

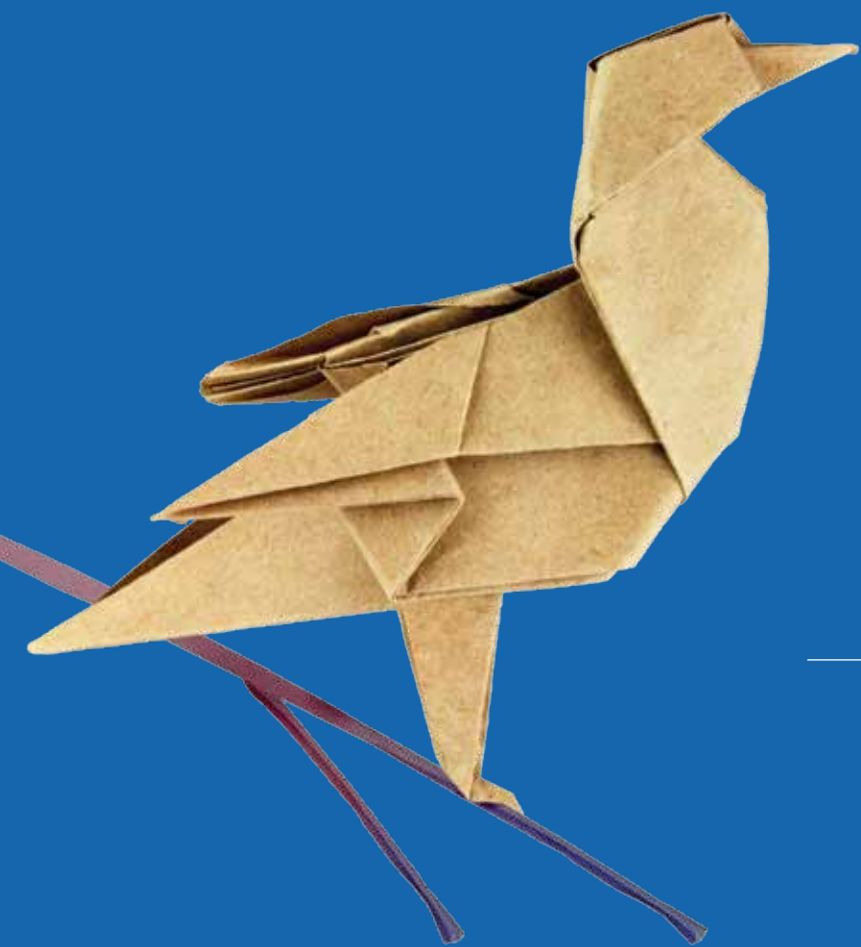
**Yaşar 2012**  
Sustainability Report



**dünya**  
save karbon  
biological development healthy  
friendly alternatif free gelişme  
global science bitkiler green  
ağaç bio emisyon technology sürdürülebilir  
recycling ısınma natural toplum  
nature iklim atmosphere enerji tree  
clean air su green korumak  
ecosystem ecology life style flora yenilebilir  
sağlıklı ayak izi renewable plants  
earth hava wind oceans geri dönüşüm  
energy resources universal yaşam tarzı güneş sustainable  
global climate air flowers environment reuse  
sürdürülebilirlik oxygen temiz wisdom ekoloji  
ekosistem ürün biology  
eco  
bilim  
clean  
solar  
doğal  
world  
fresh  
kaynak  
orman earth yeşil  
sustainability

Every new day means;  
new excitements,  
new pleasures,  
new happinesses,  
and new hopes...

Each new day,  
with together...



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## Our Approach in Reporting

Sustainability is the ability of man to render development sustainable meeting the needs of the present without compromising the ability of future generations to meet their own needs.

### What is Sustainability?

The concept of sustainability is defined in the 1987 Report of the United Nations Commission on Environment and Development as the ability of man to “render development sustainable [by] “meeting the needs of the present without compromising the ability of future generations to meet their own needs”.

In other words, sustainability is the ability of a system to operate under certain conditions and with certain limitations for a long period of time. Developing the highest level of understanding as to what such limitations and conditions are and rendering the system functional, or being able to operate it, with such limitations constitute sustainability.

For companies, the most general definition of sustainable development is the incorporation of a social and environmental perspective into corporate activities in addition to conventional, economically-prioritized, perspective.

It should not be forgotten that corporate social responsibility, sustainable development and sustainability are definitions that are frequently used to replace each other.

This approach, which is inherent in our legacy as Yaşar Group, has been implemented systematically since 2007 and is reported annually and submitted for the attention of our stakeholders as of 2009.

As Yaşar Group, representing a rooted past and a body of experience of 68 years, we pursue as our main goal to improve the quality of the life of societies by offering high-quality and reliable products in all geographies where we are in operation “For a Better Life”.

Our Group signed the United Nations Global Compact (UNGC) in November, 2007, and published its Progress Reports in 2009 and 2010. Taking our sustainability efforts one step further, our “Yaşar 2011” Sustainability Report was shared with our stakeholders.

We are proud to share with you “Yaşar 2012” Sustainability Report as an indicator that Yaşar Holding, upholding the consciousness that sustainability requires constant efforts, is a keen follower of the undertakings that bear its signature.

As was the case in the previous reporting periods, our report has taken into consideration the sustainability reporting principles

of UNGC and Global Reporting Initiative.

### What is GRI?

GRI is a non-profit organization, with a large number of stakeholders, which works in close cooperation with United Nations programmes such as the United Nations Environment Programme (UNEP) and UN Global Compact.

The fundamental mission of GRI is to create globally applicable Sustainability Reporting Guidelines and render it mainstream and comparable, and thereby widespread, like financial reporting. These guidelines provide a framework for companies to prepare such a report on their own will and to report on their environmental, economic and social activities pertaining to sustainability and

the results thereof.

Our Yaşar 2012 Sustainability Report was prepared with the support of all relevant departments of the companies of Yaşar Group and the data and information gathering process was managed by Corporate Affairs Coordinatorship Department. Operating under the leadership of the Chairperson of our Board of Directors, the Sustainable Development Committee, Members of the UNGC Reporting Team and the Carbon Footprint Teams were involved in the reporting efforts.

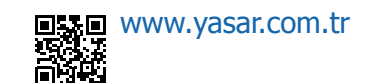
### Determination of the Report's Content

Our report covers the activities and projects implemented in Turkey between 01.01.2012 and 31.12.2012. This year, there are 11 companies under the

title Corporate Profile within the scope of our report.

In addition, the report's content also includes Yaşar University, founded by Yaşar Education and Culture Foundation, Selçuk Yaşar Sports and Education Foundation, and Pınar Institute. However, the data specified throughout the report does not take into account these organizations. They are covered by the report merely for the purpose of information exchange on activities.

Visit the following addresses to access our report in Turkish and English online:



[www.yasar.com.tr](http://www.yasar.com.tr)



[www.unglobalcompact.org/participants/detail/10228-Yasar-Holding-Co-](http://www.unglobalcompact.org/participants/detail/10228-Yasar-Holding-Co-)

### Corporate Profile

#### Company Title:

Yaşar Holding A.Ş.

#### Field of Business:

Food-beverage, coating, agricultural production, tissue, trade-services

#### Number of Employees:

7.200

#### GC Member since:

November 12, 2007

#### Address:

Şehit Fethi Bey Cad. No:120 35210 Izmir, Turkey

#### Name and Post of Authorized Person:

Dilek EMİL, Coordinator, Corporate Affairs

#### Contact Details:

Tel: +90 312 294 92 00

#### E-mail:

dilekemil@yasar.com.tr

## Sustainability... Efficient Risk Management



We continue the journey on which we set off by signing the Global Compact in 2007.

Firstly, we shared our Progress Reports in 2009 and 2010. For the year 2011, we prepared our Yaşar Sustainability Report and declared our target for carbon reduction through the activities we undertook within the scope of the fight against climate change.

Sustainability is an inherent part of our strategies and an important element that contributes to positive financial results. In the face of the diminishing and threatened resources of our planet, sustainability creates new opportunities. Sustainability also brings positive financial results

along with it. Our efforts for carbon reduction reduce our energy expenditure.

Sustainability provides for a better management of our risks. Enabling our providers to incorporate the issue of sustainability into their agendas enables us, in turn, to manage our risks in terms of legal aspects and reputation in a much better way.

Sustainability improves our competitiveness. In fact, the European Commission proposed regulations that will require all large companies above a certain scale to declare their economic, environmental and social impact as a part of their annual activity reports. As companies that have already initiated activities on

sustainability will start this game one step ahead and as they are proactive rather than reactive, they will strengthen their competitive positions.

For all of these reasons, but much more importantly, by reason of our respect for the society which we live in, for the geographies where we operate and for our planet, we develop our sustainability reports every year and present them to you, our stakeholders.

Sincerely,

**İdil Yiğitbaşı**

Chairperson of the Board of  
Directors

**We declared our target for carbon reduction through the activities we undertook within the scope of the fight against climate change.**



## Climate Change... Is Threat of Today not Tomorrow



Nobel Peace Prize Winner, Dr. K. Pachauri says "Climate change is happening now, not in the future". Perhaps the best response comes from Mahatma Gandhi, while we are still talking about reducing the rate of temperature increase. "If you are on the wrong way, the speed doesn't matter."

According to the "Global Risks 2012 Report" prepared by the World Economic Forum, the increase in greenhouse gas emissions is regarded to be in the same risk group as that of food shortage and terrorism. So, it is that important. Due to all of these reasons, the efforts of individuals, organizations and public authorities for sustainability must be continued without any interruptions.

While undertaking our sustainability efforts, we do

not address this issue within the scope of our legislative obligations. In fact, Yaşar Group had calculated its carbon footprint on an institutional basis with its 10 companies before there was any legal obligation to that effect. But the fight against climate change was the first one of our five priority fields and we knew that we could fight against climate change by identifying carbon-intensive areas and undertaking improvement activities.

Another well-known fact is that the environmental impact of companies actually arises through their supply chains, rather than their own activities. As a matter of fact, it was stated during this year's conference of GRI (Global Reporting Initiative) that G4 standards will be put into effect and supply chains will

increase in importance.

While buying a product, the consumer now wants to know not only its price or quality attributes, but also where, how, under which conditions and by whom it has been produced. Within the scope of our aim to respond to our consumers' request for such information, practices of our providers with relation to quality and certification will play an increasingly important role in our selection of providers.

Although Turkey owns the 16<sup>th</sup> largest economy in the world, it is at the 135<sup>th</sup> place among 155 countries in terms of gender equality in employment. As Yaşar Group, we signed the UN Women's Empowerment Principles CEO Statement within the framework of our efforts for higher employment of women,

which we have strengthened through the human rights principle of the Global Compact signed by our Group in 2007. Furthermore, we are an active member of the "Turkey Gender Equality Task Force" brought to the agenda by World Economic Forum and established under the leadership of the Ministry of Family and Social Policies.

All of our efforts are aimed at having a better and sustainable life with better environmental conditions, by providing more possibilities for women in employment and through our value-creating social contribution projects.

Sincerely,

**Dr. Mehmet Aktaş**  
Chief Executive Officer

## Yaşar Holding at a Glance



Yaşar Holding's  
affiliates traded at  
Borsa Istanbul:

Pinar Dairy (PNSUT)  
Pinar Meat (PETUN)  
Pinar Water (PINSU)  
Dyo Coating (DYOBY)  
Viking Tissue (VKING)  
Altın Yunus (AYCES)

Founded in 1945, Yaşar Group operates in food and beverage, coating, agricultural production, tissue papers, foreign trade, tourism and energy sectors with a total number of 20 companies including 6 public companies, 19 factories and facilities, 2 foundations and 7.200 directly employed personnel. Companies affiliated with Yaşar Holding, one of the most important groups of Turkey, are leading organizations in their respective sectors.

Our Food and Beverage branch, one of the main branches of Yaşar Group, has a wide range of products in various categories from milk and dairy products to meat and water under the

main brand "Pinar", a very well-known brand with a high market share. Pinar continues its leadership in the sector in the fields of milk, spreadable cheese, charcuterie and ready-to-serve frozen meat products. While it is active in Germany with Pinar Foods GmbH, HDF FZCO was established in Dubai with the mission to render the Pinar brand a high-quality and reliable regional brand in the Middle East and notably in Gulf Countries. Exporting to more than 40 countries and having improved its activities especially in the Middle East and Gulf Region, EU countries, Iraq and Central Asian Republics with the contributions of its companies abroad, Pinar

has become the first Turkish milk brand to be supported within the scope of the Turquality project and to offer its products in European Union countries.

Yaşar Holding is settled on a rooted past that goes back to 1927 in the coating sector. Today, Yaşar Coating offers 1.100 different products, 3.200 different types of packaging and 6.000 different colour options to its consumers and customers in the fields of construction, industry, furniture, auto painting and printing ink with its five companies inside and outside the country and "Dyo" and "Dewilux" brands supported within the scope of the Turquality project.

Dyo Coating has a factory producing car repair and furniture coatings in partnership with Spies in Egypt, as well as a factory producing construction coatings in Romania and KEMIPLEX Sales, Marketing and Production Facility in Russia.

The gross turnover of Yaşar Group was realized at 3,2 billion TL in 2012.

Having signed the United Nations Global Compact (UNGC) in November, 2007, Yaşar Group published its Progress Reports in 2009 and 2010. Taking its reporting systematic one step further, Yaşar Group showed its stakeholders the importance it attaches to the issues of

corporate responsibility and sustainability through the publication of "Yaşar 2011" and "Yaşar 2012" Sustainability Reports supported by UNGC as the backbone and taking into consideration the Global Reporting Initiative (GRI).

Yaşar Group signed and thereby supported the CEO Statement of Women's Empowerment Principles initiated by the United Nations and in addition, decided to participate in the "Turkey Gender Equality Task Force" brought to the agenda by World Economic Forum and led by the Ministry of Family and Social Policies.



### Food & Beverage Group

the most beloved flavors  
the most wholesome products  
the most advanced technology

Pinar Dairy  
Pinar Meat  
Pinar Water  
Çamlı Feed and Fattening  
YBP  
Pinar Foods GmbH (Germany)  
HDF FZCO (Dubai)

### Coatings Group

technological leadership  
strong brands and  
distribution network

Dyo Coating  
Dyo Printing Inks  
Kemipex Joint-stock Co. (Russia)  
S.C. Dyo Balkan SRL (Romania)  
Mediterranean Trade for Paints  
Co. (MTP Co.) (Egypt)

### Tissue Paper Group

environment-friendly production,  
innovative products

Viking Tissue

### Trade & Service Group

superior service approach

Altın Yunus  
Bintur  
Yaşar Foreign Trade  
YADEx International GmbH  
(Germany)  
Desa Energy  
Astron

### Foundations

highly responsible  
corporate citizen

Yaşar Education and Culture  
Foundation  
Selçuk Yaşar Sports and  
Education Foundation

# Mission and Corporate Values

## Our Mission

We offer high-quality products and services adding value to the lives of consumers through our reliable brands.



### Our Consumers and Customers Come First!

All our business units strive to identify the needs of our consumers and internal and external customers quickly and accurately and we embrace an agile, proactive and innovative approach to meeting their ever-changing expectations for a better life.



### Our Operational Excellence

The basis of our understanding of operational excellence is constituted by our effective use of technology in all fields, simple operational processes, well-defined business systematic and data-based and rapid decision-making systems. Agility is one of our core competences.



### Our Human Resources

Under the light of our "Science, Unity, Success" torch, we believe that one of the most important values in our inventory is represented by our people, who are well-trained and experienced, who possess a high sense of belonging and owning, who are open to all science-based developments, who appreciate exchange of information and the sense of unity and who have embraced a participatory understanding of management and success-oriented work.



### Our Ethical Stand

Wherever we operate, we treat social, political and cultural values with due respect and we act with utmost transparency and in compliance with the law and code of conduct. We value integrity, open communication and fair management.



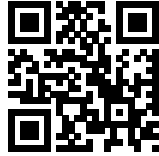
### Our Environmental and Social Responsibility

Our production is undertaken with an approach that values the environment and nature; we contribute to creating a better future from today. With a high level of consciousness on social responsibility, we maintain our long-standing tradition of supporting contemporary education, sports, culture and arts to improve the quality of life.



## Corporate Profile Food and Beverage Group

### Pınar Süt Mamülleri Sanayii A.Ş. (Pınar Dairy)



Founded in Izmir in 1973 as the first factory of modern milk and dairy products, Pınar Dairy is a company of Yaşar Group which produced the first long-life UHT milk of the dairy industry of our country and is coded at Borsa Istanbul. Pınar Dairy included its factory in Eskişehir into its facilities in 1997. Along with the expansion investment made in 2011, the plant in Eskişehir reached an area of 22.000 m².

In addition, a decision was made in 2012 to establish a plant in Şanlıurfa on an area of 100.000 m². Once the aforementioned investment has been completed, the milk processing capacity of Pınar Dairy will have been increased by 180 million litres.

Pursuing the principle of offering its consumers tastes that agree with their preferences, creating innovation, contributing to the growth of healthy generations

and improving the quality of life of its consumers, Pınar Dairy reaches its consumers with more than 300 healthy, high-quality, tasty and reliable products.

As an innovative, dynamic and creative company, we continue our activities as a company that is able to satisfy consumer needs and to commence flexible initiatives in a timely and faster manner by keeping abreast of new technologies and developments as one of its strategies. It is the management's undertaking to satisfy the needs of its internal and external customers through communication, planning and continuous development activities with the aim of enabling the maintenance and growth of the organization in the competitive market of today.

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



### Pınar Entegre Et ve Un Sanayii A.Ş. (Pınar Meat)



Turkey's first privately owned integrated meat facility, Pınar Meat offers its consumers healthy, reliable and tasty meat and meat products upholding its commitment to high quality and hygiene rules since its foundation.

Pınar Meat enjoys a sustained leadership position in its sector owing to the trust it has secured in consumers through its high quality. Undertaking continued R&D and marketing activities on the basis of its vision to offer its diversified products to consumers in target countries, Pınar Meat exports its products to various countries.

While renewing its product range in line with the current wishes, expectations and needs of consumers, Pınar Meat addresses the issues of food safety and

traceability, two of today's most significant requirements, with utmost importance. Every year, Pınar Meat undergoes an internal audit by Turkish Standards Institute (TSE) and an external audit by an independent food inspection agency, i.e. SAI Global, to maintain the validity of its certificates. Awarded with the highest scores through such audits, Pınar Meat has proven that it duly deserves the consumers' trust in it.

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



## Corporate Profile Food and Beverage Group

### Pınar Su Sanayi ve Ticaret A.Ş. (Pınar Water)



Pınar Water laid the foundation of the first plant for spring water bottled in single-use packaging of Turkey in 1984. Today, Pınar Water is a leading company that has reached high standards in all operational processes from production stations utilizing the most current technologies to logistic activities supported by its strong infrastructure.

Pınar Water reaches the appeal of consumers in Turkey and in more than 20 countries importing its products under the brand Pınar Yaşam Pınarım with waters collected from Madran (Aydın-Bozdoğan), Gökçeada (Sakarya-Hendek) and Akçaağaç (Isparta) springs.

At facilities featuring hygienic environments well beyond the standards defined in the sector, production activities are undertaken by avoiding any deterioration in the natural

structure of water at the spring and any changes in the mineral balance of its content.

Pınar Water ensures that filling operations are performed without any touch of hands in filling environments, where the air is continuously cleaned and no air inflow is allowed, through Class 100 Isolator and Clean Room technologies so that the water is subject to physical, chemical and microbiological tests at every stage of production.

Pınar Water is the first bottled water brand of Turkey holding a TSE certificate and the first Turkish water brand to certify its high quality by qualifying for the US National Sanitation Foundation (NSF) certificate.

Keeping abreast of innovations and technological developments to improve its production quality, Pınar Water focuses on increasing the market shares of its products, improving consumer

satisfaction and ensuring sustainable growth through its prospective initiatives in national and international markets and its efforts to develop new products.

Pınar Water serves its consumers with a wide sale and distribution network comprised of 499 PC and 168 PET branches spread around Turkey. The company also provides its consumers with alternative means for ordering water through its 444 99 00 order hotline, [www.pinarsu.com.tr](http://www.pinarsu.com.tr) online order system and smart phone application (IOS, Android). Through these order channels, consumers are able to order the products for future dates (day and time). These applications have enabled Pınar Water to create a difference from its competitors and constituted a different and innovative practice that makes the lives of consumers easier.

The essential components of the competitive advantage of Pınar Water are its high quality standards, its logistic power and its competence to transform both global and national trends and the tendencies and preferences of consumers into products.

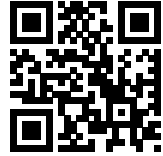
[www.pinarsu.com.tr](http://www.pinarsu.com.tr)





## Corporate Profile Food and Beverage Group

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



The product sale and distribution of Pinar, a leading brand in the food sector, are undertaken by a sale organization of 4 Directorates, 9 Regions and 1.250 employees, as well as a large-scale vehicle fleet, that operate with a focus on the consumer and with the support of experienced and robust human resources. More than 500 product varieties in the

subcategory of Pinar brand product group are transferred to 150.000 sale points through YBP.

With consumer-oriented personnel specialized in sale and 100 experienced dealers, YBP improves its efficiency-based widespread distribution strategy every day.

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



### Çamlı Yem Besicilik San. ve Tic. A.Ş. (Çamlı Feed and Fattening)



Founded in 1983 as a company producing only feed for large ruminants, Çamlı Yem Besicilik Sanayi ve Ticaret A.Ş. has since become a leading company in the agriculture and livestock sector with its firsts and contributed to the creation of a modern and highly competitive sector in its history of 29 years.

Operating today on a wide range extending from feed production to dairy farming, from fish and turkey breeding to plant nutrition, Çamlı Feed and Fattening has become an Agriculture, Livestock and Fishery group that is present in all links of the food chain from farm to fork.

Çamlı Feed and Fattening aims at developing products, services and solutions that meet the market demand in the fields of agriculture, livestock and fishery and at growing through creating a competitive advantage.

With the consciousness of its responsibilities before the relevant sectors and the society,

Çamlı Feed and Fattening has always embraced the principle of implementing its production activities in compliance with ethical values and animal welfare and in a manner sensitive to the environment. Çamlı Feed and Fattening invests in information, education and research by reason of its awareness of the current prominent position of cognitive capital in the information society. Having devoted itself to national agriculture, Çamlı Feed and Fattening will continue to strive for efficient production and market development through strong cooperation with farmers, providers, establishments and the retail sector.

Beydere Milk Establishment was put into full operation in 2012 and completed its transitional inspections to undertake Organic Agriculture and Organic Milk Production only.

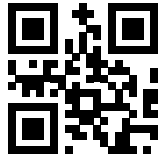
[www.camli.com.tr](http://www.camli.com.tr)





## Corporate Profile Coatings Group

### Dyo Boya Fabrikaları Sanayi ve Ticaret A.Ş. (Dyo Coating)



Having celebrated its 59<sup>th</sup> year in the coating sector, Dyo Coating has a wide range of products. Active in the fields of construction and heat insulation systems, industry, furniture, automotive and marine coatings, Dyo Coating is the only company that is involved in production activities simultaneously in five subsectors.

Rapidly growing since its foundation, Dyo Coating has become an international company that is active not only in Turkey, but also in Romania, Russia and Egypt with its production and sale operations

and that exports its products to numerous countries of the world.

Dyo Coating carries out its production activities in Turkey in its plants located in Izmir Çiğli and Kocaeli Gebze Dilovası. The Dilovası Plant is a facility that features a high level of automation and is updated constantly in line with technological developments. The plant produces construction coatings and Emulsion binders. Established on an area of 65.000 m<sup>2</sup>, the facility has a production capacity of 150.000 ton per year.

The Çiğli Plant, on the other hand, produces furniture coatings and varnish, industrial coatings, automotive coatings, marine coatings and special-purpose polyester. The Çiğli Plant is among exemplary facilities in the coating sector with its advanced technology and high capacity. Installed on an area of 67.000 m<sup>2</sup>, the facility is also the largest facility with relation to the relevant production lines of the Turkish coating sector with its production



capacity of 93.000 ton per year.

Dyo Coating is one of the most rooted industrial organizations of our country, but it has also appended its signature to significant investments abroad. Dyo Coating has a factory producing car repair and furniture coatings in partnership with Spies in Egypt, as well as a factory producing construction coatings in Romania and KEMİPEX Sales, Marketing and Production Facility in Russia.

As a first in the Turkish coating sector, the PTFE-supported Teknoplast and Teknotex, the nano-technological coatings of Nanoipekmat, Nanomat and Nanotex and the Dyojen, produced through the hybrid technology, occupy a special place in the product range of Dyo.

The production of thousands of colours at sale points has been made possible via the colouring system titled as "Renk Pınarı" (Spring of Colours).

The brand "Dyo Coating" brings along the connotation of "innovation" in the sector. The first coating company holding an R&D Centre Certificate in Turkey was again Dyo Coating.

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

### Dyo Matbaa Mürekkepleri San. ve Tic. A.Ş. (Dyo Printing Inks)



Founded in 1968, Dyo Printing Inks has a market share of 40% in the Turkish printing inks sector and an annual production capacity of 25.000 ton. It is the leader of the printing inks market of Turkey as the one and only company that is involved in the production, marketing and sale of newspaper and magazine inks, sheet offset inks, serigraphy inks, flexo and rotogravure inks, as well as metal packaging systems. Offering a wide pallet of products and producing printing ink and auxiliary materials for any printing technique, Dyo Printing Inks maintains its production activities at its new factory constructed on an area of 20.000 m<sup>2</sup> in Manisa Organized Industrial Zone (MOSB) and put into operation in December 2010

with an indoor space of 12.000 m<sup>2</sup>, as well as at its Colour Production Centre in Istanbul.

Owing to its 42 dealers and its sales offices in 4 cities, the company is able to reach each and every printing house and the custom colour demands of customers are met at our new facility and the "Colour Production Centre" in Istanbul.

[www.dyoinks.com](http://www.dyoinks.com)







## Corporate Profile Tissue Papers Group

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

Established in 1969 in Izmir/Aliağa, Viking Kağıt ve Selüloz A.Ş. was the first foreign-invested private paper factory of Turkey. The company joined Yaşar Group in 1982 and has been active in both national and foreign markets and through both domestic and non-domestic channels with relation to finished and semi-finished products of tissue papers since 1996.

The company's main strategies are defined as the achievement of sustainable growth and the maintenance of its current market position by offering hygienic and practical products in line with the preferences of consumers and to make daily life easier, deriving strength from its powerful tissue paper brand and distribution channels and,

at the same time, increasing its share in exports by emphasizing product sales in foreign markets.

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





## Corporate Profile Trade and Service Group

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



Serving Turkish tourism since 1974 in Izmir/Çeşme, Altın Yunus Resort is one of the largest facilities of Turkey with its capacity of 1.100 beds and 464 rooms on an area of 140.000 m<sup>2</sup>. The facility acted as a leader for Turkish tourism by hosting various international organizations and contributed to the development of the sector.

The resort serves winter tourism with its healing thermal waters and health tourism with its Thalasso therapeutic pool featured in the Bio Venus unit, as well as summer tourism with its marina services and blue-flag beach. Furthermore, it hosts conferences, seminars, weddings and business organizations with its conference room available all year around.

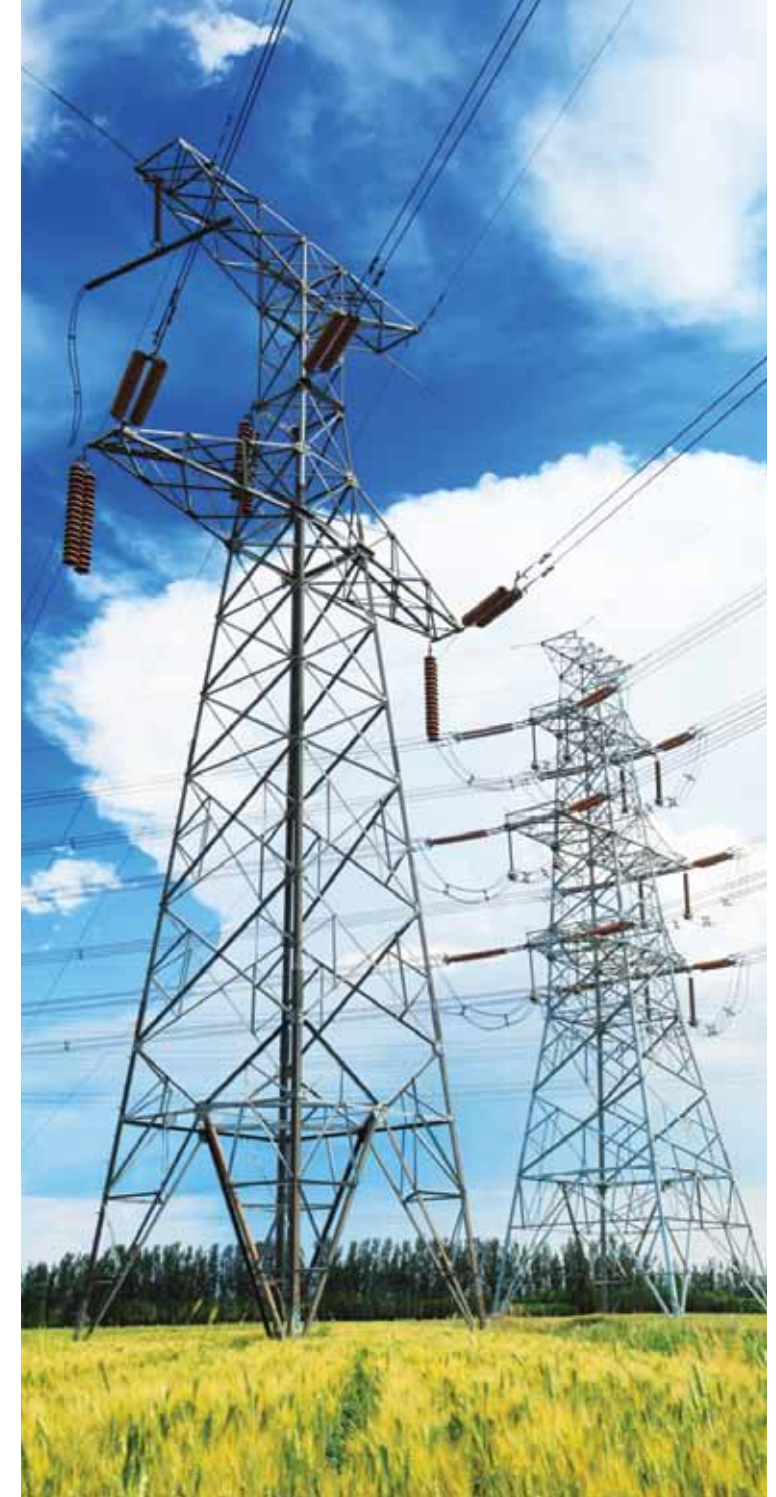
[www.altinyunus.com.tr](http://www.altinyunus.com.tr)



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

Established in 1996 as a company of the auto-producer line of Yaşar Group, Desa Energy continued to serve the group as an electricity generation company as of 2011. Natural gas, electricity and heat energy generation is undertaken at Pınarbaşı Power Plant with an installed capacity of 9.8 MW. While meeting the energy demand of its partners, it also provides an advantage in costs.

In line with its growth target, the company conducts research on investment opportunities based on renewable resources.





## Corporate Profile Trade and Service Group

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



YH Information Systems (Yabim)-Astron was established in 1982 to implement and manage the information system functions of Yaşar Group. Yabim was operated in the fields of hardware and software until 1996.

On the 1st of October, 1996, the Astron organization was founded and Yabim incorporated into

the body of Astron with the aim of installing and disseminating SAP R/3' for Yaşar Holding and affiliated companies.

The Astron organization is the first example in Turkey to apply a world-class ERP package. Undertaking the first large-scale SAP project in Turkey, Astron opened the way for and shed light on subsequent applications in this respect.

Astron merged with all companies of the Group in 2011 and reached the ability to meet all information system needs of our companies. Today, it features a widespread structure in Turkey and provides IT services both in our country and abroad.

Astron offers its services in line with its mission to strengthen the technological infrastructure of Yaşar Group through information system technologies, processes and methods and, at the same time, to provide contributions to our companies to gain competitive advantage and achieve their targets.

While providing its services, Astron rapidly generates solutions that will exactly meet the demands of our companies. It takes due care to ensure that its products are solutions that will reinforce the operational processes of the companies of the Group and improve their efficiency.

Regarding human resources as its most important input while providing aforementioned services, the company also takes due care in equipping them with the skills necessitated by the modern times and aims to provide high benefits to the whole of Yaşar Group by supporting team work and participatory approach.

Compliance with applicable laws, concordance with the expectations of internal and external expectations and harmony with the regulations, decisions and policies of Yaşar Holding and our company are factors that are taken into account at every step.

[www.astron.ws](http://www.astron.ws)



## Governance at Yaşar Group

### Top Management

#### Yaşar Holding Board of Directors

Name & Surname	Title
İDİL YİĞİTBAŞI	Chairperson of the Board of Directors <sup>(1), (4)</sup>
YILMAZ GÖKOĞLU	Acting Chairperson of the Board of Directors <sup>(4)</sup>
MEHMET KAHYA	Member of the Board of Directors <sup>(2)</sup>
NESLİHAN TONBUL	Member of the Board of Directors <sup>(3)</sup>
SERVET TOPALOĞLU	Member of the Board of Directors
TURHAN TALU	Member of the Board of Directors
MEHMET AKTAŞ	Member of the Board of Directors <sup>(3)</sup>

- (1) Chairperson of Human Resources and Governance Sub-Committee  
(2) Chairperson of Audit and Risk Management Sub-Committee  
(3) Member of Human Resources and Governance Sub-Committee  
(4) Member of Audit and Risk Management Sub-Committee

#### Yaşar Holding

Name & Surname	Title
MEHMET AKTAŞ	Chief Executive Officer
HİKMET ALTAN	President of Finance
LEVENT DAĞHAN	President of Financial Affairs and Budget Control
HASAN GİRENES	President of Agriculture, Livestock and Fisheries Group
AHMET YİĞİTBAŞI	President of Coatings Group
CÜNEYT BAŞBAKKAL	Vice President of Foreign Trade
AYKUT BORA	Vice President of Human Resources <sup>(1)</sup>
SİNAN GERÇEK	Vice President of Information Systems
SENEM DEMİRKAN	Capital Markets Coordinator
KAMİL DEVECİ	Audit and Risk Management Coordinator
DİLEK EMİL	Corporate Affairs Coordinator
TURGUT SARIOĞLU	Supply Chain and Logistics Coordinator
SEÇKİN ŞENOL	Budget Control and Analysis Coordinator

#### Companies

Name & Surname	Title
ERGUN AKYOL	Vice President of Pınar Dairy <sup>(2)</sup>
SERDAR ORAN	Vice President of Coatings Group <sup>(2)</sup> and General Manager of Dyo Coating
ÖZDEMİR BAHAR	General Manager of Desa Energy
TAYFUN BAŞKURT	Tourism Coordinator and General Manager of Altın Yunus
YAKUP BENLİ	General Manager of Dyo Printing Inks <sup>(3)</sup>
HASAN GİRENES	General Manager of Çamlı Feed and Fattening
GÜRKAN HEKİMOĞLU	General Manager of Pınar Dairy <sup>(2)</sup>
HÜSEYİN KARAMEHMETOĞLU	General Manager of Pınar Water
SUAT ÖZYİĞİT	General Manager of YBP
ERHAN SAVCIGİL	Pınar Dairy R&D and Investment Coordinator <sup>(2)</sup>
MESUT SEZER	General Manager of Viking Paper <sup>(4)</sup>
TUNÇ TUNCER	General Manager of Pınar Meat <sup>(2)</sup>

- (1) As of 21.01.2013  
(2) As of 01.06.2012  
(3) As of 01.07.2013  
(4) As of 01.01.2013



## Corporate Management

Pinar Meat and Pinar Dairy with 8,87 and 8,77 management rates, respectively, are listed in Borsa Istanbul Management Index.

Yaşar Holding, with its corporate structure and long-established values of 68 years, reflects accountable, responsible, clear, transparent and fair conduct to all its fields of operation. Considering corporate management as a crucial element for sustainability of companies, Yaşar Holding's effective practices establishes the basis of its created values for its stakeholders and society in broader terms.

Corporate management structure maintained in the group companies is reviewed continuously in line with the Corporate Management Principles Framework revised in 2005 and amended in 2011 where several clauses of which have been forceful to publicly-held corporations. Pinar Meat and Pinar Dairy with 8,87 and 8,77 management rates, respectively, are listed in Borsa Istanbul Management Index.

Responsibilities of CEO and Management Boards of Yaşar Holding were separated in 2000 in line with OECD corporate management principles; all processes and responsibilities related to both management and organizational structures are clearly identified in "Yaşar Group

Corporate Management Manual". Yaşar Holding Chief Executive is leading executive functions and is responsible for all executive conduct of Yaşar Group before the Management Board. Full compliance of all employees to Yaşar Group Business Ethics Rules Manual is crucial. Yaşar Holding Management Board is composed of seven members where of four are independent. There are sub committees working under Management Board; namely Audit and Risk Sub Committee and Human Resources and Governance Sub Committee. In line with CMB's Corporate Management Principles, there are also two independent management board members in publicly-held companies of Yaşar Group. There are Investor Relations Units in all publicly-held companies of Yaşar Group in order to provide information to stakeholders, public and other beneficiaries in a timely, complete, accurate, clear and equally accessible manner. Information provision policy stemming from transparency and accuracy was developed and publicly announced. Salary and profit sharing policies of subject matter companies are also announced on their websites.

There are detailed information on website of Yaşar Holding regarding group companies and their business sectors and brands. "Investor Relations" modules covering detailed information on publicly-held companies are accessible. Progress made in corporate management process of Yaşar Group companies is publicly announced through Corporate Management Principles Harmonization Reports, which are also part of annual reports prepared under Capital Markets Legislation.

In line with Capital Markets Legislation and CMB Corporate Management Principles, Audit Committee, Early Risk Identification Committee and Corporate Management Committee were established in publicly-held companies of Yaşar Group. Moreover, Nomination Committee and Wage Committee were also established under Corporate Management Committee and required addendums to contract were made at Ordinary General Meetings of Stakeholders in 2012 in line with Turkish Commercial Law no 6102 and CMB new Corporate Management Principles.

Yaşar Holding, making a merit of applying corporate management, continues to respond expectations of all its stakeholders, to create values both for its group companies and wider society and its operations to maintain long-term sustainable growth with contribution from its employees and stakeholders.



## Corporate Reputation Management

The results of the research indicated that "Pinar" ranked in the most reliable firm list.

Beginning from the mid 1980's, we realized the strategic need for establishing and maintaining corporate reputation so as to gain competitive advantage.

Corporate reputation comprises a general assessment of an enterprise in the eyes of employees, customers, suppliers, competitors, and the public. The basic point is the reputation results from perceptions.

At Yaşar Holding, corporate reputation is managed as a significant value that is formed through long years. To that end, Yaşar Holding established a Corporate Reputation Committee and five separate subcommittees within the scope of the "Corporate Reputation Project" initiated in 2010:

- Corporate Communication
- Sustainable Development
- Social Responsibility
- Corporate Governance and Ethics
- Corporate Values

An increased awareness and consciousness level was

achieved in terms of in-house reputation management as result of our activities, which we initiated by the establishment of aforementioned committees.

The committees carried out benchmark studies on the functioning of reputation management at diverse companies. Thereby, they got familiar to different structures and developed projects appropriate for our Group.

Yaşar Group is well-aware that employees constitute the fundamentals of any corporate reputation process. Internal communication plays an important role in the employees' participation in the corporate reputation process. Therefore, the Committees of Corporate Communication and Corporate Values organized meetings with broad participation in order to ensure an active process inclusion of our employees.

The Sustainable Development Committee established under the Corporate Reputation Committee organized many workshops to form a sustainability strategy for Yaşar Group, which enjoyed

broad participation from every level. Thus, we identified the priority aspects of environment-oriented sustainability.

The sector analysis results of the Turkish Reputation Index are declared to the public by RepMan (Reputation Management), which is carried out by GfK Turkey. Reputation is an indicator of and enterprise's "admiration" and "reliance" in the eyes of different stakeholders. In this sense, it means much more than mere admiration. In the assessment of reputation, following main topics are dealt with:

- Recognition
- Properties relating to governance
- Properties relating to product and service quality
- Properties relating to employees
- Financial stability
- Social responsibilities
- Emotional loyalty

The RepMan Reputation Research Centre declared Turkey's most reputable sectors and companies. According to the research that was carried out by GfK Turkey in geographic regions covering 15 provinces face to face surveys conducted among 16.243 people. Within these surveys 15 industries and 155 firms were also evaluated. The results of the research indicated that "Pinar" ranked in the most reliable firm list.

This accomplishment has become evidence of our corporate reputation management policies and has motivated us to further better such policies.



## Risk Management

Corporations have to identify, measure, and manage risks so that they can achieve their goal of "sustainable growth", because under the conditions of the present day, it does not suffice to focus on financial risks in a classical understanding of risk management. In particular, operational and strategic risks are at least as important as financial risks in corporations that incorporate different sectors and different ways of business.



## Understanding of Risk Management

A "Corporate Risk Management", a systematic process that defines, analyses, controls, and monitors risks, is implemented at companies incorporated by Yaşar Holding. This method is capable of minimizing the impact of unexpected negative resulting incidents on costs and company assets.

Our companies' studies towards risk management serve following purposes:

- Analysing all companies' fields of activity, business units, and profit centres and identifying any existing risks,
- Establishing a risk management structure for a systematic and permanent process,
- Providing and maintaining a clear definition for duties and responsibilities,
- Assessment of already present controls to avoid any risks the cause and results of which are known,
- Implementing an efficient, permanent risk management and monitoring process by designing new and efficient controls.

Thus, we will ensure that our companies gain competitive advantage over their competitors, that our companies reassure their shareholders

of a better protection and improvement of company assets, and gain a higher level of self-confidence in seizing opportunities by a clearer view to risks.

On the other hand, our group companies have been carrying out internal audit activities at regular intervals. These audit activities bring along a systematic and well-disciplined approach aiming at the assessment and improvement of the efficiency level of risk management and control processes, and thereby lends assistance for group companies in achieving their targets.

The efficiency assessment of the corporation's existing risk management and control processes serves following purposes:

- Assessment whether these processes are structured and operated in such way that will ensure the achievement of the corporation's goals and targets,
- Suggestion of proposals towards the improvement of corporate activities in terms of performance efficiency and productivity.

## Fight Against Corruption

All Yaşar Group companies fight against all corruptions of any type including without limitation bribery and exaction, and supports the "United Nations Declaration against Corruption and Bribery in International Commercial Transactions" to prevent and fight against corruption. The employees of all companies incorporated by Yaşar Holding have committed themselves to work in line with Yaşar Group Rules of Business Ethics Handbook. In our capacity as Yaşar Group, we follow up and support the government's "Strategy for Increasing Transparency and Strengthening the Struggle Against Corruption" and any activities related to it.



## Business Ethics

Ethics Committee contains of one president, three members whom are from Yaşar Hplding's executive managers and one secretary general

Everywhere our operations are located; Yaşar Group companies are respectful to social, political, and cultural values. Our actions are transparent and in compliance with a legal requirements and rules of ethics. In this context, we prepared the Yaşar Group Rules of Business Ethics Handbook in 2009 and declared said guidelines to all employees. In 2010, we printed the guidelines in the form of a guideline manual and handed over a copy thereof to each employee. Besides, the manual is also utilized during orientation trainings for new personnel. Yaşar Group's business ethics rules are divided into eight groups:

- Working in a safe environment, abstaining from discrimination of any kind and paying respect to each others' personal rights
- Using company resources in an efficient manner
- Avoiding any conflicts of interest
- Obeying legal rules on competition, competing with competitors in such a way that does not and will not cause any disorder of market conditions
- Attaching importance to customer satisfaction, adopting

a sensitive and honest attitude towards customers and consumers

- Paying utmost attention to the proper preparation of, keeping confident, and abstaining from taking advantage of any company information, assets, and records
- Protecting the society's benefits and being respectful to the environment in all of our activities carried out by us, as employees of Yaşar Group
- Adopting a lifestyle not only at work, but also in our business lives outside of the workplace, that will not create any negative opinion against the company and will not contradict the rules of the society we live in

Any issue considered to be incongruent to Yaşar Group's Rules of business ethics rules can be notified by all employees to the Ethics Committee by e-mail, letter post, or phone call. In 2012 the members of the Ethics Committee has been reevaluated, and it has been decided to form an establishment that is independent from the firms. In retrospect, the Executive Board of Yasar Holding Company has deliberated this idea on 1<sup>st</sup> November 2012 and

following the deliberations, on 22<sup>nd</sup> November 2012 a CEO Announcement has been released to change the committee members accordingly. Thus, today, the Ethics Committee contains of one president, three members whom are from Yaşar Holding's executive managers and one secretary general.

According to the functioning of the Ethics Committee as defined in the Guidelines, any issue referred to the Ethics Committee has to be solved within one week at the latest.

The topics which Yaşar Holding Ethics Committee dealt with has been one in 2009, seven in 2010, two in 2011 and three in 2012. All the topics that have been delivered to the Committee since 2009 have been subject to necessary assesments and have been resolved accordingly.





## Sustainability Approach of Yaşar Holding

Yaşar Group is conscious of its responsibilities for a sustainable world and continues its operations focused on sustainability without losing any pace. Sustainability, in all organizations, is a crucial strategic objective. The aim is to guide the society starting from individual level and raise awareness on sustainability.

Business world, in all scientific and political platforms, consistently warns us on forthcoming more social and environmental problems. A series of factors from climate change to strict regulations in developing markets have started to change business conduct of individuals and governments. As a result of above, Yaşar Group, playing an active role in industrialization process of Turkey and pioneered several "Firsts" in many areas, tries to make sustainability, with its social and environmental dimensions, a part of its business processes. With the aim of "For A Better Life", Yaşar Group continues its work on many areas under corporate

responsibility and sustainability like energy efficiency, glasshouse gas emissions, energy management systems and water usage.

Group companies values compliance with all law and regulations and design of their products and processes with lowest possible impact on environment. However, Yaşar Group is aware that its ethical values and practices mean far beyond legal arrangements. Yaşar Group, being conscious of its responsibilities before society, became part of United Nations Global Compact Network in 2007. Communications on Progress published in 2009 and 2010 have been an effective communication channel for Yaşar Group to inform on its activities beyond its financial results.

Starting from 2011, a further step in activities were taken and as a respect to the globe we live on, we started to publish a "Sustainability Report" where we shared information on our activities touching lives of people and society in general and the values created by Yaşar Group.

Corporate Values of Yaşar Group presents full harmony with its sustainability objectives. We aim to minimize negative impact on environment while growing, be in close cooperation with the local communities where we operate, maintain information exchange among group companies and ensure active participation of all our employees in communication networks; and increase in-house communication with our employees. We are keen on continuing the journey of sustainability with all our stakeholders; our suppliers being first, by strengthening our communication channels.

There are five priority areas under sustainability identified by Yaşar Group and been leading its actions:

- Energy and Combating Climate Change
- Water Usage and Waste Water
- Used Materials and Waste
- Health and Safety
- Social Contribution

Yaşar Group attributes much importance to carbon footprint at corporate level and identified carbon leaders and carbon team members in its companies under the five priority areas. The aim is to proceed by identifying the points consuming most energy; thus points of carbon emission, and developing a carbon reduction strategy.

As a result of all these studies, Yaşar Group, with social citizen responsibility, will do its part in combating climate change; will better manage greenhouse gas risks and reduction opportunities.

As of 2012, studies on second priority area being Water and Waste Water, have been given a kick-off.

Five priority areas under sustainability as:

- Energy and Combating Climate Change
- Water Usage and Waste Water
- Used Materials and Waste
- Health and Safety
- Social Contribution

## Energy and Combating Climate Change

As been stated in 2011-2020 Climate Change National Action Plan; “Global warming and climate change showing their impact on the world have become one of the very important issues that require necessary precautions to be taken also in our country. Adopting against climate change, increasing in capacity and putting in practice the necessary plans being prepared at utmost urgency are issues of importance.”

### Studies of Yaşar Group

Business world, more and more each day, distinguishes itself as a holistic part of studies regarding adaptation to continuing climate change and greenhouse gas reduction at scientific and political levels. As Yaşar Group, operating in a large spectrum from agriculture to food, from tourism to tissue production, we are aware of the possible impact of climate change on all living on earth and of the climate change borne risks on our commercial activities. As a result of that, we continue our work in managing the greenhouse gas we emit and identifying our climate change risks.

### Carbon Footprint Study

Yaşar Group, with its principle of “you cannot manage what you cannot measure”, completed its studies in calculating the carbon footprint of its pioneering brands at corporate level. In those studies conducted for Pınar Dairy, Pınar Meat, Pınar

Water, YBP, Viking Tissue, Dyo Coating, Dyo Printing Inks, Altın Yunus, Çamlı Feed and Fattening and Desa Energy, “hot carbon spots” resulting most in carbon footprints and carbon emissions were identified. The road map for carbon reduction as a result of the calculations and analyses, has been leading in prioritizing “carbon intensive” areas for reducing greenhouse gas emissions and developing practices for reduction. Companies continue their conduct in framework of carbon reduction road map resulted from calculations made.

The study reported in line with ISO “14064-1 Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals”, emissions of companies were calculated covering Scope 1<sup>1</sup> and Scope 2<sup>2</sup> emissions. In addition to ISO 14064 calculation systematic, for Desa Energy and Viking Tissue companies

calculations were also made with regard to EU ETS (Emissions Trading System). Field work and data collection processes for all companies in the study were completed and carbon footprint calculations were made. The data collected from emission resources identified by using “Control approach” are gathered at Holding level and centrally consolidated. This year and in following years, in order to provide accuracy, completeness, transparency and consistency of the data and compliance of the data with our aims and standards, work in establishing greenhouse inventory management quality system both at holding and company levels is being continued.

### Carbon Leaders

In order to strengthen carbon governance at both holding and company levels and increase ownership in greenhouse gas

emission reduction studies, Carbon Leaders are identified. Leaders were provided necessary training and it is ensured that they take active role in carbon footprint studies. Leaders, in addition, contribute to the work of “Sustainable Development Committee” which is a sub committee of “Corporate Reputation Project”. The aim is to ensure utmost benefit by increasing the synergy between carbon management studies and sustainable energy management studies of Energy Committee.

“Turkey Ecological Footprint Report” of 2012 clearly states that our present biological capacity will not be sufficient for our country in case we maintain our carbon intense country level growth.



(1) Scope 1 emissions: Direct greenhouse gas emissions controlled by the organisation or stemmed from resources owned by the organisation.

(2) Scope 2 emissions: Indirect greenhouse gas emissions as a result of heat, electricity and steam purchased.

### In-house and Outsourced Trainings

As Yaşar Holding, we were trained on ISO 14064 and Energy Management System.

#### ISO 14064 Training;

The training program covered calculation of greenhouse gas emissions and general structure of reporting standards; requirements of ISO 14064-1 standard, methodologies and resources, which can be utilized in calculating emissions at corporate level.

Apart from outsourced training; Carbon Leaders delivered training programs for carbon footprint team members in their respective companies. Carbon footprint calculations in Yaşar Holding companies are made by those teams.

### Energy Management System Training;

The aim of the training was to inform the organization on how it can develop its energy policy; form aims and processes in order to commit with its policy; evaluate and improve performance and show coherence of performance to the standard.

In line with the decisions made by top management of Yaşar Holding, provision of in-house and outsourced training to company employees was ensured with regard to establishment of Energy Management System. Through those training programs, the purpose was to raise awareness of employees on energy efficiency.

### Improvement Studies Conducted

It is estimated that Turkey's demand for electricity will increase by 6.7% to 7.5% by 2020. This translates to 130 billion \$ worth investment requirement by 2023. The standing out feature of Turkish energy sector is its external dependency and thus, energy efficiency is of utmost importance.

More efficient use of energy, improvement in costing and reduction of greenhouse gas emissions are also areas of priority at Holding level.

Energy management as being on the agenda of Yaşar Holding Management Board, decisions were taken on establishment of energy management system and certification.

Carbon footprint calculation studies at corporate level have been carried on since it was kicked-off last year. According to the data collected during carbon footprint study, below are the total energy consumption of 10 companies for 2011 and 2012.

Studies in reduction and improvement of energy consumption are conducted under Lean 6 Sigma Program; projects are also implemented with supply chain if necessary.

**In 2012 Viking Tissue reduced its carbon emissions 230 tonnes with the completion of the Leans 6 Sigma Projects**

**Altın Yunus; with the geothermal energy was utilized in 2012 LGN consumption reduced by 31.000 kg. LNG saving reduced the total carbon emissions by 113 tonnes.**

### Total Energy Consumption

	2011 Gigajoule	2012 Gigajoule
Direct energy consumption according to primary energy resource	2.524.523	2.274.265
Indirect energy consumption according to primary energy resource	498.314	376.248



## Case Studies

### YBP Micro Distribution Project

The Micro Distribution Project started in June 2010 by targeting to decrease the inner city distribution costs by planning the daily inner city distribution requests automatically in shorter times and optimizing the transportation distances and the loads by the use of the SAP Transportation Planning and Vehicle Scheduling Module (TP/VS). Regional disseminations were completed at the end of 2012. It is currently used actively in the regions of Izmir, Ankara, Antalya, Bursa, Asia and Europe where Direct Distribution is made.

With the orders transferred to the Supply Chain Management System, route optimization is performed in such a way to ensure the shortest distances and the highest rates of vehicle loads. As a result of the regional disseminations, drops have occurred in terms of km and numbers of travels. YBP was awarded with that project the great prize in the competition of productivity performed within the structure of the Yasar Holding in 2012. In the one year period after live use, compared to the previous year;

In Izmir Region;

- The distance of transportation was shortened by 62.020 km

and less distance was travelled by 11%.

- The number of travels performed dropped by 853 travels; and a 6% improvement was provided in terms of the number of travels.

In Ankara Region;

- The distance of transportation was shortened by 67.326 km and less distance was travelled by 7%.

- The number of travels performed dropped by 364 travels; and a 4% improvement was provided in terms of the number of travels.

In Asian Region;

- The distance of transportation was shortened by 13.571 km and less distance was travelled by 2%.

- No significant changes occurred in terms of the number of travels.

In European Region;

- The distance of transportation was shortened by 52.522 km and less distance was travelled by 10%.

- The number of travels performed dropped by 481 travels; and a 7% improvement was provided in terms of the number of travels.

In the regions of Bursa and Antalya, live transfer was performed in 2012, and SCM will be started to be used as of 2013.

### Lean 6 Sigma Projects

In the Food and Beverage Group in general, except the financial gains, by the projects in 2012; thanks to the changes in the movement orders of the distribution vehicles and services, an amount of 40.900 liters/year less diesel was consumed; an energy saving of 352.542 kWh/year was obtained by the improvements of the heating losses of the warehouses; and in the Viking Tissue, an amount of 360.000 m<sup>3</sup>/year less natural gas was used for the production of vapor.

#### Çamlı Feed and Fattening Projects

Among the process improvements performed in the Feed Production Facility; the capacity increases of the extruder machines in the fish feed production, starting to use the high yield motors and transition to the multi-time electric consumption are sample practices.

In the Plant Fattening Facility, the excess humidity of the raw fertilizers incoming into the facility is removed by making them pass through the separator first, thus less diesel consumption is ensured and they are fermented in a shorter period

### Food and Beverage Group Palette Quality Standardization Project (Lean 6 Sigma Black Belt Project)

The project targets to decrease the amount of the timbers included in the palettes with the logos of "PINAR" with the dimensions of 80x120 cm used by the Pinar Food and Beverage Group without any compromise of their resistance.

Within the study performed by the Lean 6 Sigma methodology, it was detected that the palettes are used only 4 times on the average. The analyses were performed in two directions. In one direction the dimensions of the palettes used were questioned depending on the form of the storage, the form of the transportation, the distribution of the load on the palette and the weight

of the palette, and in the other direction analyses were made to use less number of palettes.

As a result of the studies made, the use of the timber in the palettes which had been 42 dm<sup>3</sup> was dropped to 34.5 dm<sup>3</sup>. The target is to make the new palettes designed as the standard palette as of January 2013.

As a result of the decrease of the amount of the timber used, a saving of 1.680 m<sup>3</sup>/year was provided. In other words, considering that approximately 2 m<sup>3</sup> of timber is produced by an average pine tree, cutting 840 pine trees in a year is prevented.



of time. Furthermore, with the valid compost system, a fertilizer production spread through the year independent of the seasonal conditions is provided in a shorter period of time.

Çamlı Feed and Fattening reduced its carbon emissions by 185 tonnes with realized energy efficiency projects





# Our Aim

is to reduce the average carbon emissions per production unit by



## Until 2020

## Energy Efficiency

### Pınar Meat

In 2012, our overall natural gas consumption of the entire factory has been 4.366.284 Sm<sup>3</sup>, accompanied by electric consumption 30.731.247 kWh.

Energy consumption values are monitored monthly and crucial savings in energy consumption were made as a result of investments and improvements undertaken.

As a result of improvements in production processes in our factory through projects implemented, a reduction of 2,5% was realized in our energy consumption in 2012 compared to previous year.

Some of our studies on reducing consumption of electrical energy in the framework of environmental management programs are listed as below:

- Hot-cold water and steam systems present at the facility were isolated and renovated.
- Compressed air, water and steam leaks fixed in lines.
- Heat contact faults in current cold rooms of the facility were minimized.

- Furl savings were achieved as a result of periodic and frequent maintenance and replacement of present steam holders in steam system.

- Transformation project of replacing electrical heating systems in the old conditioning room with hot water and/or steam heating systems was realized.

- The mixer in the cooking vessel in rendering facility was renovated.

In the framework of our studies, which were conducted on energy efficiency reduced carbon emissions in 2012 by 8% when compared to 2010 (being the basis year).

### Pınar Water

#### Aydın - Bozdoğan Madran Facility

- All forklifts were replaced with chargable forklifts.
- Assembly line automation project was prepared, which will enable assembly lines to be with lower junk and more efficient.
- With the use of the automation system all inputs, all outputs,

planned or unplanned all pauses in the systems will be able to be monitored online.

Despite all those efforts, energy consumption per unit product raised to 41,4 kWh/ton from 38,6 kWh/ton in 2012. The main reason of this increase is the change in production spectrum. In 2012, the facility showed 12,7% growth rate in more energy consuming plastic products rather than low energy consuming carboy products.

#### Sakarya - Hendek Gökçeğaç Facility

- Lighthening pannels were assembled and thus light bulbs were not switched during day time.
- 48 being in PET area and 48 in carboy area, in total 96 lights were switched off for 8 hours and a saving of around 60kW electrical energy was achieved.
- All old technology bulbs were replaced with energy saving ones and lighthening costs and energy consumption were reduced by 60%.

- Rather than use of electrical boilers, hot water generated through solar pannels were flowed to washbasins and thus 4kW saving on electricity consumption was achieved.

- 3,5 kW of electricity consumption was avoided by assembling solar pannels before the resource.

2012 assembly line productivity rates are as follows:

EFF. (PET) 90,2%

EFF. (PC) 93,6%

EFF. (PET+PC) 91,0%

#### Isparta Akçaağaç Facility

Energy consumption is minimized by utilization of latest technology energy saving bulbs even in the process of re-build of the filling room in our facility. This process will be implemented throughout or facility in time.

Subject of Energy Saving	Enerj Saved kWh
Hot water supply from solar energy in Milk Facility	5.676
Process improvements in Feed Facility	237.600
Process improvements in Feed Fattenig Facility	43.450
Cooling systems improvement Poultry Facility	71.280

### Çamlı Feed and Fattening

According to the improvements which made in Quality Department all laboratory tracks started to keep on digital media. With the help of this the accuracy of the data ensured and also use of natural resources was reduced.

The energy saving can be found below in Milk, Feed, Feed Fattening and Poultry Facilities

### Altın Yunus

- In building heating in March 2012 and in producing hot water in August geothermal energy was utilized. By this practice, LNG consumption was reduced by 9,4%.

- LNG saving expectation for 2013 is 200.000 kg, which will enable reduction of carbon emissions by 40%. 40% reduction in carbon emissions as a result of LNG saving will reduce the total carbon emission of the facility by 15%.

Research studies are carried out in provision of electrical energy through alternative resources such as solar energy and wind energy.

### Viking Tissue

Pre-heater and economizer were swapped places in the steam boiler; thus flue gas, which was previously 160°C was reduced to 140°C and the generated heat was used in heating the qualified water leading to energy saving.

### Pınar Dairy

#### İzmir Factory

Considerable level of saving in electric consumption was achieved as a result of;

- Use of low energy consuming leds and lights in lighthenng systems,
- Use of idle heat in yoghurt incubation cabinets,
- Use of electrical motors in high productivity category,
- Use of frequency inverter in electrical motors for central cleaning system

#### Eskişehir Factory

Below are energy saving work conducted by Eskişehir Facility:

- End of motorway transportation between the stock area and the factory after investment in dry stock area
- Establishment of boiler management system
- Use of shuttle system reducing use of forklifts in stocking operations

- Operation of compressors more efficiently and in line with their cooling power by use of glycol water as cooling liquid in the factory

- Utilization of multi storey stocking system in cold stock areas

- Use of low level energy consuming lighthening fittings

- Replacement of sandwich panels on the packaging units in order to make better use of day light

- Energy saving of 30% per package by using large capacity and relatively low energy consuming machinery in packaging

- Replacement of LPG forklifts with electrical forklifts in factory use

- Provision of condensed recovery in heating processes in yoghurt processsing tanks

- Provision of heat recovery by investment in additional heat exchanger in yoghurt processsing

- Reduction of heat in folio sintering point of yoghurt filling machine

### Dyo Printing Inks

- Project pool composed of Simple Operation Precautions, Process Improvement and substitute projects was developed with contribution from all employees. "Energy Efficiency Spesific Operational Cost Improvement Week" was organized by Dyo Printig Inks. Of the 55 proposals 50% of those was prepared as a project.

- Managerial building exterior insulation project was realized and 15% reduction in natural gas consumption was achieved.

As a result of all these studies, 7% of saving was achieved according to TEP equivalent calculation.

Furthermore, a joint energy efficiency project was commenced in collaboration with Yaşar University.

### Astron

- Work was planned regarding e-invoicing, e-waybill, e-book and e-payroll in 2012 where the actual realization is expected to start in 2013-2014.

- Fule consumption was reduced at 75.000 km by route optimization in in-city utilization of sales company vehicles.



## Collaboration with Non-Governmental Organisations and Sector Representatives

In addition to mandatory memberships to chambers, stock exchanges and unions; governments increasingly seek for participation of occupational chambers, work councils, product councils and associations in every stage of economical decision – making processes and work on legislation. Yaşar Holding, foreseeing this development, has been founder member of several associations for many years. Moreover, it is also keeping its membership in already established associations. With all our volunteer memberships, we aim to instigate development in relevant sectors and move parallel to developments in the world.

Work of associations, also supporting development of a common work culture, is given much importance by our Group as these initiatives work on putting long term needs of the sectors before short run preferences of companies.

### Our Memberships

Adana Commodity Exchange  
 Aegean Exporter Unions  
 Aegean Industrialists' and Businessmen's Association  
 Aegean Region Chamber of Industry  
 Aegean Tourist Business and Accommodation Association  
 Aliağa Chamber of Commerce  
 American Business Councils - Foreign Economic Relations Board  
 American Turkish Council  
 Ankara Commodity Exchange  
 Antalya Chamber of Commerce and Industry  
 Antalya Commodity Exchange  
 Association of Advertisers  
 Association of Cuisine Amicable  
 Association of Infant Food Manufacturers  
 Association of Packaged Dairy Industry of Turkey  
 Association of Thermal Insulation, Waterproofing, Sound Insulation and Fireproofing Material Producers, Suppliers and Applicators  
 Association of Turkish Construction Material Producers  
 Association of Turkish Travel Agencies  
 Bornova Association of Farmer Assets  
 Central Anatolian Exporters Union  
 Coatings Research Institute  
 Corporate Governance Association of Turkey  
 Çeşme Tourism Hoteliers Association

Denmark Business Councils - Foreign Economic Relations Board  
 Dubai Chamber of Commerce  
 Dubai Turkish Business Council  
 East Anatolian Exporters Union  
 Environment Education Foundation of Turkey  
 Environmental Protection and Packaging Waste Recovery And Recycling Trust  
 Eskişehir Chamber of Commerce  
 Eskişehir Chamber of Industry  
 Ethics and Reputation Society  
 European Technology Platform Food for Life Turkey  
 Federation of Food and Drink Industry Associations of Turkey  
 Foundation For Environmental Education Cattle Breeders' Association of Turkey  
 Foundation of Economic Researches  
 Fruit Juice Industry Association  
 Gebze Chamber of Commerce  
 General Secretariat of Istanbul Mineral and Metals Exporters'  
 International Chamber of Commerce  
 Investor Relations Association  
 Istanbul Chamber of Commerce  
 Istanbul Chamber of Industry  
 Istanbul Commodity Exchange  
 Istanbul Exporters Union  
 Izmir Association of Businessmen  
 Izmir Chamber of Agriculture  
 Izmir Chamber of Commerce  
 Izmir Commodity Exchange  
 Izmir Union of Aquaculture and Fishery

İzmir Provincial Red Meat Producers Union  
 Kocaeli Chamber of Industry  
 Manisa Chamber of Commerce and Industry  
 Manisa Organized Industry Association  
 Marine Chamber of Commerce  
 Mersin Commodity Exchange  
 National Milk Board  
 National Red Meat Council  
 Organic Product Producers and Industrialists Association  
 Packaged Water Manufacturers Association  
 Paint Research Association  
 People Management Association of Turkey  
 Poultry Meat Producers And Breeders Association  
 Printing Industry Education Foundation  
 Pulp and Paper Industry Foundation  
 Romania Coatings Manufacturers Association  
 Romania Turkish Businessman Association  
 The Chemicals, Petroleum, Rubber and Plastics Industry Employers' Association of Turkey  
 The Turkish Paint Manufacturers Association  
 The Valley of Kagithane - Ayazağa Urban Development Association  
 TOBB Global Standards Center  
 Turkey GULF Business Councils - Foreign Economic Relations Board  
 Turkish - African Business Councils - Foreign Economic Relations Board

Turkish - Middle Eastern Business Councils - Foreign Economic Relations Board  
 Turkish American Business Association  
 Turkish and Egypt Businessman Association  
 Turkish Feed Manufacturers' Association  
 Turkish Food And Beverage Industry And Employers Association  
 Turkish Food Safety Association  
 Turkish Industry & Business Association  
 Turkish Marine Environment Protection Association  
 Turkish Quality Association  
 Turkish Spas Thalasso and Health Resorts Association  
 TURKTRADE  
 Uludağ Exporters Union  
 Union of Dairy, Beef, Food Industrialists and Producers of Turkey  
 World Economic Forum

### Occupational Chamber Memberships

Chamber Of Electrical Engineers  
 Chamber Of Food Engineers  
 Chamber Of Agricultural Engineers

## Our Employees

### Our Understanding of Human Rights

#### Our Human Resources Policy

##### Labor and Labor Force

Heading out for “placing right people for the right job”, our human resources strategy is to recruit the market’s most skilled, qualified, creative and innovative labor force with highest motivation and performance by means of fair human resources policies and practices capable of winning the employees’ minds and hearts while ensuring the sustainability of already recruited skilled employees by improving their skills and enhancing their loyalty.

Yaşar Holding was awarded for the second time for its rapid responses to applicants and the value it attributes to human resources

#### Recruitment

Human Resources developed under “Science-Unity-Success” torch by Yaşar Group, is composed of trained, experienced individuals with high levels of belongingness and ownership, who are open to all developments based on science, value knowledge exchange and soul of unity, commit themselves to participative management understanding and work focused on success. In our recruitment processes, these qualities are also taken into consideration as well as the knowledge, skill and experience required by the position. At evaluation stage, competence based interview techniques are applied in line with Yaşar Group Basic Competencies and Work Family Competencies described for each level. Applicants are given equal opportunities with no discrimination on grounds of nation, ethnic root, religion, gender, race, age or marital status. Applicants can submit their applications to Yaşar Group companies via Yaşar Holding website, recruitment websites, direct application or through consultancy companies. In 2012, 43.356 women and 68.200 men applied to our companies.

Candidates successful in interview are offered the job following the reference control. Candidates, who couldn’t be part of this process or could not succeed are informed via career portal, email or phone call. In this context, “Respect to Human” Prize organized by our business partner Kariyer.net for the 12<sup>th</sup> time, was awarded to Yaşar Holding for the second time for its rapid responses to applicants and the value it attributes to human resources.

Yaşar Group companies apply recruitment procedures in line with Labor Law no 4857 and Yaşar Holding Personnel Regulation.

Our employees are informed on Company Personnel Regulation upon recruitment. Personnel Regulation regulates work conditions, rights, tasks and responsibilities of employees and informs on applied policies and principles.

Our new recruits are provided e-based “Yaşar Group Orientation Training” on their first working day and following that they become part of company specific “Company Orientation Program”.





### Wage Management System

Wage settings or changes are done according to criteria such as class of position, individual experience, education, location, command of foreign languages, assessment of position compared to similar, higher and lower positions, positions reported by personnel, performance scores/premiums of previous years and market wage levels. In addition to these, participation in wage surveys is considered in order to follow the market. No discrimination in identifying wage levels is applied on the grounds of such as nation, ethnic root, religion, gender, race, age or marital status. Wage and other rights of union labor are regulated by collective labor agreement.

### Child Labor

According to relevant articles of Labor Law, recruitment of individuals under 15 is prohibited by rule. Exception to this rule is where one fulfilled his/her 14 years and completed basic education. These can be employed in light jobs for a limited working durations. Although the legal limit by rule is 15 years of age with exceptional cases where 14 years of age is also allowed in our country, Yaşar Group companies are committed to and applies the principle of recruiting personnel who fulfilled 18 years of age.

### Involuntary Servitude and Forced Labor

In all Yaşar Group companies, working days and hours, public, general and weekend holidays are defined and announced to the employees.

Our employees may work overtime due to reasons such as the characteristics of work or increase in production. Overtime work is considered under legal framework and overtime payments are done again in line with the law.

From the very first working day of employees, information on their job descriptions are provided to them and inter-departmental orientations are conducted. Documents related to job descriptions are updated and shared in-company via the common system used as required by ISO 9001. Employees do have access to this document.

There have been no incident referred to court on grounds of involuntary servitude and forced labor.

### Employment of Disabled

Employment of disabled people is provided as foreseen by the law. Rate of employment of disabled individuals at Yaşar Group is 2.23%.

### Statutory Rights of Employees

All statutory rights of employees such as rest, food, paid leave, annual leave and severance pay are applied.

In case of appointment of personnel to another position in Yaşar Group companies, necessary actions are taken in the time limitations set out by Labor Law no 4857 and Personnel Regulation. Our personnel under Collective Bargaining Agreement; the durations stated in Collective Bargaining Agreement are applied.

### Educational Background of Employees Durational Status Percentage

	2010	2011	2012
Doctorate	0,2	0,2	0,1
Graduate	3,8	3,5	3,3
Undergraduate	31,6	29,6	28,8
Associate Degree	8,4	8,9	9,1
High School Graduate	37,9	39,1	40,7
Secondary School	18,2	18,6	18,1

Throughout Yaşar Group, satisfaction rate is 56%, commitment rate is 65% and general evaluation rate is 53% in 2012.

### Employee Opinion Poll

Yaşar Group has been implementing a yearly "Employee Opinion Poll" since 1998 under the principle of "people first" in order to collect views of its employees and assess their commitment to the company. In line with the results of Employee Opinion Poll, action committees consisting of employees from all levels are established and these committees prepare action plans for improvement objectives and conduct practices in order to enhance personnel satisfaction and motivation.

Employee Opinion Poll was revised in 2012 by establishing a work group where literature review was conducted in line with needs, customers' and implementers voice applications were conducted, meetings with employees from different cadre and levels were held, and

other company practices were examined.

Employee Opinion Poll, in the context of our environmental and social responsibility and our operational excellence and values, was prepared online in 2012 and sent to 3 pilot companies (Pınar Water, Yaşar Foreign Trade and Dyo Printing Inks) and Astron where been filled in online by 376 white collar employees and prevented 112 trees from being cut. As of this year, Employee Opinion Poll will be conducted bi-annually and it is planned to be implemented to all white collar employees in 2014 and online by blue collar employees in the following years.

Throughout Yaşar Group, satisfaction rate is 56%, commitment rate is 65% and general evaluation rate is 53% in 2012.



### Social and Cultural Activities for Our Employees

In order to increase employee motivation and maintain internal communication, company picnics are organized every year and several activities are planned during the year.

- Special Day greetings (birthday, wedding anniversary, circumcision)
- Dinner organizations
- Soccer, backgammon, table tennis and bowling tournaments
- Dinner organizations in factories
- Holiday lottery
- Picnic
- Cinema - Theatre organizations
- Birthday celebrations and gift draws
- Weekend trips
- Fishing organizations

Dyo Stage of Colors' Theatre Group established by employees of Dyo Coating Factories in 2011 performed its first play in 2011 and second one in 2012.

Examples of social and cultural activities organized in regions by YBP in 2012 are as follows:



#### West Region Directorate

- İzmir I Go To Pınar (May 2011 and May 2012)
- Bursa, Çanakkale Personnel Trip (May 2012)

#### Marmara Region Directorate

- Bosphorus Boat Trip (July 2011 and June 2012)

#### East Region Directorate

- Picnic in Osmaniye, Adana (August 2012)
- Fun Meal in Adana (December 2011 and June 2012)



## Employees' Development Right

### Training and Development Activities

Main aim of Yaşar Group training programs is to enhance knowledge and skills of the employees supporting them in reaching their targets as well as of the Group and the companies; develop Yaşar Group Basic and Work Family competencies. Orientation training programs, on-the-job training programs, personal development training programs, managerial skills training programs and expertise training programs are of the training and developmental opportunities provided to our employees. In addition, seminars and conferences in order for our employees to follow innovations in different and current topics; and gain an international vision are organized.

There are 11 trainers of expertise areas in our group companies.

In addition to that, there are various programs development of present skills in our Group.



In 2012 a new training platform was established through e-learning methodology branded as "Yaşar Academy" and introduced to use of 898 people in Pınar Dairy, Pınar Meat, Pınar Water, YBP, Viking Tissue and Yaşar Holding. "Communication Starts with Understanding", "Power of Creativity in Us", "Customer Focused Relationship Management", "Winning Team Sale Force Management" training programs were provided and Yaşar Group Orientation Training Program was also translated to e-learning platform.

### Performance Evaluation System

Yaşar Group Performance management system is designed by premium regulation for sale staff and by performance evaluation regulation for other employees. Group has adopted holistic management system in order to reach its overall objective and strategic targets. Performance Management System implemented since 2005 focuses on parallel realization of company objectives and personal objectives. Performance evaluation results are reflected to personal development, career planning and rewarding/wage setting of individuals. In our evaluation system based on Balanced Scorecard technique, Critical Success Indicators (CSI) which are set and of which targets are agreed on at the beginning of each year are used. Target realizations are followed up via guidance and monitoring interviews in mid-year and revisions are made, if necessary. At year end, realizations are evaluated in line with targets.

Employees subject to Premium regulation are kept out of this scope.

Yaşar Holding employees were included in Performance Evaluation System in 2011, which has been implemented at Pınar Meat, Pınar Dairy, Pınar Water, YBP, Viking Tissue, Çamlı Feed and Fattening, Dyo Coating, Dyo Printing Inks, Yaşar Foreign Trade, Altın Yunus, Bintur and our companies abroad since 2005. Where 545 people were included in the Performance Evaluation System in 2010, this figure increased to 662 in 2011 and to 665 in 2012.

Infrastructure of human resources information system was strengthened in 2012; performance records of employees of Pınar Water, Viking Tissue, YBP, Pınar Meat, Pınar Dairy, Altın Yunus, Yaşar Foreign Trade and Bintur were integrated into and are followed up through SAP system.

## Leadership Development Programs

For awareness being raised on sustainability and sustainability being part of agendas of managers at an early date, main theme of project activities was set as sustainability and projects were completed.

### Management Trainee Pool Project (MTPP)

Yaşar Group, with idea of "train your manager yourself", have been implementing MTPP since 1996. Candidates with high potential and planned to be invested in from all Group companies are selected and go under a 18 month development program.

Objective of MTPP is to know young manager candidates, develop vision of and train members, monitor their career development, ensure their participation in projects and activities aimed at developing their potential. MTPP creates opportunity for young manager candidates in getting to know Yaşar Group and strengthening communication by gathering employees in different companies.

The program is organized in three fold structure.

- Training Programs: Seminars organized in different topics as well as management and leadership skills, personal development, expertise training programs.
- Mentoring: It is the relationship established via one-to-one interviews between the project members and their self selected volunteer Group managers (mentor). In the last group of the mentoring system, being implemented since 1996, 24 mentors provided services to 57 mentees.
- Project Work: Members are expected to prepare projects through group work in an area determined by top management.

As a newly adopted application with MTPP 5<sup>th</sup> Group, members are also preparing personal graduation projects on improving work processes in their departments.

For awareness being raised on sustainability and sustainability being part of agendas of managers at an early date, main theme of project activities was set as sustainability and projects were completed.

Projects on below topics were assigned:

- Water Footprint
- Review of sectoral practices of fair trade and its impact on fiscal and financial results
- Developing and management of supplier scorecards in view of sustainability

- Adaptation of sustainability issues into communication activities

- Adaptation of sustainability criteria to Critical Success Indicators

- Review of successful sustainability reports based on GRI, determination of success criteria and reflecting those to Yaşar Group sustainability report

- Contribution of Carbon Disclosure Project to sustainability

- Appropriate organizational structure for sustainability reporting

These project topics are also on the agenda of Sustainable Development Committee and they form the basis for future work.

Various support activities were also implemented during the program as follows:

- Company visits
- Common communication platform (sharing of publications such as articles, book summaries)
- Implementation of Buddy in order to prepare MTPP 5<sup>th</sup> group members to project, support them all through project implementation and enhance communication with 4<sup>th</sup> Group members. A member of MTPP 4<sup>th</sup> Group acts as buddy of a member of MTPP 5<sup>th</sup> Group.

326 people participated to this program to date, of which 5<sup>th</sup> term was realized in 2010. 115 of those are still working in the Group. Of the 115 still working in the Group, 74 were promoted. Of the promoted personnel 28% are women and 72% are men.

MTPP Candidates Percentage					
	Period 1	Period 2	Period 3	Period 4	Period 5
Female	25	31	25	33	39
Male	75	69	75	67	61





### Manager Development Seminar (MDS)

In 2011, Manager Development Seminars for our promoted managers or new recruits as managers were given a start. The aim of the program, being implemented in 4 groups with participation of 61 managers, is to develop different competencies of our managers. In this regard, a program consisting of basic managerial skills, personal development and expertise training is conducted.

### Performance Management System

Performance management system, implemented since 2005, only covers white collar employees. It is aimed that the system will be wide spread in the coming periods.

#### Percentage of White Collar Employees Covered by Performance Management System

2010	2011	2012
52	55	63

In addition to that, through Personal Development Forms, with their managers they can select the competency areas for personal development among Yaşar Group Basic Competencies and competencies belong to their work family. With the training gained and developmental needs training needs are analyzed and training plans are developed. Year end evaluations, are reflected to performance scorecards with defined proportions.

In 2012, an internal training program was prepared and shared with our employees in order to inform our new employees, sharing of revised areas and reminding of Performance Evaluation System.

11% of white collar employees were either promoted or employee satisfaction was aimed through provision of in-company/ inter-companies passages in 2012.

### YBP Sales Premium Automation Project

YBP Sale Premium Automation studies were finalized parallel to new YBP Sale Premium Regulation adopted in 2012, which forms the basis for the studies. With the project, a transparent system was

established, which enables sales team monitor sales targets and realization of targets through the system. Approval process of premium progresses was designed and reflecting of premiums automatically to salaries were also provided. System premium calculation is operational for over 400 employees (including Regional Manager-Sales Manager - Sales Chief and representatives) as they being sales team.

### Other Training Programs

Our Group companies also organize training programs in line with their own needs. In this respect, Dyo Coating organized training programs on creating culture, 360 degrees customer focus, basic finance for sales staff. Similarly, Dyo Printing Inks organized training programs on such as OHSAS 18001-2007, Lean 6 Sigma Green Belt and Yellow Belt, ISO 14001 Environmental Management System, CRM feedback, general calibration, MSDS preparation, communication skills, Check Law, and classification of waste. For raising awareness among our employees and support their personal development, training programs on "Be Healthy, Be Happy" theme are organized at Yaşar Holding.

Families of our employees are important to us as well as themselves. In 2012, a training program of 225 hours on easing exam stress, providing psychological support to children and guidance of children by right people was delivered to 75 employees of ours and their children.

Yaşar Group in general, a total of 72.661 hours of training was conducted in 2012 where training hour per person is 16 hours. Of the total, 43% are outsourced training, 57% are in-house training; of the participants to trainings in 2012 42% are blue collar, 53% are non-key employees and 5% are key employees.

### Training Hours per Person

	2010	2011	2012
Yaşar Holding	11	22	18
Coatings Group			
Dyo Coating	22	27	19
Dyo Printing Inks	34	46	29
Food and Beverages Group			
Pınar Dairy	6	13	10
Pınar Meat	10	15	10
Pınar Water	6	30	24
Çamlı Feed and Fattening	9	12	9
YBP	9	9	17
Tissue Paper Group			
Viking Tissue	16	17	17
Trade and Services Group			
Altın Yunus	4	22	28
Desa Energy	11	10	10



## Occupational Health and Safety

In health controls of employees conducted in 2012, no instance of occupational diseases were shown and decrease in frequency of work accidents and lost working days were reported.

### Training Programs and Health Controls

Training programs are conducted in order to provide support to our employees and their families with regard to illnesses. Training programs on health, hypertension and nutrition, avoiding stress, healthy and balanced nutrition, breathing exercise, flu and cold, protection from breast cancer, ergonomics, mother and child health, misuse of medicine, family planning, food poisoning and epidemic diseases.

Health controls of employees are done by workplace health units, lung screening is done in the scope of combating tuberculosis, porter and audiometric checks are done, throat and stool culture examinations are carried.

In cooperation with universities, intern students deliver training programs addressing to pregnant employees on nutrition in pregnancy, what to be done after giving birth and baby care; and nutrition and other areas of special requirements for ones with diabetics, hypertension and epilepsy.

There are also customized controls for specific areas of

work. In this scope, yearly blood tests and heavy metal and solvent analyses every three months for employees of Dyo Coating are done. Moreover, lung screening and respiration functions test are among the applied tests.

5 days of the week, workplace doctors and nurses provide health services.

### Occupational Safety

Occupational health and safety internal regulation is applied so to maintain occupational safety, avoid possible work accidents and occupational diseases in our companies. With respect to regulation, occupational health and safety board was established.

In health controls of employees conducted in 2012, no instance of occupational diseases were shown and decrease in frequency of work accidents and lost working days were reported.

Necessary declarations were made to Ministry of Environment and Urbanization in line with Seveso II in order to avoid large scale industrial accidents in our Coating Group Companies.

### Case Studies:

#### Viking Tissue

In 2012, pace of frequency of occupational accidents realized 18% under the average of precedent 5 years. The main reason of this drop is raised awareness among our employees through training programs on occupational safety.

In framework of Preventing Large Scale Industrial Accidents (Seveso Directive) policy necessary declarations were recorded in Seveso Declaration System and our company was considered off the scope in this regard.

#### Pınar Dairy

In 2012, Occupational Health and Safety Board was held 12 times and decisions taken were announced.

Work Permission System was established in 2012 regarding dangerous works. These permissions are;

- Access to roof
- Hot areas work
- Access to closed areas

Scenarios were written and fire drills were carried out. Deficiencies in drills were identified and corrected.





### Occupational Training of Workers Employed in Heavy and Dangerous Works

In scope of "Communique on Occupational Training of Workers Employed in Heavy and Dangerous Works" prepared on the basis of Labor Laws no 4857, necessary training programs were initiated in our companies in 2012.

### Other Work-Related Training Programs

Contribution to development of our employees is made through technical training programs as well as through personal and managerial skills training programs. Training programs organized in this manner are Occupational Health and Safety, Hygiene-Personal Hygiene, Safe Use of Chemicals, Fire Fighting, Pesticide Control, Fire Fighting and Eviction, HACCP (Hazard Analysis Critical Control Points) training.

### Case Studies:

#### YBP

Human Resources Directorate, Work Management Systems Directorate and Technical Training Directorate provided training to YBP, distributor and subcontractor personnel with total training hours as follows;

- YBP 12.014 hours
- Dinqtem 820 hours
- YBP-Distributor org. 5.039 hours

### Dyo Coating

Training programs such as Time Management training, ISO 14001 Environmental Management System training, TS 18001 OHS Management Systems training, ISO 50001 Energy Management training, EFQM Excellency Model training, First Aid training, Forklift training, Fire Fighting training, We Live with Our Values training, Multi-dimensional Leadership training, Advanced Excel training, Heavy and Dangerous Works training, Competency Monitoring and Collection training, IMDG Code training, Check and Note Payable training, Survey Development/ Implementation Techniques training, UFRS training and Leadership Workshop were delivered.

### Dyo Printing Inks

12 people were trained for 168 hours of outsourced training on adopting Energy Management System. Systems approach and its in-company applications are disseminated through in-house training. In 2012, energy management system training for 1.77 hours per person was delivered.

### Pinar Water

Training on water management, non-hazardous and packaging waste management, management of hazardous waste and general environmental topics were delivered in order to reiterate and sustain environmental awareness of our personnel.

### First Aid Training

The First Aid Regulation of Ministry of Health stipulates the requirement of one person of every 20 people being first aider in workplaces and one person of every 10 people being first aider in heavy duty workplaces.

The main aim of First Aid training is to train the personnel so to conduct life-saving interventions, as well as conscious actions in extraordinary circumstances without feeling helpless first for his/herself, his/her environment and relatives.

### Security Services

All security services in our companies are provided by certified personnel trained especially in this area. Security personnel are delivered periodic training.

### Number of Certified Personnel

	2010	2011	2012
Yaşar Holding	2	2	4
Coatings Group			
Dyo Coating	33	69	86
Dyo Printing Inks	20	20	24
Food and Beverage Group			
Pinar Dairy	87	108	94
Pinar Meat	110	85	86
Pinar Water	5	20	11
Çamlı Feed and Fattening	31	28	16
YBP	54	51	42
Tissue Paper Group			
Viking Tissue	28	37	50
Trade and Service Group			
Altın Yunus	11	16	16
Desa Energy	0	0	0
<b>Total</b>	<b>381</b>	<b>436</b>	<b>429</b>

### Number of Security Personnel

	2010	2011	2012
Yaşar Holding	15	15	15
Coatings Group			
Dyo Coating	12	24	24
Dyo Printing Inks	8	8	8
Food and Beverage Group			
Pinar Dairy	35	35	35
Pinar Meat	17	24	24
Pinar Water	17	22	22
Çamlı Feed and Fattening	24	22	23
YBP	46	43	36
Tissue Paper Group			
Viking Tissue	11	15	15
Trade and Service Group			
Altın Yunus	11	10	9
Desa Energy	4	4	4
<b>Total</b>	<b>200</b>	<b>222</b>	<b>215</b>



## Right to Association

### Union and Collective Bargaining Agreement

Indefinite duration labor agreement is co-signed with each of our employees under Labor Law no 4857. All contractors and subcontractors being our business partners are obliged to insure their workers.

Our Coating Group companies and our Food Group companies Pinar Dairy and Pinar Meat guaranteed rights of their employees with co-signed workplace and enterprise collective bargaining agreements with Petrol-İş and Tek Gıda Labor Union, respectively.

Work place collective bargaining agreement signed with Petrol-İş includes below articles for employer additional to Labor Law;

- Employer accepts full compliance with Occupational Health and Safety Regulation,
- Employer accepts employment of a nurse or health officer to dress wounds and make injections of workers in case of immediate illness and injuries in line with doctor advice in absence of workplace doctor,
- Employer keeps a permanent vehicle at workplace for transportation of ill and injured people to hospital in case of emergency

### Percentage of Employees Covered by Collective Bargaining Agreement

	2010	2011	2012
Dyo Coating	53	57	51
Dyo Printing Inks	52	47	49
Pinar Dairy	65	64	63
Pinar Meat	66	70	71



Workplace and enterprise collective bargaining agreements with Tek Gıda Labor Union includes below articles;

- Transportation to health facilities: Whatever the number of workers and distance to Social Security Organization Units are, employer keeps a vehicle and its driver ready for the duration of employment of the worker in order to transport the worker to health units in emergency in case of occupational accident. Otherwise, employer is responsible for the worker not being taken to medical intervention on time.

- Occupational Health and Safety Board:

1- Statutory articles on occupational health and safety boards are applied at workplace.

2- In (15) days of the signature of the agreement, in line with Article 3, (g) clause of the subject matter statute, union informs the employer on its associate and deputy representatives to the board. In the same duration, employer

also informs the union on its associate and deputy representatives to the board.

3- According to Article 5 of this statute, the documents such as dossiers, books consisting all activities like monthly meetings, decisions, measures taken, maintenance, control, training are subject to inspection and review of branch or regional branch officials when required.

4- All activities of union representative to board with regard to aforementioned duty are considered as actual work.



## Our Environmental Consciousness and Principles

Yaşar Group supports cautious approach to environmental challenges. In other words, principle of "scientific uncertainty cannot be used as an excuse for not taking timely cost-effective measures in preventing harm to environment in cases where danger for serious and irreversable harm to environment exists" is adopted.

Besides customer satisfaction Yaşar Group companies are conscious that environment is borrowed from future generations and appropriate actions should be taken according to legal and corporate circumstances in order to create a more livable environment for their employees, customers, suppliers and society. Keeping this in mind, Yaşar Group commits to;

- Efficient use of energy and natural resources as a result of applying environmental management principles such as reduction at source, re-use, recycling and avoidance; minimization of waste, waste water and emission as well as use of toxic and hazardous chemicals by a holistic understanding to control,

- Protect the balance between economical needs and preventing pollution and protection of environment,
- Inherit a livable environment to future generations for sustainable development by using environmental friendly inputs in design of its products,
- Implement policies implying environmental impact assessments of new investments,
- Establish the infrastructure supporting necessary training, planning and activities for sustainability and improvement of all facilities,
- Treat transparently in meeting expectations of our customers, employees and society affected by our operations,
- Review aims and objectives of environmental management system regularly and in light of changing circumstances; and continuously try to increase environmental performance

### Case Studies:

#### Pınar Dairy

Pınar Dairy takes the responsibility of full compliance to all environmental regulations, which it is subject to. For this purpose, Pınar Dairy set up the chemicals and anaerobic treatment plant, established and is implementing necessary procedures for collection and recycling of solid waste.

Below parameters are taken into consideration when aims and objectives regarding environmental consciousness are realized.

#### Efficient Use of Natural Resources:

In consumption of electricity, water, energy, steam as being our natural resources, necessary saving measures are adopted in order to reach our objectives defined in our yearly environmental activity plans.

#### Safety of Raw Materials Used in Processes in terms of Environment:

All varieties of waste of our raw and subsidiary materials used in processes are transferred to chemical and anaerobic treatment plant with water through sewage system; treated and then transferred to İZSU channel system.

#### Environmental Performance of Processes:

Environmental impact assessment of all our production processes and machinery and equipment to be procured are conducted. Risk analyses are in scope of this assessment. In all production related departments of our factories environmental impact inventory and impact records are prepared; risky processes are identified. Risky process are kept under control and regular checks and measurements are done. By improvement initiatives taken in time, risky areas are secured as non-risky and their impact on environment is decreased.

#### Altın Yunus

In 2012, 3.740 kg of waste oil and 21.600 kg of junk paper were sent to recycling centers.

In 2012, environmental cleaning of the public land at entrance of the hotel and Kalem Cape Island were done by a team composed of hotel personnel.

In scope of environmental law, our permission to waste water discharge is valid till 2016. The necessary application for Environment Permission was made in line with new law and regulations and process is instigated.

#### Pınar Water

In 2012, we succeeded in examinations under TS ISO-EN 14000 Environmental Management System Certificate.

## Use of Resources

### Lean 6 Sigma Implementation

In selection of projects on efficiency and use of resources in our companies implementing Lean 6 Sigma, topics such as energy saving, customer satisfaction, process design, shrinkage-cost optimization are prioritized. These projects are suggested by managers in parallel to company strategies, prioritized and project leaders are assigned.

During all these practices, in order to support training and coaching needs with in-house resources 3 masters are trained as Black Belt. Master Black Belts form a bridge between expectations of the management and project leaders, ensure coordinated and time managed activities and realization of the methodology with appropriate

means throughout project life span. Till 2012, 3 Master Black Belts were trained; in 2013 2 Master Black Belts are backed-up to the system.

Numbers of implemented projects and trained human resources by year;

#### Number of Human Resource

	Black Belt	Green Belt
2010	9	24
2011	6	29
2012	8	28
2013*	4	25

(\*) Planned  
• In 2012, total of 36 projects were completed.

#### Number of Educated Employees

	2008-2012	2013*
Master Black Belt	3	2
Black Belt	24	2
Green Belt	74	15
Yellow Belt	295	84

(\*) Planned

Projects are evaluated in 3 main groups. Distribution of projects to 2010-2012 and planned for 2013;

#### Project Groups

	2010	2011	2012	2013*
Cost Enhancing	6	14	19	13
Operational Excellence	21	16	11	12
Process Design	6	5	6	4

(\*) Planned

Apart from long term projects, short term "KAIZEN" projects aiming at lean work processes and reduction of losses are also implemented under Lean 6 Sigma.

Gender distribution of project leaders according to tasks and project topics is as follows:

#### Gender Distribution Percentage of Project Leaders

	2010	2011	2012	2013*
Female	26	30	38	28
Male	74	70	62	72

(\*) Planned

Lean 6 Sigma practices initiated in our Food and Beverage Group were also adopted by our other companies and in 2011 training and project preparation started in Dyo Printing Inks.

### Operational Cost Improvement (OCI) Studies

In Yaşar Group companies putting emphasis on sustainability in its strategies, OCI studies gained a new perspective.

OCI projects are evaluated as sustainable ones and ones with onetime benefit. Reflection of savings not only in Turkish Liras but also in all other possible means like quantity is sought. Thus, it has been possible to produce the data to be used in our sustainability studies.

Some of the OCI projects under the Combating Climate Change Heading are examples of our such work.

## Water Management

Water is the most important natural resource emphasized by several governments, institutions and society. Increase in urban population, raise in income per person will result in scarce water resources in several areas of the world. Today, approximately 2,5 billion people cannot access to sanitary opportunities because of water scarcity. According to the World Bank Report, till 2030 in line with estimated population and economic growth global need to water will go over water resources. Water demand being 40% more than present water resources will make it difficult for world population to reach water. Thus, water management at global level will gain importance.

As a matter of fact, "Water Management Coordination Board" established by Ministry of Forestry and Water Affairs discussed the issue in broader terms. One of the very important tasks of the Board is to maintain coordination among sectors. For efficient water management.

Yaşar Group companies emphasize on less use of water and aim at efficient management of water as a unique natural resource. "Water Footprint" calculation is in 2013 work plan of Sustainable Development Committee.

### Case Studies:

#### Pinar Meat

All waste water from production processes and social areas are treated at our physical, chemical and biological waste water treatment plant located in the factory. Quality of waste water are periodically analyzed in independent laboratories and our own laboratories; provisions of regulation are respected.

While our water consumption in 2011 was 960.088 m<sup>3</sup>, in 2012 our total water consumption was 893.700 m<sup>3</sup>; a decrease of 6,9% was achieved. Our water consumption per one ton of product was 23,56 m<sup>3</sup> where with a 9,1% reduction it was 21,42 m<sup>3</sup> in 2012.

#### Dyo Printing Inks

m <sup>3</sup>	2011	2012
Water Consumption	20.428	16.893

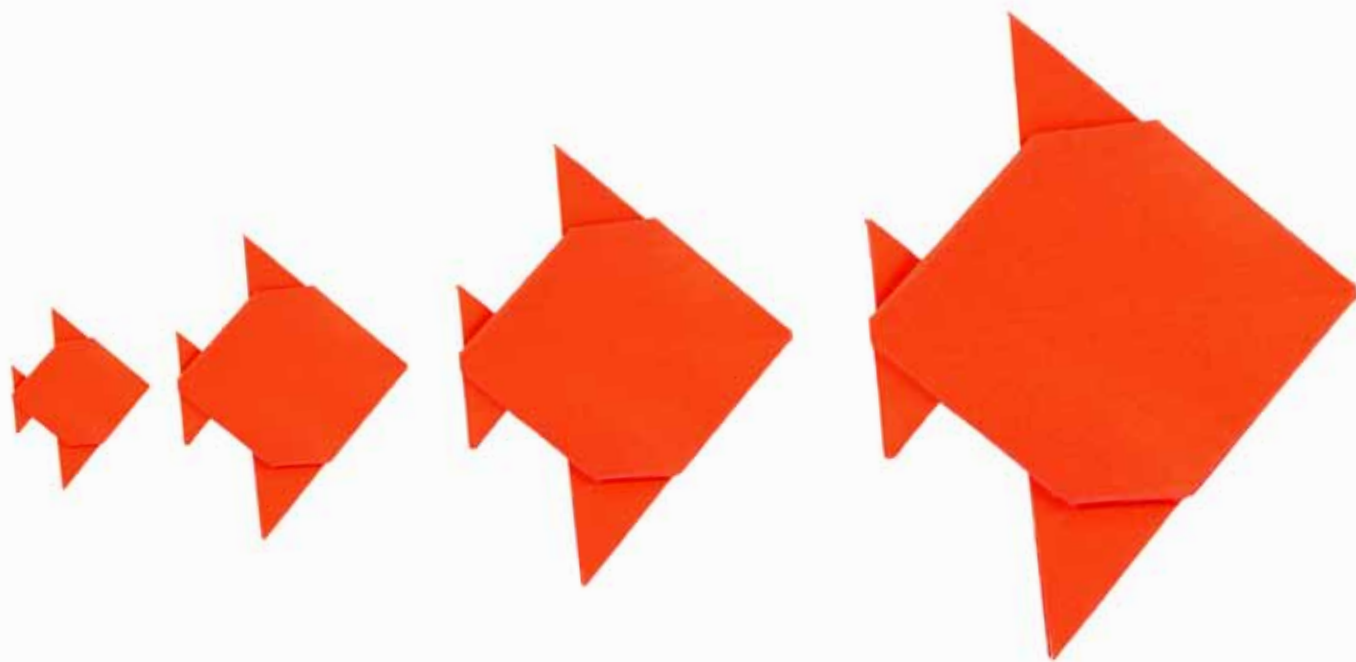
#### Pinar Dairy

By reviewing cleaning procedures, tools and equipment used and work instructions, satellite systems in cleaning are utilized in order to maintain more efficient use of water. Moreover, cleaning with less water consumption is ensured by obtaining more pressurized water with less water consumption as a result of attaching nozzles to water hoses.

#### Pinar Water

Legal applications to relevant institutions were made and being followed up regarding our waste water treatment plant and emission and discharge issues.

Water of treated waste water were used in irrigation.





## Packaging Waste and Solid Waste Management

Pinar Water of our Group companies is founder member of ÇEVKO's (Environmental Protection and Utilization of Packaging Waste Foundation). Our companies handed over their responsibilities in collecting and recycling packaging waste to ÇEVKO Foundation as the body notified by Ministry of Environment and Urbanization. ÇEVKO Foundation awarded us the use of green dot.

For recycling and collection of all packaging waste, the Ministry works with notified licensed firms. According to our packaging waste management plan prepared in line with the signed agreements and submitted to the Ministry,

training activities for consumers and municipalities on separate collection of packaging waste at source, recycling and recovery are delivered through ÇEVKO Foundation to which we are a member.

Re use and recycling of packages of sold products are aimed. Starting from design stage of packages, packaging materials with potential to least waste creation after production and use as well as with least potential to harm the environment are used.

Recycled packaging waste percentages by year and 2013 targets for packaging materials in the market are given in table below.

### Recovery Percentage Amount According to Years

Type of Package	2010	2011	2012	2013*
Paper-Cardboard	37	38	40	42
Plastic	37	38	40	42
Glass	37	38	40	42
Metal	37	38	40	42

(\*) Planned

Packaging Waste Control Regulation, Article 11 states "market producers are responsible for using the least waste generating, most easy and economic to recycle and recover packages after use of product".

Waste amounts for 2012 are as below.

### Pinar Meat

At department for meat products packaging, waste junk percentage in 2011 was 3,57% whereas this percentage was reduced to 2,9% in 2012.

### Çamlı Feed and Fattening

Agreement with "EGDAŞ", the firm licensed by the Ministry of Environment and Urbanization, was signed on utilization of recycled waste.

### Viking Tissue

Waste paper amount at Deink facility of our company is 24.750 tons. That much of paper was recovered and contribution to economy was made.

Packages of all product groups of Viking Tissue are made of 100% recycle materials.

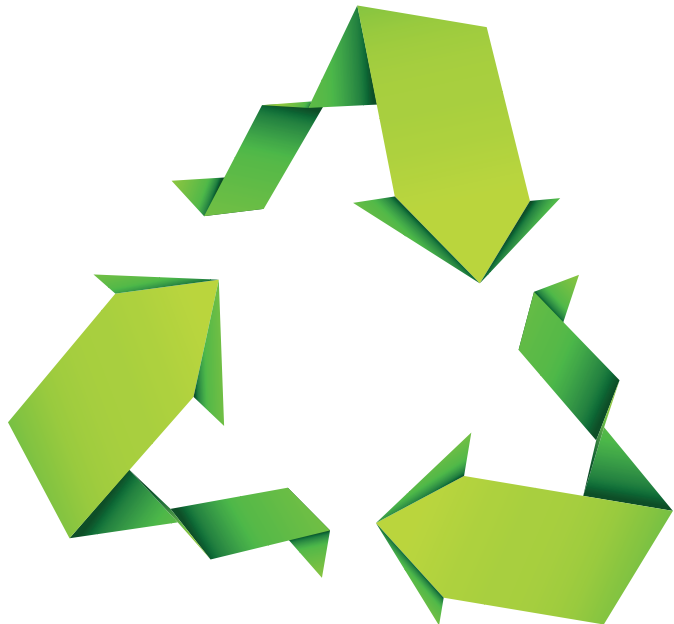
### Pinar Water

Plastic packaging weight in grams continued to reduce in 2012 as also been the case in previous years. Glass carboy packaged products are included in product portfolio.

Furthermore, by package improvement studies conducted plastic packaging weight in grams was reduced from 11,4 gr to 10,3 gr.

### Waste amounts for 2012

kg	Hazardous Waste	Evaluable Waste
Pinar Meat	44.587	3.899.650
Çamlı Feed and Fattening	16.066	416.690
Viking Tissue	18.540	2.955
Pinar Dairy	25.840	19.462
Dyo Printing Inks	136.000	413.000



## Our Relation with Society

### Our Employment Data

#### Total Work Force Percentage According to Regions

	2010	2011	2012
Aegean Region	68,70	69,49	68,22
Marmara Region	19,46	17,60	18,52
Central Anatolia Region	8,31	9,82	9,84
Mediterranean Region	2,42	2,08	2,35
Black Sea Region	0,57	0,52	0,54
South Eastern Anatolia Region	0,33	0,29	0,31
Eastern Anatolia Region	0,21	0,20	0,22

#### Total Work Force Percentage According to Employment Type

	2010	2011	2012
Key Personnel	7,6	6,9	7
White Collar	48,3	45,4	44,5
Blue Collar	41,6	45,3	45,9
Temporary Staff	2,5	2,4	2,6

#### Personnel Turnover Ratio

	2010	2011	2012
Group Wide	7,9	7,9	7,6

#### Employee Turnover Ratio According to Age for the Year 2012

Under 18	-
18-25	7,5
26-30	8,4
31-35	5,6
36-40	6,6
41-45	10
46 and over	10,9
<b>Total</b>	<b>7,6</b>

#### Employee Turnover Ratio According to Region for the Year 2012

Aegean Region	7,2
Marmara Region	9
Central Anatolia Region	6,3
Mediterranean Region	7,6
Black Sea Region	35,7
South Eastern Anatolia Region	6,3
Eastern Anatolia Region	7,7
<b>Total</b>	<b>7,6</b>

#### Employee Turnover Ratio According to Gender for the Year 2012

Female	9,3
Male	7,3
<b>Total</b>	<b>7,6</b>

## Employees Gender Distribution Data

### Gender Distribution Percentage of All Employees

	2010		2011		2012	
	Female	Male	Female	Male	Female	Male
Yaşar Holding	47	53	51	49	49	51
Coatings Group						
Dyo Coating	15	85	14	86	13	87
Dyo Printing Inks	18	82	19	81	18	82
Food and Beverage Group						
Pınar Dairy	15	85	18	82	19	81
Pınar Meat	12	88	15	85	16	84
Pınar Water	13	87	14	86	16	84
Çamlı Feed and Fattening	13	87	13	87	13	87
YBP	16	84	15	85	16	84
Tissue Paper Group						
Viking Tissue	10	90	10	90	10	90
Trade and Service Group						
Altın Yunus	16	84	22	78	17	83
Desa Energy	0	100	7	93	13	87

### Gender Distribution Percentage of White Collar Employees

	2010		2011		2012	
	Female	Male	Female	Male	Female	Male
Yaşar Holding	53	47	57	43	59	41
Coatings Group						
Dyo Coating	27	73	27	73	26	74
Dyo Printing Inks	35	65	35	65	41	59
Food and Beverage Group						
Pınar Dairy	32	68	34	66	35	65
Pınar Meat	25	75	26	74	27	73
Pınar Water	18	82	19	81	20	80
Çamlı Feed and Fattening	25	75	27	73	31	69
YBP	16	84	16	84	17	83
Tissue Paper Group						
Viking Tissue	20	80	21	79	20	80
Trade and Service Group						
Altın Yunus	21	79	26	74	21	79
Desa Energy	0	100	7	93	8	92



### Gender Distribution Percentage of Team Leaders and Superior Management Staff

	2010		2011		2012	
	Female	Male	Female	Male	Female	Male
Yaşar Holding	49	51	57	43	57	43
Coatings Group						
Dyo Coating	25	75	24	76	23	77
Dyo Printing Inks	28	72	32	68	33	67
Food and Beverage Group						
Pınar Dairy	29	71	30	70	32	68
Pınar Meat	25	75	27	73	29	71
Pınar Water	19	81	24	76	17	83
Çamlı Feed and Fattening	25	75	26	74	26	74
YBP	18	82	19	81	19	81
Tissue Paper Group						
Viking Tissue	26	74	25	75	16	84
Trade and Service Group						
Altın Yunus	7	93	14	86	5	95
Desa Energy	0	100	0	100	17	83

While proportion of female and male employees is balanced at Yaşar Holding, the same balance is not seen at Group companies. In some occasions, the reason for this disproportion stems from preference of male employees due to job specific factors. However, because of our belief in necessity of increasing women employment, "Principles for Empowerment of Women" program initiated by United

Nations has been supported by undersigning the CEO Support Declaration as well as decision was taken for participation in "Turkey Gender Equality Task Group", which was put on agenda by World Economic Forum and led by Ministry of Family and Social Policies. With human resources departments of our Group, work on actions to realize the these principles is initiated.

### Employees Average Age Data

#### Average Age of All Employees

	2010	2011	2012
Yaşar Holding	40	39	41
Coatings Group			
Dyo Coating	36	35	35
Dyo Printing Inksi	36	37	37
Food and Beverage Group			
Pınar Dairy	35	33	33
Pınar Meat	37	36	36
Pınar Water	34	35	34
Çamlı Feed and Fattening	35	35	35
YBP	34	35	35
Tissue Paper Group			
Viking Tissue	35	35	35
Trade and Service Group			
Altın Yunus	34	34	34
Desa Energy	39	37	38

### Average Age of All Employees White Collar and Management Staff

	White Collar			Management Staff		
	2010	2011	2012	2010	2011	2012
Yaşar Holding	40	39	38	43	41	44
Coatings Group						
Dyo Coating	36	36	35	40	40	40
Dyo Printing Inks	36	37	35	40	40	40
Food and Beverage Group						
Pınar Dairy	34	33	32	36	36	36
Pınar Meat	37	36	35	39	39	39
Pınar Water	34	35	34	37	37	38
Çamlı Feed and Fattening	35	35	33	40	40	42
YBP	34	35	34	39	39	39
Tissue Paper Group						
Viking Tissue	35	35	34	38	37	39
Trade and Service Group						
Altın Yunus	36	36	35	41	44	43
Desa Energy	39	37	33	54	55	48

### Age Distribution Percentage of All Employees for the Year 2012

	Under 18	18-25	26-30	31-35	36-40	41-45	46 & over
Yaşar Holding	0,0	0,9	13,2	18,4	25,4	13,3	28,9
Coatings Group							
Dyo Coating	0,0	10,2	18,8	22,8	24,2	16,2	7,8
Dyo Printing Inks	0,0	9,7	13,9	17,1	25	22,7	11,6
Food and Beverage Group							
Pınar Dairy	0,0	14	26,2	23,6	21,2	11,1	3,9
Pınar Meat	0,0	9,5	17,9	19,9	25,7	18,4	8,6
Pınar Water	0,0	14,4	18,1	30,6	22,1	10	4,8
Çamlı Feed and Fattening	0,0	8,5	23,8	24,7	20,9	13,3	8,9
YBP	0,0	4,3	21,9	31,3	21,4	15,4	5,7
Tissue Paper Group							
Viking Tissue	0,0	6,4	24,2	24,2	24,2	16,4	4,6
Trade and Service Group							
Altın Yunus	0,0	20	21,4	17,9	15,7	14,3	10,7
Desa Energy	0,0	6,3	12,5	25	31,2	12,5	12,5

## Our Studies on Management Systems

As a testament of our respect to the society we operate in, our customers, employees and consumers we attribute utmost importance to studies on management systems to ensure that our activities are conducted in line with internationally recognized standards.

We know with the management systems and various strategies such as activity optimization, management focus and disciplined managerial conception, it is possible to reach the target of conducting appropriate practices with highest level of quality and environmental principles.

Management System	System Certification	Pinar Meat	Pinar Dairy	Pinar Water	Dyo Coating	Dyo Printing Inks	Altın Yunus	Viking Tissue	Çamlı Feed and Fattening	Desa Energy	YBP
Quality Management System	ISO 9001	•	•	•	•	•	•	•	•		
Food Safety Management System Certificate	ISO 22000	•	•	•					•		
Environment Management System	ISO 14001	•	•	•	•	•			•		
Occupational Health and Safety Management System Certificate	OHSAS 18001	•		•	•	•					
Test and Calibration Laboratory Accreditation	ISO 17025	•									
Customer Satisfaction Management System Certificate	ISO 10002			•	•	•					
Energy Management System	ISO 50001				•	•					

Management System	System Certification	Pinar Meat	Pinar Dairy	Pinar Water	Dyo Coating	Dyo Printing Inks	Altın Yunus	Viking Tissue	Çamlı Feed and Fattening	Desa Energy	YBP
Automotive Sector and Sub-Industry Quality Management System	ISO 16949				•						
Organic Farming Entrepreneur Certificate									•		
FSC-CoC ( Forest Stewardship Council-Chain of Custody ) Management System	FSC 40-004							•			
	FSC 40-007							•			
US National Sanitation Foundation	NSF			•							
British Retail Consortium	BRC								•		
International Food Standard	IFS								•		
Global Gap	CFM/COC								•		
National Britannia	NB						•				
Food Safety System Certificate	FSSC 22000		•								
Halal Food Certificate	TS OIC/SMIC 1	•									



### **Pinar Dairy**

In 2012, studies on TS 18001 Occupational Health and Safety System and TS EN ISO 50001 Energy Management Systems are completed. Certification will be completed in 2013.

### **Altın Yunus**

Studies commenced for ISO 50001 Energy Management Systems and being Green Hotel.

### **Pinar Water**

Studies commenced for TS EN ISO 50001 Energy Management Systems.

### **Pinar Meat**

Studies completed for TS ISO EN 50001 Energy Management Systems. Certification will be completed in 2013.

## **Projects and Systems Increasing Customer Satisfaction**

### **YBP**

#### **E-Invoice Project**

E-invoice of Revenue Administration is a non-mandatory application for now developed to ensure safe and healthy transaction of e-invoices between its parties in accordance to defined standards. YBP is one of the very first companies in Turkey, which put this under a project. In scope of this project, e-invoicing among Pinar Meat, Pinar Dairy and YBP and YBP's e-invoicing with its customers was aimed. In 2012, a total of 27.000 e-invoices were issued to some of our customers. A fast, effective and trustworthy invoicing process was maintained and manual filing and archiving functions were also eased by saving invoices electronically.

### **CRM Approval Project**

Activity Management to Customer through SAP;

- 81% of 70.000 promotional initiatives composing of Price Discount Activity, Discount Magazine Activity, Net Pricing of Listed Price are put under scope of Automated Approval Project. With this project, automatic monitoring of promotions according to pre-defined rules can be done via the system.
- By Automatic Approval Project, approximately 56.000 promotions are managed yearly resulting in increase in productivity, healthy and easy conduct of controls, controlled distribution of authority and responsibility, fast responsiveness to customer needs, time and labor savings.

### **Annual Agreements Project**

It is a project for registration, approval, monitoring and reporting of all varieties of agreements signed with customers yearly or periodically in a year.

### **Sales Groups Task Management Project**

Sales Groups Task Management System has been initiated and being used at Marmara Regional Directorate in order to maintain common sales principles among sales groups throughout Turkey and bring in a common view in sales points visited.

### **Distributor KANBAN Project**

Kanban Project or as fully stated "Distributors Stock Management System – Kanban Dissemination Project" has been used and implemented by pilot distributors since July 2012.

The purpose of the project is to decrease number of inventory days when increasing the proportion of order responsiveness of our distributors. As a result of this, customer satisfaction in sales processes of Pinar products of our distributors were increased.

In 2013, it has been aimed to disseminate this project also to selected distributors in East Regional Directorate and Green Belt Project was established under Lean 6 Sigma for this purpose.

## Support to the Development of Sectors That We Operate In

### Support to the Promotion of Turkey Brand

**TURQUALITY®** is the first and only state-sponsored branding program. The gradually compelling conditions of competition today and the changing patterns of consumption encourage companies willing to be in the international arena to create powerful brands which means more added value and more market share.

**TURQUALITY®**

#### **TURQUALITY®'s vision**

- Developing strong global brands and increase exports,
- Reinforcing the "Made in Turkey" image and Turkey's reputation through developed Turkish brands,

#### **TURQUALITY®'s goals**

- Providing financial sources to companies with a brand potential on their journey to be a global brand, playing an accelerating role in branding.
- Supporting companies with strategy, operation, organization, and technology consultancy towards brand development in order to create global Turkish brands.
- Providing training for executive branches of companies in the program and reinforcing the overall human resources.
- Helping to create and promote a positive Turkish image abroad with communication and promotion activities.
- Increasing the brand potential and awareness of Turkish companies.

- Providing intelligence support for Turkish companies so they can receive action within market knowledge.

- Acting as a catalyst and an incubator for selected Turkish Brands.

We are under the scope of the program, with our brands Pinar since 2007, Dyo and Dewilux since 2008.

Export activities carried out to Gulf and EU Countries in the "Food and Beverage" sector, and particularly to Asia, Europe, and Gulf Countries in the "Coatings" sector.

While the Food and Beverage group operates in Germany throughout the Pinar Foods GmbH, HDF FZCO is established in Dubai, in order to make the Pinar brand high-quality and trustable regional brand in the Middle East and also in Gulf Countries.

We continue our operations without interruption to ensure that Dyo, Dewilux, and Pinar brands appeal to a global consumer group with the help of Turquality® project.

### Pinar Institute

Pinar Institute was established in Yaşar University campus on 1 June 2012 and started its operation under the decision taken at General Assembly on 18 May 2006 with amendment made to founding agreement of Pinar Dairy. The objectives of Pinar Institute are conducting in house or outside research in order to contribute to healthy development of the society in the scope of social responsibility, supporting research and education, publishing results of research and conduct facilities for this purpose.

Mission of Pinar Institute is support scientific projects, show presence in information networks and conduct training facilities to in order to create public awareness on food, health and nutrition as well as on good quality.

The Institute is free of commercial activities of Yaşar Food Group, is a non-profit making organization committed to ethical values. Scientific Board, Management Board and Institute Directorate are main bodies of the Institute. It is governed by decisions of the Management Board with guidance of Scientific Board.

In order to guide operations of the Institute, the Management Board consisting of Yaşar Group representatives and academics started its work with the Chairperson and members. Numerical majority of the members of Institute Management Board are academics. Thus, activities of the Institute can be managed independently.

Pinar Institute takes active part in work of National Food Technology Platform, member of the Food for Life Platform, which is one of the very important technology platforms of the European Union. Furthermore, the Institute also participated actively in work of TÜBİTAK "Priority Area Calls". It contributed to identification of research areas required in food and beverage fields in Turkey.

Parallel to its mission and vision, Pinar Institute carries out its operations to contribute to raising health individuals for society, which is also one of the main objectives of National Health policies of the Ministry of Health.



## Added Value to Lives of Our Consumers: Customer Satisfaction

As committed in "Integrated management Systems Policy", Çamlı Feed and Fattening targeting "Full Customer Satisfaction" analyzes criteria to measure customer satisfaction in line with management system objective twice a year.

Communication with customers is enhanced by feedback from employees with direct contact with customers and sales meetings. Furthermore, customer satisfaction is endeavored by procured consultancy services.

Dyo Coating applies "customer satisfaction survey" to its industrial customer, "polish master survey" to its furniture polish masters, "implementer survey" to its OTB masters, "dyolog survey" to its construction masters and "distributor satisfaction survey"

to its distributors of construction coats. Aim is to measure different sector expectations accurately and take appropriate actions. Moreover, satisfaction survey is also conducted following regional master training.

Satisfaction surveys in construction sector are conducted through "Dyolog" ([www.dyolog.com.tr](http://www.dyolog.com.tr)), call center or [www.birbilenesorun.com.tr](http://www.birbilenesorun.com.tr) website. Data gathered through surveys form feedback basis for actions to be taken as response to changing customer expectations.

Satisfaction rate of Dyo Printing Inks measured via Customer Survey was 92% in 2012. Continuation of this level of satisfaction lies on fast paced training provided by R&D and Technical Assistance departments.

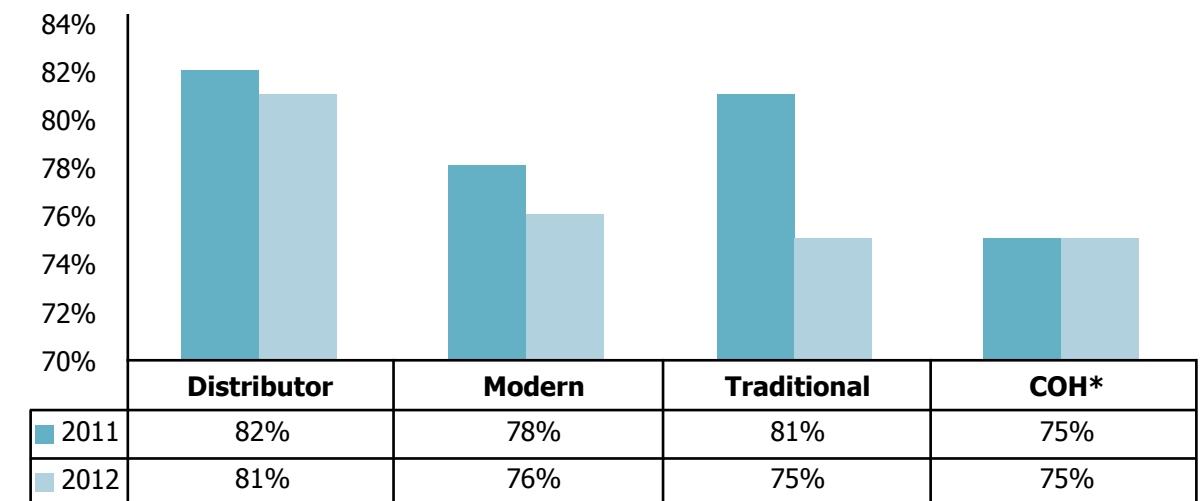
Altın Yunus completed 1st stage renovation of its Marina Apart rooms in March 2012. 2nd stage renovation is planned to be completed before next year holiday season.

Faster and better quality services have been provided and guest satisfaction is enhanced as a result of increase in restaurant capacity, renovation works, improving physical conditions in kitchen areas and design of mobile bars.

Viking Tissue produces paper towel brands Premia, Lily and Lily Dolgun certified as being the first and only paper towels in Turkey appropriate to contact with food products. Certification was done by ISEGA having the most trustworthy independent laboratory of Europe. This certificate guarantees maximum care and protection in materials used in production of paper towels and in production processes.

YBP applies customer satisfaction survey in accordance with results for customers heading under EFQM Excellency Model.

Second YBP Customer Satisfaction Survey was completed this year, which forms 20% of EFQM award grading. Survey to 1.544 YBP customers was applied by sealed envelope system under the project with a trust representation rate of 95%.



(\*) Consumption Outside Home



## Our Social Contribution Projects

### Yaşar Education and Culture Foundation

Yaşar Education and Culture Foundation has provided gratuitous scholarships to 5.445 students since its establishment, and it support activities in education, culture, and arts.

Our foundation not only has undertaken the construction many schools, but it also undertaken the construction of additional buildings, refectory, sports and cultural facilities in line with the needs of existing schools since its establishment. Our foundation has also recovered the science, language, food technology and computer laboratory needs of schools.

Construction of Yaşar Education and Culture Foundation Autistic Children Special Education Practice Center and Work Practice Center with 18 classrooms is initiated in Kahramandere neighborhood, Güzelbahçe District of İzmir



province under framework of educational investments.

Training was delivered to Yaşar Group companies and other organizations and institutions at Yaşar Education and Culture Foundation Durmuş Yaşar Training Center every year.

Our foundation published around 40 works in cultural publications, Atatürk publications, Archeological-Scientific publications and publications in various other areas. It organizes congresses, symposiums and panels aiming at wider dissemination of scientific discussions on current challenges in our country and in the world with emphasis on research and generating solutions.

The Foundation continued financial support to Nysa excavations in 2012 and provided a vehicle to be used at site under its commitment to promotion and protection of our culture and history, support to archeological excavations, publication of findings and promote both at national and international levels as stated in its official act.

One of our important activity is Dyo Art Competition which is continued by our foundation uninterruptedly for 45 years since 1967.

### 45 Years with Dyo Painting Competition

Durmuş Yaşar, the founder of the first coatings factory in Turkey (1954), Dyo, has thought that undertaking an artistic function, as well as economic purposes, is a must in a country like Turkey which is in a struggle for development. Taking this reality as a starting point, the decision to hold a painting contest to encourage the art and the artist was taken in 1967, only 13 years after the establishment of the company.

Dyo Painting Competition was initiated in 1967, being the first private painting competition in Turkey. 944 artists competed with 1585 works at the 35<sup>th</sup> Dyo Painting Competition, which has been organized by Yaşar Education and Culture Foundation since 1993. 58 works were considered for exhibition and 7 works were awarded prizes after evaluation of the Selection Board composed of Prof. Atilla Atar, Prof. Ergin İnan, Prof. Dr. Bedri Karayağmurlar, Prof. Dr. Mustafa Pilevneli, Yalçın Gökçebağ and Abdülkadir Günyaz.

Prize ceremony of the competition was held at Golden Horn Congress Center with participation of former Minister



of Tourism and Culture Mr. Ertuğrul Günay and hosting of Yaşar Holding Chairperson Ms. İdil Yiğitbaşı.

Success prizes of 5 thousand Turkish Liras and 12 thousand Turkish Liras in peinture were awarded to 3 and 4 works, respectively.

As for the works who received awards and were deemed worthy to be displayed in the year 2012, they were met with art enthusiasts in Istanbul. The works will meet the art enthusiasts in İzmir, Antalya, Gaziantep, Ankara, Erzurum, and Russia / Krasnodar in the year 2013.

### Selçuk Yaşar Art Gallery and Painting Museum

Selçuk Yaşar Art Gallery, which is within the body of Selçuk Yaşar Painting Museum, the first private painting museum of Turkey which had opened its doors in the year 1985, opened its doors in 1990.

The Foundation continued its exhibitions in the year 2012 at the gallery located on the bottom floor of the museum, the exhibitions, Reha Yalnızcık, Atilla Atar, Gencay Kasapcı, Naile Akıncı, Karma sergi, Mehmet Fırıncı, Bedri Karayağmurlar, Ergin İnan exhibitions; and it continued its summer exhibitions at Çeşme Altın Yunus Art Gallery with Gültekin Yıldız, F. Öder Ünsal, Ertuğrul Saraç, Hikmet Çetinkaya, Ahmet Yeşil, Sabri Akça, Fevzi Karakoç, and Varol Topaç.



### Support to Other Organizations and Institutions

Book collection campaign initiated in Yaşar Group provided books to 22 schools in Anatolia. Our Foundation provided paint to 13 schools; clothes to 30 students under poor economic conditions educated at village school of Doğanca village of Yeşilyurt District-Tokat province.

37 desks and chairs to Aliğa Cumhuriyet Primary School, 5 computers to Karabağlar Tahir Merzeci Primary School, 10 computer screens and printer for information technologies classroom of Mustafa Saadet Alanyalıoğlu Primary School and 1 PC for students at banking and insurance department of Afyon University Sultandağı Higher Vocational School were donated. The Foundation carried on financial and in kind support to several organizations and institutions through sponsorship in 2012.



## Pınar

Pınar contributing to education, sports and protection of art and cultural assets since its establishment serves the social dimension of sustainability as well.

Pınar continuously carries out corporate social responsibility activities. Supporting intellectual and physical development of children with its products, Pınar also aims at contributing to their personal development through cultural, artistic and sports activities. In this regard, Pınar Painting Competition, Pınar Children Theatre and Pınar Karşıyaka Basketball Team sponsorship stand out as continuous important and sustainable social responsibility projects of our country.

### Pınar Painting Contest

Pınar Painting Contest is being held since 31 years in order to increase the interest of basic education period children to the art of painting and to fine arts, and to raise the painters of the future. In every year Pınar Paint Contest give hundred thousand children an opportunity for drawing their dreams, hopes, and their aspirations.

Pınar Painting Competition taking on mission of guidance to future artists and hosting different

themes each year since 1981, was organized under the theme of "Let's Draw Our Dreams" and record participation was realized.

23 little artists, of whom works were selected among 1.068.440 works, were sent to an art camp for a week in Istanbul. On final day of the art camp the participating students of 31st Pınar Painting Competition were awarded certificates and netbooks. Moreover, one student participated in Art Week was awarded and educational scholarship.

Awareness research conducted by GfK showed that awareness of 20% of Pınar Painting Competition in 2011 increased to 26% in 2012.

23 little artists, of whom works were selected among 1.068.440 works, were sent to an art camp for a week in Istanbul.







### Pınar Children Theatre

Pınar Children Theatre reaching more than three million children for free all around Turkey continues its mission to endear theatre by children. Aiming at making contribution to cultural and personal development of children with each play performed, Pınar Children Theatre also plays an important role in making several actors and actresses known to Turkish theatre.

Pınar Children Theatre, since 1987, have been performing tens of child plays with its prominent staff performed the play named "Hurray I am Growing" in 2011 – 2012 Academic Year.

Awareness research conducted by GFK showed that awareness on Pınar Children Theatre is 20% in 2012.

### Mysterious Boxes Project

"Mysterious Boxes" Project as an interactive workshop developed by London Science Museum in order to develop scientific thinking in children is introduced to children in our country by Pınar and Informal Education/

çocukistanbul. Workshops conducted at Santralistanbul are composed of innovative tools and techniques are introduced and a reflection of scientific thinking process is provided to the children through a unique group work practice.

### Pınar UNICEF Collaboration

Under the scope of "Pınar, UNICEF hand to Hand to Future with Art Project" in recent years, the 3.000 selected paintings competed at Pınar painting Competition are used in original size and special place mats of the paintings were produced. The income generated from sale of those place mats will be utilized by UNICEF in projects supporting children.

For 2012 new year celebrations Pınar made a cooperation with UNICEF to donate to Primary Boarding Schools in Şanlıurfa.

## Our Other Social Contribution Projects



### 3<sup>rd</sup> Traditional Dyolog Fathers Day Competition

3<sup>rd</sup> Traditional Fathers Day Competition was organized by Dyo Coating on 18 June-4 July 2012 addressing Dyolog masters and salesclerks. Dyolog member masters and salesclerks shared the videos or slide shows they prepared with the children.

After evaluation 25 people were awarded prizes.

### Altın Yunus Social Contribution Projects

1.102 pieces of housekeeping, kitchen and service equipment were donated to Alaçatı Tourism Training Center.

Diving organization of Karşıyaka Lions Club for Physically Disabled Individuals was done at our hotel. A group of 50 people with various physical disabilities lived out their first diving experience in our diving school.

Our hotel hosted the event organized for autistic children free of charge this year as well.





## Education and Publications

### Yaşar University

Yaşar University started to provision education and training during the 2002-2003 academic year. Yaşar University, which is among the 5 foundation-supported universities of İzmir, continues to provide education at Alsancak Campus (Preparatory School) and Selçuk Yaşar Campus (Central Campus)

A total of 5.541 students receive education at the Yaşar University and 364 academic 215 administrative personnel work within the body of the institution.

7 faculties with 26 departments, 1 vocational higher school with 11 associate programs, 1 foreign languages Higher Education School, under Social Sciences Institute 22 graduate and 2 doctorate level programs and under Natural Sciences Institute 8 graduate and 2 doctorate programs are embodied at Yaşar University.



The aim of Yaşar University, is to raise its students, as individuals

- Able to easily orient their intellectual potential to business,
- With high design and project skills,
- Able to think in an analytic, systematic, and formal manner,
- Not satisfied with what he has already achieved, always researching and questioning,
- Sensitive to environment and to his own life,
- Able to act with a social responsibility awareness,
- Who participates to civil society activities held within the framework of sensitivity to ethic and aesthetic values.

Yaşar University, whose corporate identity and position is associated with the motto "Science, Unity, Success", has made the courses Design Culture, Project Culture, Research Culture, Human Sciences, Ethics Culture, Aesthetic Culture, and Social Responsibility Project, under the title of Institution Basic Training obligatory for all departments, and ensured these concepts to be adopted by the students.

Yaşar University;

- Has prepared its strategic plan for the period 2011-2015 within the framework of an "international urban university" vision emerged in line with the change agenda,
- It adopted the basic task of "being a high quality education and research institution which established the culture of science and which contributes to the development of society both locally and globally", through taking the competencies of the university as a starting point.

Since 2010-2011 period, the Yaşar University Altın Yunus Student Dormitory, offers its five-star accommodation service of 400 bed capacity to Erasmus Exchange students, alongside students and guest academics.

Yaşar University continues the meticulous high-quality it displays in academic education, also in social organizations and sports and arts activities held with the participation of the students and makes an important contribution to the social life of İzmir. Yaşar University succeeded in inter-university competitions in 2012 – 2013 Academic Year with efforts of several of its sportsmen.



#### A Campus Pushing the Boundaries of International Standards!

The Selçuk Yaşar Campus is an academic space where international standards determined in terms of natural environment and physical space per student criteria are applied. The ramp and lift mechanisms in conformity with the standards were used in order to avoid any circulation problems to be experienced by the physically disabled students.

Besides, consumption of cigarettes and tobacco products are strictly prohibited in both outdoor and indoor areas of the Campus, which is a first in Turkey.

### International Urban University

As an urban university at international standards, many foreign students prefer Yaşar University to continue their education by courtesy of promotion efforts conducted by International Relations and European Union Center, and of students exchange programs and it is an indicator of our recognition in the international platform.

As for another important aspect of our internationalization strategy, it is the reflection of international quality sensitivity in the education to all units of our university, and therefore to our students. An important part of our responsibility towards our students and our work is the world-class quality of the education and the diplomas we give to our students. Yaşar

University English Language Preparatory Class has the honor of being the first Turkish program accredited in the field of English language education, through receiving CEA accreditation. In this way, Yaşar University English Language Preparatory Class became one of the 96 English language programs enjoying CEA accreditation, and the nineteenth such program accredited outside USA.

### EU Center, Erasmus Programs

Our University got "Diploma Supplement Label" in 2011 in scope of our work in harmonization with Bologna process. In 2012-2013 Academic Year, 58 of our students went abroad under Erasmus Youth Program and its projects, 120 Erasmus students were enrolled in our University. In addition, 60 of our personnel lectured abroad and 75 European academics lectured at our University as visiting academics.

### International Relations Office

International Relations Office was established in order to develop international point of view and coordinate international activities of our University. Our Office increases international educational opportunities for our students and academics and integrate campus life with cultures and international dimension.

Students from 25 different countries like USA, UK, Amman, Azerbaijan, Pakistan, Nigeria and Australia are full time enrolled at our University and diversity of student profile at the campus provides an international educational experience.

### Scholarships

Yaşar University contributes to education of students by supporting them through different scholarship opportunities such as Training-Education Scholarship, Academic Success Scholarship, Talent Scholarship, Martyr and Veteran Scholarship, Sheltering Scholarship and International Student Scholarship.

45% of the students enrolled at Yaşar University are benefiting from our different scholarship schemes.

### Social Life

Besides academic education, Yaşar University also supports its students in social terms. Students benefit from opportunities of social and cultural activities, 44 active student communities as well as classical music concerts, exhibitions, conferences and panels organized at the campus.

### New Investments

8 thousand 400 hundred m<sup>2</sup> of land next to Selçuk Yaşar Campus was included in our campus, where Foreign Languages Higher Education School and Vocational Higher School at Alsancak Campus will be moved to the new building in 2013-2014 Academic Year constructed on this land. With this investment, our University will have closed area of 30.000 m<sup>2</sup>.

[www.yasar.edu.tr](http://www.yasar.edu.tr)



## Stakeholders Oriented Training, Meetings and Activities

### Pinar Meat Vocational Training Unit

Pinar Meat Vocational Training Unit was established in 1998 under Pinar Meat because of lack of an organization delivering training on meat and meat products management, which caused challenges in finding trained staff in the sector.

The aim of this program being a pioneer in Turkey is to provide theoretical and practical training to young people between 15-18 years of age eager to learn a trade, who completed their basic education and ready for employment. Following completion of this training, these young people get the opportunity to be part of qualified intermediate staff required by the country. Furthermore, this training enables to maintain work discipline, develop occupational standards at national level and quality standards in production; and increase in productivity.

As of 2012, 24 apprentices polished vocational skills up on meat and meat products management through master instructors in the vocational training unit and 24 students were awarded journeyman certificates. Of the graduates 10 students were employed at Pinar meat after training.

As of yearend, 44 students are being trained at vocational training unit. 305 students were graduated from Pinar Meat Vocational Training Unit since its establishment.

### Yaşam Pınarım Magazine

Yaşam Pınarım Magazine has been published since 2004. It builds bonds between Pinar and its consumers, business partners, academic and bureaucratic environments. Yaşam Pınarım Magazine is published once in every 3 months and distributed free of charge.



### Pinar Newspaper

Pinar Newspaper is published once in every 3 months and distributed to 15.000 milk supply producers, 200-250 contracted veterinarians and producers that Pinar Meat procurement department works with. Newspaper is a good source of information on topics such as fattening, dairy technologies and fattening animal health for dairy and animal husbandry farmers.

### YBP System Projects Bulletin

The bulletin named "News from the System" has been prepared and published once in every 3 months since 2010 by YBP Work Management Directorate and been distributed to all Food Group. The Bulletin informs projects continued or completed by all project teams in Food Group and provides vision to employees regarding technological innovations in the sector.

### YBP Distributor Training

Training delivered on distributor SAP systems and operational processes in 2012 are listed in the table below. New distributors are provided a 10-day training program on SAP transition;

additional training are provided on personnel change, additional cadre and revisions for 4 to 6 days. Training programs are planned monthly at the beginning of each year.

YBP					Overall Total		
Sap Transition	Additional Training	Total Distributer	Total Day	Total Hour	Distributer	Day	Hour
2	41	43	163	1.304			
Pinar Water							
Sap Transition	Additional Training	Total Distributer	Total Day	Total Hour	107	542	4.336
28	21	49	260	2.080			
Dyo Coating							
Sap Transition	Additional Training	Total Distributer	Total Day	Total Hour			
8	7	15	119	952			

### YBP Sales Technics Training

As of 2012, sales techniques training was delivered to our distributors and regional sales personnel. In total 17 sales representative training programs and 5 training programs on Consumption Outside Home Channel were conducted.





### **Dyo Academy**

Applying coat with right techniques is as much important as quality of coat. Thus, Dyo established Dyo Academy training center at Gebze Campus in order to provide training enabling professional coating masters with occupational accreditation and competencies in line with EU harmonization, inform them on new techniques and technologies and to develop personal competencies. The training program is designed in two stages and composed of different modules (interior-exterior coating, wood-metal coating, marine coats application technologies and applications; and technologies of thermal insulation). Successful professional coating masters are awarded with a certificate both undersigned by the Ministry of National Education and Dyo Academy.

Thanks to Dyo Academy Project implemented in several places of Turkey, our 393 masters were certified in 2012.

### **Dyo Master Seminars**

Master seminars were also organized in 2012, which have been conducted Turkey wide and been traditional. Information was provided on vocational development of masters and new products were introduced with participation of 7468 masters.

### **Activities of Dyo Printing Inks**

In cooperation among R&D department and technical service departments, Marmara University and Istanbul University Department of Printing training seminars are organized in order to share technical knowledge and sectoral developments with distributors, sub-distributors, industrial clients and printing masters. Special training seminars in addition to collective training organizations are also carried on.

### **Activities of Çamlı Feed and Fattening**

Business Partners Meeting were held on 11-13 May 2012 with "İzmir A Page Opened to Innovation" theme; Milas Producers Workshop was conducted on 30 March-25 May 2012 and Kemalpaşa-Salihli Seminar on Farm Management and Biosafety in Farms was organized in July 2012.

### **Internship Opportunities to High School and University Students**

Yaşar Group provides internship opportunities with pre-defined quota for high school and university students in order for them to get to know work life and develop themselves. Internship program's objective is to provide on-the job internship to students while it enables Yaşar Group establish a database of qualified candidates. Vocational high school students spend 3 days a week at our company to reinforce their training at school and get to know the work environment they will possibly be working post-graduation. University students do internship at our company in June-September period. Collaboration with Yaşar University and Yaşar Education and Culture Foundation is established and their students enjoy special internship quota. In 2012, 542 university students were enrolled in internship program.

Nonetheless, long term internship program named "Step to Yaşar/Life (YAP)" was managed in 2012 and 6 students were attended as project based interns in Pınar Water and YBP for 6 months. Upon demand from our companies, project based internship program will be carried on in 2013.

### **Our Cooperation with Universities**

Yaşar Group companies support university students not only by supporting their projects but also by taking part in career days organized. In 2012, Yaşar Group companies took part in career days of 6 universities.

Furthermore, Yaşar Group hosts university students at its own companies' premises in the scope of "Yaşar Careers Day". 9 students succeed in various competitions among 25 students selected and invited to the program were provided 1 hour coaching sessions by Yaşar Group managers.

## Sponsorships and Recognitions

### Main Sponsorships

### Other Sponsorships



#### Pınar KSK

Pınar continues its support to sports through sponsorship of Karşıyaka Basketball Team. Since 1998, the basketball team competing in Turkey Premier Basketball League has been supported by advertisements and commercials in order to raise sports awareness in children. Furthermore, around 1.000 children every year benefit from opportunities to do sports at Çiğli Selçuk Yaşar Facilities.

Pınar was the sponsor of the "2<sup>nd</sup> Selçuk Yaşar Football Tournament" organized by Karşıyaka Sports Club Between 01 December 2012-10 January 2013.



#### Pınar Water, official beverage sponsor of Turkey Athletics Federation

Pınar Water have been official beverage sponsor to Turkey Athletics Federation for two years and will continue giving support to national and international organizations as a supplier of beverage.

- Sponsorship to "In Search Of Excellence Symposium" organized by KALDER in 2012
- Sponsorship to Ege University Food Engineering Faculty exterior renovation ,
- Sponsorship to Euro league Women Final Eight Organization,
- Main sponsorship to " National Dairy Summit, Milk and Dairy Industries Conference" between 21-23 May 2012
- Main sponsorship to children's Fest organized by Boğaziçi University Alumni Organization
- Sponsorship to "Safe Food Days" organized by Quality Assurance of Turkey and Bornova Municipality
- Sponsorship to "1th National Energy Efficiency Summit" organized by Ege University
- Sponsorship to "Language Education at an Early Age" symposium
- Sponsorship to "13<sup>th</sup> Pediatric Days" organized by Dokuz Eylül University Hospital School of Nursing between 5-6 April 2012
- Sponsorship to "Autistic Fest" organized by Karşıyaka Municipality and Autistic Child Protection and Guidance Association

- Sponsorship to "8<sup>th</sup> Personal Development Seminars" organized by Dokuz Eylül University
- National Supplier Sponsorship to "Turkey, the Balkans and the World Indoor Athletics Championships" organized by International Association of Athletics Federations
- Sponsorship to "paintistanbul" 2012
- Sponsorship to "Rixos Cup Basketball Tournament
- Sponsorship to "5th National Telekom Izmir Cup Challenger Tennis Tournament"
- Sponsorship to "3<sup>th</sup> Boğazici Regional Partnership Summit" between 13-14-15 December 2012 at Çırağan Palace
- Sponsorship to "3<sup>th</sup> Food R&D Project Market" organized by Aegean Exporters' Association
- Sponsorship to "Turkey Cruise Forum" organized by Seatrade and Izmir Chamber of Commerce in 4 July 2012
- Sponsorship to "One Health: Workshop on Milk and Milk Products" organized by Izmir Chamber of Veterinary in 13 October 2012

- Sponsorship to "11<sup>th</sup> Organization Management Summit" in 15 November 2012
- Sponsorship to " Tire Milk Symposium" organized by Ege University Tire Kutsan Vocational High School in 13 December 2012
- Sponsorship to "Izmir International Theatre Festival " organized by Social Studies of Culture and Arts Foundation between 7-17 December 2012
- Sponsorship to "48th Turkish Pediatrics Congress" at Starlight Congress Center
- Sponsorship to "Era of Customer Marketing Summit" at Lütü Kirdar Congress and Exhibition Hall
- Sponsorship to "World Food Day" organized by Food Industry Employers' Association of Turkey

Additional sponsorships;

- R&D Center Summit,
- Association of Turkish Construction Material Producers Quality Summit,
- Turkey Tennis Tournament,
- Fethiye Tennis-Ski-Mountaineering Club
- Çanakkale Gündoğdu Village Elementary School
- Ege University Piri Reis Research Ship

## Trade Shows and Conventions

Pınar taking place at Yaşar Holding Food and Beverage Group stand at 81<sup>st</sup> İzmir International Fair and exhibited its products.

Pınar participated in GULF FOOD 2012 Fair, the most prestigious and highly participated fair of Middle East taking place in Dubai and had the opportunity of introducing its products to international markets.

4<sup>th</sup> International Golden Cap Cooks Competition organized by Turkey Cooks Federation and Antalya Chiefs Union took place at Antalya Expo Center Fair and Congress Center main sponsored by Pınar. 2.500 cooks/chiefs from all over Turkey attended the competition.

National Gastronomy Meal Contest organized by Uludağ Professional Cooks Association took place at Bursa Merinos Fair and Congress Center main sponsored by Pınar. Around 300 cooks/chiefs from all over Turkey attended the contest.

### Çamlı Feed and Fattening

The company attended Euro Tier Fair on 13-16 November with its prize winning distributors; Future Fish Eurasia 2012 on fish feed on 07-09 June and Agroexpo on cattle feed.

## Recognitions

- FAO prize to Pınar Dairy on Contribution to Food Sector was awarded on World Food Day organized by Turkey Food Employers Trade Union (TÜGİS).

- Dyo Printing Inks was awarded 1st prize in web printing inks category as a result of survey study conducted among all serving to printing industry.

- Dyo Coating was awarded "Environment Prize at Large Scale Company Category" of 18<sup>th</sup> Şehabettin Bilgisu Environment Prize Competition organized by Kocaeli Chamber of Industry.

- In Packaging Moon Stars 2012 Competition organized by Packaging Industrialists Association (PIA), "Pınar Açbitir Salami" and "Pınar Gurme Pastrami" were awarded prizes under packaging materials category and graphical design category, respectively.

- YBP was awarded a thank you plate for its support in 2012 to Altınokta Education and Culture Foundation.

- Altın Yunus Voleyball Team became the Çeşme champion in traditional sports tournament organized by Çeşme District Governorship in 2012.

- According to 2012 2<sup>nd</sup> quarter results of Turkey Customer Satisfaction Index (TCSI) being a joint initiative of KalDer and international research institution KA Research, Pınar, as also been in 2011, was selected the most favorite brand of Turkey in packaged water category.



# GRI Index and UNGC Principles

## GRI Index

GRI Indicators	Related UNGC Indicators	Scope of Report	Reported Part	Page of the Report
Profile				
1. Strategy and Analysis				
1.1 Statement from the most senior decision-maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	UNGC Continued Support Statement	Full	Chairperson's Message Chief Executive Officer's Message	6-7 8-9
2. Organizational Profile				
2.1 Name of the organization		Full	Our Reporting Approach	4-5
2.2 Primary brands, products, and/or services.		Full	Yaşar Holding At a Glance	10-11
2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures		Full	Yaşar Holding At a Glance	10-11
2.4 Location of organization's headquarters		Full	Inside Back Cover	
2.5 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report		Full	Yaşar Holding At a Glance	10-11
2.6 Nature of ownership and legal form		Full	Yaşar Holding At a Glance	10-11
2.7 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)		Full	Yaşar Holding At a Glance	10-11
2.8 Scale of the reporting organization, including: Number of employees, Net sales (for private sector organizations) or net revenues (for public sector organizations), Total capitalization broken down in terms of debt and equity (for private sector organizations); and Quantity of products or services provided		Full	Yaşar Holding At a Glance	10-11
2.9 Significant changes during the reporting period regarding size, structure, or ownership including		Full	Determination of the Report's Content	5
2.10 Awards received in the reporting period.		Full	Recognitions	113
3. Report Parameters				
Report Profile				
3.1 Reporting period (e.g., fiscal/calendar year) for information provided		Full	Our Reporting Approach	4-5
3.2 Date of most recent previous report (if any)		Full		120
3.3 Reporting cycle (annual, biennial, etc.)		Full	Our Reporting Approach	4-5
3.4 Contact point for questions regarding the report or its contents		Full		120
Report Scope and Boundary				
3.5 Process for defining report content, including: Determining materiality, Prioritizing topics within the report, and Identifying stakeholders the organization expects to use the report		Partial	Our Reporting Approach	4-5
3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers) See GRI Boundary Protocol for further guidance.		Full	Our Reporting Approach	4-5

GRI Indicators	Related UNGC Indicators	Scope of Report	Reported Part	Page of the Report
3.7 State any specific limitations on the scope or boundary of the report		Full	Our Reporting Approach	4-5
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations		Full	Determination of the Report's Content	5
3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report		Full	Our Reporting Approach	4-5
3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)		Full	Our Reporting Approach	4-5
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report		Full	Our Reporting Approach	4-5
GRI Content Index				
3.12 Table identifying the location of the Standard Disclosures in the report		Full	GRI Index	114-118
Assurance				
3.13 Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s)			GRI G3 indicators are applied in preparation of this report. No external inspection	
4. Governance, Commitments, and Engagement				
Governance				
4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight		Full	Top Management	28-29
4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement)		Full	Governance at Yaşar Group	30-31
4.3 For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members		Full	Governance at Yaşar Group	30-31

GRI Indicators	Related UNGC Indicators	Scope of Report	Reported Part	Page of the Report
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body		Partial	Governance at Yaşar Group	30-31
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided		Full	Risk Management Business Ethics	34-35 36-37
4.7 Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics		Full	Corporate Reputation Management	32-33
4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation		Full	Sustainability Approach of Yaşar Holding	38-39
4.14 List of stakeholder groups engaged by the organization		Full	Collaboration with Non-Governmental Organizations and Sector Representatives	52-53
4.15 Basis for identification and selection of stakeholders with whom to engage		Partial	Collaboration with Non-Governmental Organizations and Sector Representatives	52-53
<b>Economic</b>				
<b>Disclosure on Management Approach</b>				
EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments			Please refer to following web pages for Economic data <a href="http://www.yasar.com.tr">www.yasar.com.tr</a> <a href="http://www.investyh.com">www.investyh.com</a>	
EC5 Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operations	UNGC 1	Partial	Wage Management System	56
EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operations	UNGC 6	Full	Recruitment Our Employment Data	54-55 80-81
<b>Environmental</b>				
<b>Disclosure on Management Approach</b>				
EN2 Percentage of materials used that are recycled input materials	UNGC 8 UNGC 9	Partial	Packaging Waste and Solid Waste Management	78-79
EN3 Direct energy consumption by primary energy source	UNGC 8	Full	Energy and Combating Climate Change	40-43
EN4 Indirect energy consumption by primary source	UNGC 8	Full	Energy and Combating Climate Change	40-43

GRI Indicators	Related UNGC Indicators	Scope of Report	Reported Part	Page of the Report
EN5 Energy saved due to conservation and efficiency improvements	UNGC 8 UNGC 9	Partial	Energy Efficiency	48-49
EN6 Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	UNGC 8 UNGC 9	Partial	Energy Efficiency	48-49
EN7 Initiatives to reduce indirect energy consumption and reductions achieved	UNGC 8 UNGC 9	Partial	Energy Efficiency	48-49
EN8 Total water withdrawal by source	UNGC 8	Partial	Water Management	76-77
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved	UNGC 7 UNGC 8 UNGC 9	Full	Energy and Combating Climate Change	40-43
EN22 Total weight of waste by type and disposal method	UNGC 8	Partial	Energy Efficiency Packaging Waste and Solid Waste Management	48-49 78-79
EN23 Total number and volume of significant spills	UNGC 8	Full	Packaging Waste and Solid Waste Management	72-73
EN24 Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	UNGC 8	Full	Our Environmental Consciousness and Principles	72-73
EN26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	UNGC 7 UNGC 8 UNGC 9	Full	Our Environmental Consciousness and Principles	78-79
EN27 Percentage of products sold and their packaging materials that are reclaimed by category	UNGC 8 UNGC 9	Full	Packaging Waste and Solid Waste Management	78-79
<b>Labor Practices and Decent Work</b>				
<b>Management Approach</b>				
LA1 Total workforce by employment type, employment contract, and region		Full	Packaging Waste and Solid Waste Management	80-81
LA2 Total number and rate of employee turnover by age group, gender, and region	UNGC 6	Full	Our Employment Data	80-81
LA4 Percentage of employees covered by collective bargaining agreements	UNGC 1 UNGC 3	Full	Union and Collective Bargaining Agreement	70-71
LA5 Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	UNGC 3	Full	Statutory Rights of Employees	57
LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	UNGC 1	Partial	Occupational Safety	66-69
LA8 Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	UNGC 1	Full	Training Programs and Health Controls	66

## UNGC Principles

GRI Indicators	Related UNGC Indicators	Scope of Report	Reported Part	Page of the Report
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LA10 Average hours of training per year per employee by employee category		Full	Employees' Development Rights	60-65
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Subjects	UNGC Principles
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights. Principle 2: Businesses should make sure that they are not complicit in human rights abuses.
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining. Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour. Principle 5: Businesses should uphold the effective abolition of child labour. Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges. Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility. Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.



Report Name	Period	Publication Date	Scope
Yaşar 2009 UNGC COP Report	01.01.2008 - 31.12.2009	30.03.2010	The companies indicated on pages 5-8
Yaşar 2010 UNGC COP Report	01.01.2010 - 31.12.2010	08.04.2011	The companies indicated on pages 9-13
Yaşar 2011 Sustainability Report	01.01.2011 - 31.12.2011	06.07.2012	The companies indicated on pages 12-33
Yaşar 2012 Sustainability Report	01.01.2012 - 31.12.2012	06.07.2013	The companies indicated on pages 14-27

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You may transmit us all your opinions, suggestions, and questions concerning the Sustainability Report printed by the Yaşar Group to the e-mail address specified below:

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#### We express our thanks to Sustainability Reporting Team Members

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