



TÜRK TUBORG

TÜRK TUBORG BİRA VE MALT SANAYİİ A.Ş. CORPORATE GOVERNANCE PRINCIPLES COMPLIANCE REPORT

1- Compliance with Corporate Governance Principles Statement

Türk Tuborg Bira ve Malt Sanayi A.Ş. ("Türk Tuborg" or the "Company") has applied the Corporate Governance Principles by Capital Markets Board ("CMB") for the year ended 31 December 2012 excluding the point mentioned below.

Cumulative voting method could not be complied while the details of and justifications for such partial or total non-compliance are indicated in the appropriate sections of this report. Assessments and studies are being conducted as necessary in areas in which the Company is not in full compliance with CMB Corporate Governance Principles. As matters currently stand, the Company is of the opinion that such non-compliance does not lead to any material conflicts of interest.

PART 1 - SHAREHOLDERS

2- Investor Relations Department:

"Investor Relations Department" was established on 18 March 2009 and led by Evren Kılınçpınar, currently performing as Financial Affairs Manager, and he has Capital Market Activities Advanced Level Certification and Corporate Governance Rating Specialist Certification.

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Duties of the Department:

- ❖ To ensure that the records pertaining to shareholders are maintained in a reliable, secure, and up-to-date manner,
- ❖ Respond to shareholders' written requests for all information about the company except that which has not been publicly disclosed or is confidential and/or in the nature of a trade secret,
- ❖ Ensure that General Assembly meetings are conducted in accordance with the requirements of current laws and regulations and of the Company's articles of incorporation and other internal policies,
- ❖ Communicate with other units of the company and prepare the documents which shareholders may find useful at General Assembly meetings,
- ❖ To ensure that the records of voting results are maintained and that the reports of such results are sent to the shareholders,
- ❖ Supervise all issues related to public disclosures as required by law and the Company's public disclosure policy.

At certain times during the period, shareholders request information by telephone and any necessary responses are verbally provided.

3- Shareholders' exercise of their right to obtain information:

The main principle in the shareholders' exercise of their right to obtain information and evaluation is that there shall be no discrimination between the shareholders. Information about the applications made to obtain information during the year is given in item 2 above. Such information requests are usually related with date of the General Assembly meeting, capital increases and free stocks, profit distribution, etc. All requests for information, except in the case of information that was in the nature of a trade secret and information that it was deemed to be in the company's interest to keep confidential, were responded to without making any distinctions among shareholders and in line with any statements that may previously have been made public. Developments that might affect the exercise of shareholder rights dictated by the Turkish Commercial Code ("TCC") and by CMB regulations were publicly disclosed through public announcements, newspaper advertisements and the Company's website of www.turktuborg.com.tr. A request to have a special auditor appointed is not an individual right provided for under the Company's articles of incorporation. No request for the appointment of a special auditor was received during the year.

4- General Assembly meetings:

The ordinary General Assembly meeting was held on 28 June 2012. The meeting quorum is 50% whereas the resolution quorum is the majority of the existing votes in the ordinary and extraordinary General Assembly meetings according to the articles of incorporation of the Company. The meeting quorum were 95,7% in the latest ordinary General Assembly meeting. Stakeholders and media did not attend to such meeting. Call for the general assembly meeting was made by the board of directors. Authorised persons from the independent auditors are also invited to the meetings in writing as well as shareholders. The call for the general assembly meeting was announced at KAP, corporate website, the Turkish Commercial Registry Gazette and Yeni Asır, 21 days in advance. The financial statements, annual report and other related documents are made available to the shareholders in the headquarters of the Company prior to the general assembly meeting. Any issues in the agenda were communicated in an impartial and detailed manner by a clear and understandable method and the shareholders were provided with equal opportunity to give their opinion while creating a healthy environment of discussion in the general assembly meetings and questions were properly answered. Any proposal for an amendment to the agenda of general assembly meeting was not provided by shareholders. Several conveniences are provided so that the shareholders are transported to the place where the general assembly meeting shall be held as well as the effective use of aforementioned communication channels in order to facilitate the attendance of the shareholder to the general assembly meeting. The minutes of general assembly meeting are at all times accessible to the shareholders at the headquarters of the Company, in our web site at www.turktuborg.com.tr and at KAP. There were not any donations provided in the current period.

5- Voting Rights and Minority Rights:

According to the articles of incorporation of the Company, the shareholders or their proxies who attend the ordinary and extraordinary general meetings of shareholders are entitled to one vote for each share. There is no privilege as to votes.

There are no other companies in which the Company has a cross-ownership.

The minority shareholders constitute 4,31% of total shares whereas minority rights and their exercise within the Company are subject to the governance of article 11 of the Capital Markets Law, as is the case with all publicly-held companies. There were not any provisions to cumulative voting method in the articles of incorporation of the Company.

6- Profit Distribution Rights:

There is not any privilege as to dividends. The Company's general policy with respect to dividends is to distribute its net profit having taken into account the Company's financial position, investments that are to be made and other funding requirements, the sector's current circumstances, the economic environment, and the requirements of capital market and tax laws and regulations. The articles of incorporation of the Company contain a provision concerning the dividend advance. The exercise of the power of paying dividend advances is evaluated within the framework of the current legislation and economic environment by the board of directors. The profit distribution methods and processes are identified by the provisions of TCC, CMB regulations and the articles of incorporation of the Company. In line with the profit distribution policy, the resolution made public through announcement immediately after such a resolution is made in each year by the board of directors. The resolution of the board of directors concerning profit distribution is submitted to the general assembly meeting for approval, and the approved amount of dividend is distributed to the shareholders within the period designated by related regulations of CMB. The dividend distribution policy was communicated to the shareholders in General Assembly meeting and mentioned in the annual report. In addition, it has been made public via our corporate website.

7- Transfer of Shares:

The articles of incorporation of the Company do not contain any provisions for restriction of the transfer of shares.



PART II – PUBLIC DISCLOSURE AND TRANSPARENCY

8- Company’s Disclosure Policy:

The "Disclosure Policy" prepared for the purpose of keeping the public informed and approved by the Board of Directors is publicly disclosed on the Company's corporate website at www.turktuborg.com.tr. The Board of Directors has both the authority and the responsibility for formulating, supervising, reviewing, and developing the company's disclosure policy.

9- The Corporate Website and its Contents:

In an effort to maintain effective and fast communications with shareholders, the Company actively uses its corporate web site www.turktuborg.com.tr prepared by regarding to CMB regulations as well as two brand web sites www.carlsberg.com.tr and www.tuborg.com.tr. All the information stipulated in CMB Communiqué IV No: 56 are available on the corporate website www.turktuborg.com.tr under the section of “investor relations”. Our efforts to make better web site service shall continue at all times whereas the english version has not been yet prepared.

10- Annual Report:

All required information listed at article 2.3 of Corporate Governance Principles has been provided at the annual report for year ended 31 December 2012.

PART III – STAKEHOLDERS

11- Information to Stakeholders:

Stakeholders are kept informed about all matters concerning the Company other than those which are in the nature of a trade secret through public announcements within the framework of CMB regulations, TCC, competition law, tax law and code of obligations. Fully aware of the long-term benefits associated with stakeholders, the Company respects and protects their rights established by legislation, mutual agreements, and charters. The Company's corporate governance structure allows all stakeholders, including employees to express their concerns regarding illegal or unethical practices to Company management whereas a separate mechanism is not established for a direct contact to Corporate Governance Committee.

12- Stakeholders’ Participation in Management:

Supportive mechanisms and models have been created to encourage stakeholder and especially employee participation in the Company's management without interfering Company operations. Participation of stakeholders in the management is supported by instruments such as “proposals” and “surveys” without interfering Company operations. The Company involves the workers union in decision making processes and obtains their approval regarding operational changes in work conditions, the environment, and employee rights. Dealers in close contact with the Company through the authorized “Dealers Meetings” are also encouraged to participate in Company policies.

13- Human Resources Policy:

Our Human Resources policy in Turk Tuborg is to keep the organisational structure dynamic in accordance with the strategic plans and goals and ensure to be prepared for any changes. Our company has adopted as its objective to gradually make firmer its position as “being the most preferred Company” by qualified people. The Human Resources practices based on competence in our company ensure to create a professional working environment for our employees and career improvement opportunities and to provide our company with such persons with a higher level of education, who are open to innovations and changes, have enterprising abilities, are energetical, aspire to improve themselves and their job, adopt and carry on the assets of the Company.



Our Human Resources policy is based upon the equal opportunity principle which removes any discrimination of races, languages, religions, gender and ages. A performance management system is applied in order to reward the employees by their contributions and efforts and attention is paid to provide equal opportunity in employment and promotions.

In-house and outsourced training programmes are applied within the framework of a plan created at each and every level in order to ensure the improvement of the employees. In addition, job descriptions and key performance indicators are communicated to employees.

Provision of safe working environment and conditions is an issue on which our company places much importance. Any and all legal measures are taken in order to prevent any occupational risks, protect health and safety and do away with any factors of risk and accident under the labour safety and health regulation. Improvement efforts are continually maintained through regular meetings.

A representative has been appointed in order to implement the relationships with the employees in our Company. The role of a representative is implemented by Ahmet Karapınarlı and Bülent Güven, who are both production employees, in the collective labour contract period of 2011-2013. The powers and responsibilities of the representative are described in the collective labour contract.

Türk Tuborg management and the Human Resources department have had no complaints from the employees about discrimination up to the date.

14- Codes of Conduct and Social responsibility:

Basic competences which have been adopted by our Company that considers it a principle to comply with laws and ethical rules and which have been created for the company employees are effective in the performance evaluations of the employees.

Basic competencies are:

- Connect with others through team spirit
- Go for results by creating solutions
- Resilience / firmness
- Take accountability with commitment and passion

The issues as listed above have been made public by including them into the contents of the annual reports.

Türk Tuborg considers environmental management as an integral part of its business in accordance with its social responsibilities and aims the protection of the environment together with all its employees.

In order to achieve such goal, Türk Tuborg intends to:

- To use natural resources and raw materials in the most efficient way,
- To minimize the environmental effect resulted from our processes, and to save the environment by preventing pollution,
- To obey the legal requirements related to environmental aspects,
- To encourage suppliers and sub-contractors about their activities to be more sensitive for environmental issues,
- To measure, monitor, review and implement the performance of environmental management system which is set in accordance with the requirements of ISO 14001.

Our employees behave with this attention and consciousness at every stage of our actions, where they are responsible for.

Türk Tuborg, which is a member of Cevko (Environmental Protection and Packaging Waste Recovery and Recycling Trust), fulfills its legal requirements for collection of recyclable packaging wastes through its cooperation with Cevko.

PART IV – BOARD OF DIRECTORS

15- Structure and Formation of the Board of Directors:

The Board of Directors exercises its powers and responsibilities and represents the Company under the legislation, articles of incorporation, company regulations and policies in accordance with the authorisation as granted by the shareholders in the General Assembly meeting.

The members of the Board of Directors and their short resumes are as follows:

Roni Kobrovsky, Chairman of the Board of Directors

Graduated from industrial engineering department and holds master's degree in business administration. Joined CBC group, the main shareholder of IBBL, in 1976 and served as production engineer, head engineer and vice general manager until 1995, respectively. Serves as Chief Executive Officer at CBC group since 2002 after serving as top level manager at foreign affiliates of CBC group. As being a non-executive board member, his term of office is 3 years starting from the General Assembly meeting on 28 June 2012.

Joav Asher Nachshon, Vice Chairman of the Board of Directors

Graduated from economics and accounting department and holds master's degree in business administration. Joined CBC group in 1998 as group CFO after serving as responsible partner at an auditing company (Deloitte). Serves as CBC group vice chairman and chief finance officer since 2002. As being a non-executive board member, his term of office is 3 years starting from the General Assembly meeting on 28 June 2012.

Shlomo Graziani, Member of the Board of Directors

Graduated from business administration department and holds master's degree in food technology department. Joined CBC group in 1992 and served as project manager, foreign affiliates general manager and business development vice chairman, respectively. Serves as CEO of international operations at CBC group since 2008. As being a non-executive board member, his term of office is 3 years starting from the General Assembly meeting on 28 June 2012.

Benjamin Haim Rotenberg, Member of the Board of Directors

Graduated from law department and holds master's degree in Law. Serves as legal counsel for many of domestic and foreign companies of CBC group. As being a non-executive board member, his term of office is 3 years starting from the General Assembly meeting on 28 June 2012.

Damla Tolga Birol, Member of the Board of Directors

Damla Tolga Birol who graduated from Boğaziçi University Business Administration Department in 1986 completed MBA at Indiana University in 1989. She has served as marketing consultant in many companies after working as manager at Procter & Gamble and Emsan Holding respectively. Damla Tolga Birol who joined Türk Tuborg in March 2003 as Marketing VP was promoted as Sales and Marketing VP in March 2005. She has been serving as CEO since January 2007 after serving as CEO deputy and Sales Marketing VP between October 2005 and December 2006. As being an executive board member, her term of office is 3 years starting from the General Assembly meeting on 28 June 2012.

Lori-Eli Hananel, Independent Member of the Board of Directors

Graduated from economics department. Started his career as specialist in a foreign bank supervision body and then worked in sectors of construction and real estate as CFO, senior economist, assistant to general manager and general manager. Joined BankPozitif Kredi ve Kalkınma Bankası A.Ş. in 2007 as executive officer and advisor to board of directors. Serves as head of internal control department since 2011. As being an independent board member, his term of office is 3 years starting from the General Assembly meeting on 28 June 2012.

Aynur Sarıbay, Independent Member of the Board of Directors

Graduated from Boğaziçi University Business Administration Department. Started her career as associate in a private bank. Worked for a while as research assistant at City University of New York and then worked in the sectors of finance, logistics, fast food in New York. Serves as English tutor for leading companies in Turkey and at the same time works as coordinator at Final Educational Institution, while being shareholder and board member of a mining company operating in South America. As being an independent board member, her term of office is 3 years starting from the General Assembly meeting on 28 June 2012.

At the meeting of Audit Committee dated 3 June 2012, performing the duties and responsibilities of Nomination Committee, 2 nominees for independent board members were proposed and their declaration of independence were submitted to Board of Directors on 1 June 2012. There have not any instance that impairs their independence for the year ended 31 December 2012.

Performances of the activities as stipulated in the articles 334 and 335 of the TCC by the members of the Board of Directors are subject to the approval by the general assembly. With the exception of those activities, there are no other limitations imposed on what board members may do.

16- Working principles of Board of Directors:

The working principles of the Board of Directors are regulated in the articles of incorporation of the Company as follows:

“Article 9: Board of Directors regularly convenes on quarterly basis not less than four times a year. Chairman of the Board of Directors and the Vice-Chairman thereof prepare the meeting schedule of the forthcoming year with the assistance of the Director General. It is required to send the agenda of the meeting to the members not later than 5 days prior to the meeting. Any of the members of the Board of Directors may insert an item to the agenda provided that he/she notifies the Director General or the Chairman of the Board of Directors not later than three days prior to the meeting. Any reports and other documentation as discussed in the meeting of the Board of Directors must be sent along with the agenda and amended agenda, if any.

Meetings of the Board of Directors are held in English. Official minutes of meeting and resolutions are kept in Turkish. Translation into English of the minutes of meeting and resolutions shall also be kept in the book of resolutions.

Pursuant to the paragraph II of the article 330 of the Turkish Commercial Code, the resolutions of the Board of Directors on any and all matters may be made without convening a meeting upon communicating a written proposal of any member to the other members unless any of the members requests a discussion.”

Details of the working principles and activity period works of the Board of Directors are as follows:

Agenda of the meeting of the Board of Directors is determined by the Chairman of the Board of Directors through negotiations with the other members of the Board of Directors and the Chief Executive Officer (CEO) and sent to all members not later than five days prior to the meeting. The Board of Directors met 19 times during the year. The Board of Directors does not have a secretariat. The meeting is usually attended by all the members. There was no issue to which any objection was raised in 2012 operating year. Any questions asked during the meeting are not recorded in minutes. In accordance with the Company’s article of association, the members of the Board of Directors are not granted the right of weighted vote and/or veto. There has not been any related party transaction or significant transaction subject to the approval of independent board members for the year ended 31 December 2012.



17- Number, Structure and Independence of the Committees Established by the Board of Directors:

The followings are the committees established by the Board of Directors:

1. Audit Committee:

Head: Lori-Eli Hananel (Independent Board Member)
Member: Aynur Sarıbay (Independent Board Member)

2. Corporate Governance Committee:

Head: Lori-Eli Hananel (Independent Board Member)
Member: Yoav Asher Nachshon (Non-executive Board Member)
Member: Shlomo Graziani (Non-executive Board Member)

3. Early Determination of Risk Committee:

Head: Aynur Sarıbay (Independent Board Member)
Member: Yoav Asher Nachshon (Non-executive Board Member)
Member: Shlomo Graziani (Non-executive Board Member)

Audit Committee meets at least 4 times in a year and Early Determination of Risk Committee meets at least 6 times in year whereas there have not been any specific provision for the meeting frequency of Corporate Governance Committee. Since the number of independent board members and non-executive board members is limited, any board members have been working in more than one committee.

18- Risk Management and Internal Control Mechanism:

Determination, evaluation and estimation of all kinds of strategic, financial, operational, etc., risks that may influence the Company and establishment and integration of effective internal control systems in this respect have been executed by Audit Committee, and accordingly advised and recommended to the Board of Directors. The Audit Committee makes use of the findings of finance department and independent auditors and tax auditors while fulfilling its function.

19- Company's Strategic Goals:

As a beer-focused company, Turk Tuborg's fundamental mission is to create a partnership value of a permanent nature. Placing importance on marketing activities, the Company aspires it to be its top-priority objective to identify its strategies in accordance with the requirements and expectations of its consumers. As the product quality bears a great importance in terms of consumer satisfaction and pleasure, it shall occupy the topmost place in the market at all times. The Company shall be sensitive to the environmental concerns due to its social responsibility. In this respect, accomplishment degree of Company targets, operations and past performance are periodically reviewed by Board of Directors.

20- Remunerations to the Board of Directors:

The remunerations to the members of the Board of Directors are regulated in articles of incorporation of the Company as follows:

“Article 12: The members of the Board of Directors are paid remuneration for each meeting day or on monthly basis other than the amount to be allocated to them from the net profit pursuant to the articles of incorporation. The amount of such remuneration is fixed by the resolution of the General Assembly meeting.”

The remuneration for the members of the Board of Directors constitutes an item of the agenda in the ordinary General Assembly meetings held every year. It was resolved in the General Assembly meeting held in 2012 that gross 10.000 USD per year to be paid to independent board members whereas no remuneration to be paid to the other board members.



Key management includes general manager, vice presidents and directors. The compensation paid or payable to key management for employee service is shown below:

	1 January- 31 December 2012
Short-term employee benefits	5.811.543
Post-employment benefits	-
Termination benefits	-
Share-based payments	-
Other	218.131
	<hr/> 6.029.674

Compensation Policy, which was approved by the Board of Directors and then communicated to General Assembly on 28 June 2012, was made public via corporate website.

The Company did not lend any amounts to any members of the Board of Directors and key management during the period nor made loans available to them nor provided any guarantees in their favor.

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