

# Yaşar 2009

Global Compact / Communication on Progress





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**İdil YİĞİTBAŞI**

*Chairperson of the Board*

As the Yaşar Group we are aware that we have an obligation to carry out our activities today for a better tomorrow and with an eye on the needs of future generations. As one indication of the importance that we give, because of that awareness, to sustainable development and to corporate social responsibility, we signed the United Nations Global Compact (UNGC) on 12 November 2007 and joined the Global Compact Network.

When we first examined the Global Compact we immediately realized that there was a close relationship between UNGC principles and our own group's values and strategies. As a corporate group with cross-border investments and partnerships and seeking to pursue growth and to make our brands even stronger in the international arena, we decided that we should join the UNGC network in order to internalize global best practices ourselves and to better show our stakeholders that the value which our companies create for society go far beyond the products and services that they supply.

Both Selçuk Yaşar, our group's honorary president, and his father Durmuş Yaşar contributed greatly towards the culture

and values that make up the foundation of the Yaşar Group today. It was Selçuk Yaşar who once said "Attempting to remedy inequality and eliminate economic problems without losing our freedoms is only possible through modern management. Primitive capitalism has a number of faults, such as its indifference to the troubles of those who work for a living." Interestingly that observation points to the very heart of UNGC, whose starting point is to find ways to resolve, at the global level, the problems that globalization leads to even while it is creating opportunities.

The literacy courses that Dyo launched in the 1960s and the benefits which that company provided to its employees made it possible for people to look to the future with greater confidence. In its day, Dyo led the way forward in practices that were eventually to become widespread.

Our decision to join the UNGC network was also influenced by the fact that one of our principal business lines is foods and beverages manufacturing, an endeavor whose raw materials are supplied by nature itself. As the Yaşar Group we are well aware of how indispensable environmental sustainability is to the food and

beverages industry. It is out of that awareness that we have been making social responsibility projects capable of having an impact on sustainable development an essential part of our activities ever since we first started doing business.

In the years following the opening of the Pinar dairy plant in 1975 the company, Pinar Süt, determined and announced a price schedule which would make dairy farming a profitable activity for 479 villages. By regularly buying up milk from producers even during weekends and holidays, Pinar Süt single-handedly created a market that dairy farmers could be sure of selling their produce to. But that was not all: the company supplied producers with discount-priced feeds that were specially designed to boost milk production and it even offered to sell them high-yield dairy cattle repayable from their milk sale proceeds on two-year terms. Traveling teams of veterinarians and zootechnicians moved from village to village educating farmers and distributing training materials that dealt with a variety of important issues. For the first time producers received payment for their efforts right in their own villages.

At a time when such concepts as “corporate social citizen”, “corporate social responsibility”, “sustainable development”, and “sustainable consumption” did not yet exist in the ordinary lexicon or appear on company agendas, the Yaşar Group was already supporting the farming and livestock raising industries that make up the first vital link of our food chain. It was already engaged in a dialog with its most important stakeholders: its suppliers.

There have been many examples like this in the 64-year history of the Yaşar Group. Launched in 1962 as the first such venture undertaken by a private-sector concern, the Dyo Art Competition was held for the 33rd time in 2008. A sterling example of how industry and art can join forces to create beauty, the aim of the Dyo competition is to support Turkish art. The Yaşar Group’s donation and funding of a village theater in 1969 is still more evidence of how far back our sense of corporate social responsibility extends.

Not only has the Yaşar Group made significant contributions to education, sport, and art and to the protection of our cultural heritage since the day it was founded, it is committed to doing so in the future as well.

We know that fulfillment of UNGC principles is an ongoing, long-term process of performance development. The greatest encouragement for us will be to see all of our stakeholders of every sort taking part in this process in the course of time. That is because it is only through mutual dialog and learning in which our companies and stakeholders take part that we will all make increasingly greater progress towards the fulfillment of UNGC principles. May the path that we advance along together with our stakeholders be full of success.



**Dr. Mehmet AKTAŞ**

*Chief Executive Officer*

It gives us pleasure to share with you this first “Communication on Progress”, one of the most important reports published under the UN Global Compact (UNGC) that we signed in 2007.

This is a time when our stakeholders are making ever greater demands of us with respect to our performance in line with universally recognized principles. We have thus prepared this report out of our awareness that stakeholders who seek detailed information about companies want to know more than just what appears in the financial statements. In particular, global warming and the changes that it may bring about in our world are issues of ever greater importance on everyone's agenda today. Nicholas Stern, a former chief economist and senior vice-president of the World Bank, has said that climate change will cost the world economy as much as five and a half trillion dollars and that it could cost even more unless measures are taken. The economic dimensions of global warming have only begun to be debated. The more that the possible impact on the banking, energy, agriculture, and food industries are talked about, the more strategic priorities are being re-

considered and strategic goals are reshaped around the concept of sustainability. UNGC principles succinctly and unmistakably sum up are essential for sustainability.

Our immediate aims are to determine our companies' current standing vis-à-vis UNGC principles and to identify our goals by means of more hard data as time progresses. Our ultimate goal is to make UNGC an ever more integral part of our everyday lives so as to assist us in achieving our business objectives.



# Yaşar Holding A.Ş.

<b>Company name:</b>	Yaşar Holding A.Ş.
<b>Address:</b>	Şehit Fethi Bey Cad. No:120 35210 İzmir, Türkiye
<b>Contact person and position:</b>	Ms. Dilek EMİL Corporate Affairs, Coordinator
<b>Contact information:</b>	Tel: +90 312 294 92 00 E-mail: dilekemil@yasar.com.tr
<b>UNGC member since:</b>	12 November 2007
<b>Number of employees:</b>	6.500
<b>Principal business activities:</b>	Food & beverages, paints, agricultural produce, paper, services & trade

A little shop in İzmir's Şeritçiler Çarşısı district which Durmuş Yaşar opened in 1927 and from which he sold marine equipments and paints was the "Durmuş Yaşar Establishment" that eventually became the core of the Yaşar Group. Consisting of 23 companies (seven of them included in the Fortune 500 Turkish lea-

gue table) and two charitable foundations, the group today provides employment for about 6,500 people. Thousands of people benefit from the commercial enterprises and social facilities that the Yaşar Group has created. The Food & Beverages Group's dealers, suppliers, and other business partners alone number

more than half a million.

Active in food & beverages, paints, agricultural produce, paper, and services & trade, the Yaşar Group booked a total turnover amounting to TRL 2.4 billion (USD 1.4 billion), which corresponds to a year-on rise of 7%.



### **Pınar Süt Mamulleri Sanayii A.Ş. (Pınar Süt)**

Founded in İzmir in 1975 as the biggest venture of its kind in the Middle East and the most advanced in Europe, Pınar Süt (Pınar Dairy) quickly earned a well-deserved reputation among Turkish consumers with its diversified range of innovative, wholesome, flavorful, and nutritious products.

More than just a major supplier of milk and dairy products to the domestic market in Turkey, Pınar Süt is advancing rapidly towards becoming a “global brand” while exporting its products to leading national markets around the world. The author of many firsts since 1975, Pınar Süt single-handedly pioneered the concept of standardized, wholesome dairy products in Turkey.

Employing advanced technology to produce the milk and dairy products that are essential to good nutrition and to deliver them to consumers, Pınar Süt contributes towards greater dairy production in Turkey by continuously supporting its more than 35,000 producers and maximizing the benefit of their efforts for all concerned.

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



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

The first integrated meat processing plant in Turkey conforming to EU and other international norms, Pınar Et (Pınar Meats) since the day it was founded has been supplying consumers with wholesome, reliable, and tasty meats and meat products while focusing on both quality and hygiene.

Pınar Et leads its sector by virtue of the confidence that its quality inspires among consumers. Seeking to offer diversified products to consumers in identified target markets, Pınar Et engages in constant R&D and marketing activities while exporting its goods to many different countries.

Constantly reviewing and revising its product portfolio in line with the wishes, expectations, and needs of consumers, Pınar Et also gives the utmost attention to today’s crucially important issues of food safety and traceability. In its annual inspections by the European Food Safety Inspection Service (EFSA), and independent food inspection agency, Pınar Et consistently receives the highest marks, thereby demonstrating that it is worthy of the confidence that consumers have in its products.

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



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

The pioneer of the bottled water sector in Turkey, Pınar Su introduced the first natural spring water bottled in non-returnable bottles to the country’s market in 1984.

Today Pınar Su supplies natural mineral water obtained from Madran, Çamlıca, and Toros springs under the “Pınar Yaşam Pınarım” [Pınar: Fountain of Life] trademark to appreciative consumers both in Turkey and in the countries to which it is exported.

The “natural mineral water” statement on every Pınar Yaşam Pınarım container assures consumers that the water which they’re drinking is wholesome, is naturally balanced in terms of mineral content, and most important of all is bottled exactly as it comes from the source without having been impaired or altered in any way whatsoever as a result of any processing.

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





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

YBP (Yaşar United Marketing, Distribution, Tourism, and Trade Inc) carries out the sale and distribution of the products bearing the Pınar brand, the leading name in Turkey's food sector, employing huge fleet of vehicles and a strong team of customer-focused, experienced people who are specialized in the company's business lines. YBP supplies more than 600 items in all categories of the Pınar label to 152,000 points of sale.

With its customer-focused sales specialists and experienced dealers numbering a hundred or so, YBP continues to build on its productivity-based mass distribution strategy day by day. In addition to its own (Pınar) brand products, since 2004 YBP has also been successfully selling and distributing Nutella, Kinder, and Bueno-brand goods made by Ferrero, the giant Italian manufacturer of chocolate and other confectionery products.

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



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

Turkey's first foreign-financed and privately-owned paper manufacturer, Viking Kağıt ve Selüloz AŞ (Viking Paper and Cellulose Inc) was originally founded in İzmir's Aliğa township in 1969 and joined the Yaşar Group in 1982. Since 1996, Viking has been active in national and international markets in the finished and semi-finished household paper product business lines.

The company's basic strategies consist of pursuing growth and defending its market position in household paper products by offering superior goods that appeal to consumers while taking maximum advantage of brand and delivery channel strengths and also of increasing its exports by focusing on end-product sales in international markets.

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



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

Located in İzmir's Çeşme township, Altın Yunus is a holiday village that has been at the service of Turkey's tourism industry since 1974. Situated on 140,000 m<sup>2</sup> of grounds with 465 rooms and a bed capacity of 1,080, Altın Yunus is one of Turkey's biggest resorts. Its many pioneering innovations have contributed greatly to the progress of tourism in Turkey.

In addition to being a popular summer resort with its first-class facilities, marina, and blue-flag beach, Altın Yunus attracts winter visitors with its thermal springs and is also a health tourism destination thanks to the thalassotherapy pool in its Bio Venus unit. Altın Yunus is also capable of hosting events such as congresses, seminars, receptions, and business meetings year-round.

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



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

Dyo Boya Fabrikaları Sanayi ve Ticaret AŞ (Dyo Paint Factories Industry and Trade Inc) manufactures paints for the construction and metalworking industries and for marine applications; paints, varnishes, synthetic resins, and polyester compounds used in furniture making; paints for automobile repair work; heat insulation materials; and brushes and rollers. The company has two production plants located in İzmir-Çiğli and in Gebze-Dilovası.

The Çiğli plant concentrates on making furniture paints and varnishes, industrial-application paints, special-purpose paints and polyesters, synthetic resins, and automotive repair paints. The plant's superior technology and extensive capacity make it one of the sector's leading manufacturers. Located on 67,000 m<sup>2</sup> of grounds, the Dyo Boya Çiğli factory is the biggest facility in the sector in Turkey.

Employing a proprietary system capable of formulating more than six thousand hues, the company manufactures a wide range of products for use in applications ranging from building interiors and exteriors to metal and wood surfaces. Dyo Boya

operates 220 color mixers and 24 color centers that are conveniently accessible to users everywhere in the country. In addition to swatch cards showing the full range of colors, the company also supplies seven-color "softone" swatch cards that take changing tastes into account and in line with consumer preferences.

Known for its strong focus on research and development, Dyo Boya once again added to its reputation for innovation and leadership in the second half of 2005 by sparking a revolution in the sector with its introduction of the first nanotechnology products to the Turkish market. The company authored yet another first in the industry by receiving a patent from the Turkish Patents Institute for its nanotech paint products. The nanotech paints that Dyo Boya has launched to date are marketed under the names Nanoipekmat, Nanomat, Nanotex, Nanosön, Nanolacke, Nano Ahşap, and Nano Marine.

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





### **Bornova Matbaa Mürekkepleri San. Ve Tic. A.Ş. (Bornova M.M.)**

Controlling a more than 40% share of the market for printer's inks in Turkey, Bornova MM is the leading and only fully integrated manufacturer in its sector with a 20,000 ton annual production capacity and with marketing and sales forces that make it a potent force in all aspects of newspaper, magazine, photo-offset, metal packaging system, serigraphy, flexo, and rotogravure printing inks

With a network of 40 dealerships, Bornova MM is able to reach printers all over Turkey. An efficient dispensing system consisting of the main plant in İzmir's Bornova township, an İstanbul-based "Color Construction Center", and dealerships allow the company to produce customized inks capable of satisfying customers' individual needs in the least amount of time.

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



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

Çamlı Yem initially got its start in 1983 as a manufacturer whose only product was cattle feed. As time passed, the company began to take lead in the agriculture and livestock industries by virtue of the principles to which it committed itself. In the course of more than a quarter of a century, Çamlı Yem has contributed greatly towards the growth and development of a thoroughly modern sector that has the advantage of tremendous competitive strength.

Having expanded into many different business lines, Çamlı Yem today has become a comprehensive farming, livestock raising, and fisheries group which has a presence at every link of the food chain from farm to the table with hundreds of different products ranging from feeds and feedlots to fish farming and fertilizers.

It is Çamlı Yem's principle to pursue growth by focusing on supplying products and services that are the result of using modern production methods and advanced technology, on distinguishing itself through continuous development while also maintaining its standing as a quality leader. Çamlı Yem has been audited by

Certification of Environmental Standards GmbH (CERES) and is accredited as an "organic agricultural enterprise".

Çamlı Yem, aware of its responsibilities towards both the sector in which it is active and the community of which it is a part, always abides by its principle of engaging in production that is sensitive to ethical values, to animal wellbeing, and to the environment. Recognizing the fundamental importance of intellectual capital in today's information society, the company regularly invests in knowledge, education, and research. Çamlı Yem creates strong working relationships with producers, suppliers, companies, and retailers in its ongoing efforts to maximize production efficiencies and to foster the growth and development of its market.

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



- We as the Yaşar Group support the internationally recognized United Nations Declaration on Human Rights in any area in which may be impacted by any of our activities.
- We respect our employees' rights and liberties.
- We do not employ children in any capacity whatsoever in our businesses and are absolutely opposed to child labor.
- We seek to eliminate discrimination of any kind in our workplaces.
- In its efforts to be a corporate social citizen aware of its responsibilities, the Yaşar Group's activities are informed by with environmental awareness and a desire to avoid causing environmental damage.
- The Yaşar Group supports efforts to combat dishonesty, bribery, and any and all other forms of corruption.



Our  
Corporate  
Social  
Responsibility  
Activities

# Yaşar Eğitim ve Kültür Vakfı

Yaşar Eğitim ve Kültür Vakfı (Yaşar Education and Culture Foundation) engages in a variety of activities in the areas of education, culture, and art. Since its inception the foundation has provided gratuitous scholarships to 4,826 students.

## Schools

- Ege University Yaşar Eğitim ve Kültür Vakfı Primary School (1985)
- İstanbul University Faculty of Business Prof İsmet Alkan Cafeteria (1984)
- T. Tuborg AŞ 100.Yıl Sport and Culture Complex (1980)
- Karşiyaka Ankara Primary School Durmuş Yaşar Pavilion
- Karşiyaka Alaybey Selçuk Yaşar Primary School (1993)
- Durmuş Yaşar Primary School (1974 original construction / 1998 annex)
- Selçuk Yaşar Painting Industry Professional Lycee (2002)
- Çeşme / Alaçatı Yaşar Eğitim ve Kültür Vakfı Lycee (2004 construction started / 2005 opened)
- Diyarbakır / Kayapınar Yaşar Eğitim ve

Kültür Vakfı Primary School (2006 construction started / 2008 opened)

- Çeşme / Alaçatı Yaşar Eğitim ve Kültür Vakfı Lycee Annex (2009 opened)

## Laboratories

- Melih Tunçay Primary School Science Laboratory
- Celal Bayar University Language Laboratory
- Celal Bayar University Professional College Food Technology Laboratory
- Metaş Primary School Science Laboratory
- Urla Multiprogram Lycee Laboratory equipment
- Karşiyaka Alaybey Selçuk Yaşar Primary School Science Laboratory
- Çeşme / Alaçatı Yaşar Eğitim ve Kültür Vakfı Multiprogram Lycee Computer Laboratory (2005)

## Seminars

- “Flexibility in Professional Life” (1993)
- “Changing Working Conditions for Economic Reasons” (1995)



- Ege University Faculty of Law “Equality among the Sexes” (symposium sponsorship, 1998)

- Multinational Firms and Emerging Economies in the Globalization Process (1998)

- “The Atatürk Revolutions and the Changing Role of Turkish Women in Social, Political, and Economic” (panel discussion in collaboration with Yaşar University, 2003)

- “Changes in the Trade Unions Act, in Collective Bargaining Agreements, and in the Strikes and Lockouts Act and Employee and Employer Expectations” (panel discussion in collaboration with Bornova Rotary Club, 2004)

- “Social Edification and Education concerning Wholesome Nutrition for Children and Young People” (panel discussion in collaboration with Yaşar University, 2006)

- “Milk: First and Forever in Nutrition” (panel discussion in collaboration with Ege University Department of Food Engineering, 2007)

Since its inception, the Yaşar Education and Culture Foundation has undertaken the publication of works on a variety of cultural, historical, archaeological, and

scientific subjects.

### Our publications

- Foreign Investment: Beneficial or Detrimental? (Yaşar Eğitim ve Kültür Vakfı, İzmir, 1978)

- Erythrai (Professor Ekrem Akurgal, Tifset AŞ, İzmir, 1979)

- Tourists’ Paradise: The Aegean (DYO Cultural Publication 4, İzmir, 1967)

- The Art of Turkish Cooking (Neşet Eren, Abaloji Matbaacılık, İzmir, 1982)

- Things that Mustafa Kemal Atatürk wrote and said (M. Sunullah Arısoy, Turkish Historical Society, Ankara, 1989)

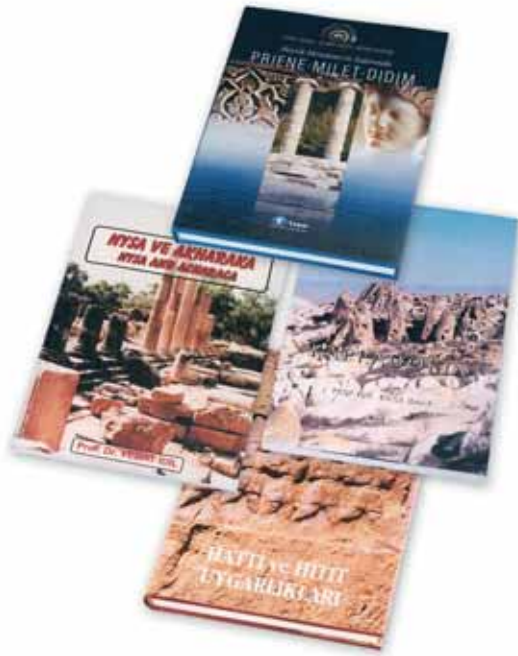
- From Gazi Mustafa Kemal Atatürk to Us (vol I, M. Sunullah Arısoy, Hürriyet Vakfı Yayınları, İstanbul, 1987)

- K. Atatürk (Prof Feridun Ergin, Yaşar Eğitim ve Kültür Vakfı, İzmir, 1978)

- How primary school teachers regard Atatürk and what they relate about him (Yaşar Eğitim ve Kültür Vakfı, İzmir)

- Atatürk and Atatürk Principles (Sabri Tavazir, Yaşar Eğitim ve Kültür Vakfı, İzmir)





- Atatürk Conferences during the Atatürk Centenary (Prof Hasan Olalı, Yaşar Eğitim ve Kültür Vakfı, İzmir, 1981)
- Kemalist Ideology: Political and Economic Aspects (Prof İsmet Giritli, Yaşar Eğitim ve Kültür Vakfı, İzmir, 1981)
- İzmir in History (Dr M. Çınay Atay, Yaşar Eğitim ve Kültür Vakfı, İzmir, 1978)
- The Turkish Economy during the Atatürk Period (Prof Feridun Ergin, Yaşar Eğitim ve Kültür Vakfı, İzmir, 1977)
- The First Turkish Seafaring Principalities of the Aegean Sea (Türkmen Parlak, Yaşar Eğitim ve Kültür Vakfı, İzmir, 1979)
- Atatürk Loved Children Very Much (İsmail Sivri, Yaşar Eğitim ve Kültür Vakfı, İzmir, 1979)
- Living Atatürk Principals and Young People (Yaşar Eğitim ve Kültür Vakfı, İzmir)
- The drama of state and resin that is unfolding in our forests (Selçuk Yaşar, Yaşar Eğitim ve Kültür Vakfı, İzmir, 1978)
- Business Economics and Management (Dr Muammer Doğan, Yaşar Eğitim ve Kültür Vakfı, İzmir, 1982)
- Social Tourism (Öcal Usta, Yaşar Eğitim ve Kültür Vakfı, İzmir, 1982)
- Handbook for Diabetics (Dr Ahmet Kocabaş, 1978)
- Basic Organic Chemistry
- Introduction to Chemical Analysis
- An essay on the urban monography of Manisa during the Republican period
- A survey of chemical fertilizer supply and use in the prairie villages of Manisa central township (Dr Latif Çağlayan, Yaşar Eğitim ve Kültür Vakfı, İzmir, 1983)
- 25th year in Turkish painting (series)
- Flexibility in Professional Life (collected papers, 1993)
- Current problems in stock raising in Turkey (1993)
- The Aegean and İzmir in Antiquity (Prof Ekrem Akurgal, Yaşar Eğitim ve Kültür Vakfı, İzmir)
- The Hatti and Hittite Civilizations (Prof Ekrem Akurgal, Yaşar Eğitim ve Kültür Vakfı, İzmir)
- History and Art of the Urartu Kingdom





# 41 Years of Dyo Art Competitions



Durmuş Yaşar, who founded the first paint factory (Durmuş Yaşar & Sons) in Turkey, believed that it was essential in an developing country such as Turkey to undertake artistic functions in addition to having economic objectives. Taking this conviction as his point of departure, thirteen years after the firm was set up it was decided to organize a regular series of art competitions with the aims of encouraging art and artists and of making a contribution to Turkish painting.

The first art competition organized by a privately-owned company in Turkey, the Dyo Art Competition quickly evolved into an event that attracted artists and played an important role in encouraging artistic activities throughout Turkey's Aegean region.

In the first Dyo Art Competition, which took place in 1967, 91 artists submitted a total of 271 works of which 44 were deemed worthy of exhibition. The members of the first jury were Turgay Gönenç, Turgut Pura, Güven Zeyrek and Vedat Mavitan. The first Dyo Art Competition prizes were awarded to the artists Metin Eloğlu, Fahri Sümer, and Şeref Bigalı.

With the next year's competition, the scope of the event was broadened somewhat though it still focused on Aegean region artists. In 1968 the number of participating artists increased from 91 to 119 while 65 works were exhibited.

After the third competition, the foundation began receiving a large number of requests to expand the scope of the event to include all of Turkey however it was decided to limit participation to Aegean artists for the time being. The number of applicants for the fourth competition was so great that the works had to be judged in two separate categories. That year Şeref Bigalı received his fourth Dyo Art Competition award.

In 1973, on the occasion of the 50th anniversary of the founding of the Republic

of Turkey, Dyo decided to expand the scope of the contest to include all of Turkey. Thus began the second phase of the Dyo Art Competition, in which its “The Art of Turkish Painting” exhibitions were repeated in Ankara and İstanbul after taking place in İzmir.

In all matters pertaining to the formation of competition juries, to the conduct of exhibitions, to protecting works by having them insured at their purchase prices from the moment they are accepted, to the opening and conclusion of contests, to media announcements, and to the transport and display of works, the utmost attention is always given to compliance with publicly disclosed standards and to the safeguarding of artists' rights and interests.

The strong interest shown in the Dyo Art Competition over the years has encouraged the foundation to mount exhibitions in different parts of Turkey in line with its aim of making art more accessible to the public at large. The Dyo Art Competition exhibitions began touring Turkish cities while contest shows were held for audiences in Eskişehir, Bursa, Trabzon, Antalya, Konya, Adana, Denizli, and Gaziantep.



In response to the increasingly greater interest being shown in the Yaşar Education and Culture Foundation's Dyo Art Competition, the scope of the event was broadened and with the 29th round, 1,163 works were submitted by 653 artists not just from all over Turkey but also, and for the first time, from Cyprus, Sweden, and Romania as well. Dyo Art Competition shows made their first international ventures with exhibitions held in Cyprus and Romania while at home the exhibitions added new venues such as Samsun, Mersin, Şanlıurfa, and Erzurum to the list of stopping-places.

30 years in Turkish Painting, an exhibition catalogue containing information about the works and their artists and entitled was published for the 30th Dyo Art Competition.

Artists from Greece, Italy, and Sweden submitted works in the 30th Dyo Art Competition, on whose jury the artist Ferruh Başağa participated for the seventh time.

The award ceremony for the 32nd Dyo Art Competition was held at the restored premises of what had been the Imperial Arsenal during Ottoman times. For this event, 828 artists submitted 1,400 works. Contest shows were held in Eskişehir, Hatay, Samsun, Ankara, Trabzon, Van, and İzmir.

At the 33rd Dyo Art Competition, artist Turan Erol, a professor at the academy, was a member of the jury for the 9th time. The contest's shows were also held for the first time in the cities of Edirne and Malatya.

Dyo Art Competitions are unique events in that they afford opportunities to view the current work and progress of a huge cross-section of artists ranging from well-established professionals to talented but otherwise unknown newcomers. Dyo Art Competitions also provide a general overview of the latest developments in art along with glimpses of new trends and explorations.



Pinar Kido Children's Theater



Zeynep Ekiz  
Hakan Akbryik İlköğretim Okulu  
ANKARA

Pinar Kido Art Competition



Pinar KSK



TOBAV & Pinar "Listen to Me"

# Pinar:

## Corporate Social Responsibility Activities

### Social and cultural activities

Since the day it was founded, Pinar has sought to provide its consumers with a better life through both its products and its services while also contributing towards their physical and intellectual development and to the health and well-being of future generations. In keeping with this overall objective, Pinar has been undertaking corporate social responsibility projects and supporting education, sport, culture, and art since 1975.

### Pinar Kido Children's Theater

In addition to supporting the physical and mental development of children through its products, Pinar also gives importance to activities in the areas of culture and art. Since 1987, the Pinar Kido Children's Theater has been employing a professional team of performers, directors, designers, and backstage crews to mount dozens of programs specially designed to appeal to children. During each year's theater season, the Pinar Kido Children's Theater appears before audiences in schools that it visits in İstanbul, İzmir, Bursa, and Eskişehir in addition to going on tour and giving performances in other

parts of the country for thousands of children who might not otherwise have a chance to experience theater. In the course of 22 years, the Pinar Kido Children's Theater has put on free of charge performances attended by about 2,220,000 children. The theater has also been instrumental in launching the careers of many of today's well-known performers such as Bülent İnal, Vahide Gördüm, and Özgür Ozan.

### Pinar Kido Art Competition

The Pinar Kido Art Competition has been held for 28 years with the aims of increasing primary school children's interest in art and of contributing towards the development of the artists of the future. Children from all over Turkey take part in the Pinar Kido Art Competition, which has been focusing on a different theme each year since it was inaugurated in 1981. The contest continues to fulfill its mission of discovering and encouraging the artistic talents of children today. The most recent round of the competition attracted a record-breaking 799,182 participants. Twenty-two children from Turkey's seven geographical regions and from the Turkish Republic of Northern Cyprus whose





works were selected by a jury of educators and professional artists were awarded a laptop computer each and a chance to take part in a one-week art camp in İstanbul under the direction of the well-known artist Hüsamettin Koçan. The talented young artists taking part in workshops kitted out with professional equipment and supplies received certificates at an award ceremony held at the conclusion of the camp.

## Sport

### Pınar KSK

Pınar has been sponsoring Pınar Karşıyaka, a basketball team that has been contending in the Turkish Premier Basketball League since 1998. A thousand children benefit from the facilities of Cigli Selcuk Yasar sports center every year.

## Education

### Apprentices School

The Pınar Et Professional Training Unit was launched in 1998 to provide professional education in meat and meat product operations and management in order to provide trained people for a business line that lacks any other source of

professional training in our country. The first such undertaking of its kind in Turkey, the unit's objectives are to provide young people in the 15-18 age group who have completed primary school education and who must go to work with theoretical and practical training to make them qualified to pursue a profession for which there is considerable unsatisfied demand in the country. Since opening its doors, the Pınar Et Apprentices School has turned out 242 graduates.

## Joint CSR projects with NGOs

### TOBAV & Pınar

Under the "Listen to Me" project prepared by the İzmir branch of the State Theatre, Opera and Ballet Employees Foundation (TOBAV) with the support of Yaşar Holding Foods Group company Pınar acting as prime sponsor, training is to be provided to seventy musically talented children and youths who would not be able to develop and make use of those talents without social, cultural, and economic support. The project, which will last for nine months, focuses on achieving equality of opportunity in education while making it possible for young participants to take the first

steps towards a career in music. Participants in the program will be encouraged to make the most of their abilities as they prepare themselves for the admission examinations in order to attend fine arts lycees, state conservatories, university music departments, and other music schools.

## Public education

## Yaşam Pınarım

First appearing in 2004, Yaşam Pınarım is a magazine published by Pınar that seeks to establish and maintain bonds between the company and its consumers and business partners and with academic and governmental circles. Employing an engaging style and delivering unique content, Yaşam Pınarım is published every month in 10,000 copies that are distributed free of charge.

## Pınar

Pınar is a quarterly newsletter published in 20,000 copies. Intended mainly for the company's producers, Pınar is an important source of information for meat and dairy farmers.



# Yaşar University



Yaşar University, a private university located in Izmir on the scenic west coast of Turkey, was established in 2001 by Selçuk Yaşar Sports and Education Foundation. The University's links with the business sector and global universities make the campus an ideal environment for personal development and learning.

The University, with its growing national and international profile, traces a prestigious path that is committed to quality. With its roots firmly embedded in the city of Izmir, the University takes pride in fostering ties with local organisations and proactively being involved in community projects. Regular media coverage - 615 news items over the last twelve months - feature a selection of award winning students and staff, new ventures and partnerships. Since 2004 the University has established active Erasmus links with 61 universities in a range of 22 countries.

Students are given every opportunity to make the most of their university years; a professional education in a supportive learning environment. The University offers over 40 degree programmes at undergra-

duate and postgraduate level in the following areas:- Communication, Economics and Administrative Sciences, Architecture, Art and Design, Sciences, Language and Literature, Engineering and Law. There are two Graduate Schools (Social Sciences and Applied Sciences), as well as a Vocational School.

The University is known for:

- English medium teaching and a student-centered approach
- Tuition given by leading Turkish and international academic staff
- A range of elective courses all with European transferable credits
- Competitive scholarship opportunities for students
- A purpose-built campus and sports facilities in the heart of Izmir

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





Global  
Compact  
Principles  
and  
Our Companies

# 1. Human Rights

## **1.1. Our goal is to refrain from employing anyone who is not at least eighteen years old in our business operations.**

Lycee and university students may only be employed in our companies as trainees in support of their formal academic education as spelled out in the Professional Education Act (Statute 3308).

### Pınar Et

Through the company's professional training unit, training and educational opportunities are provided to children who would otherwise be unable to continue their formal education. Students receive apprentice-level training and skills by working alongside master instructors who are qualified in meat and meat product operations and management.

### Pınar Süt

Professional lycee students spend up to three days a week working as trainees in our factories in order to reinforce their academic training and to become accomplished in the jobs that they will be doing once they have graduated. After graduation, such students are given pre-

ference when hiring for positions in units where they worked as trainees.

## **1.2. Trade unions and collective bargaining agreements**

All Pınar Süt personnel are employed under indefinite-term work agreements as per requirements of the labor law (Statute 4857). Under the terms of their agreements, the company's contractors and subcontractors are required to employ only people who are covered by social security.

### Dyo Boya

The rights of the company's employees are governed and protected by a workplace collective bargaining agreement entered into between their employer and their representative, the Petrol-İş trade union.

### Pınar Et ve Pınar Süt

The rights of the companies' employees are governed and protected by workplace and company collective bargaining agreement entered into between the employers and their representative, the Tek Gıda İş trade union.

### 1.3 Training programs and healthcare

Training programs are conducted for our employees and their families on issues related to healthcare.

#### Pınar Et ve Pınar Süt

Training is provided to personnel under annual programs that focus on a variety of issues such as defense against contagious diseases, general and personal

hygiene, pest control, food industry hazard analysis critical control point (HACCP) training, family planning, substance abuse, and breast cancer.

#### Pınar Süt, Pınar Et ve Pınar Su

Employees are given regular health checkups by workplace health units. Chest x-rays are taken and checked as part of the effort to combat tuberculosis.



### 1.4. Employee sex and average age indicators

	Bornova M.M	Dyo Boya	Pınar Et	Pınar Su	Pınar Süt	Viking	YBP	Çamlı Yem	Altın Yunus
Female employees	20%	16%	11%	13%	15%	10%	15%	13%	16%
Male employees	80%	84%	89%	87%	85%	90%	85%	87%	84%
Average age	37	36	37	34	34	34	34	35	35

### 1.5. Other employee training

Employees are regularly provided with training on such matters as occupational health and safety, legal requirements pertaining to occupational health and safety,

chemicals and safety, ergonomics, employee rights and responsibilities, fire safety and fire drills, first aid, and disaster response.



	Bornova M.M	Dyo Boya	Pınar Et	Pınar Su	Pınar Süt	Viking	YBP	Çamlı Yem	Altın Yunus
Average training time per person	2	6	6	5	8	8	12,5	5	20

## Çamlı Yem

Improving performance in areas essential to occupational health and safety is one of the company's prime objectives. The company runs a "There's An Accident Waiting To Happen" system in which employees are encouraged to report situations which they see and which might result in an accident in the future. For this purpose they are supplied with "Accident Waiting To Happen" forms which they can fill out and send to the Occupational Health and Safety Committee so that proper measures may be taken.

The feed plant is divided up into self-contained areas according to the activities that take place in them (production, maintenance and repairs, laboratories, loading, storage). Risk analyses are performed for each location and both the frequency and seriousness of work accidents are monitored. The results of such risk measurements and analyses are constantly used to make improvements. Experts are also employed to provide occupational health and safety training specific to each person's job.

## YBP

Company-specific internal and extramural training is provided regularly each year in line with the company's goals and strategies and in keeping with its corporate vision. 80% of the company's employees take part in such training.

Because training content is determined on the basis of company needs, importance is given to making sure that such training is practical, creates awareness, and is consistent with the company's corporate culture. Specialized training is also provided in which participants are given support on such issues as monitoring day-to-day progress and enhancing task performance quality.

Training is organized so as to involve all personnel working in all areas with an additional focus on including not just company employees but also those outsiders who may be involved in work and business processes. In keeping with this approach, "pre-seller training" is provided to the employees of the company's dealerships with the aims of ensuring that those who are newly starting out in the Yaşar Group sales organization are familiar with

the group's corporate culture and trademark values, of increasing their individual sales effectiveness, and of providing them with other essential basic training. These programs are also designed to develop competencies that participants will be able to use outside the job in their everyday lives.

Introduced in 2005, pre-seller training programs have since then been conducted 35 times in which a total of 730 hours of training were provided.

A total of 491 people took part in these training activities of whom 299 were selected from among the employees of 95 of our dealerships.

A "Sales Chief Development Program" has been designed for sales chiefs while "Developing Leadership" and "Personal Effectiveness and Task Management" training is provided to improve the competencies of sales managers and regional managers. A total of 58 personnel have taken part in sales manager training.

## 2. Manpower

### 2.1. Recruitment and hiring

Yaşar Group companies comply with the requirements of the labor law (Statute 4857) and of Yaşar Holding personnel regulations with respect to recruitment and hiring procedures and practices. All candidates who may apply for publicly disclosed positions are assessed according to exactly the same criteria without any distinctions whatsoever being made as to sex, race, age, or marital status but solely on the basis of the requirements of the position. A short list of candidates is drawn up and actual hiring takes place on the basis of interviews.

### 2.2. Training

An ongoing effort is made at all of the Yaşar Group's companies to improve working conditions and employee competencies and performance in such areas as on-the-job safety, fire prevention, and personal development among others.

### 2.3. Employment of the handicapped

Yaşar Group companies comply with the requirements of laws and regulations as they apply to providing employment opportunities for the physically handicapped.

### 2.4 Legal rights of employees

All employees are provided with and allowed to exercise all of their legal rights as they apply to rest periods, meals, paid leave, annual vacations, and severance payment.

### 2.5. Business ethics rules manual

The Yaşar Group has formulated a manual of business ethics rules for its employees. These rules may be summed up under eight headings.

- While operating within a safe working environment, allow no discrimination and be respectful of each other's individual rights.
- Make productive use of company resources.
- Avoid conflicts of interest.
- Comply with rules of competition as prescribed by law while competing with rivals in such a way as not to cause harm to the market.
- Give importance to customer satisfaction while always dealing sensitively and honestly with customers and consumers.



- Make every possible effort to ensure that company information, assets, and records are accurately stated while maintaining their confidentiality and refraining from using them for one's personal benefit.
- Be mindful of the wellbeing of society and respectful of environmental values in everything that we do as Yaşar employees.
- Do not engage in any behavior either on the job or off that will create unfavorable opinions about the company while also adhering to lifestyles that will not be contrary to the mores of the community of which we are a part.

## **2.6. Security services**

All security services at all of our companies are provided by the specially trained personnel of a certified security services company. Security personnel undergo refresher training at regular intervals.

## **2.7. Occupational health and safety**

A set of occupational health and safety internal regulations has been put into effect at our companies with the aims of maximizing workplace safety and of preventing work-related accidents and illnesses. An occupational health and sa-

fety committee has been created as required by these regulations.

The results of employee opinion surveys conducted every year are taken into account when assessing employees' working conditions.

## **2.8. Child employment**

According to Turkish labor law, no one may be employed unless they have completed their 15th year of age, the sole exception to this rule being made in the case of those who have completed both their 14th year of age and primary school and who may be employed for limited periods of time in light tasks in such a way as not impede their growth and development or their further education. Although this provision of law allows people younger than sixteen to be employed, it is a principle of Yaşar Group companies not to hire anyone who is below the age of eighteen.

## **2.9. Involuntary servitude and forced labor**

Workdays and hours as well as official, general, and weekend holidays are prescribed for all Yaşar Group companies and announced to employees.

When they are hired, employees are informed of their job description and they are first put through an interdepartmental orientation. Job descriptions and associated documentation are kept current and made available throughout the company by means of a shared system as per ISO 9001 that is accessible to employees.

No incidents involving involuntary servitude or forced labor have been reported to any legal authorities.

## 3. Environment

The Yaşar Group supports taking a cautious approach when dealing with environmental problems. To put it another way, in any situation in which there is a risk of the environment suffering serious or irreversible harm, it adheres to the principle that a lack of scientific certainty should not be advanced as a justification for delaying cost-effective measures that might prevent environmental damage.

Within this overall framework, Yaşar Group companies are fundamentally committed to compliance with all laws and regulations pertaining to protecting the environment and to reducing environmental pollution resulting its activities on the one hand and, on the other, to the design of all products and production processes in such a way as to minimize their environmental impact.

### 3.1. Environmental management system activities

#### Pınar Süt ve Pınar Et

All company activities are conducted in accordance with the requirements of TS ISO 14001 Environmental Management System certification. Within this overall framework, the companies' primary ob-

jectives are to comply with environmental laws and regulations and with whatever local environment-related rules to which they may be subject, to make efficient use of natural resources, to control and reduce or else render innocuous environmentally harmful waste, and to take necessary measures to prevent pollution. In addition, supplier assessment systems have been set up under which suppliers' environment management systems and their operation are evaluated. As a requirement of environment management system certification, environmental impact inventories have been drawn up in all units and environmental impact files have been developed in which the seriousness of environmental impact results are compared against these inventories.

#### Çamlı Yem

The company's seafood plant conducts all of its production activities within the framework of ISO 14001 Environmental Management System standards.

#### Dyo Boya

An ISO 14001:2004 certification project was launched at the company's factories in 2009. All Paints Group operations are





scheduled to be in compliance with integrated management system requirements before the end of 2010.

#### Pınar Su

The company's Madran facility carries out all of its production activities within the framework of ISO 14001 Environmental Management System standards.

#### Viking

In the conduct of its process improvements, Viking gives priority to projects that will minimize the environmental impact of the company's operations while seeking to either eliminate entirely or else to recycle waste in the best way possible by developing its waste management competencies and through waste classification. Viking examines its suppliers' environment system compliance by means of an approach that involves several active dialogs. If a supplier is in possession of ISO 14001 certification, it receives additional points when being assessed.

### **3.2. Energy conservation and management**

Yaşar Group members engage in energy conservation and management on a indi-

vidual company basis however an Energy Committee has been set up at the holding company level in order to identify each company's energy consumption profile and to develop energy efficiency projects with the aims of tracking such efforts centrally and of creating synergies.

#### Pınar Et

As a result of teamwork efforts led by the company's energy manager, energy use at the plant level was reduced 3% year-on in 2009 as measured on a constant-output level. This was accomplished by adding new-technology machinery that uses less energy to the machine park while greater energy efficiencies were achieved by adding systems that regulate energy use according to capacity to existing machinery and equipment.

Combustion control optimization was carried out to ensure that fuels in combustion systems burned more efficiently. In collaboration with other manufacturers active in the sector, methods were investigated in order to achieve the highest possible efficiencies in heating, cooling, air conditioning, and heat transfer systems.



Measurements using a thermal camera were conducted throughout the plant in order to identify and prevent energy consumption losses. On the basis of this project's findings, measures were initiated as needed to deal with losses and leaks and to ensure the continuity of such efforts.

Efforts are made to automate operational processes where possible in order to achieve greater energy efficiencies by minimizing errors resulting from human factors.

In line with efforts that are being made throughout the plant to increase energy efficiency, every department's energy use is monitored by means of measurement devices according to the energy source. In its current configuration, this system makes it possible to keep track of about 85% of the areas throughout the plant where energy is being used.

#### Pinar Su

Efforts are being made to reduce the amount of electricity used in production facilities with the immediate goal of lowering the 37 kWh / ton consumed last year to 36 kWh / ton. Activities are also continuing to take advantage of more economical rates by using electricity more ef-

fectively at the right times of day by putting less strain on the mains system.

The fuel oil that used to be used to heat boilers has been replaced with LNG-fired proportional-flame burners. This has not only resulted in savings in hot water production costs but has also made it possible for the company to achieve minimum emission values from the standpoint of environmental pollution.

#### Altın Yunus

Aerators are used on washbasin and shower water taps in hotel rooms as well as elsewhere throughout the hotel. These aerators help save water and reduce losses caused by splashing by spreading the stream into many little droplets while also creating the impression that one is using more water than is actually the case. Thanks to this and also to effective leak management and plumbing maintenance, total water use was reduced 28% last year from 104,800 m<sup>3</sup> to 82,500 m<sup>3</sup>. In addition to these savings in water use, about 33,063 kwh less electricity was used in the water boosters and wells in 2009 that was the case the previous year.

To further reduce the use of fossil fuels:



- The temperature of the naturally occurring local thermal water used in pools was reduced from 53 to 40 degrees while a heat-exchange system has been in use to heat the thalassotherapy pool since 2007. These measures have resulted in savings of about 15,000 kg/year in LNG use (worth about USD 10,000 / year).

- Plans are in the works to use the 53-degree naturally occurring local thermal water to heat the hotel and to generate hot water for general use. With the realization of this project, LNG savings on the order of 19,000 kg/year (USD 14,000/year) in hot water generation and 15,000 kg/year (USD 10,000/year) in building heating costs will be achieved.

- Feasibility studies are being carried out with the aim of generating all of the hot water that the hotel needs through the use of solar energy. With the realization of this project, LNG savings on the order of 60,000 kg/year (USD 44,000/year) can be achieved.

- In 1982 a heat recovery exchanger was brought on line in order to take advantage of the flash steam heat in steam return water thus saving about 10,000 kgs of

fuel oil a month during the summer months. This system is still in operation.

- Hotel blocks are put into service and removed from use according to guests numbers. As a result of the resulting more effective management of cooling, heating, hot water, and electricity needs, 475,000 kwh of electricity were saved during nine months of the current year compared with last. This corresponds to a 15% saving on a kwh basis. In the case of LNG use, 19,800 kg or an 11% reduction was achieved.

- Steam boilers and hot water heaters have been converted from fuel oil to LNG operation while a similar conversion (from LPG to LNG) was undertaken in service kitchens, personnel kitchens and accommodations, and in hot water and local heating systems. These changes have resulted in about a 45% saving in terms of cost while also achieving improvements in emission values.

#### Viking

A project is to be undertaken that will make it possible for the factory grounds (occupying an extensive area of 250,000 m<sup>2</sup>) to be illuminated by means of solar cells.

### **Pınar Süt**

Under the annual environment management plan and programs whose performance is monitored all year long, the company seeks to achieve improvements in its efforts to reduce resource consumption.

At the İzmir plant:

- While there was a 0.46% rise in the average amount of electricity used per production unit in 2008, a 2.75% reduction on the same basis was achieved in 2009.
- There were 5.7% and 12.0% reductions in the amounts of water used on a production unit basis in 2008 and 2009 respectively.
- While there was a 10% rise in the average amount of steam used per production unit in 2008, a 12.5% reduction on the same basis was achieved in 2009.

At the Eskişehir plant:

- While there was a 5.38% decline in the average amount of electricity used per production unit in 2008, there was a 4.06% increase on the same basis in 2009.
- There were 4.74% and 8.30% reductions in the amounts of water used on a

production unit basis in 2008 and 2009 respectively.

- There were 11% and 7.32% reductions in the amounts of steam used on a production unit basis in 2008 and 2009 respectively.

### **Çamlı Yem**

High-efficiency motors used in the company's fishmeal production line achieve approximately a 5% saving in energy use compared with low-efficiency units. By employing such motors as the main ones in the 90 kw/h pelleting machine, it is possible to save up to 4.5 kw/h in energy use. By employing such motors as the main ones in the 200 kw extruder, 10 kw/h of energy are conserved.

Future investments will be concentrating on high-efficiency motors, greater efficiencies in driers, low-emission fuel combustion systems, and production line design work that reduces transport and energy requirements.

### **Pınar Su**

The following factors have contributed significantly to improvements in production line efficiencies:





- New investments have been brought on line.
- Bottlenecks have been corrected in existing production lines.
- Programmed maintenance is carried out more effectively and regularly.
- Sales and thus production activities are managed more dynamically and effectively so as to reduce discrepancies between plans and performance.

Consolidated production line efficiencies in all plants were improved 72.96% in 2007, 78.34% in 2008, and 81.1% in 2009. These improvements are now making it possible to produce more goods while using less energy per production unit.

### **3.3. Efforts to reduce the environmental impact of products and services**

#### **Pınar Et ve Pınar Süt**

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Our products cause no harm whatsoever to the environment. Ongoing efforts are made to minimize the environmental impact resulting from raw materials and from manufacturing activities.

100% of the hazardous waste resulting

from our operations and maintenance activities is collected in a temporary holding area within the confines of facilities that fully complies with the requirements of laws and regulations. Such waste is carried away by means of the vehicles of licensed firms for disposal or recycling by licensed firms as appropriate.

In the same way, both organic waste from production activities and domestic waste are collected in a temporary holding area within the confines of facilities that fully complies with the requirements of laws and regulations. It is then disposed of at location which have been designated by local authorities and which are licensed by the Ministry of Environment and Forestry.

All waste water generated by plants is sent to waste water treatment facilities where it is treated by means of appropriate methods and discharged into the receiving environment in compliance with legally recognized discharge standards. Some of the treated water is currently being recycled and used to irrigate about 20% of plant greenspaces. Efforts are being made to increase this percentage every year.

## Dyo Boya

DYO Boya was the first paint manufacturer in Turkey to set up its own industrial waste treatment facility (1984). Since then the company has continued to make effective and productive use of its waste treatment knowledge and experience.

All of the chemicals employed in all of our production processes are approved for use within the European Union. The company keeps a close watch on EU REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) directives and regulations to be sure that it remains in compliance with the requirements of law.

R&D and production activities are currently being undertaken in order to move away from solvent-based to water-based systems wherever possible. Particular attention is being given to R&D efforts to reduce the amounts of volatile organic compounds (VOC) used in company-made paints.

Dedusters have been connected to all filters, which has reduced production process dust emissions.

## Bornova M.M.

The investment that Bornova MM plans to

undertake in the Manisa Industrial Estate was planned from the outset so as not to have any effect on its surroundings, with the result that it has been certified as not requiring an environmental impact study or report. As a result of an investment that was undertaken, pellet (granulated) pigments rather than powdered pigments are used in the manufacture of black newsprint inks. This has reduced both emission and immission values.

## Viking

The amounts and percentages of recycled cellulose used in paper production broken down by year are shown below.

Year	%	Recycled paper
		Tons
2007	45	18,000
2008	28	9,800
2009	27	10,300

Every single ton of recycled paper corresponds to the pure cellulose obtainable from 16 average-size pine trees. Since the company's waste paper processing plant went into operation, approximately



138,000 tons of paper have been secured from recycling. That corresponds to about 2,208,000 trees.

The company has not been the target of any fines on account of any non-compliance with environmental laws and regulations. No significant events involving the discharge of hazardous wastes have been reported.

#### Water consumption

Year	Performance (m3/ton paper produced)
2007	26.0
2008	24.3
2009	22.0

Viking holds a tree-planting festival every year to cultivate a sense of environmental awareness among its employees and their families. A particular effort is made to foster environmental awareness among children.

### 3.4. Shipping

#### Pınar Su

Beginning in 2008, a number of improve-

ments were introduced in order to make the company's shipping management more effective.

- A web-based system was developed that makes it possible for shipping management to be perceived as a fully-integrated whole and has been in regular use since 2008. This system maximizes the efficiency and productivity of vehicle deployment.

- Scales have been installed at factories in order to ensure that vehicles are loaded to their maximum allowed carrying capacity.

- Transport distances have been reduced by concentrating sales wherever possible in areas close to factory locations.

In 2007 the average distance traveled by a ton of product was 24.61 kms. In 2008 this was reduced 4.43% to 23.52 kms/ton. Putting this another way, 467,000 kms less was traveled in 2008 than in 2007 and this corresponds to a saving of about 164,000 liters of diesel fuel.

This process has continued. The average 23.52 kms traveled by a ton of product in 2008 was further reduced 6.55% to

21.98 kms/ton in 2009. Putting this another way, 667,000 kms less was traveled in 2009 than in 2008 and this corresponds to a saving of about 233,000 liters of diesel fuel.

Looking at the combined results from these two years, 397,000 liters less of fuel was burned and this performance had the effect of releasing correspondingly fewer emissions into the environment.



## YBP

Double-decker vehicles are used in transport and distribution. By allowing two different types of cargo to be carried on a single vehicle, this has had the both economically and environmentally-friendly result of reducing logistics costs by 25%. Another environment-friendly change involved a 12% reduction in the number of vehicles in the Pinar fleet with no cut-backs in total hauling tonnage. Online, real-time control of cold-chain vehicle temperatures also maximizes product transport quality while reducing spoilage. Software that maximizes the routing efficiency of vehicles that must make the rounds of dozens of locations every day has become an integral part of the company's logistics system. Such routing protects the environment by using less fuel while also improving productivity. The use of rail freight to transport non-perishables to eastern and southeastern territories also contributes towards protecting the environment.

### **3.5. Greenhouse gas emissions**

#### Pinar Et

Freon has been phased out of all package

refrigeration systems at the company and replaced with ozone layer friendly refrigerants instead.

Efforts are being made to reduce fossil fuel use wherever possible. This involves either eliminating fossil fuels entirely or else replacing high-carbon fuels with lower-carbon ones.

Improvements made in plant facilities made it possible to achieve a year-on-year reduction of 8% (on a production-volume basis) in the amount of natural gas used in 2009.

In the case of greenhouse gas emissions resulting from waste treatment plant sludge, household waste, and organic waste, efforts are made to reduce such emissions at the source. These efforts are being supported by the procurement and installation of appropriate equipment.

#### Pinar Su: Preform discard reduction

Efforts are being made to reduce raw material use. Changes have been made in bottle designs to increase container durability even while lowering the amount of PET raw materials being used on the order of 5 to 10%. Particular attention is

being given to products in 0.5 to 3.5 liter and 8 liter containers. Existing 3.25 liter containers are to be replaced with a 3 liter alternative as another way to achieve the goal of reducing the raw materials needed for container manufacturing. Design work is currently in progress on new containers that will be more durable but even lighter in weight. These are expected to start coming on stream in 2010. One other goal of these activities is to reduce the current 1.26% preform discard rate to 1%

### **3.6. Environmental awareness activities**

#### **Pınar Su**

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Pınar Su provides support for media information campaigns aimed at increasing public awareness about global warming. The company's 19-liter containers are accompanied by a consumer-information brochure pointing out the things that they can do personally to help stop global warming. A special magazine Su Pınarım was prepared for release to coincide with World Environment Day (June 5th) and World Day for Water (March 22nd). In addition to such media-directed efforts,

the company also makes use of its [www.pinarsu.com.tr](http://www.pinarsu.com.tr) corporate website to increase environmental awareness. Pınar Su took part in the 5th World Water Forum along with other members of the Packaged Water Manufacturers Association and shared its own views on the matter of water conservation with the rest of the world.

In 2008 a project aimed at school children was carried out in which sets of promotional materials were distributed free of charge to schools. The packages contained entertaining pictures and posters and book covers with tips about what can be done to help combat global warming.

### **3.7. Packaging waste**

Yaşar Group company Pınar Su is a founding member of the Environmental Protection and Packaging Waste Recovery and Recycling Foundation (ÇEVKO). Group companies have delegated their responsibilities pertaining to packaging waste recovery and recycling to this organization, which is recognized by the Ministry of Environment and Forestry as an authorized agency for such activities. ÇEVKO is authorized to sport the "Green

Dot" logo.

Group companies work with firms licensed by the ministry to collect and recycle all packaging waste materials. According to our waste management plan, which has been drawn up on the basis of contractual agreements and submitted to the ministry, public education activities aimed at both individuals and municipalities are also carried out by ÇEVKO. These activities address such issues as at-source waste sorting and segregation, recovery, and recycling.

Product packaging is designed and executed with the issues of reusability and recyclability in mind. From the initial concept stage to final production and post-use, attention is given to ways in which to minimize waste and to create packaging materials that will cause as little harm to the environment as possible.

The chart below shows packaging materials supplied to and recovered from the market over the years broken down by type.



### Pınar Su

kgs	2008		2009	
	Delivered	Recovered	Delivered	Recovered
PET	4.484.455	1.569.559	4.316.242	1.553.847
PE	1.088.814	381.090	989.981	356.393
Cardboard	560.409	196.143	1.218.397	438.623
Glass	337.022	117.960	505.220	181.879
		35%		36%



### Dyo Boya Fabrikaları ve Bornova M.M.

36% of the packaging materials supplied to the market along with these companies' products are recovered.

### Viking

36% of the packaging materials supplied to the market along with this company's products were recovered in 2009. Viking plans to increase this percentage to 37% in 2010, 38% in 2011, and 40% in 2012.

### Çamlı Yem

The polystyrene boxes that are used as the main constituent of the company's packaging are collected and recycled under its agreement with ÇEVKO.

### Pınar Et ve Pınar Süt

Packaging type	Recycled (%)		
	2007	2008	2009
Paper & cardboard	35	35	36
Plastic	35	35	36

## 4. Combating Corruption and Bribery

Yaşar Group companies support the “United Nations Declaration against Corruption and Bribery in International Commercial Transactions”.

The employees of all Yaşar Group companies pledge to act in accordance with the requirements of Yaşar Group Rules of Business Ethics Handbook.

This handbook provides detailed information about the rules of business ethics that must be obeyed in Yaşar Group companies, the responsibilities that Yaşar Group company employees have with respect to such matters, and the action that must be taken in the event of infractions and violations of business ethics rules. All employees may report any actions or incidents involving business ethics rule violations to the Yaşar Holding Ethics Committee by E-mail, telephone, or letter and are also encouraged to submit any rule-related opinions and suggestions that they may have about revisions.

Copies of Yaşar Group Rules of Business Ethics Handbook were distributed to employees by Yaşar Holding in September 2009, at which time employees were required to submit signed statements that

they would comply with the contents.

To the extent of its capacity, the Yaşar Group keeps track of and supports the government's “Strategy for Increasing Transparency and Strengthening the Struggle against Corruption” and activities related to it.

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