



Yaşar 2024 sustainability report





nature

Nature is a flawless system that has been continuously renewing itself and sustaining its existence in balance for millions of years...

A balance that maintains the continuity of life...

This balance is maintained within a cycle in which all living beings are interconnected, and energy and resources are used fairly and efficiently.

This cycle creates a system in which waste is transformed and every element nourishes one another.

The balance of nature is one of the main foundations of life itself.

Sustainability is the pursuit of preserving this intricate and flawless balance of nature.

As we move forward “**Guided by nature for a better life**”, Yasar 2024 Sustainability Report was prepared in accordance with the theme of “**Nature’s Balance**” with inspiration from the power of nature’s balance and harmony.

About the 2024 Sustainability Report

Yaşar Group publishes the “Yaşar 2024 Sustainability Report” to transparently share its vision of sustainability, initiatives and performance with its stakeholders. This report provides a comprehensive overview of the environmental, social and governance performance of 10 companies of Yaşar Group between January 1, 2024, and December 31, 2024.

In this report that reflects the Group’s understanding of “[creating values towards a better life](#)”, the sustainability efforts of Pinar Süt Mamulleri Sanayi A.Ş., Pinar Entegre Et ve Un Sanayii A.Ş., Pinar 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. and Yaşar Bilgi İşlem ve Ticaret A.Ş. companies that operate in various sectors such as food, beverage, paint, tissue paper, tourism, energy and information technologies.

In addition, sustainability activities carried out by Pinar 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 sustainability approach is shaped by its understanding of “caring for all stakeholders for a better life” and is structured under the headings of “[Caring for Business](#)”, “[Caring for Employees](#)”, “[Caring for Society](#)”, “[Caring for Business Partners](#)” and “[Caring for the Environment](#)” and the activities carried out in these areas are included in the report.

The Yaşar 2024 Sustainability Report has been prepared based on international standards, methodologies, and developments, with the contributions of the Group companies and employees, and with the support of SU Sustainability and Corporate Social Responsibility Consultancy. The GRI content index and indicator mappings are provided in the appendix section.

The report was prepared in Turkish and English. It can be accessed at www.yasar.com.tr.

You can share all your opinions and suggestions regarding the report and sustainability efforts to dahaiyibiryasamicin@yasar.com.tr e-mail address.

Reporting Approach and Standards Used

The Yaşar 2024 Sustainability Report has been prepared in accordance with the “Core” option of the Global Reporting Initiative (GRI) Standards, a framework that ensures internationally recognized, comparable, and transparent disclosure of environmental, social, and governance (ESG) performance.

As of 2024, the transition process to the Turkey Sustainability Reporting Standards (TSRS) has been initiated. TSRS, which is aligned with GRI, incorporates national regulations and local priorities.

In this context:

- Alignment with GRI indicators has been maintained,
- Key governance structures and double materiality assessments have been addressed in accordance with TSRS,
- Indicator mappings have been provided to enhance the level of compliance.

The report was prepared using the strengths of both standards and adopting a comprehensive reporting approach.

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Management's Message

Dear Stakeholders,

We have completed another reporting year marked by achievements in our environmental, social, and economic efforts, all driven by our commitment to sustainability. Just as in many other areas, the field of sustainability is undergoing a global transformation. Sustainability is no longer merely a matter of 'reputation'; it has become a determining factor in access to finance, competitive strength, and long term risk management. The ability to transform sustainability into corporate strategy has become as impactful as cost control, operational efficiency, and competitive positioning. Globally adopted net zero targets, the European Green Deal, national and international reporting standards, and sustainable finance practices are reforming the trajectory of the business world.

Developing climate change adaptation strategies, measuring and reporting of

performance are gaining increasing importance. Companies are expected to integrate sustainability not only within their own operations but across their entire value chains. With the global shift toward circular and resource efficient systems, the world is aligning around common goals. When we evaluate all of these developments, we see that the right steps are being taken to collectively build a shared and sustainable future, with guidance from vision and collaboration.

Yaşar Group continues its sustainability efforts by closely monitoring global and regional developments and regulations, and aligning its goals with global targets. Our Group's sustainability vision is built on a holistic approach that integrates the environment, society, and the economy, with the aim of taking good care of all its stakeholders. In line with this vision, in 2024 we have continued to



E. Feyhan Yaşar
Chair of the Board



İdil Yiğitbaşı
Vice Chair of the Board

implement various practices and initiatives to protect natural resources, support economic development, reduce inequalities, and empower society.

We consider environmental sustainability to be an inseparable component of our business practices. We aim to increase energy efficiency across our operations through digital solutions. We are moving closer to our targets with projects aimed at reducing our carbon and water footprints. We are implementing projects and making investments to increase the usage of renewable energy. With our water efficiency efforts, we focus on reducing water consumption, while shaping our waste management practices in line with the main principles of the circular economy.

We approach our entrepreneurship and innovation efforts from a sustainability perspective. Through our intrapreneurship program where our employees contribute with their ideas and efforts,



Mehmet Aktaş
Chief Executive Officer

we encourage the implementation of innovative, responsible, and future oriented initiatives that create value. We aim to build a stronger future not only through economic growth, but by also optimizing our social and environmental impact, resource efficiency, innovation, and the use of advanced technologies. We pursue smart growth through balanced and conscious development, without depleting the resources of future generations.

Through our companies and foundations, we work to do better for our world and our country, and to take good care of all our stakeholders in pursuit of a better life. Guided by global developments, scientific data, and stakeholder expectations, our strategies and goals aim to create lasting value for both today and the future.

We extend our sincere thanks to all our stakeholders who contribute to our sustainability efforts and work with us to achieve our goals.



About Yaşar Group

Founded on the principle of “[working tirelessly, producing, and contributing to the country](#)” and the ideal of “[providing a better life for all stakeholders](#)”, Yaşar Group has been creating value for the national economy and society. Its roots date back to the establishment of “Durmuş Yaşar Establishment” in İzmir during the early years of the Republic of Turkey.

Today, with [21 companies, 25 factories and facilities, 2 foundations, 7,000 employees, over 1,000 dealers, more than 200,000 sales points reached through all its activities, and exports to over 70 countries](#), Yaşar Group continues to be one of the leading industrial conglomerates of the Turkish economy. With its approach that prioritizes social contribution, it positions itself as a responsible corporate citizen. Yaşar Group has 5 overseas companies (Kemipex, Hadaf Foods, HDF, Pinar Foods, and Yadex).

With a sense of responsibility to develop society and prepare it for the future, Yaşar Group, through the Yaşar Education and Culture Foundation, the Selçuk Yaşar Sports and Education Foundation, and its companies, implements social contribution projects and aims to expand its impact each year through long term initiatives. The Group continues to support education, culture and the arts, and sports.

One of the Group’s most significant investments in education, Yaşar University is progressing towards becoming one of Turkey’s leading universities with its highly qualified academic and administrative staff with international experience. The University also stands out for its

quality of education, experienced faculty, and the opportunities it offers to its students. Yaşar Group’s corporate governance approach is shaped by the principles of transparency, accountability, fairness, and responsibility, and stakeholder rights are protected in line with this approach.

Since signing the United Nations Global Compact in 2007, Yaşar Group has managed its sustainability efforts by setting measurable targets and tracking its performance, and has been reporting its sustainability performance since 2009. Signed in 2012, in line with the UN Women’s Empowerment Principles CEO Statement of Support, the Group supports women’s participation in business life and their empowerment in the workplace through sound gender policies.

With an approach that values people, nature, and the planet, Yaşar Group companies contribute to creating a better future by producing and providing services with a strong sense of social responsibility and by adding value to society. Yaşar Group embraces sustainability as a fundamental component of its business practices across all its companies and, in line with this, invites all its stakeholders to act in cooperation in accordance with its sustainability vision and goals in order to enhance the value it creates and generate a broader impact.

Based on its sustainability approach and Sustainable Development Policy, Yaşar Group shares the value it creates “for a better life” by taking good care of its business, employees, society, business partners, and the environment.



“We offer quality products and services that add value to the lives of our consumers with our reliable brands.”

Placing consumers and customers at the center of all its activities and viewing its employees as its most valuable asset, Yaşar Group strengthens its presence by delivering products and services without compromising our commitment to ethics, a focus on operational excellence, and a sense of environmental and social responsibility.

By embracing the values, “[Our Consumers and Customers First](#),” “[Our Operational Excellence](#),” “[Our Human Resources](#),” “[Our Ethical Stance](#),” and “[Our Environmental and Social Responsibility](#)” as its professional values, Yaşar Group continues to create value for Turkey and the world, working to provide a better life for all its stakeholders.

★ 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.

Yaşar Group in 2024

21
Companies

97
Years of
Experience

Export to
70+
Countries

7,000
Employees

25
Factory
and
Facilities

4
R&D
Centers

2
Foundations

200,000+
Points of Sale

54 Billion ₺
Consolidated
Gross Turnover

1,000+
Dealers

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

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Yaşar Group Board of Directors and Senior Management information can be accessed at www.yasar.com.tr.

Detailed information about Yaşar Group can be found at www.yasar.com.tr.



Leading Brands of Their Sectors

Offering innovative products and services in domestic and international markets through its strong brands, Yaşar Group grows together with its employees, one of its most important values, and business partners who embrace its principles. The Group operates in the food and beverage, paint, tissue paper, tourism, foreign trade, energy, and information technology sectors.

Yaşar Group's publicly traded companies: Pınar Süt, Pınar Et, Pınar Su ve İçecek, DYO Boya, Viking Kağıt, and Altın Yunus Çeşme, are listed on Borsa İstanbul.

Sector: Food and Beverage

**Company Name:**

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

Publicly Traded:

Yes

Year of Foundation:

1973

Factory:

İzmir, Eskişehir,
Şanlıurfa

Headquarters:

İzmir

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:

Over 300

Employment (2024):

1,264

Distribution and Service Network:

Via YBP

Website:

www.pinar.com.tr

**Company Name:**

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

Publicly Traded:

Yes

Year of Foundation:

1985

Factory:

İzmir

Headquarters:

İzmir

Total Capacity:

67,000 tons/year

Brands:

Pınar, Aç Bitir, Gurme, Doyum, Pınar Organik, Planty Power, Pınar İllaki, Pınar Lezzet Keyfi, Pınar Açık Büfe, Pizzatto

Number of SKUs:

Over 500

Employment (2024):

868

Distribution and Service Network:

YBP, direct sales and e-commerce

Website:

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: Yes
Year of Foundation: 1984

Factory: Aydın, Sakarya, Bursa
Headquarters: İzmir

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: 48
Employment (2024): 441

Distribution and Service Network:
300+ dealers

Website:
www.pinarsu.com.tr



Company Name:

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

Publicly Traded: No
Year of Foundation: 1983

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

Total Capacity: 275,300 tons/year
Brands: Pınar, Truva, Hero, Nar'ca

Number of SKUs: 870
Employment (2024): 743

Distribution and Service Network:
99 dealers, 120,000+ sales points

Website:
www.ybp.com.tr

Sektör: Agriculture, Livestock Breeding and Fisheries



Company Name:

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

Publicly Traded: No
Year of Foundation: 1983

Factory: İzmir, Manisa
Headquarters: İzmir

Total Capacity:
351,900 tons/year (cattle and poultry + marine + organic milk)

Brands:
Çamlı, Çamlı Çiftliği, Çamlı Aquaculture

Number of SKUs: 51
Employment (2024): 369

Distribution and Service Network:
46 dealers

Website:
www.camli.com.tr

Sektör: Paint



Company Name:

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

Publicly Traded: Yes
Year of Foundation: 1954

Factory: İzmir, Kocaeli
Headquarters: İzmir

Total Capacity:
250,997 tons/year

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

Number of SKUs: 17,900 products, 2,650 raw materials
Employment (2024): 911

Distribution and Service Network:
9 Main Regions, 532 Dealers, 241 Construction Markets, 297 Direct Customers, more than 7,500 sales points

Website:
www.dyo.com.tr



Sector: Tissue Papers



Company Name:

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

Publicly Traded:

Yes

Year of Foundation:

1969

Factory:

İzmir

Headquarters:

İzmir

Total Capacity:

30,000 tons/year

Brands:

Premia, Lily, Senso, Select, Expert, Smart, Puflla, Terra, Select Nature, Green4U

Number of SKUs:

Over 100

Employment (2024):

51

Distribution and Service Network:

55 Dealers, 200+ sales points, Direct Customers

Website:

www.viking.com.tr | www.lily.com.tr

Sector: Trade and Services



Company Name:

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

Publicly Traded:

No

Year of Foundation:

1996

Facility:

İzmir

Headquarters:

İzmir

Total Capacity:

318 million kWh/year

Brands:

Desa Enerji

Number of SKUs:

-

Employment (2024):

32

Distribution and Service Network:

Entire Türkiye, particularly the Aegean Region

Website:

www.desaenerji.com.tr



Company Name:

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

Publicly Traded:

No

Year of Foundation:

1983

Office:

İzmir

Headquarters:

İzmir

Brands:

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

Number of SKUs:

-

Employment (2024):

49

Distribution and Service Network:

-

Website:

www.yasarbilgi.com.tr



Company Name:

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

Publicly Traded:

Yes

Year of Foundation:

1974

Facility:

İzmir

Headquarters:

İzmir

Total Capacity:

880 people/day

Brands:

Altın Yunus Çeşme

Number of SKUs:

-

Employment (2024):

119

Distribution and Service Network:

-

Website:

www.altinyunus.com.tr | www.altinyunusplus.com



Awards and Achievements in 2024

- Pinar was awarded the “[Turkey’s Trusted Brand](#)” certificate by the Turkey Reputation Index (TRI), announced annually by the Turkey Reputation Academy.
- Pinar was recognized as the brand [offering the best customer experience in the Food category](#) at the ALFA Awards, which are based on comprehensive research conducted in collaboration between Marketing Turkey and Akademetre and evaluated by a public jury of brands excelling in customer experience.
- Pinar Süt received a [Bronze Award](#) in the Beverages category for its “Lezzetin Alası Pinar Ayran and Kefir Packaging” and a [Competence Award](#) in the Packaging Materials and Components category for its “Aseptic Carton Milk Box Cap” at the 11th “Stars of Packaging 2024” competition organized by the Packaging Manufacturers Association (ASD).
- Pinar Süt was named “[Star of Food](#)” in its category at the 2024 Stars of Food Awards organized by the Yıldız Technical University Food Club.
- Pinar Süt achieved [first place in the Milk and Dairy Products category](#) at the [10th The ONE Awards Integrated Marketing Awards](#), organized by Marketing Turkey to honor brands that have most enhanced their reputation in the eyes of consumers throughout the year.
- Pinar Süt, through Pinar Institute, won the “[Most Admired Social Responsibility Project of the Year](#)” award for its “Future of Our Milk is in Safe Hands” project at the İzmir’s Best Awards organized by İzmir Sınav Educational Institutions, based on the votes of 5,500 students and 550 teachers.
- Pinar Et was named “[Most Admired Company](#)” in the Packaged Meat Products category in the 2024 “Most Admired Companies in Business” survey conducted by Zenna Research.
- Pinar Et received the “[SIAL Innovation](#)” award for its “Gluten Free Pizza Base” product at the SIAL 2024 International Food Exhibition held in Paris.
- Pinar Aç Bitir Smoked Turkey and Pinar Hot Dog Beef Sausage products were granted the “[Superior Taste Award](#)” by an independent international jury through blind tasting.
- DYO Boya [rose 40 places in the 2024 Fortune 500 Turkey list](#), ranking 257th.
- DYO Boya ranked 6th in the “[Top 100 Companies by Number of Projects Conducted in R&D Centers](#)” list of the Turkey R&D 250 Research.
- DYO Boya climbed 10 spots this year in the “[Turkey’s Top 500 Private Companies](#)” ranking, reaching 354th place.
- At the “OSB Stars Survey 2024” award ceremony organized by the Organized Industrial Zones Supreme Organization (OSBÜK), DYO Boya ranked first in İzmir Atatürk Organized Industrial Zone and ninth among all OIZs in Turkey in the “[Companies with the Highest R&D Investment](#)” category.
- At the “Stars of Packaging 2024” competition organized by the Packaging Manufacturers Association, DYO Boya received a [Competence Award](#) for its 18L BeşYıldız UpCycling Circular Bucket and a [Bronze Award](#) for its Dewilux General Purpose Metal Bucket, both in the Industrial and Transport Packaging category.
- DYO Boya received the “[Innovative Product in Construction](#)” award for its Akromax Suprema product at the 29th Golden Plumb Awards.
- At the 4th International Research, Development and Design Conference (RDCONF 2024), DYO Boya won first place in the “[Best Sector Project](#)” category with its “[Use of PUD Dispersions in Water Based Wood Paints](#)” project, and third place in the “[Best Design Project](#)” category with its “[Polyurethane Backcoat Design Suitable for Aluminum Surface Application in the Coil Coatings Sector and Performance Comparison with Polyester Backcoat Systems](#)” project.
- Yaşar Birleşik Pazarlama digital gastronomy platform, [Kısık Ateş Akademi](#), reached over [100,000 subscribers](#) on its YouTube channel and was honored with YouTube’s “Silver Creator Award.”
- Altın Yunus Çeşme received [ISO 14001 and ISO 50001](#) certifications for its environmental and energy efficiency efforts..

Sustainability Approach and Governance

Yaşar Group defines its ideal of “for a better life” through a holistic vision that encompasses social welfare, environmental stewardship, and economic sustainability.

The Group positions sustainability as a management model across all its fields of operation. By placing sustainability principles at the core of its strategy, Yaşar Group embraces the philosophy of “caring for all stakeholders” at every stage from decision making processes to field implementation.

Closely following national and international developments and best practices in sustainability, and developing strategies aligned with the Sustainable Development Goals, the Group approaches its sustainability performance through environmental, social, and governance dimensions, carrying out its work with an ethical, transparent, and accountable mindset. It aims for all employees, starting from senior management, to adopt the sustainability approach, while also engaging external stakeholders in the sustainability journey.

Yaşar Group’s sustainability performance and activities are shared with the public 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

As Yaşar Group;

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

A better future,

Healthier and happier generations,

A stronger society,

A cleaner and greener environment,

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

In line with this understanding;

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

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

- 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

Our Sustainable Development Policy



We aim to create **high-added value** in our operating sectors by 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.



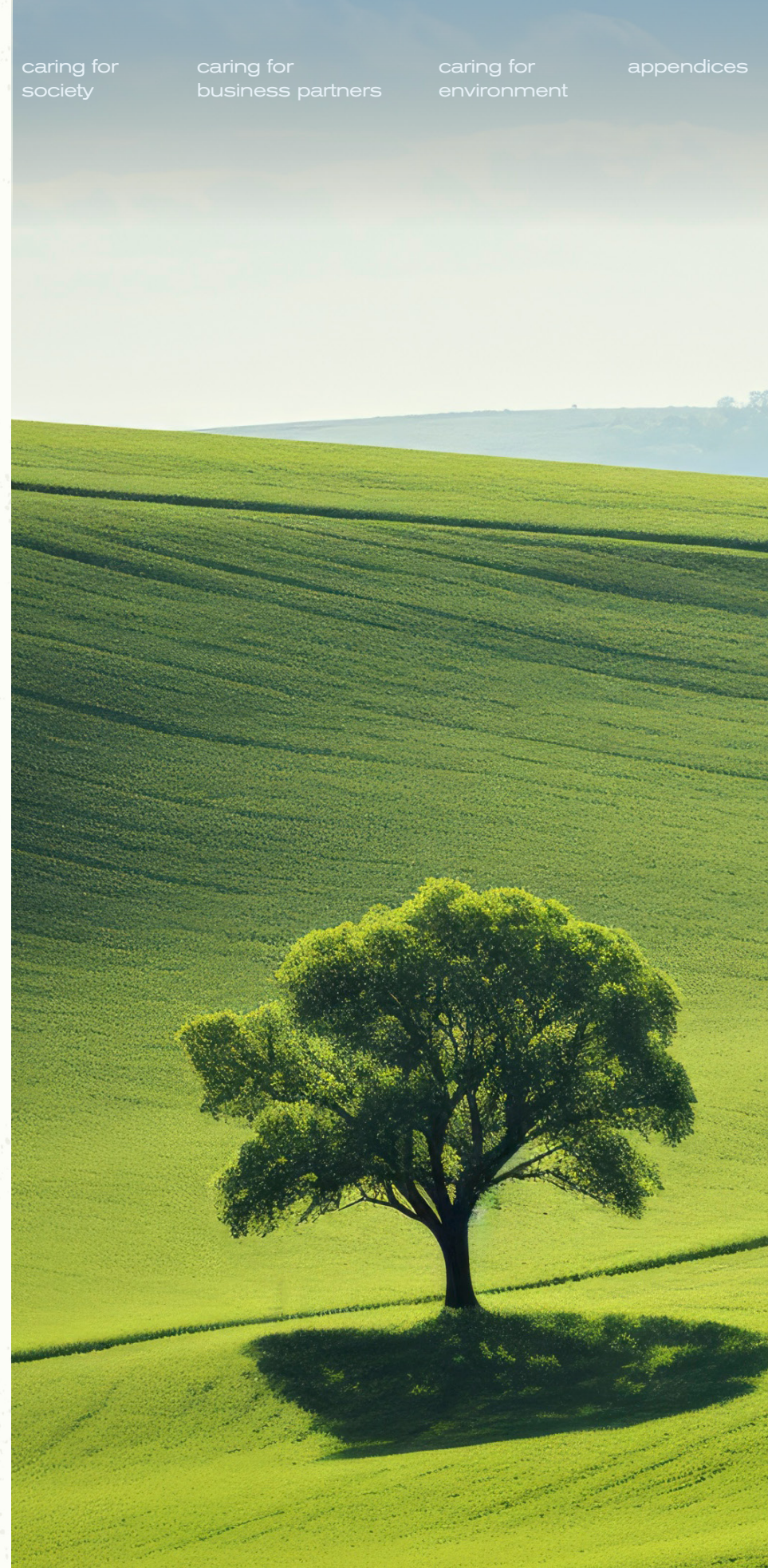
With the awareness of corporate responsibility, we act in accordance with the **"Sustainable Development Goals"** in all strategic and operational decisions, and we consider the economic, environmental and social impact when making investment decisions.



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.**



THE GLOBAL GOALS

For Sustainable Development

caring
for business



caring
for employees



caring for
society



caring for
business partners



caring for
environment



Compliance with UN Sustainable Development Goals

At Yaşar Group, global developments in sustainability are monitored in line with the Group's strategic orientation, and business processes are updated accordingly.

With the Sustainable Development Policy updated in 2022, a significant step has been taken towards full alignment with the United Nations Sustainable Development Goals. The targets set by Group Companies within the scope of sustainability, along with the projects and activities carried out, directly serve sixteen of the seventeen sustainable development goals.

Company	Pınar Süt	Pınar Et	Pınar Su ve İçecek	Yaşar Birleşik Pazarlama	Çamlı Yem	DYO Boya	Viking Kağıt	Altın Yunus
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 AND JUSTICE, STRONG INSTITUTIONS								
17 PARTNERSHIPS FOR THE GOALS						●		

Sustainability Management

At Yaşar Group, a culture that makes sustainability live out across the organization and encourages contributions at every level is actively promoted.

Guided by the leadership of the Board of Directors and senior management, [all employees are expected to play an active role in the effective implementation of the Group's Sustainable Development Policy.](#)

Established in 2010 with the participation of managers and employees from ten Group companies, the Yaşar Holding Sustainability Committee serves as the central body for coordinating company level sustainability initiatives and monitoring progress, in alignment with the Group's Sustainable Development Policy. The Committee also leads efforts to ensure the adoption and implementation of sustainability principles across the organization, under the leadership of the Yaşar Holding CEO.

Sustainability Committees established within Yaşar Group companies: Pınar Süt, Pınar Et, Pınar Su ve İçecek, DYO Boya, Çamlı Yem Besicilik, Yaşar Birleşik Pazarlama, Viking Kâğıt, Desa Enerji, Altın Yunus Çeşme, and Yaşar Bilgi, work to ensure the continuous improvement of company level sustainability strategies and practices. These committees are responsible for assessing risks and opportunities, as well as promoting the adoption of best practices across the organization.

Under the Yaşar Holding Sustainability Committee and the Company Sustainability Committees, [the Climate Crisis Working Group and the "Eşit Yaşar'ız" Gender Equality Working Group](#) contribute to progress by developing projects in the priority areas of the climate crisis and gender equality.

At regularly scheduled committee meetings, changes in regulations, current developments, and ongoing or planned projects are evaluated, and best practices from companies operating in different sectors are shared. Senior management of the companies regularly monitors sustainability performance, supports the implementation of established strategies and policies throughout the organization, and encourages the integration of sustainability practices into all business processes. Activities such as meetings and training sessions are carried out to enhance the knowledge and competencies of management levels on sustainability in line with national and international developments.

Through these efforts, Yaşar Group consistently maintains a corporate, holistic, and effective management approach in the field of sustainability.

Sustainability Priorities

Prioritizing the expectations and needs of its stakeholders in all sectors in which it operates, Yaşar Group regularly reassesses its sustainability strategy in light of national and global standards as well as universal principles.

Within the Group, companies update their environmental, social, and governance (ESG) policies by following a target setting methodology based on scientific data.

As part of Stakeholder Dialogue activities, online surveys conducted in 2024 carefully gathered feedback from different stakeholder groups. The sustainability priorities identified based on these findings have guided the development and revision of strategic plans.

A total of 1,539 stakeholders participated in the online survey, including 1,505 internal stakeholders and 534 external stakeholders, selected based on their competence to represent the Group.

Participants included Yaşar Group executives, sustainability leaders, Yaşar Group employees, as well as representatives from public and educational institutions, non governmental organizations, dealers, suppliers, media representatives, customers, and consumer representatives.

The priorities identified as a result of this survey and analysis serve as a fundamental reference in Yaşar Holding's sustainability strategies shaped within the TSRS framework, particularly in the areas of policy formulation, performance indicator development, and stakeholder communication.

Sustainability Materiality Matrix

Yaşar Holding Sustainability Prioritization Process

Yaşar Group shapes its sustainability approach based on corporate insights, stakeholder expectations, sectoral trends, and global developments. In this context, the double materiality analysis process, updated in 2024, was carried out in a data driven and inclusive manner with the active participation of internal and external stakeholders. The double materiality analysis presents the performance areas in which the company plans to focus in the coming period and for which it develops strategic roadmaps. In this respect, evaluations from internal and external stakeholders, gathered through digital surveys, were analyzed.

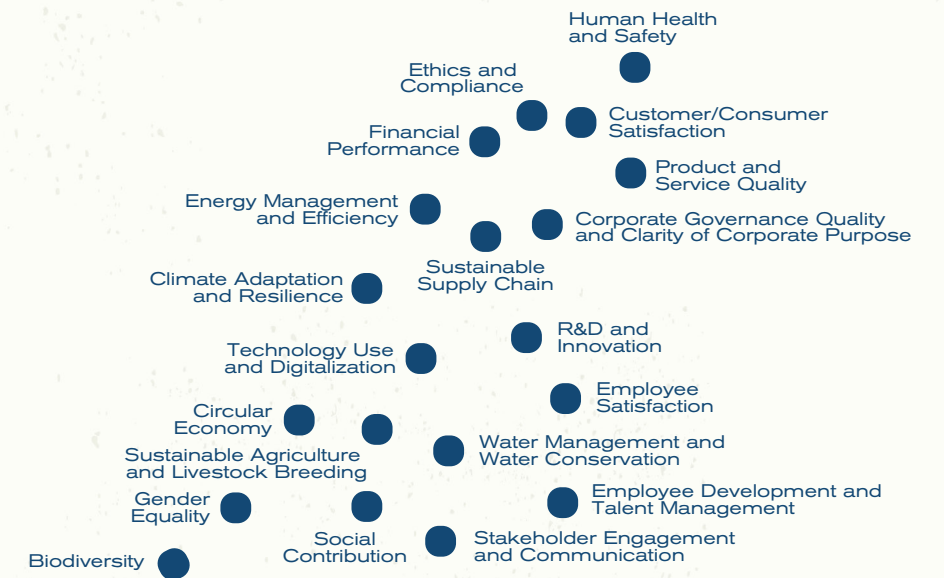
Data Driven Prioritization Approach

Yaşar Group's sustainability priorities were reassessed based on the double materiality framework defined in 2022 and were strengthened in 2024 through broader stakeholder representation and richer data. While determining the criteria, sources such as the UN Sustainable Development Goals, UN standards and frameworks, ESG ratings, sustainability standards, and GRI reporting frameworks were reviewed.

The data was evaluated in a multi dimensional structure, taking into account environmental and social sensitivities, corporate goals and strategic risks, stakeholder exposures, and systemic impacts. The resulting outcomes serve as a reference in the processes of policy development, implementation prioritization, and strategic target setting.

Global Compliance and Financial Impact Priority

Yaşar Holding Business Continuity and Environmental, Social Priorities





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 Yaşar Group's founder Selçuk Yaşar, Pınar has supported sports, serving [as the main sponsor of the Karşıyaka Basketball Team from 1998 to 2024.](#) Since 1998, Pınar has continuously [supported thousands of children training in the youth divisions of Karşıyaka Sports Club](#) and has also contributed to initiatives in various sports branches beyond basketball.

2000 •-----• 2011

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.

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 •

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 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 Borsa Istanbul Corporate Governance Index.

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

2013 •

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 Istanbul 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.

• 2014

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.

“Pioneering
Approach to
Sustainability
from 1960 to
Today.”

”



Sustainability Journey

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.

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 Pınar Institute.

In 2016, DYO Boya won the ["Türkiye Excellence Award"](#) at the Quality Congress organized by KalDer.

In 2017, Pınar Süt received ["CDP Turkey Climate Leaders Award"](#) and ["CDP Turkey Water Leaders Award"](#).

In 2017, Pınar Et started reporting on [climate change and water matters](#) within the scope of CDP.

In 2017, Pınar Et received the first ["R&D Center Certificate"](#) in its sector.

In 2017, DYO Boya became the first company in its sector to receive the ["EU EcoLabel"](#).

In 2017, an ["R&D Center"](#) was established at the DYO Boya Dilovası Facility.

2018 • • 2021

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

In 2019, Pınar Su ve İçecek established a center to support new product development and innovation in the water and beverage sectors 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, Pınar Et and Pınar Su ve İçecek companies until 2023 was achieved by the end of 2021, and the reduction for the commitment reached [144.7 tons by the end of 2022](#).

In 2020, the ["Accessible Communication Line"](#) service was started to be provided for visually impaired individuals through Pınar Communication Center.

In 2020, Pınar 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 Izmir 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.



Sustainability Journey

2021

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, Pınar Süt and Pınar 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 "PınarOnline" was established.

In 2021, the "Accessible Communication Line", which serves through the Pınar 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.

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

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

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

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

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

In 2022, the corporate governance ratings of Pınar Su ve İçecek, Pınar Et, and Pınar Süt were 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 Pınar Institute started with survey applications and workshops.

In 2022, Pınar 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 Oxyman 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.

2022

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.



Sustainability Journey

2023

In 2023, Pınar Et İzmir Administrative Building received [LEED Platinum Certificate](#).

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.

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 recognized as a best practice example in cooperation with its suppliers to reduce carbon emissions.

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.

2023 yılında DYO Boya'da, düşük VOC içeren ürünler için [MAS Certified Green Sertifikaları](#) alınmıştır.

At DYO Boya, [MAS Certified Green Certificates](#) have been obtained for products containing low VOC.

["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 ["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.

PınarOnline increased the rate of [electric vehicles in its vehicle fleet to 25%](#).

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.

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.



2024 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 work alongside the Sustainability Committees established in the Group's 10 companies, the Climate Crisis Working Group, and the "Eşit Yaşar'ız" Working Group, which focuses on gender equality.

Closely following developments in Turkey and worldwide, and updating its sustainability strategy and goals accordingly, Yaşar Group initiated the compliance process with the Turkey Sustainability Reporting Standards (TSRS) to conduct sustainability activities in a more transparent and accountable manner. In this context, preparations are underway for reporting sustainability performance in line with relevant legislation and standards; data collection systems, internal processes, and reporting infrastructure are being structured accordingly.

The Group aims to address its environmental, social, and governance (ESG) impacts with a holistic approach and to produce regular and comprehensive reports within the TSRS framework.

Following the publication of the TSRS by the Public Oversight, Accounting and Auditing Standards Authority (KGK) and its announcement in the Official Gazette, Yaşar Group's four publicly traded companies, Pınar Süt, Pınar Et, Pınar Su ve İçecek, and DYO Boya Fabrikaları, accelerated their efforts in governance, strategy, metrics and targets to prepare for reporting under the TSRS.

Sustainability focused developments both globally and in Turkey were closely monitored, including the Corporate Sustainability Reporting Directive (CSRD), the EU's new Packaging Regulation, the Turkey Sustainability Reporting Standards, the Republic of Turkey's Climate Change Mitigation Strategy and Action Plan (2024–2030), and reports and publications by organizations such as UNGC, WEF, and TÜSİAD. Updates on these developments were communicated to senior management, as well as relevant departments and employees.

Climate Change and Energy Management

Since 2010, Yaşar Group companies have been carrying out systematic greenhouse gas measurement and reduction efforts, supported by ongoing optimization and efficiency initiatives across all business processes. In 2024, total energy consumption reached 3,135,614 GJ and total greenhouse gas emissions were 236,712 tons of CO₂.

Among the Group's companies, Pınar Süt and Pınar Et continue to voluntarily report under the Carbon Disclosure Project (CDP) in the climate change category. In this context, Pınar Et received a C rating from CDP for climate change in 2024.

At [Pınar Süt](#)'s İzmir plant, wastewater treatment at the Anaerobic Treatment Facility generated 342,742 m³ of biogas, preventing 612 tons of CO₂ emissions.

[Pınar Et](#) has also optimized its supply chain processes to minimize environmental impacts through sustainable logistics practices. Its "[Single Direction, Clean Tomorrow \(Tek Yön, Temiz Yarın\)](#)" project saved 150,438 liters of fuel in the past 12 months, resulting in a 397 ton CO₂ reduction.

With the commissioning of 1.5 MWe (1.77 MWp) solar panels in 2023, Pınar Et met 8% of its total electricity consumption from solar energy in 2024.

At [Pınar Su ve İçecek](#), continuous initiatives throughout the year aimed at reducing and preventing greenhouse gas emissions from industrial processes and domestic energy consumption achieved a 10.27% reduction in greenhouse gas emission intensity compared to the base year of 2010.

At [DYO Boya](#), energy consuming points were monitored in real time, and energy efficiency projects continued, resulting in a reduction in energy consumption per ton in 2024. Verification audits of carbon emission values, calculated in accordance with the ISO 14064-1 standard for quantifying and reporting greenhouse gas emissions and removals, were conducted by an accredited independent organization.

At [Çamlı Yem Besicilik](#), generator investments, optimization of air to fuel ratios in steam boilers, and air compressor pressure adjustment projects led to a 7.5% reduction in energy consumption per ton in 2024.

At [Yaşar Birleşik Pazarlama](#), route optimization, improved vehicle load efficiency, fleet reduction, and increased use of electric vehicles contributed to a 43.69% reduction in fuel consumption in macro distribution compared to the previous year.

At [Altın Yunus Çeşme](#), geothermal energy accounted for 21.6% of total energy consumption in 2024.



2024 Sustainability Performance Progress and Change

Water and Wastewater Management

Yaşar Group companies have been engaged in water and wastewater management activities since 2014. In 2024, the total volume of water withdrawn was 12,752 ML, while the total volume of wastewater discharged was 6,565 ML.

[Pinar Süt](#) and [Pinar Et](#) voluntarily participate in the CDP (Carbon Disclosure Project) Water Program initiative, reporting their water footprint annually. Within this scope, Pinar Et was awarded a B rating by CDP in 2024 in the field of water security.

In 2024, Pinar Et's water use intensity decreased compared to previous years, reaching 16.47 m³ per ton. The company has designated 2024 as the new baseline year and aims to reduce its water footprint by 15% by 2030.

At [Pinar Süt](#)'s İzmir plant, the optimization of chemicals used in treatment processes resulted in a 19% reduction in caustic soda (NaOH) consumption. At the Eskişehir plant, a total water saving of 1,684 tons was achieved in 2024.

At [Pinar Su ve İçecek](#), projects implemented in 2024 led to a 12% reduction in wastewater per unit of production compared to the previous year.

At [Çamlı Yem](#)'s Işıkkent facility, a wastewater treatment plant was established and commissioned.

At [Altın Yunus Çeşme](#), treated water from the wastewater treatment plant continued to be reused for garden irrigation, and low water consumption plants were continually incorporated into landscaping to further increase water savings.

At [Desa Enerji](#), efficiency improvements in the waste heat boiler resulted in a daily water saving of 50 m³.

Circular Economy and Waste Management

As a signatory of the United Nations Global Compact, Yaşar Holding, along with Pinar Et and Pinar Su ve İçecek, participated in the Business Plastics Initiative (İPG), led by TÜSİAD, SKD Turkey, and Global Compact Turkey. The Group reached its commitment to reduce plastics by 90 tons within just one year, achieving a total reduction of 158.7 tons. In 2024, Yaşar Holding was featured in the İPG Progress Report.

At [DYO Boya](#), initiatives such as solvent recovery, packaging size optimization, reduction of single use plastics, reclassification of raw material packaging as waste packaging, and the use of packaging made with 30% recycled materials (CASATI) led to a reduction of 1,149 tons of waste in 2024.

At [Pinar Et](#), optimization of existing packaging materials resulted in a reduction of approximately 2,500 kg of plastic and 3,850 kg of paper. The “[10 Pil, 1 Fidan](#)” project, which has been ongoing since 2014, continued in 2024, with 3,400 waste batteries collected and 340 new saplings planted.

At [Pinar Su ve İçecek](#), R&D studies conducted for PET packaging weight optimization led to a reduction in plastic use per unit product in 2024 compared to 2023: by 11.9% in the 400 ml product group, 5.4% in the 1L product group, and 3.7% in the 5L product group.

At [Viking Kağıt](#), 3,866 tons of used composite beverage cartons were recycled in 2024. In total, Viking Kağıt disposed of 22,406 tons of waste and reduced its amount of hazardous waste by 20% compared to the previous year.

[Altın Yunus Çeşme](#) continued to separate its waste at the source and systematically monitor recycling processes, while also developing projects aimed at reducing single use plastics in 2024.

[PinarOnline](#) launched its Micro Waste Management initiative in collaboration with Wastespresso in October 2024. As part of this program, 23.06 kg of coffee waste was upcycled, preventing approximately 26.03 kg of CO₂ emissions.



2024 Sustainability Performance Progress and Change

Innovation, R&D and Quality

Yaşar Group's "Entrepreneurship and Innovation" project, [Yaşar İDEA](#), was launched in 2024 with a well attended introductory meeting across the Group. The program aims to encourage employees to develop innovative ideas and business models, while enabling them to experience entrepreneurship using the Group's resources.

The Group maintains strong national and international collaborations with universities, research centers, and technology transfer offices through its R&D centers. [DYO Boya's R&D Centers in Çiğli and Gebze](#), [Pinar Süt's R&D Center](#), and [Pinar Et's R&D Center](#) carry out innovative projects and research to enhance product quality and support environmental sustainability.

In 2024, [DYO Boya's](#) R&D team introduced [97 different and innovative products](#) to the market across various segments.

In 2024, [Pinar Süt](#) R&D Center developed [11 new products](#) and [26 environmentally friendly packaging designs](#), reinforcing its vision for sustainable production.

[Pinar Et](#) strengthened its leading position in the sector by launching [27 new products in 2024 through its R&D projects](#), [11 for retail](#), [8 for e-commerce](#), [1 for a special customer](#), and [7 for export channels](#). The company expanded its next generation product portfolio to include plant based, gluten free, functional, and child focused products.

[Pinar Su ve İçecek](#) continued its efforts toward promoting a healthy and sustainable lifestyle in 2024, closely following nutrition trends and consumer preferences in its R&D activities. The company focused on functional ingredients and sustainable packaging innovations.

[Viking Kağıt](#) prioritized alternative raw materials to imported cellulose, process-raw material optimization, and research into alternative packaging materials for its products as key areas in its 2024 R&D activities.

Digitalization

In 2024, Yaşar Group advanced its digital transformation through the [SAP S/4HANA Cloud transformation](#) project launched under "[Project Feniks](#)," alongside the transition to the SAP SuccessFactors digital human resources platform. The first phase of this initiative included Yaşar Holding, Pinar Süt, Pinar Et, DYO Boya, Çamlı Yem, and Yaşar Birleşik Pazarlama, with the live system successfully implemented by the end of 2024 following the project's launch in November 2023.

[PinarOnline](#) optimized its [logistics processes](#), [creating a faster and more efficient distribution network](#), and introduced tailor made software for its warehouse and transportation operations.

Pinar Et continued investing in SAP's next generation cloud technologies, initiating efforts to implement a [data driven structure with strong forecasting capabilities and real time reporting and analytics across all processes](#).

[Pinar Süt](#) accelerated its digitalization journey in 2024 by integrating robotic process automation.

[Pinar Su ve İçecek](#) maintained its commitment to operating with modern technologies, advancing traceability system digitalization to ensure safe food production.

In 2024, [DYO Boya](#) implemented the newly developed "[Digital Company System](#)", designed to track dealer sales, stock, and order information. This system was deployed at two Casati and four DYO dealerships after the completion of its software development.

[Çamlı Yem](#) advanced its operations with an automation system designed under Industry 4.0 principles, enabling full traceability, enhanced feed hygiene, and reduced energy consumption in the production of cattle, poultry, special, and functional feeds.

[Desa Enerji](#) continued its efforts on [Power Plant Production & Consumption Data Digitalization](#) and efficiency measurement in 2024.

[Yaşar Birleşik Pazarlama \(YBP\)](#) introduced the [Qlik Sense Business Intelligence application](#), providing user friendly dashboards to summarize key performance data, such as sales, returns, discounts, and profitability, thereby supporting strategic decision making. In addition, YBP launched the [YBP WEBLINK platform](#), which allows quick access to all actively used internet applications and internal documents within the organization.



2024 Sustainability Performance Progress and Change

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 2024.

The corporate governance ratings for Pınar Süt, Pınar Et, and Pınar Su ve İçecek were assessed at [9.36](#), [9.39](#), and [9.55](#), respectively.

To strengthen competencies and identify potential talent, the [Yaşar HR Academy](#) was launched.

The Project Assistant Program (Youth Class) was initiated to provide young talent with a strong start to their careers and the opportunity to translate their knowledge into hands on experience.

Gender Equality

Under the motto "[We have a promise for the future for women's empowerment](#)", Yaşar Group has, since 2017, provided scholarships to female students every March 8th on behalf of all female employees within the Group.

The Group reaffirmed its commitment to gender equality by participating for the second time in the [Target Gender Equality Program](#) led by the UN Global Compact, which encourages companies to set corporate targets for women's leadership and take concrete action to achieve them.

[Pınar Süt](#) continued its employee support initiatives through the publication of its [Combating Domestic Violence Guide](#).

[Yaşar Birleşik Pazarlama](#) advanced its "[Ortak Değerimiz İnsan Project](#)" by offering online training for employees and conducting in person awareness programs in primary schools to promote gender equality among both employees and children.

Social Contribution

Yaşar Group companies, through the activities of the Yaşar Education and Culture Foundation, Selçuk Yaşar Sports and Education Foundation, Yaşar University, and Pınar Institute, continued to carry out community contribution initiatives in education, culture, arts, and sports.

The Pınar Children's Theatre staged the play "[Küçük Kız ve Cumhuriyet](#)" in 2024, bringing the total audience reached [since 1987 to over 4 million children](#).

The 43rd Pınar Children's Painting Contest was held under the theme "[Painting My Future: Our World in 2050](#)", with cultural content made accessible via YouTube.

Through the "[Tasarım Mucitleri Ateşböceği](#)" project, implemented in cooperation with [Pınar Süt](#), Yaşar Education and Culture Foundation, and TEGV, 1,500 children in Adıyaman were reached in 2024.

[DYO Boya](#), within the scope of the "[Value for Future](#)" project, supported [97 schools by donating a total of 3,165 drums of paint](#), contributing to more hygienic school environments.

On World Water Day, [Pınar Su ve İçecek](#) collaborated with Ecording to support the dispersal of 20,000 seed balls using innovative Ecodrone technology.

Pınar Su ve İçecek organized a "[Cancer Awareness and LÖSEV Introduction Seminar](#)" at its headquarters as part of "[Childhood Cancer Awareness Week](#)".

Pınar Su ve İçecek made a donation to the Happy Paws Association on [World Stray Animals Day](#) on behalf of its employees to improve animal welfare.

[Viking Kağıt](#), in cooperation with LÖSEV in 2024, organized an Employee Awareness Seminar, fulfilled the New Year wishes of children registered with LÖSEV as part of the Collect a Wish for Me social responsibility project.

Viking Kağıt, co hosted a talk with the "[Mind Your Waste Foundation](#)" on [June 5 World Environment Day](#) to raise awareness about sustainable consumption habits and waste reduction.

Between 1998 and 2024, under the leadership of Yaşar Holding founder Selçuk Yaşar, Pınar served as the [main sponsor of the Karşıyaka Basketball Team](#), contributing significantly to the team's success and sports.



2024 Sustainability Performance Progress and Change

Sustainable Agriculture and Livestock

Under the leadership of the Pinar Institute, "[The Future of Our Milk is in Safe Hands Project](#)" has been carried out since 2014 in collaboration with public institutions, universities, and industry partners. To date, more than 8,650 dairy farmers across 15 provinces have received training on animal health, nutrition, milking practices, and financial literacy.

Aiming to support young farmers and ensure the sustainability of family farming, [the Young Farmer Vocational and Individual Capacity Building Program](#) continued in 2024. As part of this initiative, the Vocational and Technical Empowerment Training Series for Youth was held in İzmir Tire and Kütahya Aslanapa.

Yaşar Education and Culture Foundation

Yaşar Education and Culture Foundation has provided [more than 7,000 students with free scholarships](#) since its establishment.

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 İzmir.

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 2024, the Foundation continues to support the excavations of [Nysa/Aydın](#), [Old Smyrna/Izmir](#), [Smyrna Agora/Izmir](#) and [Çatalhöyük/Konya](#). The Foundation began supporting the [Amastris Ancient City](#) Excavations in Bartın, expanding its scope of cultural preservation efforts.

Yaşar University

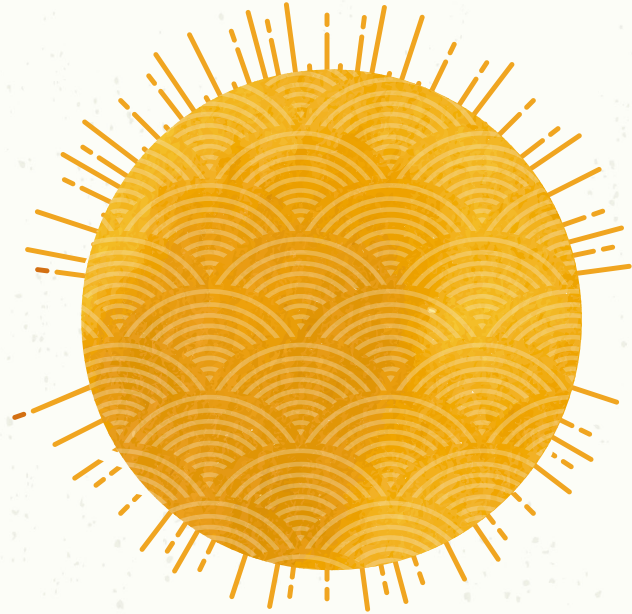
Founded by the Selçuk Yaşar Sports and Education Foundation in 2001, Yaşar University continued its academic activities in 2024 with 221 faculty members and approximately 8,300 students.

In 2024, Yaşar University implemented [82 projects](#) with the voluntary participation of [1,764 students](#).

The Social Entrepreneurship Incubation Program, launched by the [Office of Social Entrepreneurship and Impact \(SOFI\)](#), provided a total of 15 hours of training support and held mentoring meetings for the four social entrepreneurship ideas selected under the program.

In 2024, Yaşar University's International Project Support Office carried out [21 EU and internationally funded projects](#) focusing on the University's research and education priorities, including [sustainability](#), [renewable energy](#), [digitalization](#), [food-agriculture-food chain](#), [innovation](#), [migration](#), [entrepreneurship](#), [energy](#), [gender equality](#), [diversity](#), and [social responsibility](#).



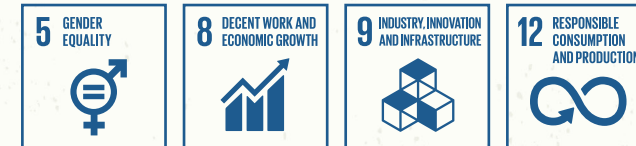


Nature is the greatest organization.

caring for business

*Nature does its “work” in a sustainable cycle;
efficiently, collaboratively, thinking long-term,
and leaving nothing to chance...*

It plans, produces, shares, improves, adapts, and wastes nothing.



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



Corporate Governance

Since the periods when corporate governance principles were not yet widespread in Turkey, Yaşar Group has acted with a visionary approach and voluntarily embraced the concept of good governance, reflecting a corporate governance approach based on its vision and mission, solid corporate values, culture, ethical principles, and compliance with laws and regulations across all areas of operation.

Within the framework of its adopted corporate governance approach, Yaşar Group conducts its activities in line with the principles of transparency, fairness, accountability, and responsibility to stakeholders, and continuously reviews its governance structure in accordance with the Corporate Governance Principles.

Sustainability, as one of the fundamental elements of the corporate governance approach, has been integrated into all business processes through the Group's strong structure, values, culture, and commitment to ethical principles. The management approach, aligned with Yaşar Group's sustainability strategy, ensures efficient use of resources, increases economic success,

creates lasting value for stakeholders, and strengthens the corporate reputation.

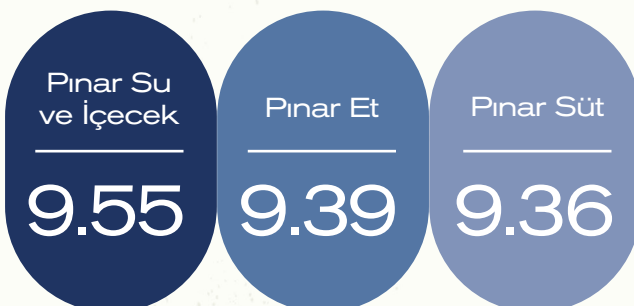
The Corporate Governance Principles published by the Capital Markets Board (CMB) serve as the foundation for the corporate governance practices of Yaşar Group companies.

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 2024, supported by improvements made in line with the Corporate Governance Principles, the corporate governance ratings were 9.36 for Pınar Süt, 9.39 for Pınar Et, and 9.55 for Pınar Su ve İçecek.

Adopting an **inclusive and participatory governance culture**, Yaşar Holding has played a pioneering role in implementing good governance principles in Turkey. Reflecting this commitment, in 2024, the proportion of women on the Boards of Directors of its publicly traded companies ranged between 29% and 57%.

2024 Corporate Governance Rating

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



Management Structure

The Board of Directors of Yaşar Holding is the highest decision making and oversight body for all company processes. In the early 2000s, the responsibilities of the Executive Presidency and the Board of Directors were separated in line with the OECD Corporate Governance Principles. To avoid conflicts of interest, the Chairperson of the Board has no executive duties, while the Chief Executive Officer, who leads all executive activities of Yaşar Group, is accountable to the Board of Directors. All processes related to the organizational structure are clearly defined in the "Corporate Governance Manual."

The Yaşar Holding Board of Directors consists of eight members in total. Reporting directly to the Board are the Early Detection of Risk Committee and the Corporate Governance Subcommittee.

In the publicly traded companies of Yaşar Group, the Audit Committee, the Early Detection of Risk Committee, and the Corporate Governance Committee operate within the framework of the Capital Markets Legislation and the Capital Markets Board (CMB) Corporate Governance Principles Communiqué. Additionally, the Nomination Committee and the Remuneration Committee are structured under the Corporate Governance Committee.

The Nomination Committee is responsible for identifying, evaluating, developing, and rewarding suitable candidates for the Board of Directors in a transparent manner, while the Remuneration Committee contributes to strengthening corporate governance practices by developing proposals regarding the remuneration of Board members and senior executives.

The Early Detection of Risk Committee supports the Board of Directors by recommending effective internal control systems to identify, assess, monitor, and manage risks and opportunities that could impact the achievement of company objectives.

In Yaşar Group's publicly traded companies, at least two independent board members serve on the boards, with increasing the representation of women in managerial positions remaining a key priority.

All processes related to the management and organizational structure, including the operating principles of corporate governance, the authorities and responsibilities of the Board of Directors, and the duties and working principles of subcommittees, are comprehensively detailed in the Yaşar Group Corporate Governance Handbook.

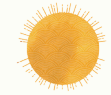
Click here for Yaşar Group Board of Directors information:

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

Click here for Yaşar Group Senior Management information:

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





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.

Great importance is placed on maintaining transparent, accurate, and trust based communication with investors, and this communication is carried out by the Investor Relations Departments within the respective companies. Shareholders, the public, and other stakeholders are provided with regular access to up to date and equally accessible information.

Company policies are made publicly available on their websites, while comprehensive information about the Group companies' fields of activity is provided on Yaşar Holding's corporate website.

Relevant details are presented in both Turkish and English in the "Investor Relations" sections of the publicly traded companies' websites, and corporate governance rating reports are also shared with the public through these platforms.

pinar.com.tr
dyo.com.tr
viking.com.tr
altinyunus.com.tr



Ethics and Compliance

Yaşar Group embraces an ethical governance approach as one of the cornerstones of its corporate governance and sustainability policies, conducting all activities with integrity, accountability, and transparency, in full compliance with national and international ethical standards.

Adopting a **zero tolerance policy toward all forms of corruption**, including bribery and extortion, the Group takes necessary measures to prevent such practices and implements training programs to ensure subcontractors and suppliers act in accordance with ethical principles. Ethics Committees, composed of at least three members and chaired by the General Manager, operate within Yaşar Holding and Group companies, with members appointed by the company's Board of Directors upon the General Manager's recommendation.

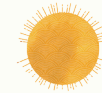
The **"Yaşar Group Business Ethics Guide"** was updated in 2019 to align with developments in business life, current legal regulations, and Group policies. It covers key principles such as preventing discrimination, efficient use of resources, avoiding conflicts of interest, fair competition, honesty toward customers and consumers, confidentiality of company records, protection of personal data, social benefit, and environmental responsibility.

All new employees are informed about business ethics rules during the onboarding process and receive ethics training through online platforms.

Employees can report violations via email, letter, or phone to the company's Ethics Committees, which review and resolve reported cases within one week in accordance with established procedures. From 2009 to 2021, a total of 17 violations were reported and resolved; no violations were reported between 2022 and 2024.

In 2022, the **"Violation Notification System"** was implemented in Yaşar Group's publicly traded companies (DYO Boya, Pınar Süt, Pınar Et, Pınar Su ve İçecek, Viking Kağıt, and Altın Yunus Çeşme) as well as Yaşar Birleşik Pazarlama, Çamlı Yem, Desa Enerji, Yaşar Bilgi, and Yaşar Dış Ticaret. Ethics violations can be reported through this system or via the "info" email addresses of Yaşar Holding and Group companies. Depending on the type of violation, reports are forwarded to the Yaşar Holding Central Information Security Committee, the relevant Company General Manager or Human Resources Manager, or the company's Ethics Committees. The responsible committee, board, or manager oversees the resolution process, provides guidance, and implements measures to prevent recurrence.

Across the Group, employees actively contribute to reporting **information security and ethics violations**, supported by ongoing awareness and training initiatives.



Risk Management

Increasing global uncertainties and changes have made risk management a multi-layered, dynamic, and strategic governance area. The Yaşar Group, with its companies operating in various sectors in domestic and international markets, considers risk management a fundamental element in the creation and preservation of corporate value. Risks are accurately analyzed and managed through effective strategies with the aim of ensuring sustainable growth, increasing competitive strength, and preserving company value in the long term. The Group acts with a sense of responsibility towards all its stakeholders; it integrates risk awareness into its corporate culture and maintains its corporate risk management structure with an integrated, systematic, and proactive approach. Within the framework of the Group's risk management approach, risks in its areas of activity are regularly and systematically identified, analyzed, and monitored through control measures.

Corporate Risk Management activities to be implemented in group companies are governed by regulations. The Early Detection of Risk Subcommittee, operating under the Yaşar Holding Board of Directors, determines the fundamental policies, rules, and risk management strategies for the risk management structure across the Group. Within the scope of this committee, a priority risk inventory is created under the categories of Strategic, Operational, External, Financial, and Regulatory Compliance, appropriate risk strategies are determined, necessary actions are taken, and results are monitored. The Early Detection of Risk Subcommittee met nine times in 2024.

The Risk Early Detection Committees established in publicly traded companies of the Group closely and continuously monitor the corporate risk management activities related to preparing a prioritized risk inventory under the categories of Strategic, Operational, External Resources, Financial, and Compliance with Regulations, determining appropriate strategies, taking necessary actions, and monitoring the results, and report these activities to the Board of Directors.

Regular internal audit procedures are implemented throughout the company to assess the adequacy and effectiveness of risk management and internal control systems. During the 2024 reporting period, 13 routine audits, 9 special review studies, and 30 internal control studies were carried out in the Group Companies. As a result of these audits, the employment of 13 individuals was terminated in accordance with work principles and ethical rules. Among the regularly conducted risk management titles within the Yaşar Group companies, customer safety and security, occupational health and safety, environmental and product safety are included. The management of regulatory compliance risks is carried out in accordance with sectoral legal regulations. Additionally, actions related to the implementation of action plans to control corporate information security risks at the maximum level and the monitoring of measures taken, effective management of the Group's brand and reputation risks, and activities related to the control and monitoring methods of financial and operational risks are carried out.

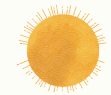
“Within the Group's risk management approach, risks in their areas of activity are identified, analyzed, and monitored in a regular and systematic manner through control.”

Within the scope of the internal control system, the practices implemented to eliminate or minimize the impact of risks that could negatively affect the achievement of the Group Companies' objectives are evaluated.

The internal control system includes the definition of standard workflows, the establishment of policies and procedures, and the creation of task descriptions and authorization levels.

The Audit Subcommittee formed by the Board of Directors of Yaşar Holding and the audit committees of publicly traded companies oversee the accounting system, the disclosure of financial information, independent audits, and the effectiveness of the internal control system. Within the scope of internal audit activities, the effectiveness of the existing risk management system of the Group Companies and the adequacy of the internal control system are evaluated, suggestions for improvement are made, and the implementation of these suggestions is closely monitored.

Yaşar Group classifies and effectively manages the risks it encounters. In 2024, a comprehensive risk inventory has begun to be established for all activities in accordance with [Turkey Sustainability Reporting Standards \(TSRS\)](#) and [International Financial Reporting Standards \(IFRS\)](#) requirements. These efforts demonstrate the Group's commitment to risk management and fulfilling sustainability objectives.



Stakeholder Dialogue

Yaşar Group defines stakeholders as individuals, institutions, and communities that are directly or indirectly affected by or have an influence on the Group’s goals, strategies, policies, and decisions. With companies operating in various sectors, the Group has a broad stakeholder network that includes employees, customers and consumers, business partners, investors and shareholders, social stakeholders, and public institutions.

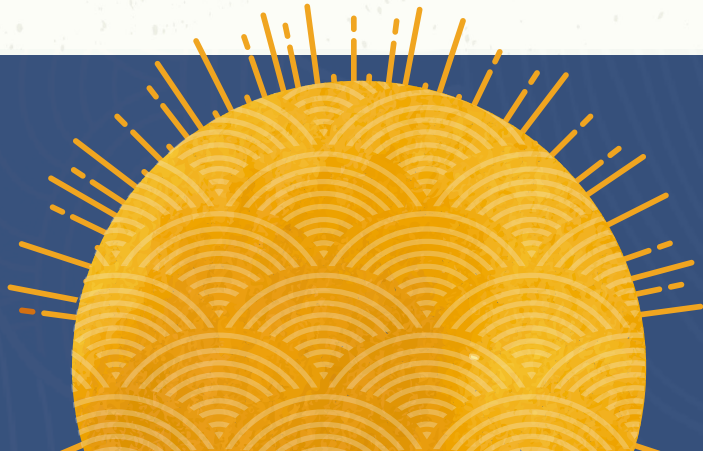
In its stakeholder communications, the Group adheres to the principles of honesty, transparency, and accountability. To manage stakeholder dialogues more effectively and systematically, stakeholders are mapped according to the company, sector, and area of influence, with communication frequency, content, and channels determined accordingly.

Guided by its approach of “caring for all stakeholders for a better life”, the Group considers stakeholder dialogue a core element in shaping and implementing its sustainability strategy. This approach makes a significant contribution to achieving sustainability targets and building strong, trustworthy relationships with stakeholders.

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), Sustainability Reports (Annual)
Consumers	Satisfaction Surveys (Continuous), Phone Calls (Continuous), Communication and Call Centers (Continuous), Websites (Continuous), Social Media Platforms (Continuous), Annual Reports (Annual-Publicly traded companies), 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-Pınar Süt/Pınar Et), CDP Water Report (Annual-Pınar Süt/Pınar Et), 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-Publicly traded companies), 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-Publicly traded companies), 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)
Unions	Collective Bargaining Agreements (Regular), Union Representation (Regular), Factory Visits (Regular), Daily Agenda Meetings (Regular)

“The Yaşar Group adopts the understanding of sustainability, "caring for all stakeholders for a better life."

”





Corporate Membership

AİLE İŞLETMELERİ DERNEĞİ (TAİDER)

ALİAĞA TİCARET ODASI

ALÜMİNYUM YÜZEY İŞLEM DERNEĞİ (AYİD)

AMBALAJLI SÜT VE SÜT ÜRÜNLERİ SANAYİCİLERİ DERNEĞİ (ASÜD)

ANKARA TİCARET BORSASI

ANKARA TİCARET ODASI

ANTALYA TİCARET BORSASI

ANTALYA TİCARET ODASI

ATIK KAĞIT VE GERİ DÖNÜŞÜMCÜLER DERNEĞİ

AYDIN SANAYİ ODASI

BATI ANADOLU SANAYİCİ VE İŞADAMLARI DERNEKLERİ FEDERASYONU
(BASİFED)

BODRUM TİCARET ODASI

BORNOVA ZİRAAT ODASI

BORSAYA KOTE ORTAKLIK YÖNETİCİLERİ DERNEĞİ (KOTEDER)

BURSA TİCARET BORSASI

BURSA TİCARET VE SANAYİ ODASI

BUTİK ZEYTİN VE ZEYTİN YAĞI ÜRETİCİLERİ DERNEĞİ

ÇEŞME TURİSTİK OTELCİLER BİRLİĞİ

ÇEVRE KORUMA VE AMBALAJ ATIKLARINI DEĞERLENDİRME VAKFI (ÇEVKO)

DENİZ TEMİZ DERNEĞİ (TURMEPA)

DENİZ TİCARET ODASI

DUBAI CHAMBER OF COMMERCE

DUBAI TURKISH BUSINESS COUNCIL

ECCA EUROPEAN COIL COATING ASSOCIATION

EGE BÖLGESİ SANAYİ ODASI

EGE BÖLGESİ SANAYİ ODASI VAKFI

EGE İHRACATÇI BİRLİKLERİ

EGE SANAYİCİLERİ VE İŞADAMLARI DERNEĞİ (ESİAD)

EGE ZEYTİN VE ZEYTİNYAĞI İHRACATÇILARI BİRLİĞİ

ESKİŞEHİR SANAYİ ODASI

ESKİŞEHİR TİCARET ODASI

ETİK VE İTİBAR DERNEĞİ

EV DIŞI TÜKETİM DERNEĞİ (ETÜDER)

GEBZE TİCARET ODASI

GIDA GÜVENLİĞİ DERNEĞİ

GLOBAL REPORTING INITIATIVE

GS1 TÜRKİYE VAKFI

ISI SU SES VE YANGIN YALITIMCILARI DERNEĞİ (İZODER)

ISPARTA TİCARET VE SANAYİ ODASI

İKTİSADİ ARAŞTIRMALAR VAKFI

İNEGÖL TİCARET VE SANAYİ ODASI

İNTERAKTİF REKLAMCILIK DERNEĞİ

İSTANBUL MADEN VE METAL İHRACATÇI BİRLİKLERİ

İSTANBUL TİCARET BORSASI

İSTANBUL TİCARET ODASI

İZMİR İLİ KIRMIZI ET ÜRETİCİLERİ BİRLİĞİ

İZMİR SU ÜRÜNLERİ YETİŞTİRİCİLERİ VE ÜRETİCİLERİ BİRLİĞİ

İZMİR TİCARET BORSASI

İZMİR TİCARET ODASI

İZMİR ZİRAAT ODASI

KAĞITHANE AYAZAĞA VADİSİ KENTSEL GELİŞTİRME DERNEĞİ

KEMALPAŞA ORGANİZE SANAYİ BÖLGESİ (KOSBI)

KOCAELİ SANAYİ ODASI

KONYA TİCARET ODASI

MANİSA ŞEHZADELER ZİRAAT ODASI

MANİSA TİCARET VE SANAYİ ODASI

MERSİN KÜLTÜR BALIKÇILARI DERNEĞİ

MİLLETLERARASI TİCARET ODASI (ICC)

MUSİKİ ESERİ SAHİPLERİ GRUBU MESLEK BİRLİĞİ

MÜYAP BAĞLANTILI HAK SAHİBİ FONOGRAM YAPIMCILARI
MESLEK BİRLİĞİ

NAZİLLİ TİCARET VE SANAYİ ODASI

OLUKLU MUKAVVA SANAYİCİLERİ DERNEĞİ (OMÜD)

ORGANİK ÜRÜN YETİŞTİRİCİLERİ VE SANAYİCİLERİ DERNEĞİ
(ORGÜDER)

SAKARYA TİCARET VE SANAYİ ODASI

SAVUNMA VE HAVACILIK SANAYİİ İMALATÇILAR DERNEĞİ

SU ÜRÜNLERİ YETİŞTİRİCİLERİ ÜRETİCİ MERKEZ BİRLİĞİ

SÜRDÜRÜLEBİLİRLİK AKADEMİSİ

ŞANLIURFA SANAYİ VE TİCARET ODASI

TOBB GLOBAL STANDARTLAR MERKEZİ

TOBB KİMYA SANAYİ MECLİSİ

TURGUTLU 1.ORGANİZE SANAYİ BÖLGESİ

TURGUTLU TİCARET VE SANAYİ ODASI

TÜRKİYE ÇEVRE EĞİTİM VAKFI

TÜRKİYE GIDA SANAYİ İŞVERENLERİ SENDİKASI (TÜGİS)

TÜRKİYE İNŞAAT MALZEMESİ SANAYİCİLERİ DERNEĞİ (İMSAD)

TÜRKİYE KALİTE DERNEĞİ (KALDER)

TÜRKİYE KİMYA, PETROL, LASTİK VE PLASTİK SANAYİ

İŞVERENLERİ SENDİKASI (KİPLAS)

TÜRKİYE KURUMSAL YÖNETİM DERNEĞİ

TÜRKİYE MUSİKİ ESERİ SAHİPLERİ MESLEK BİRLİĞİ (MESAM)

TÜRKİYE ODALAR VE BORSALAR BİRLİĞİ (TOBB)

TÜRKİYE SEYAHAT ACENTELERİ BİRLİĞİ

TÜRKİYE SÜT, ET, GIDA SANAYİCİLERİ VE ÜRETİCİLERİ BİRLİĞİ
(SETBİR)

TÜRKİYE YEM SANAYİCİLERİ BİRLİĞİ

ULUSAL GIDA TEKNOLOJİ PLATFORMU (UGTP)

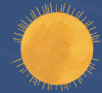
ULUSAL KIRMIZI ET KONSEYİ (UKON)

ULUSAL SÜT KONSEYİ (USK)

UN GLOBAL COMPACT (UNGC)

YENİDEN BİZ DERNEĞİ





Financial Performance and Investments

Focusing on its core business areas of food, beverage, and paint, Yaşar Group continues its sustainable and profitable growth with a market and innovation oriented approach, maintaining its growth objectives across all sectors in which it operates. Within this framework, **R&D, innovation, digital transformation, sustainability, and the development of human resources** are considered top priorities.

In 2024, steadfastly implementing its sustainable growth strategy, Yaşar Group continued to diversify its markets and enhance its transformation capacity through investment power. **The Group achieved approximately 65% growth, reaching a consolidated gross turnover of ₺54 billion.** Generating about USD 190 million in overseas revenue, the Group made **investments totaling ₺1.62 billion** in 2024.

Pinar Süt increased its net sales to ₺13.5 billion with the growth recorded in 2024. Prioritizing human health and sustainability in all its business processes, the company developed 11 new products and 26 eco friendly packaging designs as a result of innovative projects and successful initiatives. Continuing its overseas expansion, Pinar Süt exported to 37 countries, generating USD 42.8 million in revenue, and added value to the sector by launching 11 new products to the market in 2024.

Pinar Et, with a 11.9% revenue share in the total processed meat market and an 11.8% tonnage share, maintained its leadership, achieving net

sales revenue of ₺8.1 billion. Exporting to 30 countries, the Company strengthened its presence in the TRNC, Iraq, and Azerbaijan markets, and continued to grow its operations with new products developed for export markets.

Pinar Su ve İçecek remained among the top 10 companies in the bottled water market by revenue in 2024, reaching net sales of ₺1.96 billion. As a pioneering and innovative brand also preferred abroad, the company accounted for 15.1% of Turkey's total water exports. It also prioritized digitalization efforts, expanding its software development activities in 2024.

DYO Boya, with its wide product range spanning from industry to defense, achieved net sales of ₺10.7 billion in 2024. Leveraging its R&D and innovation strength, the company developed and introduced 107 new products to the market, and expanded into new international markets, strengthening its position in the sector with USD 16.8 million in exports.

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Yaşar Group reached a consolidated gross turnover of

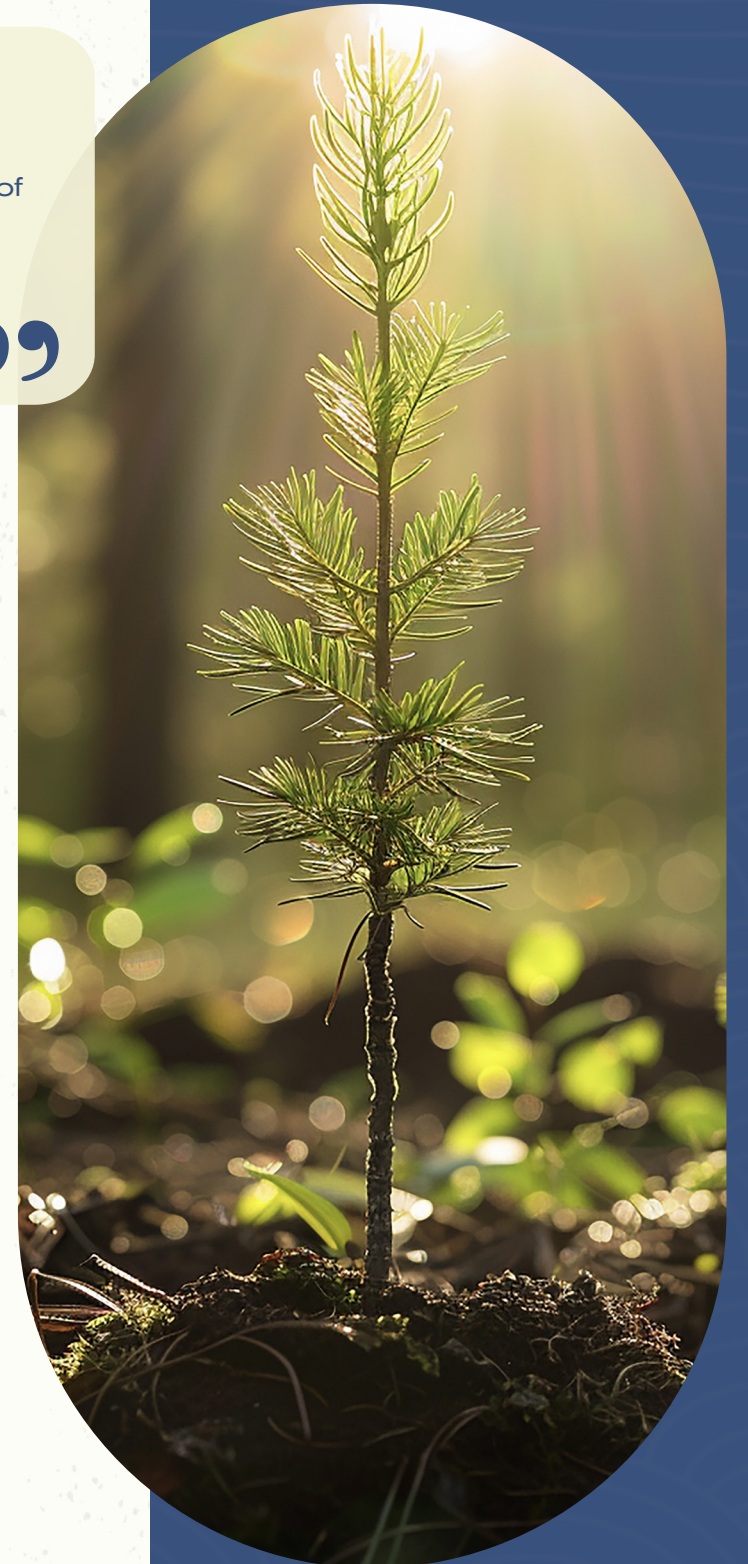
₺54billion

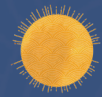
in 2024.

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Altın Yunus Çeşme, one of Turkey's leading tourism facilities, continued to offer services in 2024 aimed at achieving 100% guest satisfaction. The company reached net sales of ₺311.1 million and shaped its strategy in line with global trends, sectoral priorities, and evolving customer expectations. Keeping pace with emerging trends, Altın Yunus Çeşme introduced its training and gastronomy kitchen concept, “Cook&Social,” to guests for the first time.

Viking Kağıt exported to 37 countries in 2024, supporting circular economy practices through investments in technology and R&D. The company achieved net sales of ₺809 million and continued to reach global markets with its certified production processes and innovative product portfolio at both local and international levels.





Investments



Yaşar Group companies continue to adapt rapidly to changing consumer demands and market conditions through investments made from a sustainability perspective. In 2024, the Group made a total investment of ₺1.62 billion.

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In 2024, **Pınar Süt** invested ₺500.4 million to adapt to dynamic sector conditions and changing consumer needs. Building on the aseptic filling line investments at its İzmir and Eskişehir factories in 2023, the company launched its new generation Ultra Edge packaging in the first quarter of 2024 and focused on reducing plastic usage through lighter packaging. Investments in R&D, digitalization, and information technologies continued throughout the year.

Pınar Et, emphasizing R&D, quality, digitalization, and sustainability, implemented ₺439.4 million worth of investments in 2024. By integrating modern technologies into its production facilities, the company aimed to improve performance and

quality across all processes. It also expanded investments in PınarOnline, increasing the product range for e commerce, adding complementary products, and extending its courier network.

Pınar Su ve İçecek invested ₺111 million in 2024, continuously upgrading its infrastructure to deliver safe and innovative products. The company expanded its distribution network to better meet customer and consumer needs, while continuing year round investments in technology to enhance product and production quality.

DYO Boya accelerated its digitalization efforts in 2024 and maintained its strong growth trend with ₺167.7 million in investments, focusing on modernizing its machinery and upgrading information systems to ensure secure and uninterrupted operations. In addition, ₺141.4 million was allocated to strengthening its information systems infrastructure.

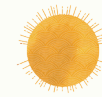
“ A total investment of **₺1,62 billion** in 2024 ”

Viking Kağıt invested ₺51.3 million in 2024, centering on efficiency and eco friendly production alongside machinery renewal. It is aimed to provide a significant increase in capacity in the production of environmentally friendly semi-finished products with the coil slitting machine commissioned in September 2024, and to meet the increasing market demand.

With the modernized production infrastructure, energy efficiency has been achieved, and with the coil cutting machine put into operation in 2024, the capacity to quickly respond to market demands has been increased. Viking Kağıt also continued wastewater treatment plant investments, adding mechanical coarse and fine screens.

Altın Yunus Çeşme invested ₺31.4 million in 2024 to enhance guest services. Prioritizing digitalization, it launched new digital infrastructure projects to improve customer experience and streamline processes.

Çamlı Yem invested in a wastewater treatment plant in Işıkkent in 2024 and brought its new facility for processing and packaging farmed fish into operation, supporting sustainable growth in the sector.



Digital Transformation

Digital transformation is a critical process in today's rapidly changing business and living environment, enhancing competitiveness while supporting efficiency and sustainability. This transformation not only strengthens technological infrastructure but also drives fundamental changes in business practices and fosters innovation.

Yaşar Group closely follows technological advancements, integrating innovative technologies into its production and operational processes. Through strategic planning and innovative projects, the Group aims to advance its digital maturity, focusing on optimizing processes and increasing added value through the effective use of digital technologies. By leveraging the opportunities offered by digital transformation, the Group seeks to establish a strong foundation for a sustainable future.

Prioritizing digital transformation, Yaşar Group companies continue to enhance efficiency by transitioning processes to digital platforms with the expertise and support of Yaşar Bilgi.

Yaşar Bilgi also leads the implementation of Project Feniks, which accelerates the Group's digital transformation. The "Digital Business Management Platform," developed by Yaşar Bilgi using cutting edge technologies and proprietary software, is actively used by both internal and external clients. Additionally, mobile applications and the Mobile Approval System (MOS) have been developed for Group employees, enabling more effective engagement with end consumers.

dijital.şirket

dijital.görseltakip

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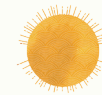
Industry 4.0 Investments

Yaşar Group supports Industry 4.0 standards, which facilitate the digitalization of production processes, increase automation, and integrate advanced technologies such as big data and cloud computing into processes. To ensure compliance and carry out operational procedures with modern technologies, it invests in advanced technology solutions such as Robotic Process Automation (RPA), which increases efficiency by automating repetitive tasks through software. These automation projects also support sustainability and innovation across many workflows, from production to the supply chain.

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Digitalization efforts carried out in food safety and traceability systems facilitate the **monitoring of all production processes** of products, thereby contributing to safe food production.

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Project Feniks:
SAP S4/HANA Cloud Transformation

Yaşar Group, which made the first move towards digitalization in Turkey by adopting the Enterprise Resource Planning (ERP) system in 1996, is accelerating its digital transformation with the "Project Feniks," a SAP S4/HANA Cloud Transformation project.

Starting with SAP's decision to invest in next-generation cloud technologies, the digitalization efforts of Project Feniks aim to enable operational activities to be carried out with new technologies and to continuously improve work processes with the goal of operational excellence.

Yaşar Group aims to implement a system that is data-driven, capable of good forecasting, and

provides clear reporting and analysis across all end-to-end processes using next-generation SAP technologies.

The project, initiated in 2023 and planned to be completed in approximately four years, focuses on transforming ERP systems and reviewing and improving all integrated components to ensure a holistic approach.

With the first phase completed in 2024, the project aims to increase customer satisfaction through faster and more accurate workflows, improve delivery times, reduce manufacturing and logistics costs, and manage risks effectively through real-time and simulated analyses and forecasts.

SAP SuccessFactors

Yaşar Group values the impact of digitalization on human resources processes and develops solutions in line with current requirements in this field. Within this scope, under the framework of the "Project Feniks" SAP S4/HANA Cloud transformation project, the transition process to the digital human resources platform SAP SuccessFactors is being carried out. This digital transformation, designed to improve the employee experience, increase satisfaction, and support work quality and efficiency, is being integrated into the Group's human resources functions.

The first phase of the project included Yaşar Holding, Pınar Süt, Pınar Et, DYO Boya, Çamlı Yem, and Yaşar Birleşik Pazarlama. This transition journey, which started in November 2023, was completed with the go-live at the end of 2024. In the second phase, the use of the SAP SuccessFactors platform is planned to be widespread across all companies of the Group.

Yaşar İDEA: Entrepreneurship and Innovation

Founded in 2023 with the aim of enhancing innovation, growth, and competitiveness while uniting all entrepreneurship and innovation activities of Group companies under one roof, the Yaşar İDEA platform announced its innovation strategy across the Group in the first quarter of 2024.

Developed with the participation of over 75 executives from Group companies, this strategy seeks to advance innovation practices within the organization and foster a culture of entrepreneurship, leading to the launch of the Yaşar İDEA Intrapreneurship Program.

Introduced through a large scale event in May 2024, the program encourages employees to develop innovative ideas and business models while experiencing entrepreneurship using Group resources. As part of its promotion, four meetings, one held online, were organized in May and June, hosted by Pınar Süt, DYO Boya, and Pınar Et, bringing together over 600 employees. The program's first term received 142 business idea submissions from 231 employees representing 12 Group companies. Seven ideas were selected for further development, and teams were formed during "Team Day" from among the applicants to bring these projects to life.

In the Acceleration Phase, launched in October 2024, 42 employees in intrapreneurship teams received 20 weeks of comprehensive training, ranging from value proposition design and

product market fit validation to competitive research and agile working methods, alongside mentorship support to develop both their personal skills and their business ideas.

In parallel with the Intrapreneurship Program, Yaşar İDEA strengthened ties with stakeholders in the entrepreneurship ecosystem, closely following developments both domestically and internationally.

In addition to participating in leading startup events held in Turkey, scouting activities have been carried out to establish collaborations with initiatives aligned with the Group strategy and focus areas. Partnerships have been developed with Uptechlabs and Wastespresso, which are focused on sustainable agriculture and waste management initiatives.

From May 22 to 25, participation was secured in the VivaTech Summit held in Paris, where startups from different sectors and their innovative technologies were examined closely.





Digital Transformation and Technological Innovations in Group Companies

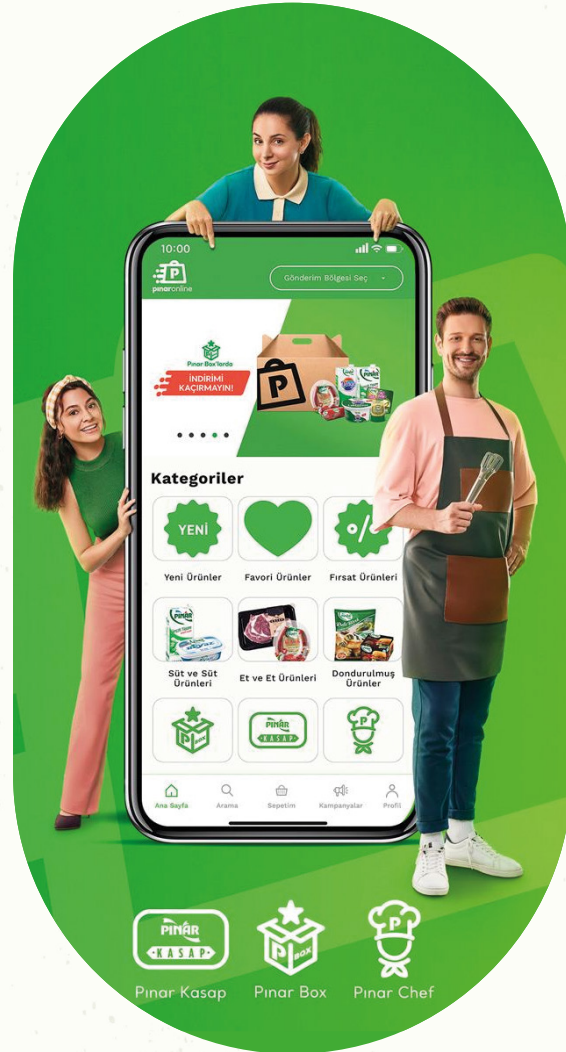
PinarOnline offers environmentally conscious solutions across all its operations, from eco friendly packaging to sustainable logistics practices.

PinarOnline aims to connect consumers directly with Pinar quality and to strengthen the bond established with consumers. Launched in 2021, PinarOnline delivers Pinar brand products to consumers through a digital platform. In addition to existing Pinar products, products and services specially developed for the PinarOnline platform contribute to Pinar's innovative vision and consumer-focused brand identity.

In 2024, the company focused its investments on expanding the variety of products available for online sale, adding complementary products to the platform, and broadening its courier delivery network.

PinarOnline achieved great success in 2024, reaching 100,000 customers and 4 million visitors. Allocating 70% of its marketing budget to digital channels, PinarOnline has continued to offer its consumers a simple, fast, and reliable shopping experience through its website and mobile app.

In 2024, PinarOnline optimized logistics processes to create a faster and more efficient distribution network, and completely customized software was developed for warehouse and transportation processes. The Company aims to further enhance innovation in the e-commerce ecosystem and improve customer experience in 2025.



In 2024, Pinar Et continued accelerating its digital transformation initiatives across all areas, from production to the supply chain, with the goal of making business processes more efficient, responding to consumer expectations more quickly, and strengthening its market leadership.

Pinar Et maintained its investment in SAP's next generation cloud technologies, working toward establishing an end to end, data driven structure capable of accurate forecasting, real time reporting, and in depth analysis. With the implementation of Project Feniks, Pinar Et aims to increase sustainability, efficiency, speed, and agility in corporate processes, ensuring that all improvements have a direct positive impact on employee, supplier, and customer satisfaction.

Pinar Et has been investing in advanced technologies since 2016 to comply with Industry 4.0, developing automation projects using Robotic Process Automation (RPA) technology, and continuing efforts to digitize the traceability system, which is a necessity for safe food production.

In alignment with Industry 4.0, the Company invests in advanced technologies and

As part of its digitalization efforts, Pinar Süt aims to carry out operational activities with new technologies, standardize work processes, and improve efficiency.

develops automation projects using Robotic Process Automation (RPA) technology. Digitalization initiatives also continue within its traceability system, which is an essential requirement for safe food production.

Since accelerating its digitalization process in 2020 with robotic process automation, Pinar Süt has been integrating the latest technological developments into its operations and expanding the use of artificial intelligence. In 2024, at its factories in İzmir, Eskişehir, and Şanlıurfa, the company used robotic technologies to handle the commercial quotation process for a total of 17,080 technical materials from approved suppliers. In addition to the quotation request process, Pinar Süt has developed and benefited from other systems through robotic technologies, including the Open Order Tracking System, Corrective Action Tracking System (DÖF), Visual Tracking System, Supplier Payment Tracking System, and Import Tracking Processes.



In 2024, **Pınar Su ve İçecek** continued carrying out its operational activities with new technologies as part of its digitalization initiatives. In line with Industry 4.0 compliance and investments in advanced technologies, the Company has implemented Robotic Process Automation (RPA) technology, furthering its digitalization efforts within its traceability system, a key requirement for safe food production.

The Company has started to offer consumers a better shopping experience through improvements in the "Yaşam Pınarım" mobile application in 2024. Throughout the year, various benefits were provided to consumers through collaborations with approximately 50 brands from different sectors.

By introducing a digital order distance control system, the Company began monitoring the distance of deliveries to customer locations digitally, aiming to improve operational efficiency.

At **DYO Boya**, the newly developed "Digital Company System," designed to track sales, inventory, and order data at dealerships, was launched in two Casati and four DYO dealerships in 2024.

DYO Boya has continued its digital transformation efforts throughout the year. Within this scope; the advancement of the **SAP S4/HANA Cloud Transition Project**, the renewal of the ERP system, the completion of the **Digital Maturity Level Measurement** study, the preparation of a 5-year strategic plan, and the management of the process to obtain the **Digital Transformation Center** title, the digitization of the Visitor and Personnel Management process, and the implementation of artificial intelligence-based workplace health and safety and security software to monitor ISG violations have been carried out.

Çamlı Yem produces cattle feed, poultry feed, and specialized and functional feed at its state-of-the-art cattle and poultry feed factory, one of Europe's largest facilities, utilizing an automation system designed in line with Industry 4.0 principles. This system ensures full traceability, effective feed hygiene, and low energy consumption.

At the Turgutlu Feed Factory, where high technology and modern feed production are combined, all processes from raw material procurement to the final product can be transparently monitored through the automation system.

In 2024, **Desa Enerji** enhanced its digitalization efforts by upgrading the system that records electricity production and consumption data following a switchyard revision. This update allowed for more detailed tracking of all electricity exchange units. Daily electricity production monitoring was automated, saving time and improving intervention efficiency. The company also continued its work on the Digitalization of Plant Production & Consumption Values and efficiency measurement initiatives.

Yaşar Birleşik Pazarlama (YBP) maintained its leadership in sales and distribution services in Turkey with a customer focused business model, offering professional cooperation models to various brands as part of its strategy to expand its commercial product portfolio.

Through its B2B e commerce project, YBP aimed to reach existing customers more quickly and securely, allowing them to place orders online or via mobile applications 24/7. The Qlik Sense Business Intelligence application was introduced as a decision support system with user friendly interfaces that summarize performance metrics such as sales, returns, discounts, and profitability to guide strategic

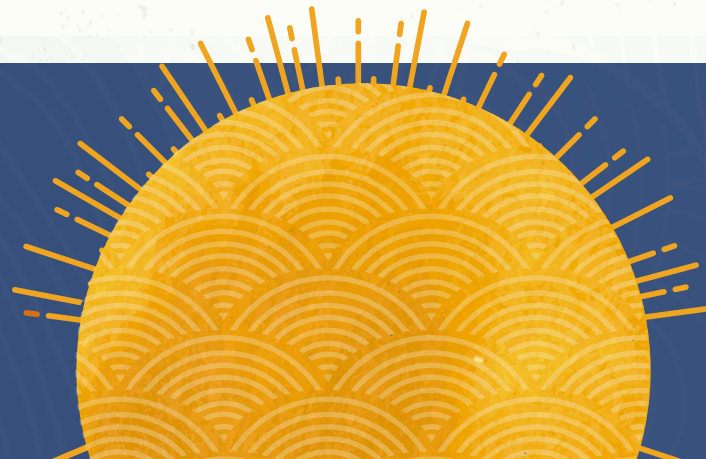
decision making. Additionally, YBP launched the YBP WEBLINK platform to provide quick access to all internal internet applications and documents.

With the "SAP EWM (Extended Warehouse Management) Project," YBP seeks to improve the efficiency and effectiveness of warehouse operations while collaborating with producers, dealers, and customers to prevent waste.

Altın Yunus Çeşme has continued to enhance its operational efficiency and guest satisfaction through digitalization processes in 2024, prioritizing mobile applications and online service platforms for its business collaborations.

With new digital infrastructure projects implemented to improve the customer experience, every step from reservation processes to the stay experience has been made faster and more user-friendly.

Altın Yunus Çeşme has continued to offer the "Work Inn" service for guests who can work independently from the office, in response to the recent popular trends of remote or hybrid working models in the digitalized world.



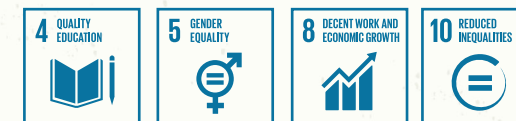
“ Yaşar Group adopts an approach that values digitalization in its operational activities carried out in accordance with Industry 4.0 principles. ”

caring for employees

Nature contributes to every living being that participates in its cycle with a "good care."
This is fundamental to nature's ability to sustain its own cycle; a selfless harmony,
a capacity for balance, and a safe space for development.

It never rushes any living thing. It knows when a seed will sprout
and when a butterfly should emerge from its cocoon...
It opens up space for growth with patience.

Every living being contributes to another's life cycle.



a selfless harmony, a capacity for balance, and
a safe area for development...

- > Human Resources Approach
 - > Equal Opportunity and Prevention of Discrimination
 - > Gender Equality and Women's Empowerment
 - > 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



Human Resources Approach

The human resources that Yaşar Group considers its most valuable asset, providing a fair and equitable working environment for its employees; **not only is operational success its foundation, but also long-term institutional transformation and social impact.**

The Yaşar Group, which embraces universal human rights principles, supports diversity, creativity, productivity, and inclusivity in its human resources policy. The Group reflects its sensitivity to issues such as gender equality and combating discrimination in its human resources practices; it operates **with a transparent approach to work that respects social, political, and cultural values and complies with laws and business ethics rules.**

Yaşar Group fosters a safe and growth oriented work culture where every individual can realize their potential freely. With an employment structure encompassing different age groups, experience levels, and life circumstances, the Group has built a multi voiced, innovative, and dynamic corporate structure. Its HR policies are shaped by the principles of equality, access to opportunity, participation, and ethical governance.

A human centered approach, innovative thinking, scientific principles, and social responsibility form the foundation of HR policy, which aims to enhance employees' skills and enrich corporate culture with creativity, innovation, and scientific values.

Yaşar Group strives to attract qualified talent, strengthen employee loyalty, and support their development, placing importance on fairness, diversity, and inclusivity in HR processes. This approach extends beyond recruitment or training, prioritizing strategic areas such as employee engagement, career development, and inclusive leadership. From integrating young talent into the organization to empowering female leadership and fostering a safe workplace, every aspect reflects the Group's commitment to its **"caring for all stakeholders"** philosophy through a people oriented approach.

Prioritizing both personal and professional development, the Group's HR Policy and Strategy are shaped by the principles of **"Science-Unity-Success"**, favoring the recruitment of talented, responsible, dedicated, curious, collaborative, and results driven individuals who embrace participatory management.

Adopting an ethical and honest management approach, Yaşar Group, within the framework of the United Nations SDG 8 – Decent Work and Economic Growth, provides all employees with fair and equal opportunities in human resources processes such as recruitment, remuneration, performance evaluation, promotion, assignment, training, and development.

The Group strictly prohibits child labor and forced labor, prioritizes the empowerment of female employees, and ensures appropriate and safe working conditions for all.

Unionized employees have been present at DYO Boya since 1985, Pınar Süt since 1974, and Pınar Et since 1985.

Safe and healthy working environments are maintained for all employees, and occupational health and safety practices are carried out meticulously under the "Caring For Employees" principle. Regular training sessions are provided, and processes are continuously monitored to prevent workplace accidents and occupational diseases.

“From facilitating the integration of young talents into the organization to strengthening female leadership and fostering a safe workplace environment, every element reflects Yaşar Group’s commitment to implementing its **“caring for all stakeholders”** philosophy through a people centric approach.

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Equal Opportunity and Prevention of Discrimination

Yaşar Group provides all employees with a fair and equitable working environment and implements a zero tolerance policy on discrimination. In recruitment processes, open positions are announced on the company's official career page and partner career platforms, along with the relevant application criteria. In 2025, the platform was renewed in line with the principles of equal opportunity and accessibility.

Job applications are evaluated based on transparent criteria, with selection made solely on qualifications. The competencies required for each position are clearly defined to ensure objectivity in candidate selection.

No gender based discrimination is practiced in compensation or career development processes. Throughout 2024, no reports of equal opportunity violations or discrimination were received within the Group, clearly demonstrating the effectiveness of these policies and the trust they foster among employees.

Yaşar Group

Percentage of female employees:

20.7%

Percentage of women in management positions:

28.2%

Percentage of women among employees with an engineering title:

49.2%

Percentage of women working in the R&D department:

44.7%

Gender Equality and Women's Empowerment

Recognizing gender equality as an essential element of social development and committed to providing a fair, safe, and equal opportunity work environment for all employees, Yaşar Group signed the "UN Women's Empowerment Principles CEO Statement of Support" in 2012. The Group has also participated in the "Equality at Work Platform", initiated by the World Economic Forum and led by the Ministry of Family and Social Policies, as well as the "Women's Empowerment Working Group" established by the Global Compact Turkey Board of Directors.

In alignment with the [United Nations Sustainable Development Goal 5 – Gender Equality](#), the Group implements various projects to increase women's participation in the workforce and promote their empowerment across all sectors. By integrating this approach into human resources policies, governance processes, decision making mechanisms, and organizational behavior, the Group has achieved growth in women's employment, including an increase in the number of female managers aged 30–50 and over 50.

In 2024, women represented 20.7% of all employees and 28.2% of management positions, with female engineers comprising 49.2% and women in R&D departments making up 44.7%.

The percentage of women employees across Yaşar Group companies was 41.5% at Yaşar Bilgi, 16.8% at YBP, 35.6% at Viking Kağıt, 13.8% at Desa Enerji, 31.9% at Altın Yunus Çeşme, 17.5% at DYO Boya, 12.2% at Çamlı, 29% at Pınar Su ve İçecek, 23.6% at Pınar Et, and 18.8% at Pınar Süt.

To ensure women can continue their careers without interruption, the Group has introduced numerous supportive measures, including educational programs for expectant and new mothers and transparent, accessible information on related rights. These initiatives have led to higher return to work rates, career continuity, and stronger long term institutional commitment, with a post maternity return rate of 96% in 2024. By viewing parenthood as a natural part of working life, the Group supports work life balance and career sustainability.

Embracing the philosophy "We have a promise to the future for the empowerment of women" Yaşar Group has, since 2017, provided scholarships to female students every March 8 in honor of all women employees, contributing to girls' education while supporting the professional and personal development of women both within the company and across its supply chain.



The Yaşar Group considers equal access to knowledge, skill development, and corporate learning opportunities for employees to be a fundamental right and priority. Its education policies aim not only to increase competence but also to provide a fair, inclusive, and gender-balanced development environment for all employees.

The Eşit Yaşar'ız, Gender Equality Working Groups, which work to raise awareness about gender equality within the Group's companies and contribute to the Group's goals through various training and communication activities, carry out a wide range of activities, from awareness-raising training to internal communication campaigns, policy evaluations, and monitoring activities.

Number of Employees by Employee Category and Gender

2024	White-Collar	Blue-Collar
Women	850	338
Men	2,152	2,407
Total	3,002	2,745

Employee Ratio by Employee Category and Gender

2024	White-Collar	Blue-Collar
Women	14.8%	5.9%
Men	37.4%	41.9%

Target Gender Equality Program

As one of the first signatories in Turkey of the United Nations Women's Empowerment Principles (WEPs) CEO Statement of Support, Yaşar Group reaffirmed its commitment to gender equality by participating for the second time in the Target Gender Equality Program, implemented by the UN Global Compact. This program invites the business community to set corporate targets for women's leadership and take action to achieve them. It provides companies at various stages of their gender equality journey with the knowledge and skills needed to set goals and develop action plans.

Through participation, Yaşar Holding representatives have the opportunity to assess and benchmark the Group's current gender equality performance, establish networks with leading individuals and institutions in the field, and engage in learning platforms that support the creation of action plans for achieving the set targets. The knowledge and experience gained during the program are implemented within the Group to strengthen and maintain its determination to develop an inclusive and strong leadership approach that supports gender equality.

Viking Kağıt values the personal development of its employees and, with the belief that cultural progress is possible through individual awareness, continued to raise awareness among its staff in 2024 with training programs on "Gender Equality." The company is also working on creating the "Viking Kağıt Gender Inequality Glossary."

Pınar Süt continues to support its employees' rights through the publication of its Combating Domestic Violence Guide.

Yaşar Birleşik Pazarlama, under the leadership of the Eşit Yaşar'ız Committee leader and with the voluntary contributions of Committee members, launched the "Ortak Değerimiz İnsan Project" to promote gender equality awareness. This project, delivered through an online training platform and in person sessions in primary schools, has increased awareness among both company employees and children.

To support the development of children and young people in sports, arts, science technology, and education; to ensure equal access to opportunities where needed; to help them enter professional life equipped with the necessary skills; to encourage a love of sports; and to promote healthy living, the Yanal Foundation organized the "Vefa Awards" on October 10, 2024, at Bahçeşehir University in Beşiktaş.

At the ceremony where civil society and private sector organizations, as well as social enterprises and corporate professionals, were recognized in 20 different categories, the leader of the Yaşar Birleşik Pazarlama Gender Equality Working Group was awarded the "Inspiring Professional" prize. This recognition was granted for the "Ortak Değerimiz İnsan" education project carried out by the YBP Gender Equality Committee as part of its corporate social responsibility efforts, along with the donation of books, the establishment of libraries, and the delivery of educational activities in disadvantaged schools in İzmir, İstanbul, and Kahramanmaraş. The Yaşar Birleşik Pazarlama Gender Equality Committee also implemented the "Emanet" education project, reaching 450 young people through five different training sessions organized at the İzmir Juvenile Detention Center. As part of the project, participating youth received board games, books, and hygiene supplies as gifts.



“ We have a promise to the future for the empowerment of women. ”



Decent Working Conditions and Legal Compliance

Work and Labor

Yaşar Group embraces the philosophy of placing the “the right person for the right job” while attracting highly skilled professionals with advanced knowledge, creative thinking, and strong commitment to their work. By fostering a fair and equitable work environment that offers equal opportunities to all employees, the Group aims to enhance team spirit through a management approach that supports employee well being and career development.

Child Employment

In Turkey, child labor is regulated under the Labor Law No. 4857. According to the law, employing children under the age of 15 is generally prohibited; however, children who are at least 14 years old and have completed compulsory primary education may be employed in light work that does not hinder their physical, mental, social, and moral development and does not interfere with their education. In addition, children under 14 years of age may only work in the fields of art, culture, and advertising with special permission and a written contract.

Yaşar Group companies have adopted a zero tolerance policy against child labor and are committed to not employing individuals under the age of 18. In this way, they aim to completely

prevent child labor and support the healthy development of young people. This approach is also reflected in their supply chain, forming an employment structure that respects human rights and is open to inspection. Forced labor and exploitation are categorically rejected, and working conditions are shaped in accordance with national and international regulations.

Forced Labor and Drudgery

The work schedule of all companies within Yaşar Group, including official and public holidays as well as weekly rest days, is communicated to employees in advance. When necessary, due to changes in business conditions that may require increased production, any need for additional work is mutually agreed upon with the employee, and such work is carried out and compensated in accordance with relevant legal regulations.

For employees, job descriptions are created and shared with them during the hiring phase. These descriptions are also stored in shared systems in accordance with ISO 9001 standards.

In 2024, there were no incidents of forced labor or compulsory work reported within Yaşar Group.

Approach to Union Rights and Collective Bargaining Agreements

In Yaşar Group companies, indefinite term employment contracts are concluded in accordance with the Labor Law No. 4857. For the employees of contractors and subcontractors working with the Group, full compliance with all legal rights and obligations, adherence to business ethics, and full respect for human rights are considered prerequisites. This approach is part of a comprehensive human rights policy that covers not only internal processes but also the entire value chain.

Within the scope of sustainably supporting social dialogue, collective bargaining agreements are carried out at the workplace and enterprise level with the Petrol-İş Union at DYO Paint, and with the Tek Gıda İş Union at Pınar Süt and Pınar Et, regulating employees’ union rights.

As leading companies in their respective sectors, Yaşar Group companies act with the same sense of responsibility in protecting and improving employee rights. The companies have also taken a pioneering role in safeguarding employees’ rights to unionize and engage in collective bargaining.

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

	Pınar Et		Pınar Süt		DYO Boya	
	Women	Men	Women	Men	Women	Men
2022	12.2%	60%	5.9%	49%	0.6%	47.6%
2023	12.1%	55.7%	9.0%	68.7%	0.5%	44.7%
2024	12.8%	56.9%	6.7%	55.5%	0.4%	57.2%



Remuneration Policies and Practices

At Yaşar Group, remuneration policies are developed in alignment with the company's economic, social, and environmental sustainability objectives. Within a transparent and principled framework, various compensation methods—such as fixed and variable salaries and social benefits—are applied for all levels of employees, including senior management and board members.

In the Group companies, employee salaries are determined based on the recommendation of the Human Resources department and the approval of the General Manager, while the salaries of unionized employees are regulated under Collective Labor Agreements. General salary increase rates are decided by the Board of Directors. In accordance with the Group's principles and policies, detailed information on salary increase rates and other related data is not disclosed publicly.

To protect employees' living standards, the Group may implement periodic salary adjustments in addition to annual salary increases, taking into account inflation and economic developments.



At Yaşar Group, compensation policies are designed in line with the principles of [fairness](#), [transparency](#), and [competitiveness in market conditions](#). Salaries determined for each position are based on objective criteria such as the role undertaken by the employee, their competencies, level of responsibility, and job performance. Sectoral and regional salary surveys are also taken into account during this process.

The coordination of sustainability activities within Yaşar Group is carried out by the Sustainability Committee, established at the governance level and led by the CEO. The effectiveness and outputs of the Committee are evaluated by the CEO's office and, when necessary, guided with strategic updates.

Recruitment

With a human resources policy built on the principles of "Science-Unity-Success," Yaşar Group bases its recruitment processes on objective criteria such as knowledge, skills, and experience. During recruitment, candidates' knowledge, abilities, and competencies are assessed to ensure placement in positions that match their qualifications. The companies' goal is to include highly competent, development oriented, team oriented individuals who embrace participatory management and are focused on success in their workforce. Open positions are announced through the career portal on Yaşar Holding's corporate website as well as on partner career platforms, and applications are collected via these digital channels.

Yaşar Group approaches recruitment not only as a technical activity to meet position needs but also as a fundamental component of long term talent management. Accordingly, recruitment policies are built on [a fair, equal opportunity, objective, and inclusive system](#) in which every individual's knowledge, skills, and potential are assessed equitably.

In addition to technical qualifications, qualities such as teamwork orientation, willingness to learn, ethical conduct, and alignment with the corporate vision are also considered. This approach aims not only to select candidates suitable for the position but also to bring individuals into the organization who can contribute to the corporate culture.

After the initial evaluation by the Human Resources department, suitable candidates proceed to interviews conducted by relevant department managers, followed by competency based tests and reference checks. Candidates deemed suitable for the position receive job offers, while unsuccessful applicants are provided feedback through the career portal or via email and/or phone.

“

Built on the principles of

Science, Unity, and Success,

the human resources policy is based on objective criteria such as knowledge, skills, and experience in recruitment processes.

”



Orientation and Corporate Integration

Following the completion of the recruitment process, new employees are informed about company regulations that include current employee policies and practices. To help new hires adapt more quickly to their roles, teams, and corporate culture, Yaşar Group offers a structured orientation process across all companies.

Developed in line with the needs identified by working groups and feedback received, the [Step Up program](#) provides a systematic integration process covering the employee's first six months. Feedback, communication, and collaboration form the main focus areas during this period.

Through this program, new employees gain awareness not only of their job descriptions but also of Yaşar Group's ethical approach, values, and sustainable business practices. Among the best practices implemented to support new employees is the "Yudi" initiative, in which experienced team members accompany newcomers, making it easier for them to adapt to the corporate culture.



“

**From the very first step:
a journey of process
driven adaptation,
empowered by
knowledge.**

”

Digital Transformation of Human Resources Processes

Yaşar Group places great importance on the impact of digitalization in human resources processes on business operations and develops solutions aligned with the requirements of the modern era.

In this context, as part of "Project Feniks", the transition process to SAP SuccessFactors, a digital human resources platform, has been carried out alongside the SAP S/4HANA Cloud transformation project. This digital transformation, which aims to improve employee experience, enhance satisfaction, and support the quality and efficiency of business processes, is being integrated into the Group's human resources functions.

In the first phase of the project, Yaşar Holding, Pınar Süt, Pınar Et, DYO Boya, Çamlı Yem, and Yaşar Birleşik Pazarlama participated in the process. Initiated in November 2023, this transformation journey was completed at the end of 2024 with the transition to the live system. In the second phase, the goal is to expand the SAP SuccessFactors platform across all companies within the Group, thereby ensuring that human resources processes become more integrated, transparent, and employee oriented.

This transformation process is not limited to system enhancements; it is evolving into a structure that increases employee engagement, strengthens measurability, and supports a human centered approach through digital tools. The Group wide goal is to consistently deploy digital HR solutions across all companies, improve workforce productivity, and make strategic human management more data driven. As of 2024, significant progress has been made in digital HR practices in many companies through both platform transitions and content improvements.



Employee Development and Talent Management

At Yaşar Group, one of the key priorities of the human resources strategy is to unlock employees' potential and align individual development with corporate goals. Position specific competency definitions, personalized development plans, career paths, and clearly defined performance targets have a direct and positive impact on performance.

Performance evaluation processes are carried out with a goal based and competency oriented approach, identifying employees' areas for improvement through this process. The aim is not only to enhance competencies but also to equip employees with forward looking skills such as leadership, creativity, and collaboration. Development objectives are defined at the company level and detailed separately for blue collar and white collar employees.

While contributing to the development of employees' behavioral competencies, Yaşar Group also supports their professional growth through technical training. Training programs are designed to increase the knowledge and skills needed to achieve both individual and corporate goals.

In 2024, a total of 63,870 hours of training were delivered in areas such as occupational health and safety, information security, ethics, regulatory compliance, environment and sustainability, personal development, ISO standards, orientation, management skills, and technical expertise.

“

A total of 63,870 hours of training delivered in 2024.

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The Group offers both online and in person training opportunities, making learning more accessible. With the support of digital learning systems, employees can continue their personal development independently of time and place, strengthening the culture of continuous learning across the organization. Through digitalization steps, development processes have become more transparent, trackable, and measurable.

In 2024, anti bribery and anti corruption training was added to the online platform alongside ethics training.

In environmental training, 1,914 employees received a total of 2,869 hours of instruction, while 934 employees received 1,593 hours of sustainability training. The training topics covered environmental legislation, zero waste practices, environmental management systems, and sustainable development.

At Yaşar Group, unlocking employees' potential and aligning individual development with corporate goals are among the top priorities of the human resources strategy.

Believing that sustainable corporate development must be supported by cultural transformation, Yaşar Group launched its **Cultural Transformation Project** in 2023. Designed to create an inclusive corporate culture that appeals to different generations and adapts to changing global conditions, this project is a long term program aimed at initiating change by examining corporate culture from both internal and external perspectives. Within this people and culture focused project, one on one interviews with managers and employees, insight workshops, and surveys have been conducted to define the process structure that will carry the Group into the future. In line with these findings, communication and implementation activities aimed at embedding the ideal corporate culture are being carried out across the organization.

As part of the project, 31 managers participated in one on one interviews, 23 workshops were held with the participation of 421 employees, and a culture survey was conducted with the involvement of 1,313 individuals.



Yaşar HR Academy has evolved into a platform that supports employee development in a multifaceted manner. In addition, through the **Youth Class (Project Assistant)** program, which aims to facilitate young talents' adaptation to professional life, university students and recent graduates have been given the opportunity to engage with corporate life at an early stage, learn, and contribute to the organization.

Believing that sustainable growth requires not only operational progress but also a transformation based on human capital and knowledge, Yaşar Group regards all its employees as part of its continuous development vision. Within this framework, its human resources policies are designed to be supported by training and development activities that unlock individual potential.



In 2024, **DYO Boya** recorded a total of 25,000 hours of training. To contribute to the development of its external stakeholders, DYO Boya has implemented an integrated training model for external stakeholders under the umbrella of DYO Academy.

Pınar Süt organized a total of 20,951 hours of training for its employees in 2024, resulting in an average of 16.5 training hours per employee. In line with its core business policies and strategies, **Pınar Et** continued its classroom based training programs in 2024 and delivered online training sessions via its digital platform. Over the course of the year, the company provided a total of 9,905 hours of training.

To enhance employees' professional expertise and enable them to obtain a mastership certificate upon completion, the company continued its Mastership Compensation Program (MESEM project). During the 2023–2024 period, 280 employees successfully obtained their mastership certificates.

Pınar Su ve İçecek organized a total of 3,244 hours of training in 2024, with an average of 10.3 training hours per employee. That year, technical and personal development trainings were prioritized.

Total Training Hours by Employee Category and Gender

2024	White-Collar	Blue-Collar	Total
Women	11,684	3,858	15,542
Men	18,276	30,052	48,328

Viking Kağıt provided its employees with a total of 2,938 hours of training throughout the year in the areas of human resources, occupational safety, personal development, and professional training.

Yaşar Birleşik Pazarlama organized a total of 5,671 hours of training aimed at improving employee skills and development, primarily in occupational health and safety.

Çamlı Yem conducted a total of 6,652 hours of training, including environmental awareness and occupational health and safety training, to promote conscious and sustainable working practices.

Desa Enerji supported the professional development of its employees with a total of 1,320 hours of training in 2024.

Altın Yunus Çeşme provided an average of 16.35 hours of training per employee and a total of 2,600 hours of training in 2024 to employees according to their positions, using the training infrastructure developed on the digital platform.

Yaşar Bilgi organized a total of 1,038 hours of training for its employees in 2024.

Average Hours of Training by Employee Category and Gender

2024	White-Collar	Blue-Collar
Women	13.7	11.4
Men	8.5	12.5

Employee Volunteering and Social Projects

Within Yaşar Group, efforts have been initiated to structure volunteering activities into a more systematic and sustainable framework. In this regard, steps have been taken to create a volunteering strategy aligned with the Group's values and to prepare a volunteering handbook to support this strategy, with drafts already prepared.

The aim is to implement a volunteering model that encourages employee contributions to society, facilitates participation, and enhances impact.

Based on natural disasters, social needs, and other requirements, **"Employee Volunteer"** groups are periodically formed to carry out various support activities.

Projects supported by volunteer employees include organizing and distributing aid to those affected by disasters, providing stationery and books to students in need, and organizing events such as cleaning local parks and beaches.

Labor Practices and Complaint Mechanisms

At Yaşar Group, the goal is to create a healthy and safe working environment for employees. Human resources policies are reviewed regularly and updated in line with contemporary requirements. Employees' opinions are valued, and suggestions and feedback are carefully evaluated.

The Group prioritizes adopting approaches that are in line with national and international labor standards, implementing human resources policies that support diversity and inclusion, and establishing mechanisms through which employees can safely report unethical situations.

In accordance with the Capital Markets Board's Communiqué on Information Systems (VII 128.9), Personal Data Protection Law (KVKK) regulations, and the **ISO 27001 standard**, the **"Information Security Breach Reporting System (İBS)"** was launched on April 25, 2022, in Yaşar Group's publicly traded companies: DYO Boya, Pınar Et, Pınar Süt, Pınar Su v e İçecek, Viking Kağıt, and Altın Yunus Çeşme.

This system allows employees and stakeholders to securely report risks related to information security, personal data breaches, and ethics. Notifications are shared, depending on the type of violation, with the Yaşar Holding Information Security Committee, the relevant company's General Manager/Human Resources Manager, and the company's Ethics Committee.



The Yaşar Group Code of Business Ethics guide was updated in 2019. Reports of ethical violations can be made via email, written notifications, or the ethics hotline. Based on the reports received by the Ethics Committee, investigations are carried out.

DYO Boya operates in compliance with the Yaşar Group Code of Business Ethics. In line with ethical principles, the company ensures that all communication channels with internal and external stakeholders are used effectively to operate its request and complaint mechanisms.

Pinar Et has established confidentiality based mechanisms to receive feedback from employees about working conditions. Suggestion and opinion boxes, accessible to everyone, are placed at designated points within the company.

Caring about social compliance, valuing its employees, and regularly assessing workplace conditions to ensure good working standards, Pinar Et has completed the necessary preparations for SEDEX certification and successfully passed its audit.

At Pinar Süt, the “Employee Opinions Collection and Evaluation – Employee Participation Procedure” outlines the process for gathering, evaluating, and resolving feedback, suggestions, and requests from employees, interns, and subcontractor employees, as well as determining the steps to be taken.

Under the “Open Door Day” practice, employees who wish to meet have one on one sessions with the workplace psychologist in the Employee Support Center room. Issues discussed are recorded in the feedback/suggestion/request table with the HR specialist’s approval. After action plans are created and deadlines are set, feedback is provided to the employee via phone, email, or face to face meetings by the workplace psychologist.

Within the Employee Support Center framework, the Pinar Süt Domestic Violence Prevention Guide has been implemented. This guide covers the steps, tools, methods, and best practices needed to develop policies and procedures to minimize the impact of domestic violence on work, the workplace, and employees.

The Pinar Süt Support Program for employees who report experiencing violence is also included in the guide. All Employee Support Center activities are carried out with confidentiality, prioritizing employee belonging, safety, motivation, and well being. The General Manager holds face to face meetings with employees at all levels every six months to gather opinions and suggestions. The reported feedback is evaluated with the HR department manager, and actions are taken with relevant departments as needed.

At Pinar Su ve İçecek, communication (notification) boxes and stations have been set up at all locations to allow employees to submit their requests, demands, and suggestions; report hazards or potential hazards related to work and product safety; and share feedback regarding employee satisfaction. Notifications are evaluated in accordance with the relevant procedure.

In 2024, resolved notifications and implemented improvements included employee shuttle and cafeteria services, workwear, HR mobile application, infrastructure enhancement suggestions, and forklift safety measures.

At Altın Yunus Çeşme, the Ethics Committee Notification Line and a dedicated email address are available for employees to share opinions and feedback. System information is posted on bulletin boards to ensure easy access for employees.

At Çamlı Yem, alongside the Ethics Committee, suggestion/demand/complaint boxes are located in the headquarters and all facilities to allow employees to express their requests and suggestions.

“Employees’ opinions are valued, and suggestions and feedback are carefully evaluated.”



Occupational Health and Safety

Yaşar Group regards its human resources as one of its most valuable assets, prioritizing the protection of employees' health and ensuring workplace safety. In order to maintain occupational health and safety (OHS) in the work environment and to prevent work related injuries and occupational diseases, risk analysis, risk prevention, and mitigation efforts are carried out meticulously. In compliance with the [Occupational Health and Safety Law No. 6331 and related regulations](#), the [ISO 45001 Occupational Health and Safety Management System](#) has been fully integrated into all working principles and activities.

Within Yaşar Group, under the framework of the OHS Policy, OHS specialists are employed in compliance with national and international regulations. OHS Committees monitor OHS performance on a monthly basis and report to the Boards of Directors. In companies with more than 50 subcontractor employees, subcontractor firms also have their own OHS Committees. OHS Committees and units conduct detailed accident and risk analyses to prevent work accidents and injuries, identify the most common types of injuries, and take necessary precautions accordingly.

At [Pınar Et](#), in order to carry out occupational health and safety activities effectively, the OHS Committee, established with the participation of all process managers, continued its work in 2024. Aiming for "Zero Work Accidents," the company took all necessary precautions and improved its existing system through OHS Committee meetings that included employee feedback. In 2024, a total of 4,410 hours of OHS training was provided.

[Pınar Süt](#) continues its efforts to create a safe working environment for its employees. In 2024, the company provided a total of 11,263 hours of OHS training.

At the Pınar Süt İzmir factory, worn out roofs in the shipment area that leaked water and posed a safety hazard were replaced. In the Pınar Süt Eskişehir factory, "[horizontal roof lifeline systems](#)" were installed in closed roof areas where work on roofs was planned for 2024, aiming to ensure safer working conditions and reduce accident risks. At the Pınar Süt Şanlıurfa factory, the use of suggestion/complaint and "near miss" reporting boxes was promoted, especially by providing written feedback to personnel, thereby increasing active employee participation in OHS processes.

[DYO Boya](#) maintained its momentum in 2024 in implementing occupational health and safety measures within the scope of the Regulation on the [Prevention and Mitigation of Major Industrial Accidents \(SEVESO\)](#). The company formed a large team of experts from different positions within the facility to prepare the Major Accident Prevention Policy, Safety Report, and Emergency Plans, completing preparations for the following year's actions. Additionally, AI based OHS software was used to track OHS violations. In 2024, DYO Boya delivered a total of 12,155 hours of OHS training.



“The Yaşar Group prioritizes protecting the health of its employees and ensuring workplace safety.”

[Viking Kağıt](#) continues to implement an occupational health and safety culture and a safe management model within its business processes. In line with its operational excellence principles, the company organized a practical and effective training program for its OPEX TEAM, which it established for continuous improvement. Awareness activities on occupational health and safety were carried out for all employees through informative videos and animations.

For visitors, subcontractors, or employees of service providers entering the factory premises, a Digital OHS and Awareness Training program was launched. The company also implemented OHS focused Applications and Strategic Training Programs, introducing Lockout Tagout systems to control hazardous energy.

[Altın Yunus Çeşme](#) shared its Occupational Health and Safety Policy with all employees and continues to organize regular training sessions to raise awareness and inform employees about occupational health and safety matters.

Total Training Hours within OHS		Total Number of Employees		Average OHS Training Hours	
Women	Men	Women	Men	Women	Men
8,185	34,587	1,188	4,559	6.9	7.6



caring for society

Balance in nature is coexistence and growth together.

Nature provides space for every being.

It protects, repairs, and balances them.

Without expecting any reciprocity,
it gives oxygen, water, nutrients, and inspiration...

It treats all living beings equally.

The sun warms everyone equally, and the tree provides shade
to all. Rivers green dry areas, trees purify the air, and oceans
balance the climate.

Nature not only sustains life,
but also offers a better life to all living beings.



> Consumer / Customer Health
and Safety

> Quality, Innovation, and R&D

> Consumer, Customer Information
and Ethical Marketing

> Consumer and Customer Satisfaction

> 2024 Communication
and Information Activities

> Sustainable Agriculture and Livestock

> Social Investment

The wind carries the clouds, shares the coolness;
it carries the seed to new places, initiates renewal.



Caring for Society

Yaşar Group operates with the awareness that its responsibility extends beyond contributing to Turkey's economic growth; it also plays a role in supporting the country's social development. The Group aims to leave future generations with a healthier and more sustainable physical and social environment, working toward a livable world and a high quality of life. It shares the value it creates with all stakeholders under its principle of "offering a better life." The social dimension of the Group's sustainability approach focuses on long term projects, that contribute to social development, particularly in education, culture, arts, and sports.

When developing social responsibility initiatives, priority is given to long lasting projects aligned with the Group's values, capable of impacting a wide audience. In addition to projects run by its foundations, the Group's companies and brands also continue to support social development. By diversifying and expanding large scale social contribution projects, the Group works to increase social benefit in the industries where it operates and across the country.

The Group's community development efforts align with the Sustainable Development Goals (SDGs), and sustainability performance is reviewed in line with ESG criteria. Prioritizing the health and safety of consumers and customers, Yaşar Group strictly adheres to national and international quality and safety standards, measuring and continuously

improving customer satisfaction. With integrated management systems in quality, food safety, occupational health and safety, environment, customer satisfaction, and energy, the Group aims to ensure flawless execution of business processes. By adopting customer and community health as a core principle, Yaşar Group also takes into account growing public concerns regarding the environment and human health in the context of global climate change.

From the design stage onward, it carefully evaluates the potential impacts of its production processes, closely follows and supports social issues, and develops collaborations to create shared value. This approach forms the foundation of its sustainability and environmentally responsible production mindset.

Through its companies, as well as the Yaşar Education and Culture Foundation, Selçuk Yaşar Sports and Education Foundation, Pınar Institute, and Yaşar University, the Group continues to carry out projects that make a direct contribution to sustainable development in quality education, preservation of cultural heritage, culture and arts, and sports.

Yaşar Group continues to play a leading role in the agriculture and livestock sectors, contributing to the development of the industry. In this context, various programs and practices that support continuous development for producers and stakeholders are implemented.

Producer Support Programs

Animal Welfare: Comprehensive welfare standards are implemented to ensure animals are raised in healthy and suitable conditions.

Milk Yield and Quality: Training and technical support are provided to producers to increase milk yield and maintain quality.

Sustainable Production Models: The support programs implemented serve as examples for sustainable production models, creating economic and social benefits.

Compliance with Legal and International Standards

Regulatory Monitoring: Activities are carried out in full compliance with applicable laws, regulations, and international standards.

Best Practice Examples: Best practices in the sector are closely monitored and integrated into company processes to ensure continuous improvement and alignment with industry leading standards.

“Yaşar Group approaches the needs of all geographies and cultures it serves with an innovative and equitable perspective, guided by its principle of protecting customer and public health, and with the philosophy of “caring for all stakeholders for a better life.”



Consumer / Customer Health and Safety

Yaşar Group, guided by its core value “Our Consumers and Customers First” carries out its activities in compliance with both national and international regulations, while closely following scientific and technological innovations to continuously improve its inspection and monitoring systems.

In line with modern and current needs, product and service design processes are constantly enhanced according to consumer behavior and requirements. Yaşar Group companies continued in 2024 to meet evolving consumer and customer expectations shaped by changing consumption habits.

From food to tourism and even cleaning paper, Yaşar Group companies closely monitor and respond to current demands and expectations in all sectors they operate in, evaluating feedback and using modern communication activities to reach wider audiences. Through events and campaigns, they strengthen customer loyalty and engagement.

Focusing on customer satisfaction, the companies make use of both traditional and digital channels to effectively address consumer feedback and improve their products and services accordingly.

By following industry trends, the Group continued developing new products, strengthening purchasing and supply chain operations with healthy and functional products, and offering solutions that cater to the needs of end users who prefer nutritious and functional options.

Pınar Süt has reinforced the trust consumers have in the brand with new products, communication activities, and socially responsible projects that add value to life.

Since its founding, Pınar Süt has proudly contributed to raising healthy and happy generations. In 2024, the company invested 300 million TL in its new “Ultra Edge” packaging. With its launch, between May 15–June 15, 2024, the new packaging campaign aired on TV and digital platforms, and was shared on social media.

Combining the natural goodness of plants with Pınar expertise, Pınar Nature Blend was introduced to consumers in October 2024 with Walnut, Almond, and Hazelnut varieties.

Pınar Et continued throughout the year to offer consumers a wide range of delicatessen products, expanding its frozen product category to include meat, bakery, plant based products, and seafood, catering to different age groups and dietary habits. Since obtaining its certification in 2021, the company has maintained its **Good**

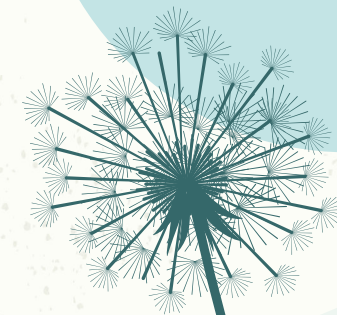
Agricultural Practices (GAP) covering turkey hatchery, breeding, feed, and turkey meat production in 2024. This certification encompasses food safety, animal welfare, environmental protection, and occupational health and safety.

The company continues to play a leading role in food safety by implementing a system based on international standards such as FSSC 22000 Food Safety Management System, BRC, and IFS.

Through the application of **HACCP** (Hazard Analysis and Critical Control Points), **TACCP** (Threat Assessment and Critical Control Points), and **VACCP** (Vulnerability Assessment and Critical Control Points) systems, all intentional and unintentional risks that could threaten food safety are actively managed.

Chemical, microbiological, and molecular analyses carried out in TSE approved laboratories ensure continuous monitoring of product safety, environmental conditions, and hygiene practices.

“The Yaşar Group continues its activities with the understanding of **"Our Consumers and Customers First"**, which is one of its institutional values.”



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Pinar Su ve İçecek continues to develop new products in line with consumer expectations, enhancing customer experiences with its digital initiatives. Among Pinar Su ve İçecek's brands, the company became the first in Turkey to offer credit card payment and contactless delivery within 90 minutes via a mobile ordering application. As part of its digital integration efforts, the company implemented a WhatsApp support and order line to increase customer satisfaction and provide faster communication in line with changing consumer behaviors. Maintaining a customer centric approach, the company continues uninterrupted communication via the hotline 444 99 00 and support email addresses destek@pinarasu.com.tr and info@pinarsu.com.tr.

With the aim of ensuring consumer safety and providing quality and healthy beverages, as well as prioritizing human health and environmental protection in production and packaging processes, the company keeps consumer health in mind when selecting product ingredients. It also prioritizes packaging choices that have low environmental impact and are recyclable for its new products.

Throughout all processes, the water sources are continuously monitored via physical, chemical, and microbiological tests to ensure it meets consumer safety standards. These practices led to Pinar Su ve İçecek to become the first Turkish company to receive the National Sanitation Foundation (NSF) International Certificate of Compliance for Food Safety and Hygiene.

Pinar Su ve İçecek also produces V Label certified products, which is an internationally recognized certification for vegan and vegetarian food and beverage labeling.

PinarOnline, aimed at developing innovative products for different customer profiles and increasing product awareness through communication activities, continued its efforts throughout the year. By 2024, PinarOnline reached **100,000 customers and 4 million visitors**. The website and mobile app allow consumers easy access to products.

Continuing its efforts to establish a fast and efficient distribution network, PinarOnline expanded its delivery model from six to seven days a week, adding new "Gel-Al" (Click & Collect) points to meet consumer needs in targeted regions.

DYO Boya works by prioritizing customer demands and satisfaction, offering environmentally and human health conscious innovative products to the market. In 2024, the company launched 97 different innovative and new products.

Adopting a responsible corporate identity, DYO Boya ensures that the raw materials used in its products are safe for both human health and the environment.

The company has meticulously carried out its efforts to develop environmentally friendly products, focusing on reducing carbon emissions, classifying raw materials chemically, and improving packaging processes within the framework of the SEA Directive since 2014.

DYO Boya continued its special communication activities aimed at architects, its target audience, in 2024. Within the scope of its collaboration with AURA Istanbul, the AURA Crea series and Colorful Dialogues Series brought together architects. At the 26th Intermob Fair, leading architects were invited to the booth, and interviews were conducted.

Altın Yunus Çeşme has continued to offer "Bed and Breakfast" and "Half Board" accommodation options, as well as "Altın Yunus Homes" branded Marin Plus and Beach Plus rooms exclusively to its guests. To adapt to changing work styles, in 2024, the facility introduced the "Altın Yunus Work Inn" concept for guests residing in Çeşme or staying at the hotel, aimed at white collar remote workers. Additionally, throughout the year, the "Earn While You Stay at Altın Yunus Plus Loyalty Program" offered various privileges to guests.

Altın Yunus Çeşme earned the "3rd Stage Sustainable Tourism Certificate" issued by the Turkish Ministry of Culture and Tourism's **Global Sustainable Tourism Council (GSTC)**, having fully met the necessary requirements as of July 2024.

Within the facility, in 2024, a new education and gastronomy kitchen concept, Cook & Social, was launched to transform cooking into a fun and enjoyable experience. This program, guided by experienced chefs, allowed participants to both gain cooking practice and interact in a social setting. Workshops were designed to cater to both amateurs and professionals, offering training in various cooking techniques, recipes, and presentation methods. Through such innovative and sustainability focused initiatives, Altın Yunus Çeşme continues to provide environmentally conscious and guest focused services.

Viking Kağıt continued to meet consumer expectations by increasing accessibility across all product groups in 2024. Keeping pace with market developments, the company improved the quality and design of existing products.

In 2024, Viking Kağıt also restructured its Senso brand, consisting of 100% recycled products, and expanded its sustainability focused product portfolio.



Pinar Institute – Let's Move with Fun, Let's Eat Healthy

In order to make regular and healthy nutrition a lifestyle and to support physical activity, the “Let's Move with Fun, Let's Eat Healthy” project was launched in 2016 by Pinar Institute. This project carries out awareness activities targeting preschool children, teachers, and parents.

Through 1,315 teachers in 23 provinces, the project has reached more than 37,000 children.

To monitor the effectiveness and outcomes of the project, an [Evaluation and Monitoring Activity](#) was carried out in 2024. As part of this activity, school visits were conducted to learn about teachers' contributions, requests, and suggestions for the project.

Within the scope of the project, carried out in cooperation with the Turkish Ministry of National Education Directorate General for Basic Education, an [“Educator Training Activity”](#) was held online on April 3, 2024, with all independent preschool teachers in Konya – Karaman. Between March 20–22, 2024, visits were made to independent preschools in Isparta and Burdur, and between June 11–13, 2024, to those in Konya, to gather teachers' feedback for the development of the project.

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Quality, Innovation, and R&D

R&D, Product and Service Quality Management Systems

Yaşar Group, which creates distinction with innovation across all its fields of activity, has contributed to Turkey's economy from past to present by developing and strengthening together with the country.

The Group continues to develop healthy, safe, and environmentally friendly products that meet the highest standards of modern, consumer oriented R&D work in all its companies, responding to customer expectations at the highest level and addressing contemporary needs.

With its operations in Turkey and global markets, Yaşar Group companies add value to the world economy by continuously improving their services and products with principles of human and environmental sensitivity, operational excellence, and efficiency.

Through investments in R&D and innovation, the aim is to increase competitive strength in national

and international markets, focusing on developing environmentally friendly products with the highest quality standards.

Yaşar Group's companies carry out national and international collaborations with R&D centers, universities, research institutes, and technology transfer offices.

DYO Boya's R&D centers in Çiğli and Gebze, the Pinar Süt R&D Center, and the Pinar Et R&D Center support the improvement of product quality and environmental sustainability through innovative projects and research.

In 2024, the [Pinar Süt R&D Center](#) strengthened its sustainable production vision by developing [11 new products](#) and [26 environmentally friendly packaging designs](#). These projects aim to improve production efficiency, meet raw material needs with local suppliers, and respond to nutritional needs with functional food products.

Through investments in R&D and innovation, the aim is to increase competitive strength in national and international markets, focusing on developing environmentally friendly products with the highest quality standards.



“With R&D activities, modern, safe, environmentally friendly products are developed that meet consumer and customer expectations at the highest level, aimed at meeting the needs of the era.”

R&D strategies are structured around increasing technical competence, adopting new generation technologies, encouraging scientific production, and strengthening sustainable brand value. In 2024, 4 patent/utility model processes were advanced, and a research article and a review article were prepared by the R&D Center employees.

Within the framework of academia-industry cooperation, Pinar Süt took part as an implementer in a European Union project and as an industrial consultant in two projects within the scope of TÜBİTAK 2209B, and applied for two different technology fields under the [TÜBİTAK 1832 grant program](#).

Pinar Süt manages the entire process from procurement to production, storage, and distribution in full compliance with international standards and legal regulations. Its quality policy is built on a holistic system aimed at ensuring measurable and continuous customer satisfaction.

Throughout 2024, within this scope; employees received training on quality and food safety issues, supplier audits and corrective actions were carried out, and the food safety system was continuously improved.

In new packaging projects, in addition to technical criteria such as material and weight, carbon emission reduction in logistics operations was targeted; among the works carried out throughout the year were weight reduction in the packaging portfolio, thinning of material structure, removal of use, pallet layout arrangements, box unit optimization, and reduction of box paper weight. In addition, steps such as the use of low micron aluminum foil and localization projects have been taken to reduce environmental impacts.

[Pinar Et](#), in 2024, moved forward with a quality focused production approach, responding to changing consumer expectations, increasing sustainability demands, and the need for digitalization through strong R&D efforts.

Throughout the year, Pinar Et reinforced its leading position in the sector by bringing a total of 27 new products to consumers through 11 retail, 8 e commerce, 1 private customer, and 7 export channels as part of its R&D projects.

Pinar Et, which develops products suitable for healthy living and sustainable nutrition trends, has increased its competitive power in domestic and international markets. Its new generation product portfolio has been expanded to include plant based, gluten free, functional, and children specific products.

For vegan and vegetarian consumers in particular, under the Planty brand, healthy, tasty, and sustainable protein alternatives such as Power Burger, Vegan Meatball, and Nugget products were offered. The new products were designed to contribute to environmental goals such as resource efficiency and waste reduction.

Thanks to the packaging optimization work of the R&D Center, the use of plastic was reduced by 2.5 tons, paper use by 3.85 tons, and the cutting of 65 trees was prevented. Within the scope of sustainable packaging studies, 445 kg of recycled materials containing plastic packaging were used, making a significant contribution to environmental sustainability.

Within the scope of “HORIZON 2024,” as a partner, the project titled “[Innovative bio based biodegradable recyclable safe and circular food packaging \(GRECO\)](#)” was supported by the European Commission.

[Pinar Su ve İçecek](#), in 2024, maintained its efforts for a healthy and sustainable lifestyle, and, through its R&D studies, expanded its product portfolio to include new alternatives that meet consumer expectations, while continuing to develop existing products in line with these expectations.

When determining product contents, consumer health is prioritized, with a focus on ease of use, low environmental impact, and recyclable packaging preferences in the development of new products. In particular, among the 2024 trends, the “refreshing drinks” category product “Pinar Cool Lime” gained consumer appreciation with its flavor and easy drink features.

In 2024, Mango Pineapple and Strawberry Flavored Iced Teas added to the Pinar Su ve İçecek product family were well received by consumers.

[Viking Kağıt](#) continues to make a difference in its sector with R&D investments supported by modern technology, strong collaborations, and innovative activities. In 2024, Viking Kağıt prioritized alternative raw material research in its R&D activities, including the use of imported cellulose alternatives, process raw material optimization, and alternative packaging materials in its products.



“With its R&D centers, DYO Boya prioritizes the development of domestic products to replace imported ones by producing with innovative technologies, high added value, high efficiency, and environmentally friendly methods.”

The company continued its R&D work in 2024 on the separation and recycling of aluminum and polyethylene components found in the PolyAl content of beverage cartons, as well as the recovery of energy from it. In previous years, Viking Kağıt's work on the evaluation of PolyAl waste, gaining it as an additional raw material to be used in different fields, was included in this process.

Continuing to design innovative products using new generation technologies, DYO Boya prioritizes the development of domestic products to replace imported ones with its R&D centers' innovative technologies, high added value, high efficiency, and environmentally friendly production.

With the different segments and innovative products it developed in 2024, DYO Boya offered the market 97 different products and 11 new products with EPD certificates. In 2023, DYO Boya, which holds EPD certificates for 10 products, completed life cycle analysis studies following the publication of 11 new products in the International EPD System. In 2024, the total number of products with EPD has increased to 21.

Focus in the field of R&D and innovation investments is on developing environmentally friendly products with high quality standards, aiming to increase competitiveness in national and international markets.

To strengthen its R&D infrastructure, 39 projects were completed in 2024 at the Çiğli R&D Center, and 73 new projects were launched. At the Dilovası R&D Center, 30 projects were completed, and 30 new projects were initiated. The company obtained EPD certificates for 11 new products and added them to the market. All of these works were carried out in line with national development priorities within the scope of TÜBİTAK 1832, the Green Transformation in Industry, and the Energy Efficiency programs.

Within the scope of the TÜBİTAK supported DYO Boya Energy Efficient Wall Paint Development Project, and the Water Based Paint Development Project carried out by the Çiğli R&D Center, DYO Boya was entitled to receive its second TÜBİTAK 1832 grant under the Green Transformation in Industry program, and project work began.

As part of its R&D strategy, DYO Boya focused on strengthening university industry collaborations, particularly for the development of innovative and environmentally friendly products. Over the years, collaborations were established with EGE University EBILTEM, İYTE Atmosfer TTO, Yaşar University Technology

Transfer Office, and DEPAR, with technology transfer offices taking part in projects. It continued its close relationships with universities in the implementation of research and testing services, including İzmir Katip Çelebi University Central Research Laboratory, Ege University EGE MATAL, and Dokuz Eylül University Advanced Technology Application and Research Center DAYTAM.

In 2024, collaborations were also made with international research organizations such as the Paint Research Association (PRA), the European Coil Coating Association (ECCA), and TÜBİTAK MAM.

Within the scope of R&D, innovation, and training activities, partnerships were developed with the Ministry of Industry and Technology, Ministry of Economy, Ministry of National Education, Ministry of National Defense, and other public institutions, as well as the Ministry of Environment, Urbanization and Climate Change and the Ministry of Health, to ensure that R&D activities comply with relevant legislation and chemical regulations.



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	Yaşar Bilgi
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)	+	+			+	+	+	+	+	
Turkish Standards Compliance Certificate (TSE TSEK)			+			+	+			
Good Agricultural Practices (İTÜ)	+									
Blue Flag								+		
Food and Packaging Safety Standard (BRC)			+				+			
Ecolabel						+				

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
Vegetarian Product Certificate (V-LABEL EU)			+							
ESMA (UAE Standard) (Halal Certificate)	+		+							
US National Sanitation Foundation (BNSF)			+							
Industrial Measurement Standard (UAE Standard)			+							
Personnel Certification (EN ISO/IEC 17024)						+				
Automotive 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/SMIIC 1)	+	+	+		+					
Zero Waste Certificate Republic of Turkey Ministry of Environment, Urbanization and Climate Change (Basic Level)	+	+	+		+	+	+	+	+	+
Authorized Economic Operator Certificate (AEO)						+				
Sustainable Tourism Certificate (GSTC)								+		



“
An ethical and transparent approach towards customers and consumers in product and service communication
”

Consumer, Customer Information and Ethical Marketing

Yaşar Group adopts an ethical and transparent approach towards customers and consumers in product and service communication. Aiming to enable consumers to make informed choices, the Group provides relevant information about its products through packaging labels, advertisements, websites, social media platforms, and other communication channels. Throughout 2024, Yaşar Group strengthened customer loyalty by maintaining strong communication efforts and marketing activities across various channels.

The Group companies operate in different sectors, each subject to its own unique rules. Companies in the food sector comply with the Turkish Food Codex Labeling Regulation and the Ministry of Agriculture and Forestry's Labeling Guide, sharing product information with consumers through labels.

As a member of the Advertisers Association, Yaşar Group complies fully with the Advertising Self Regulatory Board's Advertising Code of Principles. In 2024, the Group faced no non compliance issues regarding product and service labels, which are subject to special regulations within the sector, and continues to carry out activities in line with legal requirements and voluntary rules.



Consumer and Customer Satisfaction

All production and operational processes are carried out in compliance with legal regulations, management system standards, and international standards. Within this framework, Yaşar Group manages these processes with an efficiency , innovation , and sustainability oriented approach.

The Group prioritizes delivering safe and high quality products to meet customer expectations, ensuring customer satisfaction, and continuously improving its service quality. To measure customer expectations and satisfaction, the Group companies regularly conduct surveys, evaluate suggestions, complaints, and other feedback, and strive to ensure maximum satisfaction. Customers are provided with easy access to companies via phone, e-mail, social media, and websites or mobile applications.

Yaşar Group companies have published their Management Systems Policy, Customer Satisfaction Policy, and similar documents on their websites to inform the public about how customer complaints are managed and resolved.

[Pınar Su ve İçecek](#) analyzed customer needs, expectations, and complaints to develop effective solutions in 2024. Through its WhatsApp support and ordering line, customers can quickly reach the company, convey requests, place orders, and submit complaints.

In line with industry requirements and legal standards, the Pınar Su ve İçecek quality team conducts inspections at dealers and acts as a bridge between dealers and the company.





Pinar Communication Center

In line with Yaşar Group's corporate values and the principle of "Our Consumers and Customers First" the Pinar Communication Center (Pinar İletişim Merkezi) operates to respond to and resolve customer feedback. Accessible from anywhere in Turkey by calling 444 76 27, PİM receives and processes complaints, suggestions, requests for information, criticisms, and thanks from consumers via phone, email, fax, mail, and social media channels, ensuring their follow up and producing solutions.

According to 2024 data, PİM achieved a successful call resolution rate of 96.80%.



Yaşar Birleşik Pazarlama regularly conducts customer satisfaction surveys via digital channels. With a customer focused approach, the company monitors satisfaction levels continuously and works to improve them.

Through its communication network, YBP conveys feedback and requests from dealers, telephone lines, and online systems about processes, products, and other matters. In 2024, a total of 3,424 requests were received from 87 dealers and successfully resolved.

Viking Kağıt continues to receive feedback from consumers via the Consumer Consultation Line. Seeing answering questions and informing consumers as an essential part of its business processes, the company regularly shares consumer oriented information on www.viking.com.tr and www.lily.com.tr, as well as on its social media accounts. The company provides uninterrupted and regular responses to all inquiries, including those coming via the 444 37 50 Consumer Consultation Line, ensuring full resolution. Viking Kağıt maintained high customer satisfaction levels throughout the year.

In the digital space, Viking Kağıt also conducts satisfaction surveys for domestic and international customers. Based on the insights gathered from these surveys, the company develops strategies to improve product and service processes.

DYO Boya's customer satisfaction oriented loyalty system, Dyolog, reached a total of 36,294 members in 2024, including 31,400 masters and 4,894 sales representatives.

Within the **Dyolog Loyalty System**, satisfaction surveys were conducted throughout the year via the Dyolog website and mobile app with the participation of 1,226 masters and 200 sales representatives. Results showed that 91% of participants were satisfied, with 82% of sales representatives expressing satisfaction with the Dyolog Loyalty System.

In 2024, the Casatım Loyalty System reached 3,218 members, including 2,680 masters and 538 sales representatives. Throughout the year, Casatım's website hosted satisfaction surveys with the participation of 82 masters and 26 sales representatives. Results indicated that 83% of masters and 77% of sales representatives were satisfied with the Casatım Loyalty System.

Altın Yunus Çeşme continued to offer various advantages through the "Altın Yunus Plus Loyalty Program" in 2024, reaching a total of 572 members.

Within the program, points earned from accommodation spending could be redeemed in future stays, and members also benefited from exclusive accommodation campaigns offered throughout the year.





2024 Communication and Information Activities

In 2024, Yaşar Group continued various publishing activities aimed at maintaining effective communication with internal and external stakeholders and regularly informing customers and consumers.

To ensure a steady flow of information about the companies' activities, projects, and achievements, regular bulletins were published. In addition, the Group issued corporate magazines and newspapers, as well as news and advertisement pieces, to raise awareness and share information both internally and externally.

Adopting an approach based on transparency and information sharing, Yaşar Group actively uses communication channels to engage with stakeholders, making use of social media platforms and other digital publishing tools to take advantage of all opportunities for effective communication.

With a multi channel communication strategy that includes evolving and diversifying online platforms, Yaşar Group reaches stakeholders in an effective and comprehensive manner.



Güzel Yaşı

Within the scope of the "Güzel Yaşı" (Live Well) concept, Pınar Et maintained its magazine, website, social media accounts, and weekly e bulletin activities throughout 2024. In line with the growing healthy living trend since 2017, the Güzel Yaşı magazine, offering tips for healthy living, proper nutrition, and well being, continues to reach a wide audience through digital platforms.

With the magazine's transition to a fully digital format, Pınar Et supports the sustainability efforts of the Group, reaching more readers while reducing paper consumption. Through its membership system, Pınar Et sends weekly e bulletins and engages with a broad audience. On the PınarOnline platform, Güzel Yaşı content has been shared, focusing on healthy living and nutrition.

guzelyasa.com.tr*güzel yaşı*

Dyorum Blog

From color trends to DIY decoration tips and paint solutions, Dyorum Blog has published over 90 content pieces, releasing 12 issues in 2024. Throughout the year, the blog reached a large audience via social media and shared content, achieving more than 18 million page views through search engines.

**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, teraryum yapımından dublex ev dekorasyonuna, bu sayı yine dopdolu. Keyifli okumalar.

**Dyorum Blog 2023 9. Sayı**

Parizyen stilden, su ayak izi hesaplamasına kadar çeşitli içerikler sizi bekliyor. Yeni sayı dopdolu içerikleriyle yayında, keyifli okumalar.

*dyorum
Blog*



DYO – Reflections Collection Communication

Designed in 2023 and featuring 2024's special colors, the DYO Reflections Collection communication campaign continued throughout 2024 via both traditional and digital channels.

Communication efforts were reinforced by integrating the colors of the Reflections Collection into social media, website content, and content marketing activities.



DYO – Influencer Communication

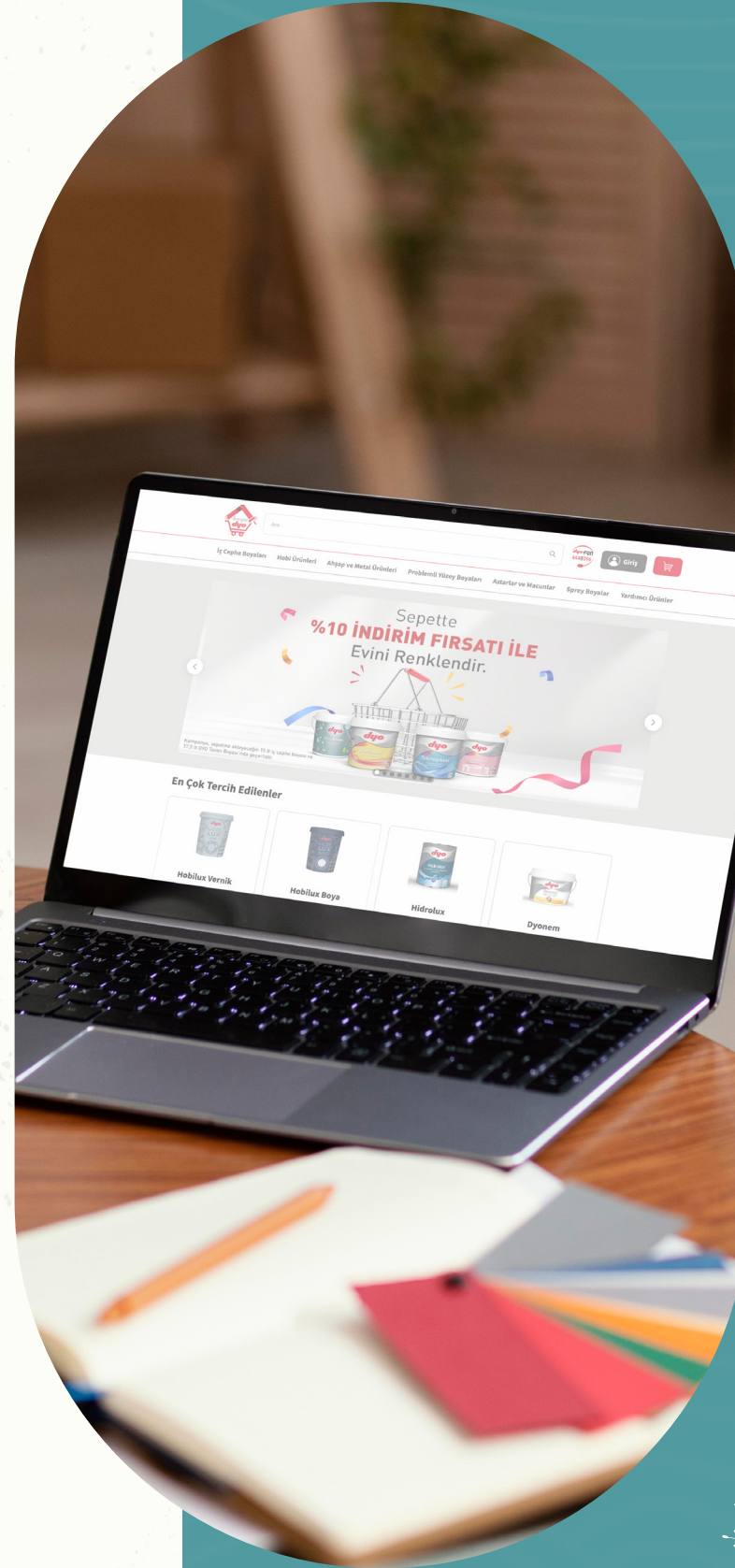
In 2024, DYO collaborated with well known content creators in various industries to produce content promoting its products. By partnering with influencers in their respective fields, the company strengthened its presence on social media. Throughout the year, 55 content creators produced video and visual materials for the campaign, reaching an audience of over 30 million.

DYO – Communication Activities for Architects

DYO Boya continued its dedicated communication program for architects in 2024. In cooperation with AURA Istanbul, the company presented the Colorful Dyologlar Series and engaged directly with architects. The campaign included interviews with prominent architects at the Intermob Fair, highlighting their insights and experiences.

DYO – 70th Anniversary Special Advertising

Celebrating its 70th anniversary in 2024, DYO carried out the “70 Years in Turkey, Every Wall Has a DYO Story” advertising campaign. The campaign showcased DYO's deep roots and connection to Turkey, emphasizing the brand's longstanding role in everyday life. The campaign reached nearly 20 million people through TV ads broadcast on 10 national channels, a 52 second cinema spot, billboards in 20 cities, and advertisements in 10 sector magazines. Additionally, it was promoted on digital platforms, reaching approximately 24 million users.



Boyadyo.com Activities

Throughout the year, both the mobile app and website featured seasonal product discounts and campaigns designed to appeal to customers. Communication activities were supported by various digital channels and advertising platforms.

DYO – Color Counter System

The Color Counter System, which allows consumers to preview how a selected color will appear on a given surface, was one of DYO Paint's most innovative offerings in 2024.

This system enables the recoloring of a building's facade by first converting its design plans, sketches, or photographs into a digital environment and then applying the chosen color virtually.

In the updated coloring program, a total of 344 projects were completed in 2024. According to project evaluation surveys, 85% of the 193 architects who participated expressed satisfaction with the Color Counter System.





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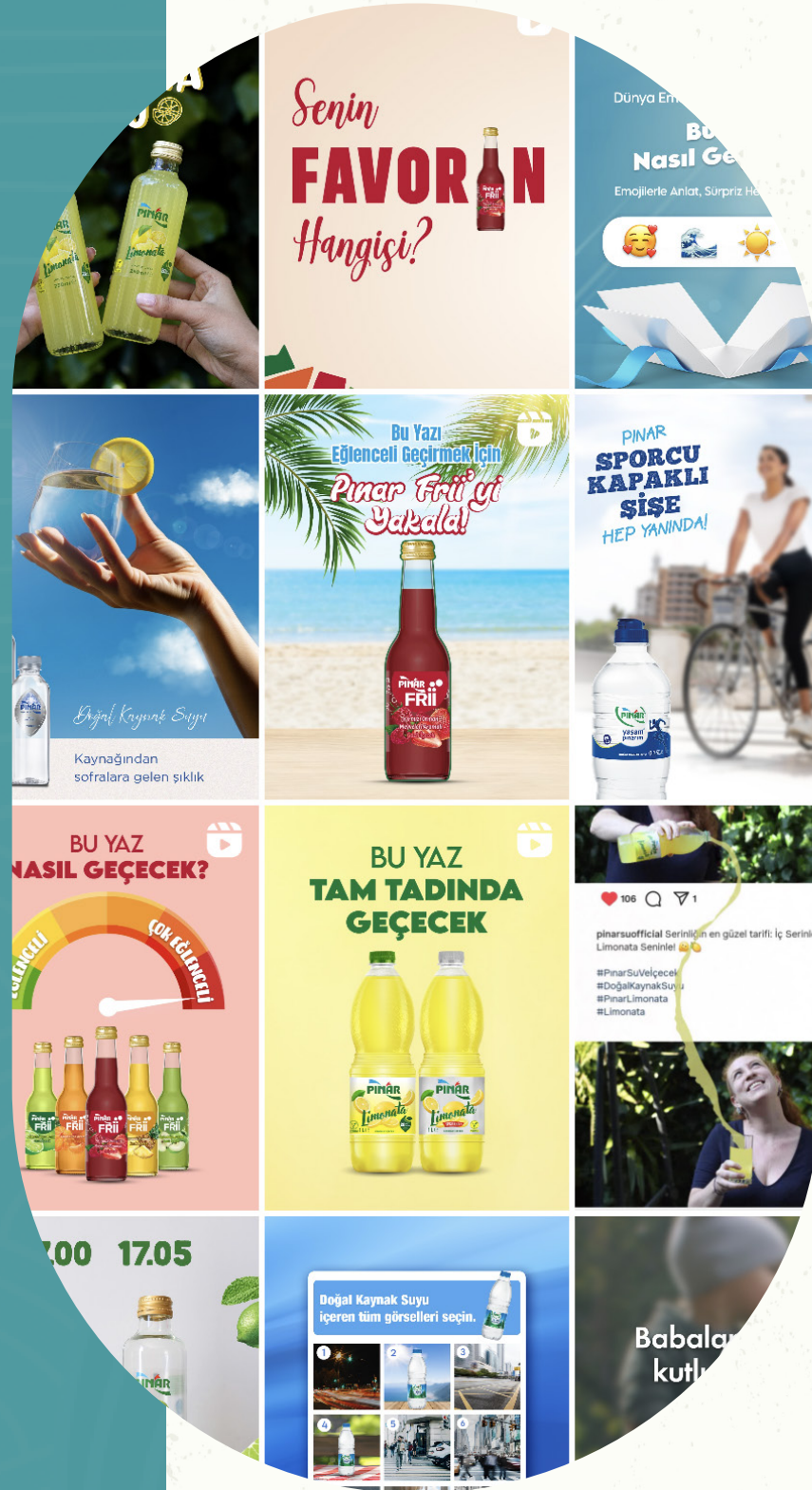
Pınar Su ve İçecek Communication Activities

In 2024, Pınar Su ve İçecek strengthened its communication strategy by combining digital advertising investments with regular campaigns, special targeted projects, and seasonal promotions through various communication channels. By effectively using all available media, the company informed the public through press releases about its activities and innovations while distinguishing itself with radio campaigns during special periods.

Pınar Su ve İçecek actively utilized social media platforms, running special visual campaigns to promote new products and services. These efforts included trending content, highly engaging shares that reached large audiences, and interactive formats such as live broadcasts and reels.

In 2024, the company introduced the new Pınar Cool Lime product to the market with an innovative communication strategy. The launch connected with the summer season through the “Summer Cool Songs” Spotify playlist and widely viewed YouTube videos, creating a vibrant brand experience throughout the summer.

Pınar Su ve İçecek also continued its strong customer engagement in 2024 via the “Yaşam Pınarım” mobile app, where campaigns and advertising communication were actively managed.



Printed Publications

Pınar Newspaper

Covering topics such as animal husbandry, dairy, and food technology, Pınar Newspaper continues to be an important source of information for producers. With interviews, news from Pınar, and partner updates, the newspaper is published quarterly and archived at pinar.com.tr.

Benim Pınarım Magazine

Published quarterly for company employees, Benim Pınarım Magazine aims to strengthen internal communication and engagement. It contains company news, announcements, and special content for staff.

Press Releases

Yaşar Group uses press releases to communicate corporate goals, sustainability strategies, projects, product launches, market investments, and achievements. These releases are distributed to media outlets and published on the company's website.

Pınar'la Yaşam Social Media Accounts

The “Pınar'la Yaşam” brand operates on X, Instagram, Facebook, and YouTube, sharing social responsibility and sustainability related content, as well as initiatives promoting healthy living. Content is tailored for different audiences: mothers and children, young people, and general consumers. Campaigns include activities to encourage healthy lifestyles and awareness of sustainability. The brand also participates in national and international events, competitions, and awareness projects.



Sustainable Agriculture and Livestock

Yaşar Group supports and develops producers and stakeholders to ensure the sustainability of agriculture and livestock, maintaining ethical and responsible production without compromising quality and food safety.

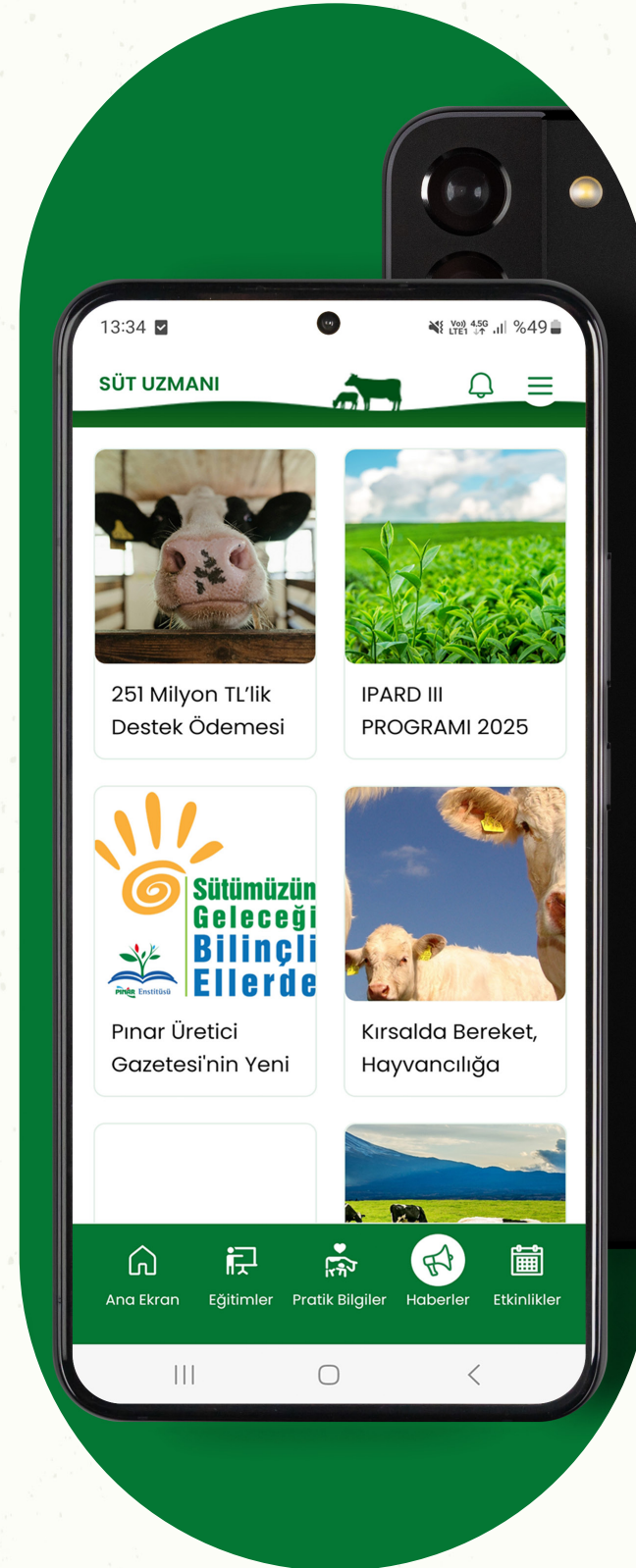
The Group companies lead the way in implementing sustainable and organic farming and animal welfare management systems in line with national regulations and international quality standards. They continue to adopt innovative practices to increase quality and efficiency, investing in digitization and new technologies in the agriculture and livestock sectors.

In this area, the companies also benefit from R&D funding and collaborate with universities on joint projects and research.

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

Launched in 2014, the Pinar Institute's "The Future of Our Milk is in Safe Hands" project aims to raise awareness among the public, universities, and industry about quality and efficient milk production. As part of the project, training sessions are organized for dairy producers to improve quality, efficiency, and awareness. In 2024, the Institute held training in Adıyaman and Bursa for 200 dairy producers, covering topics such as correct milking methods, hygiene, sanitation, and financial literacy. The Süt Uzmanı (Dairy Expert) mobile application was also introduced to participants.

Since its inception, the project has reached 8,560 dairy producers through 140 training sessions in 15 different provinces. It has received recognition, including the Sustainable Development Awards in the "Union Category" from the Istanbul Chamber of Industry and a finalist ranking in the Green Globe Awards in the field of sustainability.



Pinar Institute – Dairy Expert Mobile Application

The Dairy Expert mobile app was launched in 2021 to support small scale enterprises and has been regularly updated to provide useful information to users.

The app aims to promote correct practices in small scale livestock farming, helping increase producers' income levels, improve their welfare, and sustain their motivation to continue milk production.

The app features monthly updated, attention grabbing content under the "Sustainable Livestock" section, as well as the "Journey of Milk" section, which covers the process from the farm to the milk factory. Users can also access the latest issue of the Pinar Dairy Producer Newspaper via the app.





Pinar Institute – Young Farmer Vocational and Individual Capacity Building Program

The Young Farmer Vocational and Individual Capacity Building Program aims to support young farmers, sustain rural life, improve social welfare in rural areas, enhance the quality of agricultural products, establish new markets, and diversify or strengthen existing markets.

Following surveys conducted in İzmir and Kütahya, two workshops were organized with the participation of the Ministry of Agriculture and Forestry, the Food and Agriculture Organization (FAO), sector representatives, and young farmers. Based on the findings, a new training program was designed.

The Vocational and Technical Empowerment Training Series will take place on June 26–28, 2024, in İzmir Tire and on December 5, 2024, in Kütahya Aslanapa.

Pinar Institute Scientific Article Award

With its mission to “contribute to the healthy development of society,” the Pinar Institute aims to promote awareness and quality improvement in education, nutrition, and healthy living through scientific research.

In 2024, the fifth Pinar Institute Scientific Article Award was presented to research focusing on “Sustainability”, specifically addressing “Health, Nutrition, and Agriculture.”

The awards evaluate studies published between 2020 and 2023 based on scientific contribution, social benefit, application potential, and similar criteria.



A QR code is provided to access the list of award recipients.

Social Investment

Contribution to the Local Economy

Yaşar Group prioritizes contributing to the local economy by sourcing the labor force and raw materials needed in production processes from local suppliers and producers whenever possible. This approach provides sustainable income opportunities for local suppliers while supporting regional employment through the “Local Employment Policy.”

In the livestock sector, the Group collaborates extensively with local suppliers and producers, developing rural development models tailored to the industry.

The Group supports suppliers and producers in keeping pace with sectoral developments and innovations, providing training programs, carrying out on site inspections, and evaluating processes to identify improvement opportunities.





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Social Investment Activities

Pinar Children's Theater

Founded 37 years ago, the Pinar Children's Theater has reached over 4 million children across Turkey since its establishment.

In 2024, the play "Küçük Kız ve Cumhuriyet" was staged, telling the story of the Republic's values, reforms, and contributions to science and art from a child's perspective through the characters of a museum. The play emphasized the importance of being productive, holding on to hope for the future, and valuing effort and collaboration. By highlighting the value Atatürk placed on the Republic and children, the play aimed to raise awareness among new generations.

The Küçük Kız ve Cumhuriyet presented these values through songs, dances, and engaging visuals, making the performance captivating for children.

The Pinar Children's Theater continues to share its past plays on its YouTube channel under the theme "Her Şey Çocuklarımız İçin" bringing the magic of theater to audiences in all 81 provinces of Turkey.



By scanning the QR code,
you can access the list of
winners and their works of the
44th International Pinar
Children's Painting Contest.

International Pinar Children's Painting Contest

The International Pinar Children's Painting Contest, now in its 43rd year, aims to foster primary school children's interest in painting.

In 2024, thousands of children aged 6–14 from Turkey, Azerbaijan, and the Turkish Republic of Northern Cyprus participated in the contest themed "Geleceğimi Resmediyorum: 2050 Yılında Dünyamız".

In each region, seven students won bicycles, and seven students won Bluetooth headphones. Additionally, in the special "most successful" category, three more students won bicycles and three won Bluetooth headphones. Winning students also received painting sets and supplies, and one student from each region attended a one week art education program at the Yaşar Education and Culture Foundation's facilities.

Details of the winning artworks for the 44th International Pinar Children's Painting Contest are available at pinar.com.tr.



Social Investment Activities

Pinar Children's Painting Workshop

Since 2016, the Pinar Children's Painting Workshop has been held alongside the International Pinar Children's Painting Contest. These events encourage children to take an interest in painting and express their imagination and dreams through art.

In 2023, as part of the 42nd International Pinar Children's Painting Contest, the workshop was organized for children affected by the earthquake, offering them joyful and creative moments.

The workshops, held in 20 different tent and container cities, reached thousands of children.

The paintings created by the young artists were evaluated within the scope of the competition. In addition, for 2023, the workshop in the earthquake zone was specially recognized with a Special Jury Award for its contribution to children's emotional well being.



Tasarım Mucitleri Ateşböceği in Collaboration with Pinar & TEGV

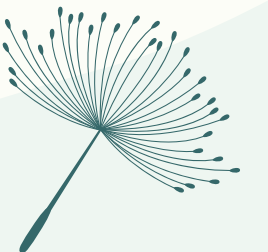
Through the Yaşar Education and Culture Foundation and in cooperation with the Educational Volunteers Foundation of Turkey (TEGV), the Tasarım Mucitleri Ateşböceği Project continued in Adıyaman to help children in earthquake affected regions discover their creative potential. In 2024, the project reached 1,500 children.

The program follows a "learning together by doing" approach, with children engaging in activities such as 3D printing, 3D design with digital pens, using electronic cards, sensors, and motors, and working with recyclable materials to solve real world problems.

Pinar Su ve İçecek – Ecording Partnership: 20,000 Seed Balls

On March 22, World Water Day, Pinar Su ve İçecek signed a partnership with Ecording to promote environmental sustainability and support reforestation efforts. Through this collaboration, 20,000 seed balls were planted using Ecording's eco drone technology, targeting areas in need of reforestation.

This initiative supports ecosystem restoration and aims to combat the climate crisis by planting trees in suitable regions, thereby leaving a more livable world for future generations.





Social Investment Activities

Pınar Su ve İçecek – LÖSEV Collaboration

For “December 2–8 Childhood Cancer Awareness Week”, Pınar Su ve İçecek organized the “Cancer Awareness and LÖSEV Introduction Seminar” at its General Directorate building. The LÖSEV team informed employees about cancer types, prevention, and treatment methods. In addition, the sale of LÖSEV products at the company helped raise funds for the foundation.

Pınar Su ve İçecek – Support for the Happy Paws Association

On April 4, World Street Animals Day, Pınar Su ve İçecek joined a social responsibility project to improve the living conditions of stray animals by donating to the Happy Paws Association. The initiative aimed to raise awareness about animal welfare and contribute to a safer environment for street animals.

DYO – “Yarınlar İçin Değer” Project

DYO Boya continued the "Yarınlar İçin Değer" project that contributes to Turkey's future in 2024. Through this project, which involves painting the walls of educational institutions in different regions of Turkey that are in need, schools are able to continue education and training in cleaner and more hygienic conditions. As part of this tradition, DYO Boya works in cooperation with school administrations. Within the scope of this project, DYO Boya provided a total of 3,165 cans of paint to 97 schools in 2024.

DYO Academy

DYO Boya continued its DYO Academy Certification Department Project in 2024, aimed at enabling paint professionals to continue their careers, improve their knowledge and skills, and document that they carry out their activities safely. DYO Academy, which has international certification and testing authority, is the first private sector platform authorized and accredited in its field. Since 2014, DYO Academy has been conducting testing and certification activities, continuing its work with accreditation authority in accordance with [TS EN ISO/IEC 17024 Standard](#). In 2024, at DYO Academy, technical training was provided to painters, dealer employees, project managers, architects, engineers, students, and DYO employees, and throughout the year, participation was achieved in all domestic and international promotional and training activities, providing [2,274 hours of training to 647 people](#).

Viking Kağıt and Social Responsibility

Viking Kağıt carries out various social responsibility projects in education and environmental awareness to benefit the community. Viking Kağıt continues to support social and individual development through current trainings and in-house seminars. Through its training projects, it strives to contribute not only to its employees but also to everyone it can reach.

The company organized the "Working Awareness Seminar" in 2024 in collaboration with the LÖSEV Leukemia Children Foundation, which provides nationwide services for the treatment of children with leukemia for a cancer-free life. At the same time, the wishes for the new year of children registered with LÖSEV were fulfilled together with Viking Paper employees, contributing to the "Wish Collecting for Me" social responsibility project. Viking Kağıt, questioning the reasons behind the increasing social violence in 2024 and aiming to raise awareness on the subject, brought together social service professionals and psychologists through the campaign "Be Aware and Strong Against Social Violence."

Viking Kağıt, which places the sustainability of authentic life at the center of its social responsibility policies, organized a discussion event on June 5th, World Environment Day, in collaboration with "Çöpüne Sahip Çık Vakfı" (Take Care of Your Trash Foundation). During the event, they shared insights on reducing wasteful consumption habits developed with sustainability awareness and decreasing waste production, as well as raising awareness on this issue.

The company, valuing "Human Resources" highly, supports its employees' personal development and well-being through training. Additionally, it organized an awareness seminar during October 1-31 as part of Breast Cancer Awareness Month.



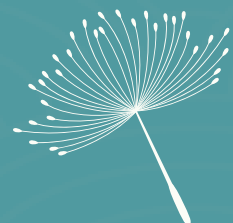


Social Investment Activities / Support for Sports

Pınar continues to contribute to sports with its corporate culture focused on social responsibility.

Under the leadership of the late Selçuk Yaşar, the founder of Yaşar Holding, Pınar supported sports from 1998 to 2024 as the main sponsor of the Karşıyaka Basketball Team.

Pınar also continues to support thousands of children in the Karşıyaka Sports Club's youth programs and contributes to initiatives in various sports branches beyond basketball.



Social Investment Activities / Educational Services

Yaşar Education and Culture Foundation

Founded in 1974 in İzmir by Durmuş Yaşar to promote education, culture, art, and Atatürk related initiatives, the foundation continues its activities under the vision of Selçuk Yaşar.

Education Scholarships

Yaşar Education and Culture Foundation provides scholarships to successful and financially needy students studying in various university departments (undergraduate, associate degree, and postgraduate) as well as students in Anatolian Vocational High Schools. In the 2023–2024 academic year, the foundation supported 127 students.

To date, the Foundation provided scholarships to 7,146 students, all without any repayment obligation.

Educational Investments

Another goal of the Yaşar Education and Culture Foundation is to cooperate with the Ministry of National Education to make educational investments.

To date, it has built eight schools: İzmir / Karşıyaka Alaybey Selçuk Yaşar Middle School (1993), İzmir / Durmuş Yaşar Primary School (1974, rebuilt 1998), Selçuk Yaşar Painting and Coating Industrial Vocational High School (2002), İzmir / Çeşme / Alaçatı Yaşar Education and Culture Foundation Anatolian High School (2005, expanded 2009), Diyarbakır / Kayapınar Yaşar Education and Culture Foundation Primary School (2008), İzmir / Güzelbahçe Special Education and Vocational Training Center (2014), Eskişehir / Yaşar Education and Culture Foundation Vocational and Technical Anatolian High School (2018).

Atatürk Initiatives

The Yaşar Education and Culture Foundation considers it one of its primary duties to promote better understanding of Atatürk's personality, principles, and historical role among society and future generations by collaborating with established scientific and research institutions in this field, and by conducting research and compilations. To this end, the Foundation, which is responsible for publishing and promoting these studies in Turkish and foreign languages, has published works by various scholars related to Atatürk.

The foundation supports symposiums, panels, and seminars on Atatürk, enriching educational institutions with Atatürk corners and resources.



Social Investment Activities / Culture and Art

The Yaşar Education and Culture Foundation carries out activities to support, preserve, and promote knowledge and artistic production in the fields of culture, art, and science.

In line with this mission, it organizes various scientific and artistic events, presents awards for outstanding achievements, and publishes distinguished works.

As part of its cultural services, the foundation supports archaeological excavations and art conservation projects in Turkey while also producing cultural publications.



S. Yaşar Painting Museum and Art Gallery

The Yaşar Education and Culture Foundation attaches great importance to the establishment, opening, and maintenance of museums and art galleries, as well as to the promotion and preservation of Turkish cultural heritage. One of the most valuable examples of this work is the Selçuk Yaşar Museum, which became Turkey's first private painting museum in 1985.

The Selçuk Yaşar Art Gallery, opened in 1990, has hosted numerous exhibitions by master artists, along with talks and panels. To date, 36 catalogs have been published, and 286 exhibitions have been held.

Yaşar Museum

The building, registered as a "Conservation Required Immovable Cultural Heritage," belongs to the Yaşar Education and Culture Foundation and is located in İzmir Konak District, Umurbey Neighborhood, Alsancak Port Area. The mural, restitution, and restoration project works have been completed.

At the Yaşar Museum, 192 works from the DYO Painting Awards Collection and works from the Foundation Collection, archaeological artifacts, and carpet/kilim collections will be exhibited. The museum will also host temporary exhibitions featuring works by artists from Turkey and around the world.



DYO Painting Awards

The DYO Painting Awards is the longest running private sector painting competition in Turkey, first held in 1967 and organized since 1993 by the Yaşar Education and Culture Foundation. Over 56 years, the competition has received 16,088 artist submissions and 26,865 artworks.

The 39th DYO Painting Awards, held in 2024 with the theme "Nature and People," received 704 artist applications and 1,066 artworks. The jury included prominent figures such as Habip Aydoğdu, Prof. Hayri Esmer, Assoc. Prof. Dr. Devrim Karaa, Prof. Cebail Ötgün, Prof. Dr. Ferhat Özgür, and Prof. Mümtaz Sağlam, who selected 6 award winning works from among 79 finalists.

On January 4, 2024, the opening of the İzmir exhibition, hosted by Feyhan Yaşar, Chairwoman of the Board of Directors of Yaşar Holding and Chairwoman of the Board of Trustees of the Yaşar Education and Culture Foundation, was held at the İzmir Ahmed Adnan Saygun Arts Center. The event was attended by guests from İzmir's business and art circles, as well as İzmir art lovers and Yaşar Group executives and employees.

Over 56 years, the
competition has received
16,088 artist submissions
and **26,865 artworks.**



Support for the Preservation of Cultural Heritage

The Yaşar Education and Culture Foundation continues to contribute to the preservation of cultural heritage and the discovery of archaeological values, and has been supporting various archaeological excavation projects since 1998.

Under the leadership of Assoc. Prof. Dr. Serdar Öztaner from Ankara University, the foundation has supported the excavations of the "Nysa Ancient City" in Aydın's Sultanhisar district since 1998. Since 2015, it has also contributed to the excavations of the "Ancient Smyrna City", led by Prof. Dr. Cumhuri Tanrıver from Ege University.

In 2017, the foundation began supporting the Smyrna Agora excavations in İzmir's Konak district, conducted by Prof. Dr. Akin Ersoy from Katip Çelebi University. It has also supported the Çatalhöyük excavations in Konya's Çumra district since 2019, led by Assoc. Prof. Dr. Ali Umut Türkcan from Anadolu University.

Amastris Excavations

The foundation played an important role in continuing archaeological research and began supporting the Amastris Ancient City excavations in Bartın's Amasra district in 2024, conducted by Bartın University under the leadership of Prof. Dr. Fatma Bağdatlı Çam.



Selçuk Yaşar Sports and Education Foundation

Founded in 1998 by Selçuk Yaşar, the Selçuk Yaşar Sports and Education Foundation aims to establish and operate a university, provide resources, create sports training facilities, and sponsor educational and sports activities in collaboration with public and private institutions.

Yaşar University



Founded by the Selçuk Yaşar Sports and Education Foundation in 2001, Yaşar University began its educational activities in the 2002–2003 academic year. Today, it has 1 institute, 9 faculties, 1 applied sciences school, 1 vocational school, 1 foreign languages school, 33 undergraduate programs, 13 associate degree programs, 26 master's programs, and 11 doctoral programs. In the 2023-2024 academic year, a total of 221 professors, associate professors, and doctoral faculty members continue to carry out educational and teaching activities.

A total of 8,300 students are studying at Yaşar University, which has students from 49 different countries, including 283 international students. Yaşar University, with 830 academic and administrative staff, continues all educational activities at the Selçuk Yaşar Campus.

In the 2023-2024 academic year, a total of 1,457 students graduated from Yaşar University: 1,287 from undergraduate and associate degree programs, and 170 from master's and doctoral programs. During this period, 5,560 of the 7,800 students studying at the university received scholarships and discounts through the ÖSYM scholarship program. In addition to undergraduate, associate degree, and graduate programs, Yaşar University offers double major, minor, and certificate programs. Along with easy horizontal and vertical transfer between programs, the university distinguishes itself with its ability to update educational programs through sector and needs analyses conducted periodically.

Lifelong Learning and Social Responsibility Activities

In 2024, Yaşar University implemented 82 projects involving 1,764 students as volunteers. On December 5, within the scope of World Volunteers Day 2024, Yaşar University, İzmir Metropolitan Municipality, Konak Municipality, Tulay Aktaş Volunteer Foundations Union, and civil society organizations participating in the organization committee jointly organized an event themed "Sustainable Volunteering Towards 2026." The "İzmir'de İyilik Var" project was awarded in the "Social Benefit Awards" organized by Dünya Newspaper in the "Universities Category" under the "Projects Adding Value to Society" award.



Social Entrepreneurship and Impact Office (SOFi)

The Social Entrepreneurship and Impact Office, established in 2022, aims to develop social entrepreneurship and measure the impact of social responsibility activities.

In 2023, Yaşar University signed the “Business Cooperation Protocol for Strengthening the Social Entrepreneurship Ecosystem in İzmir” with the İzmir Metropolitan Municipality. This initiative was designed to identify the needs of the social entrepreneurship ecosystem, provide incubation services, and include visible activities such as training and public engagement.

Within the scope of the İzmir Social Entrepreneurship Program, online training content and programs were developed, available free of charge at www.sofi.yasar.edu.tr, with certification upon completion.

The Social Entrepreneurship Incubation Program was launched, providing a total of 15 hours of training support and mentoring meetings to four social entrepreneurship ideas selected in this context. Within this scope, the İzmir Social Entrepreneurship Local Action Plan was prepared using data obtained from needs analysis, mapping, training programs, conferences and panels, celebrations, incubation, and mentoring processes.



Entrepreneurship and Innovation Activities

Yaşar University began receiving two year grant support in 2017 under the TÜBİTAK 1601 Capacity Building in Entrepreneurship program. In 2018, it also gained eligibility for grant support under the TÜBİTAK 1601 Technology Transfer Capital Support Program (Phases 1 and 2).

Since 2019, nearly 500 intellectual property applications have been submitted through these projects. A total of 100 entrepreneurs received business training, 30 entrepreneurs received one on one mentoring, and 5 million TL in funding has been secured.

The Technology Transfer Office (BTTO), established in 2015, facilitates the transfer of university generated knowledge to society by managing R&D projects, patents, and industrial designs, as well as licensing and technology transfer agreements. It also supports the creation of “spin off” and “start up” companies.

This structure provides infrastructure support to entrepreneurs through the MINERVA Incubation Center located within the University.

From the unit's establishment until the end of 2024, a total of 274 Public-University-Industry Cooperation (KÜSİ) projects and 57 TÜBİTAK projects have been carried out at Yaşar University. Yaşar University has been accepted into the KOSGEB TEKMER Program, which was created to support entrepreneurial activities, transfer the discoveries resulting from the scientific work of academic staff to the real sector, and provide consulting services. In this context, the “North İzmir Technology Development Center” (Northern İzmir TEKMER), which began its activities in April 2021 as a joint project of İzmir Katip Celebi University and Karşıyaka Municipality with the TEKMER Grant and Support, has accepted a total of 25 entrepreneurial projects with the theme of “Smart City” in 12 closed offices and 1 shared space, becoming one of the 3 TEKMERs that achieved a 100% occupancy rate among the 23 TEKMERs established by the end of 2023.





Yaşar University Information and Technology Management, Design and Consulting Inc. (YUTECH A.Ş.)

YUTECH, established at the end of 2019 as a subsidiary of Yaşar University to actively collaborate with other stakeholders in the İzmir R&D and Innovation ecosystem and implement projects that contribute to society, commenced operations at the beginning of 2020.

YUTECH aims to develop project candidates that can be collaborated on with universities, ensure that academics participate in these projects as advisors/mentors, enable them to implement innovative applications, and provide them with opportunities to commercialize their expertise.

YUTECH aims to accelerate the commercialization of the outputs of R&D and design projects carried out in incubators and technology parks. YUTECH also ensures that the outputs of scientific research projects carried out at the university are evaluated and commercialized through collaboration with industrial organizations and investors. It aims to organize consultancy, training, seminars, and events related to specific areas such as measuring, evaluating, and developing the R&D system, and to evaluate the outputs of these events and convert them into material and reputational benefits.

The University continues to participate in Development Agency projects aligned with its academic potential, socially responsible projects, and EU-funded initiatives such as H2020, either by representing the University or collaborating with it

as a partner. In 2022, YUTECH applied for the second phase of the TÜBİTAK 1601 Support Program for Capacity Building in Innovation and Entrepreneurship, “[BİGG+ SME MENTOR INTERFACE CALL](#).” YUTECH applied for the second period of this program and, with the acceptance of its application, has been awarded a grant of 1,250,791 TL from TÜBİTAK for a 24-month period starting in October 2022.

With the rapid development of the gaming industry during this period and the recognition of its impact on architectural and engineering designs through gamification, in 2023, efforts have begun to establish a KOSGEB-supported Technology Development Center (TEKMER) located at the İZFAŞ İzmir Fair Area, in partnership with 8 stakeholders under the founding partnership of YUTECH. Following the application, which is planned to be completed in the first half of 2024, the [Digital Game Campus Technology Development Center](#) will be established; it is planned to carry out studies in the fields of “[Digital Game Industry](#),” “[Gamification](#),” and “[Metaverse](#),” and to contribute to the entrepreneurship and innovation ecosystem in İzmir.



International Project Support Office

The Yaşar University International Project Support Office closely monitors the European Union (EU) integration process in line with the university's scientific approach, human-centeredness, social responsibility, internationalization, and innovation principles; through education, training, and research projects in Europe, it establishes collaborations between [Yaşar University](#) and [European research institutions](#). These projects provide academic staff, researchers, and students of Yaşar University with educational and professional opportunities across Europe, contributing to the university's institutional research policy by imparting qualified academic knowledge. Within this framework, participation in European and other international projects and academic research through these projects is supported to enhance the university's research capacity and international collaboration in education and research projects across Europe, adopting this as a core quality policy.

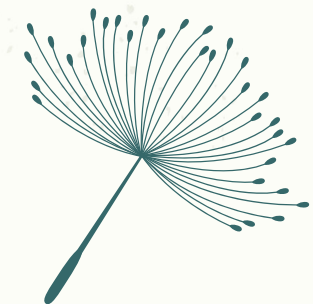
The details of the projects are available on the website of the International Project Support Office (<https://updo.yasar.edu.tr>). In 2024, the university has carried out 21 EU and internationally supported projects focusing on research and training priorities such as sustainability, renewable energy, digitalization, food-agriculture-food chain, innovation, migration, entrepreneurship, energy, gender equality, diversity, and social responsibility. With the support of the unit, 25 new project applications have been prepared for new project periods, and 5 projects have been awarded grants.

Yaşar University Women and Family Studies Application and Research Center (YÜKAM)

The Women and Family Studies Application and Research Center (YÜKAM) was established on December 7, 2020, with the aim of drawing attention to issues arising from gender inequality in society, raising awareness, and developing collaborations through projects and scientific activities.

YÜKAM prepared the “[Yaşar University Gender Equality, Sexual Violence and Harassment Prevention Policy Document](#)” and the “[Gender Equality, Sexual Violence and Harassment Prevention Directive](#)”, leading to the establishment of the Gender Equality, Sexual Violence and Harassment Prevention Support Unit (YASTÖB).

Yaşar University Women and Family Studies Application and Research Center (YÜKAM) continues its efforts to raise awareness of gender equality at regional and global levels. Through its activities, YÜKAM aims to contribute to İzmir and Turkey achieving a more egalitarian and inclusive society.



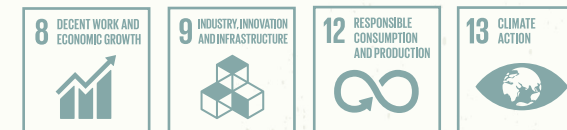


A better, longer, healthier life in nature
is possible through cooperation.

caring for business partners

Living beings on nature not only compete; they establish powerful, sensitive, and long-lasting mutual relationships.

Cooperation is essential for life.
Nature grows and improves through cooperation.
Each component is critical for the existence and health of others.
Every living thing shares benefits, considers harmony, and finds ways to develop together and live better.





Supply Chain Management

Yaşar Group contributes to regional development and the local economy by supporting a wide stakeholder network across different segments of society through its nationwide supply chain, export volume, value creation, and the employment it generates both directly and indirectly.

The understanding of sustainability, in addition to the internal stakeholders, is also adopted by the business partners involved in the influence and other external stakeholders, and the value created through this channel is considered as an corporate responsibility to be increased. Yaşar Group companies operate in the management of the supply chain, which directly affects the quality of products and services, in accordance with the policy of "Management of environmental, social and economic impacts of products and services throughout their life cycle and promotion of good practices."

Under a responsible business approach, the Group manages its supply chain holistically, from raw material procurement to delivering the final product or service to customers and consumers.

Yaşar Group companies, which operate in all sectors with the awareness of the importance of a sustainable supply chain in ensuring product and service quality, satisfaction, and continuity, also determine their suppliers with the same sensitivity. They aim for their suppliers to adopt a high-quality

criteria and sustainability-based working approach and prioritize creating shared value. In the process of selecting business partners, compliance with all legal regulations, ethics, occupational health and safety, animal welfare (in relevant companies), environmental protection, operational continuity, social impact and human rights, workers' rights, anti-corruption, and food safety (in relevant companies) are prioritized. Emphasis is placed on ensuring compliance with these elements, and these issues are given significant importance during the decision-making process.

In supplier selection and other evaluation processes, Group Companies that strive to work with partners holding ISO 14001 Environmental Management System and SA 8000 Social Responsibility Standard or other national and international standards assess their suppliers' performance through audits and support them in making necessary improvements.

It is expected that the institutions and individuals within the business union act in accordance with their values and the understanding of sustainability. With the understanding of growth together and increasing the created value, it is encouraged that business partners have systems and practices in their operations to manage their environmental and social impacts for their commercial and operational growth.

Pınar Süt operates in Turkey with over 20,000 goat milk farmers, aiming for healthy and sustainable production. The company prioritizes product quality and food safety in its partnerships with suppliers.

Pınar Süt integrates sustainability into its business processes to reduce logistics-related carbon emissions and manage environmental impacts. In this context, it collaborates with local producers near its manufacturing facilities. The company analyzes the environmental impacts of its suppliers' production processes and prefers suppliers who provide MSDS (Material Safety Data Sheets) as requested by the Quality Assurance department and hold TS EN ISO 14001 certification during service procurement processes.

In 2024, a cooperation agreement was made with 1,728 suppliers for all product and service needs outside of raw milk. Among them, 217 suppliers, which constitute 70% of the total purchase amount excluding raw milk, signed the Pınar Süt Supplier Principles Guide, agreeing to adhere to the principles adopted by Pınar Süt regarding human rights, fair working standards, and environmental sustainability. In 2024, 97.9% of Pınar Süt's procurement activities were carried out through local suppliers.

“The Yaşar Group, a broad map covering different segments of society, contributes to supporting the local economy through regional development by **providing a widespread overview of the country, including common supply chains, export volume, added value generated, and both direct and indirect employment.**”



Pinar Et supports its suppliers in establishing monitoring systems aimed at tracking and reducing energy and water consumption. Through the ESG Criteria Form, it aims to inform suppliers about climate change and enable them to monitor their environmental impacts, as well as to identify energy and water consumption and set targets to reduce these impacts. In supplier audits, the FSSC 22000, BRC/IFS standards, and the Pinar Et Supplier Principles Guide prepared within the scope of UNGC are accepted as references; suppliers who meet these requirements sign this guide. In 2024, 98.8% of Pinar Et's procurement activities were carried out through local suppliers.

The Good Agricultural Practices (GAP) certificate held by Pinar Et covers Food Safety, Animal Welfare, Environment, and Occupational Health and Safety, emphasizing environmentally friendly and natural methods.

Pinar Su ve İçecek, considering the UN Global Compact, prepared the "Pinar Su ve İçecek Suppliers Principles Guide" which consists of compliance with legal regulations, human rights, fair working standards, environmental responsibility, and commercial integrity. In order to ensure full compliance with the principles outlined in the guide, they request compliance declarations from their suppliers and regularly audit their suppliers with whom they continue to work to monitor adherence to the guide.

In order to support regional and local development, Pinar Su ve İçecek work with local suppliers, contributing to the improvement of supplier conditions while also reducing logistics

costs and carbon emissions generated in processes. In 2024, 99.3% of Pinar Su and İçecek's procurement activities were carried out through local suppliers.

DYO Boya adopts the policy of "Management of environmental, social and economic impacts of products and services throughout their life cycle and promotion of good practices" aiming to establish strong and sustainable relationships with stakeholders on its supplier map. Sustainable production is supported through environmentally friendly raw material selection and circular economy models.

The supplier and business partners are evaluated within the scope of assessment procedures based on environmental responsibility, commercial integrity, fair working standards, human rights, and compliance with laws, with the aim of developing and establishing a sustainable future with all parties involved. Additionally, DYO Boya, within the framework of the **TS EN ISO/IEC 17024** standard, continues its personnel certification activities through an authorized organization, and has maintained the Dyo Academy Certification Project for painters in 2024.

Altın Yunus Çeşme prefers suppliers who have proven themselves at both local and international levels, and works with institutions that have certification in accordance with quality standards and sustainability sensitivity throughout all procurement processes. The company, with its environmental sustainability approach, uses recyclable packaging in its procurement activities.

Viking Kağıt works together with suppliers on alternative chemicals, raw materials, packaging designs, and technical developments, closely monitoring industry advancements, trends, and global dynamics.

In 2024, the company continues to develop circular economy and sustainable supply practices, and throughout the year, it has increased raw material diversity in production with a composite container recycling facility. Efforts have been made to establish collaborations with companies that can use industrial waste as raw material. In 2024, 95% of Viking Kağıt's procurement activities were carried out through local suppliers.

Çamlı Yem, in accordance with the "**Çamlı Yem Supplier Principles Guide**", which consists of compliance with laws and regulations, human rights, fair working standards, environmental responsibility, sustainable fishing and responsible sourcing of feed materials, and adherence to commercial integrity and principles, requests compliance declarations from suppliers to ensure full conformity with the principles outlined in the guide. It regularly audits its suppliers to monitor the currency of compliance with the guide.

Yaşar Bilgi values reducing carbon footprint, efficient use of resources, and producing sustainable digital solutions in supplier selection, prioritizing working with suppliers that operate in accordance with Green Software principles.

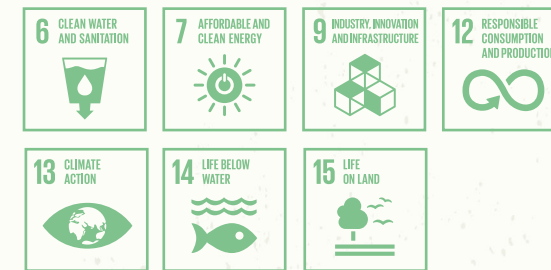




caring for environment

*Nature sustains itself through order, cycles, balance, and cooperation.
It does not demand more than it needs; it remains faithful to balance.*

A tree needs only as much sun as it receives.
It needs no more, nor does it take what belongs to others.
Every living thing uses only what it needs.
Nature does not destroy when it consumes; it transforms.
Resources are renewed in sustainable cycles,
waste is recovered through natural processes,
and diversity and the integrity of ecosystems are preserved.



Nature knows its limits. It is restorative.
With this balance, it protects not only today but also tomorrow.

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



Environmental Management

The Yaşar Group's approach to valuing the environment and providing a better quality of life is prioritized in all Group companies and especially in operational activities.

The Group manages all its processes with a responsible approach to combating the global climate crisis, minimizing environmental impacts, and continues its activities in line with its goals regarding natural resource use, climate change, water, energy, and waste management.

Within its sustainability strategy, the Group prioritizes topics under the “Caring for Environment” approach: **climate change and energy management, water and waste management, circular economy and waste management, and biodiversity.**

Yaşar Group ensures continuous alignment with national and international standards, regularly tracking its sustainability strategy. In line with the European Union and the United Nations’ goal for net zero emissions by 2050, the Group adapts to necessary regulations.

The Yaşar Group Companies, within the scope of their **TS EN ISO 14001 Environmental Management System**, regularly assess the environmental impacts of all their operations, products, and processes, and reduce their negative effects in accordance with annual plans. Additionally, energy management activities carried out to ensure energy efficiency, reduce energy consumption, and improve energy

performance are supported by the TSE EN ISO 50001 Energy Management System.

The Group's sustainability efforts are carried out under the coordination of the Yaşar Holding Sustainability Committee. The Sustainability Committees and Climate Crisis Working Groups established within the Group companies are responsible for conducting and reporting sustainability activities. The Yaşar Holding Sustainability Committee is composed of sustainability leaders from ten companies within the Yaşar Group and operates under the leadership of the CEO of Yaşar Holding.

Among its companies, Pinar Süt and Pinar Et participate voluntarily in the **CDP (Carbon Disclosure Project)**, reporting on climate change and water related topics. Pinar Et also takes part in the CDP Water Security Program, achieving a “B” rating, making it one of the top performers in the Group.

Yaşar Holding, a signatory of the United Nations Global Compact, TUSİAD, SKD, and the initiative led by Global Compact Turkey called the Business World Plastic Initiative (İPG), was also among the first signatories. Under the İPG, Yaşar Holding included Pinar Et, Pinar Su ve İçecek companies, and achieved the pledged reduction of 90 tons of plastic in a short period of one year, **with a total reduction amounting to 158.7 tons.**

Environmental Management and Chemical Safety

DYO Boya adopts a comprehensive and holistic approach to chemical management, considering human health and environmental impacts. Under the European Green Deal, the company enhances transparency in chemical use declarations and ensures traceability throughout the supply chain.

The TSRS and ESRS standards also expect companies to openly report their practices aimed at reducing the use of harmful substances, managing chemical risks, and providing transparent information to stakeholders. In this context, DYO Boya's comprehensive and advanced practices in chemical management stand out as an example of responsible production within the industry.

In 2024, the company aligned with the EU CLP Regulation’s SEA management requirements, updating the classification of all chemicals used in operations and sharing updates with stakeholders.

Since 2017, DYO Boya has complied with both Turkey’s KKDİK Regulation and the EU REACH Regulation for the registration, evaluation, and restriction of chemicals. At its Dilovası plant, the company updated its COSHH approved Chemical Risk Analysis with the UK Health and Safety Executive.





Climate Change and Energy Management

The climate crisis, which directly impacts the entire world and all sectors, is among the critical priorities of Yaşar Group. With a deep sense of responsibility toward the planet and the environment, the Group conducts its operations with the aim of controlling and reducing the environmental, economic, and social effects of the climate crisis.

Yaşar Group's work in energy management and sustainability is based on scientific data and guided by a long term vision. The Group's strategic pillars include increasing energy efficiency, using renewable energy resources more effectively, optimizing processes with digital technologies, and combating climate change.

Recognizing climate change as a significant risk factor and prioritizing it in its risk assessments, Yaşar Group works to reduce the carbon footprint and energy intensity across its entire value chain, implementing projects to minimize environmental impacts.

As Turkey moves toward its 2053 net zero carbon target, Yaşar Group aligns with the United Nations Sustainable Development Goals and the

European Green Deal, taking steps to minimize the environmental effects of all business processes.

In line with the principle "You can't manage what you can't measure", the Group has been measuring, reducing, and reporting its carbon footprint since 2010. Carbon Leaders and Specialists within the Group are responsible for overseeing this process. The calculation system is kept up to date in compliance with national and international standards, and training and meetings are organized for the teams responsible for calculations.

Yaşar Group companies actively implement the **TS EN ISO 14001 Environmental Management System** and the **TSE EN ISO 50001 Energy Management System**. The Group monitors energy consumption data in accordance with its energy efficiency strategy to combat climate change. Risk assessments along the value chain address the reduction of energy use, emissions, and costs, as well as the continuous improvement of energy performance and the optimization of efficiency.

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.

Yaşar Group Total Greenhouse Gas Emissions and Energy Consumption

Yaşar Group Greenhouse Gas Emissions (*):

	2022	2023	2024
Scope 1 (tCO ₂ e)	183,022	151,540	146,765
Scope 2 (tCO ₂ e)	89,942	86,229	89,726
Total (tCO ₂ e)	272,964	237,768	236,491

Yaşar Group Total Energy Consumption (*):

	2022	2023	2024
Total (GJ)	3,554,939	2,986,119	3,135,614

*The data is the sum of the data of Yaşar Group's 9 main companies within the scope of the Sustainability Report

“

Carbon footprint measurement, reduction, and reporting studies have been carried out since 2010.

”



DYO Boya has continued projects to reduce energy consumption and increase energy efficiency, achieving a 2024 annual reduction in energy use per ton of product. In addition, investments were made to control volatile organic compounds (VOCs) and carbon emissions. In 2024, DYO Boya carried out carbon emission verification audits in accordance with the 14064-1 Standard for Greenhouse Gas Emissions and Removals Quantification and Reporting, conducted by an accredited independent organization. The aim was to provide transparent, reliable, and safe results to stakeholders.

Pınar Süt reduced CO₂ emissions by generating 612 tons of CO₂ equivalent in biogas from 342,742 m³ of waste gas at its anaerobic treatment plant in İzmir, also saving on natural gas consumption.

Pınar Su ve İçecek reduced and prevented greenhouse gas emissions from industrial processes and household consumption by maintaining year round energy efficiency, energy savings, and operational improvement efforts. These actions cut total Scope 1 emissions by 10.27% compared to 2010. When compared to the previous year, the total amount of electricity consumed in the bottled water production line at the Bursa facility was reduced by 1.2%, and the total diesel consumption in the electric generators was reduced by 14%. At the Sakarya Facility, the total diesel consumption in the electric generators was reduced by 75.61%. In order to reduce greenhouse gas emissions from electricity consumption, the installation of a rooftop solar power plant is planned, and the aim is to reduce carbon emissions by 20% by 2030 compared to 2024.

Pınar Et has reduced the distance traveled by 376,096 km in the last 12 months through the "Single Direction, Clean Tomorrow (Tek Yön, Temiz Yarın)" project, achieving a 28% fuel savings. As a result, 150,438 liters of fuel were saved, reducing carbon emissions by 397 tons.

In **Çamlı Yem Besicilik**, energy savings have been achieved through generator investments, optimization of air fuel ratio in steam boilers, and air compressor projects. In 2024, energy consumption per ton has been reduced by 7.5%.

Altın Yunus Çeşme calculates greenhouse gas emissions as Scope 1 and Scope 2, and continues work on Scope 3 emission calculations.

Desa Enerji installed a high efficiency boiler fueled by natural gas in 2023, ensuring high efficiency throughout 2024.

Viking Kağıt reduced energy consumption by dismantling compressors.

At **Yaşar Birleşik Pazarlama**, in 2024, studies on topics such as route optimization, vehicle occupancy efficiency, vehicle reduction, and the transition to new technologies like electric vehicles have resulted in a 43.69% reduction in fuel consumption on a macro scale compared to the previous year.

Pınar Et continues its investments to reduce greenhouse gas emissions in line with the goal of becoming a carbon-neutral organization by the end of 2050. The company, with its 1.5 MWe (1.77 MWp) installed capacity solar energy panels commissioned in 2023, met 8% of its total electricity consumption in 2024, and with the 2,453 MWh production carried out at the solar power plant, it prevented the emission of 1,076 tons of CO₂ equivalent.

Desa Enerji's solar energy system saved 808 MWh of energy in 2024.

Altın Yunus Çeşme, with the aim of increasing the use of renewable energy, also utilizes geothermal energy in hotel heating. In 2024, geothermal energy accounted for 21.6% of the total energy consumption. The facility provides guest transfers with environmentally friendly electric vehicles and offers an electric vehicle charging station service with the support of Desa Enerji, a company of the Yaşar Group.

DYO Boya saved 310,250 kWh/year through compressor investments.

At Pınar Süt, the fluorescent lighting in factory units and common areas continues to be replaced with LED fixtures, resulting in an annual electricity saving of 81,599 kWh. In the Eskişehir factory of Pınar Süt, the conversion of passenger diesel cars to electric cars in 2024 has prevented an average monthly carbon emission of 0.6 tons. With the adoption of LED lamps, approximately 19,800 kWh of energy has been saved annually.

Personnel shuttle routes have been optimized, reducing total distances and decreasing the annual service-related carbon footprint by 7%. At the Pınar Süt Şanlıurfa factory, LED conversions are ongoing in administrative buildings, laboratories, and production facilities within 2024, resulting in an annual energy savings of 63,217 kWh and a reduction of 31.1 tons of CO₂ emissions.





Water and Wastewater Management

According to IPCC data, 19% of global water resources are used by industry. If current consumption trends continue, by 2030, a 40% water gap is expected worldwide. Access to clean water, social equality, and responsibility among stakeholders are also critical issues that need to be addressed.

With this awareness, Yaşar Group adopts a responsible management approach that focuses on preserving the balance between resource protection, use, and reuse in the regions where it operates. Under the **ISO 14001 Environmental Management System**, the Group implements systematic improvement activities in areas such as reducing water consumption, reusing water, and wastewater management. Water and wastewater management is one of Yaşar Group's sustainability priorities. In investment evaluations, the principles of "economic efficiency", "fair sharing of water", "social equality", and "environmental health and ecosystem continuity" are prioritized.

The Group Companies carry out their activities based on national legal requirements and standards, international water standards, and regional and local water management policies, with an approach rooted in these frameworks to protect water resources and ensure sustainability. The Group determines its water management strategy by addressing it at the management committee level and at the sustainability committee level. The Yaşar Group, in areas where it operates and where its production facilities are located, conducts continuous monitoring and control activities aimed at protecting water

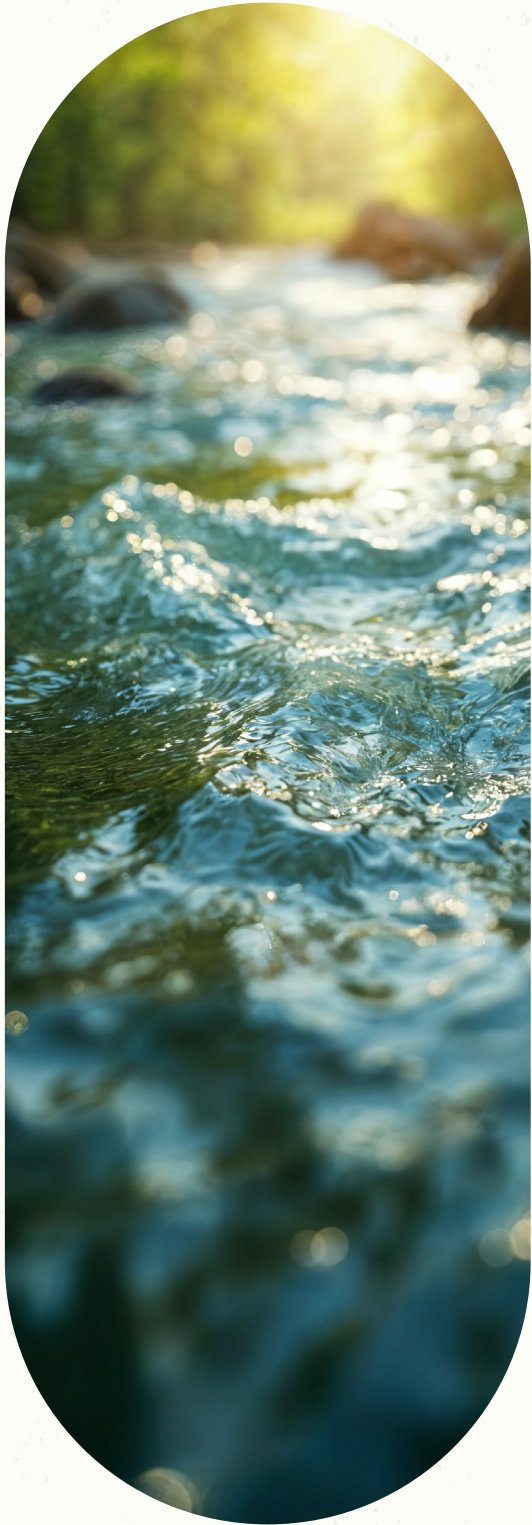
resources within the scope of the water management strategy. Through water footprint calculations performed at the facility level, the community maintains the relevance of its targets while continuing its ongoing monitoring and control activities.

The effective management of resources and the goal of ecosystem sustainability involve monitoring the volume of water drawn from resources (water flow rate), its variability, and the amount of water used in production through flow meters. During production planning, water data are analyzed to prioritize the preservation of the natural resource's sustainable structure.

Participating in the Water Program of the CDP Carbon Disclosure Project, Pınar Süt and Pınar Et reports water footprint annually.

Wastewater generated from operational activities in the Yaşar Group companies is determined by relevant regulations and discharged in accordance with regional boundary values. During the reporting period, there have been no significant restrictions or water shortages that could impact the environment.

Water risk levels in the geographical regions where activities are conducted are monitored using the WRI Aqueduct Water Risk Atlas data. In company-based risk assessments, water risks are among the critical priorities. To strengthen water management performance at facilities in regions with high water stress, ongoing process-based improvement efforts are being carried out.



“
Yaşar Group conducts continuous monitoring and control activities in the regions where it operates and where its production facilities are located, in order to protect water resources within the framework of water management strategy.
”

Pınar Et monitors the overall water consumption across the facility clearly through a SCADA-based remote monitoring system. Improvement works are being carried out through the Environmental Working Group, and projects are being developed to raise awareness about environmental and water issues. In 2024, Pınar Et's water usage intensity has decreased to 16.47 m3/ton compared to previous years. Pınar Et, considering 2023 as the new base year, aims to reduce its water footprint by 15% by 2030.

At the Pınar Süt Izmir factory, the optimization of chemicals used during the research processes has reduced caustic (NaOH) consumption by 19%. At the Eskişehir factory, a total of 1,684 tons of water has been saved in 2024 by using a chilled water line instead of water used to cool transformers on Line 14 -1/2 Edge Filling Machine. At the Şanlıurfa factory, with the completed meter installations, 96% of the water consumed across the facility is monitored. With the reclaimed seal water from the lines, a total of 3,240 m³ of water has been saved annually. Additionally, by recycling the water used in the sterilization machine, an annual total of 1,850 tons of water has been conserved.



At DYO Boya, the pre treatment facilities, general wastewater channels, and pumping stations are inspected daily in detail using 5S control forms to prevent noncompliance findings and potential hazards from turning into risks. Additionally, canal revision works and rainwater harvesting project designs are being carried out to enable rainwater use.

At Desa Energi, efficiency improvement works on waste heat boilers have achieved daily water savings of 50 m³.

In Pınar Su ve İçecek, water footprint is reduced through automation and closed-circuit disinfection applications carried out on production lines. As a result of these projects, the amount of wastewater per unit of production decreased by 12% in 2024 compared to the previous year.

At Çamlı Yem's Işıkkent facility, a wastewater treatment plant has been established and commissioned.

At Altın Yunus Çeşme, water consumption was reduced by 12,303 m³ compared to the previous year. Water from the treatment plant is reused for garden irrigation, and drought tolerant plants are used to further increase water savings.

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

Water Withdrawal (ML)	2022	2023	2024
Total	10,377	9,265	9,313

Wastewater Discharge by Destination (ML)	2022	2023	2024
Total	6,973	6,101	6,434

Water Consumption (ML)	2022	2023	2024
Total	3,404	3,164	2,879

*The data is the sum of the data of the 9 main companies included in the Sustainability Report of Yaşar Group.

Circular Economy and Waste Management

Effective waste management requires sustainable production and consumption habits to be established and improved. Yaşar Group companies adopt a circular business model that places effective waste management at the center, covering the process from the efficient use of raw materials to waste generation, protecting natural resources, and recycling or recovering waste back into the production process.

Within the framework of the TSE EN ISO 14001 Environmental Management System, waste management practices are carried out in compliance with laws and environmental standards, ensuring the efficient use of resources and the transformation of waste. The waste management system prioritizes reducing waste at its source, separating it according to type, recycling, and reusing; non recyclable waste is safely disposed of through licensed recovery facilities without harming the environment.

As part of the “Zero Waste” initiatives, projects implemented at factories, facilities, and offices have received the “Zero Waste Certificate.”

Pınar Süt, Pınar Et, Pınar Su ve İçecek, Dyo Boya, Çamlı Yem, Viking Kağıt, Altın Yunus Çeşme, Desa Enerji, and Yaşar Birleşik Pazarlama companies hold the Ministry of Environment, Urbanization and Climate Change's “Basic Level Zero Waste Certificate”.

To promote the circular economy, projects continue to focus on recovering waste generated during production back into the production process, collecting and sorting packaging waste, optimizing packaging weights, and selecting materials and usage methods that generate the least waste.

Altın Yunus Çeşme separates waste at its source and systematically monitors recycling processes under the Ministry's Zero Waste Certificate framework. In 2024, the amount of hazardous waste generated was reduced by 7%.

By using the Waste Solution System, Altın Yunus Çeşme track waste quantities for over 1,000 product types, ensuring accurate procurement decisions and optimizing product diversity and quantities.



Projects to reduce single use plastics continued at Altın Yunus Çeşme in 2024, replacing large plastic bottles with more sustainable alternatives for shampoo, shower gel, and similar products, and switching plastic packaging in guest amenities and bouquet products to paper based materials.

At Pinar Et, optimization efforts in existing packaging materials reduced plastic usage by approximately 2,500 kg and paper usage by approximately 3,850 kg, saving 1 million TL in costs. These efforts cut CO₂ emissions by 133.47 tons—the equivalent of preserving 65 trees. Additionally, 445 kg of recyclable plastic packaging containing sustainable materials was used, contributing to environmental sustainability.

Applying the circular economy approach, Pinar Et sends sludge from treatment plants and by products from slaughterhouses to licensed facilities for biogas production. Waste from processed animal products is converted into value added products, creating both waste reduction and economic benefits.

At Pinar Su ve İçecek, R&D efforts in 2024 to optimize PET bottle weights reduced plastic use per unit by 11.9% for 400 ml bottles, 5.4% for 1 L bottles, and 3.7% for 5 L bottles, compared to 2023.

In 2024, optimization studies carried out on product shrink packaging resulted in a 9% reduction in plastic use in some products within the water group. Additionally, changes in the number of materials used in the separator material used in product pallets have led to a reduction of 20% to 50% per pallet product in certain product groups.

Pinar Süt has developed 26 eco-friendly packaging solutions throughout 2024 and continued its innovative work at the R&D center. The packaging of returned & waste products is separated from the packaging unit, the product content is sent to a wastewater treatment plant, fermented anaerobically in a compost bin, and then produced as compost with a 30% solid content and sent to a licensed biogas production facility, resulting in natural gas savings. During cheese production, whey wastewater generated is separated and collected, and this by-product is sent to licensed companies for utilization.

DYO Boya’s solvent recovery, packaging size optimization, reduction of single-use plastics, evaluation of raw material packaging as waste packaging, and projects involving 30% recycled materials (CASATI) have reduced waste by 1,149 tons. The amount of hazardous waste has decreased by 6.6% compared to 2023. With the publication of 11 new products in the International EPD System, lifecycle analysis studies have been completed, and by 2024, the total number of EPD-certified products has increased to 21.

In Viking Kağıt, 3,866 tons of composite beverage cans were recycled in 2024. The cellulose, aluminum, and kraft materials obtained with Recyfiber® technology have been reclaimed for the economy. Viking Kağıt disposed of a total of 22,406 tons of waste, and the amount of hazardous waste was reduced by 20% in 2024 compared to the previous year.

PinarOnline has initiated its Micro Waste Management activities in collaboration with Wastespresso as of October 2024. In this context, 23.06 kg of coffee waste was recycled in 2024, preventing approximately 26.03 kg of CO₂ emissions.

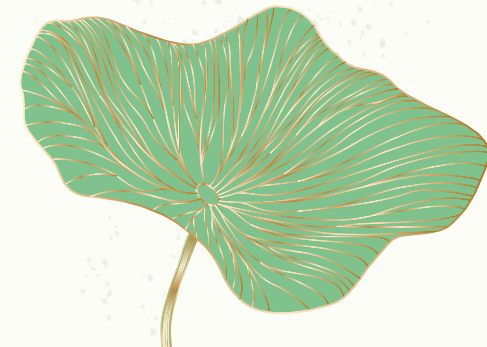
Yaşar Group Total Waste Amount and Disposal Methods (*)

Hazardous Waste (Ton)			
	2022	2023	2024
Total	2,429	3,242	3,055

Non-Hazardous Waste (Ton)			
	2022	2023	2024
Total	36,478	25,028	34,362

*The data is the sum of the data of Yaşar Group's 9 main companies within the scope of the Sustainability Report.

“Effective waste management requires sustainable production and consumption habits to be established and improved.”





Biodiversity

Yaşar Group companies act with full awareness of their sectors' impacts on biodiversity, taking measures in all processes to reduce environmental risks and showing the utmost responsibility in protecting biodiversity, soil, water, and other natural resources.

In the sustainability approach, a key focus is given to biodiversity related activities that prioritize the protection of natural ecosystems. Under the guidance of the Convention on Biological Diversity (CBD) and the National Biodiversity Strategy and Action Plan, compliance with national and international standards is monitored, and activities that could pose environmental risks are continually assessed. In 2024, no direct threats to biodiversity were detected in monitored areas of operation.

Çamlı Yem considers biodiversity protection a cornerstone of sustainable agricultural systems. The company monitors the source, cultivation methods, and environmental impacts of agricultural raw materials, with special attention to high water stress regions and areas that are rich in biodiversity, to avoid potential negative impacts.

Altın Yunus Çeşme, as part of its sustainability efforts, procured biodiversity themed book series to raise awareness, organized reading hours at the facility's mini club, and informed guests on biodiversity topics. Birdhouses were installed, and children decorated them in mini club activities.

Since 2004, **Altın Yunus Çeşme** has held the Blue Flag award for its 250 meter beach, meeting international standards for water quality, cleanliness, and sustainable coastal management. This recognition reflects the value placed on the human–nature relationship and sustainable tourism.

Desa Enerji in 2024 took action to protect environmental balance and support natural habitats within the Aliaga Combined Cycle Power Plant site. This included regular landscaping in green areas, preserving natural vegetation through landscaping arrangements, and enhancing the aesthetic integrity of the site.



Afforestation Activities

DYO Boya, celebrating its 70th anniversary in 2024, donated 10,000 saplings to the General Directorate of Forestry under the “DYO 70th Anniversary Memorial Forest” protocol. This initiative created a carbon sink area to offset emissions and contributed to biodiversity.

Since 2014, **Pınar Et** has run the “10 Pil 1 Fidan” project, planting 340 saplings in 2024 from 3,400 collected batteries. Over the years, a total of 26,400 batteries have been collected and converted into 2,640 planted saplings.

On World Water Day (March 22), **Pınar Su ve İçecek** collaborated with the social enterprise Ecording to support technology driven environmental solutions. Using drones (Ecobrone), they assisted in planting 20,000 seed balls in areas that are hard to reach.

“ Yaşar Group companies act with full awareness of their sectors' impacts on biodiversity, taking measures in all processes to reduce environmental risks. ”

Performance Data and Indicators

Number of Employees by Employee Category and Gender

2024	White-Collar	Blue-Collar
Women	850	338
Men	2,152	2,407
Total	3,002	2,745

Employee Rate by Employee Category and Gender

2024	White-Collar	Blue-Collar
Women	14.8%	5.9%
Men	37.4%	41.9%

Number of Employees by Age Group and Gender

2024	Women	Men
<30 years old	338	1,047
30-50 years old	782	3,175
>50 years old	68	337
Total	1,188	4,559

Employee Rate by Age Group and Gender

2024	Women	Men
<30 years old	5.9%	18.2%
30-50 years old	13.6%	55.2%
>50 years old	1.2%	5.9%

Total Number and Rate of Employees in Management Levels by Gender

2024	Directors		Managers		Team Leaders		Total	
Women	18	33%	61	30%	76	28%	155	29%
Men	37	67%	145	70%	192	72%	374	71%
Total	55		206		268		529	

Employee Turnover by Gender

Women	Men
9.3%	7.3%

Maternity/Parental Leave

	Number of Employees Benefiting from Maternity Leave	Number of Employees Returning from Maternity Leave
Women	29	26
Men	141	137

* Employees on Maternity Leave are not included.

Number of Employees with Disabilities by Gender

Women	18	15%
Men	102	85%
Total	120	

Rate of New Employees by Age Group and Gender

2024	Women	Men
<30 years old	9.0%	43.9%
30-50 years old	6.5%	37.6%
>50 years old	0.3%	2.7%

* Subcontractors and temporary workers are not included.

Performance Data and Indicators

Total Hours of Training by Employee Category and Gender

2024	White-Collar	Blue-Collar	Total
Women	11,684	3,858	15,542
Ment	18,276	30,052	48,328

Average Training Hours by Employee Category and Gender

2024	White-Collar	Blue-Collar
Women	13.7	11.4
Men	8.5	12.5

OHS Trainings

Total Training Hours within the Scope of OHS		Total Number of Employees		Average OHS Training Hours	
Women	Men	Women	Men	Women	Men
8,185	34,587	1,188	4,559	6.9	7.6

Number of Employees Trained on Sustainability and Environment and Training Hours

	Employees	Total Training Hours	Average Training Hours
Sustainability	934	1,593	1.7
Environment	1,914	2,869	1.5

Occupational Health and Safety Performance

Company	2024					
	Accident Frequency Rate		Work Accident Severity Rate		Absenteeism Rate	
	Women	Men	Women	Men	Women	Men
Pınar Süt	23.96	46.86	0.10	0.31	0.12	0.10
Pınar Et	19.83	50.20	0.13	0.33	0.16	0.14
Pınar Su ve İçecek	4.49	10.07	0.00	0.02	0.05	0.02
Yaşar Birleşik Pazarlama	0.00	36.57	0.00	0.06	0.07	0.05
Çamlı Yem	42.74	64.32	0.02	0.10	0.09	0.09
DYO	0.00	22.01	0.00	0.09	0.17	0.15
Viking	47.05	41.66	0.57	0.47	0.09	0.06
Altın Yunus Çeşme	0.00	25.26	0.00	0.42	0.09	0.11
Desa					0.11	006
Yaşar Bilgi					0.05	0.05

Rights Offered To Employees

Social Rights Provided To Employees	Key	White-Collar	Blue-Collar (*)	Temporary
Life Insurance		Not applicable		
Healthcare Services	X ¹	X ²		
Disability and Invalidity Insurance		Not applicable		
Maternity Leave	X	X	X	X
Right to Retirement		Not applicable		
Stock Options		Not applicable		
New Year's Present	X	X	X	X
Holiday Present	X	X	X	X
Heating Allowance	X ²	X	X	X ³
Holiday Allowence	X ²	X	X	X ³
Food Allowance	X	X	X	X
Commute Allowance		X	X	X
Marriage	X ²	X	X	X ³
Birth	X ²	X	X	X ³
Death	X ²	X	X	X ³
Vehicle	X	X ⁴		
Gasoline	X	X ⁴		
Phone and Subscription	X	X ⁴		
Seniority Incentive Bonus	X	X	X	
Clothing		X ⁴	X ⁴	X ⁴
Sales Bonus	X ⁴	X ⁴		

¹Covered by the Company
²Certain Tiers
³Certain Companies
⁴Certain 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 2024 - 31 December 2024.

GRI Standard	Notification	Explanations	Page
GRI 1: Foundation 2021	GRI Disclosures	Section/Title	Page Number
GRI 2: General Disclosures 2021	2-1 Organization details	Corporate Profile of Yaşar Group	11-17
	2-2 Entities included in the organization's sustainability reporting	About the 2024 Sustainability Report	2
	2-3 Reporting period, frequency and contact point	About the 2024 Sustainability Report	2
	2-4 Restatements of information	Sustainability Priorities Sustainability Priorities Matrix Table of Total Greenhouse Gas Emissions and Energy Consumption Table of Total Amount of Withdrawn Water, Discharged Wastewater and Water Consumption Table of Yaşar Group Total Waste Amount and Disposal Methods	27-29 153 158 161
	2-5 External assurance	It has not passed the external audit.	-
	2-6 Activities, value chain and other business relationships	About Yaşar Group Yaşar Group Corporate Profile Caring for Business Caring for Society Caring for Business Partners	8 11-17 50-73 96-141 142-147
	2-7 Employees	Caring for Employees Appendices - Performance Data & Indicators, Rights Provided to Employees	74-95 164-167
	2-8 Workers who are not employees	Caring for Employees	74-95
	2-9 Governance structure and composition	Sustainability Management Corporate Governance	26 52
	2-10 Nomination and selection of the highest governance body	Sustainability Management Corporate Governance	26 52
	2-11 Chair of the highest governance body	Sustainability Management Corporate Governance	26 52
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Management Corporate Governance	26 52
	2-13 Delegation of responsibility for managing impacts	Sustainability Management	26
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Management	26
	2-15 Conflicts of interest	Ethics and Compliance	55
	2-16 Communication of critical concerns	Risk Management	56
	2-17 Collective knowledge of the highest governance body	Sustainability Management	26
	2-18 Evaluation of the performance of the highest governance body	It is not evaluated.	
	2-19 Remuneration policies	Human Resources Approach Equal Opportunity and Prevention of Discrimination Remuneration Policies and Practices	76 78 84
	2-20 Process to determine remuneration	Human Resources Approach Remuneration Policies and Practices	76 84
	2-21 Annual total compensation ratio	It has not been disclosed in accordance with company policy.	
	2-22 Statement on sustainable development strategy	Sustainability Approach and Management	20-23
	2-23 Policy commitments	Sustainability Approach and Management	22-23
	2-24 Embedding policy commitments	Sustainability Approach and Management	20-23
	2-25 Processes to remediate negative impacts	Ethics and Compliance Risk Management	55 56
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Compliance	55
	2-27 Compliance with laws and regulations	Ethics and Compliance Risk Management	55 56
	2-28 Membership associations	Corporate Memberships	60-61
	2-29 Approach to stakeholder engagement	Sustainability Priorities Stakeholder Dialogue	27 58-59
	2-30 Collective bargaining agreements	Caring for Employees	74-95

GRI Content Index

GRI 1
Yaşar Group has reported in accordance with GRI Standards for the period of 1 January 2024 - 31 December 2024.

GRI Standard	Notification	Explanations	Page Number
GRI 3: Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Priorities	27
	3-2 List of material topics	Sustainability Priorities Matrix	29
	3-3 Management of material topics	Sustainability Management	26
GRI Standard	Priority Issues		Page Number
GRI 3: Material Topics	Water Management and Water Conservation		
GRI 3: Material Topics 2021	3-3 Management of material topics	Water and Wastewater Management	156-158
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Water and Wastewater Management	156-158
	303-4 Water discharge	Water and Wastewater Management	156-158
	303-5 Water consumption	Water and Wastewater Management	156-158
GRI 3: Material Topics	Climate Adaptation and Resilience		
GRI 3: Material Topics 2021	3-3 Management of material topics	Caring for Environment	150-163
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	It is in progress.	
	102-2 Climate change adaptation plan	It is in progress.	
GRI 3: Material Topics	Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Biodiversity	162
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Biodiversity	162
	101-2 Management of biodiversity impacts	Biodiversity	162
GRI 3: Material Topics	Energy Management and Efficiency		
GRI 3: Material Topics 2021	3-3 Management of material topics	Climate Change and Energy Management	152-155
GRI 103: Energy 2025	103-1 Energy policies and commitments	It is in progress.	
	103-2 Energy consumption and self-generation within the organization	Climate Change and Energy Management	152-155
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate Change and Energy Management	152-155
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Change and Energy Management	152-155
	305-5 Reduction of GHG emissions	Climate Change and Energy Management	152-155

GRI Content Index

GRI 1
Yaşar Group has reported in accordance with GRI Standards
for the period of 1 January 2024 - 31 December 2024.

GRI Standard	Priority Issues		Page Number
GRI 3: Material Topics	Circular Economy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Circular Economy and Waste Management	159-161
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Circular Economy and Waste Management	159-161
	306-2 Management of significant waste-related impacts	Circular Economy and Waste Management	159-161
	306-3 Waste generated	Circular Economy and Waste Management-	159-161
	306-4 Waste diverted from disposal	Circular Economy and Waste Management	159-161
GRI 3: Material Topics	Sustainable Agriculture and Livestock		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Agriculture and Livestock	122-124
GRI 3: Material Topics	R&D and Innovation		
GRI 3: Material Topics 2021	3-3 Management of material topics	Quality, Innovation and R&D	105
GRI 3: Material Topics	Financial Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Economic Performance and Investments	62-65
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Performance and Investments	62-65
GRI 3: Material Topics	Customer Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Customer Health and Safety	113-115
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	The ratio has not been provided.	
GRI 3: Material Topics	Stakeholder Engagement and Communication		
GRI 3: Material Topics 2021	3-3 Management of material topics	Stakeholder Dialogue	58-59
GRI 3: Material Topics	Supply Chain Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Caring for Business Partners	142-147
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Caring for Business Partners	142-147
	414-2 Negative social impacts in the supply chain and actions taken	Caring for Business Partners	142-147



GRI Content Index

GRI 1
Yaşar Group has reported in accordance with GRI Standards for the period of 1 January 2024 - 31 December 2024.

GRI Standard	Priority Issues		Page Number
GRI 3: Material Topics	Ethics and Compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethics and Compliance	55
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Ethics and Compliance	55
	205-2 Communication and training about anti-corruption policies and procedures	Ethics and Compliance	55
GRI 3: Material Topics	Corporate Governance Quality and Clarity of Corporate Purpose		
GRI 3: Material Topics 2021	3-3 Management of material topics	Corporate Governance	52
GRI 3: Material Topics	Product and Service Quality		
GRI 3: Material Topics 2021	3-3 Management of material topics	Consumer and Customer Health and Safety	100-103
		Consumer and Customer Satisfaction	113-115
GRI 3: Material Topics	Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Occupational Health and Safety	94-95
		Consumer and Customer Health and Safety	100-103
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety	94-95
	403-2 Hazard identification, risk assessment, and incident investigation	Appendices - Occupational Health and Safety Performance	167
	403-3 Occupational health services	Occupational Health and Safety	94-95
	403-4 Worker participation, consultation, and communication on occupational health and safety	Human Resources Approach	76
		Decent Working Conditions and Legal Compliance	82-83
		Occupational Health and Safety	94-95
	403-5 Worker training on occupational health and safety	Human Resources Approach	76
		Decent Working Conditions and Legal Compliance	82-83
		Occupational Health and Safety	94-95
	403-6 Promotion of worker health	Human Resources Approach	76
		Decent Working Conditions and Legal Compliance	82-83
		Occupational Health and Safety	94-95
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	94-95
	403-9 Work-related injuries	Human Resources Approach	76
		Decent Working Conditions and Legal Compliance	82-83
		Occupational Health and Safety	94-95
		Appendices - Occupational Health and Safety Performance	167

GRI Content Index

GRI 1
Yaşar Group has reported in accordance with GRI Standards for the period of 1 January 2024 - 31 December 2024.

GRI Standard	Priority Issues	Page Number
GRI 3: Material Topics	Gender Equality	
GRI 3: Material Topics 2021	3-3 Management of material topics	Equal Opportunity and Prevention of Discrimination 78
		Gender Equality and Women's Empowerment 79-81
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Appendices - Performance Data & Indicators 164-167
	405-2 Ratio of basic salary and remuneration of women to men	It is not explained.
GRI 3: Material Topics	Social Contribution	
GRI 3: Material Topics 2021	3-3 Management of material topics	Caring for Society 96-141
GRI 3: Material Topics	Employee Development and Talent Management	
GRI 3: Material Topics 2021	3-3 Management of material topics	Caring for Employees 74-95
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Caring for Employees 74-95
	404-2 Programs for upgrading employee skills and transition assistance programs	Caring for Employees 74-95
GRI 3: Material Topics	Employee Satisfaction and Loyalty	
GRI 3: Material Topics 2021	3-3 Management of material topics	Caring for Employees 74-95

United Nations Global Compact (UNGC) Content Index

Topics	Global Principles	Reference	Page Number
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and	Sustainable Development Policy Caring for Society Social Investment Caring for Employees	22-23 96-141 125-141 74-95
	Principle 2: make sure that they are not complicit in human rights abuses.	Supply Chain Management Ethics and Compliance	144-147 55
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Ethics and Compliance	55
		Decent Working Conditions and Legal Compliance	82-83
	Principle 4: the elimination of all forms of forced and compulsory labour;	Equal Opportunity and Prevention of Discrimination	78
	Principle 5: the effective abolition of child labour; and	Human Resources Approach	76-77
Environment	Principle 6: the elimination of discrimination in respect of employment and occupation.		
	Principle 7: Businesses should support a precautionary approach to environmental challenges;	Sustainability Approach and Management	20-29
	Principle 8: undertake initiatives to promote greater environmental responsibility; and	Caring for Environment Quality, Innovation and R&D	148-163 105-111
Anti-Corruption	Principle 9: encourage the development and diffusion of environmentally friendly technologies.		
	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Sustainability Approach and Management Ethics and Compliance Risk Management	20-29 55 56-57



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Yaşar 2024 sustainability report

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