2011 Sustainability Report Green Dream





ABOUT THIS **REPORT**

This is the fourth Sustainability Report that aT (Korea Agrofisheries & Food Trade corp.) has published. aT is committed to communicate with stakeholders by opening the sustainability management activities through this report to be remained as sustainable company.

Contents of publication

First: March 2009 Second: March 2010 Third: March 2011 Fourth: March 2012

Principle of the Report

aT's Sustainability Report is based on G3 Guidelines of the Global Reporting Initiative.

Scope and Period of the Report

The report contains economic, environmental and social activities of the aT headquarter and local branch offices from January to December of 2011 and will be issued every year. Some quantitative data shows three-year long report (2009-2011) about change in trend.

Verification on the Report

In order to enhance the reliability of information contained in this report, aT has requested for third party verification to Korea Productivity Center. Verification has been undertaken in accordance with AA1000AS 2008 verification criteria and it has been confirmed that the A+ application level of GRI guideline has been satisfied.

In the case that any additional information is required in relations to sustainable management and other activities of aT, you may have the access on such information through our website (www.at.or.kr). For more information and inquiries, contact us through the contact points below.

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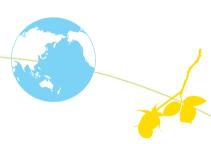
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CEO MESSAGE

Launched as the Agro-Fisheries Development Corporation in 1967, aT that has been the leader of agriculture history of Korea is born again as the Korea Agro-Fisheries Trade Corporation. Please keep on watching aT that is committed to born again as the public organization specializing in developing global agro-fisheries industry with the trust of people.

Rewarding experience for farmers and fishers
Satisfaction to customers
Endless confidence and happiness to people

With the full-scale opening of our market, we will strengthen the competitiveness of our agro-fisheries industry through export promotion.

Export of agro-fisheries product is the foundation and basis of confidence that our agro-fisheries can compete with the global market. In particular, 2012 has important goal of accomplishing 10 Billion USD of export for agro-fisheries product. With the thorough overseas market survey and discovery of new development network, support for marketing and other policies, we will open up the new era of 10 Billion USD of export for agro-fisheries product and bring vitality to our facilitation industry.

We will develop and advance the domestic food industry.

Everyone acknowledges importance of promotion in the food industry. Through the primary production, the added value in agro-fisheries business will be increased with the enlargement of people engaging in the industry as the vast economic effect of food industry. With 'aT Corporate Support Center', established with the goal of promotion and development of food industry, we are committed to strengthen the competitiveness of agro-fisheries, food and restaurant companies by comprehensive support for consulting, counseling and others in expanding the infra and facilitate companies to advance to overseas markets.

aT aims for the stabilization of product cost with stable food supply in 2012.

Global grains market can be described as war due to rapid climate changes and bio-energy developments. By constructing national grains supply system with the cyber exchange, we will continue to stabilize food supplies with a long term plan with the direct trading of food materials for food companies via online as well as group meal services, including the school meal service in a way of significantly improving the distribution costs.

aT will duly carry out its social responsibility and become the nation's leading public office with the trust from people.

By establishing modern ethical management system, we are being praised as one of the cleanest public offices across the nation. Also, aT is focused on improving company efficiency by working closely with the labor union. Based on our environmentally friendly operations, we also aim to meet

on our environmentally friendly operations, we also aim to meet the government's goal in becoming a leader of green growth and sustainable management.

CEO Kim, jae-su

Korea Agro-Fisheries & Food Trade Corporation





2011 aT Sustainable Management

Highlight





aT is born again as Korea Agro-fisheries & Food Trades Corp (Jan. 2012)

Launched in 1967 as Agro-Fisheries Development Corporation, aT has been carrying out its functions for Korean agricultural and fisheries products. With its second founding, aT is committed to lead the 10 Billion USD export of agro-fisheries product while earning respect and trust from people through strengthening its functions in food industry development, demand and supply stabilization and others.







Established aT Grain Company, a national grain company in the North American region

aT has established aT Grain Company, a grain company in the North American region through the consortium of private and public corporation. It has undertaken national grain procurement system by carrying out pilot introduction of beans. Through this effort, aT has laid down the foundation to supply food stably under the global climate change.

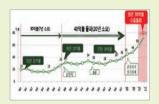






Surpassed 7.7 Billion USD of export in agro-fisheries product

After the earthquake in Japan, aT has organized Export Action T/F Team to overcome its export crisis. In addition, as a result of placing efforts in advancement of export strategic items, introduction of global star items system and prevention of dumping export with self-regulated export guideline, export of agro-fisheries product in 2011 recorded the greatest increase rate ever for 30% and accomplished 7.7 Billion USD of export.



Highlight 4



Agricultural Product Cyber Exchange accomplished 164% over its business goal in 2011

With the efforts in trading cabbage in reservation, direct transaction for restaurants and procurement of food ingredients for school meal, the sales record has significantly increased from 175.5 billion won in 2010 to 625.5 billion won in 2011. Through the expansion of direct trading by consumers, 37 billion won cost savings was resulted and Cyber Exchange (www.eat.co.kr) has become an innovative distribution channel.



Highlight 5





At the '2011 public purchase promotion conference' that SMBA hosted and Kbiz managed, aT was conferred with the Presidential Commendation due to effort for its social responsibilities with expansion of purchase ratio of SME products through diverse system improvement to expand the opportunity for SMEs.



COMPANY PROFILE

Corporate status

Corporate name

Date of establishment

Organization structure

Head office location

Key businesses

No. of employees

Capital

Government subsidy ('11)

Corporate type

Corporation)

559 (as of the end of Dec. '11)

Quasi-government institution

special accounting)

86.2 billion won (legal capital: 300 billion won)

72.1 billion won (agriculture stabilization fund and agriculture

Public Enterprise Specializes in Promoting Global Agro-fisheries Product Industry with the Trust of People

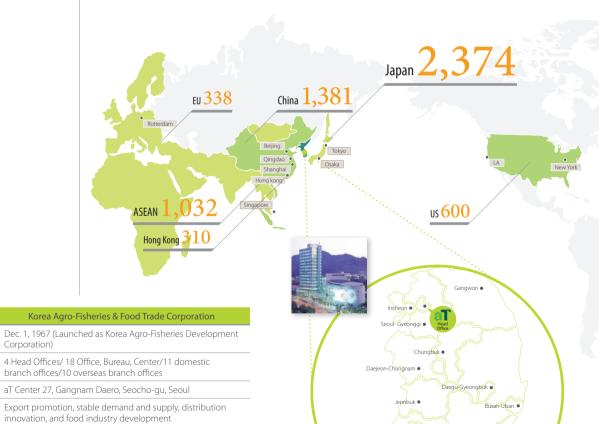
Korea Agro-fisheries & Food Trade Corporation

Founded as the Agro-Fisheries Development Corporation in 1967, and expanded and renewed as the Agricultural and Fishery Marketing Corporation in 1986. aT is a corporation which leads the future of the Korean agricultural product industry through export and distribution as it strengthens wholesale market development, distribution training, information thereof and others and expanding the business territory with the export promotion projects and agro-fisheries product consumption promotion projects..

With its name change in 2012 into Korea Agro-fisheries & Food Trade Corporation, aT has established its new vision as 'the Public Enterprise Specializes in Advancing Global Agrofisheries product Industry with the Trust of People' with its focus on revising the functions for specialized business structure by significantly supporting the functions to support the agricultural industry, aT is committed to performing its corporate social responsibility with the effort placed on new value creation for our agriculture as specialized promotion agency.

Export of agro-fisheries product for each major country in 2011

(Unit: Million USD)



a VISION and MID-TO LONG-TERM STRATEGY

Vision and Mission

Vision statement

Public enterprise specializing in distribution for global agro-fisheries product with the trust of general public

- Securing the firm trust from all general public as the pre-requisite for undertaking the role as public en-
- aT expands its overseas network in its scale and function on mid- to long-term basis to develop the global project system
- Strengthening the role of industrial promotion in the point of view to continuously perform the purpose of establishment of aT as expressed in the mission
- ▶ Advance into a company accomplishing the public purpose while securing the position as specialist in agro-fisheries product field

Mission



Strategic direction

business specialization

Strengthening the project specialization by facilitating export and distribution with accumulated knowledge, experience, information, professional human resource, project network and others

Enhancement of

Striving for sustainable management by expanding H/W function in management, S/W based efficiency, customer satisfaction, ethi-

4UP

Expanding growth engine

Expanding the project that meets the policy need on supply and demand in food, and settling the new growth engine projects con-

management innovation

cal management, and social responsibility

Strengthening of global competency

Strengthening the overseas project competency and continuously developing the global project for improving the global competitiveness

Core value



E	xcellence	
	Expert	
	Knowlege	



Surprise



Action

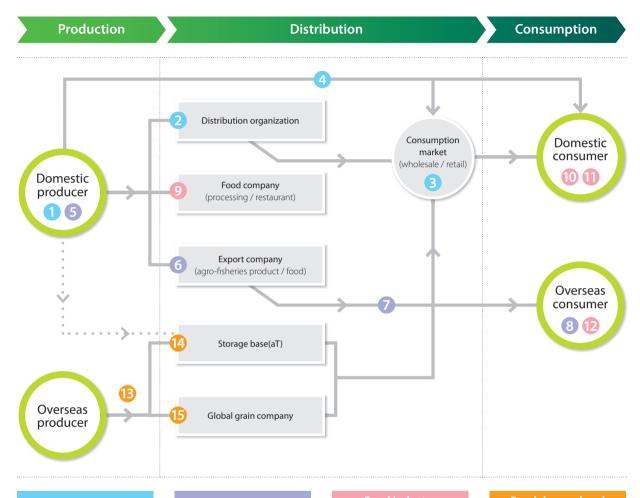






PROCESS OVERVIEW

Agro-fisheries distribution and key businesses of aT



- 1 Producer support
- 2 Development of local distribution
- Establishment of city and county distribution companies
- Jointm arketing
- Training
- 3 Wholesale market support / consigned operation
- 4 Operation of Cyber Exchange

Export support

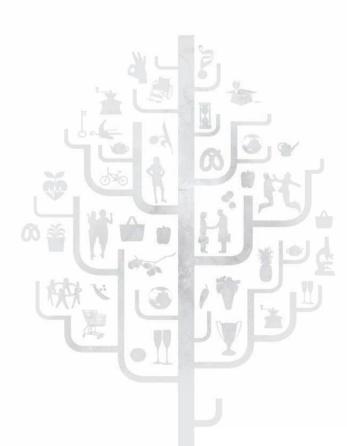
- **5** Building up export base
- Export agro-fisheries product safety management
- Building up export complex
- 6 Building up export specialty organization
- Export organization support • Training of export professional
- Export support
- Organization of export council • Discovery of export promising
- Overseas consumer marketing • Hostingint ernationale xhibi-
- tions/ participating
- Invitingb uyers

- Food company development and
 - Food and restaurant company fund support
 - Food/restaurantc ompany consulting
 - 10 Consumer marketing
 - · Agro-fisheries product consumption promotion
 - Spread of green food life
 - 12 Promoting globalization of Korean cuisines

Food demand and supply management

- (B) Base food management
- MMA/TRQ import management
- 13 Demand/supply instable item management
- Import (purchase) reserve
- Demand and supply information
- (B) Overseas grain procurement





1. Sustainable management system



Result of promotion for sustainable management

KoBEX SM(Korean Business Ethics index - Sustainability Management)

KoBEX SM implemented by the Ministry of Knowledge Economy and KIEP is the status survey on sustainable



management for major public corporations and private enterprises. Compared to 'A rating' of the previous year, it has 'AA rating' this year - 11.6 points improved in controlling structure, local community and environment management fields. aT will continue to expand its sustainable management leadership.

Winning the presidential commendation at public purchase promotion conference

At the '2011 public purchase promotion conference' that SBMA hosted and Kbiz managed, aT received the Presidential Commendation due to an effort for its social responsibilities by increasing purchase ratio of SME products with diverse system improvement.



2. Corporate governance

aT has structured the board of directors-oriented controlling structure to improve its specialization and efficiency. Board of directors – The board of directors is the highest decision making organization to govern the aT management that it is organized for 4 executive directors, including the CEO, and 5 non-executive directors. For the management monitoring and control function on the board, the ratio of the non-executive directors has been managed for 50% or more.

In 2011, the board of directors held 13 meetings with 22 passed and 28 reported cases for total 50 cases of agenda.

Strengthening and facilitating specialties of non-executive directors

aT provides diverse support for improving specialization of non-executive directors. Newly appointed non-executive directors are provided with the guidebook and support for participation in field trip at work sites. In 2011, it held on-site board of directors (3 times) to view diverse business sites in food and export companies. Also, it has participated in KOREA FOOD EXPO and other events to have the higher understanding on business matters.



3. Ethical management

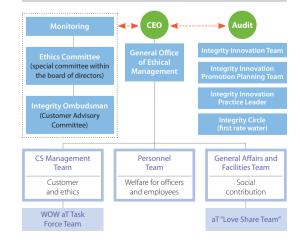
Through undertaking continuous ethical management, it has the honor of winning 'The Most Integrity Institution' from 2005 to 2009 and it was selected as the '2011 The most outstanding agency for integrity and ethics' at the 'Asia's Best Audit Leadership Forum and Korean Auditors' Conference' that was managed by Korea Auditors Association.



Promotion organization for ethical management

aT has operated General Office of Ethical Management which comprehensively governs the ethical management and also organized the 'integrity innovation task force team' in charge of anti-corruption and integrity affairs for strong undertaking of the ethical management activities.

Operation of enterprise promotion organization for ethical management



Practical program for ethical management

Ethical education for employees

aT has implemented continuous ethical management training for all officers and employees to adapt to the ethical working environment. (Numerous officers and employees including executives have undertaken the ethics and integrity related training) In particular, it held mock trial experience training on ethical dilemma cases in 2011 to strengthen practice of ethical management for officers and employees. Anti-corruption and integrity training was held with the nationwide branch offices.

Ethical education for employees



13

Ethics and Integrity corporate culture expansion program

With the voluntary participation of all officers and employees, aT operates diverse programs to build up clean corporate culture with ethical and integrity mind.

Self-check test

Sustainable Contents Integrity Contents







Improvement of

corruption prevention system

aT has structured diverse systems to cut off the fundamental cause of corruption that may occur.

Self-Development of the system improvement task

With respect to the factors for corruption highly likely for each project department, the system improvement task is discovered voluntarily to undertake improvement on vulnerable field.

Entering into MOU between public institutions for transparent management

Following the MOU with Korea Tourism Organization in 2010, aT made MOU with 'Korea Cadastral Survey Corporation' in 2011. Through these efforts, both agencies have made effort to enhance transparency in public institutions through cross inspection in audit, integrity and ethics fields.



Clearing of factors interfering the fairness under the

In 2011, aT made efforts to remove the corruption

caused by contract, personnel, audit, institution operation expenses and review resolution committee. In

addition, it has realized the transparent administration

by disclosing the company regulations of aT on the

Operation of reporting system for all possibilities

Establishment of clean card monitoring system

If any employee or external customer of aT was involved

unethical or corrupt action, they could use diverse re-

Efforts have been made to prevent the illegal use of

corporate card named 'Clean Card'. In particular, in 2011,

clean card instruction revision and full-time monitoring

system have been structured in reference to the legal

violation and waste of budget in other institutions.

corruption assessment

homepage.

porting systems.

Enterprise Risk Management (ERM)



SUSTAINABILITY

Communication channel for interested parties

Customer

- Customer satisfaction Index
- Customer Committee
- Customer meeting
- Customer proposal system
- Management disclosure
- Sustainability management report

Employees

- · Survey on satisfaction of employees
- Labor-management joint workshop
- · Labor-management council,
- aT newsletter
- Intranet
- Grievance committee
- · Clean Tea Time
- CEO Employees meeting

Government / public organizations

- Regular meeting with government
- Employee dispatch Official Contact point
- National organization participation

Cooperative companies

- Cooperative company proposal system
- Complaint reception and feedback
- Cooperative companies meeting
- Project conference

Media/NGOs

- Press data
- Seminar and forum
- Customer Committee
- NGO partnership participation

Local communities

- Resident inviting event
- Local communities meeting company-town relationship
- Activities for social responsibility

response after the earthquake, aT organized TF for export to Japan and took actions to

Risk response for changes in management environment

help out the exporters. As a result, it was the opportunity to expand the export market for safe agro-fisheries product of Korea.

In March 2011, the severe earthquake and tsunami in the northeastern part of Japan

caused crisis of the largest export market for Korean agro-fisheries product. For the initial

Risk management in demand and supply for key agro-fisheries products

aT pays particular attention to risk management since there is growing instability for demand and supply of agro-fisheries product following climate change. With the drastic price hike of agricultural products in 2010 and 2011, the "demand and supply management department" was newly established in 2011 for intense management of demand and supply stability to strengthen its functions with distribution information survey and others. With the cooperation With the Ministry for Food, Agriculture, Forestry and Fisheries, it undertakes the demand and supply stabilization project under the manual to stabilize the demand and supply for each phase.

5. Participation of stakeholders

Communication channel for interested parties

Communication with the interested party has become an important way to carry out sustainable management. For this purpose, aT gathers opinions and interested points by utilizing diverse communication channels for each group of interested parties.

Importance evaluation process

aT has implemented evaluation on sustainable management issues formulated from interested parties and has selected the core issues to intensely promote by aT through the priority evaluation for each issue.

• Step 1: Confirmation of issues

By confirming the internal issues related to the sustainable management and formulating the external issue through insider communication, internal and external issues are confirmed. In particular, qualitative and quantitative issues are confirmed through questionnaires.

• Step 2 : Selection of priority sequence

On the basis of interest and influence on aT, the issues selected for each territory of sustainable management, economy, environment, society and others have been a total of 44 issues.

Step 3: Importance evaluation and reflection of report

Depending on the level of importance, 18 issues were selected as the intense report categories on 2011 aT sustainable management report under the importance matrix.

4. Risk management

This ERM is used to implement the 'risk management instruction'. By classifying possible crisis and establishing management procedure for each case, effective response plan has been prepared. Vice President undertakes the office of the CRO (Chief Risk Officer) to oversee the risk management at normal times. Upon emergency situation, Risk Management Committee is organized with CEO and executive directors taking active roles.

Generation of Economic Value **Strengthening of Global Competitiveness** of Korean Agro-fisheries Products



- · Development of export specialized human resources
- · Safety management of export agro-fisheries
- · Providing overseas trade information www.kati.net
- Brokerage for internet trade transaction www.AgroTrade.net
- Structuring overseas export logistics
- Structuring of overseas post base for exporting agro-fisheries product
- Other export support
- Support of export logistics expenses
- Production complex specialized horticulture evaluation and post-management
- Expansion of export growth engine
- · Direct sales business
- Group brand management and operation (www.whimori.at.or.kr)
- · Group marketing support for Export Council

Principle

We support the expansion of agro-fisheries product for global advancement.

Export of Korean agro-fisheries product by Korea exceeded 3 Billion USD in 1988 for the first time and it took 0ver 20 years to accomplish 3.8 Billion USD in 2007. However, with the aggressive export drive policy, it has accomplished 5.9 Billion USD in 2010 and 7.7 Billion USD in last year. With the good performance of main items, enhancement of Korean competitiveness, K-Pop and new Hallyu fever, Korean agrofisheries product of Korea is continuously popular in overseas markets.

Our Approach

Building up the export base, system improvement, expansion of growth engine and overseas market marketing.

· Safety management of export agro-fisheries

Providing overseas trade information www.kati.net

Brokerage for internet trade transaction www.AgroTrade.net

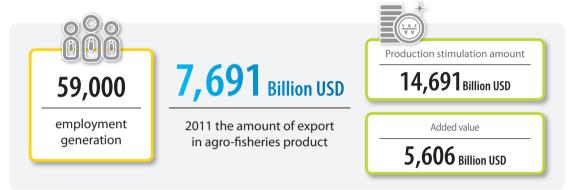
aT has continuously built up the export base for agrofisheries product, improved system, and expanded growth engine in 2011, and has made consistent effort to develop the overseas markets. Thanks to such export support, the export in agro-fisheries product has steadily grown with the export in 2011 to be 7.7 Billion US as the largest amount ever.

Classification	Detailed esteroxics	Units	Major outcome			
Classification	Detailed categories	Offics	2009	2010	2011	
Puilding up the expert hase	Leading organization development	Places	13	21	18	
Building-up the export base	Export experience Education on site Times		6	3	2	
	Commercialization support for export	Places	38	43	33	
Expansion of export growth engine	High-class brand development for export	Units	8	-	-	
Overseas market marketing	Export support consultation and sales revenue (*)	Million USD	512	756	861	
Export amount	Export amount	100 Million USD	48	59	77	

^{*} Export support consultation and sales revenue: total amount of consultation with exhibitions, large distributor and buyers and sales revenue

Economic impact of agricultural product export and aT's contribution

aT, which is in charge of supporting export of agricultural products, serves a comprehensive supporting function through consistent supporting system from domestic production to overseas market development. The export of agro-fisheries product has reached 7.7 Billion USD in 2011. It has created production stimulating effect of 14.7 Billion USD, added value amounting to 5.6 Billion USD, and 59,000 jobs.



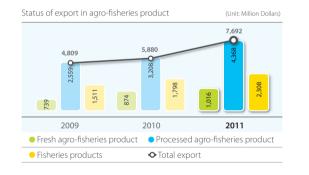
*Reference: 2009 Industry Atlas, Bank of Korea 2011

1. 1 Building up the export foundation

The export of fresh agricultural products, processed agricultural products and fisheries product has been increasing until 2011 thanks to our efforts in supporting local agro-fisheries exporting companies. We are continuing our efforts in creating foundation for export of Korean agro-fisheries products by nurturing professional talents in export market as well as by providing global market information and marketing strategies.

Developing export leading organizations

aT supports export-leading organizations, which deal with the whole export process from production to export, in order to expand exports by strengthening competitiveness in export field. The export-leading organizations were summed up to a total of 16 products and 18 organizations in 2011. "Korean-style Zespri Organization" has been formed (7 places) to promote the Korean brand in the international market. In 2011, the total amount of export was decreased by 4%, but the increase rate of the export leading organization was 19% (estimated) and it has generated the growth engine for



export expansion through revision into the advanced export system.

Development of export-specialized human resource

aT provides the opportunity to acquire high class information and high-tech-intensive technology through advanced agriculture training for export-leading producers that produces export-promising items to develop elite export-specialized agriculture producers. In 2011, aT enhanced competitiveness in export ag-

ricultural products through the support activities of

Information about agro-fisheries product trades (KATI)

KATI is a specialized site to provide export information where over 1 million or more visits each year. It provides local and overseas news, publications, buyer trend and other major agro-fisheries trade news to the producers and consumers. (www.kati.net)

Promote internet transaction (Agro Trade)

It is a website utilized to advertise Korean agro-fisheries product to international buyers and entice other buyers to Korean produce and it provides multi-lingual smart e-catalogue along with various mobile homepage, promotion, agency for Internet trade process, buyer list and credit information. (www.Agrotrade.net)

AgroTrade mobile



1. 2 Generation of export growth engine

Organization/operation of export consultation body

aT organizes and operates item-specific export consultation body to prevent excessive competition among domestic companies in the export market and establish cooperation system among them. In 2011, it newly established Strawberry Export Consultation Council was created to have a total of 17 consultation bodies are created for different produces.

Developing promising export items

aT provides support for product development, export consulting, and overseas marketing expenses for three years from the initial phase of export to the settlement in local market with the new market advancement of existing export items and product development in localization as appropriate for the consumers in exported countries for developing export promising items to lead the future export in agriculture products and food.

Management and operation of a joint brand (Whimori)

aT promotes sophistication and standardization of the joint brand 'Whimori". With a single brand, aT enhances export competitiveness, encourages systematization and standardization of the company, and creates added value and increases brand value through execution of Integrated Marketing Communication (IMC) in the export market.



1. 3 Overseas marketing

Hosting and supporting international fairs

aT has been participating in various food exhibitions in overseas since 1988 with domestic promising exporters. Through this project, aT has been a great help in advancing overseas markets and developing SME exporters. It also assists for export competitiveness through comparative analysis with famous products around the

Such our effort for exhibitions has been accepted as effective means to develop overseas markets of Korean agro-fisheries products. And, in particular, it had 36 times of exhibitions in 2011 and undertook a critical role to accomplish 7.7 Billion USD in agro-fisheries product export.

Working with diplomatic offices

aT has worked with 49 diplomatic offices in 33 countries around the world in 2011 to advertise our agro-fisheries products and Korean cuisine. aT places effort for practical expansion of export by jointly undertaking PR projects with domestic exporters, local import buyers, local governments and others.

Transactions by inviting overseas buyers

aT has invited influential overseas buyers to large scale export session to support for 1:1 export consultation

with exporters. In 2011, BKF (Buy Korean Food) and 4 other major export consulting sessions were held to match 479 export companies with 239 overseas buyers. In addition, through the distribution field trip program, it has contributed to enhance the trust of buyers on safety of Korean cuisine. Furthermore, it has undertaken tailored invitational project in consideration of production, harvest time and others for enhancing the project support effect.

Overseas PR marketing

aT actively facilitates the worldwide "Korean Wave" as the catalyst of overseas PR of agro-fisheries product. "Wonder Girls" are commissioned as the ambassadors of agro-fisheries product export. aT produced PR contents (K-Food Party M/V) to have the online marketing through famous portal and SNS in 5 Asian countries and strengthen the culture marketing in connection with the Korea Culture especially in Chinese culture region and Southeastern Asia.

Wondergirls Music Video

Road Show in China





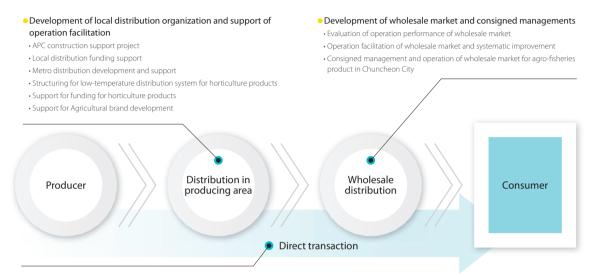


Structuring of direct export network for overseas large distribution companies

aT has supported sales promotion events with overseas distribution companies, vendors, large distribution stores, and domestic exporters to expand the export. In addition, it has implemented large-scale sales promotion events by entering into MOU with major distribution companies. As of 2011, it has direct export network through MOUs with 31 major distribution companies in 10 countries.



Innovation of Distribution Structure



- Support of direct transaction and fair transaction of agro-fisheries
- Fund support for cooperation between Consumer and local · Operation of direct transaction and fair transaction support center
- Support of facilitation of agro-fisheries product direct transaction, www.esingsing.co.kr

Principle

Realizing optimal agricultural product distribution sys-

Distribution of agricultural products is a national circulating system which distributes food around the country. Products of producers are delivered to consumers through this flow of distribution. aT is committed to improve the framework of agricultural product distribution as it straightens water way and fix dams for the happiness of both producers and consumers.

Our Approach

Distribution efficiency through expansion of direct transactions and local distribution scale-up

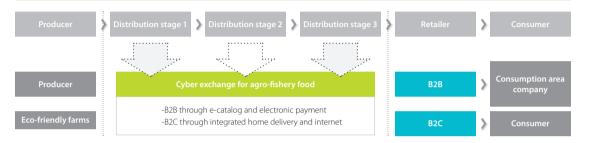
aT developed local distribution organization, reduced distribution steps and expenses through Cyber Exchange and direct market projects and supported fair transaction of agro-fisheries food. In addition, the consigned management for local wholesale market that has been undertaken for remarkable improvement of wholesale distribution is planned to continue and expand into nationwide wholesale market. And aT undertook various education programs and diverse distribution information survey project.

Classification	Detailed categories	Units	2009	2010	2011
Place of production/consumption site with direct trading	Transaction amount of Cyber Exchange	100 million won	52	1,755	6,255
Scale of production site distribution	APC establishment support (cumulative)	Places	297	318	321
Facilitation of wholesale market functions	Consigned management of public wholesale market	Units	1	1	1
Wholesale market areasis	Auction record for flower sales	Million won	83,839	98,211	100,766

2. 1 Facilitating producer-consumer direct transaction

aT has made effort to lead the sustainable agro-fisheries product distribution paradigm by structuring the Cyber Exchange which makes mutual direct transaction online with the advanced IT infra and e-commerce conditions.

Reduction of distribution stages through the Cyber Exchange



Status of major projects for the Cyber Exchange

B2B transaction

The B2B transaction system for online agro-fisheries product provided simple transactions in publicity, search, order and others, but the B2B transaction system of the Cyber Exchange for aT provides not only the existing system but also the payment, forwarding, verifying and post management service via online service.

Electronic procurement project for food supply to schools

Schools may use the food material procurement system of the Cyber Exchange for all processes ranging from selecting supplier, contract consummation, and settlement to reduce the waste of unnecessary administrative expenses for higher efficiency, and it has prepared the transaction system to trust by strengthening the cooperation with pertinent institutions to secure transparency in transaction and safety in food materials as it has emerged as social issues in recent days.

Sales on B2C (shopping mall)

On the need of eco-friendly agro-fisheries product, regional specialty product and conventional wine for sales routes expansion and consumption promotion, the Cyber Exchange contributes for transaction activation for PR, consumption promotion, sales route development and others and it has structured new direct transaction model in restaurant food material and others.

Expected Effect

The cyber transaction of agro-fisheries product has asserted diverse economic expected effect following nonface-to-face transaction and shortening of distribution phases and it supports the transparent transaction and safe payment of sales proceeds through the 'clearing house' for making the payment in cyber transactions. The Cyber Exchange contributes the income increase by bringing up the sales proceeds to seller and reducing the purchase costs to purchaser, not only for the purpose to generate profit as a public institution.

Promotion and operation of direct transaction support center for agro-fisheries product

"Direct and fair transaction support center for agro-fisheries product" aims to expand direct sales from local producers to large consumers and promote fair trade amongst consumers by having a fair price competition. The center has been operating since 2008.

Innovation of Distribution Structure

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2. 2 Strengthening competitiveness in distribution organization of the producing area

Strengthening the support system for local distribution facilities

The local distribution plan is the system newly established from 2011 for unifying the marketing window and enhances the efficiency of facility operation of local distribution facilities. In 2011, 52 cities and counties applied for local distribution plan and 24 cities and counties selected and 22 APCs were supported.

Developing the distribution organizations of the producing area

aT has responded to the changes in the distribution environment of agro-fisheries product as in DDA, FTA and other market opening, change in preference for customers, growth of large distribution companies. In 2011, sales average of subject organization in local distribution facilitation project was 16,186 million won. aT has contributed to the local distribution facilitation of the support with the local distribution organization development and support policies.

Promoting brand

aT enhances brand power with cost reduction, quality facilities and brand nurturing subsidy specializing in flower and farm product producing areas. Also, aT hosts agricultural product power brand fair every year as a part of brand promotion project and it has intensely developed 40 outstanding companies with the goal of having 70 companies by 2015

2. 3 Strengthening the function as a wholesale market and facilitating of operation

aT has undertaken the role in strengthening and facilitating the functions with the instruction for the wholesale markets and tries to introduce a model for an effective management system based on Chunchon Wholesale Market.

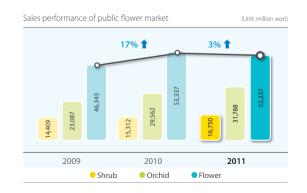
Enticing facilitation of the wholesale market through instruction

aT makes annual evaluation on public wholesale market and entices the operation improvement thereof. Depending on the evaluation result, outstanding companies are provided with the incentives such as preferential treatment

for policy fund support, PR support, overseas wholesale market training at and the companies with insufficient result were given the consulting for implementation.

Operation of aT Flower Market

In 1991, the aT flower market was established as the largest flower wholesale market in Korea for development and facilitation of flower distribution. In addition, efforts have been made for enticing the fair transaction, carrying out role for post export base and flower con-



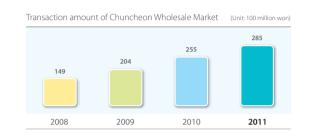
sumption promotion. In particular, in 2011, to celebrate the 20th anniversary of its opening, it had flower work exhibition, horticulture experiment show and bouquet show. Also, its auction record surpassed 100 billion won for the first time in history.

Presenting efficient management model through expansion of consignment management in public wholesale market

Chuncheon wholesale market began its consignment management by aT since 2008 to have the result of increase

in transaction scale, improvement of operation surplus, enhancement of transaction transparency and others, and other wholesale markets are visiting to make the benchmarking for the outstanding case.

In July 2011, its successful operation was recognized to enter into re-contract for the consignment management with Chuncheon City and it plans to expand gradually with other lackadaisical wholesale markets.



2. 4 Collection of distribution information

Price survey of agro-fisheries product

aT surveys retail price everyday for wholesale price on 5 major cities and large distribution companies and traditional markets in 17 cities. The collected data helps on decision making for shipment and transaction of information users and becomes the foundation to establish price policy of the agro-fisheries product.

Survey of distribution status

aT has surveyed distribution route, status and expenses on 36 products and 48 types of agricultural products. aT plans to make policy and supports project for decrease in distribution expenses by expanding survey items.

Provision of distribution information

aT provides diverse information for price and distribution status data of agro-fisheries product, weekly shopping information, holiday and peak season information and others through the agro-fisheries product distribution information www.kamis.co.kr, for consumers to make wise decisions for their purchase.

Expansion of Food Industry Infra

- Support of development food industry
- Consulting food companies and restaurant
- Development of specialized human resource on food industry
- · Agro-fisheries product corporate support center, www.foodinkorea.co.kr
- Organic processing food certification
- · Survey and analysis on food restaurant information Development of fermented food industry
- · Support of modernization of public kitchen facilities
- · Development of producer equity participating company • Food and restaurant industry information analysis

Principle

Leading the advancement of the food industry

Agricultural food industry is a new growth engine leading the income increase of agro-fisheries through generating the high added value. Especially, Korean cuisine and traditional food are getting more attention from overseas markets and captivate the taste of people around the world with the recognition of its value. The food industry which has the unlimited potential from producing, processing, storage to restaurant business is a new power source for Korean agro-fisheries industry to compete with the world.

Promoting globalization of Korean cuisine

- Structuring of globalization infra for Korean cuisines
- Effort to develop specialized human resource for Korea cuisines

Our Approach

Development of the food industry and globalization of Korean cuisine

aT has performed diverse food industry support project to grow the food industry from the regulation-centered industry to future added-value industry with the global competitiveness. In 2011, with the launching of Agro-Fisheries and Food Corporate Support Center, it has undertaken diverse agro-food consumption promotion projects to develop industrial infra through consulting and training service for food and restaurant companies and expanding food industry promotion basis while promoting globalization of Korean cuisine. aT also has published and advertised through TV and books to educate consumption of local food

Globalization of Korean cuisine	Nurturing professional workforce in Korean cuisine	Places	3	4
	Providing statistics on the food industry	Provided by	Structuring and operation	Providing statistics on food industry (213 tables)
Nurturing the food industry	Training the food industry	numbers	1,267	1,470
	Food/restaurant business consulting	places	306	332
Classification	Detailed categories	Units	2010	2011

3. 1 Development of the food industry

Consulting service and training support for food and restaurant companies

aT has provided consultation for trouble shooting, on-site examination and consulting of food and restaurant companies to support to growth through reasonable and systematic management.

Operation of Agro-fisheries and **Food Company Support Center**

In 2011, Agro-fisheries and Food Company Support Center was newly established to prepare one-stop support system to resolve trouble shooting, consulting, funding, training and marketing for food and restaurant companies.

Consulting support for the food and restaurant companies

aT implements on-site oriented expert instruction by organizing the expert pool to improve technologies and management facilitation for food and restaurant companies. aT structured cooperative system with expert institutions and members to provide diverse and professional consulting for food and restaurant companies. It

expanded the cooperative institutions to 30 in 2011 to support in-depth consulting for 118 companies in 12 fields including sales strategy, consumer taste strategy productivity improvement, family eating out and others.

Supporting the development of expert human resources in food industry

aT has advanced expert human resources through siteoriented training program for food production, restaurant and export companies. Through aT Agricultural Marketing Training Institute, it operates the independent training program to advance core human resources and also implements special training through consigned training institution to contribute to the efficient development of talented professionals in food field. In 2011, 29 programs were operated to train 1,470 people.

Fund support for the development of food and restaurant industry

aT has supported policy fund for facility modernization of food production companies, fresh agro-fisheries product producers, traditional food companies and for the development of food and restaurant industry. The scale of support in 2011 was 38.9 billion won.

Providing and analyzing information for food and restaurant industry

By structuring the FIS web-site (http://fis.foodinkorea.co.kr), it provides continuously for statistics and information on food industry statistics information (203 statistics), international raw material price information, detailed contents and information on food and restaurant companies, price trend information for the week for main processed food, trend information for major food in global market and others.

3. 2 Agro-fisheries food consumption promotion business

KOREA FOOD EXPO 2011

aT currently hosts KOREA FOOD EXPO, the largest food exhibition exposition, to reemphasize the value of food industry and introduce the global trend of current food industry. KFE that converted the recognition on agro-fisheries Expansion of Food Industry Infra

Expansion of Demand and Supply Management Capability

product successfully by holding it for the first time in 2008 aims to strengthen its business function to exhibit Korean cuisine to the global market in 2011.

Advertisement and sales of traditional drinks

aT continue with our efforts in leading the boom in the local Korean brewed rice industry. aT hosted '2011 Korean Brewed Rice Wine with Freshly Harvested Rice" (Oct. 27, 2011 ~ Oct. 30) in Sangam-dong World Cup Park (Park of Peace) jointly with "2011 New Rice Makgeolli National Release Event (Oct. 27, 2011 ~ Dec. 31). These festival events designated the "Day of Makgeolli (last Thursday of October of each year) to entice the national interest and response on Makgeolli.

3. 3 Promoting globalization of Korean cuisine

Efforts for building up infrastructure of Korean cuisine

Through the Korean restaurant council in 9 major cities around the world, aT has undertaken the project to upgrade the Korean restaurants facilitation. During the KFE period, workshops were held for officers and employees of council members to explain the government policies and gather the opinion of overseas companies. And aT made effort to take place for local private infra for the Korean cuisine globalization for those Korean restaurants.

Effort to develop professionals in Korean cuisine

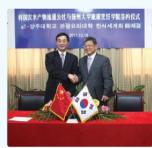
aT has created a star chef training program and traditional food professional program as a short term focused education course since last year. It also has started to support cooking schools specialized in Korean cuisine as one of mid- to long-term training. In addition, aT has opened lectures to teach people around the world at famous cooking schools in overseas such as Drexel University of USA, Hatori University of Japan, Yangju University of China('12). Furthermore, through cooperation of China Head Office



of Marriott Hotel, it plans to implement Korean cuisine training for some 100 local chefs.

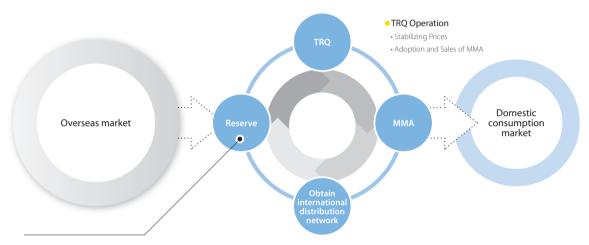
Improving competitiveness of overseas Korean restaurants

In order to improve the competitiveness of overseas Korean restaurants, aT has created a business management consulting system to aid their



business. aT also supports consulting service for a total of 60 companies, an increase of 285% from 21 companies in the previous year. In addition, the cyber consulting pilot project is implemented through the aT food in Korea site (foodinkorea.co.kr) to support those Korean restaurants in overseas to strengthen their competitiveness.

Expansion of Demand and Supply Management Capability



- Promotion of agro-fisheries food consumption
- Government reserve project
- Purchase and import reserves
- Sales management
- Overseas import information survey analysis and dispersion
- Demand and supply stabilization project
- Performing for vegetable demand and supply stabilization project
- Survey on agro-fisheries product distribution information
- Calculation of agro-fisheries product logistics expenses
- Survey on agro-fisheries product distribution status
- Survey on wholesale and retail price for agro-fisheries product, www.kamis.
 co.kr

Principle

aT is in charge of food for Korean people

Due to global financial crisis and climate change, ag-flation is taking place worldwide and international grain prices are going up at fast pace. It is becoming all the more important to secure stable food supplies and stabilize prices of basic food materials. In such difficult times, aT is responsible for protecting the domestic food market by moderating impacts from fast-changing overseas agricultural markets.

Our Approach

Supply management responding to the international market

aT controls food supply to stabilize supply of staple food and prices by storing purchased and/or imported products for stably securing base food for national food supplies. aT controls the amount of TRQ to supply stored agricultural products, secured a grain procurement network to efficiently provide overseas food resources and established an international grain company to lead the national food security.

Classification	Detailed categories	Units	2009	2010	2011
	Introduction of national trade TFQ	Ton	309,092	336,268	399,657
Operation of	MMA rice introduction	Ton	286,617	306,964	327,311
market access volume	Performance of national trade sales	Ton (100 million won)	310,566 (4,941)	314,508 (5,729)	369,332 (6,526)

Economic effect of reserve and import management project

The profit made from sales of stored products is 150 Billion KRW for each season. It is used to stabilize the cost of agricultural products, promote distribution of agricultural goods and nurture agricultural companies. Also, through the agro-fisheries product import management and overseas market survey, it has protected the domestic farming foundation from indiscrete import of overseas agro-fisheries product and lowers the price changes by stabilizing the price of domestic agricultural goods.

4. 1 Stable supply/demand management of staple food

For appropriate and timely introduction of MMA, 20 items were imported and managed in 3 methods of nationally-run trade, public sale of import right, and allocation for end-user with different import recommendation institutions and management method depending on the characteristics facilitation item.

Import control through Tariff Rate Quota (TRQ)

aT has made significant improvement in introduction standard and management of imported agricultural good in 2011.

Introduction of clean and safe beans

The production of Non-GM beans (beans without organic manipulation) is decreasing very rapidly. However, aT is continuing its efforts in obtaining clean and safe beans by working with producers and purchasing early in the market.

In addition, for improving the quality of processed beans used for tofu, bean paste, bean block and others, it has structured bean sorting out system to have the dimension improvement

(less than 4.3mm -> $4.0\sim5.0$ or more) to introduce high quality beans.

Introduction of special condiment products focused on customer needs

aT satisfies the right of customers to select raw ingredient through the introduction of high quality, dimension diversification facilitation user, and improvement of sales method. For high quality sesame oil, the dimension has strengthened for foreign substance in the oil. aT introduced various kind of pepper from China for diverse requirements, and Indian hot pepper was introduced for the first time to replace Cheongyang Pepper of Korea. OEM production of dried onions was used for end-user companies (ramen companies).

Introduction and sales management of minimum market approach (MMA) rice

aT has introduced and managed the MMA rice for processing and cooking by 2014 in accordance with the re-negotiation of rice under the WTO.

Rice for processing

The rice for processing is introduced as brown rice and delivered to the local governments at the arriving port (cities and counties) to keep in the government grain warehouse.

Then, it is processed for rice in government processing plant to supply for food processing companies.

Rice for cooking

Introduction and sales of rice for cooking is exclusively managed by aT to minimize the domestic impact. The sales profit has been fully paid into the 'Rice income conservation for change in direct-payment fund' as financial resource to support for rice producing farms.

Import control of TRQ under FTA

The FTAs strives for the profit increase of party countries by entering into the detailed and comprehensive trade agreement in consideration of economic and political gain for countries and regions. aT is in charge of import management on TRQs under Korea-Chile, Korea-ASEAN, Korea-EFTA agreements Korea-US FTA.

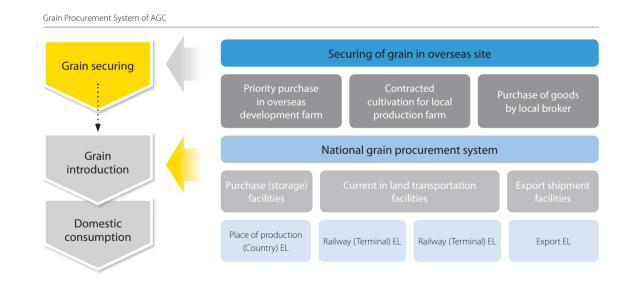
Sales of reserved agricultural products

aT is selling agricultural products purchased domestically, imported, or purchased from North Korea. Condiment ingredients, such as, pepper, garlic, onion, etc., are produced abundantly that the stored products are released in the market when in periods with short supply and high prices. However, sesames, beans, red beans, etc. which have low domestic supply rates and absolutely insufficient are supplied to the market all year long.

4. 2 Undertaking national grain procurement system

With the global climate changes, the grain production variability has grown and with the economic growth of China and expansion of bio-energy demand, the instability in the grain market has accelerated that the food security of Korea has emerged as more important as ever.

aT established "aT Grain Company(AGC)" in Chicago, US, for stable supply of overseas grain resources (April 28) and introduced 10,000 tons of Non-GM beans as a pilot project. AGC has worked to build a global grain procurement system.



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Expansion of Demand and Supply Management Capability

4. 3 Survey on overseas import information

aT has monitored the key international grain and nationally-run trade item with its production, distribution and others in overseas markets for improving efficiency in national trade projects and provision of information required for demand and supply policies for national food supply. Also, it has undertaken overseas information survey activities to stop illegal import of imported agro-fisheries product.

Analysis of international grain information

aT is issuing monthly reports with information on international grains such as rice, soybean, corn, and wheat, their production, consumption and trade by collecting and analyzing relevant data. In 2011, at has created monitoring system to predict international grains supply market trend. In addition, aT has published 'Daily Grain Report' as the daily newsletter for international grain trend with the analysis of price changing factors as its effort to undertake the role of specialized institution for international grain information. Furthermore, aT established "agro-fisheries product and food demand and supply information center" in 2013 to be the best domestic international grain information institution.

Research on import information of overseas agro-fisheries products

Monitoring on overseas market trend

aT conducted overseas monitoring to research and report the local price, production and distribution trends, export trends and possible prices of 12 subject to state trading, including pepper, garlic, onion, ginger and others to publish monthly reports.

Verification of import information and tax review for standard pricing

aT has been investigating costs for private sector to respond illegal and illegitimate import of major agro-fisheries product from 2006 to control indiscrete import as well as enabling to tax for appropriate tariffs through Customs Office. In addition, aT holds 'verification meetings' constituted by private and government experts to enhance the accuracy of investigation outcome and external reliability and operates full-time monitoring and emergency notice system from 2011.



Disclosure on Management Approach Environment Generation of **Environmental Value**



Principle

aT strives for green corporate management

More and more people are interested in organic food, and are focusing on ways to secure health and food safety. Agricultural products have direct impact on consumers not only through production and distribution but through consumption. Thus, aT tries to minimize environmental damage in production, distribution, and consumption of agricultural products, and places high priority on delivering safe products to consumers.

Our Approach

Distribution of eco-friendly products and green food life

aT supports eco-friendly agricultural products, and pursues green management that minimizes environmental damage. We are also raising environmental sustainability through active responses against climate change. We have introduced many measures to enhance eco-friendliness in distribution and are sparing no efforts to enable green food consumption in every meal. Furthermore, we work to strengthen green management and to reduce energy consumption in operation of the aT center.

Classification	Detailed categories		Units	Major outcome		
Classification			UTILS	2009	2010	2011
Distribution facilitation of eco- friendly agro-fisheries product	Number of farms with GAP certification		Units	920	1,170	18
Practicing aT green growth	Efforts to save energy	gas emissions	TCO 2eq	10,961	10,992	2
	Green management	Purchase ratio of green products	%	83.2	91.1	33

^{*}There were errors in calculation for greenhouse gas emissions and energy use of 2008 and 2009 recorded in the 2010 report and they are corrected.

Generation of Environmental Value

1. Supporting Eco-friendly Agro-fisheries Industry

1. 1 Facilitating distribution of eco-friendly agricultural products

Supporting certification of GAP

Through GAP (Good Agricultural Practices), aT plans to supply GAP as the international standard for safety management system for agricultural products. Thus, GAP's core goal contributes to the sustainable agricultural environment conservation through systematic management from production stage to final consumption stage for safety.

Environment-friendly agricultural products shopping malls

aT is marketing for eco-friendly, local specialty brands, traditional wine and others on B2C shopping mall that was opened in July 2009, and for the eco-friendly agro-fisheries product. In particular, it has transacted those eco-friendly agro-fisheries products certified by National Agriculture Product Quality Control Board to contribute to stable provision of sales routes.

Strengthening of safety for eco-friendly agricultural product

In July 2011, aT is working on plan to strengthen the safety for tenant companies in addition to its existing product supply network of eco-friendly agricultural product.

New establishment of low-carbon green growth local

Meaning of GAP symbol marks

Shape: Taegeuk to imply nation and

ing by customers

surance in square frame

Name: Expressed in simple and clear

》 농수산물사이버거래소

'seal' to symbolize trust and as-

ways to have easy understand-

By introducing the local food concept of consumption system to reduce the distance from production to consumption as much as possible, it meet the demands of low-carbon and green growth paradigm.

Operation of major education courses for eco-friendly agro-fisheries product

food center

Operation of major education courses for eco-friendly agro-fisheries product

aT has implemented the GAP certification and career tracing management system training for desired farms and organic processing food certification training for food processing companies in a way of enticing the facilitation of certification system for eco-friendly agrofisheries product.

Operation of training courses for the development of low energy injection-type agriculture industry

By enticing the direct-transaction facilitation, it minimizes the logistics expenses generated from the complicated distribution channels to seek win-win strategy of consumers and producers while saving the fossil fuel use to contribute domestic environment protection.

1. 2 Spreading green food life

Green food life is a new concept that promotes eco-friendly traditional meals, made by saving energy (environment),

practices Korean-type diet life with outstanding nutrition (health), and practices consideration and appreciation to nature and others on the basis of diverse diet living experiment (consideration).

Green food experience and training program operation

aT has structured infra with the Ministry of Food, Agriculture, Forestry and Fisheries through designing the diet liv-

ing training institution and experience space. In addition, through the green diet life experience training, it enables people to have sound diet habits and, by producing and dispersing the 'home diet handbook' to attract the practice at home.



Expansion of healthy diet for entire country

Through PR on green diet for campaign, slogan, and character development, education program, TV program, radio advertisement, online PR(SNS), rice and Korean cuisine animation production and TV broadcasting, posters (30,000 copies) and leaflets (15,000 copies), aT has contributed to enhance the national interest on the issues.



Support of national movement by private organizations

aT has cooperated with "Diet Education National Network", a private organization, to seek ways for facilitation of national movement for green diet education.

2. Green Management of aT

Energy savings

aT has made effort to expand the energy savings in offices by minimizing the environment damage on the work process at office, including the aT Center Exhibition. aT Center is operated as the energy savings building and implements the effort to improve heating and cooling efficiency. In addition, it makes effort to reduce the energy use and green house gas discharge in its nationwide branch offices/storage facilities.

Use of water and discharged water management

Clean water is essential for the eco-friendly agricultural product production. aT recognizes that water volume and quality may have important consequences to the surrounding ecology. Water with low contamination is recycled for other uses to protect environment as well as to save operation expenses for economic gain. aT complies with laws and regulations related to environment. There has been no violation against environment related laws and regulations in 3 recent years.

Purchase of eco-friendly products

aT is required to purchase if there is any eco-friendly product available. In 2011, aT has purchased 490 million won on eco-friendly products, 80% of its total purchase amount. In addition, it has purchased and used the eco-friendly papers in the offices accordingly.

Our Approach and Principle

aT seeks opportunities to raise sustainability of public institutions through communication with various stakeholders. We recognize co-development with the society as one of our responsibilities, and work to grow together with our major stakeholders-our staff, customers, and local community.

In addition, to enhance the value of diverse stakeholders, aT has sustainable exchange activities with the stakeholders and, it places high priority on improving customer satisfaction, extending employment benefits, and contributing to the local community.



Customer satisfaction

In order to maximize the customer satisfaction, aT operates the unique CS programs such as on-site oriented service practice. WOW aT TFT operation

Welfare of employees

aT recognizes that human resources are the driving force for sustainable development and makes supports for reasonable treatment, development and joyful workplace.

Contribution to local community

management.

aT makes efforts to born again as the partner of the local community through its win-win,

participation and sharing

Accompanied growth

aT operates diverse programs with improving unfair system to strengthen the viability of SME and establish fair and transparent transaction order.

Special Performance

Classification	Devil destruction	Units	Major outcome		
Classification	Detailed categories	Units	2009	2010	2011
Walfara of ampleyees	Level of satisfaction for employees	Points	63.8	64.7	66.7
Welfare of employees	training costs per person 1,000 won		813	843	954
Customer satisfaction	Level of customer satisfaction (PCSI)	Points	94.7	96.7	97.6
Contribution to local community	Participating in social contribution activities	people	787	397	2,632
	Love sharing fund	Million won	46	293	452

^{*}There were errors in calculation for investment expenses for training and love sharing fund recorded in the 2010 report and they are corrected.

1. Customer satisfaction

Our stakeholders are positioned at every part of manufacturing and distribution chain. aT is committed to listen to the voice of customers (VOC) and acts upon the feedback based on customer's needs.

CS vision	CS leading global public institutions that generate customer value			CS slogan	Any time, Always aT!
CS strategy	S (Sense) sensitive management	M (Moment) strengthening contact point	A (Advance) service innovation	R (Respect) Customer respect	T (Trust) Enhancement of trust

Customer satisfaction strategy

All employees of aT are committed for customer satisfaction and structure and operate the CS management system.

Customer satisfaction activities

CS management workshop

By breaking away from simple CS training, aT has implemented CS management workshop with employees who work directly with customers for two days. In addition, for the on-site training on employees encountering customer directly, "Asiana First Class Training' was provided. It was a great opportunity to enhance CS competency.

WOW aT Office

WOW (Wonderful Our Workplace) aT Office has been operated to improve the organizational culture and enhance customer satisfaction since 2009. aT evaluates the proposals of employees received through the 'aT proposal' on KMS and allocates the selected proposal for improvement to make practical management improvement.

Survey on customer satisfaction

Under the PCSI(Public Customer Satisfaction Index) implemented by the Ministry of Strategy and Finance, aT received 97.6 points, 0.9 points higher than the previous year, and got selected as outstanding institution for the 5 consecutive years. It is assessed to have unique CS pro-

grams including siteoriented customer service, management innovation BP conference, CS training for customer inspiration.



Acquisition of certification for "Outstanding Service Quality Institution"(SQ)

In 2011, aT acquired the outstanding institution certification for service quality (SQ). The SQ certification is conferred by evaluation committee members who are professionals through personal on-site inspection, customer evaluation. aT has great evaluation for CEM system, WOW aT movement, customer-oriented facility improvement and other service improvement efforts and then win the SQ certification.

Discovery and introduction of best practices (B/P) in CS

aT held the 'Best Practice (BP) Conference' to share and disperse best practices cases that illustrated innovative improvements in 2011. It plans to make continuous efforts to provide high quality service to customers through outstanding cases.

Management of VOC

aT is focused on improving the service starting with the customer contact point. aT has used online channel, such as electronic suggestions, customer center, customer proposal and praise aT, and off-line channels to pay attention for every little thing of customers.

Effort for customer information protection

By introducing I-PIN system, aT has created a safe online environment for our customers when subscribing for the membership.

2. Welfare for employees

Classification	2009	2010	2011
No. of male officers and employees (ratio)	453 (80.9%)	441 (81.4%)	441 (78.9%)
No. of female officers and employees (ratio)	107 (19.1%)	101 (18.6%)	118 (21.1%)
*(No. of the disabled (ratio))	17 (3.0%)	17 (3.1%)	17 (3.0%)

Status of employment

All workplaces of aT satisfy the legal minimal wage standard and comply with the Standard Labor Act and employment regulations. In addition, it has operated diverse support policies in health examination and others to prevent any accident

Preventing discrimination

aT clarifies in its employment regulations that it does not discriminate employees on the basis of gender, age, religion, education, physical disability or region and complies with the Labor Standard Act and the International Labor Organization. In particular, aT increases the number of female employees and have also established a mid- to long-term employment plan for female experts. In addition, aT provides personnel service to listen to the hardship cases and reflects them in its policies through Cyber Ombudsman Counseling Center.

Welfare promotion

aT makes best effort to keep the balance between work and home for competitiveness of the organization. Through the child care center and guarantee of maternity leave, women employees have reinstated for 90% or more after the leave. It also has the funeral service, optional welfare system, retirement pension, life support system, regular health examination and group insurance to seek for improvement of productivity for

employees. It has introduced EAP program to promote stress-free work place and to improve work concentration for workers.

Education

aT has three-step of education(Pre -> Introduction -> Post) for new employees to become core human resources of aT and it subsidizes 70% of academic expenses for employees who are in graduate course. It provides online lecture to bring effective learning and budget savings.

Fair personnel management

aT grants works appropriate to meet the aptitude and capability through the personnel management. In addition, it has the multi-evaluation system, MBO and under BSC. As a result, the satisfaction level of employees was shown to 66.7 points, 2 points increase from previous year.

Labor management relations

The labor and management of aT recognize the importance of a stable relationship in order to achieve aT's vision and business objectives. As a result, aT is setting a good example with an ideal labor-management relationship which enabled no labor protests for 23 years since the establishment of its labor union. Various communication ways help to build win-win relation.

3. Contribution to local community

aT undertakes "the sharing love project" for 3 fields with 22 programs for win-win growth with neighborhood. Especially in 2011, aT makes efforts to realize the social responsibility with its involvement in social contribution for employees.

Support for multi-culture families around rural areas

Creating jobs for multi-culture families

Since 2009, aT has started hiring "Multi-Culture Love Share" employees who works in Multi-Culture Family Support Center around agrofisheries towns. aT has supported 7,616 multi-culture photo books and produced audio books through talent donation program of employees to solve difficulties of multi-culture parents in reading books for children. aT also annually holds "Kimchi making event" with the multi-culture families to support for their warm winter.



"Green environment practice campaign "for low-carbon green-growth

aT has participated in green environment practice campaign for all officers and employees in enterprise effort. In 2011, it has newly established 'company recycle center" to collect waste materials in farming sites in nationwide sisterhood villages.

Local community services

aT practices its social responsibility in the rural areas where the head office and branch offices are located. In 2011, aT carried out integrate support including scholarships to those youth family heads, disaster relief effort facilitation, delivery of love in lunch bag and opening of facilities to local communities.

CSR Achievement of aT

• "2011 Forbes Social Contribution Award"
Getting a credit for efforts of social contribution activities

"Entering into UCC Agreement"

Building up the basis for CSR for both labor and management (KT and Bundang Hospital of Seoul National University)





4. Accompanied growth

As a responsible public institution, aT has operated leading accompanied growth program to settle and spread the win-win culture in the agro-fisheries product industry.

Expansion of opportunity to participate for SMEs

aT undertakes the policy about expanding the opportunity for SME product and service suppliers and purchases goods first from social enterprises, women business companies. It was awarded for Presidential Commendation at '2011 Public Purchase Promotion Conference' due to purchase of SME products and prevent unfair subcontract system.

Strengthening of viability of SMEs

aT has established Agro-fishery Food Company Support Center in July 2011 to provide trouble shooting consulting, training, consulting, PR, funding, export support and others for SME food and restaurant companies.

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Summarized Financial Statements

Summarized balance sheet

(Unit: million KRW)

			(UIIIL IIIIIIUII KKW)
Classification	2009	2010	2011
Assets	1,000,647	1,055,032	1,168,803
Current assets	729,101	732,608	771,711
Non-current assets	271,546	322,424	397,092
Liabilities	865,928	911,074	994,317
Current liabilities	638,108	653,245	675,192
Noncurrent liabilities	227,820	257,829	319,125
Capital	134,719	143,958	174,486
Capital equity	66,200	66,200	86,200
Capital surplus	168	168	168
Other loss (loss from overseas business)	-142	-322	36
Profit surplus	68,493	77,912	88,082

Summarized income statements

(Unit: million KRW)

Classification	2009	2010	2011
Sales	190,037	217,701	220,780
Cost of sales	170,792	197,019	198,406
Gross of profit on sales	19,245	20,682	22,374
Selling and administrative expenses	11,593	12,150	13,397
Operating income	7,652	8,532	8,977
Non-operating income	4,327	5,663	6,925
Non-operating expenses	695	802	905
Net profit before corporate tax expenses	11,284	13,393	14,997
Income tax expenses	2,885	3,134	3,802
Current net income	8,399	10,259	11,195

Major management index

(Unit: %)

	Classification		2010	2011
Stability	Current ratio	114.26	112.15	114.3
	Debt ratio (policy fund not included)	33.97	40.36	34.35
	Ratio of owner's equity	13.46	13.64	14.93
-	Ratio of operating profit to the net sales	4.03	3.92	4.07
	Ratio of net profit to net sales	4.42	4.71	5.07
Profitability	Gross capital net yield	0.84	0.97	0.96
	Equity capital net yield	6.23	7.13	6.42
	Gross asset increase rate	10.01	5.43	10.78
Growth	Sales increase rate	19.63	14.56	1.41
	Net income increase rate	2.29	22.15	9.12



CI of aT

aT is formed with the combination of small letter "a" and capital letter "T". The small letter "a" contains the progressive and productive image of aT that grows small to larger size as it starts with the new bud sprouting up. And the spoon image in "a" shown along symbolizes the role of aT that is responsible for things to eat in Korea. The capital letter "T" symbolizes the tower image of the trade center and it expresses global public company that provides the optimal service.

SNS of aT



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