



FOR A BETTER LIFE

**YAŞAR 2019
SUSTAINABILITY REPORT**

“Bringing all values together at a common golden ratio for a better life, thus caring for every aspect of life.”

The concept of the “golden ratio”, which represents the privilege of balance and aesthetic in works of architecture, mathematics and especially art from Ancient Greece to Egypt, and from Anatolian cities to the Renaissance, is one of the most important elements that adds value to life. For this reason the concept of the golden ratio, which is rooted in nature, has appeared in nature itself and in every object created by humankind for ages. The Yaşar Holding 2019 Sustainability Report addresses sustainability, which is the golden ratio of our future, with the perspective and practices of the Yaşar Group and reflects the sustainability culture and practices of the group.



TABLE OF CONTENTS

Message from the Management.....	7
About the Report	10
Yaşar Group.....	14
Corporate Profile	18
2019 At a Glance	22
Significant Developments in Group Companies in 2019	24
Our Sustainability Approach	28
Sustainability Journey	32
Sustainability Priorities	34
Compliance with Sustainable Development Goals	38

CARING FOR BUSINESS

Corporate Governance	42
Awards.....	44
Stakeholder Dialog	48
Corporate Memberships	50
Ethical Principles	52
Risk Management	54
Economic Performance	56
Digital Transformation	58

CARING FOR EMPLOYEES

Human Resources Approach.....	66
Employee Rights.....	68
Equal Opportunities and Non-discrimination	70
Employee Development and Talent Management	72
Occupational Health and Safety.....	78

CARING FOR SOCIETY

Consumer/Customer Health and Safety	86
Quality, Innovation and R&D.....	92
Consumer and Customer Information and Ethical Marketing.....	100
Consumer and Customer Satisfaction	101
Sustainable Agriculture and Livestock Breeding	108
Social Investment	110
Contribution to Local Economy.....	110
Social Investment Activities of Companies	111
Sponsorships.....	120
Pinar Institute.....	122
Yaşar Education and Culture Foundation.....	128
Yaşar University.....	134

CARING FOR BUSINESS PARTNERS

Sustainable Supply Chain.....	140
-------------------------------	-----

CARING FOR THE ENVIRONMENT

Environmental Management.....	150
Water Management	154
Climate Change and Energy Management.....	161
Waste Management.....	168

ANNEXES

Performance Data and Indicators	174
GRI Content Index.....	180
UNGC Index.....	188



Mustafa Selim Yaşar

Yaşar Holding Chairperson of the Board



Mehmet Aktaş

Yaşar Holding Chief Executive Officer

Dear Stakeholders,

As we share our 2019 report with you, the world is struggling with COVID-19. We have learned multidimensional lessons from the pandemic that shook the whole world. During this period, the sustainability agenda became more widespread and the business world began to form new habits. We continued to take steps toward a healthier and more efficient future by using what we have learned in our business processes.

As Yaşar Group Companies, we continued our efforts in 2019 to create a better life and a sustainable future. In our commercial journey that started with the "Durmuş Yaşar Müessesesi" founded in İzmir by Durmuş Yaşar 93 years ago, we are happy today to make a difference inside and outside Turkey with all our activities and productions that support its sustainable development.

Contributing to creating a better future with the responsibility and awareness of being one of the leading groups in Turkey, Yaşar Group Companies have placed sustainable development at the center of their strategies, seeing it as the basis of their founding values. As the Yaşar Group, we manage and organize our business processes on the basis of "caring" without compromising financial, social, environmental or ethical principles.

As the Yaşar Group, we conduct various operations within the scope of our sustainability priorities in order to contribute to the United Nations Sustainable Development Goals. We continue to develop our sustainability management, which is led by our Sustainable Development Committee and prioritizes stakeholder engagement, in line with our sustainability strategy and goals.

By closely following developments both in Turkey and throughout the world during the year, we focused on making the right decisions at the right time with the goal of creating sustainable, profitable growth. In 2019, with the support of signs of recovery in Turkey and the global economy, we maintained an ambitious and strong position in the industries in which we operate as a group. We focused on developing new products and services by accurately analyzing the expectations and needs of our customers and consumers. By integrating technology and digitalization into our business processes, we have succeeded in becoming a pioneer of change across our industries with our robust R&D centers. Never compromising its customer-oriented approach, our group continued to develop products and services in line with changing consumption habits by accurately analyzing the feedback received from customers.

We implement various projects in social and environmental areas for a prosperous and safe future. Social investment projects that we carry out with our social benefit-oriented approach achieve significant success with the participation of our employees. We prioritize energy-efficient practices in all of our operations and activities to combat climate change, the effects of which are currently being felt. In 2019, we committed to fulfill our responsibility to prevent plastic pollution by signing the Business Plastic Initiative, which was created in cooperation with TÜSiAD, Global Compact and BCSD.

Our achievements have encouraged us to take it one step further. We would like to express our gratitude to all of our stakeholders who have contributed to our achievements and accompanied us on our sustainability journey.

[Best Regards,](#)



ABOUT THE REPORT

The sustainability model, which guides the Yaşar Group's sustainability strategy and way of doing business, is discussed under the titles

"Caring for Business"

"Caring for Employees"

"Caring for Society"

"Caring for Business Partners"

"Caring for the Environment"

A perspective focused on creating value for a better life offers opportunities for group companies to carry their sustainability performances one step further.

We are happy to share with you this year, our dear stakeholders, our ninth Yaşar Sustainability Report, which includes our group's goals for the future and our

approach to prioritizing issues that are important to our stakeholders, our performance and operations.

Scope and Boundaries

The report includes general information about the Yaşar Group, the sustainability priorities and sustainability strategies of the group, important developments during the reporting period, and addresses the sustainability performance within the context of the United Nations Sustainable Development Goals.

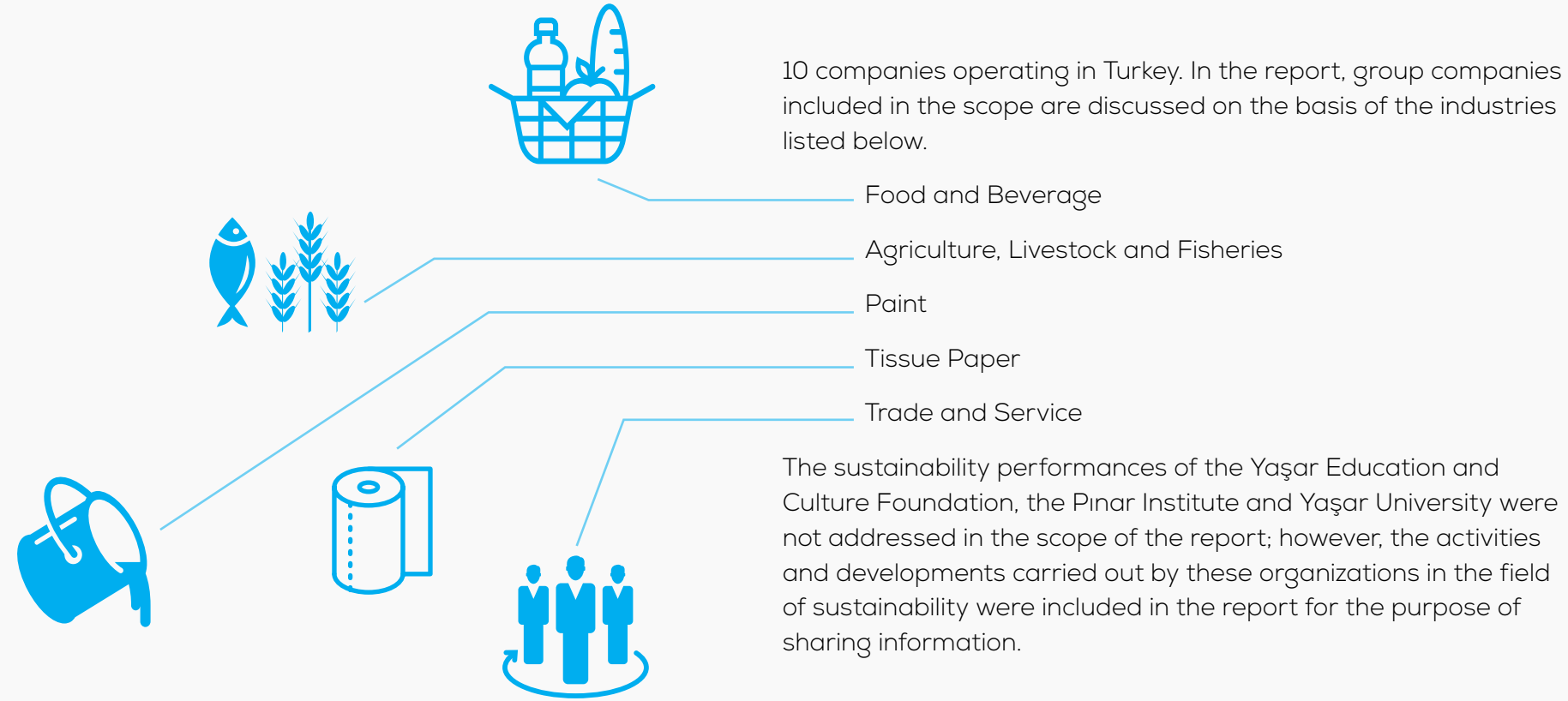
Considering the knowledge and expectations of our stakeholders, prioritized and material issues were identified and included in the content of this report. An inclusive stakeholder engagement process was carried out while determining sustainability priorities. The process for

identifying the prioritized issues included in the report is presented under "Sustainability Priorities" title.

The Yaşar 2019 Sustainability Report reveals the sustainability performance of Yaşar Group during the period 01.01.2019 – 31.12.2019 and its operations and development based on the sustainability approach.

All performance data presented in the report covers the group's





Compliance

This report has been prepared in accordance with the GRI Standards: Core option. The approval has been obtained for the General Explanations between 102-40 and 102-49 to be accurately included in this report and in the GRI Content Index table, within the scope of Materiality Disclosures Service offered by the GRI. The practices related to compliance with the principles of the United Nations Global Compact (UNGC), which the Yaşar Group signed in 2007, are included in the UN Global Compact Principles Index section of the report.

The report, prepared in two languages – Turkish and English, was created under the management of Yaşar Holding and with contributions from relevant units of Yaşar Group companies. Mikado Sustainable Development Consulting provided support for the preparation of the report. The report was not audited externally.

Feedback

You can submit your opinions and suggestions about Yaşar Group's operations on sustainability and the content of this report to dahaiyibiryasamicin@yasar.com.tr

THE YAŞAR GROUP

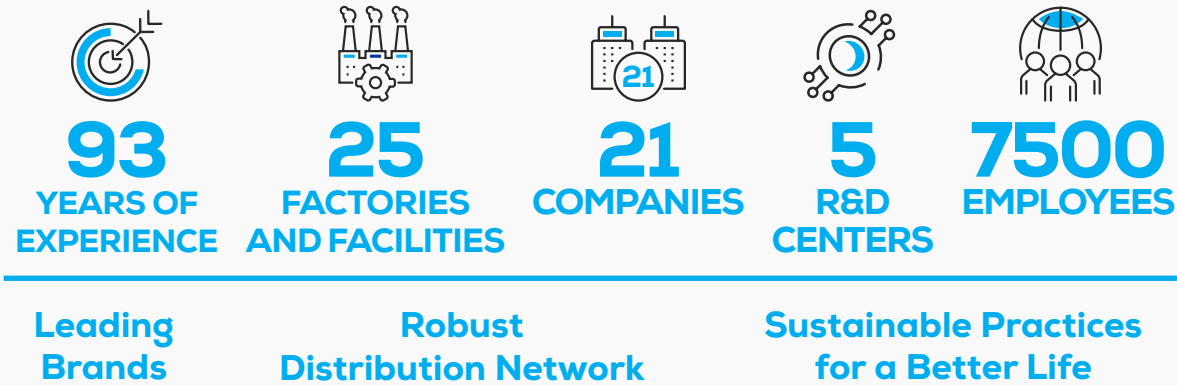
Dating back to Durmuş Yaşar Müessesesi founded in 1927 in İzmir Kemeraltı Bazaar and leading the industrialization process of the Republic of Turkey, the Yaşar Group continues its activities today. The group started with the vision of its founder and honorary president Selçuk Yaşar in 1945, in the sectors of paint, food and beverage, tissue paper, tourism, information technologies, foreign trade and energy.

With four companies among the top 500 companies in Turkey, the Yaşar Group has brought together a total of 21 companies under its roof. It is one of the leading actors contributing to the economic and social development of the country with its 25 factories and facilities, two foundations, 7,500 employees, more than 1,000 dealers and 200,000 sales points reached through all of its activities. The Yaşar Group, which exports to more than 70 countries, has seven companies located abroad.

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

Attaching equal importance to social development and economic development, the group supports education, culture, arts and sports, and contributes to society with the social responsibility projects it conducts. Yaşar University, one of the most important investments made by the Yaşar Group in the field of education, is among leading universities in Turkey, providing education on the level of international norms.

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





Our Corporate Values

Our Mission

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



Our Consumers and Customers First



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



Our Operational Perfectionism



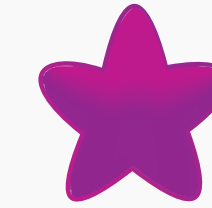
Our understanding of operational excellence is based on the effective use of technology in all areas, lean business processes, defined business systematics, and data-based and fast decision-making systems. Agility is one of our core competencies.



Our Human Resources



We believe that human resources are among our most important values, consisting of educated, experienced individuals who have a high sense of belonging and ownership, are open to all science-based developments, value information-sharing and the spirit of unity, and adopt a participatory management approach and success-oriented culture, in the light of our principles of Science, Unity and Success.



Our Ethical Stance



We respect social, political and cultural values in every location where we operate, and act transparently and in accordance with laws and business ethics. We attach great importance to integrity, open communication and fair management.



Our Environmental and Social Responsibility



Our production approach values the environment and nature and contributes to creating a better future. With an awareness of social responsibility, we continue our tradition of supporting contemporary education, sports, culture and arts in order to increase overall quality of life.

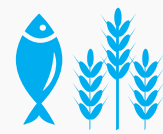


Food and Beverage

	 Pınar Süt Mamulleri Sanayi A.Ş. (Pınar Süt)	 Pınar Entegre Et ve Un Sanayii A.Ş. (Pınar Et)	 Pınar Su ve İçecek Sanayi ve Ticaret A.Ş. (Pınar Su ve İçecek)	 Yaşar Birleşik Pazarlama Dağıtım Turizm ve Ticaret A.Ş. (YBP)
Public	Yes	Yes	Yes	No
Year of Foundation	1973	1985	1984	1983
Headquarters	İzmir	İzmir	İzmir	İzmir
Factory	İzmir, Eskişehir, Şanlıurfa	İzmir	Aydın, Sakarya, Isparta, Bursa	Warehouses: İzmir, Ankara, Bursa, Antalya, Bodrum, Konya, İstanbul (Dudullu), İstanbul (Esenyurt) Offices: Adana, Ankara, Antalya, İzmir, İstanbul, Trabzon, Bursa, Muğla, Urfa, Konya, Samsun
Total Capacity	550 million liters/year of raw milk processing	58,000 tons/year	2,000,000 tons/year	306,894 tons/year
Brands	Pınar, Pınar Denge, Pınar Çocuk, Pınar Kido, Pınar Protein, Pınar Light, Pınar Organik, Pınar Labne, Pınar Beyaz, Pınar Kahvaltı Keyfi, Pınar Aç Bitir, Pınar Go	Pınar, Aç bitir, Şölen, Pınar Doyum, Yörük	Pınar, Pınar Yaşam Pınarım, Pınar Denge, Pınar Frii, Pınar Güzellik Pınarım, Pınar Zindelik Pınarım, Pınar Bağışıklık Pınarım, Pınar Rahatlık Pınarım	Pınar, Nar'ca
Number of SKUs	Over 300	Over 350	38	500
Employment (2019)	1,514	1,019	389	983
Distribution and Service Network	Via YBP	Via YBP	Nearly 400 dealers	100 dealers, 155,000 locations
Relevant web addresses for more information about our companies	www.pinar.com.tr	www.pinar.com.tr	www.pinarsu.com.tr	www.ybp.com.tr

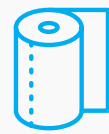
CORPORATE PROFILE

Company Name:	Yaşar Holding A.Ş.
Fields of Activity:	Food and Beverage, Paint, Tissue Paper, Tourism, Foreign Trade, Energy, Information Technologies
Number of Employees:	7,500
Date of Membership in Global Compact:	November 12, 2007
Address:	Şehit Fethi Bey Cad. No:120 35210 İzmir, Türkiye
Contact Information: Tel:	0 232 495 00 00
E-mail:	kurumsal.iletisim@yasar.com.tr


Agriculture, Livestock and Fisheries

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

Paint

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

Tissue Paper

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

Public	No	Yes	Yes
Year of Foundation	1983	1954	1969
Headquarters	İzmir	İzmir	İzmir
Factory	İzmir, Manisa	İzmir, Kocaeli	İzmir
Total Capacity	445,000 tons/year	301,260 tons/year	45,800 tons/year
Brands	Çamlı, Pınar Balık, Biofarm, Cooldog, Coolcat, Bioaqua, Çamlı Çiftliği	DYO, Dewilux, Casati, DYO Klimatherm, DYOtherm, DYO Guard, DYO Transocean	Premia, Lily, Senso, Select, Pufla
Number of SKUs	396	12,449 products 2,200 raw materials	98
Employment (2019)	432	1,031	320
Distribution and Service Network	209 Dealers	Nine main regions, 532 dealers, 241 construction markets, 297 direct customers, more than 13,000 sales points and end customers	230 dealers + direct customers
Relevant web addresses for more information about our companies	www.camli.com.tr	www.dyo.com.tr	www.viking.com.tr


Trade and Service

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

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

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

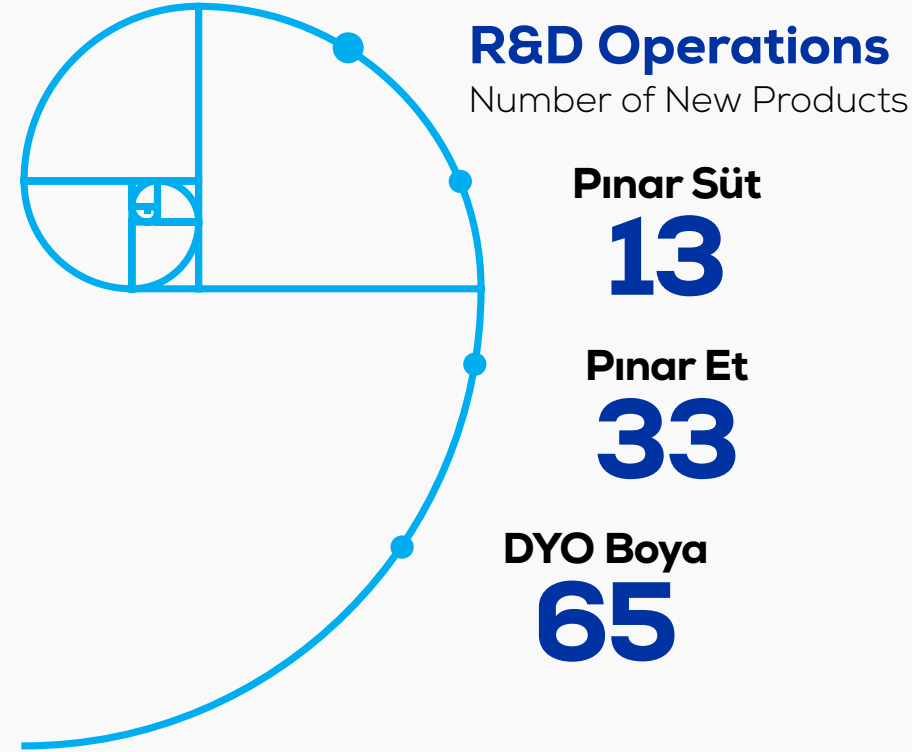
Public	Yes	No	No
Year of Foundation	1974	1996	1983
Headquarters	İzmir	İzmir	İzmir
Factory	İzmir (Facility)	İzmir (Facility)	İzmir (Office)
Total Capacity	1,021 people/day	318 million kWh/year	-
Brands	-	-	Astron Dijital
Number of SKUs	-	-	-
Employment (2019)	131	27	124
Distribution and Service Network	-	All across Turkey, mainly the Aegean Region	-
Relevant web addresses for more information about our companies	www.altinyunus.com.tr	www.desaenerji.com.tr	www.yasarbilgi.com.tr

2019 AT A GLANCE

consolidated
net sales of TRY **5.1** billion

8% growth in
turnover

Export to
countries **70+**



Efficiency and Quality Projects

Pınar Süt: **21.4-tons** table salt reduction in cheese category to contribute to a healthy lifestyle.

Pınar Et: **18-tons** reduction in plastic usage and **30-tons** reduction in paper usage. **33-tons** reduction in food additive use compared to the previous year.

Pınar Su ve İçecek: **5%** reduction in industrial energy consumption compared to the previous year.

Yaşar Birleşik Pazarlama: **TRY 5,035,083** of operational cost improvement with the implementation of the **"Digital Field"** application.

Training

92,024 hours of training across the Group.

58,614 hours of HSE training across the Group.



Awards

At the Human Resources Summit organized under the main sponsorship of **Kariyer.net**, Yaşar Holding was nominated to receive the **Respect for People Award for the ninth time**.

Pınar Süt won the **2019 Gulfood Innovation Award** in the **"Most Innovative Dairy Products"** category with its product **Pınar Choco Labne**.

Pınar Sade Kefir was awarded the **Superior Taste Award** by a jury including Michelin starred chefs and sommeliers at the election organized by the International Taste Institute.

Environmental Management

Pınar Süt: As a result of operations carried out on product packaging, a **10,800-kg** reduction was achieved in the use of plastic and **40,000 kg** in the use of paper packaging.

Pınar Et: A reduction of **1,185,802 tons** of CO₂ emissions was achieved by changing the placement of product boxes on pallets and thus increasing vehicle occupancy rates. and further CO₂ emission reduction of **128.6 tons** was achieved thanks to the savings made in plastic and paper usage.

DYO Boya: Within the scope of zero waste, projects have been carried out to increase employee awareness of this issue and various applications have been put into use at DYO facilities.

Pınar Su ve İçecek: With the applications based on automation in the production lines, the amount of wastewater was reduced by **19%** in the Aydın Bozdoğan Facility and **16%** in the Sakarya Facility.

Viking Kağıt: The project of converting seals of liquid pumps in paper production lines from soft type to mechanical type ensured a **22%** reduction in seal water consumption as part of daily deinking processes.

SIGNIFICANT DEVELOPMENTS IN GROUP COMPANIES IN 2019

Pinar Süt

- In 2019, 13 new products were launched by an experienced R&D team.
- 19% of Turkey's total exports of dairy products were carried out in 2019.
- As a result of the operations of the R&D Center, steps were taken to reduce the amount of sugar and salt in order to increase awareness about a healthy lifestyle. The use of sugar in the fruit juice category was reduced, and 21.4 tons of table salt was removed from the recipes in 2019 through reformulation studies in the cheese category.
- The Pinar Süt R&D Center continues to produce TÜBİTAK-TEYDEB projects in cooperation with the university and industry. Various projects were carried out in cooperation with universities in 2019. Bil-Tek Academy, established under the roof of the R&D Center, also continued to organize various training programs in 2019.
- In 2019, efforts were carried out to reduce the amount of calories, sugar and salt in the daily meals of consumers to contribute to creating awareness about a healthy lifestyle and reducing diseases such as obesity, diabetes and hypertension.
- Pinar Süt R&D Center produces TÜBİTAK-TEYDEB projects in cooperation with the university and industry.

Pinar Et

- In 2019, joint projects were undertaken with universities and TÜBİTAK at the Pinar Et R&D Center.
- Pinar Et launch 33 new products in the market within the scope of the R&D projects it conducted throughout the year.
- As a result of the operations carried out by the Pinar Et R&D Center, which is a pioneer in its industry, a patent certificate was obtained in 2019 for the "Natural Curing Method Using Natural Nitrate Sources in Meat Products". Thanks to this method, "natural curing" is performed without preservative additives. In other words, by using vegetable powders which naturally contain preservatives, product safety is ensured, which makes it possible to produce with "no preservative additives".
- Reaching markets in more than 20 countries, Pinar Et offered its frozen dough products to Libya and the United States in 2019.
- Within the scope of creating alternative suppliers, 28 alternative companies were added to the system for 166 materials in packaging and product groups.

Pinar Su ve İçecek

- Starting its journey in 1984, Pinar Su entered a new era in 2019. Acting with the vision of "becoming a beverage company", the company changed its trade name to "Pinar Su ve İçecek".
- The center, where R&D activities are carried out and which is of great importance to the innovative vision of Pinar Su ve İçecek, came into operation. At this center, innovation studies are undertaken with the mission of producing high-quality and healthy products by carrying out packaging and product development/improvement projects, and product projects to meet consumer expectations and market needs.
- Pinar Su ve İçecek was among the top five companies in the market dominated by local players, with a turnover share of nearly 60% in 2019.
- On the beverage line at the Pinar Su ve İçecek Aydın Bozdoğan Facility, new products started to be produced within the group of Frii carbonated drinks, lemonades and functional beverages. Also, Pinar Frii and Pinar Limonata products started to be exported.

Yaşar Birleşik Pazarlama

- In 2019, the Yaşar Group opened its Istanbul Yaşar Business and Logistics Center, which has strategic importance in terms of storage and logistics.

With its innovative and environmentally-friendly design, functional offices and commercial units designed to increase employee satisfaction, and storage and loading areas designed based on efficiency and speed, Yaşar Business and Logistics Center was brought into operation. With an investment of approximately EUR 25 million, it was designed and built not only as a logistics center but also as a modern, advanced and multi-functional business center in accordance with the Yaşar Group's vision.

- Yaşar Birleşik Pazarlama has adopted a mission of environmentally-friendly, high-value added, safe and sustainable process management with integrated systems based on advanced technology. It conducts operations which are fully integrated in all operational business processes of sales, purchase, stock management, current account follow-up, warehouse and distribution, and which maximize real-time productivity.
- Yaşar Birleşik Pazarlama, which sells and distributes Pinar-branded products domestically, conducts project-based studies with the aim of bringing all the products it distributes to the highest numerical availability in their categories.



DYO Boya

• In 2019, DYO Boya exported to more than 45 countries on three continents, including new markets. In the industrial paint sector, new customer groups were reached in the Dubai profile pipe, Russian coil, and protective paint markets. In 2019, product diversity was prioritized in new markets, while exports focused on construction paints, industrial paints, furniture paint and varnish products. In addition, Germany and Lebanon were added to the export markets in 2019.

• Being an innovation leader in the Turkish paint industry, DYO Boya focuses on environmentally-friendly products sensitive to human health under its conscious manufacturer identity. In this context, DYO Oxymax was launched in the construction paints group. DYO Oxymax absorbs formaldehyde, a harmful chemical substance, in the indoor air and brings fresh air to the environment.

• 34 new R&D projects were initiated in 2019 at the R&D Center in Çiğli, and 13 new R&D projects were implemented at the R&D Center in Dilovası. 40 R&D projects were completed during the year.

• Legal regulations regarding hazardous chemicals are closely followed at the DYO Boya R&D Centers. Issues such as classification, labeling and packaging of chemical substances in accordance with the CLP Regulation/SEA Regulation, the implementation of the SEVESO II Directive and compliance with the regulations for the transportation of hazardous substances by various transportation routes were emphasized agenda items in 2019.

Çamlı Yem Besicilik

• Çamlı Yem Besicilik enriched its cattle feed product group and added Ege Süt 20, Gezen Tavuk and Yumurta Pik products to its portfolio in 2019.

• Çamlı Yem Besicilik is the first company to obtain the "Good Agricultural Practices" certification in Turkey. The company received the "Superior Taste Award" twice for its sea bream and sea bass offered under the Pinar Balık brand, and is entitled to hold the license of "International Taste and Quality" until 2021.

• Çamlı Yem Besicilik participated in the world's largest aquaculture fair "Seafood Expo Global" held in Brussels as well as "Seafood Expo North America" held in Boston in 2019. The company aims to expand its export volume by getting into new target markets and participating in international fairs and to increase the recognition of the Pinar Balık brand worldwide.

• Çamlı Yem Besicilik produces the best quality and most productive white turkey breeds in turkey breeding. Organizing "Turkey Producers Information Seminars" in 2019, the company continues efforts to provide its producers with up-to-date information.



Viking Kağıt

• Viking Kağıt exported to 22 countries in 2019. While the share of exports in net sales was 33.3%, Viking Kağıt maintained its title as the company with the highest share of exports in net sales in the Yaşar Group. Despite the challenging conditions, Viking Kağıt managed to steadily carry out its export activities in 2019, thanks to its high-quality and service approach.

• Viking Kağıt highlighted the health and sanitary features of its products in 2019. By the end of 2019, the share of Viking Kağıt tissue paper in the domestic consumption market was 65%, and the share of their products in the out-of-home consumption market was 35%.

• Within the scope of the quality operations carried out by the company in 2019:

- ▶ The FSC Coc document inspection was successfully passed.
- ▶ The ISEGA Certificate for paper towels was renewed.
- ▶ The Active Towel TSEK certificate was renewed by a TSE certificate.
- ▶ The Smithers Pira analyses, available in 100% deinked white paper and mixed quality white paper products, were renewed.

Altın Yunus Çeşme

• The www.altinyunusplus.com platform, which was put into practice within the scope of the "Earn As You Stay in Altın Yunus Plus Loyalty Program" project, has been one of the prominent applications of Altın Yunus.

• Completing 2019 with a high level of guest satisfaction, Altın Yunus Çeşme follows the evaluations of its visitors through the Guest Satisfaction Measurement System, which has been transferred to the digital environment with the aim of increasing customer satisfaction. Taking customer demands and sectoral developments into consideration, Altın Yunus has made an investment of TRY 5.7 million in this context.

• In 2019, Altın Yunus attended the EMITT Istanbul Fair, Travel Turkey İzmir Tourism Fair, Ace of Mice Istanbul Fair, Antalya Fair and International 9th Resort Tourism Congress, continuing its communication activities.

OUR SUSTAINABILITY APPROACH

Considering sustainability as the basis of its founding values and placing it at the center of its strategies, the Yaşar Group carries out its activities for a livable world and a quality life to leave a healthier and more sustainable physical-social environment for future generations.

Within the framework of its Sustainability Approach, the Yaşar Group shares the value it creates with the understanding of “for a better life” by “caring for” consumers, customers, employees, society, business partners and the environment in its value chain.

Adhering to the principle of “not compromising on ethical, accountable and honest business conduct” included in Yaşar Holding’s Sustainable Development Policy, and “following international developments and serving the group’s business areas and sustainable development goals” constitute the backbone of the strategy.

[Click for our Sustainable Development Policy](#)

“Caring for” Our Business, Value Chain and All Stakeholders



The sustainability strategy, which was created by ensuring the comprehensive nature of the Yaşar Group’s value chain and based on the sustainability priorities, aims to care for all stakeholders and provide them with a better life.

Caring for Our Business: To spread the culture of ethical, accountable and honest management that contributes to the sustainability of the business and the development of all its stakeholders, in line with its Sustainable Development Goals.

Caring for Employees: To prioritize employee improvement and satisfaction.

Caring for Society: To be sensitive to the needs and expectations of society, to contribute to social development.

Caring for Business Partners: To develop business partners within the framework of a responsible supply approach.

Caring for the Environment: To protect the ecological balance by taking account of the footprint left on the environment.

Within the framework of the Sustainable Development Policy, targets and strategies are determined at the Board of Directors level, while the implementation of these strategies is ensured by Senior Management. The Sustainable Development Committee, which has been operating since 2010, coordinates sustainability activities within the framework of the priorities identified. It also encourages the implementation of the strategy, the realization of targets and the spread of the sustainability approach across the group. Moreover, it promotes good practices in group companies in cooperation with their Sustainability Committees. Sustainability Reporting Leaders in the companies follow-up on the performance indicators determined to achieve the targets and coordination of the annual sustainability report.

Along with the “Yaşar Sustainability Competition” held since 2016 and the “Yaşar Sustainability Day” organized since 2018, the projects and trainings carried out throughout the year ensure that awareness is established and promoted among employees in group companies. The competition aims to reward efforts contributing to corporate sustainability, affecting the needs of future generations with social contribution projects as well as effective and efficient use of resources, and keeping the corporate values of the group alive. In 2019, 13 projects from Yaşar Group companies applied to the competition.

Akan Abdul, Founder of the Futurebright and Behavior Institute; Tansu Yeğen, Vice-President of Uipath Europe; Tolga Cebeci, Social Impact Specialist of UNDP Turkey Private Sector Global Office; and Ümit Savcıgil, Director of Pınar Institute, participated as speakers in the Yaşar Sustainability Day 2019 held under the theme of “talking about the future”. Within the scope of Yaşar Sustainability Day 2019, two separate panels were held on Gender Equality and Sustainable Food.



“Predicting the future is today’s fundamental question. The world we dream of is a better, more peaceful, more prosperous world than today’s world. The United Nations confirms this awareness with its 2030 goals. As an institution, we have set the United Nations 2030 goals as a target for ourselves. We have been participating voluntarily in these activities and reporting them since 2007. This does not only concern organizations but each and every individual. If we want to be the architects of our own destiny, we need to shape our behavior accordingly and adapt to new perspectives and new technologies.”

***Dr. Mehmet Aktaş, Yaşar Holding Chief Executive Officer, from his opening speech at Yaşar Sustainability Day with an emphasis on sustainability.**

Managing all its business processes on the axis of sustainability, the group reports these activities in accordance with the principle of transparency. The Yaşar Group, which was a signatory of the United Nations Global Compact (UNGC) in 2007 and published the UNGC Progress Report 2009 and 2010 within this framework, has conducted Sustainability Reporting every year since 2011.

[Click to access our Sustainability Reports](#)



SUSTAINABILITY JOURNEY

Since its foundation, Yaşar Group has adopted economic, social and environmental sustainability as a focus of its activities.

The implementation of Yaşar Group sustainability culture began with the adoption of the OECD's Corporate Governance Principles in 2000. In the following period, the Global Compact issued by the UN in conjunction with the Millennium Development Goals was signed by Yaşar Group in 2007. Starting from 2009, Yaşar Group has started to publish progress report on Global Compact and Sustainability reports in compliance with GRI reporting framework on a regular basis beginning from 2011. Thus, Yaşar Group has started to announce its full performance regularly to its stakeholders.

In 2016, Yaşar Group started to work on compatibility studies with the Sustainable Development Goals (SDGs). With this, oversight activities have been carried out in all companies, and the strategies of compliance with SDGs have been determined and the targets of the Group have been shared with all stakeholders.

1960-1999

- Social responsibility studies extend to 1960s under the roof of corporate social responsibility. Sustainability studies have first started with the literacy courses and the social opportunities provided to employees by the DYO Coating in the 1960s. As a first in the private sector in 1967, for development of art in society, DYO Coating has begun to organize a painting contest. The theater built in 1969 in the Bademler Village of Izmir shows the roots of corporate social responsibility.

- In 1974, with the purpose of carrying out activities in the fields of education and culture, Yaşar Education and Culture Foundation was founded in order to strengthen social solidarity, respect for spiritual values, contribution to public services and consolidation of state with individual. While the foundation supports education through educational investments and scholarships, it performs cultural services with Selçuk Yaşar Museum and Art Gallery and DYO Art Awards. Selçuk Yaşar Museum opened in 1985 also bears the distinction of being Turkey's first private art museum.

- In addition, the foundation has been continuing its supports to archaeological excavations since 1998. Pinar Painting Contest, which was first organized in 1981 with the purpose of increasing elementary school kids' interest in art and raising future painters, continues with the same enthusiasm for 38 years. Founded in 1987, Pinar Children's Theater has been presenting to more than three million children all around the country, free of charge, to instill them the love of art. As a part of responsible business approach, support and training provided by Pinar Dairy for raw milk producers in 1973 indicate the historical connections of the values and goals of the Group with the understanding of sustainable corporate responsibility.

- Under the leadership of Yaşar Holding's Founder and Honorary Chairperson, Selçuk Yaşar, support has been provided to Karşıyaka Sports Club for over 60 years. Since 1998, Pinar has provided support to the Karşıyaka Basketball Team and thousands of tiny athletes in the team's groundwork as the main sponsor. In 1998, Selçuk Yaşar Sports and Education Foundation has brought in Yaşar University, one of the foundation universities in Izmir.

2000-2008

- In 2000, corporate sustainability studies were initiated in line with international standards in accordance with the Principles of Corporate Governance specified by the OECD.

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

2009-2011

- In 2009, the first UNGC Progress Report was published.

- In 2010, subcommittees of Corporate Communication, Sustainable Development, Social Responsibility, Corporate Governance and Ethics, and Corporate Values were established in order to implement the "Corporate Reputation" project.

- Carbon footprint calculations were initiated within the group in 2010. These processes were expanded across the entire value chain through carbon teams and their leaders.

- In 2011, the first Yaşar Sustainability Report was published.

2012-2014

- The CEO Statement of Support for Women's Empowerment Principles was signed by the United Nations in 2012.

- The "Equality at Work Platform" put forward by the World Economic Forum and maintained under the leadership of the Ministry of Family and Social Policies was established in 2012.

- A needs analysis was performed for the Water Management approach across the group in 2013.

- The Pinar Institute went into operation in 2013 to support scientific studies to increase public awareness on food, health and nutrition.

- In 2014, operations were initiated to establish a greenhouse gas inventory management system and calculate the water footprint.

- The DYO Boya R&D Center became the most successful R&D center in the chemical industry in 2014, based on the results of the "R&D Center Performance Index", which evaluates R&D centers.

2015-2017

- The Pinar Su ve İçecek Bursa Facility started to produce Recycled Packaged Natural Spring Water in 2015, and PET Packaged Natural Spring Water in 2016.

- The Pinar Süt R&D Center was established to bring new and differentiated categories and products to the industry and to support innovation in the milk and dairy products industry.

- As a milk and dairy producer that was the first to participate in the CDP, Carbon Transparency Program, including the water transparency project, Pinar Süt ranked first among volunteers in the CDP 2015 Climate Change Report of Turkey.

- In 2017, Pinar Süt was awarded the CDP Turkey Climate Leaders Award and CDP Water Leaders Award. In 2018, it achieved a B score in both areas.

- The Pinar Et R&D Center was established in 2017 as the first R&D Center in its industry.

2018-2019

- In 2018, within the framework of the Sustainable Development Goals, the business goals of the group and the 2030 Development Goals were aligned and updated. Based on these operations, the Yaşar Group's 2030 Business Goals were established, review studies were performed in all companies, compliance strategies with the Sustainable Development Goals were determined and the group's goals were shared with all stakeholders.

- The construction of the Eskişehir/Tepebaşı Yaşar Education and Culture Foundation Vocational and Technical Anatolian High School, built by the Yaşar Education and Culture Foundation, was completed and donated to the Ministry of National Education in 2018.

- In 2019, Yaşar Holding was among the top 26 volunteer companies in the fight against plastic pollution by signing the Business Plastic Initiative, created in cooperation with TÜSİAD, Global Compact and BCSD.

- Pinar Institute's "The Future of Our Milk Is in Safe Hands" project was included in the 2019 Impact Champions program by the United Nations Development Program (UNDP) Business Call to Action Platform. [Click for more information about the project](#)

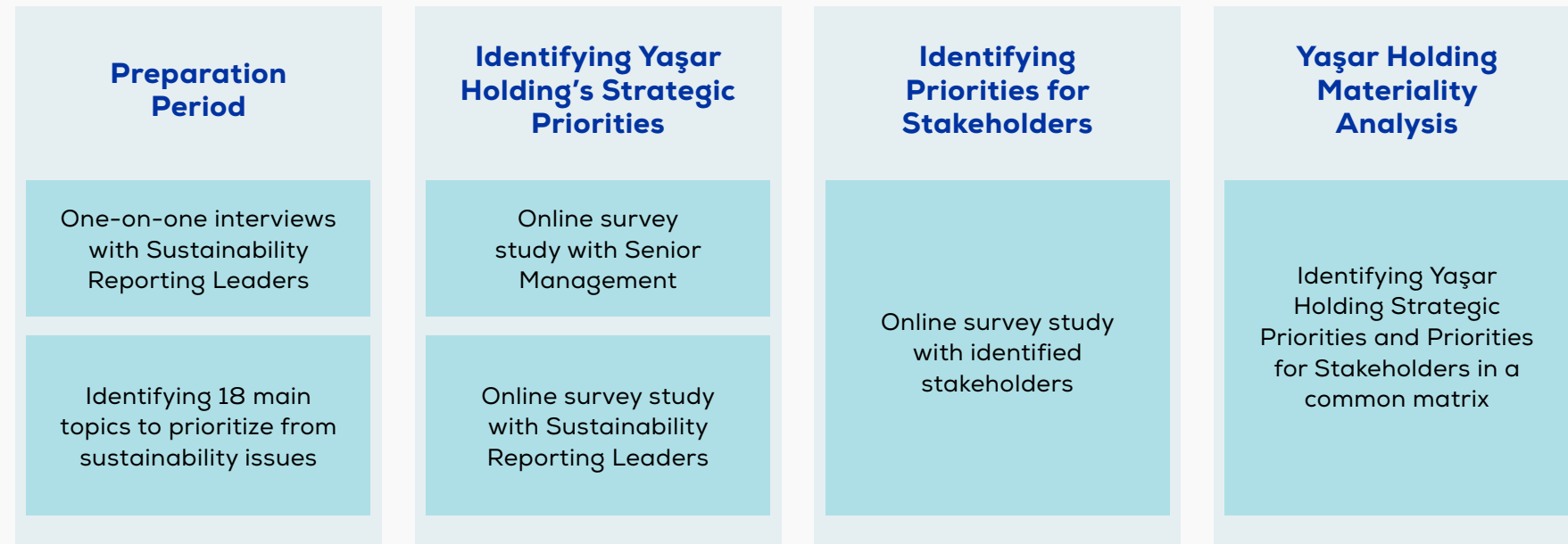
- In 2019, a center was established to support innovation and development of new products in the water and beverage sectors, along with Pinar Su ve İçecek R&D operations.

SUSTAINABILITY PRIORITIES

In order to review the sustainability strategy of the group following possible changes in the expectations and needs of Yaşar Group stakeholders and changes in the global agenda, the Sustainability Priorities were updated in 2019 as a result of an effective stakeholder

dialog process, to cover all stakeholder groups. Sustainability priorities driving the Yaşar Group's sustainability approach and meeting the expectations of stakeholders guide the development of the group's sustainability strategy.

Yaşar Holding Sustainability Materiality Analysis Process



In compiling a list of 18 main sustainability issues to be prioritized, GRI Standards on sustainability reporting guidelines and the "Sustainability Topics for Sectors: What do stakeholders want to know?" published by GRI were used, as well as the dynamics of the sectors that the Yaşar Group serves and the feedback received from stakeholders on different platforms.

Online surveys were conducted with the participation of senior management to identify sustainability issues of strategic importance for Yaşar Holding, and with different stakeholder groups to identify material sustainability issues for stakeholders and receive their feedback. While determining the stakeholders to be included in materiality analysis, care was taken to select the persons and institutions to be interviewed as representatives of the stakeholder group.

In the online surveys conducted, the sustainability issues that could be prioritized were shared with the stakeholders of the group and they were asked to select and rank the topics they considered material.

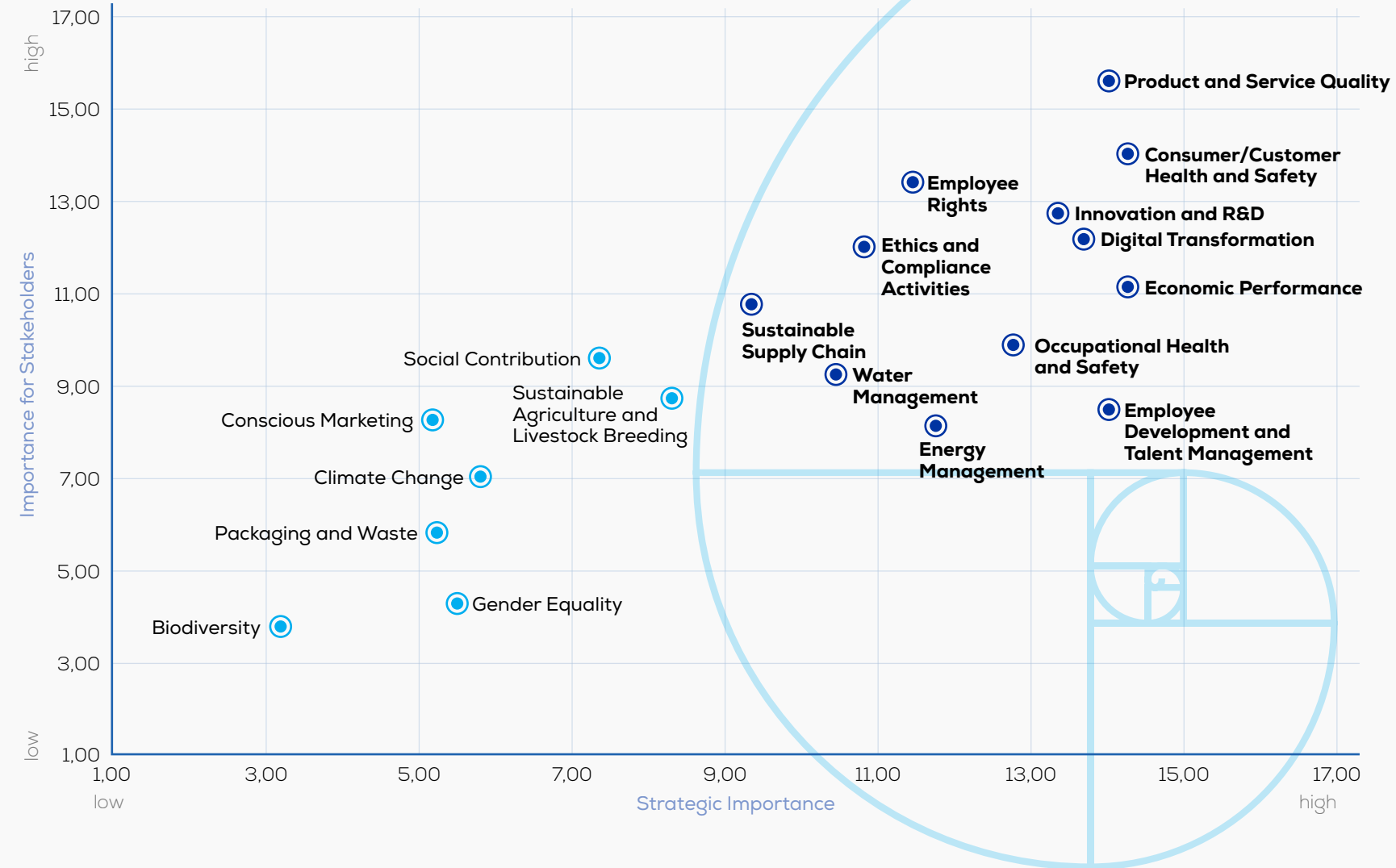
All studies conducted in terms of understanding the expectations of stakeholders, learning improvement suggestions and strengthening stakeholder dialog provide great benefits.

A total of 859 stakeholder representatives contributed to Yaşar Holding's Materiality Analysis through stakeholder dialog studies carried out with different stakeholder groups, and material issues identified by senior management and stakeholders were consolidated and "Yaşar Holding Sustainability Priorities" were updated.

Stakeholder Groups Participating in Materiality Analysis Process	Number of Stakeholders
Sustainability Reporting Leaders	9
Yaşar Holding Top Management	42
Employees	445
Educational institutions	11
Public institutions	5
NGOs	7
Dealers	148
Suppliers	114
Consumers	35
Customers	43

Yaşar Holding Sustainability Materiality Matrix

The colored area in the materiality matrix created in line with feedback from Senior Management and stakeholders indicates the priority issues.



Yaşar Holding Sustainability Priorities

Governance

- Ethics and compliance
- Innovation and R&D
- Economic Performance
- Digital Transformation

Employees

- Employee Development and Talent Management
- Employee Rights
- Occupational Health and Safety

Customers

- Consumer/Customer Health and Safety
- Product and Service Quality

Business Partners

- Sustainable Supply Chain

Environment

- Water Management
- Energy Management



COMPLIANCE WITH SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals issued by the United Nations are a set of universal goals created to eliminate poverty, protect our planet and ensure that all people live in peace and prosperity.

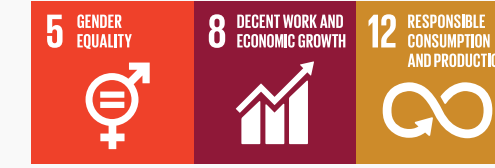
In light of the Sustainable Development Goals, the Yaşar Group reviewed all of its goals identified within the scope of five basic approaches (caring for business, caring for employees, caring for society, caring for business partners and caring for the

environment) around which the group's processes were centered. The group updated its strategies accordingly in 2016.

As a result of the assessment which was made taking into account the sustainability strategy, Yaşar Holding Sustainability Priorities, and sectoral dynamics, 15 of the 17 Sustainable Development Goals directly coincide with the business processes of group companies.

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

Caring for Business



Caring for Employees



Caring for Society



Caring for Business Partners

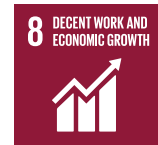


Caring for the Environment



Achieving perfection with the right instruments

CARING FOR BUSINESS



CORPORATE GOVERNANCE

A strong and principled corporate governance structure based on values is a very important element for the sustainability of companies. The Yaşar Group's understanding of corporate governance, based on the principles of transparency, responsibility towards stakeholders, fairness and accountability, is reflected in all its fields of activity.

Since the days when corporate governance principles weren't even on the agenda in Turkey, Yaşar Holding, which voluntarily took important steps to implement the best management approaches, has been managing a 'corporate reputation' created over many

years and continues to create sustainable value for both its stakeholders and, in broader terms, society at large with its effective and proactive practices.

The Corporate Governance Principles published by CMB (Capital Markets Board) are the foundations of the corporate governance practices of Yaşar Group Companies. As an indicator of Yaşar Holding's success in dynamically executing these practices, the corporate governance ratings of the companies Pınar Süt, Pınar Et, and Pınar Su ve İçecek were raised in 2019.

Information Policy Based on Transparency and Accuracy

Public companies from the Yaşar Group have Investor Relations Departments tasked with maintaining healthy and reliable communication with investors. These departments also ensure that shareholders, the public and other stakeholders are informed in a timely, comprehensive, accurate, understandable and accessible manner under equal conditions. In this context, the wage, compensation, profit distribution and donation policies of these companies can be accessed from their respective websites.

The achievements of the public companies from the Yaşar Group in the corporate governance process is disclosed to the public through the Corporate Governance Principles Compliance Reports prepared within the framework of capital market legislation and included in annual activity reports.

[Click on the link below for the "Investor Relations" department of Pınar companies](#)

[Click on the link below for the "Investor Relations" department of DYO Boya](#)

[Click on the link below for the "Investor Relations" department of Viking Kağıt](#)

[Click on the link below for the "Investor Relations" department of Altın Yunus](#)

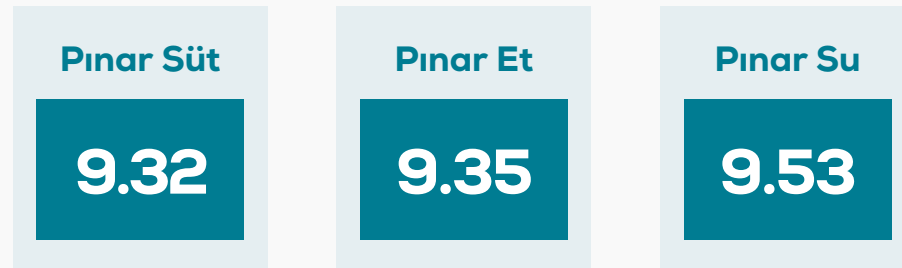
Structure of the Board of Directors

Yaşar Holding's Board of Directors consists of six people and is the top decision-making and control body in all of the company's processes. The Chair of the Board of Directors does not play an executive role, and the CEO of Yaşar Holding, who holds the primary executive role, is responsible to the Board of Directors for all of the Yaşar Group's executive activities. The authority and responsibilities of the Board of Directors and the decision-making processes of the Board of Directors and Executive Board are defined in the Yaşar Group Corporate Governance Handbook. You can find detailed information about Yaşar Group's Top [Management on our website.](#)

There are two independent members in the Board of Directors of Yaşar Group's public companies in accordance with the CMB Corporate Governance Principles. In addition, there are two female members of the Board of Directors of our companies.

In order to increase the efficiency of the Board of Directors in the performance of its duties, the Audit Subcommittee, Early Risk Detection Subcommittee and Corporate Governance Subcommittee have been established, and these committees carry out their work under the Yaşar Holding's Board of Directors. The Nomination Committee and Compensation Committee also fall under the structure of the Corporate Governance Committee.

2019 Corporate Governance Ratings



*Corporate ratings are given as a score from 1 to 10 points.

AWARDS

Yaşar Holding

- Yaşar Holding's Honorary Chair Selçuk Yaşar, one of the founders of TÜSİAD, has been honored with a plaque of appreciation for his contributions since the establishment of TÜSİAD.
- He has also been granted an award in the category named "Time Challengers" by the Turkish Tourism Investors Association for his contributions to tourism in Turkey.
- He was further granted an honorary award by the International Dairy Federation (IDF) at the World Dairy Summit, organized in Turkey for the first time, for his contributions to the establishment and development of the dairy sector in Turkey.
- At the Human Resources Summit organized under the main sponsorship of Kariyer.net, Yaşar Holding was granted the Respect for People Award for the 9th time.
- Yaşar Group companies have been received 17 awards and a letter of appreciation at the Successful Industrial Enterprises Ceremony, jointly organized by the Izmir Chamber of Commerce, the Aegean Regional Chamber of Industry and the Izmir Commodity Exchange.

Pınar

- **Campus Friendly Company of the Year Award to Pınar from Boğaziçi University**

Pınar received the Campus Friendly Company of the Year award at the Boğaziçi Business World Awards organized annually by the Boğaziçi University Engineering Club, at which the best of the Business World are recognized.

- **Turkey's Most Admired Company Award**

Pınar Süt was named "Most Admired Company" in the "Milk and Dairy Products" category in the "Most Admired Companies of the Business World" research conducted by Zenna Research and Consultancy under the leadership of Capital Magazine. Pınar Süt was evaluated by 1,401 executives representing more than 600 companies from different sectors in the business world. Traits like creating an employer brand, being product and service oriented, and having a good management were the focus of the survey.

- **Pınar Süt Receives Reputation Award**

Based on the rankings of the Repman Turkey Reputation League, which is by far the largest and most comprehensive reputation management research carried out by Repman and Zenna Consulting in Turkey, Pınar Süt was granted the Repman

Turkey Reputation League success award. For each of the 155 companies representing 17 sectors, seven major aspects of reputation management and the 12 detailed performance criteria they comprise were considered along with business results in the survey, which was carried out with the involvement of 13,744 people over the age of 18 in January-February 2019 in Turkey.

- **Most Innovative Dairy Product Award Presented to Pınar Latte Art Barista Süt**

Pınar Latte Art Barista Süt was selected as the most innovative dairy product of 2018 following the Innovative Products of the Year Research conducted by Wizsight Research for Marketing Türkiye in cooperation with Poltio.com. Pınar Latte Art Barista Süt, which was put up for sale in 1-liter packages on the Out-of-Home Consumption channel reached first place among consumers, receiving 32% of the votes in its category.

- **2019 Gulfood Innovation Award Goes to Pınar Choco Labneh**

Pınar, which is the leading food brand of the countries of the Gulf and Middle East as well as Turkey, was awarded the 2019 Gulfood Innovation Award in the category of Most Innovative Dairy Products with its product Pınar Choco Labneh, which is specially produced in accordance with the taste and usage habits of the region. The award was presented at the Gulfood Fair organized at the Dubai World Trade Center.

- **Superior Taste Award Goes to Pınar Sade Kefir from Europe**

Pınar Sade Kefir was awarded the Superior Taste Award by a jury of Michelin starred chefs and sommeliers at a ceremony organized by the International Taste Institute.

- **Pınar Et - Processed Food Category Winner in the Turkey Reputation Index Survey**

According to the results of the Turkey Reputation Index Survey conducted by Yıldız Technical University and the Turkey Reputation Academy to determine the most reputable institutions and brands of Turkey, Pınar Et was named the winner of the Processed Food category thanks to its performance in 2018.

- **Reputation Award Goes to Pınar Su ve İçecek**

Pınar Su ve İçecek has come in third in the still beverages category of The ONE Awards - Integrated Marketing Awards, which is based on Reputation and Brand Value Performance Measurement research conducted by Marketing Türkiye Magazine and Akadametre Research Company.

DYO Boya

- DYO Boya received a runner-up prize in the category of Best R&D Projects of the Year in the İZTEK Innovation, R&D and Technology Awards.
- İnovalig was awarded the Turkey in Innovation Resources runner-up prize and was also a semifinalist in the Innovation Strategy and Innovation Cycle categories.
- At the Technology Development Regions and R&D Centers Summit, DYO Boya İzmir R&D Center won the 2nd prize among all R&D centers with 51-75 employees.
- It was also awarded first prize in the İAOSB R&D and Innovation Competition.

Viking Kağıt

- In 2019, all existing documents were successfully audited and renewed, including Viking Kağıt's certification under BRC CP Revision 4. In addition, the company was issued with the Domestic Goods Certificate.

*BRC CP: BRC Global Standard for Consumer Products published by the British retail consortium in 2003

Altın Yunus Çeşme

- Altın Yunus was awarded a plaque of appreciation by the Çeşme District National Education Directorate for its work and support under the Çeşme Monitoring, Development and Innovation in Education Project.
- Upon receiving a letter of appreciation from the Turkish Marine Environment Protection Association at the EMITT East Mediterranean International Travel and Tourism exhibition, it also received the Best Stand Award.
- It was also awarded the Satisfaction Success Award by Tatilbudur.com.
- It also had the second highest sales volume via Otelz.com.
- It was awarded a letter of appreciation for high commercial earnings in 2018 by the İzmir Chamber of Commerce (2019).
- It received a Green Star Hotel Certificate.



STAKEHOLDER DIALOGUE

Yaşar Holding considers the process of conducting effective dialogue with all of its stakeholders to be highly important. All kinds of people, organizations and communities that are directly or indirectly affected by the activities, goals, policies and decisions of the Group while in turn also affecting these decisions are defined as stakeholders.

In order to manage the stakeholder dialogue process more proactively, stakeholders have been classified, and the frequency and platforms of communication have been determined according to this classification. Although the Group has a general stakeholder management policy, the manner and frequency of communication with stakeholders varies according to the company and sector in which its activity is carried out.

While stakeholder mapping studies are carried out on the basis of a value chain, the Yaşar Group's corporate values and business ethics policy are taken into consideration. Evaluating and improving every impact, area of impact and ratio created, from the raw material procurement process to the consumer, constitutes a basis for the Group's holistic sustainability approach.

The Yaşar Group develops long-term collaborations and establishes open communication with all of its stakeholders within the scope of the sustainability approach that it implements while applying a philosophy of 'caring for business, employees, society, business partners and the environment'.

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

CORPORATE MEMBERSHIPS

ADANA COMMODITY EXCHANGE	TURKISH BUSINESS COUNCIL
FAMILY BUSINESS ASSOCIATION (TAİDER)	AEGEAN REGION CHAMBER OF INDUSTRY
ALİAĞA CHAMBER OF COMMERCE	AEGEAN REGION CHAMBER OF INDUSTRY FOUNDATION
ASSOCIATION FOR SURFACE TREATMENT ON ALUMINUM (AYİD)	AEGEAN INDUSTRIALISTS AND BUSINESS PEOPLE ASSOCIATION (ESİAD)
PACKAGED WATER MANUFACTURERS ASSOCIATION (SUDER)	AEGEAN TOURISTIC ENTERPRISES AND ACCOMMODATION UNION
PACKAGED MILK AND DAIRY PRODUCTS MANUFACTURERS ASSOCIATION (ASÜD)	CHAMBER OF ELECTRICAL ENGINEERS
ANKARA COMMODITY EXCHANGE	ESKİŞEHİR CHAMBER OF INDUSTRY
ANKARA CHAMBER OF COMMERCE	ESKİŞEHİR CHAMBER OF COMMERCE
ANTALYA COMMODITY EXCHANGE	ETHICS AND REPUTATION SOCIETY
ANTALYA CHAMBER OF COMMERCE	ASSOCIATION OF OUT-OF-HOME CONSUMPTION (ETÜDER)
EUROPEAN FOOD INFORMATION COUNCIL (EUFIC)	GEBZE CHAMBER OF COMMERCE
AYDIN CHAMBER OF INDUSTRY	FOOD SECURITY ASSOCIATION
WESTERN ANATOLIAN FEDERATION OF INDUSTRIALISTS' AND BUSINESS PEOPLE ASSOCIATION (BASİFED)	GLOBAL RELATIONS FORUM
WHITE MEAT INDUSTRIALISTS' AND BREEDERS' ASSOCIATION (BESD-BİR)	GS1 TURKEY FOUNDATION
BODRUM CHAMBER OF COMMERCE	HEAT, WATER, SOUND AND FIRE INSULATORS ASSOCIATION (İZODER)
BORNOVA FARMERS' GOODS PROTECTION ASSOCIATION	İSPARTA CHAMBER OF COMMERCE AND INDUSTRY
BORNOVA CHAMBER OF AGRICULTURE	ECONOMIC RESEARCH FOUNDATION
ASSOCIATION OF STOCK EXCHANGE QUOTATION PARTNERSHIP MANAGERS (KOTEDER)	İNEGÖL CHAMBER OF COMMERCE AND INDUSTRY
BURSA COMMODITY EXCHANGE	INTERACTIVE ADVERTISING BUREAU
BURSA CHAMBER OF COMMERCE AND INDUSTRY	İSTANBUL COMMODITY EXCHANGE
ÇEŞME TOURISTIC HOTELIERS ASSOCIATION	İZMİR RED MEAT PRODUCERS ASSOCIATION
ENVIRONMENTAL PROTECTION AND PACKAGING WASTE RECOVERY FOUNDATION (ÇEVKO)	İZMİR FISHERY PRODUCTS BREEDERS AND PRODUCERS ASSOCIATION
TURKISH MARINE ENVIRONMENT PROTECTION ASSOCIATION (TURMEPA)	İZMİR COMMODITY EXCHANGE
CHAMBER OF SHIPPING	İZMİR CHAMBER OF COMMERCE
FOREIGN ECONOMIC RELATIONS BOARD (DEİK)	İZMİR CHAMBER OF AGRICULTURE
DUBAI CHAMBER OF COMMERCE	

KAĞITHANE AYAZAĞA VALLEY URBAN RENEWAL ASSOCIATION	TURKTRADE
KEMALPAŞA ORGANIZED INDUSTRIAL ZONE (KOSBİ)	TURKISH & EGYPTIAN BUSINESSMEN ASSOCIATION
KOCAELİ CHAMBER OF INDUSTRY	TURKISH MIDDLE EASTERN AND GULF BUSINESS COUNCIL (DEİK)
COMPOSITES MANUFACTURERS ASSOCIATION	TURKISH INDUSTRY AND BUSINESS ASSOCIATION (TÜSİAD)
ASSOCIATION OF CONSULATE OFFICIALS MEMBERS	TURKISH VETERINARY MEDICAL SOCIETY
KONYA CHAMBER OF COMMERCE	TURKEY ENVIRONMENTAL EDUCATION FOUNDATION
MANİSA ŞEHZADELER CHAMBER OF AGRICULTURE	CATTLE BREEDERS' CENTRAL ASSOCIATION OF TURKEY
MANİSA CHAMBER OF COMMERCE AND INDUSTRY	TURKISH ECONOMIC INSTITUTION (TEK)
MERSİN COMMODITY EXCHANGE	TURKISH FOOD INDUSTRY EMPLOYERS ASSOCIATION (TÜGİS)
FRUIT JUICE INDUSTRY ASSOCIATION (MEYED)	TURKISH EXPORTERS' ASSEMBLY (TİM)
INTERNATIONAL CHAMBER OF COMMERCE (ICC)	PEOPLE MANAGEMENT ASSOCIATION OF TURKEY (PERYÖN)
MÜYAP CONNECTED BENEFICIARY PHONOGRAM PRODUCERS ASSOCIATION	ASSOCIATION OF TURKISH CONSTRUCTION MATERIAL PRODUCERS (İMSAD)
PROFESSIONAL ASSOCIATION OF MUSIC REVIEWERS	TURKISH SOCIETY FOR QUALITY (KALDER)
NAZİLLİ CHAMBER OF COMMERCE AND INDUSTRY	CORPORATE GOVERNANCE ASSOCIATION OF TURKEY
ORGANIC FOOD PRODUCERS AND INDUSTRIALISTS ASSOCIATION (ORGÜDER)	TURKISH ASSOCIATION OF MINERAL WATER PRODUCERS
CENTRAL ANATOLIAN EXPORTERS ASSOCIATION	MUSICAL WORK OWNERS' SOCIETY OF TURKEY (MESAM)
PAINT RESEARCH ASSOCIATION	UNION OF CHAMBERS AND COMMODITY EXCHANGES OF TURKEY (TOBB)
ADVERTISERS ASSOCIATION	ASSOCIATION OF TURKISH TRAVEL AGENCIES
SAKARYA CHAMBER OF COMMERCE AND INDUSTRY	UNION OF DAIRY, BEEF FOOD INDUSTRIALISTS AND PRODUCERS OF TURKEY
DEFENSE AND AEROSPACE INDUSTRY MANUFACTURERS ASSOCIATION	TURKISH FEED MANUFACTURERS ASSOCIATION
CHAMBER OF INDEPENDENT ACCOUNTANTS AND FINANCIAL CONSULTANTS	NATIONAL FOOD TECHNOLOGY PLATFORM (UGTP)
FISHERY PRODUCTS BREEDERS AND PRODUCERS CENTER ASSOCIATION	NATIONAL RED MEAT COUNCIL (UKON)
BASIC NEEDS ASSOCIATION (TİDER)	NATIONAL MILK COUNCIL (USK)
TOBB GLOBAL STANDARDS CENTER	UNGLOBALCOMPACT
TURGUTLU 1ST ORGANIZED INDUSTRIAL ZONE	INVESTOR RELATIONS ASSOCIATION
TURGUTLU CHAMBER OF COMMERCE AND INDUSTRY	YENİDENBİZ FOUNDATION

ETHICAL PRINCIPLES

The Yaşar Group's ethical principles have been one of its corner stones since its foundation. The main principles that shape its approach to business and commitment to ethical values are equality, transparency and accountability.

The Business Ethics Code of Conduct that shapes the Yaşar Group's business ethics approach was prepared in 2009 and shared with all employees. In order to share it with newly recruited employees, training related to the Business Ethics Code of Conduct has been created within Yaşar Academy, which is an online learning platform. All Group employees are expected to comply with the ethical values that have become an integral part of the Group's corporate culture.

The Yaşar Group's Business Ethics Code of Conduct was revised in 2019 in consideration of the changes in business life and culture and in order to comply with updated laws and the Group's strategies.

The Yaşar Group Business Ethics Code of Conduct

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

The Ethics Committee, consisting of a total of five members elected by the Yaşar Holding Board of Directors, including one Chair from the Yaşar Holding Board of Directors, three members from Yaşar Holding's top management, and one general secretary, is responsible for the implementation of the Business Ethics Code of Conduct. Employees can report issues and violations of the code of conduct to the Ethics Committee via e-mail, letter or phone. Retaliation against employees for reporting violations is prohibited. Issues reported to the Ethics Committee are resolved within no more than one week. No issues were communicated to the Ethics Committee in 2019.

All companies operating under the Yaşar Group fight against all kinds of corruption, including bribery and racketeering, and they fulfill all their obligations to prevent corruption. The Business Ethics Code of Conduct includes the necessary regulations regarding combatting bribery and corruption.

In 2019, in accordance with an internal audit and examination conducted within the Group's companies, the business relationship of 6 employees was terminated on grounds related to the Group's business principles and code of conduct.



RISK MANAGEMENT

Along with identifying risks and being prepared for these risks, analyzing the relationships between risks is also an important part of risk management. The Yaşar Group prioritizes the implementation of corporate risk management in an integrated and proactive manner by creating a risk-aware culture.

Risk Management Approach

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

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



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



Establishing a systematic and dynamic risk management structure



Evaluating risk control measures



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



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

While this approach provides the Group's companies with a competitive advantage, it also assures shareholders that the Group's values are well protected and developed.

Risks within the Yaşar Group are monitored according to the following categories: Strategic, Operational, Outsourced, Financial and Regulatory Compliance.

Yaşar Holding's Board of Directors' Early Risk Detection Subcommittee is responsible for determining basic risk policies and strategies, checking whether the necessary measures are taken against potential risks, and submitting all these operations and results to the Board of Directors. Yaşar Holding's Risk Management Department is responsible for the implementation of risk management strategies and policies within Group companies and regularly submits its work to the Early Risk Detection Subcommittee, which reports to the Yaşar Holding Board of Directors.

In addition, there are Early Risk Detection Committees consisting of Board Members in those of our companies whose stocks are traded on the stock exchange, and these committees have undertaken the responsibility of evaluating the effectiveness of risk control systems. It is important to be able to observe whether risk management processes are in line with the goals and objectives of the organization, and to be able to measure the performance of the processes. The Early Risk Detection Committees consist of a chair and two members appointed by the Board of Directors. The chair of the committee is elected from among the independent Board Members.

The following studies were carried out within the scope of Risk Management in Yaşar Group companies in 2019:



Studies conducted for the process of compliance with the Law on Protection of Personal Data in order to eliminate Legislation Compliance risks; studies required by legal notifications and regulations related to the sectors in which our companies operate



Studies on the implementation of action plans regarding Information Security risk



Studies on the effective management of the Group's brand and reputation risk



Studies on the elimination of financial and operational risks and/or management thereof with appropriate control and

monitoring methods. These studies were monitored by the Yaşar Holding Early Risk Detection Subcommittee and presented to the Yaşar Holding Board of Directors for their information and evaluation. In 2019, the Yaşar Holding Early Risk Detection Subcommittee convened seven times.

Internal audits are carried out at Group companies at regular intervals to help them achieve their goals by ensuring a systematic and disciplined approach aimed at evaluating and improving the effectiveness of risk management and control processes. In 2019, 21 audits and 23 internal controls were carried out within Yaşar Group Companies.

FINANCIAL PERFORMANCE

Yaşar Holding maintained its leading and strong position in all of its business lines in 2019 and continued its efforts to create a better life and a sustainable future.

Companies in the food and drink and paint industries accounted for 94% of the Yaşar Group's consolidated net sales, which reached TL 5.1 billion and a growth rate of 8% in 2019. While the growth rate in the food and drink industry was 9%, the paint industry grew by 6%. Yaşar Holding generated a total of USD 135.4 million in foreign-based income through its exports to more than 70 countries and the activities of its foreign affiliates in 2019.

Following the currency and debt crisis experienced in 2018, 2019 was a period of stabilization for our country. The efficiency-oriented measures in the business lines in which Yaşar Group operates had a positive effect on gross profitability, and EBITDA in the amount of TL 584.8 million was generated in this period, during which TL 1.3 billion gross profit was achieved. Despite the slowdown in growth and pressure on costs, the EBITDA margin amounted to 11.5%.

In 2019, the Group focused on developing new products and services by accurately analyzing the expectations and needs of customers and consumers, and in this context, it has managed to become a pioneer of change for the sectors it operates in with strong R&D centers. Never compromising its customer-oriented approach, the Yaşar Group continued to develop products and services in line with changing consumption habits by accurately analyzing the feedback received from customers.

Yaşar Group Companies are progressing with an awareness of the need to maintain sustainable growth and change, developing and updating their operational and digital infrastructures, and continuing to work on new products, efficiency and quality through the intensive work of R&D teams.

The geopolitical developments that emerged in the last quarter of 2019 and the continuation of the Brexit process caused a period in which uncertainties, risks and concerns have increased for the world economy. Within the Yaşar Group, accurate predictions made in all processes and strategic plans, and the decisions taken accordingly without compromising quality and efficiency, have played an important role in achieving successful results.

	31.12.2019	31.12.2018
Direct economic value generated:	5,084,456	4,712,791
- Incomes (net sales)	5,084,456	4,712,791
Economic value distributed:	4,752,005	4,303,968
- Operating expenses ***	4,177,449	3,799,246
- Employee wages and fringe benefits ****	529,489	472,294
- Payments to capital providers *****	22,365	20,882
- Payments to governments (country-by-country basis) *****	22,702	11,546

Impact of Economic Performance on Stakeholders

As a leader in the food and drink industry that works to ensure integration of agriculture and industry, the Yaşar Group cooperates with its suppliers in a way that's efficient for both parties. The Group creates a regular source of income for a large segment of society, especially for milk and meat producers. While added value is created by providing healthy, good-quality feed and innovative products to producers, employment opportunities are provided to farmers in the region through contracts with regional producers who are local to suppliers. Pinar Süt has a broad raw milk supply network with more than 18,000 raw milk producers, ranging from small-scale family businesses to large farms, and supports the economic development of its producers for sustainable animal husbandry.

Pinar Et, which sources meat as live animals purchased from domestic breeding farms in different regions throughout Turkey, supports livestock producers across the country with the aim of expanding its purchasing regions.

In addition to the strategic partnerships that it maintains with its current suppliers throughout the year, DYO Boya aimed to increase its purchase volume and develop its supply chain in 2019 via its Purchasing Operations Digitization Projects. Establishing cooperation by considering the supply, quality and cost of resin, solvents, monomers, titanium, pigments and additive-filling materials that constitute the main raw materials of paint and are critical for its high-quality standards, DYO Boya now boasts more than 350 suppliers.

Consolidated Results (thousand TL)	31.12.2019	31.12.2018
Net sales	5,084,456	4,712,791
Short- and Long-Term Liabilities	4,747,251	4,253,333
Shareholder's Equity	861,994	759,287
Equity shares	142,783	120,794
Non-controlling interest	719,211	638,493

* Amounts are written in thousands of Turkish Lira (TL) unless otherwise specified.

** Based on the information in the 2019 Yaşar Holding Consolidated Independent Audit Report

*** Cost of sales, marketing expenses, general administrative expenses and research and development expenses included in the consolidated income statement are considered as total operating expenses.

**** Employee expenses included in Footnote 21 of the consolidated report have been taken into consideration within the scope of employee wages and fringe benefits.

***** The amount of paid dividends included in the cash flow statement of the consolidated report was used within the scope of payments to capital providers.

***** The amount of corporate tax payable in footnote 28 of the consolidated report was listed under payments made to states.

The Yaşar Group continued its investments without slowing down in 2019. For this purpose, the Yaşar Business and Logistics Center was established in Esenyurt. Towards the end of the year, the cheese processing facility HADAF Foods in Abu Dhabi, which is Yaşar Holding's first food production investment abroad, was put into operation. The Pinar Brand, which has a high reputation on the Gulf regional market and has been operating for 35 years, will conduct its production activities on-site for the first time in the region. In addition, market-oriented investments aimed at modernization and increased capacity to meet consumer needs and expectations were made.

DIGITAL TRANSFORMATION

In a world that is rapidly becoming more and more digitized, Yaşar Holding prioritizes digital transformation and makes it a part of its corporate strategy for keeping up with the changing times. In digitizing its various processes with the help of the IT company operating within the Group, the company is contributing to environmental sustainability by reducing its consumption of paper.

In addition to in-house processes, the Group regards collaboration through many different online platforms as a part of digital transformation in order to reach consumers with innovative and fast digital solutions. Sales are given prioritized via E-commerce platforms, which have become a rising trend in recent years, and increased visibility and frequent communication with consumers is ensured through the use of digital channels.

Yaşar Group Companies' Best Practices and Developments

Pınar Süt

- The RPA (Robotic Process Automation) project, which is a technology that imitates/learns the work done in the digital environment by employees and then performs these tasks automatically when requested, is still ongoing. The robotic software used in the purchasing process automatically collects quotations from suppliers for standard materials and prepares reports by comparing them. In the second phase of the project, the automatic ordering step will be implemented for specified materials. Under the RPA Robot project, studies of potential applications in other departments, especially human resources, production planning and accounting are also underway.
- The Pınar Süt Eskişehir Factory Warehouse Automation Project has been implemented and products are shipped according to the FIFO (first-in first-out) principle. In addition, a QR code tracking system project was initiated with the use of 'Image Processing Technology'. QR codes are scanned with cameras positioned in the warehouse, and the movements of the products in the warehouse can be monitored.
- A so-called 'Robotic Fully Automatic Palletizing System' was installed for the palletizing of 1 000-ml UHT milk cartons at the Pınar Süt İzmir Factory. With the project team consisting of Pınar Süt's internal resources, the robot used in this process was 3D-printed and assembled, and the investment process was completed by making the robot functional.

Pınar Et

With its 'Digital Transformation in Industry and Industry 4.0' approach, Pınar Et has made extensive investments aiming to ensure that its production facility has a more technologically advanced infrastructure and is as efficient as possible, with the least human intervention since 2016. While planning investments, digital transformation-based projects that will contribute to sustainability are prioritized.

Major investments made in the field of Digital Transformation in Industry and Industry 4.0 are as follows:

- Automatic feeding of filling machines by putting delicatessen manufacturing automation into operation.
- Within the scope of the end-of-line automation project for sliced products and products packaged in a modified atmosphere, 26 robots and related equipment were commissioned. Productivity

has been increased by managing the process with robots instead of manual labor.

- Thanks to the scales added to the system as part of the delicatessen manufacturing filling machines automation project and software that processes data obtained from these scales, filling performance was improved and costs were reduced.
- The metal detector central control system, which enables the tracking of metal detectors from a single location and collects and automatically records incoming signals, has been put into use, and digital monitoring and traceability has been ensured.
- Production energy costs have been reduced thanks to full automation in beef and turkey rendering plants. Digital traceability is also ensured by recording cooking parameters.

Pınar Su ve İçecek

Pınar Su ve İçecek, as the first and only beverage brand offering the opportunity to pay by credit card in Turkey, meets the various needs of consumers with its mobile application. Contactless delivery service is also provided as well as the opportunity to order different drinks with via mobile application.

All consumers who subscribe to the Pınar Su ve İçecek mobile application are offered discount privileges by collaborating with brands in different categories such as textiles, small household appliances, toys, accessories and dry cleaning. A gift campaign was announced in order to increase the loyalty of existing consumers and to increase their purchasing frequency.

Yaşar Birleşik Pazarlama

Yaşar Birleşik Pazarlama is a leading company in terms of digitalization both within the group and across Turkey under the Digital Transformation Leadership strategy.

Digital Field is an application developed in order to carry out efficiency tracking, freshness control and returns management, and to develop mechanisms that can prevent waste while sold and distributed products are in stores. The project is also environmentally friendly as it provides advantages such as saving time and reducing paper consumption for documentation.

In addition to instant access to data and efficiency measurement, the formation of field sales teams under this application contributed to employment opportunities. The Digital Field Project, the pilot studies for which started in 2018, was implemented in 2019.

GS1 Barcode System: The GS1 Barcode System is a system developed for access to new markets, global availability, provision of data exchange between suppliers and customers, and thereby increasing customer satisfaction and supply chain efficiency. There is an internet-based network established by the international GS1 organization to ensure that data exchange between stakeholders in the supply chain is carried out in accordance with its standards; it is a communications infrastructure consisting of defined rules for information exchange in the data pool. Work was initiated in

cooperation with YBP and Migros in 2019 for this data platform. The framework of this work was determined in 2019, and the first material master data recording transactions were entered into the system in cooperation with Pınar Süt, Pınar Et and YBP. The work done on the platform is to be integrated over the online system on for customers and suppliers to exchange data in 2020.

YBP B2B Online Order System: The B2B Online Order System project, which enables YBP's customers to conduct sales online, was completed and put into use at the end of 2019. Increasing the efficiency of field sales teams by saving time via B2B service is one of the aims of this project.

Digital Company Application is a web-based national software that's compatible with today's technology used by dealers in sales, distribution and logistics processes. The digital company application, which was launched in 2018 and started to be popularized, has been installed in more than 90% of YBP's dealers as of the end of 2019, and the "Digital Company Training" provided to dealers has been completed.

Mobile Approval is an application that allows business requests to be approved over mobile phones so that approval processes are not interrupted due to people being away from their offices. In the application, which was launched in 2018, improvements were made for the approval of travel permits in 2019.

DYO Boya

Digital transformation-based projects implemented by DYO Boya:

Digital Assistant System: an application used to control operational processes. In the Digital Assistant there are Investment Forms, Waste Notification Forms, a Request Approval System, Change Management, Package Image Tracking Documents, and Shelf and Signboard Request modules.

Project Management System: a central system used to monitor projects conducted by the teams that come together for the purpose of increasing efficiency, reducing costs, and improving processes and cooperation.

Corporate Task System: an application used to collect corporate tasks in a single location, to assign them to the competent individuals and to back up the personnel who will perform the tasks.

Lab Portal System: a system that records and follows sample flows between production and Quality Control and minimizes waiting times.

Color Machines Tracking system: a system in which target and actual paste consumption in color dispenser machines on dealers' premises are instantly monitored, color formulas can be updated centrally, and fault records are created.

Yaşar Bilgi

Yaşar Bilgi, an information systems company that supports the technological development of Yaşar Group and guides its digitalization journey, offers its software products portfolio under the "Digital Business Management Platform" by bringing it together with its strong software development and digital business management experience.

As a company which has implemented mobile field sales and field management automation systems within thousands of users with nearly forty years of experience in the sector, it produces digital business management software with its "Digital Platform" product family and develops mobile applications that enable working independently of time and space.

Digital Business Management Platform

- dijital.şirket

Intended for companies to carry out their logistics and financial operations in an integrated and real-time digital environment and provides end-to-end management and control of companies.

- dijital.bayi

Specifically designed for large companies that work with dealer organizations or individual dealers. Provides end-to-end management and control of dealer logistics and financial operations.

- dijital.asistan

"Work Flow" software. Enables companies to control their processes in every aspect and to automate them by modeling in a digital environment. Dijital.asistan is integrated with ERP software and thus bottlenecks are eliminated and inefficiencies are prevented.

- dijital.kurum

The work carried out by companies through paper and e-mail is transferred to a digital environment via the dijital.kurum software, which allows for the creation of a corporate memory.

dijital.kurum is also a demand management system prepared for all companies and their suppliers, customers, departments or employees. Requests are entered into the system, processes are followed in determined flows and traceability is ensured via end-to-end management, control and measurement.

- dijital.zeka

"Business Analytics" software. Analyzing collected data is indispensable for company management. Data are collected from ERP and similar software with dijital.zeka and presented in tables and through visual tools to help users make the right decisions.



Forming a strong family through collaboration

CARING FOR EMPLOYEES



HUMAN RESOURCES APPROACH

Positioning “Human Resources” among its corporate values, Yaşar Group has adopted a human resources policy based on participation, creativity and efficiency. With its human resources strategy, Yaşar Group aims to employ an innovative, highly motivated and high-performing, qualified workforce and increase corporate engagement by making this workforce sustainable. With its human resources strategy and egalitarian human resources practices shaped in line with the principle of “the right person for the right job,” the group is among the companies with which others wish to work. In human resource management, the group carries out all its activities in light of universal human rights standards.

Yaşar Group Companies continue to adopt an approach that focuses on the development of their employees with new generation human resources management strategies.

The group’s human resources, formed on the basis of “Science-Unity-Success,” consist of educated, experienced individuals who have a high sense of belonging and ownership, are open to all science-based developments, value information sharing and the

spirit of unity, and adopt a participatory management approach and success orientation to work.

Within Yaşar Group, employees are never exposed to discrimination and they are given equal opportunity in all human resources processes such as recruitment, remuneration, performance evaluation, training and development. Child labor is not allowed. In addition, special emphasis is placed on the empowerment of female employees while ensuring appropriate working conditions.

The understanding of “decent work” mentioned in the United Nations Global Compact is one of the fundamental values that define the way Yaşar Group does business. In this context, the group always prioritizes the fundamental rights, health, safety and well-being of its employees.

The group attaches importance to always keeping the motivation and loyalty of employees at the highest level with its anti-discrimination approach, egalitarian culture, and the environment of trust it provides for its employees.

Recruitment

Yaşar Group evaluates its human resources objectively based on the criteria of knowledge, skills and experience required by the position in the light of the principle of “Science- Unity-Success.”

Candidates who want to work in Yaşar Group companies can apply directly from Yaşar Holding’s website or through recruitment sites (career portals). As a result of preliminary evaluations made by the human resources departments of the company, candidates are interviewed in the presence of the relevant department managers, and job offers are made to the candidates who are deemed suitable after a reference check. Recruitment procedures are carried out in accordance with Labor Law No. 4857 and Out-of-Scope Personnel Regulation.

Group employees are informed by Personnel Regulations that regulate working conditions, rights, duties and responsibilities, and applicable personnel policies and principles. New employees within the group receive an e-learning-based “Yaşar Group Orientation Training” on the same day and then participate in the “Company Orientation Program” designed specifically for each company.



EMPLOYEE RIGHTS

Yaşar Group applies “customer focus,” one of its core competencies, not only for external customers but also for employees, which it sees as internal customers, and puts meeting the needs of employees at the center of everything it does.

Yaşar Group focuses on employee satisfaction in all its operations and activities, and provides suitable working conditions for its employees. With this approach, the community has a working environment where all employee rights specified in the Basic ILO Conventions are respected.

No personnel under the age of 18 are employed in Yaşar Group companies. In all companies operating within the Yaşar Group, working days and hours are defined and announced to employees by defining official, universal holidays and weekends. Due to the nature of certain work or an increase in production, overtime can be performed with the approval of the employees. These situations are regulated and paid under the conditions stipulated in the relevant law. Within Yaşar Group, no case was submitted to the court regarding slave or forced labor in 2019.

Yaşar Group companies were among the first to entitle their employees to unionization rights in Turkey. Among Yaşar Group companies, Pınar Süt has unionized employees since 1976, DYO Boya and Pınar Et since 1985, and Viking Kağıt since 2013. DYO Boya is the first company in the paint industry with a collective labor agreement. Constructive relations are always established with employees who are members of legal trade unions, and the rights of employees to join the union are respected. In this context, the rights of employees have been secured by workplace and business collective labor agreements entered into by and between the employers and Petrol-İş Union in DYO Boya, Tek Gıda İş Union in Pınar Süt and Pınar Et and Selüloz İş Union in Viking Kağıt.

In Yaşar Group companies, employment contracts for an indefinite period are signed with all employees within the scope of Labor Law No. 4857. It is also obligatory that the employees of contractors and subcontractors that establish business partnerships with Group companies are insured.

Yaşar Group prioritizes the well-being of its employees with its human-oriented management approach. The relevant rights and opportunities offered by the group to its employees are listed in the table.

SOCIAL RIGHTS PROVIDED FOR EMPLOYEES	KEY	WHITE COLLAR	BLUE COLLAR (*)	TEMPORARY
Life insurance			N/A	
Healthcare services	✓ (covered by the company)	✓ Certain Levels (covered by the company)		
Disability and insurance			N/A	
Maternity leave	✓	✓	✓	✓
Retirement pensions			N/A	
Stock ownership			N/A	
Others				
Christmas Gift Package	✓	✓	✓	✓
Ramadan Package	✓	✓	✓	✓
Fuel Allowance	✓ Certain Levels	✓	✓	✓ Certain Levels
Holiday Allowance	✓ Certain Levels	✓	✓	✓ Certain Levels
Food Allowance	✓	✓	✓	✓
Travel Allowance		✓	✓	✓
Marriage	✓ Certain Levels	✓	✓	✓ Certain Companies
Birth	✓ Certain Levels	✓	✓	✓ Certain Companies
Death	✓ Certain Levels	✓	✓	✓ Certain Companies
Vehicle	✓	✓ Certain Positions		
Gas	✓	✓ Certain Positions		
Mobile and Stationary Phone	✓	✓ Certain Positions		
Seniority Incentive Premium	✓	✓	✓	
Clothing		✓ Certain Positions	✓ Certain Positions	✓ Certain Positions
Sales Premium	✓ Certain Positions	✓ Certain Positions		

* SOCIAL RIGHTS FOR UNIONIZED BLUE COLLAR ARE NOT SPECIFIED.

EQUAL OPPORTUNITIES AND NON-DISCRIMINATION

Believing in the principle of continuous improvement, Yaşar Group promotes the health, safety, education and personal development of all its employees, regardless of their gender. Within Yaşar Group, employees are given equal opportunity in all human resources processes such as recruitment, remuneration, performance evaluation, promotion, appointment, training and development. In the recruitment process, the qualifications and competencies required by the position are evaluated on the basis of the candidate's suitability, and there is no wage difference between male and female employees in recruitment and promotion. Within the group, where criteria such as religion, gender, age and marital status are not determinative in human resources processes, there were no complaints from employees regarding discrimination in 2019.

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

Empowering female employees

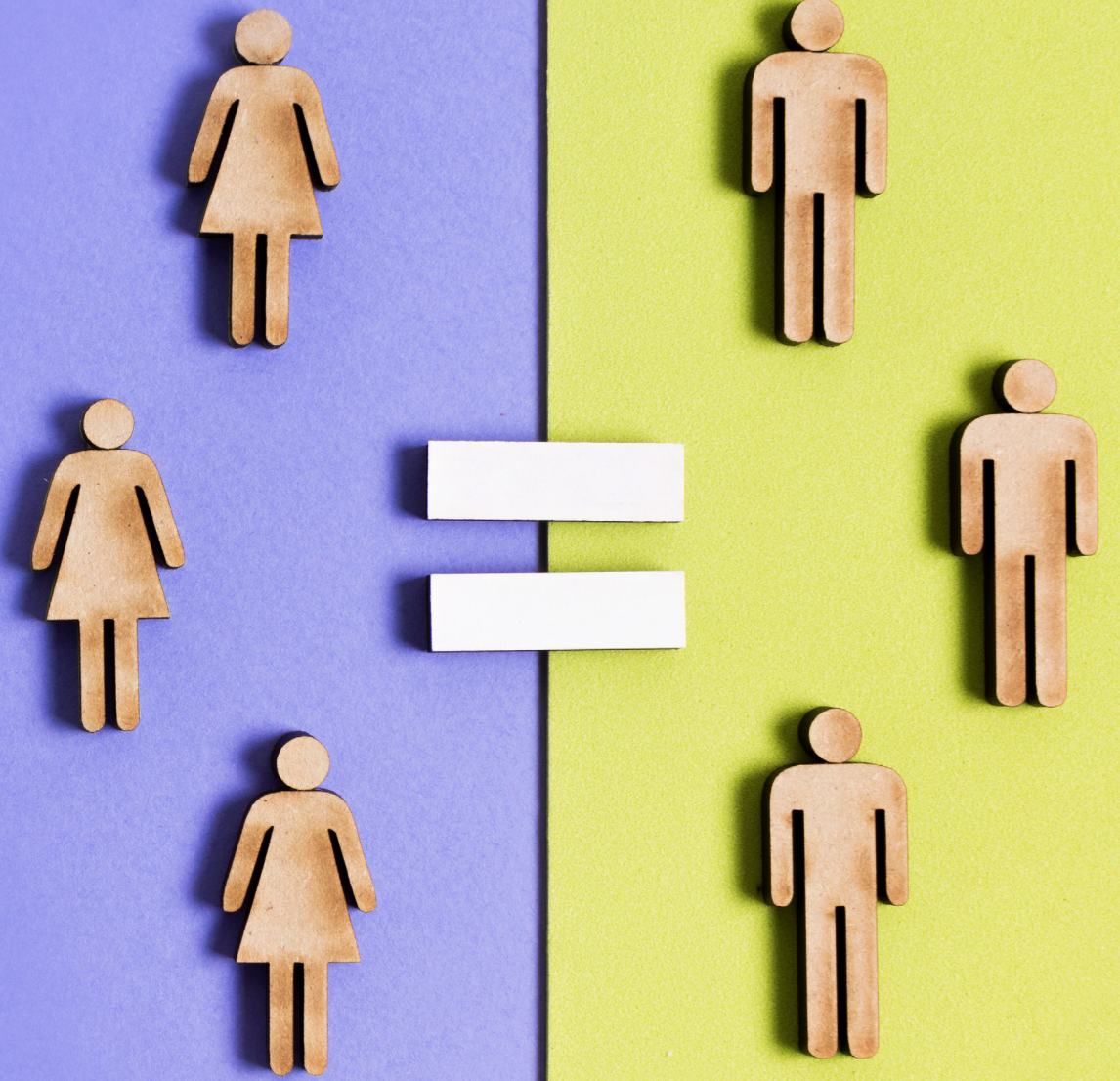
By signing the Women's Empowerment Principles (WEPs)/CEO Statement of Support coordinated by the UN in 2012, Yaşar Group has become one of the leading organizations in this field and has started to focus more on the empowerment of women and the inclusion of women in business life.

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

Continuing its leadership within the scope of empowerment of women with the slogan "We made a promise for the future empowerment of women," the group endeavors to empower female employees and improve working conditions. In this context, "Gender Equality Committees" were established in group companies. These committees, consisting of employees from different departments, implement projects aimed at improving the working conditions of female employees, increasing women's employment and raising awareness, and operate under the sponsorship of the General Directorate of the companies.

Empowering women's career development

- The rate of female employees promoted to executive positions during the reporting period increased by 33% compared to the previous year. During the intra-group promotion process, care is taken to include female employees among the recommended candidates.
- Pregnant and breastfeeding employees within our group work within the periods specified in the law, and female employees continue to work in the same position after returning from maternity leave.



EMPLOYEE DEVELOPMENT AND TALENT MANAGEMENT

Training and Development Activities

In addition to contributing to the development of their behavioral competencies, Yaşar Group also supports the professional development of its employees with technical training. The group aims to increase knowledge and skills that will enable the company and its employees to achieve goals with the training programs it organizes, as well as to develop competencies.

92,000 hours of training were provided across the Group in 2019, in line with training programs created to ensure that employees follow innovations and gain international vision.

The community creates development plans based on the Effective Learning Model of 70:20:10. With this approach, 70% of development is provided by experience, 20% during communication and 10% through formal training. The group's competitive advantages are made sustainable by implementing

numerous training programs aimed at enhancing employee competencies, from orientation and on-the-job training to personal development and management skills training.

The e-learning platform of the group, "Yaşar Academy," was actively used in 2019, along with its optional and compulsory education content. A total of 92,024 hours of training were provided across the group in 2019, with an average of 14.9 training hours per employee.

Employee participation is ensured through social investment projects carried out by the group in social and environmental areas aimed at adding value to society and development opportunities for employees. In order to ensure the promotion of an interactive mechanism for conscious production and consumption awareness beyond management to all employees, internal trainers are selected and training provided in group companies.

Career Management System

In order to develop innovative products and services and to strengthen the group's leading position in the sector, emphasis is placed on the development of personal and corporate employee skills. Yaşar Talent Management Program has been carried out since 2017 in order to ensure the continuity of the leadership knowledge of Yaşar Group, maintain/improve the knowledge and experience of the organization, anticipate the needs of the next period and maintain a workforce that is ready to step in as needed. Yaşar Talent Management is aimed at meeting the career expectations and development needs of managers and employees as well as ensuring the continuity of the organization.

Mentorship

The "Mentorship Program," which has been implemented since 1998, aims to establish a bridge that enables the transfer of the experience and knowledge of today's managers of Yaşar Group to the next generation of potential managers. With various development-oriented projects carried out in this direction, the group aims to benefit from its internal resources, strengthen its communication network and quickly adopt the corporate culture.



Future Class Young Talent Program

The "Future Class" Young Talent Program was designed to gain young talents to establish the future of Yaşar Group. Jobs for the relevant program were posted on Yaşar Kariyer, Kariyer.Net and LinkedIn, and applications were received through these platforms. Various digital experiences were offered to candidates during the selection process carried out on a digital platform. First of all, candidates who passed the online English exam took the general proficiency test, and those who successfully completed this exam participated in the online video interview application. The interview phase started with the candidates who received positive evaluations. In 2019, five candidates were included in the Future Class Program and these candidates were appointed to different positions in group companies.

Best Practices and Developments

Pınar Süt

- The “Biltek Academy” training sessions, which were created under the R&D Center at Pınar Süt to carry out in-house and external training activities, were implemented through video conferences to reach out to all Pınar Süt factories. Some training was carried out with the support of the project team’s knowledge, experience and preparations, and other sessions with presentations by relevant experts from suppliers or public institutions.
- In addition to the breakfast event organized on March 8, International Women’s Day, other events such as “Life is Full of Miracles,” “Stress Management & Depression & Healthy Nutrition” and the “Strong Women Seminar” were organized for all female employees in March in order to raise awareness.
- Projects implemented by the Pınar Süt Gender Equality Committee in 2019;
 - › The Cancer Early Diagnosis Screening and Training Center (KETEM) organized open door information training on Cervical Cancer, Breast Cancer and Colon Cancer for employees, and the KETEM truck came to the factory to screen female employees for cervical and breast cancer.
 - › All of the income obtained from the New Year’s bazaar was donated to “Non-Governmental Organizations Empowering Women and Children.”



Pınar Et

- Within the scope of the Gender Equality awareness project, “Women’s Empowerment,” the Film Therapy Workshop was organized 3 times in 2019 with a total of 78 participants. The workshop aims to raise awareness among participants of gender equality.
- An “orange day” event was held in social areas on December 10 to raise awareness about violence against women.
- Women’s empowerment training was held during the week of March 8 in honor of International Women’s Day.

Pınar Su ve İçecek

- Sales training was organized for the entire sales team, covering sales techniques, persuasion, communication, complaint handling, etc.
- The Talent Management System application was expanded to the supervisor level, development plans were prepared, backups of critical positions in the company were determined, and persons considered to have a high potential were identified.



Yaşar Birleşik Pazarlama

- With professional psychology and counseling services provided externally, training is organized to support the career development of employees, and a platform is available for employees to consult.
- Coaching support is provided for newly promoted managers or managers whose team members have changed. In 2019, 6 employees benefited from 24-hour coaching service.
- "Shadow Light" continues as a 6-month development program where first- and top-level managers come together in order to enable experienced managers to transfer their leadership skills, convey the company's legacy, share good practices and ensure employee loyalty.
- Pilates classes are held for employees two days a week at lunch breaks in order to promote a healthy lifestyle. In addition, dietitian services offered to employees since 2018 ensure that employees receive support in adopting healthy dietary habits.

- The career management model has been implemented for the sales function since 2013 and for all other functions since 2017. For the sales function, the process begins with employee self-assessment in the digital environment through the portal with evaluations from first and second-level managers, followed by evaluation meetings conducted under the supervision of the Human Resources Department. Employees also indicate their own career goals and expectations through the portal.
- The YBP Social Gender Equality Committee, which consists of 10 members, creates projects to support issues such as providing in-company awareness training, supporting women's entrepreneurship, providing help for pregnancy, motherhood, fatherhood and child care, facilitating mentorship to empower women in business life, and developing products and services compatible with gender equality. The committee implemented the projects "YBP Family School" and "In YPB, I am Aware" in 2019.
- Seminars about healthy nutrition and domestic violence were organized within the scope of International Women's Day on March 8. In addition, products made by women were given as gifts to all employees.

DYO Boya

- Members of the DYO Boya Gender Equality Committee received Gender Equality Training in 2019 and created a pool of trainers for awareness-raising training among the children of employees.
- In order to raise awareness among employees on November 25, the International Day for the Elimination of Violence against Women, a "we say no" campaign was organized throughout the company.



Viking Kağıt

- In 2019, photography training and field work were carried out in Bergama with the participation of women employees. In this context, a photo contest with the theme "Working Woman through the Eyes of Women" was held among female employees. The award ceremony of the photo contest was held on March 8, Women's Day.
- In 2019, a seminar held under the theme of "Intuitive Nutrition" was organized for employees to develop conscious dietary habits.



OCCUPATIONAL HEALTH AND SAFETY

Yaşar Group attaches importance to providing its employees with the opportunity to work in healthy and safe conditions and to improve safety with respect to both culture and practices. As per the Occupational Health and Safety Policy, the group plans and carries out projects in accordance with national and international legislation in all of its activities with personnel specialized in occupational safety and health professionals.

With the zero accident target, the group provides necessary training for employees to adopt OHS practices and respond correctly to accidents. Activities carried out within the scope of OHS and performance in this field is monitored at the Board level.

Occupational Health and Safety Boards, which are required to be present within the scope of legal legislation in all companies of Yaşar Group, gather periodically to evaluate agenda items. OHS Boards in companies represent 100% of permanent employees.

Best Practices and Developments

Pınar Süt

- In 2019, a table for safe days was placed in all departments to raise awareness. A waiting room was established for subcontractors and visitors where films about OHS and visitors are shown and recorded.
- The Pınar Süt Visitor Brochure, which includes the Rules for Occupational Health and Safety, Food Safety and Environmental Health, was designed and implemented for all visitors entering the factory within the scope of Good Practices planned in 2019.
- The Pınar Süt Personal Protective Equipment Catalog was prepared and published.

Pınar Et

- Pınar Et has integrated Occupational Health and Safety Law No. 6331 and its legislations, the ISO 45001 Occupational Health and Safety Management System and occupational health and safety requirements into its working principles and all its activities.
- Believing that the way to reach excellence in occupational health and safety is by investing in people and technology, automation of the technological equipment was completed in 2019.
- OHS training sessions organized for employees in 2019 included "Behavior-Oriented Occupational Safety," "Occupational Safety for Managers," "Safe Use of Work Equipment," "Sub-Contractor Occupational Health and Safety," "Emergency Management," "Tagging-Lockout System," "Machine Safety," "Ergonomics" and "Electrical Safety".
- In 2019, with a focus on determining dangers and risks in advance and taking precautions, hazard identification and risk

assessment studies were carried out with the participation of employees using the Finne Kinney Method.

- Employees convey all their requests regarding health and safety to the Occupational Health and Safety Board and OHS unit.
- Every incident or accident is examined in detail with the OHS Board and preventive measures are taken to prevent it from happening again.
- With the studies conducted in 2019, Pınar Et's accident frequency rate decreased by 26.35% compared to the previous year.
- Within the framework of the "Sustainability and OHS Day," which was held for the second time in 2019, information on occupational safety and film screenings were performed. A total of 648 employees participated in the event.

Pınar Su ve İçecek

- Training has been organized for employees to adopt and internalize the risk management approach and occupational health and safety practices.
- Periodic health screenings were carried out for employees.
- Within the scope of the emergency management approach, emergency response plans were reviewed and necessary revisions were made.
- In all locations, suggestions for improvement and requests from employees were evaluated in periodic OHS Boards meetings, new targets were determined, the root causes of accidents and near misses were analyzed, and occupational health and safety processes were managed pursuant to the principle of continuous improvement.

Yaşar Birleşik Pazarlama

- Thanks to the measures taken in 2019, a 60% reduction in slips and falls was achieved in occupational accidents.
- Training was organized by workplace physicians in order to increase awareness of hygiene among employees. Posters on "How to Wash Hands" were placed in the restrooms and cafeterias.
- Within the scope of emergency management, emergency preparedness activities were carried out and evacuation plans were updated.

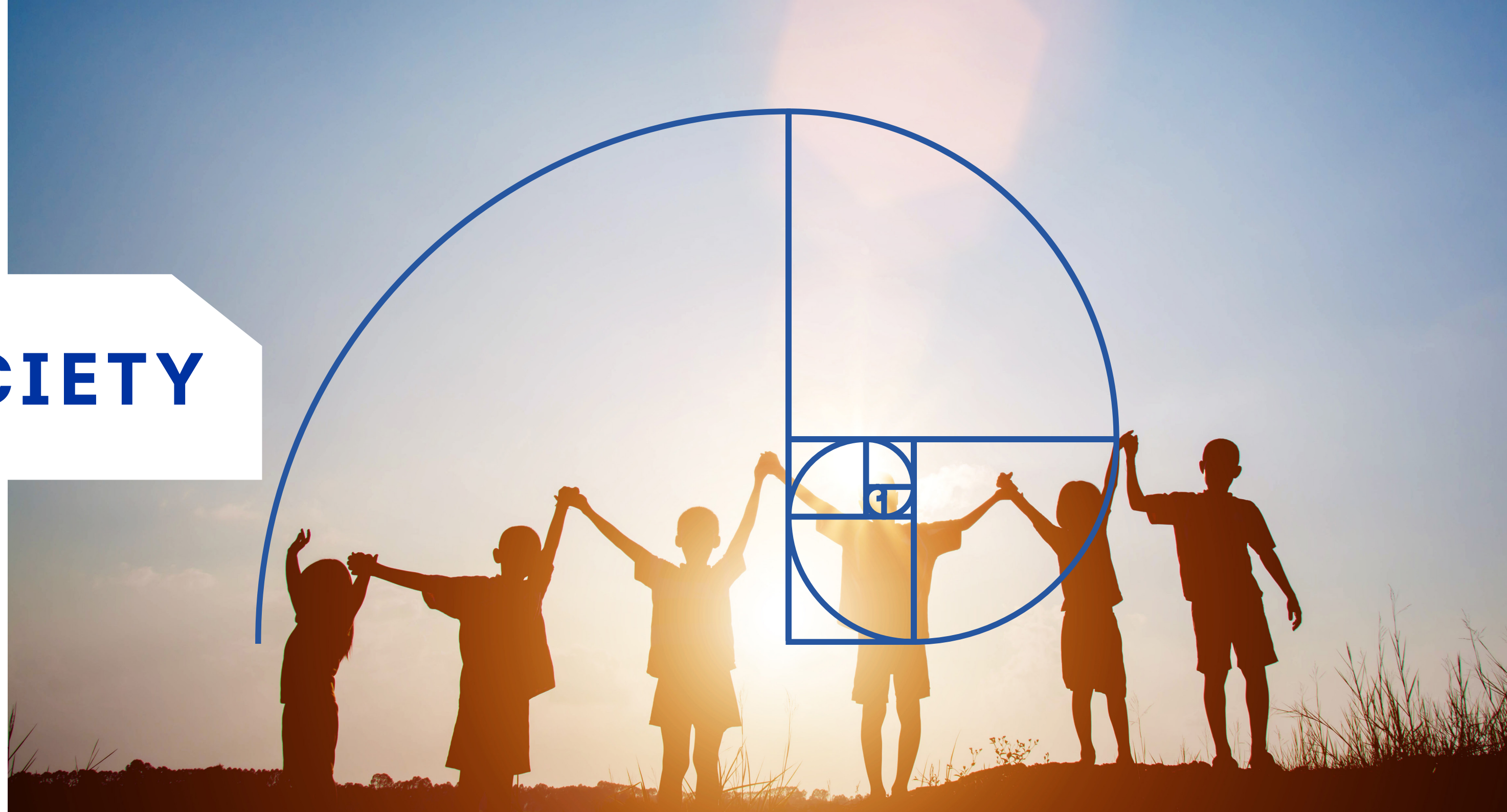
DYO Boya

- In 2019, in order to prevent major industrial accidents, actions were taken to ensure the necessary updates in accordance with the Regulation on Mitigating the Effects of Prevention of Major Industrial Accidents. In accordance with the Seveso and Work Equipment regulations, studies regarding the relevant measurements, controls and necessary arrangements were carried out within the program planned in 2019. HAZOP Risk assessments have been completed and relevant actions are being taken.
- Control measures are being implemented for equipment identified as risky within the plans created as a result of conformity controls on ATEX and EX equipment.
- A new air conditioning system has been established for the workplace environment, and a healthier and more comfortable working environment has been ensured with the entry of fresh air into the workplace.
- Within the scope of fire safety, the number of areas with a fire extinguishing system was increased, and risks related to fire extinguishing were reduced by more effective fire extinguishing systems.
- Virtual reality training was organized in order to increase awareness on the use of personal protective equipment.
- In 2019, a 5% decrease was achieved in the number of accidents compared to the previous year. Works were carried out to approach the target of "Zero Work Accidents" to reduce accident frequency and severity rates.



For the safety and welfare of tomorrow

CARING FOR SOCIETY



CARING FOR SOCIETY

Yaşar Group considers the needs of all geographies and cultures where it provides products and services with an innovative and equitable perspective in accordance with the principle of customer and public health. The business approach of the Group is conducted in a science-based and quality-oriented manner that is in line with the current era and can meet the needs of society. Yaşar Group works in accordance with the business goals it has set with a view to "Caring for Society" and aligns these efforts with sustainable development goals.

The understanding of "Caring for Society" in Yaşar Group preserves and improves corporate citizenship awareness while requiring the healthy and reliable provision of products and services.

Adopting the principle of customer and public health, the Group takes steps together with all of its stakeholders and aims to create a common awareness by sharing its resources. The Group closely follows and supports social issues and studies where it operates and tries to engage with them.

The Yaşar Education and Culture Foundation conducts its social benefit-oriented activities by contributing to modern and high-quality education and providing cultural services.

Yaşar Group is continuously working on to improve the agriculture and husbandry industry within the framework of sustainable agriculture and animal husbandry. Its work on this issue is detailed under the heading "Sustainable Agriculture and Husbandry."

Yaşar Group Companies implement social investment projects in their operating regions in parallel with the needs of the region and contribute to the development of the society as well as the initiatives that the Group is directly or indirectly involved in.



CONSUMER/CUSTOMER HEALTH AND SAFETY

Yaşar Group operates in accordance with the law and in compliance with national and international standards required by the industry based on the idea of “adding value to life” and always prioritizes consumer and customer health. Towards this goal, the Group implements good practices that will become an example for the industry in order to improve consumer and customer health.



The Group continuously followed global and Turkish trends in 2019, as well as introduced many new products, constantly adapted itself, and continued to add value to the lives of consumers and customers.

Best Practices and Developments from Companies

Pınar Süt

- - Efforts were carried out to reduce the amount of energy, sugar, and salt in the daily meals of consumers to contribute to greater awareness of wellness and reduce illnesses such as obesity, diabetes, and hypertension in 2019.
 - › In the juice category, the use of sugar in the nectar and beverage categories was reduced by 5% to 10%.
 - › In the cheese category, 21.4 tons of table salt was removed from the recipes through reformulation studies in 2019.
 - › Fat was reduced by 10% in products in the fermented products category.
- - Pınar Organik is the first organic milk brand to boast an organic product certificate in Turkey. Pınar Organik’s Organik

Labne product, which is produced from special milk obtained from organically-fed cows living under natural conditions at the Beydere Organik Süt İşletmesi of Çamlı Yem Besicilik established in Manisa, was included in the product portfolio in 2019.

- As the interest in healthier living increases, Pınar Süt improves its existing products in the milk and dairy categories. As the beloved and trusted brand of Turkey, Pınar assigns ultimate importance to the opportunity for future generations to grow up physically and mentally healthy.
- Pınar Süt offers its stakeholders up-to-date information on new products, healthy and regular nutrition, the place of milk in our lives, pediatric development, and wellness in Pınar’la Yaşam Magazine, published since 2004.

Pınar Et

• Pınar Et initiated its “Good Agricultural Practices” activities, which include the hatchery and all turkey farms in 2019. Thus, this certificate guarantees that the product, produced in accordance with the conditions of good agricultural practices, does not contain chemical, microbiological, and physical residues harmful to human health, is produced without polluting the environment and harming the natural balance, does not adversely affect human and other living things during its production and is produced in accordance with the agricultural legislation of the countries where it is produced and consumed.

• Pınar Et efforts to reduce the salt and sodium content of its products continued in 2019 as well. Their formulas have been revised by reducing the amount of salt in burgers.

• Research and studies are carried out on the use of natural nitrate sources in Pınar Et products. In this context, a Patent Certificate was obtained in 2019 for the “Natural Curing Method in Meat Products with Natural Nitrate Sources.”

• Efforts to reduce the saturated fat used in Pınar Et products continued. Sunflower oil was used instead of animal fat in MAP (Modified Atmosphere Package) sausages.

• The ready-to-eat Pınar Turkey Breast containing cooked turkey meat was presented for sale for the first time in Turkey. Canned turkey produced from specially fattened turkeys grown in Pınar meat farms is prepared in 120-gram single and 240-gram double packages. The Pınar Turkey Breast is an important complement to a healthy diet with its high protein and low fat ratio. A Pınar Turkey Breast contains 21 grams of protein, which means that an adult can meet 42% of their daily protein requirement with a 120g can. This serving contains 5% of daily calorie intake.

• Güzel Yaşa Magazine and its internet platform, which was launched in 2017 and introduces the principle of a “delicious and healthy life” to the masses, draws attention to the fact that the secret to living well is acquiring the right healthy eating habits.

• güzel yaşamının sırrının doğru ve sağlıklı beslenme alışkanlıkları edinmekten geçtiğine dikkat çekmektedir.

Pınar Su ve İçecek

• All relevant processes are conducted in compliance with national and international standards at every stage of production, starting from water resources and raw material supply with an understanding of accountable production.

• Water resources are periodically monitored and controlled for possible biological, chemical, physical, and radiological changes. These controls cover numerous control points established from the water source to the intake of water into production. There are also devices in facilities that continuously and automatically measure the basic verification parameters of water in-line before the natural spring water is taken into production. In case of discrepancies in the water that can be defined as non-conformities, the water is automatically discharged following a signal coming from these devices, and water which is not approved to be suitability is prevented from being taken into production.

• Scientific and technical developments are closely followed and implemented in monitoring, control, and analysis processes. Certain activities are carried out with a view to protecting product safety and consumer health and safety in collaboration with universities, research institutions, and other legal national and international authorities.

• With the rise in wellness trends, the interest in V-Label certified products developed by the European Vegetarian Union and approved by the International Vegetarian Union and member countries has also increased. Pınar Su ve İçecek is the leading brand, the first to have V-Label certificate on many products in the beverage category in Turkey; it produced the first vegan-certified lemonade, carbonated beverages, and functional beverages on the market in Turkey in 2019.

• Based on studies of nutrient enriched products, functional beverages which are sources of vitamins, minerals, and fiber, as well as sugar-free and vegan are offered to consumers.

DYO Boya

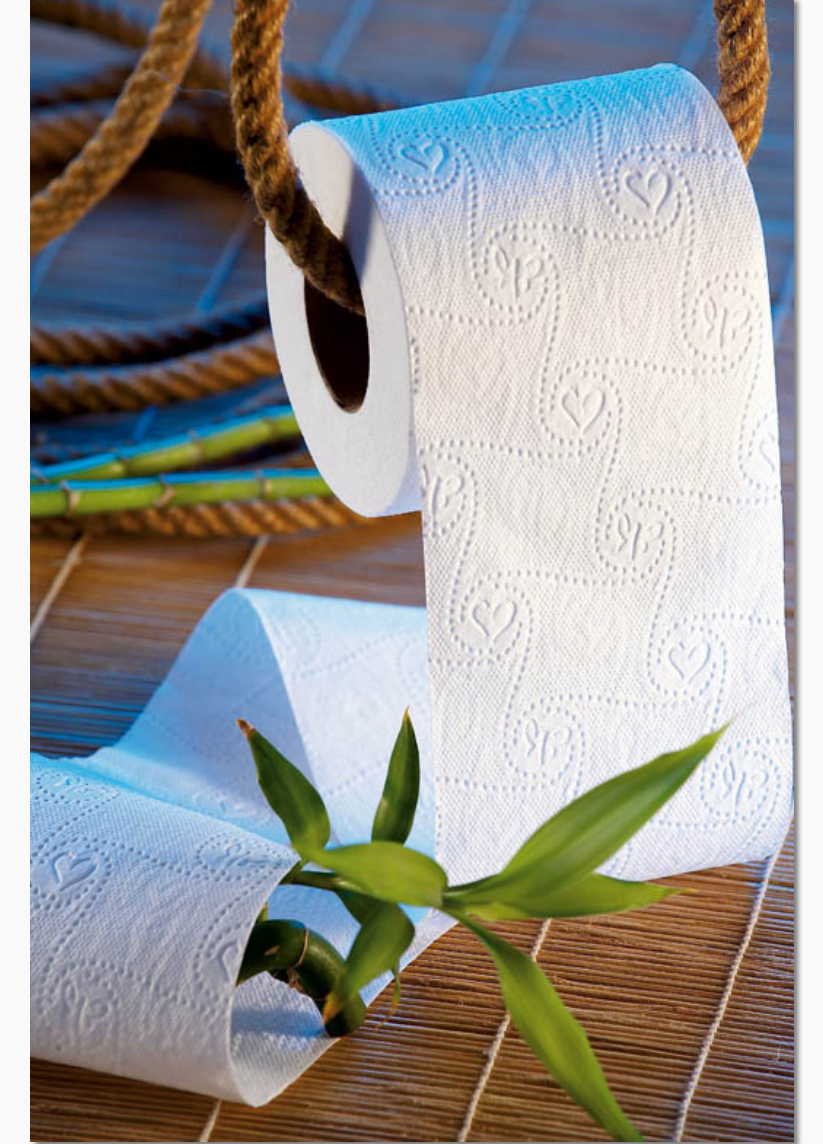
- As a pioneer in Turkish paint industry, DYO Boya continues to develop environmentally-friendly and health-conscious products. In this context, DYO Oxymax was launched in the construction paints field in 2019. DYO Oxymax absorbs formaldehyde, a harmful chemical substance, in indoor air and ensures that the air in the environment is fresh.
- Labels and safety data sheets are available for all products covered by the Regulation on Classification, Labeling and Packaging of Substance and Mixtures, and Safety Data Sheets Regarding Hazardous Substance and Mixtures. Hazard symbols, warning and precaution statements for the products are printed on the labels so as to inform the consumers. "Safety Data Sheets" for all products in this scope are available at www.dyo.com.tr.
- After the raw material Dibutyl Phthalate was removed as a product ingredient in recent years, Toluene was also removed, and informative training sessions were organized on this issue for customers in the industrial group.

Çamlı Yem Besicilik

- The Organic Dairy Farming Facility of Çamlı Yem located in Manisa Beydere has obtained the "Organic Agricultural and Animal Production Certificate" with the audit performed by IMO Control, which is accredited by the European Union Organic Agriculture Commission. The objective is to reduce the use of chemical fertilizers and pesticides by supporting organic agriculture in the region through the contracted production method.
- Çamlı Yem treats the fertilizers used in husbandry activities so that environmental pollution is preventing, turning them into solid farm fertilizers that can be used safely in both organic agriculture and all kinds of agricultural production. Thus, healthy agricultural products are grown and, at the same time, sustainable agriculture is ensured in our lands, which are unfortunately becoming arid because of excessive chemical fertilizer consumption.
- Çamlı Yem also has a "Health Certificate for Animal Disease-Free Enterprises" and "EU Approved Dairy Farm Certificate" issued after the necessary tests and controls were performed by the Ministry of Agriculture and Forestry.

Viking Kağıt

- Following the audits performed by the German certification body DQS, Viking Kağıt was deemed worthy of the BRC Consumer Product and Hygienic Product GC-MARK certificates. It is the first company in the industry to receive these certificates, and makes quality, safe and reliable production in compliance with the laws in international standards.
- Migration analyses were carried out by the German analysis firm Smithers PIRA for the papers used in all recycled products, proving that the products do not cause migration in contact with food.
- Toilet papers, including perfumed ones, have been certified by DERMATEST as not causing any dermatological diseases.
- It has been certified that the dyes used in printed napkins do not migrate.



QUALITY, INNOVATION, AND R&D

Product and Service Quality Management

Yaşar Group has established a quality management approach that focuses on "Our Consumers and Customers First" by combining its corporate values with technology and a mindset of efficiency. Group companies offer their products and services while observing international quality standards.

Yaşar Group acts in consideration of certain quality standards and with scientific and innovative solutions, reinforced by R&D studies. The difference made by the Group companies in their industries

results from scientific and innovative studies based on data and considering the sustainability of product quality.

Management Systems and Product/Service Compliance Certificates

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

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

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

Innovation and R&D Activities

Always breaking new ground and making a difference with their products and services, Yaşar Group Companies continue to engage in practices that create added value for people, society, and the environment to always offer better solutions with their innovative vision and strong R&D teams.

Yaşar Group contributes to Turkey's sustainable growth through innovation and R&D activities and paves the way for new market penetration in addition to these developments. Aside from the development of value-added products, the innovative process approach reinforces the leadership of Group companies in their industries.

The Group aims to develop a competent and well-equipped labor force in this field by investing more and more in R&D studies every year. Existing R&D experience and knowledge are enriched through national and international research and development cooperation programs conducted with universities and research centers.

Best Practices and Developments from Companies

Pınar Süt

- Pınar Süt carries out its activities through the R&D Center, which successfully completed its third audit, in two different departments, "Operational Oriented R&D" and "Innovative Project Oriented Scientific & Technological R&D." The R&D Center also works on various projects in the field of Industry 4.0.
- The Pınar Süt R&D Center produces TÜBİTAK-TEYDEB projects in cooperation with universities and industry.
- Following in-depth industry and consumer research in domestic and international markets, Pınar Süt launched 13 new products and 29 new product packages on the market in 2019.

- The projects of Pinar Süt R&D Center have earned numerous awards. Pinar Choco Labneh was awarded the 2019 Gulfood Innovation Award in the “Most Innovative Dairy Products” category in the Gulfood Fair held in Dubai. Likewise, Pinar Sade Kefir received the Outstanding Taste Award from a jury of Michelin-starred chefs and sommeliers at the ceremony held in Belgium by the International Taste and Quality Institute (ITQI).

- As a result of the operations of the R&D Center, steps were taken to reduce the amount of sugar and salt to increase awareness about wellness.

- In 2019, optimization studies for plastic reduction continued at the R&D Center without interruption, and within this scope, studies have been carried out to reduce packaging weights.

Pinar Et

- Pinar Et carries out its research and development activities through the Pinar Et R&D Center, where continuous product and process innovation studies are conducted to increase productivity, create new product groups, and increase existing service quality.

- Thanks to projects carried out by the Pinar Et R&D Center in 2019, 33 new products were offered for sale.

- The shelf life of 37 products has been extended thanks to improvement studies.

- Approximately 18,154 kg less plastic and 30,000 kg less paper was used by optimizing existing packaging materials within the scope of R&D Center studies. A total of 128.6 tons of CO2 emissions was reduced, including 55.6 tons due to plastic

reduction and 73 tons thanks to paper reduction. Thanks to the paper reduction, 510 trees were saved from felling.

- Productivity has been increased in product pallets in cooperation with the logistics department. By ensuring that more products can be shipped with fewer vehicles, the number of vehicles in the fleet was reduced by 112. Thus, a reduction of 1,185,802 tons of carbon emissions was achieved.

- Within the scope of creating alternative suppliers, 28 alternative companies/suppliers were added to the system for 166 materials in packaging and product groups.

- Innovations in the food industry are followed in the in-house R&D bulletin, which ensures adaptation to current trends and studies that are in line with future developments.

DYO Boya

- DYO Boya carries out different projects in the second R&D center at the Dilovası plant as well as the Çiğli R&D Center, which is among Turkey’s top 10 R&D Centers. 34 new R&D projects were initiated in 2019 at the R&D center in Çiğli, and 13 new R&D projects were implemented at the R&D Center in Dilovası.

- Having launched the first nanotechnological paint products on the market by prioritizing product development, DYO Boya continues to work on UV systems, water-based UV systems, nanotechnological systems, and products with extra features that include nanotechnology in UV systems in addition to conventional products.

DYO Boya Chemicals Management

DYO Boya practices the safe use of chemicals in terms of the environment and human health pursuant to the “Chemical Management System” under the leadership of the Environmental and Hazardous Chemicals Specialist. Chemicals Working Groups established within the company pursue their activities under the supervision of the Hazardous Chemicals Specialist. The follow-up studies of legal regulations regarding chemical management and compliance studies have continued apace with the support of R&D Centers. Thanks to competent human resources in chemicals and their efforts, DYO Boya implements different practices regarding the supply, classification, packaging and safe use of chemicals.

Issues such as the reduction of odor emissions, classification, labeling, and packaging of chemical substances in accordance with the CLP Regulation/SEA Regulation, implementation of the SEVESO II Directive, and compliance with regulations for the transportation of hazardous substances by various transportation routes were emphasized agenda items in 2019.

DYO Boya updated its shelf-life information on labels for Industrial Paints and Polyester industries in order to provide its customers with clear information as per the regulations. Furthermore, the label and information on the packaging are specially adapted to the needs of some industries. For example, the labels for Defense

Industry product groups have been redesigned.

DYO Boya have pre-registered the substances sent to the EU and REACH member countries within the scope of harmonization studies associated with Regulation (EC) No 1907/2008 REACH (Registration Evaluation Authorization of Chemicals), which entered into force in 2008. In 2019, all DYO export products were compliant with REACH, and restrictions on chemicals incompatible with REACH lists were implemented in cooperation with R&D departments. Within the scope of the chemical management system, it is planned to train a Chemical Evaluation Specialist over time.

In 2019, a working group for the ADR (European Agreement on the International Road Transport of Dangerous Goods) was established at the Dilovası plant, and studies were initiated with the participation of one representative from each relevant department. Training and field practices related to the subject continue. At least two ADR field exercises are planned in 2020. DYO Boya attended the ADR and Economy Summit organized by UTA Lojistik Yayıncılık as a speaker in Istanbul in 2018 and 2019. In the 2018 summit, in which the Ministry of Transport participated, Yaşar Holding activities were shown as an example by the ministry officials.

Çamlı Yem Besicilik

The feed factory R&D Department and the Sea Food Business Unit R&D Department continue their work by determining R&D needs in their own fields. Issues such as environmentally-friendly production techniques are also included in the planning of R&D studies as well as studies on increasing operational efficiency.

Çamlı Yem Besicilik regularly consults with the R&D Centers of Group companies and seeks cooperation opportunities.

In 2019, the DYO Boya R&D Team started a new research study on the production of sustainable and environmentally-friendly net dye for nets used in aquaculture. All net dyes for this purpose are imported with this in mind and work is underway to ensure that a net dye to be developed domestically will gain a share of the Turkish market.

With the support of the European Union Research Center, Çamlı Yem Besicilik is a member of AgTech 7 research projects conducted by an international consortium including Yaşar University.

The European Union project titled “Intelligent Management System for Integrated Multi-trophic Aquaculture,” in which Çamlı Yem Besicilik acts as a stakeholder, is aimed at making the aquaculture management system sustainable, traceable, environmentally sensitive, and based on the circular economy. This smart management system is designed to create an advanced model that makes it possible to evaluate animal welfare, production optimization, protection of the environment, and food quality, as well as supporting operational decisions. Within the scope of the project, 3 cages with a diameter of 20m, a mussel farming system, and underwater and surface camera systems were installed in 2019. A feeding system was installed for additional feeding cages, and the necessary equipment was installed for the production of algae.

[Click for more information about the project](#)

CONSUMER AND CUSTOMER INFORMATION AND ETHICAL MARKETING

Yaşar Group renders the necessary information for all of its products and services accessible to its consumers through labels on product packages, advertisements, its website, and social media.

The provisions of the Turkish Food Codex Labeling Regulation are applied one by one for sharing information on food products with consumers through labels. Providing information on products and services in full compliance with regulations and rules regarding industry-specific regulations and labeling, the

Group did not identify any non-conformities in the reporting period.

The Group acts in compliance with regulations regarding the promotion and marketing of its products and prioritizes awareness of accountability in offering products to consumers through marketing tools and fully complies with the Advertising Self-Control Board Principles published by the "Association of Advertisers" of which the Group is a member.

CONSUMER AND CUSTOMER SATISFACTION

Yaşar Group assigns the utmost importance to consumer and customer satisfaction and works to continuously improve its products and services by evaluating their feedback through regular surveys. Necessary actions were taken following evaluation of consumer and customer surveys, and stakeholder feedback received from complaint and comment mechanisms in 2019.

Pınar Communication Center performs customer satisfaction surveys for Pınar Süt, Pınar Et, and Pınar Su ve İçecek brands. According to data from 2019, the customer satisfaction rate is 89.22%.

In 2019, Yaşar Birleşik Pazarlama conducted a customer satisfaction survey using the sealed tender method for 2,970 customers.

Satisfaction rates were measured as follows:

SALES CHANNELS	CUSTOMER SATISFACTION RATES
Traditional (Grocery, Market, Delicatessen, etc.)	80%
Modern (Chain Market, Supermarket, Private Retail, etc.)	72%
Away from Home Channels (Restaurant/ Cafe, Canteen, Hotel, Military, etc.)	90%
Dealers (Distributors)	87%

Yaşar Birleşik Pazarlama conducts customer satisfaction surveys for its dealers as its distributors, every year. In 2019, a total of 217 dealer interviews were held on the phone, and the satisfaction rate was 91% on the base of survey parameters.

LOGISTIC SERVICE SURVEY PARAMETERS	2019 OVERALL
On-Time Delivery	82%
Product Delivery with Accurate In-Car Design	91%
Product Delivery in Accurate Amount and Structure	79%
Appropriate Appearance of Drivers	100%
Appropriate Attitude and Behavior of Drivers	99%
Reverse Logistic Operations (Pallet, Basket, Returns)	97%
OVERALL	91%

Best Practices and Developments from Companies

Pınar Süt / Pınar Et / Pınar Su ve İçecek

- By constantly keeping pace with the advances in technology, Pınar Communication Center has been serving its consumers for many years with its fast, reliable, and customer-oriented approach. By adopting a consumer-oriented mindset and devoting attention to their requests and suggestions, the Pınar Communication Center accepts requests, complaints, and inquiries online between 7:30 am - 11:00 pm seven days a week, including weekends and holidays, responding via a CRM system updated with the latest technology to ensure their satisfaction.

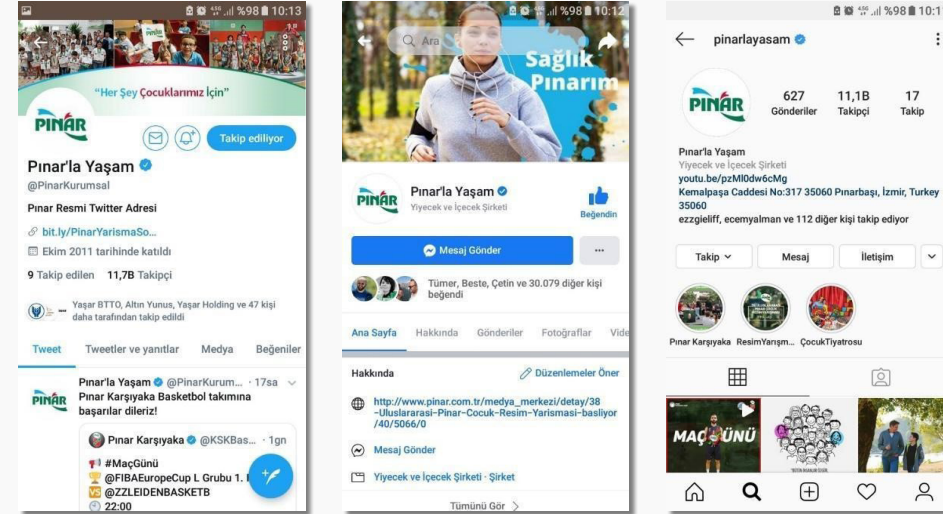
- Customer inquiries and complaints are received by the Pınar Communication Center (PİM), which can be reached at 444 76 27 throughout Turkey without dialing an area code, and handled by live operators. Requests and suggestions directed to the Pınar Communication Center are examined meticulously and addressed. According to data of 2019, the response success rate was 93.42%, the rate of calls answered in the first 15 seconds was 91.16%, and the customer satisfaction rate was 89.22%.



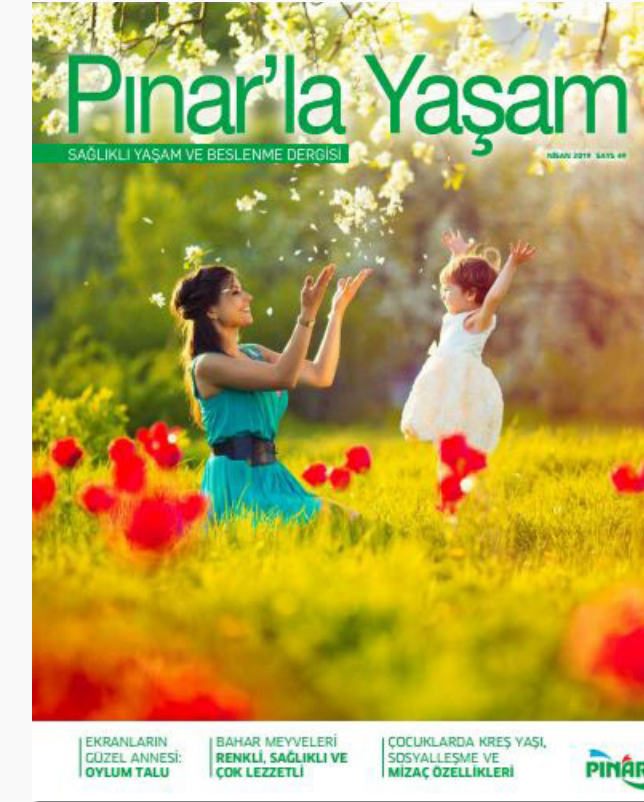
Pınar Communication Center can also be accessed at twitter.com/InfoPinar and on facebook.com/PinariletisimMerkezi. Requests and suggestions from social media platforms are also examined and resolved, further meeting consumer satisfaction.

Updated training is provided to employees at the Pınar Communication Center to improve their communication skills. All the feedback received by the Pınar Communication Center is first reviewed meticulously and quickly, then evaluated by experts. Detailed information is provided to consumers by the quality departments. Consequently, feedback from consumers is evaluated by in-house units and utilized to improve business processes.

Pınar provides useful and updated information for families and on the subject of parenting through Pınar'la Yaşam corporate Twitter, Instagram, and Facebook accounts, and creates content to inform and promote awareness among its followers on issues such as sports, environmental consciousness, social responsibility and sustainability.



Suppliers and customers are informed about new products, healthy and proper nutrition, the role of milk in our lives, pediatric development, and modern life in Pınar'la Yaşam Magazine, which has been published since 2004.



Believing that the secret to living well is adopting proper and healthy dietary habits, Pınar Et continued its efforts to become a reference point through the Güzel Yaşa social media and website platforms, which also had a "delicious and healthy life" theme in 2019. The magazine, published quarterly, is read by 4 million people.



Yaşar Birleşik Pazarlama

Kısık Ateş

YBP continues to develop and gather Away from Homeconsumption channel marketing activities under the roof of "Kısık Ateş." The target audience of the program, which aims to serve as a hub for gastronomy in Turkey, comprises professional chefs, gastronomy students, academicians, employers, and all individuals interested in gastronomy. The YBP website and mobile application are visited by more than 76,000 users. Kısık Ateş TV, which began broadcasting on YouTube in 2019, reached 3,500 subscribers that same year. Quiz shows, workshops, and studies to inform students continued in 2019 as well.

The Kısık Ateş platform contributed to the development of gastronomy students and all those interested in gastronomy. By the end of 2019, 750 unique recipes were created and 260 taste points (restaurants) were selected by taste hunters in Turkey; all of this information can also be easily accessed through the Kısık Ateş mobile application. The platform also published 210 blog posts sharing restaurant success stories in Turkey and industry trends, as well as 30 tips and tricks for amateur cooks from 18 expert editors.

[Click for the Kısık Ateş Website](#)

Away from Home Consumption (AFH) Marketing Activities

- Chef training, which was organized to provide product penetration in AFH channels, has been expanded in all regions, particularly in Bursa, İzmir, Antalya, and İstanbul.
- These training sessions, which also continued in 2019, were provided to future purchasing decision-makers in the gastronomy departments of contracted universities, and showcase the prominent features and details of Pinar products.
- As part of the "National Cooking Camp," held for the 5th time in April 2019, a total of 150 students from the gastronomy departments of 90 universities took courses on "culinary practices." The "Pinar" brand and product portfolio was introduced to students through the use of "Pinar" products in all training sessions and a "Traditional Milk Desserts with Pinar" course was added to the schedule.
- Pinar Protein team members met their target users in the "Reformist" event in May 2019. Within the scope of this event, "yoga" and "spinning" courses were held with Pinar Protein.

Viking Kağıt

Viking Kağıt evaluates the feedback of customers and consumers through regular surveys, and makes an effort to improve its products and services continuously.

Customer inquiries and complaints received by the Consumer Services Hotline at 444 37 50, which is accessible across Turkey, are answered by live consultants, and requests and suggestions are meticulously reviewed. Customer requests and suggestions from Viking Kağıt social media accounts at facebook.com/lilyturkiye, instagram.com/lilyturkiye and twitter.com/lilykagit are reviewed, resolved and addressed.

Consumers of Viking Kağıt receive useful and updated information on wellness, personal hygiene for children, sustainability, and environmental consciousness thanks to posts shared on Viking Kağıt social media accounts.

- Numerous famous chefs presented the delicious meals that they created with Pinar products to participants of the SIRHA İSTANBUL Fair, organized for the 7th time at the İstanbul Congress Center in November 2019, and 15,500 professionals were reached through the fair program prepared under the "Gelenekten Geleceğe Lezzet Pınarı" theme.
- This product is offered for domestic sale in 2,750-gram packaging as a result of the recipe development efforts of Choco Labneh in the export market and opportunities for these products.
- The market penetration of Pinar Latte Art Barista Milk is still on the rise. We participated once again in İzmir, İstanbul, and Ankara Coffee festivals as a milk sponsor to ensure that we could introduce Pinar Süt to coffee lovers and managers, and were able to have an outreach of 100,000 participants in only 3 festivals.
- Within the scope of the university visits initiated to create brand loyalty among students of gastronomy, 17 universities were visited to acquaint students with the Pinar brand through workshops organized with Pinar products.

SUSTAINABLE AGRICULTURE AND HUSBANDRY

YYaşar Group carries out its activities with the aim of complying with the agricultural transformation in Turkey and around the world and a focus on ethical values, animal welfare, eco-friendly value, and increased efficiency. The Group supports and improves all stakeholders with a particular focus on producers to promote the sustainability of agriculture and husbandry.

Pinar Et leads the industry in animal welfare, as it does in many other aspects, with its continuous improvement efforts and investments. Hands-on training was provided by expert trainers and institutions in Europe and the US on animal welfare practices, and an animal welfare system including the required infrastructure and audits was established in line with the training. Greater awareness is achieved on this issue through animal welfare controls conducted among suppliers and compliance with these requirements is monitored.

Prohibited substances in supplied animals are monitored by regular analyses carried out in laboratories. National and international laws and standards are followed in animal transportation.

Çamlı Yem Besicilik utilizes the contracted production model in its turkey production process and provides a source of income with the turkey care service it provides to villagers living in mountain villages which are not suitable for agriculture. In addition, veterinarians provide trainings for breeders on animal breeding and animal welfare and positive practices are popularized, while improper practices are eliminated.

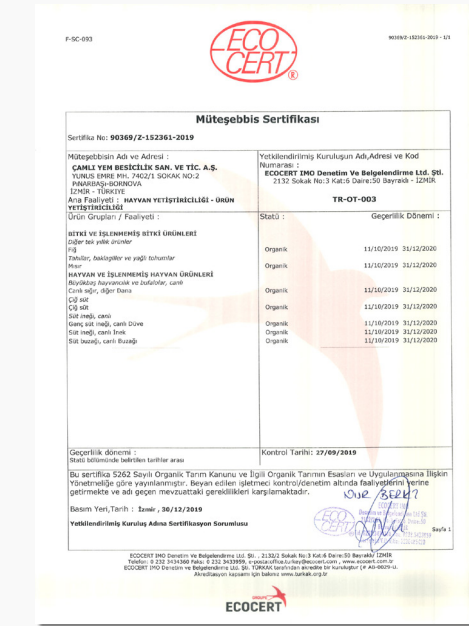
Çamlı Yem Besicilik owns the international “Friend of the Sea” certificate on “Sustainable Fishing” and is the first company to receive the “Good Agricultural Practices” certificate with Pinar Balık in Turkey.

The Organic Dairy Farming of Çamlı Yem Besicilik, located in Manisa Beydere, obtained the “Organic Agricultural and Animal Production Certificate” following an audit performed by IMO Control, which is accredited by the European Union Organic Agriculture Commission. Its objective is to reduce the use of chemical fertilizers and pesticides by supporting organic agriculture in the region through the contracted production method.

Good Agricultural Practices (GAP) are defined by FAO as “the procedures that must be applied to make the agricultural production system socially livable, economically profitable and efficient, protect human health, give importance to animal health & welfare and the environment.” Çamlı Yem Besicilik initiated its own Good Agricultural Practices activities, including in the hatchery and at all turkey farms, in 2019. Thus, the document guarantees that production follows

good agricultural practices, does not adversely affect living creatures, and is achieved in accordance with the agricultural legislation of the countries where it is produced and consumed.

The fertilizers used as part of the husbandry activities are treated and turned into solid farm fertilizers that can be used safely in all kinds of agricultural production. Thus, healthy agricultural products are grown and, at the same time, the sustainability of agriculture is reinforced in our lands, which are becoming increasingly arid due to excessive chemical fertilizer consumption.



CONTRIBUTION TO THE LOCAL ECONOMY

Yaşar Groups adds value to the local economy and promotes its development with its employment, supply chain, and export volume. Yaşar Group prioritizes the selection of local labor resources and raw materials required for the products and services it provides, which also enables the Group to generate a source of regular income for local communities.

Through the investments carried out in regions of Turkey, Yaşar Group tries to recruit its labor force from available human resources in that region with its "employment on-site"

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

The Group always creates development opportunities for its suppliers and producers in the regions where it operates and makes an effort to provide the necessary support for all of its stakeholders.

SOCIAL INVESTMENT ACTIVITIES OF COMPANIES

Pınar Children's Theater

While Pınar Children's Theater aims to contribute to the cultural and personal development of children by staging theater plays, it has also influenced various famous actors in their decision to take up the art of drama since 1987, the year it was founded.

"Pınar Children's Theater" has been freely available for over 3 billion children all over Turkey for over 33 years since 1987 and continues to instill a love of theater in children.

Pınar Children's Theater performed "Oyun Makinesi" in various schools during the 2018-2019 academic year, and brought joy to thousands of little theater fans. The second tour of Oyun Makinesi, which started performing in March in İzmir, was organized in Samsun. The play was staged within the scope of Denizli Metropolitan Municipality Culture Events, and performed in Burdur - Gölhisar, Denizli - Çameli, Muğla - Köyceğiz, Aydın - Hatıpkışla, İzmir - Kiraz, İzmir - Ödemiş as part of their Turkish tour. Pınar Children's Theater performed for almost 50,000 young theater fans in 2019.



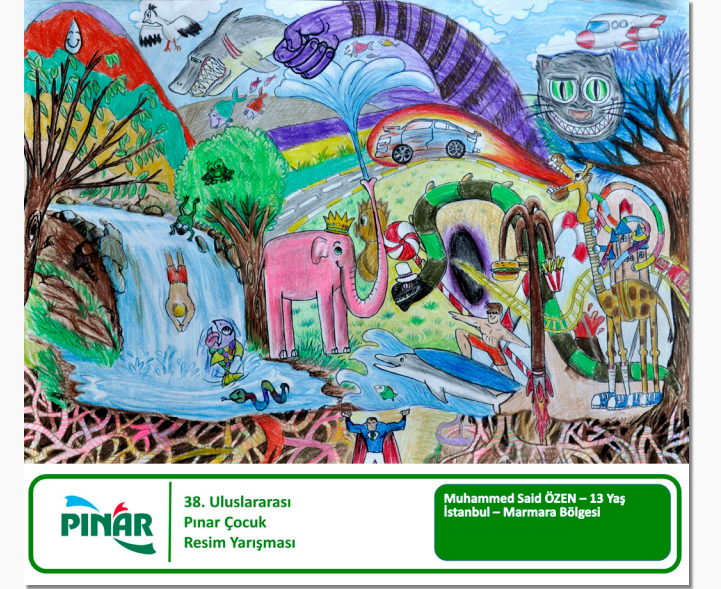
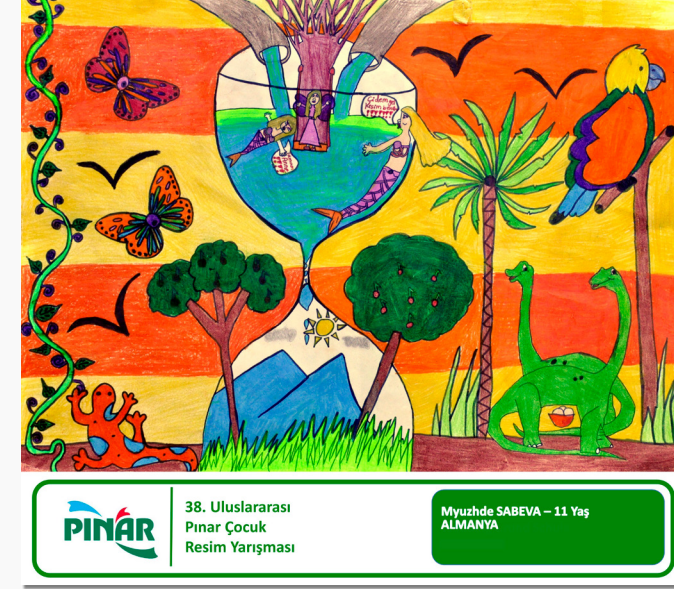
International Pinar Children's Painting Contest

The International Pinar Children's Painting Contest, held in order to raise the interest of primary school children in painting and train future painters, was organized under the theme "Draw Your Dreams" in 2019. 35,496 paintings across Turkey, the Turkish Republic of Northern Cyprus, and Germany have been submitted to the contest via social media and approximately 1,466 schools participated.

14 young painters gathered at the Pinar Cultural & Art Event held in Izmir in order to receive their awards and certificates. Following the awards ceremony for the International Pinar Children's Painting Contest, the works of these young artists were exhibited at the Ahmed Adnan Saygun Art Center on June 11-28. The paintings of the winners continue to be exhibited in various places throughout the year.



The project, which is the most popular children's painting contest in Turkey, has allowed almost 4 million children to express themselves through their paintings to date and has received numerous international awards.



Pınar Children's Painting Workshop

Pınar Children's Painting Workshop, another project that aims to inspire children through art, was organized for the fourth time in 2019. The workshop is held in a total of 8 provinces and 9 locations in İstanbul, Trabzon, Samsun, Şanlıurfa, Gaziantep, İzmir, Eskişehir, and Bursa. Within the scope of the Pınar Children's Painting Workshop, 3,484 children participated in the International Pınar Children's Painting Contest, and 215,000 people benefited from the workshops.



Support for Sports - Pınar Karşıyaka Sports Club

Pınar has been the main sponsor of the Karşıyaka Basketball Team since 1998. The Yaşar Group's corporate culture contributes to education, culture, art, sports, and the preservation of cultural assets in the spirit of "social citizenship." Thousands of young players from the Karşıyaka Sports Club have been able to play sports in Çiğli Selçuk Yaşar Plants. The club was founded in 1994, all thanks to the visionary mindset of Selçuk Yaşar, Yaşar Holding's Honorary President, who has supported the Karşıyaka Sports Club for over 60 years.

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



Cooperation with Fazla Gıda

Fazla Gıda is a technological enterprise that prevents waste, promotes food management, and brings surplus products to the economy, the environment, and society. Supported by the United Nations Development Program (UNDP), it ensures that products are delivered to people in need through Food Donation Markets before they expire through a joint project initiated with Pınar Süt, YBP, Migros, and Fazla Gıda.

Waste of 23 tons of food precluded since the beginning of the project within the scope of cooperation with Fazla Gıda.

YBP, Support for the Development of the Visually Impaired with the Braille Alphabet

Yaşar Birleşik Pazarlama supported a special poetry book prepared by Murat Aslan, the Coordinating Chief of Cuisine of the Big Chef Restaurant Chain, in order to support people with disabilities. All pages of the book printed with the Braille Alphabet contain QR codes. These codes allow readers to listen to the poems being read by the author through a mobile application developed specifically with this goal in mind. Profits from the sale of the book are distributed as scholarships to visually impaired children.

Pınar Kido Arkidolar Forest

Pınar Kido initiated the "Arkidolar Forest" project in order to raise awareness of nature among children. The project objective is to help children learn about trees and develop their environmental consciousness through the "Arkidolar Forest," which will consist of 10,000 trees. Within the scope of this project, a sapling is planted in the Arkidolar Forest for the first 10,000 children who collect tree stickers from multipack Pınar Kido packages, create their own forest and share a photo with the #arkidolarormanı hashtag on their social media accounts. Children can also access informative content on the Pınar Kido website about the Willow, Cedar, Fir, Calabrian Pine, Oak, and Beech trees which grow widely in Turkey.



Video için görsele tıklayınız.

DYO Master League

DYO Boya, one of the most colorful supporters of the Turkish National Football Team has continued its communication activities at a steady pace, with the cheers of millions of fans cheering , participation of the dealers in every match of the National Team, the field-side led screen and social media campaigns. Fun games, face painting and many events were organized for children at a booth prepared within the scope of the National Team Children's Club.

The "DYO Master League" 2019, a football tournament initiated in 2017 for "paint masters" -who are the most important stakeholders of the paint industry- and organized with a special permit from the Turkish Football Federation, was held with the participation of 400 masters in 10 cities where DYO Construction Paints Sales Directorates are located. The DYO Master League 2019 Turkish Championship and the Super Cup final took place between July 4-8, 2019.

[Click for more information on the DYO Boya Master League](#)



DYO Boya "Value for Tomorrow" Project

DYO Boya aims to build a better future by creating sustainability practices based on scientific data and the social investment project titled "Value for Tomorrow."





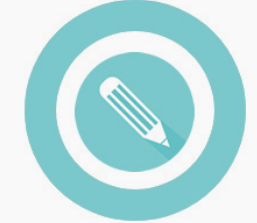
Under the theme of "Öğrenmeye Değer", educational content on color, use of space, heat, and light elements was prepared by an advisory board of academics from the Mimar Sinan Fine Arts University Faculty of Architecture and Educational Science Departments. Moreover, training sessions were organized for administrators, class teachers, and members of the parent union as well. The training is designed to improve quality of life for children and their chances of success, as well promote awareness of aesthetic values among youth. A total of 44,471 students in 15 provinces were involved from 2015-2019.

Children were presented DYO Techno Art Sets developed by DYO Boya and Twin Robotics during a training carried out in the 2018-2019 academic year. Within the framework of regulations of the Vocational Qualifications Authority (MYK) and the Turkish Ministry of Family, Labour and Social Services, DYO Boya initiated the DYO Academy Certification Department Project to enable professional painters to pursue their profession and certify their knowledge, skills, and activities through measures related to occupational safety and health.

In accordance with the works conducted under the theme of "Value for Paint Masters", 416 professional painters in 14 provinces throughout Turkey were trained by Mimar Sinan Fine Arts University. By these trainings, masters with Vocational Qualifications Certificates learned how to compose color and space like architects.



416 Masters



2500 Hours of Training

Prepared within the scope of the "Value for Schools" project, the "School Painting and Paint Usage Standard Guidelines" were designed to teach how to choose colors that increase the learning skills of primary school students depending on the school/classroom environment, and choose color and paint characteristics by considering the natural environment, geographical region and climatic conditions of the schools.

A pilot program was carried out in 10 provinces and 10 schools within the scope of the Value for Schools "school painting and paint usage standards guidelines" by DYO.

SPONSORSHIPS

Pınar Süt ve Pınar Et

Pınar Süt and Pınar Et participate in and support various conventions related to quality, R&D, sustainability, marketing, etc. They also sponsor events that support cooking, gastronomy, and cuisine culture in Turkey.

In 2019, Pınar Süt sponsored 8 conventions/summits/forums, 1 symposium, and 57 activities.

Pınar Et sponsored 8 fairs/conventions/summits/forums/symposia, 3 festivals, and 24 activities.

Pınar Süt was a Platinum Sponsor of the World Dairy Summit, which was organized in İstanbul for the first time in September 2019.



During the World Dairy Summit,
İdil Yiğitbaşı; Chairperson of Pınar Süt,
commented on the industry

Featured fairs/conventions/summits/symposia attended in 2019:

- 2019 Agroexpo Fair
- 2019 Anuga Fair
- 2019 Gulfood Fair
- 88th İzmir International Fair
- Migros İyi Gelecek Festival
- İzmir and İstanbul Coffee Festival
- Sustainable Food and Brands Summit
- Yeni Asır Economic Convention
- Aegean Economic Forum

Yaşar Birleşik Pazarlama

Events that YBP attended and sponsored in 2019:

- 2019 İstanbul, Ankara and İzmir Coffee Festivals
- 2019 Sirha İstanbul Fair
- 2019 Gastromasa Conference
- 5th National Cooking Camp
- 2019 Reformist Event
- 2019 İstanbul Culinary Cup



DYO Boya

- Turkish Football Federation National Team
- National Karting athlete Berkay Besler sponsorship
- Casati Trabzonspor Sponsorship
- EXPO Shipping
- Main fairs attended in 2019:
 - -Modeko Fair
 - -Expomaritt Exposhipping İstanbul Fair
 - -Human Resources Employment Fair
 - -14th International Defence Industry Fair
 - -Aegean Defense Industry and Supplier Summit II
 - -88th İzmir International Fair
 - -Turkish Composite Fair
 - -60th BATIMAT International Construction Industry Fair



PINAR INSTITUTE



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

Pinar Institute works to provide consumers with scientific and reliable resources and increase their awareness of food, health and nutrition issues, and as a corporate citizen, it cooperates in these areas effectively.

Pinar Institute carries out scientific research, organizes training, supports research and training, and publishes research outcomes. It has three main bodies, namely the Advisory Board, Board of Directors, and Institute Directorate.

Pinar Institute's Mission

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

"The Future of Our Milk is in Safe Hands" project

Pinar, which has always believed in the importance of education in the production of high-quality and healthy milk and dairy products, has acted to promote these principles since its establishment in 1973 and supports education to raise awareness among producers. Activities aimed at supporting producers have been conducted by the Pinar Institute within the framework of public-university-industry cooperation, with collaboration between Pinar Süt & Çamlı Yem Besicilik and within the scope of the 'The Future of Our Milk is in Safe Hands' project.

Within the scope of the project, a total of 560 producers were reached through 11 different events organized in Eskişehir, İzmir, Aydın, Muğla, Bilecik, and Bursa on "Animal Health and Nutrition," "Dry Period Management for Cows," "Milking Practices & Hygiene for Female Producers" and "Animal Care and Feeding."

[Click for more information about the project](#)



'The Future of Our Milk is in Safe Hands'

Project took part in UNDP "Impact Champions" Program

The Business Call to Action (BCtA) program, which is the largest inclusive business platform in the international arena and is also supported by the United Nations Development Program (UNDP), supports projects in the private sector within the framework of Sustainable Development Goals in terms of impact management and by doing so, encourages the private sector.

Pınar Süt has been a member of the BCtA program since 2017 and became one of the 25 companies included in the "Impact Champions" program by associating social impact analysis outputs with the Sustainable Development Goals as well as

conducting studies within the scope of the "The Future of Our Milk is in Safe Hands" Project.

The studies carried out within the scope of the project were shown as a sample case analysis in the "Management Practices to Bring Inclusive Business to Scale" report, which is the most up-to-date publication of the BCtA platform.

Furthermore, the blog post by Pınar Süt that addressed the studies carried out under the project in terms of impact studies, as well as the contribution of dairy farming in Turkey, was published in The Guardian, thus reaching an international audience.



The “Let’s Move With Fun, Let’s Eat Healthy” project

The “Let’s Move With Fun, Let’s Eat Healthy” project was conducted in collaboration with the Ministry of National Education and Directorate General of Primary Education in order to create nutritional awareness at a young age and raise healthy children in line with the Pinar Institute’s mission of creating public awareness on food, health and nutrition issues.

The Project Panel was held with the participation of the Ministry of National Education in Ankara on June 21, 2019. This project involved 203 teachers and 3,044 children in the provinces of Ankara, Eskişehir, Afyonkarahisar, and Kütahya in the fall semester of 2019. Thus, more than 12,000 children in 10 provinces were engaged in project activities.

The final beneficiaries of the project are preschool children and the goal is to ensure that they will be healthy individuals in the future. The other target audience is teachers, who are role models for children. As pre-schools provide “main courses” or “snacks,” preschool teachers are responsible for meal planning and each meal is prepared in school kitchens.

The most distinctive feature of the “Let’s Move With Fun, Let’s Eat Healthy” project is that it is carried out at an age when children form their nutritional habits.

Also as part of the project, the “Deniz’s Nutrition and Movement Diary” storybook was delivered to all children who participated, and interaction between children and their families was ensured to increase the project’s reach. The results of a study titled “Researching

the opinions of preschool education institutions, trainers and children on milk and milk consumption” conducted within the scope of the project were presented as a poster at the IDF World Dairy Summit. An online portal was also created where teachers who were trained in the project could access the training materials, enabling teachers to access the content more easily. In addition to the teachers who received training, other teachers who wanted to implement the project at the same school were given the opportunity to access the materials and carry out the activities with the necessary permissions.

In this way, the project expanded beyond its original scope and reached even more children.



[Click for more information about the project](#)

Pinar Institute Scientific Article Award

The Scientific Article Award is organized in order to encourage research and future studies within the framework of the mission “to support research and training with the aim of contributing to the healthy development of society,” which is one of the main goals of the Pinar Institute.

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

Each application is assessed by members of the Pinar Institute Scientific Article Award Assessing Board, and the three articles with the highest scores are announced during an award ceremony.

A total of 30 applications were received in 2019, 12 from the **Food Technology** category, 5 from the **Food Safety** category, and 13 from the **Nutrition-Health Relationship** category, and the applications were assessed by the assessment board.

[Click for more information about the project](#)

Mother and Child Nutrition Workshop

The Mother & Child Nutrition Workshop was organized in the Yaşar University Department of Gastronomy and Culinary Arts Practice Kitchen on September 5, 2019 with the cooperation of Pinar Institute and Yaşar University. During the event, which featured experts and doctors, mothers prepared healthy snacks for their children under the guidance of Chef Emre Şimşek from Yaşar University’s Department of Gastronomy and Culinary Arts.

While mothers obtained new information on healthy nutrition through a presentation titled “The Importance of Nutrition in Child Development” by Assoc. Prof. Dr. Sibel Sönmez from Ege University’s Faculty of Education Department of Primary Education, children designed aprons for their mothers. While their mothers prepared snacks in the kitchen, children learned the importance of nutrition and active living in a fun way.



YAŞAR EDUCATION AND CULTURE FOUNDATION

The Yaşar Education and Culture Foundation, founded by Durmuş Yaşar in 1974, operates in the fields of education, culture and the arts.

[Click for the Yaşar Education and Culture Foundation website](#)

Education Services

Educational Investments

Educational investments are among the main objectives of the Yaşar Education and Culture Foundation. So far, the foundation has built eight schools for this purpose and then donated them to support the national education. Lastly, "Yaşar Education and Culture Foundation Vocational and Technical Anatolian High School," which is located in Eskişehir, Tepebaşı and includes gastronomy, culinary arts, and dairy technologies in its curriculum, opened officially on August 26, 2019, and was donated to support the national education, in the 2019-2020 academic year.



Educational Grants

The Yaşar Education and Culture Foundation has contributed to the education of 89 successful and needy students studying in Anatolian Vocational High Schools, and graduate, undergraduate, and college students studying in various university departments by providing completely non-refundable grants in the 2018-2019 academic year. Moreover, 21 students were awarded grants through a conditional donation offered by Yaşar Group companies and managers. So far, the foundation has contributed to the education of 6,469 students through the award of grants.

Panels

Within the scope of its educational activities, the Yaşar Education and Culture Foundation organizes conventions, symposia, and panels that examine and research, as well as resolve current problems on a scientific basis.

The panel organized by the Yaşar Education and Culture Foundation to raise awareness on autism at Yaşar University on April 18, 2019 attracted great attention for participants. The topic of the autism panel was "The Place of Individuals with Autism in Education". Information and experiences on the development of individuals with autism spectrum and their participation in social life were shared on the panel, which discusses different topics every year.



Continuing to support the exploration of our cultural heritage and its transfer to future generations, the Yaşar Education and Culture Foundation also supported the Çatalhöyük excavation in Çumra, Konya, one of the most popular archaeological sites, in May, as well as organized a panel on "Çatalhöyük" on June 14, 2019. The moderator of the panel held under the sponsorship of Yaşar University was Prof. Dr. Altan Çilingiroğlu, Vice Chairman of Board of Trustees at Yaşar University.

The Yaşar Education and Culture Foundation exhibited paintings from the 37th DYO Art Awards for art lovers at İstanbul Galata Greek School on January 10, 2019. Following the exhibition, panels were organized on topics such as the "Future Position of Art Valued in Competitions" and "Art Education in Turkey and the Expectations of Young Artists."



Cultural Services

Selçuk Yaşar Painting Museum and Art Gallery

Selçuk Yaşar Painting Art Museum which is the first private painting art museum in Turkey, opened in 1985 and Selçuk Yaşar Art Gallery came into service in 1990. The foundation continued its activities in the gallery on the ground floor of the museum with Habip Aydoğdu, Muzaffer Akyol, and Muhsin Kut exhibitions in 2019.

“Altın Yunus Art Workshops,” organized for three years with the cooperation of the Yaşar Education and Culture Foundation and Çeşme Altın Yunus, hosted artists in the summer of 2019 as well, and Altın Yunus Art Galleries organized workshops by 19 artists whose works were awarded DYO Art Awards or deemed worthy of exhibition.

37th DYO Art Awards İstanbul Exhibition

The most recent exhibition of the 37th DYO Art Awards held under the theme of “Transformation in the Universe” by the Yaşar Education and Culture Foundation was organized with the title “İstanbul Exhibition and Special DYO Exhibition” in İstanbul Galata Greek School. In addition to the works awarded in the competition, a special collection of 70 works selected among those that have been awarded in the competition since 1967 was exhibited for art lovers.



38th DYO Art Awards

The “DYO Art Awards,” which represents the most important example of support from the Turkish private sector and play a significant role in the development of Turkish painting, were organized for the 38th time under the theme “Balance and Change” in 2019. The jury awarded 3 works and deemed 27 as worthy of exhibition. The winning works in the 38th DYO Art Awards Competition were “Avşar” by Engin Konuklu and “Bu ‘ben’im” by İrfan Dönmez in the category of peinture, and “Sarı Bir Gün” by Hava Küçüköner in the original print category.

944 artists with 1,585 artworks, has competed in the contest. Submissions to the competition included 1,585 works sent in by 944 artists.

The DYO Art Awards, the first painting contest organized by the private sector in Turkey, has highlighted numerous artists and Turkish paintings and is one of the oldest competitions of its kind.



Archaeological Excavations

The Yaşar Education and Culture Foundation became the official sponsor of the following archaeological excavations for the benefit of society on a national and international scale:

- Nysa Ancient City excavations in Sultanhisar, Aydın since 1998;
- Old Smyrna Ancient City excavations in Bayraklı, İzmir since 2015;
- Smyrna Ancient City excavations performed to support the excavation and restoration of a 19th century Ottoman Inn located in the Smyrna Agora Archaeological Site in Konak, İzmir since 2017;
- As of May 2019, excavation of Çatalhöyük, which is a Neolithic and Chalcolithic Age settlement located within the borders of Çumra, Konya in Central Anatolia.

Selçuk Yaşar Museum

The efforts aimed at transforming the Old Flour Factory belonging to Yaşar Education and Culture Foundation and registered as an "Immovable Cultural Asset Required to be Preserved" in Konak, İzmir into the Selçuk Yaşar Museum are underway and the plan is to have the construction completed in the second half of 2020.

The museum will offer 2,600 m² of temporary and permanent exhibition area, a conference hall, library and a separate 6,000 m² for art workshops and expects 60,000 visitors annually. There will also be a special area for the exposition of awarded works or those that are deemed worthy of exhibition from art activities supported by the foundation.

Carpets and rugs from the 19th and 20th centuries, as well as archaeological works from the Yaşar Family's collection, will be exhibited as permanent exhibitions in addition to contemporary Turkish paintings belonging to the Yaşar Collection and are expected to enrich the arts and culture in İzmir. The museum will host temporary or periodical exhibitions for modern and contemporary art from Turkey and around the world.



Help for Other Institutions and Organizations

The foundation continued to help many institutions and organizations financially and in-kind in 2019. The Yaşar Education and Culture Foundation will continue supporting new projects in education and culture.

- The interior and exterior walls were repaired and painted in the "Yaşar Education and Culture Foundation Primary School," attended by 1,400 students and built on a 7,166 m² plot in Kayapınar, Diyarbakır with 16 classrooms, 3 floors, a laboratory, a gymnasium and a library.
- The roof was repaired and the interior and exterior walls were painted in the "Yaşar Education and Culture Foundation Special Education and Business Practices School" built by the Yaşar Education and Culture Foundation in Güzelbahçe, İzmir with 18 classrooms, for 74 students with autism spectrum.
- A donation was made to the Sagalassos Foundation.
- Sagalassos Vakfı'na bağışta bulunulmuştur.

YAŞAR UNIVERSITY

Yaşar University founded by the Selçuk Yaşar Sports and Education Foundation in 2001 and it first launched in the 2002-2003 academic year. Now Yaşar University has 195 academic members, including full-time professors, associate professors, and doctors in the 2019-2020 academic year.

Yaşar University, with 8,771 students and 671 personnel including 450 academic and 221 administrative personnel, continues its educational activities on the Selçuk Yaşar Campus with 2 institutes, 9 faculties, 1 college of applied sciences, 2 vocational colleges, 1 school of foreign languages, 45 departments, 13 associate degree programs, 41 master's degree programs and 10 doctoral programs.

Yaşar University employs Turkish academics who have lectured and received doctorate degrees from reputable universities both in Turkey and abroad, as well as foreign faculty members with vast experience in their own fields, and the university continues to expand its expert academic staff.

A total of 1,888 students, including 1,736 enrollees in undergraduate and associate degree programs and 152 students from master's and doctoral programs, graduated from Yaşar University in 2019.

More information about the projects conducted by Yaşar University is provided below.



İzmir'de İyilik Var

The "Social Responsibility Projects" course, which is a mandatory class for all students at Yaşar University, became the "İzmir'de İyilik Var" movement supported by more than 150 NGOs integrated with the city, an online platform, the municipality and other public institutions with a series of studies carried out centrally with the "Kampüste İyilik Var" by the Social Responsibility Program Coordinator since the 2015-16 academic year.

Yaşar University supported 7,450 students in carrying out 650 projects/studies in cooperation with more than 150 institutions/organizations. They also contributed to society by volunteering more than 60,000 hours with a community service model the university developed so that students could experience volunteering and become more sensitive to social issues. Yaşar University transformed these one-off philanthropic activities (e.g. blood drives, donations, planting saplings, etc.) into a social movement involving not only its students but also academics, administrative units and many volunteers from İzmir and nearby cities. Thus, volunteering is kept on the agenda around the city throughout the year and everyone is offered the opportunity to experience it depending on a theme determined in collaboration with the academy.

This model, which spread from the campus to İzmir, is an exemplary campaign which increases its visibility, fosters collaborations between NGOs thanks to the volunteers it attracts and opportunities for participants to learn more about one another, transforms differences into value and contributes to the improvement of the non-governmental sector in İzmir.





AgTech7

AgTech7 - Enterprise, Academia, and Business Angel Knowledge Partnership Program for Innovative Agricultural Technology Education from Farm to Table

Various education programs from agricultural technology to entrepreneurship will be developed to provide information on future agricultural technology practices across the entire food chain from farm to table and remedy the lack of multi-stakeholder mobilization in this 3-year project, in which Yaşar University is a partner. Coordinated by the University of Novi Sad (Serbia), the project brings together 8 institutions including universities, research centers, and food and agricultural businesses from Serbia, Turkey, Netherlands, Belgium, and Greece. In this context, seven learning modules such as data analytics for farm management information systems, innovative applications in agricultural financing, blockchain technology in the food and agricultural value chain, and food and agricultural entrepreneurship will be developed and disseminated through in-person education and open learning formats.



CALIPER - Research for Gender Equality and Innovation

The CALIPER project, which is financed within the scope of the EU Horizon 2020 Program, aims to promote structural changes in gender equality by increasing the number of female researchers in 2 STEM organizations funding research at 7 universities, improving their career perspectives, and adding more gender perspectives to research work.

The project aims to increase gender equality in academic and research institutions through the development and implementation of Gender Plans in participating institutions. Its goal is to increase the number of women in academic positions, ensure gender balance in decision-making and obtain a better gender balance by supporting research institutions focused on "Science, Technology, Engineering and Mathematics" (STEM) in particular. In order to achieve these goals, internal and external assessments will be carried out at an institutional level, innovative strategies for gender biases will be designed and implemented, and a monitoring methodology will be developed by defining specific goals and indicators at an institutional level.

MISSILE - Inclusive Learning Program on Information Security

The MISSILE Project, in which Yaşar University participates as a partner, aims to develop basic awareness of information security gaps, threats, and countermeasures. The main goal of the project is to develop a methodology to raise awareness of information security gaps, threats, and security solutions through learning and training, thus increasing the general security level of users and organizations.

SKILLED - Sustainable Skills Program for Local Developers

This project is designed to train young professionals in the design of regional development plans within the scope of the EU Sustainable Development Strategy. It is being coordinated by the Fundación Pascual Tomás (Spain) and Yaşar University is a project partner. A training program defining the learning outcomes and modules to be uploaded to the open e-learning platform, whose standards will be determined internationally by Sustainable

Local Development European Expertise, will be prepared within the scope of the project. In addition, a tool will be created to define and confirm both formal and informal skills based on the International Skills Conformance Methodology.

DiGi YOUTH - Innovative Training Program for Digital Youth Studies and Inclusive Youth Organizations

This program aims to increase space for digital education by offering training to students and personnel of youth organizations and sharing simulations and best practices for including digital studies in school curriculums. The project is coordinated by European Dialogue (Slovakia) and Yaşar University participates as a partner. The DigiYouth Project aims to foster opportunities for digital learning and entrepreneurial development, and to encourage students to become familiar with opportunities in digital technologies by supporting open and innovative education in the digital age.



To grow with our stakeholders in our value chain

CARING FOR BUSINESS PARTNERS



SUSTAINABLE SUPPLY CHAIN

For sustainable growth and development, the entire value chain must be addressed and all factors that have an impact on the value chain must be analyzed and examined. Having adopted the policy of “managing the environmental, social, and economic impacts of products and services throughout their life cycle and promoting good practices”, Yaşar Group has strengthened its bonds with its suppliers under this policy. Yaşar Group considers the selection of its suppliers and business partners as one of the priority links. The supplier selection process is managed by objective selection criteria, supply contracts, and standard procedures. In this process, factors such as human rights, ethics, OHS, working conditions, animal welfare, protection of the

Yaşar Group aims to extend its impact through the sustainability studies that include and are shared with

its suppliers. Yaşar Group provides its suppliers with the necessary support for their commercial and operational growth, while also encouraging systems and practices that can manage the environmental and social impacts of their operations.

“Yaşar Supplier Management System Survey” conducted in 2017 created a road map for the establishment of a sustainable supply chain structure and the development of supplier relations. In this context, Yaşar Group has planned studies to support all suppliers in integrating the “decent work” approach, which it emphasizes, into their production principles.

Yaşar Group pays particular attention to the initial procurement of the labor force and raw materials required for the products and services it offers and supports regional and local development.

Best Practices and Developments from Companies

Pınar Süt ve Pınar Et

Pınar Süt and Pınar Et carefully select all their suppliers in accordance with “Pınar Quality Criteria” in order to offer their consumers high-quality and healthy products. This selection process is aimed at developing long-term cooperation by evaluating suppliers according to criteria related to purchasing, R&D, and quality assurance functions.

The “Pınar Supplier Principles Guide” includes the following main topics:

- Compliance with Laws and Regulations
- Human Rights
- Fair Working Standards
- Environmental Responsibility
- Commercial Integrity

The “Pınar Supplier Principles Guide” is signed by main suppliers to ensure “Compliance with Laws and Regulations, Human Rights, Fair Working Standards, Environmental Responsibility and Commercial Integrity” which include the criteria of the Global Compact. Suppliers are also obliged to comply at all times with the principles indicated in the guide and ensure that their suppliers do so as well.

Suppliers of raw materials, auxiliary materials, and packaging materials are evaluated quarterly according to criteria (quality, price, deadline, quantity, service) within the scope of the “Supplier Assessment Procedure” every year, and efforts are undertaken to develop them through corrective and preventive action.

In order to create alternative products, and to increase the number of suppliers by researching new and reliable supply sources, alternative supplier/material research is carried out continuously at Pınar Süt and Pınar Et, and joint studies are conducted with R&D and Quality Assurance Directorates.

Protection of environmental resources, as well as compliance with environmental health and legal legislation on animal welfare are guaranteed in contracts concluded with raw milk producers.

Pınar Süt always organizes training programs for its suppliers on important issues such as raw milk quality, animal health, animal nutrition, and preventive medicine to support their development.

In 2019, Pınar Süt proceeded with SCM route optimization which is an SAP-based program to be used in raw milk tanker operations. The shortest distance, the highest tanker load rate, most suitable vehicle, and the lowest fuel consumption and carbon emissions are targeted through the tanker route program.

Pınar Süt supplies 100% of the raw milk and 88.7% of other material purchased from suppliers within the borders of Turkey. Pınar Et provides 89% of its purchase volume from suppliers in Turkey.

Pınar Et procures meat from livestock that it purchases from many domestic breeding farms in different regions of Turkey. Being aware of the importance of its business partners in providing consumers with "safe and hygienic products", the company continues its supply policy with this awareness.

Within the scope of the Pınar Et supplier assessment study for the year 2019, 14 A-class suppliers who scored 90 and above were awarded special business partnership certificates. 48 suppliers were visited on-site and their compliance with the principles in the supplier guide was audited.

Pınar Su ve İçecek

Compliance with standards such as quality, food safety, environment, and occupational health and safety is of primary consideration in the selection of suppliers. Compliance with Yaşar Group's corporate values, public health, and responsibilities towards nature also stand out as important criteria in supplier selection. Suppliers are subjected to audits whose frequency is determined according to critical evaluations such as the effectiveness of the management systems they implement, their last supplier audit scores, and monitored annual performance. Audits are carried out on-site by the relevant units, and the compliance of suppliers with quality, food safety, occupational health and safety, and environmental systems is evaluated.

Supplier audit findings or improvement requests are notified to suppliers in writing, and suppliers are asked to identify and implement corrective actions by performing root cause analysis, and carrying out a tracking system.

98.7% of the total procurement volume in 2019 was achieved from suppliers within the borders of Turkey. The largest part of PET Preform supply, which constitutes 53% of the entire supply volume in 2019, is fully provided from suppliers within Turkey.

Yaşar Birleşik Pazarlama

Attention is paid to ensuring that business partners align with Pınar brand values, complement and support Pınar products, comply with laws and ethical values, and pay attention to consumer health and product quality.

Labor suppliers are subjected to quality audits in terms of compliance with the ISO 22000 Food Safety Management System Standard. At the same time, suppliers should be encouraged to meet packaging waste requirements.

For nonconformities detected as a result of supplier audits, corrective or preventive action is taken by suppliers and the relevant nonconformity is requested to be resolved. YBP supports its suppliers in terms of resolving identified nonconformities for the development of its suppliers and shares its knowledge and experience.

The vision, structure, financial competence, and personal or corporate reputation of the candidate firm are considered in the selection of partners.

The infrastructure is set up for YBP seminars and training, if necessary, in order to raise the standards of supplier companies.

With the establishment of the "Corporate Purchasing Department" under YBP in 2019, the centralization process was initiated in many product groups and all purchasing processes were carried out through central purchasing. By including central purchasing power in the process of regional purchases, cost savings in the amount of approximately TL 170,000 were achieved at the end of the year.

DYO Boya

All of DYO Boya's over 350 global suppliers are organizations that have committed to concepts such as business ethics, environmental policy, child labor, worker rights, fair trade, social responsibility, equality, and education under sustainability strategies.

DYO Boya's "Procurement Operations Digitization Projects" undertaken in 2019 aimed to increase the purchasing volume and number of suppliers, and maintain operational activities with new technology. The Supplier Performance Assessment Module, the second phase of the project regarding the Supplier Portal, was put into operation in 2019 with preparation of future-oriented project infrastructure in the digitization process of the company. In addition, studies of the RFOA (Request for Quotation) and FI (Financial Processes) modules have reached the final stage. Thanks to the

Indirect Materials Purchase Portal, which includes raw material non-packaging suppliers with software that is completely exclusive to DYO Boya, studies have been carried out to ensure efficiency in an area where there is great variety in materials and products.

The number of suppliers subjected to Environmental Impact Assessment in 2019 was 18; 14 suppliers and 4 waste companies were audited on-site. No negative findings were identified in terms of the environment.

As of the third quarter of 2019, the "DYO Supplier Portal - Supplier Performance Assessment Module" was put into use, and a transparent platform was created where the relevant criteria can be automatically calculated through the system, and suppliers can instantly monitor their performance.

Viking Kağıt

Because Viking Kağıt endeavors to establish long-term cooperation with its suppliers, it selects them on the basis of quality, delivery, and price/performance.

Viking Kağıt, which prioritizes working with suppliers that have BRC CP* certificates and accepted management system certificates in quality and energy issues, audits companies that do not have a certificate by reviewing sustainability and product quality safety issues within the framework of BRC standards.

Viking Kağıt continued its contribution to the recycling industry and sustainability in 2019 thanks to the supply of scrap paper. Cellulose pulp obtained from scrap paper is used as a raw material for

environmentally-friendly paper products that contribute to the environment and economy.

Viking Kağıt, which has an ISO 50001 Energy Management System Certificate, cares about conscious energy use and shares information with its suppliers on this issue. Energy classes of devices and their compliance with ISO 50001 standards have been identified as an important criterion in equipment and device procurement processes.

Supplier assessments, revised according to the risk-based model projected by the ISO 9001 Quality Management System Standard, are carried out every 6 months and the results are shared with suppliers.

Altın Yunus Çeşme

Believing that its suppliers play an undeniable role in service quality, Altın Yunus works with companies that have a sustainable business model. For this reason, it provides products and services from brands that are sensitive to environmental and quality issues and that meet safe working conditions.

Altın Yunus contributes to the institutionalization of supplier business structures by performing periodic supplier audits. The company carries out its purchasing activities within the framework of its own purchasing criteria.

*BRC CP: The BRC Global Standard for Consumer Products published in 2003 by the British retail consortium aims to protect consumers and increase the safety and quality of consumer products through continuity of quality and risk management.



To pass on an inhabitable world to future generations

CARING FOR THE ENVIRONMENT



ENVIRONMENTAL MANAGEMENT

Climate change and its associated risks and threats, which are among the priority problems of our age, are at the top of the agenda of all sectors. The business world is also taking responsibility for dealing with the environmental problems that we currently face.

Yaşar Group implements environmentally-friendly practices and supports environmentally-friendly investments with a responsible management approach in order to reduce environmental impacts arising from its activities. Performing activities with environmental sustainability in mind, the group continuously improves its environmental management policy by regularly keeping up with scientific and technological developments in line with the ISO 14001 Environmental Management System methodology. The group sets targets in the areas of water and energy management, use of natural resources, climate change, and waste management,

and puts its activities into practice within the framework of these targets. While planning its investments and continuing its activities, the group assesses the effects on all living creatures in order to protect biodiversity. In this context, when necessary, it conducts research and reporting studies on biodiversity.

The Yaşar Group Environmental Management System, developed within the framework of global targets and trends, is managed in accordance with relevant legislation and international standards, and global sustainability trends are regularly followed and developed in accordance with these trends. Engaging in constant communication with its stakeholders on sustainability, the group has also adopted the best practice, measurement, and evaluation methods of various international organizations such as the UN Global Compact and Carbon Disclosure Project (CDP).

We Support Sustainable Forest Management

Products from Viking Kağıt, a Yaşar Group company, are produced from well-managed and controlled sources. In this way, it contributes to the sustainability of the world's forests and natural life. At the same time, it provides traceability that proves the forest-based inputs it uses are legal. As a result of all these studies, it became the first company in its sector to receive the Management System Certificate (FSC-Coc: Forest Stewardship Council – Chain of Custody) created by the International Forest Stewardship Council (FSC).



Altın Yunus Green Star Certificate

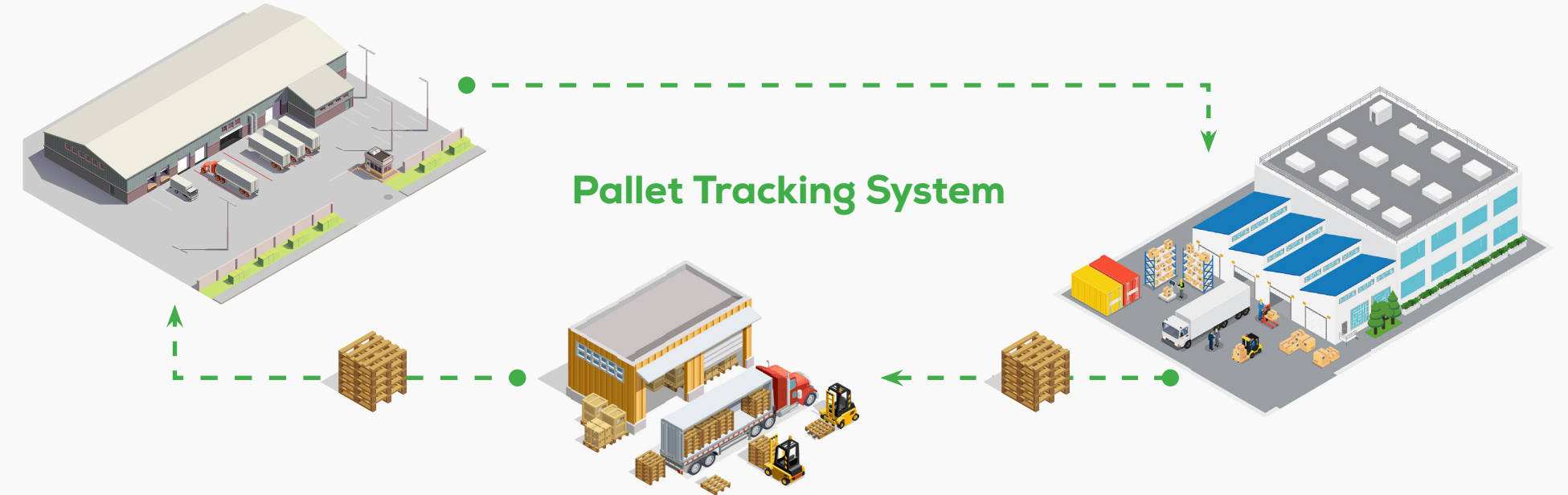
Altın Yunus' sensitivity to the environment was certified with a "green star" by the Ministry of Culture and Tourism.

Within the scope of sustainable tourism of the Ministry of Culture and Tourism, Altın Yunus Çeşme was awarded the 'Environmentally-Friendly Accommodation Certificate-Green Star' under the classification and certification of environmentally-friendly accommodation facilities in order to protect the environment, develop environmental awareness, and encourage the positive contribution of tourist facilities to the environment. Experts working in the Ministry of Culture and Tourism provided training to Altın Yunus employees on many important topics such as nature, how environmental pollution occurs, ecological exposure, and the measures that can be taken at the facilities to raise environmental awareness within the scope of the environmentally-friendly accommodation facilities project which is the environmental label (eco-label) implementation of the Ministry.



Pallet Tracking System

Instead of meeting the wooden pallet needs of Pınar Süt and Pınar Et companies by purchasing new pallets, the pallet rental model has been adopted and the tracking of pallet flow and integration processes are being carried out through the Pallet Tracking System. With this system, the pallets in YBP dealers and regional warehouses were collected by YBP and sent to Pınar Süt and Pınar Et facilities and recycled.



Protection of the environment is promoted thanks to the business model based on reuse, while a more sustainable supply chain is built.

**Wood consumption
reduction in 2019**

1,310,229 dm³ = 1,266 trees

WATER MANAGEMENT

Conservation of water resources, on which all life relies, is critical for future generations to have access to clean, healthy, and sufficient water. In this sense, Yaşar Holding considers water management to be part of effective resource management and carries out studies for the sustainability of water within the framework of national and international standards and regional water management policies.

Su yönetimini etkin kaynak yönetiminin bir parçası olarak ele alan Yaşar Holding, ulusal ve uluslararası standartlar ile bölgesel su yönetim politikaları çerçevesinde suyun sürdürülebilirliği için çalışmalar yürütmektedir.

Thanks to the advanced structure applied in the environmental management system, Yaşar Holding has brought together its stakeholders and business partners with regard to good practices. In this sense, water footprint and water efficiency studies have been carried out since 2014. In 2019, Pınar Süt and Pınar Et conducted the CDP (Carbon Disclosure Project) Climate Change and Water Security Program Reports, which are voluntary.

Yaşar Group continues its activities with the goal of protecting water resources by carrying out active studies for the protection of water resources for certain facility areas and supporting these activities in the areas where it operates.

Best Practices and Developments from Companies

Pınar Süt

- According to the results of Carbon Disclosure Project (CDP), Turkey's "2019 Water Program Report," Pınar Süt was among more than 7,000 volunteer companies that responded to the CDP platform for water management worldwide.
- Pınar Süt factories regularly calculate their water footprint every year in order to ensure traceability within the framework of a water management approach.
- The need for water use in solution preparation has also been eliminated, and approximately 800,000 liters of water were saved per month thanks to a project eliminating the need for powder polyelectrolyte chemicals in the Eskişehir purification plant.

- Part of the Environmental Management Training is devoted to water management in order to raise awareness and make employees more water conscious.
- Industrial wastewater generated in all factories, which originates from the process, is discharged after being purified in wastewater purification plants in accordance with the legal discharge limits. A high sludge dewatering unit (decanter) investment was made in 2019 within the scope of efforts to increase and improve the capacity of the Eskişehir factory purification plant.
- The wastewater purification plant revision project started in 2019 in order to comply with the new discharge standards due to the renewal of wastewater discharge limits at the İzmir plant.

Pınar Süt Total Volume of Drawn Water

PINAR SÜT DRAWN WATER VOLUME (MEGALITER)	2017	2018	2019
Ground Water (≤ 1000 mg/L tçk)	2,535	2,540	2,33.0

Pınar Süt Wastewater discharge according to destination

PINAR SÜT WASTEWATER DISCHARGE ACCORDING TO DESTINATION (MEGALITER)	2017	2018	2019
Discharge to surface waters	2,015	2,026	1,936

Pınar Et

- Since 2017, Pınar Et has been carrying out CDP Water Reporting conducted by the Carbon Disclosure Project (CDP) Turkey within the scope of the CDP Water Program in order to disclose its impact on water resources and water usage performance with stakeholders transparently. In 2019, the rating grade of Pınar Et was B in the CDP Water Program.
- In 2019, documentary screening sessions that explained the importance of effective water use and conveying the consequences of a water shortage were held to increase employee awareness of water management.

Pınar Et has set reduction targets of 5% by 2021, 10% by 2023, and 15% by 2030 for its water usage.

Pınar Et Drawn Water Volume

PINAR ET DRAWN WATER VOLUME (MEGALITER)	2017	2018	2019
Ground Water (≤ 1000 mg/L tçk)	816.8	768.9	718.6

Pınar Et Wastewater discharge according to destination

PINAR ET WASTEWATER DISCHARGE ACCORDING TO DESTINATION (MEGALITER)	2017	2018	2019
Discharge to surface waters	679.0	639	596.4

Pınar Su ve İçecek

- Pınar Su ve İçecek provides clean, healthy, reliable, and high-quality packaged water for its consumers throughout the country by producing from sources located in three different locations, and applies continuous monitoring procedures as well as a multi-source (facility) strategy for the protection of natural water resources. Pınar Su ve İçecek receives consultancy services in two different regions from Geological Engineers who are experts in their fields in addition to its own expert teams in order to protect, control, and effectively use water resources in terms of quantity and quality within the framework of a general plan.
- In line with the effective water resource management strategy, the variability of water volume (water flow) in resources and the amount of water taken into production are monitored by flow meters, and protection of the sustainable structure of this natural resource is primarily taken into account by analyzing water quantity data during production planning.
- New investments to be made are planned by taking into consideration the principles of "economic efficiency", "fair sharing of water", "social equality", "environmental health and ecosystem continuity".
- Within the scope of studies carried out to increase the efficiency of water use in Pınar Su and İçecek facilities, improvement studies were carried out for the use of process automation applications that represent an alternative to the use of natural spring water, the use of dry disinfection systems (UV systems), domestic use and the reduction of leakages in the filling process.
- With practices based on automation in production lines, the amount of wastewater was reduced by 19% at Aydın Bozdoğan Facilities and 16% at Sakarya Facilities. In 2019, the Sakarya Facility's carbon emissions originating from wastewater were reduced by 11.98% per product unit compared to 2018.
- Stakeholder dialog studies are carried out to manage water resources effectively. In this context, information is exchanged with the Provincial Directorates of Health, Municipalities, General Directorates of Water and Sewerage Affairs on issues such as the protection of water resources, regional priorities, and strategies for accessing hygienic and qualified water.

DYO Boya

- Since 2014, DYO Boya plants have been carrying out various studies to monitor and control water usage. Thanks to the installed meter system, water consumption amounts are recorded and monitored within the framework of water footprint calculations.
- Collaboration has been ongoing with expert organizations and

institutions in water management to implement effective water management strategies, and the DYO Water Efficiency Report study was conducted in cooperation with the Turkey Technology Foundation as well as water footprint calculations. Thus, while determining performance criteria in water management, efficiency opportunities were identified.

DYO Boya Drawn Water Volume

DYO BOYA DRAWN WATER VOLUME (MEGALITER)	2017	2018	2019
Mains Water	956.74	836.4	825.23

DYO Boya Wastewater discharge according to destination

DYO BOYA WASTEWATER DISCHARGE ACCORDING TO DESTINATION (MEGALITER)	2017	2018	2019
Discharge to surface waters	258.14	267.93	212.71

Çamlı Yem Besicilik

- Most of the water in Çamlı Yem Besicilik is used in plant production and aquaculture activities. In plant production, water is used to irrigate the forage plants grown and to meet the water needs of animals on the farm. Water is one of the main production elements in aquaculture. In facilities where fish fry production is carried out, the water drawn from the sea is purified, heated, or cooled as required for the process. The water that provides a suitable environment for fish in the rearing ponds is then discharged back to the sea.
- In the Turgutlu and Pınarbaşı feed production factories, water is used for process (steam production by adding it into the product) and domestic purposes.

Çamlı Yem Besicilik Drawn Water Volume

ÇAMLI YEM BESICILIK DRAWN WATER VOLUME (MEGALITER)	2017	2018	2019
Surface Water	334.61	401.31	342.5
Ground Water	1,622	2,481.13	2,468.23
Sea Water	2,604.4	2,673.77	2,099.71
Mains Water	32.15	34.56	41.47

Çamlı Yem Wastewater discharge according to destination

ÇAMLI YEM WASTEWATER DISCHARGE ACCORDING TO DESTINATION (MEGALITER)	2017	2018	2019
Discharge to the Sea	3,374.05	3,933.97	3,414.31

Viking Kağıt

- Viking Kağıt continues the water footprint calculations that it started in 2014. In this context, practices for the efficient use and recycling of water are implemented.
- The project to convert seals on liquid pumps in paper production lines to a mechanical type ensured a 22% reduction in seal water consumption in the daily deinking process.
- In 2019, the amount of water used by Viking Kağıt for production per ton was 19.61 m³.

Viking Kağıt Drawn Water Volume

VİKİNG KAĞIT DRAWN WATER VOLUME (MEGALİTER)	2017	2018	2019
Ground Water (≤ 1,000 mg/ L tçk)	1,110	990	826

Viking Kağıt Wastewater discharge according to destination

VİKİNG KAĞIT WASTEWATER DISCHARGE ACCORDING TO DESTINATION	2017	2018	2019
Discharge to surface waters	1,026	987	760

CLIMATE CHANGE AND ENERGY MANAGEMENT

The effects of climate change have already started to appear in different regions of the world. Today, fighting with climate change problems which have accelerated as a result of the increasing need for energy and unconscious use of resources has become an important challenge.

Yaşar Holding defines climate change as a risk factor that may cause environmental, economic, and social problems. Yaşar Group aims to reduce its environmental impact with an awareness of the need to protect the environment in the best way for future generations, and conducts studies of regular monitoring and development of energy efficiency studies for its facilities, the establishment of the necessary infrastructure for applications and renovation of established infrastructures, and chooses and implements its activities by taking into consideration the effect of economic and environmental gain. In

this way, it ensures the reduction of greenhouse gases which should be a top priority in the fight against climate change.

Yaşar Group has reduced its greenhouse gas density by 6.23% compared to the base year as of 2019 as a result of its efforts to reduce the average carbon emission per unit ton of production by 15% by 2020. In order to achieve the 15% reduction target in 2020, group companies have been carrying out different activities, but they remained below the expected reduction level in 2019. When this situation was analyzed in detail, it was determined that factors such as new investments, sectoral dynamics, product diversity, and variability of production forms in different time periods and variability in sales volumes were among the main reasons why the expected reduction could not be achieved.

Yaşar Holding Companies Total Greenhouse Gas Emissions

	2017	2018	2019
Scope 1 (tCO ₂ e/year)	161,975	175,003	174,222
Scope 2 (tCO ₂ e/year)	112,083	96,201	83,626

Yaşar Holding Companies Total Energy Consumption

	2017	2018	2019
Total Energy Consumption (GJ)	2,948,243	3,096,272	2,734,242

Best Practices and Developments from Companies

Pinar Süt

- According to the results of the Carbon Disclosure Project (CDP), Turkey's "2019 Climate Change Program Report," Pinar Süt was among more than 7,000 volunteer companies that responded to the CDP platform for climate change management.
- Compact fluorescent lamps were replaced with LED armatures in the packaging section of the İzmir factory and thus the number of armatures was reduced by 58%. In this way, 17,046 kWh of electrical energy were saved annually.
- By using a cooling tower instead of a cooling compressor in the mayonnaise production section of the İzmir Factory, 9,038.39 kWh of electrical energy was saved annually.
- By reducing the number of actively used transformers by 25% and preventing transformer-related losses, 51,600 kWh of electrical energy was saved annually.
- With the repositioning of the cooling compressors, 18,551 kWh of electrical energy was saved annually.
- With investment in a new decanter with a higher capacity at the Eskişehir factory's purification plant, one blower was eliminated, and 134,181 kWh of electrical energy were saved annually. Thanks to this change, 93 tons of CO₂ emissions were eliminated.
- For 1L and 200ml Kephir bottles, while using lighter bottles and preserving the quality of the product, plastic use decreased by 6.5 tons per year and 20 tons of CO₂ emissions were reduced annually.
- A reduction of 13 tons in CO₂ emissions was achieved annually by reducing the amount of plastic used with changes made in the packaging of Pot Cheese.
- With the removal of the corrugated carton separators used as slip sheets in 750 g and 1,200 g yogurt baskets, 40 tons less corrugated carton was used per year for an annual reduction of 34 tons in CO₂ emissions.

Pinar Süt Greenhouse Gas Emission Amounts / tCO₂e

	SCOPE 1	SCOPE 2	TOTAL		PINAR SÜT GREENHOUSE GASES EMISSION DENSITY / TCO ₂ E / TON
2017	33,161	41,011	74,172	2017	0.200
2018	32,228	39,803	72,031	2018	0.202
2019	32,487	36,656	69,143	2019	0.214

Pinar Et

- Since 2017, Pinar Et has been carrying out CDP Climate Change Reporting conducted by Carbon Disclosure Project (CDP) Turkey within the scope of the CDP Climate Change Program. In 2019, the rating grade of Pinar Et was B in the CDP Climate Change Program.
- As part of energy efficiency practices, 25,000 m² of roofing was renovated in 2019 within the scope of the project to insulate roof cladding, which has been ongoing since 2015.
- Thanks to the project to switch to LED armature in the lighting system, a total of 188.897 kWh of electrical energy was saved in 2019.
- Thanks to the automation project of the electric pump used in the main water tank, a reduction of 6.71% was achieved in electricity consumption per 1 m³ of water drawn from the well in 2019 compared to the previous year.
- By programming the software for the odor removal fan, automation of the fan speed was achieved by performing an inverter application; 27,463 kWh of electrical energy was saved thanks to this automation project implemented in 2019.
- In order to increase natural gas combustion efficiency, a CO and O₂ measurement and monitoring system was installed in the steam boiler chimney, and communication between this system and the combustion automation system was ensured. Thanks to this project, the amount of natural gas used in 2019 was reduced by 4.32% compared to the previous year.
- Productivity has been increased in the pallets shipped thanks to work carried out with the logistics department. By ensuring that more products can be shipped with fewer vehicles, the number of vehicles in the fleet was reduced by 112. Thus, carbon emissions were reduced by 1,185.802 tons.

Pinar Et Greenhouse Gas Emission Amounts / tCO₂e

	SCOPE 1	SCOPE 2	TOTAL		PINAR ET GREENHOUSE GAS EMISSION DENSITY / TCO ₂ E / TON
2017	10,725	16,147	26,872	2017	0.615
2018	11,190	16,428	27,618	2018	0.627
2019	12,872	14,956	27,828	2019	0.662

Pınar Su ve İçecek

- Thanks to maintenance and improvement of the steam generator in the Bursa Uludağ facility in 2019, the amount of LNG used in 2019 was reduced by 20.31% per product unit.
- As a result of the studies on electrical energy efficiency in the Bursa Uludağ Facility in 2019, electrical energy consumption was reduced by 4.67% per product unit compared to 2018.
- As a result of the studies on electrical energy efficiency in the Aydın Madran Facility in 2019, electrical energy consumption was reduced by 2.39% per product unit compared to 2018.
- In 2019, the unit electrical energy consumption of Pınar Su ve İçecek was reduced by 3% compared to the previous reporting year.

Pınar Su ve İçecek Greenhouse Gas Emission Amounts / tCO₂e

	SCOPE 1	SCOPE 2	TOTAL		PINAR SU VE İÇECEK GREENHOUSE GAS EMISSION DENSITY / TCO ₂ E / TON
2017	622	7,684	8,306	2017	0.146
2018	433	6,900	7,333	2018	0.144
2019	435	5,255	5,690	2019	0.142

Yaşar Birleşik Pazarlama

- The use of trailer trucks, which have lower fuel rates compared to the volume of transported products, has been increased in domestic land transportation operations.
- Using the supply chain module of SAP software, it is ensured that the most suitable route and vehicle type can be selected.
- A mileage matrix has begun to be used to transport products in domestic land transportation operations by traveling the shortest distance, and the travel routes of the vehicles are programmed according to this matrix.
- It is ensured that orders are shipped from the most suitable dispatch point. (ideal dispatch point application)

Yaşar Birleşik Pazarlama Greenhouse Gas Emission Amounts / tCO₂e

	SCOPE 1	SCOPE 2	TOTAL		YAŞAR BİRLEŞİK PAZARLAMA GREENHOUSE GAS EMISSION DENSITY/ TCO ₂ E / TON
2017	23,603	2,196	25,798	2017	0.076
2018	21,678	2,300	23,978	2018	0.074
2019	20,964	2,110	23,074	2019	0.075

Çamlı Yem Besicilik

- Thanks to the project to replace lighting armatures with LED armatures in the hatchery section of Çamlı Yem Deniz Ürünleri İşletmesi, 24,883 kWh in energy savings was achieved in 2019.
- As a result of the efficiency studies carried out in the fish cage feeding system in 2019, equipment operating times were shortened and 5,775 l in diesel fuel was saved.

- As a result of the energy efficiency projects carried out in 2019, a total reduction of 37,262 kg in CO₂ greenhouse gas emissions was achieved.

Çamlı Yem Besicilik Greenhouse Gas Emission Amounts/ tCO₂e

	SCOPE 1	SCOPE 2	TOTAL		ÇAMLI YEM BESİCİLİK GREENHOUSE GAS EMISSION DENSITY/ TCO ₂ E/TON
2017	9,480	8,687	18,167	2017	0.076
2018	9,361	9,941	19,302	2018	0.072
2019	9,728	9,091	18,819	2019	0.071

Viking Kağıt

- Thanks to energy optimization projects, improvements in the drying regime, and the cogeneration investment that came into effect in 2018, greenhouse gas emissions were reduced by 32% in 2019 compared to the base year 2010.

Viking Kağıt Greenhouse Gas Emission Amounts / tCO₂e

	SCOPE 1	SCOPE 2	TOTAL
2017	19,591	26,330	45,921
2018	31,556	10,553	42,109
2019	27,921	9,358	37,279

VİKİNG KAĞIT GREENHOUSE GAS
EMISSION DENSITY / TCO₂E /TON

2017	1.18
2018	1.17
2019	1.32

WASTE MANAGEMENT

Developing sustainable production and consumption habits is of great importance for waste management. Yaşar Group has adopted a sustainable waste management system that includes the reduction of waste in terms of resources, recycling and recovery of the generated resources, and disposal of non-recyclable waste in accordance with legal regulations and in consideration of environmental compliance, and manages its operations and processes accordingly.

Yaşar Group, a founder of the ÇEVKO Foundation, considers packaging management and waste management to be inseparable elements and evaluates the environmental impact of product packaging. In this context, efforts to reduce the weight of plastic used in packaging and the use of recycled plastic are carried out in all companies.



In 2019, Yaşar Holding committed to fulfilling its responsibility in the fight against plastic pollution by signing the Business Plastic Initiative created in cooperation with TÜSİAD-Global Compact and BCSD.

Best Practices and Developments from Companies

Pınar Süt

- After hazardous wastes are stored temporarily under appropriate conditions, they are sent to licensed recovery/disposal facilities for recovery or final disposal.
- In 2019, Pınar Süt, using 1,500 different packaging materials, continued its efforts to reduce the weight of packaging materials, use low-weight packaging, and expand the Multipak product range while preserving product quality.
- In the plastic bottle packaging used in the Fermented Beverage category, a reduction of 6.5 tons in plastic was achieved annually by ensuring optimum reduction in bottle weight.
- Successful results were obtained thanks to projects carried out in the Fresh Fermented group, leading to 40 tons of paper savings annually.
- Thanks to the comprehensive optimization work carried out on the plastic cover packaging of the cheese category, the amount of plastic packaging was reduced by 4.3 tons annually by reducing the weight of the plastic covers used.
- A container system for purification sludge was implemented in the Eskişehir plant and the consumption of packaging materials for the sludge was halted.

Pınar Et

- Within the framework of our sustainable packaging management approach, packaging management is carried out by a separate department within the Pınar Et R&D Center in order to reduce the use of materials such as plastic and carton in product packaging as much as possible.
- Approximately 18,154 kg less plastic and 30,000 kg less paper was used in 2019 by optimizing existing packaging materials. Thus, CO2 emissions were reduced by 128.6 tons, with 55.6 tons of CO2 saved through reduced plastic use, and the remaining 73 tons saved by using less paper.

- Zero Waste project work continued in 2019 as well. Training activities continued throughout the year in order to raise employee awareness of Zero Waste and to combine effective waste management with daily practices.
- In the "10 Waste Batteries - 1 Sapling" project initiated by Pınar Et in 2014 with its employees in order to prevent waste batteries from damaging the environment, soil and groundwater and to support recycling, 1,350 batteries were collected in 2018-2019 and 135 trees were planted in Bergama and Kınık through the Aegean Forest Foundation. In 2020, the project aims to collect 5,000 batteries and plant 500 trees.

Pınar Su ve İçecek

- The Waste Management approach was created based on the separation of wastes at the source, and wastes are collected and separated according to classifications defined in legal legislation.
- Packaging weight optimization has continued without slowing down since 2011. In this context, an optimum reduction was achieved in plastic packaging materials used in the production of plastic bottles. Thus, the amount of waste generated is reduced and production is carried out within the framework of the responsible production approach. This project also contributed to energy efficiency, as less energy is consumed in the blowing process of low-weight bottles. As a result of all these efforts, the carbon footprint of production facilities has also been reduced.
- The reduction in the amount of plastic used in "Pınar Yaşam Pınarım" branded products was shared with consumers for informational purposes in order to raise consumer awareness of plastic and plastic-related issues.

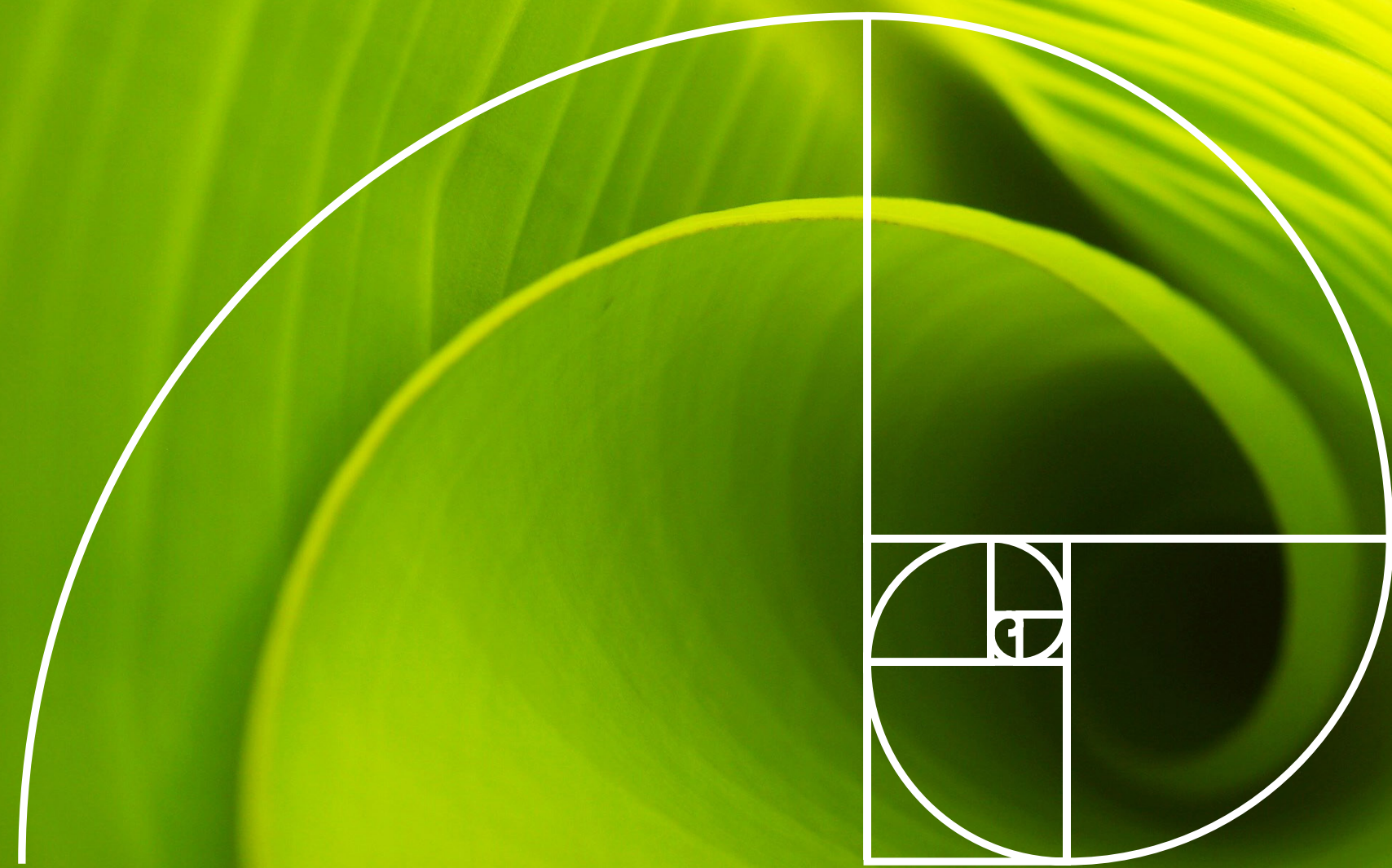
Yaşar Birleşik Pazarlama

- In 2019, new purchasing criteria were determined within the scope of initiatives to reduce the use of plastic in the office environment carried out with the purchasing department. In this context, alternative products were favored over plastic materials in purchases related to office needs. For example, the use of disposable plastic mixers, plastic cups, and plastic straws, which are common in offices, was discontinued.

Viking Kağıt

- Efforts to reduce the use of recyclable packaging started in late 2018 and continued in 2019. Thanks to the reduction in packaging thicknesses in 2019, 39 tons less plastic packaging material was used.
- The plastic stretch film thickness used to stretch the finished product pallets taken to the warehouse was reduced from 23 microns to 18 microns, thus reducing plastic stretch usage by 5 tons in 2019.

ANNEXES



SOCIAL PERFORMANCE DATA

Employee Profile

Total number of employees by labor agreement type and gender

2019	Key	INDEFINITE DURATION				SST/ Agency	Total	FIXED DURATION		GENERAL
		Out of Scope	In Scope	Subcontractor	Temporary/ Contractual			Total	Total	
WOMEN	69	644	169	201	9	1,092	28	28	1,120	
MEN	244	2,119	1,556	990	48	4,957	89	89	5,046	

*Total Workforce consists of total permanent + subcontractor + agency employees.
 * Key contractual employees are also included in the Temporary/Contractual chapter.
 *Apprentices and interns are not included in the list.

Total number of employees per employment type and gender

2019	KEY	RATIO TO TOTAL NUMBER OF EMPLOYEES	WHITE COLLAR	RATIO TO TOTAL NUMBER OF EMPLOYEES	BLUE COLLAR	RATIO TO TOTAL NUMBER OF EMPLOYEES	TEMPORARY	RATIO TO TOTAL NUMBER OF EMPLOYEES	TOTAL
Women	69	1%	628	10%	395	6%	28	0%	1,120
Men	244	4%	1,789	29%	2,924	47%	89	1%	5,046
Total	313	5%	2,417	39%	3,319	54%	117	2%	6,166

*Total Workforce consists of the total of permanent + subcontractor + SST (Sales Support Team) employees.
 *Subcontractor and SST employees are included in the scope of WC (white-collar) or BC (blue-collar) depending on the scope of work.
 *Apprentices and interns are not included in the list.

Percentage of total employees covered by collective labor agreements

Years	PINAR ET		VİKİNG KAĞIT		PINAR SÜT		DYO BOYA	
	Women	Men	Women	Men	Women	Men	Women	Men
2016	14.0%	61.7%	0.0%	64.1%	6.6%	55.2%	0.7%	54.0%
2017	13.6%	60.9%	0.4%	63.6%	6.5%	53.6%	0.6%	54.0%
2018	13.3%	58.9%	1.0%	61.9%	6.6%	56.1%	0.6%	46.6%
2019	9.5%	43.2%	0.6%	40.0%	4.2%	37.4%	0.6%	40.9%

Employee Training and Development

Annual training hours per employee

TOTAL TRAINING HOURS 2019	KEY	WHITE COLLAR	BLUE COLLAR	TEMPORARY	TOTAL	AVERAGE TRAINING HOURS 2019	KEY	WHITE COLLAR	BLUE COLLAR	TEMPORARY	TOTAL
WOMEN	1,127	11,138	3,693	2,292	18,251	WOMEN	16	18	9	82	16
MEN	3,153	25,293	41,485	3,842	73,773	MEN	13	14	14	43	15
TOTAL	4,280	36,432	45,178	6,134	92,024	TOTAL	14	15	14	52	15

Percentage of Employees Subject to Regular Performance and Career Development Assessment by Gender and Employee Category

2019	NUMBER OF EMPLOYEES INCLUDED IN PERFORMANCE SYSTEM	TOTAL NUMBER OF EMPLOYEES	RATIO
WOMEN	275	713	39%
MEN	424	2,363	18%

2019	NUMBER OF EMPLOYEES INCLUDED IN PERFORMANCE SYSTEM	TOTAL NUMBER OF EMPLOYEES	RATIO
KEY	213	313	68%
OUT OF SCOPE	486	2,763	18%

The number of newly hired employees by age group and gender

EMPLOYEES HIRED BETWEEN 01.01.2019-31.12.2019	EXCLUDING SUBCONTRACTOR + TEMPORARY (PERMANENT)			INCLUDING SUBCONTRACTOR + TEMPORARY TOTAL		
	Women	Men	Total	Women	Men	Total
<30 YEARS	46	96	142	124	633	757
30-50	31	147	178	65	356	421
>50 YEARS		5	5	5	13	18
TOTAL	77	248	325	194	1,002	1,196

Employee turnover rate by age group and gender

2019	NUMBER OF EMPLOYEES AT THE BEGINNING OF YEAR		NON-GROUP RECRUITMENT		IN-GROUP TRANSFER		RESIGNED		TURNOVER RATE	
	Kadın	Erkek	Kadın	Erkek	Kadın	Erkek	Kadın	Erkek	Kadın	Erkek
<30 YEARS	201	394	46	96	0	1	44	81	17.8%	16.5%
30-50	689	3,473	31	147	4	6	75	296	10.4%	8.2%
>50 YEARS	31	207	0	5	0	3	6	41	19.4%	19.1%
TOTAL	921	4,074	77	248	4	10%	125%	418	12.5%	9.6%

Occupational Health and Safety

2019	ACCIDENT RATE		OCCUPATIONAL ACCIDENT SEVERITY RATE		ABSENTEEISM RATE	
	Women	Men	Women	Men	Women	Men
PINAR SÜT						
AEGEAN REGION	25.24	44.12	0.083	0.299	0.138	0.117
MARMARA REGION					0.102	0.077
CENTRAL ANATOLIA REGION	34.24	29.30	0.138	0.184	0.198	0.108
MEDITERRANEAN REGION					0.000	0.053
SOUTHEASTERN ANATOLIA REGION	88.89	38.92	0.000	0.080	0.123	0.092
PINAR ET						
AEGEAN REGION	20.44	40.08	0.167	0.335	0.192	0.132
MARMARA REGION	0.00	0.00	0.000	0.000	0.202	0.084
PINAR SU VE İÇECEK						
AEGEAN REGION	0.00	12.12	0.000	0.032	0.002	0.001
MARMARA REGION	0.00	11.94	0.000	0.043	0.002	0.000
YBP						
AEGEAN REGION	11.70	10.91	0.000	0.037	0.180	0.077
MARMARA REGION	20.21	25.10	0.035	0.244	0.127	0.082
CENTRAL ANATOLIA REGION	0.00	0.00	0.000	0.000	0.153	0.080
MEDITERRANEAN REGION	0.00	13.48	0.000	0.108	0.072	0.072
BLACK SEA REGION	0.00	0.00	0.000	0.000	0.060	0.068

2019	ACCIDENT RATE		OCCUPATIONAL ACCIDENT SEVERITY RATE		ABSENTEEISM RATE	
	Women	Men	Women	Men	Women	Men
ÇAMLI YEM BESİCİLİK						
AEGEAN REGION	0,00	43,38	0,000	0,267	0,142	0,007
DYO BOYA						
AEGEAN REGION	0.00	38.35	0.000	0.211	0.054	0.049
MARMARA REGION	6.01	24.05	0.009	0.256		
CENTRAL ANATOLIA REGION	0.00	0.00	0.000	0.000		
BLACK SEA REGION	0.00	0.00	0.000	0.000		
MEDITERRANEAN REGION	0.00	0.00	0.000	0.000		
SOUTHEASTERN ANATOLIA REGION	0.00	0.00	0.000	0.000		
VİKİNG KAĞIT						
AEGEAN REGION	12.03	41.16	0.009	0.255	0.030	0.017
ALTIN YUNUS						
AEGEAN REGION	0.00	0.00	0.000	0.000	0.063	0.038
DESA ENERJİ						
AEGEAN REGION	19.32	0.00	0.000	0.000	0.130	0.090
YAŞAR BİLGİ						
AEGEAN REGION	0.00	0.00	0.000	0.000	0.149	0.084
YAŞAR HOLDİNG						
AEGEAN REGION	8.89	0.00	0.000	0.000		

GRI CONTENT INDEX



GRI STANDARD	SECTION/TITLE	PAGE NUMBER/DIRECT ANSWER	EXCLUSIONS
GRI 101: Foundation 2016			
GRI 102: General Disclosures 2016	Company Profile		
	102-1	Corporate Profile	18
	102-2	Yaşar Group Corporate Profile	14, 18-21
	102-3	Yaşar Group	14
	102-4	Yaşar Group Corporate Profile	14, 18-21
	102-5	Yaşar Group Corporate Profile	14, 18-21
	102-6	Corporate Profile	18-21
	102-7	Yaşar Group Corporate Profile Economic Performance	14, 18-21, 56-57
	102-8	Human Resources Approach Annexes - Social Performance Data	66, 174-175
	102-9	Sustainable Supply Chain	140
	102-10	Sustainable Supply Chain	140
	102-11	Ethical Principles Risk Management	52-55
	102-12	Sustainability Journey Equal Opportunities and Non-discrimination	32-33, 70
	102-13	Corporate Memberships	50-51

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The service was performed on the Turkish version of the report.

GRI 102: General Disclosures 2016

Strategy			
102-14	Message from the Management's	7-8	
Ethical Rules and Principles			
102-16	Ethical Principles	52-53	
Governance			
102-18	Corporate Management - Our Sustainability Approach	42-43, 28-29	
Stakeholder Engagement			
102-40	Stakeholder Dialogue	48-49	
102-41	Employee Rights	68-69	
102-42	Stakeholder Dialogue	48,49	
102-43	Stakeholder Dialogue - Our Sustainability Approach	48-49, 28-29	
102-44	Sustainability Priorities	34-37	
Reporting			
102-45	About the Report	10-13	
102-46	About the Report - Sustainability Priorities	10-13, 34-37	
102-47	Sustainability Priorities	34-37	
102-48		There is no information reorganized.	
102-49	Our Sustainability Approach - Sustainability Priorities	34-37, 28-30	
102-50	About the Report	10-13	
102-51		The most recent sustainability report issued covers the period from January 1, 2018 to December 31, 2018.	
102-52	About the Report	10-13	
102-53	About the Report	10-13	
102-54	About the Report	13	
102-55	Annexes - GRI Content Index	180-187	
102-56		No external audit has been received for the report.	

Material Topics				
Material Topic: Ethics and Compliance Activities				
GRI 103: Management Approach 2016	103-1	Ethical Principles	52-53	
	103-2	Ethical Principles	52-53	
	103-3	Ethical Principles	52-53	
GRI: 205 Anti-Corruption 2016	205-3	Ethical Principles	53	
GRI: 206 Anti-Competitive Practices 2016	206-1		During the reporting period, there were no ongoing or resolved lawsuits regarding anti-competitive, anti-trust and anti-monopoly practices.	
GRI: 419 Socio-Economic Compliance 2016	419-1		During the reporting period, no sanctions were identified for non-compliance with social and economic laws and/or regulations.	
Material Topic: Economic Performance				
GRI 103: Management Approach 2016	103-1	Economic Performance	56-57	
	103-2	Economic Performance	56-57	
	103-3	Economic Performance	56-57	
GRI 201: Economic Performance 2016	201-1	Economic Performance	56	
GRI 203: Indirect Economic Impacts 2016	203-2	Impact of Economic Performance on Stakeholders Contribution to Local Economy	57, 110	
Material Topic: Digital Transformation				
GRI 103: Management Approach 2016	103-1	Digital Transformation	58-63	
	103-2	Digital Transformation	58-63	
	103-3	Digital Transformation	58-63	

Material Topic: Employee Rights				
GRI 103: Management Approach 2016	103-1	Employee Rights	68-69	
	103-2	Employee Rights	68-69	
	103-3	Employee Rights	68-69	
GRI: 401 Employment 2016	401-1	Annexes - Social Performance Data	177	
	401-2	Employee Rights	68-69	
Material Topic: Employee Development and Talent Management				
GRI 103: Management Approach 2016	103-1	Employee Development and Talent Management	72-77	
	103-2	Employee Development and Talent Management	72-77	
	103-3	Employee Development and Talent Management	72-77	
GRI 404: Training 2016	404-1	Annexes - Social Performance Data	175	
	404-2	Employee Development and Talent Management	72-77	
	404-3	Annexes - Social Performance Data	176	
GRI 406: Diversity and Equal Opportunities 2016	406-1	Equal Opportunities and Non-discrimination	70-71	
Material Topic: Occupational Health and Safety				
GRI 103: Management Approach 2016	103-1	Occupational Health and Safety	78-81	
	103-2	Occupational Health and Safety	78-81	
	103-3	Occupational Health and Safety	78-81	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational Health and Safety	78-81	
	403-2	Occupational Health and Safety - Best Practices and Developments from Companies	78-81	
	403-3	Occupational Health and Safety - Best Practices and Developments from Companies	78-81	
	403-4	Occupational Health and Safety - Best Practices and Developments from Companies	78-81	
	403-5	Occupational Health and Safety - Best Practices and Developments from Companies	78-81	
	403-9	Annexes - Social Performance Data	178-179	

Material Topic: Product and Service Quality				
GRI 103: Management Approach 2016	103-1	Product and Service Quality Management	92-94	
	103-2	Product and Service Quality Management	92-94	
	103-3	Product and Service Quality Management	92-94	
Material Topic: Innovation and R&D				
GRI 103: Management Approach 2016	103-1	Innovation and R&D Activities	95-99	
	103-2	Innovation and R&D Activities	95-99	
	103-3	Innovation and R&D Activities	95-99	
Material Topic: Consumer and Customer Health and Safety				
GRI 103: Management Approach 2016	103-1	Consumer and Customer Health and Safety	86-91	
	103-2	Consumer and Customer Health and Safety	86-91	
	103-3	Consumer and Customer Health and Safety	86-91	
GRI: 416 Customer Health and Safety 2016	416-1	Consumer and Customer Health and Safety Consumer and Customer Satisfaction	86-91, 101-107	
	416-2	Consumer and Customer Information and Ethical Marketing	100	
GRI: 417 Marketing - Product and Service Labeling 2016	417-1	Consumer and Customer Information and Ethical Marketing	100	
	417-2	Consumer and Customer Information and Ethical Marketing	100	
		Consumer and Customer Information and Ethical Marketing	100	

Material Topic: Sustainable Supply Chain				
GRI 103: Management Approach 2016	103-1	Sustainable Supply Chain	140-147	
	103-2	Sustainable Supply Chain	140-147	
	103-3	Sustainable Supply Chain	140-147	
GRI: 308 Environmental Assessment of Suppliers 2016	308-1	Sustainable Supply Chain - Best Practices and Developments from Companies	141-147	
	308-2	Sustainable Supply Chain - Best Practices and Developments from Companies	141-147	
GRI: 414 Social Assessment of Suppliers 2016	414-1	Sustainable Supply Chain - Best Practices and Developments from Companies	141-147	
		Sustainable Supply Chain - Best Practices and Developments from Companies	141-147	
Material Topic: Water Management				
GRI 103: Management Approach 2016	103-1	Water Management	154-160	
	103-2	Water Management	154-160	
	103-3	Water Management	154-160	
GRI 303: Water and Waste Water 2018	303-1	Water Management	154-160	
	303-2	Water Management	154-160	
	303-3	Water Management - Best Practices and Developments from Companies	155-160	
		Water Management - Best Practices and Developments from Companies	155-160	

Material Topic: Energy Management				
GRI 103: Management Approach 2016	103-1	Climate Change and Energy Management	161	
	103-2	Climate Change and Energy Management	161	
	103-3	Climate Change and Energy Management	161	
GRI 302: Energy 2016	302-1	Climate Change and Energy Management	161	
	302-3	Climate Change and Energy Management - Best Practices and Developments from Companies	161-167	
	302-4	Climate Change and Energy Management - Best Practices and Developments from Companies	162-167	
		Climate Change and Energy Management - Best Practices and Developments from Companies	162-167	
Customer Satisfaction				
GRI 103: Management Approach 2016	103-1	Consumer and Customer Satisfaction	101-102	
	103-2	Consumer and Customer Satisfaction	101-102	
	103-3	Consumer and Customer Satisfaction	101-102	
Sustainable Agriculture and Livestock Breeding				
GRI 103: Management Approach 2016	103-1	Sustainable Agriculture and Livestock Breeding	108-109	
	103-2	Sustainable Agriculture and Livestock Breeding	108-109	
	103-3	Sustainable Agriculture and Livestock Breeding	108-109	
Social Investment Activities				
GRI 103: Management Approach 2016	103-1	Social Investment Activities of Companies	111-119	
	103-2	Social Investment Activities of Companies	111-119	
	103-3	Social Investment Activities of Companies	111-119	

Environmental Responsibility				
GRI 103: Management Approach 2016	103-1	Environmental Management	150-153	
	103-2	Environmental Management	150-153	
	103-3	Environmental Management	150-153	
GRI 307: Environmental Compliance 2016	307-1	Environmental Management	150-153	
Emissions				
GRI 103: Management Approach 2016	103-1	Climate Change and Energy Management	161	
	103-2	Climate Change and Energy Management	161	
	103-3	Climate Change and Energy Management	161	
GRI 305: Emissions 2016	305-1	Climate Change and Energy Management Climate Change and Energy Management - Best Practices and Developments from Companies	161, 162-167	
	305-2	Climate Change and Energy Management Climate Change and Energy Management - Best Practices and Developments from Companies	161, 162-167	
	305-4	Climate Change and Energy Management - Best Practices and Developments from Companies	162-167	
		Climate Change and Energy Management - Best Practices and Developments from Companies	162-167	
Waste Management				
GRI 103: Management Approach 2016	103-1	Waste Management	168-171	
	103-2	Waste Management	168-171	
	103-3	Waste Management	168-171	

UNITED NATIONS GLOBAL COMPACT PRINCIPLES (UNGCP) INDEX

Topics	Global Principles	Chapter/Page
Human Rights	Principle 1 – Businesses should support and respect the protection of internationally proclaimed human rights.	Message from the Management Our Journey of Sustainability Ethical Principles Human Resources Approach
	Principle 2 – Businesses should make sure that they are not complicit in human rights abuses	
Labor	Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Taking Care of Employees
	Principle 4 – Businesses should uphold the elimination of all forms of forced and compulsory labor.	
	Principle 5 – Businesses should uphold the effective abolition of child labor.	
	Principle 6 – Businesses should uphold the elimination of discrimination in respect of employment and occupation.	
Environment	Principle 7- Businesses should support a precautionary approach to environmental challenges.	Taking Care of the Environment
	Principle 8 – Businesses should undertake initiatives to promote greater environmental responsibility.	
	Principle 9 – Businesses should encourage the development and diffusion of environmentally-friendly technologies.	
Anti-Corruption	Principle 10 – Businesses should work against corruption in all its forms, including extortion and bribery.	Ethical Principles



Yaşar 2019 Sustainability Report is prepared exclusively for informing purposes. Sources and information believed to be true and reliable pertaining to the period covered by the report were used. The content appearing in the present report may not be interpreted as a statement, guarantee or commitment, and the completeness and unchangeableness of the relevant content is not guaranteed.

All rights pertaining to the present report belong to Yaşar Holding A.Ş.

Yaşar Holding A.Ş

Head Office

Şehit Fethi Bey Caddesi No:120
Alsancak – İzmir
Tel: +90 232 495 00 00
Fax: +90 232 484 17 89
Web: www.yasar.com.tr
E-mail: info@yasar.com.tr

Istanbul Representative Office

Ömer Avni Mah. İnebolu Sok. No:17 (Set Üstü)
Beyoğlu – İstanbul
Tel: +90 212 251 46 40
Fax: +90 212 244 42 00
E-mail: info@yasar.com.tr

Ankara Representative Office

Gazi Mustafa Kemal Bulvarı
Ali Suavi Sok.No: 11 Maltepe 06570 Ankara
Tel: +90 312 294 92 00 (Pbx)
Fax: +90 312 232 01 82 - 232 16 73
E-mail: info@yasar.com.tr

Contributors to the Report Content and Reporting Consultant

Mikado Sustainable Development Consulting
www.mikadoconsulting.com

The Report Concept and Design

Brand Suite İstanbul Brand Design Agency
“Brand Design, Brand Consulting, Trend Analysis”
www.brandsuiteistanbul.com

