

# Boynier Group Sustainability Report

2024



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# ABOUT THE REPORT

At Boyner Group, the foundation of all our activities is formed by environmental responsibility, creating social value, and ethical management principles. With our sustainability approach grounded in innovation, transparency, openness, accountability, inclusivity, and stakeholder engagement, we strive to create lasting value for our stakeholders and society.

In line with this understanding, the Boyner Group 2024 Sustainability Report, which we have prepared comprehensively, outlines the impacts of our activities throughout the year and the outcomes of our environmental, social, and governance (ESG) performance.

Through this report, we transparently share our sustainability strategy, which we restructured during the year, our priority issues, and our actions and performance regarding these priority issues with all our stakeholders.

We consider sustainability a fundamental element of our business operations and continue to integrate this understanding into all our business processes. This report outlines the concrete steps taken by Boyner Group towards a more sustainable world, as well as its future commitments.

## Scope and Limitations of the Report

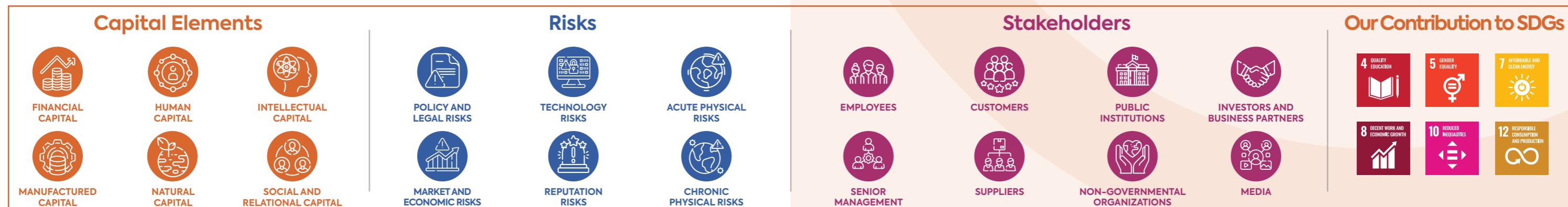
This report contains data for the period January 1 to December 31, 2024, for **Altınyıldız Tekstil ve Konfeksiyon A.Ş.**, **Boyner Holding A.Ş.**, **Boyner Büyük Mağazacılık A.Ş.**, **BR Mağazacılık Ticaret A.Ş.**, and **HOPI (BNR Teknoloji A.Ş.)**. The terms "Group" and "Company" used in this report refer to Boyner Group, unless otherwise specified.

## Framework and Standards

The Boyner Group 2024 Sustainability Report has been prepared in accordance with the IFRS Foundation's Integrated Reporting Framework. The report has been prepared in accordance with the GRI Universal Standards 2021 published by the Global Reporting Initiative (GRI) and the requirements of the United Nations Global Compact (UNGC), to which we are a signatory.

This report also underlines the contributions of Boyner Group's projects within the framework of its restructured sustainability strategy during the reporting period to the United Nations Sustainable Development Goals (SDGs), taking into account current developments in the retail industry.

## NAVIGATION PANEL



# MESSAGE FROM THE CHAIRMAN OF THE BOARD

**We have nurtured the seeds of contribution through projects that give voice to women's labor and nourish the creative spirit of society. At Boyner Group, we believe that sustainability is as much about making society's presence more visible as it is about reducing carbon footprint.**



We view our sustainability report not merely as a document containing numerical data, but as a meaningful expression of Boyner Group's values and approach. It is a testament to a journey that extends beyond a single year, making our vision, stance, and commitment to sustainability visible.

Sustainability is not a project, a trend, or a requirement for us; it is an integral part of how we do business, our culture, and our stance. Today, simply producing and growing without questioning our impact on the world is not sustainable in the long term. Our answer to this question lies in our respect for nature, people, and the economy. We move forward not with words, but with concrete actions.

If we had focused solely on reduction in the face of the climate crisis, we would have been paying for lip service. We must never take a superficial view of this issue, because, as the Boyner Group, we have taken a step towards a fundamental transformation. We have gone beyond simply reducing environmental impacts in this broad field, encompassing logistics, retail, digital infrastructure, and product life cycles. By touching the very nature of the system, we continue to break the mold. With our circular economy approach, we have brought millions of products back

to life while achieving visible efficiency in resource use. We run an organization that builds the future with "sustainable impact." That is why we must prioritize addressing all issues that affect the world within our own organization. However, with this exemplary stance, we can further highlight the difference that Boyner Group makes.

Sustainability cannot be limited to a relationship with nature, as it encompasses the entirety of life with a focus on people. Ensuring social justice contributes to the long-term nature of transformation.

**With projects that give voice to women's labor and nurture the creative spirit of society, we have nurtured the seeds of this contribution. At Boyner Group, we believe that sustainability is as much about making society's presence more visible as it is about reducing carbon footprint.**

We know that we must shape that future today to secure a solid place in tomorrow's world. This report is precisely a reflection of that vision. The report is not only an accounting of the past, but also a clear and sincere expression of our responsibility for tomorrow. At Boyner Group, we don't just manage today; we work to design tomorrow. **We enhance the lives we touch and lead sustainable change.**

## CEM BOYNER

Boyner Group CEO and Chairman of the Board

# MESSAGE FROM THE VICE PRESIDENT OF FINANCE AND SUSTAINABILITY

**Following our vision of “leading change to transform the lives we embrace,” we place sustainability at the heart of our business and do not evaluate it separately from our financial performance. We continue to make efforts to minimize our environmental impact and enhance the well-being of our employees.**



Esteemed Stakeholders,

At Boyner Group, we act with awareness of the environmental, social, and economic challenges we face today. We are determined to overcome these challenges with sustainable and inclusive solutions.

With the help of our renewed and strengthened sustainability strategy, we have adopted making an effective contribution to the United Nations Sustainable Development Goals and creating social value as our top priorities.

Following our vision of “leading change to transform the lives we embrace,” we place sustainability at the heart of our business and do not evaluate it separately from our financial performance. We continue to make an effort to minimize our environmental impact and enhance the well-being of our employees.

Diversity, equality, and inclusivity are among the cornerstones of our corporate culture, and we define them not only as values but also as matters of democracy. As a result of implementing our women’s empowerment strategy, the rate of female employees in our group has reached 46%. We recognize that young people will play a crucial role in achieving sustainability. In this context, we provided 83 young women, selected from across our country, with sustainability-focused development opportunities through the “Future Women Leaders in Sustainability Program – She LAB,” which we launched in collaboration with the UNDP.

As a testament to our commitment to prioritizing employee experience, we are delighted to have received the “Excellent Employee Experience” certification following the Happy Place to Work – Wellbeing Index assessment.

With our proactive approach to addressing the challenges posed by climate change, we are transforming our business processes to prioritize environmental sustainability. As part of our “Responsibility to the World” strategy, we have made over 44 million TL in environmental investments and expenditures over the past three years. In 2024, we sourced 51% of our total electricity consumption from green electricity sources.

In line with the circular economy principle, we refurbished approximately 1.6 million products and reintroduced them into the economy. We have also increased the use of recycled materials in our products and operations.

For us, sustainability means managing finance, people, and nature as an interconnected whole. Our investment plans for the future focus on both national and global practices, and we continue to create long-term value for our stakeholders.

I thank all our stakeholders who have supported us on this journey, and I wholeheartedly believe that together, we will lead the way in driving change.

**ÖZGÜR TOKGÖZ ALTUN**  
Boyner Group Vice President of Finance and Sustainability

# BOYNER GROUP AT A GLANCE

As the Boyner Group, we are one of Türkiye's leading groups, characterized by our multi-channel retail structure, strong brands, and extensive service network. In this section, we present key structural information, including our organizational structure, number of employees, store network, and digital presence.



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# ABOUT BOYNER GROUP

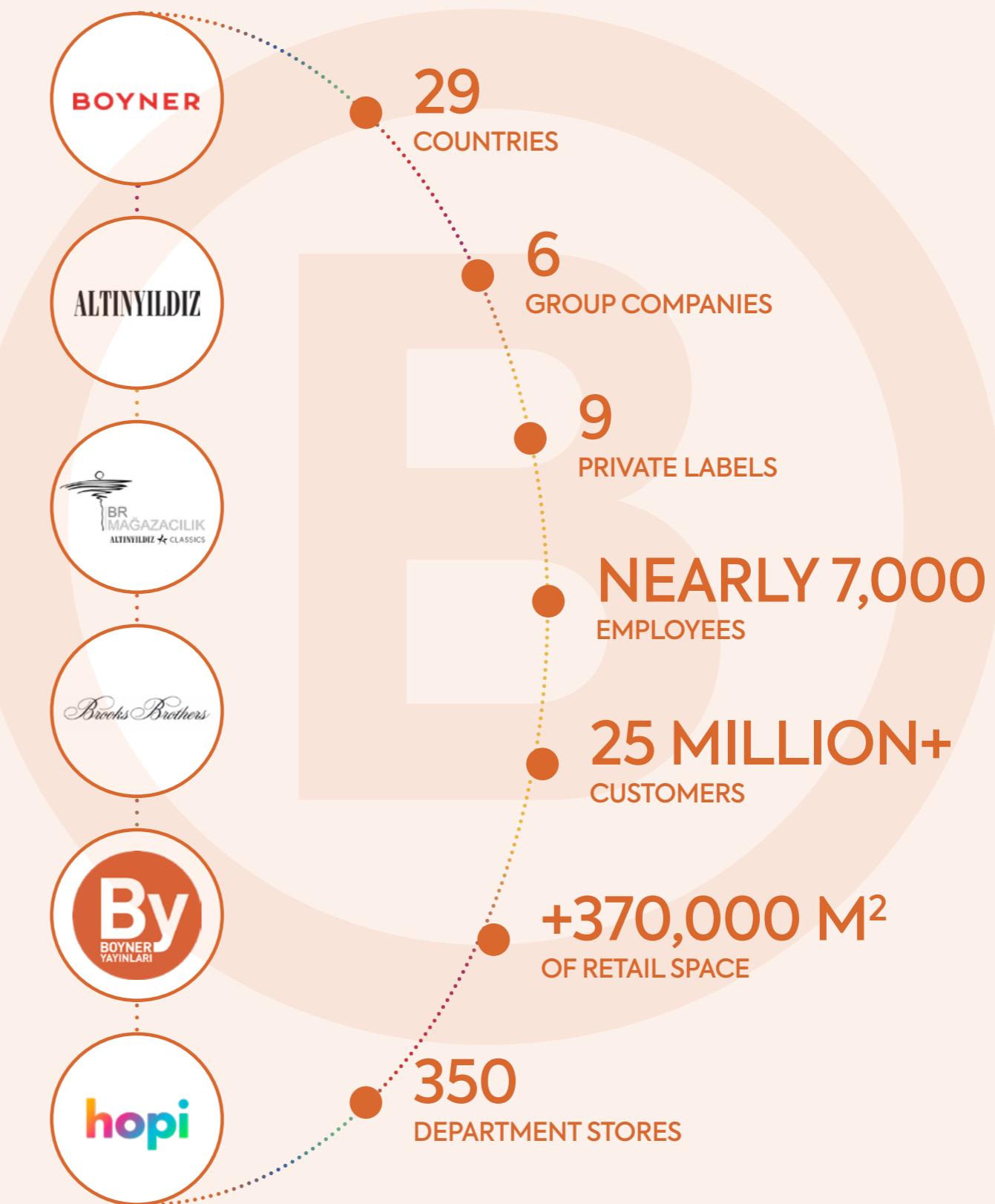
Operating as one of Türkiye's leading retail groups with 6 group companies, 350 department stores, and nearly 7,000 employees, we shape the retail world with our innovative approach and make a difference in the industry with pioneering steps.



Founded in 1952, Boyner Group is one of Türkiye's leading retail groups, comprising 6 group companies, 350 department stores, and nearly 7,000 employees. As Boyner Group, we lead the retail industry by reaching our customers through our e-commerce platforms, mobile applications, and physical and digital sales channels, which are spread across numerous locations. We offer millions of customers a unique shopping experience through various retail points and services, including multi-level stores, private brands, e-commerce, and mobile applications, while consistently prioritizing customer satisfaction. We shape the retail world with our innovative approach, making a difference in the industry with pioneering steps.

At Boyner Group, **Boynar Büyük Mağazacılık** brings together more than 600 brands across 12 different categories, with our customers on our multi-channel platforms. While producing sustainable fabrics with **Altınyıldız Tekstil**, we offer our products to customers in 60 provinces and 14 countries through **BR Mağazacılık**. By combining marketing, advertising, payment, and data technologies under one roof, **Hopi** is the first and only customer technology company based on big data. It enables us to deliver unique experiences to our customers and brands, thereby shaping the retail industry. Through **Boynar Publishing**, we bring internationally bestselling works in the categories of business, personal development, and biography to Turkish readers. And, with our licensed **Brooks Brothers** products, which have made their mark on iconic pieces in ready-to-wear fashion, we offer our customers exclusive collections from the fashion world, creating a rich lifestyle universe.

## Our Group Companies



## Boynar Büyük Mağazacılık

1.6  
MILLION

PRODUCTS  
REFURBISHED

12.8  
MILLION  
TONS

WATER SAVINGS

16,000  
TONS

CARBON EMISSIONS  
PREVENTED

Boynar Büyük Mağazacılık brings together over 600 brands and serves its customers. It stands out not only as a shopping destination but also as a brand that enriches the lives of everyone it touches.

Boynar Büyük Mağazacılık stands out not only as a shopping destination where lifestyle and experience converge, offering only the most exclusive collections, but also as a brand that enriches the lives of everyone it touches. Bringing together over 600 brands and serving customers through its multi-channel platform, Boyner Büyük Mağazacılık operates with approximately 4,300 skilled employees in 126 stores and head offices across 44 provinces in Türkiye. In department stores, a wide range of products, from women's, men's, and children's clothing to sportswear, from shoes to cosmetics, from accessories to home decor, brings together Türkiye's and the world's most beloved brands.

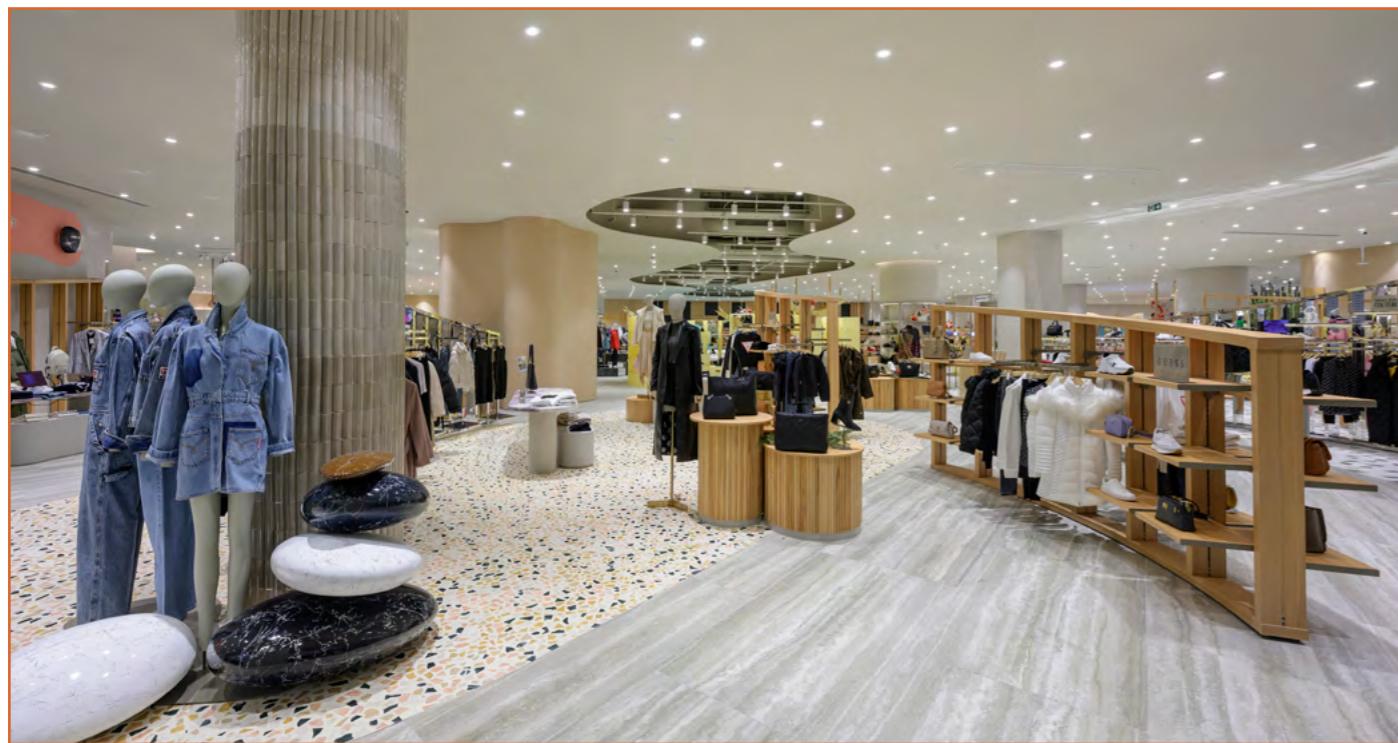
Boynar Büyük Mağazacılık is focusing on developing circular business models in the field of environmental sustainability. Since 2021, Boyner Büyük Mağazacılık has partnered with Nivo to implement a project that has enabled approximately **1.6 million items**—which could not be sold due to reasons such as stains, wrinkles, or being display products—to be refurbished and reintroduced into the economy. This initiative **not only reduced textile waste but also yielded tangible environmental benefits, including the saving of over 12.8 million tons of water and the prevention of 16,000 tons of greenhouse gas emissions.**



Boynar Büyük Mağazacılık implements inclusive human resources policies that support women's participation in the workforce, in line with its vision of Women's Empowerment. As a result of its policies, the rate of female employees in the head office reached **50.5%**, the rate of female employees in stores reached **50%**, and the rate of female employees among new hires hit **52.6%**. Boyner Büyük Mağazacılık aims to extend this approach throughout the entire organization and further strengthen its commitment to gender equality.

In this context, Boyner Büyük Mağazacılık implements a wide variety of projects, including "Seninle Tamam (All Is Well With You)." With this project, the company supports women who have taken a break from their careers or have not had the opportunity to enter the workforce by offering flexible working models to help them rejoin the workforce. This project is implemented in all cities across Türkiye where Boyner stores are located, making a sustainable contribution to female employment. As part of the project, 100 women returned to work in various roles at Boyner stores in 2024.

In addition to its Women's Empowerment approach, Boyner Büyük Mağazacılık also places high priority on employee engagement and satisfaction. Throughout 2024, Boyner Büyük Mağazacılık implemented numerous interaction-focused initiatives to increase employee satisfaction and strengthen internal loyalty, encompassing social clubs, company events, group meetings, development programs, recognition programs, motivation events, and local applications. Focusing on providing an inclusive and motivating work environment by supporting employee development through training programs and webinars, Boyner Büyük Mağazacılık regularly gathered feedback from its employees through the Wellbeing Index survey and took concrete steps to improve the employee experience. As a result of all these efforts, the company was granted the "**Happy Place to Work**" award in 2024.



Since its establishment, Boyner Büyük Mağazacılık has prioritized customer satisfaction and brought numerous innovative projects to life. In 2022, it developed the Boyner Now app, a first in the industry, with customer expectations in mind. Boyner Now combines physical and online retail with features such as not requiring payment at the time of order, allowing customers to add alternative sizes to their cart, and enabling them to try on items at their location before purchasing. In this way, Boyner Büyük Mağazacılık continued to take concrete steps toward transforming customer experience. Setting out with a goal of 90-minute delivery, Boyner Now completed 2024 with an average delivery time of 71 minutes across 32 different locations in 11 provinces. Thanks to this flexible model, which eliminates the difficulties of online shopping, the company aims to reduce return rates and increase operational efficiency.

Additionally, in line with Boyner Group's approach centered on generating social benefits, Boyner Büyük Mağazacılık continues to enhance its social impact through partnerships and volunteer-based projects. The company supports the employment of individuals with autism through its "Turuncu Odak

(Orange Focus)" project with the Tohum Autism Foundation. With this project implemented in stores in Istanbul, the company provides specially designed work environments and training programs for individuals with autism spectrum disorder.

In 2024, Boyner Büyük Mağazacılık collaborated with BASE, as a prominent step that strengthened the social dimension of its sustainability approach. The "Hediye Kutuları (Gift Boxes)" project, undertaken with three young artists registered on the BASE platform, offered artists a platform to express themselves and aimed to make art more accessible to a broader audience. As part of the project, a portion of the revenue generated from the sale of gift boxes was allocated to the TOG Foundation's SanatIST project, supporting young people's access to cultural and artistic activities.

Boyner Büyük Mağazacılık also focuses on street animals in its benefit-oriented projects. The company has allocated resources to the Her Eve Bir Pati Association (HEPAD) to meet the food, medicine, and shelter needs of street animals. This initiative aims to improve the lives of hundreds of street animals while also encouraging the employees to volunteer for this issue.



**EREN ÇAMURDAN**  
Boyner Büyük Mağazacılık CEO

**BOYNER**

**By embedding sustainability into our company's DNA, we will keep transforming our business model through investments in energy efficiency and renewable energy. In 2025, we will continue to create a positive impact for the planet by reducing our environmental impact and taking steps that support social and economic sustainability.**

Despite ongoing economic uncertainties, 2024 presented significant opportunities for transformation, resilience, and sustainability. Thanks to our agile structure, we achieved a 65% total sales growth and a 75% increase in online channel sales, with online sales accounting for 28% of our total sales. We delivered superior customer experience across our multi-channel structure. Our marketplace function and AI-powered sales planning were key drivers of our growth.

Our sustainable growth model supported our financial efficiency and cash flow management with a disciplined approach. We went beyond reducing our environmental impact and placed sustainability at the center of how we do business.

Multi-use bag applications, recycling practices in logistics, circular economy solutions in collaboration with Nova, and converting coffee beans into energy with Costa Coffee are concrete examples of this approach.

In the social domain, we created opportunities for young artists through our collaboration with BASE and supported those in need through our "Askida İyilik (Kindness on a Hanger)" project. In this way, we continued to make contributions to society, both culturally and socially.

# Altınyıldız Tekstil

**Altınyıldız Tekstil collaborates with world-renowned brands. In line with its sustainability approach, the company offers customers certified sustainable fiber products that respect nature and animal rights.**

Altınyıldız Tekstil maintains its leadership in the woolen fabric industry through its production at its 60,512-square-meter integrated facility located in the Çerkezköy Organized Industrial Zone. Altınyıldız Tekstil factory is one of Europe's most extensive integrated wool fabric production facilities. It transforms wool fibers imported from Australia and South America into final fabric by processing them through all stages, including spinning, weaving, dyeing, finishing, and quality control. The company delivers its products to customers in both the domestic market and nearly 20 countries, including the United States, Canada, Spain, Sweden, Switzerland, Italy, France, Germany, the United Kingdom, Japan, and Australia.

Altınyıldız Tekstil is the first textile company in Türkiye to receive the ISO 9001 Quality Management Certificate in 1992. The company cemented its pioneering role internationally by becoming the first Turkish company accepted into the **Australian Super Fine Wool Growers Association in 1996**. The company remains in a strong position globally, with an annual fabric production capacity of 8,000,000 meters, **892 employees**, and a **turnover of 1.95 billion TL** as of the end of 2024.

Altınyıldız Tekstil operates in accordance with national and international standards, holding certifications for the ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 27001 Information Security Management System, and ISO 50001 Energy Management System. Ensuring the continuity of these management system certifications through regular certification audits, the company continuously improves its business processes in full compliance with international standards in the areas of quality, environment, energy, and data security.

Collaborating with world-renowned brands, Altınyıldız Tekstil is a net exporter in 2023 and 2024. In line with its sustainability approach in its collections, the company offers customers certified sustainable fiber products that respect both nature and animal

rights. Altınyıldız Tekstil secures these processes with its Responsible Wool Standard (RWS), Global Recycled Standard (GRS), Organic Content Standard (OCS), Recycled Claim Standard (RCS), Nativa Responsible Wool (NATIVA), and European Flax certifications. Altınyıldız Tekstil also supports a transparent and traceable supply chain that prioritizes both animal welfare and the social rights of farm workers.

Altınyıldız Tekstil is fully aligned with Boyner Group's sustainability strategy and has redirected its energy consumption towards renewable sources to strengthen its Responsibility to the World approach. The company began using I-REC certified renewable energy in its production in 2023 and further increased its use by switching entirely to **I-REC certified renewable energy** in 2024. Altınyıldız Tekstil implemented various modernization projects to save energy and replaced its old-generation lighting systems with high-efficient LED systems. By performing regular maintenance on hot water and steam lines throughout the factory, heat loss is minimized. Additionally, by replacing its old weaving machines with newer, more energy-efficient technologies, Altınyıldız Tekstil achieved an annual energy savings of 1,532,000 kWh as a result of this investment. By replacing old-style compressors, which are high in consumption and low in efficiency, with new-generation efficient compressors, the company plans to achieve annual energy savings of approximately 1,571,000 kWh.

Contributing to Boyner Group's Responsibility to Stakeholders and Responsibility to the World approach, Altınyıldız Tekstil participates in the "Donate, Don't Throw Away" campaign and donates its electronic waste to the Education Volunteers Foundation of Türkiye (TEGV). In this way, the company contributes to children's education, integrates sustainability into all its business processes, from production to export, from material selection to social applications, while continuing its activities with a future-conscious, fair, and innovative approach to textile operations.

Altınyıldız Tekstil continues its collaborations with national and international stakeholders in 2024 to contribute to the development of a sustainable textile ecosystem. Through its partnerships, the company contributes to the development of sustainability in the sector based on the principles of transparency and information sharing. It continues to lay strong foundations for future collaborations. Among the successful collaborations undertaken by the company is contributing to the creation of a database related to the process operations and energy usage of an integrated textile company.



**YAVUZ SÖKÜN**  
Altınyıldız Tekstil CEO

ALTINYILDIZ

**In 2024, we continued our sustainability projects resolutely. Our goal is not to be the biggest, but to provide practical, economic, and sustainable solutions while offering our customers the highest quality products.**

In line with our long-term strategic goals, we have invested in our production facilities to increase our market share. We have replaced 70% of the looms in our weaving factory with more efficient models. Additionally, we have expanded our knowledge base and customer portfolio by acquiring Bahariye Mensucat, one of Türkiye's leading manufacturers of wool fabrics.

Despite economic contraction measures, our turnover increased by 20% in TL; our uniform segment stood out, accounting for 20% of our sales. While maintaining our leadership in the Turkish woolen fabric market, we strengthened our position in Europe together with Bahariye Mensucat.

We reported our environmental performance using the Higg Index FEM and our social performance using the Higg Index FSLM and SLCP (Social & Labor Convergence Program) platforms. We achieved one of the highest scores in Türkiye, 99.1 in SLCP and 85 in FEM. We minimized the impact of hazardous chemicals by using ZDHC-compliant chemicals, while supporting a responsible supply chain with traceable wool that meets NATIVA and RWS standards, and flax certified by European Flax.

Our collections, prepared using digital methods at our design center, strengthen our sustainable production approach and reinforce our innovative vision for the future. In 2025, we will continue to create value for our customers and lead the industry by focusing on sustainability.

# BR Mağazacılık – Altınyıldız Classics

**BR Mağazacılık focuses on reducing environmental impacts through the responsible use of resources, in addition to its circular economy approach. The company produces naturally colored cotton to reduce the negative environmental impact of traditional dyeing processes.**

Headquartered in İzmir, BR Mağazacılık operates with an **experienced staff of 1,489**. Operating under the Altınyıldız Classics brand, the company carries out its production and retail operations through 165 stores, two offices, and numerous sales points in 60 provinces across Türkiye, as well as 59 stores in 14 countries abroad, serving customers on a global scale.

BR Mağazacılık continues to strengthen its robust position in the retail industry day by day, reaching a **total turnover of 10.7 billion TL**, while expanding its international market reach with exports to 14 countries.

In line with Boyner Group's "Responsibility to the World" approach, Altınyıldız Classics and BR Mağazacılık aim to integrate the circular economy approach into their business processes, reducing environmental impacts and establishing a pioneering structure that demonstrates the tangible benefits of this transformation. As part of the sustainability initiatives of the "Dünya Yaşasın Diye (So the World Can Live)" platform, Altınyıldız Classics' "Fabric Scraps/Kırıplık Kumaş" Project is reevaluating textile waste to increase circularity. By the end of 2024, 86.5 tons of textile waste had been collected. The collected textile waste is reused and incorporated into the design process for a fabric scraps collection, which will be sold for the 2026 winter season.

BR Mağazacılık focuses on reducing environmental impacts through the responsible use of resources, in addition to its circular economy approach. BR Mağazacılık produces naturally colored cotton on five acres of land cultivated in Adana. In this way, the company reduces the negative environmental impact of traditional dyeing processes. It focuses on making concrete contributions to a sustainable future by strengthening its leadership in the industry through the production of colored cotton and innovative applications. With the Naturally Colored Cotton Project, Altınyıldız Classics produced naturally colored cotton by reducing dye usage through the cultivation of cotton in different shades. The first harvest yielded 2.2 tons of cotton, which was used to produce fabric. Additionally, projects implemented in logistics processes reduced the amount of cardboard packaging used, and by switching to reusable plastic transport crates, the cutting of 1,856 trees was prevented.

As part of its efforts to combat climate change, the company has turned to renewable energy. Through its "Green Roof" project and the Solar Power Plant (SPP) it established at its headquarters in Torbalı, İzmir, the company has been meeting the entire electricity needs of its office and factory buildings from renewable sources since 2022.

Within the framework of Boyner Group's "Responsibility to Stakeholders" approach, BR Mağazacılık has implemented the "Her Mağaza Bir Öğrenci (One Store, One Student)" project, and each Altınyıldız Classics store provided scholarship support for one student's education. In this way, the company supports equal opportunities in education, aiming to contribute to the future of young people and leave a positive mark.

Intending to raise awareness with a focus on sustainability, the company supports sustainable fashion design in the industry through communication projects, including the "Altınyıldız Community" podcast series and the "Sustainable Showcase" design projects. The company continues its efforts to raise awareness in society by encouraging young talent.



**ENİS HABİF**  
BR Mağazacılık CEO

**We approach sustainability as a responsibility, evaluating our performance in this area alongside the value we provide for society and our employees.**

2024 was a year that represented both change and resilience for BR Mağazacılık, as it deepened its commitment to sustainability and established future-focused strategies for production and collection preparation. In this period of rapidly evolving customer expectations, we focused on transforming our brand into a more agile, data-driven, and sustainable structure. However, during this growth process, we occasionally encountered challenging conditions, particularly in maintaining supply chain continuity and planning production. We launched transformation projects to make these areas more resilient and integrated.

Despite all these developments, we closed 2024 with strong growth. We achieved 54% growth compared to the previous year, while our online sales increased by 57%. Online sales accounted for 18% of our total sales.

Despite volatile economic conditions, we demonstrated a strong financial position with our controlled growth strategy. Currency fluctuations, rising costs, and fluctuations in consumer confidence were factors that affected the entire industry. In this environment, we closed the year with a healthy balance sheet, thanks to the discipline we demonstrated in managing inventory and cash flow. While maintaining our leadership in the men's clothing market in Türkiye, we have strengthened our customers' trust by maintaining a balance between quality, style, and affordable prices. We regard 2024 as a year of balance, in which we both solidify our successes and courageously address our areas for development. At Altınyıldız Classics, we continue our sustainability efforts, which we see as our responsibility, uninterruptedly through our "For the World to Live" platform, established in 2021. Sustainable growth remains our primary focus for our 2025 goals.



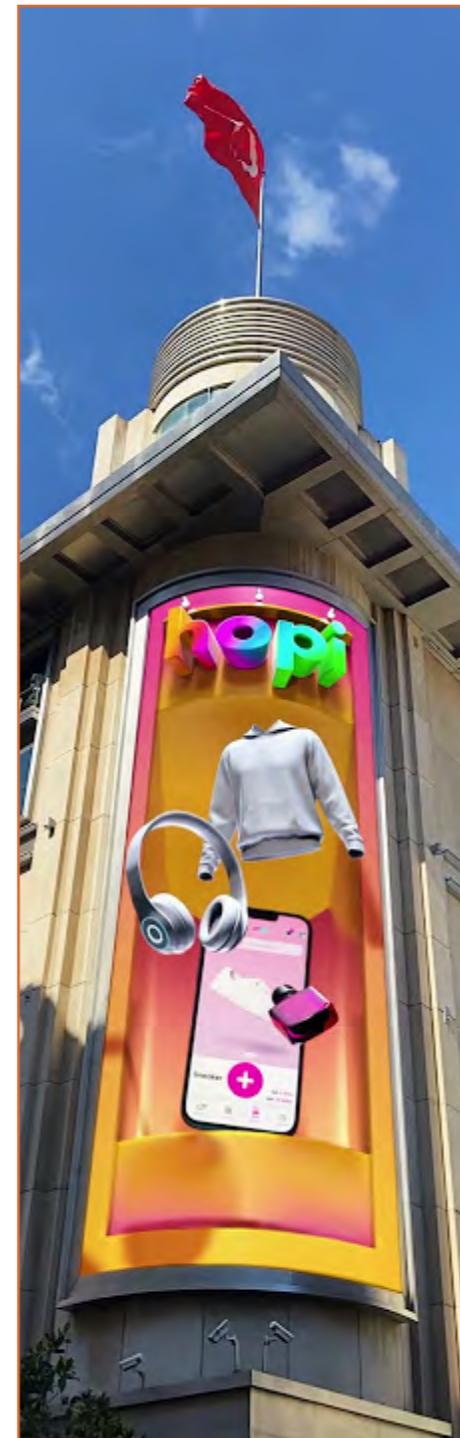
# Hopi

**Hopi is Boyner Group's digital innovation. Today, it is redefining standards in retail and shopping, with 19 million users across 30 different industries and a partner network comprising over 300 brands.**

Founded in 2015 under BNR Teknoloji A.Ş. as Boyner Group's digital innovation, Hopi now offers value to customers by combining marketing, loyalty, advertising, and payment technologies with its loyalty program infrastructure. It operates as the first and only big data-driven customer technology company in its industry. Hopi enhances users' purchasing power through its "Paracık" program, developing partnerships with numerous brands to offer benefits with every purchase, making the shopping experience easier, more accessible, and personalized.

With its "Buy Now, Pay Later" model and "Ready to Spend Limit" feature, Hopi has made installment shopping without a credit card possible. Offering the option to defer payments, Hopi has become a revolutionary product chosen by **over 110,000 unique users** to date. In this regard, Hopi prioritizes customer satisfaction by offering an inclusive financial solution while providing each user with a hyper-personalized experience.

In 2024, **51.4%** of Hopi's workforce consisted of **female employees**. This rate reflects our dedication to promoting female employment within the industry.



**ELİF ATEŞOK SATIROĞLU**  
HOPİ CEO



**Today, we are driving the digital transformation of retail with data-driven solutions we offer to over 300 brands. With 19 million users and 5.3 million active users in the last year, the Hopi app was opened an average of 350,000 times daily in 2024 and, with 150,000 transactions, became one of Türkiye's most active digital platforms for shopping and consumer engagement.**

**We have transformed Hopi from being just a shopping app into a lifestyle platform that adds value to users' lives.**

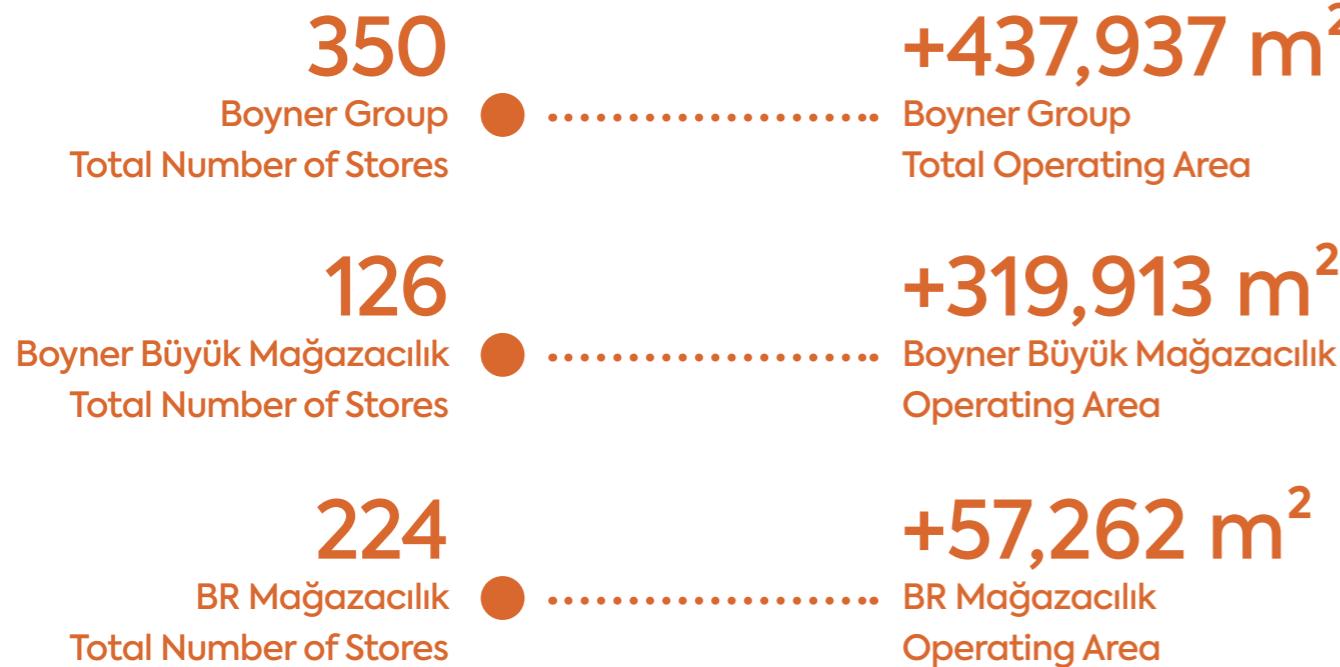
By bringing together data, technology, and a human-centered approach, we have become the first and only big data-driven customer technology company in our industry. We launched our "Ready to Spend Limit" product to increase financial literacy and inclusivity. In 2025, we are working on new opportunities for democratizing investment through our investment products, which spanned the Istanbul Stock Exchange and American Stock Exchanges. We are also preparing to introduce our new insurance solutions to our users.

We continue to grow by offering brands low-cost, effective, and targeted solutions in an increasingly competitive environment. Our insight-driven campaigns and data capabilities have demonstrated that sustainable growth is achievable even in challenging market conditions.

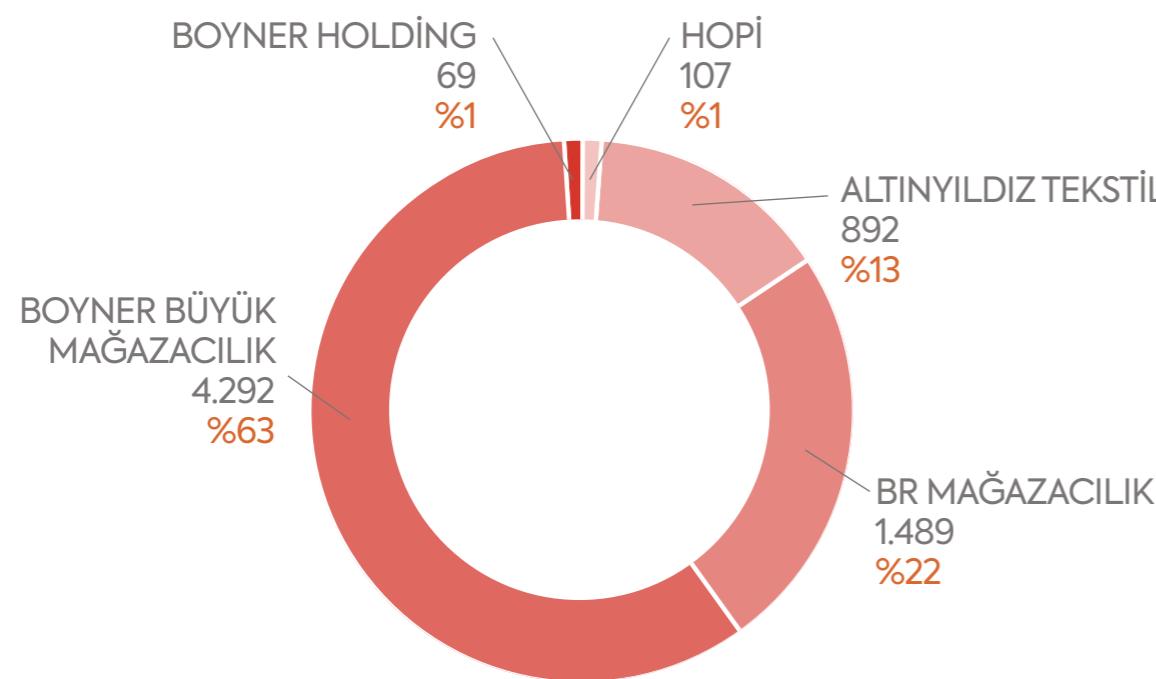
Sustainability is part of our shared responsibility under the Boyner Group umbrella. Guided by the principles of social inclusion, financial equality, and transparency, we strive to create social impact by developing inclusive technologies that promote environmental sustainability. We are committed to building a Hopi that is smarter with data, more inclusive in finance, and closer to the user in 2025.

## Boynur Group in Figures

### TOTAL NUMBER OF STORES AND SQUARE METERS

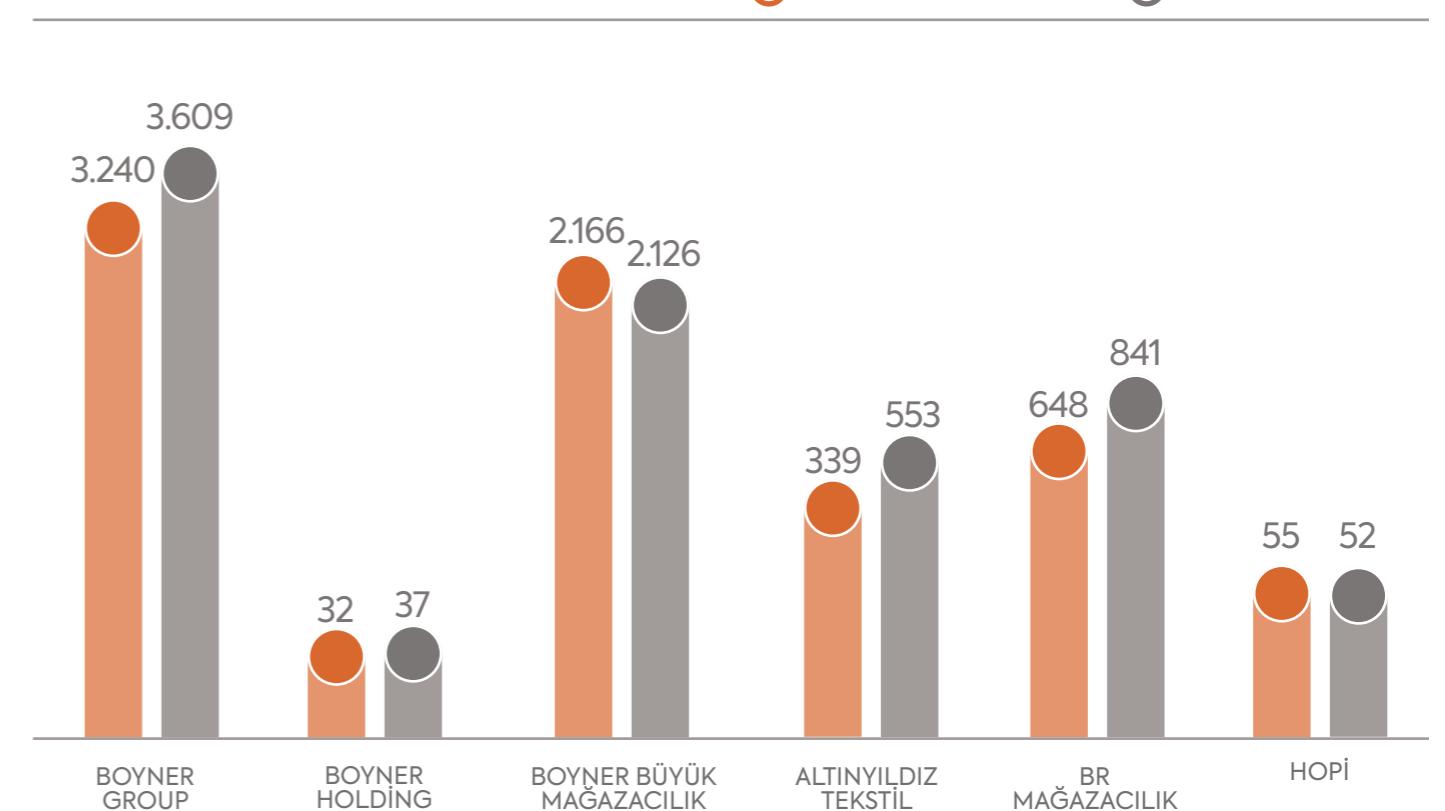


### TOTAL NUMBER OF EMPLOYEES AND DISTRIBUTION RATE



The rate of female employees in Boyner Group's total workforce is 46%.

### GENDER DISTRIBUTION OF COMPANY-BASED EMPLOYEES



# BOYNER GROUP MILESTONES

Each milestone in our history highlights the successes we have achieved in the digital transformation of retail in Türkiye, our sustainability initiatives, and our efforts to raise social awareness – all driven by our strong brand portfolio and customer-focused innovations.

**1952**

## THE BEGINNING

Altınyıldız was founded to become a brand that introduces Turkish fabrics to the world.

**1971**

## BEYMEN IS BORN

Beymen, Türkiye's luxury fashion retailer, enters the world of ready-to-wear and the retail industry.

**1981**

## ÇARŞI: TÜRKİYE'S FIRST MULTI-STOREY STORE

The Çarşı department store, which revolutionized the industry, opened in Bakırköy, İstanbul.

**1985**

## BENETTON IN TÜRKİYE

Boynar became Benetton's prime distributor and manufacturer in Türkiye.

**1987**

## A NEW ERA IN RETAIL

Unconditional Customer Satisfaction became the registered trademark of the Boyner Group.

**1999**

## FABRİKA AND NETWORK

AY Marka Mağazacılık provides services under the Fabrika and Network brands.

**1998**

## ADVANTAGE CARD

Advantage Card, Türkiye's and Europe's first installment card.

**1997**

## A BRAND IS BORN

Altınyıldız sowed the seeds of Network.

**1991**

## ALTINYILDIZ GOES PUBLIC

One year after its public offering, Altınyıldız became Türkiye's first textile company to obtain ISO 9001 certification.

**2002**

## HSBC BANK AGREEMENT

HSBC Bank signed a sales agreement with Boyner Group for the Advantage Card.

**2003**

## BACK-UP

Back-Up, a first-of-its-kind in Türkiye and worldwide, introduced customized and uninterrupted 24/7 support.

**2004**

## BOYNER

“Çarşı” was renamed as “Boynar Büyük Mağazacılık.”

**2007**

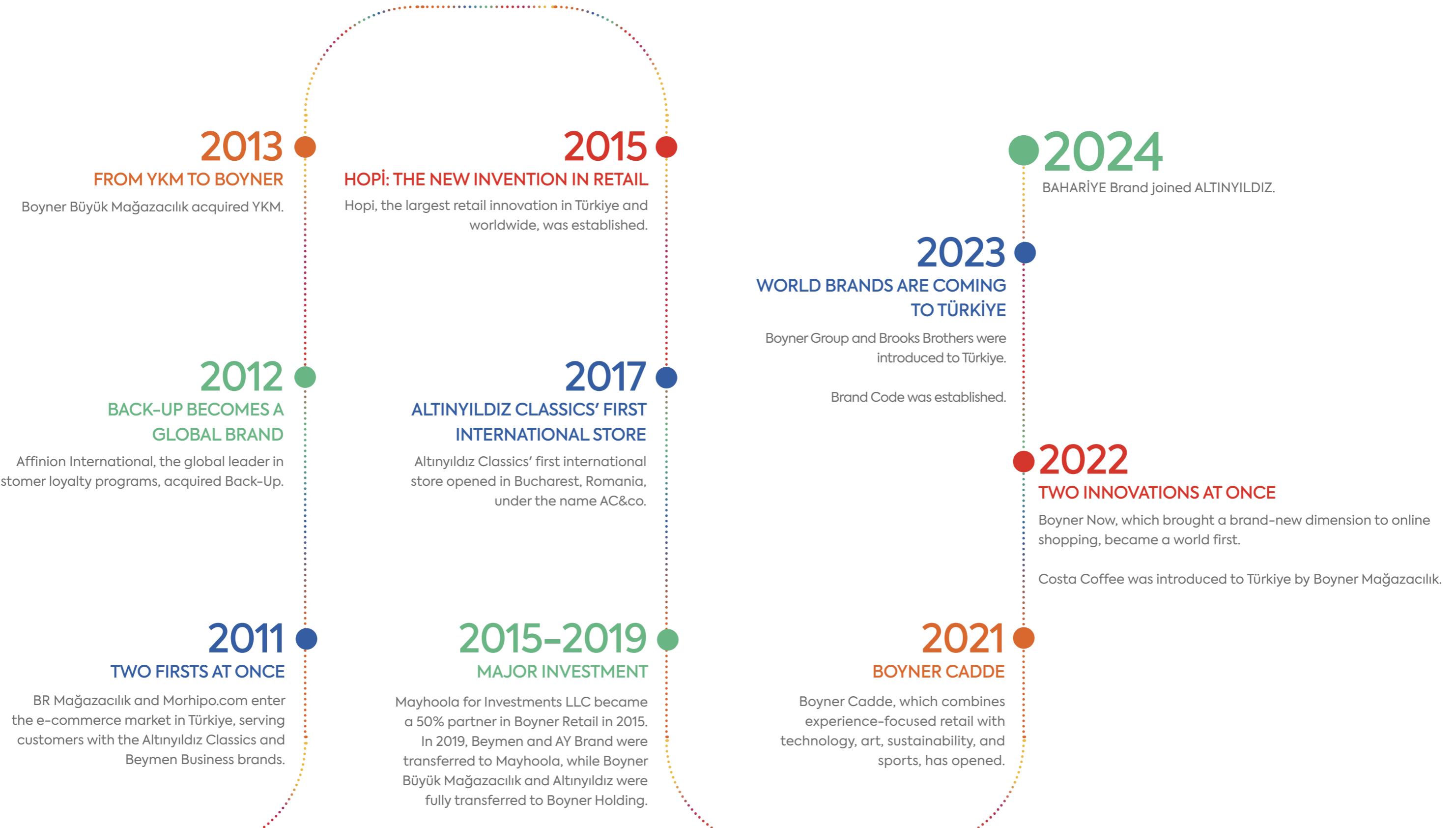
## PARTNERSHIP WITH CVCI

Citigroup Venture Capital International became a partner of Boyner and Beymen. The partnership continued until 2013.

**2008**

## NEW GENERATION FISH

The new generation credit card “Fish” was launched by the Boyner-Akbank partnership.



# BOYNER GROUP VALUES



## WE PRIORITIZE CUSTOMER SATISFACTION

We focus on delivering customers innovative products, services, and experiences that consistently exceed their expectations. Our priority is to make customers feel our customer-centric approach at every stage by making improvements that align with the function of each contact point.



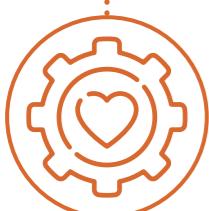
## WE ARE CREATIVE

We have the ability to find and implement innovative solutions. We imagine and bring to life what hasn't been done before. We continuously review and improve our business processes, making room for new ideas within our team. Being able to say, "Why not?" is our core competency. Our customers are the inspiration for our creativity.



## WE ARE BRAVE

We can make quick and flexible decisions, embrace and support change positively. When necessary, we adapt to change swiftly. These values define us.



## WE ARE PASSIONATE

We lead our work with passion, creating motivating and inspiring environments for our team. We foster and promote a positive attitude, working with enthusiasm and enjoyment while focusing on our goals.

## WE CONTINUOUSLY LEARN

We continue to learn continuously and develop others by keeping our areas of expertise updated. We value teaching as much as learning, forming our vision by acquiring knowledge from different sources.



## WE TAKE RESPONSIBILITY

We adopt an ethical, transparent, and sustainable approach towards society and our partners, acting to be "good people, good employees, good citizens." We conduct our business with an awareness of our social, economic, and environmental responsibilities.

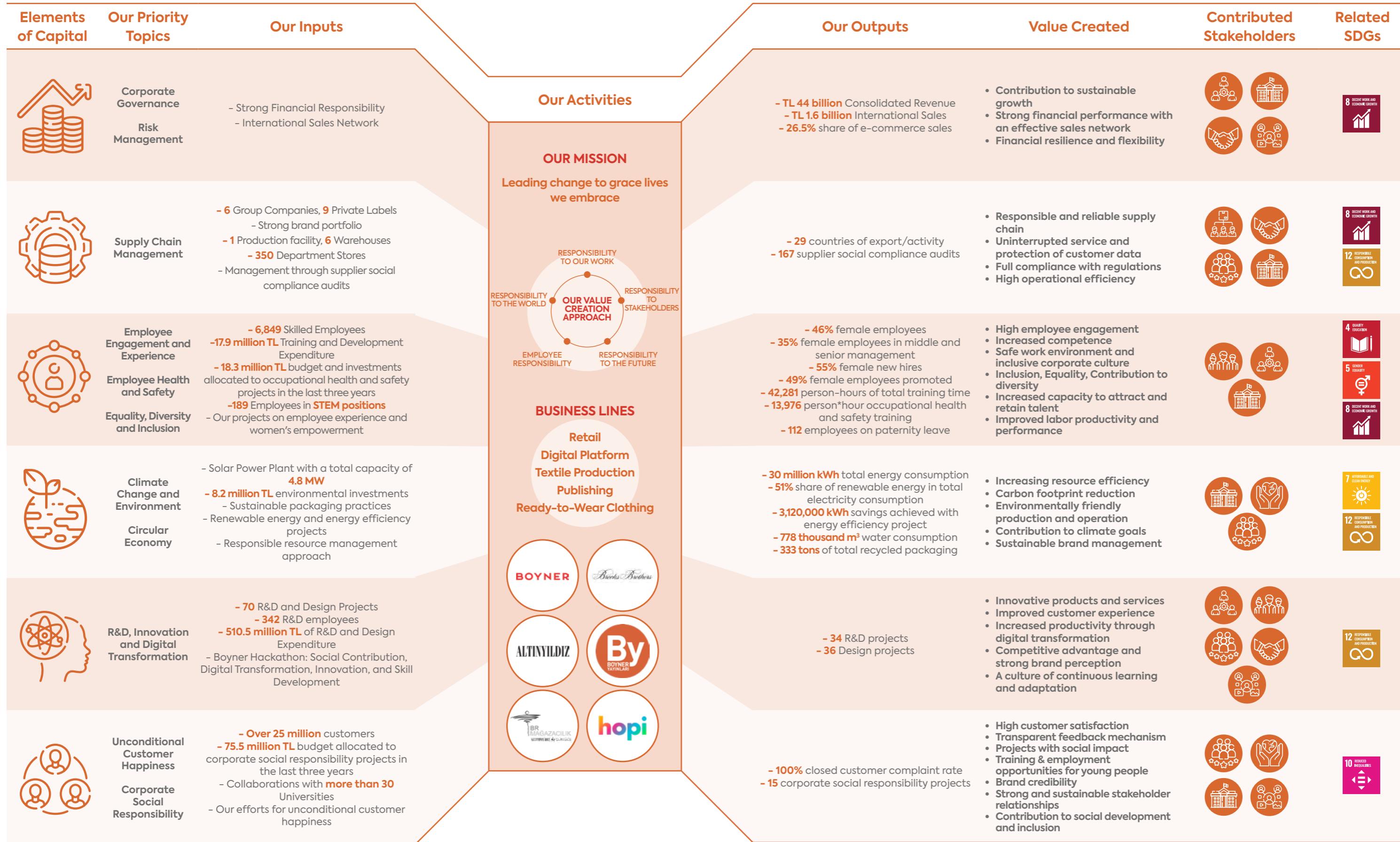


## WE ARE ONE BIG FAMILY

We work in an environment based on mutual trust, respect, participation, and cooperation. By offering equal opportunities to all Boyner Group employees, we experience and foster a family atmosphere and reliability.



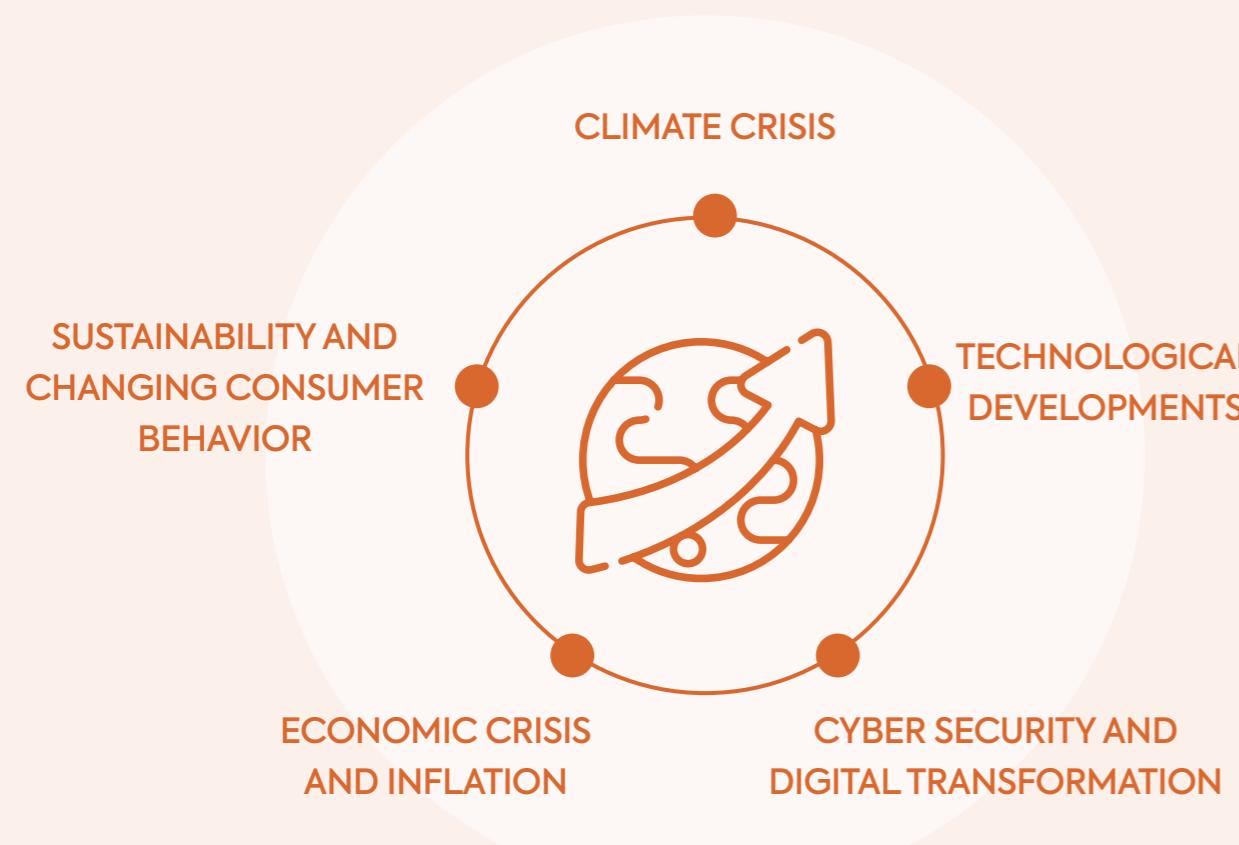
# OUR VALUE CREATION MODEL



# SECTORAL AND GLOBAL TRENDS

The retail industry has undergone a multidimensional transformation process in recent years, driven by sustainability, the circular economy, technological advancements, digitalization, economic uncertainties, and shifting social expectations.

The increasing physical risks associated with the climate crisis, pressures for energy transition, consumer demands based on sustainability, and the acceleration of digitalization are forcing companies to make profound changes in their business models and operational structures.



At Boyner Group, we do not merely follow these global developments. We also shape and prioritize our business strategies in line with these dynamics, in accordance with our environmental, social, and governance responsibilities.

Technological Developments			
Trend Description	Relevant Priority Issue	Our Approach	Relevant Capital Element
<p>Artificial intelligence and big data analytics play a critical role in understanding consumer behavior in the retail industry. These technologies help create personalized marketing strategies by gathering information about shopping habits and preferences. Augmented reality (AR) and virtual reality (VR) enhance in-store experiences, while contactless payment systems and mobile wallets streamline shopping processes and boost customer satisfaction. As a result, these technological innovations shape competition in the retail industry, strengthen digital strategies, and increase customer satisfaction.</p>	<ul style="list-style-type: none"> <li>- R&amp;D, Innovation, and Digital Transformation</li> <li>- Customer Satisfaction</li> <li>- Corporate Governance</li> </ul>	<p>We view digitalization as a strategic priority, enhancing customer experience through the use of artificial intelligence and data analytics. We personalize shopping experiences through our digital platforms, including Boyner Now, Hopi, and boyner.com.tr. We offer a seamless user experience across digital and physical channels, supported by augmented reality and virtual experiences. We increase loyalty and support sustainable growth by blending customer expectations with technology.</p>	 <p><b>INTELLECTUAL CAPITAL</b></p>  <p><b>SOCIAL AND RELATIONAL CAPITAL</b></p>  <p><b>NATIONAL AND INTERNATIONAL FUNDING CALLS</b></p>

## Climate Crisis and Energy Transition

Trend Description	Relevant Priority Issue	Our Approach	Relevant Capital Element
<p>The climate crisis has a significant impact on the retail industry in terms of operational sustainability. Extreme weather events and disasters, such as floods, can disrupt all processes, from storage to the supply chain, forcing retailers to restructure their approach in terms of both risk management and climate-friendly practices.</p> <p>New reporting standards, such as the European Union Taxonomy and the Taskforce on Nature-related Financial Disclosures (TNFD), require companies to report their environmental impacts more transparently. It is now mandatory not only to develop sustainable strategies but also to support them with data and present them to stakeholders, the public, and investors. The retail industry is undergoing a comprehensive transformation process at both the operational and legal levels for a nature-friendly future.</p> <p>The industry is facing challenges in management due to increasing energy demand and carbon targets, as noted in S&amp;P Global's Top 10 Sustainability Trends to Watch in 2025. Companies are investing in increasing energy efficiency and prioritizing sustainable practices, including technological innovations and smart logistics solutions. The logistics sector is prioritizing energy-efficient fleets and low-emission energy sources, with more than 60% of strategic partnerships focusing on these areas.</p> <p>Brands can also adopt sustainable practices to attract environmentally conscious consumers and reinforce their brand values. Compliance with changing legal regulations on energy use and emissions strengthens companies' regulatory compliance. Sustainability practices in production and the supply chain, clean energy transition projects, and sustainable transportation solutions contribute to companies achieving these goals. These changes encourage the retail industry to move towards a more sustainable future.</p>	<p>- Climate Change and Environment</p> <p>- Risk Management</p>	<p>At Boyner Group, we are reevaluating and reshaping our operations in light of the risks posed by the climate crisis in the retail industry.</p> <p>From the renewable energy we use in our operations to the transformation of our supply chain and logistics operations, we are integrating climate-friendly practices into all our processes and working to reduce our greenhouse gas emissions. We use packaging made from recycled materials, are transitioning to reusable packaging, and use waste cardboard as filler material for online orders.</p> <p>We regularly monitor energy usage in our stores using a remote energy monitoring system, which enables us to benefit from data to optimize and improve efficiency, as well as make operational adjustments. This allows us to increase energy efficiency.</p> <p>In our logistics warehouse areas, we minimize our energy consumption and waste volume by using sensor-based lighting systems and shared waste units. Through rooftop applications that generate renewable energy, the use of I-REC-certified green energy, energy-efficient practices, and sustainable store applications, we actively contribute to combating the climate crisis.</p> <p>We are taking a leading role in the energy transition by accelerating the shift to renewable energy sources. Our Altınyıldız Tekstil factory uses I-REC certified electricity. At BR Mağazacılık, we meet all of our central office and factory energy needs with renewable energy through our investments in rooftop solar power plants. Boyner Büyük Mağazacılık will meet 85% of the annual energy needs of its head office and selected stores with a 3,066 kWp capacity solar power plant to be built on a three-hectare site in Kırıkkale. We aim to reduce greenhouse gas emissions by 2,995 tons of CO<sub>2</sub> equivalent. To save energy, we are implementing remote energy monitoring systems, utilizing data-driven efficiency, transitioning to LED lighting systems, installing energy-efficient compressors, and undertaking insulation projects. Additionally, we are focusing on utilizing low-emission transportation methods in our production processes.</p>	 <p><b>NATURAL CAPITAL</b></p>  <p><b>MANUFACTURED CAPITAL</b></p>

Cybersecurity and Digital Transformation			
Trend Description	Relevant Priority Issue	Our Approach	Relevant Capital Element
<p>The growing interest of consumers in online shopping, driven by mobile shopping, enhanced user experience, and secure payment systems, is transforming digital commerce into a primary channel. Brands are adopting multi-channel approaches to combine physical and digital shopping experiences, thereby strengthening customer relationships through hyper-personalization. In the near future, super apps, P2P payments, and transactions with digital assets are expected to expand the e-commerce landscape.</p> <p>This rapid digital transformation is making cybersecurity a critical global risk. The 2025 World Economic Forum Global Risks Report points out that threats such as data breaches and software attacks can have profound impacts on critical infrastructure and personal data. Complex digital networks amplify these risks, placing pressure on organizations to ensure the security of customer data and to manage digital identities effectively. The 2024 MSCI report highlights the importance of these risks in the financial services industry.</p> <p>Artificial intelligence and blockchain present both opportunities and challenges in terms of cybersecurity. Therefore, companies need to prioritize robust cybersecurity infrastructure to protect themselves against evolving threats and maintain operational stability.</p>	<p><b>-Data Privacy and Security</b></p> <p><b>-R&amp;D, Innovation, and Digital Transformation</b></p> <p><b>-Corporate Governance</b></p> <p><b>-Cybersecurity</b></p> <p><b>-Risk Management</b></p>	<p>We place data security at the heart of our digitalization strategy and adopt high cybersecurity standards across all our systems. In line with this, we have completed the transition audit to the <b>ISO/IEC 27001:2022 Information Security Management System</b>.</p> <p>As we integrate physical and digital platforms into our multi-channel retail approach, we continually update our infrastructure to protect customer information. At the same time, we aim to create a sustainable and secure shopping ecosystem by increasing our investments in digital transformation.</p>	 <p><b>INTELLECTUAL CAPITAL</b></p>  <p><b>SOCIAL AND RELATIONAL CAPITAL</b></p>  <p><b>NATIONAL AND INTERNATIONAL FUNDING CALLS</b></p>

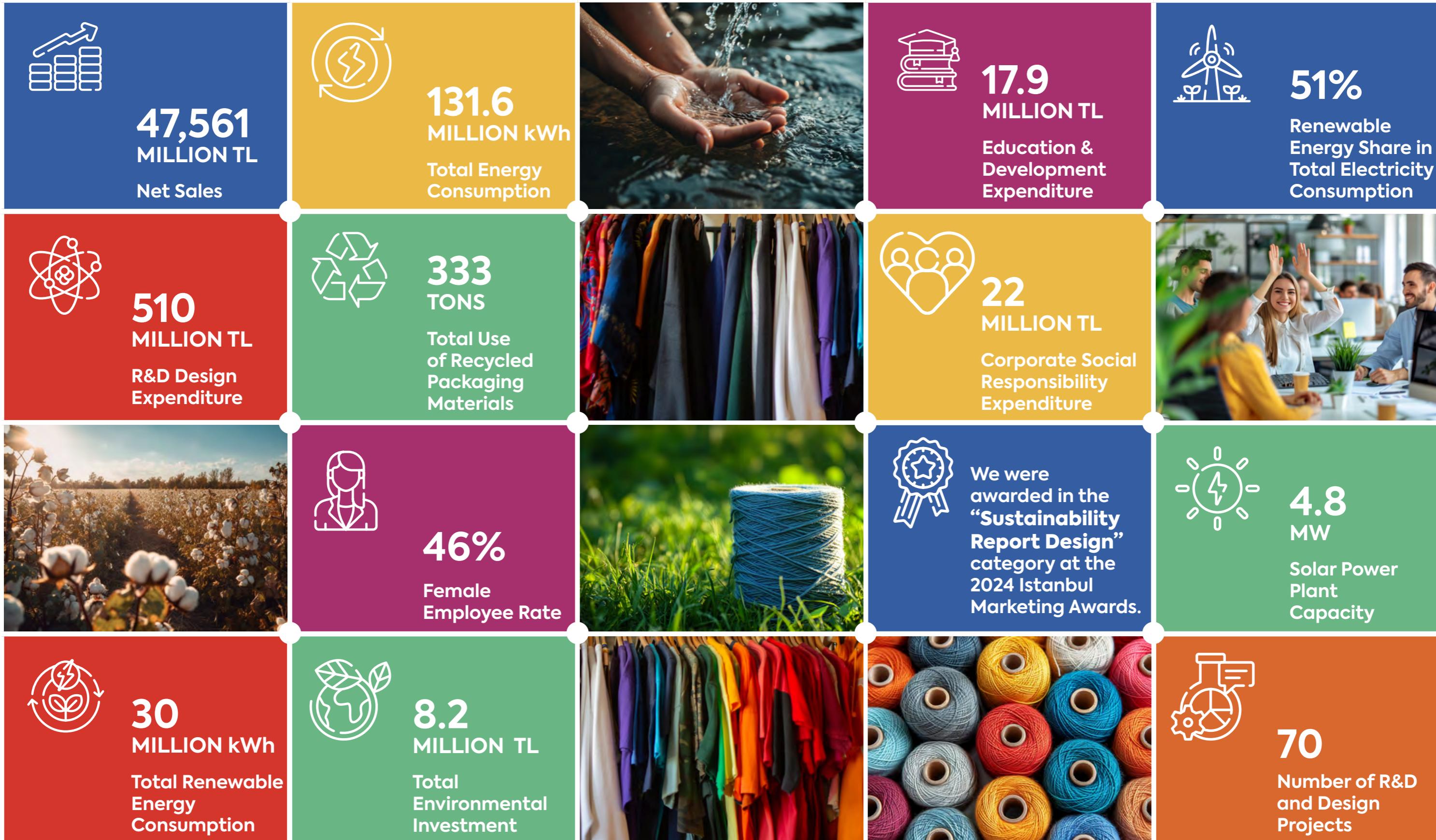
Economic Crisis			
Trend Description	Relevant Priority Issue	Our Approach	Relevant Capital Element
<p>Ongoing wars and geopolitical tensions are impacting the global economy, increasing the risk of persistent inflation and stagnation, and directly affecting the retail industry as well as every other industry. The retail industry is grappling with shortened supply chains and local risks. Economic stagnation, high inflation, and rising interest rates are affecting consumer spending power and suppressing the overall growth potential of the retail market.</p> <p>Economic challenges also require brands in the sector to reshape their pricing strategies, supply chain planning, and investment priorities. In this process, retailers are developing more cost-focused solutions while also working on new value propositions that will maintain customer loyalty.</p>	<p><b>-Supply Chain Management</b></p> <p><b>-Corporate Governance</b></p> <p><b>-Risk Management</b></p>	<p>We develop flexible supply and pricing strategies in response to economic fluctuations. We ensure that Boyner suppliers benefit from the advantages of the Boyner Ecosystem in their relationships with financial institutions. We are expanding our product range while maintaining access to consumers. We offer alternative solutions for every budget and unique discount opportunities. We offer alternative solutions that prioritize practices that protect consumer rights.</p> <p>We support loyalty with our customer-focused campaigns and advantageous shopping platforms. We enhance our economic resilience by establishing a structure that prioritizes domestic employment and local production. We diversify our package of benefits with the advantages offered by our Hopi platform, providing our customers with unique solutions.</p>	 <p><b>FINANCIAL CAPITAL</b></p>

## Sustainability and New Consumer Behaviors

Trend Description	Relevant Priority Issue	Our Approach	Relevant Capital Element
<p>Today, the retail industry is undergoing a fundamental transformation driven by Generation Y and Generation Z, who are seeking sustainable lifestyles. Consumers value products that align with sustainable values. They are becoming more willing to pay more for brands that offer these values. This is forcing brands to transition to more transparent, traceable, and sustainable production models. Traditional business practices are giving way to new economies shaped by sustainability-focused models, including circular design, ESG criteria, and life cycle approaches.</p> <p>Consumer expectations are not limited to reducing environmental impacts. Consumers also expect brands to demonstrate their social responsibilities more clearly. In this regard, innovative practices such as upcycling are emerging as a solution that both reduces environmental impact and adds value to products.</p>	<ul style="list-style-type: none"> <li>-Climate Change and Environment</li> <li>-Circular Economy</li> <li>-Customer Satisfaction</li> </ul>	<p>We value the sustainability-focused expectations of Generation Y and Generation Z, and we develop projects focused on circular design and recycling. We offer innovative solutions, including green office applications, sustainable retail, sustainable window displays, and product revaluation projects. In collaboration with Costa Coffee, we have launched a project in Türkiye that converts coffee beans unsuitable for consumption into electrical energy, enriching the “living retail” experience with sustainability goals. In this evolving structure, we continually develop our principles of transparency, ethical production, and a traceable supply chain.</p> <p>We offer products made with sustainable materials developed in our production, as well as private label products (e.g., vegan leather products, Better Cotton Initiative-certified products, Global Recycled Standard-certified products, products containing recycled raw materials, naturally colored cotton, and the use of fabric scraps).</p> <p>Through our collaboration with Nivo, we are making products that cannot be sold for various reasons usable again, extending their product life cycle, and turning them into an alternative product option.</p>	 <p>FINANCIAL CAPITAL</p>  <p>SOCIAL AND RELATIONAL CAPITAL</p>  <p>NATURAL CAPITAL</p>



# HIGHLIGHTS OF 2024



# OUR SUSTAINABILITY APPROACH

At Boyner Group, we consider sustainability to be an integral part of our business strategy. Acting with awareness of our environmental and social responsibilities, we are transforming our business model to create long-term value.



**Our Sustainability Strategy**

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**Materiality Analysis**

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**Our Contribution to Sustainable Development Goals**

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# OUR SUSTAINABILITY STRATEGY

We act with the aim of “leading change to grace lives we embrace” and place sustainability at the core of our business.

As Boyner Group, we closely monitor the challenges facing the world and humanity. Within the framework of our sustainability strategy, which we restructured in 2024, we contribute to the United Nations Sustainable Development Goals (UN SDGs). We act with the aim of “leading change to grace lives we embrace” and place sustainability at the core of our business. Our restructured sustainability strategy is shaped around five key focus areas that align with national and international standards and meet stakeholder expectations.

Our strategy is structured around five key focus areas: **“Responsibility to Our Business,” “Responsibility to Our Employees,” “Responsibility to Our Stakeholders,” “Responsibility to the World,” and “Responsibility to the Future,”** to create long-term value rather than short-term gains. In this context, we continue to develop responsible business practices, minimize environmental impacts, enhance the well-being of our employees, and leave a more livable world for future generations. We also strive to build mutually beneficial relationships with all our stakeholders.



## RESPONSIBILITY TO OUR BUSINESS

We prioritize our responsibility to our work in the areas of risk management and business ethics. Our Corporate Risk Management Procedure ensures that risks are identified, managed with practical strategies, and opportunities are evaluated across the group. With this approach, we encourage a culture of responsibility to which all employees contribute.

## RESPONSIBILITY TO OUR EMPLOYEES

Health, safety, and well-being are integral components of our employee experience. We offer special programs to support our employees who are parents, helping them maintain a work-life balance. We are further enhancing our policies to increase diversity and inclusion. We organize special programs that support individuals in taking on leadership roles in the workplace and being effectively represented in management positions.

## RESPONSIBILITY TO OUR STAKEHOLDERS

By establishing transparent, participatory, and ongoing communication with our stakeholders, we aim to create long-term value in alignment with the Sustainable Development Goals. We prioritize unconditional satisfaction through our technologies and continuously improve the user experience with digital solutions.

We strictly adhere to ethical principles, environmental standards, and social audit processes throughout our supply chain. We prefer products that are compatible with chemicals, sensitive to animal rights, and traceable. As part of our responsible purchasing principles, we ensure product safety through contracts

We base our business processes on transparency, innovation, and ethical values. We provide a safe and open work environment with dedicated communication channels for reporting ethical issues.

We support women who have taken a career break or have been unable to participate in the workforce with flexible working models, encouraging them to rejoin the workforce. Through our “Gönülden İşaret Dili (Signing from the Heart)” project, we organize training sessions to break down communication barriers.

and commitments, promoting the adoption of production standards that prioritize both human health and environmental sustainability. We support traceability and the dissemination of sustainability principles throughout our supply chain through social and environmental audits, while developing projects in areas of social impact, including equal opportunities in education, women's empowerment, and local development. We encourage our employees and business partners to participate actively in these contribution processes. We act responsibly towards our stakeholders through collaborations with NGOs.

## RESPONSIBILITY TO THE WORLD

We play an active role in combating climate change, aiming to reduce our environmental impact and build a sustainable future. We are taking concrete steps in the areas of energy efficiency, renewable energy, resource use, and the circular economy.

Thanks to our ongoing green office initiatives and renewable energy investments, which began in 2012, we aim to reduce our energy consumption. In line with our circular economy vision, we establish strategic partnerships to collect textile waste and convert it into raw materials for reuse. In this way, we encourage the recovery of waste while

## RESPONSIBILITY TO THE FUTURE

With our responsibility to the future, we see technology as a means of generating social and environmental benefits. In this context, we focus on ensuring the digital security of both our customers and business partners by protecting data privacy and security at the highest level. We continually improve our processes through research and development (R&D) and digital transformation efforts. Inspired by nature, we focus on offering innovative designs that are both aesthetically pleasing and environmentally sustainable.

contributing to a more sustainable production cycle in the fashion industry. Furthermore, we enable the transformation of unusable textile products, making them reusable and encouraging reuse.

In production, we support the conservation of water resources by choosing water-saving dyeing techniques. We produce our collections with sustainability in mind. We offer our customers products made from sustainable fibers, respecting nature and animal rights, and certified accordingly.

At our design center, we develop products in line with the principles of using sustainable materials and practicing circular production. We are moving forward to reduce our environmental impact in our logistics processes. In this context, we are optimizing our routes for lower carbon emissions. We are also promoting the responsible use of resources by using less packaging in our product logistics operations and transitioning to reusable packaging. We position technology as the key driver of our sustainable transformation journey.

## “DÜNYA YAŞASIN DIYE” LIVE WEBINAR – 2024



We don't limit sustainability to just how we do business at Boyner Group; we also see it as our responsibility to share inspiring experiences with a broader audience. The **“Dünya Yaşasın Diye Webinar (So the World Can Live)”** series, launched under the BR Mağazacılık umbrella, continues to bring together individuals and entrepreneurs who have made sustainability a way of life in a digital environment, sharing inspiring stories of transformation.

In 2024, we hosted sustainability pioneers from diverse fields, including fashion, retail, technology, and entrepreneurship, in this interview series.

The topics we focused on in the webinar series held throughout the year included:

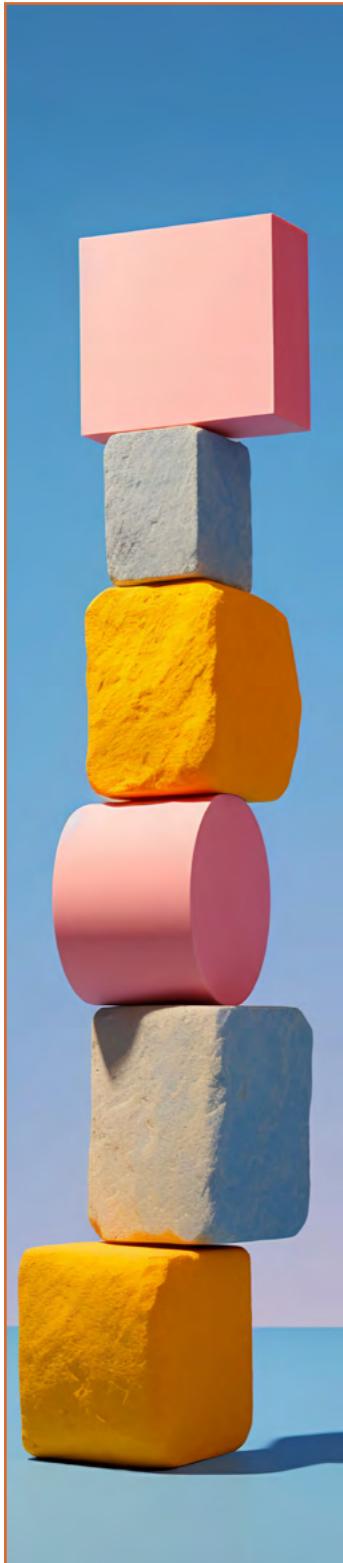
- Circularity in fashion and design,
- Individual impacts in combating the climate crisis,
- Responsible production and consumption habits,
- Business models focused on sustainability with young entrepreneurs.

Among our guests were a diverse range of individuals, including entrepreneurs who have pioneered projects in Türkiye on the circular economy and second-hand goods, as well as representatives from the creative sector.

In 2025, we plan to continue this conversation series with guests from different disciplines who place sustainability at the center of their lives.

**You can access the webinars via the Altınyıldız Classics YouTube channel.**

# MATERIALITY ANALYSIS



**At Boyner Group, we believe that analyzing global trends is critical to meeting stakeholder expectations. In this context, we have been conducting a three-stage, comprehensive materiality assessment since 2023 to identify the material topics that form the basis of our sustainability strategy.**

## 1. EXTERNAL ENVIRONMENT ANALYSIS

When determining our material topics, we compiled a comprehensive list of topics by considering sectoral assessments from organizations such as the World Economic Forum (WEF), the Sustainability Accounting Standards Board (SASB), S&P, and MSCI, as well as global and

sectoral trends. In addition to these studies, we also included the sector's material topics and best practices in our analysis process. In this context, we identified 19 material topics, considering Boyner Group's corporate strategy and plans.

## 2. INTERNAL AND EXTERNAL STAKEHOLDER SURVEYS

We aimed to evaluate 19 material topics from the perspective of impact analysis. We presented them to nearly 400 internal and external stakeholders, including our colleagues, business partners, customers, suppliers, NGOs, and the media, via an online survey. In addition to the opinions of

internal and external stakeholders, we gathered the views of Boyner Group's senior management, aligning with the Company's business strategy and strategic materials. This enabled us to collect the inputs needed to create the materiality matrix.

## 3. MATERIALITY MATRIX

Based on the survey results, the potential impact of the identified material topics on Boyner Group's performance, risks, and opportunities was assessed. This assessment enabled us to establish a link between stakeholder priorities and strategic objectives, leading to the creation of our sustainability roadmap. As a result of the analyses conducted, a materiality matrix was prepared, classifying issues as Low, Medium, and High priority to manage key issues effectively.

Considering the dynamic and variable nature of material topics, we review these topics annually and ensure they are aligned with our strategies. To this end, we assessed how sectoral and global trends will affect Boyner Group's material topics in 2024 and reviewed our strategic priorities. In this context, we have decided to update our assessment in response to changing conditions. We simplified our material topics and restructured them under 13 topics. We consolidated environmental topics under the topics of "Climate

Change and Environment" and "Circular Economy." In line with sectoral developments and our strategic focus, we included areas such as "Corporate Social Responsibility," "Risk Management," "Data Privacy and Security," and "R&D, Innovation, and Digital Transformation" in our priorities.

These material topics form the cornerstones of our sustainability approach, extending from our employees to our consumers, and from our operations to our interactions with society. By building our strategies on this foundation, we aim to create long-term and inclusive value.

In the coming period, we plan to update our current materiality analysis in line with the European Financial Reporting Advisory Group's (EFRAG) double materiality recommendations, reflecting work on both financial materiality and impact materiality in our report.

PRIORITIES	Climate Change and Environment
	Circular Economy
	Equality, Diversity, and Inclusion
	Employee Experience
	Employee Health and Safety
	Unconditional Customer Satisfaction
	Corporate Social Responsibility
	Corporate Governance
	Risk Management
	Business Ethics and Compliance
	Supply Chain Management
	Data Privacy and Security
	R&D, Innovation, and Digital Transformation

- Environment
- Social
- Governance

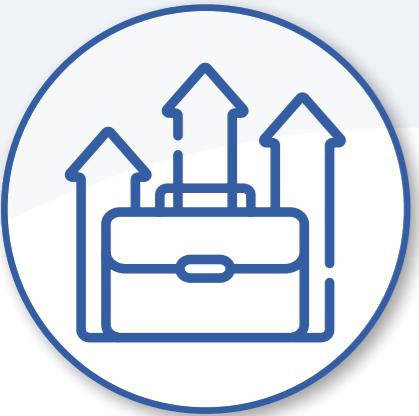
# OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

At Boyner Group, we view our commitment to the United Nations Sustainable Development Goals (SDGs) as the cornerstone of our steps towards a more sustainable and inclusive world. With our increased awareness of the importance of global goals, we are refining our business processes and strategies to align with these objectives. Working in collaboration with both our internal and external stakeholders, we seek ways to create social, environmental, and economic value, playing a sound role in the journey towards sustainable development. As we design our steps toward the future with the mission of contributing to these international goals, we aim to make a meaningful impact on tomorrow with the actions we take today.

## Our Contribution to Sustainable Development Goals



SDG	Our Strategic Focus Area	Our Contribution as Boyner Group
4 QUALITY EDUCATION	Responsibility to Employees & Stakeholders	<ul style="list-style-type: none"> <li>We support young women's participation in the workforce through training programs focused on female employment.</li> <li>As part of the "All Is Well With You" project, we aim to help women who have taken a break from work return to their careers.</li> <li>We organize digital literacy and customer experience training for store employees.</li> <li>We design internal communication and training modules to raise awareness of sustainability.</li> <li>Through the Future Women Leaders in Sustainability Program 'She LAB', which we have launched in collaboration with UNDP Türkiye, we aim to fill an important gap as a first in its field for young women.</li> </ul>
5 GENDER EQUALITY	Responsibility to Employees & Stakeholders	<ul style="list-style-type: none"> <li>We are progressing towards our goals of increasing female representation in senior management and decision-making mechanisms.</li> <li>We are collaborating with women's cooperatives as part of the "Good Deeds" project.</li> <li>We are organizing social awareness campaigns against violence against women.</li> </ul>
7 AFFORDABLE AND CLEAN ENERGY	Responsibility to the World	<ul style="list-style-type: none"> <li>We implement energy efficiency practices in production, stores, and warehouses.</li> <li>We procure green electricity to increase the use of renewable energy.</li> <li>We use the solar energy generated by our solar power plant and are taking steps to increase production.</li> <li>We use digital energy monitoring systems to track energy consumption.</li> <li>We evaluate reuse and recycling opportunities in our group companies and operate according to the principles of the circular economy.</li> <li>We are increasing the use of environmentally friendly and recycled packaging and working to transition to reusable packaging options.</li> <li>We convert waste fabric into yarn so that it can be reused as raw material in the industry.</li> </ul>
8 DECENT WORK AND ECONOMIC GROWTH	Responsibility to Our Employees & Our Work	<ul style="list-style-type: none"> <li>We provide fair wages and inclusive working conditions for all our employees.</li> <li>We guarantee respect for human rights through social compliance audits in our supply chain.</li> <li>In line with our job creation goals, we are increasing our collaboration with local producers, SMEs, and NGOs.</li> </ul>
10 REDUCED INEQUALITIES	Responsibility to Stakeholders	<ul style="list-style-type: none"> <li>We are improving the experience of individuals with disabilities in stores through accessibility applications.</li> <li>We are developing an organizational culture that embraces diversity and provides equal opportunities.</li> <li>In collaboration with the Tohum Autism Foundation, we are working to integrate young people with autism into the workforce.</li> </ul>
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Responsibility for the Future	<ul style="list-style-type: none"> <li>Every season, we expand our collections featuring recycled materials.</li> <li>We monitor the environmental impact of our production processes using supplier sustainability scores.</li> <li>We contribute to the circular economy by supporting the return and recycling of used textile products in stores.</li> <li>In collaboration with Nivo, we repurpose products that cannot be sold for various reasons. We extend the product life cycle and turn them into alternative options.</li> </ul>



# RESPONSIBILITY TO OUR BUSINESS

We embrace transparent, accountable, fair, and responsible corporate governance principles to enhance every life we touch. Our Board of Directors, the highest governing body, oversees our responsibility strategy in our business processes and closely monitors our sustainability performance. With a sense of responsibility towards our work, we implement corporate risk management through an integrated approach, aiming to create risk awareness in all our activities and foster a risk-focused culture within our group companies. We conduct our business processes based on the principle of “Our values come first” and prioritize compliance with Boyner Group values and ethical rules in our collaborations.



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<b>Board of Directors</b>	<b>57</b>
<b>Executive Board</b>	<b>59</b>
<b>Sustainability Governance</b>	<b>59</b>
<b>Corporate Risk Management</b>	<b>64</b>
<b>Business Ethics and Compliance</b>	<b>70</b>

# CORPORATE GOVERNANCE

Through our group-wide business ethics and compliance programs, we foster a strong culture of ethical behavior among all our employees and business partners.



HASAN CEM BOYNER  
CHAIRMAN OF THE BOARD

# 50%

RATE OF WOMEN  
ON THE BOARD OF  
DIRECTORS



TAYFUN BAYAZIT  
BOARD MEMBER



KAMIL ÖMER BOZER  
BOARD MEMBER

We embrace the principles of transparency, accountability, fairness, and responsibility in our decision-making processes. In line with these principles, we build relationships with all our stakeholders based on trust and respect, always prioritizing the reputation of Boyner Group and the trust of our stakeholders.

As part of our commitment to responsibility, we implement a zero-tolerance policy aimed at combating corruption, preventing conflicts of interest, and adhering to the highest ethical principles. Through our group-wide business ethics and compliance programs, we foster a strong culture of ethical behavior among all our employees and business partners.

## Board of Directors

Boyner Group maintains its practical management approach, established in line with corporate governance principles, through its Board of Directors, the highest management body. The Board of Directors focuses on sustainable growth by regularly reviewing the company's practices and policies. While determining Boyner Group's strategic direction, it guides senior management in collaboration with them to maximize financial

and non-financial performance, creating added value for both society and the ecosystem by defining effective policies focused on sustainable growth.

The Board of Directors consists of eight members with diverse experience and expertise. As proof of Boyner Group's commitment to women's empowerment, 50% of the Board of Directors members are women.



LATİFE BOYNER  
BOARD MEMBER



LERZAN BOYNER  
BOARD MEMBER



NAZLI ÜMİT BOYNER  
BOARD MEMBER



UMUT KOLCUOĞLU  
BOARD MEMBER

We create added value for both society and the ecosystem by establishing effective policies focused on sustainable growth.

## Executive Board

50%

RATE OF WOMEN  
ON THE EXECUTIVE  
BOARD



HASAN CEM BOYNER

Boyner Group Chairman of the  
Board & CEO



NAZLI ÜMIT BOYNER

Boyner Group Board Member



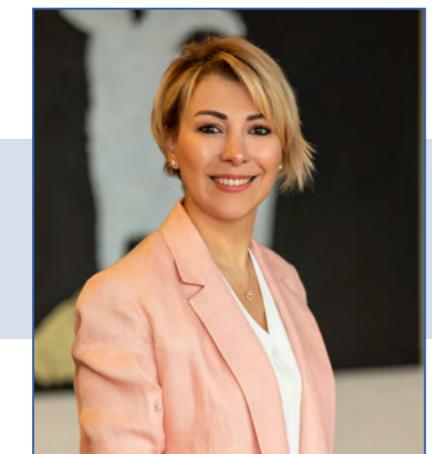
ELİF ATEŞOK ŞATIROĞLU

Boyner Group Vice President of  
Business Development and Strategy &  
HOPI CEO



EREN ÇAMURDAN

Boyner Büyük Mağazacılık CEO



ÖZGÜR TOKGÖZ ALTUN

Boyner Group Vice President of  
Finance and Sustainability

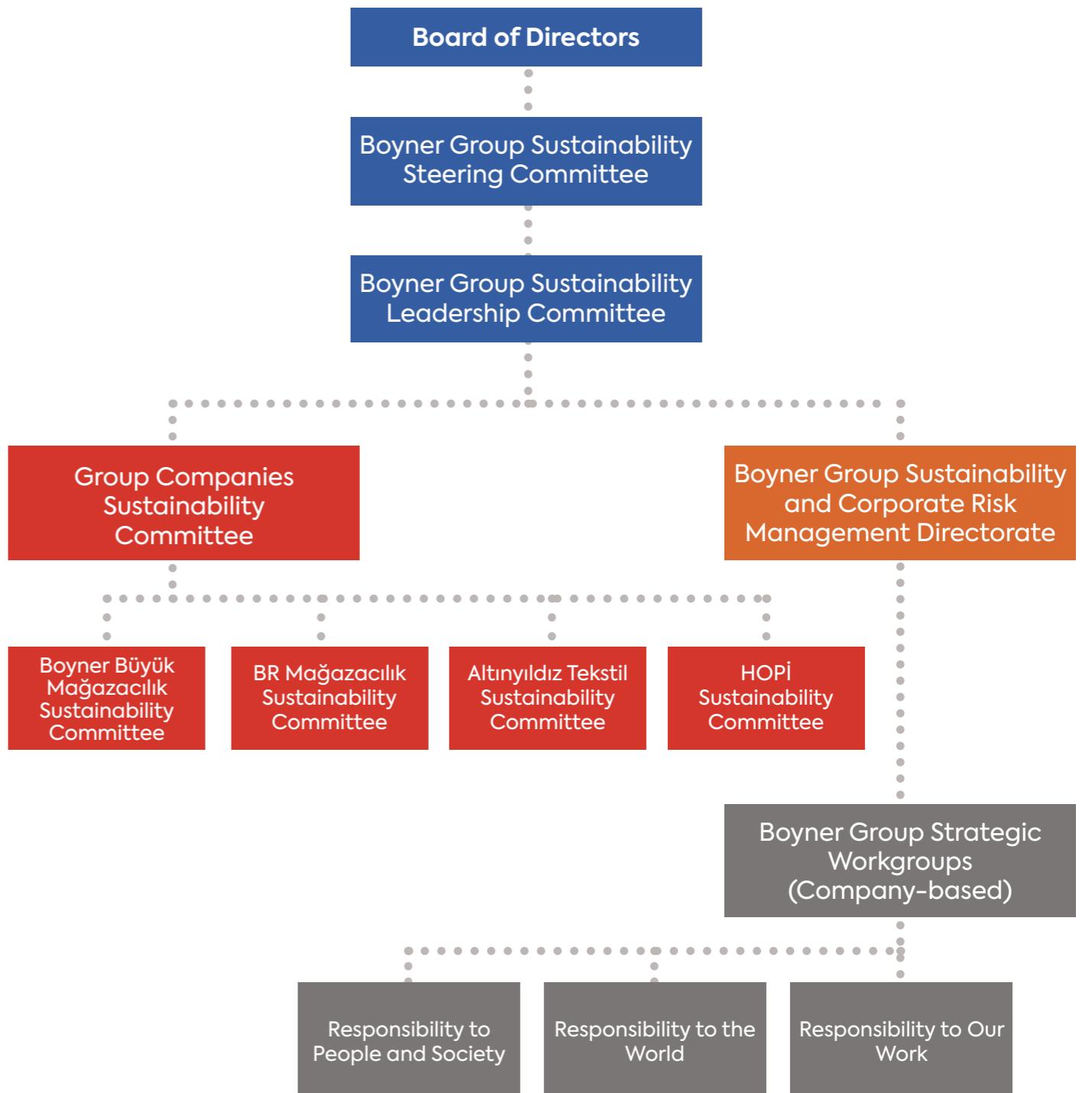


POLAT UYAL

Boyner Group CMO (Chief  
Merchandising Officer)

## Sustainability Governance

The Board of Directors is responsible for overseeing Boyner Group's sustainability strategy and integrating it into the business strategy. The Board has established comprehensive committee and working group structures to closely monitor sustainability performance and disseminate exemplary practices across group companies.

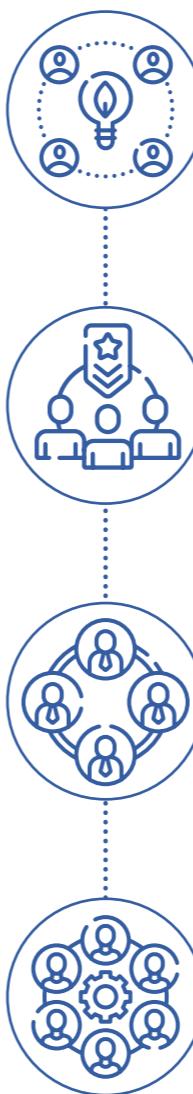


# Four-Layered Structure in Sustainability Transformation

**We effectively manage our sustainability transformation with a four-layered structure.**

In line with this, we address sustainability efforts at Boyner Group under the leadership of the Group Vice President of Finance and Sustainability. Within this framework, the Boyner Group Sustainability and Corporate Risk Management Directorate is

responsible for implementing and coordinating Group strategies and policies designed to best manage the environmental and social impacts of Group companies. The Directorate reports its activities to the Group Vice President of Finance and Sustainability.



**The Boyner Group Sustainability Steering Committee** is responsible for overseeing the group's sustainability strategy and addressing critical issues, including assessing sustainability and climate risks and opportunities. The committee evaluates investment decisions that support our group's sustainability goals.

**The Boyner Group Sustainability Leadership Committee** spearheads our group's sustainability initiatives, closely monitoring national and international developments and trends. The committee develops our policies and strategies related to sustainability management, ensures integration between group strategy and company strategies, and reports sustainability performance to the Sustainability Steering Committee.

**The Group Sustainability Committees** have been established at the company level and are responsible for disseminating the companies' sustainability strategies. These committees monitor company-based sustainability performance, sector developments, and trends through meetings, and they share company-based progress with the Boyner Group Sustainability Leadership Committee.

As Boyner Group, our **Strategic Workgroups**, established in line with our sustainability focus areas, operate to support the sustainable progress of each of our group companies and help them achieve their goals. These groups operate to contribute to the sustainable development of our group companies and ensure they achieve their defined goals. They focus on sustainability areas: Responsibility to Our Business, Responsibility to the World, and Responsibility to People and Society. Strategic workgroups comprise members at the deputy general manager, director, manager, and expert levels from various units of our group companies. The Boyner Group Sustainability and Corporate Risk Management Director leads these groups.

The Boyner Group Sustainability and Corporate Risk Management Directorate serves as a key link in this structure. The directorate monitors the Boyner Group's sustainability strategy and applications in relation to its goals, as well as progress towards its sustainability targets. It also determines the group's investment priorities and strategic issues, and shares the performance of our group companies and working groups with senior management.

Boyner Group Sustainability Steering Committee	
Committee Chair: Board Member	
<ul style="list-style-type: none"> <li>Evaluates the Group's strategic sustainability priorities and oversees the sustainability strategy defined in line with these strategic priorities.</li> <li>Reviews performance against sustainability targets set for Boyner Group and its companies.</li> <li>Plays a guiding role in sustainability-related matters.</li> <li>Ensures that investment decisions support the Group's sustainability targets.</li> <li>Oversees sustainability and climate risks and opportunities.</li> <li>Acts as a bridge between Boyner Group's sustainability structure and the Board of Directors (BoD), sharing important sustainability initiatives and strategic actions undertaken during the year with the Board.</li> </ul>	
<b>Frequency of Meetings:</b> Twice a year and when necessary <b>Members:</b> Chairman of the Board & CEO, Boyner Group Vice President of Finance and Sustainability, Vice President of Business Development and Strategy, General Managers of Companies, Boyner Group Director of Sustainability and Corporate Risk Management, Corporate Communications Director	

Boyner Group Sustainability Leadership Committee	
Committee Chair: Boyner Group Vice President of Finance and Sustainability	
<ul style="list-style-type: none"> <li>Leads Boyner Group's sustainability initiatives.</li> <li>Reviews policies and strategies related to sustainability management.</li> <li>Guides to ensuring the integration of group strategy with company strategies.</li> <li>Evaluates and monitors performance in line with sustainability goals.</li> <li>Boyner Group assesses climate change and sustainability risks and provides guidance on developing action plans to mitigate these risks.</li> <li>Reviews projects that will enable Boyner Group to achieve its sustainability goals, evaluates and finalizes matters requiring decision-making.</li> <li>Monitors reporting processes.</li> <li>Reports to the Boyner Group Sustainability Steering Committee.</li> </ul>	
<b>Frequency of Meetings:</b> Four times a year and when necessary <b>Members:</b> Company Deputy General Managers, Boyner Group Sustainability and Corporate Risk Management Director, Group Companies Sustainability Leaders	

Boyner Group Strategic Workgroups (Company-Based)	
Committee Chair: Boyner Group Director of Sustainability and Corporate Risk Management	
<ul style="list-style-type: none"> <li>Monitors and evaluates national and international developments, trends, and industry developments.</li> <li>Defines Boyner Group's sustainability policies, strategy, processes, and procedures.</li> <li>Determines and monitors performance in line with sustainability goals and reports to the Sustainability Leadership Committee through the Director of Sustainability and Corporate Risk Management.</li> <li>Implements and monitors projects that support Boyner Group's sustainability goals.</li> <li>Ensures the creation of action plans of companies, monitors, and reports these regularly.</li> <li>Identifies climate change and sustainability risks and action plans to mitigate these risks.</li> <li>Monitors the creation of sustainability awareness and internal and external communication efforts related to sustainability.</li> </ul>	
<b>Frequency of Meetings:</b> Twice a year and when necessary <b>Members:</b> Company Vice Presidents, Company Directors, Department Heads, and Sustainability Officers	

Group Companies Sustainability Committee	
Committee Chairpersons: Group Company General Managers	
<ul style="list-style-type: none"> <li>Ensures the implementation of Boyner Group's sustainability strategy throughout the company.</li> <li>Develops the company's sustainability policies, strategy, processes, and procedures.</li> <li>Sets the company's sustainability goals, monitors them, evaluates performance, and reports to the Sustainability Leadership Committee.</li> <li>Allocates the resources and processes necessary to achieve the defined sustainability goals.</li> <li>Leads projects that will enable the company to achieve its sustainability goals.</li> <li>Monitors national and international regulations and developments, trends, and industry developments; informs the Boyner Group Sustainability Leadership Committee.</li> <li>Coordinates and directs awareness campaigns and internal communications on sustainability.</li> </ul>	
<b>Frequency of Meetings:</b> Four times a year and when necessary <b>Members:</b> Company Vice Presidents, Company Department Heads, and Sustainability Officers	

# CORPORATE RISK MANAGEMENT

At Boyner Group, the risk management approach is implemented not under the responsibility of a single unit, but through a multi-layered and systematic structure across the entire organization.

We take an integrated approach to corporate risk management, aiming to create risk awareness across all our activities at Boyner Group and foster a risk-focused culture within our group companies. In this regard, we ensure that the risks and opportunities faced by group companies are systematically and

effectively identified, assessed, and appropriately managed through the Corporate Risk Management Procedure. This enables our group companies to manage their significant risks using a risk portfolio approach, thereby maintaining a balance between risk and opportunity.

## Boynner Group Corporate Risk Management Strategy

- Ensure effective Corporate Risk Management and define roles and responsibilities
- Ensure risk management is aligned with corporate strategies
- Ensure systematic implementation of corporate risk management in Boyner Group companies
- Regularly implement the corporate risk management program and contribute to its development by making necessary improvements based on evaluations.

At Boyner Group, the risk management approach is implemented not under the responsibility of a single unit, but through a multi-layered and systematic structure across the entire organization. This structure ensures that risks are effectively managed at every level, making all employees part of the process and encouraging widespread collaboration within the Group. The Board of Directors is responsible for risk management processes at the highest level. The Boyner Group Vice President of Finance and Sustainability is responsible for managing risk

management processes across the Group. The Sustainability and Corporate Risk Management Directorate leads the Group's risk management processes, including the development and implementation of procedures, as well as the monitoring, coordination, and reporting of these processes. It reports to the Boyner Group's Vice President of Finance and Sustainability. It coordinates with risk management officers in Group companies to align company risk management processes with Group risk management processes.

## Our Integrated Steps in the Corporate Risk Management Process

- 1 Identifying risks and impacts with a strategic approach, applying risk categories,
- 2 Assessing, scoring, and prioritizing identified risks,
- 3 Developing, designing, planning, and implementing risk mitigation activities,
- 4 Reporting changes resulting from risk assessment and the actual status of risk management,
- 5 Regularly monitoring risk management activities.

## Sustainability and Climate Risks

At Boyner Group, we assess our climate risks under the categories of physical and transition risks, in line with the Task Force on Climate-related Financial Disclosures (TCFD) framework. Within this framework, we conducted a detailed assessment process to identify and address risks accurately.

We conducted workshops involving all our group companies to thoroughly assess our sustainability and climate risks. We assessed the impact and likelihood of these risks and conducted a comprehensive evaluation process that covered the entire value chain. We evaluated our risk-related actions on a group company basis.



## Transition Risks



### Policy and Legal Risks

- Stricter Carbon Policies / pricing of greenhouse gas emissions
- Emissions reporting obligations
- Requirements and regulations for existing products and services



### Market-Related and Economic Risks:

- Changing customer expectations
- Market uncertainty, increases in raw material and product prices



### Technology Risks

- Integration and adaptation to low-emission options
- Challenges posed by the transition period to new technologies and the pace of development in new technologies
- Failed investment in new technologies
- Costs of transitioning to low-emission technologies



### Reputational Risks

- Adapting to changes in consumer preferences
- Timely and full compliance with stakeholder expectations

## Physical Risks Arising from Climate Change



### Acute Physical Risks

- Increasing extreme weather events and their intensity:
- Floods
- Winds and storms
- Forest fires
- Flooding
- Hail



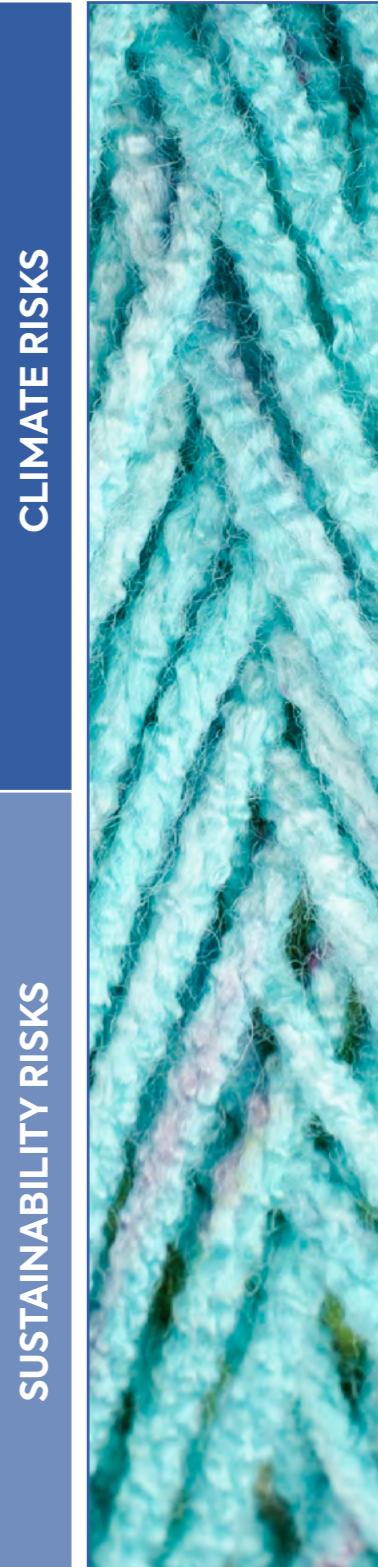
### Chronic Physical Risks

- Changes in rainfall intensity
- Changes in the frequency of extreme weather events
- Rising average temperatures



As a result of our assessments, the climate-related risks evaluated by Boyner Group under the **TCFD category** are listed in the table below:

Companies Subject to Risk	Risk Title	Detailed Risk Explanation	Material Topics	TCFD Risk Type	Risk Category	
Boyner Büyük Mağazacılık BR Mağazacılık Altınyıldız Tekstil	<b>Negative Effects of Climate Change on Operations</b>	The Boyner Group, which operates in various climate zones across Türkiye, may be exposed to regional climate risks, including floods, storms, droughts, and extreme heat. Such extreme weather events can cause physical damage to store and warehouse operations, disrupt logistics processes, and lead to supply chain interruptions, thereby putting business continuity at risk. Furthermore, the increasing frequency of these events may also negatively impact store operations and sales.	Climate Change and the Environment	Physical Risk	Chronic	
Boyner Büyük Mağazacılık BR Mağazacılık Altınyıldız Tekstil  Hopi	<b>Risk of Delay in Adapting to Low-Carbon Technologies</b>	Failing to adapt quickly enough to new technologies and falling short of market expectations in terms of transitioning to a low-carbon economy may result in a loss of competitive advantage.	Climate Change and the Environment	Transition Risk	Technology	
Boyner Büyük Mağazacılık BR Mağazacılık Altınyıldız Tekstil  Hopi	<b>Risk of Operational Disruptions</b>	Boyner Group may face various natural disasters and unexpected events that could negatively impact its operations. Natural disasters such as fires and earthquakes could cause operational disruptions in Boyner Group's physical stores, warehouses, and logistics centers. These could lead to disruptions in e-commerce processes, power outages, and supply chain disruptions. If such events occur during peak shopping periods, they can result in significant financial and operational risks, including lost sales, stock shortages, customer dissatisfaction, and damage to the brand's reputation.	Climate Change and the Environment	Other	Operational Risk	
Boyner Holding Boyner Büyük Mağazacılık BR Mağazacılık  Altınyıldız Tekstil	<b>Rising Energy Costs</b>	Global fluctuations in energy prices and political changes can significantly increase operational costs. This situation can impact not only company operations but also the supply chain, ultimately reducing profitability. The more extended payback periods for energy efficiency investments also pose a risk to the company's competitiveness.	Energy Management	Other	Environmental Risks	



# BUSINESS ETHICS AND COMPLIANCE

**Our high standards of business ethics and compliance form the foundation of our sustainable success.**

We continue to operate with the understanding that “our values come first” and prioritize the business operations of all our stakeholders in accordance with the Boyner Group’s values and ethical principles. The foundation of our sustainable success is built on our high standards of business ethics and compliance. In this context, it is the responsibility

of all our employees and senior management to adopt the ethical behavior and transparency approach clearly defined in the “Ethics Guide” included in our HR 24/7 guide. Additionally, we adhere to Boyner Group’s corporate values and compliance with legal regulations in all our commercial relationships.

## In this regard:

- Our employees refrain from using their authority for personal gain, taking conflicts of interest into account, and avoiding situations that may conflict with the interests of Boyner Group.
- All our managers, including members of the Board of Directors, resist pressures that could result in adverse outcomes for shareholders and decline financial benefits.
- Making accurate statements, acting in accordance with the company’s ethical principles, and adhering to these principles in communication tools are fundamental.
- We act in accordance with the principles of diversity, equality, and inclusiveness. Bullying or psychological harassment in the workplace is unacceptable.
- We always conduct our relationships with competing companies in accordance with the principles of fair competition and business ethics.
- We undertake various projects and develop partnerships with government and public institutions, as well as civil society organizations. We create opportunities that will provide social benefits for the development of our industry. We value the social dialogue and unity of purpose that our partnerships with our stakeholders bring.

Our ethics committees aim to prevent unethical situations that violate working principles in all Boyner Group activities.

The Boyner Group’s Ethics Principles are based on “democracy in the workplace and the protection of human dignity,” ensuring that necessary policies and mechanisms are defined to fulfill these principles.

Guided by Ethical Principles, Boyner and companies have ethics committees within their internal structures. These ethics committees investigate warnings, complaints, and reports, make the necessary assessments, and respond to employee notifications in cases where there is a violation of Boyner Group values, working principles, or laws.

Our business partners can contact us via the Boyner Ethics Committee e-mail addresses listed below to review any warnings, complaints, or reports that may arise in situations contrary to our Ethical Principles and to conduct the necessary evaluations. When a notification is received at

the Ethics Committee e-mail address, the issue is forwarded to the relevant Ethics Committee Chairperson, who assigns the appropriate person or persons responsible for internal audit and legal processes based on the content of the notification. In cases where no assignment is made, the working principles and compliance, as well as the application of sanctions in cases of non-compliance, are carried out in conjunction with the relevant manager and the Human Resources department. The Ethics Committee conducts the necessary investigation into matters brought to its attention and reviews whether the behavior and/or situation complies with the principles outlined in the Ethics Guidelines. If the Committee determines that the matter constitutes a violation, it may recommend various sanctions, up to and including termination of the employment relationship. Written records are kept for all complaints and reports received by the Ethics Committee’s e-mail address. The identities of the persons making the complaints and reports are kept confidential, and the process is conducted in strict confidence.



BOYNERGRUP

To contact the Boyner Holding Ethics Committee:  
[etik@boynergrup.com](mailto:etik@boynergrup.com)



To contact the Boyner Büyük Mağazacılık Ethics Committee:  
[etik@boyner.com.tr](mailto:etik@boyner.com.tr)



To contact the Altınyıldız Ethics Committee:  
[etik@altinyildiz.com.tr](mailto:etik@altinyildiz.com.tr)



To contact the BR Mağazacılık Ethics Committee:  
[etikkurul@brmagazicilik.com.tr](mailto:etikkurul@brmagazicilik.com.tr)



To contact the Hopi Ethics Committee:  
[hopietikkurul@hopi.com.tr](mailto:hopietikkurul@hopi.com.tr)





# RESPONSIBILITY TO EMPLOYEES

***We are committed to providing equal opportunities for individuals with different backgrounds, identities, and abilities.***

At Boyner Group, we view democracy and a people-centered approach as cornerstones of our corporate culture. Ensuring diversity, equality, and inclusivity is not only a principle but also a fundamental part of our corporate culture. We believe in the importance of all our employees being able to realize their potential in a safe, fair, democratic, and supportive environment. We are committed to providing equal opportunities for individuals with different backgrounds, identities, and abilities.

We prioritize physical and mental well-being by continuously improving our occupational health and safety practices. We strengthen commitment to the organization with practices that enrich the employee experience. With our policies that protect employee rights, encourage inclusive leadership, prioritize development, and promote it, we are building a dynamic, learning, and sustainable organizational culture.



<b>Equality, Diversity, and Inclusion</b>	<b>74</b>
<b>Women's Empowerment</b>	<b>76</b>
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<b>Employee Engagement and Satisfaction</b>	<b>92</b>
<b>Employee Health and Safety</b>	<b>94</b>

# EQUALITY, DIVERSITY, AND INCLUSION

As Boyner Group, we are committed to providing all our colleagues with a fair and inclusive work environment that respects human dignity. We shape our working conditions to be democratic, allowing everyone to express themselves freely, access equal opportunities, and enjoy a healthy and safe structure.

Our approach, based on a peaceful workplace, is not limited to providing a calm and safe working environment; it also aims to foster an inclusive work culture that respects diversity and ensures equal rights and opportunities for all employees. In line with this understanding, we continue to make efforts to increase employment opportunities for people with disabilities. As of 2023, we support the employment of young people with autism in our stores through our collaboration with the Tohum Autism Foundation.

#DönüşümSözcüklerdeBaşlar <b>ERKEK ADAM</b> ağlamaz Toplumsal cinsiyet eşitsizliği mücadele etmek için, bilincsizce cinsiyet rollerini pekiştiren veya bazı cinsiyetleri aşağılayan ifadelerin farkına var ve sözcüklerini dönüştür! BOYNER	#DönüşümSözcüklerdeBaşlar <b>YUVAYI YAPAN</b> dişi kuştur Toplumsal cinsiyet eşitsizliği mücadele etmek için, bilincsizce cinsiyet rollerini pekiştiren veya bazı cinsiyetleri aşağılayan ifadelerin farkına var ve sözcüklerini dönüştür! BOYNER	#DönüşümSözcüklerdeBaşlar <b>SACI UZUN</b> aklı kısa Toplumsal cinsiyet eşitsizliği mücadele etmek için, bilincsizce cinsiyet rollerini pekiştiren veya bazı cinsiyetleri aşağılayan ifadelerin farkına var ve sözcüklerini dönüştür! BOYNER
#DönüşümSözcüklerdeBaşlar <b>adam akıllı</b> Bunu mu demek istediniz: <i>layıkıyla</i> BOYNER	#DönüşümSözcüklerdeBaşlar <b>sözünün eri</b> Bunu mu demek istediniz: <i>sözünü tutan</i> BOYNER	#DönüşümSözcüklerdeBaşlar <b>iş kadını</b> Bunu mu demek istediniz: <i>iş insanı</i> BOYNER

To strengthen our inclusive organizational culture, we shared our **Inclusive Dictionary** with all our teams in 2024. Prepared with the approach that “Transformation Begins with Words,” this dictionary aims to support behavioral transformation by making visible the impact of language on gender equality, diversity, and inclusion.

For us, creating an organizational culture where diversity is valued and every individual feels safe, equal, and supported is not only a responsibility but also a commitment to being part of social transformation. With this understanding, as an organization, we embrace diversity as a strength and inclusivity as a fundamental principle. Accordingly, with the project “**Biriz, Birlikteyiz**” that we launched in 2022, we committed to stand by our employees in any situation of violence they may face.

## “Biriz, Birlikteyiz” – We Stand with Our Colleagues



With the “Biriz, Birlikteyiz” project we launched in 2022, we committed to standing by our employees against any form of violence they may face. In this project, which we initiated with Sabancı University’s “Business Against Domestic Violence” training, we integrated supportive regulations into our human resources policies.

In collaboration with the Turkish Women’s Associations Federation, we have established a dedicated emergency helpline for our organization. We offer free psychological support to our colleagues. In addition, we support our colleagues who are victims with extra measures, such as advance support, paid leave, and, when necessary, adjustments to the workplace, transportation, or payment channels.

In line with our efforts focused on gender equality, we are proud to be the first retail company to sign the ILO Convention on the Elimination of Violence and Harassment.

**We stand with our colleagues, united in our commitment to providing them with a safe and supportive environment.**

## Gönülden İşaret Project: A Step Toward Accessible Communication



At Boyner Büyük Mağazacılık, we view inclusivity not only as a value but also as a fundamental element of our business culture. With this understanding, in 2022, we launched the “Gönülden İşaret (Signing from the Heart)” project in collaboration with the Istanbul Metropolitan Municipality Directorate for People with Disabilities. With this project, we aim to enable barrier-free communication between our colleagues, customers, and business partners.

In the first year of the project, we received four times the number of applications for the 100-person capacity. The most popular volunteer project within the group, “Gönülden İşaret (Signing from the Heart),” also garnered significant interest in 2024. The training groups complete a 40-hour, approximately 11-week training program and earn a participation certificate.

Since 2022, we have implemented Gönülden İşaret sign language training with 55 volunteers from 34 Boyner stores and our head office. These developments enable individuals with hearing impairments to receive more inclusive service in our stores. We also continue to take steps to increase the employment of hearing-impaired employees.

**Since 2022, we have implemented Gönülden İşaret (Signing from the Heart) Sign Language training with 55 volunteers from 34 Boyner stores and our headquarters.**

# Women's Empowerment

**Thanks to our democratic workplace culture, we are creating an environment where our female employees can break the glass ceiling and assume more significant roles in decision-making processes.**

Gender equality is one of the 17 Sustainable Development Goals (SDGs) established by the United Nations. As Boyner Group, we embrace this goal as a fundamental principle. Eliminating all forms of discrimination against women and girls is an integral part of social development.

To ensure sustainable gender equality in our corporate culture, we focus first and foremost on creating a democratic, fair, and inclusive working environment. We view diversity in corporate governance as an asset and believe that equal representation of women and men is a necessity.

At Boyner Group, we view gender equality not only as a fundamental human right but also as a strategic priority for achieving workplace harmony and corporate success. Thanks to our democratic workplace culture, we are creating an environment where our female employees can break the glass ceiling and

assume more significant roles in decision-making processes. Over the past three years, the rate of female employees across our group companies has steadily increased.

As of 2024, while the proportion of female employees across the Group is 46%, this figure reaches 65% in BR Mağazacılık's logistics operations, 55% in central offices, and 30% in the field. We are also continuing our efforts to increase the proportion of female managers in field operations.

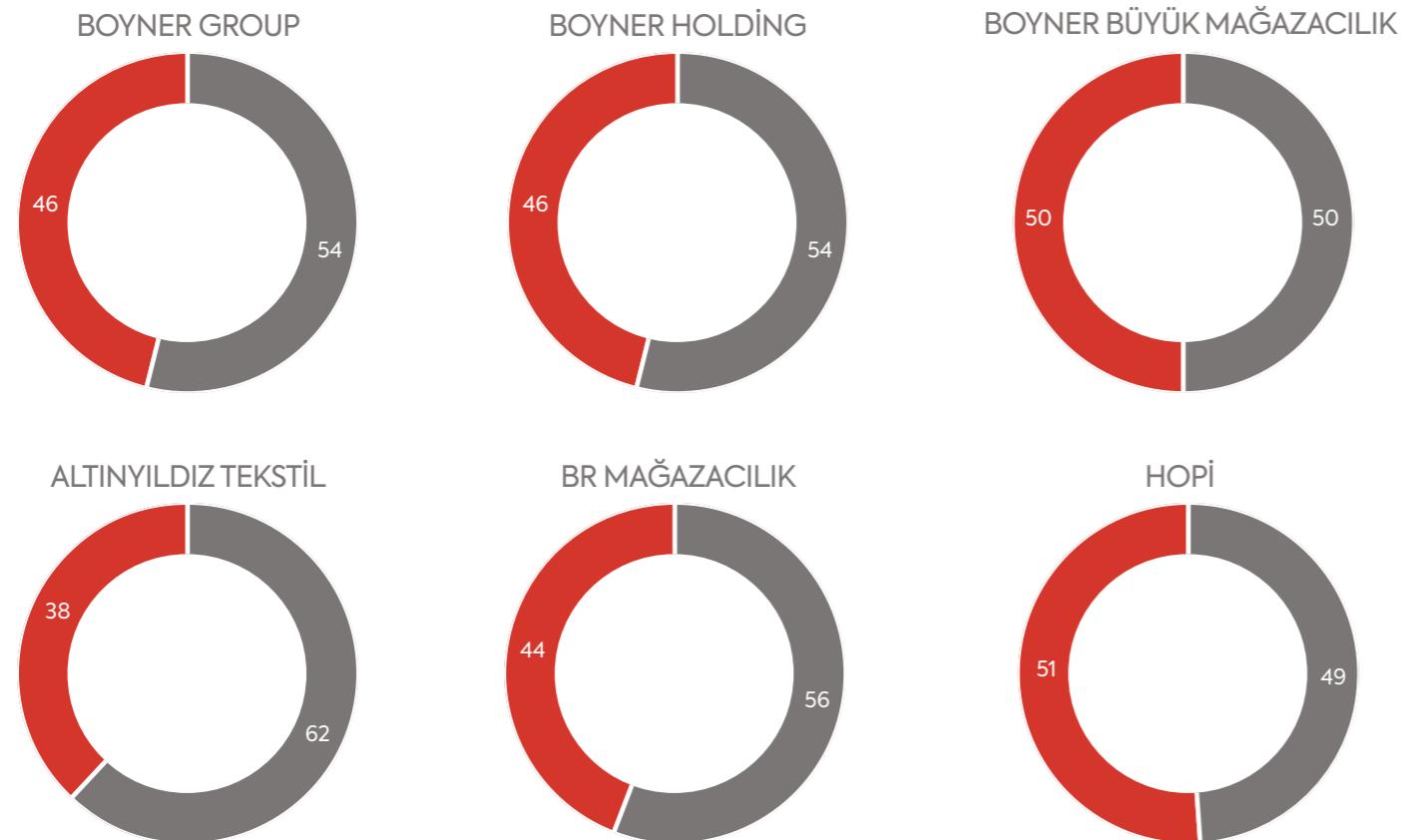
In line with this goal, through our ongoing "Seninle Tamam" project, launched across the Group in 2022, we support women who have taken a career break or have not had the opportunity to enter the workforce in re-entering the labor force by offering flexible working models. Through this project, we aim to contribute to increasing the representation of women in the economy.

Rate of Women in the Workforce in 2024	Unit	Boynar Group	Boynar Holding	Boynar Büyük Mağazacılık	Altınyıldız Tekstil	BR Mağazacılık	Hopi
Rate of Female Employees in the Total Workforce	%	46	46	50	38	44	51
Rate of Women in All Management Positions, Including Middle and Senior Management	%	35	50	31	15	28	53
Rate of Female Employees Among Senior Managers	%	34	-	38	6	42	50
Rate of Female Employees Among New Hires	%	55	71	53	44	49	58

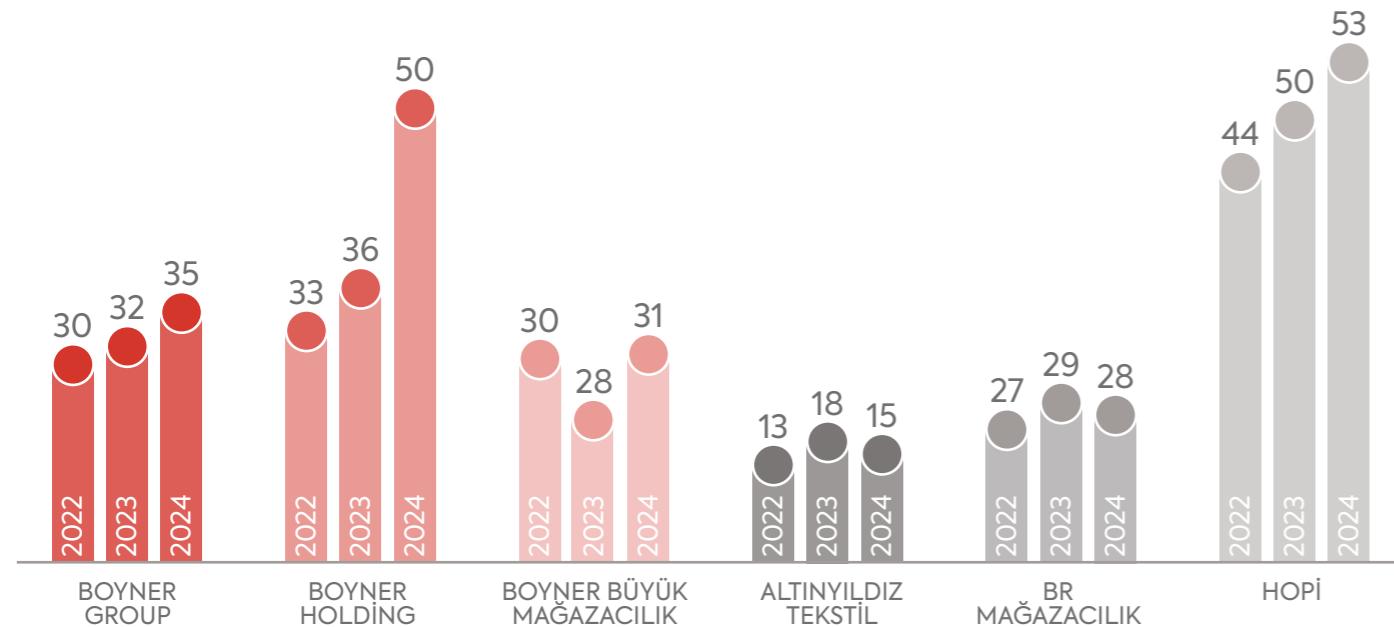


RATE OF FEMALE EMPLOYEES IN THE TOTAL WORKFORCE (%)

● FEMALE ● MALE



RATE OF WOMEN IN ALL MANAGEMENT POSITIONS (INCLUDING MIDDLE AND SENIOR MANAGEMENT) (%)



## Seninle Tamam

Boyner Büyük Mağazacılık launched the “**Seninle Tamam (All is Well With You)**” project in 2022, aiming to support women’s participation in the economy and promote equal opportunities. As a group of brands that are among the top employers in the retail industry, we aim to support women who have taken a career break or have been unable to participate in the workforce for various reasons by offering **flexible working models** that enable them to rejoin the workforce. As part of our project, to date, **100 women** have started working in various departments at Boyner stores in Istanbul, Izmir, Ankara, Bursa, Kayseri, and Hatay. These female employees working in areas such as sales, warehousing, operations,

and customer relations gain expertise in retail through Boyner’s comprehensive **orientation and professional training programs**.

With the “Seninle Tamam” project, we not only provide women with employment opportunities but also equip them with the knowledge and skills they need to build sustainable careers. While empowering women economically, we continue to foster a work environment that prioritizes diversity and inclusion.

**To date, 100 women have started working in various departments at Boyner stores in cities including Istanbul, Izmir, Ankara, Bursa, Kayseri, and Hatay.**



## İyi İşler

In 2024, the number of entrepreneurs graduating from the “İyi İşler” project reached 192, with the completion of the 10th term.



GIDA VE ELEKTRONİK DİŞI PERAKENDEDE  
KADIN GİRİŞMİCİLERİ GÜÇLENDİRME PROGRAMI

“Gender equality in the workplace” is a matter of democracy for us, and we aim to support women’s demands for equality and freedom. In this context, we launched the “İyi İşler (Good Deeds)” project to empower women entrepreneurs and achieve gender equality. After determining the rate of women entrepreneurs in our supply chain in 2015, we developed this project in collaboration with **KAGİDER**, the Women Entrepreneurs Association of Türkiye.

In 2022, a female entrepreneur from abroad was also included in the project, which was expanded to an international scale. The training program provided as part of the project enhances the capacities of women entrepreneurs in **21 different areas**, including communication, strategic planning, growth and financing, and business law. The project guides entrepreneurs not only in business skills but also in

ensuring the sustainability of their businesses in a way that contributes to environmental and social values.

With the completion of the project’s 10th phase in 2024, the number of entrepreneurs graduating from the “İyi İşler” project reached 192. Our project was presented as an exemplary program at the United Nations Women’s Empowerment Principles Meeting. It was also published by the IFC as “Gender Smart Business Solution: Case Study B. Group Supply Chain Strength Women In Business” and made available worldwide. These achievements were also recognized by the “SHE WORKS” platform and presented as a case study in “Putting Gender Smart Commitments into Practice: She Works Year One Progress Report.” With “İyi İşler,” we continue to increase the presence and influence of women in the business world.



**ESRA BEZİRCİOĞLU**  
KAGİDER, President

The “İyi İşler (Good Deeds)” project we run with Boyner Group provides comprehensive support to empower women entrepreneurs and help them create sustainable business models.

The training provided as part of the project enables women entrepreneurs to both develop their knowledge and skills and seize opportunities to grow their businesses by reaching broader audiences with their products, thanks to initiatives such as the İyi İşler Festivali and İyi İşler Dükkan.

This collaboration makes us proud, as it significantly contributes to social development by increasing women’s participation in the economy. A more substantial presence of women in the business world is critical to building a more equal and fair future.



# EMPLOYEE EXPERIENCE

**The development, satisfaction, and safety of our employees are always our top priority.**

**We are aware that establishing secure communication channels contributes to the employee experience.**

At Boyner Group, we consider employee experience as a fundamental element of our sustainable success, and we shape our entire practices with this perspective in mind. The development, satisfaction, and safety of our employees have always been our top priority. The remote working model we rapidly implemented during the pandemic evolved into a hybrid structure, transforming into a sustainable work model. By keeping our store operations separate, this arrangement—where we work from the office three days a week and from home two days a week—allows us to offer both flexibility and efficiency. The programs we offer to support the physical and mental well-being of our colleagues are also an essential part of this approach. In addition to our psychological support services, we also provide nutritionist support that our employees can benefit from to promote healthy living. Additionally, we focus on enhancing employee experience and engagement, supporting the promotion system across the group for both our headquarters

and field teams. As of 2024, 20 colleagues were promoted internally at our Boyner Büyük Mağazacılık headquarters office alone, bringing our overall internal promotion rate to 80%. We accept applications from team members who meet the criteria through the career processes we conduct twice a year in our stores, implementing fair and transparent evaluation processes.

We are aware that establishing secure communication channels contributes to the employee experience. We provide mechanisms that allow our employees to express their opinions freely. In this context, we launched the **Biz Bize** project to establish direct and effective communication between our employees and management at our headquarters. In the Biz Bize project, our volunteers from different departments meet with our CEO. They share feedback to create development opportunities. Thanks to this platform, we evaluate current practices together and identify areas for improvement.



## HYBRID WORK MODEL

With the system that has become permanent after the pandemic, we work three days in the office and two days from home.

## CAREER BUILDING AND INTERNAL PROMOTION

We create a transparent career cycle twice a year in our stores.

## INTERNAL COMMUNICATION PLATFORMS

We contribute to the development of applications on a voluntary basis.

## PARTICIPATION FROM THE FIELD AND FEEDBACK

We receive needs, suggestions, and feedback directly.

## SECURED COMMUNICATION CHANNELS

We provide mechanisms for our employees to freely express their opinions.

## Boyner Büyük Mağazacılık

We work together to continually improve the employee experience as we strive to create a people-centric organizational culture.



At Boyner Group, we strive to promote gender equality in every aspect of life through our **“Yarınlar Büyüsün (Let Tomorrow Grow)”** project, informed by the understanding that parenthood should not be the sole responsibility of mothers. We have extended the legally mandated “one week” paternity leave to a total of four weeks by supplementing it with “three weeks” of paid leave. This enables fathers to spend more time with their children and provides mothers with greater support during the childcare process. Within the scope of the project, **112** fathers across the Boyner Group benefited from this right in 2024. In this way, we aimed to support equality not only among our employees but also in their family lives. We have also expanded this inclusivity by offering equal leave and support benefits to our employees who have adopted children. We continue to support all our employees who have become parents by offering postnatal psychological counseling, dietitian services, and child development training. With the “Yarınlar Büyüsün” project, we aim to establish a fairer work-life balance through inclusive and supportive corporate policies.

On our journey to create a corporate culture that values people, we work together to continually improve the employee experience. Among the most critical initiatives that strengthen Boyner Büyük Mağazacılık’s connection with its field teams are the annual **“From You, From Me, From Us”** meetings. Feedback is gathered directly during these one-on-one meetings with field employees at all levels. Also, needs, expectations, and suggestions are heard firsthand. Furthermore, tools such as the **Ethics Mail** and Hotline ensure that the company can hear employees’ voices through secure channels. Detailed information about these practices can be found in the **Business Ethics and Compliance** section of the report.

We work together to continually improve the employee experience as we strive to create a people-centric organizational culture.



## MEHMET KILIÇ

Senior Business Analyst, Boyner Büyük Mağazacılık

I have been working at Boyner Büyük Mağazacılık for about a year. What impressed me about the company was its approach to its employees and its supportive corporate culture. I feel valued not only as an employee but also as an individual.

The support I received from my managers and colleagues during my paternity leave was a true reflection of this culture.

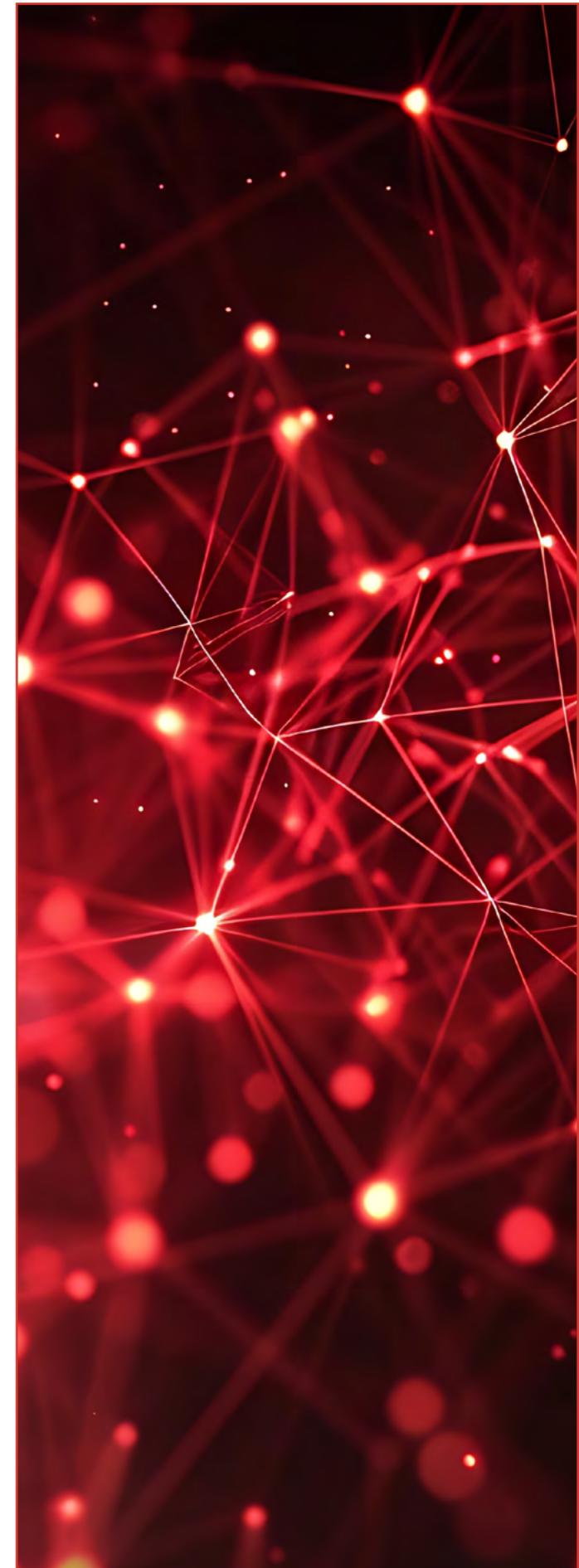
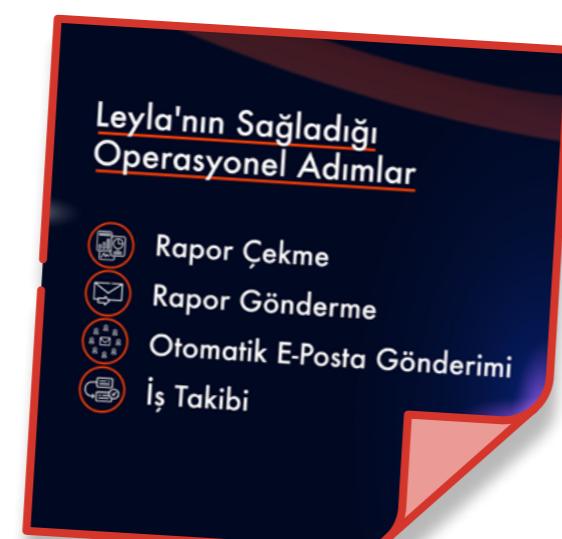
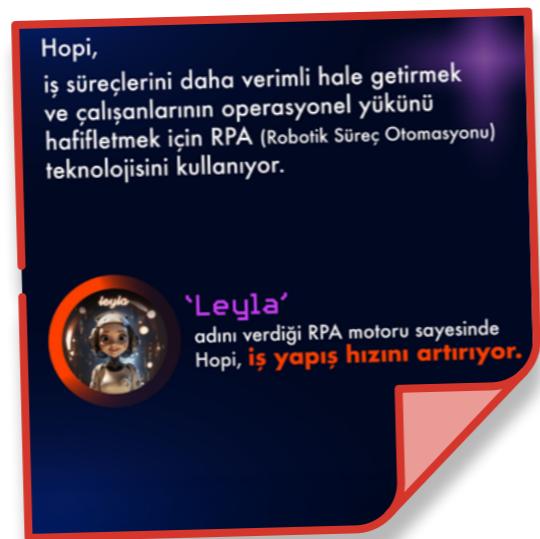
Our team members have a high level of commitment and a strong sense of belonging. The people-centered approach here is not just a principle, but a value felt in daily experience.

To those considering a career in the Group, I would particularly emphasize the Group’s supportive leadership approach, its sensitivity to different life stages, and its open structure for development. Looking ahead, I recommend increasing the amount of inspiring content on topics such as sharing more personal experiences and work-life balance.

Boyner Group Maternity and Parental Leave	Unit	2022	2023	2024
Number of Female Employees Taking Maternity Leave	Number	66	60	65
Number of Employees Taking Paternity Leave	Number	41	110	112

## Digitalization of Human Resources at Hopi: Leyla

At Hopi, we position technology as a tool that enhances human experience. Our RPA (Robotic Process Automation) solution, “Leyla,” has automated five of our human resources processes as of 2024, delivering both speed and efficiency. Our Human Resources team can now focus more on strategic work while reducing operational workload.



# Employee Rights and Development

**We aim to unlock the potential of all our team members through structured performance, career, and talent management processes in our stores.**

We prioritize establishing a fair, transparent, and inclusive system that supports the development of our employees. Through structured performance, career, and talent management processes in our stores, we aim to unlock the potential of all our team members. Through our Marathon system, we evaluate our store teams' monthly performance based on their store category and industry KPI (key performance indicators) averages. We offer a structure that makes individual contributions visible and strengthens team motivation.

The organizational structures and operating models of companies operating under the Boyner Group umbrella are also reflected in their employee profiles. As of 2024, due to the production-focused structure at Altınıldız Tekstil, the number of blue-collar workers came to the fore. At Boyner Büyük Mağazacılık and BR Mağazacılık, the proportion of white-collar workers was predominant. In each of these different structures, common and inclusive systems that support employee development are implemented.

In addition to technical and personal development content, our training programs also cover themes aligned with our corporate values, such as sustainability, ethical business practices, diversity, and inclusion. Within the group, our total budget allocated for training in 2024, amounting to 42,281 hours, is 17,894,103 TL.

We design and regularly implement special modules to increase our employees' awareness of sustainability. In this way, we support individual development and ensure holistic alignment with institutional goals.



Boyner Group Consolidated Training Data	Unit	2022	2023	2024
<b>Total Training Hours</b>	Hour	<b>23,618</b>	<b>40,720</b>	<b>42,281</b>
Female	Hour	11,232	21,053	21,383
Male	Hour	12,386	19,667	20,898
<b>Total Education by Age</b>	Hour	<b>23,666</b>	<b>40,775</b>	<b>42,321</b>
Under 30	Hour	9,041	18,745	18,033
30-50 Years Old	Hour	13,665	19,646	21,541
Over 50	Hour	961	2,384	2,748
<b>Total Training by Management Level</b>	Person*Hour	<b>9,102</b>	<b>4,930</b>	<b>8,104</b>
Top Level	Person*Hour	697	537	513
Mid-Level	Person*Hour	2,937	2,172	2,835
Entry Level	Person*Hour	5,468	2,221	4,756

**We have launched our leadership programs under the “Lead the Future” umbrella to both enhance the skills of our current leaders and cultivate future leaders.**



Leadership development is a cornerstone of our talent management strategy. We have launched our leadership programs under the **“Lead the Future”** umbrella to both enhance the skills of our current leaders and cultivate future leaders. In addition to the **Entry-Level Leadership Program** for new managers, we offer development programs for mid-level and senior managers that include modules,

such as strategic leadership, change management, and coaching skills. We also encourage leadership potential through our six-month **Mentor-Mentee program**, which we run with internal resources. In 2024, 42 mentees and 28 mentors participated in this program. 96 managers completed three modules, while 85 managers completed two modules, contributing to their development journey.



To prepare young talents for the workforce and bring them into our team, we have developed our **NextGEN internship program**. We offer undergraduate and graduate students part-time experience throughout the year, as well as full-time experience during the summer months, at our headquarters. In 2024, 148 students were enrolled in the program. We support participants in their career journeys by providing training in MS Office applications and presentation skills.

We continue our programs for both vocational high school students and university interns in our stores. In 2024, 105 high school students began internships in our stores.

Thanks to the internship and MT program we run in collaboration with Anadolu University, 13 of the 52 students who interned in our stores during the summer were included in our MT program after graduation.

By 2025, we aim to make all our employee development programs more inclusive and accessible to a broader audience. In this context, we are enriching the content of our training modules to align with our corporate values, including sustainability and diversity. We also plan to expand our young talent programs to offer long-term career development opportunities to more students. At the same time, we aim to increase the annual training time allocated to each employee and integrate individual development more closely with corporate goals.

**Through our NextGEN internship program, we offer undergraduate and graduate students part-time experience throughout the year and full-time experience during the summer at our headquarters.**

## Employee Engagement and Satisfaction

As a result of the Wellbeing Index Survey, which we conducted in collaboration with Happy Place to Work (HPW) in 2022 and 2024, we earned the Excellent Employee Experience certificate.

We view employee satisfaction as a fundamental element for sustainable success. We embrace practices that strengthen employee engagement as an integral part of our corporate culture. With this approach, we earned the Excellent Employee Experience certification, resulting from the Wellbeing Index studies conducted in collaboration with the Happy Place to Work (HPW) organization in 2022 and 2024.

We don't just measure employee satisfaction; we also work together to ensure its continuity and continually improve it. We carefully evaluate every piece of feedback we receive regarding employee satisfaction, share HPW survey results with all teams, and create concrete action plans based on the data. We offer our employees opportunities for development, socialization, and collaboration through various programs, including training sessions, webinars, social clubs, and happy hour events.



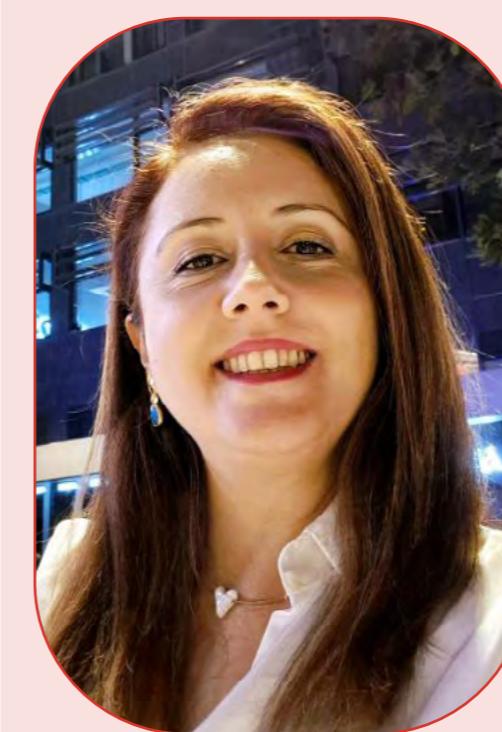
We update our benefits packages in line with employee requests. We strengthen team interaction through internal meetings at both the headquarters and group companies. We also boost motivation for our field teams through recognition, appreciation, and reward programs; we strengthen loyalty through regional social events.

### Complete the Team with Your Friend

The "Complete the Team with Your Friend" system we have implemented is based on recommendations from our head office, store, and warehouse employees. These employees suggest candidates who are suitable for our corporate culture and possess the necessary competencies for open positions announced by Human Resources or published on career platforms.

When the hiring process for candidates referred by our employees is completed, the team member who made the recommendation is rewarded, and their contribution to the process is recognized.

This application allows us to conduct a trust-based hiring process while encouraging our employees' contributions that strengthen team spirit. We believe in the power of success by matching the right person with the right job.



**DENİZ ÖZMAHMUT**  
Customer Relations Manager, Hopi

I have been working at Boyner Group for 20 years and at Hopi for over 10 years. During this long period of experience, I had the opportunity to directly observe the group's commitment to its corporate values and the supportive environment it offers its employees.

One of the most important features that sets Boyner Group apart is that ideas are evaluated independently of job titles. I believe that new models, such as flexible working systems or working from different cities, will become increasingly important in the coming period, depending on the nature of the work. Boyner Group's ability to quickly adapt to changing conditions, thanks to its flexible working strategies, its employee happiness-focused

approach, and its inclusive way of building relationships with younger generations, is a key component of this culture.

Our firm and determined stance on social responsibility as Boyner Group reinforces the sense of belonging among the employees. The employee-focused approach demonstrated during times of crisis plays a crucial role in fostering a reliable corporate culture.

# EMPLOYEE HEALTH AND SAFETY

We actively utilize near-miss reporting and aim to integrate occupational health and safety into our corporate culture by raising employee awareness and consciousness through training sessions held after accidents and at regular intervals.

We prioritize employee health and safety at the center of our business processes, making it one of our primary areas of focus. By adopting a proactive approach, we aim to prevent potential accidents. We effectively utilize near-miss reports to increase our employees' awareness and consciousness through training sessions organized after accidents and at regular intervals. We aim to integrate occupational health and safety into our corporate culture.

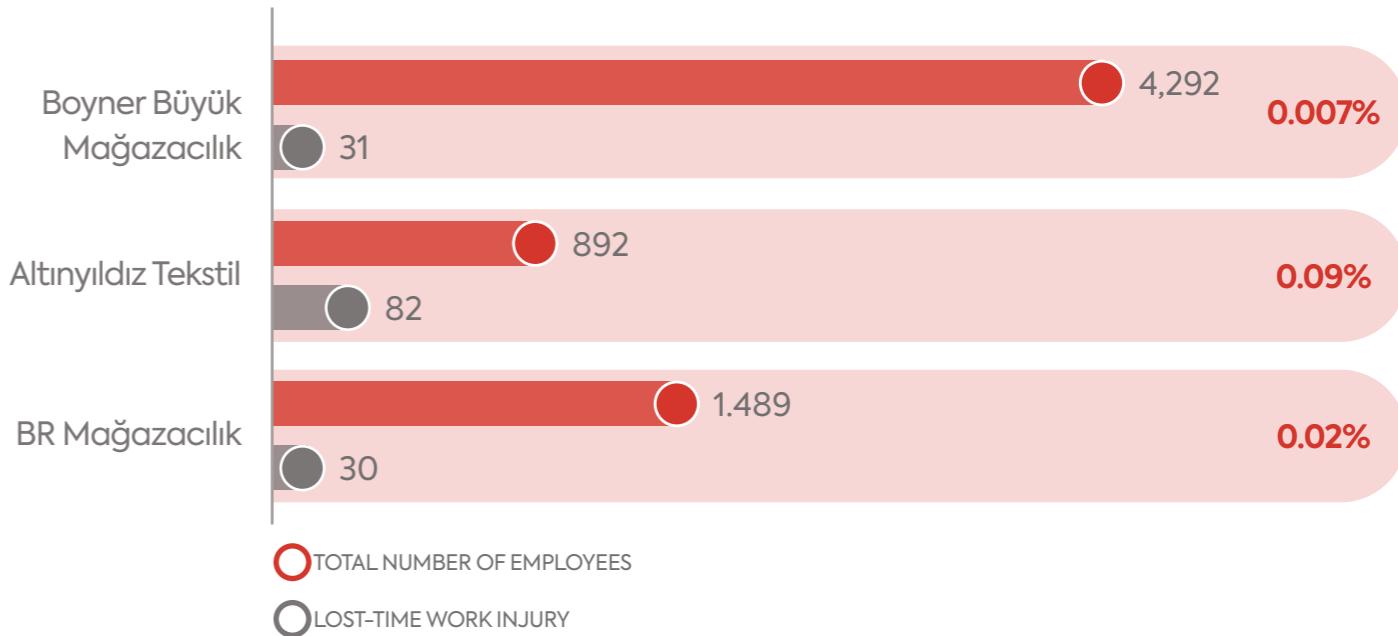
Separately designed guidance documents for employees, managers, and guests serve as supportive resources in building a culture of occupational health and safety. Our Occupational Health and Safety (OHS) processes are carried out in accordance with legal obligations and internal audit standards. The OHS managers in companies are responsible for coordinating OHS processes in all stores and head offices. They are supported by external consulting services that we collaborate with, as well as the Joint Occupational Safety and Health Department (OSGB). OHS processes in various operational areas, including stores, offices, and warehouses,

are implemented specifically for the field and monitored through risk assessments. These analyses are reviewed and updated at the start of work, when transitioning to new areas, upon changing equipment, after accidents/near misses, and in similar situations.

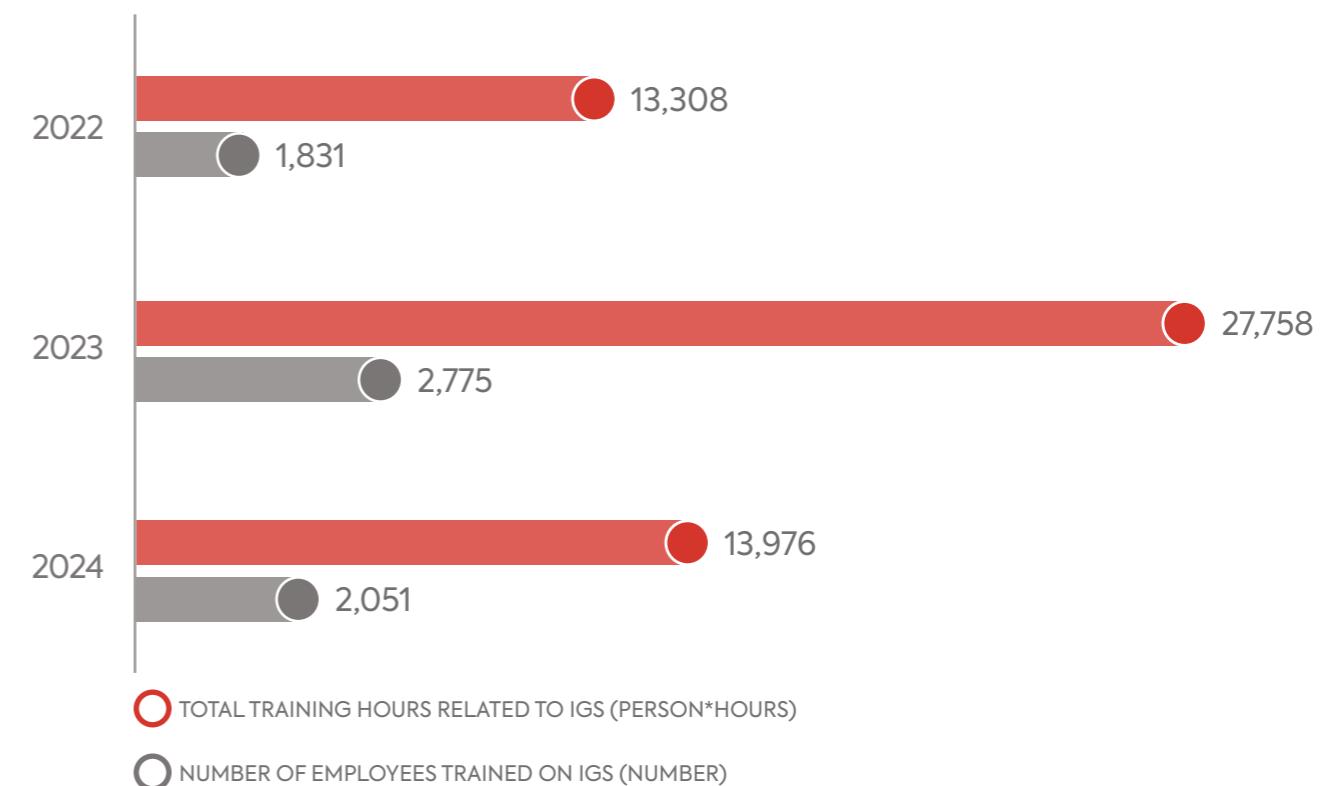
Following the analysis of a workplace accident, root causes are identified, corrective and preventive actions are planned and shared with relevant departments, and, where necessary, the identified methods are implemented in similar stores. The process is completed with reporting and digital archiving.

In 2024, 2,496 hours of occupational health and safety training were provided at Boyner Büyük Mağazacılık. At Altınyıldız Tekstil, the number of days lost due to work-related accidents decreased by approximately 15% compared to the previous year, totaling 1,356 days. At BR Mağazacılık, participation in occupational health and safety training increased by 43% to 817 employees. And the number of days lost due to work accidents decreased by 45.9% to 79 days.

RATE OF TOTAL NUMBER OF ACCIDENTS IN 2024 TO NUMBER OF EMPLOYEES (%)



OHS TRAINING AT BOYNER GROUP IN 2024





# RESPONSIBILITY TO OUR STAKEHOLDERS

We build our relationships with stakeholders on a foundation of trust and manage our interactions with transparency. We listen to our customers, value their expectations, and develop sustainable business models in collaboration with our suppliers. We strengthen our ties with each stakeholder, focusing on value creation because we know that when we act together, a more equitable, inclusive, and resilient future is possible.



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# STAKEHOLDER ENGAGEMENT AND PARTICIPATION



**We maintain constant communication, interaction, and collaboration with a diverse ecosystem of stakeholders, encompassing our customers, employees, suppliers, investors, civil society organizations, and public institutions.**

At Boyner Group, we believe that achieving our sustainability goals is a journey that must be undertaken not only through our internal processes but also in collaboration with all our stakeholders. With this belief, we maintain constant communication, interaction, and collaboration with a diverse ecosystem of stakeholders, encompassing our customers, employees, suppliers, investors, civil society organizations, and public institutions.

We aim to build a structure that not only listens to our stakeholders but also continuously improves itself with their contributions. In this regard, we have developed dedicated communication channels and participation mechanisms for our different stakeholder groups. We maintain seamless communication with our customers through our call centers, social media accounts, CRM-based systems, and mobile applications, while managing a two-way dialogue with our employees through regular satisfaction surveys, internal communication applications, and feedback sessions.

Additionally, through quality and social compliance audits conducted throughout the year, performance evaluations, and regular data sharing via digital systems, we establish a transparent and mutually beneficial relationship with our suppliers.

We treat the feedback we receive not only as data, but also as an opportunity for growth and development. The issues raised by our stakeholders play an essential role in shaping our sustainability strategy and determining our priority areas for action. In this context, we implement projects aimed at reducing our environmental impact, enhancing the employee experience, increasing the transparency of our products, and adding more value to society, all while taking stakeholder expectations into account.

This continuous and multi-channel interaction we have established with our stakeholders is transforming not only our sustainability performance, but also our corporate culture and the way we do business. At Boyner Group, we see growing together, learning together, and shaping the future together as a fundamental responsibility.



## EMPLOYEES

We listen to our employees through surveys, internal communication platforms, and development sessions, and we grow together.

## SENIOR MANAGEMENT

We guide our strategic vision with data-driven decisions and inclusive leadership, leading the way to sustainable growth.

## CUSTOMERS

We build strong relationships through CRM-based campaigns and digital feedback channels.

## SUPPLIERS

We establish transparent and sustainable partnerships with our suppliers through digital integration.

## PUBLIC INSTITUTIONS

We build strong partnerships with public institutions through legal compliance and constructive dialogue, contributing to sectoral development.

## NON-GOVERNMENTAL ORGANIZATIONS

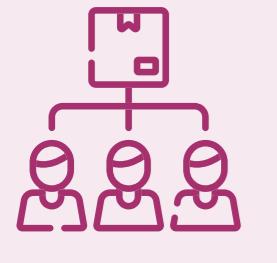
We create social benefits through sustainability projects, social responsibility campaigns, and sectoral collaborations.

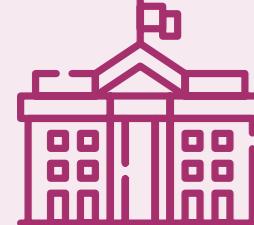
## INVESTORS AND BUSINESS PARTNERS

We prioritize transparency through reporting and regular stakeholder meetings.

## MEDIA

We prioritize transparency through reporting and regular stakeholder meetings.

Stakeholder Group	The Importance of the Stakeholder for Boyner Group	Communication Method	Value Created for Stakeholders
 <b>Employees</b>	<p>We view our employees as our greatest asset and the cornerstone of our journey toward sustainable success. We continuously invest in developing their competencies and providing a participatory and equitable work environment. With our organizational culture that promotes democratic, open communication, diversity, and inclusivity, we prioritize increasing employee engagement and supporting their long-term development.</p>	<p>We create an inclusive, participatory, and open communication environment through weekly informational e-mails, internal communication campaigns, special event activities, and one-on-one feedback meetings. We encourage two-way interaction through platforms such as Boyner Connect.</p>	<p><b>We ensure long-term commitment through career development programs, flexible working models, and employee well-being initiatives.</b></p>
 <b>Senior Management</b>	<p>Boyners Group's senior management is a key structure that defines our strategic vision and leads the implementation of our sustainability goals. Our managers support both operational efficiency and long-term value creation through data-driven decision-making processes and an inclusive leadership approach.</p>	<p>The group's senior management determines the strategic framework for communication processes with all stakeholders and ensures that corporate representation is carried out with a sustainability perspective. Senior management members assume the direct representation role in meetings with external stakeholders, including business partners, public institutions, industry platforms, and the media. At the same time, senior management strengthens internal communication through year-end evaluation meetings, town hall meetings, and corporate vision-sharing sessions with employees and internal stakeholders. Furthermore, decision-making processes that take stakeholder expectations into account, particularly in strategic areas such as sustainability, are carried out at the board level.</p>	<p><b>We lead the integration of sustainability policies across the organization through strategic decisions.</b></p>
 <b>Customers</b>	<p>At Boyner Group, we put our customers at the heart of our business, acting with a sensitivity that understands their expectations and needs. In line with our principle of providing unconditional customer satisfaction, we strive to enhance customer loyalty by offering multi-channel and personalized experiences across our physical and digital touchpoints. We continuously monitor customer feedback and use this data to improve the quality of our products and services.</p>	<p>As a group, we implement a multi-channel and personalized communication strategy that includes in-app notifications, CRM channels, social media, and e-mail; we continually improve our service processes based on customer feedback.</p>	<p><b>We continuously enhance customer satisfaction through a multi-channel experience, personalized services, and AI-powered applications.</b></p>
 <b>Suppliers</b>	<p>As Boyner Group, we base our supply chain on transparency, ethical business principles, and sustainability criteria. We view our suppliers as long-term business partners. We support production processes that respect human rights, minimize environmental impact, and prioritize quality. Through responsible sourcing practices, we aim to create positive social and environmental impacts throughout our value chain.</p>	<p>With a focus on quality, sustainable production, and supply chain security, our communication activities are carried out by the relevant operational teams; major suppliers are invited to partnership meetings.</p>	<p><b>We create a positive impact in the value chain through supply chain traceability, training, and environmentally conscious production processes.</b></p>

Stakeholder Group	The Importance of the Stakeholder for Boyner Group	Communication Method	Value Created for Stakeholders
 <b>Public Institutions</b>	<p>At Boyner Group, we adhere to the principle of full compliance with legal regulations in all our activities. Through constructive dialogues with public institutions, we contribute to the development of the regulatory framework and act as a player that supports sectoral development.</p>	<p>We conduct our communication with public institutions, both directly and indirectly related to our field of activity, based on the principles of transparency and full compliance with relevant legislation. We maintain a transparent dialogue with the public by actively participating in sectoral consultation meetings, which are held several times a year.</p>	<p><b>We play a role in developing sectoral policies, demonstrating full compliance with social and environmental regulations and serving as an exemplary corporate actor.</b></p>
 <b>Non-Governmental Organizations</b>	<p>With an approach that prioritizes social benefit, we establish partnerships with NGOs to develop solutions to various social issues. Through joint projects, we aim to strengthen inclusiveness, equal opportunities, and a culture of solidarity.</p>	<p>We communicate with the NGOs we collaborate with on social impact projects on an annual and periodic basis. We develop multi-channel collaborations. The ongoing dialogue with institutions such as Lokman Hekim Health Foundation, TEGV, and Yuvam Dünya exemplifies this understanding.</p>	<p><b>We offer solutions to social problems through women's employment, disaster relief, education, and cultural projects, reaching broad segments of society.</b></p>
 <b>Investors and Business Partners</b>	<p>We view the long-term, trust-based relationships we have established with our business partners as a cornerstone of our sustainable growth objective. Thanks to these mutually beneficial partnerships, we are growing together in various areas, including digitalization, logistics, innovation, and sustainable supply chains. Our strategic business partners also play a crucial role in reaching young talent, driving innovation, fostering academic collaborations, and enhancing brand perception among the new generation. Together, we strengthen our ecosystem and grow our successes with common sense.</p>	<p>We share developments through weekly or monthly meetings. We maintain regular collaboration through digital channels, field visits, and one-on-one meetings. In addition, we participate in events organized by universities through our spokespersons. Each year, we connect with young talent by participating in events at 5-6 designated target universities. In 2024, Boyner Büyük Mağazacılık participated in events at 34 universities, and BR Mağazacılık participated in events at 35 universities.</p>	<p><b>We create long-term strategic partnerships that generate mutual value and innovation-based opportunities for shared growth.</b></p>
 <b>Media</b>	<p>Thanks to the open and transparent communication we have established with the media, we can effectively convey our values and social contributions to a broader audience. We share our corporate stance, sustainability approach, and socially beneficial initiatives with the public through the media. We strive to maintain constant dialogue with media representatives to ensure a reliable flow of information.</p>	<p>We regularly share press releases, conduct interviews, and establish partnerships through both traditional and digital media channels. We support the sustainability of brand reputation through media partnerships.</p>	<p><b>We strengthen brand reputation through transparent communication and reliable information sharing.</b></p>

# UNCONDITIONAL CUSTOMER SATISFACTION

To ensure the sustainability of the relationship we build with our customers, we listen to their needs, respond quickly to their requests, and design our service processes to be transparent and open to improvement.



At Boyner Group, we maintain our leadership in multi-storey retail and fashion retail in Türkiye by focusing on unconditional customer satisfaction. We value providing our customers not only with products but also with experiences that inspire trust, sincerity, and inspiration.

In 2024, we continued to develop innovative product and service solutions by anticipating our customers' changing expectations. We strengthened the holistic customer experience we offer

across our physical and digital channels with a structure that creates value, is accessible, and inclusive at every touchpoint. To ensure the sustainability of the relationship we build with our customers, we listen to their needs, respond quickly to their requests, and design our service processes to be transparent and open to improvement. We recognize that each of our customers is unique, and we strive to create unforgettable experiences that consistently exceed their expectations.

As of 2024, Boyner Group reaches **over 25 million people**. This customer portfolio encompasses a diverse range of customers, including domestic and international individuals, online and in-store shoppers, corporate partnerships and project clients, bulk sales customers, and distributor channel users. We continue this holistic approach in the digital world as well, and we deepen our relationships with our customers through Hopi, a vital part of our multi-channel strategy.

Thanks to Hopi's unique and first-of-its-kind big data-driven customer technology framework, which brings together marketing, payment, loyalty, and advertising technologies under a single digital umbrella, we build sustainable and personalized connections with nearly 19 million members. This multi-layered structure not only provides us with an extensive service network but also brings with it the responsibility of ensuring high customer satisfaction at every touchpoint. With this responsibility, we have integrated multi-channel experiences, including AI-powered loyalty programs, personalized offers, and fast delivery infrastructure, across our stores and digital platforms.

Across the group, we have significantly increased the time spent on our e-commerce site by enhancing the user experience through various applications (e.g., Boyner Büyük Mağazacılık Gift Assistant, etc.).

Throughout 2024, we continued to advance our digital services, with a focus on enhancing customer satisfaction. Our **Boynor Now** app offers **over 600 brands** and hundreds of thousands of product options, and it stands out with its "gift sending" feature, which accompanies users' special moments. We have succeeded in exceeding customer expectations with exclusive services, including **90-minute delivery**, trying on different sizes and colors at home, and **"try before you buy."**

With our expanding product range, growing marketplace capacity, and strengthened digital infrastructure, we have made the Boyner Now service available in more locations as of 2024. We continually evaluate customer feedback to improve the scope and user experience of this service. In the coming period, we will continue to move forward, maximizing customer satisfaction by further expanding our multi-channel experience in the regions where we operate.

**Our Boyner Now app offers over 600 brands and hundreds of thousands of product options, and it stands out with its "gift sending" feature, which accompanies users' special moments.**



In the physical store experience, we have developed unique experiences for young and sports-focused customer segments with new concept stores such as **Boyner Dynamic** and **Boyner Dynamic Teen**. With our new generation store investments in Anatolia, we plan to expand our hybrid experience model nationwide across Türkiye. In our digital transformation journey, we view customer experience as a strategic priority and continue to lead the industry by integrating technological developments not only into our system infrastructure but also into our brand culture.

We prioritize building an emotional connection with our customers, not only at the point of sale but throughout their entire lifecycle. Using behavioral data and feedback obtained through our CRM infrastructure, we proactively analyze our customers' needs and preferences. We offer a seamless experience by integrating various touchpoints, including **call centers**, **social media interactions**, **chatbots**, and **in-store customer service**. This holistic approach is supported by our loyalty programs and personalized offers, as outlined in our company's policies.

Thanks to surprise communications on special days, simplified return and exchange processes, and our responsive approach to customer feedback, customer loyalty continues to grow stronger every year. To monitor and continuously improve customer experience, we conduct **Net Promoter Score (NPS) surveys** at four distinct touchpoints: After in-store shopping, after online ordering, after online delivery, and after Boyner Now delivery. The action plans developed based on this feedback play a critical role in our **Customer Experience (CX) processes**. At the same time, we encourage corporate transformations that aim to increase customer satisfaction by enhancing our internal teams' NPS awareness. As of 2024, thanks to these efforts, we have achieved a significant improvement in response times to customer feedback. As a result of all these steps, we were honored with the "**Most Popular Anchor Store**" award at the **AYD (Council of Shopping Centers-Türkiye) Shopping Economy Summit**, reinforcing our leading position in the field of customer experience. This award is a significant indicator of the strong bond we have established with our customers and the high-standard experience we offer.



#### OMNI-CHANNEL

- Physical stores, mobile app, e-commerce
- Consistent service quality across all touchpoints

#### DATA-DRIVEN PERSONALIZATION

- CRM infrastructure, shopping history, and behavioral analysis to create customized campaigns, offers, and communication strategies for customers

#### CX PROCESSES

- NPS Surveys (4 phases: store, online shopping, delivery, Now)
- Real-time feedback tracking with CX teams

#### LOYALTY AND ENGAGEMENT

- AI-powered personalization
- Special occasion communications, easy returns/exchanges
- Loyalty campaigns and data-driven recommendations

#### CONTINUOUS IMPROVEMENT AND REWARDING

- Service quality with a culture of learning from feedback

# SUPPLY CHAIN MANAGEMENT

**With the Product Responsibility Conditions Protocol, we define clear rules in areas such as product safety, environmental compliance, forced labor, child labor, equal opportunity, and working conditions.**



At Boyner Group, we adopt a transparent, ethical, and responsible approach that is consistent with sustainability principles throughout our supply chain. Although our group companies Boyner Büyük Mağazacılık, Altınçıldız Tekstil, BR Mağazacılık, and Hopi manage their supply processes according to their own operational priorities, we share a common sustainability vision.

In our partnerships with suppliers, we adopt a structure that not only adheres to quality standards but also respects human rights, considers environmental impacts, complies with occupational health and safety conditions, and rejects discrimination. In this regard, through the **Product Responsibility Conditions Protocol** that we have our suppliers sign, we define clear rules in areas such as product safety, environmental compliance, forced labor, child labor, equal opportunity, and working conditions.

As Boyner Group, we ensure the social compliance conditions of our supply chain through regular audits. Child labor, forced labor, and discrimination are our red lines. In this context, the Boyner Holding Internal Audit Team conducts regular social compliance audits of our private label product suppliers.

To date, no findings related to forced labor or discrimination have been identified during inspections. Child labor was only identified on a seasonal basis. In such cases, no production permit was granted to any supplier without the required action being taken. Our teams closely monitored the processes until the relevant corrective actions were completed. Currently, no risks have been identified in the social compliance audits among the active suppliers.



**ÖMER EM**  
Sales Manager, Marsteks Textile

**We have been working with BR Mağazacılık as a partner since 2015. Throughout this collaboration, we have maintained excellent communication with all our colleagues, who manage the processes.**

Rather than a supplier-customer relationship, we have achieved great things as partners and continue to do so.

BR Mağazacılık's design, planning, and procurement teams' strong command of their work motivates us to clearly understand the required materials and to quickly offer suitable alternatives.

Increasing expectations regarding sustainability are transforming our company's approach to this issue. We believe that Boyner Group's contribution to our evolving sustainability journey and its new demands are contributing to our development.



**In our partnerships with new suppliers, we consider adherence to ethical principles, compliance with quality standards, and sustainability criteria to be fundamental requirements.**

As of 2024, Boyner Group companies continued to maintain their strong partnerships with local suppliers. Altınçıldız Tekstil, Boyner Büyük Mağazacılık, and BR Mağazacılık signed agreements with a total of hundreds of new suppliers. Most of these partnerships were with local suppliers. This prioritization of local sourcing creates economic value and aligns with sustainable supply chain goals.

As Boyner Group companies, we embrace the principles of transparency and accountability in our supplier evaluation and monitoring processes. In our partnerships with new suppliers, we consider adherence to ethical principles, compliance with quality standards, and sustainability criteria to be fundamental requirements. We conduct regular audits to ensure compliance with environmental and social regulations. As a result of these assessments, we terminate our partnerships with suppliers who are high-risk or demonstrate low compliance. Where necessary, we implement corrective action plans.

We regularly monitor the quality, social, and environmental performance of our suppliers who manufacture products for our private brands. We conduct continuous improvement-focused initiatives to align our supply chain with Group standards. We audit our suppliers in accordance with rules established based on our values, working principles, and applicable legal regulations. Considering the findings identified, we support capacity development processes and areas for improvement.

We obtain testing services from independent organizations for chemical safety. Through the analyses we perform on raw materials, auxiliary materials, and final products, we establish a comprehensive control mechanism over our supply chain.

Through our efforts on Value Chain Sustainability, we aim at:

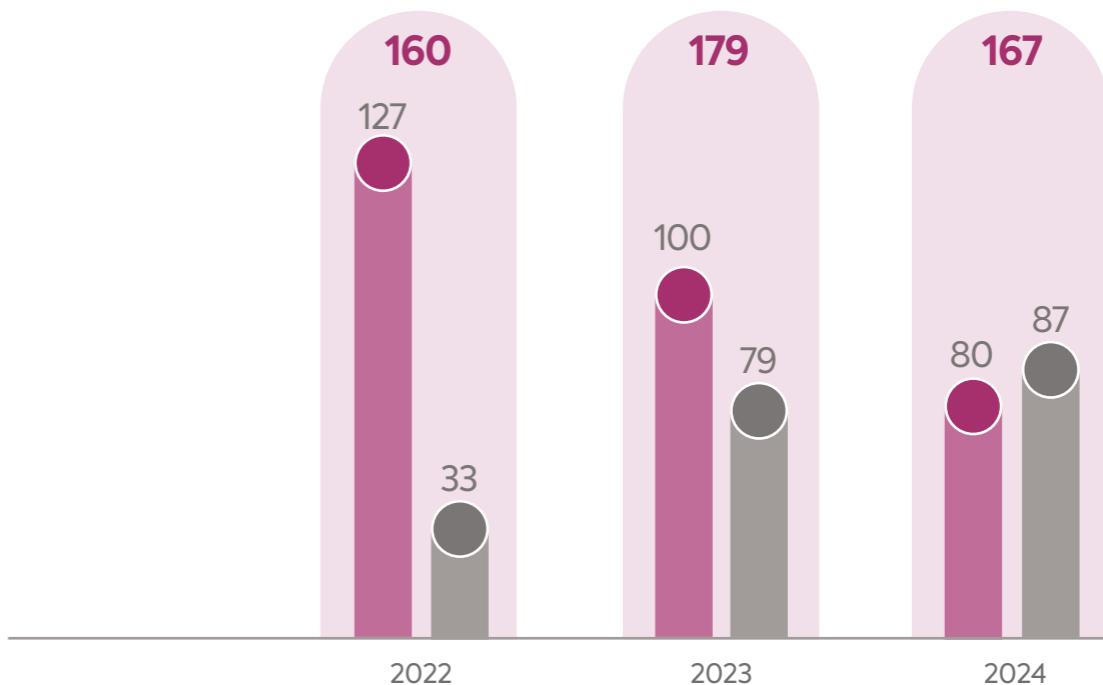
- Improving the environmental, social, and economic impacts of our production processes,
- Working with our business partners in our logistics network to create working conditions that respect human dignity, particularly in terms of occupational health and safety,
- Generating long-term environmental, social, and economic value,
- Ensuring business continuity while maintaining our brand integrity,
- Effectively managing resource efficiency and operating costs and encouraging this approach among our suppliers.

**We continue to diligently monitor our sustainability performance throughout our supply chain to create a transparent, traceable, and socially responsible value network.**

#### COMPLIANCE AUDITS (NUMBER)

NEW SUPPLIER AUDIT

FOLLOW-UP VISIT



# Compliance Audits

- SOLID WASTE MANAGEMENT
- HAZARDOUS LIQUID WASTE
- PAYMENTS AND SOCIAL BENEFITS
- WORKING CONDITIONS FOR PREGNANT AND YOUNG EMPLOYEES
- FIRE SAFETY
- ELECTRICAL SAFETY



- MANAGEMENT SYSTEMS
- NON-DISCRIMINATION POLICY
- ACCESS TO MEDICAL SERVICES
- BUILDING SAFETY
- MACHINERY SAFETY



- EMPLOYEE RIGHTS, HEALTH, AND SAFETY
- DISCIPLINARY PROCEDURE
- SERVICE SAFETY
- CHEMICAL SAFETY
- WORKPLACE CLEANLINESS



## HIGG FEM (Facility Environmental Module)

At Altintıyıldız Tekstil, we participate in the HIGG FEM (Facility Environmental Module) platform, sharing our verified data to monitor and report our environmental sustainability performance transparently. By sharing this verified environmental data with both our customers and suppliers, we increase traceability and comparability.

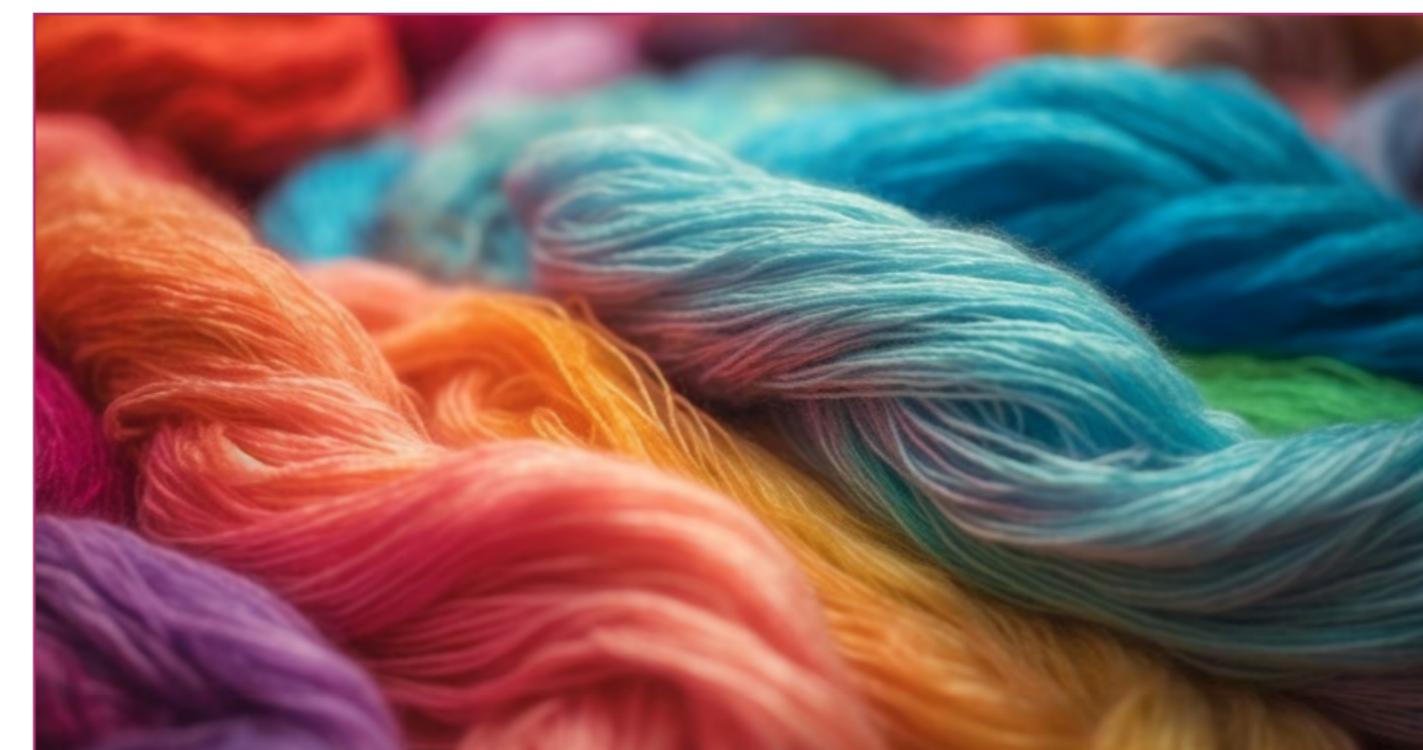
We also record data related to our value chain through the Textile Genesis platform, of which we are a member, to ensure traceability throughout the process from the source of raw materials to the end consumer.

We support the measurement of our environmental and social sustainability practices with

the Higg Index, which is gaining increasing global recognition. We ensure that independent and accredited organizations verify these assessments.

Along with these processes, we systematically manage our environmental impacts at our facilities, which are certified to ISO 14001 Environmental Management System, ISO 50001 Energy Management, and Zero Waste standards. In line with the Zero Waste approach, we categorize post-production waste and recycle it in the most appropriate manner, while collaborating with partner companies to ensure that our textile waste is converted back into textile products. In accordance with our ISO 50001 certification, we aim to reduce our energy-related emissions by 2024.

**We systematically manage our environmental impacts at our facilities, which are certified to ISO 14001 Environmental Management System, ISO 50001 Energy Management, and Zero Waste standards.**



**EREN BAYER**

Senior Wholesale Sales Director, Adidas Türkiye

**Adidas Türkiye's partnership with Boyner began in 1994. It has continued uninterrupted since the transformation process in 2004 and has now evolved into a strategic partnership.**

One of the most striking cases of this partnership is the “Home of Sport” concept, which was only implemented in Adidas’ own stores and first brought to life in the Boyner Cevahir store. Boyner’s vision, flexibility, and openness to innovation create significant value for our collaboration.

Boyner’s decisive steps toward sustainability, particularly its practices of transparency in the supply chain and the use of recycled materials, demonstrate a strong alignment with Adidas’ global goals. This approach forms the basis

of our long-term, value-creating sustainability partnerships.

We also believe that further integrating physical stores and digital sales channels is crucial for enhancing customer satisfaction and the overall retail experience.

The trust-based and efficient partnership we have established with Boyner continues to create value for both Adidas and Boyner, while serving as an exemplary model for partnerships with its customer-centric approach.



# CORPORATE SOCIAL RESPONSIBILITY

We view gender equality not only as a human rights issue, but also as an indispensable element of social peace and economic development.

At Boyner Group, we operate with the awareness that the impact of our business extends beyond economic indicators alone. We act with a sense of responsibility to increase social benefit in all areas where we operate. Through the social investments we undertake in collaboration with our group companies, we aim to create a tangible impact for a more inclusive, fair, and sustainable future.

We continue to pursue projects and partnerships in priority social areas, including gender equality, inclusive economic growth, youth development, equal opportunities in education, access to culture and the arts, and disaster relief programs. We directly contribute to social development goals through local production partnerships that make women's labor visible, mentoring and internship programs for young talent, educational support, regional employment initiatives, and cultural sponsorships.

Corporate Social Responsibility Initiatives Over the Past 3 Years	Unit	2022-2023-2024
Total Budget Allocated to CSR Projects	TL	75,500,000
Number of CSR Projects	Number	15

We view gender equality not only as a human rights issue, but also as an indispensable element of social peace and economic development. As part of our efforts, we are boldly bringing this issue to the forefront with awareness campaigns that will remain in the public consciousness. To this end, we have been launching video campaigns to raise awareness every year on International Women's Day, March 8, since 2008.

We continued our campaign in 2024. With this year's slogan, "We do not ignore violence against women, we do not give up on justice, and we do not forget," we clearly demonstrate our determination to combat violence against women.



KADINA ŞİDDET SEYİRCİ KALMIYORUZ!

## She LAB

As Boyner Group, we view gender equality as an integral part of our corporate culture. We prioritize projects that enhance women's participation in the workforce and decision-making processes. In line with this strategy, **the Future Women Leaders in Sustainability Program - She LAB**, which we have implemented in collaboration with the United Nations Development Program (UNDP) Türkiye, aims to fill an essential gap as a first-of-its-kind project targeting young women.

In the first phase of the project, which began in 2024, 83 young women were selected from universities in different cities across Türkiye. These young women embarked on a comprehensive development journey covering topics such as sustainable development, inclusive leadership, and social impact-focused business models. Participants developed their ability to create positive change in their own environments not only through theoretical knowledge, but also through field applications, case studies, and mentoring support.

Launched in 2024, the She LAB project aims to provide **leadership training to 250 young women** throughout 2025. Known for her strong stance and sensitivity to social issues, successful actress **Merve Dizdar** was among those who volunteered their support for the project. By supporting this project, which promotes women's leadership in sustainability, she continues to inspire young women.

Throughout the program, young women received training in the following areas:

- Sustainability principles,
- Climate crisis and its social impacts,
- Circular economy,
- Impact-driven leadership,
- Social entrepreneurship

The training sessions were supported by interactive sessions led by academics and professionals from the private sector.

Participants also had the opportunity to meet with Boyner Group executives and learn firsthand about sustainability practices in the business world. At the end of the project, the social benefit projects developed were submitted to a jury evaluation and received support for their implementation.

The She LAB project aims to reveal not only individual development but also the collective leadership potential of women in sustainability.

As Boyner Group, we are committed to strengthening women's place in social and economic life and building a more just and equitable future through such projects.



Launched in 2024, the She LAB project aims to provide leadership training to 250 young women throughout 2025.



## Boyner Dynamic Fest 2024: Where Active Living and Sustainability Meet



At Boyner Dynamic Fest 2024, the “Zero Waste Festival” principle was taken a step further by minimizing the use of single-use plastics in all materials used during the festival.

Boyner Büyük Mağazacılık views supporting an active lifestyle not merely as a lifestyle choice, but as a responsibility for the sustainability of a good life. Based on this understanding, Boyner Dynamic Fest 2024 was held at Bonus Parkorman. With over 8,000 participants, this year's festival evolved into an inspiring community experience, featuring even richer content and an inclusive structure.

The festival, open to everyone of any age, brought together enthusiasts of an active lifestyle. This year's guests included Ultra Marathon Athlete **Aysu Türkoğlu** and **Seren Ay Çetin**, the first and only Turkish female boxer to hold the WBC (World Boxing Council) Silver World Champion title. The guests inspired participants with their stories, showing that active living knows no bounds. In addition to the talks, activities such as yoga, breathing exercises, dance, volleyball, and basketball, which support participants' mental and physical balance, were very popular this year.

In 2024, Boyner Dynamic Fest was designed to further reduce its environmental impact. Taking the “Zero Waste Festival” principle one step further, single-use plastics were minimized in all materials used during the festival. **Sustainable materials (scaffolding, wood, and fabric) were used in 40% of the event.** An average of **750 m<sup>2</sup>** of **vinyl was recycled** and donated to animal shelters. 11 tons of water in the scaffolding were used for forest irrigation, and all the screws in the area were removed for reuse. At the charity-focused festival, three of our four-legged friends were adopted in collaboration with HEPAD (Paw for Every Home Association).

Boyner Dynamic Fest 2024 brings together active living, art, social benefit, and environmental responsibility, continuing to be one of Boyner's pioneering projects that brings its vision for a sustainable future to life.

## One Student for Each Store

In line with the **United Nations' 4th Sustainable Development Goal of “Quality Education,”** the **“Every Store, One Student”** project, run under the BR Mağazacılık umbrella, sees every Altınyıldız Classics store supporting a student's education through scholarships.

With this project, launched at the end of 2021, the goal is to contribute to the education of as many students as there are stores across Türkiye. The project aims not only to provide financial support but also to promote equal opportunities, highlight the potential of young people, and create a lasting social impact.

As of 2024, the total number of students receiving scholarships under the project has reached 174. The voluntary contributions and social responsibility awareness of store employees have also been integrated into this process. This has created an inclusive model that supports the development of young people not only financially, but also culturally and socially. “One Student for Each Store” has become an integral part of our long-term goal of creating social impact, serving as a symbol of the Boyner Group's support for education.



As of 2024, the total number of students receiving scholarships through the “One Student for Each Store” project has reached 174, while store employees' voluntary contributions and social responsibility awareness have also been integrated into this process.

## Sustainable Showcase



BR Mağazacılık brings both fashion and a sustainable lifestyle culture to our storefronts. Since 2021, the “**Sustainable Showcase**” project has been creating environmental awareness while also providing an inclusive platform that supports young designers.

Through this project, which evolves with changing themes each year, we make sustainable textile awareness visible with original display designs crafted from waste and recycled materials. These displays not only create a visual impact but also convey a powerful social message that highlights the importance of the circular economy.

Working in collaboration with young designers, the “Sustainable Showcase” project brings their creative potential together with real retail experience. University students participating in the project gain experience in both design-focused thinking and sustainable production practices.

## Altınyıldız Community

BR Mağazacılık aims to make sustainability not just a talking point, but a value that is integrated into daily life through its **Altınyıldız Community podcast channel**, launched in 2023. This platform, featuring experts in various fields ranging from sustainability to innovation and from gender equality to social entrepreneurship, offers listeners inspiring stories.

Through our publications, which aim to raise awareness and mobilize society, we address sustainability in a framework that is accessible, understandable, and actionable for everyone. With our approach based on sharing experiences, we contribute to transforming individual awareness into collective impact.

With Altınyıldız Community, we are not only creating a communication channel but also reaching a wide community, especially young people, to spread a culture of learning and transformation. By transforming the power of media into social benefit, we are proud to be a voice that supports sustainable living.



## Boyner & HEPAD Partnership



As Boyner Group, we operate with a social responsibility approach that is not only people-centered but encompasses all living beings. In this context, our partnership with the **Paw for Every Home Association (HEPAD)** aims to improve the living conditions of street animals and raise social awareness.

As part of our benefit-oriented projects, we also care about street animals. By supporting HEPAD, which effectively meets the needs for food, medicine, and shelter, we aim to improve the lives of hundreds of our four-legged friends. We also encourage our employees to volunteer in this area. Thanks to the impact of corporate volunteering in this field, we contribute to strengthening society with more inclusive and ethical values by providing not only financial but also emotional support.

## Base Gift Boxes – Collaboration with TOG

We prioritize developing projects that combine social benefit with creative fields. With this approach, we launched the gift box project, specially designed by BASE artists and available for sale at Boyner stores. All proceeds from the project are transferred to the **SanatIST project** in collaboration with the **Community Volunteers Foundation (TOG)**.

Through our “Gift Boxes” project, which we launched with three young artists on the BASE platform, we created a platform for artists to express themselves and aimed to make art more accessible to broader audiences. Additionally, we donate a portion of the proceeds from the sale of the gift boxes to the Community Volunteers Foundation’s SanatIST project, supporting young people’s access to cultural and artistic activities.



## Askıda İyilik Project



With our **Askıda İyilik** (Kindness On a Hanger) **Project**, which we have been running since 2016, we aim to strengthen social solidarity and create sustainable social benefits by reaching over 65,000 people across Türkiye. We deliver the kindness packages purchased by our customers during their shopping trips to those in need in partnership with the **Lokman Hekim Health Foundation**, building a system that focuses on collective kindness throughout this process.

Packages containing food, cleaning supplies, and necessities are supporting vulnerable groups across Türkiye. Thanks to increased contributions, especially during special occasions such as holidays and New Year's, we are reaching broader audiences alongside our customers and creating a lasting impact on society.

## Buluşum:

### Sustainable Living Film Festival

**Sustainable Living Film Festival** project was born from the vision of a society that is sharing, open-minded, fair, understanding, embracing diversity, and valuing all life on the planet. It aims to contribute to cultural transformation for sustainable living. Each year, it presents a carefully curated selection of documentaries from hundreds of submissions, offering holistic perspectives and proposing creative solutions, reminding viewers that they can be part of the solutions as well as the problems.



## Gelecek Daha Net (A Clearer Future)

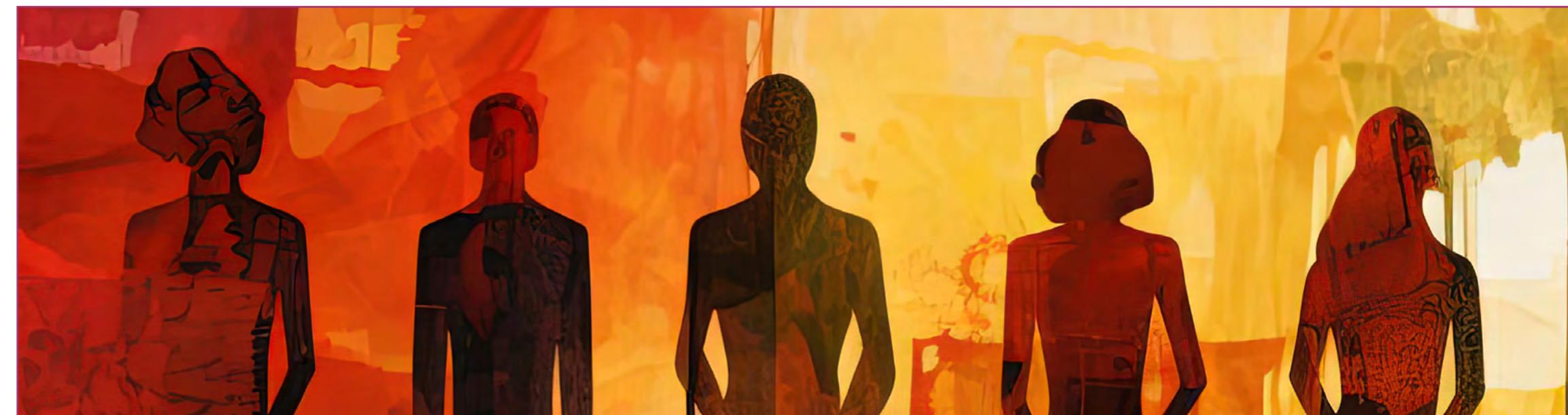


The Gelecek Daha Net youth platform was established with the vision of enabling young people in Türkiye to access the information, skills, and connections they need to make informed choices about their education, careers, and life. Young people must become conscious and proactive individuals who can take control of their own lives. This is because the world needs individuals who use resources efficiently, contribute to society, are productive, and support human development. Therefore, investing in young people is critical not only for individuals but also for the future of the planet.

## Yuvarla (Round It Off)

Yuvarla was launched to promote a culture of individual giving in our country and to create sustainable resources for civil society organizations. After a two-year development process, Yuvarla began integrating its donation system not only into online shopping but also into in-store purchases. The project aims to provide support to numerous civil society organizations from more shopping locations.

Yuvarla, which has adapted the “rounding up for donations” method used in online shopping to physical sales channels, has integrated with banks such as İş Bankası, Akbank, QNB Finansbank, ING Bank, Albaraka Türk, and TEB since 2018. By registering credit cards from these banks to the Yuvarla system, the change generated during in-store purchases is automatically rounded up and converted into a donation.



**SoruSana**

SoruSana is a mobile application designed to enhance interaction and knowledge sharing among students preparing for university entrance exams. This social initiative, which aims to help young people facing similar challenges support one another, encourages students with greater opportunities and knowledge to assist those with limited access to these resources.

With support from Buluşum, the SoruSana application, which meets the needs of students, aims to adapt to various exams, develop research and development work, enhance server infrastructure, and conduct dissemination activities. SoruSana enables students to share questions they cannot solve via a social platform. For example, a student in Kars can learn how to solve a problem thanks to practical solutions suggested by another student in Istanbul. The application aims to help students improve themselves by exploring different approaches and contributing to the reduction of educational opportunity inequality.

**Sinemasal**

According to UNICEF data, 1,297,000 children between 6 and 17 in Türkiye do not attend school, and approximately 900,000 of these children are employed as full-time or seasonal workers. Sinemasal aims to develop the imagination of these children, most of whom live in rural areas and are disadvantaged, by introducing them to art. Through the cinema, doors to a world previously unknown to children with limited opportunities are opened.

Through the thought-provoking influence of culture and art, children become aware of their own talents and potential, discovering their creativity through artistic activities and gaining the opportunity to experience different perspectives. This process allows them to see different options in life while also enabling them to meet role models who can inspire them.



**sinemasal**

**Ustam'dan**

The Ustam'dan project is a social initiative that aims to introduce Anatolia's craft heritage and local cultural values to the world. It intends to provide sustainable contributions to local economies by offering employment opportunities to master artisans and apprentices residing in rural areas.

The project, which aims to preserve and promote local values and bring cultural heritage into everyday life, is being carried out by a young and responsible team. With the support of Buluşum, master stories are being adapted into a short film series to preserve this heritage for future generations.

**E-Bursum**

E-Bursum is a social initiative established to reduce educational inequality and digitize the traditional scholarship system in Türkiye. It enables students to access financial resources more easily and allows scholarship providers to offer support through more transparent and systematic processes.

The E-Bursum initiative aims to amplify the impact of supporters by providing services such as a scholarship system, basic financial literacy education, online mentoring, and social impact measurement. With the support of Buluşum, the project aims to develop a new generation of scholarship models, specifically "Mass Scholarship Funding."



## Freepark



Freepark is a smart parking system solution designed to prevent accessible parking spaces from being occupied by individuals who are not disabled, featuring a special barrier and a mobile application.

The project aims to promote this solution in all countries experiencing this problem, particularly Türkiye and Mexico, and to create more accessible, free spaces for everyone.

## Quakecom



Quakecom was developed by six university students led by Damla Akyüz to eliminate the harrowing scenario of earthquake victims trapped in rubble, crying out unheard, "Anyone hear me?" calls. It aims to detect people trapped under rubble and instantly relay their location to the coordination center, making rescue teams' efforts more effective within the first 72 hours.

## Sesli Durak



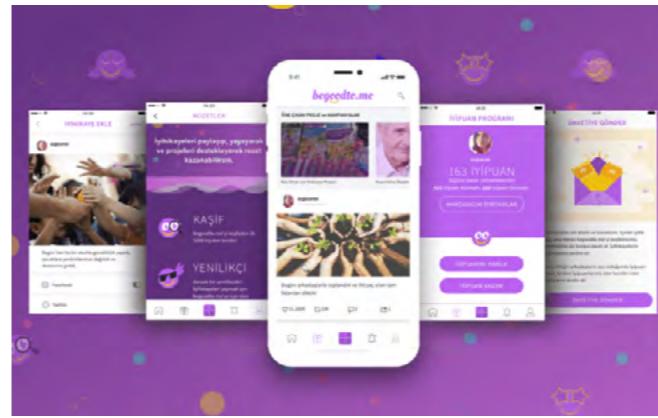
Sesli Durak is a smartphone app designed to address the issue of visually impaired individuals being unable to identify which vehicle is arriving at bus stops. The app provides audio information about the route details of buses approaching or stopping at the stop, making it easier for people with visual impairments to access public transportation.

## Don't Waste, Donate



Altınyıldız Tekstil strengthened its sustainability efforts with social responsibility by supporting the "Don't Waste, Donate" project run by the Education Volunteers Foundation of Türkiye (TEGV). By donating electronic waste to the project, Altınyıldız contributed to environmentally friendly recycling and enabled three children to access quality education. The resources generated from the donations contributed to TEGV's provision of free educational support to children across Türkiye.

## begoodto.me



begoodto.me is a social initiative dedicated to spreading and promoting kindness, positive behavior, and good examples. The initiative encourages people to be more understanding and kind to one another, to nature, and to animals. It aims to replace the negative examples often encountered in daily life with more positive behaviors and to transform small acts of kindness into significant impacts.

To this end, a mobile app has been developed for both iOS and Android. Goodness awareness increases through the sharing of good stories by users. Thanks to the app's points system, small acts of kindness shared can turn into bigger acts of kindness.

## Heartish

Heartish, founded a year ago by young entrepreneur Tüba Yıldız, is a sustainable fashion brand that aims to increase female employment. With a sense of social responsibility, Heartish supports local production from both environmental and financial perspectives, transforming traditional fabrics from various regions of Türkiye into modern fashion products.

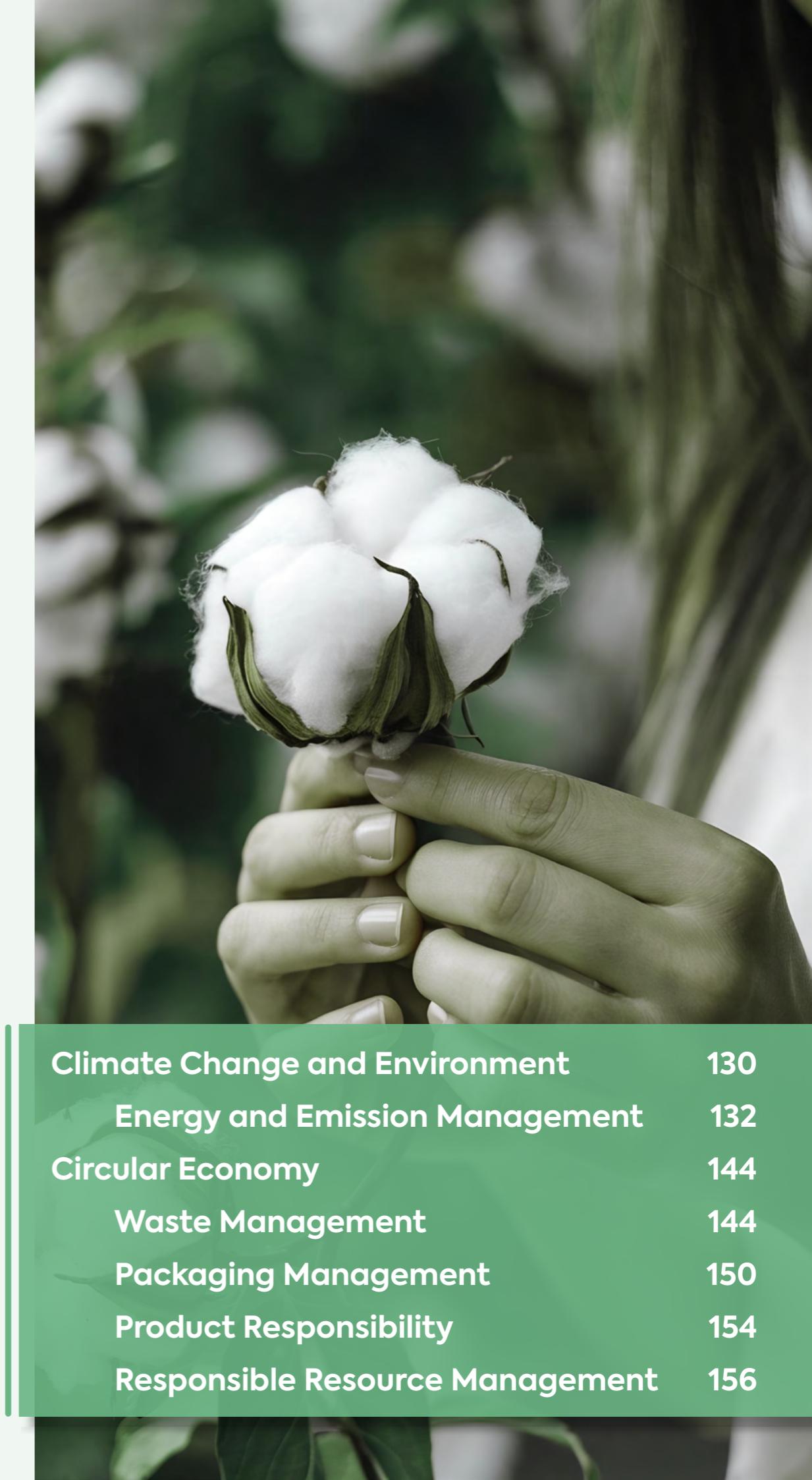
The brand, which focuses on women's entrepreneurship, local production, and sustainability, aims to promote local fabrics in the global market. Heartish creates unique collections by bringing together young designers with local fabrics, including silk from Hatay, felt from Mardin and Şanlıurfa, Buldan fabric from Denizli, stone print from Tokat, Keşan cloth from Trabzon, Kutnu from Gaziantep, silk from İzmir Ödemiş, and Kendir from Rize.





# RESPONSIBILITY TO THE WORLD

We recognize the importance of utilizing our resources efficiently and effectively in combating climate change, and we are restructuring our business processes accordingly. We prioritize circularity at every stage, from material selection to operations, reuse, and recycling. With the projects we develop, we not only demonstrate a responsible approach but also lead the way in driving change. We are aware that these strategic steps we take for the future are our responsibility to the world.



<b>Climate Change and Environment</b>	<b>130</b>
<b>Energy and Emission Management</b>	<b>132</b>
<b>Circular Economy</b>	<b>144</b>
<b>Waste Management</b>	<b>144</b>
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<b>Responsible Resource Management</b>	<b>156</b>

# CLIMATE CHANGE AND THE ENVIRONMENT

We adopt an environmentally conscious and responsible approach in every area, from our supply chain to production and store operations.

We develop various projects to reduce our carbon footprint, increase energy efficiency, invest in renewable energy sources, and improve resource management.

As the world faces rapidly changing climate conditions and environmental issues, the initiatives companies take in this regard are of vital importance for the future. As the Boyner Group, we are taking a proactive approach to addressing the challenges of climate change and reshaping our business processes to align with environmental sustainability. As part of our **Responsibility to the World** strategy, we are integrating innovative and sustainable solutions into our business practices.

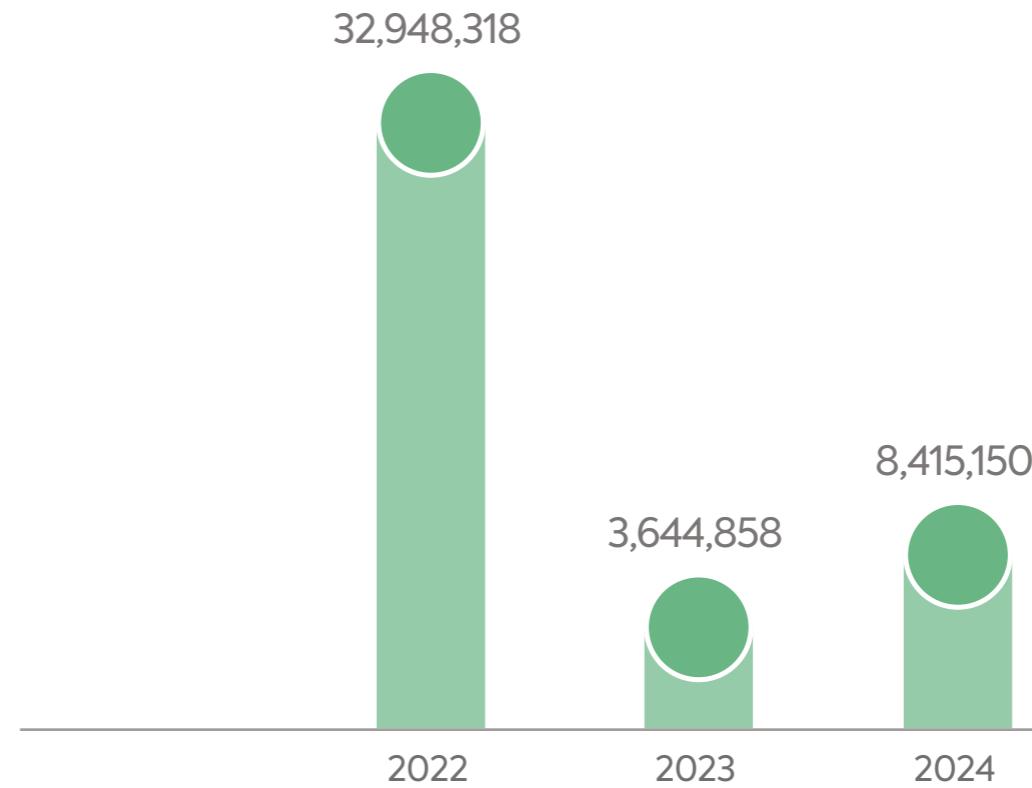
We increasingly feel the effects of climate change every day, and Boyner Group believes that measures taken against this global issue, based on the retail industry's resource consumption and environmental impact, will have a significant effect on society. The materiality analysis we conducted with our stakeholders once again underscored the importance and inevitability of our focus on environmental sustainability. We continue to effectively utilize the

necessary resources and expertise to fulfill our responsibilities in priority areas, including climate change, the environment, and the circular economy. In this context, we adopt an environmentally conscious and responsible approach in every area, from our supply chain to our production and store operations. With this understanding, we are developing various projects to reduce our carbon footprint, increase our energy efficiency, invest in renewable energy sources, and improve resource management.

Over the past three years, we have made a total of 44,658,000 TL in environmental investments.

At Boyner Group, every step we take as part of our Responsibility to the World strategy raises environmental awareness and reflects our vision of setting an example for our industry. We take responsibility for a sustainable world, recognizing the importance of these steps and moving forward with determination.

BOYNER GROUP TOTAL ENVIRONMENTAL INVESTMENTS AND EXPENDITURES (TL)



As Boyner Group, we aim to minimize the environmental impact of our operations through our total environmental investments and expenditures. From energy efficiency and emission reduction projects to sustainable water and waste management systems and the development of environmentally beneficial products and services, these investments enable us to use our resources more efficiently, reduce our environmental footprint, and support long-term sustainable growth. To this end, we made a total of 8.2 million TL in environmental investments and expenditures this year.

# Energy and Emissions Management

We focus on reducing our energy consumption through innovative projects. These projects not only increase resource efficiency but also reduce carbon emissions.



Increasing energy efficiency and using natural resources effectively are critical components of our Responsibility to the World strategy in the context of combating climate change. In this regard, we prioritize energy management processes in our operations and focus on reducing our energy consumption through innovative projects. Our projects that reduce energy consumption not only increase resource efficiency but also reduce carbon emissions.

As Boyner Group, we recognize the importance of creating an action plan in line with the Paris Climate Agreement to limit global temperature increase to 1.5°C. In this context, we place great importance on efforts to combat climate change and mitigate its adverse effects on the retail industry. We act with a sense of responsibility to reduce our carbon footprint. This determination enables us to take concrete steps to reduce our environmental impact, both in our operational processes and in our supply chain.

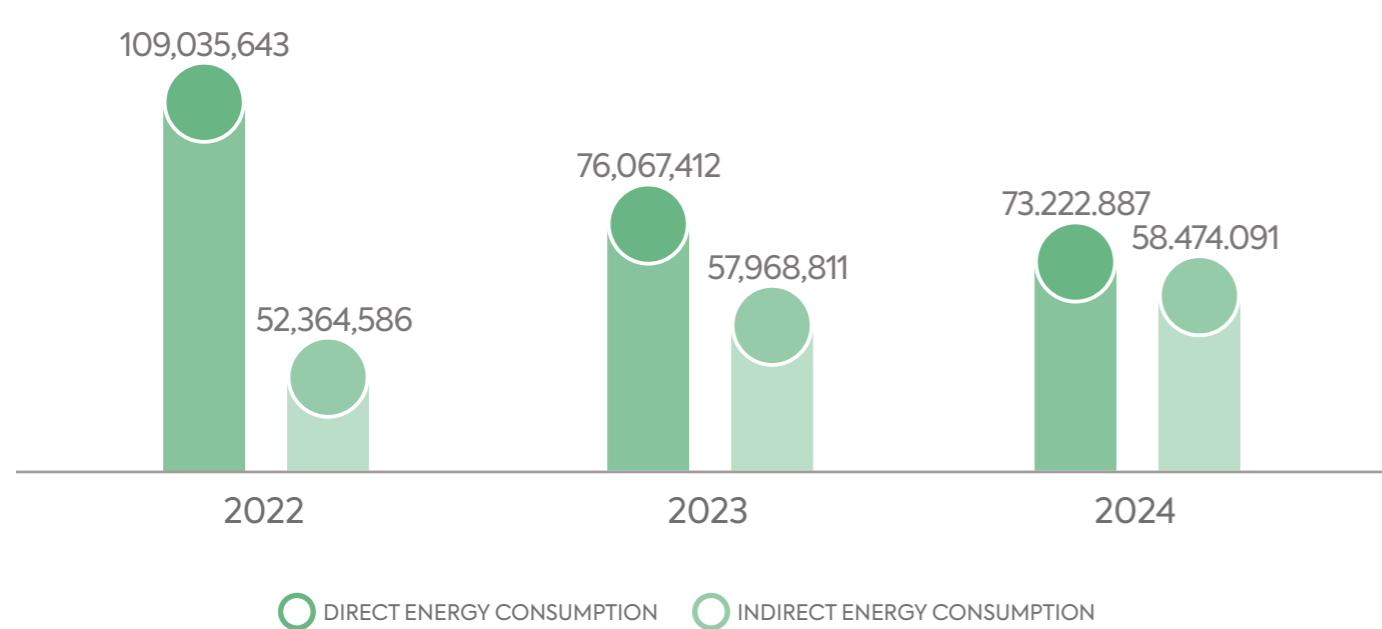
In line with our strategy, we are focusing on operational energy efficiency through technological investments within our Group companies as part of our efforts to combat climate change and transition to a low-carbon economy. We are investing more in renewable energy sources and focusing on sustainable logistics solutions. In this way, we are taking concrete steps towards a sustainable future. As of 2024, 25% of Altınyıldız Tekstil's total imports were carried out using low-emission logistics methods. This reduced carbon emissions from logistics by 12.3%.

In 2024, we sourced 51% of our total electricity consumption from green electricity. Altınyıldız Tekstil sourced all of its electricity from I-REC-certified renewable energy. BR Mağazacılık met all the energy needs of its headquarters and warehouse with a 4.8 MW solar power plant located on its roof. Boyner Büyük Mağazacılık purchased the electricity it needed from renewable sources, included renewable energy investments in its 2025 plan, and signed an agreement to this effect. Energy efficiency projects implemented in 2024 resulted in a total energy saving of 3,120,000 kWh. As of 2024, the energy consumption per square meter in Boyner Büyük Mağazacılık's headquarters and stores was reduced by 3.8% compared to the previous year.

**In 2024, we sourced 51% of our total electricity consumption from green electricity.**

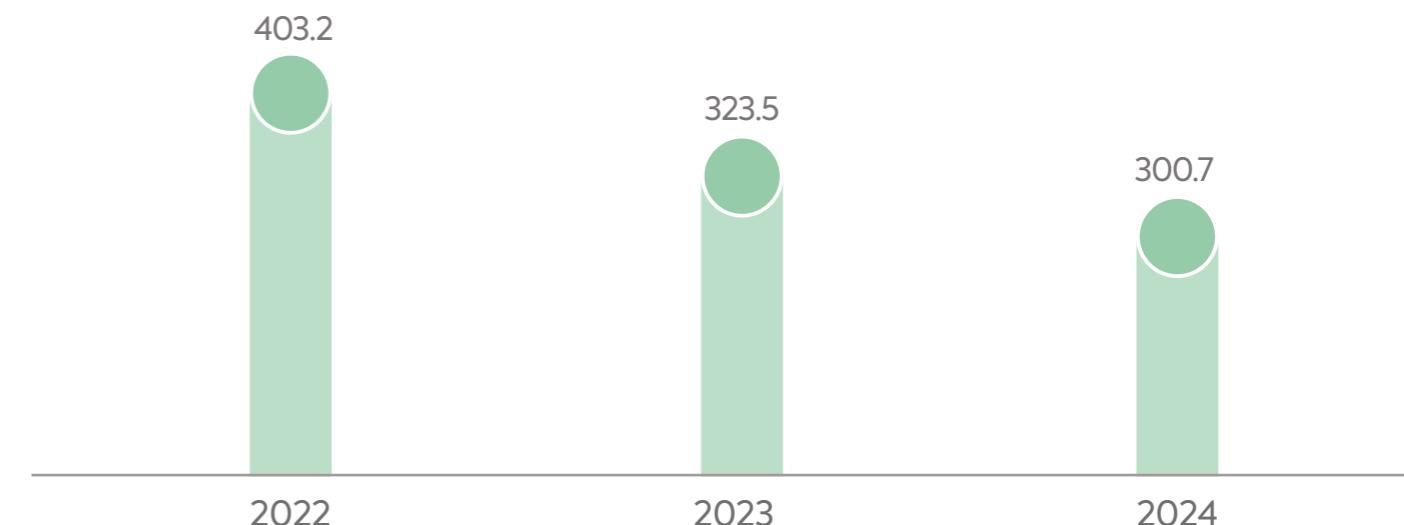
Boyner Group Total Energy Consumption (Including Renewable Energy Consumption)	Unit	2022	2023	2024
Boyner Group Total Energy Consumption	kWh	161,400,229	134,036,223	131,696,978

BOYNER GROUP TOTAL ENERGY CONSUMPTION (kWh)

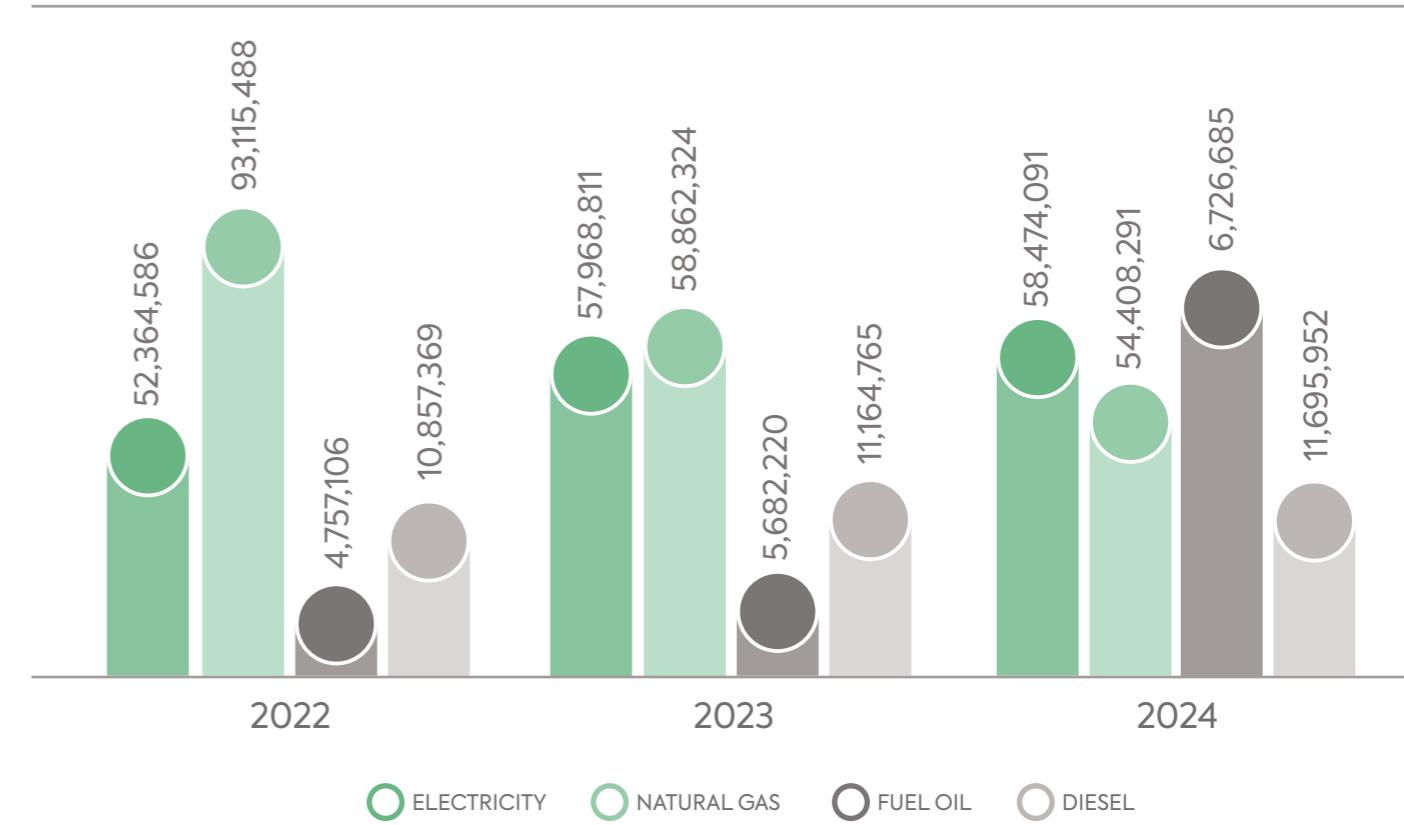


DIRECT ENERGY CONSUMPTION

INDIRECT ENERGY CONSUMPTION

BOYNER GROUP TOTAL ENERGY CONSUMPTION PER UNIT (kWh/m<sup>2</sup>)

BOYNER GROUP ENERGY TYPE DISTRIBUTION (kWh)



ELECTRICITY

NATURAL GAS

FUEL OIL

DIESEL

## Energy Efficiency

At Boyner Group, we implement comprehensive projects across our Group companies to increase energy efficiency and reduce carbon emissions in our operational processes. We invest in advanced technologies and renewable energy sources to optimize energy usage and integrate automation systems that reduce energy consumption in our factories. In this context, we have implemented various energy efficiency projects within our Group companies. In 2024, we achieved a total energy saving of **3,120,000 kWh** through energy efficiency projects.

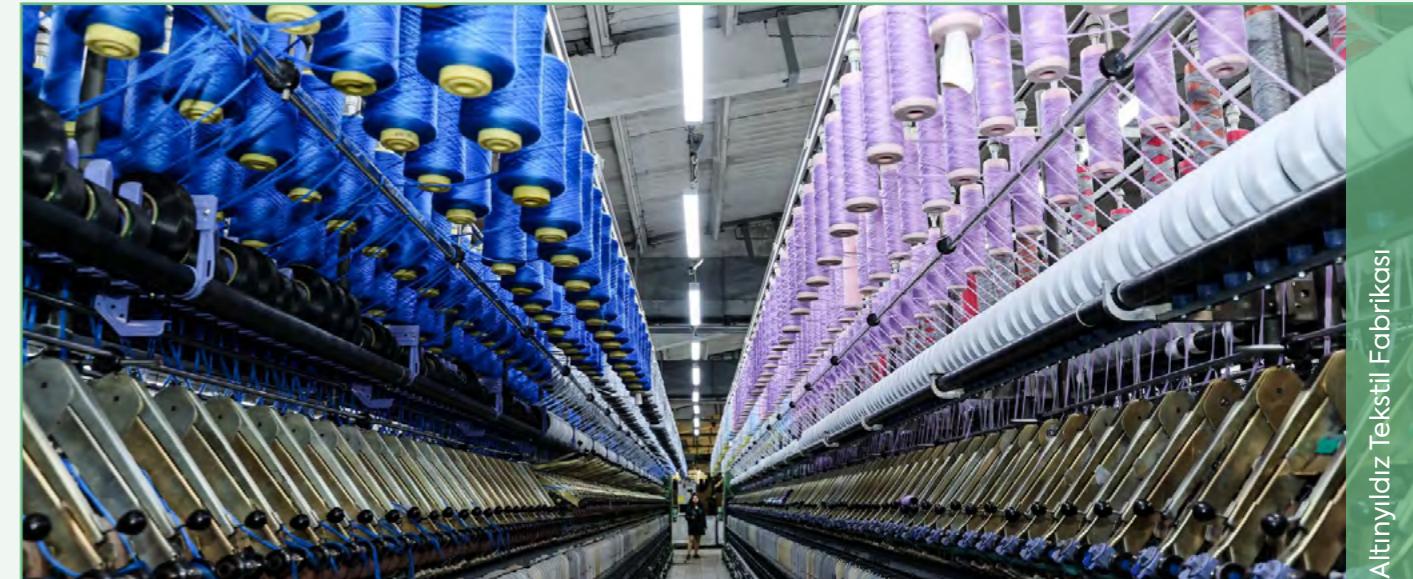


### Boyner Büyük Mağazacılık

Boyner Büyük Mağazacılık, which has been conducting energy efficiency studies since 2018, monitors its energy consumption with a remote energy monitoring system. The company traces energy consumption in stores during and outside of business hours, sets targets based on baseline consumption data, and prevents reactive usage. Thanks to the system's design, action plans are developed for stores that exceed the optimal consumption level by comparing consumption data with

that of stores of equivalent characteristics. In 2024, Boyner Büyük Mağazacılık transitioned from traditional lighting to energy-efficient LED lighting in six stores and began monitoring all areas of its İstanbul Cadde store with heat sensors, remotely managing its climate control system. Through these efforts, the company managed to reduce energy consumption per square meter in its headquarters and stores by 3.8% as of 2024, compared to the previous year.

Boyner Group Energy Savings	Unit	2022	2023	2024
Number of Energy Efficiency Projects	Number	1	1	6
Energy Savings Achieved as a Result of Improvements	kWh	480,000	435,000	3,120,208



Altınyıldız Tekstil Fabrikası

### Altınyıldız Tekstil

Altınyıldız Tekstil undertakes comprehensive projects to enhance energy efficiency and promote sustainable production processes. Altınyıldız Tekstil has established an ISO 50001 Energy Management System to ensure high standards in energy management. The company has been audited and certified by independent external audit firms annually since 2023.

**Modernization of Old Weaving Machines:** By replacing old weaving machines with newer, more energy-efficient technologies, Altınyıldız Tekstil achieved an annual energy savings of 1,532,000 kWh through this investment.

**Improvement of Insulation:** Altınyıldız Tekstil focused on preventing energy losses by improving insulation in the factory's hot water, steam, and compressed air lines. This project resulted in a significant reduction in energy consumption. Annual energy consumption was reduced by 106,025 kWh.

**LED Lighting:** By replacing old-style lighting with new LED technology, Altınyıldız Tekstil achieved an annual energy savings of approximately 805,000 kWh.

**Replacement of Compressors:** The replacement of old-type compressors with new and efficient models is scheduled to be completed in 2025, beginning in 2024. It is expected to reach annual energy savings of 1,571,000 kWh.

Altınyıldız Tekstil achieved a total energy savings of 2,443,025 kWh in 2024, thanks to its energy efficiency projects, which resulted in a reduction of approximately 3% in energy consumption per ton of product.



**ŞAHİN ÇAĞLAYAN**  
Co-Founder and CEO, Faradai Türkiye

As Faradai, we are conducting a strategic collaboration with Boyner Büyük Mağazacılık, focusing on energy management and sustainability analytics across a wide range of operational areas, including stores and logistics warehouses. Within this scope, we ensure that Boyner's energy consumption data is collected and analyzed in a digital environment. By supporting data-driven decision-making processes, we enhance the traceability of the company's sustainability performance.

As part of our collaboration with Boyner, we offer a wide range of advanced analytics services, including identifying energy efficiency opportunities, automated invoice verification systems, equipment performance tracking, user-friendly management dashboards, and customized reporting solutions. Thanks to these solutions, Boyner can manage its energy consumption more effectively, reduce its operational costs, and measurably lower its environmental impact.

Boyner views its digitalization-focused approach not only as a technological transformation but also as a strategic

tool for achieving sustainability goals. The comprehensive monitoring of store and warehouse-based energy data and its integration into decision-making processes is a rare practice in the industry, positioning Boyner as a pioneer in the retail industry.

Looking ahead, we believe that greater gains can be achieved in energy optimization and proactive maintenance processes by supporting existing energy data with AI-driven predictive models that correlate customer traffic, outdoor weather conditions, and operational intensity.



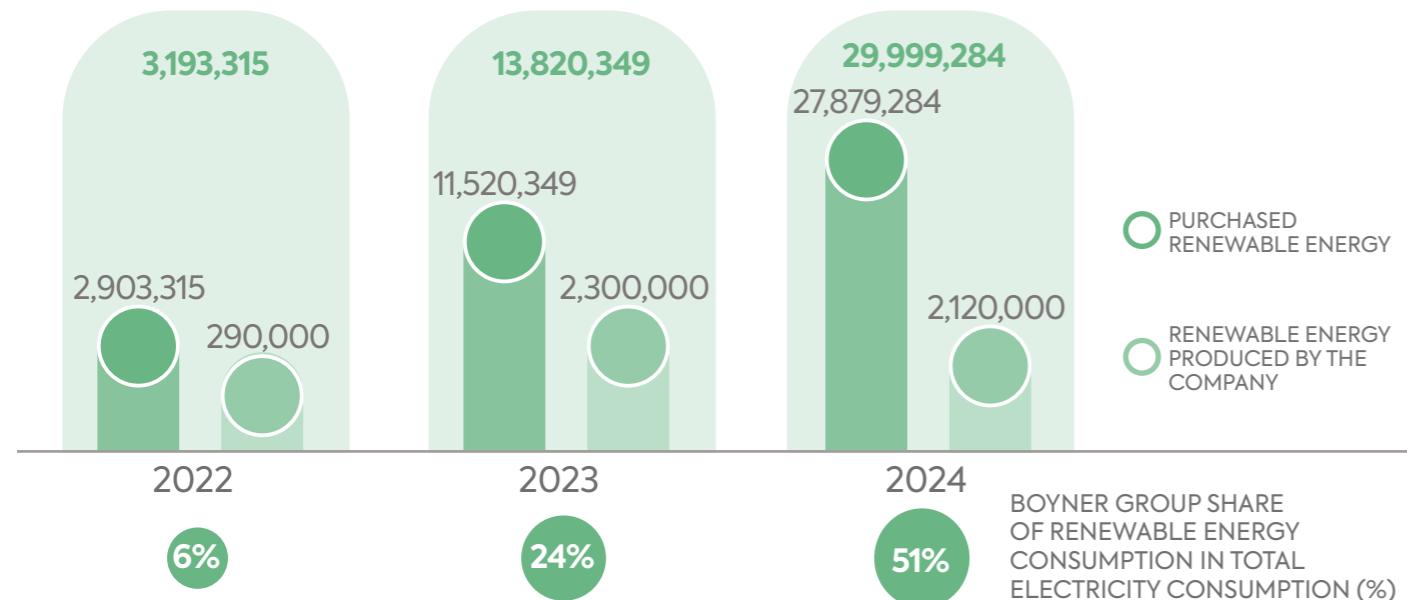
## Renewable Energy

We are increasing our consumption of renewable energy and implementing projects that will reduce our environmental footprint.



As an essential step in managing energy and greenhouse gas emissions in our operations, we aim to reduce our carbon footprint by utilizing alternative energy sources. Thanks to the renewable energy projects we implement in our group companies, we are significantly reducing our energy-related greenhouse gas emissions. We are transitioning our energy consumption to environmentally friendly sources through innovative solutions, thereby reducing our dependence on fossil fuels. In this way, we set an example in our industry by adhering strictly to our environmental sustainability vision. We demonstrate a strong commitment in line with our understanding of Responsibility to the World. In this context, we have implemented various renewable energy projects within our Group companies.

### BOYNER GROUP TOTAL RENEWABLE ENERGY CONSUMPTION (kWh)



## Boyner Büyük Mağazacılık

In line with Boyner Group's "Responsibility to the World" philosophy, the "Green Roof" project has been launched, with plans to invest in solar power plants at a total of eight locations, including Boyner Büyük Mağazacılık's headquarters and İstanbul Cadde Store. The 3,100 kWp-capacity solar power plant investment will meet 85% of the annual energy demand.

This step will reduce our dependence on external sources for electricity consumption and significantly reduce our carbon footprint. The project, carried out in collaboration with Tres Energy and to be implemented in Kırıkkale, aims to generate approximately 4.8 million kWh of renewable energy per year from 5,574 solar panels. It is expected to prevent the emission of approximately 3,000 tons of CO<sub>2</sub> equivalent greenhouse gases.

**%100**  
Yenilenebilir Enerji  
Kullanımıyla **Altınyıldız**,  
**Artık I-REC Sertifikalı!**

**THE INTERNATIONAL REC STANDARD**

This Redemption Statement has been produced for  
ALTINYILDIZ TEKSTİL VE KONFEKSİYON A.Ş.  
by  
ENERJİSA İSTANBUL ANADOLU YAKASI ELEKTRİK AS  
confirming the Redemption of  
11 752 000000

I-REC Certificates, representing 11 752.000000 MWh of  
electricity generated from renewable sources

This Statement relates to electricity consumption located at or in  
Çerkezköy OSB, 956 ada 20 Parsel ÇERKEZKÖY/TEKİRDAĞ  
TURKEY

In respect of the reporting period  
2024-01-01 to 2024-06-30

The stated Redemption Purpose is  
Disclosure for Scope 2 Reporting

Ev.  
QR Code Verification

**Altınyıldız Tekstil**

In line with Boyner Group's sustainability strategy, all of the electricity used at Altınyıldız Tekstil is sourced as I-REC (International Renewable Energy Certificate) certified green electricity. This has prevented 10,979 tons of CO<sub>2</sub> equivalent greenhouse gas emissions in 2024.

I-REC guarantees that the energy source is clean and renewable, reflecting Altınyıldız Tekstil's commitment to minimizing environmental impacts.



## BR Mağazacılık - Altınyıldız Classics

The 14,000-square-meter solar power plant (SPP) installed on the roof of BR Mağazacılık's headquarters building in Torbalı, İzmir, as part of the 'Green Roof' project, was commissioned in May 2022. With an installed capacity of 1.7 MW, this plant produces 2.38 million kWh of green electricity annually, meeting the entire electricity needs of the central warehouse and offices.

This investment prevents approximately 1,500 tons of CO<sub>2</sub> equivalent greenhouse gas emissions. The electricity generated at the plant meets 13% of BR Mağazacılık's total electricity needs for its stores and head office.

# CIRCULAR ECONOMY

We are striving to implement circular economy principles throughout all our processes, from raw materials to production and logistics.

The reevaluation process, which we developed with an awareness of waste as a resource, not only provides economic, social, and environmental benefits but also inspires our industry.



## Waste Management

Waste management is one of the key application areas of our circular economy approach at Boyner Group. We separate waste at its source across our group companies, evaluate opportunities for reuse and recycling, and operate in accordance with the principles of the circular economy. The reevaluation process, which we developed with an awareness of waste as a resource, not only provides economic, social, and environmental benefits but also inspires our industry.

In addition to manufacturing, we are also implementing projects to bring the circular economy approach to life in our retail operations. We offer our customers sustainable options. Through our collaboration with Nivo, we are creating products that cannot be sold for various reasons, making them reusable. We are extending the product life cycle and turning these products into an alternative option. In our stores, we also collect used products from our customers, ensuring they are reevaluated and put back into use. In our stores, we also collect used products from our customers, ensuring they are reevaluated and put back into use.



## Boyner Büyük Mağazacılık

Through a project initiated in 2021 with Nivo, Europe's leading circular economy initiative, Boyner Büyük Mağazacılık has been reevaluating products that have been removed from stores for various reasons and/or cannot be sold. This collaboration, aimed at preventing textile waste, stands out not only in the fashion world but also for its contribution to the sustainability of our planet. It also represents an important example of transformation in the fashion and retail industries.

1.6 million products that could not be sold due to reasons such as stains, wrinkles, or shelf defects were refurbished and returned to the economy. Thanks to this collaboration, the company saved 12.8 million tons of water and prevented over 16,000 tons of carbon emissions.

This saving corresponds to the annual energy consumption of more than 17,000 households and the annual drinking water needs of more than 23 million people. Thanks to this project, Boyner Büyük Mağazacılık was awarded the Circular Economy Award by the Turkish Corporate Responsibility Association in 2023.

In addition to our operations, Boyner Büyük Mağazacılık has transitioned to reusable bags to encourage its customers to recycle and reduce plastic bag usage. This initiative has prevented the use of over 22 million plastic bags in the last three years. The revenue generated from these bags was transferred to various projects of civil society organizations, combining environmental sustainability with social benefits.



## Altınyıldız Tekstil

Altınyıldız Tekstil, which is taking steps to increase the use of recycled polyester in its products, plays a crucial role in the Group's efforts to develop a circular economy and sustainable products. The company is increasing the use of recycled raw materials in its collections, taking significant steps on

its sustainability journey, and offering more sustainable options to customers. Altınyıldız Tekstil raised the proportion from 12% last year to 17% this year. The company continues to increase the proportion of recycled polyester in its production by applying circular economy principles in its production processes.



## BR Mağazacılık - Altınyıldız Classics

BR Mağazacılık is focused on integrating clothing into the circular economy, aiming to prevent textile waste and drive a lasting and impactful transformation in the fashion industry. The projects the Company has undertaken in this context include:

**Collaboration with Nivo:** BR Mağazacılık has signed a collaboration agreement at the heart of circular fashion through a project it has been running with Nivo since 2022. Nivo collects waste textile products from collection boxes in pilot stores and returns them to the economy. The company has shipped over 55,000 products since 2022, contributing to the circular economy. This collaboration strengthens the brand's position in making positive environmental contributions in the fashion industry and integrating into the circular economy.

**Waste Textile Collection Boxes:** BR Mağazacılık launched a used textile recycling project to raise environmental awareness among end consumers, collecting 1,000 items across its 52 stores. The company, which offers discounts to consumers for the clothes they bring in, has made it easy for its employees to contribute to the project by placing waste collection bins in its stores as well as its head office building. All the waste clothing collected in these bins was sent for fabric recycling.

It is planned to place these bins in partner organizations and institutions to enable the recycling of more textile products. The goal is to increase the number of stores with textile waste recycling bins by 2025.



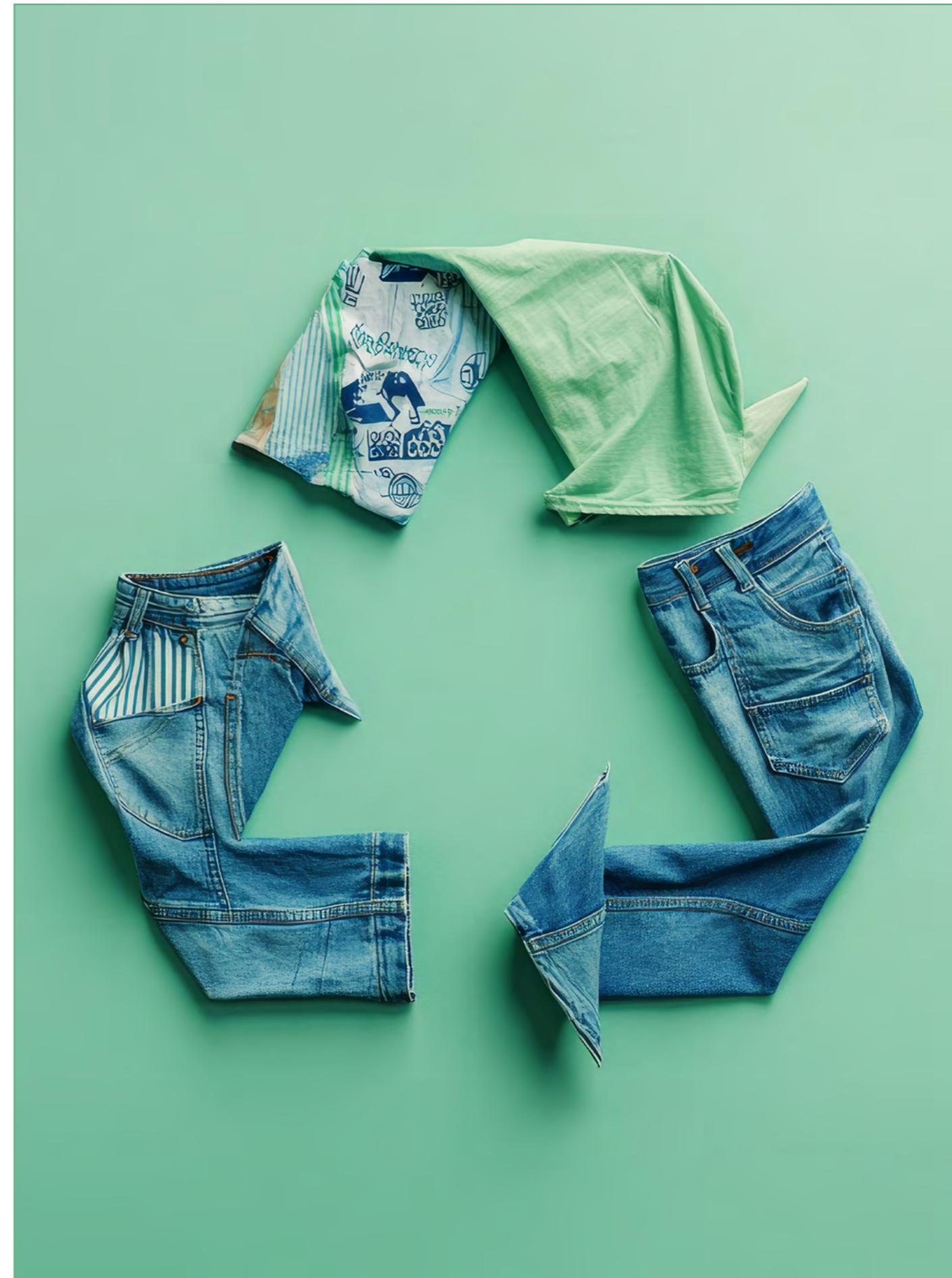
ARNAS AKBAŞ

Co-founder and CEO, Nivo

Our collaboration with the Boyner Group marked a significant step in the circular fashion ecosystem. Defective and customer-returned products in stores were refurbished and resold, enabling the transformation of products and systems. As a result, 1.6 million products were refurbished, saving over 12.8 million tons of water and preventing over 16,000 tons of carbon emissions.

Boyner Group's approach to sustainability is not just lip service. We see this understanding concretely in the group's **strategic collaborations with inherently sustainable business models such as Nivo**. Recycling products that are no longer in the sales cycle adds value to the industry, not only in terms of waste management but also in terms of **resource efficiency and accessibility**.

**In the future**, the concept of circularity must be integrated into all operations and structured as a transparent system. Since sustainability has become a necessity, brands that operate with this understanding will not only reduce their environmental impact but also forge strong bonds with the next generation of users.

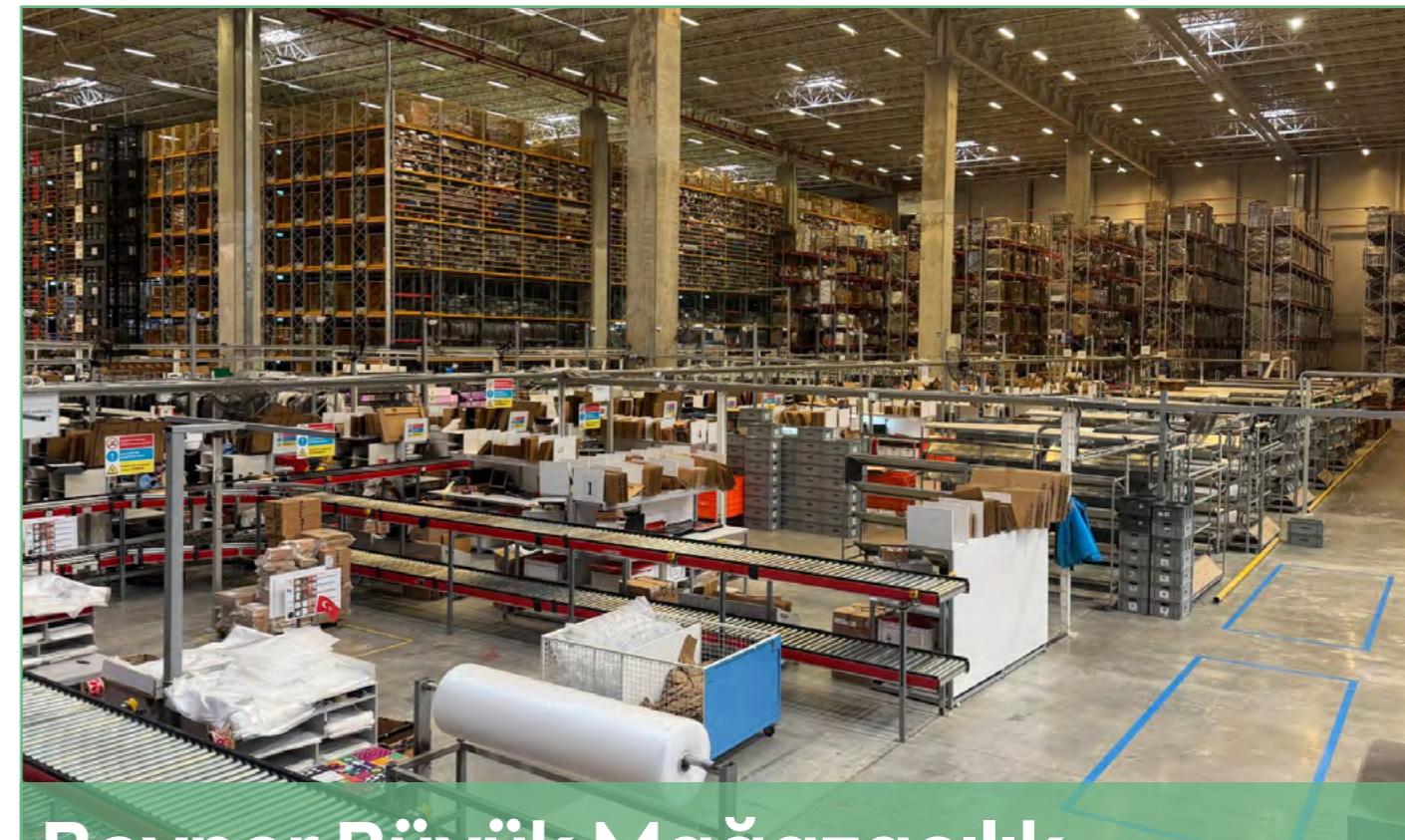
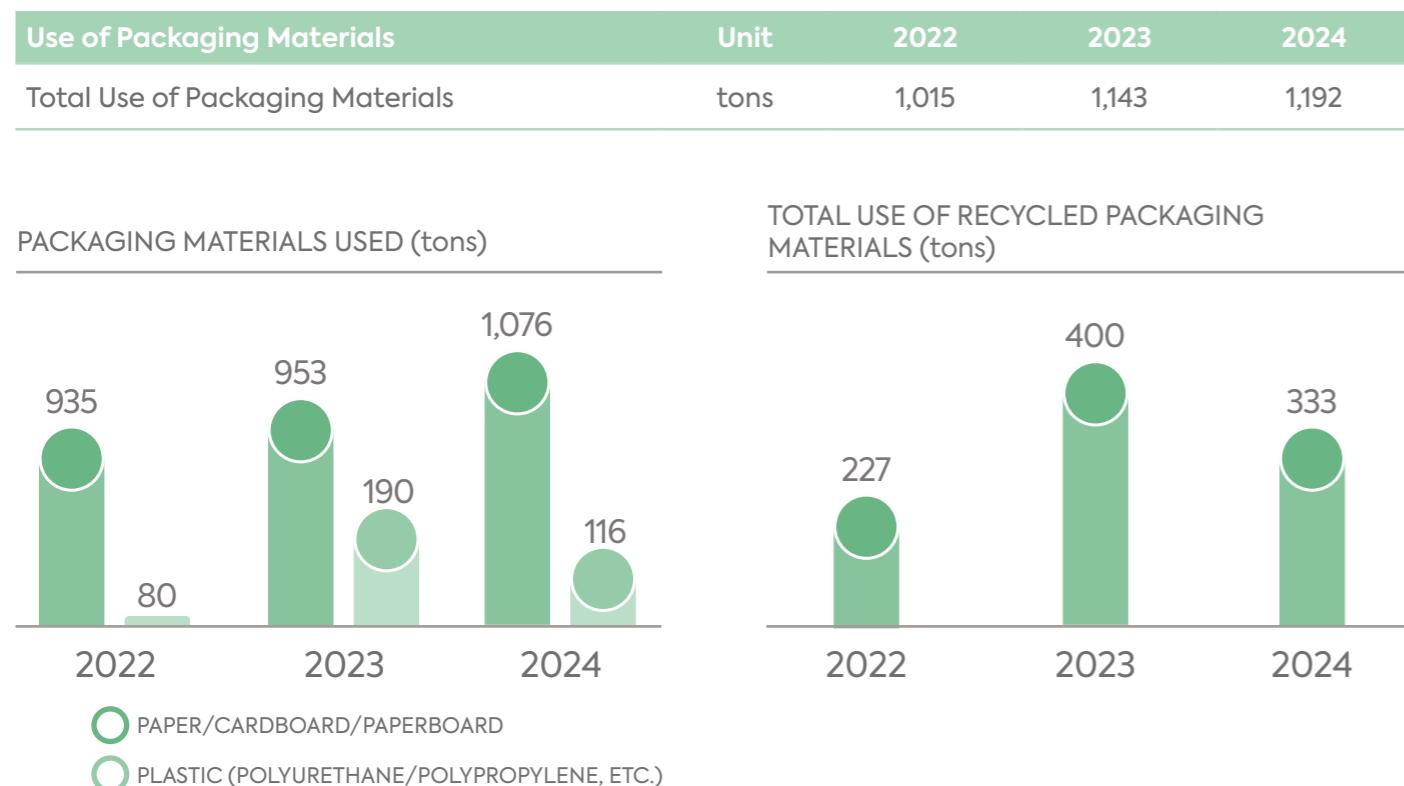


## Packaging Management

We aim to reduce our environmental footprint by transitioning to eco-friendly packaging options.



As Boyner Group, we see packaging management as another key application area of our circular economy approach. We aim to reduce our environmental footprint by transitioning to eco-friendly packaging options. We use packaging materials that contain recycled materials, are reusable, or are recyclable. By increasing the reuse of packaging, we are reconfiguring our business processes to align with the principles of the circular economy. We will continue to prioritize sustainable resource management as a crucial aspect of our business processes and develop innovative solutions in this area in the future. In this context, we have implemented various projects in our Group companies and logistics operations.



## Boyner Büyük Mağazacılık

Boyner Büyük Mağazacılık has transitioned to using foldable crate solutions made from recycled materials, reducing the amount of packaging used in its logistics operations as of 2024. For store shipments in the Istanbul region, foldable plastic crates made from 30% recycled material, suitable for multiple transport cycles, have begun to replace single-use cardboard boxes. The company prevented the use of approximately 200,000 new boxes annually. This prevents the cutting of approximately 3,400 trees per year.

Boyner Büyük Mağazacılık collaborated with Izmir University of Economics and carried out the “Project to Improve Inter-Store Transfer Processes from a Sustainability Perspective.” This project reexamined product transfer processes between stores using a sustainable approach. This academic study aims to serve as a guide by contributing to the development of sustainable logistics practices.



## Altınyıldız Tekstil

At Altınyıldız Tekstil factory, the plastic outer packaging used in fabric shipments and the cardboard tubes used to wrap fabrics, known as rolls, are made from 100% recycled raw

materials. 90% of the cardboard packaging used in the company's shipments consists of packaging made from recycled materials.



## BR Mağazacılık - Altınyıldız Classics

BR Mağazacılık underwent a significant transformation in its logistics processes in 2022 by transitioning from cardboard boxes to foldable plastic crates made from recycled materials, which are suitable for multiple uses. This project prevented the use of more

than 105,000 new boxes annually and saved approximately 2,100 trees from being cut down each year. In the coming period, the widespread use of reusable plastic crates is expected to further reduce the environmental impact of logistics processes.

## Product Responsibility

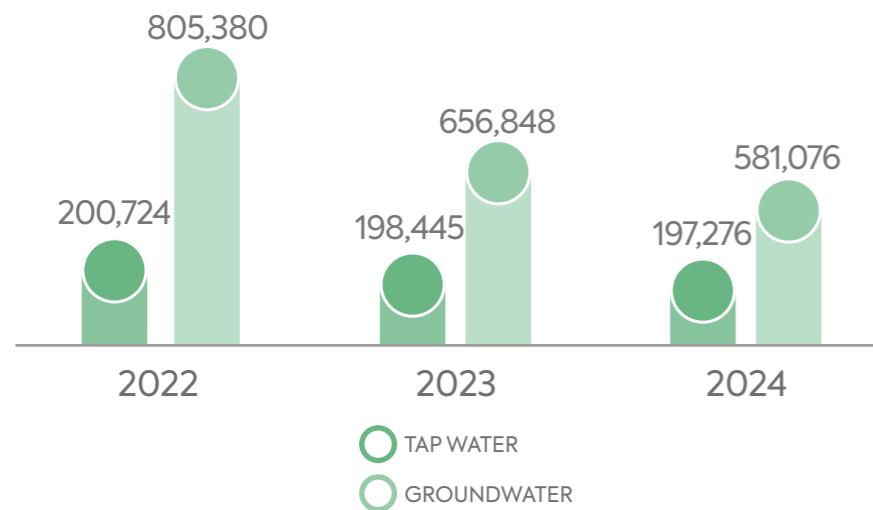
We believe it is possible to develop more sustainable business models, and we are committed to this cause.



At Boyner Group, product responsibility is a key element of our sustainability strategy. Starting with raw material selection, we develop reliable solutions to reduce environmental impacts throughout the product life cycle. In this context, we believe it is possible to develop more sustainable business models and demonstrate our commitment in this direction.

Water Withdrawal	Unit	2022	2023	2024
Total Water Withdrawal	m <sup>3</sup>	1,006,104	855,293	778,352

TOTAL WATER WITHDRAWAL (m<sup>3</sup>)



We expect our suppliers not only to provide materials that meet high quality standards, but also to fulfill their responsibility to protect human health and the environment. In this context, suppliers must provide assurance that the materials they supply do not harm customer health, that no prohibited substances are used in their products, and that the paints and chemicals used in their products comply with the European Union REACH Directive and Oeko-Tex Standard 100.

Additionally, the plastic packaging used for our branded products contains recycled material, while the cardboard packaging is FSC certified.

We conduct on-site inspections of our suppliers to meticulously check their environmental management and compliance with environmental laws, as well as their adherence to social criteria. We aim for our suppliers to fully comply with national and international legislation within the scope of their environmental compliance obligations. We expect them to minimize elements that could threaten human health and the environment in their own production facilities and processes.



## Altınyıldız Tekstil

Altınyıldız Tekstil meticulously monitors compliance with ZDHC (Zero Discharge of Hazardous Chemicals) standards to reduce the environmental impact of chemicals used in its production facilities. Chemical suppliers are encouraged to provide chemicals that are fully compliant with the ZDHC standards. Necessary measures are taken to mitigate environmental and occupational health and safety (OHS) risks associated with chemical substances in production, and actions are taken in accordance with established chemical management

principles. Drills are held twice a year to ensure preparedness for possible accidents.

Altınyıldız Tekstil guarantees that its products are harmless to human health and the environment by holding the OEKO-TEX Standard 100 certification, indicating that the products have been tested and approved by independent laboratories to ensure they do not contain harmful chemicals. Thus, the company offers its customers high-quality and healthy products that they can choose with confidence.

## Responsible Resource Management



Through responsible resource management, we develop innovative solutions that start with the raw materials used in our products and operations, setting an example for our industry.

Responsible resource management and circular economy principles form the basis of our sustainability strategy at Boyner Group. In line with this, we implement the principles of resource optimization, transition to innovative resources, and re-evaluation of resources in production processes. Through responsible resource management, we develop innovative solutions that span from raw materials to our products and operations, setting an example for our industry. The plastic packaging used in all our private label products contains recycled material, while our cardboard packaging is FSC certified.

# Boynar Büyük Mağazacılık

Within the scope of the **Fabrika Branded Corn Silk Vegan Leather Product Group Design** project, textile products are manufactured using natural fibers and materials. Their longer lifespan, their contribution to the environment, and the possibility of recycling play an essential role in terms of sustainability.

Based on this approach, Boyner Büyük Mağazacılık contributes to sustainable product modeling by creating a vegan leather product line made from corn husks, which are natural, human health-conscious, and environmentally friendly. The company created a capsule collection to produce products with sustainable responsibility throughout the entire process, from design to post-sales. With this project, Boyner Büyük Mağazacılık aims to raise awareness among consumers in the fashion industry, draw attention to sustainable fashion, and contribute to it. In this regard, women's vegan leather pants were presented to customers in the FW23/24 season.

**Discovery** products adopt a production approach focused on sustainable resource use and recycling. Label's "Better Cotton-certified" products contribute to improving the welfare of farmers in cotton production while also supporting a more responsible approach to agriculture. Additionally, thanks to the use of 50% recycled polyester, plastic bottles are converted into textile raw materials, thereby contributing to the circular economy. The label offers sustainable products that aim to promote the efficient use of natural resources and reduce the environmental footprint.

**Mustang** places sustainable textile practices at the heart of its collections. The use of recycled (regenerated) cotton enables the revaluation of textile waste while supporting production processes with a lower environmental impact. Additionally, "Better Cotton-certified" products ensure that farmers' welfare is prioritized in the cotton supply chain and that responsible production standards are adopted. Between 30% and 60% of the cotton products in Mustang's Streetwear, Ladies, and Men collections are produced by "Better Cotton-certified" producers, powerfully demonstrating the brand's sustainability vision.





## Altınyıldız Tekstil

As part of its responsible sourcing efforts, Altınyıldız Tekstil offers customers certified products made from sustainable fibers that respect both nature and animal rights. In this context, raw materials are sourced through a transparent supply chain that prioritizes animal welfare and the social rights of farm workers, using products certified by the Responsible Wool Standard (RWS) and NATIVA. This approach not only enhances environmental sustainability but also strengthens the traceability and reliability of the value chain. In 2024, approximately 6 million plastic bottles were recycled using GRS-certified products, which were then used as raw materials in the production of fabrics. Thanks to the use of recycled materials, environmental impacts were significantly reduced compared to producing raw materials from scratch.

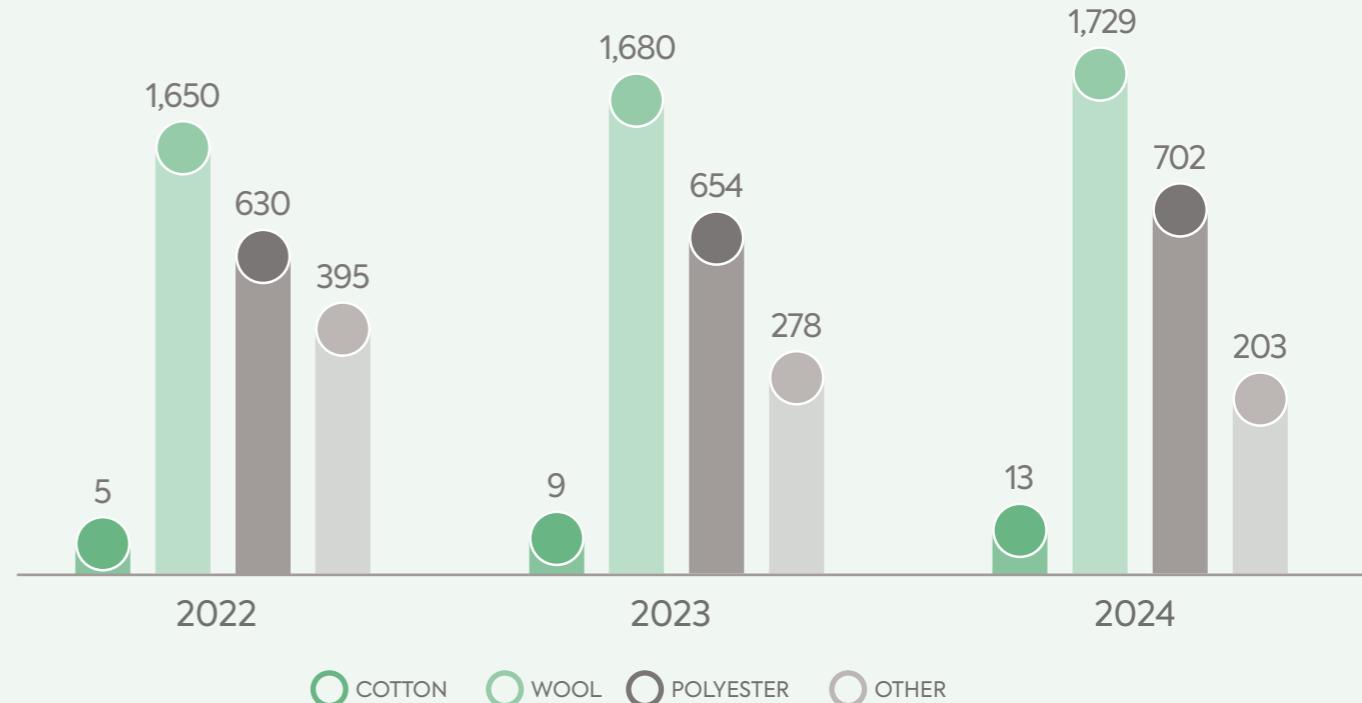
Cordura fibers are combined with merino wool to increase the durability of fabrics. This provides up to 10 times higher abrasion

resistance, 2.1 times better tensile strength, and 1.4 times better tear resistance compared to 100% merino wool fabrics. This innovation extends the product's lifespan, offering customers long-term quality and performance. Additionally, to ensure traceability, the value chain is managed through "Textile Genesis," a pioneering global program that ensures transparency.

Altınyıldız Tekstil prioritizes transparency and sustainability in its use of raw materials. The cotton, wool, polyester, and other fiber types used in its collections are regularly monitored, and consumption data for these materials is reported on an annual basis. This approach strengthens responsible resource use and the traceability of production processes.

Total raw material usage data reflects Altınyıldız Tekstil's approach to increasing transparency and improving resource efficiency in its production processes.

ALTINYILDIZ TEKSTİL TOTAL RAW MATERIAL CONSUMPTION (tons)



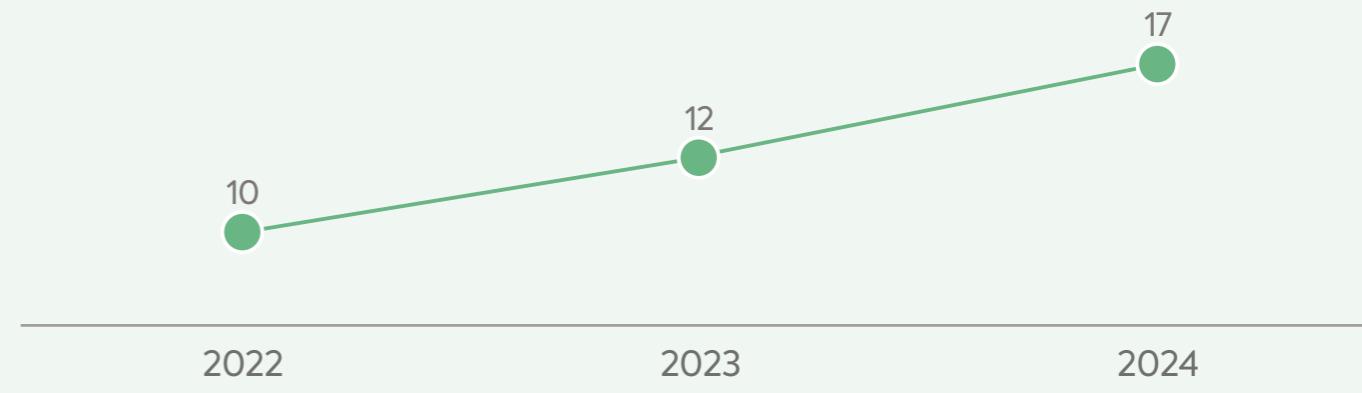
Raw Material Usage

Raw Material Usage	Unit	2022	2023	2024
Natural Raw Material Usage Rate in Altınyıldız Tekstil Products	%	61.8	64.4	65.8

Recycled Polyester

Recycled Polyester	Unit	2022	2023	2024
Total Recycled Raw Material Usage (Polyester) (GRS Certified)	ton	65	80	118

POLYESTER USE (%) (GRS Certified)



At Altınyıldız Tekstil, we prioritize enhancing the sustainability of the raw materials used in our collections. During the 2022–2024 period, the rate of recycled polyester used in our products increased from 12% to 17% compared to the previous year. This trend reflects both our circular economy approach and our commitment to responsible resource use.

## BR Mağazacılık - Altınyıldız Classics

BR Mağazacılık not only focuses on ensuring that waste is returned to the economy but also strives to create a model that strengthens sustainability in the textile industry.

**Naturally Colored Cotton:** The “Naturally Colored Cotton” project, implemented under the Altınyıldız Classics umbrella, adopts an innovative approach that promotes environmental sustainability in the textile industry. This innovative method eliminates dyeing processes, reducing water, energy, and chemical consumption in cotton production and thereby lowering the product's environmental impact. Naturally colored cotton, which had its first harvest in 2023, creates an environmentally friendly production cycle by eliminating a significant portion of chemical processes.

The soft-textured cotton obtained reduces water and energy consumption. Additionally, fabrics made from naturally colored cotton offer users long-lasting use with their colorfast properties after washing.

The project demonstrates the effectiveness of R&D efforts in the field of sustainable textiles. It resulted in a total production of 3,738 units in 2024, comprising 4,587 meters of woven fabric and 1,195 kg of knitted fabric.

The company plans to develop the project and introduce new product varieties in 2025, inspiring other players in the industry with its “Naturally Colored Cotton” initiative, which utilizes resources more intelligently and responsibly.



**Fabric Scraps:** As part of the circular economy approach, the Fabric Scraps project, launched in 2021, has taken significant steps towards recovering textile waste. At the factory, which holds OEKO-TEX Standard 100 and Global Recycled Standard (GRS) certifications, waste fabrics are converted into yarn, allowing for their reuse as raw materials in the industry.

Since the project began, 86.5 tons of textile waste collected from suppliers have been incorporated into the recycling process, contributing to resource efficiency. The company aims to expand the scope of its projects further. Efforts continue to sort all waste fabrics generated by manufacturers according to color and content, and to incorporate the recycled yarns into their collections. In this context, BR Mağazacılık plans to introduce its first capsule collection, consisting of sweaters and cardigans, to customers for the upcoming Fall/Winter'26 season. This collection will be a concrete example of a sustainable and eco-friendly approach.





# RESPONSIBILITY TO THE FUTURE

We manage today with confidence and design tomorrow with courage.

We protect personal data responsibly and transform technology into meaningful solutions.

In our R&D, innovation, and digital transformation journey, we take every step with an eye not only on today's needs but also on those of the future, and we bear the responsibility of designing not only for today but also for tomorrow.



**Data Security and Privacy**

**R&D, Innovation, and Digital Transformation** 166

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# DATA SECURITY AND PRIVACY

**Personal data security and privacy are among our top priorities. Therefore, we implement robust and transparent corporate policies that comply with all legal regulations, primarily the Personal Data Protection Law (KVKK).**

At Boyner Group, we consider personal data security and privacy to be among our top priorities in our digitalized business practices. We implement robust and transparent corporate policies that comply with all legal regulations, primarily the Personal Data Protection Law No. 6698 (KVKK), to ensure the protection/security of the personal data we collect, primarily from our customers, employees, suppliers, and business partners.

We act in compliance with legal regulations at all stages, from data collection to its deletion. We operate with high security standards and design our business processes to be transparent, reliable, and auditable. To ensure security, we protect personal data by taking the necessary technical and administrative measures.

To protect personal data and ensure privacy, we embrace our corporate applications as an ethical value and a fundamental element of our corporate culture, beyond mere regulatory compliance. We inform all our stakeholders about our procedures for processing personal data.

We provide regular training to our employees to strengthen awareness of personal data protection and data security throughout the organization. We support the knowledge and skills of our employees, particularly office workers, in correctly identifying personal data, managing it securely, and preventing potential risks through mandatory e-learning modules that must be completed annually. While fostering a culture of data security among our employees, we continue to strengthen our technical infrastructure and invest in cybersecurity solutions.

In accordance with our corporate policies and rules regarding the protection and confidentiality of personal data, we strive to minimize the impact of unauthorized access to personal data and cyberattacks on our customers' trust and brand reputation. Due to the increasing digitalization of our operations and e-commerce activities, we consider data privacy to be an integral part of our corporate sustainability. We act with awareness of our legal, ethical, and operational responsibilities.

Boynar Büyük Mağazacılık certified its expertise in information security at an international level in 2025. The company completed the **ISO/IEC 27001:2022 Information Security Management System** transition audit and renewed its **ISO/IEC 27001:2022 Information Security Management System** certification. We view information security as a journey that requires continuous improvement and continue to strengthen our position in this area through systematic audits, technical infrastructure investments, and organizational training.



# R&D, INNOVATION, AND DIGITAL TRANSFORMATION

## Boyner Büyük Mağazacılık R&D Center

**Our Boyner Büyük Mağazacılık R&D Center carried out 34 projects in 2024. We have implemented numerous new initiatives that impact our group operations and digital infrastructure. Our total R&D expenditure in 2024 reached 392 million TL.**

34

NUMBER OF R&amp;D PROJECTS

221

NUMBER OF EMPLOYEES IN R&amp;D CENTER

392 Million TL

TOTAL R&amp;D EXPENDITURE

2

PATENT APPLICATION

9

INTERNATIONAL ACADEMIC PUBLICATIONS

1

TRADEMARK REGISTRATION

In 2024, at our Boyner Büyük Mağazacılık R&D Center, which spans a 795-square-meter area and employs a team of 221 people, we completed a total of 34 projects. We completed 19 of these projects and launched 15 new ones. At our R&D Center, we focused on developing strategic solutions that would support Boyner's growth in e-commerce and provide a competitive advantage. Additionally, the TEKNOHAMLE Rising Innovative Technologies Call was launched at our R&D Center, and 1,707 R&D project applications were received.

We have implemented many new initiatives in our group operations and digital infrastructure. Throughout 2024, our total R&D expenditure reached 392 million TL.

At the R&D Center, we are conducting digital transformation projects and continue to play an active role in strengthening university-industry collaboration projects and rapidly transforming academic knowledge into technological innovations as of 2024. We have developed new academic partnerships with Izmir Bakırçay University, Bahçeşehir University, İşık University, and Izmir Economy University. In addition, we are continuing our efforts to establish international project partnerships through the Horizon and Eureka programs.

### Our Agenda for the Coming Term:

- Developing new projects for Horizon and Eureka Project collaborations,
- Increasing the potential for R&D center projects to be the subject of undergraduate and graduate theses,
- Strengthening university-industry collaboration and expanding in-house training programs,
- Participating in technology consortia in the European Union and other regions to gain a foothold in global R&D networks,
- Leading the industry transformation by developing sustainability-focused, environmentally friendly digital trade solutions.

## Boyner Büyük Mağazacılık Design Center

Boyner Büyük Mağazacılık Design Center continues to focus on areas such as high performance, functionality, ergonomics, durability, comfort, and sustainability. The Design Center, which creates innovative concepts driven by today's technical and technological capabilities, plays a pioneering role, particularly in high-value product projects with technological or sustainable features.

Boyner Büyük Mağazacılık Design Center develops projects for brands such as Limon, Fabrika, Fabrika Comfort, Barbie, Boyner Evde, Jeep, Discovery, People By Fabrika, Black On Black, Didem Soydan X Fabrika, Caterpillar, Mustang, Sagaza For Boyner, and E 4.0 Design Studio X Fabrika, which cater to different customer segments within Boyner Büyük Mağazacılık. The Boyner Büyük Mağazacılık Design Center is exploring the feasibility of incorporating new fabrics, knitting techniques, textures, and recycled and natural cellulose materials, as well as vegan leather, accessories, and complementary components into suitable ready-to-wear products.

67 Million TL

TOTAL DESIGN EXPENDITURE

17

TOTAL NUMBER OF DESIGN PROJECTS

70

ACADEMIC PUBLICATIONS

67

DESIGN CENTER NUMBER OF EMPLOYEES

**The Boyner Büyük Mağazacılık Design Center is exploring the feasibility of incorporating new fabrics, knitting techniques, textures, and recycled and natural cellulose materials, as well as vegan leather, accessories, and complementary components into suitable ready-to-wear products.**

After completing 18 projects in 2024, the center plans to focus on new projects and initiate design registration procedures in 2025. Projects at the Design Center, which are distinguished by their R&D work and innovative aspects, align with the company's sustainability strategies.

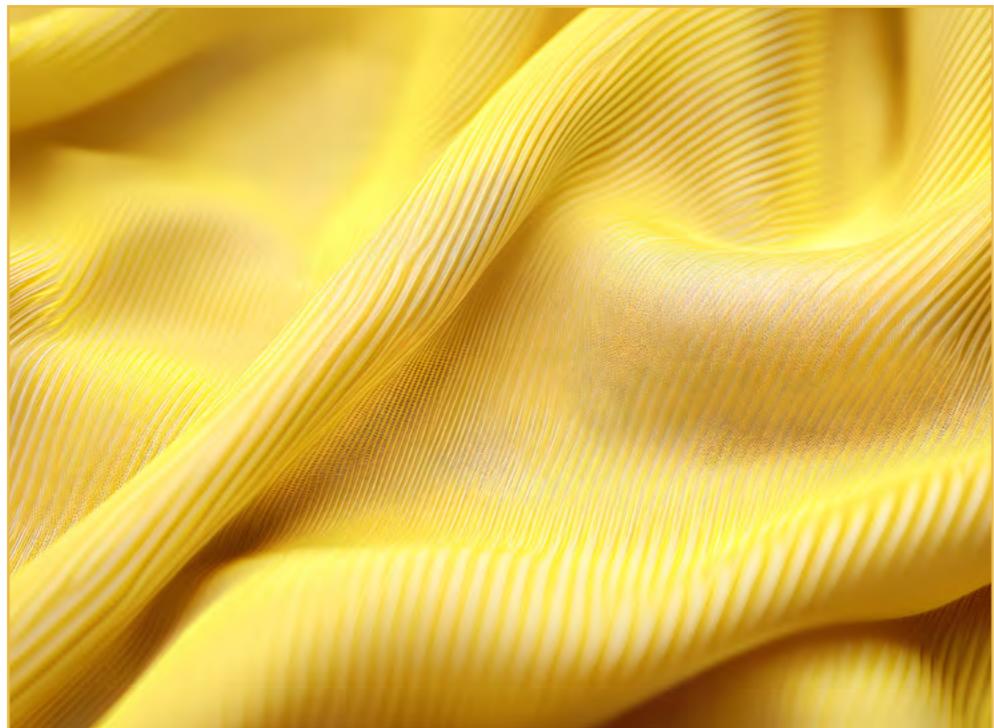
### Activities in 2024:

- In 2024, design registration procedures were implemented for new projects, and tests were conducted on innovative fabrics and textile products.

### Our Agenda for the Coming Term:

- Launching new collections developed with innovative designs and sustainable materials,
- Commercializing R&D projects to bring them to customers,
- Developing university-industry collaborations in a way that increases mutual benefit.

**BR Mağazacılık Design Center continues its activities to develop sustainable products and produce innovative textile solutions.**



Our Design Center, operating within BR Mağazacılık, continues its activities to develop sustainable products and produce innovative textile solutions. Three projects have been carried out at our center, two of which focus on sustainability.

**3**  
NUMBER OF DESIGN PROJECTS

**15**  
Million TL  
TOTAL DESIGN EXPENDITURE

Currently, BR Mağazacılık Design Center is working on projects involving the design and development of product groups, featuring naturally colored cotton, a wool & cashmere blend, and organic cotton.

**21**  
TOTAL NUMBER OF EMPLOYEES IN DESIGN

**2**  
NUMBER OF SUSTAINABILITY-FOCUSED DESIGN PROJECTS

### Design and Development of the Product Group Featuring Natural Colored Cotton

This process aims to produce collections within existing product groups using fabrics made from environmentally friendly, naturally colored cotton. Within this scope, it is planned to design product groups (sweatshirts, sweatpants, T-shirts, shirts, pants, etc.) consisting of capsule collections. Also, certain chemical treatment stages will be avoided while saving energy.

As part of the project, five acres of land in the Adana region were leased for the cultivation of naturally colored cotton. The 100% organic cotton seeds to be planted on the five-acre plot are grown

without any chemical treatment. The cotton harvested from the fields, with colors taken entirely from nature, is spun into yarn without any chemical treatment. The aim is to work on selections consisting of natural colors such as milky coffee, beige, and ecru.

The process enables the design of products that are not only on-trend but also eco-friendly and sustainable. Furthermore, fabrics made from cotton produced using this technique are colorfast. Products designed in this way ensure customer comfort while also protecting the environment.

**The goal is to produce collections within existing product groups using fabrics made from environmentally friendly and naturally colored cotton.**

### Design of the Product Group Featuring Organic Cotton Properties

Products made from 100% cotton fabric were designed to enhance customer comfort and promote health.

Since no chemicals are used in organic cotton production, clothes made from organic cotton have a very low risk of causing allergies or illness. Thus, we used organic cotton-based fabrics in certain product groups to both extend the product's lifespan and offer healthy fabric alternatives to our customers.



## Altınyıldız Tekstil Design Center

We closely follow changing trends around the globe and in Türkiye and build up knowledge about fabrics produced using advanced technologies, which we then reflect in our designs.

As Altınyıldız Tekstil, we closely follow changing trends and technologies in our country and around the world. We continue to incorporate this knowledge into our new designs and develop products that promote sustainable growth. Our Design Center, which officially began operations in 2020 under the Ministry of Industry and Technology, operates with its office and laboratory.

In 2024, our center conducted its activities with a total staff of 33, comprising 5 master's degree holders, 3 master's degree students, 20 bachelor's degree holders, 2 associate degree holders, and 3 vocational high school graduates.

We have developed our design strategy around creating the right products to meet the needs of our domestic and international customers, building expertise in

high-tech fabrics, and establishing partnerships with academic institutions in line with our sustainable growth goals.

We utilize Boyner Group memberships to save costs and increase compatibility with group companies during the design process. Thus, we have access to databases such as WGSN, PECLERS, and DMI (Deutsche Mode Institut). We also actively utilize open sources, including WIPO, EPO, TÜRKPATENT, Google Patents, and YÖK Thesis Center, to deepen our research.

In 2024, we carried out 16 design projects, two of which focused on sustainability. As in previous years, our design projects aimed not only to develop innovative products but also to share know-how through publications and presentations that make a difference in our industry.

**16**  
NUMBER OF DESIGN PROJECTS

**36**  
Million TL  
TOTAL DESIGN EXPENDITURE

**33**  
TOTAL NUMBER OF EMPLOYEES IN DESIGN

**2**  
NUMBER OF SUSTAINABILITY-FOCUSED DESIGN PROJECTS

## Design of the Wool/Cordura Flannel Fabric

The innovative solutions developed at Altınyıldız Design Center aim to meet customer needs while also creating longer-lasting and more sustainable products. The project involved using Cordura fiber in low-grammage wool/Lycra fabrics, resulting in significant improvements in tear and abrasion resistance. For the first time in Türkiye, wool/cordura worsted yarn was produced, and

suit fabrics in the 160–220 g/m<sup>2</sup> range were developed.

A scientific paper was published in conjunction with the project and presented at an international conference. Additionally, Altınyıldız became one of the authorized distributors of Invista in Europe.



**CEM BOSTANCI**

Domestic Market Fabric Warehouse Team Leader, Altınyıldız Tekstil

As an employee who has been working at Altınyıldız Tekstil for 23 years, I see the company's structure, which continuously renews and develops itself without compromising on quality, as its most fundamental difference.

As part of the Boyner Group, I believe that participating in projects that leverage modern technology and contributing to social responsibility and sustainability initiatives enriches the employee experience. Strong and solution-oriented

internal communication is based on quality, trust, and employee satisfaction. For the coming periods, I consider it valuable to embrace innovations in smart production processes further and continue investing in this area.

## Digital Transformation

We are focusing on strengthening our technological infrastructure by increasing our investments in digital transformation.



At Boyner Group, we have focused on digital transformation, driven by our vision to shape the future today. As part of our Digital Transformation Program, we aim to increase digital transformation investments in our group companies. We

focus on improving customer experience, increasing process efficiency, and strengthening our technological infrastructure. In this regard, our group company has developed projects focused on digital transformation throughout the year.

## Digital Transformation Program



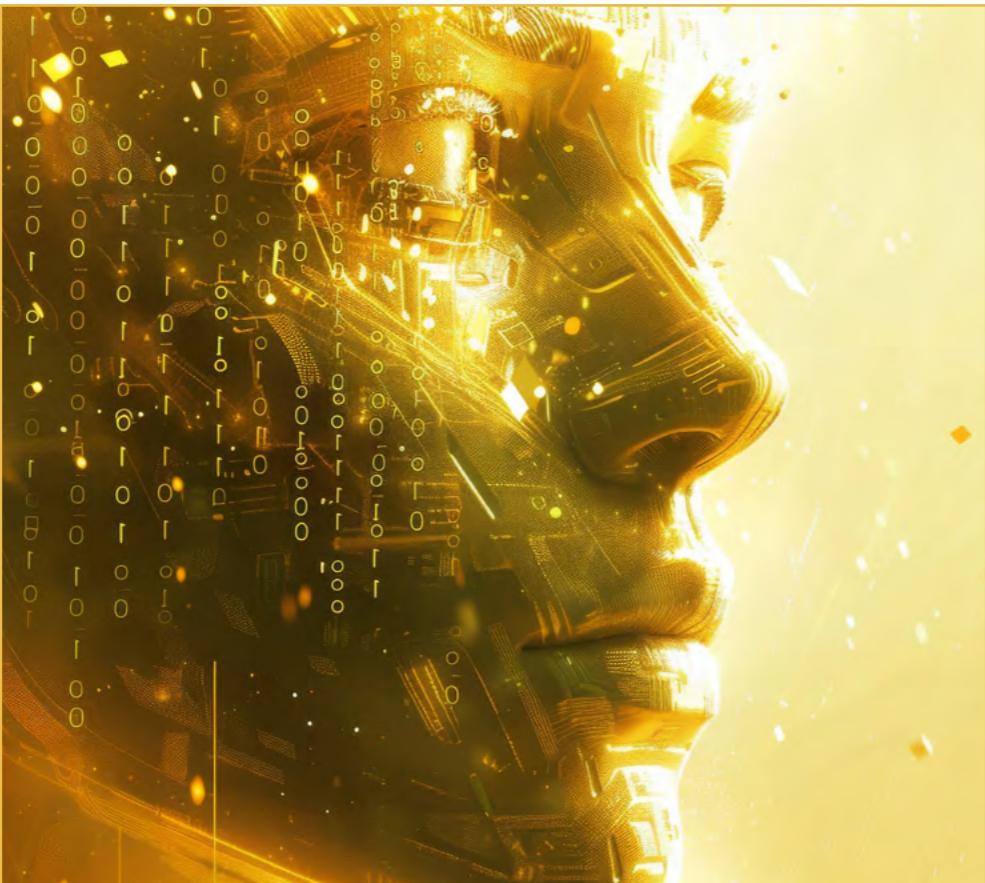
The Boyner Digital Transformation Program was launched to enhance the company's digital maturity, addressing key issues such as efficiency, performance, resource optimization, and organizational culture. We focused on developing a technological infrastructure that would benefit the improvement of business processes within the company. In this context, a new data governance platform was planned and designed to address the needs for data management improvement and modernization. This platform will focus on data security, data quality, and the data dictionary, aiming to

provide significant advantages in customer relations and operational processes.

A new framework has also been developed for the existing technology infrastructure. It incorporates modern software architecture approaches such as Domain-Driven Design (DDD), Event Storming, and Microservices. Thanks to these methods, software development processes have become more flexible and scalable, enabling the development of independent products. For example, areas that can be managed with microservice architecture have been developed.

Additionally, within the scope of people and culture, the focus was on improvements aimed at enhancing open communication among employees within the organization, promoting more effective participation in decision-making processes, and fostering internal collaboration. These steps will support the strengthening of organizational culture and the creation of a more agile organization.

The Boyner Digital Transformation Program was launched to enhance the company's digital maturity, addressing key issues such as efficiency, performance, resource optimization, and organizational culture.



By enhancing the user experience with innovative digital solutions such as the AI-powered Gift Assistant, Smart Listing, and Content Summarizer, the time spent on the website was increased by 35%.

Boynar Büyük Mağazacılık, within the scope of its R&D Center activities, has developed various projects in line with the Boyner Group's Responsibility to the Future strategy and digital transformation vision, effective as of 2024. These include projects related to transitioning to Microsoft Azure infrastructure, technology modernization, process transformation, data modernization, generative artificial intelligence applications (such as BoynerAI, HR bot, and product information generation), big data infrastructure, and data analytics systems.

As part of its digitalization vision, Boyner Online has enhanced its marketplace structure by introducing 27 new categories, over 130 product varieties, and more than 1,200 brands. The AI-powered Gift Assistant, Smart Listing, and Content Summarizer are innovative digital solutions that enhance the user experience and increase time spent on the website by 35%, marking a significant milestone for Boyner Büyük Mağazacılık in achieving its goal of providing a personalized customer experience. By 2025, the company aims to position AI as an assistant across all business units, increasing applications that add value to customers and improve efficiency in internal processes.

## 1

### PERFORMANCE IMPROVEMENT AND RESOURCE OPTIMIZATION

**Legacy System Modernization:** In the initial stages of the project, legacy systems were migrated to a modern microservices infrastructure. This transformation will enable legacy code to run more efficiently, thereby improving system performance. Application performance times were accelerated by up to 2%, while processing capacity increased by 20%.

**Resource Optimization:** Thanks to modern infrastructure, cloud cost optimization achieved 25% efficiency gains by eliminating unnecessary and erroneous usage. Resource optimization will be achieved using appropriate software architecture patterns and the correct allocation of resources.

## 2

### DATA QUALITY AND DATA SECURITY IMPROVEMENTS

**Improvements in Data Management:** The newly established data governance platform enabled data masking, security, and quality control processes. This will reduce data security risks by 25%.

**Data-Driven Decision Making:** Improvements in data quality have enabled the company's decision-making processes to become 25% faster and more reliable. Improvements in data security and quality standards have increased customer confidence in Boyner, leading to a 10% rise in customer satisfaction.

## 3

### PROCESS MODERNIZATION AND INCREASED EFFICIENCY

**ITIL Process Improvements:** Thanks to the modernization and optimization of ITIL processes, IT processes saw a 25% increase in efficiency. This enabled the IT department to resolve issues faster and improve service levels.

**Project Delivery Times:** Thanks to modern processes and microservice architecture, a more agile approach was adopted. This resulted in a 20% reduction in project delivery times.

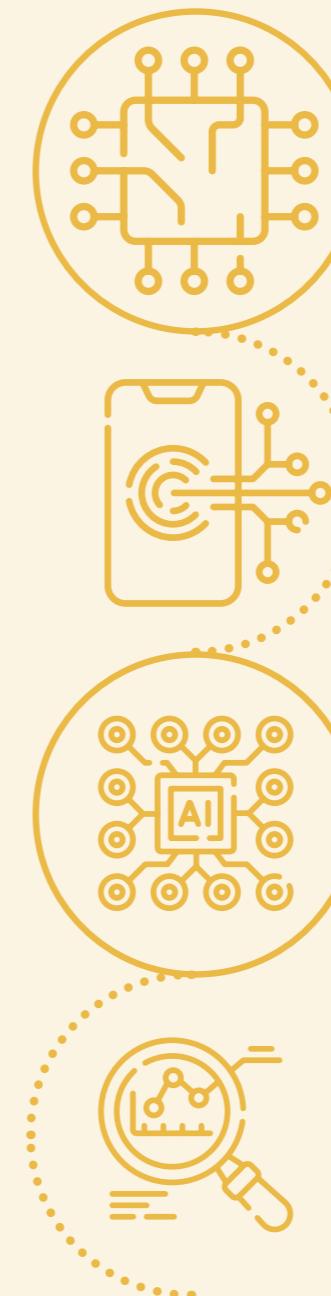
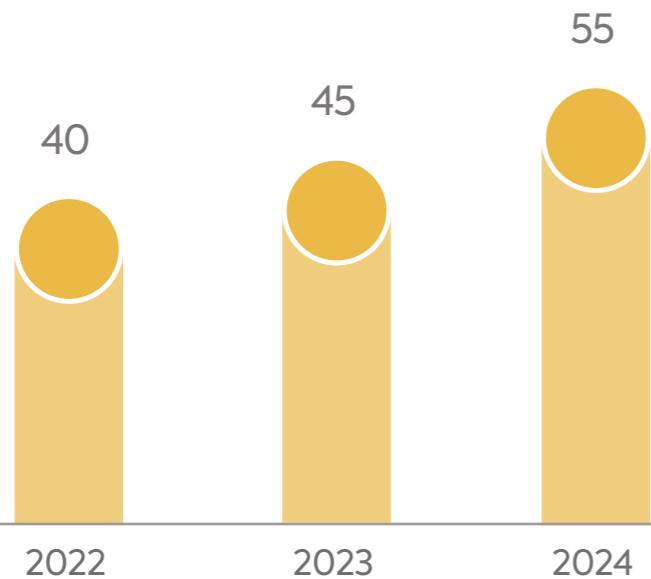
**The productivity growth rate, which was 8.5% in 2021, rose to 27% by the end of 2024.**

Boynar Büyük Mağazacılık implemented the MP application, which supports digitalization in supply chain processes, in 2024 and developed its digital partnerships with suppliers. As of 2024, **digitalization investments reached 510 million TL**. The digital platform usage rate has reached 50%. E-commerce, mobile applications, and marketplace platforms have become more effective points of contact for customers. The proportion of services offered

through these channels has risen to 55%. In the digital ecosystem, which reaches an average of 3 million users daily, instant traffic can reach up to 200,000 people.

Boynar Büyük Mağazacılık achieved significant efficiency gains in operational processes, customer service, and internal process management by expanding its data analytics applications. The efficiency increase rate, which was 8.5% in 2021, reached 27% by the end of 2024.

RATE OF SERVICES OFFERED THROUGH DIGITAL CHANNELS (%)



**50% DIGITAL INVESTMENT RATE**

We are allocating half of our total budget to digitalization and sustainably strengthening our technological infrastructure.

**55% DIGITAL SERVICE RATE**

We deliver 55% of our customer and supplier services through digital channels, including e-commerce, mobile applications, and MP platforms.

**EMPOWERING INFRASTRUCTURE BY AZURE**

By migrating to the Microsoft Azure platform, we gained advantages in security, speed, and scalability, thereby accelerating data modernization.

**27% INCREASE IN EFFICIENCY**

Thanks to data analytics systems, we have achieved a 27% increase in operational efficiency and are now managing processes faster and more accurately.

## Digital Transformation Event



### The Digital Transformation Event focused on Technology, Process, people and culture, Data, and AI.

The Digital Transformation Event, focusing on technology, processes, people and culture, data, and AI, addressed digitalization with a holistic approach in line with Boyner's sustainable growth strategies. The event welcomed various teams and raised awareness in areas such as corporate culture transformation, data-driven decision-making, artificial intelligence applications, and process efficiency. The foundation for future sustainable digital competencies was strengthened.



## Articles

Name of Publication	Journal/Conference Name Where the Article Was Presented
<b>"Semantic Search-Based Generative Artificial Intelligence in Online Retail"</b>	May 7–8, 2024, 13th International Congress of Academic Research (ICAR)
<b>Artificial Intelligence-Based Demand Forecasting – Replenishment</b>	Batman University International Information Technology Congress 2024
<b>Example of Using GPT-Based Product Content Creation for E-Commerce</b>	March 7-9, INERS'24 5th International Engineering Research Symposium
<b>Analyzing the Impact of Marketing Channels on Turnover and Growth in Boyner: Budget Optimization with Machine Learning Models</b>	18th International Istanbul Scientific Research Congress on Life, Engineering, Architecture, and Mathematical Sciences on August 19-21, 2024
<b>Turkish Question – Answer Dataset Evaluated with Deep Learning</b>	UBMK2024 9th International Conference on Computer Sciences and Engineering 26-28 Oct. 2024 Antalya
<b>PeopleChat: A Generative AI Assistant</b>	4th International Conference on Design, Research and Development December 19 – 20, 2024
<b>Enhancing Product Descriptions with Generative AI</b>	4th International Conference on Design, Research and Development December 19 – 20, 2024
<b>AI-Driven Personalization in E-Commerce: Development of a Gift Assistant Recommender System</b>	4th International Conference on Design, Research and Development December 19 – 20, 2024
<b>Enhancing Customer Experiences Using AI-Driven Customer Engagement and Micro-Segmentation</b>	4th International Conference on Design, Research and Development December 19 – 20, 2024

## University Collaborations

In the 2024–2025 academic year, we continued to support the development of young talent through collaborations with universities. In partnership with İzmir University of Economics' Faculty of Business, Department of Logistics Management.

Through the Boyner Retail Young Talent Program, launched in 2022 in cooperation with Anadolu University, we aim to contribute qualified talent to the retail sector. To date, the program has brought 52 interns and 13 management trainees into Boyner.

Career Project courses conducted with the participation of İşık University students were successfully completed with project presentations.



İşık Üniversitesi öğrencilerinin katılımıyla gerçekleştirdiğimiz **Career Project** dersleri, proje sunumları ile tamamlandı. Bahar dönemi boyunca öğrencilerle projeler üzerine çalışma deneyimlerini aktaran proje liderlerimize katkıları için çok teşekkür ederiz.

**ARGE: Verimlilik Projesi**  
Hakan Türköner, Zeynep Ünver, Kağan Beken, Burak Çalışkan  
**Data: Next Best Offer Yapay Zeka Projesi**  
Fulya Tezel, Sedat Çelik, Bahar Önel  
**CRM: Customer Journey Mapping with AI**  
Abdulkadir Erkatrancı, Çağdaş Cihan  
**KSS ve Sürdürülebilirlik: Çeşitlilik ve Kapsayıcılık Projeleri**  
Emrah Özbay, Talip Kılıçioğlu

Proje sunumu videomuzu izlemek için tıkla!

BOYNER



Perakende Sektöründe Yeni Nesil Yeteneklere Yer Açıyoruz!

2022 yılında Eskişehir Anadolu Üniversitesi İktisadi ve İdari Bilimler Fakültesi iş birliğiyle başlattığımız Boyner Perakende Genç Yetenek Programı ile sektörde nitelikli iş gücü kazandırmayı, öğrencilerin iş hayatını deneyimlemelerini ve mezuniyet sonrası kariyer yollarını keşfetmelerini hedefliyoruz. Bugüne kadar 52 stajyer ve 13 MT'yi Boyner'e kazandıran program, üçüncü döneminde devam ediyor.

Kariyerinde fark yaratmak isteyen genç yetenekler #nerdeBoynerde

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## Awards Granted

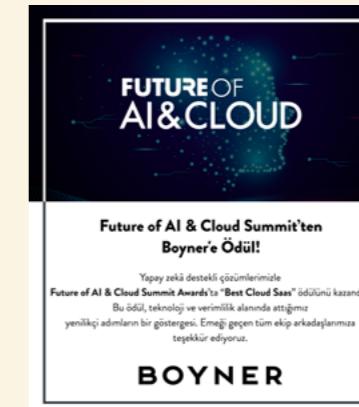
As per our awards and recognitions, in 2024, we were included in Fast Company's **"50 Most Innovative Companies"** list. We received the **"Best AI-Powered Decision & Management"** and **"Best Cloud SaaS"** awards at the Future of AI & Cloud Summit. We also earned two awards in the **"Best Intelligence Solution"** category at RDConf with our People Chat project. In addition, we received **five awards from Teknoloji Kaptanları** and were honored with the **E-Commerce Achievement Award** at the Retail Sun Awards.



Future of AI & Cloud Summit'ten Boyner'e Ödül!

Yapay zeka destekli çözümlerimizle Future of AI & Cloud Summit Awards'ta "Best AI Powered Decision & Management" ödülünü kazandık. Bu ödül, teknoloji ve verimlilik alanında ettiğimiz yenilikçi admaların bir göstergesi. Emeği geçen tüm ekip arkadaşlarımıza teşekkür ediyoruz.

BOYNER



Future of AI & Cloud Summit'ten Boyner'e Ödül!

Yapay zeka destekli çözümlerimizle Future of AI & Cloud Summit Awards'ta "Best Cloud SaaS" ödülünü kazandık. Bu ödül, teknoloji ve verimlilik alanında ettiğimiz yenilikçi admaların bir göstergesi. Emeği geçen tüm ekip arkadaşlarımıza teşekkür ediyoruz.

BOYNER



En İyi Yapay Zeka Çözümü Kategorisinde 2 Ödülün Sahibi Olduk

RDConf katılarak sektörde yeniliklere odaklanma ve çalışmalarımızı katılımcılarla paylaşma fırsatı bulduk. People Chat projesimiz En İyi Yapay Zeka Çözümü kategorisinde 2 ödül kazanarak büyük bir başarıya daha imza attı. Projede emeği geçen tüm ekip arkadaşlarını tebrik ederiz.

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Fast Company Dergisi'nin "En Yenilikçi Şirketler 50" Listesindeyiz!

"Boyner AI" projesimiz, iş dünyasının prestijî yeryüzünden Fast Company Dergisi "En Yenilikçi Şirketler 50" listesinde yer almamızı mutlu eden bir yeryüzünden. Bu başarı emeği geçen tüm ekip arkadaşlarımıza teşekkür ederiz.

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TEKNOLOJİ KAPTANLARI'NDAN 5 ÖDÜL!

Bilgin Zirvesi'24 bünyesinde, bağımsız bir juri ve web sitesi üzerinden verilen oyalar sonucunda Teknoloji Kaptanları'ndan 5 ödül sahibi oldu!

★ Yıldız Teknoloji Kaptanı Ödülü - Cihan Yıldız  
Boynar Büyük Mağazacılık CTO

★ İnovasyon Kategorisi Birinciliği Ödülü - Boyner NOW  
★ Operasyonel Yetkinlik Kategorisi Üçüncülük Ödülü - Boyner NOW

★ Dijital Dönüşüm Kategorisi Üçüncülük Ödülü -  
PeopleChat: İnsan Kaynakları Üretken Yapay Zeka Aşistanı

Emeği geçen tüm ekip arkadaşlarımıza iş arkadaşları tebrik ederiz.

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Perakende Güneşi Ödüllerinde E-Ticaret Başarı Ödülü Boyner Now'a!

Perakende Güneşi Ödüllerinde Boyner Now ile E-Ticaret Başarı Ödülü'nü aldı. İnanan ve destekleyen herkese teşekkürler!

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BOYNER NOW İLE E-TİCARET JÜRI ÖDÜLLERİ'NDE İKİ BÜYÜK BAŞARIYLA İMZА ATTIK!

Pazarlama Türkiye'nin ev sahipliğinde gerçekleştirilen sektörün önde gelen isimleri tarafından değerlendirilen E-Ticaret Jüri Ödüllerinde, Boyner Online "En İyi Mobil Uygulamaya Sahip E-Ticaret Sitesi" kategorisinde Altın Ödülü, Boyner Now ise "Teslimatta En İyi İnovasyon" kategorisinde Gümüş Ödülü layık görüldü.

BOYNER

## Boynér Hackathon

### 1. SOCIAL CONTRIBUTION

#### Opportunities for Young Talent: Boyner Hackathon

Boynér continues its mission of contributing qualified human resources to society by supporting young people interested in technology. As part of the Boyner Hackathon event, organized in collaboration with Microsoft Türkiye, 75 participants from diverse age groups and expertise levels had the opportunity to develop artificial intelligence-based projects. Participants produced innovative solutions under the guidance of Boyner's technology teams and Microsoft experts, gaining valuable experience in acquiring the skills required in the digital age.

This event aims to discover young talent, democratize access to technology, and support sustainable social development.

### 2. DIGITAL TRANSFORMATION

#### New Horizons in Customer Experience: Boyner Hackathon

Boynér aims to continuously improve customer experience in line with its digital transformation strategy. The Boyner Hackathon, organized within this scope, served as an innovation lab utilizing Microsoft's advanced technologies.

Participants designed solutions that will make a difference in the online customer experience with projects developed using platforms such as Azure OpenAI and Azure Machine Learning. This event demonstrates that Boyner is managing its digital transformation not only with technology but also with a focus on people.

### 3. INNOVATION AND R&D

#### Shaping the Future with Artificial Intelligence: Boyner Hackathon

Boynér's innovation and R&D vision is supported by structures that encourage internal entrepreneurship and technological discovery. The Boyner Hackathon stands out as a concrete example of this vision. In collaboration with Microsoft Türkiye participants developed innovative artificial intelligence solutions that enhanced customer experience and demonstrated the potential of data-driven business models.

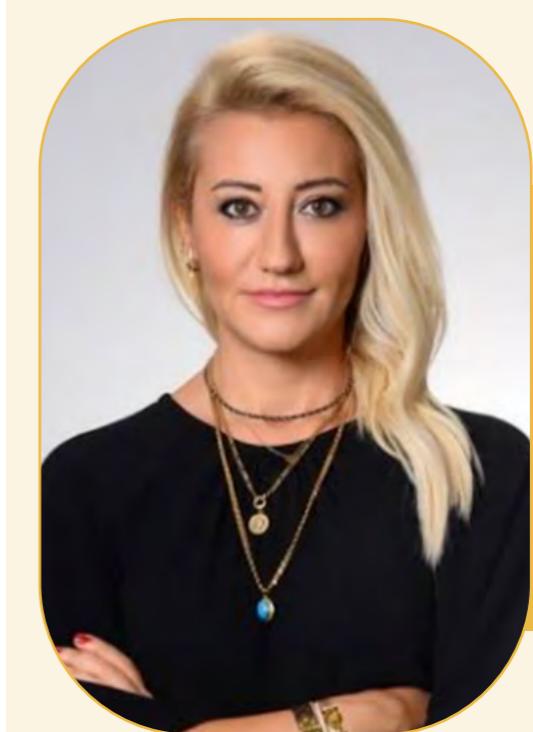
The most promising projects were selected at the end of the event and evaluated for conversion into sustainable technological investments.

### 4. EDUCATION AND SKILL DEVELOPMENT

#### An Experience Improving Technological Skills: Boyner Hackathon

Boynér embraces developing the digital competencies of its employees and stakeholders as a strategic priority. In line with this understanding, the Boyner Hackathon provided a learning and application space that supported the development of both internal teams and external participants.

Empowered by Microsoft's mentorship and technological tools, participants had the opportunity to work directly with next-generation artificial intelligence applications. This experience not only provided participants with technical knowledge but also fostered the development of skills, including problem-solving, teamwork, and creative thinking.



**HÜLYA GÜVEN GAZİMİHAL**  
Deputy General Manager of Corporate Sales, Microsoft Türkiye

**The Azure Hackathon we held with Boyner was not just an event for us but a true journey of innovation.**

Witnessing how teams used artificial intelligence to create innovative and effective solutions over the course of two days was an incredible experience. Each team worked with great motivation, and the resulting projects were not limited to prototypes; some offered solutions that were advanced enough to be implemented directly. This hackathon once again demonstrated the power of technology and the value of collaboration. We thank everyone who participated and look forward to the new projects we will bring to life together in the future.

## Hayal Ortaklısı (Shared Vision) Projects

### Caspipot: Local and Sustainable Solution in Cybersecurity

Caspipot is a threat detection and prevention solution developed using local resources, reflecting Boyner's innovative approach to cybersecurity. By detecting attacker attempts through fake services, Caspipot provides proactive protection against internal and external threats, enhancing the security of digital assets while contributing to operational sustainability.

The product is based entirely on domestic development processes. It increases information security awareness within the organization and enhances the efficiency of security operations. Caspipot positions itself not only as technology, but also as a sustainable value for secure digital transformation.

### Inclub: A New Generation Influencer Marketing Platform for Sustainable Impact

Developed by Boyner, Inclub is an innovative influencer marketing platform enabling brands to establish more transparent, data-driven, and sustainable partnerships with content creators. Inclub is redefining marketing processes with an approach that is not only commercial but also aligned with social and environmental values.

The platform enables brands to connect with the right content creators for sustainability-focused campaigns through impact analysis modules, ethical compliance checks, and algorithmic content matching. With its structure prioritizing themes such as women's entrepreneurship, local production, and sustainable fashion, Inclub positions influencer marketing for both visibility and long-term value creation.

Inclub is a key outcome of Boyner's sustainability vision, which is grounded in an ethical, inclusive, and socially conscious approach to digital communication.

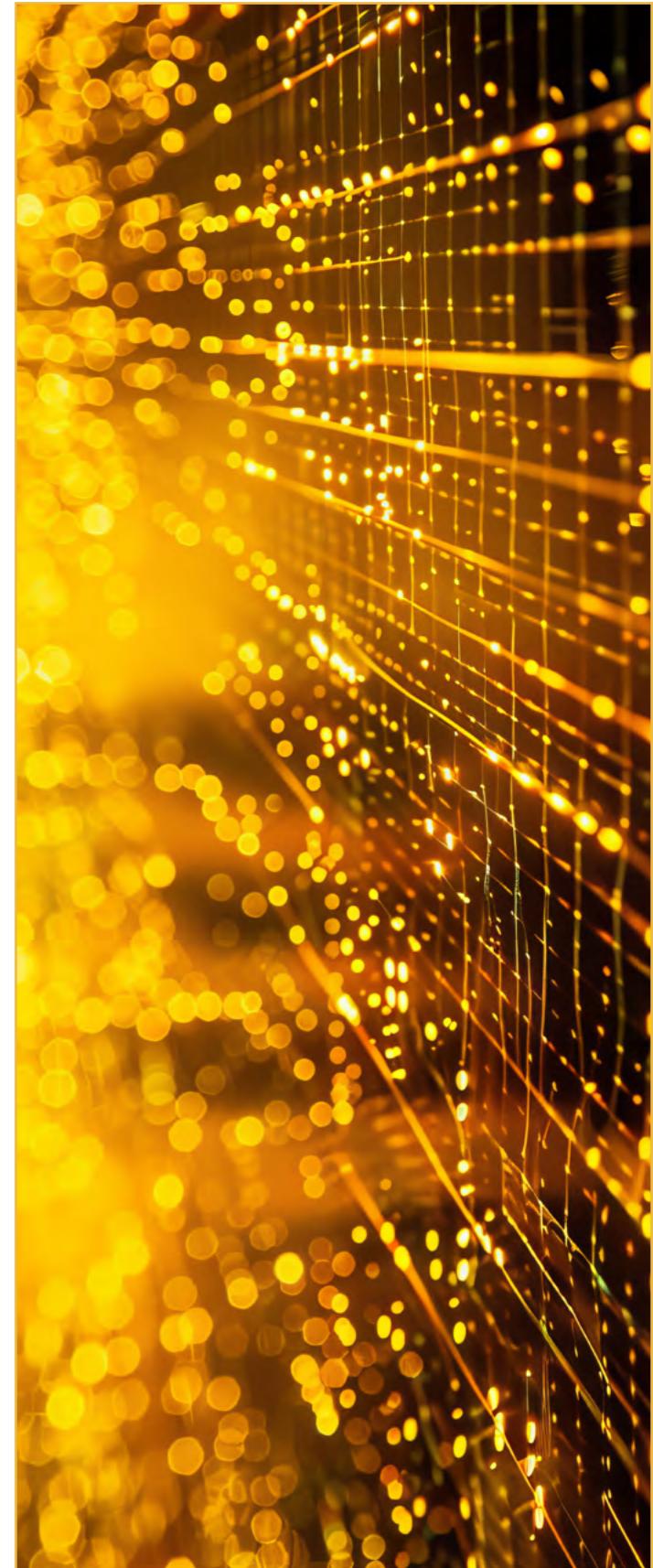
### AI-oriented Approach for Sustainable Inventory Management in Retail

The AI-oriented inventory optimization solution, developed to address the problems of excess and insufficient inventory frequently encountered in the retail industry, makes a significant contribution to the sustainability aspect of digital transformation.

This solution utilizes real-time data analytics and machine learning models to ensure that every product is available at the right time, in the right store, and with the correct quantity, thereby increasing sales performance while optimizing resource utilization and minimizing waste.

The system increases operational efficiency by automating restocking and inter-store transfer processes. The system also contributes to reducing logistics costs, lowering carbon emissions, and achieving agile, responsible management goals in the supply chain.

This project for Boyner Büyük Mağazacılık stands out as an example of a shared vision where technology is used not only for efficiency but also in line with environmental and social sustainability values.



## Altınyıldız Tekstil

**At Altınyıldız Tekstil, the origin and supply processes of raw materials have been made digitally traceable through the NATIVA and Responsible Wool Standard (RWS) certification systems in the supply chain.**

**%88**

**DIGITAL PLATFORM USAGE RATE**

**%83**

**EFFICIENCY INCREASE RATE ACHIEVED THROUGH THE USE OF DATA ANALYTICS**

**%82**

**RATE OF SERVICES PROVIDED THROUGH DIGITAL CHANNELS**

Digital transformation at Altınyıldız Tekstil is one of the strategic areas prioritized to make business processes more agile, efficient, and sustainable. Digitalization is positioned not only as a technological transition process, but also as an integral part of sustainable business model transformation. All efforts carried out within this scope support the reduction of resource use, the environmentalization of processes, and the strengthening of a data-driven decision-making culture.

Thanks to the digitalization initiatives implemented across the company, the goal is to streamline and make operations more traceable, while also reducing their environmental impact. Fabric designs are developed using CAD/CAM systems with a digital infrastructure. Product development and customer approval stages are managed using COLORDIGITAL cloud-based systems. This structure reduces the need for sample production, shortens design time, and contributes to both efficiency and environmental performance by saving energy and raw materials.

The NATIVA and Responsible Wool Standard (RWS) certification systems are used in the supply chain. This enables the digital tracking of the origin and supply processes of raw materials. Transparent data sharing reinforces ethical production principles and facilitates the more systematic implementation of sustainable supply chain practices.

Sustainability performance is shared transparently through digital systems, not only within the company but also on international platforms. Environmental data is reported through the FEM (Facility Environmental Module) within the Higg Index, while social data is reported through the FSLM (Facility Social & Labor Module). Chemical management processes are monitored through the ZDHC (Zero Discharge of Hazardous Chemicals) platform. These systems support the regular monitoring of sustainability indicators and compliance with global standards.

With the Expert Uster Production Process monitoring project, performance data from spinning machines was transferred to a digital environment along with numerous indicators, including machine performance, product quantity, and downtime data.

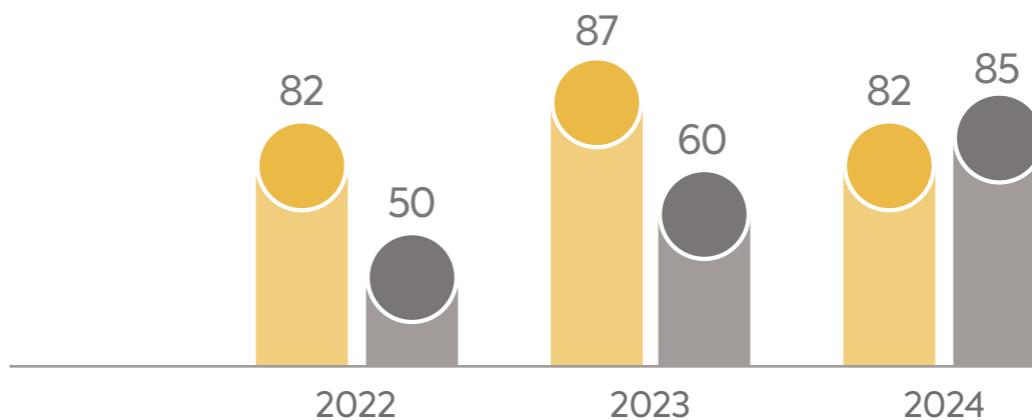
Access to data has been made easier through the SQL-based, advanced OpenSystem interface integrated into the LOOMDATA system, which is used in weaving production processes. SAP Crystal Reports integration has enabled customized reporting capabilities in a digital environment. The transition to the latest version of the system is expected to be completed by 2025.

## BR Mağazacılık

BR Mağazacılık continues to transform its business model, with a focus on digitalization. The company views investments in digital technologies not only as infrastructure but also as a strategic area that enhances customer experience, increases efficiency, and supports its sustainable growth. BR Mağazacılık further strengthened its information technology and data analytics infrastructure by increasing its digitalization investments to 20 million TL as of 2024. By planning the digitalization-focused expenditures of its business units holistically, particularly under the umbrella of the IT Directorate, the company created a more integrated and effective structure for its technological investments.

BR Mağazacılık continues to invest in systems that enhance customer experience and enable fast and agile decision-making as part of its digitalization strategy. As of 2024, the company's digital platform usage rate has reached

**RATE OF SERVICES OFFERED THROUGH DIGITAL CHANNELS (%)**



**With the widespread adoption of data analytics applications, operational efficiency increased by up to 70% by the end of 2024.**

**in increased by up to 70% by the end of 2024.**

ALTINYILDIZ TEKSTİL

BR MAĞAZACILIĞI

**Hopi**

**Achieving a mobile app uptime rate of 99.99%, Hopi provides users with a secure and fast digital shopping experience, backed by a system that operates seamlessly throughout the year.**

**128.9**  
MILLION TL  
DIGITALIZATION INVESTMENTS

Hopi's digitalization vision is centered on user focus, data management, and the integration of advanced technology, aligning with Boyner Group's digital transformation vision. The company positions technology not only as an operational tool but also as a strategic element that supports sustainable growth and enables stronger customer relationships.

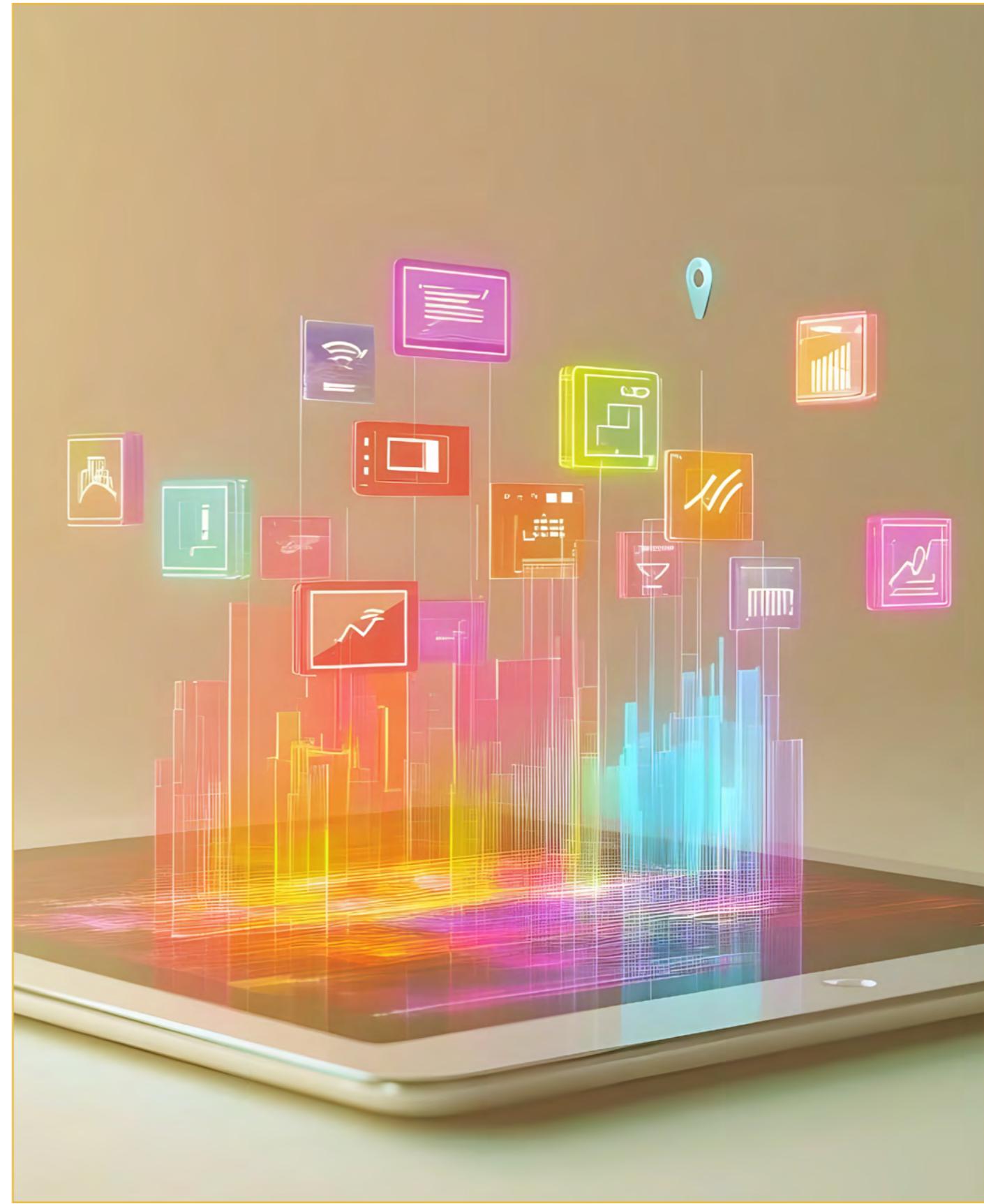
The company has achieved a scalable and flexible structure thanks to all systems operating on a 100% cloud infrastructure. This increases its operational efficiency while reducing maintenance and update costs. Thanks to real-time data processing capabilities, high performance is achieved in campaign management, user interaction, and business intelligence applications.

Hopi also integrates all its services with the Boyner Group in the field of cybersecurity, strictly adhering to the high security standards applicable across the group, and ensuring data privacy in compliance with relevant regulations. The company continuously updates its policies that ensure the security of user information, primarily in accordance with the Personal Data Protection Law No. 6698. It bases its data policies on user consent and transparency.

Achieving a mobile app uptime rate of 99.99%, Hopi provides users with a secure and fast digital shopping experience, backed by a system that operates seamlessly throughout the year.

As of 2024, exceeding 400 APIs has been a significant milestone in realizing Hopi's technology-based ecosystem vision. This infrastructure enables secure, fast, and flexible integrations with business partners, retailers, and different systems. The developer-friendly structure paves the way for new collaborations, providing an innovative and scalable environment. Field technologies support this ecosystem in the physical world. They provide a real-time data flow and location-based interaction infrastructure, featuring a total of 2,962 beacon devices in stores and 7,546 in shopping malls.

One of the most tangible indicators of the importance placed on user experience is that this mobile app received a 4.5-star user rating. Improvements across various areas, including interface design and campaign concepts, enhance satisfaction and loyalty to the application. The real-time data usage rate reached 95%, demonstrating that decisions made at Hopi are primarily based on current and accurate data. The company's 2025 digitalization agenda include AI-powered customer engagement, data-driven campaign engines, and multi-channel, integrated platform solutions for brands. Hopi plans to advance to transform technology into a force that adds value to people's lives.



# APPENDIX

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# REPORTING GUIDELINES

## Governance Reporting Guidelines

Indicator	Scope	Indicator	Scope
General Information	2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi data are included. The Number of Establishments and Number of Brands metrics also include Boyner Publications and Brooks Brothers. The Number of Production Facilities metric only includes Altınıyıldız Tekstil data. Retail Sales Store Count includes dealers and covers data from Boyner Büyük Mağazacılık and BR Mağazacılık. Export data covers data from BR Stores and Altınıyıldız Tekstil.	Financial Performance	2022: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.
	2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi data are included. The Number of Establishments and Number of Brands metrics also include Boyner Publications and Brooks Brothers. The Number of Production Facilities metric only includes Altınıyıldız Tekstil data. Retail Sales Store Count includes dealers and covers data from Boyner Büyük Mağazacılık and BR Mağazacılık. Export data covers data from BR Stores and Altınıyıldız Tekstil.		2023: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.
	2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi data are included. The Number of Establishments and Number of Brands metrics also include Boyner Publications and Brooks Brothers. The Number of Production Facilities metric only includes Altınıyıldız Tekstil data. Retail Sales Store Count includes dealers and covers data from Boyner Büyük Mağazacılık and BR Mağazacılık. Export data covers data from BR Stores and Altınıyıldız Tekstil.		2024: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.
Distribution of Sales	2022: Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi data are included. Altınıyıldız Tekstil data are only included in the Wholesale/Customer Sales Share metric. Hopi is included in these data under the E-Commerce and Wholesale/Customer Sales Share scope.	R&D and Innovation	2022: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, and Altınıyıldız Tekstil are included.
	2023: Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi data are included. Altınıyıldız Tekstil data are only included in the Wholesale/Customer Sales Share metric. Hopi is included in these data under the E-Commerce and Wholesale/Customer Sales Share scope.		2023: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, and Altınıyıldız Tekstil are included.
	2024: Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi data are included. Altınıyıldız Tekstil data are only included in the Wholesale/Customer Sales Share metric. Hopi is included in these data under the E-Commerce and Wholesale/Customer Sales Share scope.		2024: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, and Altınıyıldız Tekstil are included.
Digitalization	2022: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.	Digitalization	2022: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.
	2023: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.		2023: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.
	2024: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.		2024: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.
Data Security	2022: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.	Data Security	2022: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.
	2023: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.		2023: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.
	2024: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.		2024: Data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınıyıldız Tekstil, and Hopi are included.

# Environmental Reporting Guidelines

Indicator	Scope
General Metrics	2022: The scope of activities includes data from Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi. Data from department stores of Boyner Büyük Mağazacılık and BR Mağazacılık is included. Shipment count data applies to Boyner Büyük Mağazacılık and BR Mağazacılık.
	2023: The scope of activities includes data from Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi. Data from department stores of Boyner Büyük Mağazacılık and BR Mağazacılık is included. Shipment count data applies to Boyner Büyük Mağazacılık and BR Mağazacılık.
	2024: The scope of activities includes data from Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi. Data from department stores of Boyner Büyük Mağazacılık and BR Mağazacılık is included. Shipment count data applies to Boyner Büyük Mağazacılık and BR Mağazacılık.
Total Environmental Investments and Expenditures	2022: Data on Environmental Investments related to Emissions and Energy covers Boyner Büyük Mağazacılık, BR Mağazacılık, and Altınyıldız Tekstil.
	2023: Water and wastewater investments have been carried out by Altınyıldız Tekstil. Since Boyner Büyük Mağazacılık and BR Mağazacılık stores are located in shopping malls, water management is handled by the mall management. Therefore, there are no investments in water and wastewater.
	2024: Boyner Holding and Boyner Büyük Mağazacılık have investments in Materials, Waste, and Energy. Altınyıldız Tekstil has made investments in Energy and Environmentally Beneficial Products.
Energy Consumption (Including Renewable Energy Consumption)	2022: Energy data covers Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi. The data includes offices, production facilities, warehouses, and company-owned stores; it excludes dealer stores. Fuel consumption data includes operational vehicles, leased vehicles, owned vehicles, and employee fuel allowances regarding employees' companies.
	2023: Energy data covers Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi. The data includes offices, production facilities, warehouses, and company-owned stores; it excludes dealer stores. Fuel consumption data includes operational vehicles, leased vehicles, owned vehicles, and employee fuel allowances regarding employees' companies.
	2024: Energy data covers Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi. The data includes offices, production facilities, warehouses, and company-owned stores; it excludes dealer stores. Fuel consumption data includes operational vehicles, leased vehicles, owned vehicles, and employee fuel allowances regarding employees' companies.

Indicator	Scope
Energy Consumption (Direct/Indirect)	2022: Energy data covers Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi. The data includes offices, production facilities, warehouses, and company-owned stores; it excludes dealer stores. Fuel consumption data includes operational vehicles, leased vehicles, owned vehicles, and employee fuel allowances regarding employees' companies.
	2023: Energy data covers Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi. The data includes offices, production facilities, warehouses, and company-owned stores; it excludes dealer stores. Fuel consumption data includes operational vehicles, leased vehicles, owned vehicles, and employee fuel allowances regarding employees' companies.
	2024: Energy data covers Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi. The data includes offices, production facilities, warehouses, and company-owned stores; it excludes dealer stores. Fuel consumption data includes operational vehicles, leased vehicles, owned vehicles, and employee fuel allowances regarding employees' companies.
Renewable Energy Consumption	2022: The Total Renewable Energy Consumption data includes data from Boyner Büyük Mağazacılık and Altınyıldız Tekstil.
	2023: The Total Renewable Energy Consumption data includes data from Boyner Büyük Mağazacılık and Altınyıldız Tekstil.
	2024: The Total Renewable Energy Consumption data includes data from Boyner Büyük Mağazacılık and Altınyıldız Tekstil.
Energy Saving	2022: The metric includes Boyner Büyük Mağazacılık and Altınyıldız Tekstil.
	2023: The metric includes Boyner Büyük Mağazacılık and Altınyıldız Tekstil.
	2024: The metric includes Boyner Büyük Mağazacılık and Altınyıldız Tekstil.
Water Management	2022: Water Management data includes data from Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi. Production data are also included. Since the stores are located in shopping malls, water management is carried out by the mall management. Therefore, data from Boyner Büyük Mağazacılık and BR Mağazacılık includes offices and warehouses.
	2023: Water Management data includes data from Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi. Altınyıldız Tekstil is not included in the Tap Water data. Groundwater data only includes Altınyıldız Tekstil.
	2024: Water Management data includes data from Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi. Altınyıldız Tekstil is not included in the Tap Water data. Groundwater data only includes Altınyıldız Tekstil.
Material Management	2022: The metric covers data from Boyner Büyük Mağazacılık, BR Mağazacılık, and Altınyıldız Tekstil.
	2023: The metric covers data from Boyner Büyük Mağazacılık, BR Mağazacılık, and Altınyıldız Tekstil.
	2024: The metric covers data from Boyner Büyük Mağazacılık, BR Mağazacılık, and Altınyıldız Tekstil.

# Social Reporting Guidelines

Indicator	Scope	Indicator	Scope
General Employee Demographics	2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Store Employee Count includes data from Boyner Büyük Mağazacılık and BR Mağazacılık. Dealer employees are not included in the data. When calculating store employee count data, the total number of retail companies was used as the basis for the calculation.	New Employees	2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees are not included in the data.
	2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Store Employee Count includes data from Boyner Büyük Mağazacılık and BR Mağazacılık. Dealer employees are not included in the data. When calculating store employee count data, the total number of retail companies was used as the basis for the calculation.		2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees are not included in the data.
	2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Store Employee Count includes data from Boyner Büyük Mağazacılık and BR Mağazacılık. Dealer employees are not included in the data. When calculating store employee count data, the total number of retail companies was used as the basis for the calculation.		2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees are not included in the data.
Employee Demographics - Age	2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.	Employee Turnover Rate	2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees are not included in the data.
	2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.		2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees are not included in the data.
	2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.		2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees are not included in the data.
Management Positions	2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. The number of store managers includes Boyner Büyük Mağazacılık and BR Mağazacılık. Production and Warehouse Manager data include Boyner Büyük Mağazacılık, Altınyıldız Tekstil, and BR Mağazacılık. Dealer employee data are not included. When calculating the number of store managers, the total number of retail companies was used as the basis.	Gender Diversity	2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included. The rate of female managers only includes data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi.
	2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. The number of store managers includes Boyner Büyük Mağazacılık and BR Mağazacılık. Production and Warehouse Manager data include Boyner Büyük Mağazacılık, Altınyıldız Tekstil, and BR Mağazacılık. Dealer employee data are not included. When calculating the number of store managers, the total number of retail companies was used as the basis.		2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included. The rate of female managers only includes data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi.
	2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. The number of store managers includes Boyner Büyük Mağazacılık and BR Mağazacılık. Production and Warehouse Manager data include Boyner Büyük Mağazacılık, Altınyıldız Tekstil, and BR Mağazacılık. Dealer employee data are not included. When calculating the number of store managers, the total number of retail companies was used as the basis.		2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included. The rate of female managers only includes data from Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi.
Employee Development	2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.	Employee Development	2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.
	2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.		2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.
	2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.		2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.

Indicator	Scope	Indicator	Scope
Talent Management	2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.	Customer Satisfaction	2022: Boyner Büyük Mağazacılık, BR Mağazacılık, and Hopi data are included. The project customer count only includes BR Mağazacılık data. The online customer count only includes data from Boyner Büyük Mağazacılık and BR Mağazacılık. The dealer count only includes BR Mağazacılık data.
	2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.		2023: Boyner Büyük Mağazacılık, BR Mağazacılık, and Hopi data are included. The project customer count only includes BR Mağazacılık data. The online customer count only includes data from Boyner Büyük Mağazacılık and BR Mağazacılık. The dealer count only includes BR Mağazacılık data.
	2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.		2024: Boyner Büyük Mağazacılık, BR Mağazacılık, and Hopi data are included. The project customer count only includes BR Mağazacılık data. The online customer count only includes data from Boyner Büyük Mağazacılık and BR Mağazacılık. The dealer count only includes BR Mağazacılık data.
Maternity and Parental Leave	2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.	Responsibility to Society	2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, and Hopi data are included. The data reflects the total data for each company over three years.
	2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.		2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, and Hopi data are included. The data reflects the total data for each company over three years.
	2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.		2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, and Hopi data are included. The data reflects the total data for each company over three years.
Occupational Health and Safety	2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.		2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, and Hopi data are included. The data reflects the total data for each company over three years.
	2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.		2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, and Hopi data are included. The data reflects the total data for each company over three years.
	2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.		2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, and Hopi data are included. The data reflects the total data for each company over three years.
OHS Metrics	2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.		2022: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, and Hopi data are included. The data reflects the total data for each company over three years.
	2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.		2023: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, and Hopi data are included. The data reflects the total data for each company over three years.
	2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, Altınyıldız Tekstil, and Hopi data are included. Dealer employees' data are not included.		2024: Boyner Holding, Boyner Büyük Mağazacılık, BR Mağazacılık, and Hopi data are included. The data reflects the total data for each company over three years.

# PERFORMANCE INDICATORS

## Governance Performance Indicators

		Boynier Group Consolidated			
General Information		Unit	2022	2023	2024
Number of Companies	Number	6	6	6	
Number of Brands Owned	Number	15	12	9	
Number of Production Facilities/Factories	Number	1	1	1	
	Domestic	Number	1	1	1
	Abroad	Number	0	0	0
Number of Offices	Number	7	7	7	
	Domestic	Number	6	6	6
	Abroad	Number	1	1	1
Number of Retail Stores	Number	289	325	350	
	Domestic	Number	258	276	291
	Abroad	Number	31	49	59
Number of Warehouses	Number	5	6	6	
	Domestic	Number	5	5	5
	Abroad	Number	0	1	1
Number of Countries of Export/Activity	Number	27	31	29	

		Boynier Group Consolidated			
Distribution of Sales		Unit	2022	2023	2024
Share in Merchandising	%	65.3	65.4	63.7	
	Domestic	Million TL	22,920	30,083	29,455
	Abroad	Million TL	307	669	834
	Interim Total	Million TL	23,227	30,752	30,289
Share in E-Commerce	%	22.7	23.6	26.5	
	Domestic	Million TL	8,036	10,903	12,442
	Abroad	Million TL	50	207	159
	Interim Total	Million TL	8,087	11,110	12,600
Wholesale/Customer Sales Share	%	11.9	11.0	9.8	
	Domestic	Million TL	3,223	4,030	3,830
	Abroad	Million TL	1,023	1,117	841
	Interim Total	Million TL	4,247	5,148	4,671
<b>Total Sales</b>	<b>Million TL</b>	<b>35,560</b>	<b>47,010</b>	<b>47,561</b>	

Boyner Group Consolidated					Boyner Group Consolidated				
Financial Performance	Unit	2022	2023	2024	R&D and Design	Unit	2022	2023	2024
Consolidated Revenue	Million TL	36,886	50,610	51,406	Total R&D Expenditure	TL	29,45,679	169,597,010	392,140,238
Turnover	Million TL	40,400	53,919	55,277	Total Design Expenditure	TL	32,307,168	67,550,214	118,332,331
Net Sales	Million TL	35,560	47,010	47,561	Total R&D-Design Expenditure	TL	61,552,847	237,147,224	510,472,569
International Sales	Million TL	1381	1,993	1,834	Number of Employees (R&D and Design)	Number	226	321	342
Ratio of International Sales	%	3.9	4.2	3.9	Number of Projects (R&D and Design)	Number	71	72	70
					Total Number of Patent Applications	Number	1	0	2
					Number of Design / Registration Applications	Number	37	22	17

			Boyner Büyük Mağazacılık			Altınyıldız Tekstil			BR Mağazacılık			Hopi		
Digitalization	Unit	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	
Digital Platform Utilization Rate	%	35	40	50	42	34	27	60	70	85	100	100	100	
Rate of Services Provided through Digital Channels	%	40	45	55	34	37	32	50	60	85	100	100	100	
Digitalization Investments	Million TL	104.9	275.2	510.1	1.9	2.9	2.0	4.5	13.28	20	64.2	109.1	128.9	
Rate of Productivity Increase Achieved through the Use of Data Analytics	%	8.50	18.50	27	7.5	16.5	26.2	55	65	70	100	105	100	

			Boyner Büyük Mağazacılık			Altınyıldız Tekstil			BR Mağazacılık			Hopi		
Data Security	Unit	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024	
Rate of Cyber Security Investments to Total Budget	%	5	6	8	9	8	7	9	14	15	1	1	2	

# Environmental Performance Indicators

		Boynier Group Consolidated		
General Metrics	Unit	2022	2023	2024
Field of Facility	m <sup>2</sup>	400,298	414,274	437,937
		Boynier Group Consolidated		
Total Environmental Investments and Expenditures	Unit	2022	2023	2024
Total Investments and Expenditures	TL	32,934,123	3,644,858	8,249,869
Emissions and Energy	TL	32,889,330	37,144	2,359,620
Water and Wastewater	TL	-	3,311,631	-
Materials and Waste	TL	44,793	57,096	5,710,294
Environmentally Beneficial Product	TL	-	-	180,000
Other	TL	-	68,370	-
		Boynier Group Consolidated		
Water Management	Unit	2022	2023	2024
Total Water Withdrawal	m <sup>3</sup>	1,006,104	855,293	778,352
Tap Water	m <sup>3</sup>	200,724	198,445	197,276
Groundwater	m <sup>3</sup>	805,380	656,848	581,076
Total Water Consumption	m <sup>3</sup>	1,006,104	855,293	778,352
Tap Water Consumption	m <sup>3</sup>	200,724	198,445	197,276
Groundwater Consumption	m <sup>3</sup>	805,380	656,848	581,076

		Boynier Group Consolidated		
Energy Consumption	Unit	2022	2023	2024
Total Energy Consumption	kWh	161,400,229	134,036,223	131,696,978
Total Energy Consumption per Unit	kWh/m <sup>2</sup>	403.20	323.54	300.72
Total Energy Consumption in Stores and Company Operations	kWh	147,148,049	118,722,946	114,921,133
Total Electricity Consumption	kWh	52,364,586	57,968,811	58,474,091
Natural Gas	m <sup>3</sup>	8,751,455	5,532,168	4,833,713
Natural Gas	kWh	93,115,488	58,862,324	54,408,291
Fuel Oil	Lt	138,707	156,425	164,312
Fuel Oil	kWh	1,192,880	1,345,255	1,413,083
Diesel	Lt	44,401	51,080	58,474
Diesel	kWh	475,095	546,556	625,668
Total Energy Consumption of Company Vehicles	Lt	1,366,428	1,473,131	1,619,368
Total Energy Consumption of Company Vehicles	kWh	14,252,179	15,313,277	16,775,845
Total Fuel Consumption (Operational Vehicles/Production Plant Vehicles)	Lt	2,861	2,845	2,425
Total Fuel Consumption (Operational Vehicles/Production Plant Vehicles)	kWh	30,617	30,441	25,943

Boynier Group Consolidated				
Energy Consumption	Unit	2022	2023	2024
<b>Total Fuel Consumption (Company Vehicles)</b>	Lt	25,814	30,21	34,543
<b>Total Fuel Consumption (Company Vehicles)</b>	kWh	275,062	327,662	366,015
Diesel	Lt	24,664	28,701	30,945
Diesel	kWh	263,907	307,104	331,113
LPG	Lt	65,270	83,995	82,807
Gasoline	Lt	1,150	2,119	3,598
Gasoline	kwh	11,155	20,558	34,902
<b>Total Fuel Consumption (Rental Vehicles, Shipment Vehicles)</b>	Lt	1,337,752	1,439,466	1,582,400
<b>Total Fuel Consumption Rental Vehicles, Transportation Vehicles)</b>	kwh	13,946,500	14,955,174	16,383,887
Diesel	Lt	970,306	992,356	1,034,606
Diesel	kWh	10,382,274	10,618,209	11,070,284
LPG	Lt	0	0	0
Gasoline	Lt	367,446	447,110	547,794
Gasoline	kWh	3,564,226	4,336,965	5,313,602

Boynier Group Consolidated				
Energy Consumption (Direct/Indirect)	Unit	2022	2023	2024
<b>Total Energy Consumption</b>	kWh	161,400,229	134,036,223	131,696,978
Direct Energy Consumption	kWh	109,035,643	76,067,412	73,222,887
Indirect Energy Consumption	kWh	52,364,586	57,968,811	58,474,091

Boynier Group Consolidated				
Renewable Energy Consumption	Unit	2022	2023	2024
<b>Total Renewable Energy Consumption</b>	kWh	3,193,315	13,820,349	29,999,284
Purchased Renewable Electricity	kWh	2,903,315	11,520,349	27,879,284
Self-Generated Renewable Electricity	kWh	290,000	2,300,000	2,120,000
<b>Share of Renewable Energy in Total Electricity Consumption</b>	%	6	24	51
Boynier Group Consolidated				
Energy Saving	Unit	2022	2023	2024
<b>Number of Energy Efficiency Projects</b>	Number	1	1	6
<b>Energy Savings Achieved as a Result of Improvements</b>	kWh	480,000	435,000	3,120,208
Boynier Group Consolidated				
Material Management	Unit	2022	2023	2024
<b>Total Use of Packaging Materials</b>	ton	1,015	1,143	1,192
Paper/Cardboard/Paperboard	ton	935	953	1,076
Plastic (Polyethylene, Polypropylene, etc.)	ton	80	190	116
<b>Total Use of Recycled Packaging Materials</b>	ton	227	400	333

# Social Performance Indicators

		Boynier Group Consolidated			
General Employee Demographics		Unit	2022	2023	2024
<b>Total Number of Employees</b>	<b>Number</b>	<b>6,577</b>	<b>6,535</b>	<b>6,849</b>	
Female	Number	2,964	2,960	3,240	
Male	Number	3,613	3,575	3,609	
<b>Number of White-Collar Employees</b>	<b>Number</b>	<b>5,751</b>	<b>5,601</b>	<b>5,866</b>	
Female	Number	2,574	2,519	2,751	
Male	Number	3,177	3,082	3,115	
<b>Number of Blue-Collar Employees</b>	<b>Number</b>	<b>826</b>	<b>934</b>	<b>983</b>	
Female	Number	390	441	489	
Male	Number	436	493	494	
<b>Number of Full-Time Employees</b>	<b>Number</b>	<b>6,409</b>	<b>6,294</b>	<b>6,580</b>	
Female	Number	2,836	2,797	3,044	
Male	Number	3,573	3,497	3,536	

		Boynier Group Consolidated			
General Employee Demographics		Unit	2022	2023	2024
<b>Number of Employees in the Company for 0-5 Years</b>	<b>Number</b>	<b>4,143</b>	<b>4,500</b>	<b>4,802</b>	
Female	Number	1,960	2,095	2,344	
Male	Number	2,183	2,405	2,458	
<b>Number of Employees in the Company for 5-10 Years</b>	<b>Number</b>	<b>1,567</b>	<b>1,265</b>	<b>1,240</b>	
Female	Number	699	570	583	
Male	Number	868	695	657	
<b>Number of Employees in the Company over 10 Years</b>	<b>Number</b>	<b>867</b>	<b>770</b>	<b>807</b>	
Female	Number	305	295	313	
Male	Number	562	475	494	
<b>Number of Employees in STEM Positions</b>	<b>Number</b>	<b>133</b>	<b>174</b>	<b>189</b>	
Female	Number	52	61	62	
Male	Number	81	113	127	
<b>Number of Store Employees</b>	<b>Number</b>	<b>4,302</b>	<b>3,961</b>	<b>3,920</b>	
Female	Number	1,885	1,739	1,802	
Male	Number	2,417	2,222	2,118	

Boynier Group Consolidated					
Employee Demographics - Age		Unit	2022	2023	2024
<b>Under 30</b>	<b>Number</b>	<b>2,478</b>	<b>2,422</b>	<b>2,564</b>	
	Female	Number	1,240	1,215	1,392
	Male	Number	1,238	1,207	1,172
<b>Between 30-50</b>	<b>Number</b>	<b>3,819</b>	<b>3,760</b>	<b>3,837</b>	
	Female	Number	1,649	1,654	1,713
	Male	Number	2,170	2,106	2,124
<b>Over 50</b>	<b>Number</b>	<b>280</b>	<b>354</b>	<b>448</b>	
	Female	Number	75	92	135
	Male	Number	205	262	313

Boynier Group Consolidated					
Executive Positions		Unit	2022	2023	2024
<b>Vice President &amp; General Manager</b>	<b>Number</b>	<b>6</b>	<b>6</b>	<b>6</b>	
	Female	Number	2	2	3
	Male	Number	4	4	3
<b>Assistant General Manager</b>	<b>Number</b>	<b>31</b>	<b>35</b>	<b>35</b>	
	Female	Number	11	13	13
	Male	Number	20	22	22
<b>Director</b>	<b>Number</b>	<b>71</b>	<b>79</b>	<b>79</b>	
	Female	Number	29	32	35
	Male	Number	42	47	44
<b>Manager</b>	<b>Number</b>	<b>188</b>	<b>211</b>	<b>206</b>	
	Female	Number	65	79	76
	Male	Number	123	132	130
<b>Number of Store Managers</b>	<b>Number</b>	<b>187</b>	<b>179</b>	<b>177</b>	
	Female	Number	27	25	24
	Male	Number	160	154	153
<b>Number of Production and Warehouse Managers</b>	<b>Number</b>	<b>62</b>	<b>58</b>	<b>58</b>	
	Female	Number	24	22	22
	Male	Number	38	36	36

Boynner Group Consolidated					
New Hires		Unit	2022	2023	2024
<b>Total Number of New Hires</b>		Number	<b>2,358</b>	<b>2,530</b>	<b>2,597</b>
Female	Number	1,090	1,254	1,318	
Male	Number	1,268	1,276	1,279	
<b>Under 30</b>		Number	<b>1,478</b>	<b>1,612</b>	<b>1,691</b>
Female	Number	687	826	912	
Male	Number	791	786	779	
<b>30-50 Age</b>		Number	<b>845</b>	<b>882</b>	<b>854</b>
Female	Number	396	419	385	
Male	Number	449	463	469	
<b>Over 50 Years</b>		Number	<b>35</b>	<b>36</b>	<b>52</b>
Female	Number	5	9	16	
Male	Number	30	27	36	

Boynner Group Consolidated					
Gender Diversity		Unit	2022	2023	2024
<b>Rate of Female Employees in Total Labor Force</b>		%	<b>43</b>	<b>44</b>	<b>46</b>
Rate of Women in All Management Positions, Including Middle and Senior Management		%	30	32	35
Rate of Female Employees among Managers		%	31	34	34
Rate of Female Employees in New Hires		%	41	53	55
Boynner Group Consolidated					
Talent Management		Unit	2022	2023	2024
<b>Number of Promoted Employees</b>		Number	<b>194</b>	<b>296</b>	<b>266</b>
Female	Number	64	124	108	
Male	Number	130	172	158	
Rate of Promoted Female Employees		%	33	42	41

Boynner Group Consolidated					
Employee Turnover Rate		Unit	2022	2023	2024
<b>Employee Turnover Rate</b>		%	<b>17</b>	<b>19</b>	<b>20</b>
<b>Female Employee Turnover Rate</b>		%	<b>8</b>	<b>8</b>	<b>9</b>

Boynner Group Consolidated					
Maternity and Parental Leave		Unit	2022	2023	2024
Number of Female Employees on Maternity Leave	Number	66	60	65	
Number of Female Employees Returning to Work after Maternity Leave	Number	40	33	31	
Rate of Return to Work after Childbirth - Female	%	60.6	55.0	47.7	
Number of Employees on Paternity Leave	Number	41	110	112	

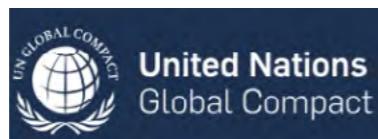
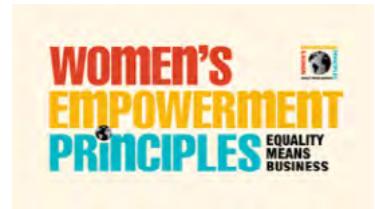
Boynier Group Consolidated				
Employee Development	Unit	2022	2023	2024
<b>Total Training Hours</b>	<b>Hour</b>	<b>23,618</b>	<b>40,720</b>	<b>42,281</b>
Female	Hour	11,232	21,053	21,383
Male	Hour	12,386	19,667	20,898
<b>Total Education by Age</b>	<b>Hour</b>	<b>23,666</b>	<b>40,775</b>	<b>42,321</b>
Under 30 years old	Hour	9,041	18,745	18,033
Between 30-50 years old	Hour	13,665	19,646	21,541
Over 50 years old	Hour	961	2,384	2,748
<b>Average Training Hours per Employee</b>	<b>Hour</b>	<b>1,281</b>	<b>690</b>	<b>1,513</b>
Female	Hour	146	137	288
Male	Hour	63	29	59
<b>Total Education by Manager Level</b>	<b>Person*Hour</b>	<b>9,102</b>	<b>4,930</b>	<b>8,104</b>
Top Level	Person*Hour	697	537	513
Middle Tier	Person*Hour	2,937	2,172	2,835
Entry Level	Person*Hour	5,468	2,221	4,756
<b>Total Training and Development Expenditures</b>	<b>TL</b>	<b>2,847,633</b>	<b>9,111,593</b>	<b>17,894,103</b>
<b>Total Training and Development Expenditures per Employee</b>	<b>TL</b>	<b>6,759</b>	<b>5,631</b>	<b>9,215</b>
Total Hours of Training on Data Security	Person*Hour	2,479	2,187	2,337
Vocational Training	Person*Hour	31,791	1,419	77,590
Personal Development Training	Person*Hour	1,347	565	6,657

Boynier Group Consolidated				
Employee Health and Safety	Unit	2022	2023	2024
<b>OHS Budget and Investments</b>	<b>Million TL</b>	<b>0.83</b>	<b>6.23</b>	<b>11.31</b>
<b>Total Hours of Training on Occupational Health and Safety</b>	<b>Person*Hour</b>	<b>13,308</b>	<b>27,758</b>	<b>13,976</b>
Number of Employees Trained on OHS	Number	1,831	2,775	2,051
Boynier Group Consolidated				
OHS Metrics	Unit	2022	2023	2024
<b>Lost Days due to Work Accidents</b>	<b>Day</b>	<b>1,572</b>	<b>1,803</b>	<b>1,705</b>
Permanent Employee	Number	1,572	1,803	1,705
<b>Lost Time Accident Frequency Rate</b>	<b>%</b>	<b>7</b>	<b>8</b>	<b>8</b>

Customer Satisfaction	Unit	Boyner Büyük Mağazacılık			BR Mağazacılık			Hopi		
		2022	2023	2024	2022	2023	2024	2022	2023	2024
<b>Total Number of Customers</b>	Number	<b>5,017,416</b>	<b>4,724,917</b>	<b>4,004,883</b>	<b>1,991,612</b>	<b>1,622,100</b>	<b>1,346,948</b>	<b>18,722,054</b>	<b>16,692,409</b>	<b>14,628,344</b>
Number of International Customers	Number	-	-	-	151,027	147,159	129,539	-	-	-
Number of Domestic Customers	Number	3,068,558	3,558,896	3,564,084	708,521	885,134	1,111,078	14,628,344	16,692,409	18,722,054
Number of Project Clients	Number	-	-	-	57,523	76,501	87,389	-	-	-
Number of Online Customers	Number	936,325	1,166,021	1,453,332	117,654	148,718	197,744	-	-	-
Number of Dealer Customers	Number	-	-	-	312,223	364,588	465,862	-	-	-

Boyner Group Consolidated		
We are Responsible to Society	Unit	2024-2023-2022
Total Budget Allocated to CSR Projects	TL	75,500,000
Number of CSR Projects	Number	15

# MEMBERSHIPS



# AWARDS

Our Awards and Achievements	Award Scope
<b>19th SEE Real Estate Awards Romania</b>	Altınyıldız Classics received an award in the 'ESP and Sustainability' category with its Naturally Colored Cotton Project.
<b>Istanbul Marketing Awards</b>	2023 Sustainability Report received the Sustainability Report Design award.
<b>PRIDA</b>	March 8 - Communication on a Certain Day and SheLAB - Social Sustainability Activities Category.
<b>Sardis Awards</b>	In the Best Special Day Film category, the "October 29th Republic Day 100th Anniversary" film won a Silver award, and the "We are not a Spectator to Violence on behalf of March 8" project won the Gold award.
<b>Kristal Elma</b>	Gender Equality and Social Responsibility in the field of March 8 - Women We are not a Spectator to Violence won 2 Crystal Apple and 1 Bronze Apple awards.
<b>Felis Awards</b>	"8 March" Branded Film Content and Branded Content Campaign Award (2 awards), the "8 March" campaign won the Film Campaign Award, the Television Usage Award, the Gender Equality and Social Rise of Women Award, and the Rise of Women Award.
<b>Şikayetvar ACE Awards</b>	Shopping Promotion Loyalty Apps
<b>Crystal Apple Awards</b>	Ready to Spend Limit Product Launch
<b>The Hammers Awards</b>	Best Launch Team, Best Marketing Team in the Financial Sector
<b>MMA Smaties Awards</b>	Ready to Spend Limit Product Launch / Influencer/Celebrity Marketing Ready to Spend Limit Product Launch / Social Media Marketing Ready to Spend Limit Product Launch / Omnichannel Marketing
<b>Fortune C-Suite Series</b>	Boynar Büyük Mağazacılık was listed among 50 CTOs.
<b>Business Life - 2024's 10 Innovative CMOs</b>	Boynar Büyük Mağazacılık was listed as one of 10 Innovative CMOs of 2024.
<b>AYD</b>	Boynar Büyük Mağazacılık granted the Most Admired Anchor Store Award.
<b>Capital</b>	Boynar Büyük Mağazacılık was listed in the 50 Most Successful Marketing Leaders of the Year.
<b>Social Benefit Awards</b>	The "İyi İşler" project was carried out in cooperation with KAGIDER (The Women Entrepreneurs Association of Türkiye) to empower women entrepreneurs and support their equal participation in economic life. The project was evaluated as an exemplary practice in the field of social impact, with more than 160 entrepreneurs graduating; in this context, it was deemed worthy of the Social Benefit Award.

Our Awards and Achievements	Award Scope
<b>Fast Company Magazine's "50 Most Innovative Companies" List</b>	The "Boynar AI" project was included in Fast Company Magazine's "50 Most Innovative Companies" list.
<b>E-Commerce Jury Awards</b>	Boynar Online received the Gold Award in the category of "E-Commerce Site with the Best Mobile Application," and Boynar Now received the Silver Award in the category of "Best Innovation in Delivery."
<b>Technology Captain of the Year</b>	At the Informatics Summit, the 3rd Technology Captain of the Year Award was given to Boynar Büyük Mağazacılık CTO Cihan Yıldız. Boynar Now granted the First Prize in the Innovation Category and the Third Prize in the Operational Competence Category. PeopleChat Human Resources Productive AI Assistant was awarded the Third Prize in the Digital Transformation category.
<b>Future of AI &amp; Cloud Summit Awards</b>	"Best AI-Powered Decision & Management" Award. "Best Cloud Saas" award.
<b>RDConf</b>	The PeopleChat project won 2 awards in the "Best Artificial Intelligence Solution" category.
<b>Fast Company</b>	Boynar Büyük Mağazacılık was included in the 50 Most Innovative HR leaders and Digital 50 CMOs lists.
<b>BMI</b>	Boynar Büyük Mağazacılık was awarded the Most Effective Technology Leader award and listed in the 50 Most Influential CMOs category.
<b>Perakende Güneşi</b>	Boynar Now received the E-Commerce Achievement Award.
<b>Brandverse Awards 2024</b>	Boynar Büyük Mağazacılık won an award in the "Event Management" category.
<b>CM. Awards</b>	CM. Awards Boynar Büyük Mağazacılık organized by Nefis Cat GMY has received an award. Best CMO of the Year CM. Awards Media Cat
<b>Future Of CIO Awards</b>	CIO Awards 2024 - Best CIO of the Year - Boynar Büyük Mağazacılık
<b>Felis</b>	Boynar Büyük Mağazacılık granted an award in the Event category.
<b>2023 ECHO Awards</b>	Best Store & E-Commerce Site Integration First Place
<b>2023 Effie Awards</b>	Bronze Award with Boynar NOW
<b>2024 Informatics Summit</b>	Operational Competency Third (Boynar NOW)
<b>2024 Informatics Summit</b>	3rd Technology Captain of the Year (Cihan Yıldız- CTO)
<b>2024 Informatics Summit</b>	Digital Donation Third (PeopleChat)
<b>2024 Informatics Summit</b>	Innovation First Prize (Boynar NOW)

# GRI INDEX

<b>Usage Notification</b>	The Boyner Group has prepared its report covering the period from January 1, 2024, to December 31, 2024, in accordance with the GRI Standards.	
<b>GRI Used</b>	GRI 1: Fundamentals 2021	
<b>Applicable GRI Sector Standard(s):</b>	-	
<b>GRI 2: General Disclosures 2021</b>	<b>GRI Standard</b>	<b>Notification</b>
		<b>Place of Notification</b>
	2-1 Organizational details	About Boyner Group, Pages 12-25
	2-2 Entities included in the organization's sustainability reporting	About the Report, Pages 4-5
	2-3 Reporting period, frequency, and contact point	About the Report, Pages 4-5
	2-4 Restatements of information	About the Report, Pages 4-5
	2-5 External Assurance	No external assurance was conducted within the scope of this report.
	2-6 Activities, value chain, and other businesses relationships	About Boyner Group, Pages 12-25
	2-7 Employees	Employee Experience, Pages 82-93
	2-8 Workers who are not employees	No employees belonging to subcontractors were employed during the reporting year.
	2-9 Governance structure and composition	Corporate Governance, Pages 56-59 Board of Directors, Pages 56-57 Executive Committee, Page 58
	2-10 Nomination and selection of the highest governance body	Board of Directors, Pages 56-57 Executive Committee, Page 58
	2-11 Chair of the highest governance body	Board of Directors, Pages 56-57

<b>GRI Standard</b>	<b>Notification</b>	<b>Place of Notification</b>
2-12 Role of the highest governance body in overseeing the management of impacts	Board of Directors, Pages 56-57 Executive Committee, Page 58 Sustainability Governance, Pages 59-63	
2-13 Delegation of responsibility for managing impacts	Board of Directors, Pages 56-57 Executive Committee, Page 58 Sustainability Governance, Pages 59-63	
2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance, Pages 59-63	
2-15 Conflicts of interest	Business Ethics and Compliance, Pages 70-71	
2-16 Communication of critical concerns	Business Ethics and Compliance, Pages 70-71	
2-17 Collective knowledge of the highest governing body	Board of Directors, Pages 56-57 Executive Committee, Page 58	
2-18 Evaluation of the performance of the highest governance body	Board of Directors, Pages 56-57 Executive Committee, Page 58 Sustainability Governance, Pages 59-63	
2-19 Remuneration policies	In accordance with the organization's confidentiality policies, this information is not shared publicly.	
2-20 Process to determine remuneration	In accordance with the organization's confidentiality policies, this information is not shared publicly.	
2-21 Annual total compensation ratio	The organization does not share this information publicly in accordance with its confidentiality policies.	
2-22 Statement on sustainable development strategy	Our Sustainability Strategy, Pages 46-49 Our Value Creation Model, Pages 32-33 Our Contribution to the Sustainable Development Goals, Pages 52-53	
2-23 Policy commitments	The organization does not share this information publicly in accordance with its confidentiality policies.	
2-24 Embedding policy commitments	The organization does not share this information publicly in accordance with its confidentiality policies.	

GRI Standard	Notification	Place of Notification
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	Business Ethics and Compliance Pages 70-71 Enterprise Risk Management Page 64-65 Equality, Diversity and Inclusion Page 75 Employee Health and Safety Page 94 Supply Chain Management Pages 108-112
	2-26 Mechanisms for seeking advice and raising concerns	Business Ethics and Compliance, Pages 70-71
	2-27 Compliance with laws and regulations	Business Ethics and Compliance, Pages 70-71
	2-28 Membership associations	Memberships, Pages 220-221
	2-29 Stakeholder engagement	Stakeholder Interaction and Engagement, Pages 98-103
	2-30 Collective bargaining agreements	In accordance with the organization's confidentiality policies, this information is not shared publicly.
Material Topics		
GRI 3: Material Topics 2021	3-1 Guidance to determine material topics	Materiality Analysis, Pages 50-51
	3-2 List of material topics	Materiality Analysis, Pages 50-51
	3-3 Management of material topics	Materiality Analysis, Pages 50-51

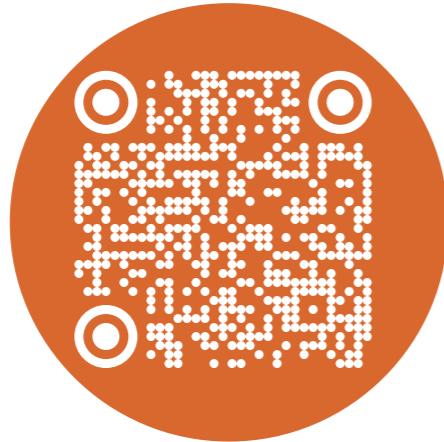
GRI Standard	Notification	Place of Notification
Climate Change and Environment		
GRI 3: Material Topics 2021	3-3 Disclosures on material topics	Materiality Analysis, Pages 50-51 Climate Change and the Environment, Pages 130-131
GRI 302: Energy 2016		
GRI 303: Water and Effluents 2018	302-1 Energy consumption within the organization	Energy and Emissions Management, Pages 132-143 Environmental Performance Indicators, Pages 204-207
	302-3 Energy intensity	Energy and Emissions Management, Pages 132-143 Environmental Performance Indicators, Pages 204-207
	302-4 Reduction of energy consumption	Energy and Emissions Management, Pages 132-143
	302-5 Reductions in the energy requirements of products and services	Energy and Emissions Management, Pages 132-143
	303-1 Interactions with water as a shared resource	Product Liability, Pages 154-155
GRI 3: Material Topics 2021		
GRI 301: Materials 2016	303-3 Water withdrawal	Product Liability, Pages 154-155 Environmental Performance Indicators, Pages 204-207
	303-5 Water consumption	Product Liability, Pages 154-155 Environmental Performance Indicators, Pages 204-207
	Circular Economy	
GRI 306: Waste 2020	3-3 Management of material topics	Materiality Analysis, Pages 50-51 Circular Economy, Pages 144-161
	301-2 Recycled input materials used	Waste Management, Pages 144-149 Packaging Management, Pages 150-153 Responsible Resource Management, Pages 156-161 Environmental Performance Indicators, Page 207
	301-3 Reclaimed products and their packaging materials	Waste Management, Pages 144-149 Packaging Management, Pages 150-153 Responsible Resource Management, Pages 156-161
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management, Pages 144-149
	306-2 Management of significant waste-related impacts	Waste Management, Pages 144-149

GRI Standard	Notification	Place of Notification
<b>Equality, Diversity and Inclusion</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, Pages 50-51 Equality, Diversity and Inclusion, Pages 74-81
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governing bodies and employees	Board of Directors, Pages 56-57 Equality, Diversity and Inclusion, Pages 74-81 Women's Empowerment, Pages 76-81
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Business Ethics and Compliance, Pages 70-71 Equality, Diversity and Inclusion, Pages 74-81 Supply Chain Management, Pages 108-115
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Supply Chain Management, Pages 108-115
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supply Chain Management, Pages 108-115
<b>Employee Experience</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, Pages 50-51 Employee Experience, Pages 82-93
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employee Rights and Development, Pages 88-91 Social Performance Indicators, Page 212
GRI 404: Education and Training 2016	404-1 Average hours of training per year per employee	Social Performance Indicators, Pages 214-215
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Rights and Development, Pages 88-91

GRI Standard	Notification	Place of Notification
<b>Employee Health and Safety</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, Pages 50-51 Employee Health and Safety, Pages 94-95
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Health and Safety, Pages 94-95
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Health and Safety, Pages 94-95
	403-3 Occupational health services	Employee Experience, Pages 82-83
	403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Health and Safety, Pages 94-95
	403-5 Worker training on occupational health and safety	Employee Health and Safety, Pages 94-95 Social Performance Indicators, Page 215
	403-6 Promotion of worker health	Employee Health and Safety, Pages 94-95
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Health and Safety, Pages 94-95
	403-8 Workers covered by an occupational health and safety management system	Employee Health and Safety, Pages 94-95
	403-9 Work-related injuries	Employee Health and Safety, Pages 94-95 Social Performance Indicators, Page 215
	403-10 Work-related ill health	Employee Health and Safety, Pages 94-95
<b>Unconditional Customer Happiness</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, Pages 50-51 Unconditional Customer Happiness, Pages 104-107
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of products and services categories	Product Liability, Pages 154-161 Responsible Resource Management, Pages 156-161 Supply Chain Management, Pages 108-115

GRI Standard	Notification	Place of Notification
<b>Social Contribution</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality, Pages 50-51 Social Contribution, Pages 116-127
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social Contribution, Pages 116-127
<b>Corporate Governance</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, Pages 50-51 Corporate Governance, Pages 56-59
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Corporate Governance, Pages 56-59 Business Ethics and Compliance, Pages 70-71 Enterprise Risk Management, Pages 64-69
	205-2 Communication and training about anti-corruption policies and procedures	Corporate Governance, Pages 56-59 Business Ethics and Compliance, Pages 70-71 Data Security and Privacy, Pages 164-165
<b>Risk Management</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, Pages 50-51 Risk Management, Pages 64-69
<b>Business Ethics and Compliance</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, Pages 50-51 Business Ethics and Compliance, Pages 70-71

GRI Standard	Notification	Place of Notification
<b>Supply Chain Management</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, Pages 50-51 Supply Chain Management, Pages 108-115
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management, Pages 108-115
	308-2 Negative environmental impacts in the supply chain and actions taken	Supply Chain Management, Pages 108-115 Product Liability, Page 155
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supply Chain Management, Pages 108-115
	414-2 Negative social impacts in the supply chain and actions taken	Supply Chain Management, Pages 108-115
<b>Data Privacy and Security</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, Pages 50-51 Data Privacy and Security, Pages 164-165
<b>R&amp;D, Innovation, and Digital Transformation</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Materiality Analysis, Pages 50-51 R&D, Innovation and Digital Transformation, Pages 166-189



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