating with connoisseur chefs within the scope of the Kısık Ateş communication strategy. In 2022, 12 seminars were held with a total of 7 universities and vocational schools.



### Printed Publications

#### Pınar Newspaper

Pınar Newspaper is an important source of reference for producers, addressing topics such as livestock breeding, milk and meat technologies, animal health, sectoral developments, sustainable agriculture and social projects of Pınar group. The newspaper, which is published quarterly and includes content such as interviews with farmers and news from Pınar, is sent to Pınar's business partners. The entire archive of Pınar Newspaper with its new issue can be accessed at [www.pinar.com.tr](http://www.pinar.com.tr).

#### “Benim Pınarım” Magazine

Benim Pınarım Magazine has been published quarterly as an in-house publication exclusively for company employees since 2004. The magazine includes news about the Pınar brand, internal announcements, current information about employees and special content.

### Press Releases

Yaşar Group companies announce their corporate goals and strategies, sustainability understanding and projects, developments related to the companies, investments, new products introduced to the market, awards and achievements to their stakeholders through press releases. Companies' press releases are available on their websites.

### Innovation and Regulation Bulletins

Pınar Süt, one of the Yaşar Group companies, continues to regularly prepare and share innovation-oriented informative bulletins on innovative products, packaging and trending topics in the world and in the sector, and bulletins on changes in regulations with its employees.

### Sustainable Agriculture and Livestock Breeding

Yaşar Group, which focuses on sustainability in all its production and operational activities, encourages all stakeholders, especially producers, to ensure the sustainability of agriculture and livestock breeding, supports capacity building activities, and continues its activities with an ethical and responsible production approach without compromising quality and food safety. Group companies lead their sectors with sustainable and organic agricultural practices and animal welfare management systems that comply with national legislation and international quality standards. Innovative practices are continued in order to increase quality and efficiency, and investments are made in new technologies and digitalization in the field of agriculture and livestock breeding. In order to support sustainability in this field, the companies also carry out joint studies and projects with the relevant leading universities and research institutions by utilizing national and international R&D funds.

### PINAR INSTITUTE - “The Future of Our Milk is in Safe Hands” project



Within the scope of the “The Future of Our Milk is in Safe Hands” project, which has been carried out since 2014 under the leadership of Pınar Institute in cooperation with public-university-industry and aims to increase the knowledge of milk producers on topics such as animal health, nutrition, correct milking practices and financial literacy, more than 8,250 producers have been reached in 14 provinces in eight years. Within the project, a “Social Impact Survey” was also conducted to measure the changes in the perceptions, attitudes and behaviors of the producers trained and to reveal the differences in milk production practices. The project was included in the Impact Champions program by the United Nations Development Program (UNDP) Business Call to Action platform. Impact measurement and evaluation results of the project are monitored, and a report on the project activities is prepared every year and submitted to UNDP regularly. Details of the project can be found at [www.sutumuzungelecegi.com](http://www.sutumuzungelecegi.com).



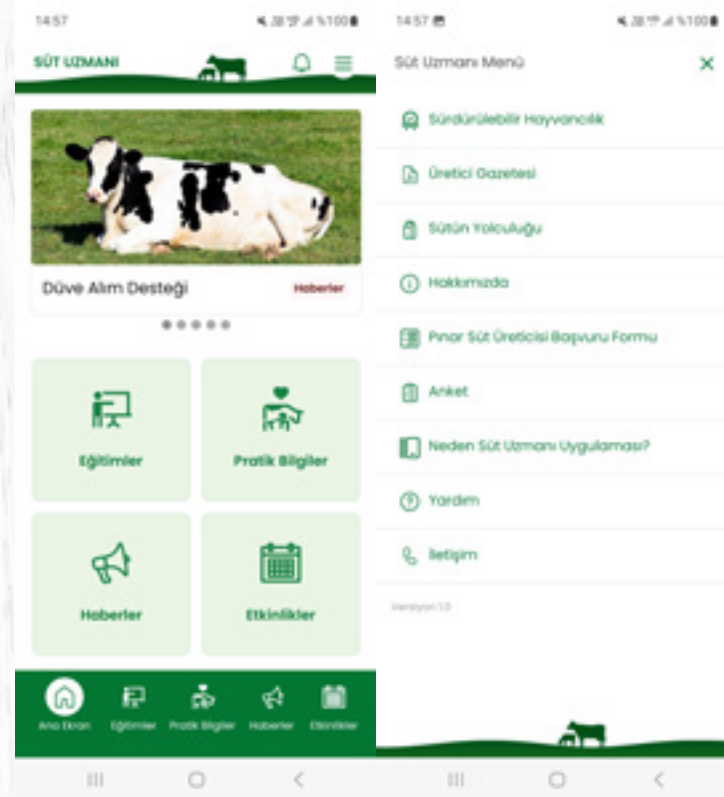
PINAR INSTITUTE - “Dairy Expert” Mobile Application



Pınar Institute launched the “Dairy Expert” mobile application in 2022, which aims to support the development of all stakeholders, especially producers, in order to contribute to the sustainability of the agriculture and livestock breeding sector.

The “Dairy Expert” mobile application was developed to support dairy farmers, increase their know-how, and encourage correct livestock breeding practices, and reach farmers who cannot be physically reached with training through digital means.

With “Dairy Expert” application, it is aimed to enable especially small-scale dairy farmers to implement the right practices in livestock breeding, to increase welfare with increased income and to increase their motivation to continue milk production.



PINAR INSTITUTE - “Young Farmer Vocational and Individual Capacity Building Program”



In line with the United Nations declaring the period of 2019-2028 as the “Development and Expansion Decade of Family Farming,” a protocol was signed between Pınar Süt and İzmir Directorate of Provincial Agriculture and Forestry in 2021 and work was started within the scope of the “Young Farmer Vocational and Individual Capacity Building Program.”

Within the scope of the program carried out by Pınar Institute in cooperation with Ankara University and Yaşar University, efforts are being made to ensure sustainability in family farming and to encourage young farmers to continue their profession. In 2022, 10 districts and

villages of İzmir, which was determined as a pilot region in the first stage, were visited by Ankara University Development Studies Research and Application Center (AKÇAM), Yaşar University Food and Agriculture Community volunteer students and Pınar Institute officials, and a survey study on “Young Farmers' Perceptions and Expectations Regarding Sustainable Agriculture and Rural Life” was conducted with young farmers aged 18-40. On October 12, 2022, following the event where the results of the survey were shared, a workshop on “The Future of Young Farming” was held with women producers and young farmers. In line with the results of the survey and workshop, it is planned to create an action plan for the development of sustainable agriculture and livestock breeding and to carry out studies in economic, social and educational fields for the development of young farming in Türkiye starting from the determined pilot regions.

## Social Investment

### Contribution to Local Economies

Yaşar Group, which considers contribution to the local economy as an important element of its responsibility in the value chain, takes care to procure the workforce and raw materials for its products and services by using local resources and regularly creates employment opportunities in its operating regions with its “local employment” policy while providing a regular source of income for local suppliers and producers. Especially in the livestock breeding sector, the Group collaborates with local producers within the scope of a wide supply network ranging from the smallest-scale family businesses to large-scale farms and sets an example for its sectors with the local development models it established. Group companies support their suppliers and producers to keep up with the developments and innovations in their sectors, carry out training and awareness-raising activities to that end, and encourage them to take remedial action through regular audits and evaluation visits.

In the reporting period, companies continued their localization efforts in response to increasing costs and difficult logistics conditions due to the economic and political crises in the world as well as the climate crisis. In 2022, the share of local suppliers in total purchases was 100% at YBP, 100% at Desa Enerji, 98% at Pınar Su ve İçecek, 95% at Çamlı Yem, 94% at Pınar Et, 89% at Altın Yunus, and 25% at Dyo Boya. All of Pınar Süt's raw milk purchases and 92% of its production and operations supply other than raw milk were realized from the domestic market.

## Social Investment Activities

### Pınar Children's Theater

Pınar Children's Theater, which has reached more than three million children free of charge throughout Türkiye in the 35 years since its foundation, aims to contribute to the cultural and personal development of children in every play.



Pınar Children's Theater, which is the first children's theater to tour 81 provinces of Türkiye, also serves as a school in bringing many famous actors to the art of theater. All plays staged by Pınar Children's Theater, which met with children in Eskişehir, Denizli and Kütahya as part of its summer tour in 2022, can be accessed on the YouTube channel “Her Şey Çocuklarımız İçin” at [www.youtube.com/@herseycocuklarimizicin](http://www.youtube.com/@herseycocuklarimizicin).

## International Pınar Children's Painting Contest

The International Pınar Children's Painting Contest, which is organized to increase the interest of primary school children in the art of painting and to discover the painters of the future, was held for the 41st time in 2022.



The Contest, whose theme was determined as “The World Through My Eyes” within the scope of sustainability goals, was planned as a campaign to raise the awareness of participating students, teachers and parents on environmental problems and sustainability, and its slogan was determined as “Take action for the future; paint your dream world”. The 32 paintings selected in the contest and 55 works deemed worthy of exhibition by the jury were presented to visitors through the “Virtual Exhibition” on the website [www.pinar.com.tr](http://www.pinar.com.tr), and a video of the exhibition was broadcast on the “Her Şey Çocuklarımız İçin” YouTube channel. The winning works of the contest were also exhibited in shopping centers with high visitor traffic in Izmir and Istanbul.

## Pınar Children's Painting Workshop

Pınar Children's Painting Workshop met with little painters at ArtContact Istanbul, held between May 26-29, 2022 at Yenikapı Dr. Architect Kadir Topbaş Show and Art Center. With Pınar Children's Painting Workshop, which encourages children's interest in the art of painting with the workshops it established, children reflected their imaginary worlds in their paintings throughout the fair.

## Pınar Karşıyaka Basketball Team

Pınar has been the main sponsor of the Karşıyaka Basketball Team since 1998 in order to increase the interest of young people in sports and to support the development of basketball in our country. The Pınar Cup Tournament, which is traditionally organized every year on behalf of Pınar Karşıyaka, was held on September 22-24, 2022 at İzmir Mustafa Kemal Atatürk Karşıyaka Sports Hall with the participation of Fenerbahçe Beko and Prometey from Ukraine. With the support given to the infrastructure of the Karşıyaka Basketball Branch, Pınar helped over 25 thousand children engage in sports so far. In addition to the main sponsorship of Karşıyaka Basketball Team, Pınar also continues to support different sports branches.



Cooperation between DYO and Aura Istanbul Architecture and Urbanization Research Academy



The AURA Istanbul Architecture and Urbanization Research Academy cooperation, which started in 2018, continued with the AURA Crea “Izmir: Colors of History” contest, AURA Suare Design Talks “Chalie Hailey”, AURA Crea “Iasos: Marketplace and Welcome Center” contest and the AURA Renkli DYologlar Panel in 2022. With the support of Dyo Boya, the exhibition of the Contest Projects of the Iasos Visitor Welcome Center, which is planned to be built in and around the Iasos Ancient City under the Milas Municipality “Cultural Heritage and Environmental Values Protection Program”, met with visitors at Kıyıkışlacık Fish Market Museum. The second of the Renkli DYologlar series was held in 2022 with the support of Dyo Boya, moderated by AURA Istanbul and hosted by Yaşar University. In the panel moderated by Architect Yılmaz Değer, one of the founders of AURA Istanbul, the speakers, Painter Ömer Yiğit Aral, Architect Ahmet Tercan and Graphic Design Historian Sinan Niyazioğlu discussed the theme of “color” from the perspective of art, architecture and design disciplines and shared it with students and faculty members.

Yaşar Education and Culture Foundation

Yaşar Education and Culture Foundation, which was established by Durmuş Yaşar in 1974 in Izmir to support the development of society in the fields of education, culture and arts, and whose activities have diversified with the vision of Selçuk Yaşar, continues its activities by increasing its impact every year. Yaşar Group, which carries out activities in education, culture-arts and sports in the social dimension of sustainability, contributes to the welfare of the society and the improvement of the quality of life of individuals with the projects it carries out by taking voluntary initiative.

Education Services

Educational Scholarships

Yaşar Education and Culture Foundation, which provides scholarships to talented, hardworking, successful and needy graduate, undergraduate and postgraduate students studying in various departments of universities and secondary education students in Anatolian Vocational High Schools, has so far provided scholarships to approximately 7,000 students completely free of charge.

Education Investments

Yaşar Education and Culture Foundation continues to invest in education with the support and cooperation of the Ministry of National Education. Since its foundation, it built 8 schools, including Anatolian High School, Vocational and Technical Anatolian High School, Special Education Center and Business Application Center in İzmir, Diyarbakır and Eskişehir provinces, and built science and language laboratories, sports and cultural facilities, libraries and offered them to the service of national education.

Congresses and Symposiums

The Foundation, which organizes symposiums and congresses within the framework of its educational activities, continues to conduct and publish scientific studies in various fields. In this context, the Foundation organized two panels in 2022.

- “Urbanization and Architecture from Symrna to Nysa” Panel  
In the panel held on April 12, 2022 at Yaşar University, urbanization and architectural development were explained with examples from the ancient cities of Old Smyrna, Smyrna and Nysa.

- “Çatalhöyük in the Light of New Findings” Panel  
New developments and findings in the Çatalhöyük excavations, which have been supported since 2019, were shared at the panel held at Yaşar University on April 28, 2022.

Atatürk Studies

Yaşar Education and Culture Foundation defines one of its main duties as conducting research and compilations in cooperation with scientific and research institutions established in this field to better introduce Atatürk’s personality, principles and historical role to the society and the next generations. The Foundation undertakes the publication and promotion of these studies in Turkish and foreign languages and has published works on Atatürk by various scientists accordingly. The Foundation supports scientific activities such as symposiums, panels and seminars on Atatürk and provides Atatürk corners in various educational institutions.

## Culture Services

Yaşar Education and Culture Foundation carries out creative, compiling, protective, promotional and encouraging activities in the fields of science, culture and arts. Within the framework of these activities, it organizes contests, awards prizes and publishes works in the fields of science and arts. As part of cultural services, the Foundation supports the art of painting and archaeological excavations in Türkiye and produces cultural publications.

### S. Yaşar Painting Museum and Art Gallery

The Foundation undertakes an important role in the promotion and protection of cultural assets in Türkiye by pioneering the establishment of museums and the opening and operation of art galleries. The S. Yaşar Museum, one of the most valuable examples in this field, was opened in 1985 as the first private painting museum in Türkiye. The Selçuk Yaşar Art Gallery, which was opened on the lower floor of the Museum, was put into service in 1990. To date, 286 exhibitions have been held and 36 catalogs have been published in the Gallery, where exhibitions of master artists are held and talks are made throughout the year. In addition to being Türkiye's first private painting museum, the Museum, which is also important in terms of initiating the initiative of private sector organizations to communicate with large public masses, presents a panorama of half a century in Turkish Painting Art with its collection of paintings awarded at the DYO Art Awards and other works of art.

### Yaşar Museum



Yaşar Education and Culture Foundation continues its efforts to bring a new museum to Izmir and the region. The survey, restoration and restitution project works of the

building owned by the Foundation and registered as an "Immovable Cultural Heritage under Protection" in Umurbey Neighborhood of Konak District of Izmir have been completed. In the "Yaşar Museum", which has an area of approximately 6,000 m2, the award-winning works of the DYO Art Awards, as well as the carpet-rug collection of the Aegean region and 1,185 archaeological artifacts will be exhibited, and the Museum will also host periodical exhibitions. The museum is planned to open in the last quarter of 2023.

## DYO Art Awards

The DYO Art Awards competition, which was first launched in 1967 in order to contribute to the development of the art of painting in our country and to motivate and encourage young people, started to be organized across Türkiye in 1973 and has been open to international participation since 1999, has been held by Yaşar Education and Culture Foundation since 1993. In the works participating in the competition, it is possible to compare the today's works of master painters with the works of their youth, to see the change in their view of colors, the reflection of new trends in their works, the current developments in the national and international art world, and the reflection of new trends and research on their works. In the 55-year history of the competition, 16,088 artists participated in the competition with 26,865 works, 214 works received awards and more than 3,000 works were exhibited.

Organized in 2022 with the theme of "Nature and People," the 39th DYO Art Awards, which continues to add value to Türkiye's art history and open new horizons for artists, attracted applications from 704 artists with 1,066 works.

In addition to Türkiye, artists from Iran, Azerbaijan, Germany, Chile and Bulgaria also participated in the competition. The selection committee of the competition included valuable names from the world of art, education and press such as Habip Aydoğdu, Prof. Hayri Esmer, Assoc. Prof. Dr. Devabil Kara, Prof. Cebrail Ötgün, Prof. Dr. Ferhat Özgür, Prof. Mümtaz Sağlam and Journalist İhsan Yılmaz. While the Selection Committee deemed 6 works worthy of an award, 79 works were deemed worthy of exhibition.

85 works, which were awarded and found worthy of exhibition at the 39th DYO Art Awards, continue to meet with art lovers in different cities of our country. The works exhibited on multi-colored walls with the exhibition themes determined by curator Seda Yörüker as "Ben, İnsan", "Ah Bach! Ritmi Yakala", "Orada Kimse Var mı?", "Rüya", "Eşyanın Ağırlığı" and "Zamanın İzi" met with art lovers at Istanbul Tophane-i Amire Culture and Art Center in October-November 2022, Eskişehir Atatürk Culture, Art and Congress Center in December 2022-January 2023, and Ankara CER Modern in February-April 2023. The works, which will be exhibited at the Sakıp Sabancı City Museum in Mardin between May-September 2023, will then meet with art lovers at the Yaşar Museum, which will be newly opened in Izmir.



Poster of the 39th DYO Art Awards Exhibition with the theme "Nature and Human"

### Altın Yunus Art Workshops

Within the scope of "Altın Yunus Art Workshops" organized at Altın Yunus Art Street in cooperation with Yaşar Education and Culture Foundation and Çeşme Altın Yunus, painting workshops were held in 5 workshops in 4 periods with 20 young and successful artists who participated in DYO Art Awards. Art lovers had the opportunity to visit the workshops during the day to watch the works and meet the artists.

### Support for the Protection of Cultural Heritage



Ancient City of Nysa

Yaşar Education and Culture Foundation, which has been supporting the excavations of the Ancient City of Nysa in Sultanhisar District of Aydın since 1998 under the direction of Assoc. Prof. Dr. Serdar Hakan Öztaner on behalf of Ankara University, has been contributing to the excavations of the Old Smyrna since 2015 as well. The excavations in the ancient city, also known as Bayraklı Mound, are being carried out under the direction of Prof. Dr. Cumhuri Tanrıver on behalf of Ege University. Since 2017, the Foundation has been supporting the excavations of the Ancient City of Smyrna in the excavation and restoration works of the 19th Century Ottoman Han building in the Smyrna Agora Ruins in Konak District of İzmir, under the direction of Assoc. Prof. Dr. Akın Ersoy, Staff Member of Turkish Islamic Archaeology Department at Katip Çelebi University.



Ancient City of Smyrna

The Foundation, which plays an important role in the continuation of archaeological excavations, has been supporting the Çatalhöyük excavations in Çumra district of Konya since 2019, which are carried out by Assoc. Prof. Dr. Ali Umut Türkcan on behalf of Anadolu University.



Çatalhöyük Excavations



Old Smyrna

### Selçuk Yaşar Sports and Education Foundation

Established in 1998, Selçuk Yaşar Sports and Education Foundation operates with the aim of establishing and operating a university, providing funds for its establishment, making investments in the fields of sports and sports education, establishing and operating facilities, participating in joint works with public and private law institutions established for these purposes and sponsoring the activities of public institutions.

### Yaşar University



Founded by the Selçuk Yaşar Sports and Education Foundation in 2001, Yaşar University continues its education activities, which started in the 2002-2003 Academic Year, with a total of 7,283 students, including 327 international students from 56 different countries through exchange programs, and a total of 632 members, including 441 academic and 191 administrative staff in the 2022-2023 Academic Year.

Yaşar University, which graduated a total of 1,428 students in the 2021-2022 academic year, pays utmost attention to the development of its academic staff and continues its activities successfully with the Innovative Teaching and Learning Center, which was established to enable young academics to provide pedagogically higher quality education. At the University, where great importance is attached to ensuring that the education programs are in line with the requirements of the age, the education programs are constantly updated in line with the sector and needs analyzes conducted periodically.

### Faculty of Agricultural Sciences and Technologies

Yaşar University Faculty of Agricultural Sciences and Technologies, which started education in two departments in the 2021-2022 academic year, is a pioneering example in this field. The Faculty of Agricultural Sciences and Technologies, which cooperates with Wageningen University and Research Center, which is considered a world brand in the field of agricultural sciences and technologies in the Netherlands, aims to bring young people who are experts in their field, receive a strong vocational education, gain practical experience through long-term internships, speak English and can thus follow global developments, into the agricultural sector.

Yaşar University has also realized the following projects to contribute to sustainable agriculture and livestock breeding.

#### AgTech:

Yaşar University carries out studies within the scope of "AgTech7: A Knowledge Alliance of Agribusiness, Academia and Business Angels for Disruptive Farm-to-Fork Agri-tech Training Project" as part of the EU Erasmus+ Knowledge Alliances Program. The University succeeded in being one of the 33 projects supported in the program, which received a total of 195 applications.

#### RiEcoLab:

The "RiEcoLab - Responsible Innovation-led Entrepreneurial University Transformation Centers (Ecosystem Integration Labs)" project, in which Yaşar University is a partner, has been one of the 23 projects entitled to receive funding within the "Building Innovation Capacity for Higher Education" call published for the first time by the European Institute of Innovation and Technology.





## Entrepreneurship and Innovation Activities

In 2022, 147 project applications were made to the 3rd term TÜBİTAK 1512 Individual Young Entrepreneur (IYE) program, and 6 entrepreneur projects were entitled to be supported and receive a grant of TRY 2.7 million. As an IYE Implementing Organization, the IYE Program, which also benefits entrepreneurs coming through universities in and around Izmir, is managed by the University's Information and Technology Transfer Office (BTTO) unit. More detailed information about the program can be found at <https://t-bigg.yasar.edu.tr>.

The Entrepreneurship Board, which evaluates and decides on project applications to the MINERVA Incubation Center, which provides support to entrepreneurs within BTTO, has held a total of 41 sessions so far and admitted 112 entrepreneurial teams to the center. Currently, 27 entrepreneurial teams continue their activities in the center. Details of BTTO's activities can be found at <https://btto.yasar.edu.tr>.

## YUTECH

YUTECH (Yaşar Üniversitesi Bilgi ve Teknoloji Yönetim Tasarım ve Danışmanlık A. Ş.), which started its activities at the beginning of 2020 to carry out effective cooperation projects with other stakeholders in the Izmir R&D and innovation ecosystem, applied to the TÜBİTAK IYE + SME MENTOR Program Call in the last quarter of 2022 and became one of the 22 implementing organizations for a 2-year period until the end of 2024.

YUTECH continues to mature prospective projects that can be collaborated with universities, to ensure that academics take part in these projects as consultants/mentors, to work for the commercialization of the outputs of R&D and design projects carried out in incubation centers and technoparks and scientific research projects carried out at the University in cooperation with industrial organizations and investors, and to be a stakeholder on behalf of or together with the University in Development Agency and social responsibility projects suitable for the academic potential of the University.

## Number of public university-industry cooperation projects in 2022: **67**

In line with the impact of the fast-growing game industry on the gamification of architectural and engineering designs, work has been initiated to establish a Game Technologies Center in 2022 together with EĞİAD angels, İZFAŞ and Digigames.

## Food, Climate Crisis and Sustainability Studies

### “Leave No One Behind” Event with Efficient, Inclusive, Sustainable and Resilient Agri-Food System

Yaşar University Faculty of Agricultural Sciences and Technologies hosted the “Leave No One Behind with Efficient, Inclusive, Sustainable and Resilient Agri-Food System Event” held in October 2022 as part of the World Food Day of the Food and Agriculture Organization of the United Nations (FAO) in order to prevent the food crisis, one of the most important issues threatening future generations.

### Blue Talk Türkiye

The “Blue Talk Türkiye - Sustainability” Panel, organized in May 2022 in cooperation with Yaşar University and the Embassy of Portugal, was held with the participation of the Ambassadors of Portugal and Kenya. The event aimed to contribute to the goal “Conserve and Sustainably Use the Oceans, Seas and Marine Resources” within the scope of “Life Below Water”, the 14th of the Sustainable Development Goals established by the United Nations.

### Green Energy: The Danish Model

In the “Green Energy: the Danish Model” panel organized at Yaşar University in April 2022, the project to provide electricity to 20 million households by establishing energy islands in the North Sea was evaluated. Since Türkiye is also rich in renewable energy resources, Yaşar University, with the support of the embassy, has started to work on developing more partnerships with Denmark and educational institutions.

### Energy Management Systems Certificate

Yaşar University, which signed the United Nations Global Compact, implemented the “İyilik Ormanı” as part of the “İzmir’de İyilik Var” project, and donated saplings on behalf of the participants instead of giving them a plaque or certificate of appreciation at its events, became the first university to obtain TS EN ISO 50001 certificate in 2016. Yaşar University renewed its Energy Management System Certificate in 2022 with its performance and saving practices. The University, which also organizes trainings and seminars to improve energy performance and use energy types more efficiently, continues projects aimed at saving the University's electricity, natural gas and water consumption values.

### Zero Waste Certificate

Yaşar University has been entitled to receive the “Zero Waste Certificate” issued by the Ministry of Environment, Urbanization and Climate Change thanks to its Zero Waste Management System. Separating waste at different points on campus and establishing collection stations, Yaşar University has contributed to the recycling of tons of recyclable waste from paper to glass, plastic to metal. Yaşar University, which continues its projects and studies on environmental sustainability within the framework of the sustainability principle in its strategic plan, maintains its work in this context with the Green University Operation Working Commission it established. The Commission carries out studies to plan the formation of a green campus, prevent environmental pollution, manage renewable energy and sustainable resources, reduce the carbon footprint of the campus, increase recycling and reduce waste.

### Activities of the Central Directorates

Yaşar University was involved in 135 projects supported under EU and other international grant programs to date and has developed strong ties with stakeholders from other universities, research institutions, public institutions, civil society and business world in these projects. The EU projects conducted are designed in line with the Sustainable Development Goals and address different sustainability goals such as gender equality, affordable and clean energy, industry, innovation and infrastructure, reduced inequalities, sustainable cities and communities.

#### Jean Monnet Center of Excellence (EU Center)



Yaşar University  
European Union  
Research and

Application Center was selected as a “Jean Monnet Centre of Excellence” by the European Commission as a result of the application made in 2022. Jean Monnet European Centres of Excellence are the most prestigious support mechanism for new studies and research to institutions and research centers competent in research and education activities on European Union (EU) related topics. The Center closely follows the EU integration process and develops international collaborations between Yaşar University and European research institutions through European education, training and research projects. Details and academic outputs of the projects are available on the center's website (<https://euc.yasar.edu.tr>).

In 2022, 32 EU-funded projects were carried out addressing the University's research and education priorities such as innovation, migration, entrepreneurship, digitalization, energy, gender equality, diversity, environment, sustainable agriculture, social responsibility. With the support of the center, 34 new project applications were prepared for new project calls and 15 projects were awarded grants. Yaşar University Jean Monnet Centre of Excellence will offer training and research activities in three main themes, namely “migration”, “youth” and “culture” under the title of diversity between 2022 and 2025.

#### Jean Monnet Chair

The Jean Monnet Chair entitled “Migration in Türkiye-EU Relations” conducted by Yaşar University European Union Research and Application Center Directorate was successfully completed in 2022. The project aims to bring together representatives from different sectors of migration governance and deepen knowledge on European integration and studies from the perspective of migration issues in Europe.

#### CALIPER - Research and Innovation for Gender Equality

Started in 2020 and coordinated by the EU Center, the EU Horizon 2020 project “CALIPER - Research and Innovation for Gender Equality” aims to increase gender equality in academia and research institutions through the development and implementation of Gender Plans in institutions. In this context, Yaşar University Gender Equality Plan (GEP) has been developed and awareness trainings are being organized for the University staff. Detailed information can be found at <https://caliper-project.eu/gender-equality-plans-yu/>.



**CSW66 - PARALEL ETKİNLİĞİ**  
**EKOFEMİNİZM VE CİNSİYET EŞİTLİĞİ**

Kırmızı Biber Derneği, BM Kadın Statüsü Komisyonu 66. Oturumunda (CSW66) paralel etkinlik olarak “Ekofeminizm ve Cinsiyet Eşitliği” konulu bir panel düzenleyecek. 22 Mart 2022’de Türkiye saatiyle akşam 20:00’de yapılması planlanan panel, iklim değişikliği ve çevre felaketlerinin kadınların yaşamları üzerindeki etkilerini, kesimsellik ve ekofeminizm marçeginden ve aynı zamanda kadınların çevre ve iklim hareketlerine katılımı ve mücadelesi üzerinden inceliyor. Konuşmacılar, sunumlarında konuyu ulusal ve küresel perspektiften ele alacak. Türkiye ve dünya örneklerinden yol çıkararak, zorlukları, hükümet politikalarını, derin stratejilerini ve politika değişikliği için uğraşmaları ve başarı alanlarını ele alacaklar.

**Welcome**  
Fatma Aytaç, Başkan, Kırmızı Biber Derneği  
**Moderatör**  
Prof. Dr. Hüray Tokar, YÜKAM  
**Konuşmacılar**  
Prof. Prage West  
Daire Tav, Bernard College Antropoloji Profesörü ve Columbia Üniversitesi Sosyal Farklılık Araştırmaları Merkezi Direktörü  
Süheyla Doğan, EKOLOJİ BİRLİĞİ Temsilcisi  
Özlem Özdemir Eroğlu, Peşaj Yürütücüsü, Peşaj Araştırmaları Derneği  
Lydia Bernard-Jones, Üye, Soruşturma ve İncelme Komisyonu

Tüm katılımcıların aşağıdaki linkten kaydolması gerekir:  
<https://us09web.zoom.us/j/8796811770?pwd=Q0M0OzZlYkRjNzRlMmFkdDZlODZrOQ==>  
Kayıt olduktan sonra, katılımcılar e-posta adreslerine bir etkinlik bağlantısı alacaklardır.  
Etkinlik, Zoom konferans platformu üzerinden çevrimiçi olarak gerçekleştirilecektir.  
Etkinlik dil İngilizce olacaktır. Türkçe tercümesi yapılacaktır.  
Herhangi bir sorunuz varsa, [kirmizibiber.csw@gmail.com](mailto:kirmizibiber.csw@gmail.com) adresinden ile iletişime geçebilirsiniz.

**22 MART 2022 12:00-14:00**  
**ABD DOĞU ZAMAN DİLİMİ (GMT -5)**  
**20:00-22:00 TÜRKİYE SAATİ (GMT+3)**

Yaşar Üniversitesi Kadın ve Aile Çalışmaları Uygulama ve Araştırma Merkezi (YÜKAM)  
Ortak Sponsorluğunda, Kırmızı Biber Derneği Tarafından Organize Edilmiştir.



### YÜKAM - Yaşar University Research Center for Women's and Family Studies

Yaşar University Research Center for Women's and Family Studies (YÜKAM), which was established in 2020 to draw attention to issues arising from gender inequality, raise awareness, and develop collaborations through projects and scientific activities, carries out awareness raising activities both within the University and in the region and cooperates with international higher education institutions.

In this context, in 2022, a panel with international participation was organized on 8 March International Working Women's Day, participation was made in the project carried out by the Izmir Journalists Association as an expert, IWCUS22 Congress was attended, CSW66 “Eco-feminism and Gender Equality” joint panel was held at the United Nations Commission on the Status of Women in partnership with YÜKAM and Red Pepper Association, and the talk on “Democracy, Human Rights and Inclusion” was moderated within the 25 November International Day for the Elimination of Violence against Women.

YÜKAM provided training to the members of Yaşar Group “Eşit Yaşar'ız” Gender Equality Working Group and carried out gender themed awareness trainings with Altın Yunus and Yaşar Birleşik Pazarlama, Yaşar Group companies. In addition, Yaşar Group's corporate communication, marketing and human resources departments' employees were also trained in the relevant field.

Yaşar University Student Societies and Sports Activities



In the 2021-2022 academic year, more than 100 social, cultural and academic activities were organized with 37 student societies at Yaşar University.



Yaşar University participates in inter-university competitions in women's and men's basketball, women's volleyball, beach volleyball, American football, swimming, tennis, chess, flag football, athletics, gymnastics, archery, fencing, e-sports, underwater diving, sailing, mountaineering and sport climbing. In the 2021-2022 academic year, many championships and degrees were achieved in various branches.

UNDER THE GUIDANCE OF NATURE  
**FOR a better LIFE**

**Living things...** Many living things interact with trees in nature. Trees become a home for birds and bees, birds protect trees from harmful insects, bees carry tree seeds far away and multiply them. Biodiversity is protected through mutual cooperation. Forests host more than 80% of the world's terrestrial biodiversity with the plant and animal species they accommodate.



# CARING FOR BUSINESS PARTNERS

Supply Chain Management



## Sustainable Supply Chain

Yaşar Group, which has a very wide stakeholder map covering different segments of the society, supports regional development and local economy with its widespread supply chain and export volume, added value it creates and direct and indirect employment it provides, sees spreading its understanding of sustainability to its business partners with whom it interacts as an important responsibility beyond its own corporate structure, operations and products.

In the management of the supply chain, which has a direct impact on product and service quality, the Group companies work in line with the policy of “management of environmental, social and economic impacts of products and services throughout their life cycle and promotion of good governance practices” and manage the entire value chain from raw material procurement to the delivery of products and services to customers and consumers with a holistic approach within the framework of responsible business conduct.

In the process of selection and evaluation of business partners, Yaşar Group companies consider factors such as compliance with legal regulations, quality, human rights, ethics, occupational health and safety, working conditions, food safety, animal welfare, environmental protection, social impact and business continuity. While providing the necessary support for the commercial and operational growth of its business partners, it also encourages systems and practices that enable them to manage their environmental and social impacts in their operations and periodically evaluates its business partners according to the criteria of sustainability principles.

Group companies encourage compliance with environmental quality standards, legal regulations and the UN Global Compact through clauses added to supplier agreements. While selecting the suppliers with whom they will collaborate, companies are based on compatibility with Yaşar Group corporate values and sustainability understanding.

In supplier selection and evaluation processes, the existence of certificates in accordance with ISO 14001 Environmental Management System and SA 8000 Social Responsibility Standard or equivalent standards are taken into consideration in the general scoring of the supplier. Within the scope of performance evaluations of suppliers, on-site supplier audits are carried out, suppliers are encouraged to make the necessary improvements as a result of the audit, and supplier development is supported by following up corrective action plans.

### Pınar Supplier Principles Guide

With the Pınar Supplier Principles Guide, which has the main headings of Compliance with Laws and Regulations, Human Rights, Fair Working Standards, Environmental Responsibility and Commercial Integrity and is compatible with the UN Global Compact, the compliance of the suppliers of Pınar companies with the principles specified in the guide is signed, and their compliance with sustainability principles is evaluated in periodic supplier audits.

Supporting regional and local development with business models that support local suppliers, Yaşar Group prioritizes the procurement of raw materials from local producers and carries out studies to improve the conditions of suppliers, increase product quality and increase their income accordingly. Yaşar Group companies have the priority of working with local suppliers in sustainable supply management.

**”**  
In 2022, the share of local supplier is 100% in YBP, 100% in Desa Enerji, 98% in Pınar Su ve İçecek, 95% in Çamlı Yem, 94% in Pınar Et, 89% in Altın Yunus and 25% in Dyo Boya. All of Pınar Süt's raw milk purchases and 92% of its production and operations supply other than raw milk were realized from the domestic market.

## Business Plastic Initiative

Yaşar Holding, one of the first signatories of the “Business Plastics Initiative” established in 2019 by TÜSİAD, Sustainable Development Association and Global Compact Türkiye in voluntary cooperation, announced the target of 90 tons of plastic reduction by the end of 2023 together with Pınar Et and Pınar Su ve İçecek companies. Packaging R&D projects are being carried out with suppliers to use recycled packaging, to reduce the use of plastic in packaging and to ensure that the packaging used is recyclable. The target of 90 tons of plastic reduction by the end of 2023 was achieved by the end of 2021, and the plastic reduction reached 144.7 tons by the end of 2022 within the scope of the IPG target.



## SDG Innovation Program

Yaşar Holding, which participates in the “SDG Innovation for Young Professionals” program conducted by the UN Global Compact, carries out solution-oriented studies with young sustainability representatives under age of 35 from different Group companies. With the program, it is aimed for companies to carry forward their sustainability efforts on a problem specific to them and to design sustainable business models, initiatives and products by strengthening innovation. The project topic to be worked on in line with Yaşar Holding's sustainability goals has been determined as “developing sustainability practices in suppliers”. In this context, it is planned to determine the sustainability maturity of suppliers through surveys, to carry out collaboration programs with suppliers that have a high carbon emission impact on product life cycles, especially packaging suppliers, and to carry out joint projects and training/development activities on sustainability topics.

#### Pınar Et

Pınar Et develops collaborations with organizations that comply with Yaşar Group's sustainability approach when choosing suppliers. Suppliers that comply with the principles of the Group are evaluated by taking into account factors such as Food Safety, Quality, Environment, Occupational Health and Safety, Energy Management. Organizations wishing to become suppliers by developing collaboration with Pınar Et first declare that they will comply with the principles of the Company by signing the Supplier Principles Guide. This guide provides information to supplier candidates and existing suppliers about the standards to be complied with and the Group's basic sustainability understanding.

Pınar Et evaluates its suppliers not only when entering them into the system, but also throughout the entire working process. In Pınar Et's Supplier Evaluation System, candidates or existing suppliers are carefully examined and audited by professional teams, and suppliers that comply with the criteria are scored out of 100. After the evaluations, suitable suppliers are included in the system, and then collaborations are realized. Relations with existing suppliers are examined through regular audits, and collaborations are maintained in case of continued compliance.

Pınar Et also supports its suppliers to create tracking systems to monitor and reduce their energy and water use. Accordingly, an ESG criteria form for energy and water use was prepared in 2022 in order to raise awareness of suppliers about the effects of climate change and to ensure that they monitor their environmental impacts. With this form, suppliers are asked to identify their consumption and set targets to reduce these impacts.

#### Pınar Süt

Pınar Süt works with more than 20,000 raw milk producers in Türkiye for sustainable, high quality and healthy production. The company, which produces at European Union standards, carries out studies to develop its suppliers for healthy milk production and sustainability of the sector.

The **"Future of Our Milk is in Safe Hands Project"**, which has been carried out since 2014 with the cooperation of public-university-industry under the leadership of Pınar Institute with the aim of sustainable agriculture and livestock breeding, where dairy farmers are supported with trainings; the **"Dairy Expert"** mobile application developed for small producers to support dairy farmers, to increase their knowledge, to encourage correct animal husbandry practices and to reach farmers who cannot be physically reached with training; and the **"Young Farmer Vocational and Individual Capacity Building Program"**, which was implemented to encourage young farmers to stay in agriculture, are among the important projects for the development of suppliers and producers.

Apart from raw milk producers, in 2022, Pınar Süt worked with approximately 1,880 supplier companies that can provide materials in accordance with Pınar quality criteria in line with Pınar Süt Purchasing Regulations and Procedures.

Pınar Süt cooperates with local suppliers and producers close to the factory locations to reduce the carbon emissions generated during the logistics process and to manage the environmental impact. In service procurement operations, suppliers with TS EN ISO 14001 certification are being preferred.

Pınar Süt started to use robotic process automation in technical materials in the last quarter of 2020 in order to increase the use of technology and artificial intelligence. In 2022, it received commercial offers from approved suppliers for a total of 12,453 materials in its Izmir, Eskişehir and Şanlıurfa factories through robotic processes. The second phase of the project, which is the process of "performing bid request review in the system via robot", is ongoing.

#### Dyo Boya

Dyo Boya considers many factors in supplier selection, from quality and service to sustainability and time planning and continues to contribute to the development of its suppliers through audits and practices it realizes. With the Yaşar Group's motto "Caring for Business Partners", Dyo Boya conducts risk analyzes in line with the needs and expectations of its suppliers and prepares action plans based on the data obtained. Dyo Boya evaluates its suppliers at regular intervals and also conducts reviews within the scope of TS EN ISO 14001.

Dyo Boya continued to purchase from over 300 suppliers in 2022. The Company continued to develop projects with its business partners to contribute to the circular economy and improve its environmental sustainability efforts. In this context, **30% recycled materials** have started to be used in some product packaging, and a reduction in the use of plastic was achieved through the **optimization of packaging size project**. In 2022, the Company also contributed to the circular economy with the **"Packaging Simplification"** project in the use of metal packaging.

In 2022, Dyo Boya identified environmentally-oriented product groups and started **product life cycle analyzes (LCA)** to obtain **EPD certificates** by performing life cycle assessments of these products, including indicators such as water consumption, water footprint, product carbon footprint and ecological footprint.

#### Viking Kağıt

Developing sustainable collaborations with suppliers, Viking Kağıt ensures that packaging, raw materials, auxiliary chemicals and materials, fixtures, as well as necessary services are procured from internal and external suppliers at the required time, quantity and quality through its Purchasing Department. The company establishes collaborations with its suppliers on a win-win basis and identifies potential suppliers by evaluating them according to quality, delivery and price-performance criteria.

Cellulose, which is the raw material of paper, is not produced in our country; therefore, all of it is imported. Operating in a sector with high dependence on foreign raw materials, Viking Kağıt uses cellulose pulp obtained from scrap paper at its deink facility in production, thereby reducing foreign dependence and contributing to recycling and the circular economy.

Viking Kağıt also started production of ecological RECYFIBER® tissue paper with an investment in the **production of tissue paper from beverage boxes** in cooperation with various stakeholder groups. With the project, cardboard-based beverage box waste is procured for recycling, quality cellulose fibers are obtained and processed from waste beverage cartons and environmentally friendly products are produced. This project, which is a good example of circular economy, provides both environmental and economic benefits.

**Yaşar Birleşik Pazarlama**

Yaşar Birleşik Pazarlama (YBP) manages the supply, sales and distribution processes of the products belonging to Yaşar Group as well as the outsourced products from the storage stage to the final point of sale. While ensuring that the right product reaches all customers at the right time and at the right price with the lowest cost, it increases customer satisfaction with its sustainable quality approach.

In the audits conducted as part of supplier selection, suppliers are evaluated under the headings of Quality Management System based on ISO 22000 Food Safety Management System, Food Safety Management System, Product Realization, Monitoring-Measurement-Improvement, Corrective Actions, Environment-Occupational Safety and Energy Management, Ethical and Social Compliance Requirements.

**Logistics Satisfaction Rate (2022)** **93%**

For non-conformities discovered as a result of periodic audits carried out on existing business partners, suppliers are asked to take corrective or preventive actions and to eliminate the relevant non-conformities. YBP supports its suppliers for their development and shares its knowledge and experience with them.

Due to the importance of logistics processes in the value chain at YBP, in addition to the compliance of logistics suppliers with the contractual articles and monitoring of the results on the system, YBP also conducts a **Logistics Satisfaction Survey** for YBP customers.

# CARING FOR ENVIRONMENT

- Environmental Management
- Climate Change and Energy Management
- Water and Wastewater Management
- Circular Economy and Waste Management
- Biodiversity

UNDER THE GUIDANCE OF NATURE  
**FOR a better LIFE**

**Leaf...** A tree is one of the best carbon sequestrators on Earth. It converts carbon dioxide and water into simple sugars and oxygen through the process of photosynthesis carried out by its leaves. Photosynthesis feeds the trees and increases the oxygen released into the air. Trees also increase air humidity and help increase precipitation. It is estimated that about 20% of global greenhouse gas emissions are absorbed by forests, and about 40% of the rain that falls on land originates from forests.



## Environmental Management

Yaşar Group puts the awareness of taking care of the resources of future generations for today's needs at the center of its corporate functioning and production activities, and makes investments to reduce the environmental impacts arising from its activities with a responsible management approach. With the "science-based target" approach in the fight against the global climate crisis, it is aimed to shape all business processes of the Group in a way to minimize environmental impacts. The Group prioritizes the "climate change and energy management", "water and wastewater management", "circular economy and waste management" and "biodiversity" issues within the framework of the Caring for Environment approach, which is one of the main topics of its sustainability strategy, and considers measuring and improving its environmental impact in the context of these issues and contributing to the protection of natural resources as its indispensable goals in the fight against the global climate crisis.

Within the scope of the TS EN ISO 14001 Environmental Management System, Group companies regularly evaluate the environmental impact of their products and processes in all operations and reduce their significant negative impacts in line with annual plans. In addition, energy management studies are supported by TSE EN ISO 50001 Energy Management System in order to ensure energy efficiency, reduce energy consumption and contribute to the fight against climate change.

Yaşar Group attaches utmost importance to compliance with international standards, and while preparing its sustainability plans, it makes the necessary arrangements to realize the net zero emission target of the European Union and the United Nations by 2050 within its own structure.

In this context, in addition to the activities carried out within the company by the Sustainability Committee and Climate Crisis Working Group established within Yaşar Group, Pınar Et and Pınar Süt among the Group companies continue to prepare climate change and water reports within the scope of CDP (Carbon Disclosure Project) criteria in order to monitor and measure sustainability management.

Yaşar Holding is a signatory of the United Nations Global Compact and also one of the first signatories of the Business Plastics Initiative (IPG), which was established under the leadership of TÜSİAD, SKD and Global Compact Türkiye.

### Çamlı Yem - IMPAQT Project

Çamlı Yem was among the stakeholders of the "Intelligent Management Systems for Multi-trophic Aquaculture - IMPAQT" project, which was funded under the scope of the EU Horizon 2020 project and carried out with the participation of 21 different stakeholders from 12 countries, and served in the project as "Work Package Leader". Within the scope of the project, R&D studies were carried out on alternative aquaculture models that support the ecofunctional development of aquaculture and are managed with intelligent systems adapted to sustainable, environmentally friendly, and smart technologies, and these systems were tested in different pilot facilities. Details of the project can be found at <https://impaqtproject.eu/>.

## Climate Change and Energy Management

Yaşar Group, which directly experiences the effects of the climate crisis and operates in sectors of critical importance for the future of the world, carries out projects to reduce greenhouse gas emissions and increases renewable energy investments with the awareness of its responsibility as the pioneer and leader of its sectors.

Considering the climate crisis as an important risk that brings economic and social impacts as well as environmental impacts, the Group continues its efforts to reduce its carbon footprint and energy intensity by making risk assessments throughout the entire value chain in the studies it manages with a holistic approach.

Within the scope of its "science-based target" strategy in fighting the climate crisis, the Group regularly measures greenhouse gases, carries out studies to ensure energy efficiency, increases investments in renewable energy sources, and works to reduce greenhouse gas emissions by setting clear, transparent, science-based and inclusive targets to become carbon neutral.

At the local level, the Group proceeds in line with Türkiye's carbon neutrality target set for 2053, and at the international level, it takes steps to minimize the environmental impact of all its business processes within the scope of both the UN Sustainable Development Goals and the European Green Deal.

Carbon Footprint Teams and Leaders trained in Group companies have been working on the measurement, reduction and reporting of carbon footprint since 2010 with the understanding of "you cannot manage what you do not measure" and updating data and information according to national and international standards by closely following the changes in the calculation systematics. In 2022, Yaşar Group, which carries out studies in company detail within the scope of ESG criteria and "science-based targets" according to different indices, continues to work on updating the targets.

Yaşar Group Environmental Management System, which was developed within the framework of global goals and developments, is managed in accordance with the relevant legislation and international standards, and improvements are made in the system by regularly following the sustainability trends in the world. In the emission calculation and reporting studies of Yaşar Group, which effectively implements TS EN ISO 14001 Environmental Management System and TSE EN ISO 50001 Energy Management System in its companies, ISO 14064-1 "Specification with Guidance at Organization Level for Quantification and Reporting of Greenhouse Gas Emissions" is taken into consideration. In 2022, following the update trainings customized for the Carbon Leaders and Experts of the Group companies, work has started for greenhouse gas verification and ISO 14064-1 certification.

In Yaşar Group companies, energy consumption data are regularly monitored in line with the Environmental and Energy Management System Policies and its strategy of fighting climate change and resource efficiency, and it is focused on minimizing the environmental impacts of energy use, reducing energy intensity and costs, ensuring energy recovery and continuous improvement of energy performance through risk assessments made across the entire value chain.



In Yaşar Group, which has carried out significant efforts to reduce greenhouse gas emissions to date, renewable energy investments are continued, energy efficiency projects are carried out on the basis of factories and facilities, and production processes are constantly reviewed with the aim of less carbon emissions. Optimization studies are commissioned in logistics processes from suppliers to customers, routines are regularly reviewed by taking advantage of the opportunities offered by digitalization, product, packaging and in-vehicle arrangements are made to transport more products with less kilometers.

**Total Greenhouse Gas Emissions of Yaşar Group (\*)**

Greenhouse Gas Emission (tCo2e)			
	2020	2021	2022
Scope 1	166,294	184,380	181,885
Scope 2	92,000	94,169	90,395
<b>TOTAL</b>	<b>258,294</b>	<b>278,549</b>	<b>272,280</b>

Total Energy Consumption of Yaşar Group Companies		
2020	2021	2022
3,260,871	3,744,458	3,554,939

\* Data is the sum of the data of the 10 main companies of Yaşar Group as part of the Sustainability Report. Increase in 2021 is due to the base effect of the pandemic experienced in 2020. In 2022, while the companies continued to grow, as a result of the studies carried out, greenhouse gas emission and energy consumption total figures were reduced by 2.3% and 5.1% in absolute terms, respectively.

**Climate Ambition Accelerator Program**

Yaşar Holding, which participates in the “Climate Ambition Accelerator Program” organized by the UN Global Compact with the aim of companies setting Science Based Targets on the way to “net zero” and making progress in this direction, continues its efforts to update environmental targets on the basis of science by providing trainings to Sustainability Committee members and Company Carbon Leaders.

**2050 Carbon Neutrality Target**

Yaşar Group companies Pınar Süt, Pınar Et and Pınar Su ve İçecek continue their efficiency and optimization studies and investments at all stages from production to logistics in line with their goal of becoming a “carbon-neutral” company by 2050.

**Renewable Energy Investments**

Yaşar Group, which started renewable energy production with solar energy panels installed in 2021 at Desa Enerji, one of Group companies, extends renewable energy energy efficiency investments to its other companies. In this direction, solar energy panels an installed capacity of 1.77 MWp were installed at Pınar Et production facilities in 2022. With this investment, Pınar Et aims to obtain 10% of the electricity used from renewable energy sources. With the facilitating influence of Desa Enerji, efforts to increase energy efficiency and renewable energy investments, particularly solar energy, continue throughout the Group.



**CDP - Climate Change Program**

The performance of Yaşar Group companies Pınar Süt and Pınar Et that regularly report their data by participating in the Türkiye initiative of the Carbon Disclosure Project - CDP, which provides a platform for companies to present their strategies on climate change to international institutional investors, is evaluated annually. Within the scope of CDP, where the impacts of company activities on climate change are reported and evaluated on a voluntary basis, Pınar Süt was rated C and Pınar Et was rated B- in 2022.

**Dyo Boya - COP27 Participation**

Dyo Boya participated in the 27th Conference of the Parties (COP 27), which aims to invite all countries of the world to be a part of the solution to fight against the climate crisis and to motivate countries and institutions to fulfill the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Climate Agreement, to share its best practices in the fight against the climate crisis. At COP27, information was provided on Dyo Boya's sustainability approach, priorities, sustainable innovation approach, sustainable product and packaging activities, greenhouse gas reduction projects, water and energy management activities and clean production techniques applied in factories. After COP 27, DYO Boya declared its willingness to volunteer for the Integrated Pollution Prevention Green Transformation compliance studies initiated by the Turkish Ministry of Environment, Urbanization and Climate Change and presented its preparatory work.

**Pınar Su ve İçecek - Energy Consumption Reduction**

Announcing its goal of becoming a carbon neutral organization by 2050 and reducing its greenhouse gas emission intensity by 24.1% compared to the base year 2010, Pınar Su ve İçecek achieved a 19% reduction in the electrical energy consumed in production sites, offices and environmental lighting in 2022 compared to the previous year. Electricity consumption reduction per unit production was 26.9% compared to the base year. When analyzed on a facility basis, electricity consumption at Aydın facility was reduced by 20.8% and the amount of electricity consumed per unit production was reduced by 8.5%. At the Bursa facility, the amount of electrical energy consumed in the carboy production line was reduced by 6.2% while the total amount of energy consumed in this line was reduced by 13.3%. At the Sakarya facility, the reduction in electrical energy consumption was 42.8%.

**Dyo Boya - Environmentally Friendly Products**

Dealing with developing environmentally focused and sustainable green products, Dyo Boya aims to develop Eco Label certified products and minimize its environmental impact with products with low VOC content. In 2022, Dyo Boya identified environmentally-oriented product groups and started its efforts to obtain EPD certificates by performing life cycle assessments (LCA) of these products, including indicators such as water consumption, water footprint, product carbon footprint and ecological footprint. Dyo Boya's formaldehyde-absorbing DYO Oxymax product was presented as a “Good Practice Example” at the World Coatings Council (WCC) seminar events.



#### Pınar Süt - Biogas Utilization

In 2022, the investment for the revision of the Wastewater Treatment Plant was commissioned and the carbon footprint reduction from both wastewater and treatment sludge was started in Pınar Süt, which announced its goal of becoming a carbon neutral organization by 2050. In addition, savings in natural gas consumption are also achieved by using the biogas generated during wastewater treatment in the Anaerobic Treatment Facility as fuel. The investment aims to reduce the carbon footprint by 17% annually.

#### Pınar Et - Renovation and Automation Investments

Announcing its goal of becoming a carbon neutral organization by 2050 and commissioning its solar energy investment, Pınar Et also continues to invest in the revision of existing lines. With the renewal and automation investments in cooking ovens made in this direction, 0.5% saving was achieved in total electricity consumption in 2022. With the renewal of old technology cooking ovens, 35% savings were achieved in electricity used in ovens and 50% savings in steam while 75% savings were achieved in electricity used in the area with ventilation fan automation.

#### Viking Kağıt - Cogeneration System

With the cogeneration investment completed in 2018, it has been possible to convert the steam generated into energy in the cogeneration plant. The effective use of cogeneration energy in production continued in 2022 as well.

#### Pınar Online - Electric Vehicle Use in Distribution

PınarOnline, the online sales platform of Yaşar Group, which serves in line with the sustainability principles of the Group, constantly renews its vehicle fleet in line with its goal of having a 100% electric delivery network by 2028. Today, 25% of the fleet consists of electric and environmentally friendly vehicles.

#### Desa Enerji - Electric Vehicle Charging Station

Desa Enerji, which aims to increase environmentally friendly energy production and reduce its carbon footprint day by day with planned efficiency and renewable energy investments, targets to contribute to sustainable energy production and consumption with electric vehicle charging stations to be installed gradually until 2027. The electrical energy to be consumed at the vehicle charging stations is planned to be met from solar energy panels at Desa Enerji Pınarbaşı power plant.

#### YBP - Electric Vehicle Utilization in Passenger Car and Distribution Services

As the sales, distribution and marketing company of Yaşar Group Food Business Line, it is aimed to switch 50% of passenger and distribution vehicles to electric vehicles by 2030, depending on the development of electric vehicle technology and in accordance with our business processes.

#### Altın Yunus - Geothermal Energy Utilization

Altın Yunus utilizes geothermal energy as renewable energy. The share of geothermal energy used in the facility in total energy use has reached 21%. Altın Yunus, which provides guest transfers within the facility by electric buggy, also offers an electric vehicle charging station service where environmentally conscious guests can charge their electric vehicles.

### Water and Wastewater Management

Freshwater resources, which are of unique importance for the continuity of life, healthy ecosystems and socioeconomic development, are among the natural resources where the negative effects of global climate change are most evident today. The sustainability of these resources is only possible with an effective water management that is planned and observes the balance between protection and utilization. In this context, Yaşar Group observes the principles of "economic efficiency", "fair sharing of water", "social equality", and "environmental health and sustainability of the ecosystem" in its investments.

The Group follows national and international standards and policies within the scope of responsible water management and continues efficiency studies to ensure that water consumption is under control in all its operational processes. Group companies implement methods to minimize the use of natural resources in accordance with TSE EN ISO 14001 Environmental Management System standards and work to prevent pollution at source and reduce water use. As part of the sustainability strategy in Yaşar Group, water footprint calculation and reporting studies are carried out in pilot regions determined in order to monitor the consumption of natural resources and minimize the environmental impact. Water saving projects are developed by taking remedial actions accordingly, and employee awareness is ensured to be increased.

In the Group companies, in line with the goal of effective management of water resources and the sustainability of the ecosystem, the total volume of water withdrawn from the sources, variability of the sources and amount of water taken into production are monitored by flow meters, and the preservation of the sustainable structure of the natural resources is prioritized by analyzing the water quantity data while creating production plans. With the understanding that "you cannot manage what you do not measure", the water footprint calculations made on a facility basis keep the targets up to date while continuous monitoring, control and reduction activities are carried out.

**Total Amount of Water Withdrawn, Discharged Wastewater and Water Consumption of Yaşar Group (\*)**

Water Withdrawal (ML)			
	2020	2021	2022
Rainwater	192	264	266
Groundwater	7,062	5,932	6,056
Sea water	2,336	2,515	2,340
Generated water	70	98	90
Municipal water	1,687	1,651	1,640
<b>TOTAL</b>	<b>11,347</b>	<b>10,460</b>	<b>10,392</b>
Wastewater Discharge by Destination (ML)			
	2020	2021	2022
Discharge to surface waters	1,419	1,459	1,292
Discharge to sea	4,146	3,748	4,020
Water allocated for use in processes	2,311	1,733	1,699
Recovered Water for Garden Irrigation	130	150	68
<b>TOTAL</b>	<b>8,006</b>	<b>7,090</b>	<b>7,079</b>
Water Consumption (ML)			
	2020	2021	2022
<b>TOTAL</b>	<b>6,495</b>	<b>5,945</b>	<b>5,777</b>

\* Data is the sum of the data of 10 main companies of Yaşar Group as part of the Sustainability Report. Despite the fact that 2020 was a pandemic year and despite the growth in 2021-2022, the total amount of water withdrawn, wastewater discharged and water consumption were reduced by 8.4%, 11.6% and 11.1% in absolute terms, respectively.

**CDP - Water Program**

Pinar Süt and Pinar Et continue to report their water footprints every year by participating in the Carbon Disclosure Project - CDP's voluntary Water Program initiative. In 2022, Pinar Süt was rated B- and Pinar Et was rated C for its efforts in the field of water safety.

**Pinar Süt - Wastewater Treatment Facility Renovation Investment**

With the revision investment of the Wastewater Treatment Facility completed by Pinar Süt in 2022, efficiency maximization is achieved by using the latest technology automation systems and reaching a high level of treatment. Thus, while contributing to the protection of nature by treating wastewater at a high level, the use of fossil fuels is reduced with the steam production carried out by using the biogas produced in the system, and a sustainable environment is contributed to with the energy savings achieved.

**Dyo Boya - Rain Water Recovery Project**

Within the project developed and researched in 2021 for the recovery and utilization of rain and well water at the Dyo Boya Dilovası factory, the transmission lines in the 3 km distance between the well house and the factory were renewed by Dyo Boya in 2022 and the well structure was revised. Chemical and biological analyzes were carried out with samples taken from the existing well and rainwater collected from different points of the facility in rainy weather, and project suitability was studied. The rainwater to be collected within the project will be used for cooling, vehicle washing, garden irrigation and outdoor cleaning, while the well water will be used for cleaning the process tanks. ISU network (blue water) will continue to be used in the process (in the product) and the collected water will not be used. Considering that these waters will not be used as process water, it is aimed to save 5%-10% in water use.

**Altın Yunus - Wastewater Evaluation**

All domestic wastewater generated at the facility within the scope of wastewater recovery is treated in the wastewater treatment plant in accordance with the Water Pollution Control Regulation and used for irrigation of landscaping and forest areas.



**Circular Economy and Waste Management**

Yaşar Group adopts circular business models centered on continuity in the process from raw material use in production to waste generation, protection of natural resources and effective waste management where wastes are recycled or reintroduced into the production process.

The wastes generated as a result of production activities in the Group companies are managed by the Waste Management System within the TSE EN ISO 14001 Environmental Management in accordance with legal regulations and environmental compliance. The Waste Management System is implemented as a sustainable management system that includes the processes of reducing waste at its source, recycling and reuse of the waste generated, and disposal of non-recyclable waste in a healthy and environmentally compatible manner. Within the Waste Management System, it is ensured that the wastes are determined by type, collected separately at source, temporarily stored and delivered to the relevant licensed recycling facilities.

The Group companies, which hold the Zero Waste Certificate issued by the Turkish Ministry of Environment, Urbanization and Climate Change, continue their activities with Zero Waste projects. Within this framework, in order to expand the circular economy, efforts are made to recover the wastes generated during the production process, recollect packaging wastes, optimize packaging weights and use materials that will produce the least amount of waste.

The waste management process in Group companies is monitored by environmental engineers and/or environmental consultants, and internal monitoring is carried out for the zero waste target. Reducing the amount of packaging of products produced in all Group companies is one of the main targets.

In the reporting year, there were no negative impacts arising from waste generated during operational processes.

**Yaşar Group's Total Waste Amount and Disposal Methods (\*)**

Waste Type and Disposal Method	2020	2021	2022
<b>Hazardous Waste (Tons)</b>			
Recycled waste (Packages recycled, waste sent for recovery)	1,420	1,378	1,576
Hazardous waste sent for incineration	3,069	1,087	768
<b>Total hazardous waste</b>	<b>4,489</b>	<b>2,465</b>	<b>2,344</b>
<b>Hazardous Waste (Tons)</b>			
Recycled waste (Packages recycled, waste sent for recovery)	1,420	1,378	1,576
Waste and packaging waste sent to landfill	3,069	1,087	768
<b>Total non-hazardous waste</b>	<b>27,693</b>	<b>28,083</b>	<b>34,704</b>
<b>GRAND TOTAL</b>	<b>32,182</b>	<b>30,548</b>	<b>37,049</b>

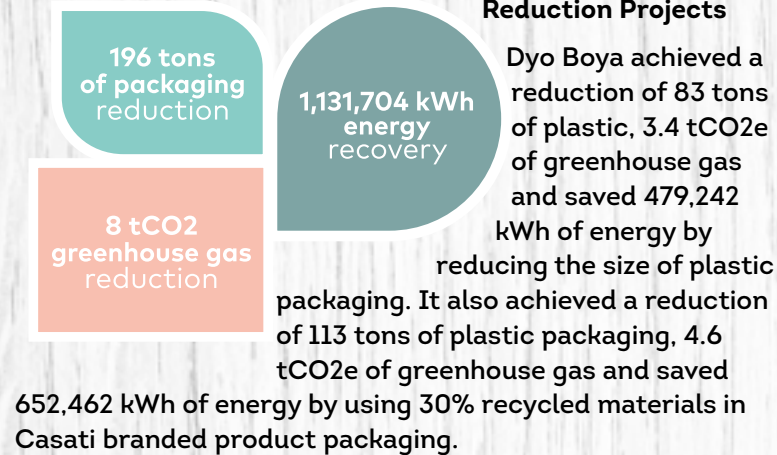
\* Data is the sum of the data of the 10 main companies of Yaşar Group as part of the Sustainability Report. As a result of the activities carried out mainly by Dyo Boya, a 47.8% decrease in hazardous waste volume was achieved compared to 2020. The increase in non-hazardous waste is mainly due to Viking Kağıt's waste going to landfill. On the other hand, Viking Kağıt recycled 27,467 tons of scrap paper and 4,332 tons of cardboard beverage packages in 2022 and brought them back into economy. Excluding Viking Kağıt, total waste volume decreased by 9.7%.

**Yaşar Holding - Business Plastic Initiative (IPG)**

Yaşar Holding monitors the amount of plastic waste in its companies in parallel with its commitment to reduce plastic pollution given to the Business Plastics Initiative (IPG) and carries out studies in line with its plastic reduction targets. Within the scope of IPG, of which the Group was among the first signatories in 2019, the 90 tons of plastic reduction target committed by Yaşar Holding, Pınar Et and Pınar Su ve İçecek companies until 2023 was achieved by the end of 2021, and the reduction for the commitment reached 144.7 tons by 2022. In 2022, Pınar Süt and Dyo Boya companies were also included in the reporting with the targets they set. In line with the targets, packaging R&D projects are being carried out to use recycled packaging, to reduce the use of plastic in packaging and to ensure that the packaging used is recyclable.

**Good Practices for Waste Minimization in Group Companies**

**Dyo Boya - Recycled Packaging Use and Plastic Packaging Reduction Projects**



All plastic packaging used for the shipment of Dyo Boya products and raw materials purchased are recyclable, and 260 tons of plastic waste was recovered through recycling at licensed companies.

**Pınar Su ve İçecek - Plastic and Paper Reduction Efforts with Packaging Optimization**

Continuing its polyethylene terephthalate (PET) packaging weight optimization studies since 2011, Pınar Su ve İçecek reduced the packaging weights of PET bottles by 35% in the 0.5 L product group, 30% in the 0.33 L product group, 28% in the 5 L product group and 24% in the 1.5 L product group in 2022 compared to the year the studies were initiated as a result of technological investments and R&D studies. In 2022, the reduction of polyethylene terephthalate (PET) used in 0.33 L and 0.5 L packaged water products was 9.1% compared to the previous year. The reduction in polyethylene (PE) used per unit product was 20% on average in 2022 compared to the previous year.

Changes in paper quality and groove types in the separator material used in product pallets were initiated primarily at the Bursa Facility, resulting in an average of 14% less paper material use per unit product in the 0.5 L, 1 L and 1.5 L product groups, and the amount of paper material used per unit product was reduced by 22% in the 0.33 L product group and 28% in the 0.5 L product group through optimization of product pallet arrangements.

**Viking Kağıt - Tissue Paper Production by Recycling Beverage Cartons**

Viking Kağıt's investment in the production of tissue paper by 100% recycling of beverage cartons has become one of the best examples of circular economy. This project, which is a total circular economy investment in which the output of one of the Group's industries is turned into an input for another industry, contributes to sustainability and efficiency while reducing foreign supply dependency and benefiting the sector and the country's economy.



**Pınar Süt - Plastic Packaging Reduction and Recycling Activities**

With the packaging R&D studies carried out in 2022, the reduction of plastic used in the packaging in Pınar Süt's packaging portfolio was realized as 4.6 tons. In addition, a total of 296.5 tons of mixed plastic packaging waste, being 153.4 tons at Pınar Süt İzmir factory and 143.1 tons at Eskişehir factory, were sent to recycling companies. At the İzmir factory, 400,015 liters of petrol, 885,616 kWh of energy and 6,289 kg of greenhouse gas savings were achieved through the recycling of waste plastics. At the Eskişehir factory, as a result of recycling waste plastics, 373,231 liters of petrol, 826,317 kWh energy, 358 m<sup>3</sup> storage space and 5,868 kg greenhouse gas savings were achieved annually.

**Pınar Et - Paper Waste and Plastic Packaging Reduction Efforts with Parcel Optimization**

A total of 19.4 tons of paper reduction was achieved by revising the size of the parcels, reducing parcel thickness, changing the type of paper used in parcels, and removing the separators placed on the pallet bases. As a result of the reduction made in vacuum bags, vertical filling foils and top foils, 8.18 tons of plastic was reduced.

**YBP - Return Rate Reduction**

Considering return management among its priorities to prevent waste, YBP aims to reduce customer field returns to less than 1% by 2030 through its work with producers, dealers and customers, process improvement projects such as SAP EWM Extended Warehouse Management project for the development of warehouse services, and field applications such as freshness tracking within "dijital.saha" sales applications.

**Altın Yunus - Waste Solution System**

With the software used within the "Waste Solution System" implemented in Altın Yunus, reporting is made to monitor the amount of waste for more than 1,000 product types used in the hotel, purchasing decisions are created for the equivalent occupancy periods of the hotel, thus optimizing product variety and quantities and ensuring effective food waste management with a digital tool.

### Biodiversity

Biodiversity, one of the most fundamental components of the healthy life cycle on Earth, is one of the topics addressed within the scope of the Group's sustainability strategy. The Group's companies that may have an impact on biodiversity manage their operational activities in accordance with national and international standards in order to minimize this impact and support the sustainability of both terrestrial and aquatic life and continuously monitor the activities that may pose environmental risks. The Group pays utmost attention to responsible environmental management for the healthy existence of ecosystems. During the reporting period, no leakage threatening biodiversity was experienced as a result of the activities of the companies.

### Afforestation Activities

The support of Yaşar Group companies for afforestation activities within the scope of fighting the climate crisis continues in cooperation with the Regional Directorates of Forestry, TEMA Foundation and Aegean Forest Foundation. With the carbon offsetting activities carried out by Yaşar Holding on the occasion of various events and special days, 2,000 saplings were planted in the afforestation areas in İzmir province. As part of the "10 pil 1 fidan" project carried out by Pınar Et since 2014, 5,000 batteries were collected and 500 saplings were planted in 2022, and the total number of saplings planted by collecting 19,460 batteries within the project so far has reached 1,946. In 2022, the Pınar Et Grove was established in Manisa Soma with the plantings made. Since 2015, Viking Kağıt has donated saplings to the Aegean Forest Foundation every year on employees' birthdays, and 2,800 saplings have been donated to date.

# APPENDICES

- Performance Data and Indicators
- Rights Provided To Employees
- GRI Content Index
- UNGC Index

UNDER THE GUIDANCE OF NATURE  
**FOR a  
better  
LIFE**

**Sun...** The sun is a source of life for trees as well. Thanks to sunlight, which provides the right balance of blue and red light, trees grow and bloom. In the process of photosynthesis, which nourishes plants and cleans the air, chlorophylls in the leaves become the catalyst, while the sun acts as an energy source.

**Total Number of Employees and Ratios By Employee Category and Gender Group**

2022	Key	Ratio	White Collar	Ratio	Blue Collar	Ratio	Temporary	Ratio	Total	Ratio
Female	100	26%	694	28%	325	11%	15	12%	1,134	19%
Male	280	74%	1,750	72%	2,721	89%	111	88%	4,862	81%
<b>Total</b>	<b>380</b>		<b>2,444</b>		<b>3,046</b>		<b>126</b>		<b>5,996</b>	

\*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 Number of Employees and Ratios By Employee Category and Age Group**

2022	Key	Ratio	White Collar	Ratio	Blue Collar	Ratio	Temporary	Ratio	Total	Ratio
<30 years old	19	5%	572	23%	568	19%	60	48%	1,219	20%
30-50 years old	278	73%	1,782	73%	2,318	76%	59	47%	4,437	74%
> 50 years old	83	22%	90	4%	160	5%	7	6%	340	6%
<b>Total</b>	<b>380</b>		<b>2,444</b>		<b>3,046</b>		<b>126</b>		<b>5,996</b>	

\*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.

**Employee Turnover Rate By Age Group**

2022	Turnover Rate	
	Female	Male
<30 years old	16.9%	19.2%
30-50 years old	14.8%	11.5%
> 50 years old	23.3%	33.3%
<b>Total</b>	<b>15.6%</b>	<b>14.0%</b>

\*Subcontractor, temporary/contracted employees, apprentices and interns are not included in the turnover report.

**Total Number and Ratio of Newly Hired Employees By Age Group and Gender**

2022	Sub-contractor + Temporary Excluded (Permanent)					
	Female	Ratio to Newly Hired Employees	Male	Ratio to Newly Hired Employees	Total	Ratio to Newly Hired Employees
<30 years old	132	15%	341	38%	473	53%
30-50 years old	111	12%	302	34%	413	46%
> 50 years old			6	1%	6	1%
<b>Total</b>	<b>243</b>	<b>27%</b>	<b>649</b>	<b>73%</b>	<b>892</b>	<b>100%</b>

2022	Sub-contractor + Temporary Included					
	Sub-contractor + Temporary Included Female	Ratio to Newly Hired Employees	Male	Ratio to Newly Hired Employees	Total	Ratio to Newly Hired Employees
<30 years old	187	11%	751	46%	938	57%
30-50 years old	147	9%	512	31%	659	40%
> 50 years old	13	1%	33	2%	46	3%
<b>Total</b>	<b>347</b>	<b>21%</b>	<b>1,296</b>	<b>79%</b>	<b>1,643</b>	<b>100%</b>

**Total Number and Ratio of Employees at Management Levels (Team Leader and above) by Gender**

2022	Number of Directors and Above Employees	Ratio	Number of Managers	Ratio	Number of Team Leaders	Ratio	Total	Ratio
Female	22	24%	62	30%	67	26%	151	27%
Male	68	76%	144	70%	194	74%	406	73%
<b>Total</b>	<b>90</b>		<b>206</b>		<b>261</b>		<b>557</b>	

**Number and Ratio of Disabled Employees By Employee Category**

2022	White Collar	Ratio	Blue Collar	Ratio	Temporary	Ratio	Total
Number of Disabled Employees	41	32%	88	68%	1	1%	130

**Rate of Return to Work and Stay in Work after Maternity Leave by Gender**

2022	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
Female	56	56	36	32
Male	187	187	185	170

\* Return to work ratio = (Total number of employees returning to work after maternity leave / Total number of employees supposed to return to work after maternity leave) x 100

\* Stay in work ratio = (Total number of employees still working 12 months after returning to work following the maternity leave period / Total number of employees returning from maternity leave before the reporting period(s)) x 100

2022	Return to Work Ratio	Stay in Work Ratio
Female	92.3%	88.9%
Male	100.0%	91.9%

**Ratios of Employees Under Collective Bargaining Agreements By Company**

	Pınar Et		Pınar Süt		Dyo Boya		Viking Kağıt	
	Female	Male	Female	Male	Female	Male	Female	Male
2020	9.3%	42.3%	4.0%	35.7%	0.6%	40.6%	0.9%	41.4%
2021	11.3%	48.6%	5.9%	44.8%	0.5%	43.3%	1.0%	39.9%
2022	12.2%	60.0%	5.9%	49.0%	0.6%	47.6%	1.3%	37.3%

**Total Hours of Training By Employee Category and Gender**

2022	Key	White Collar	Blue Collar	Temporary	Total
Female	1,790	13,684	2,108	1,020	18,602
Male	4,365	18,802	29,970	3,614	56,751
<b>Total</b>	<b>6,155</b>	<b>32,486</b>	<b>32,078</b>	<b>4,634</b>	<b>75,353</b>

**Average Training Hours per Employee by Gender and Employee Category**

2022	Key	White Collar	Blue Collar	Temporary	Total
Female	17.9	19.7	6.5	18.5	16.4
Male	15.6	10.7	11.0	10.1	11.7
<b>Total</b>	<b>16.2</b>	<b>13.3</b>	<b>10.5</b>	<b>11.2</b>	<b>12.6</b>

### Occupational Health and Safety Performance

2022	Accident Frequency Rate		Work Accident Severity Rate		Absenteeism Rate	
	Female	Male	Female	Male	Female	Male
Pınar Süt	22.96	31.95	0.2032	0.1839	0.065	0.083
Pınar Et	17.97	40.65	0.0944	0.2205	0.189	0.164
Pınar Su ve İçecek	19.98	28.26	0.0450	0.0643	0.104	0.065
YBP	3.50	22.53		0.0436	0.165	0.076
Çamlı Yem	74.94	57.54	0.0852	0.0767	0.100	0.092
Dyo Boya		40.72		0.2091	0.410	0.163
Viking Kağıt	4.83	29.74	0.0077	0.3882	0.141	0.087
Altın Yunus	7.80	3.53			0.099	0.071
Desa Enerji					0.094	0.068
Yaşar Bilgi					0.638	0.592

\*Zero values were not included to make the table easier to read.

Social Rights Provided To Employees	Key	White Collar	Blue Collar (*)	Temporary
Life Insurance			N/A.	
Healthcare Services	X (covered by the company)	X Certain Tiers (covered by the company)		
Disability and Invalidity Insurance			N/A	
Maternity Leave	X	X	X	X
Retirement Pension			N/A	
Stock Options			N/A	
<b>Others</b>				
New Year's Present	X	X	X	X
Holiday Present	X	X	X	X
Heating Allowance	X Certain Tiers	X	X	X Certain Tiers
Holiday Allowance	X Certain Tiers	X	X	X Certain Tiers
Food Allowance	X	X	X	X
Commute Allowance		X	X	X
Marriage	X Certain Tiers	X	X	X Certain Tiers
Birth	X Certain Tiers	X	X	X Certain Tiers
Death	X Certain Tiers	X	X	X Certain Tiers
Car	X	X Certain Positions		
Gasoline	X	X Certain Positions		
Phone and Subscription	X	X Certain Positions		
Seniority Incentive Bonus	X	X	X	
Clothing		X Certain Positions	X Certain Positions	X Certain Positions
Sales Bonus	X Certain Positions	X Certain Positions		

\* Social rights of unionized blue collar workers are not specified.



**Statement of Use;** Yaşar Holding 2022 Sustainability Report has reported in accordance with the GRI Standards for the period of January 1-December 31, 2022. **GRI Used;** GRI 1: Foundation 2021

GRI Standards	GRI Disclosures	Section/Title	Page Number/Direct Answer
GRI 2: General Disclosures 2021	2-1 Organizational Details	Corporate Profile of Yaşar Group	13-18
	2-2 Entities included in the organization's sustainability reporting	About the 2022 Sustainability Report, Corporate Profile of Yaşar Group	5, 13-18
	2-3 Reporting period, frequency and contact point	About the 2022 Sustainability Report, Corporate Profile of Yaşar Group	5-6, 13
	2-4 Restatements of information	About Yaşar Group, Corporate Profile of Yaşar Group	11-12, 13-18
	2-5 External assurance	About the 2022 Sustainability Report	6
	2-6 Activities, value chain and other business relationships	About the 2022 Sustainability Report, Corporate Profile of Yaşar Group	11-12, 13-18
	2-7 Employees	Employee Rights, Annexes-Social Performance Indicators , Rights Provided To Employees	72-84, 138-142, 143
	2-8 Workers who are not employees	Caring for Employees, Annexes-Social Performance Indicators, Rights Provided To Employees	72-84, 138-142, 143
	2-9 Governance structure and composition	'Corporate Governance, Organizational Structure	54-55
	2-10 Nomination and selection of the highest governance body	'Corporate Governance, Organizational Structure	54-55
	2-12 Role of the highest governance body in overseeing the management of impacts	'Corporate Governance, Organizational Structure	54-55
	2-14 Role of the highest governance body in sustainability reporting	'Management's Message	7-10
	2-16 Communication of critical concerns	Ethics and Compliance	57-58
	2-19 Remuneration policies	'Human Resources Approach, Equality of Opportunity and Prevention of Discrimination	72-73
	2-20 Process to determine remuneration	'Human Resources Approach, Decent Working Conditions, Recruitment	72, 77-78

GRI Standards	GRI Disclosures	Section/Title	Page Number/Direct Answer
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Sustainability Approach and Management	22-24
	2-27 Compliance with laws and regulations	Ethics and Compliance	57-58
	2-28 Membership associations	Corporate Memberships	62-63
	2-29 Approach to stakeholder engagement	Stakeholder Dialogue	61
	2-30 Collective bargaining agreement	Decent Working Conditions	77
<b>Material Topics</b>			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Approach and Management	28-29
	3-2 List of material topics	Sustainability Approach and Management	29-30
<b>Material Topic: Ethic and Compliance</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethics and Compliance	57-58
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Ethics and Compliance	57-58
	205-3 Confirmed incidents of corruption and actions taken	Ethics and Compliance	Raporlama döneminde herhangi bir yolsuzluk vakası tespit edilmemiştir.
GRI 206: Anti-Competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ethics and Compliance	Raporlama döneminde rekabete aykırı davranış, tröstleşme ve tekelliliği önleme konusunda sürmekte olan ve karara bağlanmış bir dava bulunmamaktadır.

GRI Standards	GRI Disclosures	Section/Title	Page Number/ Direct Answer
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Resources Approach, Decent Working Conditions	72, 77
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	Human Resources Approach, Decent Working Conditions	72, 77
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Resources Approach, Decent Working Conditions	72, 77
<b>Material Topic: Economic Performance</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Economic Performance	64-65
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Economic Performance	64-65
<b>GRI 203: Indirect Economic Impacts</b>	203-2 Significant indirect economic impacts	Economic Performance, Contribution to Local Economy	64-65, 104
<b>Material Topic: Digital Transformation</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Digital Transformation	66-70
<b>Material Topic: Employee Rights</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Human Resources Approach, Equality of Opportunity and Prevention of Discrimination, Annexes-Rights Provided To Employees	72, 73, 143
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Recruitment, Annexes-Performance Indicators	78, 138-139
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Resources Approach, Annexes-Rights Provided To Employees	72, 143
	401-3 Parental leave	Human Resources Approach, Empowerment of Female Employees, Annexes-Performance Indicators	72, 74, 140

GRI Standards	GRI Disclosures	Section/Title	Page Number/ Direct Answer
<b>Material Topic: Employee Development Talent Management</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Employee Development and Talent Management	79-82
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Employee Development and Talent Management, Annexes-Performance Indicators	79-82, 141
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Development and Talent Management	79-82
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Development and Talent Management, Annexes-Performance Indicators	79-82, 141
<b>Material Topic: Diversity and Equal Opportunities</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Equality of Opportunity and Prevention of Discrimination	73
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Annexes-Performance Indicators	138-140
	406-1 Incidents of discrimination and corrective actions taken	Equality of Opportunity and Prevention of Discrimination	73
<b>Material Topic: Occupational Health and Safety</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Occupational Health and Safety	83-84
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Occupational Health and Safety	83-84
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	83-84
	403-3 Occupational health services	Occupational Health and Safety	83-84
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	83-84
	403-5 Worker training on occupational health and safety	Occupational Health and Safety	83-84
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety	83-84
	403-9 Work-related injuries	Occupational Health and Safety, Annexes- Social Performance Indicators	83-84, 142

GRI Standards	GRI Disclosures	Section/Title	Page Number/ Direct Answer
<b>Material Topic: Product and Service Quality</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	R&D, Product and Service Quality Management Systems	89-95
<b>Material Topic: Innovation and R&amp;D</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	R&D, Product and Service Quality Management Systems	89-95
<b>Material Topic: Consumer/Customer Health and Safety</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Consumer/Customer Health and Safety	87
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	Consumer/Customer Health and Safety, Consumer and Customer Satisfaction, R&D, Product and Service Quality Management Systems	87, 93-95, 96-98
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Consumer and Customer Information, Ethical Marketing	96
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling	Consumer and Customer Information, Ethical Marketing	96
	417-2 Incidents of non-compliance concerning product and service information and labeling	Consumer and Customer Information, Ethical Marketing	96
	417-3 Incidents of non-compliance concerning marketing communications	Consumer and Customer Information, Ethical Marketing	96
<b>Material Topic: Sustainable Supply Chain</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Supply Chain Management	120-124
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management	120-124
	308-2 Negative environmental impacts in the supply chain and actions taken	Supply Chain Management	120-124

GRI Standards	GRI Disclosures	Section/Title	Page Number/ Direct Answer
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	Supply Chain Management	120-124
	414-2 Negative social impacts in the supply chain and actions taken	Supply Chain Management	120-124
<b>Material Topic: Water Management</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Environmental Management, Water and Wastewater Management	126, 131-132
<b>"GRI 303: Water and Effluents 2018"</b>	303-1 Interactions with water as a shared resource	Water and Wastewater Management	131-132
	303-2 Management of water discharge related impacts	Water and Wastewater Management	131
	303-3 Water withdrawal	Water and Wastewater Management	131
	303-4 Water discharge	Water and Wastewater Management	131
	303-5 Water consumption	Water and Wastewater Management	131
<b>Material Topic: Energy Management</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Environmental Management, Energy and Climate Change Management	126, 127-130
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	Environmental Management, Energy and Climate Change Management	128
	302-4 Reduction of energy consumption	Environmental Management, Energy and Climate Change Management	127-130
<b>Material Topic: Customer Satisfaction</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Consumer and Customer Satisfaction	96-98
<b>Material Topic: Sustainable Agriculture and Animal Husbandry</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainable Agriculture and Animal Husbandry	101-103
<b>Material Topic: Social Investment</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Social Investment Efforts of Companies	104-118
<b>Material Topic: Emissions</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Environmental Management, Energy and Climate Change Management	126, 127-130
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Environmental Management, Energy and Climate Change Management	126, 127-130
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Management, Energy and Climate Change Management	126, 127-130
	305-5 Reduction of GHG emissions	Environmental Management, Energy and Climate Change Management	126, 127-130

GRI Standards	GRI Disclosures	Section/Title	Page Number/ Direct Answer
<b>Material Topic: Waste Management</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Environment Management, Circular Economy and Waste Management	126, 133-135
<b>Material Topic: Wastewater and Waste</b>			
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Environment Management, Circular Economy and Waste Management	133-135
	306-2 Management of significant waste-related impacts	Environment Management, Circular Economy and Waste Management	133-135
	306-3 Waste generated	Environment Management, Circular Economy and Waste Management	133-135
<b>Material Topic: Biodiversity</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Biodiversity	136
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity	136

**United Nations Global Compact (UNGC) Index**

Topics	Global Principles	Section / Page
<b>Human Rights</b>	Principle 1: Businesses should support, and respect proclaimed human rights.	Management's Message p.7-10 Yasar Group Sustainability Development Policy p.23-24 Sustainability Journey p.32 Ethics and Compliance p.57-58 Yasar Group Business Ethics Rules p.58 Human Resources Approach p.72
	Principle 2: Businesses should not be complicit in human rights abuses.	
<b>Working Standards</b>	Principle 3: Businesses should support workers' freedom of association and collective bargaining.	Yasar Group Sustainability Development Policy p.23-24 Yasar Group Business Ethics Rules p.58 Human Resources Approach p.72 Employee Development and Talent Management p.73
	Principle 4: End forced and compulsory labor.	Decent Working Conditions p.77 Annexes-Performance Indicators p.138-141
	Principle 5: All forms of child labor should be stopped.	
<b>Environment</b>	Principle 6: Eliminate discrimination in recruitment and placement.	
	Principle 7: Businesses should support precautionary approaches to environmental problems.	Caring for Environment p.126-136 Quality, Innovation, and R&D p.89-92 Business Plastic Initiative, SDG Innovation Program p.121
	Principle 8: It should support all kinds of activities and formations that will increase environmental responsibility.	
<b>Anti Corruption</b>	Principle 9: Support the development and diffusion of environmentally friendly technologies.	
	Principle 10: Business should fight all forms of corruption, including bribery and extortion.	Yasar Group Sustainability Development Policy p.23-24 Ethics and Compliance p.57 Yasar Group Business Ethics Rules p.58

**Head Office**

Şehit Fethi Bey Caddesi No:120  
Alsancak - İzmir  
Phone: +90 232 495 00 00  
Fax: +90 232 484 17 89  
Web: [www.yasar.com.tr](http://www.yasar.com.tr)  
E-mail: [info@yasar.com.tr](mailto:info@yasar.com.tr)

**Istanbul Representative Office**

Ömer Avni Mah. İnebolu Sok. No:17 (Set Üstü)  
Beyoğlu - İstanbul  
Phone: +90 212 251 46 40  
Fax: +90 212 244 42 00

**Ankara Representative Office**

Gazi Mustafa Kemal Bulvarı  
Ali Suavi Sok.No: 11 Maltepe 06570 Ankara  
Phone: +90 312 294 92 00 (Pbx)  
Fax: +90 312 232 01 82 - 232 16 73

---

Content and Reporting Consultant  
Mikado Sustainable Development Consulting  
[www.mikadoconsulting.com](http://www.mikadoconsulting.com)

Report Concept and Design Implementation  
Brand Suite Istanbul Brand Design Agency  
"Brand Design, Brand Consulting, Trend Analysis"  
[www.brandsuiteistanbul.com](http://www.brandsuiteistanbul.com)

The Yaşar 2022 Sustainability Report has been prepared for informational purposes only and the information and sources used in the Report are believed to be accurate and reliable for the period covered by the Report. The contents of this Report cannot be interpreted as any statement, guarantee or commitment, and it is not guaranteed that the contents of the Report are complete and unchangeable.

All rights to this Report are reserved for the benefit of Yaşar Holding A.Ş.