



Yaşar

UNDER THE GUIDANCE OF NATURE

FOR a
better
LIFE

YAŞAR 2021
SUSTAINABILITY
REPORT



UNDER THE GUIDANCE OF NATURE

FOR a
better
LIFE



The ways nature manages and sustains

life within itself is amazing. When we look around us, from birds to insects, from flowers to trees, from clouds to seas, everything is full of surprises. Some of them provide us with data and guidance in scientific studies, while others give us ideas in various fields through their lifestyles. It is simply impossible not to respect nature, which so generously provides millions of years of its experience, knowledge, and materials. Despite all this generosity, humanity continues to harm nature through its actions and inactions. However, there is still hope. This year, we carried our motto “under the guidance of nature for a better life” to our “Yaşar Sustainability Report,” in order to keep the future of our species and our planet alive by changing and transforming ourselves. In our Report, we share pleasant examples in nature that will guide us to our future, and thus invite everyone to proceed under nature’s wonderful guidance with small reminders.



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This report was prepared with the aim of sharing Yaşar Group's approach, strategies, efforts, and performance with its stakeholders, in the field of sustainability in 2021. The Yaşar 2021 Sustainability Report covers the sustainability performance of Yaşar Group's 10 companies for the period of Jan, 1 2021 and Dec, 31 2021.

The sustainability model and performance results which guide Yaşar Holding's sustainability strategy and way of doing business are presented under the titles of "Caring for Business", "Caring for Employees", "Caring for Society", "Caring for Business Partners" and "Caring for Environment". Yaşar Group's 11th Sustainability Report, which includes the approaches and performance results on priority issues of Group companies for stakeholders, was prepared with a focus on "creating value for a better life," and with the aim of helping Yaşar Holding further improve its sustainability performance.

Yaşar Group companies covered in the report 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), Yaşar Bilgi İşlem ve Ticaret A.Ş. (Yaşar Bilgi), Altın Yunus Çeşme Turistik Tesisler A.Ş. (Altın Yunus), and Desa Enerji Elektrik Üretim A.Ş. (Desa Enerji).

The sustainability performance of Yaşar Education and Culture Foundation, Pınar Institute, and Yaşar University founded by Yaşar Group was not covered in this report, although the activities and developments of these organizations in the field of sustainability were included in the report to share information with stakeholders.

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

Having signed the United Nations Global Compact on 12 November 2007, Yaşar Group has published a Communication in Progress for 2009 and 2010 and Sustainability Report for 2011-2020. This report, prepared in accordance with the principles of the United Nations Global Compact (UNGC), is also referred to as the 2021 UNGC Progress Report. Compliance of the report with the UNGC principles is shown in the UNGC Principles Index Table.

Yaşar 2021 Sustainability Report was prepared with the support of Mikado Consulting with the contributions of 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, UN WMD, UN Sustainable Development Goals, ILO (International Labour Organization), the Declaration of Human Rights and the GHG Protocol (Greenhouse Gas Protocol). No external audit service was received for the report.

You can find the report in Turkish and English at corporate web site: www.yasar.com.tr.

We value your feedback in order to improve our sustainability performance and report. You can submit your questions, opinions, and suggestions about the report via "dahaiyibiryasamicin@yasar.com.tr".



E. Feyhan Yaşar
Chair of the Board

“ Sustainability is a prerequisite for a better future for all generations... Every right step we take helps to build a better future. ”

Dear Stakeholders,

Since 77 years, Yaşar Group has striven to add value to the lives of all its stakeholders and provide them with a better life. In our eleventh Sustainability Report, published this year, we bring to our stakeholders' attention our way of doing business based on “caring” and focused on creating value, as well as our sustainability approach, which serves the goal of leaving a more livable world to future generations.

The impacts of the global epidemic and its accompanying problems on our country make us understand the importance of sustainability, and also expose the risks. We see and feel that our planet needs our collective efforts for a better future. Sustainability is a prerequisite for a better future for all generations... Every right step we take helps to build a better future.

Sustainability is a strategic priority for Yaşar Group, which has adopted the motto “for a better life” and plans and manages all its activities with the goal of guiding its stakeholders to a better life, which is inherent in the company's founding values. Since 2009, we have been reporting our works that we have managed with a systematic approach since 2007, and we have expanded our sustainability scope and sphere of influence by including sustainability studies and data of our ten companies operating in various sectors in our report. We share the value, that we created with our understanding of “caring” for all our stakeholders, by caring for our business, employees, society, business partners and the environment.

We at Yaşar Group are aware of the critical role of the business world in achieving sustainable growth and Sustainable Development Goals. We believe that establishing “partnerships for goals” and working in cooperation with all parties will increase the benefit. Accordingly, the United Nations Global Compact Principles guide how we do business with all our stakeholders, especially our suppliers.

Starting from the top management of our companies, we aim to create sustainable value by ensuring that all our employees, who manage and implement our activities, carry out their work in accordance with the principle of sustainability.

In our journey toward sustainability, our greatest asset is our workforce, which is sensitive to global issues and wants to be a part of the solution.

One of our top priorities is the climate crisis. We are aware of our responsibilities to contribute to the transfer of resources to future generations of our world, which offers abundant resources to all living things today. With this approach, we follow an open, transparent, scientifically based and inclusive road towards carbon neutrality by measuring greenhouse gases, ensuring energy efficiency, and increasing our investments in renewable energy sources in our companies. In 2021, we participated in the “The Climate Ambition Acceleration” initiated by the Global Compact to set our goals based on science. By establishing scientifically based goals, we intend to become an industry pioneer in this regard.



İdil Yiğitbaşı
Vice Chair of the Board

“ Our greatest asset is our workforce, which is sensitive to global issues and wants to be a part of the solution. ”



Mehmet Aktaş
Executive President

“We take important steps on the road leading all of us to a better life.”

Our water management efforts include making efficient use of water - our source of life - protecting its source, and using it effectively and repeatedly without wasting it. At our Pınar Süt and Pınar Et companies, we prepare our reports for CDP (Carbon Disclosure Project) based on volunteer work, and we also aim to ensure water safety by conducting water footprint calculations.

Our companies continue to develop projects for waste management, including integrating them into the circular economy. Another issue to which we attach importance is the reduction of plastics. By the end of 2021, Yaşar Holding reached the plastic reduction target of 2023 we set for Pınar Et and Pınar Su ve İçecek companies under the Business Plastics Initiative, of which we were one of the founding signatories in 2019. In 2022, we increased our targets by including our Pınar Süt and Dyo Boya companies.

To meet the growing demands of our customers and consumers around the world for more sustainable products, we are constantly improving our portfolio through our innovation and R&D leadership, which is part of our main strategy. On the other hand, we aimed to deliver Pınar quality directly to our consumers, to establish direct links with them, and to contribute to increasing the competitiveness and added value of the country's economy through the launch of PınarOnline platform in 2021. This platform was designed to help us reach our consumers faster with our Pınar brand by monitoring the changes in consumers' purchasing behaviors and habits and making their lives easier by offering practical solutions.

In addition to our economic and environmental responsibility, we maintain our social contribution projects on education, culture, art and sports for the development of society and future generations, and we continue to contribute to the development of individuals and the transformation of institutions.

Also, we work on women's empowerment, one of the most important development areas, while also contributing to regional development. The UN CEO Statement of Support for the Women's Empowerment Principles, which we signed in 2012, continues to be our guide for women to be empowered, take an active role, and remain in business life. While projects for women's empowerment continue in our companies, we have felt proud that Pınar Institute's "The Future of Our Milk is in Safe Hands" project, which stands out and raises awareness with its value-creating practices regarding women and gender equality, was chosen to receive an award at the "Women Friendly Brands Special Awards" ceremony held for the first time in 2021 by the Women Friendly Brands Platform.

As in all our activities, our goal in our sustainability efforts is "caring for all our stakeholders for a better life"...

With our sustainability data that we report every year in accordance with the transparency principle and our stated goals, we take important steps on the road leading all of us to a better life. In doing all this, we continue to develop practices that promote inclusion, diversity and equality throughout the Community and beyond, for a strong society.

We would like to express our gratitude to all our stakeholders who accompany and support us on our sustainability journey where we strive to improve each day.

For a better life...

With best regards,



The foundations of Yaşar Group, which has contributed to the Turkish economy and the development of our country for 77 years, are based on the Durmuş Yaşar Müessesesi, which opened in İzmir Kemeraltı Bazaar in 1927. With its 21 companies, 25 factories and facilities, which operate in the food and beverage, paint, sanitary paper, tourism, foreign trade, energy, and information technologies sectors, its 2 foundations, and employment opportunities for 7,500 people, it is among the leading industrialist organizations of Turkey. With four enterprises among Turkey's top 500 companies, Yaşar Group is one of the leading industrial actors contributing to the social development and economic growth of the country with more than 1000 dealers and more than 200 thousand sales points to which it provides activity-based access. Yaşar Group, which has export channels to more than 70 countries, has 5 companies based abroad (Kemipex, Hadaf Foods, HDF, Pinar Foods, Yadex).

Being the pioneer of the firsts with the sectors, brands and products introduced to Turkey, Yaşar Group's primary goals are to monitor and reduce the effects of its operations while maintaining a responsible attitude toward nature and the planet. Accordingly, it works to offer a better life to all its stakeholders and creates sustainable values to be passed on to future generations. In addition to contributing to the development of all sectors it works with, it adds value to society, environment, quality of life and human health. Focusing on social development as well as economic sustainability, Yaşar Group supports education, sports, culture and the arts with the Yaşar Education and Culture Foundation and Selçuk Yaşar Sports and Education Foundation, and contributes to society with its long-running corporate social responsibility projects.

Yaşar University, one of the most important educational investments of Yaşar Group, is among the leading universities in Turkey with the education it provides at highest international standards, through its experienced academic staff, and the opportunities it provides to its students.

Yaşar Holding's corporate governance structure, in which the interests of Yaşar Group and all stakeholders are observed within the framework of transparency, fairness, accountability and responsibility, is constantly reviewed in light of its Corporate Governance Principles. Having become a signatory of the United Nations Global Compact on 12 November 2007 and by signing the UN CEO Statement of Support for the Women's Empowerment Principles in 2012, Yaşar Group has declared its commitment to working in line with global objectives to ensure women's participation in business life with correct gender policies, improvement of their working conditions, and their empowerment in business life.

In 2019, Yaşar Group became one of the first signatories of the Business Plastics Initiative, created in cooperation between Turkish Industry and Business Association (TÜSİAD), Global Compact Türkiye and Sustainable Development Association (SKD) to be part of the solution and play an active role in efforts to reduce plastics pollution. Accordingly, it contributes to circular economy by determining commitments for plastics reduction specific to its companies.

You can find all activities carried out by Yaşar Group within the framework of its sustainability strategy and the progress reports and sustainability reports published to date at 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, 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 a participatory management and success-oriented work approach is among our core values.



Our Ethical Stance

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



Our Environmental and Social Responsibility

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

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:
12 November 2007

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

Contact Information:
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Yaşar Group's Board of Directors and Senior Management can be found at www.yasar.com.tr



Food and Beverage



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 Café Art, Pınar Tatlıları-
mın Sırrı, Pınar Labne, Pınar Beyaz, Pınar Kahvaltı Keyfi, Pınar
Aç Bitir, Pınar Go, Pınar İnce Bi Peynir, Pınar Tatlı Düşler

Number of SKUs	Employment (2021)
Over 300	1,486

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



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

Public	Year of Foudantion	Headquarters
Yes	1985	İzmir

Factory	Total Capacity
İzmir	58,000 ton/year

Brands
Pınar, Aç Bitir, Şölen, Pınar Doyum, Yörük

Number of SKUs	Employment (2021)
Over 350	1,016

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

Food and Beverage



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 ton/year

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

Number of SKUs	Employment (2021)
50	387

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



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

Public	Year of Foundation	Headquarters
No	1983	İzmir

Factory
Warehouses: İzmir, Bodrum, Asya, Avrupa-Trakya, Antalya,
Bursa, Konya, Ofisler; Adana, Ankara, Antalya, İstanbul,
Trabzon, Bursa, Muğla, Urfa, Konya, Samsun

Total Capacity	Brands
326,101 ton/year	Pınar, Nar'ca, Truva

Number of SKUs	Employment (2021)
500	898

Distribution and Service Network	Website
100 dealers, 155,000 sales points	www.ybp.com.tr

Agriculture, Livestock and Fisheries



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

Public	Year of Foundation	Headquarters
No	1983	İzmir

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

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

Number of SKUs	Employment (2021)
396	424

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

Paint



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

Public	Year of Foundation	Headquarters
Yes	1954	İzmir

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

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

Number of SKUs	Employment (2021)
12,449 product, 2,200 raw material	1,098

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



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

Public Yes	Year of Foundation 1969	Headquarters İzmir
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Factory İzmir	Total Capacity 45,800 ton/year
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Brands
Premia, Lily, Senso, Select, Pufla

Number of SKUs 98	Employment (2021) 306
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Distribution and Service Network 230 dealers + direct customers	Website www.viking.com.tr
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Trade and Service



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

Public Yes	Year of Foundation 1974	Headquarters İzmir
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Factory İzmir (facility)	Total Capacity 1,021 people/day
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Brands
Altın Yunus Çeşme

Number of SKUs -	Employment (2021) 120
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Distribution and Service Network -	Website www.altinyunus.com.tr
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Desa Enerji Elektrik Üretim A.Ş.
(Desa Enerji)

Public No	Year of Foundation 1996	Headquarters İzmir
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Factory İzmir (facility)	Total Capacity 318 Milyon kWh/year
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Brands
-

Number of SKUs -	Employment (2021) 35
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Distribution and Service Network Entire Turkey, particularly the Aegean Region	Website www.desaenerji.com.tr
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Yaşar Bilgi İşlem ve Ticaret A.Ş.
(Yaşar Bilgi)

Public No	Year of Foundation 1983	Headquarters İzmir
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Factory İzmir (office)	Total Capacity -
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Brands
Astron Dijital, Dijital.bayi, Dijital.şirket, Dijital.asistan, Dijital.zeka, Dijital.kahin, Dijital.mobilsatış, Dijital.tedarik, Dijital.iş takip, Dijital.kurum, Run Run Better

Number of SKUs -	Employment (2021) 132
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Distribution and Service Network -	Website www.yasARBilgi.com.tr
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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

Fungi have an important role in nature for their impact on transformation and sustainability. Fungi take charge of and grind organic nature wastes after trees and other organic species fall on the soil, and they play an important role in reintroducing them into the soil for life to continue. Making the most of the limited resources at hand and producing new resources for the future also requires following the guidance of nature.



Yaşar SUSTAINABILITY APPROACH AND MANAGEMENT



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

"Caring for" Our Business, Value Chain and All Stakeholders



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



Yasar Holding has created its Sustainable Development Policy in compliance with its mission and goals, and in line with international principles. Click here for the Sustainable Development Policy of YH.

Within the framework of our mission to provide high-quality products and services that add value to the lives of our consumers with our trusted brands, our corporate values are Our Consumers and Customers Come First, Our Operational Excellence, Our Human Resources, Our Ethical Stance, and Our Environmental and Social Responsibility. Yasar Holding'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".

- 1 To continue supporting the advancement of future generations as we have done in the past by investing in education, culture and the arts.
- 2 To provide employees with a fair working environment, allowing self improvement.
- 3 To support the local population and protect local values while providing quality products and services that meet the needs of the community.
- 4 To contribute to the progress of society through the collaborations developed.
- 5 To measure and improve our environmental impact and to contribute to the protection of natural resources in carrying out all of our activities.
- 6 To follow international developments and serve Sustainable Development Goals in the Group's areas of operation.

COMPLIANCE WITH UN SUSTAINABLE DEVELOPMENT GOALS

Yasar Group has reviewed all of its objectives, which it determined in line with its sustainability policy and approach, in 2016 with the compatibility study for the Sustainable Development Goals, and has started to create its business strategies and targets accordingly. Sustainability projects, studies and objectives established by Group companies directly overlap with 15 of the 17 Sustainable Development Goals. The Group continues to realize its objectives and actions in its sustainability strategy in line with the United Nations Sustainable Development Goals.



The Sustainability Committee ensures that the sustainability policy is adopted, implemented, and that efforts are coordinated throughout the Group.

Compliance with Sustainable Development Goals

Company	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			✓		✓	✓	✓				✓	✓	✓				
YBP			✓	✓	✓		✓	✓	✓			✓					
Çamlı Yem			✓	✓	✓			✓				✓	✓	✓			✓
DYO Boya			✓	✓	✓		✓	✓			✓		✓				✓
Viking Kağıt					✓	✓	✓	✓	✓			✓	✓		✓		
Altın Yunus			✓	✓	✓	✓	✓		✓			✓	✓	✓	✓		

SUSTAINABILITY MANAGEMENT

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

The Sustainability Committee ensures that the sustainability policy is adopted, implemented, and that efforts are coordinated throughout the Group.

At the end of regular risk and opportunity assessment studies, meetings are held to identify the necessary improvements, and actions are taken on risks and opportunities together with subcommittees within Group companies.

Committees such as the Waste Prevention Committee, the Ethics Committee, the Feasibility Committee and the Sustainability Competition Committee within Yaşar Group are not included in the Sustainability Committees, but they contribute to the efforts to comply with the Sustainable Development Goals, and in this sense, they work in harmony integrated with the sustainability approach of Yaşar Group. Yaşar Group companies maintain their presence in foreign markets in accordance with the framework texts of their respective markets and in compliance with the requirements of international laws, standards and certifications. Sustainability practices in many Group companies require dedicated work to comply with high standards in addition to local obligations. In this sense, efforts are continuing to spread good practices that can be adopted specifically for sectors and in general by Group companies. Establishing working groups in the prioritized areas of climate crisis and gender equality, Yaşar Group organizes, implements and reviews its strategic goals through these internal structuring systems.

In 2021, the efforts of the Gender Equality and Climate Crisis committees continued throughout the group. The Gender Equality Committee and the Climate Crisis Committee meet periodically and committee members share company practices with each other. The aim of both committees is to monitor the goals of the representatives of all companies and act together to create projects focused on the subject.

SUSTAINABILITY PRIORITIES

Yaşar Group closely follows the needs, expectations and demands of stakeholders, changing global trends, legal requirements and standards in all sectors in which it operates, and reviews its sustainability strategies annually. In this context, Yaşar Group companies update their ESG (environmental, social, governance) policies and carry out studies to determine Science Based Targets (SBT). Sustainability priorities were updated during the stakeholder dialogue in 2019 to cover all stakeholder groups. These priorities also guide the development and renewal of the Group's sustainability strategy. When identifying sustainability priorities, the GRI Standards on sustainability reporting guidelines and the "Sustainability Topics for Sectors: What do stakeholders want to know?" published by GRI were used, as well as the dynamics of the sectors that Yaşar Group serves and the feedback received from stakeholders on different platforms.

Online surveys were conducted with the participation of Senior Management to identify sustainability issues

of strategic importance for Yaşar Holding, and with different stakeholder groups to identify 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

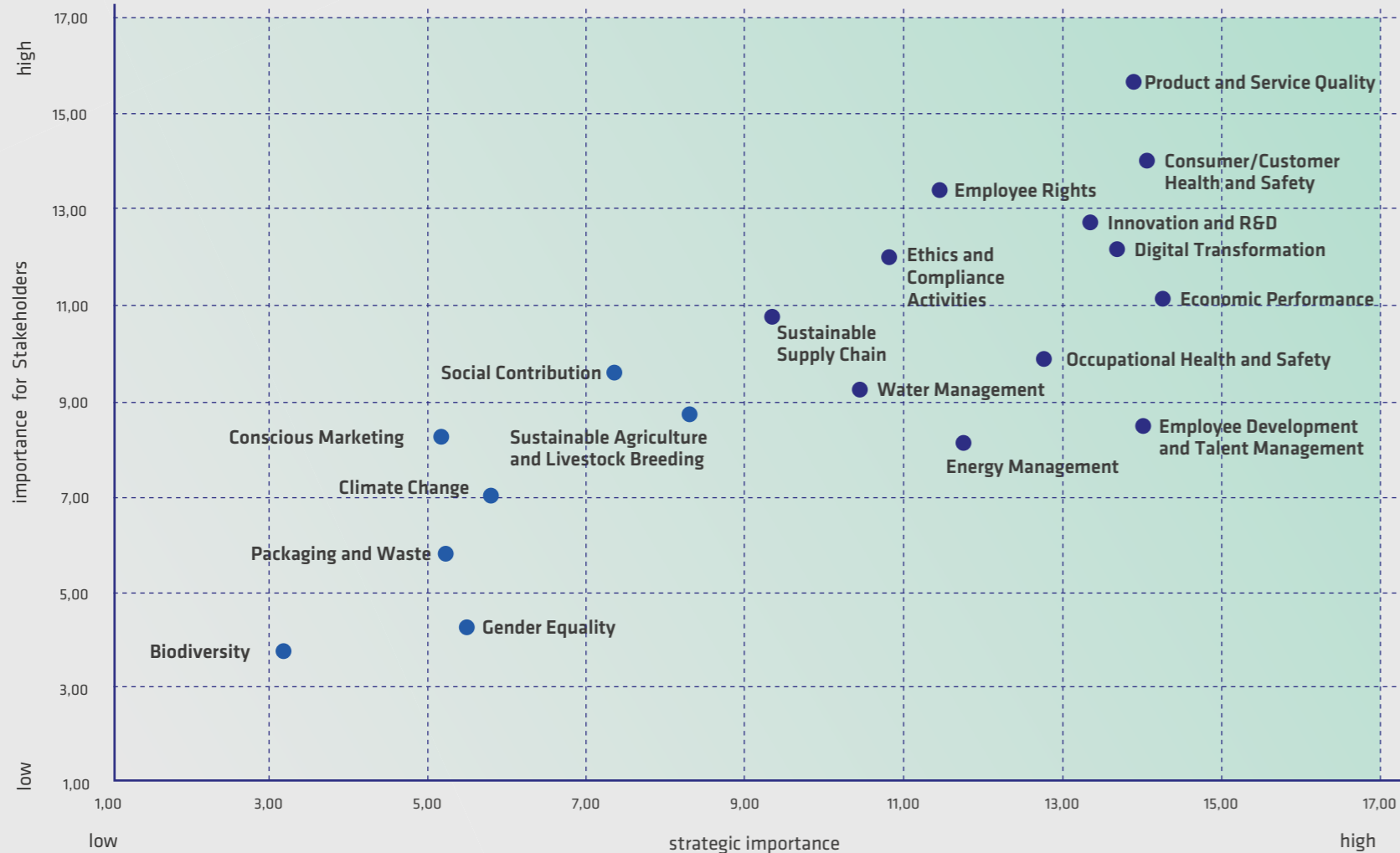




Yaşar SUSTAINABILITY APPROACH AND MANAGEMENT

The sustainability priorities updated in 2019 with the stakeholder dialogue covering all stakeholder groups and revised in 2021 are summarized in the following matrix:

SUSTAINABILITY PRIORITIES MATRIX



Yaşar Holding Sustainability Priorities

- Governance**
 - Ethics and Compliance
 - Innovation and R&D
 - Economical Performance
 - Digital Transformation
- Employees**
 - Employee Development and Talent Management
 - Employee Rights
 - Occupational Health and Safety
- Customers**
 - Consumer/Customer Health and Safety
 - Product and Service Quality
- Business Partners**
 - Sustainable Supply Chain
- Environment**
 - Climate Crisis and Energy Management
 - Water Management
 - Waste Management





UNDER THE GUIDANCE OF NATURE
FOR a
better
LIFE

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.
- In 2007, the Group signed the United Nations Global Compact (UNGC).

2009-2011

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

2012-2014

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



2015-2017

- The facility of Pınar Su ve İçecek in Bursa started to produce Natural Spring Water in Recycled Packaging in 2015, and Natural Spring Water in PET Packaging in 2016.
- The Pınar Süt R&D Center was established in 2015 to introduce new and outstanding categories and products to the industry, and to support innovation in the milk and dairy products industry.
- As the first milk and dairy producer to participate in the Carbon Disclosure Program (CDP), including the water transparency project, Pınar Süt ranked first among volunteers in the CDP 2015 Climate Change Report of Turkey.
- In 2017, Pınar Süt received the CDP Turkey Climate Leaders Award and the CDP Turkey Water Leaders Award, and in 2018, it achieved a B score in both areas.
- The Pınar Et R&D Center was established in 2017 in a first for the industry.
- Pınar Et reported on CDP climate change and water in 2017, and achieved a B score in both areas in 2018.

2018-2019

- In 2018, the business goals of the Group and the 2030 Development Goals were aligned and updated within the framework of Sustainable Development Goals. Based on these efforts, Yaşar Group's 2030 Business Goals were established, review studies were performed in all companies, compliance strategies were determined in line with Sustainable Development Goals and the Group's goals were shared with all stakeholders.
- The construction of the Eskişehir/Tepebaşı Yaşar Education and Culture Foundation Vocational and Technical Anatolian High School, built by the Yaşar Education and Culture Foundation, was completed and donated to the Ministry of National Education in 2018.
- In 2019, Yaşar Holding signed the Business Plastics Initiative, which was created as a result of cooperation between TÜSİAD, SKD and Global Compact Türkiye, becoming one of the first 26 companies to volunteer in efforts to reduce plastic pollution.
- In 2019, Pınar Süt and Pınar Et also reported on the volunteer-based CDP, Climate Change, and Water Security Program. Pınar Et was awarded a rating of B in the CDP Climate Change and Water Safety Program.
- The Pınar Institute's "The Future of Our Milk Is in Safe Hands" project was included in the 2019 Impact Champions program by the United Nations Development Program (UNDP) Business Call to Action Platform. Click here for more information about the project. (<https://www.pinarenstitusu.org.tr/tr/>)
- 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.

2020

- Pınar Süt received an A- grade as one of the Climate and Water Leaders of the Turkey 2020 CDP Program, and Pınar Et received a B grade in climate change and water security programs for its CDP Carbon and Water Footprint reduction efforts.
- The Pınar Institute's "The Future of Our Milk is in Safe Hands" project was the only project representing Turkey as an "exemplary inclusive business model" in the "Impact Management Journey" session at the annual forum held as part of the "United Nations General Assembly Week" events. It 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. (<https://www.pinarenstitusu.org.tr/tr/>)

2021

- Yaşar Holding is 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 the program, which is implemented in 44 countries and attended by 25 companies from Turkey, companies are planned to set targets to increase the number of women in senior management and to prepare action plans, accordingly.
- Yaşar Holding achieved the target of 90 tons of plastic reduction until 2023 it set as part of the Business Plastics Initiative, by the end of 2021.
- It was included in the Climate Goals Acceleration Program by Global Compact, and studies have begun on science-based goals setting.
- As part of the CDP, Pınar Süt and Pınar Et were included in the "Management" level setting in 2021 and were rated with a B grade in the water security area and B- grade in the climate change area.



Yaşar SIGNIFICANT SUSTAINABILITY ACHIEVEMENTS AND DEVELOPMENTS IN 2021

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 2021 as well.

- Yaşar Sustainability Committee, which was established to coordinate Yaşar Group sustainability efforts, 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 2021.

- Yaşar Group closely follows developments at home and abroad, particularly Turkey Green Deal Action Plan and the European Green Deal, which the European Union has implemented with the aim of green transformation, as well as inclusive growth and being a carbon-neutral continent by 2050. Necessary compliance studies are carried out in all Group companies, and contributions are made to industrial studies with affiliated non-governmental organizations. In 2021, information meetings and trainings were organized for all employees, including senior management, to raise awareness in line with the developments.

Climate Change and Energy Management

- Yaşar Holding took part in the “ The Climate Ambition Accelerator,” which was initiated by UN Global Compact and was organized to help companies set and achieve Science-Based Goals on the road to “net zero”. Following the program attended by representatives from Pınar Et and DYO Boya companies, Yaşar Holding Sustainability Committee members and Company Carbon Leaders were trained, and afterwards studies to specify Science-Based Goals in companies were initiated.

- As a result of optimization and efficiency studies carried out in various fields, particularly production, logistics, and energy, the Group’s average carbon emission per unit ton of production decreased by 11.24% in 2021 compared to the base year in Group companies that have been performing greenhouse gas measurement and management studies since 2010.

- The Group, which started renewable energy production with solar energy panels installed at Desa Energy in 2021, extends its renewable energy and energy efficiency investments to its other companies.

- Pınar Süt and Pınar Et were rated with a B- grade in the field of climate change within the scope of the CDP, where the impacts of companies’ activities on climate change are reported and evaluated on a voluntary basis.

- In 2021, the carbon emission intensity of Pınar Su ve İçecek was reduced by 32% compared to the base year. Viking Kağıt, which reduced its greenhouse gas emissions by 568 kg per production with its waste recovery projects, has a total greenhouse gas emission reduction of 33%.

- Aiming to increase the use of geothermal energy, Altın Yunus continued to serve with its electric vehicle charging station.

Water and Wastewater Management

- In the Group companies, water footprint calculations continued in order to conduct data-based water and wastewater management studies in accordance 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.

- Pınar Süt and Pınar Et were rated with a B grade in the field of water safety within the scope of the CDP.

- Despite the increase in production, DYO Boya reduced its total water consumption by 20% in 2021 compared to the previous year, while Viking Kağıt obtained a 37% reduction in total water consumption compared to the base year, and Pınar Et’s water footprint reduction was 11.2% compared to the base year.

- As a result of the improvements made to reduce production line washes, domestic use areas, and filling wastes at Pınar Su ve İçecek, the total waste water amount was reduced by 7.4% and the amount of waste water per unit production was reduced by 21.5% in 2021 compared to the previous year.

- Altın Yunus continued the practice of treating wastewater and using it for irrigation of gardens and forest areas.

Yaşar SIGNIFICANT SUSTAINABILITY ACHIEVEMENTS AND DEVELOPMENTS IN 2021

Circular Economy and Waste Management

• Thanks to the investment made at Viking Kağıt, tissue paper production started with the recycling of beverage cartons. 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 the other industry, contributes to sustainability and efficiency while reducing foreign supply dependency and benefiting the sector and the country's economy.

• As part of the Business Plastics Initiative (IPG) established in cooperation with TÜSİAD, SKD and Global Compact Türkiye, Yaşar Holding, Pınar Et, and Pınar Su ve İçecek companies have made commitments for the reduction of 90 tons of plastic until 2023. The given target was achieved at the end of 2021, and the targets for 2022 were raised by including Pınar Süt and DYO Boya companies within the scope of the program.

• The goal of R&D projects is to use recycled packaging, reduce the use of plastic in packaging, and make used packaging recyclable. In 2021, packaging R&D projects reduced 58 tons of plastic and 31 tons of paper at Pınar Et, as well as 50 tons of plastic at Pınar Süt. Pınar Su ve İçecek achieved an 18-26% reduction in the packaging weight of pet bottles based on product groups, as well as a 10-15% reduction in the use of shrink and stretch. While DYO Boya aims to save 114 tons of plastic and 27 tons of metal through the optimization of packaging dimensions project and it anticipates a reduction of 228 tons of plastic in the Casati brand product group, where it began

to use 30% recycled plastic. At DYO Boya Dilovası facility, a reduction of 20.7% in waste amount per unit product, 24.2% in treatment sludge amount and 36% in hazardous waste amount through the solvent recovery project was achieved in 2021.

• In 2021, "Basic Level Zero Waste Certificate" processes were completed at Pınar Süt, Pınar Et, Pınar Su ve İçecek, DYO Boya, Çamlı Yem, Viking Kağıt, Altın Yunus, and Desa Enerji.

Innovation, R&D and Quality

• Research and development activities in the fields of product, packaging and machinery continued at the four R&D Centers of Pınar Süt, Pınar Et, and DYO Boya. In 2021, 74 new products and 40 R&D projects at DYO Boya, 54 new products and 2 patent applications at Pınar Et, 18 new products and 7 patent processes at Pınar Süt, and 4 robot automation systems and 1 packaging machine production at the Technology Center were realized.

• In 2021, certification and document updating work continued in areas such as environment, energy, food safety, organic production, good agricultural practices, OHS, information security, etc. Pınar Et received the "Good Agricultural Practices (GAP)" certificate on food safety, animal welfare, environment, and OHS topics in turkey hatchery, breeding and turkey meat production while Viking Kağıt received the "BRC Consumer Product" certificate as a result of the audits carried out by the German certification body DQS.

Digitalization

• Playing a leading role in the digitalization journey of Yaşar Group, the technology company Yaşar Bilgi realized many important projects with its internal and external customers in 2021 by focusing on Robotic Process Automation (RPA), Industry 4.0, mobile software, and cyber security, which are the dominant trends in the IT world.

• In 2021, when digitalization became even more important, the Pınar brand, which has been in almost every household in Turkey for 49 years and strengthened its quality, trust, and innovation-based bond with its consumers through its products, moved to the digital platform and established the PınarOnline platform. In keeping with Yaşar Group's sustainability approach, PınarOnline offers environmentally friendly options in all of its operations, from nature-friendly packaging to logistics solutions, and aims to deliver with 100% electric vehicles by 2025.

• In the "Turkey Loyalty Programs and Digital Platforms Survey" conducted throughout Turkey in 2021, Pınar Su ve İçecek ranked first in the consumer products category as the "Brand Offering Successful Digital Solutions During the Pandemic".

Corporate Governance

• The percentage of female managers in 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 Turkey, is between 29-57%.

• According to the corporate governance rating studies

for 2021, the publicly traded companies of the Group, Pınar Su ve İçecek, Pınar Et, and Pınar Süt, which manage the interests of all stakeholders with the principles of transparency, fairness, accountability, and responsibility, received grades of 9.54, 9.36, and 9.33, respectively.

Gender Equality

• Having become a signatory of UNGC in 2007, Yaşar Group has declared its commitment to working in line with global objectives to ensure women's participation in business life with correct gender policies, improvement of their working conditions, and their empowerment in business life by signing the "UN CEO Statement of Support for the Women's Empowerment Principles" in 2012.

• In line with this understanding, efforts are made to increase the number of female employees, especially in STEM areas. In 2021, the percentage of female employees in R&D employees was 34%, and the percentage of female employees in engineers was 49%. On the other hand, increasing the number of female employees in positions such as forklift operators and divers is encouraged.

• 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 given free 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 2021 as well.

Yaşar SIGNIFICANT SUSTAINABILITY ACHIEVEMENTS AND DEVELOPMENTS IN 2021

- The “Future of Our Milk is in Safe Hands” project, which is carried out by the Pınar Institute and stands out and raises awareness with its value-creating practices on women and gender equality, received an award at the “Women Friendly Brands Special Awards” ceremony, organized for the first time in 2021 by the Women Friendly Brands Platform.

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 2021.

- In 2021, the 40th “International Pınar Painting Contest” was held with the theme of “I Love Nature and Take Care of My Environment”, and 12,908 paintings were submitted to the contest by children aged 6-14. 26 works selected in the contest and 112 works deemed worthy of exhibition by the jury, were presented to visitors in the “Virtual Exhibition” on Pınar’s website www.pinar.com.tr, as well as the exhibitions in Izmir and Istanbul. The video of the exhibition is continued to be published on the Pınar’s YouTube channel “Her Şey Çocuklarımız İçin”. The theme for 2022 is planned to be “The World Through My Eyes” and the slogan “Take action for the future; paint your dream world.” The painting competition process will be run as a campaign to raise awareness about sustainability.

- Bringing more than 3.5 million children to the theater free of charge since 1987, “Pınar Children’s Theater” opened its curtains for the 34th time with the play “Oyun Makinesi” in 2021. The performances of Pınar Children’s Theater, which has performed plays in all cities of our country with tours to date, can be accessed on Pınar’s Youtube channel called “Her Şey Çocuklarımız İçin”.

- “Pınar Painting Workshop” and “Kitchen Workshop” were organized in the virtual environment to help children have a fun time with their families in the 2021 semester holiday.

- With the “Accessible Communication Line” of the Pınar Communication Center, special services continued to be offered to visually and hearing impaired individuals.

- The “Let’s Move With Fun, Let’s Eat Healthy” project, which was implemented in 2016 with the aim of raising nutrition awareness at a young age and raising healthy individuals, reached 475 teachers and 22,128 children in 15 provinces. The cooperation protocol signed with the Ministry of National Education General Directorate of Basic Education was renewed in 2021, and the project was expanded by continuing training in Balıkesir and Çanakkale.

- The third “Scientific Article Award”, which is given by Pınar Institute to articles on food technology, nutrition-health relationship and food safety, selected by considering the criteria of contribution to science, social benefit and applicability and published in peer-reviewed journals, reached its owners in 2021.

- In order to prevent information pollution on food, health and nutrition, the Healthy Living Sessions event, which was implemented in 2018, was moved to online platform with the pandemic. It was shared with all employees on the information screens in the Izmir factory, on the Pınar Institute Youtube channel, and via e-mail.

- 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 2021 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.

- As part of the “Value for Tomorrow” Project, with the “Value for Learning” project, DYO Boya organized trainings on the use of color, space, heat, and light in cooperation with Mimar Sinan University, reaching 45 thousand students so far, and nearly 500 painters with the “Value for Painters” project. As part of the “Value for Schools” project, DYO Boya prepared a guide to painting and paint-use standards for schools based on scientific data, in a first for Turkey.

- DYO Boya contributed to the coloring of many urban areas by supporting street art in Izmir, Istanbul, Hatay, and Muğla in 2021 with its “Wall Art Works”.

- DYO Boya, within the scope of its cooperation with the Istanbul Architecture and Urbanism Research Academy (AURA), which brings together Turkey’s most valuable architects and offers training and development opportunities to architecture students through various projects, reached the audience live on DYO’s Youtube channel in 2021 with the interview series “Renkli Dyologlar”, which brought together prominent names of Turkey in different disciplines, from architecture to gastronomy, from music to fashion, from art to nature.

Yaşar Education and Culture Foundation

- With the scholarships provided in 2021, the number of students to whom Yaşar Education and Culture Foundation, which has been providing gratuitous scholarships to successful and needy students since 1974, provided educational support has surpassed 6,500.

- Yaşar Education and Culture Foundation continued its support given to archaeological excavations since 1998 to preserve our cultural heritage and carry it to the future. The Foundation continued its support for excavations in Aydın/Nysa, İzmir/Old Smyrna, İzmir/Smyrna Agora, and Konya/Çatalhöyük in 2021 as well.



Yaşar SIGNIFICANT SUSTAINABILITY ACHIEVEMENTS AND DEVELOPMENTS IN 2021



- The Foundation also continues its works on restoration and renovation of the structure registered as “Immovable Cultural Heritage Under Protection” and making it part of urban life of İzmir as the “Yaşar Museum”. The museum, which will have temporary and permanent exhibition areas, library, workshop areas, conference hall, etc. on an area of 6,000 m2, is planned to open in 2022.

- Preparations for the 39th “Dyo Painting Awards” competition, which has been held since 1967, were completed. It is planned to announce the competition results and hold the award ceremony in 2022, and to exhibit the winning works in various cities across our country in 2023.

Yaşar University

- Yaşar University continued to give quality education and to contribute making İzmir a university city with its 7,190 students, 434 academic, and 203 administrative staff in the 2020-2021 academic year. Approximately 70 activities were organized by the EU Research and Application Center of the University within the framework of 24 EU supported projects in areas such as innovation, migration, entrepreneurship, energy, gender equality, environment, sustainable agriculture, and social responsibility. “Yaşar University Gender Equality Plan (GEP)” was prepared and implemented under the EU Horizon 2020 project named “CALIPER – Research and Innovation for Gender Equality”, which prioritizes the disciplines of “Science, Technology, Engineering and Mathematics” (STEM). While the Research Center for Women’s and Family Studies

(YÜKAM) continued its activities in 2021, the Knowledge and Technology Transfer Office (BTTO), MINERVA Incubation Center, and Yaşar Üniversitesi Bilgi ve Teknoloji Yönetim Tasarım ve Danışmanlık A.Ş. (YUTECH A.Ş.) realized projects in the field of entrepreneurship. Besides, Yaşar University Symphony Orchestra continued to bring art-lovers from İzmir together with music in 2021 as well.

Sustainable Agriculture and Livestock Breeding

- More than 8,000 dairy farmers in 14 provinces were reached with the 2021 trainings of the “The Future of Our Milk is in Safe Hands Project”, which has been carried out since 2014 with the public-university-industry cooperation under the management of Pınar Institute, and where dairy farmers are supported with training for sustainable agriculture and livestock. As part of the project, cooperation continued also in 2021 with the Business Call to Action (BCtA) platform supported by the United Nations. Within the framework of the cooperation, project activities and social impact research results were associated with the UN Sustainable Development Goals.

- In order to support dairy farmers, increase their know-how, encourage correct animal husbandry practices, and reach farmers not possible to reach physically through education, Pınar Institute developed a mobile application called “Süt Uzmanı” for small producers. The application, whose development and testing phase was completed in 2021, is planned to be made available to all milk producers in 2022.

- With the United Nations declaring the 2019-2028 decade as the “Development and Expansion Decade of Family Farming,” a research to be carried out in Eskişehir and İzmir involving young farmers and female producers was initiated with the Ankara University Development Studies Research and Application Center (AKÇAM) under the management of Pınar Institute, and a protocol was signed within the scope of the “Young Farmer Professional and Individual Capacity Building Program” between Pınar Süt and İzmir Directorate of Provincial Agriculture and Forestry in 2021.

- Çamlı Yem was among the stakeholders of the “Intelligent Management Systems for Multi-trophic Aquaculture - IMPAQT” project, 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 as the “Work Package Leader” in the project. Studies under the scope of the project were completed in 2021, which tested these systems in various pilot facilities with R&D studies on alternative aquaculture models managed with smart systems that support development of ecofunctional aquaculture, are sustainable, environment-friendly and are harmonized with smart technologies.



Yasar SIGNIFICANT SUSTAINABILITY ACHIEVEMENTS AND DEVELOPMENTS IN 2021

Best Practices of Group Companies in 2021

PINAR SU VE İÇECEK

- The corporate governance rating of Pınar Su ve İçecek has been updated to 9.54.
- Pınar Su ve İçecek, which uses carbon credits certified by the Gold Standard, has maintained its pioneering identity by producing the first Carbon Neutral Certified Products in Turkey through carbon equalization in its products.
- As a result of packaging weight optimization efforts, technological investments and R&D activities, the packaging weights of PET bottles have been reduced by 26% in the 0.5 l product group, 23% in the 0.33 l product group, and 18% in the 1.5 l product group.
- With weight optimization efforts in product packages, shrink and stretch use has been reduced between 10% and 15% in certain product groups.
- Carbon emission intensity has been reduced by 32% in 2021 compared to base year, 2010.
- The total amount of waste water was reduced by 7.5% in 2021 compared to 2020 despite the increase in product diversity, with improvements to reduce production line washes, domestic use areas, and filling waste by monitoring the amount of waste water.
- The amount of waste water resulting from the production processes was reduced by 18.86% per unit production at the Aydın Madran Plant, by 16.2% per unit production at the Sakarya Gökçeağaç Plant, and by 26.31% per unit production at the Bursa Uludağ Plant.

DYO BOYA

- A total of 40 projects were completed by DYO Boya R&D Center.
- During the year, 74 different and innovative products were introduced to the market.
- In some product packaging, 30% recycled material has been used in plastic packaging.
- Metal packaging simplification and packaging size reduction project was initiated to increase resource efficiency and reduce raw material costs. Thus, the goal is to reduce 27 tons of metal waste and 2.56 tCO₂e of greenhouse gases in approximately 450 thousand packages per year.
- DYO Teknoplast, an interior paint with virucidal effect against coronavirus (SARS-CoV- 2) approved by the Ministry of Health, was developed.
- A decrease of 1.74% was achieved in greenhouse gas intensity compared to the base year.
- Work accident frequency rate realized as 21.31% in 2021.
- In 2020, the Çiğli plant reduced the number of work accidents by 53% compared to the previous year and the loss of workdays caused by work accidents by 38%.
- As a result of "special training after work accidents" efforts, the number of work accidents at the Dilovası facility decreased by 19% compared to the previous year, and the loss of work days caused by work accidents by 76%.
- Unit water consumption was reduced by 20.6% at Dilovası facility in 2020-2021.





Yaşar SIGNIFICANT SUSTAINABILITY ACHIEVEMENTS AND DEVELOPMENTS IN 2021

PINAR ET

- Pınar Et's Corporate Governance Rating has been updated to 9.36.
- In 2021, Pınar Et applied for 2 patents for new inventions and launched 54 new products through R&D projects.
- Pınar Et R&D Center continued its project studies with universities and within the framework of TÜBİTAK 1501-Industry Research Technology Development and Innovation Projects Support Program in 2021 as well.
- Through optimization studies on existing packaging materials, approximately 57,840 kg less plastics and 31,170 kg less paper were used. A total of 253 tons of CO₂ emission reduction was achieved, with 177 tons of CO₂ through plastics reduction and 76 tons of CO₂ through paper reduction.
- As part of the efforts to create alternative suppliers, a total of 15 suppliers, including 11 alternative suppliers for 52 packaging materials and 4 alternative suppliers for 4 food additives, were added to the system. Approximately TRY 2.6 million was saved.
- Pınar Et's greenhouse gas intensity decreased by 14.34% compared to the base year of 2010.
- As a result of the academic studies carried out within the R&D Center, a compilation article titled "Application of Edible Film and Coatings Enriched with Active Components on Fresh and Processed Meat and Fish Products" was published in the Turkish Journal of Agriculture - Food Science and Technology in 2021.

PINAR SÜT

- Pınar Süt's Corporate Governance Rating has been updated to 9.33.
- As a result of the innovative projects of Pınar Süt's Marketing Team, R&D Center and Production Department, 19 new products and 34 new product packaging materials were launched in 2021.
- In 2021, the share of sustainability-oriented projects in packaging improvement projects is 8%. Thanks to the implementation of these projects, 148 tons of less CO₂ was emitted during the year.

YAŞAR BİRLEŞİK PAZARLAMA

- In 2021, Yaşar Birleşik Pazarlama reduced its greenhouse gas intensity by 13.19% compared to the base year. Total CO₂ emissions were reduced by 2.22% compared to 2020 while the reduction rate was 8.53% compared to the base year.
- A Supply Chain Channel was established at the beginning of 2020 in order to effectively manage digitalization operations in a joint effort of the Logistics, Business Management Systems, Commercial Marketing, and Purchasing departments.

ÇAMLI YEM

- Çamlı Yem reduced its greenhouse gas intensity by 14.4% in 2021 compared to the base year of 2010.
- The HORIZON 2020 project, which was completed in 2021, aimed to develop and implement a multipurpose, multi-sensor and multi-functional management platform for sustainable integrated aquaculture production in the production area. For the details of the project:<https://impactproject.eu/>

VİKİNG KAĞIT

- Viking Kağıt reduced its total greenhouse gas emissions (CO₂ kg) by 33.08% and greenhouse gas intensity per product (tons of CO₂/tons of product) by 17.13% compared to the base year 2010.
- In 2021, the company's total water footprint decreased by 37% compared to the base year 2014.

ALTIN YUNUS

- Altın Yunus greenhouse gas intensity value reduced by 24% compared to 2020.
- Continuing its efforts to improve energy consumption, water and waste savings, the Facility separates the 100% recycled and recyclable papers, glass, and plastic packages used at the source and directs them to the relevant facilities.
- Working to make more intensive use of geothermal energy at the facility, Altın Yunus ensures that wastewater is treated and used for irrigation of gardens and forest areas.

DESA ENERJİ

- Thanks to the solar energy system with a maximum power of 500 kWe, the installation of which was completed in 2021, Desa Energy contributed to the provision of Group's internal and external electrical energy production from renewable energy sources.



Yasar AWARDS RECEIVED IN 2021



- According to the results of the “Most Admired Companies of The Business World” survey conducted by Capital magazine using the online questionnaire technique (CAWI) with the participation of 1,470 managers representing over 600 companies from different sectors, Pınar Süt emerged as the most admired company in the “Milk and Dairy Products” category.
- Pınar Süt ranked in the top 100 in the “R&D 250, Turkey’s Top Companies by R&D Spending” survey conducted by Turkishtime Turkey (Economy and Business Culture Portal). According to the Turkishtime Turkey R&D 250 research 2021 data, Pınar Süt R&D Center ranks 3rd among the top 10 companies spending the most on R&D in the food industry, 65th in terms of the number of projects carried out at the R&D Center, and 17th according to the number of brands obtained by the R&D Center.
- Pınar Süt, which has participated in the evaluation since 2016 within the scope of CDP (Carbon Disclosure Project), was included in the “Management” level setting in 2021 and was rated with a B grade in the water security area and B- grade in the climate change area.
- Pınar Süt received the Awareness Award at the Women-Friendly Brands Platform with the trainings held for women producers as part of the “The Future of Our Milk is in Safe Hands” project carried out by the Pınar Institute since 2014.
- Pınar Multi Lactose-Free High-Protein, Vitamin-Mineral Added Milk received the Superior Taste Award from the jury of Michelin-starred chefs and sommeliers at the ceremony held in Belgium by the International Taste and Quality Institute (ITQI).
- In the “Most Admired Companies of The Business World” survey conducted by Zenna Research and Consulting under the leadership of Capital Magazine, Pınar Et was selected the “Most Admired Company” in the Packaged Meat Products Category.
- In the Turkish Reputation Index Survey, conducted for ten years by Turkey Reputation Academy under the academic supervision of Yıldız Technical University and Bursa Technical University and attended by 12 thousand people across 72 provinces, Pınar Et ranked among the most reputable organizations and brands in the “Processed Food” category.
- Pınar Et was received a B- grade in climate change and a B grade in water security by CDP, within the scope of the program in which the management of risks caused by climate change and water among the applicant companies was evaluated.
- Pınar Su ve İçecek ranked first in the consumer products category as the “Brand with Successful Digital Solutions During the Pandemic Period” with the Yaşam Pınarım application in the “Turkey Loyalty Programs & Digital Platforms Survey” conducted throughout the country.
- DYO Boya was granted the “EIPM Peter Kraljic Excellence Award” in the field of Purchasing and Supply Management, in line with the evaluation made among companies in Europe by the European Institute of Purchasing Management.
- Continuing its tradition of undertaking award-winning projects, DYO Boya was deemed worthy of the “Most Successful Large-Scale Enterprise” award as part of the 2021 Technopark İzmir High Technology Awards, as a result of the successful work of its R&D centers.

CARING FOR BUSINES

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



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

Every year, migratory birds attempt to reach their predetermined destination via a long and difficult journey. This journey is critical to the continuation of their lives. On this long journey, the leader of that journey decides where to take a break, how long to wait, and how to care for babies and sick birds. For this reason, leadership is of great importance for migratory birds. Our business world, like migratory birds, has to move forward with long-term goals. After each goal is reached, it is necessary to refresh with new goals and to continue this never-ending journey in a healthy manner. Birds guide us on leadership.

Corporate Governance

Corporate governance is one of the most important tools to realize the strategies and objectives of Yaşar Group and to create value for stakeholders and society with its multiplier effect. The basis of Yaşar Group's corporate governance approach is to carry out activities in line with the principles of transparency, fairness, accountability and responsibility towards stakeholders. Having voluntarily taken important steps to implement the best management approaches in Turkey for many years, the Group manages its "corporate reputation" as an important value.

The Corporate Governance Principles published by the Capital Markets Board (CMB) form the basis for the corporate governance practices of Yaşar Group companies. Corporate governance ratings are given annually based on corporate governance principles for Pınar Su ve İçecek, Pınar Süt, and Pınar Et, Yaşar Group's publicly traded companies. According to the results of the evaluation, the corporate governance rating of Pınar Su ve İçecek for 2021 was found to be 9.54 out of 10. The Corporate Governance Rating of Pınar Süt was updated to 9.33 out of 10. The rating of Pınar Et was also revised upwards to 9.36 out of 10.

2021 Corporate Governance Rating



*Corporate governance rating evaluation is performed out of 10 points.

Organizational Structure

The Board of Directors of Yaşar Holding* is the highest level decision-making and control body for all processes of the organization. At Yaşar Holding, the responsibilities of the CEO and the Board of Directors are separate in accordance with OECD Corporate Governance Principles. The Chairman of the Board of Directors does not play an executive role, and the CEO of Yaşar Holding, who holds the primary executive role, is responsible to the Board of Directors for all of Yaşar Group's executive activities.

In accordance with Capital Markets Legislation and CMB Corporate Governance Principles, the Audit Committee, the Early Risk Detection Committee and the Corporate Governance Committee have been established in the publicly traded companies of Yaşar Group. The Nomination Committee and the Remuneration Committee also fall under the structure of the Corporate Governance Committee. The duties of the Nomination Committee include establishing a transparent system for identifying, evaluating, training and rewarding suitable candidates for the Board of Directors, and determining policies and strategies in this regard. The duties of the Compensation Committee include the determination of proposals regarding the remuneration principles for the

members of the Board of Directors and senior executives, taking into account the long-term goals of the company. The Early Risk Detection Committee is responsible for detecting risks which may compromise the existence, development and continuity of the company at an early stage, taking necessary measures for any risks so identified, and conducting risk management activities.

The Committees of the Board of Directors follow the working principles also posted on the website while carrying out their activities. There are three independent members on the boards of directors of the Yaşar Group's publicly traded companies. Furthermore, increasing the number of female board members in Group companies has been prioritized. The percentage of women in the board of directors of Yaşar Holding and its publicly traded companies is between 29% and 57%.

The "Yaşar Group Corporate Governance Handbook" defines all processes and responsibilities related to management and organizational structure, corporate governance principles, decision-making processes of the Board of Directors and Executive Board, authorities and responsibilities of Yaşar Holding Board of Directors, as well as its subcommittees and their roles.

*Click for Yaşar Group Board of Directors information: <https://www.yasar.com.tr/tr/yasar-toplulugu/yonetim/Yonetim-Kurulu/13/0/0>

*Click for Yaşar Group Senior Management information: <https://www.yasar.com.tr/tr/yasar-toplulugu/detay/Ust-Yonetim/14/9/0>



Information Policy

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

At all the publicly-traded companies of Yaşar Group, the Investor Relations Department is responsible for the sound and reliable execution of the communication between investors and the Group. In addition, shareholders, the public and other stakeholders are informed in a timely, complete, accurate, understandable and accessible manner on equal terms. In this context, companies' remuneration, profit distribution, compensation and donation policies can be accessed on the companies' websites.

Yaşar Holding's website contains information on the activities of Group companies, and you can find the Investor Relations modules prepared in both Turkish and English within the framework required by legislation, as well as corporate rating reports and other detailed information on the websites of the Group's publicly-traded companies at www.pinar.com.tr, www.dyo.com.tr, www.viking.com.tr, www.altinyunus.com.tr.

Click for the "Investor Relations" section of Pinar companies.

<https://www.pinar.com.tr/yatirimci-iliskileri/anasayfa/Yatirimci-Iliskileri/5/0/0>

Click for DYO Boya "Investor Relations" section.

<https://yatirim.dyo.com.tr/yatirim.aspx>

Click for Viking Kağıt "Investor Relations" section. <https://www.viking.com.tr/tr/kurumsal/yatirimci-i-liskileri>

Click for Altın Yunus "Investor Relations" section. <https://yatirim.altinyunus.com.tr/yatirim>

Ethics and Compliance

Our Ethical Stance

Today, operating by adhering to internationally accepted business ethics standards and in accordance with legal requirements are the most important components of the sustainability of the business world. Adhering to the principle of not compromising our ethical, accountable and honest business understanding, Yaşar Group operates in all its operating territories with transparency and in accordance with the law and international business ethics rules. The Group companies combat all kinds of corruption, including bribery and racketeering, and fulfill all their obligations to prevent corruption.

There are an Ethics Committee at Yaşar Holding and separate Company Ethics Committees in each Yaşar Group Company. The Company Ethics Boards consist of at least 3 members, including a Chairperson and the General Secretary. The role of the Chairperson of the Company Ethics Board is assumed by the General Manager and members are appointed with the proposal of the General Manager and the approval of the Board of Directors of the company.

"Yaşar Group's Business Ethics Code of Conduct" booklet, which was prepared in 2009 and published in 2010, was revised in 2019 taking into account the changes in business life and culture, compliance with updated laws, and the approaches of the Group. This booklet reveals the business ethics approach of the Yaşar Group.

Business Ethics Code of Conduct found in the booklet covers the necessary regulations to fight Bribery and Corruption. This booklet is also used in the orientation training provided upon recruitment.

During the implementation and evaluation process of the business ethics code of conduct, employees report issues that they believe fail to comply with established business ethics rules, and the violations they have observed, to the Company Ethics Boards via e-mail, letter, or phone. Issues reported to the Ethics Board are resolved within the framework of the Code of Conduct no later than one week. A total of 17 issues were referred to Ethics Boards between 2009 and 2019, whereupon the necessary reviews were conducted and the issues resolved. No issues were referred to the Company Ethics Boards in 2020 and 2021.

Yaşar Holding supports its subcontractors and suppliers to provide trainings for the implementation of ethical principles in their way of doing business.

Yaşar Group Business Ethics Rules

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



Risk Management

Identifying risks, preparing for those risks, making connections between risks, and evaluating risks are important considerations that shape risk management in a globalizing and digitalizing world. In this context, it is very important to create a risk-aware corporate culture, evaluate and manage all risks exposed to within the corporate risk management structure. Implementation of risk management in an integrated, systematic and proactive manner is a strategic issue for Yaşar Group Companies.

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

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

The purpose of evaluating the adequacy of the existing risk management and control processes is to evaluate the aspects that these processes are structured and operate in a way to enable the company to achieve its goals and objectives, and to make suggestions for the improvement of the company's activities in terms of performance effectiveness and efficiency.

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

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

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

The following activities were performed in relation to risk management in 2021:

- Group-wide work on ensuring uninterrupted business during the COVID-19 pandemic,
- Activities required by legal communiques and regulations related to the sectors in which our companies operate in order to eliminate regulatory compliance risks,
- Implementation of action plans for managing Corporate Information Security risks at the maximum level and the monitoring of measures taken,
- Efforts to effectively manage the brand and reputation risks of the Group,
- Efforts to eliminate and/or manage financial and operational risks that might negatively affect the profitability of our companies with appropriate control and monitoring methods

The above-mentioned activities were carried out at the level of Yaşar Holding and Group companies, and were monitored by Yaşar Holding's Early Risk Detection Subcommittee and presented to Yaşar Holding's Board of Directors for information and assessment. In 2021, Yaşar Holding's Early Risk Detection Subcommittee convened seven times.

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

18 audits and 45 internal controls were carried out within Yaşar Group companies. During the reporting period, the business relationship with 8 former employees was terminated within the framework of our business principles and ethical rules.

PINAR SU VE İÇECEK

Within the framework of risk management, Pınar Su ve İçecek prepares its environmental approach to determine the aspects of its operations, its products and services, which have significant impacts on the environment, and to reduce these impacts, based on the environmental impact risk analysis methodology. This analysis is embodied in the “Identification and Evaluation Plan for Environmental Aspects and Impacts”.

In environmental impact assessments, a risk calculation is performed by taking into account the “severity of the impacts on soil, air, water and living things” and the “frequency of occurrence” of the activity processes and their outputs. For those with a high impact value according to these risk scores, options are evaluated to reduce the frequency of occurrence and the severity at the affected areas. As a result of these evaluations, concrete steps are taken such as turning to reusable or recyclable materials, turning to practices reducing the frequency of waste occurrence, and choosing materials that do not harm soil, air, water, and living things.

At Pınar Su ve İçecek, Emergency Action Plans have been prepared to identify possible environmental emergencies and accidents, to define what to do and how to intervene in these situations, and to prevent or reduce the negative impacts that may arise from emergencies. These plans are reviewed when changes are made to operational practices and necessary new preventive actions are determined. Drills are held within the company at regular intervals to practice responding to emergency situations and to evaluate effectiveness.

PINAR ET

Pınar Et measures and manages its corporate risks with the 5-point risk matrix methodology, which shows the probability and impact of these risks. Impact criteria are evaluated according to company’s financial risks, strategic-

market positioning risks, company reputation (compliance risks), external risks (climate change, water management, economic, political and sectoral changes) and operational risks (production, human resources, quality, R&D-innovation, information security, etc.). The financial impact of risks on the company is also evaluated based on this matrix. Using this matrix, risk and opportunity analyses were made for all processes of Pınar Et, including new product development, promotion, etc., actions were determined, and processes continued to be managed effectively.

Pınar Et aims at the “Zero Accident Philosophy” while carrying out its activities. By using active control mechanisms, it works to eliminate or minimize unsafe situations and movements that may cause work accidents. It detects risks in a proactive manner and seeks to eliminate sources of danger by emphasizing to automation in production areas.

In addition to fulfilling legal obligations, the foundation for creating a safe and healthy working environment for Pınar Et is spreading the safety culture throughout the company. In this context, the Occupational Health and Safety Committee, which was established with the participation of all process custodians to effectively carry out occupational health and safety activities, continued its activities in 2021. Since 2014, risk analyses are prepared with the participation of the employees using the Fine-Kinney method. These are constantly updated. The analyses include preventive plans foreseeing possible work accidents and occupational diseases.

PINAR SÜT

Pınar Süt undertakes to identify risks that may compromise the existence, development and continuity of the company, to take necessary measures for risks so identified and to manage risks through corporate risk management.

In line with this commitment, under the scope of ISO 9001 Quality Management System, ISO 22000 Food Safety Management System, ISO 14001 Environmental Management System, ISO 50001 Energy Management System, and ISO 45001 Occupational Health and Safety Management System, activities are carried out at Pınar Süt Factories to determine risks and opportunities that may arise from processes inside or outside the factory at Pınar Süt, all internal and external issues affecting management systems, the needs and expectations of employees and all relevant parties, to prepare risk action plans, to prevent risks and/or minimize their effects. The necessary measures to increase, preserve, develop, and maintain the quality of the relevant processes are evaluated, and ways and methods are determined. Pınar Süt measures and manages its corporate risks using the 5-point risk matrix methodology, which shows the probability and impact of these risks. Corporate risks were evaluated under the topics of finance, strategic-market positioning, company reputation, external risks (climate change, water management, economic, political and sectoral changes) and operational risks (production, human resources, quality, R&D-innovation, information security). The impacts of risks on the company are determined on the basis of this matrix.

DYO BOYA

At DYO Boya, risk-based activities and services are controlled through the risk procedure and process flows of the quality management system.

Under the topics of Environment, System and Management; procurement, operational processes, logistics, sales, environment, occupational health and safety, and financial business processes are managed subject to both operational and managerial risk analysis. Risk analyses are checked periodically, and threats and asset inventory are updated when necessary.

DYO Boya has adopted and applied the Fine-Kinney Risk Analysis method for occupational health and safety risk analysis since 2019. Activities are being transferred to digital media with the support of information systems. In the coming years, it will be possible to monitor them online. In this way, a corporate memory was also created on the basis of risks and precautions. Each process detail is evaluated depending on the risks under the topics of expectations of the relevant parties, internal and external issues. The results are evaluated by the senior management at the Management Review meetings with SWOT analyses. In the managerial risk approach, the issues of climate change threats and greenhouse gas emissions in the world were especially discussed within the scope of Environmental System and Management. In 2021, the Company participated in the Climate Ambition Accelerator initiated by the Global Compact. In 2022, climate change risks will be evaluated according to SBTi criteria, and approved greenhouse gas reduction studies will be initiated in line with the targets to be determined. 5S studies were started in 2021 within the scope of “YVK (High Efficiency Culture)”, which is the equivalent of lean operational process management at DYO Boya. In order to eliminate or minimize the risks of accidents, poor quality and downtime, 5S practices and audits will continue in 2022 at indoor and outdoor areas of the factory. Within the same year, 5S practices will be increased to 7S with the addition of “Safety” and “Security” work and audit activities to the process.

An Internal Emergency Plan (DADP) was prepared regarding the safety management system in order to prevent major and industrial accidents that may occur at DYO Boya, and to limit their effects in case of an accident so that the least harm to humans and the environment is caused. In case of a major industrial accident, “Public Information” was published by the organization to inform all persons likely to be affected by the accident about safety precautions and what to do.



Stakeholder Dialogue

Yaşar Holding places the principle of conducting an effective dialogue with all its stakeholders, including internal and external stakeholders, at the center of its business processes. Any person, organization and community directly or indirectly affected by the activities, goals, policies and decisions of the Group, as well as affecting these decisions, is defined as a stakeholder. Yaşar Holding's stakeholders are classified as employees, shareholders, Group companies, dealers, investors, customers, consumers, the public, suppliers, subcontractors, non-governmental organizations, public institutions, academic institutions and universities, financial institutions, sectoral organizations, professional organizations, and the press.

Carrying out its stakeholder communication in a continuous and transparent manner, the Group explains which stakeholders it communicates with, for what purpose, on what subject and how often, and the progress made in sustainability activities. In order to manage the stakeholder dialogue process more proactively, stakeholders are classified and communication frequency and dialogue platforms are determined. Although the Group has a general stakeholder management policy, the means and frequency of communication with stakeholders vary depending on the company and sector.

Within the scope of its sustainability approach realized based on the philosophy for "caring for the business, employees, society, business partners and the environment" for a better life, Yaşar Group develops collaborations with all its stakeholders, based on continuity and in line with its corporate values.

Stakeholder Group	Communication Platforms
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 Report (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), Pınar'la Yaşam Magazine (Periodical), Güzel Yaşa Magazine (Periodical), Pınar Producer Newspaper (Periodical), Dyorum Magazine (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

ADANA TİCARET BORSASI	DUBAI CHAMBER OF COMMERCE
AİLE İŞLETMELERİ DERNEĞİ (TAİDER)	DUBAI TURKISH BUSINESS COUNCIL
ALİAĞA TİCARET ODASI	ECCA EUROPEAN COIL COATING ASSOCIATION
ALÜMİNYUM YÜZEY İŞLEM DERNEĞİ (AYİD)	EGE BÖLGESİ SANAYİ ODASI
AMBALAJLI SÜT VE SÜT ÜRÜNLERİ SANAYİCİLERİ DERNEĞİ (ASÜD)	EGE İHRACATÇI BİRLİKLERİ
ANKARA TİCARET BORSASI	EGE SANAYİCİLERİ VE İŞADAMLARI DERNEĞİ (ESİAD)
ANKARA TİCARET ODASI	EGE ZEYTİN VE ZEYTİNYAĞI İHRACATÇILARI BİRLİĞİ
ANTALYA TİCARET BORSASI	ESKİŞEHİR SANAYİ ODASI
ANTALYA TİCARET ODASI	ESKİŞEHİR TİCARET ODASI
AYDIN SANAYİ ODASI	ETİK VE İTİBAR DERNEĞİ
ARGEMİP (AR-GE VE TASARIM MERKEZLERİ İLETİŞİM VE İŞ BİRLİĞİ PLATFORMU)	EV DIŞI TÜKETİM DERNEĞİ (ETÜDER)
BATI ANADOLU SANAYİCİ VE İŞADAMLARI DERNEKLERİ FEDERASYONU (BASİFED)	GEBZE TİCARET ODASI
BODRUM TİCARET ODASI	GLOBAL REPORTING INITIATIVE
BORNOVA ZİRAAT ODASI	GS1 TÜRKİYE VAKFI
BORSAYA KOTE ORTAKLIK YÖNETİCİLERİ DERNEĞİ (KOTEDER)	ISI SU SES VE YANGIN YALITIMCILARI DERNEĞİ (İZODER)
BURSA TİCARET BORSASI	ISPARTA TİCARET VE SANAYİ ODASI
BURSA TİCARET VE SANAYİ ODASI	İKTİSADİ ARAŞTIRMALAR VAKFI
BUTİK ZEYTİN VE ZEYTİNYAĞI ÜRETİCİLERİ DERNEĞİ.	İNEGÖL TİCARET VE SANAYİ ODASI
ÇEŞME TURİSTİK OTELCİLER BİRLİĞİ	İNTERAKTİF REKLAMCILIK DERNEĞİ
ÇEVRE KORUMA VE AMBALAJ ATIKLARINI DEĞERLENDİRME VAKFI (ÇEVKO)	İSTANBUL MADEN VE METAL İHRACATÇI BİRLİKLERİ
DENİZ TEMİZ DERNEĞİ (TURMEPA)	İSTANBUL TİCARET BORSASI
DENİZ TİCARET ODASI	İSTANBUL TİCARET ODASI

Corporate Memberships

İZMİR İLİ KIRMIZI ET ÜRETİCİLERİ BİRLİĞİ	SÜRDÜRÜLEBİLİRLİK AKADEMİSİ
İZMİR SU ÜRÜNLERİ YETİŞTİRİCİLERİ VE ÜRETİCİLERİ BİRLİĞİ	ŞANLIURFA SANAYİ VE TİCARET ODASI
İZMİR TİCARET BORSASI	TOBB GLOBAL STANDARTLAR MERKEZİ
İZMİR TİCARET ODASI	TOBB KİMYA SANAYİ MECLİSİ
İZMİR ZİRAAT ODASI	TURGUTLU 1.ORGANİZE SANAYİ BÖLGESİ
KAĞITHANE AYAZAĞA VADİSİ KENTSEL GELİŞTİRME DERNEĞİ	TURGUTLU TİCARET VE SANAYİ ODASI
KEMALPAŞA ORGANİZE SANAYİ BÖLGESİ (KOSBİ)	TÜRKİYE ÇEVRE EĞİTİM VAKFI
KOCAELİ SANAYİ ODASI	TÜRKİYE GIDA SANAYİ İŞVERENLERİ SENDİKASI (TÜGİS)
KONYA TİCARET ODASI	TÜRKİYE İNŞAAT MALZEMESİ SANAYİCİLERİ DERNEĞİ (İMSAD)
MANİSA ŞEHZADELER ZİRAAT ODASI	TÜRKİYE KALİTE DERNEĞİ (KALDER)
MANİSA TİCARET VE SANAYİ ODASI	TÜRKİYE KİMYA, PETROL, LASTİK VE PLASTİK SANAYİ İŞVERENLERİ SENDİKASI (KİPLAS)
MERSİN KÜLTÜR BALIKÇILARI DERNEĞİ	TÜRKİYE KURUMSAL YÖNETİM DERNEĞİ
MERSİN TİCARET BORSASI	TÜRKİYE MÜSİKİ ESERİ SAHİPLERİ MESLEK BİRLİĞİ (MESAM)
MİLLETLERARASI TİCARET ODASI (ICC)	TÜRKİYE ODALAR VE BORSALAR BİRLİĞİ (TOBB)
MÜSİKİ ESERİ SAHİPLERİ GRUBU MESLEK BİRLİĞİ	TÜRKİYE SEYAHAT ACENTELELERİ BİRLİĞİ
MÜYAP BAĞLANTILI HAK SAHİBİ FONOGRAM YAPIMCILARI MESLEK BİRLİĞİ	TÜRKİYE SÜT, ET, GIDA SANAYİCİLERİ VE ÜRETİCİLERİ BİRLİĞİ (SETBİR)
MÜZİK YORUMCULARI MESLEK BİRLİĞİ	TÜRKİYE YEM SANAYİCİLERİ BİRLİĞİ
NAZİLLİ TİCARET VE SANAYİ ODASI	ULUSAL GIDA TEKNOLOJİ PLATFORMU (UGTP)
ORGANİK ÜRÜN YETİŞTİRİCİLERİ VE SANAYİCİLERİ DERNEĞİ (ORGÜDER)	ULUSAL KIRMIZI ET KONSEYİ (UKON)
SAKARYA TİCARET VE SANAYİ ODASI	ULUSAL SÜT KONSEYİ (USK)
SAVUNMA VE HAVACILIK SANAYİ İMALATÇILAR DERNEĞİ	UN GLOBAL COMPACT (UNGC)
SU ÜRÜNLERİ YETİŞTİRİCİLERİ ÜRETİCİ MERKEZ BİRLİĞİ	YENİDEN BİZ DERNEĞİ

Economic Performance

The COVID-19 pandemic, which emerged at the end of 2019 and swiftly affected all countries of the world, had a positive impact on the retail sector, but caused losses in the tourism sector, exports, and food-away-from-home consumption channels. The impacts of the pandemic were considerably reduced thanks to the successful vaccination worldwide in 2021, and extensive measures such as restriction measures were eased. During this period of significant changes, Yaşar Group companies took rapid action to ensure uninterrupted production and services, reviewed their portfolio and channel strategies, quickly adapted to the new normal thanks to their strong supply chain, and maintained their strong position in all business lines.

Yaşar Holding completed 2021 with a 39.6% growth and a consolidated net sales amount reaching TRY 8.6 billion. 94.1% of the sales during the year were realized by companies in the Food and Beverage and Paint business lines. The growth rate in the Food and Beverage industry was 33.3%, while in the Paint Group it was 55.3%. A growth of 34.5% was realized in the Sanitary Paper business line. In 2021, the total consolidated assets increased by 82.2% and reached TRY 11.4 billion. As a result of exports and activities of foreign affiliates, a total of USD 140.6 million in foreign revenue was obtained.

In 2021, when the impacts of the pandemic continued and there were significant changes in economic conditions, a gross profit of TRY 2.08 billion was achieved as a result of

efficiency-oriented measures taken in its business lines, and EBITDA amounted to TRY 1.01 billion. The EBITDA margin was realized as 11.8%.

Not compromising on its customer- and consumer-oriented approach, in 2021 as well Yaşar Group correctly analyzed the expectations and needs of customers and consumers, developed new products and services in line with changing consumption habits, and remained the pioneer of the sectors in which it operates with its strong R&D centers.

Making a difference with their quality-oriented products and services that bring many firsts to life, Yaşar Group Companies prioritize sustainability in their strategies with all its dimensions, improve their operational and digital infrastructures to render their operations future-proof, work always to offer the better with its innovative vision and strong R&D teams, introduce innovations that will shape their respective sectors with R&D studies, and implement their works that will add value to people, society and the environment through efficiency and quality-oriented projects developed by their strong R&D teams.

Impact of Economic Performance on Stakeholders

Yaşar Group Companies establishes sustainable collaborations with its business partners in order to ensure the development of the sectors in which it operates, and to provide economic value. Pınar Süt and Pınar Et provide employment and a regular source of income to a wide segment of society, supporting the rural development of the society. While added value is created

by providing healthy, good-quality feed and innovative products to producers, employment opportunities are provided to farmers in the region through contracts with regional producers who are local to suppliers. Group companies take care to work primarily with local suppliers.

The ratio of online shopping of people who were confined to their homes for a long time due to the pandemic has increased five times compared to the pre-pandemic period. PınarOnline platform was launched to establish a closer relation with consumers in this period. With its fleet of electric vehicles and environmentally friendly packaging materials, the platform conforms with the sustainability goals of the group. Besides, the products produced by women entrepreneurs and cooperatives will be put up for sale on the PınarOnline platform in the coming period, aiming to contribute to the social sphere. Yaşar Group continued to develop new products and services in line with changing consumption habits by accurately analyzing the changing demands of customers with its approach focused on the demands of customers and consumers.

Having a net sales of TRY 323.2 million in 2021, Pınar Su ve İçecek's sales volume was 442 thousand tons in total. While the company achieved a gross profit of TRY 123.7 million in 2021, the amount of investment made during the year was TRY 23.3 million. The company, with a total sales of 11.4% to foreign markets, has a share of 85.8% in sales to the UK, Germany and surrounding European countries in 2021 export sales figures. In 2021, Pınar Su ve İçecek increased its exports to 25 countries in total to 50 thousand tons and its export income to USD 5.4

million, and its share in turnover reached 14.5%.

Maintaining its stable and strong financial performance in 2021 as well, Pınar Et's total assets, which were TRY 1.11 billion in 2020, increased by 66.2% to TRY 1.84 billion in 2021. The company's net sales in 2021 increased by 32.8% to TRY 1.12 billion. 97% of this figure includes domestic and 3% international sales. Continuing its successful growth performance and maintaining its leadership in the sector by increasing its share in every category, Pınar Et took its total export turnover to the level of USD 4.3 million in 2021, mainly through its export sales to the Gulf countries. Its vision integrated with its deep-rooted experience, its identity as a responsible and reliable producer, and its production power in which the latest technology is used effectively provide advantage to Pınar Et against the competition. Pınar Et continued its efforts to increase the quality of its business processes and maintained close collaboration with its suppliers throughout the year. While inspecting its suppliers within the framework of its business approach focusing on health and quality, it organized trainings that contributed to their development as well. Pınar Et's year-end gross profit was recorded as TRY 185.1 million with a sales volume of 33.3 thousand tons in 2021 and a net profit of TRY 146.9 million with a net profit margin of 13.1% was achieved.

Pınar Süt, with production at European Union standards, reached a sales volume of 318 thousand tons in 2021. Pınar Süt achieved 32.2% growth, having successfully closed 2021 with a turnover of TRY 2.68 billion and a gross profit of TRY 348.1 million. The company's net profit for the period reached TRY 117.3 million.

Continuing its investments without slowing down in 2021 as well, Pınar Süt's fixed asset expenditures amounted to TRY 56 million. Pınar Süt continued its export activities in line with its strategy of becoming a regional power in the Middle East and the near geography and achieved 18.9% of Turkey's total dairy product exports in 2021 (excluding industrial milk powder and whey powder). Increasing the number of countries for exports to 32 due to the marketing efforts continued throughout the year, the Gulf countries take the first place in Pınar Süt's international sales with a 35% share. The United Arab Emirates (UAE), Kuwait, Iraq, TRNC and Azerbaijan are among the top countries in the company's trade in the global market, and Bahrain, Qatar and the USA are also among the important countries for exports.

Due to its activities in the sanitary paper industry, Viking Kağıt increased its sales volume to 30 thousand tons in 2021 and achieved a turnover of TRY 340.1 million. The share of finished products such as toilet paper, napkins and towels in the 2021 sales of the company reached 70% and the Company recorded a gross profit of TRY 45.2 million. Exporting its products to 22 countries in different geographies, Viking Kağıt continued to communicate with potential buyers in countries with new market opportunities during the year. Israel, England and Greece were in the top in terms of international sales of the company, which obtained a revenue of USD 9.4 million with its exports in 2021. While the share of exports in net sales was 25%, Viking Kağıt maintained its title as the company with the highest export share in net sales within Yaşar Group. Viking Kağıt also started exporting the "UBC - Used Beverage Carton" type brown paper, which is obtained through its investment for the recycling of

beverage cartons, to the world in the industrial channel in 2021. In the last two months of the year, semi-finished sanitary papers produced with recycled cellulose under the brand "Recyfiber" were exported to 8 different countries.

While DYO Boya maintains its activities throughout the year with its responsible and innovative manufacturer identity, it develops new products by monitoring the needs and expectations of its consumers. In 2021, the company increased its net sales ratio by 55% compared to the previous year, reaching TRY 2.3 billion. DYO Boya had a gross profit of TRY 613.4 million with a margin of 27% and EBITDA of TRY 312.6 million. And the company's EBITDA margin was 14%. Operating with a capacity utilization rate of 71% in 2021, DYO Boya had a total sales of 144 thousand tons within the year.

Despite the impacts of the pandemic continuing in its existing markets, DYO Boya increased its export figures and made international sales of USD 12.4 million in 2021. Increasing the number of export countries to 52, the company had an international sales share of 5% in total sales. DYO Boya continued to increase its sales in construction paints to Iraq, Romania and Russia and started operations by establishing new dealerships for furniture paints and varnishes in Kazakhstan, Romania and the UAE. In the industrial paints area, the company continued its efforts to find new customers and enter the markets in Kuwait, Iraq and Turkmenistan. In line with its export activities, the Company also benefited from incentives within the scope of the Turquality project as per the Communique of the Turkish Ministry of Commerce No. 2006/4 on Branding of Turkish Products

Abroad, Establishing the Image of Turkish Products and Supporting Turquality®. DYO Boya has also set its export targets for 2022 and plans to accelerate its efforts to increase its market share in Europe and the Turkic Republics.

Altın Yunus increased the total number of overnight stays to approximately 100 thousand in 2021 with an increase of 92% in overnight stays, as the negative impacts of the pandemic decreased in 2021 and the tourism sector revived. While the share of domestic guests in total accommodation was 97%, the occupancy rate of the facility in the season reached 70%. Altın Yunus completed 2021 with a total net sales of TRY 63.1 million and an EBITDA of TRY 26.7 million.

Altın Yunus transferred some of its economic performance to projects that may minimize the negative impacts of its service and delivery processes on the environment. In addition to the improvement studies on energy consumption, water and waste savings, efforts were made to use geothermal energy more intensively at the facilities. The recyclable products used provide benefits to the environment and economy.

Çamlı Yem's net sales figure reached TRY 1,05 billion in 2021.

The steps taken without compromising efficiency and quality thanks to the appropriate decisions taken at Yaşar Group played an important role in obtaining successful results, and the contribution of all stakeholders has made it possible to manage the process in the most effective way. Yaşar Bilgi's net sales figure reached TRY 55,7 million in 2021.

Digital Transformation

Our Consumers and Customers Come First

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

Yaşar Group companies continue their efforts to renew their operational and digital infrastructures by making digital transformation and innovation an important component of their corporate strategy. With the automation, modernization and information technology projects carried out in this context, it continues to create important developments on the topics of business continuity, productivity increase, data security and cost improvement.



Best Practices of Group Companies in 2021

YAŞAR BİLGİ

Playing a leading role in the digitalization journey of Yaşar Group, the technology company Yaşar Bilgi provided cloud-based digital business management software solutions to its internal and external customers in 2021 by working more effectively on Robotic Process Automation (RPA), Industry 4.0 and mobile software, which are the dominant trends in the IT world. Increasing its human resources to produce more projects and services in order to adapt to the new work order that came about with the pandemic and the intense business volume brought by digitalization, the company planned infrastructure investments to avoid business or data loss by focusing on cybersecurity issues, and concentrated on efforts to increase expertise.

Robotic Process Automation

RPA technology is used for repetitive time-consuming tasks of employees, with an innovative approach. At Yaşar Group companies, tasks of many departments such as Planning, Sales, Marketing and HR suitable for robotic process transfer, have been transferred to software robots. Thus, focusing on their expertise, employees were provided with more value-added tasks.

Digital Product Portfolio

“Digital Product Portfolio” is used by internal and external customers with up-to-date technologies and original software.

dijital.kurum Survey Module: Real-time surveys were conducted with employees, suppliers and dealer customers of the Group companies through mobile compatible survey application. The results were immediately available with visual reports. For example, Yaşar Birleşik Pazarlama Dealer conducted surveys with nearly 2,500 customers in Traditional and Modern sales channels using this module, both saving paper/envelope/ shipping costs and getting the results very quickly compared to previous years. With just the installation fee, the survey module can be quickly made available to more internal and external customers.

dijital.kurum Shift Application: Using the digital ledger (shift) application, the shift engineers in Pınar Et Production department enter the shift notes into the application instead of manually entering them. Approvals are granted via the application, and all retroactive entries can be instantly reported. The application eliminates the cost of the ledger, history control, and the time spent on physical approval. All clients that have a shift watch application can use it right away.

dijital.promosyon Personnel Sales Application: Employee sales of DYO Boya employees are recorded via the digital promotional product. The use of this digital product has resulted in a significant time saving in the process, which was previously followed-up by manually created tables and electronic messages.

YAŞAR BİRLEŞİK PAZARLAMA

Yaşar Birleşik Pazarlama has made it its mission to ensure an environmentally-friendly, high value-added, safe and sustainable process management with high technology and integrated systems for sales and distribution. “Digital Transformation Leadership” is a part of the main strategy of the Company, which is at the top with its digitalization level. As part of this leadership role, the company has a separate department for compliance and controlled process management that knows the customer, has excellent command of digital operations, and is experienced in business analysis and development methods.

Acting together with all units, it has become a standard for the company to advance decision-making processes based on data and advanced forecasting models. Digital business processes, annual project planning, scheduling and budget tracking of system needs within the framework of the strategic plan is among the most important efficiency tracking processes of YBP’s management.

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

E-Archive & E-Waybill Transition

With the transition of all companies included in the e-Invoice application to the e-Archive Invoice and

e-waybill system, YBP provided to small and medium-sized dealers with consultancy and training in the process involving Dealers and GIB stakeholders with its experience in the integration process. In this way, third-party integrator companies are also provided with employment opportunities. Accordingly, the paper savings created by switching to e-waybill and e-archive is 2.8 million pieces and the cost improvement is TRY 258 thousand.

Digital Field Reporting Module

As a business model applied in the field, Digital Field aims to take instant action with store-based monitoring. In this application, reducing returns and preventing waste by monitoring product freshness on a shelf basis are among the most important priorities. In addition, the use of paper in the daily task follow-up of the field team has been reduced to a minimum with digitalization.

Robotic Intelligence

Through the use of software programs that automate highly repetitive operational jobs and tasks in work routines of employees, within the framework of certain rules, and enable them to be completed faster than usual, efficiency in operational processes has been increased with the system used in the following 3 workflows in 2021.

-Digital Dealer Price Transfer Control Project

-CRM Efficiency Report Project

-Customer Master Data Control Project

PINAR SU ve İÇECEK

Aiming to offer end-to-end digital solutions with its strong technological infrastructure, Pinar Su ve İçecek has focused on involving also its stakeholders in digitalization processes. The company increased the system usage rates of its dealers with the "Perfect Customer Experience" project implemented in 2020 and continued its efforts to improve its service quality in 2021.

Pinar Su ve İçecek Quality Assurance Department continued its auditing and scoring activities for its dealers throughout the year on certification, legal obligations, product storage conditions and product shipment standards. All information, improvement works and trainings deemed necessary as a result of the audits were shared with the dealers.

Aiming at sustainable growth with its stakeholders, Pinar Su ve İçecek also implemented the dealer incentive bonus as part of the Perfect Customer Experience project. In the 'Turkey Loyalty Programs and Digital Platforms Survey' conducted throughout Turkey, Pinar Su ve İçecek ranked first in the consumer products category as the "Brand Offering Successful Digital Solutions During the Pandemic".

PINAR SÜT

Industrial Robot and Automation Systems

In 2021, important projects for information technology infrastructure were implemented. Significant developments were achieved in efficiency, business continuity, data security and cost improvement issues through digitalization investments. The production and warehouse automation project was commissioned at the Şanlıurfa factory.

Robotic Process Automation technologies increased efficiency and cost savings in the company's business processes. As part of high technology investments aimed at adapting to Industry 4.0, the Company completed the Izmir Factory Aseptic Lines Robotic Palletizing Automation project and started commissioning works at the end of 2021. Pinar Süt also initiated the Eskişehir Factory Aseptic Lines Robotic Palletizing System project and continued its research and development activities regarding robot automation equipment and technologies throughout the year on this matter. In 2021, Pinar Süt completed its investments in Automation System projects carried out by the Technology Center at the R&D Center, such as Milk Powder Bag Palletizing and Şanlıurfa Factory Aseptic Lines Robotic Palletizing Automation.

With its traditional cheese line multi-mold investments in the Izmir Factory in 2021, the company commissioned the investment of Fresh Cheese End-of-Line Robotic Packing Automation System. The company has started the robot investment process to automate the 1000 ml UHT Box Milk Multipack Grouping process. The revision of the waste water treatment plant as well as the testing, control and commissioning of the biogas plant investment, which were started at the end of 2020, are expected to be completed in the second half of 2022.

Having completed the Cottage Cheese Line End-of-Line Packing Automation investment in its Eskişehir Factory, Pinar Süt increased its rapid cooling system capacity with its investments in Cooling Compressor and Cold Room Equipment. The Lactose-Free Milk Automatic Enzyme Dosing System investment, which was launched in 2020, was also commissioned. Continuing its efficiency studies at the Şanlıurfa Factory, the company completed the commissioning processes of its new investments for the end-of-line packing automation project in the Cottage Cheese Line. Pinar Süt continued its renovation and modernization investments in its manufacturing units and auxiliary facilities during the year.

PINAR ET

In line with the concepts of "innovation" and "change", which have an important place in the corporate culture, Pinar Et continued to make investments compatible with the changing sectoral conditions in 2021, furthering its technology and know-how. The main investments made in 2021 by the company, which focuses on digitalization efforts along with the renovation and modernization investments continuing in its production facilities, are as follows:

- E-commerce Platform Investment
- Sliced Products Production Line and Automation Line Investment
- Delicatessen End-of-Line Packing Automation
- Baking Ovens Modernization Investments
- Sausage and Salami Filling Line Investments

The e-commerce volume, which continues to rise due to factors such as the use of mobile communication tools and the increase in individual internet penetration, has made rapid progress with the start of online shopping during the pandemic. In the light of these developments, Pinar Et continued its e-commerce sales channel work, which started the previous year. With the identification and development of the products to be sold via e-commerce, the creation of the e-commerce information systems infrastructure and the completion of the distribution model studies, the company started to serve on the PinarOnline platform. PinarOnline, which provides its customers with the convenience of shopping on the online platform, strengthens its structure that aims to provide solutions for needs via cargo and courier distribution options that reflect its sustainability perspective and, at the same time, expands its delivery network.

Automation Activities

Automation activities, which started in 2017 with the spread of Industry 4.0 applications, continued in 2021 as well. With the automation activities carried out at the factory directorate, a positive contribution was made to sustainability goals and capacity increases were achieved.

Turkey's highest capacity sliced products line was added to the existing three sliced products lines in order to respond to the demand for sliced products increasing since 2000. The newly installed sliced line was designed and commissioned in line with clean room principles, as in other lines. A fully automatic packing line operating with "wrap-around" boxes, which is used for the first time in the factory, was installed at the exit of the line. The new boxes provide an economic contribution compared to the boxes currently used. The palletizing line was specially designed for the area between clean room 4 and clean room 1 and was set up to palletize all incoming boxes of these two lines. Pallets created with zero contact through fully automatic stretching and labeling equipment are made ready to be sent to the warehouse.

For the baking phase, which has an important role in delicatessen manufacturing, the existing four sets of old ovens were dismantled and replaced with two sets of ovens with fully automated transport and cooling system. The new ovens allow products to be baked with less waste and in less time while using less energy and natural resources. The baking steps can be followed instantly on PCs with the software installed as part of the investment. With the positive results obtained, efforts to renew other ovens with outdated technology have begun. The packaging, end-of-line automation, and central palletizing robot of the delicatessen packaging section's sausage, salami, and sausage lines have been completed, and performance studies are ongoing.

The system update of the clean room 1 unit was performed during the installation of the air handling unit, which was commissioned alongside the clean room 4. Furthermore, the newly established clean room 4 unit and clean room 1 unit were established to support each other in a negative situation.

Scale tracking software, which stores and analyzes data from the scales used in the delicatessen packing unit, was installed.

DYO BOYA

DYO Boya established auditable, measurable and sustainable processes to further digitize its working steps based on data security and authorizations in 2021. With the process development projects carried out with Agile Teams, approximately TRY 7.5 million of productivity was achieved. The Robotic Process Automation system was also implemented, which saves labor in the execution of repetitive processes.

Decision support structures were built by organizing the data collected through the online management of Renk Pınarı dealers via administrative dashboards. More customer satisfaction is aimed by ensuring the sectoral expansion of loyalty systems. Mobile apps were updated.

Throughout the year, DYO Boya continued its activities to strengthen its IT infrastructure. The company's information technology investment amounted to TRY 16 million. Increasing the capacity of WAN lines between factories, the company invested in file systems hardware. While terminal server modernizations were carried out, efforts were made to mitigate the security risks associated with digitalization. Due to the

pandemic, investments were made in video conference systems suitable for online meetings. Some of the completed and ongoing projects of DYO Boya, which continues its Information Systems investments in 2021 as well, are as follows:

- Color Machines Management System Platform
- DYOBIL Sales and Distribution Channels Management Mobile Application
- DYO E-dealer B2B Dealer Portal
- Digital Customer Satisfaction Survey
- Robotic Process Automation in Weekly Production Plan Preparation Process

Renksayar Project Coloring System

As part of its sustainability efforts, DYO Boya prioritizes digital transformation activities with the understanding of "caring for the business." By using the Renksayar system, the Company ensures that its customers 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. In 2021, a new design program was introduced for new generation coloring with much more realistic drawings.

PINAR ONLINE

Today, as the importance of digitalization increases in response to the pandemic, the new generation shopping platform PınarOnline, created to provide consumers faster and more practical solutions, aims to deliver Pınar quality directly to the consumer, to establish a direct connection with the consumer, and to contribute to increasing the competitiveness and added value of the country's economy.

In today's world, where shopping from e-commerce sites has become a part of daily life, the PınarOnline e-commerce platform was launched in 2021 to showcase the digital presence of the Pınar brand. In addition to already existing Pınar products, products and services developed specifically for the PınarOnline platform contribute to Pınar's innovative vision and consumer-focused brand identity. PınarOnline provides consumers with a practical and advantageous shopping experience with Pınar Box, gourmet online-only delicacies with Pınar Kasap, and delicious recipes with Pınar Chef.

While the +4°/-18° product groups ordered from PınarOnline are delivered to consumers via appointment delivery in selected districts of Istanbul, Izmir, and Ankara, the product groups that do not require a cold chain are delivered by cargo throughout Turkey. The aim is to expand the PınarOnline delivery network and offer active operations in more provinces. Pınar aims to reach a broader audience with the PınarOnline platform, through which it plans to expand its product range in an innovative and trend-driven manner based on consumer insights

and behaviors. In this context, the Pınar Box category, which offers different concepts and attractive prices to customers, is expanded, and customer loyalty to the platform is increased.

Under the concept of Pınar Chef, the company aims to be a digital chef where consumers can both shop and access a variety of practical recipes with a recipe concept that is in line with the changing trends. The sustainability approach, which is at the heart of all Pınar brand business processes, is also evident in PınarOnline operations. Offering environmentally friendly service at every step from environmentally friendly packing to logistics solutions, PınarOnline plans to become a consumer-oriented and environmentally friendly brand with its 100% electric delivery network, and its strong and technological infrastructure by 2025.



CARING FOR EMPLOYEES

Human Resources Approach

Employee Rights

Equality of Opportunity and Prevention of Discrimination

Decent Working Conditions

Recruitment

Rights Provided To Employees

Employee Development and Talent Management

Occupational Health and Safety

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

Bees are among the creatures that best demonstrate the truth of the saying “In unity, there is strength” and the power of teamwork in nature.

They demonstrate the power of unity and solidarity in achieving success. They also set a good example with the tasks they undertake to sustain life in the hive, their hard work and productivity, their speed, the way they communicate with each other, and their loyalty to the team they belong to.

Human Resources Approach

The human resources formed by Yaşar Group on the basis of “Science-Unity-Success” consist of individuals of educated, experienced individuals who have a high sense of belonging and ownership, are open to all science-based developments, value information sharing and the spirit of unity, and adopt a participatory management approach and success-oriented work approach. Group companies provide their employees with a fair working environment and allow them to develop themselves.

In this context, employee development and happiness are prioritized throughout the Group by adopting an ethical, accountable, and honest management approach in line with the SDG 8 Decent Work target, one of the Sustainable Development Goals.

Yaşar Group aims to employ an innovative, highly motivated, well-performing, and qualified workforce through its human resource strategy and to increase the commitment of its workforce through sustainability. With its human resources strategy and egalitarian human resources practices shaped in line with the principle of “the right person for the right job,” the Group aims to become an organization where everyone wishes to work.

At Yaşar Group, employees are given equal opportunities in all human resources processes such as recruitment, remuneration, performance evaluation, training and development, and women’s empowerment in the workplace and society is especially supported. Child

employment and forced and compulsory labor are not allowed in Group companies. Among Yaşar Group companies, DYO Boya has had unionized employees since 1968, Pınar Süt since 1974, Pınar Et since 1985, and Viking Kağıt since 2014.

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

Employee Rights

Equality of Opportunity and Prevention of Discrimination

At Yaşar Group, employees are given equal opportunities in all human resources processes such as recruitment, remuneration, performance evaluation, promotion, assignment, training and development. Within the Group, where criteria such as religion, gender, age and marital status do not affect human resources processes, there were no complaints from employees regarding discrimination in 2021.

At Yaşar Group, health, safety, training and personal development for all employees are promoted, regardless of gender and age, and the principle of continuous improvement is adhered to. As indicated on the Group’s corporate website, there are defined competencies and qualifications for each open position. In the recruitment process, the qualifications and competencies required by

the position are evaluated on the basis of the candidate’s suitability, and there is no wage difference between male and female employees in recruitment and promotion. Supporting the empowerment of women in every sector in which it operates, Yaşar Group signed the “UN CEO Statement of Support for the Women’s Empowerment Principles” in 2012, and has also participated in the “Equality at Work Platform” advanced by the World Economic Forum and maintained under the leadership of the Ministry of Family and Social Policies, and in the “Women’s Empowerment Working Group” created by the Board of Global Compact Turkey.

Yaşar Group Companies organized training programs to educate and raise awareness among their employees

about environmental, social, and governance matters, and the Group’s sustainability vision was shared with all employees.

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

Ratio of the Number of Female Employees to the Total Number of Employees in 2019-2021

Year	Number of Female Employees	Number of Male Employees	Total Number of Employees	Ratio of Female Employees (%)
2019	1,120	5,046	6,166	18.2
2020	1,095	5,064	6,159	17.8
2021	1,090	4,992	6,082	17.9

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

Empowerment of Female Employees

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

Yaşar Group, one of the spokespersons of the "Global Compact Women's Empowerment Izmir Platform," which was implemented in 2019 under the leadership of ESİAD and İZİKAD, has increased its responsibility not only within the Group, but also within the province and region.

Continuing its leadership in women's empowerment with the slogan, "We made a promise to future generations to empower women," the Group has championed making Gender Equality a priority in all Group companies, working towards empowering female employees and improving their working conditions. In this context, the "Gender Equality Committees" continue working in Group companies.

Every year since 2017, Yaşar Group has been giving

scholarships to female students on behalf of all its female employees on March 8, International Women's Day. By paying attention to diversity, female students are supported in every field.

To Empower the Career Development of Female Employees in 2021;

- 38% of those promoted to specialist and higher-level positions during the reporting period were female employees. During the promotion process within the Group, care is taken to include female employees among the proposed candidates.
- Pregnant and nursing employees in the Group work within the periods specified by law, and female employees continue to work in the same position after returning from maternity leave. In 2021, 70.8% of female employees returned to work and 100% of male employees returned to work.
- Declaring its commitment to working in line with global objectives to ensure women's participation in business life with correct gender policies, improvement of their working conditions, and their empowerment in business life, Yaşar Group aims to increase the number of female employees especially in STEM fields. In 2021, the percentage of female employees in R&D employees was 34%, and the percentage of female in employees with engineering titles was 49%.

Decent Working Conditions

Job and Workforce

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

	2021	Return to Work Rate	Stay in Work Rate
Female		71%	91%
Male		100%	99%

Child Employment

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

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. Overtime work can be performed by obtaining the consent of the employees for reasons such as quality of work or an increase in production. These situations are regulated as per the provisions in the relevant law and wages are paid as specified in the Law. Job descriptions are determined for Group companies' employees and they are notified as soon as they start working; documents related to job descriptions are shared within the respective company through the common system used in accordance with ISO 9001 and accessible to all employees.

Within Yaşar Group, no case was filed regarding forced labor and drudgery in 2021.

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 who establish business partnerships with Group companies are also required to insure their employees.

Yaşar Group companies, known for being pioneers in their respective sectors, are also taking important steps

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

Recruitment

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

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

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

Upon completion of the recruitment process, group companies' employees are informed of Personnel Regulations that regulate working conditions, rights, duties and responsibilities, and applicable personnel policies and principles. New employees employed within the Group participate in the "Company Orientation Program" designed specifically for each company.

Ratios of Employees Under Collective Bargaining Agreements By Company

Year	PINAR ET		VİKİNG KAĞIT		PINAR SÜT		DYO BOYA	
	Female	Male	Female	Male	Female	Male	Female	Male
2019	9.5%	43.2%	0.6%	40.0%	4.2%	37.4%	0.6%	40.9%
2020	9.3%	42.3%	0.9%	41.4%	4.0%	35.7%	0.6%	40.6%
2021	11.3%	48.6%	1%	39.9%	5.9%	44.8%	0.5%	43.3%

Rights Provided To Employees

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	
Others				
New Year's Present	X	X	X	X
Holiday Present	X	X	X	X
Heating Allowance	X Certain Tiers	X	X	X Certain Companies
Holiday Allowance	X Certain Tiers	X	X	X Certain Companies
Food Allowance	X	X	X	X
Commute Allowance		X	X	X
Marriage	X Certain Tiers	X	X	X Certain Companies
Birth	X Certain Tiers	X	X	X Certain Companies
Death	X Certain Tiers	X	X	X Certain Companies
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.

Employee Development and Talent Management
Training and Development Activities

The Group's competitive advantage is maintained by implementing numerous training programs aimed at enhancing employee competencies, from orientation and on-the-job training to personal development and management skills training.

Yasar Group not only contributes to the development of their behavioral competencies, but also supports the professional development of its employees with technical training. With the training programs it organized, the Group aims to develop competencies by increasing the knowledge and skills to enable the company and the individual to achieve their goals.

Having organized 70,329 hours of training under various topics such as occupational health and safety, information security, Covid-19 measures, environmental responsibility and sustainability, personal development, various ISO topics, orientation, vocational and technical training during 2021, Yasar Group ensures the continuous development of its employees.

A total of 70,329 hours of training were carried out throughout Yasar Group in 2021, and the average training hours per employee was 11.6.



Total Training Provided in 2021

70,329
HOURS

11.6
HOURS/EMPLOYEE

Average Training Hours 2021	Key	White Collar	Blue Collar	Temporary	Total
Female	15.6	15.3	10.9	15.9	13.9
Male	10.6	9.6	11.8	14.2	11.1
Total	11.8	11.1	11.7	14.4	11.6

Total Training Hours 2021	Key	White Collar	Blue Collar	Temporary	Total
Female	1,154	9,623	3,936	397	15,110
Male	2,530	16,237	34,668	1,783	55,218
Total	3,684	25,861	38,604	2,180	70,329

Career Management System

Yaşar Talent Management

The Yaşar Talent Management Program is carried out since 2017 to ensure the continuity of the leadership knowledge of Yaşar Group, maintain/improve the knowledge and experience of the organization, anticipate the needs of the next period and maintain a workforce that is ready to step in as needed. Yaşar Talent Management is aimed at meeting the career expectations and development needs of managers and employees, as well as ensuring the continuity of the organization.

Mentorship

Dating back to 1998, the "Mentorship Program" practice establishes a bridge between the managers who are successfully carrying out their duties at Yaşar Group today and the managers of the future. Thus, transfer of experience and knowledge to future generations is ensured and mutual interaction is increased. In projects developed for these purposes, the aim is to strengthen the communication network, rapidly adapt to the corporate culture and feed the Group with the support provided from internal resources.

Bringing Young Talents to the Community

Previous Future Class and similar projects aimed to add young talents who would become the future of the Yaşar Group. Because of the pandemic and in order to strengthen ties, virtual meetings were held with students from the country's top universities. Furthermore, platforms other than universities are being used to connect with new generations, such as private sector virtual career fair events. During 2021, under the roof of the "Step to Yaşar" program, 12 newly graduated talents are given different tasks in different companies of the Group, and young talents are supported to join the business life and gain experience.

Best Examples of Companies

DYO BOYA

• DYO Boya organizes training programs to educate and raise awareness among their employees about environmental, social, and governance matters, and the Group's sustainability vision is shared with all employees.



916

EMPLOYEE



26.6

HOURS/EMPLOYEE

• Continuing its activities with an average of 916 employees in 2021, DYO Boya offered 26.6 employee/hours of personal, managerial, vocational and technical skills training to its employees during the year.

• Among the training topics that stood out during the year were First Aid-OED Basic and Update Training, Forklift Training, Basic Quality Training, Management and Leadership Training, Competition Legislation Compliance Trainings, Minitab Training, Process Improvement and Digital Transformation Training, Sales and Social Media and Marketing Training, and Manager Development Programs. Training on COVID-19 Symptoms and COVID-19 Vaccine Information Training were also given periodically during the year.

• Under the leadership of the Sustainability Committee, the Climate Crisis Working Group and the Gender Equality Working Group, established for the implementation of ESG (environmental, social and administrative) policies on sustainability, external and internal training were given to group member employees during the year while information meetings were held periodically under the leadership of group leaders and group spokespersons.

PINAR SÜT

With its fair human resources policy shaped according to Yaşar Group's corporate culture, Pınar Süt continued to work by focusing on employee and community health in its human resources practices during the Covid-19 pandemic, which affected the whole world and caused living standards to be reshaped.



10.36

HOURS/EMPLOYEE



18,783

TRAINING HOUR

• In 2021, a total of 18,783 hours of training were provided, with an average of 10.36 employee/hours, through Technical and Personal Development Training.

• The average number of employees of the company in 2021 was 1,162, and the rate of female employees increased from 19.8% to 20.2%.

• With the "Welcome Kit" project, kits with company logos were prepared for newly recruited employees. Besides, in order to support newly recruited employees' adaptation process, a staff member from the related department is assigned as Guide and contributes to the process.

• In the digital world, the transition to the 'Mobile HR' application was made in 2020 in order to establish a corporate culture that includes Human Resources Systems that are compatible with the new business model and to motivate employees. Mobile HR enables employees to create annual leave requests with self-service applications, request access cards, view payroll and enter data regarding the Personnel Attendance Control System card movements through user-friendly screens. Furthermore, the digital application reduces the possibility of violations for approval and process flows that adhere to company rules, as well as paper waste. In 2021, the content of this application, which allows for location-free employee interaction, was expanded, balancing the operational workload and creating a more productive working environment.

• Because of the risks that physical meetings may pose during the pandemic period, the use of online media has increased, and meetings, interviews, trainings, and in-group communications are still conducted via video conference programs.

• In a working environment where different generations coexist, the company's employees were given "Generations in Business Life Training" in order to establish effective and healthy communication, shape the actions to be taken according to the employees' expectations by correctly perceiving the needs, and enable the employees at the executive level to carry out the process effectively.

• As an indicator of its parent company Yaşar Group's sustainability philosophy, Pınar Süt provided zero waste and energy efficiency trainings to all of its employees in 2021 on environmental and energy topics.

• University collaborations were carried out in order to strengthen the brand image of Pınar Süt's İzmir, Eskişehir, and Şanlıurfa factories, and participation in Career Day events and university promotion days was ensured.

YAŞAR BİRLEŞİK PAZARLAMA

- During 2021, the following activities were carried out with 24 members of the Gender Equality Committee (TCE):
- Based on the slogan “A productive woman is a free woman,” the products produced by productive women were distributed as gifts to employees.
- Posters emphasizing “Say No to Violence against Women” were displayed in all regional offices, and to emphasize the importance of the issue all employees were given badges.
- A trainer-psychologist organized a psychological support webinar for all employees to support them during the pandemic. Employees who contracted the Covid-19 disease received one-on-one support. Employees who lost relatives received access to professional psychologists and counseling services. In 2021, 56 employees participated in the “Reality of the Pandemic and Our Lives” and “Natural Disasters and Our Lives” seminars. Around 24 employees were also offered individual services.
- The “Enjoying Coffee with Pınar Latte” event was held with special presentations from the barista to encourage all employees to come together, socialize, and communicate.
- As part of the YBP TCE Committee efforts, the members of the committee received training under the leadership

of Yaşar University and the International Population Fund in 2022. Within the scope of TCE committee activities, a training committee was established and internal trainers were selected. The goal of the general TCE information trainings, which will be provided by internal trainers, is to increase knowledge on the topic among all YBP personnel. In 2022, studies are ongoing for the TCE bulletin at quarterly frequencies.

- The 2022 Young Talent Development Program is being designed and the career model is being revised. Function-specific development models are being planned by launching the sales development module.
- In 2021, Business Management Systems Department made a total of 32 dealer visits to YBP and DY0 dealers, and digital dealer system transition and technical trainings were provided.
- While 78% of the total 3,760 hours of training organized in 2021 consists of compulsory training, 22% consists of individual and vocational trainings.

YAŞAR BİLGİ

- In order to increase employee satisfaction, loyalty and participation at Yaşar Bilgi, employees are surveyed via the portal to determine annual leave periods, and employees determine the leave period by voting.

- A survey is sent by an electronic message to evaluate teammates when working on projects or with which teammates employees would be happy to work with in future projects. The company management thus obtains detailed information about team members active in the projects in the company.

- Employees whose birthday falls on a working day are considered on administrative leave after 15:00.

- Yaşar Bilgi management promotes the health, safety, education and personal development of all employees, regardless of gender. In the 2021 recruitments, out of the 29 employees employed 10 were women. Regardless of position, processes are carried out by taking equal opportunity into account during competency-based interviews. There is no wage difference between men and women in recruitment and promotion. All female employees who returned from maternity leave continued to work in the same position.

- Employees hired to be trained are subjected to the Group's 70-20-10 Effective Learning Model. To expand specialty knowledge, it is critical at Yaşar Bilgi that assistant specialists, accompanied by senior specialists, participate in projects and gain experience. Throughout the project, project employees are in constant communication with the team, project manager, and customer. To improve its technical knowledge of information systems, the company employs world-class training portals.

PINAR ET

- Gender equality working groups and the economic, social and environmental subcommittee teams formed within the scope of sustainability have been updated and continue to work with voluntary participants.

- Pınar Et continued its classroom training in 2021 in line with its core business policies and strategies, and also conducted online training sessions using digital platforms. The company provided a total of 15,462 hours of training to 823 employees during the year.

- By continuing its investment in human resources without interruption, Pınar Et strove to improve the personal, professional, and management skills of its employees in 2021. Internal and external training programs were implemented within the framework of the plan established for all employees in line with their needs, and in order to ensure their continuous development.

- With the Yaşar Group's “Our Consumers and Customers Come First” approach, Pınar Communication Center employees provided “Accessible Communication Line” sign language training for individuals with hearing impairment.

- As part of Breast Cancer Awareness Month, trainings were held to inform and raise awareness among employees, brochures were distributed along with gifts, and posters were displayed in the common areas.

- During the pandemic, the "Health Survey application," which is carried out every day on the digital platform, collects employees' feedback, particularly on the Covid-19 pandemic processes and their health statuses. Also, their ideas, suggestions, and opinions on all other issues are monitored daily.
- Weekly coordination meetings attended by all function managers are continued over the online platform.
- Meetings with Human Resources and Union Representatives are held once every two weeks to evaluate all issues related to the employees.
- In order to support newly recruited employees to adapt to the company and his/her job, 1 person determined by the relevant department manager is appointed as the employee's guide.
- The orientation programs ensure that new employees quickly adapt and align to the company and their duties.

PINAR SU ve İÇECEK

- In addition to the training provided as a legal obligation, sales department employees were given sales training according to their tiers, quality assurance department employees were given energy management system trainings, environmental management systems and waste management information trainings, plant employees were given technical training, and all employees were provided Covid-19 and general hygiene trainings. Training demands for personal development and professional and technical development of the employees were met.
- Sales managers and sales teams received sales training covering sales techniques, persuasion, communication, handling objections, etc. in separate groups. The training series will be continued in the coming periods as well.
- Advanced Excel usage trainings were provided across the company in line with the needs of the departments. Besides, training requests for operations such as general metrology, food labeling, etc. of the Quality Assurance and R&D teams were met.

VİKİNG KAĞIT

- Necessary trainings for the employees' individual and technical development are organized and realized. Orientation training, on-the-job training, personal development training, management skills training, specialization training, technical and professional training, seminars and conferences organized are among the training and development opportunities offered to employees.
- Continuing its operations with an average of 205 employees in 2021, Viking Kağıt provided its employees with a total of 3,823 hours of training on occupational safety, personal development, and professional training during the year.
- Employees were also given Occupational Health Trainings, Emergency and Fire Fighting Trainings, First Aid Trainings, Legal Trainings, Quality and Environmental Trainings, which are all required by law.
- In 2021, when the impact of the pandemic continued, the aim was to increase the awareness of employees on various issues through online seminars. The online seminars organized by the Viking Kağıt "Eşit Yaşar'ız" committee and announced to all employees were held on the topics of "Nutrition and Dietetics", "Women's Rights" and "Social Kindness in Communication".

ALTIN YUNUS

- In order to maintain and improve the quality standard in all of its services, Altın Yunus carefully selects employees who are educated, have a strong sense of belonging, are open to development, and value teamwork. The company ensures that its employees receive training for professional, technical, and individual development at all times, and it also provides the opportunity to benefit from various trainings on social issues.
- Personal and vocational trainings are held across the year, open to the general participation of the employees. Department managers monitor staff development. Due to the pandemic, OHS and Covid-19 trainings have been mandatory for the last two years. In-departmental vocational trainings are carried out continuously.
- The trainings Altın Yunus employees received in 2021 are as follows: presentation training, working order, environmental protection and savings training, terrorism prevention training, culinary arts training, welcoming and sending off guests, sales packages and guest communication, automation and energy training, cultures' training, corporate culture training, communication methods, guest communication training, first aid training.



• Using the training infrastructure developed in the electronic environment, Altın Yunus organized an average of 15.72 hours of training per person and 755 hours in total in 2021, depending on their positions.

- A Hello Summer Party is held at the beginning of the season with the participation of all employees.
- The employee of the month is chosen and rewarded each month from among the employees identified as candidates by the managers, and the employee of the year is chosen and rewarded at the end of the year from among the employees chosen each month.
- Apart from the financial social benefits provided by the company, gift packages containing food products are distributed on New Year's Eve and Ramadan.
- Every year, a traditional New Year's Eve gift draw is held, and gifts from companies are distributed to employees.

ÇAMLI YEM

- In 2021, only compulsory technical trainings such as Basic OHS Training, First Aid - OED Training, Return to Work after Work Accident Training, Safe Forklift Usage Training, ISO 5001:2018 Energy Management System Requirements Training were held at Çamlı Yem due to the pandemic.
- On March 8, International Women's Day, a donation was made on behalf of female employees in cooperation with the non-governmental organization Kırmızı Çocuklar Derneği.

Occupational Health and Safety

Considering its human resources as its most important assets, Yaşar Group continues its risk prevention and reduction efforts by analyzing all risks for the health and safety of its employees in the working environment. Accordingly, Yaşar Group Occupational Health and Safety Policy guides all companies. As per the Occupational Health and Safety Policy, the group manages its projects in accordance with national and international legislation in all of its activities with personnel specialized in occupational health and safety.

In order to ensure occupational health and safety in Group companies, OHS boards have been established in accordance with the relevant legislation. Activities carried out within the scope of OHS and performance in this field are regularly monitored at the Board level.

Occupational Health and Safety Boards, which are required to be present in all Yaşar Group companies pursuant to the legislation, meet monthly to evaluate the agenda items determined in order to improve occupational health and safety performance and follow the occupational health and safety programs.

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

Company	Workplace Hazard Class	OHS Board	Percentage of Employees Represented by OHS Board
DYO BOYA	Very Hazardous	Yes	All Employees
PINAR SÜT	Hazardous	Yes	All Employees
PINAR ET	Hazardous	Yes	All Employees
PINAR SU ve İÇECEK	Less Hazardous	Yes	All Employees
ÇAMLI YEM	ÖREN FACILITY - Very Hazardous, Other facilities less hazardous	Yes	All Employees
VİKİNG KÂÇIT	Hazardous	Yes	All Employees
ALTIN YUNUS	Less Hazardous	Yes	All Employees
YAŞAR BİLGİ	Less Hazardous	Yes	All Employees
DESA ENERJİ	Very Hazardous	Yes	All Employees
YBP	Less Hazardous	Yes	All Employees
YAŞAR HOLDİNG	Less Hazardous	Yes	All Employees

Detailed accident analysis is performed by OHS Boards and Occupational Health and Safety Units within the scope of occupational accident and injury prevention. In this context, the most common types of injuries were identified as a result of accident and risk analyses conducted by Group companies in 2021.

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



15.72
HOURS/EMPLOYEE

755
TRAINING HOUR

Yaşar Group organizes regular training for its employees and contractors in order to achieve its goal of zero occupational accidents and industrial accidents, to prevent occupational diseases, to increase the occupational health and safety awareness of its employees, and to ensure that occupational health and safety becomes a corporate culture. The table below shows the total hours of training on occupational health and safety provided within Yaşar Group companies in 2021:

Total OHS Training Given in 2021

54,447
HOURS

Total OHS Training Hours		Average Number of Employees		Average OHS Training Hours	
Female	Male	Female	Male	Female	Male
9,221	46,226	1,004	4,640	7.6	7.7

Best Practices of Companies

DYO BOYA

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

• In order to prevent major industrial accidents in 2021, action studies continued to take measures for necessary updates in accordance with the Seveso III Regulation. In accordance with the Seveso III and Work Equipment Regulations, the relevant measurements, controls and necessary arrangements were made in accordance with the program in 2021. Hazop risk assessment studies were updated. These efforts will continue in 2022 as well.

• Plans created as a result of compliance checks of ATEX (protection of employees from the dangers of explosive atmospheres) and EX equipment were put into practice. Risky equipment identified was checked in accordance with the program planned. It will continue in 2022.

• In the risk assessments performed with different methodologies at DYO Boya, where chemical substances are handled, the biggest risk appears to be “fire”.

Chemical, physical and fire risks are managed with the TS ISO 45001 Occupational Health and Safety Management System. Fire safety is meticulously monitored through fire detection and extinguishing systems working with specific sensitivities in accordance with the DYO Boya’s risk group, fire extinguisher teams with actual training in firefighting, chemical storage rules specially prepared for the workplace, and continuous field tours with daily, weekly and monthly checks.

• In order to take the precautions in the field to the next level, investments are also planned for different Fire Extinguishing Systems, considering the use of developing technology.

• Thanks to the measures taken for the Covid-19 pandemic in 2021, there was no in-house pandemic spread, and no pandemic-induced cessation.

• As the re-checks performed by TSE regarding the TSE Covid-19 Safe Production Certificate were successfully passed, the continuation of the certificate was ensured.

• During 2021, employees from different departments were given fire extinguishing training and static electricity training specific to exemplary fires that may occur in the facility, increasing the awareness for fire precautions and firefighting.

• With the use of Filling Robots at the Paint Varnish Production facility, skeletal-muscular system disorders due to the repetitive movement of the people working in this department have decreased. Thanks to the purchase of new high-speed mixers with high safety precautions,

accidents that may occur in mixers have been prevented. With the change in the chemical warehouse areas of the R&D Center, the fire safety of both warehouses and laboratories were increased.

• It is predicted that muscle and joint disorders will decrease thanks to the manipulators used in powder feeding areas, the pneumatic sample transfer station between the coloring and quality control laboratory, and the pneumatic elevator in the color finishing unit.

DYO Boya aims to get closer to the target of “zero work accidents” by achieving a decrease in the number and severity of work accidents, as well as a decrease in the frequency and weight ratio of accidents with the planned efforts.

The continuity of OHS efforts is ensured with the TS ISO 45001 Occupational Health and Safety Management System. Development is aimed in OHS studies with continuous improvements made in the system and good practice examples. Efforts continue to ensure that not only employees of DYO Boya, but also 3rd party companies (subcontractors, contractors, etc.) and individuals have no occupational accidents in or near the facility. All work done in the facility is carried out in accordance with legal regulations, but revisions and improvements are being made by following international standards (NFPA, EN, etc.) for higher level OHS and fire safety.

Data for the creation of risk analyses of chemical substances has begun to be prepared within the scope of occupational health services and hazard identification, with completion expected in 2021.



PINAR ET

Pinar Et has integrated and effectively implements the Occupational Health and Safety Law No. 6331 and relevant regulations, as well as the ISO 45001 Occupational Health and Safety Management System and occupational health and safety requirements into its working principles and all its activities.

The company focuses on continuous improvement by adopting a preventive approach to occupational health and safety. In this context, the Occupational Health and Safety Committee, which was established with the participation of all process custodians to effectively carry out occupational health and safety activities, continued its activities in the 2020-2021 period. Risk analyzes and plans to prevent work accidents and potential occupational diseases were prepared and implemented with the participation of employees of the company. By using active control mechanisms, it continues to work in order to eliminate or minimize unsafe situations and movements that may cause work accidents.

Believing that the way to reach excellence in occupational health and safety is by investing in people and technology, Pinar Et integrated its technological equipment automation into its work processes.

The activities carried out at Pinar Et as part of OHS, in 2021, are as follows:

- Hazards were identified and prioritized according to risk severity with the participation of employees in each step using the Fine Kinney risk assessment methodology.
- All health and safety issues are evaluated by the Occupational Health and Safety Board and the OHS Unit with the participation of employees, and efforts are made to eliminate hazards using "near-miss" notifications and the Corrective and Preventive Actions system.
- Every incident or accident is examined in detail with the OHS Board and preventive measures are taken to prevent recurrence.
- During the pandemic period, Pinar Et took all measures by considering the circulars prepared by the Ministry of Health and by carrying out risk analyses. Having received the TSE COVID-19 Safe Production Certificate, the company continues to manage the process in the best way possible. After the audits carried out in 2021, it successfully carried out the process of renewing the TSE COVID-19 Safe Production Certificate.

- In order to prevent the spread of Covid-19 and to raise awareness, trainings were provided by the workplace physician to employees under the topic of Covid-19 measures throughout the year.
- In addition to in-class trainings complying with social distancing and hygiene rules, online trainings were held on various subjects through digital platforms in line with the needs that occurred throughout the year.
- Occupational Health and Safety training was given to all employees by the Occupational Health and Safety Specialists and the Workplace Physician.
- Primarily aiming to provide a healthy and safe working environment in parallel with the value it places on human resources, Pinar Et reduced the Accident Severity Rate by 14.6% in 2021 with its "Zero Accident Philosophy".



PINAR SÜT

Under ISO 45001 Occupational Health and Safety Management System at Pınar Süt's Eskişehir and Şanlıurfa Factories; taking into account the Occupational Health and Safety Law No. 6331 and the relevant legislation requirements, an Annual OHS Work Plan was prepared. As part of this plan, the company fulfills the obligations of OHS Environment and Personal Exposure Measurements, Periodic Controls of Equipment, Periodic Health Examinations of Employees, OHS Trainings and Risk Analyzes.

All activities are taken into consideration as part of the OHS Work Plan, and detailed risk analyses of each activity in particular are carried out with the risk analysis team. Risks identified in field audits are followed up with a Corrective Action Form (CPA) as per ISO 45001 requirement and are finalized by taking action within the deadline.

OHS Training activities are given to all Pınar Süt employees as On-the-Job, Periodic Basic Occupational Health and Safety Trainings by Occupational Safety Specialists and Workplace Physicians. Also, it is made sure that subcontractor/subcontractor employees receive these trainings.

If necessary, job-specific trainings are organized for the personnel. As part of the trainings, the Emergency Teams receive specific trainings and participate to drills. Additionally, subcontractor companies are made aware of emergency trainings and drills, and they are encouraged to conduct their own training and drills.

The Occupational Health and Safety Board convenes once a month, the decisions taken are followed-up and the completion of the actions is ensured within the realization period. At the end of each year, all these activities carried out under the Occupational Health and Safety Plan are presented in the Annual Evaluation Report to the management and the OHS Board, where they are evaluated

- In 2021, within the scope of OHS, activities related to Covid-19 measures were also given importance, and efforts were made in accordance with plans and targets.
- "COVID-19 Information" and "Hygiene Trainings" were given to all employees by workplace physicians.
- Arrangements were made to offer 24/7 service by increasing the number of health personnel in the company.
- In order to draw attention to health measures and raise awareness, a short video prepared by workplace physicians was shown on digital screens and computer splash screens.
- The number of emergency exit doors for the new warehouse constructed at the Eskişehir factory was increased, special large diversion signs were made, and the number of fire cabinets and fire extinguishers was increased.
- Risk analyzes were revised in 2021. The Emergency Action Plan was revised. Periodic and special trainings were completed within the scope of OHS.
- All measurements and controls included in the OHS Work Plan were performed.

Under ISO 45001 Occupational Health and Safety Management System, at Pınar Süt's Eskişehir and Şanlıurfa Factories; taking into account the Occupational Health and Safety Law No. 6331 and the relevant legislation requirements, an Annual OHS Work Plan is prepared, and as part of this plan, the company carries out basic OHS trainings, Periodic Health Examinations of Employees, Periodic Controls of Equipment, OHS Environment and Personal Exposure Measurements, Periodic Controls of Fire Cabinets, Hydrates, Cylinders and Detection Systems, Factory-wide Risk Analysis studies within the periods specified in the Regulation.

Risks identified in field audits are followed up with a Corrective Action Form (CPA) as per ISO 45001 requirement and are finalized by taking action within the deadline.

OHS Training activities are given to all Pınar Süt employees and subcontractor personnel as On-the-Job, Periodic Basic Occupational Health and Safety Trainings and On-the-Job Talk called TOOLBOX by Occupational Safety Specialists and Workplace Physicians. Also, it is made sure that subcontractor/subcontractor employees receive these trainings. In addition to these trainings, when required, Pınar Süt personnel are given job-specific trainings such as working at height, working indoors, and working with chemicals.

As part of the trainings, the Emergency Teams receive specific trainings and participate to drills. Subcontractor companies are made aware of emergency trainings and drills, and they are encouraged to conduct their own training and drills.

• In 2021, by giving importance to the activities related to Covid-19 measures as part of OHS, all risks were evaluated, new procedures and instructions were created, and the risk analysis, emergency action plan, and Explosion Protection Document were revised. Necessary periodic controls and measurements were made.

• The aim is to reduce the frequency of work accidents by 5% for the next year.



YAŞAR BİRLEŞİK PAZARLAMA

Although YBP is in the less hazardous class, there are also hazardous works in work processes, such as warehouse and distribution. In particular, the works of the warehouse and distribution teams are closely followed by the workplace physician and occupational safety specialist, proactive measures are taken regarding diseases and accidents, and trainings are provided. In this context, it is ensured that necessary PPEs are determined and used, and regulations and trainings are made regarding ergonomic work. OHS Board decides on the related measures and activities, which are regularly reported to the board members.

YBP values the occupational health and safety of its own employees, as well as of subcontractors, dealers and visitors. The company informs its subcontractors, dealers, and visitors about new legislation, practices and approaches related to occupational health and safety and provides support in their implementation.

As part of OHS, Basic OHS Training, First Aid Training, Emergency Teams Training, Hygiene Training, training on the equipment used, and training on hazardous situations were provided at YBP.

Furthermore, practices developed as part of the Covid-19 pandemic measures were implemented:

- Employees were encouraged to be vaccinated. Accordingly, information meetings were held, visuals and one-on-one interviews were provided.

- Activities such as additional physician, preparation of information posters, sending of weekly information messages, psychologist support, test agreements, contact tracing activities, etc. were carried out, and all employees were trained on Covid-19 preventive measures.

During 2020, 68% of work accidents occurred in the distribution team. This ratio decreased to 63% in 2021. Activities were planned to prevent the recurrence of work accidents.

In 2021, the total number of OHS training hours was 2,504.

VİKİNG KAĞIT

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

In 2021, it organized regular OHS Board meetings every two months (6 in 2021) as the main employer within the scope of OHS activities. Board meetings were attended by the Converting Manager (as the employer's representative), the Human Resources Manager, Class C OHS Specialist, Workplace Physician,

OHS Support Staff, Employee Representatives, Workplace Nurse, Environmental Engineer, Planning and Shipping Department, Production Department, Quality Assurance R&D Department, and Machinery Maintenance Department. When necessary, unit managers also participate in board meetings.

- Viking Kağıt prepared research reports on work accidents and near miss events experienced in 2021 and informed its employees about the details of work accidents and prevention principles. Furthermore, "Practical Casualty Trainings" were organized for its employees who experienced a work accident.

- During 2021, a total of 1,875 hours of Occupational Health and Safety training were provided. Due to the Covid-19 pandemic, 200 hours of information and effective hand washing training was given to 200 employees.

- Viking Kağıt created an effective control system to ensure the use of PPE, subcontractor control, work leave control, and regular control of work vehicles and forklifts. The Emergency Teams List was rearranged and announced. Employees in the team were given training by professionals who are specialists in the subject, and drills were held. 215 fire extinguisher tubes were periodically checked.

- Control and maintenance of 55 outdoor hydrants and fire cabinets, 40 indoor fire cabinets, and two manual gas extinguishing systems were carried out within the factory. Accredited institutions performed periodic controls of 101 pieces of work equipment.

- 5 lightning rod installations and grounding, as well as protection grounding at 16 points were measured. Environmental measurements (particulate matter, noise, vibration, thermal comfort and lighting) were made and reported across the factory.

- Waste bins are placed in all areas for hygienic disposal of all used PPEs.

There is no occupational disease detected at Viking Kağıt. Necessary measures were taken against risks (such as hand and finger cuts and entrapment, foot sprain) according to accident rates and accident types, and employees were informed about these issues.

Viking Kağıt aims to reduce the Frequency of Occupational Accidents to below 28.0 and the Weight Rate of Occupational Accidents to below 0.20 by reducing the number of accidents and the loss of workforce for the 2021 year-end data. Viking Kağıt reached its 2021 target with a 24.75% Work Accident Frequency Rate.

ÇAMLI YEM

At Çamlı Yem, ISO 45001 OHS Management System is implemented, and trainings such as Basic OHS Training, Emergency Training, Working at Height Training, Safe Use of Work Machines, Work Permit System Training are provided in this context and Risk Assessment reports are prepared.

Risk Assessment Reports, Explosion Protection Documents, Emergency Drill Reports, Environment Measurements Reports, Periodic Inspection Reports, etc. are prepared and necessary measures against identified hazards and risks are taken. Field surveillance and meeting decisions are checked with tables in addition to field surveillance reports, and annual realizations are kept under control.

The ISO 45001 OHS Management System covers all activities in the Pınarbaşı Feed Facility, Organic Milk Facility, Plant Nutrition Facility, and Aquaculture Facility. Turgutlu Feed Facility plans to apply for ISO 45001 certificate after obtaining the license.

Çamlı Yem has regularly provided Basic Occupational health, hygiene, first aid, and COVID-19 information training to its employees.

Employees submit their suggestions and requests to employee representatives supervisors and/or Occupational Safety Experts directly using the OHS suggestion-request boxes located at the enterprises or via e-mail. In addition, the employees may make a notification using the Wish Suggestion Complaint forms. Received recommendations and requests

are evaluated in meetings and OHS Boards. In addition to the Board meetings, periodic meetings are held with the employee representatives and the issues are evaluated. Open-door meetings held at least once a year at enterprises, where employees and the senior management meet, ensure that the wishes and opinions of employees are heard directly by the senior management.

When preparing risk assessment reports, Çamlı Yem identifies hazards directly related to the work and corrective/preventive actions. Additionally, the company prepares emergency plans for emergencies such as fire, earthquake, epidemic, etc. and organizes training sessions and drills for emergency teams and employees. OHS procedures regarding the works of external companies (at the purchasing stage, notifying the other party of the documents required for the entrance permit, checking the OHS documents before entering, information trainings specific to the field and the work to be performed before work start, general operating rules trainings, and field control after the start of the job, etc.) are carried out. Risk assessments regarding outsourced services are made or requested to be made. It is ensured that proactive actions are taken before work.

At Çamlı Yem, field audits, meeting decisions, periodic equipment control compliance and control periods are followed with tables and realizations are evaluated at the end of the year. 60% of the decisions taken during 2021 were carried out in 2021.

The target is to reduce the number of work accidents in 2022 by 50% compared to the previous year. In this context, the aim is to take necessary technical measures by providing trainings to the personnel on frequently experienced work accidents, and the plan is to complete trainings in the first three months of 2022.

PINAR SU ve İÇECEK

Within the framework of the Occupational Health and Safety Management System, Pınar Su ve İçecek continues the legal requirements to prevent occupational safety risks and protect employee health, as well as its activities to protect health and safety with a risk-based preventive approach.

While Pınar Su ve İçecek was starting risk assessment studies; it takes into account physical, chemical, biological, psychological, mechanical, electrical or motion and energy-based factors, review of work activities, environmental measurement reports, work accidents and incidents, near miss forms/reports, literature review, evaluation of manufacturer data, benefiting from expert opinions, the examination of periodical technical control reports, the evaluation of the work reports of the OHS committee, and the data obtained from other similar workplaces.

In line with the risk procedure, risk identification and assessment are made over the total risk score. Measures/actions to be taken to reduce the risks with a score of "Abnormal" or "Urgent" are determined.

The OHS Risk Assessment Plan is re-evaluated and updated by the Occupational Safety Specialist and Environment and OHS Representative at least once a year or at a frequency determined by factors such as the nature of the hazard, the magnitude of the risk, changes in technology, devices and products, changes in input (feeding) stocks, raw materials and chemicals, organizational restructuring, redeployment of responsibilities, and change in working methods. If there is a

work accident or incident, the risk is immediately re-evaluated and necessary activities are carried out.

OHS and Environment Representatives ensure that resource needs are evaluated with the participation of senior management at OHS Board meetings, periodic technical-coordination meetings and Management Review (YGG) meetings, taking into account the objectives of the organization and the results of the Risk Assessment Plan. In these evaluations, compliance with the legislation, and rules regarding the selection of equipment and tools suitable for occupational health and safety, establishment of a healthy work environment, and elimination or reduction of risks are taken into consideration.

In the workplace, unplanned or undesirable incidents and accidents that are caused by the product, machine, tool, vehicle during production and other related activities, that damage the facility, cause or may cause injury to the employees, are handled in line with the relevant procedure established to investigate and analyze through "incident, accident and near-miss" management.

While establishing the criteria for measuring and monitoring the performance of the OHS Management System, especially the processes and needs of the organization, past incidents, legislation, and limit values were taken into consideration. The criteria are specifically set to include work accidents, diseases, incidents (even if they do not cause harm, damage, or injury), and past evidence.

The company targets of Pınar Su ve İçecek include to plan and maintain the necessary activities to ensure "0" work accidents.

YAŞAR BİLGİ

Ensuring the sustainability of the zero work accidents principle has been the priority of Yaşar Bilgi. Actions are taken according to the results of risk assessment analyses and corrective and preventive activities. The company, which is in the less hazardous class, carries out its activities in accordance with legal requirements and procures Joint Health and Safety Unit (OSGB) services in accordance with Occupational Health and Safety Law No. 6331. Basic occupational safety, Covid-19 trainings, emergency teams and fire trainings are provided as specified in the OHS Law No. 6331.

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

The instructions to be followed by the employees are prepared within the scope of the prevention and mitigation works regarding accidents that may occur in the office environment or while traveling, and the inappropriate behaviors are communicated to the employees. In the risk analyzes prepared in addition, the situations that pose risks are discussed at the board meetings.

As the absolute majority of the employees are office workers, the aim is to increase the adaptation to the changing working conditions at a high rate, to improve the office ergonomics at maximum in line with the demands of the employees and to overcome this process without weakening the employees and managers physically and spiritually, and to complete the year

2022 with zero work accidents. The aim is to improve ergonomics and thermal comfort conditions at maximum.

Work carried out regarding OHS at Yaşar Bilgi, in 2021, are as follows;

- A training booklet was prepared for emergency teams.
- COVID-19 Risk Analysis and Emergency Action Plan were prepared.
- A hybrid working model has been implemented.
- By paying attention to the Covid-19 measures, the basic occupational safety trainings of employees newly recruited in 2021 were completed.
- "Zero Work Accident" is targeted in 2022.

DESA ENERJİ

Desa Enerji procures OSGB services within the scope of Occupational Health and Safety Law No. 6331. OHS Board meetings are held every month, field audits are carried out, and improvement areas are identified. Due to being a very hazardous business as stipulated by the legal regulations, Occupational Health and Safety Trainings are given to all employees once a year at Desa Energy.

Risk Analysis and Emergency Plan are updated every two years. Emergency Teams are given annual training, and Emergency Evacuation, Search and Rescue, Fire Fighting, First Aid Drills are held once a year with all employees.

TSE Covid-19 Safe Production Certificate audits were carried out at Desa Energy and the certificate was obtained.

ALTIN YUNUS

Serving with an average of 152 employees in 2021, Altın Yunus places high value on its in-house activities related to occupational health and safety. Altın Yunus has prioritized these two concepts in its business processes and employed doctors and nurses to serve its guests and employees.

Altın Yunus, where Occupational Safety Specialist services are procured throughout the year, prepares "Near miss" reports and carries out fire and evacuation drills at regular intervals. Personal protective equipment training are also provided for employees to use them in drills.

At Altın Yunus has a goal of "Zero Work Accident", and the following activities were carried out within the scope of occupational health and safety.

- Due to the ongoing impact of the pandemic in 2021, occupational health and safety trainings for employees were increased and repeated.
- Actions were taken, starting with the most dangerous findings on risk elimination, and previously identified risks were followed up. Risk assessments of all departments and areas were renewed.
- The emergency action plan was renewed and the teams were updated.
- MSDS provision and risk assessments regarding chemicals were renewed.
- Routing, emergency lighting, fire sirens, and alarm detectors were ensured to be checked, and any deficiencies were addressed. Fire extinguishers were checked and recorded.
- Pressure vessels and lifting machines underwent annual periodic checks.
- Electrical grounding measurement, electrical equipment deficiencies are corrected.
- The deficiencies of work equipment instructions were fixed and displayed in proper places.
- The hazard identification forms are still being used.
- Necessary periodic controls were performed on the equipment and areas used by the facility and employees.
- Trainings on recycling of wastes were provided.
- Maintenance-repair and periodic checks were carried out on mechanical and electrical issues.
- Near miss reports were followed up and care was taken to use of personal protective equipment.
- Regular board meetings were held to ensure that decisions were carried out.

CARING FOR SOCIETY

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

UNDER THE GUIDANCE OF NATURE

FOR a
better
LIFE

The most important feature of corals that form islets in the middle of the sea is that they present their environment as a common and shared habitat for hundreds of species. The coexistence of many different types of sea creatures and fish in a balanced ecosystem demonstrates how beautiful colors can be created within society by bringing differences together in a common life.



Yaşar Group has adopted the principle of creating shared value for society while conducting its operations with a sense of social responsibility. It is dedicated to improving the quality of life and ensuring the development of society by contributing to qualified and contemporary education, culture-art, sports, social innovation, and entrepreneurship projects that directly support sustainable development.

The Group considers the needs of all segments of society to which it provides products and services from an innovative and equitable standpoint with the customer and public health principles. The business approach of the Group is to manage its operations with a quality focused approach for science-based, sustainable and responsible production with R&D and innovation efforts that are compatible with the times, and able to meet the expectations of society. Yaşar Group maintains its activities in accordance with this business approach and the Sustainable Development Goals of the United Nations. While the Group acts together with all its stakeholders based on the principle of customer and community health in order to contribute to a better future in the sectors in which it operates, it shares its resources, and closely follows and supports the social agenda and initiatives.

Group companies consider their consumers' and customers' health and safety as their primary priority during and after the production process, adding value to their lives with their innovative products and services.

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

One of Yaşar Group's social responsibility priorities involves ensuring sustainability in the field of agriculture and animal husbandry. Yaşar Group, a pioneer in the agriculture and animal husbandry sectors, assumes a significant role in promoting sustainable agriculture and animal husbandry through responsible efforts to mitigate the negative effects of climate change and the efficient use of natural resources. Yaşar Group supports its producers and stakeholders to develop sustainable agriculture and animal husbandry. While carrying out agriculture and animal husbandry activities, the Group follows international and EU directives, standards and practices in order to minimize the effects of its activities on agricultural sustainability and animal welfare, and implements producer support programs.

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

Consumer and Customer Health And Safety

For Yaşar Group Companies, one of the priorities is to offer high-quality and innovative products and services that care for the health and safety of consumers and customers. The Group allows these products and services to be audited by authorized institutions and organizations, and the process is carried out in accordance with national and international regulations.

In 2021, the Yaşar Group followed trends in the world and in Turkey. Yaşar Group companies focused on digital transformation in today's world where local and global changes are experienced. In this process of change and transformation, the Group companies renewed and enriched their product portfolio to ensure the protection and safety of the health of consumers and customers, while also considering their needs and expectations in 2021, as well.



Our Consumers and Customers Come First!



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

Best Practices and Developments from Group Companies in 2021

PINAR SÜT

In the milk and dairy products sector, as in many other fields, sustainability has been a determining factor in the trends, customer preferences, and habits. For this reason, during the Covid-19 pandemic, Pinar Süt continued to introduce new and innovative products that support healthy living and immunity to its consumers. Innovative practices, product and packaging development efforts were also implemented in response to 21st century consumer trends.

- Pinar Süt continued efforts to balance the total energy value of products and reduce inputs such as saturated fat, sugar, and salt in accordance with the principle of serving for a “healthy and quality life” within the scope of consumer and customer health. Focusing on public health, Pinar Süt also develops enriched functional products with high nutritional value, feeling of satiety, and bioavailability.
- In 2021, Pinar Süt diversified its popular labne product with new flavors in order to strengthen its position in the category, and introduced a new product to the healthy life category by launching its probiotic yogurt product. Additionally, with the inclusion of a lactose-free and sugar-free product another product was added to the Kido category, which children enjoy eating. With the addition of the high protein cottage cheese product to the protein category, another product that plays an important role in daily protein intake was introduced to the consumer.

- Pinar Kefir, which helps to strengthen the immune system and regulate the digestive system due to its unique texture, mildness, and probiotic content, was placed on the shelves as Bardak Kefir product, giving consumers a new reason to consume it.
- Pilot-scale studies to produce products with less energy, input, and time with innovative practices, thus contributing to energy efficiency and sustainability, and projects that accelerate production and increase efficiency with innovative prototype production methods are carried out within the scope of Pinar Süt R&D Center studies.
- After diversifying its product portfolio to meet the needs of consumers and the new tastes they seek, Pinar Süt focused on immune-supporting healthy and new products in 2021, using less plastic packaging.
- Pinar Süt continued to carefully identify its suppliers in 2021 as well. It also carried out visits and audits of its existing suppliers for the health and safety of consumers and customers. Besides, Pinar Süt continued to give training to its employees on food safety, hygiene, and sanitation in accordance with annual plans.
- Plastic and aluminum material reduction activities are carried out by reducing the use of plastic in packaging materials in existing products and by reducing the thickness of aluminum lids.

PINAR ET

Pinar Et considered different consumer groups and changing trends in its product diversification studies, which it established on the principle of “delicious and healthy life” in 2021. The prominent practices of the company in 2021 are as follows:

- Pinar Et adopts the principle of producing healthy, reliable, and accessible products for its consumers in order to make its work compatible with the United Nations Sustainable Development Goals. The Company develops methods to facilitate communication with customers and consumers and receives customer and consumer feedback while effectively managing the “Food Safety Management System” it built in this context. Pinar Et evaluates and analyses these feedbacks in order to further improve its products and systems and provide more excellent products and services to its customers, and the results are used as an opportunity for improvement.
- In response to customer demand, Pinar Et expanded its product portfolio to include smaller and sliced delicatessen items.
- Plant-based product development works to meet daily protein needs continued throughout the year in order to create an alternative protein source. The new “Planty Power Burger” product developed in this context is planned to reach consumers in the first quarter of 2022.
- Research is ongoing to develop protein-rich functional snack products that can be consumed by the consumer practically.

PINAR SU ve İÇECEK

Pinar Su ve İçecek carries out all relevant processes in compliance with national and international standards at every stage of production, starting from water resources and raw material supply with an understanding of accountable producer, in light of the corporate value, “Our Consumers and Customers Come First”. Scientific and technical developments in monitoring, control and analysis processes are closely monitored and implemented. Activities aimed at protecting product safety and consumer health and safety are carried out together with universities, research institutions and other national and international authorities. Meeting, protecting and improving product safety and consumer expectations within the company is still a priority approach.

Parallel to the rise in consumers’ demands for healthy lifestyle products, Pinar Su ve İçecek continued to introduce products that combine natural spring water with fruit concentrates/flavors, to the market in 2021 as well.

VİKİNG KAĞIT

- Viking Kağıt, being aware of its responsibility towards the environment and consumers, carries out its process improvement works with the approach of “responsible production”. Towel paper produced in accordance with food contact regulations and toilet papers suitable for sensitive skin, which make a difference in the industry, is an example of responsible production.
- The Covid-19 pandemic, which has affected the entire world, has once again highlighted the

importance of hygiene and cleanliness. While the needs of consumers in this direction diversified and their demands increased during the pandemic, Viking Kağıt expanded its product range by offering solutions meeting their expectations and needs through its sectoral experience and innovative perspective.

- For printed napkins and paper towels, including the papers used in all recycled products, certificates for the migration test, a test examining the interaction of chemicals used in food contact materials with food, from the German analysis firm Smithers, were renewed in 2021.
- Dermatological conformity certificates for all toilet papers were obtained from German DERMATEST laboratories.
- The company has satisfied all conditions specified in the Covid-19 Hygiene, Infection Prevention and Control Guide prepared by TSE with the measures taken, additional hygiene practices, the suitability of the working and production areas, the arrangements made in the services, and the measures that prioritize the health of all stakeholders. Viking Kağıt was entitled to receive the TSE Covid-19 Safe Production Certificate.

DYO BOYA

DYO Boya Factories recovers waste solvents used in process cleaning operations at the Çiğli facility as part of the “Solvent Recovery Project”, with the goal of reducing resource consumption and recycling raw materials. The main goal is to

ensure that the solvent, which is ready for reuse after distillation, is used as efficiently as possible, in accordance with the needs, and in a controlled manner, in accordance with the ‘Green Deal Action Plan’ principle. Recognizing that economic growth should not be measured solely through financial data, the recovery of contaminated solvents is ensured.

Investments that will reduce the ecological footprint are planned, and new road maps are created to combat the climate crises in the interest of fair, inclusive, and sustainable methods. The Solvent Recovery Project is an efficient project for improving resource efficiency, supporting and implementing new processes such as distilled thinner unit area, designing eco-efficient products, and recycling and reusing waste. With the commissioning of the distillation unit, the total amount of hazardous waste was reduced by 36% on an annual basis. The plan is to use approximately 15% of the recoveries in products determined by R&D studies in a controlled manner.

The use of recycled products minimizes the use of raw materials and thus reduces the ecological footprint that may occur during the formation of new petroleum-derived raw materials. In our world, where resources are scarce, resource efficiency is highly valued. Economically, access to resources is becoming increasingly difficult and expensive. In terms of sustainable development, “resource efficiency” is a key concept for DYO.

With the power of owning one of Turkey’s most successful R&D centers and carrying out projects on “continuous improvement” and “digital transformation”, DYO Boya continues to produce innovative products using new generation production technologies.

As part of its R&D studies and complying with regulations, DYO Boya develops “Environmentally Focused and Sustainable

Green Products” in order to design products that prioritize the environment and human health and to communicate the functions of ecological systems to future generations.

Anticovid Teknoplast Interior Wall Paint Developed With DYO’s Superior R&D Power and Production Technology

Interior wall paint DYO Teknoplast, which has a virucidal effect against the coronavirus (SARS-CoV-2), shows an effect at a rate of 97.86% within the first 30 minutes when the SARS-CoV-2 virus contacts the wall and destroys up to 99.99% within 24 hours due to its special formula and unique technology.

DYO Teknoplast, the effect of which has been approved by the Turkish Ministry of Health, allows easy cleaning of stains on the walls due to its high oil-repellent feature while also protecting against bacteria and fungi due to its antibacterial protection feature.

DYO Boya prioritizes ecological practices in all its operations and activities in the fight against climate change. With the increasing demand for healthy and environmentally friendly products and packaging, project studies on these topics are accelerating. In this context, DYO Boya incorporates “DYO Green Reconciliation Action Plan” actions into each study. The goal is to transform the risks that will be encountered into opportunities as a result of the comprehensive changes anticipated by the clean energy and efficient resource use studies, as well as timely adaptation to the transformation in this area.

The business model of minimizing and reusing plastic waste through effective waste management and recycling based on the circular economy policies has been prioritized. With the understanding of Responsible Production and Consumption, “Carbon Reduction Targets” are ensured to be determined more clearly in new periods.

Plastic Packaging Management via Revision of Product Packaging Dimensions and Recycling Packaging Usage Project

While DYO Boya Factories fully comply with the Zero Waste Regulation, it initiated work on shortening plastic packaging dimensions with the goal of reducing approximately “114 tons” of plastic waste per year through the packaging recycling project. With this project, 4.7 tCO₂e greenhouse gas reduction will be achieved.

In product packaging, DYO Boya has switched to using plastic packaging from 30% recycled material. 228 tons of plastic waste reduction will be provided in packages, where approximately 1,550,513 units of 30% recycled raw material are used per year. With this project, 9.3 tCO₂e greenhouse gas reduction will be achieved.

The recycling of packaging wastes and reintroducing them into the economy for the products introduced is among the most important studies.

Metal Packaging Management with Simplification of Product Packaging and Revision of Dimensions

Based on the circular economy model for a sustainable world, metal packaging simplification and packaging size reduction project was initiated to increase resource efficiency and reduce raw material costs.

Thus, the goal is to reduce “27 tons” of metal waste and 2.56 tCO₂e of greenhouse gases in approximately 450 thousand packages per year through the metal packaging simplification and packaging size reduction activities.



“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.”

Quality, Innovation and R&D

R&D, Product and Service Quality Management Systems

Continuing its operations with the understanding of caring for its business, employees, society, business partners, and the environment, Yaşar Group aims to protect and develop corporate citizenship awareness by offering its products and services at international quality standards and in a reliable manner, in light of the corporate value of “Our Consumers and Customers Come First”. The quality management approach, blended with the principle of operational excellence and efficiency, ensures that products and services are offered for consumption in accordance with international quality standards.

Yaşar Group leads the development of its sectors and directs Turkey’s sustainable growth by making a difference through investments in advanced technologies and innovation projects carried out across all Group companies, particularly in the food, beverage, paint, and sanitary papers sectors. With the scientific studies conducted in its R&D centers, the Group produces high quality, healthy, safe, and environmentally friendly products with the goal of reducing foreign dependency. With this vision, while carrying out projects that support the production of domestic raw materials, auxiliary materials and products, it also aims to develop more sustainable new generation production technologies. In addition to developing value-added products,

Yaşar Group enters new markets with a scientific and innovative approach that considers product quality sustainability.

Through their R&D centers, Yaşar Group companies collaborate with universities, research centers, and technology transfer offices, improving their existing R&D knowledge and experience and directing their strategies accordingly. By expanding the share allotted for R&D studies and the qualified and skilled human resources in this field, it cares to make its improvement sustainable.



Quality Management Systems and Production/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	Çamllı 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	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	Çamllı Yem	DYO Boya	Viking Kağıt	Altın Yunus	Desa Enerji
Good Agricultural Practices	EOS	✓	-	-	-	-	-	-	-	-
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	-	-	✓	-	-	-	-	-	-

* Grade A

Quality Management Systems and Production/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
Compliance Assetment-General Conditions for Personnel Certification Organizations	TS EN ISO/IEC 17024	-	-	-	-	-	✓	-	-	-
Otomotive 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 Agriculture	-	-	-	-	✓	-	-	-	-
Halal Food Certification	TS OIC/SMC1	✓	✓	✓	-	-	-	-	-	-
Friend Of The Sea	FOS	-	-	-	-	✓	-	-	-	-

* 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 Certificates	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.

** Yaşar Bilgi has applied for the Zero Waste Certificate.

PINAR SU ve İÇECEK

With its strategy that prioritizes health and quality, Pınar Su ve İçecek employs the world's most advanced technologies in all of its filling facilities. By preventing air intake from outside and constantly cleaning air, filling is carried out in completely hygienic settings that are positively pressurized with sterile air. The company offers its products with a quality management approach centered on "Our Consumers and Customers Come First," and performs physical, chemical, and microbiological tests at every stage of production, from source to filling, in accordance with international quality standards.

Pınar Su ve İçecek stands out as the first beverage brand in Turkey to be qualified for the International Health and Food Safety Compliance Certificate (NSF), and it conducts business with an emphasis on increasing consumer satisfaction and sustainable growth.

Pınar Su ve İçecek continuously maintains its efficiency-oriented improvement efforts in its production facilities, with the goal of sustainable growth. The company is trying to reduce the cost of industrial energy use by performing studies to increase line efficiencies, ensuring production continuity with predictive maintenance activities, increasing production planning efficiency and making changes in energy supply.

PINAR ET

Pınar Et fulfills operational excellence requirements and continuously improves its performance while implementing integrated management systems. While developing its integrated management systems, it follows and updates the current versions of internationally accepted standards in quality, food safety, environment, occupational health and safety, energy, information security, halal certificate, organic certificate, zero waste certificate, etc., laboratory and management systems.

Pınar Et controls all stages of production processes with its Food Safety and Quality Management System and ensures that products produced under safe, healthy, and hygienic conditions are offered to consumers again by maintaining these conditions. Having established its own Food Safety Management System based on internationally accepted systems such as FSSC 22000 Food Safety Management System, BRC and IFS, Pınar Et is the first company in its sector to receive the TSE COVID-19 Safe Production Certificate.

Analyses and improvements are meticulously implemented at all stages of the production process in fully equipped Integrated Red Meat, Integrated Turkey, Processed Fisheries and By-products production facilities at Pınar Et. All intentional and unintentional risks that may threaten food safety are actively managed with the implementation of HACCP

(Hazard Analysis and Critical Control Points), TACCP (Threat Assessment and Critical Control Points) and VACCP (Vulnerability Assessment and Critical Control Points) systems. Pınar Et also continued to provide its employees with training on Food Safety, Occupational Health and Safety, ADR, Halal Food and Animal Welfare, Covid-19 Measures Information, etc., in line with its annual training plan.

In 2021, Pınar Et received the Good Agricultural Practices (GAP) certificate, which covers turkey hatchery, breeding and turkey meat production. With the Good Agricultural Practices certificate, which covers Food Safety, Animal Welfare, Environmental and Occupational Health and Safety topics and is applied and certified by the company at turkey farms, it is verified that products with this certificate:

- do not contain chemical, physical and microbiological contamination and residues,
- are produced without polluting the environment and harming the natural balance,
- have a production process in which the safety of employees and the welfare of live animals are observed,
- are produced in accordance with the relevant legal requirements of the countries where they are produced and consumed.

In 2021, Pınar Et started digitalization studies on the traceability system, which is a requirement for safe food production. Laboratory software studies continue, which comprise the first phase of the study.

PINAR SÜT

Working towards maximum efficiency by prioritizing the efficient use of natural resources at its production facilities, Pınar Süt maintained the improvement of its technological and operational processes during the year. Performing analyses by making daily efficiency measurements on all production lines, the company continued to prepare action plans with the goals of eliminating factors that cause productivity losses and improving existing values. In this context, improvements made with an emphasis on operational efficiency and digitalization led to productivity gains.

In accordance with its sustainability targets for 2021, the company continued its efforts to maintain occupational and worker health safety, service/product quality, natural resource use, and environmental awareness at the highest level. Pınar Süt completed its activities within the scope of environmental responsibility in its production facilities and was entitled to receive a Zero Waste Certificate.

Pınar Süt made significant improvements in costs through the projects it implemented with Operational Cost Improvement (OMI) models. With this modeling, the company allows employees to turn their ideas into projects that will eliminate the problems related to their own work and makes significant savings in costs when the projects and solutions are commissioned after they receive manager approval. Realized projects are rewarded with an encouraging approach.

VIKING KAĞIT

Following the audits performed by the German certification body DQS in 2021, Viking Kağıt was awarded the BRC Consumer Product certificate. The BRC standard, which complies with ISO 9001:2018, helps manufacturers and retailers meet their legal obligations while protecting the consumer.

BRC Consumer Product certification is offered since 2003 with the aim of protecting consumers globally, maintaining quality and improving the safety and quality of consumer products through risk management. It is certified that HACCP (Hazard Analysis and Critical Control Points) based risk analysis and Good Manufacturing Practices (GMP) are implemented at the factory. With its rating of "AA" level, Viking Paper broke new ground in the sector. It has been certified that HACCP (Hazard Analysis and Critical Control Points) based risk analysis and GMP-Good Manufacturing Practices are implemented at Viking Kağıt factory.

PINAR SÜT

At Pinar Süt R&D Center, the Operational R&D department focuses on new products/packaging developments and existing product/packaging improvements, and the Scientific & Technological R&D department focuses on innovative projects in line with the company's future innovation strategies. At the R&D Center, various activities are carried out every year in parallel with the company's future targets and the developments in the world.

Works Performed in 2021

In 2021, R&D studies were about presenting innovative products to consumers, increasing product diversity, carrying out improvement projects in existing products/packaging, and sustainability projects. With these values in place, Pinar Süt R&D Center has adopted the goal of contributing by "caring" for the relevant links in the value chain.

By working on projects with experts and academics from various universities using a university-industry cooperation approach, Pinar Süt R&D Center focuses on studies to reduce foreign dependency and increase the export/import coverage ratio. With this vision, projects supporting the production of domestic raw materials, auxiliary materials, and product production are carried out. The R&D Center also aims to develop more sustainable new generation production technologies.

Supporting its activities with the power of universities and science, Pinar Süt collaborated in various national (TÜBİTAK TEYDEB 1501 project was completed, 4 different studies were carried out as part of a university-industry collaboration under TÜBİTAK TEYDEB 1505) and international projects (Horizon 2020-Greenddeal Framework and Tübitak 2522-Turkey-Hungary Bilateral Collaboration Project) within the scope of R&D studies.

In the Agricultural Entrepreneurship Program implemented by İzmir Metropolitan Municipality in collaboration with TUSIAD and supported by Yaşar University, various orientations were made for entrepreneurial projects by taking part in the evaluation jury representing Pinar Süt R&D Center.

By participating in both physical and online meetings of the Industrial Advisory Board of Ege University Engineering Faculty Food Engineering Department, Celal Bayar University Engineering Faculty Food Engineering Department and İYTE-İzmir High Technology Institute Engineering Faculty Food Engineering Department, a partial mentoring was made within the framework of university-industry collaboration and interaction aiming to keep the curriculum up-to-date, to express opinions on graduate qualifications, and to contribute to the Engineering Education Programs Evaluation and Accreditation Association (MÜDEK*) audit process.



As a result of the innovative projects of Pınar Süt's Marketing Team, R&D Center and Production Department, 18 new products and 30 new product packaging materials were launched in 2021.

18 New Products

30 New Product Packaging

- Studies were carried out within the scope of 4 national and 1 international projects of high scientific and technological value as part of national and international incentives in the field of R&D and innovation.
- Pınar Süt R&D Center employees completed a TÜBİTAK TEYDEB project within the scope of the 1501 Industrial R&D Projects Support Program and published a research article as well (Efficacy of a Pilot-scale Ultrasonication System for Pasteurisation of Milk, Turk J. Food Agric. Sci., 2021).
- The process continues for a total of 7 patent applications together with new applications during the year.

- Pınar Süt R&D Center prioritizes the recyclability of all packages in its portfolio, as well as the production of secondary packages from recycled packaging materials with the aim of responsible production and consumption. The determination of technical criteria such as material and weight of packaging components, as well as pallet optimizations with the aim of reducing carbon emissions in the logistics wing are taken into account in new packaging projects. With a systematic approach, projects such as weight reduction, material thinning, removal from use, reducing box paper weight through pallet sequencing and in-box amount arrangement, transition to low-micron aluminum foil use, and localization are being carried out in the entire packaging portfolio.
- A 3D printer is used in the R&D Center to improve and develop the prototype stage, which is a part of the packaging design process, and advantages are provided in terms of differentiation and time saving in the design process.
- As the logistics and cost conditions became difficult, local packaging suppliers were preferred. Sustainability studies at home and abroad were closely followed, and sustainability-focused studies were carried out on all packaging materials in the portfolio.
- Efforts were made to thin the used packaging materials and to reduce the bottle weights. These efforts have reduced CO₂ emissions.

- In 2021, the share of sustainability-oriented projects in packaging improvement projects is 8%. 150 tons of less CO₂ was emitted during the year with the implementation of these projects.
- In line with the IPG action plan, efforts were made to reduce the use of plastic.
- Reformulation studies were carried out to reduce the fat/salt/sugar ratio in existing products aiming a healthier life. In accordance with the target of strong immunity, studies to enrich the immune-supporting product category were also conducted.
- Employee competencies were strengthened with internal/external training programs. Fairs and congresses were attended, and all events were closely followed. Efforts to develop alternative materials and suppliers were also carried out in 2021. Additionally, various projects were developed for integration into Industry 4.0 through the activities of the technology center within the R&D Center.
- As part of the studies of the Technology Center of the R&D Center, a high level of cost optimization was achieved with internal resources by developing a new Robot Automation system for palletizing lines in different production areas and by producing packaging machines.
- With sustainability projects having an 8% share in packaging improvement studies;
 - 150 tons less CO₂ emissions on average,
 - Plastic packaging use was reduced by nearly 50,000 kgs,

- Use of less plastic through packaging studies that will maintain thinning in the lids and weight reducing in caps and bottles were realized.
- As a result of efficiency, formulation and box-pallet optimization, localization, alternative material/supplier and process improvement projects, approximately TRY 17 million was saved in product and packaging categories.
- The R&D Center's E-bulletins, which are published in-house every three months, are aimed at spreading the innovation culture to all relevant employees, sharing innovations and trends, and increasing general knowledge. The Innovation Bulletin with new products and contents, the Scientific and Technical Bulletin with different scientific and technological topics and contents, the Packaging Innovation Bulletin with contents on packaging in use and consumer trends, and the Patent Bulletin with contents regarding the Patent / Utility models applied and registered under the Turkish Patent Institute, and National and European patents, have continued to be published in 2021, each with a total of 4 bulletins.
- In 2021, the "R&D 250, Turkey's Top Companies by R&D Spending" survey organized by Turkishtime Turkey (Economy and Business Culture Portal) ranked Pınar Süt as 3rd among the top 10 companies spending the most on R&D in the food industry, 65th in terms of the number of projects carried out at the R&D Center, and 17th according to the number of brands obtained by the R&D Center.

PINAR ET

Pinar Et places high value on product and process innovation in order to add value by making the lives of stakeholders, customers, consumers and employees easier, in order to implement sustainable growth and success, continuous development, business strategies in the fastest and best way, and to be able to do business with lower costs and higher efficiency. In parallel with the company's vision, the company conducts studies aimed at increasing productivity, introducing new product groups, and improving the existing service quality.

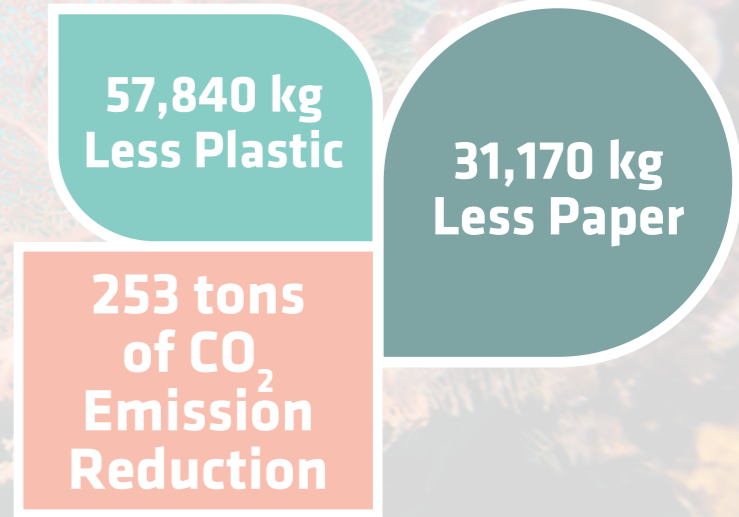
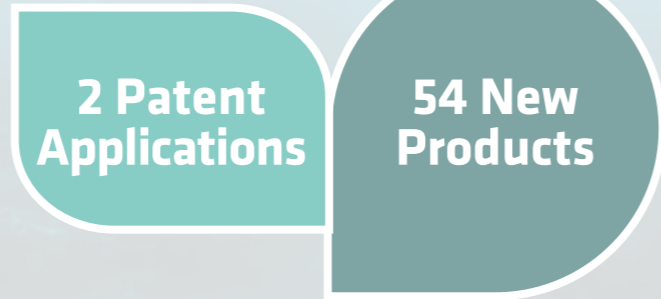
Attending congresses, seminars, and symposiums intended to increase university-industry collaborations and monitor scientific developments, the R&D team adapts to current trends by following innovations in the food industry through the databases used, resources followed, and the R&D Bulletin published within the company. In 2021, carrying out projects in parallel with its future projections, the R&D Center continued its patent/utility model studies to protect the intellectual and industrial property rights of the company.

Works Performed in 2021

- In 2021, Pinar Et applied for 2 patents for new inventions and launched a total of 54 new products, 5 of which were specially developed for retail, 3 for private customers, 16 for export, 3 for EDT channels and 27 for e-commerce channels

- Pinar Et R&D Center continued its project studies with universities and within the framework of TÜBİTAK 1501-Industry Research Technology Development and Innovation Projects Support Program in 2021 as well.
- With the establishment of automation lines, one of the processes in which R&D plays an active role, work efficiency has been increased and contribution has been made to Industry 4.0. In some production lines, robotic arms and robotic packaging machines were put into use in the palletizing stage.
- By making optimization studies on existing packaging materials, approximately 57,840 kg less plastic and 31,170 kg less paper were used. CO₂ emission were reduced by 253 tons in total, including 177 tons CO₂ attributable to plastic reduction and 76 tons of CO₂ attributable to paper reduction. Thanks to paper reduction, 530 fewer trees were cut. The goal is to expand and continue similar studies aimed at controlling and minimizing the environmental impact in 2022 as well.

- As part of the efforts to create alternative suppliers, a total of 15 suppliers, including 11 alternative suppliers for 52 packaging materials and 4 alternative suppliers for 4 food additives, were added to the system.
- Studies continued to develop products that will contribute to the immune system by following the healthy and natural nutrition trends across the world.
- As a result of the academic studies carried out within the R&D Center, a compilation article titled "Application of Edible Film and Coatings Enriched with Active Components on Fresh and Processed Meat and Fish Products" was published in the Turkish Journal of Agriculture - Food Science and Technology in 2021. The research article titled "Investigation of the Supportive Therapy Potential of Propolis Extract and Lactobacillus Acidophilus LA-5 Milk Combination Against Breast Cancer in Mice" was shared in Cytokine Journal. Review article on "In Vitro Meat Production and its Nutritional Value" was published in Sinop University Journal of Natural Sciences, and research article on "Mathematical Modeling of Vacuum Ohmic Evaporation Process" was published in Innovative Food Science and Emerging Technologies Journal.



ÇAMLI YEM

Çamlı Yem designs feeds in such a way as to increase the yield in the production of animal products with animal health and welfare in mind. Joint work is carried out with domestic and international technical experts to ensure customer satisfaction and continuous improvement of product quality. As part of the feed traceability; because the Factory Automation System and other software systems used in the company communicate with each other simultaneously at the Turgutlu feed facility, full traceability is possible from the smallest input entering the feed up to the product stage and the customer.

Çamlı Yem continues its work with a total of seven R&D employees. The company follows R&D studies in its fields of activity from national and international sources.

R&D studies, which started as a literature review and the follow-up of national and international similar practices, are continued with budget and human resources planning for effective management of R&D resources. The necessary equipment, service procurement, and analysis expenses are budgeted and submitted to senior management for resource utilization approval, and the approved issues are included in annual plans. The studies include domestic and foreign funds, project and infrastructure support, and meetings with internal and external companies with which collaborations are possible.

Works Performed in 2021

- Çamlı Yem conducts an R&D project related to the production of domestic net paint that can be used for painting nets in cages with DY0 Paint, another Yaşar Group company.
- The HORIZON 2020 project, which was completed in 2021, aims to develop and use a multi-purpose, multi-sensor and multi-functional management platform for sustainable integrated culture fish production in the production area. The details of the project can be found here: <https://impagtproject.eu/>
- Çamlı Yem R&D completed a trial study on the research of fish meal alternatives for fish feed formulations. The results showed that an alternative protein source did not cause any pathological and negative effect on fish, and it was decided to continue research on this subject. The amino acid profile of dried seaweed (*U. rigida*) produced in the H2020 project is being studied in order to be evaluated within the context of sustainable and circular economy.
- R&D studies were conducted to increase the shelf life of final products, and trial studies were conducted with products used in the market or candidate products. In this respect, studies on natural products with the potential to extend shelf life will continue, and infrastructure and planning work is being carried out for new trials.

- In fish feed production studies, feed additives that will enhance welfare and support the immune system are continued to be used. For the Red Sea bream broodstock taken into stock for the production of new species, pigmented feed that will support the natural color of the fish and meet its nutritional needs, continues to be prepared and delivered at the marine facility.
- The first field visit was completed as part of the studies for the project draft to be prepared within the scope of the adaptation of 4G technology in fish hatcheries with the cooperation of Yaşar University staff and BTTO, as well as for the project structuring and writing to receive support from EU funds.
- The use of ergonomically structured packaging with less weight in new products added to Çamlı Yem's product portfolio was a first in the sector. Likewise, ergonomic packaging was also introduced in commercial poultry feeds. In addition, the production of "private label" farm feeds was also started.

VİKİNG KAĞIT

Viking Kağıt strives for maximum efficiency and quality from raw material up to the end of production. It regularly monitors the literature for the latest innovations and production methods in its field of activity. Offering quality products and services, Viking Kağıt focuses on the contribution of its products and services to sustainability.

Viking Kağıt manages R&D studies through the Quality Assurance and R&D Department and undertakes innovative projects with an expert team of 14 persons. Carrying out studies to improve business processes, as well as developing and designing new products, the team brings a multifaceted perspective to the projects with its structuring consisting of employees from different engineering disciplines.

Works Performed in 2021

- In the last quarter of 2021, Viking Kağıt's pacemaker facility, which has been established as a result of intensive innovation and R&D studies, started production. In Turkey, yearly 65 thousand tons of cardboard in composite beverage boxes are dumped away. At Viking Kağıt's new facility, the amount of quality cellulose in composite beverage boxes is removed from waste and converted into products that will add value to the Turkish economy. With this investment, Viking Kağıt has become the first and only manufacturer capable of producing sanitary paper from an environmentally friendly and innovative new raw material, contributing to the circular economy in Turkey.

- Viking Kağıt has increased its recycling capacity, and not only added a new raw material to the company's body, but also brought it into the Turkish economy thanks to the high technology facility specially designed for the sorting of beverage boxes.
- At Viking Kağıt, where tons of paper called waste are processed and become final products, with the recycling of high quality cellulose fibers in waste and environmentally and human friendly production at every step of the process from the beginning to the end, greenhouse gas emission equivalent to 568 kg of CO₂ per ton of production from waste paper and cardboard is also prevented.
- As part of R&D studies focusing on recycling technologies and waste evaluation, process optimization, raw material, packaging, alternative chemical material studies, and finished and semi-finished product development studies are also carried out.
- In 2021, replacing the Belt-Pres, a decanter centrifuge was commissioned as sludge dewatering equipment of the treatment plant. Thus, the amount of treatment sludge coming out of the dewatered sludge was reduced.

DYO BOYA

Heading out with the belief that moving the industry forward can be achieved with innovation, DYO Boya maintains its activities, which it started with the R&D laboratory in 1967, via the DYO Çiğli R&D Center and DYO Dilovası R&D Center. DYO Boya R&D centers aim to

develop and market innovative product projects for new generation consumers. The company prioritizes making a difference in the market with its studies for products that are health-oriented and environmentally friendly, as well as reducing foreign dependency.

In the projects of R&D centers, conducting technological and innovative product studies, following new technologies closely, creating new markets and areas of use with innovative and high value-added products, and keeping human and environmental health at the forefront during these processes are among its core principles.



Works Performed in 2021

- While 22 projects were completed at Çiğli R&D Center in 2021, 30 new R&D projects were initiated and 5 TÜBİTAK projects were continued.
- At Dilovası R&D Center, on the other hand, 18 projects, including 1 TÜBİTAK project, were completed, while 26 new R&D projects were initiated. DYO Boya introduced a total of 74 different and innovative products to the market within the year.

- As part of DYO Çiğli R&D Center activities, effective and efficient sharing of knowledge and experience is ensured with the projects for University-Industry and Industry-Industry collaborations and state-sponsored national and international projects. In this context, a total of 4 public-sponsored national and international projects were continued in 2021. In the 2021 operating period, 36% of 108 projects managed in the R&D Center were studied within the scope of Industry-Industry collaborations.
- In 2021, the budget of Çiğli R&D Center, where 72 employees work, is 1.3% of the total net sales turnover of Industrial Paints, and the budget of Dilovası R&D Center, where 29 employees work, is 1.5% of the total net sales turnover of Construction Paints.
- In 2021, the share of DYO Boya Çiğli Facility for environmentally friendly products and services in the company's revenue was 0.48%. Health products, green products, solvent reduction projects are included in this context.
- DYO Boya developed a water-based interior wall paint and a formaldehyde-retaining paint binder, instead of the foreign procured binder used in the Oxymax product, through the study carried out as a state-supported R&D project in 2021. Thus, it succeeded in reducing the dependence on foreign sources in supply.
- The company, which maintains close relations with technology transfer offices such as Ege University Ebiltem, İzmir Institute of Technology Atmosphere Technology Transfer Office (TTO), Kâtip Çelebi University TTO, Yaşar University Information and Technology Transfer Office, Dokuz Eylül University Technology Transfer Office (DETTO) in order to develop cooperation with universities, continues industry-industry collaboration projects with corporate companies of which it supplies.
- Dilovası and Çiğli R&D Centers are ranked 67th among the 500 companies that spend the most on R&D in 2021 Turkishtime Turkey R&D 250 list, 6th in terms of the number of projects carried out at the R&D center, and 20th according to the number of brands obtained by the R&D center.
- DYO Boya Çiğli R&D Center, which was granted the "Most Successful R&D Center in the Chemical Industry" award four times in 2012, 2013, 2015, and 2016 in the Private Sector R&D Centers Summit, received the second prize among all R&D centers in group C (employing 51-75 R&D personnel) in 2019.
- Continuing its tradition of undertaking award-winning projects, DYO Boya was deemed worthy of the "Most Successful Large-Scale Enterprise" award as part of the 2021 Technopark İzmir High Technology Awards, as a result of the successful work of its R&D centers.

- DYO Boya R&D team had the opportunity to follow national and international trends and current technological developments by attending national and international congresses, symposiums, and fairs. In 2021, it attended these events: PaintIstanbul & Turkcoat Virtual Congress, Supply Management in the Chemical Industry Virtual Summit, Future of the Industry EU Green Deal, Applied Technology Readiness Level (TRL) Training, National and International Grant Programs for TRL Levels, R&D and Innovation Mini MBA Program, Management and Leadership Training in VUCA (Volatility, Uncertainty, Confusion, Ambiguity) Conditions, Evaluation Conference on Registration, Evaluation, Authorization, and Restriction of Chemicals (KKDIK) Regulation, Continuous Improvement and Digital Transformation Workshop.

Management of Chemicals

DYO Boya maintains its production activities in full compliance with the EU legislation since 2006 and has been complying with the legislation on the transportation of dangerous goods by road since 2014. While the company reduces the volatile organic compound amount in its products below the legal limits, its Chemicals Working Group constantly follows the studies on the subject. In 2021, DYO Boya completed pre-registration operations of all substances within the scope with its employees certified as Chemical Assessment Specialists (KDU) at Dilovası and Çiğli facilities in accordance with the Turkish REACH (KKDIK), which harmonizes the EU's REACH (Registration, Evaluation, Authorization and

Restriction of Chemicals) Regulation and entered into force in 2017.

At DYO Boya Dilovası facility, the classification process of dyes, raw materials, and other chemicals was updated in 2021 in accordance with the SEA Regulation harmonizing the EU's CLP regulation. Chemicals that are physicochemically dangerous, harmful to health, toxic, mutagenous and harmful for the environment were identified, and a risk assessment study on health and safety was initiated by communicating the classification information to the OHS unit and workplace physician.

As per the ADR Regulation, which harmonizes the UN ADR European Agreement (European Agreement on the International Carriage of Dangerous Goods by Road), Hazardous Materials Safety Consultants were trained and certified for the control and coordination of all products transported within the scope and then employed at the facilities. In addition, Awareness and Mission-Oriented Training on the Carriage of Dangerous Goods by Sea was completed in November 2020, and the participants were certified.

Consumer and Customer Information and Ethical Marketing

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

The Turkish Food Codex Labeling Regulation and the Labeling Guide issued by the Ministry of Agriculture and Forestry set out the information that should be printed on the label of a food product. In accordance with the provisions of the regulation, the Group shares the information about food products with consumers through labels. DYO Boya informs its customers through the packages it uses in pigment production. Each product is sealed through quality control approval, and customers can reach the inspection results by stating the box sample on the labels in case of any dissatisfaction.

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

Consumer and Customer Satisfaction

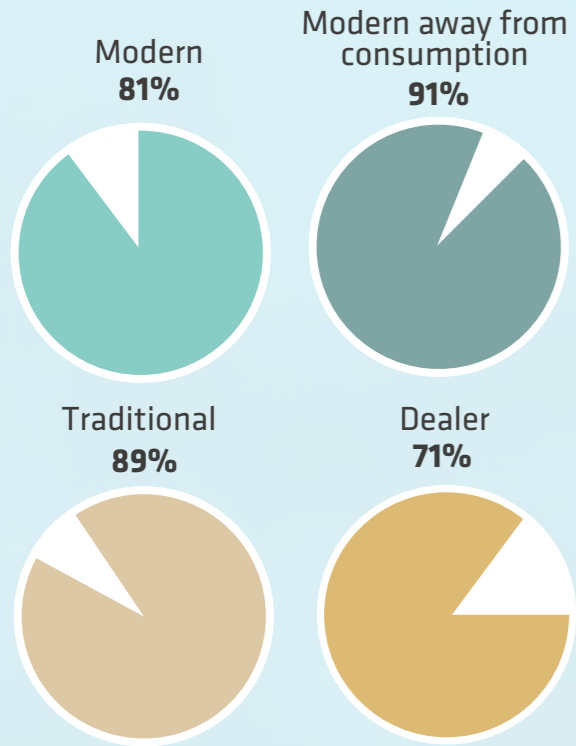
It is one of the primary goals of Yaşar Group to produce products in compliance with legal regulations, Management Systems Standards, international standards, and product specifications, and to meet the expectations of consumers regarding quality and reliability, therefore ensuring and increasing their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

Yaşar Group prioritizes customer and consumer satisfaction, conducts regular surveys to measure the expectations, and works toward continuous product and service improvement based on complaints, expectations, and feedback received. As every year, necessary improvements were made by evaluating consumer and customer surveys, complaint and comment mechanisms, and stakeholder feedback received in 2021.

The Pınar Communication Center performs customer satisfaction surveys for Pınar Süt and Pınar Et brands. According to data from 2021, the customer satisfaction rate was 84.57%.

Every year, Yaşar Birleşik Pazarlama surveys its direct customers and dealers based on the sampling numbers determined by the Business Management Systems. In 2021, it conducted customer satisfaction surveys with 2,354 customers via the digital online customer survey system. A 90% satisfaction rate is targeted in each channel.

YBP Customer Satisfaction Rates



Pınar Communication Center

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

Requests and suggestions received by the Pınar Communication Center are carefully examined within the company and forwarded as required. All kinds of feedback are recorded within the scope of Personal Data Protection Law (KVKK) and solutions are produced. Unresolved complaints are referred to the relevant units and the entire complaint management process is followed from the beginning to the end.

According to 2021 data, the successful call reception rate in the PCC was 81.88%, and the customer satisfaction rate was 84.57%. Customers can also reach the Pınar Communication Center at twitter.com/InfoPinar and facebook.com/PinariletisimMerkezi. The PCC also examines and resolves requests and suggestions received via social media with its official Twitter and Facebook accounts, providing the fastest response to consumers.

"Accessible Communication Line" from Pınar Communication Center

A pioneer in its field in Turkey, Pınar implemented the "Accessible Communication Line" for visually and hearing impaired individuals with its new application over PCC. With the application implemented as a first in the field with the goal of making life easier for the visually and hearing impaired individuals, the service continued to be used 7 days a week from 07.00 - 23.00 by the visually and hearing impaired individuals. Consumers can contact an operator by calling the Pınar Communication Center on 444 76 27, as well as calling the call service number reported to the associations for the visually and hearing impaired in Turkey. Individuals with visual and hearing impairment can receive voice support, as well as video support by showing the products to the operator. In addition, they can learn about product and its content, and instantly obtain answers to their questions such as the expiration date.

Best Practices of Companies

PINAR SU ve İÇECEK

Within the framework of the Customer Satisfaction Policy, the effectiveness of the management system for this area is evaluated, and improvement and development areas are identified. Accordingly, consumers, whose notification process is completed, are called back and allowed to participate in a study conducted to get their opinions. Thanks to the CRM program, periodic reports are prepared on topics such as the current complaints status, average resolution times, customer response times, delays, and customer satisfaction level, and the aim is to implement improvements in order to meet the quality and reliable product expectations of consumers. In 2021;

- In the 'Turkey Loyalty Programs and Digital Platforms Survey' conducted throughout Turkey, Pınar Su ve İçecek ranked first in the consumer products category as the "Brand Offering Successful Digital Solutions During the Pandemic".
- Pınar Su ve İçecek, which adopts the principle of providing perfect service to its customers and maintains a customer-oriented approach in all its efforts, maintains uninterrupted communication with its consumers via the 444 99 00 Call and Support Line and support@pinarsu.com.tr. The company has continued to develop fast and appropriate solutions by analyzing all customer notifications including their needs, expectations, and complaints. In this context, a total of 407,934 customer calls were received in 2021,

and 92% of these calls were successfully answered. In 2021, 91% of 341,818 customer calls in total resulted in orders.

DYO BOYA

DYO Boya's main goal is to become an organization that makes things easier, creates solutions, and beautifies the world with all its stakeholders and the support of its products and services. DYO Boya factories, which manage their activities by focusing on transparency, accessibility, confidentiality, objectivity, and customer focus, have TS ISO 10002 Customer Satisfaction Management System certificate. In Customer Complaints Management, communication is made with Technical Service and Sales Representatives, and all records are openly shared with customers. Depending on the sectoral dynamics, "Customer Satisfaction Surveys" are conducted and reported. The "Improvement Process" is deployed for negative issues. Customer complaints are analyzed depending on the product, error type, and repetitions.

Customer satisfaction is monitored with the following performance criteria:

- Customer complaint first response time,
- Customer complaint completion time,
- Consumer Hotline Satisfaction Rate,
- Confirmed Customer Rate,
- Number of Technical Customer Complaints, and
- The rate of decline in the number of customer complaints compared to the previous year.

SAP-CRM system is used for the management of customer complaints. On the other hand, the transition efforts to the Digital Promotion system, which includes the improvement of the system, was put on the project agenda as of 2021.

General Customer Satisfaction is calculated in both enterprises by means of customer satisfaction surveys conducted by the Technical Service, Marketing, and other relevant departments, such as surveys, post-training evaluations, customer complaint line returns, etc.

At DYO Boya factories, general customer satisfaction for 2021 was measured as 92.5% for both enterprises.

In 2020, collective training programs were canceled due to the pandemic; in individual-based trainings, a total of 376 people were trained in the master-dealer-consumer channels and the number of 1,267 personxhours was reached. DYO Boya regularly provided training to its customers and continued its customer trainings in 2021 as well. The "Furniture Paints Customer and Varnisher Seminars" were conducted as 1,652 hours with the participation of 413 people. In the DYO Boya Auto Repair Paints Training Center, a total of 920 hours of training was provided to 53 people, and a total of 2,013 hours of training was provided to 805 people in field training. In 2021, the Technical Service and Training Department provided a total of 1,545 hours of training to 105 people with Construction Group Master training, 66 people with Dealer and Dealer Staff training, 110 people with Dyotherm Isolteco Application training, and 70 students were also trained.

DYO Boya has launched the DYO Academy Certification



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According to the satisfaction survey carried out on the Dyolog website in 2021 with the participation of 2,470 masters and 466 clerks, the satisfaction rate for the Dyolog Loyalty System is 91%.

Department Project so that its key stakeholders, paint masters, can continue their profession within the framework of the new regulations and certify that they have the necessary knowledge, skills, and professions, and that they carry out their activities while taking all occupational safety and health precautions. Since 2014, 2,552 construction paint masters and 342 heat insulation masters have participated in the exams of the DYO Academy Department, which has international examination and certification authority. Those who passed the exams were awarded a Vocational Qualifications Certificate Approved by DYO Boya - Vocational Qualifications Authority (MYK) - Turkish Accreditation Agency (TÜRKAK). Through the certificate renewal process that started as of 2019, the certificates of 158 people whose 5-year certificate validation expired were renewed, and the certificate renewal works are ongoing.

Dyolog Loyalty System

The Dyolog Loyalty System, which DYO implemented to establish a sustainable relationship between paint masters and clerks, who are among the most important stakeholders of DYO, reached a total of 62,227 members in 2021 with 54,816 masters and 7,411 clerks.

The Dyolog mobile application was upgraded to ensure that members' loyalty becomes permanent and that their expectations are met. Auto Repair was also added to the new Dyolog mobile application. Thus, a sustainable relationship with both decorative and auto repair masters and clerks has been established.

PINAR ET

Adopting the principle of producing healthy, reliable, and accessible products for its consumers, Pınar Et effectively manages its "Quality and Food Safety Management System" and receives feedback from its customers and consumers by developing methods to facilitate communication with them. The R&D Center conducts studies to determine and improve the shelf life of products. Shelf life studies are evaluated by making sensory, microbiological, and chemical analyses of products during the study period and comparing them with legal regulations and scientific data. Products are evaluated and monitored by regional quality experts throughout their useful life and improvements are made according to the monitoring results. In 2021, the company started digitalization studies on the traceability system, which is a requirement for safe food production.

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

PINAR SÜT

The campaign of Pınar Süt, which raised generations, titled "Bardakta İzi Kalan Pınar'la Büyüttüm" was broadcast on television in the February-March period, and the campaign was also supported by digital and social media broadcasts. Besides, with 2 different consumer promotions during the year, children's learning as well as their development were supported.

In the "Pınar'la Meslekleri Keşfet (Discover Professions with Pınar)" campaign, 10 different professions were introduced, and in the "Pınar'la Dünyayı Geziyorum (I Travel Around the World with Pınar)" campaign, cut-fold-paste models of 10 different World heritage monuments were presented as gifts to contribute to the development of children's motor skills. Furthermore, communication was maintained during the year with suggestions to add value to consumers' lives and posts shared on Instagram/pınarhepyanimda - Facebook/pınarhepyanimda social media accounts.

Throughout the year, Pınar Süt actively uses social media platforms to share information about its products, expert advice that makes consumers' lives easier, and issues that consumers are interested in learning about, such as projects and sponsorships. On social media, expert teams are employed who believe that bringing followers together with experts from various fields will add value to their lives and make it easier for them to access the information they require. While communicating with a large target audience of followers through Pınar Always on My Side accounts, Pınar Protein social media accounts aims to reach those whose lives revolve around sports.

Pınar Kido accounts are used to meet child followers in order to add fun to their lives, and Pınar Lezzeti Katlar accounts are used to share delicious recipes and suggestions made with the products of the Pınar Sos group.

All feedback, requests and suggestions received by the Pınar Communication Center are recorded in the SAP CRM system and are carefully examined and evaluated. Giving information back to customers ensures satisfaction. According to 2021 data, the successful call response rate in PCC was 81.88%, and the customer satisfaction rate in this channel was 84.57%.

Pınar Institute

The Pınar Institute, which is a non-commercial and non-profit organization and was founded to raise public awareness on issues of food, health, and nutrition with a sense of social responsibility and to contribute to the healthy development of society, started its activities in 2013.

Its mission is to support scientific projects, participate in information networks, conduct training activities in order to raise consciousness in society on food, health and nutrition, and raise awareness of quality life. Pınar Institute, which began its activities with the goal of assisting society in developing proper nutrition consciousness, actualizes work that will allow consumers to access scientific and reliable sources, raises awareness and consciousness of individuals on food, health, and nutrition issues, and, as a corporate citizen, supports effective interdisciplinary collaboration in these fields.

Publications

Yaşar Group prepares various publications to communicate with internal and external stakeholders aiming to raise awareness and inform its customers and consumers on a regular basis. Group companies continued to publish newsletters, magazines, newspapers, digital platform content and social media content in 2021 as well.

Pınar Newspaper

Pınar Newspaper is an important source of reference for producers, addressing issues such as animal husbandry, milk and meat technologies, and animal health. Providing content such as interviews with farms and news from Pınar, the quarterly newspaper is delivered to Pınar's business partners. You can find the latest issue of Pınar Newspaper and its entire archive at www.pinar.com.tr.

Pınar Süt Innovation Bulletins

Pınar Süt R&D Center publishes a total of 12 in-house bulletins with 3 different scopes, namely Packaging, Innovation, and Science-Technical bulletins, on a quarterly basis. The bulletins share innovations and developments in the sector, developments within Pınar Süt, and information and reviews on current processes in science and technology with the group stakeholders.

"Lezzet Fikirleri"

Lezzet Fikirleri, which started its digital life with Facebook, Instagram, Youtube accounts and website in 2017 and prepared by Pınar Et Marketing team, presents recipes

with Pınar products in a way that the end consumer can apply directly at home. The website lezzetfikirleri.com and social media accounts blend Pınar Et products with the most unique recipes of both Turkish and world cuisines, delivering them to the consumer's kitchen. Having expanded to cover also foreign operations in 2019, the project increases its effectiveness in the Digital World year by year. Reaching more than 25 thousand unique users by the end of 2021, Pınar Lezzet Fikirleri brings together audiences who love to cook and are open to experimenting with different recipes.

"Güzel Yaşa" Magazine

Pınar Et continued its magazine, website, social media and weekly e-newsletter efforts with the "Güzel Yaşa" concept in 2021 as well. Believing that the secret to living well is adopting proper and healthy dietary habits, the company has taken important digitalization steps in order to reach a wider audience with the project it launched in 2017. Having moved its quarterly published magazine Güzel Yaşa to digital, Pınar Et has supported its sustainability efforts, as well as that of Yaşar Group. With this step, it has reached many more readers, and also reduced paper consumption. Through the membership system, having reached its followers regularly with weekly e-newsletters, Pınar Et has maintained its communication with the target audience strengthened.

Pınar Süt Regulation Agendas

The regulations that are directly or indirectly related to the company's operations are chosen from national and international regulations (food, environment, trade,

etc.) and shared on an in-house agenda published quarterly. The agenda includes developments in the field of sustainability, and at least one topic on this field is covered in each agenda.

"Benim Pınarım" Magazine

As an internal publication, Benim Pınarım Magazine is published quarterly for company employees. Benim Pınarım Magazine includes all news about the company, current information about employees, internal announcements, and special content.

"Pınar'la Yaşam" Social Media Accounts

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

YAŞAR BİRLEŞİK PAZARLAMA

Yaşar Birleşik Pazarlama continued to provide information on current activities, news and sustainability reports to its customers, consumers, and employees on its website in 2021 as well.

Yaşar Birleşik Pazarlama continues to develop its marketing activities for the food away from home consumption under the roof of Kısık Ateş. More than 400,000 individual users visit the website and the mobile application per month. Kısık Ateş reached 150,000 followers on social media (Instagram and Facebook). Kısık Ateş TV, which broadcast all its video works on its YouTube channel, had 40,000 subscribers in 2021.

The target audience of Kısık Ateş, which is the digital meeting point of gastronomy in Turkey, are professional chefs, future chefs (gastronomy students), academics, business owners, and everyone who is interested in gastronomy. Kısık Ateş aims to contribute to the sustainable and healthy development of Turkish gastronomy, to provide a platform where future chefs can communicate with today's chefs, and in this way, to transfer knowledge and experience and the Anatolian culinary culture and flavours to future generations, to identify and register qualified flavour points by scanning every city of Turkey, to make the Pınar brand indispensable for recipes and the first choice of chefs, and to explain the superiority of product taste and performance. In this respect, brand ambassadors continued efforts to inform and develop students

through online seminars in 2021. All activities carried out specifically in the food away from home consumption channel were broadcast on Kısık Ateş's website and mobile application and delivered to a wider audience.

With 1,370 recipes individually approved by the chefs, 300 flavour points which were chosen by flavour hunters as the most delicious restaurants by traveling all over Turkey and which are easily accessed through the Kısık Ateş mobile application, 300 blog posts telling the stories of Turkey's successful restaurants and industry trends, 130 tips for those who want to cook tasty dishes, and 30 expert editors, the Kısık Ateş platform shed light on the development of students and gastronomy addicts as of the end of 2021. Click here for the Kısık Ateş website. <https://www.kisikates.com.tr/>

Through the Kısık Ateş digital platform, culinary training academy studies were conducted to communicate accurate information about cuisine and food to gastronomy students and consumers who want to improve themselves in gastronomy. Things to know in the kitchen from A to Z are presented to consumers and students through the practical explanations of the instructor chefs. Students and their teachers who could not go to school and teach during the pandemic were given the opportunity to continue their education with the kitchen training videos of Kısık Ateş. The students of Food and Beverage Management, Gastronomy and Culinary Arts Departments watched the lessons on site, thanks to these videos, and conveyed their satisfaction with their feedback on social media.

University Visits

The goal of university activities is to create long-term brand loyalty starting from student life, as well as to enable students to develop their hand skills and access information that will broaden their vision by communicating with connoisseur chefs via the Kısık Ateş communication strategy. Within 2021, 10 seminars were held with a total of 5 universities. In addition, a new meal competition from food waste was organized with Yaşar University. At the event, which included Yaşar University students and faculty members, a new recipe was created from recipe waste, drawing attention to food waste.

VİKİNG KAĞIT

Viking Kağıt conducts regular satisfaction surveys with its local and international customers and continues to create strategies and take actions aimed at improving its service and product processes in line with the opinions and feedback received. Through 444 37 50 Consumer Hotline and social media accounts, it answers consumers' questions about products and their uses and resolves customer requests and complaints.

Aiming to emphasize the values of its products by conducting its communication activities with a focus on cleanliness and hygiene awareness, Viking Kağıt maintained effective communication with its customers and consumers through different platforms in 2021.

Viking Kağıt shared its activities on social media accounts with its consumers, conveying information and suggestions about hygiene and healthy living, and gave messages focused on health, the environment, and family in its brand communication efforts. Information on production and operations is regularly shared with consumers throughout the year on www.viking.com.tr and www.lily.com.tr.

ÇAMLI YEM

Çamlı Yem aims to increase brand reliability and customer satisfaction by reducing customer complaints. Customer satisfaction is followed by surveys sent to customers on an annual basis and financial statements from the sales department. Customer complaints are reviewed and evaluated under certain subheadings, and improvements are planned for the most common subjects of complaint, thus reducing the impact on costs while increasing the brand's value and market share. While exports were made to 19 countries in 2019, Ukraine, Luxembourg, and Denmark were included among the new export markets in 2021.

Sustainable Agriculture and Livestock Breeding

Yaşar Group supports and improves all stakeholders with a particular focus on producers to promote the sustainability of agriculture and livestock breeding. It carries out its activities with the aim of complying with the agricultural transformation in Turkey and around the world, and with a focus on ethical values, eco-friendliness, and increased efficiency.

Group companies are exemplary actors for their stakeholders and sectors with sustainable and organic farming practices in accordance with international standards and their animal welfare management system. Group companies Pınar Et, Pınar Süt and Çamlı Yem continued to create value in sustainable agriculture and animal husbandry through their work and good practices in 2021.

In 2021, Pınar Et received the Good Agricultural Practices (GAP) certificate, which covers turkey hatchery, breeding, feed, and turkey meat production. This certificate verifies that the products produced do not contain chemical, physical and microbiological contamination and residues, that they are produced without polluting the environment and harming the natural balance, and that the safety of employees and the welfare of live animals are observed during the production process. Pınar Et products are entitled to get this certificate as they comply with the relevant legal regulations and requirements. Animal welfare audits and control of prohibited substances in supplied animals are performed by regular analysis in laboratories. National and international laws and standards are followed in the transport of animals.

Pınar Et carries out holistic studies by adopting the principle of “Sustainable agriculture and food for a sustainable future”. The company is represented in the Sustainable Food Platform, which was established in 2015 under the leadership of the Sustainability Academy and the Turkish Food&Beverage Industry Employers’ Association (TÜGİS). The purpose of this platform is to work to speed up change and transformation within healthy, reliable and sustainable food systems for today’s and future generations. The company conducts “Sustainable Agriculture” studies in order to direct the rapidly industrializing and globalizing food sector to develop a sustainable and inclusive development model.

Acting within the framework of supporting sustainable agriculture and animal husbandry, Çamlı Yem supports and develops producers with the awareness of its responsibility to humanity and nature beyond its holistic understanding of sustainability and corporate structure and functioning. Its expert technical team and field team support manufacturers in farm management and animal health practices and raise the awareness of the manufacturer through training. Çamlı Yem, which is growing economically, continually monitors and reduces its impact on the environment with its standards and good practices implemented.

At Çamlı Yem facility, where agricultural and animal production is carried out according to the rules of organic farming methods, all of the organic raw milk produced is sold to Pınar Süt A.Ş. Organic forage plants produced on agricultural lands are used in animal feeding. No chemical fertilizers and pesticides are

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The organic dairy livestock plant of Çamlı Yem, located in Beydere, Manisa, has the “Organic Agricultural and Animal Production Certificate” given as a result of the audits conducted by IMO Control, an organization accredited by the European Union’s Organic Agriculture Commission. The use of chemical fertilizers and pesticides is reduced by supporting organic agriculture in the region through the contract production method.

used in the production of forage plants. Furthermore, in Manisa and Aydın provinces, the company has contracts with a total of 26 producers for organic agricultural production (dry alfalfa, corn silage, barley silage). Using chemicals and pesticides according to organic production conditions and providing employment to the farmers in the surrounding villages, the company has implemented sustainable agriculture and animal husbandry policies. Çamlı Yem treats the fertilizers generated as a result of husbandry activities whereby environmental pollution is prevented, turning them into solid farm fertilizers that can be used safely in both organic agriculture and all kinds of agricultural production. Thus, healthy agricultural products are grown and, at the same time, sustainable agriculture is ensured on our lands, which are unfortunately becoming arid because of excessive chemical fertilizer consumption.

The organic dairy livestock plant of Çamlı Yem, located in Beydere, Manisa, has the “Organic Agricultural and Animal Production Certificate” given as a result of the audits conducted by IMO Control, an organization accredited by the European Union’s Organic Agriculture Commission. The use of chemical

fertilizers and pesticides is reduced by supporting organic agriculture in the region through the contract production method.

Pınar Süt prioritizes small family businesses among alternatives when developing its milk purchasing portfolio to support the small family farming model for sustainable agriculture, and it offers a purchase guarantee through annual contracts signed with milk suppliers. With the contracts made on the basis of mutual trust, the company continues to work with suppliers for many years. The trainings given at the Milk Collection and Training Center in Ödemiş, İzmir raise the awareness of producers dealing with agriculture and animal husbandry in the region.

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



content information about the details of “The Future of Our Milk is in Safe Hands” project can be found under the heading of Pınar Institute.

Within the scope of the “Women Farmers Meet Agricultural Innovations” project organized with the coordination support of the Department of Training and Publications of the Ministry of Food, Agriculture and Livestock, Çamlı Yem provided training to women farmers on organic compost production and supported the development of women’s employment in the agricultural sector, as well as the quality active participation of women.

The company aims to contribute to the local economy with its activities. A contract production model is used in the turkey production process, and almost all of the contract producers consist of families who do not have the opportunity to engage in agriculture or cattle farming. The company works especially with villagers living in mountain villages that are not suitable for agriculture, offering them a source of income in exchange for turkey production. In addition, veterinarians provide training to breeders on animal husbandry and animal welfare at least 3 times a year. Best practices are identified and encouraged and faulty practices are terminated.

While maintaining the breeding intensity in accordance with the legislation to ensure animal welfare, the company develops animal welfare projects with the Faculty of Agriculture of Ege University, especially for producers.

Social Investment

Contribution To Local Economies

Yaşar Group adds value to the local economy and promotes its development with its workforce, value chain, and export capacity. Taking care to procure the required labor and raw materials for its products and services primarily from the local region, Yaşar Group creates a regular source of income for locals. Yaşar Group creates a regular source of income for locals with its “local employment” policy, and tries to draw its workforce primarily from the existing human resources in the region of investment. In İzmir, Eskişehir, and Şanlıurfa, where factories of the dairy industry are primarily located, and in the regions where these provinces are located, direct and indirect employment is provided, producers are trained and regional development is supported by increasing productivity.

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

The group contributes to the development of regions and cities where it operates. It also creates value for locals with its high quality and innovative products and services, technological infrastructure, wide distribution network,

R&D studies, and versatile customer management approach. Yaşar Group takes care to ensure the sustainability of natural resources in its operations with its responsible, effective, and ethical natural resource utilization strategy.

Social Investment Activities Of Companies

“Pınar” operates in such a way as to leave a healthier and sustainable physical-social environment for future generations for a livable world and a high quality life, and carries out long-term projects that will contribute to social development. Social investment studies are performed in parallel with Yaşar Holding strategy, by determining the priority social and environmental issues that will create the greatest impact and value for its stakeholders. The social responsibility activities that Pınar develops in the social dimension of its sustainability approach are concentrated in the fields of education, culture, the arts and sports.

Pınar Children's Theater



Pınar Children's Theater, which has reached more than three million children across Turkey in the 34 years since its establishment, aims to contribute to the cultural and personal development of children in all its plays. Pınar Children's Theater also serves as an effective school in bringing many famous actors to the art of drama.

In this period, the play "Oyun Makinesi" was made available on Pınar's Youtube channel "Her Şey Çocuklarımız İçin", in order to increase the access of little theater fans. The play, which had a total of 115 thousand views, continues to meet theater fans in the digital environment. Besides, the old period plays of Pınar Children's Theater are broadcast on the "Her Şey Çocuklarımız İçin" Youtube channel.

Pınar Children's Theater met with children online at the Yaşar Group's in-house theater event during the semester break with the play "Oyun Makinesi". The children had the opportunity to watch the play performed interactively by chatting with the actors. In the summer period, summer tours were held at 6 locations: Bursa/Yenişehir, Kütahya/Simav, İzmir/Seferihisar, İzmir/Tire, Aydın/Bozdoğan, Aydın/Çine.

International Pınar Children's Painting Contest

The International Pınar Children's Painting Contest, that is organized to raise the interest of primary school children in painting and train future painters, was held for

the 40th time in 2021. With the belief in the importance of generations sensitive to the environment and society, the theme of the contest was determined as "I Love Nature and Take Care of My Environment" on the basis of sustainability. A total of 12,908 paintings from Turkey, Special Education and Application Schools, and Germany, TRNC and Azerbaijan in the abroad category participated in the contest.

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

26 works selected in the contest and 112 works deemed worthy of exhibition by the jury, were presented to visitors in the "Virtual Exhibition" on Pınar's website www.pinar.com.tr. The video of the exhibition is continued to be published on the YouTube channel "Her Şey Çocuklarımız İçin". In addition to the "Virtual Exhibition" on the digital side, the winning works were also exhibited in shopping centers with a high number of visitors in Izmir and Istanbul.



The theme of the next 41st Pınar Children's Painting Contest has been determined as "The World Through My Eyes" within the scope of sustainability goals. Based on sustainability goals, the slogan of the painting contest is determined as "Take action for the future; paint your dream world". The painting contest process is planned to be performed



as a consciousness raising campaign that will enable students, teachers and parents to take action by raising their awareness on issues such as sustainability, climate and water crisis, plastic use, recycling, waste management, and sea pollution.

Pınar Children's Painting Workshop

Pınar Children's Painting Workshop was moved to the digital platform in 2021 due to the pandemic with the aim to inspire children through art. A digital painting workshop was organized for children with painter Betül Güney in an in-house activity within Yaşar Group.

Kitchen Workshop

In the semester break, a "Kitchen Workshop" was organized for children and their families to develop their hand skills, as well as to offer them a fun activity. Children held an enjoyable event by preparing desserts with Pınar products, accompanied by Chef Eyüp Kemal Sevinç, at the event held online at Yaşar Group.

Support For Sports

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

Pınar carries out activities across different sports branches in addition to the main sponsorship of the Karşıyaka Basketball Team.

Pınar Karşıyaka Basketball Team

Pınar contributes to the fields of education, culture, art, and sports with its "corporate citizenship" understanding. With this corporate culture approach, under the leadership of Yaşar Holding's Founder and Honorary President Selçuk Yaşar, it has been supporting Karşıyaka Basketball Team as the main sponsor for 23 years and thousands of young athletes playing in the minor league.

The Turkish Basketball Cup Championship, Turkish Basketball Presidential Cup Championship, and Turkish Basketball League championship are among the recent achievements of Pınar Karşıyaka, which supported these events to integrate society, young people, and children of İzmir through sports, and the make İzmir the city of basketball. In addition to these achievements, Pınar Karşıyaka has successfully represented our country in international organizations such as the Turkish Airlines EuroLeague, 7DAYS EuroCup, FIBA Champions League, and FIBA Europe Cup. In the 2021-2022 season, it continues its European struggle in the Basketball Champions League. By supporting the Karşıyaka Basketball Department, Pınar helped over 25,000 children engage in sports.

Pınar Cup Tournament

Pınar Cup Tournament, which is traditionally organized every year on behalf of Pınar Karşıyaka, was held on 17-18 September 2021 at İzmir Mustafa Kemal Atatürk Karşıyaka Sports Hall. In addition to Pınar Karşıyaka, Beşiktaş Icrypex, Büyükçekmece Basketball, and Igokea BK from Bosnia-Herzegovina put up a keen game in the Pınar Cup. Opening the season with the Pınar Cup, Pınar Karşıyaka Basketball Team experienced the excitement of meeting its fans again after two years.

Pınar Et - Environmental Cleaning and Book Donation

As Pınar Et's contribution to the environment and education, the Environmental Cleaning Event, managed by Social, Environment and Climate Sustainability Working Groups and Kemalpaşa Municipality, on the basis of "Keep your environment clean for a better life, so that your future does not get dirty", was carried out around Kemalpaşa Savanda Pond. In order to enrich school libraries and provide children with a brighter future, Kemalpaşa-Bağyurdu Kazım Dirik Primary School was chosen as the pilot school, and by conducting needs analyses, a "Book Donation" project was carried out with the contributions of all employees.

DYO "Value for Tomorrow" Project

Aiming to contribute to the future of Turkey with its social responsibility projects, DYO Boya continues its social contribution within the scope of the "Value for Tomorrow"



umbrella project without interruption. Organizing trainings in cooperation with Mimar Sinan University on the use of color, space, temperature and light, DYO Boya added value to the lives and future of 45 thousand students with its "Value for Learning" project and nearly 500 paint masters with its "Value for Painters" project. As part of the "Value for Schools" project, DYO prepared a "Painting and Paint-use Standards for Schools Guide" based on scientific data, in a first for Turkey. This guide was shared with all schools and teachers nationwide. By sending paint to 99 schools in 2021, DYO provided support for the maintenance of schools so that students could continue their education under better conditions.

DYO Wall Art Works

'DYO, which paints the squares in cities by collaborating with municipalities and various organizations within the scope of the "caring for society" understanding and SKA 17 "Partnerships for Goals", supports street art with street art works initiated to contribute to the city and urban culture in 2021.

As part of the collaboration with municipalities, Hatay Defne Municipality Merdivenli Street was colored with DYO products. In the Art on the Street Project carried out by Beşiktaş Municipality, the artist No More Lies used DYO products.

With the collaboration of Mistral İzmir and Ege Perla, the Manda Creek Retaining Wall was painted

Defne Municipality,
Sümer Neighbourhood
Merdivenli Street



with 80 different color tones, resulting in İzmir's longest mural. Within the scope of the project, which is one of the largest single piece mural art works in Turkey, 7 artists worked for a month and painted a surface of about 2.000 square meters with DYO products in an aquarium look.

In another project, the sports complex in Muğla Milas was colored with DYO. With the project, which was carried out both to keep the memory of Kobe Bryant, one of the unforgettable names of world basketball history, and to bring young people to participate in sports, the basketball court gained a completely different face with the colors of DYO.



Muğla Milas
Atatürk Sports
Complex

Cooperation Between DYO And Aura Istanbul Architecture and Urbanism Research Academy

DYO continues its cooperation with the Istanbul Architecture and Urbanism Research Academy (AURA), which brings together Turkey's most valuable architects and offers training and development opportunities to architecture students through various projects and maintains its support to young architects.

The purpose of the projects carried out by DYO and Aura Istanbul together is to provide students of architecture departments and newly graduated

architect candidates with different perspectives on color and design, increase their experience with applications, and bring them together with respected architects to benefit from their experience.

Renkli Dyologlar, one of the valuable projects carried out in cooperation with Aura Istanbul, was broadcast live on DYO Youtube account in 2021. The series, the first of which started with the participation of İzzet Keribar and Merih Akoğul, continued with interviews with Nejat Yavaşoğulları, Cem Sorguç, Özlem Yalın, Ümit Altun, Ece Ceylan Baba, Emre Arolat, Kemal İskender, Nedret Sekban, Maksut Aşkar, Osman Sezener, Gülsüm Karamustafa and Sadık Karamustafa.

The interview series, which brings together prominent names of Turkey in different disciplines, from architecture to gastronomy, from music to fashion, from art to nature, was collected in a book that researchers and book lovers can benefit from. In addition, the work, in which Interior Designer Jale Kulin, inspired by conversations, interpreted "Turkey's Color Palette" with the colors of DYO, accompanied the book.



DYO Support For Sports

DYO has given support on education, culture and arts, as well as on sports. It was one of the 2021-2022 season sponsors of Karşıyaka Sports Club Men's Basketball Team, which successfully represented our country in international organizations such as the Turkish Airlines EuroLeague, 7DAYS EuroCup, FIBA Champions League, and FIBA Europe Cup.

Paint Support For Schools

Cleanliness, hygiene and health have become prominent with the COVID-19 epidemic, and DYO Boya continued its support for schools to have a cleaner and more hygienic environment during the pandemic. It continued to cooperate with school administrations by turning the closure of schools into an opportunity to provide healthy classes. DYO Boya supported over 100 schools in 2020 to protect children from infectious diseases.

Contribution of Altın Yunus to Education and Environment

Altın Yunus continues its corporate social responsibility activities in line with the importance it attaches to social solidarity, social assistance, and corporate citizenship. In order to contribute to the development of tourism, it offered internship opportunities to 5 students in 2021 summer term.

In addition to educational activities, Altın Yunus supports various special projects on environmental issues.

The leftovers from the hotel continue to be given to Çeşme Animal Shelter as food support. Altın Yunus also goes on to support the Çeşme Alaçatı Wetland Birds project. Vegan products are preferred in hotel rooms within the scope of animal welfare and information is given with the note "not tested on animals". Guests with diabetes and celiac disease are offered special products. For disabled guests, the hotel has rooms located close to the elevator, ramps at the entrance and exits of the general area, and accessible toilets. Construction of a pool lift for the use of physically disabled guests and the supply of disabled beach chairs are planned to be made for the end of 2022.

Sponsorships and Fairs

Yaşar Group companies attend many congresses as both participants and sponsors in areas such as sustainability and marketing and support activities that contribute to the development of education, culture, the arts, food, nutrition, active life and sports in Turkey. Fairs, organizations and sponsored events attended by Group companies in 2021 are listed below:

Fairs and Organizations Attended by Pınar Et in 2021

- Gulfood 2021 / 21-25 February
- The Importance of Carbon Footprint for the Business World Seminar / 8 June
- Run to Nature in Urla / 21 June
- 7th Ayvalık Music Festival / 10-19 August
- Anuga Fair / 7 - 11 October
- 7th Sustainable Food Summit / 19 - 20 October

- 5th Aegean Economic Forum / 8 - 12 November
- Sustainable Consumption of Food, Role of Stakeholders on Creating Behavior Changes in Consumers Event / 17 December

Fairs and Organizations Attended by Pınar Süt in 2021

- National Agriculture Workshop / 17-25 February
- Gulfood 2021 / 21-25 February
- 3rd International Dairy and Livestock Industry Conference / 30 September
- Run to Nature in Urla / 21 June
- 7th Ayvalık Music Festival / 10-19 August
- Anuga Fair / 7-11 October
- 7th Sustainable Food Summit / 19-20 October
- 5th Aegean Economic Forum / 8-12 November

Sponsorships of Pınar Süt in 2021

- Velotürk Gran Fondo Çeşme
- Alsancak Team Series
- IMM İstanbul'u Koşuyorum Üsküdar Stage
- IMM İstanbul'u Koşuyorum Bakırköy Stage
- Bodrum Half-Marathon
- Cycling Tour on the Unesco World Heritage Trail
- IMM İstanbul'u Koşuyorum Caddebostan Stage
- Büyükada Night Run
- 10th National Healthy Living Congress
- 8th Probiotic Congress

Fairs and Organizations Attended by DYO Boya in 2021

- Defense and Space Industry Online Fair Saha Expo / 9 November 2020 - 9 April 2021
- R&D Innovation Industry and Technology Fair / 13-14 October 2021
- Saha Expo Fair / 10-13 November 2021
- Automechanika Fair / 18-21 November 2021
- Exposhipping Expomaritt Istanbul Fair 30 November - 3 December 2021
- Paint İstanbul Virtual Congress / 8-9 December 2021



Sponsorships of DYO Boya in 2021

- Karşıyaka Sports Club Men's Basketball Team Sponsorship
- ITU Solar Car Team Sponsorship
- Sabancı University Sabancı Motorsports Technologies Club Sponsorship
- Ankara Yıldırım Beyazıt University Hazerfen Club Sponsorship
- Yıldız Technical University Yıldız Business Club 'Yıldızlı Güleşler Project' Sponsorship
- Heavy Vehicles Summit Sponsorship 2021
- Paintİstanbul & Turkcoat Organic Coating, Polymer and Related Materials Online Congress Sponsorship
- GT World Challenge European Endurance Cup Race Driver Sponsorship
- Fenerbahçe Şükrü Saraçoğlu Stadium Paint Sponsorship

Pinar Institute



Today, when we need awareness at both the social and individual level in the fields of food and nutrition, which have a direct impact on human health and life quality, it is of paramount importance that the information used to achieve this awareness be reliable. Providing

reliable information, on the other hand, is the responsibility of all segments of society, from non-governmental to public organizations, from private enterprises to academics. Pinar Institute, which maintains its activities for the society to have a proper nutrition awareness and an effort to fulfill its responsibilities towards society, implements activities that will enable consumers to access scientific and reliable sources, and raise awareness and consciousness of individuals on food, health and nutrition. As a corporate citizen, it also supports an effective interdisciplinary collaboration.

The Future of Our Milk Is in Safe Hands Project

Pinar Süt, which has been supporting milk producers since its establishment in 1973, continues to support producers by providing special training on issues to be considered in animal health and nutrition, increasing of quality and productivity, and hygienic milking practices, within the framework of a “public-university-industry”



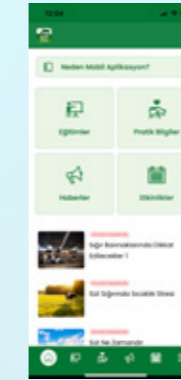
cooperation through “The Future of Our Milk Is in Safe Hands” project initiated by Pinar Institute in 2014. With the project in which dairy farmers were supported through training programs, more than 8,000 dairy farmers were reached in 14 provinces.

As part of the project, cooperation continued also in 2021 with the Business Call to Action (BCtA) platform supported by the United Nations (UN). Within the framework of the cooperation, project activities and social impact research results were associated with the UN Sustainable Development Goals (End Poverty, End Hunger, Quality Education, Gender Equality, Decent Work and Economic Growth, Responsible Consumption and Production).



At the “Women Friendly Brands Special Awards” ceremony, organized for the first time in 2021 by the Women Friendly Brands Platform, the project “The Future of Our Milk is in Safe Hands”, which stands out with its value-creating practices on women and gender equality, was deemed worthy of an award.

Mobile Application for Milk Producers – Süt Uzmanı



Considering the structure of dairy cattle farms in Turkey, it was seen that small-scale family businesses were in the majority. Raising awareness of small-scale producers in dairy farming practices is important for the continuity of the sector as well as satisfying the desired criteria in milk quality.

In order to support dairy farmers, increase their know-how, encourage correct animal husbandry practices, and reach farmers not possible to reach physically through education, a mobile application called “Süt Uzmanı” was developed under the management of Pinar Institute. The “Süt Uzmanı” application developed for small producers will ensure that small-scale dairy producers implement the right practices in animal husbandry, increase their wealth together with their income, and raise their motivation to continue milk production.

The “Süt Uzmanı” application aims to create a platform where producers who cannot be reached by providing one-to-one training, as well as producers reached through training, can reinforce their knowledge and improve themselves. The application’s development and testing phase was completed in 2021, and will be made available to all milk producers in 2022.

Young Farmer Professional and Individual Capacity Building Program

Based on the United Nations declaring the period of 2019-2028 as the “Development and Expansion Decade of Family Farming”, a research to be carried out in the provinces of Eskişehir and İzmir, involving both young farmers and female producers, was initiated with the Ankara University Development Studies Research and Application Center (AKÇAM). The results of the research will be announced in 2022 with a workshop including the main stakeholders of the Ministry of Agriculture and Forestry, İzmir Directorate of Provincial Agriculture and Forestry, Eskişehir Directorate of Provincial Agriculture and Forestry, Chambers of Agriculture and Veterinary Medicine, and FAO.

A new cooperation was accordingly signed with İzmir Directorate of Provincial Agriculture and Forestry under the management of Pinar Institute. A protocol was signed between Pinar Süt and İzmir Directorate of Provincial Agriculture and Forestry on 14 July 2021 within the scope of the “Young Farmer Professional and Individual Capacity Development Program”.

Let's Move With Fun, Let's Eat Healthy

In the “Let's Move With Fun, Let's Eat Healthy” project, which was implemented with the aim of raising nutrition awareness at a young age and raising healthy individuals and carried out in cooperation with the Ministry of National Education, 475 teachers were trained in 15 provinces. 22,128 children were reached since 2016.



The cooperation protocol signed with the Ministry of National Education General Directorate of Basic Education was renewed in 2021. The project was expanded by continuing trainings in Balıkesir and Çanakkale provinces.

New education materials, including a teacher's handbook and two storybooks, were added to the project's training program. While the new teacher's handbook includes activities on a balanced diet plate and meals, the importance of agriculture and sustainability themes are discussed in the storybooks. The materials, the preparations of which were completed in 2021, are going to be used under the project upon the approval of the Ministry of National Education General Directorate of Basic Education.

All educational materials can be accessed through the Teacher Portal on the project's website, and the project continues interactively with feedback from teachers on practices.

Pınar Institute Scientific Article Award

The third “Scientific Article Award”, which is given to articles on food technology, nutrition-health relationship and food safety, selected by considering the criteria of contribution to science, social benefit and applicability and published in peer-reviewed journals, found its owners in 2021.



Among the many valuable scientific studies included in the applications, the article of Research Assistant Dr. Hülya İlyasoğlu Büyükkestelli and Prof. Dr. Seden Nehir El titled “Preparation And Characterization Of Double Emulsions For Saltiness Enhancement By Inhomogeneous Spatial Distribution Of Sodium Chloride” was awarded the first prize.

The article “Design Of Healthier Beef Sausage Formulations By Hazelnut-Based Preemulsion Systems As Fat Substitutes” by Prof. Dr. Fatma Meltem Serdaroğlu, Research Assistant Dr. Müge Urgan Öztürk, and Research Assistant Dr. Burcu Öztürk Kerimoğlu from Ege University received the second prize. The article “Effect Of Different Freezing Methods On The Bioaccessibility Of Strawberry Polyphenols” by Assoc. Prof. Dr. Senem Kamiloğlu Beştepe from Bursa Uludağ University was awarded the third prize.

Healthy Living Sessions

In order to prevent information pollution on food, health and nutrition, the Healthy Living Sessions event, which was implemented for employees in 2018, was moved to online platforms with the pandemic.

The online seminar on “Children's Mental Well-Being: Hygiene, Movement, and Coping with the Pandemic” was held on May 1, 2021 by Ege University Education Faculty, Basic Education Department Faculty Member Assoc. Prof. Dr. Sibel Sönmez on the Zoom platform.

A video series prepared in November 2021 in the question-answer format under the title “Things to Consider in Nutrition for Strengthening Immunity” by Prof. Sibel Karakaya, Ege University Food Engineering Department Nutrition Faculty Member and Pınar Institute Board Member, was shared with all employees on the information screens at the Pınar Süt İzmir factory, as well as on the Pınar Institute Youtube channel and via e-mail.



▲ İzmir Bayraklı, Old Smyrna

Konya Çumra, Çatalhöyük ▼



Yaşar Education and Culture Foundation

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

Sponsorship of archaeological excavations by the Yaşar Education and Culture Foundation, restoration and renovation of the Selçuk Yaşar Museum, scholarship support and paint donations to schools continued in 2021 as well.

Archaeological Excavation Sponsorships

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

Restoration Works at Yaşar Museum

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

The museum will have an area of approximately 6,000 m² including 2,600 m² temporary and permanent exhibition areas, a library, a 300 m² workshop area, a management section, administrative offices, a conference hall, a cafeteria, and sales units. Of the restoration and renovation works 95% has been completed and the museum is planned to open in the second half of 2022.

Scholarships

The leading purpose of Yaşar Education and Culture Foundation is to contribute to the education of our youth, which is Turkey's most important resource. In this respect, fully gratuitous scholarships are given to talented, hardworking, successful students who have limited financial opportunities and study at graduate and undergraduate departments of universities, college, vocational schools, Anatolian vocational, technical and industrial vocational high schools, within the framework of the Foundation's Student Scholarship Regulations. To date, the Foundation has supported the education of about 6,500 students.

In the 2021-2022 academic year, the Foundation gives gratuitous scholarships to 118 students for 9 months from October to June, 43 of which are conditional donations. Within the framework of the Foundation's Scholarship Regulations, it will provide scholarships in the 2021-2022 academic year to graduate and undergraduate students at Business Administration, Management Engineering, Tourism Management, Economics, Chemistry Undergraduate, Chemical Engineering, Mechanical Engineering, Computer Engineering, Food Engineering, Industrial Engineering, Civil Engineering, Architecture, Veterinary, Aquaculture And Museum Studies departments of state-owned universities, as well as to talented, hardworking, and successful Anatolian Vocational High School students in need of financial support.

Since 2017, Yaşar Group has been giving female student scholarships by donating to the Yaşar Education and Culture Foundation on behalf of all its female employees on March 8, International Women's Day.

Paint Aid

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

Yaşar University

Founded by the Selçuk Yaşar Sports and Education Foundation in 2001 and commencing its activities in the 2002-2003 academic year, Yaşar University has 217 academic members, including full-time professors, associate professors, and doctors in the 2021-2022 academic year.



As one of the foundation-funded universities in İzmir, Yaşar University serves academically with 1 Institute, 10 Faculties, 1 School of Applied Sciences, 2 Vocational Schools, 1 School of Foreign Languages, 33 departments, 14 associate programs, 46 graduate programs, and 10 doctoral programs.

Yaşar University continues its activities at the Selçuk Yaşar Campus, where 7,190 students including 177 foreign students from 49 countries (52 Erasmus+ students) study and 637 personnel including 434 faculty members and 203 administrative personnel serve.

Educational Activities

In the 2020-2021 academic year, a total of 1,593 students graduated from Yaşar University, 1,494 of which were from undergraduate and associate programs and 99 from graduate and doctoral programs. Of the 7,190 students studying at the University during this period, the number of students studying with ÖSYM scholarships and discounts was 5,531.

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

Offering its students associate, undergraduate and graduate programs as well as double major, minor and certificate programs, Yaşar University stands out for its ability to update its training programs thanks to the sector and needs analyzes conducted periodically, in addition to providing the opportunity of horizontal and vertical transfer between programs.

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

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

Lifelong Learning and Social Responsibility Projects

In 2021, Social Responsibility Studies were shaped by the impact of the pandemic, and activities for solidarity and online volunteering have been at the forefront. Assistance for online courses and educational support, book vocalization for the Assistive Technology and Education Laboratory for Individuals with Visual Disabilities (GETEM) established at Boğaziçi University, and tablet support for online education were preferred more by students.

In order to draw attention to the decrease in blood donation due to the pandemic and to support the elimination of the need for blood, donations were increased in cooperation with the Red Crescent. In the work in which 178 students voluntarily participated, more than 1,000 units of blood were donated in 2021.

Individual solidarity upon the impact of the pandemic, education and the support for educational materials were the focus areas. Collaborations were made with shelters for stray animals. Support was provided to the efforts carried out under the coordination of AFAD due to the fire in Marmaris and other regions. "İzmir'de İyilik Var" meeting organized for the World Volunteers Day was held in virtual environment.

In addition, the Volunteering Course at Universities Working Group was established within the body of the UN National Volunteering Committee (UGK) in order to convey experience to the academics who will teach the Volunteering Studies Course opened this year in other universities, to give suggestions, and to ensure that the course is productive for civil society, students, and universities. The group was founded and is managed by Yaşar University. The work group, which also includes Istanbul University, Bilgi University and Sabancı University, made its first public presentation on 5 December World Volunteers Day organized by UGK. This work is ongoing. Yaşar University is a member of UGK.

GREEN NIGHT
EUROPEAN RESEARCHERS NIGHT

2021 YILINDA TÜRKİYE'DEN KABUL ALAN TEK PROJE GREEN NIGHT

AB Ufuk 2020 programı Marie Skłodowska Curie (MSCA) Avrupa Araştırmacı Gece Etkinliği proje başvurularında 2021 yılında Türkiye'den kabul alan tek proje. Üniversitemizde AB Merkezi koordinasyonunda hazırlanan "GREEN NIGHT" başlıklı proje olmuştur.

5 ORTAK:
4 ÜNİVERSİTE
1 KAMU KURUMU

- Yaşar Üniversitesi (Koordinatör)
- Ege Üniversitesi
- İzmir Yüksek Teknoloji Enstitüsü
- İzmir Katip Çelebi Üniversitesi
- İzmir İl Millî Eğitim Müdürlüğü

4 TEMA

- Enerji
- Gıda
- Atık
- Ulaşım

177 AKTİVİTE
258 ARAŞTIRMACI
20.000 ZİYARETÇİ
1.000.000 ULAŞILAN KİŞİ

<https://greennight.yasar.edu.tr/>

This project has received funding from the European Union's Horizon 2020 research and innovation programme under the Marie Skłodowska Curie grant agreement No 101019718.

Works of the Central Directorates of Yaşar University

European Union Research and Application Center

Yaşar University European Union Research and Application Center closely follows the European Union (EU) integration process and develops international collaborations between Yaşar University and European research institutions through European education, training, and research projects. These projects provide education and collaboration opportunities in Europe for academics, researchers, and students and also contributes to the university's institutional research policy by producing high quality academic knowledge.

Details and academic outputs of the projects are available on the center's website (<https://euc.yasar.edu.tr>). About 70 activities were organized within the framework of 24 EU-supported projects

carried out in 2021, which match the University's research and education priorities such as innovation, migration, entrepreneurship, energy, gender equality, environment, sustainable agriculture, and social responsibility. Around 2,000 participants attended these project activities carried out with higher education institutions and other public institutions, companies and non-governmental organizations.

Projects Conducted under EU and Other International Grant Programs

Yaşar University was involved in 124 projects supported by EU and other international grant programs so far, and in these projects, it developed strong ties with other universities, research institutions, public institutions, civil society and stakeholders from the business world. The EU projects carried out are designed in accordance with the Sustainable Development Goals and address different sustainability goals such as gender equality, accessible and clean energy, industry, innovation and infrastructure, sustainable cities and communities.

GREEN NIGHT

In the EU Horizon 2020 Marie Skłodowska Curie Actions (MSCA) European Researchers' Night Event project applications, the only project accepted from Turkey in 2021 was the project titled "GREEN NIGHT" prepared by the Yaşar University EU Center team.

The European Researchers' Night Event is a science and research festival that is celebrated in more than 250 cities in Europe every year on the last Friday of September. Projects of the European Researchers' Night Event, which our university was entitled to organize twice in 2016 and 2017, aim to connect the general public, particularly young people, with science and researchers.

On September 24, 2021, under the coordination of Yaşar University, science fair activities were held at four different campuses in partnership with Ege University, İzmir Katip Çelebi University, İzmir Directorate of National Education, and İzmir Institute of Technology. 20,000 participants attended 177 activities organized by 258 researchers on the themes of Energy, Food, Waste and Transportation under the project.

CALIPER – Research and Innovation for Gender Equality

Within the scope of the EU Horizon 2020 project named "CALIPER – Research and Innovation for Gender Equality", which was launched in 2020 and carried out under the coordination of the EU Center, a comprehensive research consisting of surveys, interviews, and focus group studies was conducted to reveal the current status of Yaşar University in terms of gender equality in the topics of human resources, management, education and training, research, corporate communication, and student services, and the Yaşar University Gender Equality Plan (GEP), which sets out the steps to be taken for the institutional gender equality, was prepared based on the results of the analysis.

The relevant plan was approved by the Yaşar University Board of Trustees and shared with the stakeholders of our university at the workshop held on November 26, 2021 with the participation of representatives from higher education institutions, non-governmental organizations, and the business world. In 2022, training and awareness activities will be held within the scope of the Gender Equality Plan.

The CALIPER project, whose research and implementation activities are carried out by EU Center researchers/experts, aims to increase gender equality in academia and research institutions through the development and implementation of Gender Plans in institutions. The project aims to create a better gender balance in academic institutions by increasing the share of women in decision-making mechanisms and academic positions, especially in the disciplines of "Science, Technology, Engineering and Mathematics" (STEM).

CALIPER
Cinsiyet Eşitliği için Araştırma ve Yenilikçilik

Akademide Toplumsal Cinsiyet Eşitliği

CALIPER projesi, kurumlarda Toplumsal Cinsiyet Planlarının geliştirilmesi ve uygulanması yoluyla akademide ve araştırma kuruluşlarında cinsiyet eşitliğini arttırmayı hedeflemektedir.

STEM Eğitimi Alanları

- Fen Bilimleri
- Teknoloji
- Mühendislik
- Matematik

Toplumsal Cinsiyet Eşitliği Planı (GEP)

İnsan kaynakları, Yönetim, Eğitim ve Öğretim, Araştırma, Kurumsal İletişim alanlarında kurumsal cinsiyet eşitliği konusunda atılacak adımları ortaya koyan Yaşar Üniversitesi Cinsiyet Eşitliği Planı (GEP) hazırlanarak uygulanmaya başlanmıştır.

<https://caliper-project.eu/>

Yaşar University Research Center for Women's and Family Studies (YÜKAM)



Yaşar University Research Center for Women's and Family Studies (YÜKAM), which was founded on December 7, 2020 to draw attention to the problems caused by gender inequality, to raise awareness, to develop cooperation through projects and scientific activities, has strengthened the university's stance on gender equality.

The young, dynamic and highly motivated Center prepared the Yaşar University

Policy Statement on Prevention of Gender Based Discrimination, Violence and Sexual Harassment in the first six months of its establishment. As a requirement of the policy statement it has adopted and implemented, Yaşar University has sharpened its stance on gender equality by approving the Directive on Prevention of Gender-Based Discrimination, Violence and Sexual Harassment and demonstrated its uncompromising understanding against violence and discrimination against women with the Yaşar University Gender-Based Discrimination, Violence and Sexual Harassment Prevention Support Unit (YASTÖB).

YÜKAM, which maintains its activities inspired by the European Union Horizon 2020 CALIPER (Research and Innovation for Gender Equality) Project, has accelerated its awareness-raising efforts with the "Nonviolent Masculinity Workshops" and "Gender Equality, Patriarchy and Violence" seminars started with the Gender Talks-1 on March 4, 2021.

Yaşar University Research Center for Women's and Family Studies participated in studies with institutions and organizations such as the Council of Higher Education (YÖK) Women's Studies in Academy, the Provincial Coordination Monitoring and Evaluation Board for Combating Violence Against Women established within the scope of İzmir Women Friendly Cities under Governor's Office. With the Institutional Transformation Cooperation Workshop for Gender Equality, hosted by Yaşar University on 8 March 2021, with the participation of 37 representatives from 30 organizations, YÜKAM initiated a discussion with stakeholders on cooperation opportunities and possible challenges on gender equality within the framework of the governance principle.

YÜKAM carried out a total of 3 cooperations, 1 being international and 2 being national, in 2021 and presented direct presentations or acted as a moderator at 15 events (workshop, seminar, panel, conversation). It prepared 2 scientific and academic contents and attended 10 scientific events at the institutional level as audience. While 450 people directly benefited from the activities, 20 certificates were issued as part of the events, and a total of 6 project applications (MATRA,

Yaşar University was ranked in the top three among 198 universities in the Distance Education Infrastructure Ranking. Ranking 9th among all universities in the "General Satisfaction Ranking of Universities", Yaşar University was ranked high in all 6 areas of evaluation.

UNWOMEN, CEIDIzler, French Embassy) were made to national and international institutions.

Bringing together its values in line with scientific facts and corporate goals, Yaşar University takes firm steps forward with YÜKAM on the way to its goals and brings the city of İzmir and our country closer to being more egalitarian and free.

Yaşar University's Success in Distance Education

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

Considering the digital transformation in education not as a choice or preference, Yaşar University has created the "Digital Learning Ecosystem", which is an important pillar of digital transformation in this process and considered to be the "Learning Experience Journey". The Center implemented face-to-face, remote, blended and flipped educational applications that promote effective and efficient learning and teaching for its stakeholders, accessible on and off the campus, and supported by educational technologies. This digital transformation has allowed Yaşar University to reach its students easily in such a period, to offer them quick and easier solutions and to give answers.

According to the findings of the 2021 Turkey's University Satisfaction Survey (TÜMA) conducted by the University Research Laboratory (ÜniAr), Yaşar University was evaluated in group A, which represents "high satisfaction".

Open and Distance Learning Center Sample Projects

- The joint project "KA226-D51ABF7B Digital Learning Materials for Sustainable Textile Education", which is financed by the Erasmus+ Program, has been accepted. In this project, studies are being conducted to enrich educational content with XR- Extended Reality for use with VR 360 video in distance education within the context of an immersive learning experience.
- Within the scope of the support provided by TÜBİTAK (ARDEB 1001: Covid-19 and Society: Social, human and economic impacts of the pandemic, problems and solutions) to project numbered 120K167, a "Training set for different segments of society to reduce/prevent the spread of the disease during and after the Coronavirus (Covid-19) pandemic" (<https://covid19.yasar.edu.tr/>) has been developed.

Athletic Achievements

Yaşar University has formed sports teams in different branches (Basketball, Volleyball, American Football, Tennis, Swimming, Archery, Triathlon, Handball, Athletics, Sailing, and Chess) to ensure that students take part in sports activities as well as pursuing academic achievements. The University participated in competitions organized by the Turkish University Sports Federation (TÜSF) and won various championships. In 2021, it won the first, second and third places individually in the Universities' Chess Championship, which was the only activity carried out online by TÜSF due to the pandemic, and also won the Turkish championship in teams.

Yaşar University Symphony Orchestra

Yaşar University Chamber Orchestra, marking the first example of a foundation-funded university in İzmir supporting music, was established in 2006 based upon the idea of Selçuk Yaşar, Founder of Yaşar University and Honorary Chairman of the Board of Trustees. Since its inception, the Orchestra, in which Yaşar University Music Department instructors and students are actively involved, has organized concerts with leading soloists of our country and the world, such as İdil Biret, Suna Kan, Gülsin Onay, Alexander Rudin, Fedor Rudin, Tedi Papavrami, Lauma Skride, Emre Elivar, Naoko Shimizu, Kerem Görsev, Sibel Köse. It was successful in attracting attention with its exceptional concert programs.

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



The orchestra continues its concerts at the Ahmed Adnan Saygun Arts Center.

Library and Knowledge Center

The Library and Knowledge Center is located in a 1,200 m² three-storey modern building, equipped with the latest technology. It was established to meet the educational and research needs of its users, to support the conduct of scientific activities in a modern educational environment, to support the accumulation, use and transfer of knowledge on a national and international scale, to provide, organize and put into use all kinds of scientific materials.

By the end of 2021, in addition to reference resources such as encyclopedias, dictionaries, indexes, abstracts and statistics, 57,161 printed books, 39 printed journals, 834,335 e-books from 77 databases, e-journal subscriptions in 75,691 titles, 2,651 audio-visual (DVD-CD) materials are available to users.

It has a seating capacity of 500 users and a 32-PC laboratory. Access to the subscribed databases both on campus and outside the campus thanks to remote access settings, online catalog browsing and research opportunities have been provided. One disabled study room and 3 group study rooms to help users study as a group are available.

In the library, which is equipped with RFID (Radio Frequency Identification) Library Technology, lending books to readers and returning operations can be done from the counter with the help of a computer or by using a self-check device. Besides, there is a book sterilization device in the library in order to prevent the transmission of viruses and infections in borrowing and lending operations.



Entrepreneurship and Innovation Activities

In 2017, Yaşar University was found eligible for grant support from the TÜBİTAK 1601 program for 2 years. In 2018, the University's applications to the 1601-TÜBİTAK Support Program for Capacity Building in Innovation and Entrepreneurship and 1512-Techno-Initiative Capital Support Program 1st and 2nd Phase Implementing Organization Call were accepted and it was found eligible for grant support. The University was also selected as the interface organization to carry out the processes of the Individual Young Entrepreneur (IYE) Program on behalf of TÜBİTAK. With these achievements, the efforts of the University gained momentum, and the number of applications reached 144 in 2020. Eventually, 14 entrepreneurs were awarded with a grant of TRY 2.8 million.

After the change in the 3rd Term TÜBİTAK 1512 Individual Young Entrepreneurship (IYE) Program in 2021, the Implementing Organizations were asked to apply to the program in cooperation with other parties. Thereupon, the application made together with ODTÜ Teknokent was accepted by TÜBİTAK. In 2021, 132 project applications were made to this program, and 3 entrepreneurial projects were entitled to receive a grant of TRY 600,000 in total. The IYE Program, benefiting entrepreneurs from Celal Bayar University Manisa Teknokent, Aydın Menderes University ADÜ Teknokent, İzmir Katip Çelebi University and İzmir Democracy University as the BIGG Implementing Organization in Izmir and its surroundings, is managed by the University's Knowledge and Technology Transfer Office (BTTO) unit. In order



to transfer the knowledge produced at the University to society, the BTTO Unit, since its founding in 2015, supports, with its facilitating role, the establishment of "spin-off" and "start-up" companies through R&D projects funded by contracted or grant supports and managed jointly with public and private sector organizations; patent, utility model and industrial design applications and registrations; and transfer and licensing of technology. During this period, a total of 127 Public-University-Industry Cooperation (KUSI) projects, six of which were international, and 30 TÜBİTAK projects were carried out. And, as a

result of the studies on intellectual rights, 22 national patent applications, 11 international patent applications and 23 national utility model/design applications were achieved in the Intellectual and Industrial Property Pool.

In 2021, the EU Project titled "RiEcoLab- Responsible Innovation Led Entrepreneurial University Transformation Centers (Ecosystem Integration Labs)", in which Yaşar University participated as a partner, has been one of the 23 projects entitled to receive funding within the scope of the call for "Building Innovation Capacity for Higher Education" published for the first time by the European Institute of Innovation and Technology. In the RiEcoLab Project included along with the University of Lodz from Poland, Helixconnect Europe and the National University of Political Studies and Public Administration (SNSPA) from Romania, the Wageningen Economic Research Center from the Netherlands, the University College Dublin from Ireland, the Accreditation

Council for Entrepreneurial and Engaged Universities (ACEEU) from Germany, and the European Network of Angel Investors from Belgium, Yaşar University academics, and BTTO Unit employees. This project was an important experience and gain for the BTTO team.

The advantages to entrepreneurs of the MINERVA Incubation Center, which operates within the BTTO, include support on educating students on developing business ideas and creating a business model, organizing entrepreneurship competitions, bringing entrepreneurs together with investors, informing about national and international entrepreneurship and innovation events along with intellectual and industrial property rights, matching entrepreneurs with expert mentors in relevant fields, helping them find suitable funding sources for their projects and commercialize their projects, and providing 12 + 6 months free office and infrastructure services.

The Entrepreneurship Board, which evaluates and decides on the entrepreneurial project applications made to the MINERVA Incubation Center, 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. Within the scope of intellectual rights, 21 national patent applications, 10 international patent applications, and 23 national utility model/design applications were achieved in the Intellectual and Industrial Property pool determined from the projects. Under licensing activities, 8 transfer agreements were made.

The Entrepreneurship Center established by İzmir Metropolitan Municipality in 2021 and the Collective Entrepreneurship Center established by İzmir and Karşıyaka Municipalities started its activities as new infrastructure mechanisms of İzmir R&D, Innovation and Entrepreneurship Ecosystem. Yaşar University provides a

great support to the İzmir operations of the Agricultural Entrepreneurship Center together with İstanbul Metropolitan Municipality (İMM) and TÜSİAD, and to the Collective Entrepreneurship Center operations together with Karşıyaka Municipality and İzmir Katip Çelebi University.

Kent A.Ş., which is a joint project of Yaşar University, İzmir Katip Çelebi University and Karşıyaka Municipality and whose applications to the Small and Medium Enterprises Development Organization (KOSGEB) TEKMER Program, which was established to support entrepreneurship activities, transfer the inventions of faculty members to the real sector and provide consultancy services, were accepted, was entitled to receive grants and support. "Kuzey İzmir Teknoloji Geliştirme Merkezi ve Girişimcilik Hizmetleri Anonim Şirketi", founded by three partners in April 2021, started its activities as Northern İzmir TEKMER Management Company located in Karşıyaka Ahmet Piriştina Culture and Entrepreneurship Center. Northern İzmir TEKMER, the new infrastructure of İzmir's R&D, Innovation and Entrepreneurship Ecosystem, has started to accept entrepreneurial projects related to the "Smart City" theme, which has become increasingly important in natural disasters such as pandemics and earthquakes, as of December 2021.

As the Northern İzmir Technology Development Center (Northern İzmir TEKMER) project became operational in 2021 and provided a new infrastructure to İzmir R&D, Innovation and entrepreneurship ecosystem, activities regarding the establishment for the Northern İzmir Technology Development Zone (Northern İzmir Technopark) of Yaşar University along with the same stakeholders in 2022 will be carried out by BTTO yürütülecektir.

Yaşar Üniversitesi Bilgi ve Teknoloji Yönetim Tasarım ve Danışmanlık A. Ş. (YUTECH A.Ş.)

YUTECH, which was established as an initiative of the Yaşar University at the end of 2019 to develop effective cooperation projects with other stakeholders in the İzmir R&D and innovation ecosystem and started its operations at the beginning of 2020, established a Branch in the same year in Technopark İzmir, which is located in İzmir Institute of Technology, and acquired the necessary infrastructure for R&D and software projects to benefit from the Laws TDZ No. 4691 and R&D Supports No. 5746.

Projects carried out at the University and commercialize them in cooperation with industrial organizations and investors. YUTECH aims to organize consultancy sessions, training programs, seminars and other activities related to measuring, evaluating and developing R&D systematics with universities and relevant stakeholders, and evaluate the outputs of such activities and turn them into financial and nominal benefits. It also seeks to become a stakeholder in Development Agency projects in line with the academic potential of the University, social responsibility projects and projects such as EU-supported H2020 on behalf of the University or together with the University.

Recognizing the impact of the fast-growing game industry on the gamification of architectural and engineering designs, it is planned that a gamification team will be formed within YUTECH in 2022 and that studies on “Gamification” and “Metaverse” will be the priority project areas with the necessary infrastructure investment to be made.

YUTECH aims to mature prospective projects that can cooperate with universities, to enable academicians to take part in these projects as consultants/mentors and implement innovative projects. It aims to allow those individuals to commercialize their knowledge, accelerate the commercialization of the outputs of R&D and design projects carried out in Incubation Centers and Technoparks, evaluate the outputs of Scientific Research

Starting from 2020, despite the negative impact of the pandemic conditions, YUTECH has realized 24 Public-University-Industry Cooperations and 3 TÜBİTAK TEYDEB Projects by the end of 2021. It will establish the Northern İzmir TEKMER branch in the next stage and carry out projects related to Smart Cities and its sub-themes from this Center.

In the last quarter of 2012, a long-term research project named “Modelling of New Marine Research Methods to be Used with the Multi-Directional Evaluation of the Data Obtained from the Pilot Marine Area with Artificial Intelligence” was initiated at the YUTECH Technopark Branch with the approval of the technopark application.

Directorate of Career and Alumni Center

Yaşar University organizes “Career Days”, in which “Career Events” and “Internship-Recruitment Interviews” are carried out, in order to help Yaşar University students and graduates plan their future and support their career development. Due to the pandemic and uncertainties in companies, 20 companies sent internship and/or job advertisements, and a total of 697 students and graduates applied in the April-June 2021 period.

Within the scope of the “Graduate Career Talks” program, 10 programs were broadcast live on YouTube for graduates and students between January and August 2021. With the aim to prepare our students and graduates for business life, the “In Business Life...” seminar series that consists of 20 chapters covering the personal and professional development issues and competencies they may need in business life has been prepared. The series is being published on the Youtube channel and website of the Career and Alumni Center

Directorate. In addition, a total of 25 seminars were presented in 2021 within the scope of internal and external seminars. 10 of these seminars are “Effective Career Management” Seminars for prospective students, 1 is “Management Skills” Seminar for EMO İzmir Branch, and 14 of them are “Guide Your Future!” seminars for 3rd and 4th year university students and senior associate degree students.

The number of graduates between the dates of 2005-25.02.2022 is 15,971. Internship and job postings for students and graduates are announced via the “Talent Gate”, an online platform prepared by the Human Resources Office of the Presidency of the Republic of Turkey (CBIKO) and by e-mail. The Career Planning course, which is recommended to all universities throughout Turkey with the recommendation of CBIKO, is given under the name of “UFND 1710 Career Planning” at our university since September 2021.

The Mediterranean Application and Research Center, which conducts research into regional integration and support for peace, the International Law Practice and Research Center, the Center for Open and Distance Learning, and the Continuous Education Center (YÜSEM) continue their activities as a requirement of the social responsibility initiatives of the University towards making a better life sustainable on a human, social and environmental scale.

CARING FOR BUSINESS PARTNERS

Supply Chain Management

UNDER THE GUIDANCE OF NATURE

FOR a
better
LIFE

Ants, which stand out with their hard work in nature, their tendency to collaborate, and the efforts of each individual and group to fulfill their duty, are good business partners. In order to ensure their continuity in life, ants bring all colonies together to establish a super organism system and a steady structure. As in nature, it is impossible to exist alone in business life. The strong and steady structure that ants established together as self-sacrificing business partners is a good example for all of us.



Supply Chain Management

Nowadays, sustainable growth for companies is only possible by ensuring sustainability in the entire value chain. Long-term collaborations created with suppliers, one of the most important elements of the value chain, are one of the building blocks of a sustainable business model. To ensure the sustainability of the supply chain, it is necessary to integrate ethical and environmentally responsible practices with transparency into a competitive and successful model. The process ranges from raw material procurement to end-product logistics and even to product returns and recycling processes.

Yaşar Group companies have also adopted the philosophy of growing together with their business partners, acting legally and ethically for a sustainable future, and maintaining their activities with an approach caring for the environment and nature. Throughout its life cycle, it manages the relations with its business partners within the scope of management of its environmental, social and economic impacts and promotion of good practices.

Yaşar Group, in the process of selecting its business partners, meticulously evaluates issues such as human rights, ethics, OHS, working conditions, animal welfare, environmental protection, social impact, and business continuity. Besides, it evaluates again according to the criteria of sustainability principles in order to continue its collaboration with its business partners. While providing the necessary support for the commercial and operational growth of its business partners, Yaşar Group

also encourages systems and practices that enable them to manage environmental and social impacts in their operations and evaluates them periodically as per the criteria of sustainability principles.

By signing the Pınar Supplier Principles Guide, which covers the main topics of Compliance with Laws and Regulations, Human Rights, Fair Working Standards, Environmental Responsibility, and Commercial Integrity and is compatible with the United Nations Global Compact, it has been ensured that Pınar companies' suppliers comply with the principles outlined in the guide. Through the comprehensive Purchase Agreement it communicates to its suppliers, DYO Boya guarantees the requirement of compliance with environmental quality standards, legal regulations, and the UN Global Compact.

Best Practices of Companies

PINAR ET

Within the scope of the Supplier Evaluation System, current and potential suppliers of Pınar Et are subjected to onsite and detailed periodic inspections by an expert team. With the report cards and evaluation system established on a supplier basis, supplier performances are monitored and continuously improved. In addition to the quality systems of the manufacturers,

the Quality Assurance teams audit suppliers in terms of Environmental Management Systems, Occupational Health and Safety Management Systems and Animal Health and Welfare issues. With the addition of sustainability criteria to this evaluation system, an integrated supplier evaluation and approval system was established. Suppliers are evaluated according to the determined criteria by giving a score between 0-100. The inspections carried out aim to supply quality, healthy and reliable raw materials and healthy and safe food to consumers.

Monitoring and supporting the sustainability practices of its suppliers, Pınar Et started activities for the determination of energy, fuel and water expenditures, target setting and monitoring for small and medium-sized suppliers that do not have sustainability studies and reporting. In 2022, it is planned that suppliers will generate base year data for current due diligence and set reduction targets for the next year.

PINAR SU VE İÇECEK

In the supplier evaluation management of Pınar Su ve İçecek, compliance with Yaşar Group's corporate values, public health, and environmental responsibilities are key criteria in supplier selection. Audits are conducted remote or onsite by the relevant units, and the compliance of suppliers with quality, food safety, occupational health and safety, and environmental systems is evaluated. In the supplier selection and evaluation processes, Pınar Su takes into account whether the supplier has ISO 14001 Environmental Management System and SA 8000 Social Responsibility certification or equivalent in the overall

supplier scoring. Supplier audits continued in 2021 as well. Audit reports including audit findings are shared with suppliers, and suppliers are requested to plan corrective actions related to non-conformities or areas that need improvement. Thus, suppliers are also ensured to comply with the development and maintenance of company quality criteria.

PINAR SÜT

Pınar Süt carefully determines its suppliers for the purpose of sustainable, high quality and healthy production. Working with more than 20,000 raw milk producers in Turkey, the company provides quality raw materials and provides continuous support to its suppliers for the development of animal husbandry. Production is carried out in line with European Union standards by procuring milk from farms that comply with Pınar Süt's quality approach.

Pınar Süt organizes activities to inform producers and raise awareness for healthy milk production and offers training programs for suppliers on important issues such as herd health, animal nutrition, preventive medicine, and milk quality. In addition to raw milk and raw materials, Pınar Süt also purchases supplementary food materials, packaging materials, operating materials, spare parts, investment and equipment, and promotional materials from its supplier portfolio. In all purchases except raw milk, the company worked with approximately 1,850 suppliers that were able to provide materials complying with Pınar Quality Criteria in 2021, within the framework of Pınar Süt Purchasing Regulations and Procedures.

In 2021, 87 suppliers constituting 60% of the total purchase amount, excluding raw milk, signed the Pınar Süt Supplier Principles Guide. Pınar Süt intends to increase its suppliers' signatures in line with corporate values and all principles.

Considering the environmental impact dimension in supplier selection, priority is given to purchases from suppliers/manufacturers located in close proximity to factory locations, and those with TS EN ISO 14001 certificate are preferred for service procurement. Starting to use robotic process automation in technical materials in the last quarter of 2020 to increase the use of technology and artificial intelligence, Pınar Süt has carried out the bidding stage of a total of 12,366 materials

(receiving commercial proposals from approved suppliers) through the robot at its İzmir/Eskişehir/Şanlıurfa factories in 2021. In the coming period, it is planned to start the work on defining the proposals received by the robot into the system, which is the second stage of this process.

ALTIN YUNUS

Altın Yunus contributes to the continuity of its collaborations, knowing that its suppliers play as important a role as its facilities and employees in the quality of its services and supporting the development of its business partners. Caring that the supplier companies have similar ethical values, the company makes purchases in line with its sustainable environmental approach, prefers products with recyclable packaging, and takes care that the products offered to its guests are made of recyclable materials.

Altın Yunus periodically conducts supplier audits, which also contribute to the institutionalization of suppliers' business structures. The company continues its collaboration with the highest quality and reliable stakeholders as a result of the audits. Standards such as suppliers providing references and showing that they have fulfilled their obligations with official authorities are also sought in the purchase of landscape, security, and activity services.

DYO BOYA

DYO Boya signed agreements to provide optimum benefit to its stakeholders in 2021 by using alternative sources of supply as well. Considering factors such as sustainability, quality, service, pricing, and timely supply in supplier selection, DYO Boya continues to contribute to the development of its suppliers through its audits and practices. DYO Boya performs risk analyzes for the needs and expectations of its suppliers in line with Yaşar Group's motto "Caring for Business Partners" and prepares action plans with the data obtained. The Company, which periodically evaluates its suppliers, also makes revisions within the scope of TS ISO 14001 Environmental Management System. Preparing an annual supplier development plan to implement mutually beneficial practices, the company carried out its audits mostly online in 2021 due to the pandemic.

In 2021, DYO Boya continued to purchase from more than 300 suppliers in its widespread supplier network. In this period of intense supply constraints, the Company continued to work on projects with its business partners in order to contribute to the circular economy and improve environmental sustainability efforts. In this respect, the packaging project using 30% recycled plastic was implemented as a first in the paint industry. The aim of the project was to contribute to the protection of

natural resources, to reduce the amount of waste, and to decrease the carbon footprint. Projects such as the pallet retrieval model and simplification in packaging diversity are still ongoing.

The stages of going live were completed in the Purchasing Decision Form Digital Approval Process Project, which is one of the projects that will allow simplification of operational processes within the scope of digitization of purchasing operations and will focus on strategy-oriented studies. On the other hand, DYO Boya Purchasing Team was granted the 2021 EIPM (European Institute of Purchasing Management) Peter Kraljic Excellence Award. Following the evaluation made across Europe, the self-assessment report presented under the title "Excellence and Leadership in Times of Turbulence" received an award, due to its EFQM/EIPM practices and approach. With a dynamic operational process, DYO Boya accelerated its efforts on 5S, kaizen suggestion system, and lean operational management that anticipates autonomous maintenance, adopts the approach of prevention rather than troubleshooting, and maximizes the efficiency of machinery and equipment in 2021 under the title of "DYO High Efficiency Culture (YVK)," with the participation of all employees. In this regard, YVK's efforts to reduce losses and increase productivity with zero malfunction, zero downtime, zero poor quality, and zero accident targets will continue to spread in 2022.

VIKİNG KAĞIT

For Viking Kağıt, long-term collaborations created with suppliers stands out as one of the building blocks of a sustainable business model. The Company's Purchasing Department continues its activities by adopting the principles of environmental sensitivity and sustainability to procure packaging, raw materials, auxiliary chemicals and materials, and fixtures, as well as necessary services from internal and external suppliers at the required time, quantity and quality in line with the needs determined.

Cellulose, which is the raw material of paper, is imported since there is no production in Turkey, and this negatively affects the competitiveness of the paper industry. At this point, Viking Kağıt provides a competitive advantage with its strategy that includes environmental solutions. Contributing to the environment and economy by using cellulose pulp obtained from scrap paper in its production, Viking Kağıt contributes recycling and sustainability with its environmentally and human-oriented responsible producer identity. The company exchanges views with its suppliers on new chemicals, packaging designs, and technical developments and carries out production trials for materials deemed suitable as a result of the evaluations.

Viking Kağıt, within the scope of circular economy and sustainable supply practices, started to provide

cardboard-based beverage box wastes for recycling with the Certificate of Activity received in June 2021. This project aims to increase the benefit it provides to the environment and the economy by increasing production, which is accomplished by recycling beverage boxes provided by waste collection companies.

DESA ENERJİ

Desa Energy supplies and purchases its material needs taking into account the appropriate quality, price, maturity, and deadline conditions, within the scope of the purchasing procedure. The Purchasing Department, when deemed necessary, conducts onsite supplier audits to evaluate their product supply capabilities and the follow-up of the issues found to be incomplete and insufficient as a result of the audit is carried out together with the supplier.

The aim is to add environmental and social criteria into the supplier selection and evaluation criteria. All of the suppliers are local suppliers.

YAŞAR BİRLEŞİK PAZARLAMA

Yaşar Birleşik Pazarlama manages the procurement, sales, and distribution of Yaşar Group's products and the externally supplied products, from the storage stage

to the final sales point. While ensuring that the right product reaches all customers at the right time, right place, right price, with the lowest possible cost, it adds value to both the company and the customers with its sustainable quality approach and analysis of related processes.

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

Supplier selection is performed for products or product groups approved by the YBP General Directorate according to criteria such as compliance with company procedures, price, product/service quality, production quality inspections, timely product/service delivery, etc. The most important criterion in supplier selection is production quality inspections. Inspection is carried out through a checklist based on ISO 22000 Food Safety Management System. With the checklist, answers are requested for nearly 100 questions under the topics of

Quality Management System, Food Safety Management System, Product Realization, Monitoring-Measurement-Improvement, Corrective Actions, Environment-Occupational Safety and Energy Management, Ethical and Social Compliance Requirements. Improvements were made in 2021 on the checklist used in supplier selection.

When nonconformities are discovered during periodic audits of business partners, suppliers are asked to take corrective or preventive action to eliminate the nonconformities. YBP assists its suppliers in eliminating findings for the development of its suppliers and shares its knowledge and experience.

Due to the importance of logistics processes in the value chain at YBP, in addition to the compliance of the logistics supplier companies with the contract articles and the monitoring of the results on the system, the Logistics Satisfaction Survey is conducted with YBP customers as well. The satisfaction rate target for the 2022 Logistics Satisfaction Survey results was determined as 95%.

YBP works with local suppliers for its own brands and non-group products in order to provide competitive advantage in pricing, to evaluate the opportunities to produce special products for YBP, and to meet customer needs.



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**

Trees are one of nature's best teachers. They reduce the greenhouse effect by holding carbon, clean the air by absorbing harmful gases, protect the natural habitat, and contribute to creating a better life for different species with the oxygen they produce. They save water and energy, stop erosion, reveal the seasons, heal, serve as a nest and teach unity. Trees are nature's guide for people with their many features.





Environmental Management

Yaşar Group takes care to make the understanding of “to produce with an approach that values the environment and to contribute to creating a better future than today” a part of its corporate structure and operation. With the “science-based target” strategy, the Group has shaped all of its business processes to minimize their environmental impacts in the fight against the global climate crisis. The Group has set targets for the use of natural resources, climate change, effective water, energy, and waste management, and it is keeping its activities in line with these targets.

Within Yaşar Group’s sustainability approach, “climate change and energy management,” “water and wastewater management,” and “circular economy and waste management” issues are the priority areas that form the basis of its environmental performance. Developing strategies in these environmental areas of concern, Yaşar Group continues its activities in line with its environmental strategies and Environmental Policy and conducts target monitoring-evaluation operations based on environmental performance indicators.

Pınar Su ve İçecek, Pınar Süt, Pınar Et, Çamlı Yem and DYO Boya companies within the Yaşar Group implement the ISO 14001 Environmental Management System in order to mitigate environmental impacts arising from their operational activities and improve their environmental performance at every stage of the product

life cycle, from raw materials to production, from the use of the product to the services offered. In accordance with their Environmental Management Systems Policies, the Group companies regularly evaluate the impacts their products and processes on the environment, mitigating their significant impacts in line with annual plans. Furthermore, Pınar Su ve İçecek, Pınar Süt, Pınar Et, Çamlı Yem, Viking Kağıt and DYO Boya companies support their energy management efforts with the ISO 50001 Energy Management System to ensure energy efficiency, reduce energy consumption, and contribute to the fight against climate change.

The Community directs its strategy to fight against the climate crisis based on EU directives and standards, passing beyond legal requirements. The European Union, which plays a leading role in the fight against the climate crisis, is committed to achieving the goal of zero net greenhouse gas emissions by 2050 with the European Green Deal. Yaşar Group companies set their short-term and long-term environmental sustainability targets by prioritizing the reduction of carbon emissions and water use, in line with Turkey’s goal of becoming carbon neutral in 2053. On behalf of Yaşar Group, Pınar Et and DYO Boya companies participated in the United Nations Global Compact (UNGC) The Climate Ambition Accelerator, informed Group companies about science-based target setting and started evaluation studies.

The Climate Crisis Work Group, established under Yaşar Holding’s Sustainability Committee, aims the companies to follow their goals of climate change and energy management in particular and to develop Group-wide improvement projects. Group companies continuously improve their environmental performance on an annual basis. Pınar Süt and Pınar Et, publicly traded companies of the Group, also prepare annual CDP (Carbon Disclosure Project) Climate Change and Water Reports for their stakeholders by adopting the best practices and measurement and evaluation methods of the CDP initiative.

Yaşar Holding, a signatory to the United Nations Global Compact, is one of the first signatories of the Business Plastics Initiative (IPG) created under the leadership of TÜSİAD, SKD and Global Compact Türkiye. Within the scope of IPG, with the inclusion of Yaşar Holding, Pınar Et, Pınar Su ve İçecek companies, a commitment was made for the reduction of 90 tons of plastics by the end of 2023 and the target has been reached by the end of 2021. Pınar Süt and DYO Boya companies will be added to the 2022 plastic reduction targets.

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

“Our Environmental and Social Responsibility

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

Climate Change and Energy Management

Global risks such as climate change, drought, population growth and rapid decline in natural resources bring about environmental problems as well as economic and social risks. Yaşar Group's understanding of producing with an approach that values the environment and nature and contributing to a better future than today has been prioritized in all the Group companies and especially operational activities.

Yaşar Group maintains all its activities being aware of the negative impacts of the climate crisis and with the consciousness and effort to minimize them. The Group considers climate change as an important risk factor that can cause negative environmental, economic, and social consequences. With the "science-based target" strategy, the Group has shaped all of its business processes to minimize their environmental impacts in the fight against the climate crisis.

In line with Turkey's goal of becoming carbon neutral in 2053, the Group prioritized the reduction of carbon emissions and continues its efforts to set science based targets regarding climate change.

The Group companies regularly monitors and develops energy efficiency projects at its facilities. It also strives to establish the necessary infrastructures for these projects and renew the existing infrastructures, and selects and implements its activities by taking economic and environmental gains into account together.

The Group's average carbon emission per unit ton of production reduced by 11.24% in 2021.

The Group prefers clean and renewable energy sources as part of the fight against climate change, and follows and supports relevant national regulations as well as international directives, standards, and trends in line with its climate and energy strategy. Yaşar Group sets an example by participating on global platforms with its good practices related to climate protection.

Every year, Yaşar Group companies carry out improvement works in relation to its energy consumption in accordance with its Environmental and Energy Management System policies and its strategy of combating climate change and ensuring efficient use of natural resources.

Carbon footprint reduction efforts have been ongoing in all Yaşar Group companies since 2015 and the Group's carbon footprint is reported based on the targets set every year.

Total Greenhouse Gas Emissions of Yaşar Group Companies

	2019	2020	2021
Scope 1 (tco2e/year)	174,222	105,836	184,380
Scope 2 (tco2e/year)	83,626	150,009	94,168

Total Energy Consumption of Yaşar Group Companies

	2019	2020	2021
Total Energy Consumption (GJ)	2,734,242	3,283,611	3,281,399

PINAR SU ve İÇECEK

Pınar Su ve İçecek, which operates in the sector that will be directly affected by climate change, closely monitors the developments regarding the process and carries out projects aimed at reducing carbon footprint. In line with the goal of becoming carbon neutral by 2050, it sets short and long-term environmental sustainability targets by prioritizing reducing carbon emissions throughout the value chain.

Pınar Su ve İçecek performs work to reduce energy consumption and increase total equipment and energy efficiency in order to decrease carbon emissions and reduce greenhouse gas emissions originating from production processes. With continuous improvement practices, it reduced the amount of electrical energy consumed per unit production at the Bursa Facility, pet and water in cups production lines by 11.56%, its electrical energy consumption at the Sakarya Facility by 6%, and the amount of electrical energy consumed per unit production by 7.46% compared to the previous year. As a result of increasing energy efficiency, the Sakarya Facility reduced its carbon footprint by 7.21% per unit production.

Greenhouse Gas Emission Amounts of Pınar Su ve İçecek /tCO2e

Year	SCOPE 1	SCOPE 2	TOTAL
2019	434.68	5,255.70	5,690.37
2020	401.68	4,913.74	5,315.42
2021	636.52	5,720.54	6,357.06

Year	Pınar Su ve İçecek Greenhouse Gas Emission Intensity / tCO2e / ton product
2019	0.0143
2020	0.0142
2021	0.0144

PINAR SÜT

Pınar Süt conducts continuous improvement studies on energy and climate change in accordance with its Management Systems Policy, and in particular, sets targets for reducing natural resource consumption and waste generation by making carbon footprint and water footprint calculations every year. It provides regular trainings to its employees and makes relevant notifications as required by law.

At the Pınar Süt Eskişehir factory, an annual electrical energy efficiency of 54,000 kWh was achieved with led fixture replacement in the dry warehouse. In addition, with the condensate pump application to increase condensate recovery, an increase in water and energy efficiency has been achieved.

At the Pınar Süt İzmir factory, inefficient and frequently breaking down fluorescent fixtures were replaced with led fixtures, and the number of fixtures used was reduced, achieving an energy efficiency of 98,500 kWh per month as of the date of replacement. In order to increase the efficiency of the Milk Powder Cooling Tower, the tower feedwater was passed through the exchanger system, thus providing the opportunity to feed at a lower temperature. Besides, a fully automatic robotic palletizing system was implemented in the packaging line of the milk powder production facility.

All trap groups were checked and labeled at the Pınar Süt İzmir factory. Energy savings were achieved by replacing defective ones. By mounting a water hardness titration device on a 50m³ water filter, water was saved through automatic water analysis and reduction of backwash time. By installing a pressure balancing system on the steam feed line, energy was saved through the reduction of the blowdown steam amount.

Greenhouse Gas Emission Amounts of Pınar Süt /tCO2e

Year	SCOPE 1	SCOPE 2	TOTAL
2019	32,487	36,656	69,143
2020	32,454	38,511	70,965
2021	31,946	43,035	74,981

Year	Pınar Süt Greenhouse Gas Emission Intensity / tCO2e / ton product
2019	0.214
2020	0.210
2021	0.220

PINAR ET

Pınar Et reports annually on Climate Change and Water Security to the Carbon Disclosure Project (CDP), an international non-profit organization that provides a globally recognized platform for companies and cities to measure, disclose, manage, and share key information about their environmental performance and strategies for climate change. Accordingly, the company was included in the "Management" level setting in 2021 and rated with a grade of B- in the climate change area.

Pınar Et's carbon footprint increased by 2.71% compared to the previous year due to the change in production volumes in 2021 and also due to the Covid-19 pandemic.

Pınar Et maintained TSE EN ISO 14001 Environmental Management System practices in 2021 as well and successfully completed the audit process carried out by TSE. The Environmental Committee, which was established at the company in 2018, continued its improvement activities also in 2021 with the aim to create awareness on environment, water, and energy issues including all processes and to turn the identified improvements into projects.

Greenhouse Gas Emission Amounts of Pınar Et / tCO2e

Year	SCOPE 1	SCOPE 2	TOTAL
2019	12,872	14,956	27,828
2020	10,195	14,989	25,184
2021	10,950	15,251	26,201

Year	Pınar Et Greenhouse Gas Emission Intensity / tCO2e /ton product
2019	0.662
2020	0.627
2021	0.644

DYO BOYA

DYO Boya prioritizes energy effective practices in all its operations and activities in the fight against climate change. With the work of the Climate Crisis Work Group at DYO Boya, in addition to monitoring greenhouse gas emissions as Scope-1 and Scope-2, efforts to protect natural resources have intensified as well. Accordingly, the company started to use packaging made entirely of recyclable materials for containers that are required to use plastic. The company takes care that the packages used for the products released to the market are produced from recyclable materials and/or have the recyclability feature, ensuring that all packaging wastes are recycled and returned to the economy. The company also takes care that the packages of products such as water, detergent, etc. supplied through the supply chain are produced from recycled materials.

DYO Boya carries out its R&D studies centered on sustainability, as it does in all business processes, and performs the European Green Deal Action Plan activities. In this respect, aiming to create carbon zero production processes for the circular economy, the company carries out waste reduction and resource efficiency projects. DYO Boya supports Carbon Footprint and Water Footprint efforts with R&D projects. DYO Boya determined the environment-oriented product groups in 2021, and started to work to obtain EPD certificates by evaluating the life cycle of these products comprising indicators such as water consumption, water footprint, product carbon footprint, and ecological footprint. Depending on the increase in production in 2021, the total amount of greenhouse gas tCO2e has increased. However, in terms of footprint, greenhouse gas intensity per unit product (tons) was reduced by 0.88%.

The DYO AŞ Çiğli facility obtained the 50001 Energy Management System certificate in 2012. It continues to work on energy efficiency by ensuring the system continuity since 2012. The company focuses on minimizing the effects of energy use on the environment, reducing energy costs, energy recycling, reducing carbon footprint, and continuously improving energy performance to ensure sustainability.

Greenhouse Gas Emission Amounts of DYO Boya / tCO2e

Year	SCOPE 1	SCOPE 2	TOTAL
2019	6,067	7,782	13,849
2020	6,679	8,574	15,253
2021	7,271	9,056	16,327

Year	DYO Boya Greenhouse Gas Emission Intensity / tCO2e /ton product
2019	0.125
2020	0.114
2021	0.113

Total Energy Consumption of DYO Boya

Energy Consumption (Gj)	2019	2020	2021
Electricity	53,716	59,195	62,568
Natural Gas	67,961	74,736	74,437
Diesel (Generator)	81.72	86.76	51.48
Production Quantity (tons)	110,305	134,353	141,294
Energy consumption per ton production (Gj/ton product)	1.10383	0.99750	0.97001

ÇAMLI YEM

In 2021, in the production process of Çamlı Yem, 253,209 kWh/year energy saving was achieved as a result of frequency converter applications, prevention of heat losses, use of led fixtures in lighting, and improvements in the hot water production system.

Energy Consumption of Çamlı Yem (Gj)

Energy Consumption (Gj)	2019	2020	2021
Electricity	67,043	68,281	67,028
Natural Gas	23,868	24,692	24,437
Diesel	26,597	28,883	22,093
Production quantity (tons)	275,757	280,556	232,614
Energy consumption per unit production (Gj/ton product)	0.4261	0.4343	0.4882

Greenhouse Gas Emission Amounts of Çamlı Yem / tCO2e

Greenhouse Gas Emissions tCO2e	2019	2020	2021
Scope 1	9,728	9,348	9,770
Scope 2	9,091	10,275	9,176
Total	18,819	19,623	18,946

Year	Çamlı Yem Greenhouse Gas Emission Intensity/tCO2e/ton product
2019	0.071
2020	0.070
2021	0.076

DESA ENERJİ

Thanks to the solar energy system with a maximum power of 500 kWe, the installation of which was completed in 2021, Desa Energy contributes to the generation of electrical energy and sustainability within and outside the Group, with no greenhouse gas emissions, protecting natural life and the ecosystem and helping to reduce air and water pollution.

Desa Energy accelerated the efforts to obtain the ISO 50001 Energy Management System in 2021 and, in addition, aimed to take steps to create energy management awareness within the company, to control energy consumption, and to reduce greenhouse gas emissions. The company focuses on minimizing the impacts of energy use on the natural environment, reducing energy costs, energy recycling, decreasing carbon footprint, and continuously improving energy performance systematically to ensure sustainability.

Greenhouse Gas Emission Amounts of Desa Enerji / tCO2e

Year	TOTAL
2019	55,044
2020	59,294
2021	73,730

Year	Desa Enerji Greenhouse Gas Emission Intensity / tCO2e /MWh
2010 - Base Year	0.276
2019	0.273
2020	0.274
2021	0.278

VİKİNG KAĞIT

Viking Kağıt prioritizes energy effective practices in all its operations and activities within the scope of fighting climate crisis. Having established an energy management system to use energy efficiently, reduce energy consumption, protect natural resources, and contribute to the fight against climate change, Viking Kağıt upgraded its ISO 50001 Energy Management System Certificate to the 2018 version. Within the scope of the Yaşar Group's prioritization of the climate crisis on sustainability, the Climate Crisis Working Group was established at Viking Kağıt in 2020. As part of the fight against the climate crisis, the company monitors greenhouse gas emissions as Scope-1 and Scope-2.

Greenhouse Gas Emission amounts of Viking Kağıt / tCO2e

Greenhouse Gas Emission (te)	2019	2020	2021
Scope 1	27,921	26,190	28,294
Scope 2	9,358	11,326	8,342
Total	37,279	37,516	36,636

Greenhouse Gas Emission Intensity of Viking Kağıt, tCO2e / ton product

Year	Greenhouse Gas Emission Intensity of Viking Kağıt, tCO2e / ton product
2019	1.32
2020	1.15
2021	1.19

YAŞAR BİRLEŞİK PAZARLAMA

Greenhouse Gas Emission Amounts of YBP / tCO2e

Greenhouse Gas Emissions (te)	2019	2020	2021
Scope 1 Emissions	20,964	20,567	20,318
Scope 2 Emissions	2,110	2,140	1,884
Total	23,074	22,707	22,202

Greenhouse Gas Emission Intensity of YBP, tCO2e / ton product

Year	Greenhouse Gas Emission Intensity of YBP, tCO2e / ton product
2019	0.075
2020	0.070
2021	0.068

Energy Consumption of YBP (Gj)	2019	2020	2021
Total Energy Consumption (Gj)	280,622	274,451	270.871

ALTIN YUNUS

Altın Yunus closely monitors the developments regarding the climate crisis and considers the climate crisis as an important risk that brings economic and social impacts along with its environmental impacts. Maintaining its efforts to reduce its carbon footprint and energy intensity through risk evaluations made for the entire value chain, the Company observes the balance of natural resource use and protection being aware of its ecological footprint, especially its carbon and water footprint. Operating in compliance with environmental legislation, Altın Yunus acts on the principle of high efficiency by using natural resources in the most efficient way.

The "Electric vehicle charging station" application continues operating at Altın Yunus since 2019.

Greenhouse Gas Emission Amounts of Altın Yunus / tCO2e

Greenhouse Gas Emissions (tCO2e)	2019	2020*	2021
Scope 1 Emissions	2,127	-	1,464
Scope 2 Emissions	2,039	-	1,704
Total	4,166	-	3,168

*Uninterrupted service could not be provided at Altın Yunus in 2020.

Year	Greenhouse Gas Emission Intensity of Altın Yunus, ton /unit service
2019	0.026
2020	0.042
2021	0.032



Water and Wastewater Management

Sustainable management of water, which is an indispensable natural resource for the existence of life and ecosystems, is of critical importance. Yaşar Group adopts a responsible management approach by observing the protection-utilization balance of natural water resources. Accordingly, it follows national and international standards and water management policies and carries out efficiency studies to ensure that water consumption is under control in all its operational processes. The Group develops its water management strategy by addressing it at management level committees and continues its water footprint activities.

Yaşar Group carries out active activities for the protection of water resources in coordination with its responsible water management strategy in the regions where it operates and has production facilities. With the facility-based water footprint calculations targets are kept up-to-date. The company continues its continuous monitoring and control activities. As part of efforts towards the effective management and sustainability of water resources and the ecosystem, the Group monitors the volume (flow rate), variability and amount of water taken into production with flow meters and prioritizes

the preservation of the sustainable structure of natural resources by analyzing data on water amount in creating production plans.

As part of Yaşar Group's sustainability strategy, water footprint calculations and reporting are made in pilot regions determined to monitor the consumption of natural resources and minimize environmental impact. Accordingly, water saving projects are developed through remedial actions, and the awareness of the employees is raised. Pınar Süt and Pınar Et participate in the CDP Water Program initiative on a voluntary basis and prepare annual water footprint reports. They managed to rank among successful companies with their performance in the field of Water Safety.

Waste water generated as a result of the operational activities of Yaşar Group companies is treated in accordance with the quality values determined by the relevant regulations and discharged to the receiving environments or to common waste water treatment facilities of the affiliated Organized Industrial Zone (OSB) management. There were no significant leaks or water discharge to the environment in the reporting period.

Best Practices of Group Companies in 2021

PINAR ET

Pinar Et, with the awareness that water is the most important source of life, aims to implement responsible practices to serve its sustainable development goals. In this context, it published on its website its "Water Policy", which includes the company's commitments for the sustainable use of water. This policy is based on carrying out studies for the reuse and recycling of water, raising the awareness of employees on the effective use of water, following the remedial actions in the field of environment and water in supplier development programs by raising the awareness of the suppliers, and ensuring voluntary participation in environmental projects in the region.

Continuing to measure and monitor water consumption at all its facilities throughout 2021, Pinar Et maintained TSE EN ISO 14001 Environmental Management System practices in 2021 as well.

Pinar Et uses ground water at its facilities. 722,320 m³ of water was drawn from wells in 2021. All of the drawn water is used in production activities. After the wastewater generated as a result of operational activities is treated at the biological and chemical treatment plant, it is discharged in accordance with the requirements set out in the Water Pollution Control Regulation. Pinar Et has an accredited laboratory conduct twice-monthly analysis according to parameters specified in the relevant regulation as required for the wastewater discharge and environmental permits.

Total Volume of Water Drawn by Pinar Et

Volume of Water Drawn by Pinar Et (ML)	2019	2020	2021
Groundwater (≤ 1000 mg/L tds)	718.613	731.926	722.320

Wastewater Discharge of Pinar Et

Pinar Et Wastewater Discharge by Destination (ML)	2019	2020	2021
Discharge to surface waters	596.449	607.499	599.525

With the decision taken by the Yaşar Holding board of directors, Pinar Et's water footprint calculation studies were started in 2017. Pinar Et aims to reduce its water footprint by 5% by the end of 2021, 10% by 2023 and 15% by 2030. Pinar Et has reduced its water footprint by 11.23% compared to the base year and reached the goal of 5% by the end of 2021.

Water Consumption of Pinar Et

Total Water Consumption of Pinar Et (ML)	2019	2020	2021
	718.613	731.926	722.320

Water Intensity of Pinar Et

Water Intensity of Pinar Et	2019	2020	2021
Water Intensity of Products (Cubic Meters/ Ton Product)	17.169	18.228	17.743

Works Performed in 2021

- Pinar Et, which started to calculate its water footprint by accepting 2017 as the base year, reduced its water footprint by 11.23% in 2021 compared to the base year.
- The company aims to reduce its water footprint by 5% by the end of 2022, by 10% by the end of 2023, and by 15% by 2030.
- Pinar Et received a grade (B) at "management" level in 2021 with the 2021 Water Report prepared within the scope of the CDP Turkey Carbon Disclosure Project.



PINAR SU ve İÇECEK

As part of its sustainability efforts, Pınar Su ve İçecek accepts the issue of “water protection” as one of its priority areas and considers it not tomorrow’s but today’s problem. Pınar Su ve İçecek provides reliable, clean, healthy and high-quality bottled water for its consumers by producing at three different locations. To ensure the sustainability of natural water resources, it discharges 30% of the total flow of water drawn to the natural environment. It observes the principles of “economic efficiency”, “fair water sharing”, “social equality”, and “environmental health and sustainability of the ecosystem” in new investments.

The company receives consultancy support from an expert team of geological engineers in two different regions to protect, control and use the water resources in the most efficient way in terms of quantity and quality.

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

Pınar Su ve İçecek ensures the efficient use of natural water resources by using well water as process water

(washing and rinsing water). In addition, the company minimizes the amount of water used in the cleaning and disinfection of the production lines and reduces its water footprint with closed-circuit disinfection applications based on automation. Pınar Su ve İçecek contributes to the goal of reducing its water footprint by ensuring the efficient and effective use of process water, thanks to the advanced technological infrastructure at its Uludağ facility.

Works Performed in 2021

- Despite the increase in product variety at Pınar Su ve İçecek, the water efficiency, which was 95% in 2020, increased to 96% in 2021 as a result of the improvements made for production line washes, domestic use areas, and filling wastes. As a result of these projects, the total amount of wastewater in 2021 was reduced by 7.36% compared to 2020. The amount of waste water per unit production was decreased by 21.5% compared to the previous year. And thus, the amount of water returned to the natural environment was increased to ensure the sustainability of the ecosystem.

- The amount of waste water resulting from the production processes was reduced by 26.31% at Bursa Uludağ Facility, 14.86% at Sakarya Gökçeada Facility, and 18.86% at Aydın Madran Facility in 2021 compared to the previous year.

Wastewater Discharge of Pınar Su ve İçecek

Wastewater Quantities of Pınar Su ve İçecek (ML)	2018	2019	2020	2021
Wastewater Quantity	58.839	26.795	21.567	19.981

DYO BOYA

DYO Boya carries out its operations with a sense of responsibility towards the environment, society, stakeholders and customers and monitors its environmental performance in all business processes. It carries out its production activities by going beyond the minimum standards set out in national and international legislation, using advanced technologies.

Production at DYO Boya’s Çiğli facility does not require water. Water is only used for washing vehicles and floors, and for human consumption. Sensor taps are used in sinks and water jets are used for washing vehicles as part of water saving efforts. Water consumption is monitored using counters at production locations where floor washing is made. Efforts are being carried out to reuse the waste water produced.

DYO Boya’s Dilovası Facility produces water-based paints and binders. In addition to the water consumption at the Çiğli Facility, this facility uses water for production as well. Groundwater resources in the Dilovası region are quite limited due to high industrial presence and close proximity to the sea. Annual water use was reduced from 100,000 m³ to 79,000 m³ thanks to water footprint reduction efforts initiated at the Dilovası Facility in 2014. Annual water consumption and water footprint data based on water intensity of products are given in the tables below.

Water Consumption of DYO Boya

Total Water Consumption of DYO BOYA (ML)	2019	2020	2021
Çiğli Facility	68.302	68.052	48.624
Dilovası Facility	82.523	90.846	78.586
Total Water Consumption	150.825	158.898	127.210

Total Volume of Water Drawn by DYO Boya

Volume of Water Drawn by DYO BOYA (ML)	2019	2020	2021
Municipal Water	150.825	158.898	127.210

Wastewater Discharge of DYO Boya

DYO BOYA Wastewater Discharge by Destination (ML)	2019	2020	2021
Discharge to OSB Wastewater Treatment Facilities	43.796	58.938	41.343

Water Intensity of DYO Boya

Water Intensity of DYO Boya	2021
Water Intensity of Products (Cubic Meters/ Ton Product)	0.868

Works Performed in 2021

- Having successfully passed TS EN ISO 14001:2015 Environmental Management System audits, DYO Boya organized environmental trainings and 4 environmental drills.
- A total of 3,610 employeehours of environmental training were given at DYO Boya in the reporting year. At the Çiğli facility, informational e-mails are sent to raise awareness, apart from the trainings.
- Within the scope of the sustainability projects carried out within Yaşar Holding, DYO Boya continued its water footprint calculation activities in the reporting year as well.
- DYO Boya conducts water saving studies to make the most efficient use of water. In addition to the existing studies on water saving, the following studies were carried out in 2021:
- To prevent the filling lines from being affected by color transitions, filters were put into use in the lines. Thus, improvements were observed in water

usage and footprint data based on both production and treatment sludge. The Jet-Pulse Dry Dust Aspiration System investment for the collection and reuse of airborne dust in paint production areas had positive effects on the realization of water footprint reduction targets and reduction of natural resource consumption in 2020 and 2021.

- General wastewater channels and pumping stations, treatment plant and temporary waste storage area at DYO Boya Dilovası facility are examined in detail with daily 5S control forms. It is thus ensured that non-conformities and potential hazards are prevented before they turn into risks.
- While investments were made to eliminate the chemical oxygen demand in the waste water with 94% efficiency at DYO Boya Çiğli facility, the treatment plant installations were completed.

Summary Results for the Dilovası Facility in 2021 Compared to 2020:

- In 2021, amount of water consumption per unit product (ton) was reduced by 18.5%.
- wastewater generation per unit product (ton) was reduced by 10.4%.
- wastewater cost per unit product (ton) was reduced by 19.6%.
- treatment sludge generation per unit product (ton) was reduced by 24.2%.
- treatment sludge cost per unit product (ton) was reduced by 20.29%.

Water Consumption of Dyo Boya

Water Footprint Data	2020	2021	Change
Water Supply/Unit Product (ton)	1.08	0.88	-18.5%
Incoming Washing Water/Product (ton)	0.27	0.26	-4%
Dilovası Organized Industrial Zone Wastewater/Product (ton)	0.29	0.26	-10.4%
Treatment Sludge amount/Product (ton)	0.023	0.0176	-24.2%

Since the sludge generated by the pre-treatment plant at the Dilovası Facility contains 30-50% water, the reduction in treatment sludge is also interpreted as a result of water footprint efforts. In addition, a project was initiated to reduce the Chemical Oxygen Demand (COD) in the wastewater from the Çiğli treatment plant, and will be implemented in 2022.

DYO Boya manages the wastewater that originates from its factories as a result of production in three different categories: industrial wastewater, domestic wastewater and rain water. Domestic and industrial wastewater are connected to the pre-treatment plant with a closed channel system. Rain channels are independently discharged to surface waters. Awareness was increased in the facility by painting the covers and pumping stations of the rainwater, domestic and industrial wastewater channels in different colors. Factory employees are given environmental training on a regular basis.

A stopper was placed in the rain water outlet manhole against any contamination that may be present in rainwater. All channels are checked daily, pollution control is carried out and records are kept. If any pollution is detected, the channel outlets are closed and all water in the rain channels is transferred to the treatment plant. Awareness was raised and employees were informed about the risks by making 5 environmental drills at the Çiğli facility and 4 at the Dilovası facility.

The Dilovası and Çiğli Facilities have each one active pre-treatment plant. After pre-treatment, all domestic and industrial wastewater at the Dilovası facility and all industrial wastewater at the Çiğli facility are respectively delivered to the Dilovası Organized Industrial Zone (DOSB) Joint Treatment System in Dilovası and the Atatürk Organized Industrial Zone Joint Treatment System in Çiğli. At both facilities, the wastewater delivered to the Joint Treatment Systems from the pre-treatment plants is analyzed by independent accredited laboratories authorized by the Organized Industrial Zones by taking independent samples. The wastewater is discharged to the receiving environment after being treated again at the OSBs. The content of wastewater given to OSBs is subject to OSB wastewater acceptance criteria.

DYO Dilovası Facility was the first company to receive a Discharge Quality Control License (DKKR) from the Dilovası Organized Industrial Zone in 2012. DKKR is renewed every three years without issue. Reducing waste water and saving water are essential at the facilities. Treatment sludge resulting from the pre-treatment of wastewater is sent to contracted disposal facilities licensed by the Ministry of Environment and Urban Planning.

PINAR SÜT

As part of the ISO 14001 Environmental Management System, Pınar Süt works to prevent pollution at the source and reduce water use by applying methods to minimize the use of natural resources in line with its Environmental Policy. Efficiency studies are continued to ensure the control and reduction of water consumption in all operational processes. Water saving efforts are conducted to make the most efficient use of water.

The need for municipal water used at the Pınar Süt Eskişehir factory is supplied from deep wells belonging to Eskişehir Organized Industrial Zone (EOSB). The water taken by PE lines is passed through the sand filter and, then, taken to the storage. With the central booster pump system, it is sent to places of use and water softening devices. The amount of consumption in current areas of use is constantly monitored by water counters. Upon being treated to the desired discharge limits at the wastewater treatment facility of Pınar Süt, the process-based industrial waste water in the factory and domestic wastewater from human consumption are discharged for further treatment at the EOSB wastewater treatment facility.

In 2021, the amount of oil and grease gray water footprint was reduced by 29% compared to the previous year. The importance of water, potential negative impacts and precautions required to be taken are mentioned in annual environmental trainings.

Municipal water at Pınar Süt Şanlıurfa factory is supplied by Şanlıurfa Organized Industrial Zone Directorate.

The water taken by PE lines is passed through the sand filter and, then, taken to the storage. With the central booster pump system, it is sent to places of use and water softening devices. Water counters were installed to make measurements in current areas of use. Upon being treated to the desired discharge limits at the wastewater pre-treatment facility in the factories, the process-based industrial waste water in factory and domestic wastewater from human consumption are discharged to the Şanlıurfa Organized Industrial Zone (ŞOSB) wastewater treatment facility to be treated again. In order to ensure wastewater discharge limits, internal analyses are carried out regularly at bi-monthly intervals, and COD, suspended solids, pH and oil-grease values are monitored. Thanks to the new counter installations and active monitoring, 96% of the water taken to Pınar Süt Şanlıurfa factory can be monitored. Unit-based and process machine-based water intensity can be measured.

The water at Pınar Süt İzmir Factory is used in processes with the central booster systems, in the preparation of products such as ayran and fruit juice, in general cleaning, in process cleaning, and in heating and cooling processes in closed systems. After the consumed water is sent to the wastewater treatment facility at Pınar Süt, it is discharged to the infrastructure system of the municipality after being treated within the scope of the Regulation on Discharge of Wastewater to Sewage Network. The amount/analyses of water consumed and generated wastewater and the amount/analyses of wastewater treated are monitored periodically through internal monitoring.

Total Water Volume of Pınar Süt

Water Volume of Pınar Süt (ML)	2019	2020	2021
Groundwater (≤ 1000 Mg/L Tds)	1,021.42	1,007.18	1,058.17
Municipal Water	1,309.81	1,423.69	1,424.57

Water Discharge of Pınar Süt

Amount of Water Discharged from Pınar Süt Wastewater Treatment Plants (ML)	2019	2020	2021
Wastewater Quantity	1,936.49	2,040.01	2,203.07

Water Consumption of Pınar Süt

Total Water Consumption of Pınar Süt (ML)	2019	2020	2021
	2,331.23	2,430.87	2,482.74

Water Intensity of Pınar Süt	Water Intensity of Products (Cubic Meters/Ton Product)		
	2019	2020	2021
Eskişehir	7.02	7.73	7.69
İzmir	-	-	7.33
Şanlıurfa	6.14	5.93	5.85

Works Performed in 2021

- Pınar Süt, Turkey's leading producer of milk and dairy products, has become one of the most successful companies of Turkey in this category of CDP (Carbon Disclosure Project) Water Program in 2020 and 2021 with its sustainability related activities and rated respectively with an A- and B grade.
- In the Pınar Süt Şanlıurfa factory, the amount of water consumed per ton of product, which was determined for 2021, decreased by 1.44 percent. Unit-based and process machine-based water intensity calculations are made and checked periodically. Water efficiency was increased in auxiliary facilities. Water efficiency was increased by adding protective equipment to the fire system.
- Chemical and energy optimization studies were performed at the wastewater treatment facility at the Pınar Süt Eskişehir factory, resulting in economic benefits as a result of both carbon footprint, gray water footprint and waste reduction efforts.

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

At Pınar Süt factories, the capacity of treatment facilities is increased in a scheduled manner. In this sense, the "Treatment Plant Revision" project continues to treat water in accordance with the new discharge standards set by İzmir Water and Sewerage Administration (İZSU) at the İzmir factory, and to generate energy with biogas formed during the treatment process. The new treatment facility is targeted to be commissioned in June 2022. The

aim is to reduce the amount of natural gas used for steam production by producing biogas from organic pollutants in the waste water formed at the factory through the anaerobic treatment process and, then, converting the biogas to steam by burning. The products in the market collected due to the completion of their shelf life will be processed in the packaging separation unit installed at the factory, and the organic content of the products will be converted into biogas at the wastewater treatment facility. The separated packages will be delivered to licensed recycling companies to ensure that they enter the raw material cycle. With the revision of the treatment facility at Pınar Süt İzmir Factory, annual carbon emissions will be reduced by 17.66%. Besides, the treatment sludge generated as a result of the anaerobic treatment process by sludge digester will also be reduced.

Pınar Süt calculates its water footprint annually and regular water saving studies are conducted to make the most efficient use of water. The importance of water, potential negative impacts and precautions required to be taken are mentioned in annual environmental trainings.

VİKİNG KAĞIT

Viking Kağıt, which uses water extensively in its production processes, has been conducting water footprint calculations since 2014. The total annual water footprint consists of blue water and gray water.

Viking Kağıt draws fresh water from underground wells located about 4 km from the establishment. The region does not contain any protected biodiversity. The same ground water resources are used for industrial purposes by the Aliğa Organized Industrial Zone located near-by, as well as for agricultural irrigation purposes by farmers in the region.

Total Volume of Water Drawn by Viking Kağıt

Volume of Water Drawn by Viking Kağıt (ML)	2019	2020	2021
Groundwater (≤ 1000 Mg/L tds)	826	914	866

Wastewater Discharge of Viking Kağıt

Viking Kağıt Wastewater Discharge by Destination (ML)	2019	2020	2021
Discharge to surface waters	760	683	746

Based on the water footprint of 2014, a 37% reduction was achieved in water consumption in 2021. Given that water consumption per 1 ton of paper production was 23.8 tons in 2014, the figure for 2021 is same with that of 2014.

Water Consumption of Viking Kağıt

Total Water Consumption of Viking Kağıt (ML)	2019	2020	2021
Aliğa Factory	66	231	120

Water Intensity of Viking Kağıt

Water Intensity of Viking Kağıt	2021
Water Intensity of Products (Cubic Meters/Ton Paper)	22.3

In the calculation of the gray water footprint, the wastewater of Viking Kağıt is classified as Water Quality Parameter Class II according to the relevant Water Pollution Control Regulation (COD=50 mg/l). In 2021, 866,009 m³ of water was discharged from the treatment facility to meet all legal requirements.

Within the framework of water footprint calculations performed regularly every year, the water footprint decreased by 8.3% in 2021 compared to 2020, and the reduction percentage reached 37 percent compared to the base year 2014.

ÇAMLI YEM

One of the main production elements at Çamlı Yem is water. Water is used as a production medium in agricultural irrigation, meeting the water needs of the animals raised, in aquaculture as production medium, and as a part of the process in feed production activities.

Continuing to measure and monitor water consumption throughout 2021, Çamlı Yem maintained TSE EN ISO 14001 Environmental Management System practices in 2021 as well.

In accordance with the requirements of the Water Pollution Control Regulation, the activity areas of Çamlı Yem are regularly monitored by conducting water analysis based on pollution parameters.

No legal limit was exceeded during the renewal of permits, including hatchery discharge water.

Total Volume of Water Drawn by Çamlı Yem

Çamlı Yem Volume of Water Drawn (ML)	2019	2020	2021
Rain water	342.5	191.6	265.44
Groundwater	2,468.23	3,731.4	2,496.6
Sea water	2,099.71	2,315.9	2,484.6
Municipal water	41.47	43.77	34.89

Wastewater Discharge of Çamlı Yem

Çamlı Yem Wastewater Discharge by Destination (ML)	2019	2020	2021
Discharge into the sea	3,414.31	4,041.8	3,618.3
Water allocated for use in processes	1,537.6	2,227.45	1,662.23

Water Consumption of Çamlı Yem

Total Water Consumption of Çamlı Yem (ML)	2019	2020	2021
	1,537.6	2,227.45	1,662.23

YAŞAR BİRLEŞİK PAZARLAMA

Yaşar Birleşik Pazarlama improves its operational processes in coordination with its goal of minimizing its environmental impact in sales, marketing and distribution services. Though the amount of water consumption is relatively low since there is no production at the company, studies are carried out to reduce water consumption in line with the water management policies of Yaşar Group.

Within the framework of efficient use of resources on water consumption at YBP, the water consumption of 16,347 m³ in 2020 decreased to 13,746 m³, resulting in an improvement of 15.9%.

Total Volume of Water Drawn by Yaşar Birleşik Pazarlama

Volume of Water Drawn by YBP (ML)	2019	2020	2021
Groundwater	5.176	9.710	6.825
Municipal Water	8.627	6.638	6.922

Water Consumption of Yaşar Birleşik Pazarlama

Total Water Consumption of YBP (ML)	2019	2020	2021
	13.8020	16.3473	13.7466

ALTIN YUNUS

Altın Yunus, aiming for economic growth as well as the improvement of the environment and the development of society, has integrated its responsibilities towards its employees, consumers, customers, suppliers, and society with its corporate strategy. As a reflection of environmental awareness, one of the most important topics of the corporate strategy, it aims to fulfill its commitments to develop products, processes and services that consume less resources, to measure and reduce the impact on the environment, to use energy and natural resources efficiently, to reduce waste, waste water and emissions as well as the use of toxic and dangerous chemicals.

Altın Yunus acts on the principle of high efficiency by using natural resources in the most efficient way as per environmental legislation. In coordination with its sustainable environmental approach, it implements many projects to minimize the impact of service delivery processes on the environment.

The thermal waters at Altın Yunus are taken from ÇEŞTAŞ, which supplies thermal water to the Çeşme region. The thermal waters received are used for hotel heating and, then, offered to the use of customers in thermal pools.

After customer use, it is discharged by meeting the discharge limits determined under the Regulation on Control of Water Pollution. Analyses are made by taking at least one sample per month from the discharged water within the framework of these criteria.

Total Volume of Water Drawn by Altın Yunus

Volume of Water Drawn by Altın Yunus (ML)	2019	2020	2021
Groundwater (≤ 1000 Mg/L Tds)	57.91	28.81	38.50
Sea Water	37.22	31.84	34.83
Water Produced	28.95	14.40	19.25
Municipal Water	92.18	56.69	58.61

Wastewater Discharge of Altın Yunus

Altın Yunus Wastewater Discharge by Destination (ML)	2019	2020	2021
Discharge into the sea	154.88	99.22	108.07
Recovered Water for Garden Irrigation	28.95	14.40	19.25

Water Consumption of Altın Yunus

Total Water Consumption of Altın Yunus (ML)	2019	2020	2021
	187.30	117.34	131.94

Works Performed in 2021

- All of the domestic wastewater in the facility was treated and continued to be used in garden irrigation.
- The practice of drawing water from the caisson wells at the facility, treating it at the reverse osmosis system, and providing it to guests and employees continued.
- For improving the water quality, less use of detergent was ensured to reduce pollution and the hardness of the water.
- As part of economical water use practices, two-stage siphon reservoirs are used in guests' general area toilets and room toilets, and tap mixers with sensors and aerators are used in guests' general area toilets.
- There are guest information texts in the hotel rooms within the scope of water saving management. On the door hanger card, there is written information in the form of "Help us so that we can help the environment. Do you want to contribute to a healthier environment by thinking about the detergents used for tons of towels that are washed unnecessarily in hotels every day? Towels thrown on the floor: Please change/Hanging towels: I will use them again".



Circular Economy and Waste Management

Today, effective management of circular economy and waste plays a key role in solving social and environmental problems. By employing conscious waste management practices, Yaşar Group develops business models that focus on processes such as environmental and natural resource protection, recycling or reintroducing waste into the production process, while developing products and projects to solve problems. Wastes that cannot be recycled or recovered within the framework of the Environmental Management Systems Policy are disposed of in line with the legal regulations and in a way to observe environmental compliance.

In the reporting year, Yaşar Group companies carried out "Zero Waste Projects" developed for reintroducing waste generated during the production process into the production process, recycling of packaging waste, optimization of packaging weight, and the use

of materials that generate the least amount of waste, in order to expand the circular economy. Applying a meticulous waste management, Yaşar Group companies implement the Zero Waste Management system and provide information to raise the awareness of company employees on Zero Waste.

Yaşar Group companies treat and discharge their wastewater responsibly during the Wastewater Management process, in accordance with regulations and regional limit values. There were no negative effects from waste generated during operational processes during the reporting year. Yaşar Holding continues to develop environmentally friendly production conditions within the Group in support of its responsible business approach, as evidenced by its commitment to the Business Plastics Initiative to reduce plastic pollution.

PINAR SU ve İÇECEK

Pınar Su ve İçecek prefers packaging materials that generate the least amount of waste and have the least impact on the environment during production and after use for the products it offers to consumers, in addition to the work it carries out for the sorting, recycling and evaluation of solid wastes.

Pınar Su ve İçecek has been regularly reducing the amount of plastic in packaging and cap materials used in pet bottle production for over ten years and continues to develop environmentally friendly production conditions by reducing the amount of environmental waste. As a founding partner of the Environmental Protection and Packaging Waste Recovery Foundation (ÇEVKO), Pınar Su ve İçecek continues its cooperation with the Foundation and supports awareness-raising activities aimed at consumers in relation to sorting at source, recycling and recovery of packaging waste, in addition to responsible waste management projects. Pınar Su ve İçecek, which carries out its activities with the priority principle of preventing and reducing waste at its source, certifies waste management activities in all production facilities with Zero Waste Certificate.

Works Performed in 2021

- With the ongoing packaging optimization and simplification projects in 2021, the use of polyethylene terephthalate in certain product groups was reduced by 15.9% and in the total of all product groups polyethylene terephthalate use was reduced by 8.47% in 2021 compared to the previous year. A reduction of 11.8% was obtained in the use of polyethylene compared to the previous year.

- In addition to the environmentally-friendly icon on the packaging of “Pınar Yaşam Pınarım” brand products, the reduction rate in PET bottle packaging material used comprising 2.5 years is continued to be displayed. Thus, the aim is to raise the awareness of consumers about waste management.

- The company continued its social media communication, which aims to increase environmental sensitivity and create awareness by informing its consumers about the issue. Efforts to integrate innovative approaches that will reduce the amount of waste into all production processes of the Company continued throughout the year.

- Under the Zero Waste Management System, Pınar Su ve İçecek works to prevent waste and use natural resources in the most efficient way possible, with a focus on continuous improvement within a meticulous waste management system.

2019-2021 Waste Quantities of Pınar Su ve İçecek by Disposal Method

Waste Type and Disposal Method	2019	2020	2021
HAZARDOUS WASTE (tons)			
Recycled Waste (Waste Sent for Recovery)	3.97	3.15	10.33
Waste Sent to Disposal Facility (Incineration)	0.92	0.76	0.78
NON-HAZARDOUS WASTE (tons)			
Recycled Waste (Waste Sent for Recovery)	525.90	473.17	645.50
Waste and Packaging Waste Sent to Solid Waste Site	0.00	0.71	0.68
Grand Total (Tons)	530.79	477.79	657.29

PINAR SÜT

Pınar Süt has an Industrial Waste Management plan, and carries out meticulous waste reduction activities. After the temporary storage under appropriate conditions, the hazardous wastes are sent to licensed recycling/disposal facilities for recovery or final disposal. In order to control the carriage of wastes prior to shipping, the carriage control number is obtained from the environmental information system, and the characteristics / quantities / destination information of the waste are entered. Non-hazardous and recyclable wastes are sorted at the source in waste collection areas according to their types and sent to licensed recycling companies.

Pınar Süt enters its internal audit and investigation records into the online system opened by the Turkish Ministry of Environment, Urbanization and Climate Change. In addition, again by working with licensed companies assigned by the same Ministry, all wastes generated as a result of production and usage activities are disposed of. Environmental engineers monitor waste management with continuous internal monitoring, and environmental consultants provide periodic training on these topics.

Works Performed in 2021

- In addition to trainings given to its employees to increase environmental awareness, Pınar Süt organized trainings within the scope of ISO 14001 Environmental

Management System studies to ensure the most efficient use of natural resources and full compliance with environmental legislation.

- At Pınar Süt, annual Environmental Management System audits were carried out by the Turkish Standards Institute (TSE) and a Combined Environmental Audit was carried out by the Turkish Ministry of Environment, Urbanization and Climate Change in 2021. No environmental non-compliance was detected within the framework of current legislation. Pınar Süt's İzmir, Eskişehir and Şanlıurfa factories have an "Environmental Permit Certificate" issued by the Turkish Ministry of Environment, Urbanization and Climate Change. Regular audits and controls were continued by authorized state institutions to ensure compliance with environmental legislation.

- At Pınar Süt factories, all wastes generated throughout the factory in 2021 were collected separately, stored and sent to recycling/recovery facilities 100% on time. With the efforts to reduce the amount of waste per ton product, the amount of recyclable non-hazardous packaging waste was significantly reduced compared to the previous year.

- Waste declarations and zero waste notifications made regularly within the framework of legal compliance along with the amount of waste sent are recorded in the system of the Turkish Ministry of Environment, Urbanization and Climate Change.

With the amount of waste sent to licensed recycling/recovery facilities, the following gains were achieved in 2021:

Works Performed in 2021

With waste paper deliveries, a total of;

- 17,920 trees were prevented from cutting.
- 2,635.36 m³ landfill area saving
- 4,321,974 kWh energy saving
- 29,515.92 m³ water saving
- 186,582.78 kg greenhouse gas emission reduction

With waste plastic deliveries, a total of;

- 613,688.48 liters less oil usage
- 1,358,679.94 kWh energy saving
- 588.28 m³ landfill area saving
- 9,647.71 kg greenhouse gas emission reduction

With waste metal deliveries, a total of;

- 100.19 tons less raw material usage
- 49,472.52 kWh energy saving
- 231.18 m³ landfill area saving
- 7,320.7 kg greenhouse gas emission reduction

As a responsible producer, Pınar Süt contributes to the circular economy by working with licensed recycling companies for recyclable wastes as well. Pınar Süt continued its solution-oriented works throughout 2021 to identify and minimize possible situations that may negatively affect the environment due to its production and usage activities. Besides, organic and domestic wastes are sent to landfills through collaborations with Metropolitan Municipalities. In 2021, Pınar Süt has been entitled to receive the "Zero Waste Certificate" for all its factories as a result of its efforts on use of natural resources in the most efficient way, minimizing waste generation, and sending wastes to recycling.

With electric-electronic waste deliveries, a total of;

- 3.32 tons raw material reduction

With waste battery deliveries, a total of;

- 0.05 m³ landfill area saving

With waste glass deliveries, a total of;

- 1.97 tons raw material reduction
- 68.88 kWh energy saving
- 2.46 m³ landfill area saving
- 49.20 kg greenhouse gas emission reduction were achieved.

2019-2021 Waste Quantities of Pinar Süt by Disposal Method

Waste Type and Recovery / Disposal Method (tons)	2019	2020	2021
HAZARDOUS WASTE			
Recycled Waste (Recycled Packaging, Waste Sent for Recovery) Contaminated Packaging Waste (Tons)	23.34	30.29	30.52
Reusable Waste (Refining or Reusing Oils) Waste oil (Tons)	4.05	4.15	3.89
Waste recycled by special methods Reclamation/Recycling of Metals and Metal Compounds Waste Batteries, Accumulators, electronic waste (Tons)	1.8	1.8	4.45
Landfill Waste Requiring Special Engineering Fluorescent Lamps, Waste Cartridges and Toners (Tons)	0.72	0.56	1.03
Hazardous Waste Sent for Incineration Contaminated cloth glove waste (Tons)	0.50	1.34	1
Wastes requiring special physical-chemical processes / Sent to Sterilization Facility (Laboratory waste and medical waste) (Tons)	37.48	23.94	21.74
Total Hazardous Waste (Tons)	67.89	61.54	62.62

Waste Type and Recovery / Disposal Method (tons)	2019	2020	2021
NON-HAZARDOUS WASTE			
Recyclable Waste Recyclable Packaging Waste (Paper, cardboard, plastic, wood, metal, glass, etc.) (Tons)	5,670.18	3,409.76	3,127.6
Solid Wastes Sent to Landfill/Solid Waste Site Household Waste (Tons)	994.63	917.83	938.33
Non-Hazardous Waste That Cannot Be Used In Any Other Way Treatment Sludge Sent for Incineration (Tons)	4,570.63	2,266.02	717.62
Total Non-Hazardous Waste (Tons)	11,235.44	6,593.61	4,783.55

PINAR ET

Recognizing circular economy as part of its sustainability efforts, Pinar Et accepts that all kinds of wastes are potential energy sources and closely monitors global developments in this regard. At Pinar Et, which also benefits from R&D studies in waste management, the wastes generated during production activities are managed with the Waste Management System.

Pinar Et identifies the waste type, collects waste separately at source, temporarily stores and delivers waste to the relevant licensed recovery facilities. Data on waste management is regularly recorded in the information system of the Turkish Ministry of Environment, Urbanization and Climate Change every year. The company took part in the works under the Zero Waste project of the Turkish Ministry of Environment, Urbanization and Climate Change and received the "Zero Waste Certificate" in 2021.

Works Performed in 2021

- Through packaging optimization studies performed as part of waste management principles, 31,170 kg of paper was saved. Thanks to this study, 76 tons of CO₂ emissions were reduced. Pinar Et also prevented 530 trees from being cut by using 31,170 kg less paper. Pinar Et continues to carry out R&D studies to reduce paper usage.

- Through the packaging optimization studies performed as part of waste management principles, Pinar Et used 57,840 kg less plastic. Thanks to this study, 177 tons of CO₂ emissions were reduced. Pinar Et continues to carry out R&D studies to reduce plastics usage.

Similar studies aimed at controlling and minimizing the environmental impact processes will continue by expanding them in 2022 as well.

Waste codes are identified for wastes generated during the production processes at Pinar Et according to the "Waste Management Regulation Annex-4 List". Hazardous and non-hazardous wastes are stored separately, and the wastes are delivered to companies licensed by the Ministry of Environment, Urbanization and Climate Change. The company, which was entitled to receive the "Zero Waste Certificate" on 04.01.2021, continues to meet the obligations of this certificate.

2019-2021 Waste Quantities of Pinar Et by Disposal Method

Waste Type and Disposal Method	2019	2020	2021
Hazardous Waste (tons)			
Reuse	20.1	26.14	23.9
Recovery, Including Energy Recovery	7.83	8.93	27.2
Non-Hazardous Waste (tons)			
Recycling	848.3	862.54	889.28
Composting	1,350.65	1,301.02	1,402.98
Landfill	886.36	791	913.72

DYO BOYA

DYO Boya launched the Zero Waste Regulation practices in 2019, formed waste collection points according to type and has started to get Zero Waste Recovery results. With the separation of recoverable wastes within the facility, natural resources were saved by re-introducing the recyclable wastes into the economy. The company identified rain and industrial channel lines and continued to perform checks based on the level of risk in order to create an environmental risk map that included emission sources and other environmental pollutants. DYO Boya checks and repairs the pallets that come with raw materials and uses these pallets for on-site transfers, thereby minimizing consumption of natural resources and waste generation.

Pursuant to Article 11 of the Environmental Law, it is mandatory to prevent or reduce the generation of all wastes at the Dilovası Facility, to collect recyclable wastes separately at source, and to eventually recycle them. In 2021, a 36% reduction was achieved in hazardous waste with the operation of Solvent Recovery facility at 80% efficiency at DYO Çiğli Facility. Solvent sludge generated after solvent recovery is also sent to the recovery facility, and all of the solvent waste is reintroduced to nature.

Practices Performed in 2021

- As a result of the works related to the management of hazardous chemicals, water footprint, carbon footprint and other remediation efforts, large amounts of treatment sludge generated at the Dilovası Facility were moved from the hazardous to the non-hazardous category.
- Gas and dust emissions from the facilities are discharged from the chimneys after being filtered. Since 2014, DYO Boya is subject to permission in terms of its flue gas emissions. In repeated measurements in 2021, as per the Regulation on the Control of Industrial Air Pollution, no out-of-specs values were found in the flue gas emission measurements at both facilities. At DYO Çiğli facility, important documents such as Environmental Permit, Waste Management Plan, Temporary Waste Storage permit, Zero Waste Certificate, EIA Certificate are kept up-to-date and situations that need to be updated are monitored.
- Being subject to the recovery contribution share application, DYO Boya regularly prepares the Recycling Contribution Fee (GEKAP) Declaration for 2021, as it “performs the activity of placing any of the products in the Annex 1 list of the Environmental Law for the purpose of supply or use on the market for the first time with or without charge”.

- DYO Dilovası facility renewed its Environmental Permit Certificate with a 5-year validity in 2021. At the Dilovası facility, the Discharge Quality Control License (DKKR) with a 3- year validity was renewed in 2021. Moreover, the Waste Management Plan with a 3-year validity was approved by Kocaeli Governorate and successfully renewed in 2021.

- At the Çiğli plant, activated carbon filters are checked at emission points where the concentration of volatile organic pollutants is high and replaced twice a year. Regarding the limitation and prevention of gas wastes, an activated carbon filter investment was made at the Dilovası facility in 2006. Then, investments were made for two Gas Washing and VOC Removal facilities, which were completed in 2018 and commissioned at the end of 2019, in order to be used in the binders production facility and the tank farm. After the investment, both flue gas emissions and odor emissions improved. The filters of the two activated carbon equipment added to the facilities are renewed at least every 6 months to ensure the sustainability of the improvements. No out-of-specs values were found in the odor emission measurements made in 2020. The facilities were put into routine use as of 2020.

- DYO facilities received the “Zero Waste Basic Management Certificate” in 2020. Zero waste rules were implemented in all areas covered by the Zero Waste Regulation. Zero Waste bins were placed in corridors where all offices are located to serve as common waste stations. Waste bins were removed from offices. The use of plastic or paper cups was banned in meeting rooms and social spaces, and pitchers were introduced instead of water bottles. Each employee was given one Zero Waste cup and encouraged to use it. However, due to the pandemic in 2020, some of these activities were suspended and will be put into use again after the pandemic. In 2021, activities were initiated to extend the Zero Waste Management System to production areas outside the scope. Along with using the solvent recovered at the Çiğli plant for cleaning purposes, the project of adding it to the products was completed. As part of the project, an average of 17% recovered solvent will be used in products determined by R&D. Thus, the plan is to reduce the ecological footprint by minimizing the environmental impacts originating from the production of the raw materials to the transfer stages with the consumption of natural resources.

2019-2021 Waste Quantities of DY0 Boya by Disposal Method

Waste Type and Disposal Method (tons)	2019	2020	2021
Hazardous Waste			
Recycled Waste	1,820.6	1,172.4	1,173.9
Hazardous Waste Sent for Incineration or to RDF Facilities	2,354.7	3,041.6	1,046.9
Total Hazardous Waste	4,175.3	4,214	2,820.8
Non-Hazardous Waste			
Recycled Waste	1,215.3	1,443.8	3,346.2
Waste and Packaging Waste Sent to Landfill	674.36	125.7	147.5
Total Non-Hazardous Waste	1,889.66	1,569.5	3,493.7
Grand Total	6,064.96	5,783.5	6,314.5

Year	Waste Amount/Production	Change
2019	0.056	-
2020	0.043	-23.21%
2021	0.045	4.65%

Due to the increase in the amount of production, there was an increase in the amount of general waste, while a decrease of %19.6 was achieved in the amount of waste per unit product amount (tons) compared to 2019.

ÇAMLI YEM

As part of waste management, Çamlı Yem separates hazardous and non-hazardous wastes at source, collects them separately both in the production area and in offices, and stores them in the temporary storage area. Non-hazardous wastes are sent out of the facility to licensed companies once a year, and hazardous wastes are sent every six months. In order to create waste awareness within the company, waste management and environmental trainings are repeated every year. Some cumulative measures such as preventing and reducing waste generation in the production process are being tried. Recycling targets will be identified for the reduction of plastic waste.

Works Performed in 2021

- Cattle and poultry feed and organic dairy enterprises were entitled to receive a zero waste certificate. Zero waste certificate applications were also made for other enterprises. The establishment of the Zero Waste System was targeted as 7 stages and it was completed.
- In 2021, the plastic generation of the enterprise was 144,940 kg/year. However, the amount of plastic remained constant in order to reduce the risk of contamination due to the pandemic. Furthermore, with the implementation of the zero waste system, the wastes were classified and separated, and more packaging was recycled.

2019-2021 Waste Quantities of Çamlı Yem by Disposal Method

Waste Type and Disposal Method	2019	2020	2021
Hazardous Waste (tons)			
Recycled waste (Recycled packaging, waste sent for recovery)	7.980	19.888	13.011
Hazardous waste sent for Incineration			4.947
Total hazardous waste	7.980	19.888	17.958
Non-Hazardous Waste (tons)			
Recycled waste (Recycled packaging, waste sent for recovery)	290.517	264.636	260.211
Waste and packaging waste sent to landfill (Waste packaging, waste sent to landfill)	-	-	-
Total non-hazardous waste	290.517	264.636	260.211
Grand Total (tons)	298.493	284.524	278.169

VIKING KAĞIT

In accordance with responsible waste management, Viking Kağıt sends all waste to licensed facilities to ensure recycling or recovery by the methods specified in the Waste Control Regulation. The company performed in-house activities to reduce waste in the reporting year as well.

Viking Kağıt applied for the Zero Waste Certificate in November 2020 and was entitled to receive a Zero Waste Certificate on January 20, 2021. While the company discharges the water coming out of the biological treatment plant, one of the firsts it has brought to the sector, with values below legal limits, it ensures that the wastes generated in the enterprise are recycled and disposed of in accordance with the law, working according to the "Waste Management" principle.

Works Performed in 2021

- As part of the Zero Waste Project, which includes more efficient use of resources, prevention or minimization of waste generation, separate collection of waste at the source and its recovery, Viking Kağıt started work with the theme of "Geleceğe Dönüşüm".
- In this context, the company first created informational posters, followed by training plans for its employees. Trainings, the first of which was held in March 2020 and the second in November 2020, continued in June 2021.
- To collect waste separately at the source, color-coded waste bins and bags were placed in the work areas.

Waste Types (tons) and Disposal Methods at Viking Kağıt

Waste Type and Disposal Method (tons)	2019	2020	2021
Hazardous Waste (tons)			
Recycled waste (Recycled Packaging, Waste Sent for Recovery)	53.41	41.02	30.38
Hazardous Waste Sent To Incineration (Disposed of)	12.188	20.3	24.42
Total Hazardous Waste	65.598	61.320	54.795
Non-Hazardous Waste (tons)			
Recycled Waste (Recycled Packaging, Waste Sent For Recovery)	294.23	300.98	294.420
Waste and Packaging Waste Sent to Solid Waste Site	24,790.24	19,058.59	17,267.81
Total Non-Hazardous Waste	25,084.47	19,359.57	17,562.23
GRAND TOTAL (tons)	25,150.068	19,420.89	17,617.03

YAŞAR BİRLEŞİK PAZARLAMA

Within the framework of sustainable waste management, Yaşar Birleşik Pazarlama raises awareness through training on waste generated from sales and distribution activities inside and outside the office, as well as good waste management practices. Regional offices carry out different processes related to waste management. Since the YBP İzmir Building is located on a joint campus with Pınar Süt, the recycling methods used in Pınar Süt also apply to YBP.

Works Performed in 2021

- Paper scrapped at the YBP İzmir Regional warehouse is collected as waste paper and sent to the waste storage area.
- Waste paper and nylons were collected in the separation area at Bursa YBP, sold to a licensed company, and recycled. This amount is 11,660 kg.
- At the YBP Central Returns Department, in cases where it is necessary to print out a document, used A4 paper is used a second time to minimize paper consumption. Waste paper is collected in waste paper boxes located at offices. Cardboard boxes that come with products returned to the YBP Central Return Unit are collected as waste paper and sent to the storage area.

- 840 kg scrap from the roof renovation at the Dudullu YBP location in the Istanbul Region and 2,360 kg scrap from the Esenyurt Campus were recycled.

- Paper, plastic and battery wastes are separated and delivered to the municipality at the Ankara Maltepe office, and the blue caps were still collected.

- Waste boxes and containers provided by Karatay Municipality are being used at Konya location. Waste accumulated in the waste bins and waste paper and cardboard at the company warehouse are thrown into the containers of Karatay Municipality. Municipal employees separate company wastes as plastic-paper on certain days and ensure their recycling. Waste Battery Box provided by Karatay Municipality is used for waste batteries, although there is not much battery consumption. When the Waste Battery Box is full, it is delivered to the municipality's recycling vehicle.

- There are ÇEVKO waste paper collection units located at the Antalya office and warehouse for recycling. Antalya Kepez Municipality collects paper waste on certain days of the week which is sent to paper, nylon, glass collection, and separation centers for recycling.

DESA ENERJİ

With a sustainable waste management approach, Desa Energy separates the wastes generated from production activities and maintenance and repair works and stores them in the temporary waste storage area in accordance with the environmental legislation. After waste is collected at the warehouses, it is sent to companies licensed by the Turkish Ministry of Environment, Urbanization and Climate Change.

The company procures environmental consulting services, and waste transport for disposal is planned in coordination with the environmental consulting company. In the process of temporary storage of wastes at the facility, in the environmental training organized annually all personnel are informed about not mixing wastes, and about the sending of wastes to licensed facilities in accordance with environmental legislation. Plastic waste generated at the facility is sent to recycling companies.

2019-2021 Waste Quantities of Desa Enerji by Disposal Method

Waste Type and Disposal Method	2019	2020	2021
Recycled waste (recycled packaging, waste sent for recovery) (tons)	1,645	1,970	2,152
Total Hazardous Waste (tons)	1,645	1,970	2,152
Waste and packaging waste sent to landfill (Waste packaging, waste sent to landfill) (tons)	11	11	12.8
Total Non-Hazardous Waste (tons)	11	11	12.8
GRAND TOTAL (tons)	1,656	1,981	2,273

ALTIN YUNUS

At Altın Yunus, which implements a responsible waste management, wastes are collected daily, separated according to types, coded and left to the waste area by the Waste Area Officers. The recyclable wastes accumulated in the containers are then recycled, while the remaining wastes are disposed of. Wastes to be shipped to licensed waste companies determined by an annual contract are weighed by the Facility Waste Officer and their amounts are recorded. Hazardous wastes are transported in accordance with the obligations of the European Convention on the Carriage of Dangerous Goods by Road (ADR) and sent to the facility to be disposed of.

Practices Performed in 2021

- Waste separation and collection areas were created at Altın Yunus Hotel. There are waste separation boxes and texts in guest rooms and general areas to encourage guests to be sensitive about waste management.
- Food wastes from the kitchen of Altın Yunus Hotel are categorized and weighed. Food wastes are registered in the "WINNOW SOLUTIONS" system. The positive impacts of the improvement activities are observed as the amount of waste decreases every month. Work on the production, planning, and prevention of food waste in the kitchen is ongoing with the "WINNOW" food waste control project.

In this context, it received the Basic Level Zero Waste Certificate in 2021. At the hotel, which has an Industrial Waste Management plan, other hazardous and non-hazardous wastes are managed in accordance with the Waste Management legislation.

2019-2021 Waste Quantities of Altın Yunus by Disposal Method

Waste Type and Disposal Method (tons)	2019	2020	2021
Hazardous Waste			
Recycled waste (Recycled Packaging, Waste Sent for Recovery)	4.082	1.915	3.531
Total Hazardous Waste	4.082	1.915	3.531
Non-Hazardous Waste			
Recycled Waste (Recycled Packaging, Waste Sent For Recovery)	1.338	-	10.894
Total Non-Hazardous Waste	1.338	-	10.894
GRAND TOTAL (tons)	5.420	1.915	14.425

Biodiversity

The Group cares about the protection of natural ecosystems and biodiversity through the work of its companies in the field of biodiversity, which plays an important role in its sustainability approach. Group companies have significant impacts on biodiversity due to the sectors in which they operate. To be able to manage this impact responsibly and effectively, they take measures to reduce environmental risks before and after the operation and show maximum responsibility for the protection of soil, water, and other natural resources as well as biodiversity.

PINAR SU ve İÇECEK

Being aware of the negative impacts of climate change, pollution, and overuse of natural resources on biodiversity, the flow rate of the natural spring water used in production is periodically monitored by the flow meters installed on the transmission line. According to the monitoring, the water withdrawal from the source is kept at an optimum level and at least 30% of the total flow is discharged to the natural environment for the continuity of the ecosystem.

Within the scope of protecting the right of access to clean and hygienic water, contacts are made with legal and institutional authorities in the resource locations, such as Provincial Directorates of Health, Municipalities,

and General Directors of Water and Sewerage Affairs, in order to develop effective mechanisms for water resource management. During these meetings, information is exchanged on local and national approaches on the protection of the quality of water resources, regional priorities and social policies, and strategies for accessing clean, hygienic and quality water.

PINAR ET

In 2021, Pınar Et has continued its sapling planting project started in 2014 as part of projects carried out to create environmental responsibility awareness. Within the scope of the project aimed to spread the awareness of environmental protection within the company, certified saplings were planted by the Aegean Forest Foundation on behalf of all employees who brought 10 waste batteries. In 2021, 290 saplings were planted in exchange for 2,900 batteries.

DESA ENERJİ

In order to manage biodiversity impacts, Desa Energy regularly analyzes wastewater produced after production, maintains it at an acceptable level, and removes it from the facility in a way that doesn't harm living creatures.

ÇAMLI YEM

In its fields of activity, Çamlı Yem works in full compliance with the regulations for the protection of biodiversity. Fish farming units are monitored by the Ministry of Environment, Urbanization and Climate Change and the Ministry of Agriculture through TRIX analyses. TRIX analyses include data from the previous 10 years, and no negative conditions were discovered in any field of activity. In a circular published by the Ministry, TRIX analyses define an environmental pollution analysis methodology.

All of the environmental impacts originating from company operations are organic and can be converted into biomass within the food chain. Therefore, activities can also create an indirect food source for other living things in the ecosystem. In accordance with the circulars of the Water Pollution Control Regulation, the fields of activity are regularly monitored with regulations and self-control analyses with regards to the follow-up of the pollution parameters. No legal limit was exceeded during the renewal of permits, including hatchery discharge water.

In the field of activity, there are Mediterranean Monk Seals, that are found in the IUCN lists, and this species is under protection.

DYO BOYA

DYO Boya Çiğli facility was established in the Organized Industrial Zone. As residential areas get closer to industrial areas, the pressure of urbanization is felt, and thus environmental measures are taken that go beyond the current legislation requirements. Investments are made in a way not to disturb the ecosystem balance and biodiversity.

DYO Boya Dilovası facilities are founded within the OSB location. OSB Treatment Plant, a production facility of another company, privately owned truck park, and Dilderesi are found around the facility. The facility area has been reported as a Field Not Required Monitoring according to the underground pollution measurements carried out by the Kocaeli Governorship in 2018 under the Point Source Soil Pollution Regulation. There was no chemical use or leakage that threatens underground and surface biodiversity.

As of the region where the facilities are founded, there is no information on the IUCN red list species that are in danger of extinction. However, due to the increasing industrialization and settlement after Dilovası became an Organized Industrial Zone, the number of wild animals such as lizards, which were common in previous years, has decreased or they are not seen at all. On the other hand, animals in the domestic class such as cats, dogs, fish, etc. are more common.

ANNEXES

Performance Data and Indicators

GRI Content Index

UNGC Index

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Total Number of Employees and Ratios By Employee Category and Gender

2021	Key	Ratio	White Collar	Ratio	Blue Collar	Ratio	Temporary	Ratio	Total	Ratio
Female	74	24%	629	27%	362	11%	25	17%	1,090	18%
Male	238	76%	1,700	73%	2,928	89%	126	83%	4,992	82%
Total	312		2,329		3,290		151		6,082	

*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

2021	Key	Ratio	White Collar	Ratio	Blue Collar	Ratio	Temporary	Ratio	Total	Ratio
Under 30 years			387	17%	604	18%	109	72%	1,100	18%
30-50 years	239	77%	1,829	79%	2,489	76%	31	21%	4,588	75%
Over 50 years	73	23%	113	5%	197	6%	11	7%	394	6%
Total	312		2,329		3,290		151		6,082	

*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

2021	Turnover Rate	
	Female	Male
Under 30 years	11.1%	12.3%
30-50 years	14.4%	8.1%
Over 50 years	33.3%	39.8%
Total	14.1%	10.0%

* 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

2021	SUB-CONTRACTOR + TEMPORARY EXCLUDED (PERMANENT)					
	Female	Ratio to Newly Hired Employees	Male	Ratio to Newly Hired Employees	Total	Ratio to Newly Hired Employees
Under 30 years	78	15%	162	32%	240	47%
30-50 years	65	13%	196	38%	261	51%
Over 50 years	3	1%	10	2%	13	3%
Total	146	28%	368	72%	514	100%

2021	SUB-CONTRACTOR + TEMPORARY EXCLUDED (PERMANENT)					
	Female	Ratio to Newly Hired Employees	Male	Ratio to Newly Hired Employees	Total	Ratio to Newly Hired Employees
Under 30 years	170	11%	761	51%	931	63%
30-50 years	114	8%	410	28%	524	35%
Over 50 years	6	0%	25	2%	31	2%
Total	290	20%	1,196	80%	1,486	100%

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

2021	Number of Directors and Above Employees		Number of Managers		Number of Team Leaders		Total	Ratio
	Ratio	Ratio	Ratio	Ratio				
Female	22	25%	64	28%	75	30%	161	28%
Male	65	75%	163	72%	179	70%	407	72%
Total	87		227		254		568	

Number and Ratio of Disabled Employees By Employee Category

2021	Key	Ratio	White Collar	Ratio	Blue Collar	Ratio	Temporary	Ratio	Total
Number of Disabled Employees	1	1%	54	34%	102	64%	3	2%	160

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

2021	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	48	48	34	31
MALE	176	176	176	174

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

2021	Return to Work Rate	Stay in Work Rate
FEMALE	71%	91%
MALE	100%	99%

Ratios of Employees Under Collective Bargaining Agreements By Company

	PINAR ET		VİKİNG KAĞIT		PINAR SÜT		DYO BOYA	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
2019	9.5%	43.2%	0.6%	40.0%	4.2%	37.4%	0.6%	40.9%
2020	9.3%	42.3%	0.9%	41.4%	4.0%	35.7%	0.6%	40.6%
2021	11.3%	48.6%	1.0%	39.9%	5.9%	44.8%	0.5%	43.3%

Total Hours of Training By Employee Category and Gender

2021	Key	White Collar	Blue Collar	Temporary	Total
Female	1,154	9,623	3,936	397	15,110
Male	2,530	16,237	34,668	1,783	55,218
Total	3,684	25,861	38,604	2,180	70,329

Average Training Hours per Employee by Gender and Employee Category

2021	Key	White Collar	Blue Collar	Temporary	Total
Female	15.6	15.3	10.9	15.9	13.9
Male	10.6	9.6	11.8	14.2	11.1
Total	11.8	11.1	11.7	14.4	11.6

Occupational Health and Safety Performance

YEAR 2021	Accident Frequency Rate		Work Accident Severity Rate		Absenteeism Rate	
	Female	Male	Female	Male	Female	Male
PINAR SÜT	23.11	32.37	0.075	0.247	0.163	0.111
PINAR ET	24.72	41.59	0.098	0.326	0.129	0.110
PINAR SU	14.50	4.52	0.029	0.007	0.085	0.063
YBP	3.70		30.64	0.106	0.071	0.057
ÇAMLI YEM	21.68	86.26		0.200	0.087	0.079
DYO BOYA	12.36	33.01	0.139	0.113	0.064	0.016
VİKİNG KAĞIT	4.94	25.16		0.228	0.083	0.088
ALTIN YUNUS	23.44	9.36	0.202	0.037	0.040	0.033
DESA ENERJİ					0.044	0.085
YAŞAR BİLGİ	12.35				0.106	0.067

*Empty cells in the table are the regions with zero work accident. 0 (Zero) values are not included not to make the table difficult to read.

GRI Standard	GRI Indicator	Section/Title	Page Number / Direct Answer	Exclusions
GRI 101: Foundation 2016				
Organizational Profile				
	102-1	Corporate Profile of Yaşar Group	14-19	
	102-2	About Yaşar Group, Corporate Profile of Yaşar Group	12, 14-19	
	102-3	Corporate Profile	14	
	102-4	About Yaşar Group, Corporate Profile of Yaşar Group	12, 14-19	
	102-5	About Yaşar Group, Corporate Profile of Yaşar Group	12, 14-19	
	102-6	About Yaşar Group, Corporate Profile of Yaşar Group	12, 14-19	
	102-7	About Yaşar Group, Corporate Profile of Yaşar Group, Economic Performance	12, 14-19, 66-69	
	102-8	Employee Rights, Annexes-Social Performance Indicators	78-79, 84, 238-240	
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	102-11	Ethics and Compliance, Risk Management	56-59	
	102-12	Sustainability Journey, Sustainability Approach and Management, Equality of Opportunity and Prevention of Discrimination	35-37, 25-26, 78-79	
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Ethical Rules and Principles				
	102-16	Ethics and Compliance	56-57	
Governance				
	102-18	Corporate Governance, Sustainability Approach and Management, Ethics and Compliance, Corporate Governance	54-56, 25-26, 56-57, 54-56	
GRI 102: General Disclosures 2016				

Stakeholder Participation				
	102-40	Stakeholder Dialogue	62-63	
	102-41	Employee Rights, Favorable Working Conditions	78-79, 81-83	
	102-42	Stakeholder Dialogue	62-63	
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	102-44	Sustainability Priorities	30-33	
Reporting				
	102-45	About the 2021 Sustainability Report	6-7	
	102-46	About the 2021 Sustainability Report, Sustainability Priorities	6-7, 30-33	
	102-47	Sustainability Priorities	30-33	
	102-49	Sustainability Approach and Management, Sustainability Priorities	25-26, 30-33	
	102-50	About the 2021 Sustainability Report	6-7	
	102-51		The last published Sustainability Report covers January 1 - December 31, 2020	
	102-52	About the 2021 Sustainability Report	6-7	
	102-53	About the 2021 Sustainability Report	6-7	
	102-54	About the 2021 Sustainability Report	6-7	
	102-55	Annexes GRI Content Index	242-249	
	102-56		No external audit has been performed for the report.	
Material Topics				
Material Topic: Ethics and Compliance				
	103-1	Ethics and Compliance	56-57	
	103-2	Ethics and Compliance	56-57	
	103-3	Ethics and Compliance	56-57	
	205-2	Ethics and Compliance	56-57	
	205-3	Ethics and Compliance	No cases of corruption were detected during the reporting period.	
GRI 102: General Disclosures 2016				
GRI 103: Management Approach 2016				
GRI 205: Anti-Corruption 2016				

GRI 206: Anti-Competitive Behaviour 2016	206-1	Ethics and Compliance	There were no ongoing or resolved legal actions for anti-competitive behaviour, anti-trust and monopoly practices during the reporting period.
GRI 419: Socioeconomic Compliance 2016	419-1	Ethics and Compliance	There were no sanctions for non-compliance with laws and/or regulations in the social and economic area during the reporting period.
Material Topic: Economic Performance			
GRI 103: Management Approach 2016	103-1	Economic Performance	66-69
	103-2	Economic Performance	66-69
	103-3	Economic Performance	66-69
GRI 201: Economic Performance 2016	201-1	Economic Performance	66
GRI 203: Indirect Economic Impacts 2016	203-2	Economic Performance, Contribution to Local Economy, Impact of Economic Performance on Stakeholders	66-69, 147, 66-69
Material Topic: Digital Transformation			
GRI 103: Management Approach 2016	103-1	Digital Transformation	69-75
	103-2	Digital Transformation	69-75
	103-3	Digital Transformation	69-75
Material Topic: Employee Rights			
GRI 103: Management Approach 2016	103-1	Employee Rights	78-79, 84
	103-2	Employee Rights	78-79, 84
	103-3	Employee Rights	78-79, 84

GRI 401: Employment 2016	401-1	Annexes-Social Performance Indicators	238-240
	401-2	Employee Rights	78-79, 84
	401-3	Employee Rights, Annexes-Social Performance Indicators	78-79, 84, 239
Material Topic: Employee Development Talent Management			
GRI 103: Management Approach 2016	103-1	Employee Development and Talent Management	85-94
	103-2	Employee Development and Talent Management	85-94
	103-3	Employee Development and Talent Management	85-94
GRI 404: Training 2016	404-1	Employee Development and Talent Management, Annexes-Social Performance Indicators	85-94, 240
	404-2	Employee Development and Talent Management	85-94
	404-3	Annexes-Social Performance Indicators	240
GRI 405: Diversity and Equal Opportunity 2016	405-1	Annexes-Social Performance Indicators	239
GRI 405: Diversity and Equal Opportunity 2016	406-1	Employee rights, Equal Opportunity and Non-Discrimination	78-79, 84, 78-79
Material Topic: Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1	Occupational Health and Safety	94-107
	103-2	Occupational Health and Safety	94-107
	103-3	Occupational Health and Safety	94-107
GRI 403: Occupational Health and Safety 2018	403-1	Occupational Health and Safety, Best Practices from Companies	94-107
	403-2	Occupational Health and Safety, Best Practices from Companies	94-107
	403-3	Occupational Health and Safety, Best Practices from Companies	94-107
	403-4	Occupational Health and Safety, Best Practices from Companies	94-107
	403-5	Occupational Health and Safety, Best Practices from Companies	94-107
	403-8	Occupational Health and Safety, Best Practices from Companies	94-107
	403-9	Occupational Health and Safety, Annexes - Social Performance Indicators	94-107, 241
Material Topic: Product and Service Quality			
GRI 103: Management Approach 2016	103-1	R&D, Product and Service Quality Management Systems	117-121
	103-2	R&D, Product and Service Quality Management Systems	117-121
	103-3	R&D, Product and Service Quality Management Systems	117-121

Material Topic: Innovation and R&D

GRI 103: Management Approach 2016	103-1	R&D, Product and Service Quality Management Systems	117-121
	103-2	R&D, Product and Service Quality Management Systems	117-121
	103-3	R&D, Product and Service Quality Management Systems	117-121

Material Topic: Consumer/Customer Health and Safety

GRI 103: Management Approach 2016	103-1	Consumer/Customer Health and Safety	111-115
	103-2	Consumer/Customer Health and Safety	111-115
	103-3	Consumer/Customer Health and Safety	111-115

GRI 416: Customer Health and Safety 2016	416-1	Consumer-Customer Health and Safety, Consumer and Customer Satisfaction, R&D, Product and Service Quality Management Systems	111-115, 135-140, 117-121
	416-2	Consumer and Customer Information, Ethical Marketing	135
GRI 417: Marketing-Labeling 2016	417-1	Consumer and Customer Information, Ethical Marketing	135
	417-2	Consumer and Customer Information, Ethical Marketing	135
	417-3	Consumer and Customer Information, Ethical Marketing	135

Material Topic: Sustainable Supply Chain

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	103-2	Sustainable Supply Chain	174-179
	103-3	Sustainable Supply Chain	174-179
GRI 308: Supplier Environmental Assessment 2016	308-1	Sustainable Supply Chain, Good Practices and Developments from Companies	174-179
	308-2	Sustainable Supply Chain, Good Practices and Developments from Companies	174-179
GRI 414: Supplier Social Assessment 2016	414-1	Sustainable Supply Chain, Good Practices and Developments from Companies	174-179
	414-2	Sustainable Supply Chain, Good Practices and Developments from Companies	174-179

Material Topic: Water Management

GRI 103: Management Approach 2016	103-1	Environmental Management, Water and Wastewater Management	182-183, 195-211
	103-2	Environmental Management, Water and Wastewater Management	182-183, 195-211
	103-3	Environmental Management, Water and Wastewater Management	182-183, 195-211

GRI 303: Water and Wastewater 2018	303-1	Water and Wastewater Management, Best Practices from Companies in 2021	195-211, 196-211
	303-2	Water and Wastewater Management, Best Practices from Companies in 2021	195-211, 196-211
	303-3	Water and Wastewater Management, Best Practices from Companies in 2021	195-211, 196-211
	303-4	Water and Wastewater Management, Best Practices from Companies in 2021	195-211, 196-211
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	103-2	Environmental Management, Energy and Climate Change Management	182-183, 184-185
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GRI 103: Management Approach 2016	103-1	Sustainable Agriculture and Animal Husbandry	144-146
	103-2	Sustainable Agriculture and Animal Husbandry	144-146
	103-3	Sustainable Agriculture and Animal Husbandry	144-146
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GRI 103: Management Approach 2016	103-1	Social Investment Efforts of Companies	147-152
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GRI 103: Management Approach 2016	103-1	Environment Management	182-183
	103-2	Environment Management	182-183
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GRI 307: Environmental Compliance 2016	307-1	Environment Management	182-183
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GRI 103: Management Approach 2016	103-1	Environment Management, Energy and Climate Change Management	182-183, 184-185
	103-2	Environment Management, Energy and Climate Change Management	182-183, 184-185
	103-3	Environment Management, Energy and Climate Change Management	182-183, 184-185
GRI 305: Emissions 2016	305-1	Environment Management, Energy and Climate Change Management, Best Practices from Companies in 2021	182-183, 184-185, 186-193
	305-2	Environment Management, Energy and Climate Change Management, Best Practices from Companies in 2021	182-183, 184-185, 186-193
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	305-5	Environment Management, Energy and Climate Change Management, Best Practices from Companies in 2021	182-183, 184-185, 186-193
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GRI 103: Management Approach 2016	103-1	Environment Management, Circular Economy and Waste Management	182-183, 213-233
	103-2	Environment Management, Circular Economy and Waste Management	182-183, 213-233
	103-3	Environment Management, Circular Economy and Waste Management	182-183, 213-233
Wastewater and Wastes			
GRI 306: Waste 2020	306-2	Circular Economy and Waste Management, Best Practices from Companies in 2021	213-233, 214-233
	306-3	Water and Wastewater Management, Best Practices from Companies in 2021	195-211, 196-211
Biodiversity			
GRI 304: Biodiversity 2016	304-1	Biodiversity	234-235

UNITED NATIONS GLOBAL COMPACT (UNGC) INDEX

Topics	Global Principles	Chapter /Page
Human Rights	Principle 1 – Businesses should support and respect the protection of internationally proclaimed human rights.	Management’s Message s.8-11 Sustainability Journey s.36
	Principle 2 – Businesses should make sure that they are not complicit in human rights abuses.	Ethics and Compliance s.56 Human Resources Approach s.78
Labor	Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	
	Principle 4 – Businesses should uphold the elimination of all forms of forced and compulsory labor.	Caring for the Employees s.78
	Principle 5 – Businesses should uphold the effective abolition of child labor.	
	Principle 6 – Business should uphold the elimination of discrimination in respect of employment and occupation.	
Environment	Principle 7- Businesses should support a precautionary approach to environmental challenges.	
	Principle 8 – Businesses should undertake initiatives to promote greater environmental responsibility.	Caring for the Environment s.182
	Principle 9 – Businesses should encourage the development and diffusion of environmentally-friendly technologies.	
Anti-Corruption	Principle 10 – Businesses should work against corruption in all its forms, including extortion and bribery.	Ethics and Compliance s.56

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