

MANAGEMENT

BOARD OF DIRECTORS

Emine Feyhan Yaşar Director

Feyhan Yaşar received her bachelor's degree from the Faculty of Administrative Sciences at Boğaziçi University in 1978 and her master's degree in economics from Dokuz Eylül University in 1996. After starting her career in the Human Resources Department at the Yaşar Group in 1978, she later served as Personnel Relations Coordinator and Tourism Coordinator. She assumed the positions of vice chairperson, group president and board member in Group companies. After serving as the Vice Chairperson of the Board of Directors of Yaşar Holding from 1997 through 2003, she functioned as the Chairperson of the Board from 2004 until 2009. She currently holds seats as a member or chairperson on the boards of directors of Group companies. Speaking English and French, Ms. Yaşar also serves in the Group's foundations.

The Honorary Consul of Luxembourg in İzmir, Ms. Yaşar is also a member of the Turkish Industry and Business Association (TÜSİAD) and Aegean Industrialists and Businessmen Association (ESİAD), Board member of Turkish Institutional Investment Managers' Association (TKYD), Deputy Head of the Board of Trustees of Yaşar University, and a member on the boards of trustees of Health and Education Foundation (SEV), Boğaziçi University Foundation (BÜVAK), and the Turkish Education Foundation (TEV).

Mustafa Selim Yaşar Chairperson

Mustafa Selim Yaşar graduated from Paris-Académie Arqueille Sorbonne in 1976, from the New York University in 1980 and from the Pace University in New York in 1981. He began his professional life at Yaşar Dış Ticaret A.Ş. the same year, where he worked in various positions. Between 1988 and 1996, he served as the CFO of Yaşar Holding A.Ş. and subsequently assumed the position of the President of Paint and Beverage Groups. Mr. Yaşar held the positions of Chairman and CEO of Otak-Desa A.Ş. and Desa Enerji A.Ş. between 1997 and 1999. Sitting as chairman on the boards of directors of İzmir Teknopark A.Ş., BDS İş Geliştirme Ltd. Şti. and Yüzey İnşaat Taahhüt A.Ş. from 2000 until 2013, Selim Yaşar served as Board of Directors Member, Board Chairman and President of Assembly of the Aegean Region Chamber of Industry from 1991 until 1997. He was also the Deputy Chairman of the Aegean Industrialists and Businessmen Association (ESİAD) for four years, of which he is a founding member. Having functioned as Deputy Chair of İzmir Metropolitan Municipality Council and as a member of Karşıyaka Municipal Council from 2004 to 2009, Mr. Yaşar currently works actively at a number of nongovernmental organizations. Serving as the chairman of the boards of directors of Desa Enerji A.Ş., Dyo Boya Fabrikaları A.Ş., Yaşar Birleşik Pazarlama A.Ş. and as Vice Chairman of Hedef Ziraat A.Ş. since March 2014, Mr. Yaşar also holds seats on the boards of directors of other Yaşar Group companies.

İdil Yiğitbaşı Director

İdil Yiğitbaşı received a bachelor's degree in business administration from Boğaziçi University in 1986 and a master's degree in the same subject from Indiana University in 1989. She began her career in the field of finance at the Yaşar Group in 1986, and subsequently held senior management positions particularly in strategy and marketing, as well as seats on the boards of directors, in various Group companies involved mainly in the food industry. Having served as the Vice Chairperson of Yaşar Holding from 2003 until 2009, Ms. Yiğitbaşı has been appointed as the Chairperson of Yaşar Holding in April 2009, a position she still holds. Ms. Yiğitbaşı is a member of the Turkish Industry and Business Association (TÜSİAD), Union of Dairy, Beef, Food Industrialists and Producers of Turkey (SETBİR), and Turkish Institutional Investment Managers' Association (TKYD). İdil Yiğitbaşı has been holding seats on the boards of directors of other Yaşar Group companies for the last ten years.

Ali Yiğit Tavas Independent Director

Ali Yiğit Tavas received his master's degree in agricultural engineering from Ege University, Faculty of Agriculture, Department of Agriculture Technology in 1979. The same year, he started his career as a Production Engineer at Pınar Süt, where he subsequently functioned as Technical Presentation Specialist and R&D Department Manager. He transferred to Pınar Et in 1984, where he served as Production Manager, R&D Manager, Assistant General Manager for Technical Affairs, General Manager, and Vice President of Food Division Production. After holding the position of Vice President of Yaşar Food Division Meat and Meat Products from 2001 through 2003, he retired from business life and left the Group. Mr. Tavas worked as Production Coordinator at Abaloğlu Holding from 2004 to 2006. Mr. Tavas also holds seats on the boards of directors of other Yaşar Group companies.

Atila Sezgin Independent Director

Atila Sezgin received a bachelor's degree in business administration from the Middle East Technical University in 1966, and a doctorate degree in the same field from Ankara Academy of Economic and Commercial Sciences in 1974, where he obtained associate professor title in 1976. He became a professor in the Faculty of Economics and Administrative Science at Hacettepe University in 1982. He worked as a budget specialist in the Ministry of Finance Directorate General of Budget and Financial Control (1968-1971), as financial advisor and general coordinator at the Tepe Group Hacettepe University Foundations (1976-1986), member of the Assembly and the Board of Directors at Ankara Chamber of Industry (1984-1986), Chairman of the Board of Directors at KAMU-İŞ (a union of public sector employers), Chairman of the Board of Directors at the Association of Public Enterprises, and a member of the Board of Directors of Central Anatolian Association of Iron and Non-Iron Metal Exporters (1993-1996). He was a member of the EU-Turkey Joint Consultative Committee of the Economic and Social Committee (1995-1998), and the Chair of the Turkish Delegation to the EU-Turkey Coal and Steel Community Treaty Task Force (1994-1996), Vice Chairman of the Board of Directors of İstanbul Association of Iron and Non-Iron Metal Exporters, Chairman of the Board and Member of the Economics Committee at the International Iron and Steel Institute, General Manager and Chairman of the Board of Directors of Turkish Coal and Steel Enterprises (1992-1996), member of the Board of Directors of Eurasiasat SAM and General Manager and Vice Chairman of the Board of Directors of Türk Telekomünikasyon A.Ş. (1998-1999). Mr. Sezgin also holds seats on the Boards of Directors of other companies under the Yaşar Group. Having held various academic positions including Vice Dean, Dean and Vice President at Ankara Academy of Economic and Commercial Sciences and Dokuz Eylül University, Atila Sezgin served as the President of İzmir University of Economics from October 2001 until January 2012. He is currently a member of the Board of Trustees of Yaşar University.

MANAGEMENT

Yılmaz Gökoğlu **Director**

Yılmaz Gökoğlu received a bachelor's degree in economics and public finance from Ankara University, Faculty of Political Sciences in 1977. He worked as a tax inspector for the Ministry of Finance from 1978 through 1982, and joined Yaşar Group in 1983 where he held various senior management positions mostly in the fields of financial affairs and audit. Elected as a member of the Yaşar Holding Board of Directors in April 2007, Mr. Gökoğlu also serves as General Secretary of the Boards of Directors at the Yaşar Group. Yılmaz Gökoğlu also holds seats on the board of directors of Yaşar Group companies.

Dr. Mehmet Aktaş **Director**

Mehmet Aktaş received a bachelor's degree in economics from Ankara University, Faculty of Political Sciences in 1983, a master's degree in economics from Vanderbilt University in 1992 and a doctorate degree in finance from 9 Eylül University in 2003. After working in the public sector from 1984 to 1995, he joined the Yaşar Group in 1995, where he held various positions mainly in strategy, budget, and corporate finance. Mr. Aktaş was appointed as Chief Executive Officer of Yaşar Holding in July 2007 and has been serving as a member of the Yaşar Holding Board of Directors and as Chief Executive Officer since April 2009. He also holds seats on the boards of directors of other Yaşar Group companies.

Members of the Board of Directors of our company, which is affiliated to the Yaşar Group, may hold seats on the boards of directors of other Group companies, and there may be various transactions by and between these companies that may be considered under the scope of Article 395/1 of the Turkish Commercial Code. However, the parties to such transactions are Group companies only, and necessary permissions are obtained at the general assembly meeting of each relevant company.

SENIOR MANAGEMENT

Tunç Tuncer **General Manager**

Tunç Tuncer got his bachelor's degree in agriculture technology from Ege University, Faculty of Agriculture in 1985. He started his business life in 1985 as a production manager at Pınar Et. He functioned as Technical Director from 1999 until 2012. He has been serving as Pınar Et General Manager since June 2012.

Mustafa Şahin Dal **Financial Affairs and Budget Control Director**

Mustafa Şahin Dal got his bachelor's degree in monetary economics and banking from Dokuz Eylül University, Faculty of Economics and Administrative Sciences in 1984. He began his career in the Financial Affairs Department at Yaşar Holding in 1987, where he held the positions of accounting supervisor, assistant manager, and budget, accounting and financial affairs department manager at the Food Division Companies from 1993. He has been functioning as the Financial Affairs and Budget Control Director of Food Division Companies since 2010.

Muzaffer Bekar **Finance Director**

Muzaffer Bekar received his bachelor's degree in public administration from Marmara University, Faculty of Economics and Administrative Sciences in 1982. He began his professional life in the Finance Department of Dyo Boya in 1989 and subsequently worked as Finance Supervisor, Finance Manager and Finance Director of Coatings Division Companies. He has been working as the Finance Director of Food Division Companies since December 2008.

Hakan İshakoğlu **Plant Director**

Hakan İshakoğlu received his bachelor's degree in food engineering from Ege University, Faculty of Engineering in 1992. He began his business life as Frozen Meat Products Production Engineer at Pınar Et in 1992, where he later worked as Frozen Meat Products Production Supervisor, and Meat Products Production Manager. He has been serving as Pınar Et Plant Director since June 2012.