

UNDER THE GUIDANCE OF NATURE  
FOR a  
*better*  
LIFE

# Yaşar 2023 sustainability report





The miracle that nourishes all living things and embraces nature with its presence...

The foundation of life...

Having a unique bond with the earth, living creatures, and everything in nature, wise with its silence, courageous with its exuberance...

Peaceful with its sound, reassuring with its clarity...

Guiding the establishment and development of civilizations throughout history...

Connecting everything on our planet with invisible threads, awe-inspiring with its mystery and power...

Giver of refreshment, bearer of blessings, eternal source of goodness...

Indispensable...

# water

YAŞAR 2023  
sustainability  
report

UNDER THE GUIDANCE OF NATURE  
FOR a  
better  
LIFE

As we move forward  
**“guided by nature  
for a better life”,**

Yaşar 2023 Sustainability Report was prepared with the theme of “WATER”, inspired by the inspiring power of water and its guidance in nature.

In our report, we share the features of water that touch our lives in every aspect and its role in the fascinating functioning of nature, and we invite you to move forward under the guidance of the water that gives life to our planet with every drop.



“Yaşar 2023 Sustainability Report” has been prepared to share Yaşar Group's approach, strategies, studies, and performance results in the field of sustainability with its stakeholders within the framework of “creating value for a better life” approach. This report covers the sustainability performance of 10 companies of Yaşar Group between January 1, 2023, and December 31, 2023. The report covers the sustainability efforts of companies operating in the food, beverage, paint, tissue paper, tourism, energy, and information technologies sectors:

Pınar Süt Mamulleri Sanayi A.Ş., Pınar Entegre Et ve Un Sanayii A.Ş., Pınar Su ve İçecek Sanayi ve Ticaret A.Ş., Yaşar Birleşik Pazarlama Dağıtım Turizm ve Ticaret A.Ş., Çamlı Yem Besicilik Sanayi ve Ticaret A.Ş., DYO Boya Fabrikaları Sanayi ve Ticaret A.Ş., Viking Kağıt ve Selüloz A.Ş., Altın Yunus Çeşme Turistik Tesisler A.Ş., Desa Enerji Elektrik Üretim A.Ş. ve Yaşar Bilgi İşlem ve Ticaret A.Ş.

In addition, sustainability activities carried out by Pınar Institute, Yaşar Education and Culture Foundation, Selçuk Yaşar Sports and Education Foundation, and Yaşar University were included in the report to share information. This report, prepared by the Global Reporting Initiative (GRI) Standards, complies with the United Nations Global Compact (UNGC), and these principles are explained in detail in the GRI Standards Content Index.

Yaşar Group's Environmental, Social, and Governance (ESG) performance, which shapes its sustainability strategy and way of doing business, is shared under the headings of “Caring for Business”, “Caring for Employees”, “Caring for Society”, “Caring for Business Partners” and “Caring for the Environment”.

“Yaşar 2023 Sustainability Report” has been prepared with the contributions of the employees of the Group companies, the support of SU Sustainability and Corporate Social Responsibility Consultancy, and based on various international standards and methodologies.

The report was prepared in Turkish and English. It can be accessed at [www.yasar.com.tr](http://www.yasar.com.tr).

You can send all your feedback on the report and sustainability studies to [dahaiyibiryasamicin@yasar.com.tr](mailto:dahaiyibiryasamicin@yasar.com.tr) e-mail address.

# About the 2023 Sustainability Report



# contents

 <b>about the report</b> >2-59	 <b>caring for society</b> >104-151
Management's Message	Consumer / Customer Health and Safety
About Yaşar Group	Quality, Innovation and R&D
Yaşar Group in 2023	Consumer, Customer Information and Ethical Marketing
Yaşar Group Corporate Profile	Consumer and Customer Satisfaction
Awards	2023 Communication and Information Activities
Sustainability Approach and Management	Sustainable Agriculture and Livestock
Sustainability Journey	Social Investment
2023 Sustainability Performance: Progress and Change	
 <b>caring for business</b> >60-79	 <b>caring for business partners</b> >152-157
Corporate Governance	Supply Chain Management
Ethics and Compliance	
Risk Management	
Stakeholder Dialogue	
Corporate Memberships	
Economic Performance and Investments	
Digital Transformation	
 <b>caring for employees</b> >80-103	 <b>caring for environment</b> >158-173
Human Resources Approach	Environmental Management
Equal Opportunity and Prevention of Discrimination	Climate Change and Energy Management
Decent Working Conditions and Legal Compliance	Water and Wastewater Management
Remuneration Policies and Practices	Circular Economy and Waste Management
Recruitment	Biodiversity
Digital Transformation of Human Resources Processes	
Employee Development and Talent Management	
Employee Volunteering and Social Projects	
Workforce Practices and Grievance Mechanisms	
Occupational Health and Safety	
 <b>appendices</b> >174-188	
Performance Data & Indicators	
Rights Provided to Employees	
GRI Content Index	
UNGC Index	

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

about the report >>

## Management's Message



E. Feyhan Yaşar  
Chair of the Board

Dear Stakeholders,

As Yaşar Group, in our sustainability journey that we set out with the idea of “a better life”, we continue to create a good future for today and future generations.

**We look to the future with hope by creating lasting value at every step, and for 78 years, we have been working to bring all our stakeholders to a better life and future.**

Sustainability, which we see as the matter of today, not the future, and which has been our focus in every field for many years, is now on the agenda of the whole world. We know that the steps we take responsibly today, the decisions we take, and our activities are important and valuable for the future of our world.

2023 was a period of significant global developments in sustainability. Global steps to combat climate change further strengthened efforts to achieve the Sustainable Development Goals. Governments, the private sector, and civil society organizations came together to find common solutions to environmental and social challenges.

In the Global Risks Report prepared by the World Economic Forum in 2023, natural disasters and extreme weather events are seen as the biggest global risk after the economic crisis, while climate change and related risks are seen as the biggest risk likely to lead to a global financial crisis.

Water risk is one of the matters that must be managed alongside the climate crisis. The water problem has several dimensions: Rapid contamination of groundwater, the problem of drought caused by global warming, difficulties in accessing clean water...

Since industrial use accounts for 80 percent of global water consumption, industry's involvement in ensuring global water security seems imperative.

Creative cooperation is needed to solve all problems. Countries, institutions, non-governmental organizations, academia, and individuals must act together and take the right steps for a common future.



İdil Yiğitbaşı  
Vice Chair of the Board

As Yaşar Group, we continue to lead our sectors and our country in sustainability with the responsibility of being the pioneer of our sectors. We evaluate our business practices, investments, and business results from a sustainability perspective and strive to take the right steps for the future today.

In 2023, we made significant achievements in reaching our goals of increasing energy efficiency, switching to renewable energy sources, and raising sustainability standards in our operations. We made progress in reducing our environmental footprint with our solar energy projects, water management, and waste management efforts.

We monitor, improve, and develop our processes using the power of digitalization and technology while using the culture of entrepreneurship and innovation rooted in our roots to develop our sustainability efforts.

With our future-oriented goals, we aim to fulfill our responsibilities not only in the environment but also in governance and social areas by aligning with the UN Sustainable Development Goals.



Mehmet Aktaş  
Chief Executive Officer

Social sustainability is a global focus. Significant progress has been made in gender equality, fair working conditions, and inclusive growth. As Yaşar Group, we have been working on gender equality and women's empowerment for many years. With each step we take, we move towards creating a fairer, more equitable, and inclusive business world.

In the Yaşar 2023 Sustainability Report, prepared under the guidance of nature for a better life with the theme of “water”, which is indispensable in all of our lives, where we share our work on many topics such as climate change and energy management, water and wastewater management, circular economy and waste management, innovation and R&D, social contribution, we share our goals for creating our common future while sharing our work to bring us all to a better life.

While our contribution to our country and the world continues with our production, employment, economic, and social investments, we aim to create the strong Yaşar Group of the future by changing and transforming when necessary with our sustainability, digitalization, and people-oriented vision. We would like to thank all our stakeholders with whom we walk together into the future.

With best regards.



About Yaşar Group

Founded in 1927 with “Durmuş Yaşar Establishment”, Yaşar Group continues to contribute to the national economy and create value for its stakeholders with **21 companies, 25 factories and facilities, 4 R&D centers, 2 foundations, and approximately 7,000 employees.** Yaşar Group continues to grow with its pioneering and leading companies operating in the food, beverage, paint, tissue paper, tourism, foreign trade, energy, and information technologies sectors and serves with its extensive dealer network (1,000+ dealers) and **200,000+ sales points.**

With three companies among Turkey's top 500 companies, Yaşar Group is one of the leading industrial groups contributing to the country's social development and economic growth. The Group, which has a global presence by **exporting to more than 70 countries,** continues to work to offer “a better life” to all its stakeholders with the strength it draws from its deep-rooted past.

Putting social progress at the center of its strategies, Yaşar Group supports education, sports, culture, and arts through Yaşar Education and Culture Foundation and Selçuk Yaşar Sports and Education Foundation and contributes to society through long-term corporate social responsibility projects.

Yaşar University, one of the most important educational investments of Yaşar Group, ranks among the top 100 universities in Turkey with the education it provides in international norms, its experienced academic staff, and the opportunities it offers 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 within the framework of Corporate Governance Principles.

Yaşar Group, one of the first voluntary signatories of the United Nations Global Compact (UNGC) in Turkey in 2007, has been reporting on its "sustainability" activities since 2009. In 2017, the Group aligned its sustainability goals with the UN Sustainable Development Goals and prioritized the 17 goals set by the UN by associating them with its strategies.

In line with the United Nations Women's Empowerment Principles CEO Statement of Support signed in 2012, it has declared that it will work in line with global goals for women's participation in business life, improving working conditions, and empowering women in business life with the right gender policies.

For a better life

Yaşar Group, which aims to create a sustainable world by offering innovative products and services “for a better life” and carries the title of “pioneer of firsts and innovations” with determination, continues its activities by adhering to the values of “Our Consumers and Customers First”, “Our Operational Excellence”, “Our Human Resources”, “Our Ethical Stance” and “Our Environmental and Social Responsibility”, which it has determined as its mission and corporate values, “We offer quality products and services that add value to the lives of our consumers with our reliable brands”.

Our Consumers and Customers First

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

Our Operational Excellence

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

Our Human Resources

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

Our Ethical Stance

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

Our Environmental and Social Responsibility

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



> about  
the report



caring for  
business



caring for  
employees



caring for  
society



caring for  
business partners



caring for  
environment



appendices

## Yaşar Group in 2023



## Yaşar Group Corporate Profile

**Company Name:** Yaşar Holding A.Ş.

**Field of Activity:** Food and Beverage, Paint, Tissue Papers, Tourism, Foreign Trade, Energy, Information Technologies

**Number of Employees:** 7,000

**Number of Dealers:** 1,000+

**Selling Point:** 200,000+

**Date of Membership in Global Compact:** November 12, 2007

### Contact Information:

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

+90 232 495 00 00

[dahaiyibiryasamicin@yasar.com.tr](mailto:dahaiyibiryasamicin@yasar.com.tr)

[kurumsal.iletisim@yasar.com.tr](mailto:kurumsal.iletisim@yasar.com.tr)

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

Detailed information about Yaşar Group can be found at [www.yasar.com.tr](http://www.yasar.com.tr).



> about  
the report



## Leading Brands of Their Sectors

Yaşar Group, which continues to grow with its ideal of creating strong brands in national and international markets, offering innovative products and services, highly loyal employees and business partners who adopt its values as their values, operates in the food and beverage, paint, tourism, foreign trade, energy, and information technologies sectors.

Shares of leading companies such as Pınar Süt, Pınar Et, Pınar Su ve İçecek, DYO Boya, Viking Kağıt, and Altın Yunus Çeşme, which are among its subsidiaries, are traded on Borsa İstanbul, reinforcing the Company's strong position in the market.



## Sector: Food and Beverage

### Company Name

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

### Publicly Traded Year of Foundation Headquarters

Yes 1973 İzmir

### Factory

İzmir, Eskişehir, Şanlıurfa

### Total Capacity

550 million litres/year raw milk processing

### Brands:

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

### Number of SKUs Employment (2023):

Over 300 1,277

### Distribution and Service Network Website

Via YBP www.pinar.com.tr





## Sector: Food and Beverage

### Company Name

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

Publicly Traded	Year of Foundation	Headquarters
Yes	1985	İzmir

### Factory

İzmir

### Total Capacity

50,000 tons/year

### Brands:

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

Number of SKUs	Employment (2023):
Over 500	861

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



## Sector: Food and Beverage

### Company Name

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

Publicly Traded	Year of Foundation	Headquarters
Yes	1984	İzmir

### Factory

Aydın, Sakarya, Bursa

### Total Capacity

2,000,000 tons/year

### Brands:

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

Number of SKUs	Employment (2023):
50	393

Distribution and Service Network	Website
300 dealers	www.pinarsu.com.tr



> about  
the report



**Sector:** Food and Beverage

<b>Company Name</b>		
Yaşar Birleşik Pazarlama Dağıtım Turizm ve Ticaret A.Ş. (YBP)		
<b>Publicly Traded</b>	<b>Year of Foundation</b>	<b>Headquarters</b>
No	1983	İzmir
<b>Warehouses</b>		
İzmir, Ankara, Bursa, Antalya, Bodrum, Konya, Asya, Trakya		
<b>Total Capacity</b>		
315,843 tons/year		
<b>Brands:</b>		
Pinar, Truva, Hero, Nar'ca		
<b>Number of SKUs</b>		<b>Employment (2023):</b>
500		871
<b>Distribution and Service Network</b>		<b>Website</b>
101 dealers, 120,000+ sales points		www.ybp.com.tr



**Sector:** Agriculture, Livestock Breeding and Fisheries

<b>Company Name</b>		
Çamlı Yem Besicilik Sanayi ve Ticaret A.Ş. (Çamlı Yem)		
<b>Publicly Traded</b>	<b>Year of Foundation</b>	<b>Headquarters</b>
No	1983	İzmir
<b>Factory</b>		
İzmir, Manisa		
<b>Total Capacity</b>		
436,588 tons/year (cattle and poultry + marine + organic milk)		
<b>Brands:</b>		
Çamlı, Çamlı Çiftliği, Pınar Balık		
<b>Number of SKUs</b>		<b>Employment (2023):</b>
44		378
<b>Distribution and Service Network</b>		<b>Website</b>
62 Dealers		www.camli.com.tr





> about  
the report



caring for  
business



caring for  
employees



caring for  
society



caring for  
business partners



caring for  
environment



appendices

## Sector: Paint

### Company Name

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

Publicly Traded	Year of Foundation	Headquarters
Yes	1954	İzmir

### Factory

İzmir, Kocaeli

### Total Capacity

301,260 tons/year

### Brands:

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

Number of SKUs	Employment (2023):
12,449 products, 2,200 raw materials	1,060

Distribution and Service Network	Website
9 Main Regions, 532 Dealers, 241 Construction Markets, 297 Direct Customers, more than 7,500 sales points	www.dyo.com.tr



## Sector: Tissue Papers

### Company Name

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

Publicly Traded	Year of Foundation	Headquarters
Yes	1969	İzmir

### Factory

İzmir

### Total Capacity

47,725 tons/year

### Brands:

Premia, Lily, Senso, Select, Pufla, Terra, Select Nature, Green4U

Number of SKUs	Employment (2023):
Over 100	190

Distribution and Service Network	Website
55 Dealers, 200+ sales points, Direct Customers	www.viking.com.tr, www.lily.com.tr



**VIKING**  
KAĞIT VE SELÜLOZ A.Ş.

> about  
the report



caring for  
business



caring for  
employees



caring for  
society



caring for  
business partners



caring for  
environment



appendices

## Sector: Trade and Services

<b>Company Name</b>		
Desa Enerji Elektrik Üretim A.Ş. (Desa Enerji)		
<b>Publicly Traded</b>	<b>Year of Foundation</b>	<b>Headquarters</b>
No	1996	İzmir
<b>Facility</b>		
İzmir		
<b>Total Capacity</b>		
318 million kWh/year		
<b>Brands:</b>		
Desa Enerji		
<b>Number of SKUs</b>		<b>Employment (2023):</b>
-		35
<b>Distribution and Service Network</b>		<b>Website</b>
Entire Türkiye, particularly the Aegean Region		www.desaenerji.com.tr

DESA ENERJİ

## Sector: Trade and Services

<b>Company Name</b>		
Yaşar Bilgi İşlem ve Ticaret A.Ş. (Yaşar Bilgi)		
<b>Publicly Traded</b>	<b>Year of Foundation</b>	<b>Headquarters</b>
No	1983	İzmir
<b>Factory</b>		
İzmir		
<b>Total Capacity</b>		
-		
<b>Brands:</b>		
Astron Dijital, dijital.bayi, dijital.şirket, dijital.asistan, dijital.zeka, dijital.kahin, dijital.mobilsatış, dijital.tedarik, dijital.iştakip, dijital.kurum, Run Digital Run Better		
<b>Number of SKUs</b>		<b>Employment (2023):</b>
-		150
<b>Distribution and Service Network</b>		<b>Website</b>
-		www.yasarbilgi.com.tr

YAŞARBİLGİ  
dijital dönüşümde uzman





> about  
the report



caring for  
business



caring for  
employees



caring for  
society



caring for  
business partners



caring for  
environment



appendices

## Sector: Trade and Services

### Company Name

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

### Publicly Traded

Yes

### Year of Foundation

1974

### Headquarters

İzmir

### Facility

İzmir

### Total Capacity

1,021 people/day

### Brands:

Altın Yunus Çeşme

### Number of SKUs

-

### Employment (2023):

128

### Distribution and Service Network

-

### Website

www.altinyunus.com.tr,  
www.altinyunusplus.com



Awards >>



## Awards Received in 2023

- Pinar was ranked among the “**Brands Carrying the Values of the Republic**” in a public vote conducted by Marketing Turkey Magazine and Research Companies.
- At the Sustainable Food Awards organized by the Sustainability Academy on May 10, 2023, the **Future of Our Milk is in Safe Hands** project won an award in the “**Collaboration for Sustainable Food**” category.
- **Pinar Children's Theater** has been awarded by Çiğli Municipality and Direklerarası Children's Theaters.
- Pinar Süt was among **the first 20 companies in Turkey to receive the White Flag** award by fulfilling the criteria set out in the White Flag application initiated under the leadership of the Ministry of Labor and Social Security of the Republic of Turkey.
- Pinar Süt was awarded by the Aegean Exporters' Associations (EIB) as the company **with the highest exports in the milk and milk products category in the Aegean Region**.
- Pinar Süt won the “**100% Support to Employment in the City**” award with its Şanlıurfa factory.
- Pinar Süt received the Star of Food Award in the Milk category at the **Stars of Food Award** Ceremony organized by Yıldız Technical University Food Club.
- As a result of the research conducted by YouGov Market Research and Survey Company, Pinar Glass Kefir in the “Beverage Category” and Pinar Protein Cottage Cheese in the “Breakfast Products Category” were included in the “**Most Innovative Products of the Year**” list.
- Pinar Et was selected as the “Most Admired Company” in the “**Packaged Meat Products**” category in the “**Most Admired Companies of the Business World**” survey organized by Zenna Research Company.

- Pinar Et was awarded the **LEED Platinum Certificate**, an international benchmark for environmentally friendly and sustainable building design, for its administrative building at the Izmir Campus.
- DYO Boya was awarded as one of the 19 companies on the list of ISO-Top 500 Industrial Enterprises for 55 years without interruption.
- DYO Boya has completed the “Product Life Cycle” studies for 10 products and received an EPD certificate. DYO Boya, entitled to receive the Environmental Product Declaration - EPD certificate for the sustainability of green buildings by completing the Product Life Cycle studies, was honored by the “Environmentally Friendly Green Buildings Association”. Environmental Product Declaration (EPD) studies are ongoing for 10 new products in addition to the existing EPD products.
- DYO Boya was recognized as one of the “**Brands Providing the Most Domestic Added Value in Turkey**” in the Turkish Reputation Academy Value Added Index survey. DYO Oxymax was included as a **Good Practice Example** in the World Coatings Council Sustainability Report.
- DYO Boya was included in Brand Finance: Turkey's “**Most Valuable Brands**” list.
- At the RDCONF 3rd International Research, Development and Design Conference, Dilovası R&D Center won the first prize with the project “**Use of Antimicrobial Opaque Polymers in Water-Based Paints**” and Çiğli R&D Center won the first prize with the project “**Biobased Alkyd Acrylic Hybrid Core-Shell Approach**”.
- DYO Boya ranked 46th in the TURKISHTIME Turkey R&D 250 List among the 250 companies with the highest R&D expenditures, 6th in R&D projects, and 1st in the number of brands.
- DYO Boya ranked first in Turkey in the category of “Companies with the Highest R&D Expenditures” at the Organized Industrial Zone Stars Survey 2023 Award Ceremony organized by OSBUK in 2023.
- DYO Boya ranked **sixth among all OIZs in Turkey** in the Organized Industrial Zone Stars Survey 2023.
- Viking Kağıt won an award in the “**Collaboration-Corporation**” category at the “**Sustainable Business Awards 2023**” organized by the Sustainability Academy for its project “Production of Hygienic Cleaning Papers by Recycling from Waste Beverage Cartons” in collaboration with Tetra Pak®.
- In 2023, Altın Yunus **became the first resort in Çeşme to receive the 100% Sustainable Tourism Certificate (Stage 3)**.
- Çamlı Yem won the “**Superior Taste Award-2023**” with its sea bass and sea bream products.
- YBP was selected by the Izmir Metropolitan Municipality as the company that realized successful gender equality projects in business life and received the “**İZMİR STAR**” award.



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

## Caring for All Stakeholders for a Better Life

### Sustainability Approach and Management

Yaşar Group continues its activities with a vision that sees the ideal of “a better life” as synonymous with social welfare, environmental integrity, and economic sustainability.

In this context, the Group operates responsibly in strategic sectors to shape the green and livable world of the future. The Group places sustainability principles at the center of its strategy and adopts the philosophy of “**caring for all stakeholders**” in processes from the supply chain to the consumer. With this approach, the Group aims to add value to all its stakeholders and actively involve them in its sustainability journey.

By carefully following the global sustainability agenda and best practices and developing strategies in line with the Sustainable Development Goals, the Group aims to comply with international standards and sustainable development through an **ethical, transparent, and accountable business approach** while continuously evaluating and improving its environmental, social, and governance performance. These policies are adopted and implemented by employees at all levels.

Yaşar Group's sustainability performance and activities are under the headings of “Caring for Business”, “Caring for Employees”, “Caring for Society”, “Caring for Business Partners” and “Caring for the Environment”.

### Yaşar Holding's Sustainability Manifesto

We produce lasting values “for a better life”

A better future,

Healthier and happier generations,

A stronger society,

A cleaner and greener environment,

A more sustainable world and we “care for our business, employees, society, business partners, environment” and all our stakeholders.

In line with this understanding;

**Our mission;** is “To provide quality products and services that add value to the lives of our consumers with our trusted brands”,

**Our corporate values** are “Consumers and Customers First”, “Our Operational Excellence”, “Our Human Resources”, “Our Ethical Stance”, and “Our Environmental and Social Responsibility”.



caring for  
business



caring for  
employees



caring for  
society



caring for  
business  
partners



caring for  
environment





## Our Sustainable Development Policy



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



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



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



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



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



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



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



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



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



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



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

## Compliance with UN Sustainable Development Goals

Yaşar Group, which closely follows global developments in sustainability, has taken an important step towards full compliance with the United Nations' Sustainable Development Goals (SDGs) with the Sustainability Policy updated in 2016 and renewed its business strategies in line with global goals.

The sustainability goals and projects identified and implemented by Yaşar Group companies directly contribute to the **16 different goals of the SDGs**, and thus, the Group's sustainability efforts play an active role in achieving development goals on a global scale.

caring for business



caring for employees



caring for society



caring for business partners



caring for environment



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





## Sustainability Management

Yaşar Group promotes a culture in which sustainability is kept alive throughout the organization and contributions are made at all levels.

Yaşar Group's sustainability goals are determined at the Board of Directors level and implemented by all employees under the guidance of Senior Management. While the Board of Directors leads the sustainability efforts, each employee is important in effectively implementing the Sustainable Development Policy.

Operating since 2010, the **Yaşar Holding Sustainability Committee**, with the representation of the sustainability leaders of the Group companies, ensures the coordination of company-based sustainability activities by adhering to the sustainability strategy, goals, and Yaşar Group Sustainable Development Policy, monitors progress and leads sustainability development throughout the Group.

Sustainability Committees established in Yaşar Group companies DYO Boya, Pınar Süt, Pınar Et, Pınar Su ve İçecek, Yaşar Birleşik Pazarlama, Çamlı Yem Besicilik, Viking Kağıt, Desa Enerji, Altın Yunus

Çeşme and Yaşar Bilgi ensure continuous improvement of sustainability strategies and practices, assessment of risks and opportunities and dissemination of good practices among Group companies.

Special groups such as the **Climate Crisis Working Group** and the **“Eşit Yaşar’ız” Gender Equality Working Group**, which are structured under the Yaşar Holding Sustainability Committee and Company Sustainability Committees, produce projects on matters prioritized by the Group such as climate crisis and gender equality and play an active role in achieving its goals in these areas. At the Committee meetings held periodically, new regulations, current developments, and planned projects are discussed, and good practices in companies operating in different sectors are shared. Senior management monitors sustainability efforts through regular reporting, supports the implementation of policies and strategies within the company, and encourages the integration of sustainability practices into all business processes.

With these efforts, Yaşar Group maintains a consistent and effective management approach to sustainability.

## Sustainability Priorities

Yaşar Group continuously reviews its sustainability strategy international norms and universal principles by prioritizing the expectations and needs of its stakeholders in every field of activity.

While updating their environmental, social, and governance policies, companies continue setting **Science Based Targets (SBTi)**. In 2019, the sustainability priorities updated as a result of stakeholder dialog efforts played a key role in the development and renewal of strategies.

In this process, sectoral dynamics and stakeholder feedback were analysed in the light of resources such as **GRI Standards** and **“Sustainability Topics for Sectors: What Do Stakeholders Want to Know? Report”**.

In the process of prioritizing sustainability topics, senior management participated in surveys, while opinions from different stakeholder groups were collected through online surveys.

In the selection of stakeholder groups, care was taken to the capacity of these individuals and institutions to represent the relevant communities, this large-scale stakeholder dialogue activity was conducted with the

participation of **859 stakeholder representatives** and this process contributed to the definition of Yaşar Group's sustainability priorities.

Participating stakeholder groups included Yaşar Holding Senior Management, sustainability leaders, Yaşar Group employees, educational and governmental institutions, non-governmental organizations, dealers, suppliers, customers, and consumer representatives.

At Yaşar Group,  
a culture in which  
sustainability is kept alive  
throughout the organization  
and contributions  
are made at all levels  
is encouraged.

”

>>



## Yaşar Holding's Process of Identifying Sustainability Priorities

Yaşar Holding's Sustainability Strategy was re-created with a comprehensive materiality analysis conducted in 2019. During this analysis process, the opinions of employees and various external stakeholders were taken, internal stakeholders were grouped to ensure a comprehensive representation across functions and departments, and external stakeholder feedback was collected from groups such as customers, suppliers, regulatory bodies, and the media.

In addition to internal and external stakeholder surveys, reports of international organizations, environmental and social impact analyses, risk assessments, global and sectoral trends, and legal regulations were also taken into consideration in the analysis. In addition, feedback collected throughout the year and outputs from national, international, and sectoral events were evaluated.

The results obtained were used to determine the Yaşar Group Sustainability Materiality Matrix; in the matrix, material topics were classified into two main categories "High Material Topic" and "Material Topic" and these priorities were emphasized in the report.

Other topics are addressed in a more limited way. The next materiality analysis is planned to be carried out in 2024, with the aim of repeating it every two years.

The detailed and regular analysis process is carried out by the **United Nations Global Compact and Global Reporting Initiative (GRI) Standards**.

This approach, which enables strengthening sustainability commitments and ensuring continuous compliance with the global sustainability agenda, advances sustainability activities, improves current business practices, and supports well-founded sustainable growth plans.



The Materiality Analysis allows for strengthening sustainability commitments and ensuring continuous compliance with the global sustainability agenda.







caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

Sustainability Materiality Matrix

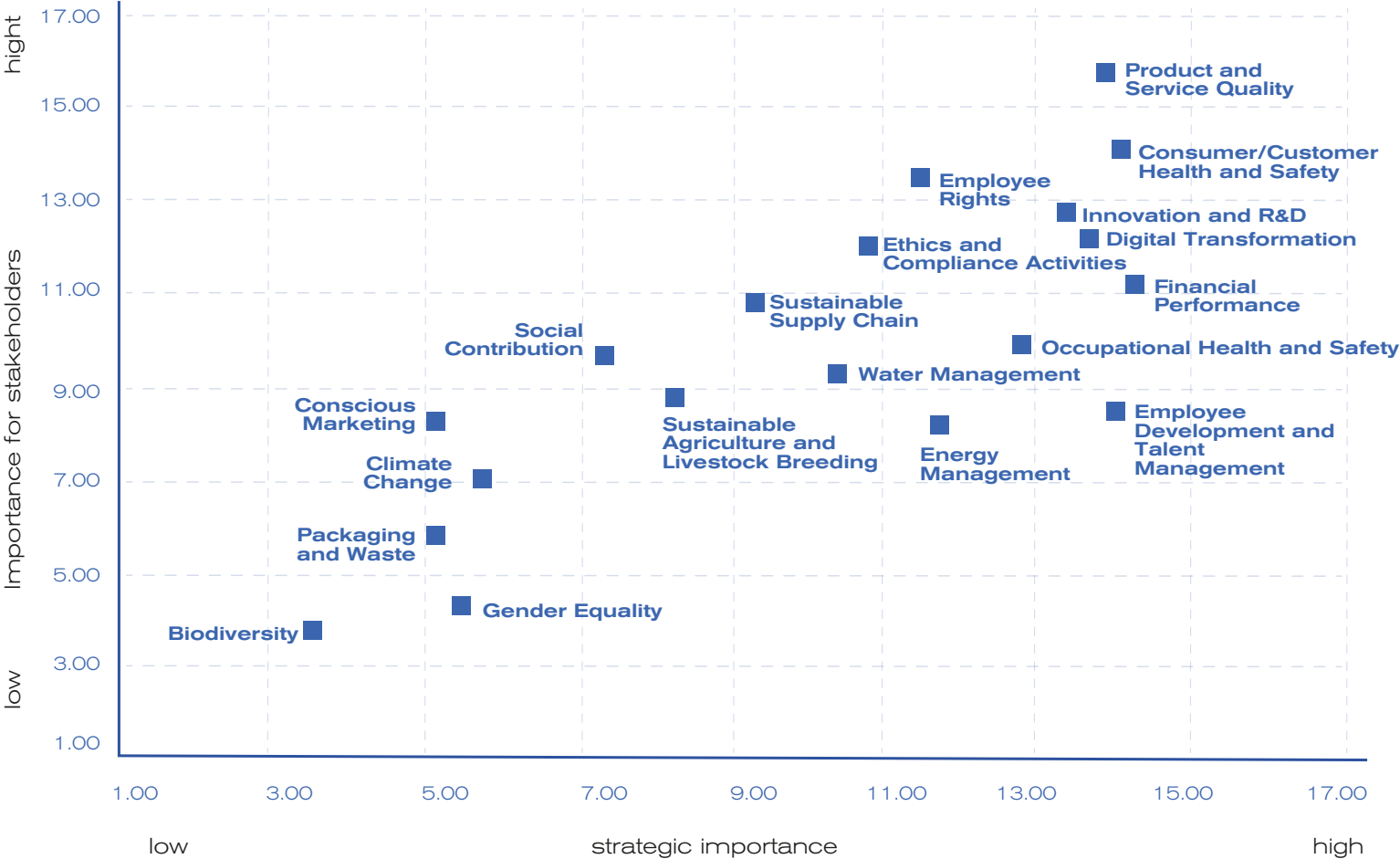
Yaşar Group addressed global sustainability trends and sectoral dynamics in meetings on sustainability and determined the content of the online survey results received from internal stakeholders and surveys for strategic external stakeholders. **This step is critical for defining the sustainability vision and goals more clearly.**

Using materiality analysis, strategic priorities were identified, global trends and expectations were assessed, and the strategic roadmap until 2030 was drawn. In 2022, the study was reviewed in detail, necessary corrections and adjustments were made, and the decision to gather stakeholder views every two years was renewed. This process will be implemented again in 2024 with an expanded scope.

Yaşar Holding Material Sustainability Topics

Yaşar Group's Sustainability Strategy is shaped in a wide range of areas from company management to environmental impact management and is centered on the vision of “for a better life”. This strategy plays a critical role in achieving the Group's sustainable growth targets.

caring for business	caring for employees	caring for society
Ethics and Compliance Innovation and R&D Financial Performance Digital Transformation	Employee Development and Talent Management Employee Rights Occupational Health and Safety	Consumer/Customer Health and Safety Product and Service Quality
caring for business partners	caring for environment	
Sustainable Supply Chain	Climate Crisis and Energy Management Water Management Waste Management	





## Sustainability Journey

### 1960 - 1999

The first corporate social responsibility activities of Yaşar Group started in the 1960s with literacy courses and social opportunities provided to employees by **DYO, which opened the first domestic paint factory in our country in 1954.**

In **1965**, DYO established the sector's first dealership system and implemented its strategy of growing with its business partners. In **1967**, DYO took important steps towards the development of art in our country with the **painting competitions organized as a first in the private sector.** In **1969**, Turkey's first theater was built in Izmir's Bademler Village, showing the roots of corporate social responsibility.

Established in **1974** to carry out educational and cultural activities with the aim of social solidarity, respect for spiritual values, contribution to public services, and reinforcing the integration of the individual and the state, **Yaşar Education and Culture Foundation** support education through educational investments and free scholarships, while providing culture and arts services through the **"S. Yaşar Museum and Art Gallery"** and **"DYO Painting Awards"**. Opened in 1985, the S. Yaşar Museum is also the first private art museum in Turkey.

The Foundation began investing in education in 1974 with **"Durmuş Yaşar Primary School"** and continued its investments in education with

**"Karşıyaka Selçuk Yaşar Alaybey Secondary School"** in 1993. The Foundation has also continued to support archaeological excavations since 1998.

Founded in 1973 as a good example of the regional development model in Turkey, Pınar Süt has been **providing support and education to raw milk producers** since its establishment in 1973, demonstrating the Group's corporate responsibility approach.

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

Under the leadership of Selçuk Yaşar, the founder of Yaşar Group, **Karşıyaka Sports Club has been supported for more than 60 years.** As the main sponsor since 1998, **Pınar has supported the Karşıyaka Basketball Team and thousands of young athletes playing sports in the infrastructure.** Established in 1998, **Selçuk Yaşar Sports and Education Foundation** has brought **Yaşar University** to education.

### 2000 - 2008

- In **2000**, corporate sustainability efforts were initiated in line with international standards and with the purpose of compliance with the Corporate Governance Principles established by the OECD.
- With the aim to support social development and education, the construction of "Selçuk Yaşar Painting and Industrial Vocational High School" in 2002 and "Yaşar Education and Culture Foundation Anatolian High School" in 2005 were completed and put into the service of national education.
- In **2007**, the Group signed the "United Nations Global Compact" (UNGC). In 2008, the "Yaşar Education and Culture Foundation Primary School", which was built in Diyarbakır, was assigned to national education.
- In **2008**, DYO Boya received the industry's first nano patent from the European Patent Office.

### 2009 - 2011

- In **2009**, the Group published its first **"UNGC Progress Report"**.  
  
In 2009, the **"Yaşar Group's Business Ethics Code of Conduct"**, which is based on the compliance of all employees, was published.  
  
In 2009, DYO Boya received the first **"R&D Center Certificate" in the sector.**
- In **2010**, sub-committees on **Sustainable Development, Corporate Governance and Ethics, Corporate Values, Social Responsibility, and Corporate Communication** were established to implement the **"Corporate Reputation"** project.  
  
In 2010, **carbon footprint calculations** were initiated within the Group. Through carbon teams and leaders, these processes have been disseminated across the entire value chain.
- In **2011**, the Group published the first **"Yaşar Sustainability Report"**.  
  
In 2011, Pınar Süt started to be listed on the **Borsa Istanbul Corporate Governance Index.**

## Sustainability Journey

### 2012 - 2014

- In **2012**, the CEO Statement of Support on the Principles of Women's Empowerment, launched by the United Nations, and was signed.

In 2012, the Group participated in the **"Equality at Work Platform"**, initiated by the World Economic Forum and maintained under the leadership of the Ministry of Family and Social Policies.

In 2012, DYO Boya Dilovası Facility received the grand award as **the most environmentally friendly organization in the Marmara Region within the scope of the "Şahabettin Bilgisu Environmental Awards"** organized by the Kocaeli Chamber of Industry.

In 2012, **Pınar Et** started to be listed on the **Borsa İstanbul Corporate Governance Index**.

- In **2013**, a water survey was conducted in all Group companies to analyze the needs **for water and wastewater management**.

In 2013, Pınar Institute was established to increase social awareness on food, health, and nutrition concerns and to support scientific studies.

In 2013, the construction of the **"Yaşar Education and Culture Foundation Special Education Implementation Center and Business Implementation Center"** with **18 classrooms** was completed and put into the service of national education to support the education of children with autism.

In 2013, **Pınar Su ve İçecek** started to be listed on the **Borsa İstanbul Corporate Governance Index**.

In 2013, the first **"Pınar Children's Painting Workshop"** was held.

In 2013, Pınar Et received the third prize in the environmental awards given by the Aegean Region Chamber of Industry in the category of **"Environmentally Friendly Industrial Facility"**.

In 2013, DYO Boya became the **first paint company to implement the EFQM Excellence Model** and was awarded the **"5 Star Competency Certificate"** at the Türkiye Excellence Awards in the same year.

- In **2014**, studies were started to establish a greenhouse gas inventory management system and calculate the water footprint.

In 2014, the **"Future of Our Milk is in Conscious Hands"** project was implemented under the leadership of Pınar Institute.

In 2014, Pınar Süt won the **first prize in the food and beverage sub-sector in the Energy Efficient Industrial Facility category of the 15th "Energy Efficiency in Industry Project Competition"** organized by the Ministry of Energy and Natural Resources of the Republic of Turkey.

In 2014, DYO Boya received the **"KalDer Aegean Region Excellence Grand Prize"**.

In 2014, based on the results of the **"R&D Center Performance Index"** evaluating R&D centers, DYO Boya R&D Center became the most successful R&D center in the chemical industry.

### 2015 - 2017

- In **2015**, Pınar Su ve İçecek started to produce **Natural Spring Water in Recyclable Packaging** at its Bursa Facility, increasing its recyclable product capacity by approximately 70% with this investment.

In 2015, Pınar Süt received the **"R&D Center Certificate"**.

Pınar Süt, the first milk and milk products producer to participate in **CDP (Carbon Disclosure Project)**, including the water transparency project, ranked first among the volunteers in the **"CDP 2015 Climate Change Report of Türkiye"**.

In 2015, the **"Improvement of Animal Welfare"** project was realized within Pınar Et.

- In 2016, the business goals of the Group and the 2030 Development Goals were aligned and updated within the framework of the Sustainable Development Goals with the activities carried out starting from the senior management. Based on these efforts, Yaşar Group's 2030 Business Goals were established, review studies were performed in all companies, compliance strategies were determined in line with Sustainable Development Goals and the Group's goals were shared with all stakeholders


  
 > about  
 the report



## Sustainability Journey

### 2018 - 2022

- In 2016, "Productivity Contest" and "Yaşar's Stars Contest" were merged under the umbrella of sustainability, and **"The Yaşar Group Sustainability Competition"** was launched.

In 2016, the **"Let's Move with Fun and Eat Healthy"** project was launched under the leadership of Pinar Institute.

In 2016, DYO Boya won the **"Türkiye Excellence Award"** at the Quality Congress organized by KalDer.

- In 2017, Pinar Süt received **"CDP Turkey Climate Leaders Award"** and **"CDP Turkey Water Leaders Award"**.

In 2017, Pinar Et started reporting on **climate change and water matters** within the scope of CDP.

In 2017, Pinar Et received the first **"R&D Center Certificate"** in its sector.

In 2017, DYO Boya became the first company in its sector to receive the **"EU EcoLabel"**.

In 2017, an **"R&D Center"** was established at the DYO Boya Dilovası Facility.

- In 2018, the construction of the **"Yaşar Education and Culture Foundation Vocational and Technical Anatolian High School"**, built by the Yaşar Education and Culture Foundation in Eskişehir, was completed and put into the service of national education.

In 2018, the **"Healthy Life Sessions"** project was implemented by the Pinar Institute.

- In 2019, Yaşar Holding signed the "Business Plastics Initiative" created in cooperation with TÜSİAD - Global Compact Türkiye – BCSD and became one of the first 26 companies to volunteer in the fight against plastic pollution.

In 2019, Pinar Institute's "The Future of Our Milk is in Safe Hands" project was included in the **"Impact Champions"** program by the United Nations Development Program (UNDP) Business Call to Action Platform.

In 2019, Pinar Su ve İçecek established a center to support new product development and innovation in the water and beverage sectors along with R&D studies.

Within the scope of the "Business Plastics Initiative (IPG)", which the Group signed as one the first signatories in 2019, **the 90 tons of plastic reduction** target committed by Yaşar Holding, Pinar Et and Pinar Su ve İçecek companies until 2023 was achieved by the end of 2021, and the reduction for the commitment reached **144.7 tons by the end of 2022**.

- In 2020, the **"Accessible Communication Line"** service was started to be provided for visually impaired individuals through Pinar Communication Center

In 2020, Pinar Institute's "The Future of Our Milk is in Conscious Hands" project was the only project representing Türkiye as an **"exemplary inclusive business model"** in "The Impact Management Journey" session at the annual forum organized as part of the United Nations General Assembly Week events. The project received the "Pioneers of Agriculture Award " at the Future of Agriculture and Forestry Summit held in İzmir to contribute to the roadmap of Turkish agriculture.

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

In 2021, Yaşar Holding became one of the companies participating in the **"Target Gender Equality Program"** launched by the UN Global Compact to increase the representation and leadership of women in the business world.

In 2021, Pinar Süt and Pinar Su ve İçecek announced their goal of becoming **"carbon-neutral"** by 2050.

In 2021, renewable energy production started with solar energy panels installed at Desa Enerji.

In 2021, the e-commerce platform **"PinarOnline"** was established.

In 2021, the "Accessible Communication Line", which serves through the Pinar Communication Center, started to provide services to hearing-impaired individuals.

- In 2022, the "Yaşar Group R&D Units Platform" was established to increase synergy among Group companies in the field of R&D and to develop university-industry cooperation areas.



## Sustainability Journey

### 2018 - 2022

In 2022, the Group participated in the **"SDG Innovation for Young Professionals – SDG Innovation Program"** run by the UN Global Compact.

In 2022, Pinar Süt was included in the **BIST Sustainability Index**, which includes companies traded on Borsa Istanbul with high corporate sustainability performance.

In 2022, the investment for the revision of the Waste Water Treatment Plant at Pinar Süt was completed.

In 2022, Pinar Et announced its goal of becoming **"carbon-neutral" by 2050**.

In 2022, Pinar Et realized a **solar energy investment** with an installed capacity of 1.77 MWp.

With the investment made by Viking Kağıt in 2022, the production of tissue papers was started with **100% recycling of beverage cartons**, and the environmentally friendly tissue paper product **"Select Nature"**, produced by recycling beverage cartons, was introduced to the market.

In 2022, within the scope of CDP, Pinar Süt and Pinar Et were included in the management level setting and were rated B- and C, respectively, in the field of water security, and C and B-, respectively, in the field of climate change.

In 2022, the **corporate governance ratings** of Pinar Su ve İçecek , Pinar Et, and Pinar Süt were realized as **9.54, 9.38, and 9.35 out of 10, respectively**.

In 2022, the **"Young Farmer Professional and Individual Capacity Development Program"** conducted by Pinar Institute started with survey applications and workshops.

In 2022, Pinar Institute launched the **"Dairy Expert"** mobile application.

In 2022, DYO Boya participated in COP27 to share its good practices in its fight against the climate crisis.

In 2022, DYO Boya's formaldehyde-absorbing DYO Oxymax product was presented as a **"Good Practice Example" at the World Coatings Council (WCC)** seminar events.

The e-commerce platform "boyadyo.com", established to enable end consumers to place orders via mobile devices (Android, iOS) and the internet, went live in March 2023. A web-based direct sales system was created with boyadyo.com.

In 2022, Desa Enerji obtained the "ISO 9001 Quality Management System", "ISO 50001 Energy Management System" and "Zero Waste" certificates, while Yaşar Bilgi obtained the "Zero Waste" certificate.

In 2022, information meetings, education, and events were organized with **"A Better Life Meetings"** to raise awareness and provide information in line with developments on sustainability in general and on material topics such as climate crisis, gender equality, etc. In addition, carbon leaders and carbon experts of Group companies were provided with updated programs on greenhouse gas management and calculation systematics.

To raise awareness, Yaşar Holding participated as a speaker and jury member in sustainability summits and meetings and platforms such as Climathon and participated in information and awareness-raising activities by sharing sustainability-related posts on Yaşar Holding social media accounts.

Pioneering  
Approach to  
Sustainability  
from 1960 to  
Today ”

## 2023 Sustainability Performance: Progress and Change

- Yaşar Holding Sustainability Committee, established with the participation of Sustainability Leaders who coordinate the sustainability efforts of Yaşar Group companies, continued its activities in 2023. **The Climate Crisis Working Group and the "Eşit Yaşar'ız" Gender Equality Working Group**, established under the Committee, continue to work in two priority areas of the Group in sustainability.
- Yaşar Group companies, which follow national and international developments in the field of sustainability, carry out the necessary compliance studies, take part in the relevant working groups of the non-governmental organizations in which they are represented, and publicly traded companies prepare their sustainability principles compliance statements.

Reports prepared by organizations such as UNGC, WEF, TUSIAD, etc., and various sources on sustainability are monitored, and relevant departments and employees, particularly senior management, are informed in line with current developments.

Yaşar Group companies, which follow national and international developments in the field of sustainability, carry out the necessary compliance studies, take part in the relevant working groups of the non-governmental organizations in which they are represented, and publicly traded companies prepare their sustainability principles compliance statements.

”

### Climate Change and Energy Management

- Yaşar Group companies, which have been carrying out greenhouse gas measurement and reduction studies since 2010, continued their optimization and efficiency studies in all processes in 2023. **An absolute value reduction of 18% in total greenhouse gas emissions and 16% in energy consumption was achieved.**
- Yaşar Holding, which participated in the "SDG Innovation for Young Professionals – SDG Innovation Program" conducted by the UN Global Compact and developed the **"development of sustainability practices in suppliers"** project, aimed to create sustainability awareness in its suppliers, determine the level of sustainability maturity, and develop joint projects in cooperation with its suppliers to reduce carbon emissions.
- Within the scope of CDP, Pınar Süt and Pınar Et, which voluntarily report their impacts on climate change, have been rated "D" and "C" in the field of water security and "C" and "B-" in the field of climate change, respectively.
- The biogas to be produced in the Anaerobic Treatment Plant established in Pınar Süt İzmir Facility is aimed to reduce the carbon footprint by approximately 17% annually.
- By preventing air leaks, Pınar Et saved 162,000 kWh of energy annually and **reduced 73 tons of CO2e emissions.**
- Pınar Su ve İçecek reduced its greenhouse gas emission intensity by 15.3% compared to the base year 2010 through energy efficiency, energy saving, and operational improvement efforts.
- Pınar Et İzmir Administrative Building received **LEED Platinum Certificate.**
- Water and carbon footprint studies were completed at DYO Boya and TS EN ISO 14064-1 standard was integrated. TSE verification audits were completed.
- Viking Kağıt's energy consumption decreased by **44.6%** and energy intensity improved by **18.5%**.
- Altın Yunus' **geothermal energy utilization rate increased from 21% to 24.93%.**
- Çamlı Yem saved 330 MWh of energy with steam line insulation, 10.7 MWh with LED replacement, and 6.2 MWh by reducing compressor pressure.
- A project application was made to calculate the carbon footprint in the aquaculture sector at Çamlı Yem marine operation.
- Desa Enerji achieved **790 MWh of energy savings in 2023.** A natural gas-fired boiler with a burner was installed.
- Yaşar Birleşik Pazarlama achieved fuel savings of 9% and 3.5% with the projects it developed. Energy consumption was reduced by **7.3%** through the SPP Project and warehouse renovations.

> about the report





## 2023 Sustainability Performance: Progress and Change

### Water and Wastewater Management

- Since 2014, water and wastewater management efforts have continued. Efficiency efforts have been focused on the balance between the protection and utilization of natural water resources. In 2023, compared to the previous year, the total amount of water withdrawn and wastewater discharged decreased by 11% and 24% in absolute terms, respectively.
- TS EN ISO 14046 Water Footprint education was provided at DYO Boya. Nanofiltration systems were commissioned at the Çiğli factory. Water consumption continued to be monitored with remotely monitored water meters.
- At Viking Kağıt, water use intensity decreased by 0.7% to 29.1 m3 per ton of paper production.
- Caustic reduction, water meter replacements, rainwater collection, and condensate collection systems were carried out at the Pınar Süt İzmir plant.
- Altın Yunus continues its projects to reduce water consumption and recycle wastewater.
- Çamlı Yem reduced its water consumption by 861,864 m3. A 15.7% reduction was achieved in the amount of wastewater.
- Pınar Et's water use intensity decreased by 1.93% in 2023, while the amount of wastewater was reduced by 18.39%.
- Desa Enerji saved 50 m3 of water per day with the Waste Heat Boiler Efficiency Improvements project.
- Pınar Su ve İçecek reduces its water footprint with automated disinfection practices. While the amount of wastewater decreased by 8%, the reduction rate at the Aydın facility was 24.7%.



### Circular Economy and Waste Management

- As part of the "Business Plastics Initiative (IPG)", which Yaşar Holding signed in 2019 and became one of the first signatories, the 90 tons of plastic reduction target committed by Yaşar Holding, Pınar Et, and Pınar Su ve İçecek companies until 2023 was achieved by the end of 2021. The plastic reduction target set as 90 tons within the scope of the IPG was realized as 158.7 tons.
- Pınar Süt continued its weight optimization projects in packaging to reduce the use of plastic. Paper waste and CO2 emissions were reduced through parcel and pallet optimization. Efforts to end the use of PVC lids were initiated.
- Pınar Et reduced the amount of hazardous waste by 13.85% to 81.68 tons.
- In 2023, Pınar Et continued the "10 pil 1 fidan" project, which has been ongoing since 2014, and 3,500 waste batteries were collected and 350 saplings were planted in the Pınar Et Grove in Soma, Manisa. Ongoing packaging optimization efforts saved 1,355 kg of plastic and 29,710 kg of paper.
- Pınar Su ve İçecek reduced the use of plastic in product packaging by 15.1% to 24.2% in 2023. A total waste reduction of 3.6 tons was achieved. PE material was reduced by 7.9% - 23.2% and PET material by 4.4%.
- DYO Boya reduced its hazardous waste with the Solvent Recovery Project. With the separation of recovered wastes, 952 tons of waste was reduced. Registration to the KSTK System was completed and an environmental risk map was created. Sample applications were realized within the scope of the "Environmental Label Application Project".
- Viking Kağıt has reduced 1,306 tons of waste by making Poly-Al waste an input for another industry. Hazardous waste was reduced by 35.3% and non-hazardous waste by 46.6%.
- Altın Yunus used large packaged products instead of disposable plastic products. Plastic-packaged products were replaced with kraft paper-packaged products. Hazardous waste was reduced by 572 kg, contaminated packaging, and fluorescent 192 kg. Food waste management and waste prevention efforts are ongoing.
- Çamlı Yem reduced non-hazardous waste by 32.8%.

“The plastic reduction target set as 90 tons within the scope of the IPG was realized as 158.7 tons in 2023.”



## 2023 Sustainability Performance: Progress and Change

### Innovation, R&D and Quality

- The process was initiated by introducing the "**Entrepreneurship and Innovation**" project "**Yaşar IDEA**", which will prepare the Group for the future by transforming the entrepreneurship and innovation power, which is included in the founding values of Yaşar Group, into a structure where innovation and continuity are pursued, strategy and value are produced, and collaborations are developed.
- The "**Yaşar Group R&D Units Platform**", which was established to increase R&D synergy among Yaşar Group companies, to expand university-industry cooperation areas in cooperation with Yaşar University, and to ensure the highest level of benefit from domestic and international matters, continued its activities in 2023.
- Pinar Et applied for a patent for "Production of Meat and Vegan-Vegetarian Products by Molding Method". **The gluten-free pizza base** was introduced to the export market in 2023. Partnership negotiations started with AIMPLAS Plastics Technological Institute and participation in the "**SDG Innovation for Young Professionals**" Program.



- Pinar Su ve İçecek produces all of its beverages with **V-Label** certification, and its R&D efforts are focused on **vegan and vegetarian** products.
- At DYO Boya, **MAS Certified Green Certificates** have been obtained for products containing low VOC. Alternative products have been developed by REACH and KKDİK regulations, and products suitable for water-based, UV curing, and high-solid systems have been designed.
- Viking Kağıt was **the first company in Turkey to receive BRC certification at the A Grade level and maintained this level** in 2023. GMP-Good Manufacturing Practices and HACCP-based risk analysis are implemented.
- Çamlı Yem introduced Smart Süt Yem (Smart Milk Feed). It continued its efforts to reduce environmental impacts through R&D studies.

### >> PRODUCT DEVELOPMENT WITH NUMBERS

Pinar Süt, launched  
**17 new products and 31 new packages.**

Pinar Su ve İçecek launched  
**8 new products and 12 new packages.**

Pinar Et launched a  
**total of 38 new products** during the year, 5 of which were for the e-commerce channel.

In 2023, DYO Boya launched  
**85 new products** in various categories.



## 2023 Sustainability Performance: Progress and Change

### Digitalization

- **"Project Feniks"** studies, in which business processes are redesigned and data-oriented management is targeted with **SAP S4/HANA** integration, which will guide the digital transformation of Yaşar Group, have started.
- The **"Digital Company System"**, the software developed for the tracking of sales, stock, and order information in dealers by DYO Boya, was put into use in two Casati and 2 DYO dealers.
- **YBP WEBLINK** platform was created and RPA was introduced. Business intelligence applications and digital field business models were used with Qlik Sense. Digital Promotion and Digital PARS business models were developed.
- Yaşar Bilgi carried its workflows to the mobile platform with the Mos application and reduced paper use with **e-transformation**.
- **A robotic palletizing system and Fresh Cheese End of Line Automation** were installed at the Pınar Süt Eskişehir factory.
- PınarOnline increased the rate of **electric vehicles in its vehicle fleet to 25%**.
- In 2023, Pınar Su ve İçecek accelerated its software development investments and **gathered all communication channels** such as e-mail, mobile applications, and call centers **under a single roof**.



### Corporate Governance

- The ratio of **women on the Boards of Directors of Yaşar Holding** and its publicly traded companies is between 29% and 57% in 2023.
- Pınar Su ve İçecek, Pınar Et, and Pınar Süt's corporate governance ratings for 2023 were 9.55, 9.38 and 9.35, respectively.
- DYO Boya, Pınar Et, Pınar Su ve İçecek, Pınar Süt continue to work towards the goal of being included in the BIST Sustainability Index.
- The **"Cultural Transformation"** project was initiated for the transformation that will carry the Group into the future, where the 78-year culture of Yaşar Group is evaluated with today's conditions.
- **Yaşar HR Academy** was launched to strengthen competencies and discover potential talents.
- The **"Project Assistant Program (Youth Class)"** was launched to provide young talents with the opportunity to make a strong start to their careers and turn their knowledge into experience.

### Gender Equality

- Yaşar Group continues to support women's empowerment with the motto **"We have a promise for the future for women's empowerment"**.
- On March 8, scholarships were awarded to **5 female students** on behalf of all female employees of the Group.
- Viking Kağıt shared posts on the theme **"Equality Starts with Language"** and worked on creating a gender inequality dictionary. On November 25th, on the Day for the Elimination of Violence against Women, Viking Kağıt organized a panel and called for awareness-raising.
- Yaşar Birleşik Pazarlama published a Nonviolent Communication Guide and called for Orange Awareness. "Does the Fish Know It's Wet?"(Balık Islak Olduğunun Farkında Mıdır?) interview was organized, and **"Values" and "Gender Equality"** education was provided to **3,225 children** in five high schools and seven primary schools. The "Together We Shine"(Birlikte Işıldıyoruz) coaching process was realized with five female employees, and the "Mentor for a Million Women" process was launched.
- By participating in the **"Business World Against Domestic Violence Project"**, Pınar Süt published the Protocol on Combating Domestic Violence on March 8, 2023, and took an important step.

## 2023 Sustainability Performance: Progress and Change

### Social Contribution

Yaşar Group, through its foundations and companies, continues to support the development of society in various fields, particularly education, culture, arts, and sports.

- Organized for 42 years, the **International Pinar Children's Painting Contest** was held in 2023 with the theme "**Benim İçin Cumhuriyet**". The works of the competition were exhibited at the Yaşar University Rectorate Foyer Area. The "Virtual Exhibition" can be accessed at [www.pinar.com.tr](http://www.pinar.com.tr).
- In 2023, as part of the 42nd **International Pinar Children's Painting Contest**, workshops were organized for children affected by the earthquake in **20 tent and container cities**.
- In **36 years**, **Pinar Children's Theater** has reached **more than 3 million children across Turkey** free of charge. In 2023, it staged the play "**Küçük Kız ve Cumhuriyet**" for the 100th anniversary of the Republic and aimed to convey the values of the Republic to children.
- The support of Selçuk Yaşar, Founder and Honorary President of Yaşar Group, to Karşıyaka Sports Club, which started in 1960, has continued since 1998 with the naming sponsorship of the Karşıyaka Basketball Team by the Pinar brand.
- Pinar Institute's "**Let's Move with Fun, Let's Eat Healthy**" project raises awareness among preschool children, teachers, and parents. From 2016 until the end of 2023, more than 28 thousand children were reached through 776 teachers in 19 provinces.
- Healthy Life Sessions**, which have been organized with expert academics since 2018 to raise public awareness on food, health, and nutrition matters and to correct common misconceptions, continued in 2023 both online and face-to-face.
- As part of the "**Value for Tomorrow**" project, DYO Boya made schools more hygienic by providing **3,210 drums of paint to 124 schools**. In addition, streets were colored in cooperation with municipalities, foundations, universities, and artists.
- DYO Boya continued its activities for architects in 2023. To strengthen relations with architects, the 2023 Earthquake Series Conferences were organized in cooperation with AURA Istanbul.

### Yaşar Education and Culture Foundation

Founded in 1974 in Izmir by Durmuş Yaşar and expanded with the vision of Selçuk Yaşar, Yaşar Education and Culture Foundation continues to contribute to society in the fields of education, culture and arts.



- Yaşar Education and Culture Foundation, which **has built 8 schools in different regions of our country** and brought them to national education, **has provided more than 7,000 students with free scholarships since its establishment**.
- The Foundation is committed to promoting the personality, principles, and historical role of the Great Leader Mustafa Kemal Atatürk, publishing scientific studies, and supporting events such as symposiums and panels. It also provides Atatürk corners in various educational institutions. **As part of the 100th anniversary of the Republic**, four panels on Atatürk and the Republic were organized, including the panel "**The Republic Enlightened by Atatürk's Ideas**" (**Atatürk'ün Fikirleriyle Aydınlanan Cumhuriyet**).
- In 2023, Yaşar Education and Culture Foundation organized the panels "**Art in Izmir in the Republican Era**" (Cumhuriyet Dönemi'nde İzmir'de Sanat) discussing art movements in Turkey and Izmir, "**Izmir, the Port of Anatolia**" (Anadolu'nun Limanı İzmir) discussing the ancient and modern port history of Izmir, and "**From the 19th Century to Izmir, the City of the Republic**" (19. Yüzyıldan Cumhuriyet Kenti İzmir'e) discussing the cosmopolitan life in Izmir in the **19th century until the establishment of the Republic**.
- In 2023, as part of the Ephesus Culture Road Festival, a group exhibition was organized with works from the **Yaşar Education and Culture Foundation Collection**.
- The Foundation continued to support efforts to protect and preserve cultural heritage for the future. Since 1998, Yaşar Education and Culture Foundation has been supporting archaeological **excavations**. **In 2022, the Foundation continues to support the excavations of Nysa/Aydın, Old Smyrna/Izmir, Smyrna Agora/Izmir and Çatalhöyük/Konya**.
- Organized by Yaşar Education and Culture Foundation in cooperation with Çeşme **Altın Yunus** since 2016, "**Altın Yunus Art Workshops**" **hosted the works of 30 young artists in 2023**.
- The 39th edition of the "**DYO Art Awards**" competition, which started in 1967 and has been organized by Yaşar Education and Culture Foundation since 1993, was held with the theme of "Nature and People", and the works that received awards and were deemed worthy of exhibition met with art lovers in Istanbul and Eskişehir in 2022, Ankara, Mardin, and Izmir in 2023.
- In the February 6 earthquake, Yaşar Education and Culture Foundation delivered approximately **500 parcels of materials** collected with the contributions of Yaşar Group employees and companies to AFAD.
- In the 14th book campaign organized for the 14th time in 2023, books collected with the support of employees were sent to Mehmet and İfakat Gülaçtı Primary School in Elazığ.



## 2023 Sustainability Performance: Progress and Change

### Yaşar University

Founded by Selçuk Yaşar Sports and Education Foundation in 2001, Yaşar University continued its education and education activities in the 2023-2024 academic year with 227 faculty members and approximately 7,000 students.

- In 2023, Yaşar University carried out **28 EU and internationally-funded projects**, prepared 29 new project applications and **8 projects were awarded grants**. In addition, 35 projects were evaluated within the scope of TÜBİTAK BIGG Program and 1 entrepreneur project received a grant.
- In 2023, Yaşar University's social responsibility activities were shaped according to the effects of the earthquake, and **73 projects** were realized, with **1,327 students volunteering** in the projects.
- As part of the **EMEK Project**, university preparation courses were given to students who came to İzmir due to the earthquake and were preparing for YKS.
- The goodness movement, which started in 2016 under the name **İzmir'de İyilik Var**, continued in 2023 with events attended by social entrepreneurs in cooperation with İzmir Metropolitan Municipality.
- With the awareness of the impact of the gaming industry on architecture and engineering designs, **YUTECH** initiated the **KOSGEB Supported Digital Gaming Campus Technology Development Center (TEKMER)**, which will be located at İZFAŞ İzmir Fairgrounds in 2023 with 8 stakeholders.
- The **STORMLOG Project** under the Climate Change Adaptation Grant Scheme (CCAGP) aims to increase the resilience of communities and cities to the climate crisis and promote the exchange of knowledge and experience on adaptation among organizations and cities in Turkey.
- The **BORNBERG Project**, implemented under the **"Turkey-EU Town Twinning-II Grant Scheme"**, aims to improve Bornova's capacity and raise public awareness of a sustainable urban environment through the exchange of ideas between Bornova and Heidelberg municipalities.



- The **ECOPRENEURS Project**, implemented under the **"Cooperation Partnerships in Vocational Education Grant Scheme"**, aims to promote sustainable entrepreneurship education, taking into account the UN Sustainable Development Goals and the EU Green Deal.
- The **AGRIEU Project** under the **"Jean Monnet Module Grant Program"** is developing a course and new course material aiming to teach the concept of sustainability in agri-food production and supply chain management.
- The **CALIPER Project**, which started in 2020 under the **"EU Horizon 2020 Program"**, aims to increase the share of women in decision-making mechanisms, especially in STEM fields, and to create a better gender balance in academic institutions.
- The **GREENBIM Project**, which aims to develop a market-oriented master's program on BIM and energy efficiency, was launched.





## 2023 Sustainability Performance: Progress and Change

### Sustainable Agriculture and Livestock

Yaşar Group, which supports sustainable agriculture and animal husbandry, carries out producer support programs to ensure and increase animal welfare, increase milk yield, and maintain quality with its companies operating in the food, agriculture, and animal husbandry sectors.

- As part of the **"The Future of Our Milk is in Safe Hands Project"**, which has been carried out since 2014 in cooperation with the public, universities, and industry under the leadership of Pinar Institute, more than 8,500 dairy farmers in 14 provinces have been trained on animal health, nutrition, milking practices, and financial literacy. In 2023, educations were organized in Aydın, Eskişehir, Manisa, Muğla, Bilecik, and Bursa.
- To raise awareness of climate change and water use, Pinar Institute developed the **"Climate and Water Education"** module. These educations were organized from November 2023 until the end of the year and milk producers were informed about climate and water use.
- The **"Dairy Expert"** mobile application, launched to support dairy farmers, increase their knowledge, encourage correct animal husbandry practices, and reach farmers who cannot be reached through education, came together with small milk producers in and around Bursa in 2023 to introduce the application.
- Çamlı Yem developed innovative products suitable for modern animal husbandry practices and introduced Smart Milk Feed, compatible with robotic feeding systems, to the market.



caring for business >>





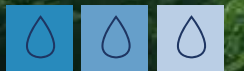
## caring for business

- > Corporate Governance
- > Ethics and Compliance
- > Risk Management
- > Stakeholder Dialogue
- > Corporate Memberships
- > Economic Performance and Investments
- > Digital Transformation



Covering 75% of the globe,  
indispensable for life...  
Not only for human life but also for economic  
and social development.

With its principles of establishing and  
maintaining balance in nature, providing habitat,  
regeneration, resilience, harmony, and adding  
value to its environment, water represents  
continuity and guidance  
with its flow.



## Corporate Governance

Yaşar Group has voluntarily taken important steps in implementing the best management approaches and complying with corporate governance principles since corporate governance principles were not yet on the agenda in Turkey. The corporate governance structure adopted, which takes into account the interests of all stakeholders within the framework of **transparency, fairness, accountability, and responsibility**, is constantly reviewed within the framework of **Corporate Governance Principles**.

For Yaşar Group, sustainability is an integral part of its corporate governance approach. The Group's corporate governance approach is reflected in all areas of activity with its vision, deep-rooted and solid values, culture, ethical principles, and compliance with laws. This management approach, in line with the Sustainability Strategy, contributes to the efficient use of resources, positively affects economic performance, creates value for all stakeholders, and supports corporate reputation.

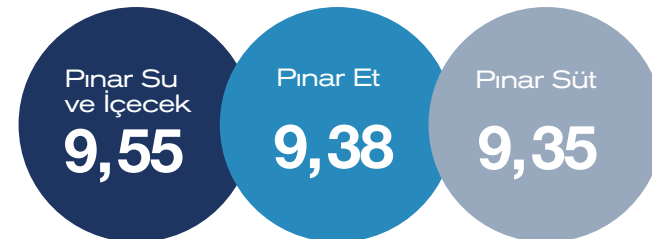
Yaşar Group companies are based on the Corporate Governance Principles published by the Capital Markets Board (CMB) in their corporate governance practices. Pınar Et, Pınar Su ve İçecek, and Pınar Süt, which are publicly traded companies of the Group, are rated based on these principles every year.

In 2022, Pınar Su ve İçecek's corporate governance rating was 9.54 out of 10 and was updated as 9.55 in the reporting period. Pınar Et's and Pınar Süt's corporate governance ratings were realized as 9.38 and 9.35, respectively, at the same level compared to the previous year. Pınar Et, DYO Boya, and Pınar Su ve İçecek continue their efforts to be included in the BIST Sustainability Index.

The ratio of women on the Boards of Directors of Yaşar Holding and its publicly traded companies, which have voluntarily taken important steps in implementing the best management approaches in Turkey, is between 29% and 57% in 2023.

### 2023 Corporate Governance Rating

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



## Management Structure

Yaşar Holding Board of Directors acts as the highest level decision-making and control body in all processes of the company.

In the early 2000s, the responsibilities of the Chief Executive Officer and the Board of Directors were separated by the OECD Corporate Governance Principles. To avoid conflicts of interest, the Chairperson of the Board of Directors has no executive duties. The Chief Executive Officer, who heads the executive activities, is responsible to the Board of Directors

In Yaşar Group's publicly traded companies, there is an Audit Committee, an Early Detection of Risk Committee, and a Corporate Governance Committee by the Capital Markets Legislation and CMB Corporate Governance Principles Communiqué. In addition, the Nomination Committee and Remuneration Committee are structured under the Corporate Governance Committee. The Nomination Committee is responsible for transparently identifying, evaluating, educating, and rewarding candidates for the Board of Directors. The Remuneration Committee aims to improve corporate governance practices by making recommendations on the remuneration of Board Members and senior executives.

The Early Detection of Risk Committee advises the Board of Directors on the establishment of effective internal control systems to identify, assess, monitor, and manage risks and opportunities that may affect the achievement of the Company's objectives.

As Yaşar Group, there are three independent members on the boards of directors of our publicly traded companies, and increasing the number of female executives is considered one of the prioritized targets.

All processes related to the management and organizational structure, corporate governance principles, powers and responsibilities of the Board of Directors, and the duties of sub-committees are defined in detail in the "Yaşar Group Corporate Governance Handbook".

**Click here for Yaşar Group Board of Directors information:**

<https://www.yasar.com.tr/tr/yasar-toplulugu/yonetim/Yon-tim-Kurulu/13/0/0>

**Click here for Yaşar Group Senior Management information:**

<https://yasar.com.tr/tr/yasar-toplulugu/detay/Ust-Yonetim/14/9/0>

For Yaşar Group, sustainability is an integral part of the corporate governance approach.

”





caring for business



### Information Policy

The Group's publicly traded companies share their performance in corporate governance processes with the public through Corporate Governance Principles Compliance Reports, which are prepared every year within the framework of Capital Markets Legislation and included in their annual reports.

Publicly traded companies attach importance to transparent and trust-based communication with their investors and carry out this task through their Investor Relations Departments. Shareholders, the public, and other stakeholders have access to up-to-date, accurate, and equally accessible information.

The companies disclose their policies on their websites and Yaşar Holding's corporate website contains detailed information on the fields of activity of the Group companies. Publicly traded companies carry out the communication between investors and the company healthily and reliably through the Investor Relations Departments established by the Capital Markets Legislation.

Further information is available in Turkish and English in the "Investor Relations" sections of the websites of listed companies.

Corporate rating reports are also available on the websites of publicly traded companies.

All publicly traded companies of Yaşar Group attach importance to establishing transparent and trust-based communication with their investors.



[pinar.com.tr](http://pinar.com.tr).

[dyo.com.tr](http://dyo.com.tr)

[viking.com.tr](http://viking.com.tr)

[altinyunus.com.tr](http://altinyunus.com.tr)



### Ethics and Compliance

Yaşar Group adopts an ethical management approach, one of the cornerstones of its corporate governance and sustainability policies, and conducts all its activities by national and international ethical rules in strict accordance with the principles of accountability and honesty.

Group companies follow a **zero-tolerance policy against all forms of corruption**, including bribery and extortion, covering all employees and business partners and take the necessary measures to this end, and also organize education programs to ensure that subcontractors and suppliers act by ethical principles.

In addition to Yaşar Holding Ethics Committee, all Yaşar Group companies have company ethics committees with at least three members chaired by General Managers. The chairmanship of the Committees is carried out by the General Managers of the companies, and the members are determined with the proposal of the General Manager and the approval of the Company Board of Directors.

Updated in 2019, the "**Yaşar Group's Business Ethics Code of Conduct**" was prepared by taking into account changes in business life and culture, updated laws and Group approaches. The Guide covers matter such as avoiding discrimination, efficient use of resources, avoiding conflict of interest, fair competition, honesty towards customers and consumers, confidentiality of company records, protection of personal data, social benefit, and environmental sensitivity.

All new employees are informed about the code of business ethics during their induction process and receive business ethics education via the online platform. In case of violations of the code of business ethics, employees can report these violations to the company ethics committees via e-mail, letter, or telephone. Reported violations are resolved within one week at the latest within the framework of the procedures specified in the guidelines. Between 2009 and 2021, 17 violations were reported to the Ethics Committees and resolved after the necessary investigations. In 2022 and 2023, no violations were reported.

In addition, in 2022, a "Violation Notification System" was established in Yaşar Group's publicly traded companies (DYO Boya, Pınar Süt, Pınar Et, Pınar Su ve İçecek, Viking Kağıt and Altın Yunus) and Yaşar Birleşik Pazarlama, Çamlı Yem, Desa Enerji, Yaşar Bilgi and Yaşar Dış Ticaret companies. Violations of business ethics rules are reported through this system and to the "info" e-mail addresses of Yaşar Holding and its companies; according to the type of violation, notifications are directed to Yaşar Holding Central Information Security Committee, Company General Manager or Human Resources Manager, and business ethics violations are directed to company ethics committees. The notified Committee, Board, or managers are responsible for the solution, guidance, and activities to prevent recurrence according to the content of the violation.

Group employees make a significant contribution to minimizing these violations by reporting violations of information security and business ethics rules. Awareness-raising and awareness-raising activities are carried out regularly throughout the Group.



about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Risk Management

While Yaşar Group operates in domestic and international markets with its companies in different sectors, it attaches great importance to risk management in creating and protecting corporate value.

Aiming to achieve **sustainable growth, increase competitiveness, and enhance company value** by successfully managing processes through accurate risk analysis and effective disposal strategies, the Group always prioritizes its responsibilities towards its stakeholders. In this context, the Group has structured its corporate risk management structure to evaluate and manage all risks with an integrated, systematic, and proactive approach by making risk awareness a culture.

**The Early Detection of Risk Subcommittee**, which operates under Yaşar Holding's Board of Directors, creates a prioritized risk inventory under Strategic, Operational, Outsourced, Financial, and Regulatory Compliance. This Committee carries out the activities of determining appropriate risk strategies, taking necessary actions, and monitoring the results.

In 2023, this Committee met five times. In addition, the Early Risk Detection Committees established in the publicly traded companies of

the Group evaluate the effectiveness of risk control systems, monitor critical risks, take necessary actions, and report these activities to the Board of Directors.

Regular internal audits are carried out at the company level to assess the adequacy, effectiveness, and efficiency of existing risk management and internal control systems.

In the 2023 reporting period, **23 audits and 12 internal control studies** were carried out in group companies, and as a result of these audits, employment relationships with 11 employees were terminated.

Yaşar Group companies carry out regular risk management activities in **customer health and safety, occupational health and safety, environment and product safety**. The management of regulatory compliance risks is carried out by sectoral legal regulations.

Action plans and measures to manage corporate information security risks are constantly monitored. In addition, extensive studies are carried out in areas such as the management of brand and reputation risk, and control and monitoring of financial and operational risks.

Practices aimed at eliminating or reducing the effects of events that will adversely affect the achievement of the goals of the Group companies are handled within the scope of the internal control system. **Standard business process definitions, policies and procedures, job descriptions, and authorization structures constitute** the internal control system.

The Audit Subcommittee was established by the **Board of Directors of Yaşar Holding and the audit committees of the board of directors of publicly traded companies**; The accounting system oversees the effectiveness of the disclosure of financial information, independent audit, and internal control system.

Within the scope of internal audit activities, the effectiveness of the existing risk management system and the adequacy of the internal control system of the Group companies are evaluated, suggestions for improvement are made and the implementation of these recommendations is closely monitored.

### Current Matters, Risks, and Opportunities

Yaşar Group classifies and effectively manages the risks it faces. The Group's comprehensive Risk Management Program focuses on the uncertainties of financial markets and aims to minimize the negative effects on financial performance.

By 2024, it is planned to create a comprehensive risk inventory for all activities. Detailed risk inventory studies are carried out according to the requirements of **Türkiye Sustainability Reporting Standards (TSRS) and International Financial Reporting Standards (IFRS)**.

These studies demonstrate the Group's commitment to risk management and meeting commitments to sustainability goals.

Yaşar Group aims to make the Group stronger today and achieve sustainable growth by anticipating possible risks and taking necessary precautions with its risk management strategy and processes.



Stakeholder Dialogue

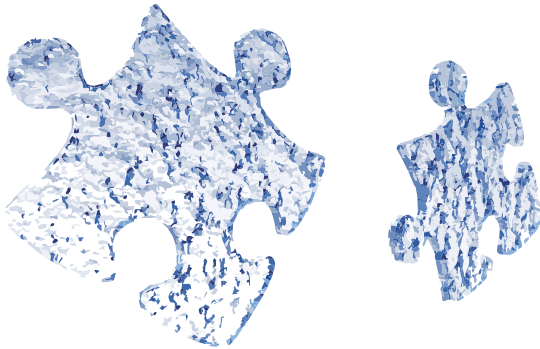
Yaşar Group defines individuals, organizations, and communities as stakeholders directly or indirectly affected by its activities, goals and strategies, policies, and decisions.

Although it has a wide stakeholder network with its companies operating in various sectors, it sees effective communication with its stakeholders as a fundamental part of its business processes. In this context, the Group's stakeholders include **employees, customers and consumers, business partners, investors, shareholders, social stakeholders, and public institutions.**

Yaşar Group conducts stakeholder communication with the principles of honesty, transparency, and accountability. To manage the stakeholder dialogue more effectively and systematically, it maps its stakeholders according to the company, sector, and sphere of influence in which it operates, and determines the communication frequency, content, and channels.

Stakeholder dialogue also plays an important role in the creation and implementation of Yaşar Group's sustainability strategy, which is implemented with the philosophy of “caring for business, employees, society, business partners and environment for a better life”. This approach contributes to achieving sustainability goals and building strong and trustworthy relationships with stakeholders.

Yaşar Group has adopted the sustainability approach of “caring for all stakeholders for a better life”.



Stakeholder Groups	Communication Tools and Methods
Employees	Education (Continuous), Employee Opinion Surveys, Bulletins (Continuous), Internal Organizations (Continuous), Internal Communication Materials (Continuous), Electronic Communication Tools (Continuous), Social Events (Continuous), Social Media Platforms (Continuous)
Consumers	Satisfaction Surveys (Continuous), Phone Calls (Continuous), Communication and Call Centers (Continuous), Websites (Continuous), Social Media Platforms (Continuous), Annual Reports (Annual), Sustainability Reports (Annual), Advertisements (Continuous), Dealer Relations and Communication Channels (Continuous)
Investors and Shareholders	Board of Directors Meetings (Periodic), Annual Reports (Annual), Performance Reports (Periodic), Sustainability Reports (Annual), CDP Climate Change Report (Annual), CDP Water Report (Annual), Investor Presentations (Continuous), General Assembly Meetings (Periodic), Websites with Investor Relations Modules (Continuous), KAP (Continuous)
Suppliers, Customers and Dealers	Supplier Meetings, Visits and Educations (Periodic), Factory Visits (Periodic), Customer Visits (Periodic), Satisfaction Surveys (Periodic), Attended Congresses, Meetings and Panels (Periodic), Phone Calls (Continuous), Communication and Call Centers (Continuous), Websites (Continuous), Social Media Platforms (Continuous), Dealer Meetings and Educations (Periodic), Dealer Portal (Continuous), Dealer Satisfaction Surveys (Periodic), Annual Reports (Annual), Sustainability Reports (Annual)
Public Institutions and Organizations	Legislative Opinion Notifications (Continuous), Sectoral Meetings (Periodic), Congresses, Conferences, and Seminars (Periodic), Sectoral Reports (Periodic), Annual Reports (Annual), Sustainability Reports (Annual), Membership Relations (Continuous - Official Permit, License, etc. applications)
NGOs and Associations	Jointly Developed Projects (Project Based), Sectoral Reports (Periodic), Annual Reports (Annual), Sustainability Reports (Annual), Membership Relations (Continuous)
Media	Press Releases (Continuous), Visits (Periodic), Press Conferences (Periodic), Launches (Periodic), Güzel Yaşa Magazine (Periodic), Pınar Producer Newspaper (Periodic), Dyorum Blog (Periodic), Websites (Continuous), Social Media Platforms (Continuous), Digital Agencies (Continuous)
Educational Institutions	Career Days (Annual), Conferences and Panels (Periodic), Activities of University Clubs and Societies (Periodic), Internship Opportunities in Group Companies (Periodic), Joint Projects (Project-based), Engineering Education Opportunities in Businesses (Annual)
Union	Collective Bargaining Agreements (Regular), Union Representation (Regular), Factory Visits (Regular), Daily Agenda Meetings (Regular)



## Corporate Memberships

Aile İşletmeleri Derneği (TAİDER)
Aliğa Ticaret Odası
Alüminyum Yüzey İşlem Derneği (AYİD)
Ambalajlı Süt ve Süt Ürünleri Sanayicileri Derneği (ASÜD)
Ankara Ticaret Borsası
Ankara Ticaret Odası
Antalya Ticaret Borsası
Antalya Ticaret Odası
Atık Kağıt Ve Geri Dönüşümcüler Derneği
Aydın Sanayi Odası
Batı Anadolu Sanayici ve İş İnsanları Demekleri Federasyonu (BASİFED)
Bodrum Ticaret Odası
Bomova Ziraat Odası
Borsaya Kote Ortaklık Yöneticileri Derneği (KOTEDER)
Bursa Ticaret Borsası
Bursa Ticaret ve Sanayi Odası
Butik Zeytin ve Zeytinyağı Üreticileri Derneği
Çeşme Turistik Otelciler Birliği
Çevre Koruma ve Ambalaj Atıklarını Değerlendirme Vakfı (ÇEVKO)
Deniz Ticaret Odası
Deniz Temiz Derneği (TURMEPA)
Dubai Chamber of Commerce
Dubai Turkish Business Council
Ecca European Coil Coating Association
Ege Bölgesi Sanayi Odası
Ege İhracatçı Birlikleri
Ege Sanayicileri ve İşinsanları Derneği (ESİAD)
Ege Zeytin ve Zeytinyağı İhracatçıları Birliği
Eskişehir Sanayi Odası
Eskişehir Ticaret Odası

Etik ve İtibar Derneği
Ev Dışı Tüketim Derneği (ETÜDER)
Gebze Ticaret Odası
Gıda Güvenliği Derneği
GS1 Türkiye Vakfı
Isı Su Ses ve Yangın Yalıtımcıları Derneği (İZODER)
Isparta Ticaret ve Sanayi Odası
İktisadi Araştırmalar Vakfı
İnegöl Ticaret ve Sanayi Odası
İnteraktif Reklamcılık Derneği
İstanbul Maden ve Metal İhracatçı Birlikleri
İstanbul Ticaret Borsası
İstanbul Ticaret Odası
İzmir İli Kırmızı Et Üreticileri Birliği
İzmir Su Ürünleri Yetiştiricileri ve Üreticileri Birliği
İzmir Ticaret Borsası
İzmir Ticaret Odası
İzmir Ziraat Odası
Kâğıthane Ayazağa Vadisi Kentsel Geliştirme Derneği
Kemalpaşa Organize Sanayi Bölgesi (KOSBİ)
Kocaeli Sanayi Odası
Konya Ticaret Odası
Küresel İlkeler Sözleşmesi İmzacıları Derneği
Manisa ŞehzadelerZiraatOdası
Manisa Ticaret ve Sanayi Odası
Mersin Kültür Balıkçıları Derneği
Milletlerarası Ticaret Odası (ICC)
Musiki Eseri Sahipleri Meslek Birliği

MÜYAP Bağlantılı Hak Sahibi Fonogram Yapımcıları Meslek Birliği
Nazilli Ticaret ve Sanayi Odası
Organik Ürün Yetiştiricileri ve Sanayicileri Derneği (ORGÜDER)
Sakarya Ticaret ve Sanayi Odası
Şanlıurfa Ticaret ve Sanayi Odası
Savunma ve Havacılık Sanayii İmalatçıları Derneği
Su Ürünleri Yetiştiricileri Üretici Merkez Birliği
Sürdürülebilirlik Akademisi
TOBB Global Standartlar Merkezi
TOBB Kimya Sanayi Meclisi
Turgutlu 1. Organize Sanayi Bölgesi
Turgutlu Ticaret ve Sanayi Odası
Türkiye Çevre Eğitim Vakfı
Türkiye Gıda Sanayi İşverenleri Sendikası (TÜGİS)
Türkiye İnşaat Malzemesi Sanayicileri Derneği (İMSAD)
Türkiye Kalite Derneği (KALDER)
Türkiye Kimya, Petrol, Lastik ve Plastik Sanayi İşverenleri Sendikası (KİPLAS)
Türkiye Kurumsal Yönetim Derneği
Türkiye Müzik Eseri Sahipleri Meslek Birliği (MESAM)
Türkiye Odalar ve Borsalar Birliği (TOBB)
Türkiye Seyahat Acenteleri Birliği
Türkiye Süt, Et, Gıda Sanayicileri ve Üreticileri Birliği (SETBİR)
Türkiye Yem Sanayicileri Birliği
Ulusal Gıda Teknoloji Platformu (UGTP)
Ulusal Kırmızı Et Konseyi (UKON)
Ulusal Süt Konseyi (USK)
UN Global Compact (UNGC)
Yeniden Biz Derneği

about the report

caring for business

caring for employees

caring for society

caring for business partners

caring for environment

appendices

## Financial Performance and Investments

Yaşar Group continues its market and innovation-oriented, sustainable, and profitable growth by focusing on its main business lines, food and beverage and paint business lines. In this direction, R&D and innovation, digitalization, sustainability, and development of human resources are prioritized.

In 2023, a consolidated gross turnover of **₺32.6 billion** was achieved with a growth of approximately 60%. The Group, which generated approximately USD 150 million in overseas revenue, **invested ₺1.62 billion** in 2023.

Yaşar Group companies continued to lead their sectors by maintaining their financial growth trends in 2023. These companies, also pioneers in exports, have continued their success in foreign markets.

- Pınar Süt achieved significant economic growth by increasing its net sales to **₺10.9 billion** in 2023. As a result of its innovative approaches, Pınar Süt has developed 17 new products and 31 environmentally friendly packaging designs and expanded its export portfolio by entering the Mauritius and Canadian markets. Pınar Süt, **one of the five brands that received permission to export to Saudi Arabia** in August 2023, started to export to this country again and continued to strengthen its position in the international market.
- Pınar Et increased its net sales revenue by 22.4% achieved a turnover of TL 4.9 billion and strengthened its leadership in the processed

meat market with a **market share of 18.9%**. The company has developed a total of 38 products, including 12 new export products, and presented them to the relevant markets with its innovation studies taking into account the needs of the global market.

- Pınar Su ve İçecek increased its sales to **338 thousand tons** and net sales revenues to **₺1.2 billion** in 2023. The company's share in Turkey's total water exports increased 14%. The Company, which **exported 46.2 tons**, had a share of 17.2% in turnover, especially in Europe. In 2023, DYO Boya increased its net sales by 4.5% and increased its gross profit to 23.4%, reaching **8 billion 527 million₺** and achieving sales of 20.9 million dollars in the international market. Expanding its product portfolio by introducing **85 new products** to the market, the Company has completed 49 projects.
- Altın Yunus increased its net sales to **₺223.4 million** with 74,908 overnight stays in 2023, and the market balance was 96% domestic and 4% foreign market in the period when the domestic market was predominant. Customer loyalty was increased by reaching **48,285 members with the "Altın Yunus Plus Loyalty Program"**.

## Investments

A total investment of **1.62 billion₺** in 2023

Yaşar Group continues to respond rapidly to changing consumer expectations and market conditions with the investments it has implemented with a sustainability perspective. **A total investment of ₺1.62 billion was made in 2023.**

- To respond to the changing needs of the sector and consumer expectations, Pınar Süt invested ₺135.5 million and carried out renovation, maintenance, and capacity increase works in its facilities.
- To introduce the new generation of long-life dairy products to the market in 2024, new Aseptic Filling Lines were established in Izmir and Eskişehir factories in 2023. In addition, with the investments made in cheese processing lines in Eskişehir and Şanlıurfa factories, healthy products continued to be offered by using new technologies and increasing the accessibility of products.
- Pınar Et shaped its investments by the Group's "change and transformation" process and made an **investment of ₺128.7 million** in 2023. In production facilities where modern technologies are used, improvements have been made aimed at increasing performance and quality in all business processes. In this process, the focus has been on energy saving and digitalization, and products have been developed by the changing dynamics of the sector and new nutrition trends.

■ Pınar Su ve İçecek offers innovative and reliable products in packaged natural spring water and fruit beverages produced with high technology. The company improved its distribution network with its **infrastructure update and digitalization investments of 21 million₺** in 2023, ensuring better service to consumers.

Pınar Su ve İçecek offers innovative and reliable products in packaged natural spring water and fruit beverages produced with high technology. In 2023, the company improved its distribution network with infrastructure updates and digitalization investments, ensuring better service to consumers.

- In 2023, DYO Boya invested **₺294.4 million** to ensure a safe and uninterrupted operation of its business processes, especially in the renewal of its machinery and the modernization of information systems.
- Viking Kağıt increased its capacity by investing **₺48.7 million** in 2023 and increased its exports of recycled semi-finished products by strengthening its cooperation with domestic suppliers.
- In 2023, Çamlı Yem invested in a new **Fish Packaging Facility** project in Işıkent.





caring for business



## Digital Transformation

Yaşar Group companies, which closely follow technological developments and carry out their production and operational activities in integration with innovative technologies, continue their automation, modernization, and cost improvement studies. In this context, companies that prioritize digital transformation digitize their processes and continuously increase their efficiency by getting the expertise and support of Yaşar Bilgi, one of the Yaşar Group companies.

In 2022, Yaşar Bilgi strengthened its digital infrastructure by adding new functions to its "Digital Business Management Platform". New functions such as **Contract Management and Inventory Management** have been included in the platform, and an infrastructure has been prepared that will be expanded to all Group companies in 2023.

Developed using up-to-date technologies and original software, the platform is actively used by customers within and outside the Group.

In addition, with the development of mobile applications and new versions of the **Mobile Approval System (MAS)**, the mobile working opportunities of the Group's employees have been expanded, thus reaching end consumers more effectively.

By using **Robotic Process Automation (RPA)** technology, efforts were continued to transfer clear and time-consuming processes to software robots. In this context, automation projects have been developed with RPA technology in DYO Boya, Pınar Süt, and Yaşar Birleşik Pazarlama companies. These technological advances increase the operational efficiency of Group companies and make their processes more effective.

dijital.şirket

dijital.görseltakip

dijital.market

dijital.bağlılık

dijital.asistan

dijital.nakliye

dijital.bayi

dijital.kurum

dijital.zeka

## Industry 4.0 Investments

Yaşar Group invests in high technologies such as Robotic Process Automation (RPA) to comply with Industry 4.0 Standards and to carry out its operational activities with modern technologies.

These automation projects increase the efficiency of a wide range of business processes, from production to the supply chain.

In addition, digitalization efforts in food safety and traceability systems support safe food production by strengthening the traceability of every stage of products.

## Project Feniks: SAP S4/HANA Cloud Transformation

In 2023, Yaşar Group has decided to invest in SAP's next-generation cloud technologies to adapt its business processes to current technologies and maintain its competitive advantage. With the "Project Feniks" initiated in this context, a new generation digital infrastructure has been implemented that offers data-based decision-making, instant reporting, and analysis capacities in end-to-end processes in Group companies.

With this transformation, significant improvements will be achieved in critical business performance indicators such as sustainability, efficiency, speed, and agility.

## Sustainable HR Solutions: SAP SuccessFactors

With the SAP SuccessFactors transition process, which is planned to be completed in 2024, it is aimed to increase employee experience and satisfaction, and to increase work quality and efficiency.

The digital human resources platform will be put into use to support modern HR practices and to standardize and optimize human resources processes in Group companies.







caring for business



## Digital Transformation

### Group Companies Digital Transformation and Technology Innovations

In 2023, the proliferation of internet penetration and mobile technologies has allowed the e-commerce channel to play a more important role in marketing and sales strategies for Pinar Et.

PinarOnline, which started its service in 2021, continued its growth and achieved **gross sales of ₺31.4 million in 2023**. With the "delivery by appointment" option offered in Istanbul, Ankara, and Izmir, product groups between +4°/-18° were delivered to customers quickly and safely.

At the end of 2023, 64% of the sales were realized through marketplaces opened on platforms such as Trendyol, Hepsiburada, and Hepsiburada Express. All these efforts have strengthened the Company's presence in the digital space and increased customer reach and sales performance. Efforts to increase the range of products to be sold through e-commerce, to include complementary products in the platform, and to expand the courier distribution network have been accelerated.



PinarOnline offers environmentally friendly solutions in all its operations, from environmentally friendly packaging to logistics solutions.



To adapt to Industry 4.0, Pinar Süt has developed automation projects using **Robotic Process Automation (RPA)** technology and continued its digitalization efforts in the traceability system for safe food production.

In İzmir, Eskişehir, and Şanlıurfa factories, a total of 13,104 materials were **processed to receive commercial offers** from approved suppliers. The second phase of the project, the process of carrying out the request for proposals through the robot in the system, continues. The installation of the **Aseptic Lines Robotic Palletizing System** was completed in the Eskişehir factory and R&D activities on robotic automation equipment were carried out throughout the year.

The Technology Center within the Pinar Süt R&D Center has carried out its own design and manufacturing studies in automation system projects, and the installation of the **Fresh Cheese End-of-Line Automation System** has been completed. In line with the investments made in information systems, the technological infrastructure of the OMI System has been improved and the updated system is planned to be disseminated in Group companies with its new and user-friendly interface in the second half of 2024.

In 2023, Pinar Et made investments by taking rapid steps in energy saving and digitalization, and continued its operational activities by using new technologies; It aims to standardize the way of doing business and increase efficiency. Since 2016, automation projects

have been developed with Robotic Process Automation (RPA) technology in line with advanced technology investments to adapt to Industry 4.0. In addition, digitalization efforts are underway in the traceability system, which is necessary for safe food production.

Digital solutions have been developed for efficient tracking of sales, stock, and order information at dealers, and the laboratory software program prepared within the scope of the traceability system digitalization studies initiated in 2021 has been put into use as of July 2023. Digitalization efforts continue with **SAP's S4/HANA module**.

Pinar Su ve İçecek, which took a leading role in digital transformation by **establishing the first online carboy water ordering platform in Turkey** in 2012, continued its innovative approach in 2023, created a support line via WhatsApp, and started selling products through e-commerce channels.

Increasing customer satisfaction and information security, Pinar Su ve İçecek has moved all its business processes to digital platforms with the principle of **"end-to-end digitalization"**, held regular online meetings with its dealers throughout Turkey, and deepened its digital transformation. It has increased the order frequency by increasing customer interaction with digital tools such as the "Yaşam Pınarım" application.



caring for business



## Digital Transformation

### Group Companies Digital Transformation and Technology Innovations

Through the "Digital Company System" software, DYO Boya effectively monitors sales, stock, and order information at dealers, and this system is currently actively used in two Casati dealers and two DYO dealers.

Throughout the year, DYO Boya continued its projects to strengthen its IT infrastructure and digitalization. Other important digitalization projects completed or ongoing in 2023 include **SAP S4/HANA Cloud Transformation Project, TSE Product Certification with Digital Assistant System, digital follow-up of workflow, digital maturity level measurement study, R&D Job Tracking Project, Digital Contract Module, digital suggestion system for employees, updating of the DYOLOG Master Loyalty System, Digital Dealer application, Filling Machines Data Collection Automation, There are projects such as the installation of Robotic Process Automation (RPA) systems and Information Security Breach Notification System.**

With the **Production Digitalization Project for the Seafood Business Unit**, which was

launched in 2022 and is still ongoing, Çamlı Yem aims to carry out feed and production tracking online. When the project is completed, it is aimed to increase efficiency by digitizing production processes.

In the hatchery fry fish production process, a project has been initiated in which all production parameters are monitored, managed, and optimized through software instead of manual monitoring. The project aims to produce juvenile fish with the most appropriate feed conversion rate by controlling the performance parameters of juvenile fish gene breeding and feed consumption.

It is also planned to use artificial intelligence-based control cameras in the fish feeding process. While it is aimed to reduce environmental and economic impacts by minimizing the amount of waste and lost feed, the use of artificial intelligence technology will enable the feeding process to be managed more precisely and efficiently, thus offering significant improvements in production.

Desa Enerji has made an important development within the scope of digitalization steps and renewed the system in which electrical energy production and consumption data are recorded after the switchyard revision. With this update, the Company can track all electricity shopping units in more detail, and time savings are achieved through the automatic tracking of daily electricity production values. In addition, this process has increased the effectiveness of interference in electricity generation. In 2024, Desa Enerji will continue to work on **Power Plant Production & Consumption Values Digitalization and Efficiency Measurements**, aiming for more efficiency and optimization in energy management processes.

In all regional warehouses of Yaşar Birleşik Pazarlama, business processes were taken over the tablet, and a new application was introduced, thus ensuring fast and accurate shipments and vehicle loading.

**The B2B e-commerce project** is aimed at reaching existing customers faster and safer. In the project, customers can place orders 24/7 via the Internet or mobile application. Improvements such as the expansion of payment options and customer points are also steps in the continuation of the project.

With the **Qlik Sense Business Intelligence** application, a decision support system has been put into use with user-friendly interfaces that summarize performance data such as sales, returns, discounts, and profitability and guide strategic decision-making processes for anyone who does not know the organization of YBP. The **YBP WEBLINK platform** has been implemented to access the links of all internet applications actively used within YBP from the shortcut and to access their documents.

The hardware inventory tracking application is aimed to monitor all hardware related to information systems in the inventory program and to manage hardware healthily and proactively. For both micro and macro distribution, it is aimed to save mileage and reduce carbon by making higher and more flexible mapping in road drawings.





# caring for employees

- > Human Resources Approach
- > Equal Opportunity and Prevention of Discrimination
- > Decent Working Conditions and Legal Compliance
- > Remuneration Policies and Practices
- > Recruitment
- > Digital Transformation of Human Resources Processes
- > Employee Development and Talent Management
- > Employee Volunteering and Social Projects
- > Workforce Practices and Grievance Mechanisms
- > Occupational Health and Safety



Drops of water accumulate, flow, and give direction.

Sometimes it's a stream, sometimes it's a sea, sometimes it's an ocean; It embraces different experiences, talents, and cultures. It establishes balance, develops, and grows.

Diversity is the richness of water.







about the report



caring for business



> caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Human Resources Approach

Yaşar Group offers a **fair and equitable working environment** to its employees with an understanding of diversity and inclusion in its human resources strategy.

Human orientation, innovation, scientific values, and social responsibility constitute the cornerstones of human resources policy. This policy focuses on developing the talents of employees and enriching the company culture with innovation, creativity, and science. Yaşar Group aims to **attract qualified human resources, strengthen their ties with the institution, and support their development**. In addition, equality, diversity, and inclusion are supported in human resources processes.

At Yaşar Group, the personal and professional development of employees is supported, and within the scope of the Human Resources Policy and Strategy based on **“Science-Unity-Success”**, individuals who are competent in recruitment, have a high sense of responsibility, own their job, are open to self-development, attach importance to team spirit, adopt a participatory management approach and success-oriented working discipline are preferred.

By providing a fair, inclusive, and equal working environment, the continuous development of

employees is encouraged. Rapid compliance with the law and the principle of **"The Right Person for the Right Job"** are among the prominent aspects of the human resources strategy. With a commitment to universal human rights, employees are supported to achieve goals based on Group values.

Yaşar Group adopts an ethical and honest management approach in line with **SDG 8 - Decent Work and Economic Growth**; It offers equal opportunities to its employees in human resources processes such as recruitment, remuneration, performance evaluation, promotion, assignment, training, and development. Child employment and forced labor are not allowed, great importance is attached to the empowerment of female employees, and appropriate working conditions are provided to employees. There have been unionized employees at DYO Boya since 1985, Pınar Süt since 1974, Pınar Et since 1985 and Viking Kağıt since 2014.

Within the framework of the principle of "Caring for Employees", great importance is attached to occupational health and safety; to prevent work accidents and occupational diseases, regular trainings are organized and processes are inspected.



**“Yaşar Group Celebrated the 100th Anniversary of the Republic with Enthusiasm”**

### Celebrations of the 100th Anniversary of the Republic

Yaşar Group, which grew up with the Republic by being inspired by the values of the Republic and contributed to the development of our country with its pioneering, celebrated the 100th anniversary of the Republic and the 78th anniversary of the Group with enthusiasm in all its companies.

The events held with the theme of “The Republic is the Value in Our Essence” (Cumhuriyet Özümüzdeki Değer) were attended by Yaşar Group managers, employees, and their families.



Equal Opportunity and Prevention of Discrimination

Yaşar Group provides equal opportunities to employees in all human resources processes such as recruitment, remuneration, performance evaluation, promotion, appointment, training, and development, and does not discriminate on nationality, religion, gender, age, or marital status. The training and personal development of all individuals, men or women, working in Group companies are encouraged, regardless of gender.

Yaşar Group offers **a fair and equal working environment to all its employees.** In the recruitment processes, each open position is published on the Group's corporate career website together with the application criteria, and the competence of the candidate is taken as the determining factor in the selection of the candidate. There is no difference in wages in the recruitment and promotion processes of male and female employees. In 2023, no complaints of discrimination were received within the Community.

Yasar Group actively supports women's employment and their participation and empowerment in business life in every sector. In 2012, it signed the "UN Women's Empowerment Principles CEO Statement of Support" and also took part in the "Equality at Work Platform" initiated by the World Economic Forum and carried out under the leadership of the Ministry of

Family and Social Policies, and the "Women's Empowerment Working Group" formed by the Board of Directors of Global Compact Türkiye. There has been a significant increase in women executives between the ages of 30-50 and over 50.

In 2023, the proportion of women among employees and 29.4% among managers was 20.3% in Yaşar Group. The proportion of women among the employees with the title of engineer reached 52.8%, and the rate of women working in the R&D department reached 42.9%.

The proportion of women employees in Yaşar Bilgi, YBP, Viking Kağıt, Desa Enerji, Altın Yunus, DYO Boya, Çamlı and Pınar Su ve İçecek companies was 27.2%, 16.7%, 21%, 14.3%, 31%, 17%, 13.6% and 31%, respectively.

In 2023, the proportion of women among employees and 29.4% among managers was 20.3% in Yaşar Group.

Gender Equality Women's Empowerment

Yaşar Group considers gender equality as one of the basic elements that support social development and adopts the principle of providing a fair, safe, and equal-opportunity working environment for its employees. Yaşar Group, which is among the leading institutions in Turkey by signing the **Women's Empowerment Principles (WEPs) CEO Statement of Support** coordinated by the United Nations in 2012, continues to work on the integration of women into business life and their empowerment in all areas within the scope of SDG 5 - Gender Equality, one of the Sustainable Development Goals, and its sub-goals.

With the slogan "We have a promise to the future for the empowerment of women", Yaşar Group, which has been providing non-refundable scholarships to female students on behalf of all women employees of the Group on March 8, International Working Women's Day, since 2017, supports the education of girls and supports the personal

and professional development of women within the Group and in the supply chain. Yaşar Group, which is one of the spokespersons of the **"Global Compact Women's Empowerment Izmir Platform"**, which was established in 2019 under the direction of ESİAD and İZKAD, has also undertaken regional responsibility for women's empowerment.

The **"Eşit Yaşar'ız, Gender Equality Working Group"** and the Gender Equality Committees in companies organize education and communication activities to increase the awareness of gender equality among employees and stakeholders. Within the scope of the CALIPER Project, of which Yaşar University is a stakeholder, gender equality training was given to employees in corporate communication and human resources departments.

Number of Employees by Employee Category and Gender

2023	White-Collar	Blue-Collar
Women	849	335
Men	1.897	2.740
Total	2.746	3.075

Employee Ratio by Employee Category and Gender

2023	White-Collar	Blue-Collar
Women	%14,6	%5,8
Men	%32,6	%47,1

about the  
reportcaring for  
business> caring for  
employeescaring for  
societycaring for  
business partnerscaring for  
environment

appendices

## Equal Opportunity and Non-Discrimination

Viking Kağıt continues to conduct education and awareness-raising activities on “Gender Equality” to support social, corporate, and individual development. These efforts include the creation of the “**Viking Kağıt Gender Inequality Glossary**” and the development of projects to increase female employees' participation in employment.

On November 25, International Day for the Elimination of Violence against Women, panels were organized to raise awareness of violence against women. Pınar Süt, a Group company, participated in the "Business World Against Domestic Violence Project" and published the Protocol on Combating Domestic Violence on March 8, 2023, taking an important step in this respect. These developments allow group companies to advance their goals further in terms of their policies for social development.

YBP continued its efforts by publishing a Non-Violent Communication Guide and calling for Orange Awareness as part of the fight against violence against women. It also conducted awareness-raising activities by organizing a talk titled "**Does a Fish Know It's Wet?**" (Balık Islak Olduğunun Farkında Mıdır?) **3,225 children and young people** received education on "Values" and "Gender Equality" in **five high schools and seven primary schools**. The "Together We Shine"(Birlikte Işıldıyoruz) coaching process was conducted one-on-one with five female employees for six weeks and the "**Mentor for a Million Women**" volunteer process was launched.

Yaşar Group  
considers gender  
equality as one of  
the fundamental  
elements  
supporting social  
development and  
adopts the principle  
of providing a fair,  
safe, and  
equal-opportunity  
working  
environment for its  
employees. ”

### Yaşar Birleşik Pazarlama - Gender Equality Studies

#### Dil'de Eşittir Project

Yaşar Birleşik Pazarlama (YBP) encourages non-discriminatory language within the company by sharing words sensitive to gender equality every two weeks with the “Dil'de Eşittir Project” carried out by the Gender Equality is Equal Yaşar Committee Volunteers. In line with this purpose, the “YBP TCE Glossary” was prepared to raise awareness on gender equality and was added to the Human Resources Gelişim Pınarı Platform and made accessible to all employees.

#### "DENGİ" Bulletin

The DENGİ Bulletin, published online quarterly by the YBP Eşit Yaşar'ız Committee, focuses on agenda and non-agenda matters carefully selected by the committee volunteers and brings various proposals for gender equality to the readers.

#### Ortak Değerimiz İnsan Project

The “Ortak Değerimiz İnsan Project”, developed under the leadership of the leader of the we are YBP Eşit Yaşar'ız Committee and implemented with the Committee volunteers, aims to raise awareness of gender equality. This project, offered on an online education platform and implemented face-to-face in primary schools, has raised awareness among Company employees and children.

#### 100th Anniversary of the Republic Special Project

As part of the Cumhuriyet'in 100. yılı special project of the YBP “Eşit Yaşar'ız” Committee, both values education and gender equality training were shared with 3,225 children and youth in 12 schools in İzmir and İstanbul.

Under the leadership of the YBP “Eşit Yaşar'ız” Committee, 4 class libraries were opened in Tekir Village Primary School in Kahramanmaraş province in the earthquake zone, 900 books were gifted, and "Values" education was shared online.

In May, YBP “Eşit Yaşar'ız” Committee volunteers ran in the İzmir Marathon for TEV and managed to rank among the top runners and covered the one-year scholarship of 3 university students. YBP “Eşit Yaşar'ız” Committee shared education with 480 students for April 23rd National Sovereignty and Children's Day.





about the report



caring for business



> caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Decent Working Conditions and Legal Compliance

### Work and Labor

Yaşar Group recruits talented, qualified, innovative, and highly motivated individuals in line with the principle of “**the right person for the right job**” and increases employee loyalty by providing an egalitarian and fair working environment with an approach that attaches importance to employee welfare and development.

### Child Employment

In Turkey, child employment is regulated by the **Labor Law No. 4857**. According to this Law, the minimum age at which children can work is determined as 14, provided that they have completed compulsory primary education and are employed in light work that is suitable for their physical, mental, social, and moral development and will not interfere with their education. Although there is no legal obligation, Yaşar Group companies adopt the principle of not employing employees under 18.

### Forced Labor and Drudgery

In all Yaşar Group companies, working days and hours, official, general, and week holidays are defined and announced to employees. When it is necessary to work overtime due to reasons such as increasing production or the nature of the work, the approval of the employees is obtained and the wages are paid as specified in the legislation by complying with the relevant legislation conditions.

Job descriptions are determined and communicated to employees at the beginning of their employment, and documents related to job descriptions are shared up-to-date through the common system used by **ISO 9001** and accessible to employees.

In Yaşar Group, there were no incidents of forced labor and drudgery that were referred to the judiciary in 2023.

### Unions and Collective Bargaining Agreement

In Yaşar Group companies, indefinite-term employment contracts are made with all employees within the scope of Labor Law No. 4857. It is obligatory to fulfill all legal obligations for the employees of contractors and subcontractors with whom the Group companies have business partnerships.

Yaşar Group companies, which have always pioneered in the sectors in which they operate, have also taken pioneering steps in union membership and collective bargaining, which are constitutional rights. At DYO Boya, the first company in the paint industry to implement collective bargaining agreements, constructive relations are always established with employees who are members of legal trade unions and relevant trade unions, and the right of employees to join trade unions is respected.

In this context, the workplace agreements between the employer and Petrol-İş Union at DYO Boya, Tek Gıda İş Union at Pınar Süt and Pınar Et, and Selüloz İş Union at Viking Kağıt.

In this context, there are workplace and enterprise collective labor agreements between the employer and Petrol-İş Union at DYO Boya, Tek Gıda İş Union at Pınar Süt and Pınar Et, and Selüloz İş Union at Viking Kağıt.

Pınar Süt became one of the first owners of the flag in the “**Beyaz Bayrak**” application. ”

Contributing to social peace, Pınar Süt signed a Collective Labor Agreement with Tek-Gıda İş Union covering the 2022-2023 period. In addition, Pınar Süt was one of the first owners of the "Beyaz Bayrak" application, which was launched by the Turkish Ministry of Labor and Social Security in 2023, given to businesses that fulfill their social security obligations, pay their taxes regularly, and comply with occupational health and safety rules.

Distribution of the Number of Company-Based Employees Covered by Collective Bargaining Agreements by Gender

	Pınar Et		Pınar Süt		DYO Boya		Viking Kağıt	
	Woman	Man	Woman	Man	Woman	Man	Woman	Man
2021	11.3%	48.6%	5.9%	44.8%	0.5%	43.3%	1%	39.9%
2022	12.2%	60.0%	5.9%	49.0%	0.6%	47.6%	1.3%	37.3%
2023	12.1%	55.7%	9.0%	68.7%	0.5%	44.7%	1.6%	53.2%

\*Except subcontractor



> caring for employees



## Remuneration Policies and Practices

Various remuneration policies have been established for members of the highest governing body and senior executives, including fixed and variable remuneration, sign-on bonuses, recruitment incentives, termination payments, and clawbacks. These policies are aligned with the Group's economic, environmental, and social objectives.

Wage policies are determined for employees upon the proposal of the Human Resources Department and the approval of the General Manager. Wages of unionized (in-scope) employees are determined by the **Collective Labor Agreement**. General wage increase rates are subject to the decision of the Board Members and the Chairperson. In line with the principles of the Group, wage increase rates, and other wage-related information cannot be shared.

## Recruitment

Yaşar Group conducts recruitment evaluations objectively based on knowledge, skills, and experience criteria within the framework of its human resources policy based on "Science-Unity-Success". The companies aim to recruit employees who are competent, open to development, have team spirit, adopt a participatory management approach, and are success-oriented. Open positions are announced on the **career portal** on Yaşar Holding's website and contracted career sites, and applications are received through these platforms.

As a result of the preliminary assessments made by the human resources departments, department managers conduct interviews, competency tests, and reference checks with the candidates deemed suitable. Candidates who are deemed suitable are offered a job offer, while those who are deemed unfavorable are notified via the career portal, e-mail, or telephone.

Once the recruitment processes are completed, employees of Group companies are informed about the Company Personnel Regulations, which contain the applicable personnel policies and principles, and new employees receive the necessary training by participating in the **"Company Orientation Program"** specific to each company.

Human Resources Policy based on  
"Science-Unity-Success".



## Digital Transformation of Human Resources Processes

To use digital infrastructures in line with the requirements of the age in the management of human resources processes, Yaşar Group has started working to implement "Project Feniks".

As part of Project Feniks, the SAP S4/HANA Cloud Transformation Project, the transition process to the SAP SuccessFactors Platform is being realized. This project aims to improve employee experience and satisfaction, business quality, and efficiency.

The implementation of the project, which started in November 2023 with the inclusion of Yaşar Holding, Pınar Süt, Pınar Et, DYO Boya, Çamlı Yem, and Yaşar Birleşik Pazarlama in the first phase, is expected to be completed by the end of 2024.

In the second phase of the project, it was aimed to extend the SAP SuccessFactors application to all Group companies.



To use digital infrastructures in line with the requirements of the age in the management of human resources processes, Yaşar Group has started working to implement "Project Feniks".



Employee Development and Talent Management

Yaşar Group organizes various training programs to improve the behavioral and professional competencies of its employees.

In 2023, a total of 88,413 hours of training was provided on topics such as occupational health and safety, information security, ethical rules, compliance with various legislations, environmental responsibility, and sustainability, personal development, various ISO topics, orientation, and management skills. These trainings were offered in both online and face-to-face formats, and digital training systems provided employees with learning and development opportunities independent of time and space.

A total of 75,353 hours of training in 2022 increased to 88,413 hours in 2023, representing an increase of 17.3% compared to the previous year.

- Altın Yunus supported the professional development of its employees with a total of 3,100 hours of training in 2023.
- At DYO Boya, a total of **35,288 hours of training** was provided to develop personal, managerial, professional, and technical skills during the year.
- Pinar Et organized 16,330 hours of training for 861 employees, including management skills and on-the-job training for new hires. In addition, to increase the professional experience of the employees, 60 employees of the production function received journeyman certificates from the Vocational Education Center and **253 employees** received **mastership certificates** within the scope of the Mastery Compensation Program with the MESEM project.

In 2023, employees received a total of 88,413 hours of training.

- Pinar Su ve İçecek organized **4,298 hours of training** to raise employee awareness through the "Competition Law Compliance Program".
- Pinar Süt provided 20,274 hours of training to its employees on gender equality and environmental management.
- Viking Kağıt organized training aimed at raising awareness of occupational health and safety under the motto of gender equality and "Safety First" and provided a total of **3,632 hours of training**.
- Yaşar Birleşik Pazarlama organized **6,265 hours of training to increase employee skills and development**, particularly in occupational health and safety.
- In 2023, **4,095 hours of training, including environmental awareness and occupational health and safety education**, were carried out to adopt a conscious and sustainable way of working at Çamlı Yem.

Total Training Hours by Employee Category and Gender

2023	White-Collar	Blue-Collar	Total
Woman	19.658	3.496	23.154
Man	29.427	35.832	65.259

Average Hours of Training by Employee Category and Gender

2023	White-Collar	Blue-Collar	Total
Woman	23,2	10,4	33,6
Man	15,5	13,1	28,6





about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Employee Development and Talent Management

### Yaşar HR Academy Program

Yaşar Group launched the "Yaşar HR Academy Program" to strengthen human resources competencies and discover potential talents. New graduates were employed in certain departments with the “**Yaşar'a Adım Project**” (YAP), carried out to bring young talents to the Group.

With a similar initiative, the “Youth Class (Project Assistant) Project”, successful students were evaluated for open positions in companies after graduation. **Internship opportunities** were provided to 37 students from Yaşar University and other universities, enabling them to prepare for the business world. In recruitment processes, the Group actively uses platforms such as “Yaşar Kariyer”, “LinkedIn”, “Kariyer.net” as well as “Eleman.net” and “Youthall” platforms and announces open positions to young talents through these platforms.

### Orientation Programs

Yaşar Group offers structured orientation programs for new employees to adapt to their jobs, teams, and corporate culture.

In 2023, all orientation processes were reviewed and reshaped according to the needs of employees.

The program, redesigned under the Step Up brand with the insights of the working groups, focused on feedback, communication, and cooperation. This program started to be implemented in all Yaşar Group companies in 2023.

Yaşar Group offers structured orientation programs for new employees to adapt to their jobs, teams, and corporate culture.



### Step Up Program

A structured orientation program is offered to ensure that new employees adapt to the Group and the company in the first 6 months of their employment. Processes were redesigned in line with the workshops and insights provided by the consultancy firm. Practices such as the **Buddy system (Yudi), Department Introduction Day, General Manager Coffee, and welcome kit** were implemented. Quarterly online meetings are held to share experiences and provide information.

These processes aim to positively strengthen employer perception, facilitate adaptation, increase productivity and performance, reduce turnover, and increase motivation. The project is linked to SDG 8 - Decent Work and Economic Growth.

With the **Design Thinking Workshop**, the human resources process was designed with an innovative approach and was communication- and feedback-oriented. The project, which started in October 2022, is an ongoing implementation managed with internal resources. Positive feedback was received from employees, managers, and Yudi, and compliance processes improved according to survey results.

DYO Boya was one of the first companies to implement the **STEP UP White and Blue-Collar Orientation Programs**, which makes orientation processes more functional. Launched on December 1, 2023, and ongoing continuously, the project provides a sustainable process and communication to increase employee loyalty.



## Employee Development and Talent Management

### Career Management System

Yaşar Group companies, with the awareness that the development of their employees plays a critical role in developing innovative products and services and reinforcing the leading position in their sectors, carry out the **Yaşar Talent Management Program** to protect and develop the knowledge and experience of the organization, anticipate future needs and prepare the reserve workforce.

These programs also aim to meet employees' career expectations and development needs.



#### Youth Class

The Youth Class Project is designed to create a pool of potential candidates for the Community and to evaluate successful students after graduation. 4th year and graduate students of universities work part-time or full-time in companies at least 3 days a week.

Launched in January 2023 as a pilot project in Izmir, the project was expanded to all locations of Pınar Süt, Pınar Et, DYO Boya, Viking, Çamlı, Pınar Su ve İçecek, Yaşar Bilgi, Yaşar Birleşik Pazarlama and Desa Enerji. **46 Project Assistants** were employed in 2023.

The project aims to discover young talents to meet future needs and strengthen university-industry cooperation.

Youth Class is linked to SDG 8 - Decent Work and Economic Growth, SDG 4 - Quality Education, and SDG 9 Industry, Innovation and Infrastructure.

In 2023, 46 Project Assistants were employed under the Youth Class Program.

”

### Cultural Transformation Project

As part of the Cultural Transformation Project, which was initiated to prepare the Group's culture for the future, the current corporate culture was analyzed with the support of leaders, managers, and employees in Yaşar Holding, DYO Boya, Pınar Süt, Pınar Su ve İçecek, Pınar Et and Yaşar Birleşik Pazarlama companies in 2023 to improve human resources strategies, create a high-performance culture and strengthening internal communication.

The Cultural Transformation Project contributes to SDG 8 - Decent Work and Economic Growth. The Group's cultural transformation journey is planned to continue with roadmapping, internalization, and communication efforts for 2024 and beyond.

#### A Better Life Meetings

Within the scope of "Better Life Meetings" activities, **"Sustainability Awareness Training"** with the Turkish Standards Institution and "Gender Equality Awareness Training" with Yaşar University Continuous Education Center were organized in June to raise awareness on sustainability and gender equality matters, which are important to the Group.

With Yaşar Group's support for culture and arts, the 39th DYO Painting Awards Mardin Exhibition, organized by Yaşar Education and Culture Foundation, was visited by Yaşar Holding and DYO Boya Factories employees, and employees were allowed to visit historical sites in Mardin and Diyarbakır.



### Leadership

Leadership Competencies, which cover all white-collar employees and managers, are grouped under 3 main headings: Leadership for Work, Leadership for Organization, and Leadership for Self.

**We Lead the Business** because we continuously grow, look innovatively to gain competitive advantage, lead change, and maintain excellence in our operational processes.

**We Lead the Organization** because we create a culture of high performance, select the talent we work with, value development, motivate, drive performance, and lead our teams to success.

**We Lead Ourselves** because we believe that each employee is the manager of his/her organization and business, we adopt the principle of continuous development and build a culture of we.

## Employee Volunteering and Social Projects

Yaşar Group conducts various support activities by periodically forming "Employee Volunteer" groups in line with natural disasters, social requirements, and needs. These volunteer groups are actively involved in the Group and more than one hundred employees take part in projects.

Among the projects supported by volunteer employees taking part in various projects are activities such as organizing and distributing aid collected for earthquake victims, providing stationery and books to students with limited financial means, and cleaning local parks and beaches.



Volunteer employees take part in various projects in line with natural disasters, social requirements, and needs.



## Labor Practices and Complaint Mechanisms

To create a healthy working environment in Yaşar Group companies and to make this environment sustainable, workforce practices are constantly reviewed and improved. Taking into account the opinions and suggestions of the employees, mechanisms have been established where **all kinds of complaints can be communicated on a secure and confidential basis**, thus, it is aimed to increase the loyalty and motivation of the employees by meeting their needs and expectations.

- Pınar Et has established mechanisms based on confidentiality to receive feedback from its employees on working conditions. The Ethics Committee investigates the case of a complaint. In addition, there are suggestion and opinion boxes accessible to everyone at designated points of the Company.
- Pınar Süt has an Ethics Committee for employees' opinions and feedback on working conditions. Employees can access the Ethics Committee through the documents shared with them when hired, via e-mail, telephone, or address information.
- Pınar Su ve İçecek has established communication (notification) boxes and points in all locations for employees to communicate their requests, demands, suggestions, hazards / potential hazards they have identified regarding occupational and product safety, and notifications regarding employee satisfaction.

Employees can record their notifications on the "Notification Form" and submit them through the Human Resources

Responsible and the Quality Assurance Responsible without the obligation to provide their names. These notifications are collected daily, forwarded to the relevant persons, and evaluated. The Human Resources Responsible of the relevant location is responsible for reporting the notifications, while the Management Systems Responsible manages the evaluation and improvement processes. Consultation and participation of employees is ensured through the **"Internal & External Communication, Participation, Consultation Procedure"** prepared for the development of the Environment and OHS Management System.

In Pınar Su ve İçecek, **comments and feedback decreased from 11 to 2 in the last 3 years**. All complaints and feedback received were meticulously analyzed, and necessary improvements were made and resolved to a great extent. Matters such as shuttle routes, shuttle comfort, cafeteria service, change of work clothes, dissemination of HR mobile application, infrastructure improvement suggestions forklift safety, etc. have been resolved.

- Altın Yunus has an **Ethics Committee Complaint Line and e-mail** address to receive the opinions and feedback of its employees. System information is available on the bulletin boards and employees are provided with easy access.
- Along with the Ethics Committee, Çamlı Yem has **suggestion/complaint boxes in its headquarters and all its enterprises** where employees can express their demands and suggestions.





about the report



caring for business



> caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Occupational Health and Safety

Yaşar Group attaches importance to providing its employees with the opportunity to work in healthy and safe conditions and meticulously carries out risk analysis, prevention, and mitigation activities in the working environment to ensure occupational health and safety. By-Law No. 6331 on Occupational Health and Safety and related legislation, ISO 45001 Occupational Health and Safety Management System is integrated into all working principles and activities, focusing on continuous improvement with expert occupational health and safety professionals, and employee suggestions are evaluated.

In line with the Occupational Health and Safety (OHS) Policy, OHS Specialists are employed by national and international legislation, OHS performance is monitored monthly by OHS

Boards and reported to the Boards of Directors. In companies with more than 50 subcontractors, subcontractors also have their own OHS Boards.

OHS Boards and units conduct detailed accident and risk analyses to prevent occupational accidents and injuries, identify the most common types of injuries, and take necessary measures. The types of injuries suffered by employees are compared by gender to determine how occupational health and safety policies should be differentiated according to gender.

- At Pınar Süt's Eskişehir plant, the ROBOT Area project, launched in 2023, automated manual packing operations, reducing the workload and occupational safety risks of the personnel.

At the Pınar Süt İzmir plant, a sound and light warning system that detects the proximity of forklifts and pedestrians was installed to prevent forklift-pedestrian accidents in the corridors. KKD vending machines were tested, cheese manufacturing cranes were converted to stainless steel types, and lifelines in the milk powder plant and reception area were renewed. In addition, the milk powder crane profile was updated and the "Durable Warehouse Lifeline" project ensures safe operation by using parachute-type seat belts during tarpaulin operations on flatbed vehicles.

- Believing that the way to achieve excellence in occupational health and safety is to invest in people and technology, Pınar Et identifies hazards with the participation of employees with the **Finne Kinney risk assessment method** and prioritizes them according to risk magnitude. **Pınar Et Occupational Health and Safety Committee** continued its activities in 2023.
- DYO Boya aims to increase supplier awareness of occupational health and safety within the framework of its sustainability strategy. In 2023, it started to evaluate its suppliers based on environmental, social, and corporate governance (ESG) criteria.

DYO Boya, a high-level organization within the scope of SEVESO Regulation, continued its occupational health and safety activities. **Major Accident Prevention Policies, Safety Reports, and Emergency Plans** were prepared by a large team of experts working in different positions within the enterprise, and preparations for next year's actions were completed.

Yaşar Group attaches importance to providing its employees with the opportunity to **work in healthy and safe conditions and meticulously carries out risk analysis, prevention, and mitigation activities in the working environment to ensure occupational health and safety.**

”



about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

- With the OHS Scorecard Project, Viking Kâğıt measures and evaluates the Occupational Health and Safety performance of all its units, scores the units, and integrates the data obtained into the reward systems.
- At Pınar Süt's Eskişehir plant, Basic OHS educations are organized for new hires and employees every two years. Chemical Spill, Disaster Awareness Education, and Earthquake Drills were conducted. Practical certified educations were organized for employees by operational requirements.
- Altın Yunus shares its Occupational Health and Safety (OHS) Policy with all employees and continuous education is organized to raise employee awareness on this concern.
- Desa Enerji continues the ISO 45001 Occupational Health and Safety certification process.

In Yaşar Group, regular educations are organized for employees and subcontractors to reduce occupational accidents and industrial accidents to zero, to prevent occupational diseases, and to increase the occupational health and safety awareness of employees. During the reporting period, there were no fatal occupational accidents and occupational diseases.

### OHS Training

Total Training Hours within OHS		Total Number of Employees		Average OHS Training Hours	
Woman	Man	Woman	Man	Woman	Man
7.915	31.825	1.184	4.637	6,7	6,9

In Yaşar Group, regular trainings are organized for employees and subcontractors to reduce occupational accidents and industrial accidents to zero, to prevent occupational diseases, and to increase the occupational health and safety awareness of employees.

”





# caring for society

- > Consumer / Customer Health and Safety
- > Quality, Innovation and R&D
- > Consumer, Customer Information, and Ethical Marketing
- > Consumer and Customer Satisfaction
- > 2023 Communication and Information Activities
- > Sustainable Agriculture and Livestock Breeding
- > Social Investment



Water, which unites and nourishes its environment with its interaction, change, vitality, and energy, has been the source of life throughout history and has formed the basis of civilizations.

Water, which flows from different sources and comes together to form seas and oceans, carries life wherever it passes with its diversity and richness and its role in building civilizations and supporting prosperity and development.



YAŞAR 2023  
sustainability  
report





about the report



caring for business



caring for employees



> caring for society



caring for business partners



caring for environment



appendices

## Caring for Society

With the understanding of "**caring for all stakeholders for a better life**", Yaşar Group approaches the needs of all geographies and cultures where it offers products and services with an innovative and egalitarian perspective in line with the principle of the customer and public health.

Group companies work meticulously to comply with national and international quality and safety standards, regularly measure consumer and customer satisfaction, and take remedial actions. **Management systems established in quality, food safety, occupational health and safety, environment, customer satisfaction, and energy** are the most important tools to ensure that business processes are carried out completely and flawlessly.

Yaşar Group, which adopts the principle of customer and public health, takes into account the increasing concerns of producers and consumers about the environment and human health within the scope of combating global climate change and takes into account all the effects that production processes will create from the design stage. Social matters and studies are followed and supported and collaborations are established to create common value.

As part of its sustainable agriculture and animal husbandry approach, the Group continues to work for the development of the agriculture and animal husbandry sector, of which it is one of the pioneers while supporting its producers and stakeholders for continuous development. With its companies operating in the food, agriculture, and livestock sectors, the Group carries out producer support programs to ensure animal welfare, increase milk yield, and protect its quality. Relevant laws, regulations, national and international standards, and best practices are followed.

Yaşar Group companies carry out social contribution projects in parallel with the needs of the region in their regions of operation and contribute to the development of society by expanding the impact area with long-term projects.

Yaşar Group, with its companies, **Yaşar Education and Culture Foundation, Selçuk Yaşar Sports and Education Foundation, Pınar Institute, and Yaşar University**, continues to realize projects that will directly contribute to sustainable development in the fields of quality education, protection of cultural values, culture-arts, and sports.

“

With the understanding of “**caring for all stakeholders for a better life**”, Yaşar Group approaches the needs of all geographies and cultures where it offers products and services with an innovative and egalitarian perspective in line with the principle of the customer and public health.



caring for society



## Consumer/Customer Health and Safety

Yaşar Group carries out its activities based on the value of “**Our Consumers and Customers First**”, which exists in its corporate values. While the processes are carried out by national and international standards, the latest scientific and technical developments are followed in all processes from production to operation, and monitoring and control mechanisms are continuously improved.

Various communication channels are used to announce products and services to consumers, aiming to keep customer and consumer satisfaction at the highest level.

The Company aims to meet, exceed, and improve consumer and customer expectations. **Innovative and contemporary product and service development processes** are continuously developed and improved in parallel with consumer habits and needs. To meet the demand for healthy and functional products, the purchasing supply chain is strengthened and products are developed accordingly.

In 2023, Yaşar Group continued to develop new products by evaluating consumer feedback and following industry trends.

In recent years, the impact of healthy eating trends has become evident in the beverage industry. Throughout 2023, research on consumer behavior and dietary preferences reveals a constant change in Turkey and worldwide.

The “healthy and fit” (wellness) trend, which has risen with the pandemic, has significantly affected eating habits. With this increased awareness, the variety of healthy food and beverages and the demand for these products constantly increase.

- Pinar Su ve İçecek prioritizes human health and the environment in its production and packaging processes, in addition to its goal of providing consumers with safe, high-quality, and healthy beverages.

In addition to **healthy ingredients**, the **company prioritizes easy-to-use, environmentally friendly, natural, and recyclable packaging** preferences in its new products.

All beverages are produced with the internationally recognized V-Label certificate, which is used for labeling vegan-vegetarian products and services.

- As part of the new delivery models, PinarOnline offers customers in Istanbul, Ankara, and Izmir the option of “delivery by appointment” to deliver product groups between +4°/-18° quickly and safely. With the opening of the Ayazağa warehouse, the same-day delivery model was implemented in three different slot ranges in Istanbul.

- Pinar Süt has continued to work on products that support the healthy nutrition of the society. Products that support immunity and encourage a healthy diet have been developed by reducing ingredients that can cause health problems such as sugar and salt. These products target different age groups and consumers with special needs. In cooperation with TÜBİTAK and universities, studies were conducted on innovative processing technologies that reduce production costs using less energy and auxiliary materials.

In 2023, Pinar Süt introduced **17 new products** to the market by closely following nutrition trends and consumer preferences. The R&D department continues to work on innovative products.

- Pinar Et meets consumer expectations by effectively implementing the “Food Safety Management System” with its high-quality and reliable products and develops new communication methods to receive feedback.

In 2023, interest in healthy, ecological, natural, and organic products has increased in Turkey and around the world. Accordingly, Pinar Et demonstrated its innovative spirit and modern production approach by developing new products that meet consumer expectations. Within the scope of R&D studies, **vegan and vegetable protein-based nutritional alternatives** were offered for consumers who do not want to consume animal protein. In 2023, these demands were met by expanding product categories.

- DYO Boya takes into account consumer and customer expectations and behaviors in all processes from supply to consumer. In 2023, the digital infrastructure of the **Dyolog** system was completely renewed and a new loyalty system focused on customer satisfaction was launched in March 2023. In this system, up-to-date campaign fiction, healthy reporting, and data analysis have been regularized. As the **first company in its sector** to obtain **TS ISO 10002 certification**, the Company updated its Customer Satisfaction Policy, which it has adopted since 2010, and in line with the principle of transparency, the system certificates and related policies are shared with the public on its website.

- Viking Kağıt conducts comprehensive customer satisfaction surveys to meet consumer expectations, improve product quality, and offer the best products to the market.

During the reporting period, the successful call response rate at Pinar İletişim Merkezi (PİM) was 87.02%, and the customer satisfaction rate was 84.09%.





about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Consumer/Customer Health and Safety

### Pınar Institute – Let's Move with Fun, Let's Eat Healthy

In 2016, Pınar Institute launched the “Let's Move with Fun, Let's Eat Healthy” project to make regular and healthy nutrition a lifestyle and support physical activity. This project carries out awareness-raising activities targeting preschool children, teachers, and parents. From 2016 until the end of 2023, **more than 28 thousand children were reached through 776 teachers in 19 provinces.**

**A Monitoring and Evaluation Activity** was organized in 2023 to monitor the effectiveness and outputs of the project. Within the scope of this activity, school visits were made to learn about teachers' contributions to the project, their requests, and suggestions.

In January 2023, independent kindergartens in Bursa and Bilecik were visited and interviews were held with teachers to develop the project. Within the scope of the project carried out in cooperation with the General Directorate of Basic Education of the Ministry of National Education of the Republic of Turkey, an **“Education of Trainers Event” was held online with all independent kindergarten teachers** in Kocaeli and Sakarya on March 9, 2023, and with all independent kindergarten teachers in Isparta and Burdur on December 9, 2023.

[hareketetsagliklibeslen.com](http://hareketetsagliklibeslen.com)

### Pınar Institute – Healthy Life Sessions

Since 2018, Pınar Institute has been organizing conversation events with expert academics on various topics to raise public awareness of food, health, and nutrition matters and to correct common misconceptions. In 2023, Healthy Life Sessions continued with online and face-to-face events and hosted expert guests.

In the Healthy Life Sessions, which started a new series on the Pınar Institute YouTube channel in July 2023, Pediatric Endocrine (Hormone) Diseases Specialist Assoc. Prof. Erdem Durmaz discussed topics such as children who play active sports, early puberty, overweight, and short stature in children.

Specialist Pediatric Dietitian Kader Atılı informed the participants about nutrition in children, the role of milk and dairy products, and the effect of nutrition on growth and insulin resistance.

On October 4, 2023, a training on “Proper Nutrition for Employees” was organized by Specialist Dietitian Kader Atılı at the Social Building Education Hall of İzmir Pınar Süt Factory, and a similar program was held for employees at Yaşar Birleşik Pazarlama Dudullu office in İstanbul on December 27, 2023.







about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Quality, Innovation and R&D

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

Yaşar Group, with its innovative and pioneering identity, continues to develop high-quality, healthy, safe, and environmentally friendly products through R&D activities in different sectors. The Group aims to contribute to the present and the future with an approach sensitive to the changing needs of society and produces its products and services with an understanding of continuous improvement.

Adopting the principles of sustainability and innovation in line with the principles of operational excellence and efficiency, Yaşar Group continues its activities with an understanding sensitive to people, environment, and nature.

In its R&D centers, it develops new products and services in cooperation with companies in various sectors, aiming to reduce foreign dependency.

DYO Boya's Çiğli and Gebze R&D centers, Pınar Süt and Pınar Et R&D centers improve product quality and support environmental sustainability through innovative projects and research. In these centers, which prioritize the effects of climate and food crises, all raw materials and packaging materials comply with the sustainability approach.

R&D and innovation investments are aimed at increasing competitiveness in both national and international markets, and environmentally friendly and high-quality products are developed.

Yaşar Group carries out its activities with scientific and innovative solutions by observing certain quality standards and strengthening them with R&D studies. The sustainability of product quality is ensured by conducting data-based scientific and innovative studies.

Pınar Süt R&D Center has developed functional and innovative products that support immunity and facilitate healthy nutrition by reducing inputs that may cause health problems. In this process, 1 patent application has been completed and 4 patent processes are ongoing. The focus is on recyclable and environmentally friendly packaging, and packaging studies are carried out with sustainability awareness in all processes from the design process to the consumer.

Continuing its R&D and innovative product development activities, Pınar Et applied for a patent titled **“Production Method of Meat and Vegan-Vegetarian Products by Molding Method”**. Pınar Süt and Pınar Et applied for the TÜBİTAK Green Industry Transformation Program; Pınar Et applied for the **“HORIZON 2024”** project.

Pınar Su ve İçecek expanded its product portfolio through R&D efforts and improved its existing products in line with consumer expectations. The R&D Department, which also worked intensively to reduce sugar consumption, successfully reduced sugar ratios while preserving the taste and quality of the products.

DYO Boya's R&D activities are focused on innovative product development, sustainability, domestic production, and collaborations. DYO Boya's Çiğli R&D Center designs innovative products using new-generation technologies and develops domestic products to substitute imported products.



4  
R&D  
Centers

DYO Boya  
Çiğli  
R&D  
Center

DYO Boya  
Dilovası  
R&D  
Center

PINAR SÜT  
R&D  
Center

PINAR ET  
R&D  
Center



about the report



caring for business



caring for employees



> caring for society



caring for business partners



caring for environment



appendices

## Quality, Innovation and R&D

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

In 2023, 80 projects were initiated and 26 were completed at DYO Boya R&D Centers. Çiğli R&D Center carries out joint projects with Viking Kağıt and Çamlı Yem. **Life Cycle Analysis (LCA)** and **Environmental Product Declarations (EPD)** studies were carried out for 10 products, and LCA studies were initiated for 10 more products.

Carbon zero production processes, waste reduction, and resource efficiency projects were realized. Collaborations were made with technology transfer offices such as **Ebiltem, İYTE Atmosfer TTO, İKÇ TTO, Yaşar University Information and Technology Transfer Office, and DEPARK.**

Analysis and testing services were received from organizations such as TÜBİTAK MAM, İKÇ Central Research Lab, and ODTÜ Central Lab. TÜBİTAK Teydeb project in the “Hamle” program of the Ministry of Industry and Technology of the Republic of Turkey was applied and support was received.

DYO Boya ranked 46th in the TURKISHTIME Turkey R&D 250 List among the 250 companies with the highest R&D expenditures, 6th in R&D projects, and 1st in the number of brands.

With innovation-oriented studies, **the Akromax Suprema** product, guaranteed for 20 years and reflecting 86% of the sun's rays on exterior facades, has been developed.

DYO Shine was an ideal product for decorative purposes with its ability to absorb light and glow in the dark for a long time, and the project attracted great interest at RDCONF.

DYO Boya, which continues to work to obtain Environmental Product Declaration (EPD) for 10 products in addition to its existing EPD certificates, develops low VOC and VOC-free paints and designs water-based and UV-curable products instead of solvent-based.

**DYO Boya ranked 46th in the TURKISHTIME Turkey R&D 250 List among the 250 companies with the highest R&D expenditures, 6th in R&D projects, and 1st in the number of brands.**

”

Viking Kağıt, which utilizes cellulose from waste beverage cartons for paper production and recovers the aluminum and polyethylene in the poly-Al content of beverage cartons by separating them, has started to use PolyAl waste for panel making. It is aimed to continue the process by ensuring production continuity.

Çamlı Yem has developed innovative products and processes in line with modern animal husbandry practices and introduced **Smart Milk Feed** suitable for robotic feeding systems to the market. This innovation has the potential to increase efficiency and reduce operational costs in the livestock sector. In addition, the Company continues to reduce its environmental impact through R&D activities and the use of marine resources.

As a result of R&D activities in 2023, **17 new products and 31 new packages** were introduced to the market in Pınar Süt, **38 new products** in Pınar Et, including **5 new products** for the e-commerce channel, **8 new products and 12 new packages** in Pınar Su ve İçecek, and **85 new products** in DYO Boya.



### Yaşar IDEA

The process was initiated with the introduction of the “Entrepreneurship and Innovation” project “Yaşar IDEA”, which will prepare the Group for the future by transforming the power of entrepreneurship and innovation, which is included in the founding values of Yaşar Group, which has introduced Turkey to brand new sectors and brought countless firsts, into a structure where innovation and continuity are pursued, strategy and value are produced, and collaborations are developed.

### Yaşar Group R&D Units Platform

The “Yaşar Group R&D Units Platform”, was established in 2022 with the participation of the managers of the R&D Centers and R&D units of Yaşar Group companies and the academicians and managers of Yaşar University European Union Center and Yaşar University Information and Technology Transfer Office, continued its activities in 2023 to **create synergy in R&D, expanding university-industry cooperation opportunities and ensuring that Group companies benefit from national and international funds at the highest level.**



about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Quality, Innovation and R&D

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

Management Systems and Product/Service Compliance Certificates	Pınar Et	Pınar Süt	Pınar Su ve İçecek	YBP	Çamlı Yem	DYO Boya	Viking Kağıt	Altın Yunus	Desa Enerji
Quality Management System (ISO 9001)	+	+	+		+	+	+	+	+
Information Security Management System (ISO 27001)						+			
Personal Data Management System (ISO 27701)						+			
Food Safety Management System (FSSC 22000)	+	+							
Food Safety Management System (ISO 22000)			+		+				
Environmental Management System (ISO 14001)	+	+	+		+	+			
Occupational Health and Safety Management System (ISO 45001)	+	+	+		+	+			
Laboratory Approval Certificate for TSE Test Service(ISO 17025)	+								
Customer Satisfaction Management Certificate (ISO 10002)						+			
Energy Management System (ISO 50001)	+	+			+	+	+		+

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



## Quality, Innovation and R&D

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

Systems and Product/Service Compliance Certificates	Pınar Et	Pınar Süt	Pınar Su ve İçecek	YBP	Çamlı Yem	DYO Boya	Viking Kağıt	Altın Yunus	Desa Enerji
Personnel Certification (EN ISO/IEC 17024)						+			
Automotive Industry and Sub-Industry Quality Management System (IATF 16949)						+			
Organic Production Entrepreneur Certificate	+	+			+				
FSC-CoC (Forest Stewardship Council) Management System							+		
Global G.A.P.					+				
Halal Food Certificate (TS OIC/SMIC 1)	+	+	+		+				

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

Management Systems and Product/Service Compliance 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	+	+	+		+	+	+	+	+	
Zero Waste Certificate Republic of Turkey Ministry of Environment, Urbanization and Climate Change (Basic Level)	+	+	+		+	+	+	+	+	+
Authorized Economic Operator Certificate (AEO)						+				
Sustainable Tourism Certificate (GSTC)								+		

## Consumer, Customer Information and Ethical Marketing

Yaşar Group adopts **an ethical and transparent approach towards customers and consumers in the promotion and marketing of its products**. Acting with a sense of responsibility, the Group attaches great importance to honest and transparent marketing communication while presenting products to consumers through various marketing tools.

By using communication tools and channels such as labels on product packages, advertisements, websites, and social media platforms, necessary information about products is provided and customers are supported in making the right decisions.

Throughout 2023, Yaşar Group companies reinforced customer loyalty through strong communication and marketing efforts in many channels.

Group companies are subject to different labeling rules according to the sectors in which they operate. Companies operating in the food sector share information about their products with consumers through labels by the **Turkish Food Codex Labeling Regulation and the Turkish Ministry of Agriculture and Forestry's Labeling Guidelines**.

In the packaged water sector, product labeling and information are provided within the scope of the Regulation on Water Intended for Human Consumption by the Ministry of Health.

DYO Boya, with its responsible manufacturer identity, is a company that considers the effects of materials used in solvent-based products on the environment and human health and also focuses on the development of environmentally friendly water-based products. The Company has been carrying out activities such as reducing odor emission, classification, labeling, and packaging of chemical substances by the **SEA Regulation** since 2014.

With the studies initiated within the scope of **EU 878/2020 EU directive** to add the UFI code application to the Product Safety Data Sheets and to be included in the product labels, DYO Boya reviewed the endocrine disruptor lists and ensured the controls of chemicals. This process was carried out jointly with R&D studies, and relevant units were trained on UFI processes and requirements.

As a member of the Association of Advertisers, Yaşar Group fully complies with the Principles of the Advertising Self-Control Board Principles published by the Association. In 2023, product and service information and product labeling were carried out in full compliance with sector-specific regulations, relevant label regulations, and voluntary rules; no non-compliance was experienced during the reporting period.



> caring for society



## Consumer and Customer Satisfaction

The Group manages all its production and operational processes within legal regulations, management systems standards, and international norms, and operates with a consumer and customer-oriented approach. The Group aims to meet customer expectations and increase consumer/customer satisfaction by managing processes in an efficient, innovative, and sustainable manner.

Regular surveys are conducted to measure consumer expectations and customer satisfaction, and suggestions, complaints, and feedback are evaluated. Various communication channels such as telephone, e-mail, social media, website, and mobile applications are actively used to enable customers and consumers to convey all kinds of feedback quickly and easily. The degree of satisfaction with the service provided is measured through **post-service surveys**.

- Yaşar Group companies have prepared policies such as the **Management Systems Policy** and **Customer Satisfaction Policy** regarding the management and resolution of customer complaints and disclosed them to the public through their websites.

Pınar Su ve İçecek launched the **WhatsApp support and order line** in 2023 to increase customer satisfaction and respond quickly to requests and questions. This channel enabled customers to reach the organization in the fastest way possible and to communicate their requests, orders, and complaints.

The use of the WhatsApp hotline became widespread rapidly in 2023 and contributed to the improvement of Pınar Su ve İçecek's service quality.

The **Pınar İletişim Merkezi (PİM)**, which operates in line with Yaşar Group's corporate values of "Our Consumers and Our Customers Come First" and can be reached from anywhere in Turkey at 444 76 27, receives, follows up, and provides solutions to complaints, suggestions, information, criticism and thanks received from consumers via phone, e-mail, fax, letter, and social media channels.



In line with the importance given to inclusiveness in customer and consumer relations, visually impaired individuals can receive visual support by showing the products to the operator as well as audio support through PİM and can get information about the details of product content and products. According to 2023 data, Pınar Süt and Pınar Et's successful call response rate at PİM was 87.02%, while the **customer satisfaction rate** in this channel was **84.09%**.

- Viking Kağıt adopts consumer satisfaction and information as an integral part of its business processes with its transparent manufacturer identity. The Company shares information about its activities on an uninterrupted and regular basis through its websites [www.viking.com.tr](http://www.viking.com.tr) and [www.lily.com.tr](http://www.lily.com.tr) and social media accounts. Throughout the year, customer satisfaction was maintained at a high level by producing fast and effective solutions to all requests received via the **Consumer Information Line at 444 37 50**.
- Yaşar Birleşik Pazarlama (YBP) regularly conducts customer satisfaction surveys in the digital environment every year. It continuously monitors and improves customer satisfaction with its customer-oriented service approach. Requests and complaints such as system, process, product, etc. are communicated by phone from dealers, one of YBP's customer channels. In 2023, **3,375 requests and complaints were received and resolved from 101 dealers**.
- DYO Boya updated its Customer Satisfaction Policy in 2023. Accordingly, the digital infrastructure of the Dyolog System was completely renewed in 2023, and a new loyalty system focused on customer satisfaction was launched in March 2023.





about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Consumer and Customer Satisfaction

### Dyolog Loyalty System

Since 2009, the Dyolog Loyalty System has aimed to build a bridge between paint masters and shop assistants and DYO. In 2023, the system **reached 33,770 members, including 29,242 masters and 4,528 shop assistants**. Significant innovations were made in the system to increase user loyalty and sustain satisfaction.

The renewed loyalty system includes up-to-date campaigns, healthy reporting, and data analysis. Inactive members were activated and new members were added to the system. Special product campaigns were organized for the Eid Campaign and the 100th Anniversary of the Republic.

The Roadshow vehicle, purchased in 2022 to strengthen master communication, started events in 2023. The new Dyolog System was introduced at these events, which offered paint masters, wholesalers, retailers, and sub-dealers the opportunity to communicate directly. Within the scope of the events that started in April 2023, **392 dealers in 6 regions, 45 provinces, and 141 districts** were visited and **6,174 paint masters** participated in the events. As a result of these events, 2,838 new painters were included in the Dyolog System.

In the satisfaction survey conducted on the Dyolog website and mobile application with the participation of 2,556 masters and 432 shopkeepers, 90% of masters and 87% of shopkeepers stated that they were satisfied with the Dyolog Loyalty System. ”



Casati'm



### Casati'm Loyalty System

In 2023, the Casati'm Loyalty System **reached a total of 3,052 members, including 2,528 masters and 524 shopkeepers**. The system continued its project work to renew its internet and mobile application digital infrastructures.

Throughout the year, 87 masters and 20 shopkeepers participated in the satisfaction survey conducted on the Casati'm website, and according to the survey results, 89% of the masters and 80% of the shopkeepers stated that they were satisfied with the Casati'm Loyalty System.

### PinarOnline Customer Satisfaction

In parallel with changing consumer and purchasing habits, PinarOnline, which meets with consumers online with different brands and product categories, especially Pinar branded products, continued to make consumer-oriented improvements throughout the year.

Customer complaints submitted through **www.sikayetvar.com**, one of the channels for customer communication, continued to be resolved within 48 hours. **The panel utilization score is at 70%.**

According to 2023 data, the successful call response rate at PİM was 87.02%, and the customer satisfaction rate was 84.09%. To measure and increase satisfaction, the Customer Representatives Service Satisfaction Survey was initiated.





about the report



caring for business



caring for employees



> caring for society



caring for business partners



caring for environment



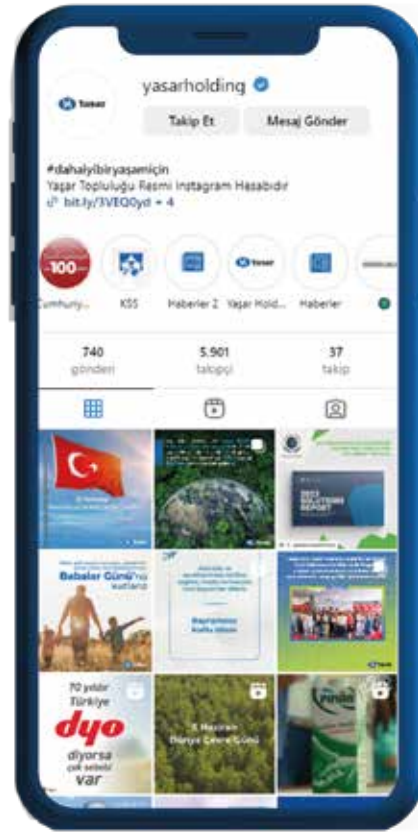
appendices

## 2023 Communication and Information Activities

In 2023, Yaşar Group continued various publishing activities to maintain effective communication with internal and external stakeholders and to regularly inform customers and consumers. In this context:

- **Bulletins** were published to ensure a regular flow of information about the activities, projects, and achievements of the companies.
- To inform internal and external stakeholders and raise awareness, the Company participated in **magazine and newspaper publications with news and advertisements.**
- Effective information and communication activities were carried out through **digital platforms and social media** using modern communication tools.

Social media channels and other online publications, which have developed and diversified in recent years, play an important role in the communication activities of Yaşar Group, which adopts the principles of transparency and information sharing by using communication channels effectively, and in communication with stakeholders. Stakeholders are effectively reached through communication established using various communication channels.



in f @ X

### Güzel Yaşa

Pınar Et continued to work on its magazine, website, social media accounts, and weekly e-bulletin in 2023 with the concept of “Güzel Yaşa”. Since 2017, “Güzel Yaşa” Magazine, which offers the tricks of a beautiful life, good nutrition, and staying healthy, has reached wider audiences through digital platforms.

The digitalization of the journal also supports Pınar Et's and Yaşar Group's understanding of sustainability. In this way, while reaching more readers, paper consumption has also been reduced.

Pınar Et, which reaches its followers with regular weekly e-bulletin submissions through its membership system, has strengthened its target audience communication. In addition, “Güzel Yaşa” contents were included in the PınarOnline Platform, thus providing consumers with a regular flow of information on healthy living and nutrition.



güzel yaşa

guzelyasa.com.tr



about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Communication and Information Activities in 2023

### Dyorum Blog

Dyorum Magazine was removed from the digital magazine format in 2022 and transformed into Dyorum Blog and continued its publication life in the same format with its rich content in 2023. Dyorum Blog, the unique channel of DYO Boya, **has reached its readers with more than 50 contents, from colors to decoration, from “do it yourself” suggestions to paint solutions.**

The blog, published in 12 matters throughout the year, has achieved approximately 5.5 million page views throughout 2023. Reaching large audiences with the posts made on social media channels, Dyorum Blog continued to bring together the innovative and informative content of DYO Boya with the readers.

The Dyorum Blog page has been viewed approximately 5.5 million times in 2023.

”



**Dyorum Blog 2023 11. Sayı**  
Country tarz dekorasyon fikirlerinden, yılbaşı konseptli yemek masası dekorasyonuna birçok içerikle dolu Dyorumblog yayında, keyifli okumalar.



**Dyorum Blog 2023 10. Sayı**  
Endüstriyel stilden, sürdürülebilir yaşam alanı yaratmaya, terzaryum yapımından dublex ev dekorasyonuna, bu sayı yine dopdolu, Keyifli okumalar.



**Dyorum Blog 2023 9. Sayı**  
Perizyen stilden, su ayak izi hesaplamasına kadar çeşitli içerikler sizi bekliyor. Yeni sayı dopdolu içerikleriyle yayında, keyifli okumalar.

REFLECTIONS  
ON THE SKY

REFLECTIONS  
ON THE SOIL

REFLECTIONS  
ON THE FOREST

REFLECTIONS  
ON THE WATER

### DYO - Reflections Collection Contact

Designed in 2023, the DYO Reflections Collection consists of four color palettes consisting of 2024 special colors; It was introduced with “**Reflections on the Soil, Water, Forest and Sky**”. The communication activities of the collection were carried out throughout the year through traditional and digital communication channels.

### DYO - Hobilux Product Communication

Hobilux's communication activities, which started in 2022, continued in 2023. In this context, **10 video contents** were produced for Hobilux products, including applications made on different surfaces, and while these contents were shared on social media platforms, a total of over 2 million views were obtained.

### DYO - Influencer Communication

In 2023, a stable communication effort was maintained on social media by collaborating with content producers. Collaborations have been made with well-known content producers in video content designed for different sectors and product groups. **Over 25 million views** were obtained by producing 4 videos promoting refinish paints for the industrial sector and **62 videos for the decorative sector.**

### Dyolog Loyalty System Launch

The Dyolog System and the necessary interfaces have been renewed and relaunch processes initiated in communication channels in 2023. Actor Alper Kul's promotional video was shared with **20,480 people via WhatsApp**, and promotional activities were carried out on the website and social media channels.

### Boyadyo.com Launch Activities

Boyadyo.com's digital infrastructure works were completed and the launch process was started in digital channels in 2023, and launch activities were carried out on websites, search engines, and social media channels throughout the year.

### DYO - Communication Studies for Architects

DYO Boya continued its activities for architects throughout 2023. Within the scope of the “**2023 Earthquake Series Conferences**” and the “**Aura Crea Project**” held in cooperation with AURA İstanbul, Muğla Yağcılar Inn was studied. In addition, the “2023 Construction Deryası Gala” in İzmir and the “6. The **main sponsorship** of events such as the “National Building Congress and Exhibition” has been undertaken.



about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Communication and Information Activities in 2023

### DYO - Renksayar System

DYO Boya's Renksayar System, which offers customers a prediction of how the color they choose will look on the area to be applied, has been one of the remarkable applications in 2023. Thanks to this system, the project of the building was made three-dimensional and the exterior was colored. 321 projects were opened in 2023 and 93% of the 157 projects participating in the project evaluation survey expressed their satisfaction with the Renksayar System.

### Pınar Su ve İçecek Communications

In 2023, Pınar Su ve İçecek increased its digital advertising investments and communicated more effectively with consumers. Strengthening its marketing strategy by using various channels during the campaign periods, the Company regularly shared its innovations and activities with the public through press releases.

Pınar Su ve İçecek, active on social media platforms, introduced its new products and services with specially prepared visual content. By providing high reach with trending content such as videos and reels, it has kept the interest of followers and consumers alive and has also increased follower interaction and strengthened brand loyalty by organizing surveys, question-answer sessions, and giveaway events on social media.

On the occasion of the 100th anniversary of the Republic, the Company determined the slogan “Özgürlük Pınarımız Cumhuriyet” and carried out its communication through this message, and shared this theme on social media, printed publications, and the 100th anniversary of the Republic. It used it in events for the year.

### Printed Publications

#### Pınar Üretici Newspaper

Since 1979, Pınar Üretici Newspaper has become an indispensable source for producers by providing valuable information about the agriculture and livestock sector. The newspaper, which contains in-depth information in areas such as livestock, dairy and meat technologies, and livestock health, continues to be an important reference publication for farmers and producers. In addition, it also includes farm interviews and the most up-to-date news from Pınar, providing its readers with a comprehensive perspective on the sector.

Pınar Newspaper is prepared with dynamic content constantly updated every three months and sent to Pınar's business partners. This publication not only provides information but also contributes to strengthening Pınar's relations with producers and business partners. With the new concern of Pınar Newspaper, its entire archive can be accessed at [www.pinar.com.tr](http://www.pinar.com.tr).

#### Benim Pınarım Magazine

Since 2004, Benim Pınarım Magazine, published quarterly as an in-house publication to strengthen internal communication, includes news about the Pınar brand, internal announcements, up-to-date information about employees, and special content.

#### Press Releases

In Yaşar Group, companies' corporate goals and strategies, sustainability understanding and projects, developments related to them, investments, new products introduced to the market, awards, and achievements are announced to their stakeholders through press releases. The press releases of the companies can be accessed from their websites.

#### Innovation and Regulation Bulletins

Pınar Süt, one of the Yaşar Group companies, prepares innovation-oriented informative bulletins on innovative products, packaging, and trends in the world and the sector, and bulletins on changes in regulations and regularly shares them with its employees.

#### To Social Media Users: Pınar'la Yaşam

Pınar shares important content on social responsibility and sustainability matters through its X, Instagram, Facebook accounts, and YouTube channel called “Pınar'la Yaşam”. Aiming to create social benefit by bringing different target audiences together, Pınar provides useful and up-to-date information to families about mother-child communication in its accounts and enlightens young people on matters such as sports and environmental awareness. Children's artistic development is supported through workshops organized on Instagram accounts.





about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Sustainable Agriculture and Livestock Breeding

Yaşar Group encourages producers and other stakeholders to ensure the sustainability of agriculture and animal husbandry by prioritizing sustainability in its production and operational processes. By supporting capacity-building activities, it continues without compromising quality and food safety with an ethical and responsible production approach.

Group companies lead the way in sustainable and organic farming practices and animal welfare management systems by national legislation and international quality standards. It maintains innovative practices to increase quality and efficiency and invests in new technologies and digitalization in agriculture and animal husbandry.

Companies benefit from national and international R&D funds to support sustainability and carry out joint projects and research with leading universities and research institutions.

### Pinar Institute – The Future of Our Milk is in Safe Hands Project

Since 2014, Pinar Institute has been carrying out the “The Future of Our Milk is in Safe Hand” project in cooperation with public-university-industry. Within the scope of this project, trainings are organized for milk producers. The project won an award in the Collaboration for Sustainable Food category at the Sustainable Food Awards held in Istanbul on May 10, 2023.

From 2014 to the end of 2023, **more than 8,500 dairy farmers in 14 provinces;** Educations were given on animal health, nutrition, milking practices, and financial literacy. In 2023, educations were held in Aydın, Eskişehir, Manisa, Muğla, Bilecik and Bursa.

In addition to the brochures “**Calf Care and Feeding**” and “**Practical Information for Dairy Cattle Farms**”, the handbook “Ration Recommendations for Milk Producers” is also distributed. This booklet has been prepared by Pinar Süt and Çamlı Yem Quality Departments and academicians.

To raise awareness of climate change and water use, Pinar Institute has developed the “Climate and Water Education” module. These educations were held from November 2023 to the end of the year and information about climate and water use was conveyed to milk producers.

### Pinar Institute Mobile Application for Dairy Farmers Dairy Expert

Producers in the dairy sector in Turkey generally consist of small-scale family businesses. Raising awareness of these enterprises plays an important role in meeting the desired criteria for milk quality and in the development of the sector.

Pinar Institute, which continues its activities within Pinar Süt, has launched the “Dairy Expert” mobile application to support dairy farmers, increase their knowledge, encourage them to correct animal husbandry practices, and reach farmers who cannot be reached through education. With this application, which is carried out under the direction of Pinar Institute, it is aimed to develop the sector in harmony with the digital world. The app aims to provide small-scale dairy farmers with an increase in income and welfare and increase their motivation to continue milk production.

In November-December 2022, Pinar Institute came together with small dairy farmers in Eskişehir and its surroundings and introduced the Milk Expert mobile application. In December 2023, the application was introduced to small milk producers in Bursa and its surroundings, and information about the use of the application was provided with posters and brochures. In 2024, it aimed to reach more small milk producers with the Dairy Expert application.

The Dairy Expert mobile application aims to provide small-scale dairy farmers with an increase in income and welfare and increase their motivation to continue milk production.

”





about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Sustainable Agriculture and Livestock Breeding

### Pinar Institute Young Farmer Vocational and Individual Capacity Building Program

While the importance of agriculture and animal farming is increasing, the “Young Farmer Vocational and Individual Capacity Building Program” was launched in 2022, based on the United Nations' declaration of 2019-2028 as the “Development and Expansion Decade of Family Farming”. This program is aimed to support young farmers and ensure sustainable family farming.

The motivations and expectations of young people to continue agriculture were examined and strategies were developed accordingly. The program continued successfully in 2023 as well.

Following the workshop held in İzmir, cooperation was made with the Kütahya Provincial Directorate of Agriculture and Forestry in August 2023, and a survey was conducted with **114 young farmers in 12 districts of Kütahya** in October 2023.

In December 2023, the results of the survey were announced at the “**Information Sharing and Closing Workshop**” held at Yaşar University Main Conference Hall and the declaration of goodwill signed with FAO was announced.

Following the survey results and workshops, an action plan was created for the development of sustainable agriculture and animal husbandry. This plan aims to carry out studies in social, education, and economy for the development of youth farming, and it aims to improve living standards in rural areas through education and activities.

In May 2023, updates were made to the main page and interface of the application, the user experience was improved, and this application was introduced to milk producers in the education organized within the scope of the “The Future of Our Milk is in Safe Hands” project.



### Pinar Institute Scientific Article Award: 2023

The "Pinar Institute Scientific Article Award", which was held for the fourth time in 2023, was given to articles published in peer-reviewed journals between 2019-2022 on the subjects of "food, health, nutrition and agriculture" in the "Sustainability Theme". The articles were selected by taking into account criteria such as contribution to science, social benefit, and applicability. The application process started in September 2023 and the evaluation of 80 articles was concluded in December 2023. Financial awards were given to the academicians who ranked high.







about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Social Investment

### Contribution to the Local Economy

Yaşar Group, which takes care to provide its workforce and raw materials from local sources while offering its products and services, creates employment opportunities with its “On-Site Employment Policy”. The livestock sector is one of the priority sectors in which Yaşar Group cooperates with local producers with a wide network of suppliers and creates local development models that will lead the sector. Yaşar Group supports the adaptation of its companies and suppliers to sectoral innovations and encourages remedial actions to be taken through regular audits. Localization efforts continue against the challenges posed by global crises.

### Social Investment Activities

#### Pınar Children's Theatre

Since its establishment in 1987, Pınar Children's Theater has met with more than three million children across Turkey and is the first children's theater to visit 81 provinces of Turkey.

With the play "**Küçük Kız ve Cumhuriyet**", specially prepared for the **100th anniversary of the Republic** in 2023, we aim to tell the values of the Republic, its revolutions, science, and art through the eyes of children with the characters of a museum that comes to life; Emphasizing the value of being hardworking, working with hope and determination for the future, and the importance Atatürk gave to the Republic and children, it aimed to transfer these values to children.

The play, which has been made interesting with songs, dances, and visuals in the game, and the old plays of Pınar Children's Theater can be accessed on the "**Her Şey Çocuklarımız İçin**" **YouTube channel**.



#### International Pınar

##### Kids Painting Contest

To support the interest in the art of painting and to discover the artists of the future, the International Pınar Children's Painting Competition, which is open to the applications of children between the ages of 6-14 from 7 regions of Turkey, was held for the 42nd time in 2023.

In the competition, which was held with the theme of "Benim İçin Cumhuriyet" special to the 100th anniversary of the Republic, seven students from every region of Turkey won bicycles and seven students won Bluetooth headphones. In the competition, where children from the earthquake zone were evaluated in a separate category, three students from the earthquake zone won bicycles and three students won Bluetooth headphones. All students who won the competition were presented with professional painting bags and materials.

The works of 26 talented students who won the 42nd International Pınar Painting Competition and the works deemed worthy of exhibition met with art lovers in the Yaşar University Rectorate Foyer Area. The “Virtual Exhibition”, which includes the works of the competition, can be accessed on the **www.pinar.com.tr** website.

#### Tasarım Mucitleri Ateşböceği in

##### Collaboration with Pınar & TEGV

Pınar, through the Yaşar Education and Culture Foundation and in cooperation with the Türkiye Eğitim Gönüllüleri Vakfı (TEGV), has taken an important step to provide educational support to children in the earthquake zone. TEGV's "Tasarım Mucitleri Ateşböceği", which has added a new one to its Ateşböceği learning units, aims to support children's exploration of science and technology.

The “Tasarım Mucitleri Ateşböceği Education Program” is designed for children with a “learning together and by doing” approach. Within the scope of the program, children; will be introduced to technological tools such as 3D printers, 3D design pens, electronic cards, sensors, and motors, and children will be encouraged to develop projects where they can produce solutions to real-life problems using recycled materials.

The Firefly truck, whose first stop is Adıyaman, is planned to continue to meet with children in the earthquake zone in the future and to meet with a total of 7,500 children in the project, which is planned to continue for five years.

## Pınar Süt's Educational Support to the Earthquake Zone

#### Pınar Children's Painting Workshop:

Promising Colors in the Earthquake Zone Held in 2023, "42. The Pınar Children's Painting Workshop, held simultaneously with the “International Pınar Children's Painting Contest”, was organized as a special event for children affected by the disaster in the earthquake zone this year.

Thousands of children were allowed to paint in workshops organized in 20 tent and container cities to find morale after the earthquake. While the paintings in these workshops were evaluated as a part of the competition, children were encouraged to reflect their imaginations on canvas. Three successful little painters who participated in the workshops were presented with bicycles as a special award by the jury.





about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Social Investment

### Social Investment Activities

#### DYO - Yarınlar İçin Değer Project

DYO Boya continued its “Yarınlar İçin Değer Project” in 2023 as well. This project, which includes painting the walls of needy educational institutions in different regions of Turkey, was supported to make schools cleaner and more hygienic and to ensure that students receive education in healthy classrooms. In 2023, DYO Boya provided a total of 3,210 drums of paint support to 124 schools.

#### Children and Young People Express Their Feelings and Thoughts Through Art

DYO Boya participated in various social responsibility projects throughout the year to benefit society. In the social responsibility project carried out by the Youth Growing Under Protection and Foster Family (Kalben) Association, supported by DYO Boya, 8 different bird species in Turkey were depicted with traditional Turkish arts, so that children had the opportunity to express their feelings and thoughts through art and culture and became aware of nature.

#### DYO Colors Cities with Wall Art Projects

DYO Boya continued to color the streets in 2023 by collaborating with municipalities, foundations, universities, and artists to make living spaces more lively and enjoyable. With this project, which strengthens the relationship of cities and settlements with art, the company has ensured that aesthetics spread to cities step by step.

#### DYO Academy

In 2023, DYO Boya continued the DYO Academy Certification Department Project to continue the profession of paint masters and improve their knowledge and skills.

DYO Academy, which has international examination and certification authority, is the first private sector company authorized and accredited in its field. DYO Academy, which has been conducting examinations and certifications since 2014, continues to work with accreditation authorities by TS EN ISO / IEC 17024 Standard.

In 2023, DYO Academy continued to provide technical training to painters, dealer employees, project managers, architects, engineers, students, and DYO employees and provided 2,860 hours of training to 533 people by participating in all promotional and training activities at home and abroad throughout the year.

In 2023, 2,860 hours of education were given to 533 people at DYO Academy.



### Social Investment Activities / Support for Sports

Yaşar Group has been supporting sports since the 1950s. The support, which started under the leadership of Selçuk Yaşar, the founder and honorary president of the group, who passed away in 2023, has continued since 1998 with the name sponsorship of the Karşıyaka Basketball Team of the Pınar brand. In addition, thousands of young athletes who do sports in the infrastructure are offered the opportunity to do sports at Çiğli Selçuk Yaşar Facilities. To date, approximately 25 thousand students have been provided with the opportunity to do sports in the facilities.

Pınar Karşıyaka, which supported the integration of the people of Izmir, young people and children with sports, to make Izmir a basketball city, has achieved extremely important successes such as the Turkish Cup, the President's Cup, and the Turkish Basketball League Championships. Pınar Karşıyaka has also successfully represented Turkey in international arenas such as the Turkish Airlines EuroLeague, 7DAYS EuroCup, FIBA Champions League, and FIBA Europe Cup, and continued to compete in the Türkiye Sigorta Basketball League and Basketball Champions League in the 2023-2024 season.



Yaşar Group has been supporting sports since the 1950s.



#### Pınar Cup Tournament

The Pınar Cup Tournament, which is traditionally held every year, was held this year between 21-23 September 2023 at Izmir Mustafa Kemal Atatürk Karşıyaka Sports Hall. In addition to Pınar Karşıyaka, which hosted the tournament, Manisa Metropolitan Municipality Sports Club and Ukraine's Prometey teams also participated.

Pınar Karşıyaka Basketball Team met with its fans for the first time before the 2023-2024 basketball season with the Pınar Cup and shared the excitement of the new season with them.



about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Social Investment

### Social Investment Activities

#### DYO - Aura Istanbul Academy of Architecture and Urbanism Research Cooperation

One of the communication activities carried out by DYO to strengthen relations with architects is the "2023 Earthquake Series Conferences" held in cooperation with AURA Istanbul. Apart from these conferences, the "Aura Crea Project", one of the most important competitions of the sector, was continued in 2023, and in this context, studies were carried out on the Muğla Yağcılar Inn.

### Social Investment Activities / Education Services

#### Yaşar Education and Culture Foundation

Yaşar Education and Culture Foundation, which was founded by Durmuş Yaşar in 1974 in Izmir to support the development of society in the fields of education, culture, and art, and whose activities have diversified with the vision of Selçuk Yaşar, continues its activities by increasing its influence every year.

#### Education Scholarships

Yaşar Education and Culture Foundation, which provides non-refundable scholarships to graduate, undergraduate, and college students studying in various departments of universities and talented, hardworking, successful, and needy students studying in Anatolian Vocational High Schools, has provided completely non-refundable scholarships to more than 7,000 students so far. Yaşar Education and Culture Foundation contributed to the education of 140 students in the 2022-2023 academic year.

#### Investments in Education

Yaşar Education and Culture Foundation continues its investments in education with the support and cooperation of the Ministry of National Education of the Republic of Turkey. Since its establishment, the Foundation has built a total of 8 schools, namely Anatolian High School, Vocational and Technical Anatolian High School, Special Education Center, and Business Application Center, in the provinces of Izmir, Diyarbakır, and Eskişehir, and has built science and language laboratories, sports and cultural facilities and libraries and put them into the service of national education.

#### Congresses, Symposiums, Panels

The Foundation, which organizes symposiums and congresses within the framework of educational activities, continues to carry out scientific studies and publish scientific studies in various fields.

- On April 28, 2023, art movements in Turkey and Izmir were discussed at the “**Cumhuriyet Dönemi’nde İzmir’de Sanat**” Panel, in which academics and art professionals participated as speakers.
- At the “**Anadolu’nun Limanı İzmir**” Panel held on May 4, 2023, the ancient and modern port history of Izmir was discussed.
- Taking place on November 3, 2023, the “**19. Yüzyıldan Cumhuriyet Kenti İzmir’e**” panel, the process of Izmir from the cosmopolitan life of the 19th century to the establishment of the Republic was discussed.



#### Studies on Atatürk

Yaşar Education and Culture Foundation defines research and compilation as one of its main duties by cooperating with scientific and research institutions established in this field to better introduce Atatürk's personality, principles, and historical role to society and the next generations.

The Foundation, which undertakes the publication and promotion of these studies in Turkish and foreign languages, has published the works of various scientists about Atatürk for this purpose. The Foundation, which supports scientific activities such as symposiums, panels, and seminars related to Atatürk, also provides Atatürk corners to various educational institutions.

On November 10, 2023, on the 85th anniversary of Atatürk's death, the “**Atatürk’ün Fikirleri ile Aydınlanan Cumhuriyet**” Panel was held, and an in-depth evaluation was made on Atatürk's ideas and the basic principles of the Republic.



**Yaşar**  
YAŞAR EĞİTİM ve KÜLTÜR VAKFI





about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Social Investment

### Social Investment Activities / Culture and Art

Yaşar Education and Culture Foundation, which carries out creative, compiler, protective, promotional, and encouraging works in science, culture, and art, organizes competitions, and awards and publishes works in science and art. The Foundation, which supports the art of painting and archaeological excavations in Turkey within the scope of cultural services, also carries out cultural publications.

#### Selçuk Yaşar Painting Museum and Art Gallery

The Foundation pioneers the establishment of museums, and the opening and operation of art galleries, and plays an important role in the promotion and protection of cultural assets in Turkey. Selçuk Yaşar Museum, one of the most valuable examples of these efforts, opened its doors in 1985 as **Turkey's first private painting museum**, and the Selçuk Yaşar Art Gallery, located on the lower floor of the museum, was put into service in 1990. Throughout the year, the gallery hosts exhibitions of master artists, and talks are held in the gallery.

To date, **286 exhibitions have been opened** at Selçuk Yaşar Painting Museum and Art Gallery and **36 catalogs** related to the exhibitions have been published. In addition to being Turkey's first private painting museum, the Museum, which is of great importance in terms of initiating the initiative of private sector organizations to communicate with large masses of people, makes significant contributions to Turkish painting art with its collection of works and other works of art awarded at the “DYO Art Awards”.

At the Efes Kültür Yolu Festival, a group exhibition featuring works selected from the Foundation's collection met with art lovers. This exhibition was opened in the old building of Selçuk Yaşar Museum and Art Gallery and brought together artists and art lovers.



#### Yaşar Museum

Yaşar Education and Culture Foundation continues its efforts to bring a new museum to Izmir and its surroundings. The survey, restoration, and restitution project works of the building belonging to the Foundation, which is located in the Umurbey District of Konak District of Izmir and registered as an **“Immovable Cultural Heritage under Protection”**, have been completed.

In the Yaşar Museum, which has an area of approximately 6,000 m2, in addition to the award-winning works of the “DYO Art Awards”, **the carpet-rug collection and 1,185 archaeological artifacts belonging to the Aegean region will be exhibited**, and the Museum will also host periodic exhibitions. The museum is scheduled to open in 2024.

#### DYO Art Awards

The “DYO Art Awards Competition”, which was first launched in 1967 to contribute to the development of the art of painting in our country and to encourage and encourage young people, has been held throughout Turkey since 1973 and has been opened to international participation since 1999.

The competition, which has been organized by the Yaşar Education and Culture Foundation since 1993, offers the opportunity to compare the works of today's master painters with their youth, to see the change in their view of colors, the reflection of new trends in their works and current developments in the art world. **In the 56-year history of the competition, 16,088 artists participated with 26,865 works, 214 works were awarded and more than 3,000 works were exhibited.**

704 artists applied to the “39th DYO Art Awards Competition” organized with the theme of “Nature and People” with 1,066 works, and artists from Iran, Azerbaijan, Germany, Chile, and Bulgaria as well as Turkey participated in the competition. Valuable names from the world of art, education, and press such as Habip Aydoğdu, Prof. Hayri Esmer, Assoc. Prof. Dr. Devabil Kara, Prof. Cebrail Ötgün, Prof. Dr. Ferhat Özgür, Prof. Mümtaz Sağlam and member of the press İhsan Yılmaz took part. While the Selection Committee deemed 6 works worthy of awards, 79 works were found worthy of exhibition.

85 works awarded at the “DYO Art Awards” and found worthy of exhibition met with art lovers in different cities of Turkey under the themes of “I, Human”, “Oh Bach! Catch the Rhythm”, “Is There Anyone There?”, “Dream”, “The Weight of Things” and “The Trace of Time” prepared by Curator Seda Yörüker, met with art lovers at Istanbul Tophane-i Amire Culture and Art Center between October-November 2022, at Eskişehir Atatürk Culture, Art and Congress Center between December 2022-January 2023, and at Ankara CER Modern between February-April 2023. The works were exhibited at the Sakıp Sabancı City Museum in Mardin between May and September 2023.



## Social Investment

### Social Investment Activities / Culture and Art

#### Altın Yunus Art Workshops

**30 young artists** participated in the 2023 summer semester of the Altın Yunus Art Workshops, which started in 2016 with the support of the Yaşar Education and Culture Foundation for art and artists and brings art and artists together with art lovers by offering the opportunity to work in public workshops at Çeşme Altın Yunus to artists whose works are awarded or deemed worthy of exhibition in the DYO Art Awards competition.

The 2023 summer term of the Altın Yunus Art Workshops, in which **94 artists** participated **in seven years**, was organized in six groups, and art lovers had the opportunity to watch the works of the artists by visiting the workshops held on Altın Yunus Art Street between July 1 and September 15, 2023, where the artists whose works were awarded in the DYO Painting Awards competition and deemed worthy of exhibition worked.



#### Support for the Protection of Cultural Heritage

Yaşar Education and Culture Foundation, which continues its support for the preservation of history and the unearthing of cultural assets, has been supporting archaeological excavations since 1998.

Yaşar Education and Culture Foundation, which **has been supporting** the excavations of the "**Ancient City of Nysa**" in the Sultanhisar District of Aydın **since 1998**, carried out under the direction of Prof. Dr. Serdar Hakan Öztaner on behalf of Ankara University, has also been supporting the excavations of the "**Old City of Smyrna**", also known as the Bayraklı Mound, carried out under the direction of Prof. Dr. Cumhuri Tanrıver on behalf of Ege University since 2015.

Since 2017, the Foundation has been a supporter of the excavations and restoration works carried out under the direction of Prof. Dr. Akın Ersoy, Lecturer at the Department of Turkish-Islamic Archaeology at Katip Çelebi University, and the "Çatalhöyük Excavations" in the Çumra district of Konya, carried out by Assoc. Prof. Dr. Ali Umut Türkcan on behalf of Anadolu University, since 2019.

Since 2017, the Foundation has been supporting the excavation and restoration of the 19th-century Ottoman inn building at the Smyrna Agora Ruins in Konak District of İzmir under the direction of Prof. Akın Ersoy, Professor at the Department of Turkish Islamic Archaeology at Kâtip Çelebi University, and since 2019, the "Çatalhöyük Excavations" in Çumra District of Konya, which are carried out by Assoc. Prof. Ali Umut Türkcan on behalf of Anadolu University.

#### Selçuk Yaşar Sports and Education Foundation

Selçuk Yaşar Sports and Education Foundation was founded in 1998 by Selçuk Yaşar. The Foundation operates to establish and operate universities, make investments in sports and sports education, and establish and operate facilities.

Selçuk Yaşar Sports and Education Foundation is the founding foundation of Yaşar University. The Foundation also cooperates with public and private institutions and sponsors public activities.



Yaşar Education and Culture Foundation has been supporting the excavations of Aydın/Nysa Ancient City since 1998, İzmir/Old Smyrna Ancient City since 2015, İzmir/Agora Smyrna since 2017 and Konya/Çatalhöyük since 2019.



## Social Investment

### Yaşar University

Yaşar University, established in 2001 by the Selçuk Yaşar Sports and Education Foundation, started its educational activities in the 2002-2003 academic year.

Yaşar University; has provided education with **1 institute, 10 faculties, 1 school of applied sciences, 2 vocational schools, 1 school of foreign languages, 30 undergraduate departments, 14 associate degree programs, 53 master's programs**, and 12 doctoral programs. In the 2023-2024 academic year, it continues its educational activities with 227 professors, associate professors, and assistant professors.

In the university, which has **7,330 students**, 65 out of 340 international students came through Erasmus+ and exchange programs. In the 2022-2023 academic year, 1,593 students graduated, 1,229 from undergraduate and associate degree programs, and 129 from master's and doctoral programs. 4,938 of the students are studying with ÖSYM scholarships and discounts.

To reverse the qualified brain drain, the university employs Turkish academics and experienced foreign lecturers who have received doctorate degrees from prestigious universities in Turkey and abroad.

Yaşar University, which offers double major, minor, and certificate programs to its students and constantly updates its education programs with horizontal and vertical transfer opportunities, aims to provide students access to different learning areas with specialization and elective courses.

In addition to the courses required by the Yükseköğretim Kurulu (YÖK), the “Basic Courses Program” also offers courses that adopt scientific methods and principles and aim to gain artistic sensitivity. Applied courses are given in **Design Culture, Project Management, Research and Methodology, Human Sciences, Ethics, and Aesthetics through the “Department of Science Culture”**, which has interdisciplinary features.

**The Library and Information Center** is equipped with the latest technology to meet the needs of education and research in its **modern three-storey building of 1200 m²**. As of December 2023, there are 60,352 printed books, 34 printed journals, 879,554 e-books, 78,882 e-journals, and 2651 audiovisual materials in the library. The library has a seating capacity of 500 people, 20 desktop computers, 4 group study rooms, and 2 large study halls. In addition, in the library, which has a capacity of 70 people a 24/7 open study section, equipped with RFID Library Technology, book borrowing and return transactions can be done with self-check devices.

**The Career and Alumni Center** organizes events to support the career development of students and alumni. Within the scope of 2023 Career Days, internship and recruitment interviews were held by 28 companies between March 27 and May 05, and **a total of 2,043 applications** were received. “İş Hayatında...” Within the scope of the seminar series, seminars were held on 30 different topics and these seminars were broadcast on YouTube and the internet. In addition, 24 high school visits were made, and the "UFND 1710 Career Planning" course was given. Within the scope of the 2023 National Internship Program, 456 students applied.

Yaşar University encourages students' participation in sports activities. The university has basketball, volleyball, protected football, tennis, swimming, archery, triathlon, handball, athletics, sailing and chess teams. In 2023, the **Women's Volleyball Team** was promoted to the **Super League**, and the Swimming Team won **17 medals** in the Intercollegiate Championship and came fourth. The Sailing Team came first in the IRC1 class in the races held in Urla. The Protected Football Team advanced to the quarterfinals.

Yaşar University develops distance learning environments with its Open and Distance Learning Application and Research Center. Throught the **“Digital Learning Ecosystem”**, students and instructors are brought together interactively and collaboratively. Center; It has completed many projects supported by institutions such as the European Union, TÜBİTAK, and the Ministry of National Education. The Center, a team specialized in educational content development, system management, and instructional design, carries out pioneering studies on educational data mining and immersive learning technologies.



about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices



about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Social Investment

### Yaşar University

#### Lifelong Learning and Social Responsibility Studies

In 2023, Yaşar University implemented **73 projects** focusing on earthquake effects and **1,327 students worked voluntarily in the projects.**

After the earthquake, the Disaster Support Coordination Team, İzmir Governorship, AFAD, the Ministry of Youth and Sports of the Republic of Turkey, İzmir Metropolitan Municipality, and İzmir Disaster Platform coordinated to determine urgent needs and sent materials such as mobile generators, hygiene packages, clothes, and sleeping bags to the disaster area. On 7-10 February 2023, **658 boxes** of aid materials were collected and delivered to various warehouses.

Students preparing for YKS were given university preparatory courses under the coordination of the EMT Community, and volunteers worked one-on-one with high school students for 10 weeks.

The kindness movement, which started in 2016 with the slogan “Kampüste İyilik Var”, has expanded with the theme of “İzmir’de İyilik Var”. In December 2023, in cooperation with İzmir Metropolitan Municipality, in the event organized with the theme of “**100. Yılda Yüzlerce İyilik**”, social entrepreneurs participated in the bazaar and street activities took place.

Volunteering was emphasized by participating in the “**Bir Könüüllü Program**” at the invitation of the Ministry of Education of the Republic of Azerbaijan. In the run organized by the Cystic Fibrosis Association, 25 students worked voluntarily and supported the event to raise awareness.

At the **Civil Voices Festival** held in İzmir on 17-18 November 2023, civil society organizations from different cities participated in panels, plays, and performances. 20 students from Yaşar University took part in the festival voluntarily.

#### Office of Social Entrepreneurship and Impact (SOFİ)

The Social Entrepreneurship and Social Impact Office was established in 2022 to develop social entrepreneurship and measure the impact of social responsibility activities. In 2023, the Office applied and was accepted to the ERASMUS Internship Mobility project with the consortium established with TED University, Van Yüzüncü Yıl University, and Originn. With the protocol signed with İzmir Metropolitan Municipality in June 2023, a program was designed that determines the needs of the social entrepreneurship ecosystem and includes training, incubation services, and visibility activities.

#### Entrepreneurship and Innovation Studies

Yaşar University has taken important steps in innovation and entrepreneurship by receiving grant support in various programs of TÜBİTAK.

In 2017, it was selected as an interface organization in the 1601 Support Program for Capacity Building in the Fields of Innovation and Entrepreneurship, in 2018 in the **1512 Teknogirişim Sermayesi Desteği Program**, and 2020 in the **Bireysel Genç Girişim (BiGG) program**. In 2020, **14 entrepreneurs received grants of 2.8 million₺ out of 144 applications.**

As a result of the application made jointly with METU Technopolis in 2021, the University, which was accepted as the Implementing Institution in the TÜBİTAK BiGG Program, evaluated 132 applications from projects in and around İzmir and provided **a total of 600,000₺ grants to 3 entrepreneurs.**

In 2023, 35 projects were evaluated in cooperation with Ege Technopark, and 1 entrepreneur was given a grant. These programs are carried out by the Information and Technology Transfer Office (BTTO).

Since 2015, BTTO has been supporting R&D projects, patent and design applications, technology transfer and licensing, and **establishing “spin-off” and “start-up” companies** aiming to transfer the knowledge produced at the University to society.

**Minerva Incubation Center** offers entrepreneurs advantages such as developing business ideas, meeting with investors, and finding funds. To date, it has accepted 125 entrepreneurial teams in 47 sessions. Currently, 28 teams are operating.

21 national patent applications, 10 international, and 23 national utility model/design applications were made in the Fikrî ve Sınai Mülkiyet pool. In licensing activities, 8 transfer agreements were signed.

From its establishment until the end of 2023, the university has carried out **212 Public-University-Industry Cooperation (KÜSİ) projects, 12 of which are abroad, and 63 TÜBİTAK projects.**

Supporting İzmir Metropolitan Municipality Entrepreneurship Center and Karşıyaka Municipality Collective Entrepreneurship Center, the University established the “**Kuzey İzmir Teknoloji Geliştirme Merkezi**” (TEKMER) together with İzmir Katip Çelebi University. This center reached 100% occupancy by the end of 2023 with 19 entrepreneurial projects with the theme of “Akıllı Şehir”.







about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Social Investment

### Yaşar University

#### YUTECH

YUTECH, established as a subsidiary of Yaşar University in 2019 to cooperate effectively with stakeholders in the İzmir R&D and innovation ecosystem, became operational in 2020. YUTECH, which has established a branch in **Izmir Institute of Technology Technopark**, ensures that R&D and software projects benefit from TGB No. 4691 and R&D Support Laws No. 5746.

YUTECH; It aims to mature project candidates, include academicians as consultants in projects, commercialize innovative applications, and evaluate the outputs of R&D projects in cooperation with the industry.

Despite the pandemic conditions, YUTECH, which carried out **100 Public-University-Industry Cooperation and 6 TÜBİTAK TEYDEB Projects** between 2020-2023, continues to carry out Smart Cities Projects by establishing the Kuzey İzmir TEKMER Branch.

In 2022, YUTECH, which won **grant support of 1,250,791₺** by applying to **TÜBİTAK 1601 BIGG+ SME MENTOR INTERFACE CALL**, matched 35 main and 4 substitute companies from 152 companies with SME MENTOR Support.

In cooperation with the Austrian Development Agency, YUTECH has signed the RENEWAC Project Partnership for the education of service and maintenance employees on wind turbines.

**The first Wind Turbines Service and Maintenance Certification Education** was held in 2023. The project will last for 5 years and will be renewed as needed.

With the awareness of the impact of the game industry on architecture and engineering designs, YUTECH has started the work of the **KOSGEB-Supported Digital Game Campus Technology Development Center (TEKMER)**, which will be located at İZFAŞ İzmir Fairground in 2023, together with 8 partners. TEKMER, which is planned to be operational in 2024; will focus on the “Digital Game Industry”, “Gamification” and “Metaverse”.



#### Activities of the Central Directorates

In 2023, 28 EU and internationally-funded projects were carried out within the scope of the university's priorities such as innovation, migration, entrepreneurship, digitalization, energy, gender equality, environment, sustainable agriculture, and social responsibility. In addition, 29 new project applications were made and 8 projects were entitled to receive grants.

#### Projects Carried Out within the Scope of International Grant Programs

Yaşar University has been involved in 145 projects within the scope of EU and other international grant programs and has developed strong collaborations with various stakeholders. EU projects are designed in line with the Sustainable Development Goals and serve purposes such as gender equality, clean energy, industry, innovation, sustainable cities, and communities.

#### STORMLOG: Sustainable Transport and Water Management in Local Government Services

The STORMLOG Project is part of the **Climate Change Adaptation Grant Scheme (CCAGP)**. The overall objectives of the project are to increase the resilience of communities and cities to the climate crisis and to promote the exchange of knowledge and experience on adaptation between organizations and cities in Turkey. The objectives are as follows:

- Development of a Sustainable Energy and Climate Action Plan (SECAP) for Bornova İzmir,
- Creating a guideline on Urban Assessment Systems for Sustainability,
- Raising awareness about water scarcity, renewable energy use, and changing consumption behavior,
- Defining a roadmap for the adaptation of infrastructure to water scarcity,
- Defining a roadmap for urban electrification,
- Pilot actions for sustainable electrification and water management practices in Bornova.



about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Social Investment

### Yaşar University

#### **BORNBERG: Climate Adaptation City Twinning Between Bornova and Heidelberg**

The BORNBERG Project is carried out within the scope of the “Turkey-EU City Twinning-II Grant Scheme”.

Bornova is an urbanized district that includes several university campuses, industrial and commercial zones, and has a Sustainable Energy Action Plan (SKEP) dating back to 2013. However, water scarcity requires a more comprehensive Sustainable Energy and Climate Action Plan (SECAP), which includes vulnerability assessment and mitigation plans.

Heidelberg is a historic university city dedicated to the transition to climate neutrality and won the “European Sustainable Cities Award” and the “Global Green City Award” in 2015.

The city is internationally known for the "Bahnhof" district and projects for the use of rainwater. This long-term city twinning project aims to build the capacity of Bornova and raise public awareness of a sustainable urban environment through the exchange of ideas between the municipalities of Bornova and Heidelberg.

#### **ECOPRENEURS: Green Entrepreneurship Education and Game-Based Learning**

The ECOPRENEURS Project is carried out within the scope of the “Grant Scheme for Cooperation Partnerships in Vocational Education”. The project aims to promote sustainable entrepreneurship education, taking into account the UN Sustainable Development Goals and the EU Green Deal Agreement.

It is aimed at developing entrepreneurial mindset and behaviors by emphasizing the protection of the environment with gamification and thinking-based learning methods.

#### **AGRIEU: EU Principles of Sustainable Agri-Food Production and Supply Chain Management**

The AGRIEU Project is carried out within the scope of the “Jean Monnet Module Grant Program”. The project is developing a course and new course material aimed at teaching the concept of sustainability in agri-food production and supply chain management. It also aims to increase knowledge sharing among the public, students, and professionals by creating a network of researchers to promote the European agri-food industry and EU Food Policies.

#### **CALIPER: Research and Innovation for Gender Equality**

The CALIPER Project started in 2020 within the scope of the “EU Horizon 2020 Program”. In the project, extensive research was carried out to evaluate and improve the current situation of Yaşar University on gender equality, and a Gender Equality Plan (GEP) was prepared.

The GEP was presented to the stakeholders and approved at the workshop held on November 26, 2021. The project aims to increase the share of women in decision-making mechanisms, especially in STEM fields, and to create a better gender balance in academic institutions.

#### **GREENBIM: Master's Program in BIM and Energy Efficiency in Buildings**

The GREENBIM Project aims to develop a market-oriented master's program in BIM and energy efficiency. BIM provides energy efficiency by creating digital representations of buildings and infrastructures.

The project aims to promote more sustainable construction processes through advanced digital modeling, visualization, and simulation aimed at architecture and civil engineering students and professionals. This program aims to increase the region's qualified human capital in architecture and civil engineering.

#### **YÜKAM - Yaşar University Women and Family Studies Application and Research Center**

Yaşar University Women and Family Studies Application and Research Center (YÜKAM) was established on December 7, 2020, to draw attention to gender inequality, raise awareness, and develop collaborations. Inspired by the European Union Horizon 2020 CALIPER Project, YÜKAM has collaborated with civil society, public institutions, the private sector, and academia at local and global levels.

In 2023, YÜKAM carried out three projects titled “**Anatolian Women Speak Their Rights Project**”, “**Girls in STEAM Pioneering Research Project**”, and “**Breaking Gender Barriers in STEAM**”. In addition, SPARK organized two international events titled “Leadership and Entrepreneurship Education” in cooperation with Yaşar University UNESCO Chair in Migration, Izmir University of Economics and Utrecht University, and “**Female Future**” in cooperation with KAIT and ECREA Women's Network. Within the scope of the 100th anniversary of our Republic and the 25 November Day for the Elimination of Violence Against Women, a local event titled “**Rights and News for Women**” was held and ten educations focused on gender, diversity, and inclusion were organized.

YÜKAM has participated in 27 different events related to gender equality at the national and international levels, made a presentation at a scientific congress, and published a scientific article. The Center continues to be a member of AWID, OWSD, YÖK Women's Studies in Academia, and the Provincial Coordination Monitoring and Evaluation Board for Combating Violence against Women. Its work and activities are regularly announced on its website and social media accounts.

yugender.yasar.edu.tr

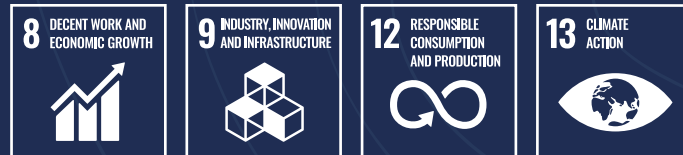






# caring for business partners

> Supply Chain Management



The durability of water, cooperation, and strong bonds make it possible for it to be an indispensable resource for nature and living things.

Water resources are nourished by various elements in nature and remain healthy. Water resources that are interconnected and feed each other ensure the continuity of ecosystems.



YASAR 2023  
sustainability  
report





about the report



caring for business



caring for employees



caring for society



> caring for business partners



caring for environment



appendices

## Supply Chain Management

In addition to having a wide stakeholder map covering different segments of society, Yaşar Group supports regional development and the local economy with its widespread supply chain throughout the country, export volume, added value it creates, and the direct and indirect employment it provides.

It considers it an important responsibility to spread the understanding of sustainability with its business partners beyond corporate structure, operation, and products.

In the management of the supply chain, which directly affects the quality of products and services, it carries out studies in line with the policy of “Management of environmental, social and economic impacts of products and services throughout their life cycle and promotion of good governance practices”.

In all companies of the Group, while determining business partners; It attaches importance to compliance with elements such as compliance with legal regulations, ethics, occupational health and safety, animal welfare, environmental protection, business continuity, social impact and human rights, and employee rights, anti-corruption and food safety, and updates the decision-making mechanism in this context.

Group Companies choose the suppliers to cooperate with based on compatibility with the Group's corporate values and understanding of sustainability while providing the necessary support for the commercial and operational growth of their business partners and encouraging systems and practices to manage their environmental and social impacts in their operations. In addition, it periodically evaluates its business partners and stakeholders according to the criteria of sustainability principles.

The Group, which takes care to work with business partners who meet **ISO 14001 Environmental Management System and SA 8000 Social Responsibility Standard** or other national and international standards in supplier selection and other evaluation processes, evaluates the performance of its suppliers through audits and supports its suppliers to make the necessary improvements.

Yaşar Group maintains and raises its quality standards by cooperating with responsible and stable suppliers in line with its principles and values. By conducting regular audits of its suppliers, it ensures that its products and services comply with health and safety standards.

- In line with Yaşar Group's holistic sustainability approach, DYO Boya aims to improve the entire value chain from raw material procurement to delivery of the product to the consumer.

DYO Boya, which sees its responsibility to spread the understanding of sustainability to its suppliers, takes actions in line with the determined targets and expands its sphere of influence by sharing these studies with its suppliers.

Adopting the policy of “**management of environmental, social and economic impacts of products and services throughout their life cycle and promotion of good practices**”, DYO Boya aims to establish strong ties with its suppliers within the scope of this policy. Evaluating its suppliers and business partners within the framework of environmental responsibility, commercial honesty, fair labor standards, human rights, and compliance with laws, the Company aims to contribute to a sustainable future.

- Acting in line with Yaşar Group's business models that support regional and local development, Pınar Su ve İçecek prioritizes sourcing its raw materials from local producers. With this approach, the company contributes to the improvement of supplier conditions and prevents extra carbon emissions from logistics processes.

**Pınar Su ve İçecek, which made 98.6% of its purchases from local suppliers in 2023**, also includes the ISO 14001 Environmental Management System and SA 8000 Social Responsibility Standard or equivalent certificates of its suppliers in its general scoring criteria.

“

**Yaşar Group maintains and raises its quality standards by cooperating with responsible and stable suppliers in line with its principles and values. By conducting regular audits of its suppliers, it ensures that its products and services comply with health and safety standards.**



about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Supply Chain Management

- Pinar Su ve İçecek attaches great importance to working with suppliers that comply with the “Pinar Quality Criteria” without compromising on quality and reliability.

The company expects its suppliers to comply with the principles in the “**Pinar Su ve İçecek Supplier Principles Guide**” prepared by the UN Global Compact. This guide includes compliance with legal regulations, respect for human rights, fair working conditions, environmental responsibility, and commercial honesty. The company conducts regular supplier audits to ensure compliance with these principles.

- Pinar Et has prepared an **ESG Criteria Form** for its suppliers to raise awareness about climate change and monitor their environmental impacts. In supplier audits, **FSSC 22000**, **BRC/IFS Standards**, and Pinar Et Supplier Principles Guide within the scope of UNGC are taken as reference, and suppliers who meet the requirements sign this guide. In the Supplier Evaluation System, candidates and existing suppliers are examined by professional teams, and their compliance with the criteria is evaluated.

Regular audits are carried out on existing suppliers and collaborations are developed if compliance continues.

- PinarOnline, in cooperation with Altınbaş University, has implemented the new generation education-internship concept and offered practical experiences to students.

- Pinar Süt cooperates with local producers to reduce carbon emissions in its logistics processes and manage its environmental impacts. Working with manufacturers located close to their factories supports the local economy and aims to create an environmentally friendly supply chain.

In 2023, **cooperation was made with 1,815 suppliers** for needs other than raw milk, and 144 suppliers, accounting for 78% of the total purchasing amount, signed the **Pinar Süt Supplier Principles Guide**.

To evaluate the environmental impact of the production processes of the suppliers, the Quality Assurance Unit requires them to obtain the **MSDS (Material Safety Data Sheet) Certificate**. In addition, suppliers with TS EN ISO 14001 Certificates are preferred for in-service procurement.

- Viking Kağıt closely follows the current developments and dynamics in the sector and works with its suppliers on alternative chemicals, raw materials, packaging designs, and technical developments. The company has increased the variety of raw materials in production by using a composite beverage can recycling plant with circular economy practices. Viking Kağıt, which increased its purchases from this type of waste in 2023, contributed to the environment and economy. The company aims to create a sustainable circular system by collaborating with companies that can use industrial wastes as raw materials.

- Yaşar Birleşik Pazarlama (YBP) manages the storage, procurement, sales, and distribution processes of Yaşar Group and outsourced products. While YBP delivers the right product to customers at the right time, and at the cost, it increases customer satisfaction with its sustainable quality approach. Based on the **ISO 22000 Food Safety Management System** in supplier selection, audits are carried out under quality management, food safety, product realization, monitoring-measurement, corrective actions, environment-occupational safety, energy management, ethics, and social compliance.

Nonconformities of suppliers are detected through periodic audits and corrective and preventive actions are requested. YBP provides support and knowledge sharing for the development of suppliers. Due to the importance of logistics processes in the value chain, the contract compliance and system results of logistics suppliers are monitored and the Logistics Satisfaction Survey is applied. **In 2023, the logistics satisfaction rate was 80%.**

## SDG Innovation Program

Participating in the “**SDG Innovation for Young Professionals Program**” carried out by the UN Global Compact, Yaşar Holding carried out solution-oriented studies and projects with young sustainability representatives under the age of 35 determined by the criteria expected by the program, among the employees of Pinar Süt, Pinar Et and DYO Boya, which are Group companies.

The program is aimed at companies to carry out studies that will advance their sustainability efforts on a unique problem and to design sustainable business models, initiatives, and products by strengthening innovation.

The subject of the project, in which Yaşar Holding will work in line with its sustainability goals, has been determined as “**improving sustainability practices in suppliers**”. In this context, it is planned to determine the sustainability maturity through surveys to be carried out with suppliers, to carry out cooperation programs with suppliers that have a high carbon emission impact on product life cycles, especially packaging suppliers, and to carry out joint projects and training/development studies on sustainability.

With the project developed within the scope of the program, Yaşar Holding was included in the **SDG Innovation 2023 Solutions Report**, which includes six companies from Turkey.

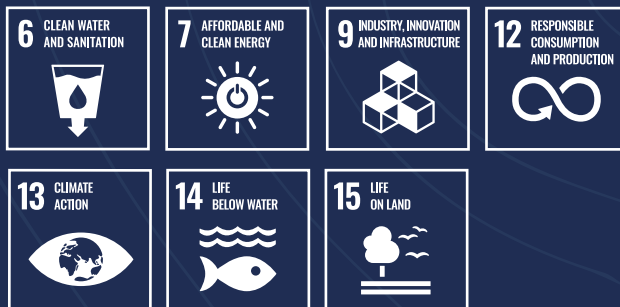






# caring for environment

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



Every drop is vital for the continuation of life.

Water is the melody of nature and its existence is the most valuable gift for nature with its power of interaction and connection, its diversity of different functions and enrichment of biodiversity, its touching everywhere in nature, its effect on the establishment and protection of natural balance.



YAŞAR 2023  
sustainability  
report



about the  
reportcaring for  
businesscaring for  
employeescaring for  
societycaring for  
business partners> caring for  
environment

appendices

## Environmental Management

Yaşar Group puts sustainability and the awareness of taking care of the resources of future generations at the center of its business processes, and works to reduce the environmental impacts of its activities with a responsible management approach.

While the fight against the global climate crisis continues, business processes are reviewed in a way that minimizes environmental impacts with a “science-based target” approach. Within the scope of the “Taking Care of the Environment” approach, which is one of the main topics of its sustainability strategy, Yaşar Group prioritizes the matters of “**Climate Change and Energy Management**”, “**Water and Wastewater Management**”, “**Circular Economy and Waste Management**” and “**Biodiversity**”.

It measures and improves its environmental impacts to contribute to the protection of natural resources, and considers creating awareness of environmental sustainability in all its stakeholders, especially its business partners, and mobilizing them for solutions among its main goals in the fight against the climate crisis. Environmental risks are determined necessary measures are taken to manage these risks, and national and international standards are followed and complied with in all operations. While determining sustainability targets and working on action plans, necessary

arrangements are made to achieve the net zero emission target of the European Union and the United Nations by 2050.

Yaşar Group Companies, which carry out their activities with the awareness of environmental sustainability, follow scientific and technological developments within the scope of TS EN ISO 14001 Environmental Management System, regularly evaluate the environmental impacts of products and processes in all their operations and reduce their negative effects in line with annual plans. In addition, energy management studies are supported by **TSE EN ISO 50001 Energy Management System** to ensure energy efficiency, reduce energy consumption, and contribute to the fight against climate change. The Sustainability Committees and Climate Crisis Working Groups established in Yaşar Holding and Group companies have undertaken the responsibility of conducting and reporting sustainability studies.

Pinar Et and Pinar Süt voluntarily report to the CDP (Carbon Disclosure Project) on climate change and water topics. Yaşar Holding, a signatory of the United Nations Global Compact; TÜSİAD is also one of **the first signatories of the Business Council Plastics Initiative (İPG)**, which was created under the leadership of BCSD and Global Compact Turkey.

## Environmental Management and Chemical Safety

Within the scope of the SEA Regulation, which harmonizes the EU's CLP Regulation in 2023, DYO Boya has updated the classification table content of all chemicals used in the enterprise and shared the updates with all relevant units. This step has been an important step to comply with international standards on chemical safety and to protect the health of its employees.

DYO Boya operates by the Regulation, Registration, Evaluation, Authorization, and Restriction of Chemicals (KKDİK), which entered into force in Turkey in 2017 and harmonizes the EU's REACH Regulation.

In 2021, the pre-registration process of all items within the scope was completed. In addition, the training and certification processes of the employees in this regard are regularly monitored. In 2023, the visit made by the Ministry of Environment, Urbanization and Climate Change of the Republic of Turkey to the DYO Dilovası factory was shown as an exemplary process for the paint industry within the scope of the “Environmental Label Application Project”.

Chemical Emergency cards have been updated at the DYO Boya Dilovası factory and Chemical Risk Analysis studies have been initiated using the COSHH method accepted by the British Occupational Health and Safety Administration. Inventory recording, monitoring, notification, and declaration procedures brought by regulations such as T-PIC Regulation and KKDIK regulation are carried out. In addition, a Chemical Safety drill is held at least once a year, a Dangerous Goods Transport Exercise is held once a year, and an environmental drill is held four times a year.







## Climate Change and Energy Management

The climate crisis directly affects the whole world and sectors, and it is among the critical concerns that Yaşar Group prioritizes and follows.

Yaşar Group companies carry out projects to reduce greenhouse gas emissions and energy efficiency with the awareness of their responsibility to the world and the environment. With the awareness that the climate crisis is an important risk that brings with it economic and social impacts as well as its environmental effects, all necessary risk assessments are carried out along the entire value chain for the studies, which are handled with a holistic approach, and in this context, **studies continue to minimize the carbon footprint and energy intensity throughout the value chain.**

With the understanding of “you cannot manage what you cannot measure”, carbon footprint measurement, reduction, and reporting studies have been carried out since 2010. ”

Within the scope of combating the climate crisis; Group companies, which continue to work to set clear, transparent, science-based, and inclusive targets and reduce greenhouse gas emissions on the way to becoming carbon neutral, are progressing in harmony with the carbon neutrality target set by Turkey for 2053.

With the understanding of “you cannot manage what you cannot measure”, carbon footprint measurement, reduction, and reporting studies have been carried out since 2010.

**Carbon Leaders and Experts** in companies have taken responsibility for this process. Changes in the calculation system are closely monitored, data and information are updated according to national and international standards, and education and meetings are organized periodically to update the information of the calculation teams.

The Environmental Management System in Yaşar Group Companies is developed by the relevant legislation and international standards, within the framework of global targets and developments. TS EN ISO 14001 Environmental Management System and TSE EN ISO 50001 Energy Management System are effectively implemented and ISO 14064-1 "Guidelines and Features for Calculation and Reporting of Greenhouse Gas Emissions at the Organization Level" are taken into account in emission calculation and reporting studies.

Following the update education given to carbon leaders and experts in 2022, greenhouse gas verification and ISO 14064-1 certification studies have started.

With efforts to reduce greenhouse gas emissions; Renewable energy investments are continued, energy efficiency projects are carried out in factories and facilities, and production/service processes are reviewed to reduce carbon emissions by taking advantage of the opportunities offered by technology and digitalization.

Since 2010, greenhouse gas monitoring and mitigation activities in production, logistics, and energy management have been actively continuing in the Group companies.

### Yaşar Group Total Greenhouse Gas Emissions and Energy Consumption:

Yaşar Group Greenhouse Gas Emissions (\*):

	2021	2022	2023
Scope 1 (tCO <sub>2</sub> e)	184,380	181,885	144,958
Scope 2 (tCO <sub>2</sub> e)	94,169	90,395	78,211
Total (tCO <sub>2</sub> e)	278,549	272,280	223,168

Yaşar Group Total Energy Consumption (\*):

	2021	2022	2023
Total (GJ)	3,744,458	3,554,939	2,986,119

*\*The data is the sum of the data of Yaşar Group's 9 main companies within the scope of the Sustainability Report. As a result of various improvement and efficiency improvement projects carried out, greenhouse gas emissions were reduced by approximately 18% and energy use by approximately 16% in 2023 compared to the previous year.*



about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Climate Change and Energy Management

- Thanks to the biogas to be produced in the Anaerobic Treatment Plant established in Pınar Süt İzmir Factory, it is aimed to reduce the carbon footprint by approximately 17% annually.

A new odor neutralization system was installed at the Izmir Treatment Plant to reduce odor emissions, resulting in an emission output of 700 Kb/m<sup>3</sup>.

- Pınar Su ve İçecek has reduced its greenhouse gas emission intensity by 15.3% compared to the base year of 2010 with its energy efficiency, energy saving, and operational improvement efforts to reduce greenhouse gas emissions from industrial processes and domestic energy consumption. In addition, electricity consumption per unit of production decreased by 16.5%.

In 2024, Pınar Su ve İçecek aims to reduce its electricity use per unit ton of product by 5%, greenhouse gas emission intensity by 10%, and reduce its greenhouse gas emission intensity by 23.7% compared to the base year compared to the previous year.

To reduce greenhouse gas emissions from electricity consumption, it is planned to establish a rooftop solar power plant and it is aimed to reduce carbon emissions by 20% by 2030 compared to 2023.

In the carbon emission offsetting process, in addition to the industrial and domestic energy consumption arising from the production process, the calculation of carbon emissions resulting from the transportation of products by land and sea was also taken into account.

The carbon credit used in the carbon emission offset process was obtained in 2023 from the Verra International Organization, which developed the Verified Carbon Standard (VCS) in the voluntary carbon market.

- Pınar Et reduced its carbon footprint by 6.38% in 2023 compared to the previous year. The company aims to reduce its carbon footprint by 30% by 2030. Pınar Et met 6.35% of its total electricity consumption with the SPP project and achieved a 3.94% reduction in its carbon footprint.
- Pınar Et's administrative building in İzmir was awarded the LEED Platinum Certificate with the evaluation made in 2023.

- DYO Boya has completed its water and carbon footprint education through its Environmental and Hazardous Chemicals Expertise and integrated the TS EN ISO 14064-1 Greenhouse Gas Emissions standard into its management systems. In December 2023, TSE verification audits were carried out at Dilovası and Çiğli facilities. Investments have been made to reduce VOC and odor emissions.

- Viking Kağıt's total energy consumption decreased by 44.6% to 84,348 MWh. Energy intensity improved by 18.5% to 4.4 MWh/ton. In the same period, greenhouse gas intensity was reduced by 6.8% to 1.23 tons of CO<sub>2</sub>e/ton of paper.

- Altın Yunus continues to work on energy management. The share of geothermal energy in total energy use increased from 21% to 24.93%.

- Çamlı Yem Besicilik has reduced energy use with insulation and air compressor pressure projects in factory lines.

- Desa Enerji has renewed the electricity transmission system with the High Voltage Switchgear Revision project, reducing malfunctions and increasing efficiency in energy supply. With the Solar Energy System (SPP), 790 MWh of energy was saved in 2023. In 2023, a natural gas-fired burner boiler was installed to support its operational capacity. Desa Enerji has renewed the electricity transmission system with the High Voltage Switchgear Revision project, reducing malfunctions and increasing efficiency in energy supply. With the Solar Energy System (SPP), 790 MWh of energy was saved in 2023. In 2023, a natural gas-fired burner boiler was installed to support its operational capacity.

- In 2023, Yaşar Birleşik Pazarlama's total energy consumption decreased by 7.3%. YBP has achieved a 9% reduction in fuel consumption and emissions by increasing the use of trucks in macro distribution and vehicle-route optimizations.



### Goal to be Carbon Neutral by 2050

In line with its goal of becoming a "carbon-neutral" organization by 2050, Pınar Süt, Pınar Et, and Pınar Su ve İçecek continue their efficiency and optimization efforts at all stages from production to logistics.





about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Climate Change and Energy Management

### CDP - Climate Change Program

Pınar Süt and Pınar Et, two of the Group companies, regularly report their data as part of the Carbon Disclosure Project (CDP) Turkey initiative, a platform where international institutional investors can present their strategies for climate change. In this context, the performances of Pınar Süt and Pınar Et in the fight against climate change and water management are evaluated every year. Pınar Süt and Pınar Et received "D" and "C" in the field of water safety, respectively; in the field of climate change, it is rated with grades of "C" and "B-", respectively.

### Renewable Energy Investments

Yaşar Group started renewable energy production with solar panels installed in Desa Enerji in 2021. Efforts to increase energy efficiency and renewable energy investments, especially solar energy, continue throughout the Group.

- Pınar Et continues its investments to achieve its goal of becoming a carbon-neutral organization by the end of 2050. In this context, the Solar Power Plant (SPP) with an installed capacity of 1.77 MWp was commissioned on March 20, 2023. SPP, which has produced 2,070,241 MWh of electricity since its commissioning, prevented 1,002 tCO<sub>2</sub>e carbon emissions and reduced the company's total carbon footprint by 3.94%.
- DYO Boya has started to work on a Solar Power Plant (SPP) investment within the scope of increasing the use of renewable energy.

- PınarOnline, an online sales platform that works in line with the sustainability principles of the Group, aims to use **electric vehicles in its entire delivery network** by 2028. In 2023, the proportion of electric vehicles in PınarOnline's delivery vehicles is 25%.

- Desa Enerji plans to reduce its carbon footprint and increase environmentally friendly energy production by installing electric vehicle charging stations by 2027. The electrical energy to be used in the charging stations will be provided by the solar energy panels at the Desa Enerji Pınarbaşı Power Plant.

Within the scope of the projects launched in 2023, work is being done on energy monitoring, digitalization of production and consumption values. In addition, with the **"Replacement Steam Boiler Project"** launched in 2023, the uninterrupted meeting of the steam needs of the facility and the continuity of the production processes are ensured.

- As a sales, distribution, and marketing company, Yaşar Birleşik Pazarlama sells and distributes Yaşar Group's **food products and aims to convert 50% of its passenger and distribution vehicles to electric vehicles by 2030**. This goal will be achieved depending on the development of electric vehicle technology and the suitability of business processes.
- Altın Yunus aims to increase the use of renewable energy within the scope of its energy management studies and continues to use geothermal energy in heating.

The share of geothermal energy in total energy use increased from 21 % in 2022 to 24.93% in 2023. The facility provides guest transfers with environmentally friendly electric buggy vehicles and offers electric vehicle charging station service with the contributions of Desa Enerji, one of the Yaşar Group companies.

Yaşar Group started renewable energy production with solar panels installed in Desa Enerji in 2021.

”



Water and Wastewater Management

All living things need water to survive. The protection of freshwater resources is critical for achieving socio-economic development and creating healthy ecosystems as well as ensuring the continuity of life.

The increase in the negative impact of climate change on natural resources causes water resources to be affected to a high extent. Ensuring the sustainability of water resources can only be achieved through a planned system and a balance between protection and use. In this context, water and wastewater management are among the priority matters of Yaşar Group in sustainability. In investment evaluations, the principles of "economic efficiency", "fair sharing of water", "social equality", and "environmental health and ecosystem continuity" are prioritized.

Yaşar Group is guided by national and international standards within responsible water management. Group companies implement methods to minimize the use of natural resources by TSE EN ISO 14001 Environmental Management System Standards and adopt these methods as a way of doing business. The focus is on protecting water, preventing pollution at its source, and reducing water consumption.

It is aimed to ensure the effective management of water resources and the continuity of the ecosystem, the total volume of water withdrawn from the sources; The variability of resources, and the amount of water taken into production are monitored through flow meters.

While planning the production processes, it is ensured that the water amount data is analyzed and efforts are continued to protect the sustainable structure of natural resources. To monitor and reduce water consumption, water footprint calculations, and reports are made in pilot companies and locations.

- By measuring water consumption at the Pınar Süt İzmir factory, caustic (NaOH) consumption was reduced by 30% through the optimization of the chemicals used in the treatment processes. With the meters installed in the Şanlıurfa factory, 96% of the water used is monitored and it is aimed to save 29,200 m3 of water annually with water recovery works.
- In 2023, Pınar Et's water usage intensity decreased to 16.78 m3/ton compared to previous years and decreased by 3.66% in the last three years. Pınar Et aims to reduce its water footprint by 15% by 2030 by accepting 2023 as the new base year.
- Pınar Su ve İçecek has reduced its water footprint with closed-circuit disinfection applications in its production lines. In 2023, the amount of wastewater decreased by 8% compared to the previous year and by 8.6% per unit of production. The amount of wastewater per unit product decreased by 18.2% at the Aydın facility, by 4.7% at the Bursa facility, and by 21% at the Sakarya facility.
- DYO Boya continued its water management studies by receiving TS EN ISO 14046 Water Footprint training. In the Çiğli factory, nanofiltration systems have been commissioned to meet the chemical oxygen demand of wastewater.

The water is to be obtained with the rainwater harvesting project, which is planned to be commissioned in 2024 of the DYO Boya Dilovası factory; It will be used for cooling, car washing, garden watering, and outdoor cleaning. With this application, it is aimed to **save 1-3% in water use in the facility**. Recycling projects are ongoing in the Çiğli factory for the reuse of wastewater within the facility.

- Viking Kağıt has reduced the amount of wastewater by 33.5% through its water management efforts.
- Altın Yunus effectively used the water treated in the treatment plant in garden irrigation, selected plants with low water consumption, and used volcanic pumice stone to increase water savings.
- Compared to 2022, Çamlı Yem **reduced its water consumption by 861,864 m3 and achieved a 15.7% reduction in the amount of wastewater**. The company applied to the İZKA (İzmir Development Agency) project to evaluate its carbon footprint in the aquaculture sector. **52.5 tons of water was saved per month** at the Çamlı Yem Beydere facility. At the İldırı facility, a 5% improvement in water consumption was achieved with regular maintenance activities. The filtration efficiency of the water used in fish hatcheries has been increased and the quality of the discharge water has been improved with the ozonation system.

In 2023, a satellite system was installed at 3 different points of the facility to use the hot water coming from the boilers and reaching the satellite pump with the help of the hydrophore more efficiently in the washing areas at the Işıkkent packaging facility.

- Desa Enerji has saved 50 m3 of water per day with the "Waste Heat Boiler Efficiency Improvements and Repairs" project.

Yaşar Group acts with the principles of "economic efficiency", "fair sharing of water", "social equality", and "environmental health and ecosystem continuity" to ensure the effective management of water resources.

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

Draft (ML)	2021	2022	2023
Total	10,460	10,392	9,243

Wastewater Discharge by Destination (ML)	2021	2022	2023
Total	7,090	7,079	5,379

Water Consumption (ML)	2021	2022	2023
Total	5,945	5,777	6,632

\*The data is the sum of the data of the 9 main companies included in the Sustainability Report of Yaşar Group. In 2023, total amounts of withdrawn water and wastewater discharged were reduced by 11% and 24%, respectively, in absolute terms compared to the previous year.





Circular Economy and Waste Management

Gaining and developing sustainable production and consumption habits is the basis of waste management. Yaşar Group companies adopt business models for waste reduction, recycling, and reproduction in all their processes.

In Group companies, waste management is carried out by the laws and environmental standards within TSE EN ISO 14001 Environmental Management. With the waste management system, it is prioritized to reduce wastes at their source and to separate them at their source according to their types, to recycle and reuse them, and non-recyclable wastes are disposed of in a way that does not harm the environment.

The resulting wastes are separated at the source and delivered to licensed recycling facilities. With the "Zero Waste" projects, a "Zero Waste Certificate" was obtained in factories, facilities and offices. Encouraging the circular economy, it aims to re-incorporate the wastes generated in the production processes into the business processes.

- In 2023, Pınar Süt continued to optimize packaging weight and reduced CO2 emissions by preventing paper waste through parcel and pallet optimization. In the export channel,

container loading volumes were increased by switching to 100x120 cm pallets. The whey generated during cheese production was separated from the wastewater and collected, and this by-product was sent to licensed companies for evaluation.

- At Pınar Et, plastic and paper reduction was achieved through packaging optimization studies, and a project to use recycled packaging in product packaging was initiated in 2023.
- In 2023, Pınar Su ve İçecek carried out PET packaging weight reduction, PE Shrink material optimization, and paper intermediate cardboard optimization projects. Among the 2024 targets are to reduce the amount of plastic used per unit product by 5% and the amount of paper by 3%.
- With the Solvent Recovery Project at DYO Boya's Çiğli factory, hazardous waste levels were reduced distilled solvents were reused in production processes, and 952 tons of waste was reduced.

- Viking Kağıt sent 1,306 tons of Poly-Al waste from beverage cans as inputs to other industries, reducing hazardous and non-hazardous waste by 35.3% and 46.6%, respectively. With the Recyfiber® recycling facility, the production of tissue papers from beverage cartons continued, and in addition to its environmental benefits, it also contributed to the reduction of foreign dependency on cellulose.
- Yaşar Birleşik Pazarlama (YBP) cooperates with manufacturers, dealers, and customers to prevent waste. The "SAP EWM (Extended Warehouse Management) Project" was implemented to improve warehouse services, and with this project, the efficiency and effectiveness of warehouse operations were increased. In addition, together with Yaşar Bilgi company, sales applications called "dijital.saha" were developed, it was aimed to deliver them to the customers by monitoring the freshness in field operations and preserving the quality of the products, with this project, customer returns were reduced and the optimum freshness of the products was preserved. YBP aims to reduce customer site return to less than 1% by 2030 through process improvement projects and field implementations.

By using the "Waste Solution System" software in line with its sustainability goals, Altın Yunus monitors the waste amounts of more than 1,000 product types used in the hotel and optimizes the product variety and quantities by making the right purchasing decisions. This effective food waste management, provided by digital tools, makes significant contributions to production, planning, and food waste prevention efforts in the kitchen. Altın Yunus replaced single-use plastic products with large-packaged products in hotel rooms, reducing hazardous waste by 572 kg and the number of substances such as contaminated packaging and fluorescent products by 192 kg in 2023.

- Çamlı Yem Besicilik has made significant progress in waste management by reducing non-hazardous waste by 32.8% compared to 2022. In Çamlı Yem, the wastes from the Feed Plant continue to be evaluated as fertilizer.

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

Hazardous Waste (Ton):	2021	2022	2023
Total Hazardous Waste	2,465	2,344	3,242

Non-Hazardous Waste (Tons):	2021	2022	2023
Total Non-Hazardous Waste	28,083	34,704	28,028

\*The data is the sum of the data of Yaşar Group's 8 main companies within the scope of the Sustainability Report.



about the report



caring for business



caring for employees



caring for society



caring for business partners



caring for environment



appendices

## Biodiversity

Some laws and regulations protect Turkey's biodiversity. Among these, being a party to the **Convention on Biological Diversity (CBD)** and fulfilling its obligations within the framework of this convention has an important place.

**The National Biodiversity Strategy and Action Plan** sets out the goals of protecting and sustainable use of the country's biodiversity. In addition, the **Law on the Conservation of Biological Diversity** and related regulations provide the legal framework for species conservation and habitat management.

Yaşar Group protects natural resources, carries out its activities following sustainability values, and studies to produce new projects to increase and protect biodiversity.

Operational activities are managed by national and international standards on biodiversity. Yaşar Group, which constantly monitors environmental risks, has not reported any leaks that would threaten ecosystems in 2023.

■ Çamlı Yem fully complies with legal regulations to protect biodiversity. Fish farming activities are supervised by the Ministries of Environment and Agriculture of the Republic of Turkey with **TRIX analysis**. There was no negative situation in 2023.

The company's environmental impacts are organic and converted into biomass, a food source for other living things in the ecosystem.

Within the framework of water pollution control regulations, activity areas are regularly inspected and analyses are carried out for self-control purposes. In addition, Mediterranean monk seals live under protection in the areas where the company operates.

■ Altın Yunus supports the "Birds of Alaçatı Project" of the Alaçatı Wetland Conservation Platform, which aims to raise awareness about the protection of wetlands with rich biodiversity for nature tourism and the protection of wetlands.

Yaşar Group protects natural resources, carries out its activities following sustainability values, and studies to produce new projects to increase and protect biodiversity.

”

## Afforestation Activities

Yaşar Group companies continue their afforestation activities in the fight against climate change in cooperation with the Regional Directorates of Forestry, TEMA Foundation, and Aegean Forest Foundation. Within the framework of carbon offsetting activities carried out on certain events and special days, it is aimed to expand the afforestation areas in İzmir.

With the "10 pil 1 fidan" project, which Pinar Et has been successfully carrying out since 2014, 350 new saplings were planted in return for the collection of 3,500 used batteries in 2023. In this context, the number of saplings planted in return for the 22,960 batteries collected in ten years reached 2,296 and the Pinar Et Grove was established in Soma, Manisa.

DYO Boya aims to balance carbon emissions and protect biodiversity with the 10,000 sapling donation protocol signed with the General Directorate of Forestry. This project is aimed at preventing 4,114 tCO2e carbon emissions.

Since 2015, more than 2,800 saplings have been planted with sapling donations made by Viking Kağıt to the Aegean Forest Foundation to celebrate the birthdays of its employees.



Performance Data & Indicators

Number of Employees by Employee Category and Gender

2023	White-Collar	Blue-Collar
Woman	849	335
Man	1,897	2,740
Total	2,746	3,075

Employee Rate by Employee Category and Gender

2023	White-Collar	Blue-Collar
Woman	14.6%	5.8%
Man	32.6%	47.1%

Number of Employees by Age Group and Gender

2023	Woman	Man
<30 years old	291	878
30-50 years old	823	3,381
>50 years old	70	378
Total	1,184	4,637

Employee Rate by Age Group and Gender

2023	Woman	Man
<30 years old	5.0%	15.1%
30-50 years old	14.1%	58.1%
>50 years old	1.2%	6.5%

Total Number and Rate of Employees in Management Levels by Gender

2023	Director and Above		Manager		Team Leader		Total	
Woman	21	23%	67	27%	55	27%	143	28%
Man	72	77%	179	73%	152	73%	374	72%
Total	93		246		207		517	

Number of Employees with Disabilities by Gender

Woman	19	15%
Man	105	85%
Total	124	

Employee Turnover by Gender

	Woman	Man
	7.9%	38.4%

Rate of New Employees by Age Group and Gender

2023	Woman	Man
<30 years old	61.9%	63.0%
30-50 years old	37.0%	35.0%
>50 years old	1.1%	2.1%

Maternity/Parental Leave

	Number of Employees Benefiting from Maternity Leave	Number of Employees Returning from Maternity Leave
Woman	41	33
Man	168	164

\* Subcontractor and temporary employees are not included.

\* Employees on Maternity Leave are not included.



Performance Data & Indicators

Total Hours of Training by Employee Category and Gender

2023	White-Collar	Blue-Collar	Total
Woman	19,658	3,496	23,154
Man	29,427	35,832	65,259

Average Training Hours by Employee Category and Gender

2023	White-Collar	Blue-Collar	Total
Woman	23.2	10.4	33.6
Man	15.5	13.1	28.6

Total Training Hours within the Scope of OHS		Total Number of Employees		Average OHS Training Hours	
Woman	Man	Woman	Man	Woman	Man
7,915	31,825	1,184	4,637	6.7	6.9

Number of Employees Trained on Sustainability and Environment, Training Hours

	Number of Employees	Total Training Hours	Average Training Hours
Sustainability	4,612	26,715	5.8
Çevre	1,953	4,489	2.3

Occupational Health and Safety Performance

Company	2023					
	Accident Frequency Rate		Work Accident Severity Rate		Absenteeism Rate	
	Woman	Man	Woman	Man	Woman	Man
Pınar Süt	18.48	37.92	0.16	0.19	0.13	0.12
Pınar Et	11.23	41.21	0.02	0.27	0.16	0.12
Pınar Su ve İçecek	13.47	14.40	0.01	0.12	0.04	0.02
YBP	6.44	31.13	0.01	0.12	0.13	0.08
Çamlı Yem	33.55	79.84	0.02	0.14	0.09	0.10
DYO Boya	0.00	25.01	0.00	0.16	0.08	0.06
Viking Kağıt	32.19	32.16	0.18	0.21	0.06	0.06
Altın Yunus		8.71			0.05	0.05
Desa Enerji					0.08	0.07
Yaşar Bilgi					0.66	0.81

\*Zero values have not been added so that the table is not difficult to read.

Rights Offered To Employees

Social Rights Provided To Employees	Key	White-Collar	Blue-Collar	Temporary
Life Insurance	Not applicable	Not applicable	Not applicable	Not applicable
Healthcare Services	x (Covered by the Company)	x (Certain Tiers)		
Disability and Invalidity Insurance	Not applicable	Not applicable	Not applicable	Not applicable
Maternity Leave	x	x	x	x
Right to Retirement	Not applicable	Not applicable	Not applicable	Not applicable
Stock Options	Not applicable	Not applicable	Not applicable	Not applicable
New Year's Present	x	x	x	x
Holiday Present	x	x	x	x
Heating Allowence	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)
Vehicle	x	x (Certain Positions)		
Gasoline	x	x (Certain Positions)		
Phone and Subscription	x	x (Certain Positions)		
Seniority Incentive Bonus	x	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.





GRI Content Index

GRI 1  
Yaşar Group has reported in accordance with GRI Standards for the period of 1 January 2023 - 31 December 2023.

GRI Standard	Disclosure	Location, Page
GRI 1: Foundation 2021		
GRI 2: General Disclosures 2021	2-1 Organizational details	Corporate Profile of Yaşar Group (p.11-22)
	2-2 Entities included in the organization's sustainability reporting	About the 2023 Sustainability Report (p.3)
	2-3 Reporting period, frequency and contact point	It is published annually. / Akdeniz Mahallesi, Sehit Fethi Bey Cad. No:120 35210 Izmir, Turkey +90 232 495 00 00 - kurumsal.iletisim@yasar.com.tr"
	2-4 Restatements of information	There is no rearranged information.
	2-5 External assurance	It has not passed the external audit.
	2-6 Activities, value chain and other business relationships	About the Yaşar Group (p.9-10) Corporate Profile of Yaşar Group (p.11-22)
	2-7 Employees	Performance Data and Indicators, Rights Offered to Employees (p.174-175)
	2-8 Workers who are not employees	Performance Data and Indicators, Rights Offered to Employees (p.174-175)
	2-9 Governance structure and composition	Corporate Governance (p.62-63)
	2-10 Nomination and selection of the highest governance body	Corporate Governance (p.62-63)
	2-11 Chair of the highest governance body	Corporate Governance (p.62-63)
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance (p.62-63)
	2-13 Delegation of responsibility for managing impacts	Corporate Governance (p.62-63)
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance (p.62-63)
	2-15 Conflicts of interest	Corporate Governance (p.62-63)
	2-16 Communication of critical concerns	Ethics and Compliance / Risk Management (p.65 / 66-67)
	2-17 Collective knowledge of the highest governance body	Corporate Governance (p.62-63)
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance (p.62-63)
	2-19 Remuneration policies	Human Resources Approach, Equal Opportunity and Non-Discrimination, Remuneration Policies and Practices(p.82, 84, 90)
	2-20 Process to determine remuneration	Human Resources Approach, Equal Opportunity and Non-Discrimination, Remuneration Policies and Practices(p.82, 84, 90)
	2-21 Annual total compensation ratio	The requirement of the corporate policy is not explained.
	2-22 Statement on sustainable development strategy	Sustainability Approach and Management(p.27-31)
	2-23 Policy commitments	Information Policy (p.64)
	2-24 Embedding policy commitments	Corporate Governance (p.62-63)
	2-25 Processes to remediate negative impacts	Ethics and Compliance / Risk Management (p.65 / 66-67)
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Compliance / Risk Management (p.65 / 66-67)
	2-27 Compliance with laws and regulations	Ethics and Compliance / Risk Management (p.65 / 66-67)
	2-28 Membership associations	Corporate memberships (p.70-71)
	2-29 Approach to stakeholder engagement	Stakeholder Dialogue (p.70-71)
	2-30 Collective bargaining agreements	Decent Working Conditions and Legal Compliance (p.88-89)





GRI Content Index

GRI 1  
Yaşar Group has reported in accordance with GRI Standards for the period of 1 January 2023 - 31 December 2023.

GRI Standard	Disclosure	Location, Page
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Yaşar Holding's Process of Identifying Sustainability Priorities (p.33-35)
	3-2 List of material topics	Sustainability Materiality Matrix (p.35)
	3-3 Management of material topics	Sustainability Management (p.32)
Ethics and Compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethics and Compliance (p.65) Risk Management (p.66-67)
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Ethics and Compliance (p.65) Risk Management (p.66-67)
	205-2 Communication and training about anti-corruption policies and procedures	Ethics and Compliance (p.65) Risk Management (p.66-67)
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Decent Working Conditions and Legal Compliance (p.88-89)
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Decent Working Conditions and Legal Compliance (p.88-89)
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Decent Working Conditions and Legal Compliance (p.88-89)
Financial Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Financial Performance and Investments (p.72-73)
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Financial Performance and Investments (p.72-73)
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Financial Performance and Investments (p.72-73)
Digital Transformation-Innovation and R&D		
GRI 3: Material Topics 2021	3-3 Management of material topics	Digital Transformation (p.74-79)
		Quality, Innovation and R&D (p.114-119)
Employee Rights		
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Resources Approach (p.72)
		Equal Opportunity and Non-Discrimination(p.84-87)
		Remuneration Policies and Practices(p.90)
		Practices and Complaint Mechanisms (p.99)
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Performance Data & Indicators (p.175-177)
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Performance Data & Indicators (p.175-177)
	401-3 Parental leave	Performance Data & Indicators (p.175-177)





GRI Content Index

GRI 1  
Yaşar Group has reported in accordance with GRI Standards for the period of 1 January 2023 - 31 December 2023.

GRI Standard	Disclosure	Location, Page
Employee Development and Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Development and Talent Management(p.92-97)
	404-1 Average hours of training per year per employee	Employee Development and Talent Management(p.92-97)
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Development and Talent Management(p.92-97) Performance Data & Indicators (p.175-177)
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Development and Talent Management(p.92-97)
Employee Development and Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Equal Opportunity and Non-Discrimination(p.84-87)
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Performance Data & Indicators (p.175-177)
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health and Safety(p.100-103)
	403-1 Occupational health and safety management system	Occupational Health and Safety(p.100-103)
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety(p.100-103)
	403-3 Occupational health services	Occupational Health and Safety(p.100-103)
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety(p.100-103)
	403-5 Worker training on occupational health and safety	Occupational Health and Safety(p.100-103)
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety(p.100-103)
	403-9 Work-related injuries	Performance Data & Indicators (p.175-177)
Product and Service Quality		
GRI 3: Material Topics 2021	3-3 Management of material topics	Quality, Innovation and R&D (p.114-119)



appendices



GRI Content Index

GRI 1  
Yaşar Group has reported in accordance with GRI Standards for the period of 1 January 2023 - 31 December 2023.

GRI Standard	Disclosure	Location, Page
Consumer/Customer Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Consumer/Customer Health and Safety (p.108-111)
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Consumer/Customer Health and Safety (p.108-111)
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Consumer/Customer Health and Safety (p.108-111)
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Consumer/Customer Health and Safety (p.108-111)
	417-2 Incidents of non-compliance concerning product and service information and labeling	Consumer/Customer Health and Safety (p.108-111)
	417-3 Incidents of non-compliance concerning marketing communications	Consumer/Customer Health and Safety (p.108-111)
Supply Chain Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain Management (p.154-157)
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management(p.154-157)
	308-2 Negative environmental impacts in the supply chain and actions taken	Supply Chain Management(p.154-157)
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supply Chain Management(p.154-157)
	414-2 Negative social impacts in the supply chain and actions taken	Supply Chain Management(p.154-157)
Water Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Water and Wastewater Management(p.168-169)
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water and Wastewater Management(p.168-169)
	303-2 Management of water discharge-related impacts	Water and Wastewater Management(p.168-169)
	303-3 Water withdrawal	Water and Wastewater Management(p.168-169)
	303-4 Water discharge	Water and Wastewater Management(p.168-169)
	303-5 Water consumption	Water and Wastewater Management(p.168-169)
Climate Change and Energy Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Climate Change and Energy Management(p.162-167)
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Climate Change and Energy Management(p.162-167)
	302-4 Reduction of energy consumption	Climate Change and Energy Management(p.162-167)
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate Change and Energy Management(p.162-167)
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Change and Energy Management(p.162-167)
	305-5 Reduction of GHG emissions	Climate Change and Energy Management(p.162-167)
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity (p.172-173)







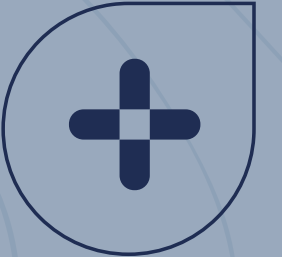
GRI Content Index

GRI 1  
Yaşar Group has reported in accordance with GRI Standards for the period of 1 January 2023 - 31 December 2023.

GRI Standard	Disclosure	Location, Page
Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Circular Economy and Waste Management(p.170-171)
	306-1 Waste generation and significant waste-related impacts	Circular Economy and Waste Management(p.170-171)
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Circular Economy and Waste Management(p.170-171)
	306-3 Waste generated	Circular Economy and Waste Management(p.170-171)
Sustainable Agriculture and Livestock		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Agriculture and Livestock (p.130-133)

# UNITED NATIONS GLOBAL COMPACT (UNGC) CONTENT INDEX

Topics	Global Principles	Reference
Human Rights	<p><b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights; and.</p> <p><b>Principle 2:</b> Make sure that they are not complicit in human rights abuses</p>	<p>Management's Message (p.6-7)</p> <p>Our Sustainable Development Policy (p.28)</p> <p>Ethics and Compliance (P.65)</p> <p>Human Resources Approach (p.82)</p> <p>Supply Chain Management (p.154)</p>
Labour	<p><b>Principle 3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</p> <p><b>Principle 4:</b> The elimination of all forms of forced and compulsory labour.</p> <p><b>Principle 5:</b> The effective abolition of child labour.</p> <p><b>Principle 6:</b> The elimination of discrimination in respect of employment and occupation.</p>	<p>Our Sustainable Development Policy (p.28)</p> <p>Human Resources Approach (p.82)</p> <p>Equal Opportunity and Prevention of Discrimination (p.84-87)</p> <p>Decent Working Conditions and Legal Compliance (p.88-89)</p> <p>Remuneration Policies and Practices (p.90)</p> <p>Recruitment (p.90)</p> <p>Performance Data &amp; Indicators (p.174-176)</p>
Environment	<p><b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges.</p> <p><b>Principle 8:</b> Undertake initiatives to promote greater environmental responsibility.</p> <p><b>Principle 9:</b> Encourage the development and diffusion of environmentally friendly technologies.</p>	<p>Our Sustainable Development Policy (p.28)</p> <p>Caring for Environment (P.160-173)</p> <p>Quality, Innovation and R&amp;D (P.112-118)</p>
Anti-Corruption	<p><b>Principle 10:</b> Businesses should work against corruption in all its forms, including extortion and bribery.</p>	<p>Our Sustainable Development Policy (p.28)</p> <p>Ethics and Compliance (P.65)</p> <p>Risk Management (P.66-67)</p> <p>Yaşar Group's Business Ethics Code of Conduct</p>



appendices

# YAŞAR 2023

## sustainability report

### Head Office

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

### Istanbul Representative Office

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

### Ankara Representative Office

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

### Content and Reporting Consultant

SUCSR  
Corporate Social Responsibility and Sustainability Consultancy  
[www.sucsr.com](http://www.sucsr.com)

### Report Concept and Design Implementation

Kök Projekt  
[www.kokprojekt.com](http://www.kokprojekt.com)



The Yaşar 2023 Sustainability Report has been prepared for informational purposes only and the information and sources used in the Report are believed to be accurate and reliable for the period covered by the Report. The contents of this Report cannot be interpreted as any statement, guarantee or commitment, and it is not guaranteed that the contents of the Report are complete and unchangeable.

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