

The Earth Is Our Home





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About Our Report

With our sustainability reports at Borusan Group, we present our management approach regarding economic, social and environmental impacts resulting from our products, services, and activities to all our stakeholders, especially Borusan staff and our customers.

The Scope of Our Report

Unless otherwise stated, the data in this report cover Borusan Group's ongoing activities in four major areas of activity and six major industries during January 1st - December 31st 2015. Although the priorities of these industries are divergent, we identified their mutual strategic aspects thanks to the workshop we held during the reporting period. In the report, we included the performance data and good practices regarding mutual aspects for the companies that constitute 95% of total Borusan Group revenues. These companies are: Borusan Mannesmann, Borçelik-Kerim Çelik, Borusan Otomotiv and Automotive Group companies, Supsan, Borusan Lojistik, Borusan EnBW Enerji and Borusan Makina and Güç Sistemleri. We also included Kerim Çelik data that was excluded in the last year's report, along with Borçelik data. Borusan Mannheim's performance is outside the boundaries of this report.

The Principles of Our Report

We prepared our report based on the GRI (Global Reporting Initiative) Guidelines and in accordance with GRI G4 Guidelines – Core option.

www.globalreporting.org

In the process of identifying our strategic sustainability aspects, we considered the GRI principles of materiality, stakeholder inclusiveness, sustainability context and completeness besides the UN Global Compact principles that we signed in 2003.

www.globalcompact.org

Our Next Report

We plan to publish our next report that will reflect our sustainability performance in 2016, in the second half of 2017. Previous Borusan Group Sustainability Reports are present at our corporate web site.

www.borusan.com

(G4-17, G4-20, G4-21, G4-23)

Message from the Chairman and Group CEO

Dear Stakeholders,

As Borusan Holding, one of the leading companies to inform its stakeholders regarding the sustainability performance in Turkey since 2009, we are glad to share with you our seventh sustainability report that we prepared based on GRI G4 Guidelines.

Same today as it was yesterday, we continue our activities with a transparent and accountable management approach, respect human and environment at each business priority area along with our 6,500 employees in 3 continents and 12 countries.

Our consolidated group revenue was USD 4.4 billion, and operational profit was USD 329 million across all business lines in 2015. We reached USD 362 million investment amount where the main actor was our new business line; sustainable energy.

The main differentiating feature of 2015 for Borusan is the studies done about innovation, R&D and digital transformation where it focused on all its energy with the



Ahmet Kocabiyik
Board Chairman



Agah Uğur
Group CEO

momentum of the five-year strategic plan. We treated the studies on developing innovative products and services across all our business lines for the last three years, under a new topic; corporate entrepreneurship.

Currently, we employ more than 200 people in innovation departments of group companies and business incubator companies. With a USD 30 million investment budget, we continue to study on 31 diverse products and business models from which 11 of them are in commercialization stage. We predict the total potential of these projects as USD 2 billion regarding the potential value they will create.

On the other hand, this year, we completed the structuring of our R&D company that will provide coordination and synergy in the group. The R&D company conducted 18 different projects in 2015 with more than 60 employees, made three patent applications, worked on seven mutual projects with universities and partnered with four start-up companies. In addition, we initiated the establishment process of three more R&D Centres; the first one will be

Logistics R&D Centre, the second one will be Advanced Material Development R&D Centre and the third one will be New Product Design and Layout R&D Centre.

We engaged in many efficiency and saving oriented innovative projects and investments at our companies again, this year. We strived to manage these efforts with a large sustainability perspective considering their economic, social, environmental and corporate results. We explained these investments in detail in the economic and environmental sections of our report.

We bear in mind the risks associated with climate change which is one of the most essential social and environmental issues today. Therefore, we conduct studies to reduce the impacts of our operations on climate change. In this regard, we try to develop more energy efficient processes in operations, save natural resources, and offer products that use less energy. In 2015, we derived important gains in resource usage by the efficiency studies of group companies. With our renewable energy generation investments which play an important role in reducing risks of climate change, we prevented about 473 thousand tons of CO₂.

We continued the training activities to support career development of our employees and achieved 150,767 men hours training and 24% increase. We organized diversified training programs under Borusan Academy roof, to develop and improve each level of employees. We continuously improve our Occupational Health and Safety

(OHS) performance with regard to our priority to create safer and healthier workplaces for our employees, customers and suppliers; and our zero accident objective. We gave 14,101 men hours OHS training to group employees throughout the year.

Last but not the least, our projects that will contribute to the sustainable development objectives of our community continue without slowing. We give back to community through our activities regarding education, arts and culture, environment, human rights and empowering women along with our volunteer staff.

In this context, we maintained the support of Borusan Kocabiyyik Foundation to education institutions; provided educational support to more than a hundred youngsters; gathered thousands of music lovers with many prominent musicians from Turkey and from around the world via Borusan Sanat, presented original examples of modern art to art lovers through Borusan Contemporary and worked for a more equal and fair community through our women empowerment practices. In the reporting period, we allocated USD 12 millions funds to community projects.

We hereby thank our employees, dealers and suppliers, shareholders for counting on us, investors, customers and other stakeholders; in the journey we started to create value for all our stakeholders.

Borusan Facts and Figures

Corporate Profile

Economic



Operations in
3 Continents
12 Countries



USD **4.4** Billion
Consolidated
Revenues



16 Companies



USD **30** Million
Innovation
Investments

Sustainability Profile

Economic



70+ Years
Industry and
Service Experience



USD **329**
Million
Operational Profit



4 Industries
6 Business Lines



30 Ideas and **6**
Business Incubation
Companies*

Unless otherwise stated, data in this table cover 2015 performance.

*(As a result of 2 years of work)

Corporate Profile

Social



6,500+
Employees



946
Volunteer
Employees



150,767
Hours Training



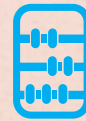
TRY **4** Million (app.)
Loan Amount
Provided by Branches

Sustainability Profile

Social



13% Executive Level
Women Managers Ratio



6,536 Hours
Time Spent for
Volunteer Projects



24% Training Hours
Increment Ratio



1,588 Women
Number of
Entrepreneurs Provided
with Microloan Support

Environmental



370 MW
Renewable Energy
Installed Capacity



TRY **700+** Thousand
Environmental
Investments

Environmental



479 Thousand Tons
CO₂ Emission Reduction



1,529 Employees
2,163 Hours
Environmental Trainings

Unless otherwise stated, data in this table cover 2015 performance.

Borusan Holding and Group Companies

At Borusan, we achieve sustainable growth by means of our strong corporate business culture. Borusan Holding and Borusan Danışmanlık ve Ortak Hizmetler Company oversee the central management of our group together.

Borusan Holding assumes responsibility of increasing the value created to shareholders and other stakeholders through the leading, supportive, and controlling role it plays as the strategic leader of group companies. Holding fulfills the critical responsibilities such as; deploying “innovative competition” understanding throughout the organization

and value chain, managing relations with partners and other stakeholders, efficient use of resources, and defining sustainability strategy.

Borusan Danışmanlık ve Ortak Hizmetler is in charge of providing the expertise necessary for our group to reach its strategic targets and support business outcomes, and managing the processes regarding optimum cost/maximum efficiency. The company also oversees major initiatives such as; Lean 6 Sigma, Sustainability and Corporate Social Responsibility projects across the group.

BORUSAN GROUP

STEEL

Steel Pipe

Borusan Mannesmann Boru Yatırım Holding
Borusan Mannesmann
BM Vobarno
Borusan Mühendislik
Borusan İstikbal Ticaret

Flat Steel

Borçelik
Kerim Çelik

LOGISTICS

Borusan Lojistik
Borusan Logistics International

ENERGY

Borusan EnBW Enerji

DISTRIBUTORSHIP

Machinery and Power Systems

Borusan Makina ve Güç Sistemleri
Borusan Makina Kazakistan

Automotive

Borusan Otomotiv
Borusan Oto
Borusan Otomotiv Premium Kiralama
Supsan
Manheim Türkiye



Strategy and Management



We determine the long term strategies of Borusan Holding group companies in the framework of a five-year perspective and four major concepts. These are; Profit Growth, Strategic Market Positioning, New Products & Services and Business Excellence.

While realizing our strategic plans, we prioritize our social, environmental and economic aspects, create constant

and ever increasing value for our stakeholders by our risk management model built to turn risks into opportunities.

Borusan Holding's management approach is based on communicating effectively and transparently with all our internal and external stakeholders. We take into consideration both industry and stakeholder priorities in defining our sustainability priorities.

Corporate Governance

We conduct all operations at Borusan Group companies according to transparency, fairness, responsibility and accountability principles of corporate governance.

Borusan Holding that plays a central role and does not participate in management of group companies, along with Borusan Yatırım which participates in companies with minority shares and functions as a portfolio company, comprise the Corporate Parent. Holding corporate governance structure is based on effective communication and audit mechanisms that establish control over the entire group.

Borusan Holding Board of Directors, the supreme decision making organ of the group, undertakes the general responsibility of group activities towards shareholders and other stakeholders. The Board determines the group objectives and develops strategy to achieve these objectives and thereby works for sustainable development of group companies.

Borusan Holding Board of Directors, with a balanced structure of both executive and non-executive members, is comprised of seven members, including two independent ones. Holding Executive Board is positioned under the Board of Directors in the organizational structure, and acts as the management platform that oversees the achievement of group strategic objectives. Executive Board members lead specific industry and business line related studies by taking



part in the management boards of group companies as chairman or member.

Holding Financial Control, Internal Audit, Finance and Investor Relations departments help Corporate Risk Management Department in implementing risk processes. Internal Audit Department inspects group companies' processes and offers them improvement suggestions by identifying the risk areas. The inspections conducted by Internal Audit department includes social topics such as ethics, employee rights, and OHS, in addition to environmental topics. In 2015, 56% of group companies' departments were inspected by Holding Internal Audit Department on social and environmental topics.

Structure of Board of Directors	2014-2015	GRI
Women Members	29%	LA12
Foreign Members	29%	
50 Years and above	100%	

Ethics Management



Our business ethics approach based on transparency, honesty, fairness and accountability creates the basis for all stakeholder relations of Borusan Group. We lead the way in the industries we operate regarding ethics, fair competition and fight against corruption, and make maximum effort to raise community awareness in these issues.

The booklet “Handbook for Borusan Employees: Business Principles, Business Ethics and Human Resources Practices”, composed by Borusan Group Ethics Board, which defines in detail the business principles concerning topics such as human rights, environment and public activities, the outline for the implementation of ethical rules and the rules of conduct regarding stakeholder relations, which all employees are obliged to act accordingly, can be reached on our corporate website.

Besides the responsibility of our employees to comply with the ethics rules, they are expected to guide relations amongst employees and stakeholders according to these principles. The responsibilities of investigating notices received through the Borusan Group Ethical Rules Consultation and Information Line, where complaints regarding violations of ethical rules are also conveyed, and developing solutions in relation to these notices belong to the Ethics Board that works under Borusan Holding Inc. Chairman of the Board of Directors.

The Ethics Board may be reached 24/7 by phone or e-mail. The processes of investigating the notices received from group companies are conducted by Borusan Holding Audit Director and Borusan Holding Legal Director; notices conveyed to the Ethics Board by Borusan Group employees or third parties are undisclosed. The examination and investigation works are conducted by independent experts in secrecy.

Every year, we provide trainings to all the white-collar employees working at group companies, about ethics and risks associated with corruption, which is an ethics subtopic. In the reporting period, 170 man-hours training was provided in this regard. Borusan Holding is among the founding members of the Ethics and Reputation Society (TEID), which was established with the aim of enhancing business ethics awareness in Turkey and raising awareness about this issue both in the business world and the community.

We don't do business with clients and suppliers who disregard business ethics and break the laws. In 2015, we prepared Borusan Group Supplier Working Conditions Protocol to be signed by subcontractors and suppliers, according to the objectives set by Audit and Purchasing departments. More than 150 contracted suppliers signed the protocol. In 2015, there was no unethical action, legal noncompliance or corruption case identified throughout the Group or in business partners and suppliers to our knowledge.



ÖVGÜ ŞAHİN

GO CLOSER TO NATURE...





‘The Earth Is Our Home’ Start from somewhere...

We are already too exposed to harmful chemicals in our daily lives.

I think in this way I can contribute for the future of our planet, albeit a small one.

I also contribute to my own health, which makes me happy.

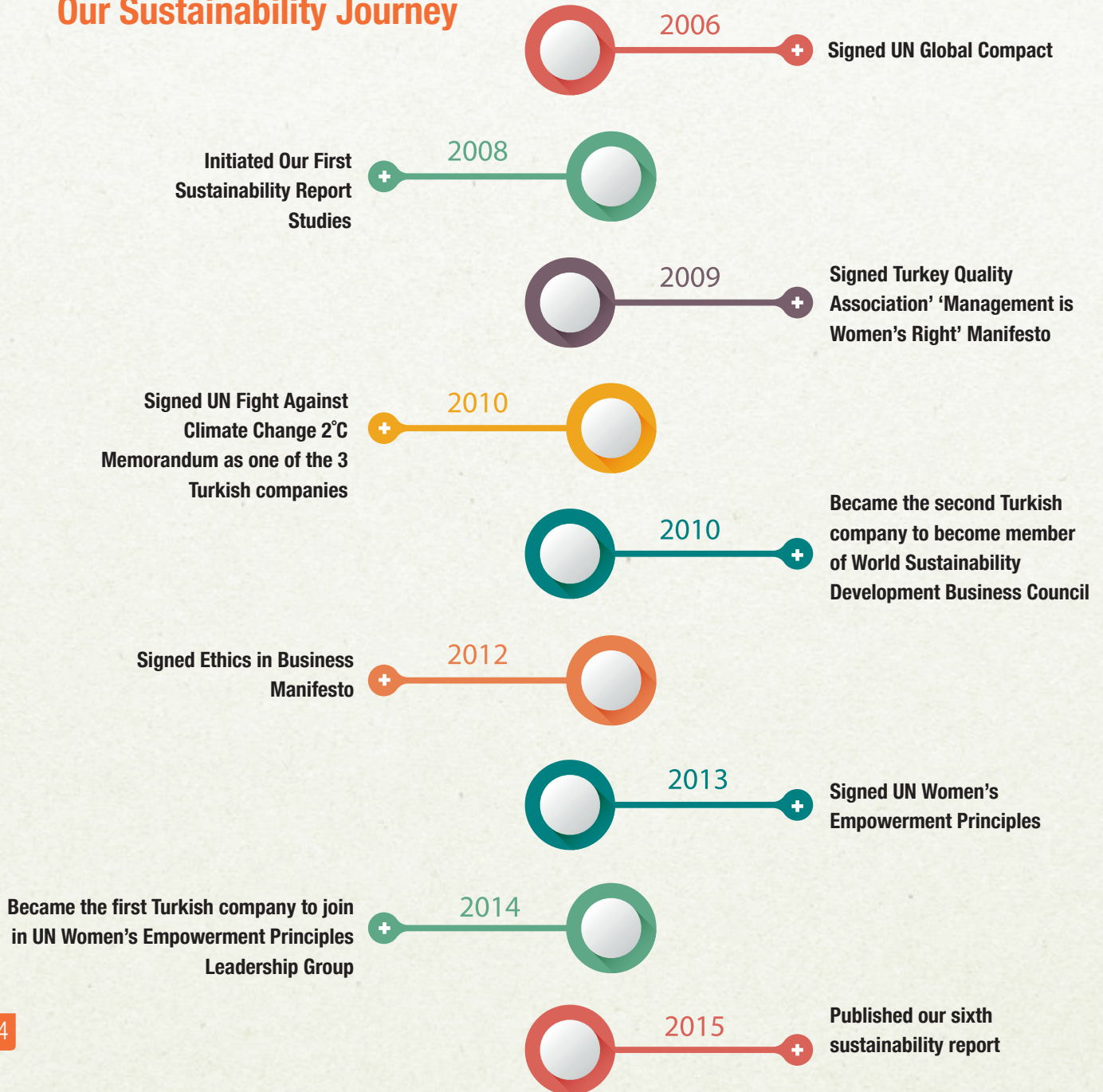
To make yoghurt I boil the milk up to a certain temperature and then add some leftover yoghurt gradually leaving it for fermentation.

I wrap it with some cloth and leave it wait aside for 2-3 hours.

If you come one step closer to the nature, she comes 10 steps closer to you.

#EcologicalBorusan

Our Sustainability Journey



Sustainability Management

As Borusan Group, we define our social and environmental impacts created by our economic activities as our responsibilities. We act with the consciousness that the business strategies we develop and the decisions we take today will shape the future, and we conduct our operations with the objective to create value for our stakeholders.

Borusan Holding CEO is the primary supervisor of Borusan Group's economic, social and environmental sustainability performance. We ensure our economic sustainability performance through practices led by Holding CEO and group companies' general managers; social sustainability performance by Holding HR, Corporate Communications and OHS Group; environmental sustainability performance

by Environmental Management Units and Lean 6 Sigma office. We conduct our corporate social responsibility practices by Holding Corporate Communications and Borusan Kocabiyik Foundation.



Sustainability Management at Borusan

Economic

Holding Executive Board

General Managers of
Group Companies

Social

Holding Human Resources

Holding Corporate
Communications

OHS Group

Borusan Kocabiyik Foundation

Environmental

Group Companies
Environmental Management
Units

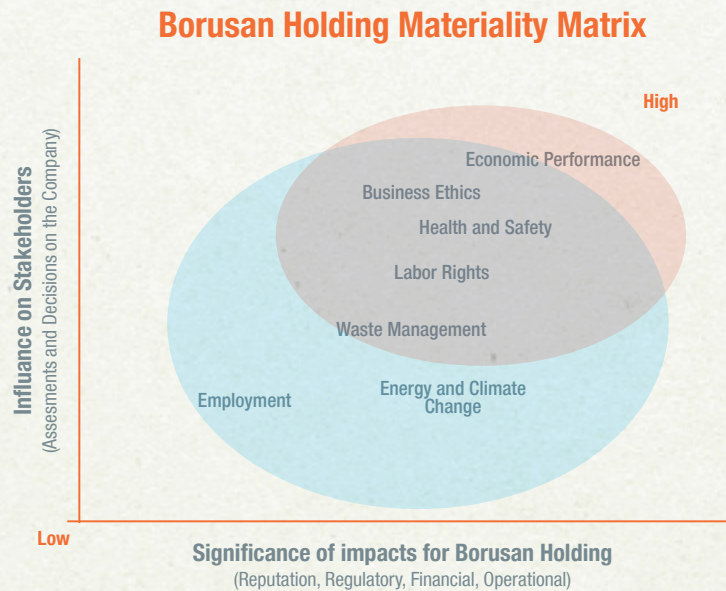
Lean 6 Sigma Office



Our Material Aspects

In order to maximize focus on material aspects, we held the **sustainability strategy workshop** during the reporting period by gathering 25 representatives from eight group companies' OHS, environment and quality departments mainly. Through analyses and intensive discussions, we

reviewed our material aspects in economic, social and environmental perspectives separately and prioritized them for each company. Then, we identified mutual aspects for all our companies to design the **Borusan Holding Materiality Matrix**. (G4-18, G4-19)



The upper right-hand part of the graph displays aspects that are of high importance for both our stakeholders and our group, and influence our company's performance directly and significantly. These aspects constitute the main headings of the relevant sections of our report, and data on our group companies' performance in those areas are covered extensively in the report.

The main objective of creating such a matrix was to clearly identify aspects important to both our company and our key stakeholders, and to develop our plans and set our targets around these aspects. In the coming terms, we intend to exchange ideas with more of our stakeholders, and to further develop the aspects and related targets we will focus on.

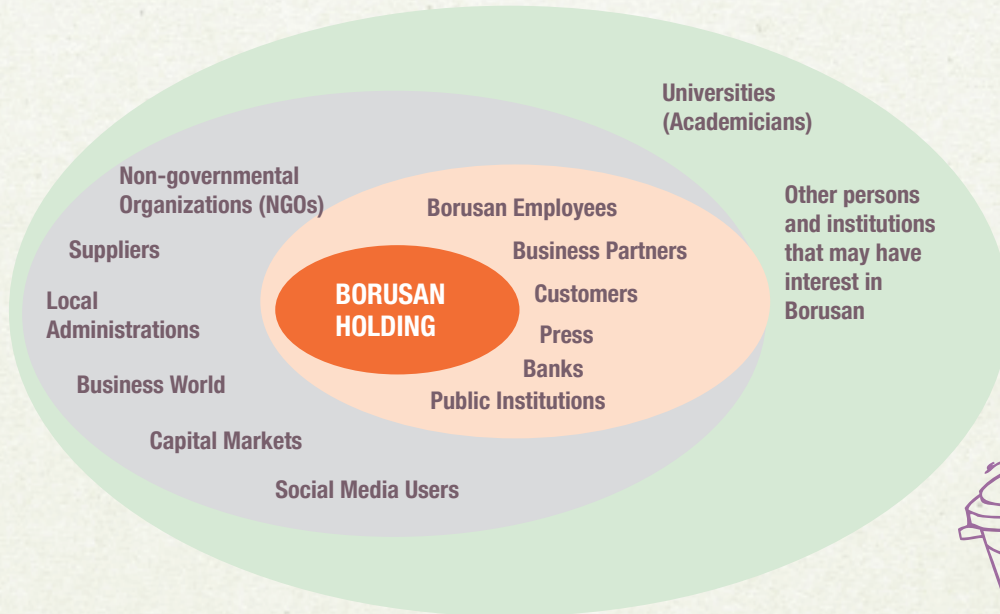
Communication with our Stakeholders

We define our stakeholders as persons and organizations that are influenced by our activities, and at the same time, who could have an impact on our group's efforts to achieve its business targets. In order to plan a more intensive communication scheme with our key stakeholders for the coming terms, we reviewed all key stakeholders of each company in the group.

During the sustainability strategy workshop we held with the representatives of each group company, we prioritized the key stakeholders that had intensive economic, social,

and environmental interactions with our companies and prepared the stakeholder maps for each.

As a result of these studies, it was revealed that the primary key stakeholders identified at the workshop and the ones identified by Holding Corporate Communications were coherent. The communication platforms we employ for these stakeholders, along with their content and communication frequency, are given in the table; **Our Stakeholder Communication Platforms.** (G4-24, G4-25)



Stakeholder Communication Platforms

Stakeholder Group

Communication Method/ Frequency

Borusan Employees

CEO and General Manager Memorandums (frequency varies according to topics of communication); Borusan Day (yearly); Annual Report (yearly); Sustainability Report (yearly); Employee Loyalty Research (yearly); Internal Communication Meetings (at least yearly in group companies); Performance Evaluation Meetings (yearly); Internal Information Notices (instant); Ocean Volunteers Platform (all year long); Recreation Clubs; Ethics Rules; Employee Trainings and Borusan Academy Faculty Programs (all year long); The Borusan Employees and Yammer Intranet Platforms; B'Alem Human Resources Portal and Applications

Customers

Annual Report (yearly); Sustainability Report (yearly); Customer Satisfaction Research (at least yearly in Group companies); Meetings and Interviews; Internet based Applications; Ethics Rules, Corporate Website

Business Partners

Annual Report (yearly); Sustainability Report (yearly); Corporate Website; Meetings and Interviews;

Public Institutions

Annual Report (yearly); Sustainability Report (yearly); Audits (instant / periodical); Joint Projects; Corporate Website; Meetings and Interviews

Press

Annual Report (yearly); Sustainability Report (yearly); Annual Public Disclosure Meeting; Project Specific Press Meetings; Interviews; Press Tours (instant); Corporate Website

Banks

Annual Report (yearly); Sustainability Report (yearly); Meetings and Interviews

Suppliers

Annual Report (yearly); Sustainability Report (yearly); Corporate Website; Meetings and Interviews; Supplier Evaluation Surveys

Local Administrations

Annual Report (yearly); Sustainability Report (yearly); Corporate Website; Meetings and Interviews; Joint Projects

Business World

Annual Report (yearly); Sustainability Report (yearly); Corporate Website; Meetings and Interviews

Non-governmental Organizations (NGOs)

Annual Report (yearly); Sustainability Report (yearly); Corporate Website; Meetings and Interviews; Joint Projects; Donations and; Memberships (continuous)

Social Media Users

Instant Agenda Messages Shared on Corporate and Brand Accounts

Capital Markets

Annual Report (yearly); Sustainability Report (yearly); Periodic reports (on Borusan Yatırım's website)

Universities (Academicians)

Human Resources, Career Days Participations; Sabancı University and Borusan Academy Program Collaboration; Joint Program with Boğaziçi University and Borusan Internal Financial Affairs

Other persons and institutions that may have interest in Borusan (Students, Potential Employees, Trade Associations, etc.)

Annual Report (yearly); Sustainability Report (yearly); Corporate Website; News and Information Flow through Media Tools; Communication through Corporate Social Media Accounts



Economic Performance

While planning the group strategies; we oversee national and global variables, developing technology, diminishing natural resources, client expectations, and trends such as changes in regulations. In our long term objectives, we mainly focus on increasing the group companies' market shares in their business lines and their sustainable development.

We target continuity of profits and overall excellence through lean and efficient processes in Borusan Group that

always works for the better. In order to reach excellence in process management, we apply 6 Sigma Management Method across our group since 2002.

In 2015, we prevented approximately 473 thousand tons of CO₂ emissions thanks to our energy investments that play a major role in reducing risks originating from climate change besides our growth and efficiency driven investments.





ÖZGÜR ARSLAN

CARRY OUR LEGACY INTO THE FUTURE...





‘The Earth Is Our Home’ Start from somewhere...

We wanted to make healthy products at home since as parents we want our child to grow in good health.

I grew up with tarhana soup of my mother; my wife also grew up with tarhana soup of her mother.

So now we have started to do what we learnt from our mothers.

We put tomatoes, peppers, onions etc. into a pot and cook them adding some water in it. We then filter the water and add flour and knead it like pastry dough.

Later on there is the drying phase. We need to crumble it frequently. After crumbling it we see that it breaks into very small pieces. We sieve the pieces and then put sieved dry pieces into jars.

Take a small step, do it yourself!

#EcologicalBorusan

Investments

In 2015, we continued to grow our profits in all business lines we operate. Our total revenues exceeded USD 4.4 billion. We also continued our investments to end the year with USD 362 million total investment amount where our main focus was on sustainable energy. 2015 was an important year because it was the first year of our five-year strategic plan which we worked on for a long time. We accomplished many investment projects at all our companies with the objective to develop products and services that are efficiency and business excellence oriented. We manage

all our investments with the aim of creating sustainable benefits and evaluate according to their economic, social, environmental and corporate results.



Industrial Investments

Company	Name of Investment	Objective	Budget
Supsan	Increasing production efficiency of A-B Line	Increasing daily production from 7,000 to 9,000-9,500 pieces	370 Thousand €
Targeted Gains	Economic: 30% cost improvement Social: Increasing employee motivation through new technology machinery usage. Success of the projects and rewarding the team. Environmental: Less electricity, operational material and cooling grease usage Corporate: Accomplishment of cost improvement		
Borusan Otomotiv	Restructuring need in the Licenced Seller and Licenced Service networks due to the addition of Jaguar brand to the portfolio in 2015; renovation projects to conform to the retail standards at current premises defined and imposed by our producers BMW AG and JLR Limited	Reaching the target audience of the brands, accurate brand communication and enriching customer experience by increasing the sales and after sales services	20.03 Million €
Targeted Gains	Economic: Reducing general costs Social: Employee and customer satisfaction Environmental: Efficient use of the area, energy efficiency achieved, lifetime of buildings and assessment of carbon footprint Corporate: Increasing customer satisfaction and corroborating brand and company image		

Company	Name of Investment	Objective	Budget
Borusan Otomotiv	Launching BMW brand electrical cars and related services in the market	Enabling transportation by low emission vehicles, thereby minimizing environmental damage	Import: 45 Thousand € Other: 100 Thousand €
Targeted Gains	Economic: Reducing cost of fuel and the amount of fuel consumption through electricity usage Social: Employee and customer satisfaction Environmental: Less carbon emission Corporate: Corroboration of company and brand image		
Borusan Lojistik	West Terminal Port Expansion Project, Gemlik / Bursa (Borusan Port)	Building the alternative for the berth that completed its structural lifecycle at the East Terminal	10 Million \$
Targeted Gains	Economic: 2.6 Million \$ (project completion cost is 7.4 Million \$) Social: Creating employment Environmental: Completion of construction according to approved EIA report Corporate: Zero accident, increasing current capacity, creating solutions to client needs		
Borusan Lojistik	28,458 m ² sea embankment construction at Gemlik/Bursa (Borusan Port)	Increasing client demands, storage area requirement	3.05 Million \$
Targeted Gains	Economic: 0.3 Million \$ (projected completion cost is 2.7 Million \$) Social: Creating employment, zero accident Environmental: Completion of work according to approved EIA report Corporate: Increasing current capacity, meeting client needs		

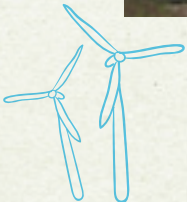


Company	Name of Investment	Objective	Budget
Borçelik	H2 Furnace Investment, Project of Improving Surface Conditions in CR Product Group	Capacity increase, cost improvement and product quality increase	7.8 Million \$
Targeted Gains	Economic: +3.5 Million \$ EBITDA (2019 target) Social: Client satisfaction increase Environmental: Less energy consumption (1,040 TEP/yr.) and carbon emission (3,250 tons/yr.) Corporate: +40 kT additional capacity gain		
Borçelik	ECL 2nd coil opener; conforming to increasing CR capacity	Reduce coiling preparation time	2.4 Million \$
Targeted Gains	Economic: Achieving investment target (3.5 Million \$ EBITDA) Corporate: Capacity increase		
Borusan Makina ve Güç Sistemleri (BMGS) & Borusan Endüstriyel Sistemler (BESYS)	Gebze Campus Moving (employees and workshops due to insufficient work place)	Providing employees with better working environment, creating synergy and economic benefits by bringing together different companies (BESYS, BMGS, Free Zone)	1.6 Million €
Targeted Gains	Economic: Maintain economies of scale Social: Increase employee satisfaction Environmental: Better waste management, benefiting from rain water Corporate: Consolidation of companies under one roof		
Borusan Mannesmann	New TAV Furnace Investment for the automotive segment (Halkalı) & Bursa Plant Investment	Meeting the demand as a result of new automotive projects and maintain the dominant position in the market; be more active in export market	TAV Furnace: 3,245,000 \$ Bursa Plant: ~750,000 \$
Targeted Gains	Economic: This project in the automotive segment where high value added pipes are used will add significant amount to company profit Corporate: Increasing trust and loyalty of clients to our company, keeping our position and market share in the domestic market		



Renewable Energy Generation Investments

Name of Investment	Timing	Installed Capacity	Budget
Harmanlık WPP Karacabey/BURSA	Investment Decision: July 2013 Commissioning plants: May 2015	52.8 MW 50,000 residences	61.80 Million \$ (actual)
Targeted Gains	• Building a wind power plant with 52.8 MW installed capacity • Generating approximately 166 GWh energy annually • Beginning commercial production by providing substantial completion until August 2015 • Reduction of 98 thousand tons of greenhouse gas emission annually		
Koru WPP Lapseki ÇANAKKALE	Investment Decision: July 2013 Commissioning plants: May 2015	52.8 MW 50,000 residences	60.49 Million \$ (actual)
Targeted Gains	• Building a wind power plant with 52.8 MW installed capacity • Generating approximately 137 GWh energy annually • Beginning commercial production by providing substantial completion until September 2015 • Reduction of 80 thousand tons of greenhouse gas emission annually		



Name of Investment	Timing	Installed Capacity	Budget
Mut WPP Mut / MERSİN	Investment Decision: July 2013 Commissioning plants: June 2015	52.8 MW 50,000 residences	59.95 Million \$ (actual)
Targeted Gains	• Building a wind power plant with 52.8 MW installed capacity • Generating approximately 153 GWh energy annually • Beginning commercial production by providing substantial completion until September 2015 • Reduction of 85 thousand tons of greenhouse gas emission annually		
FuatWPP (first 6 turbines) Kemalpaşa/İZMİR	Investment Decision: July 2013 Commissioning plants: October 2015	33 MW 30,000 residences	42.83 Million \$ (actual)
Targeted Gains	• Building a wind power plant with 33 MW installed capacity • Generating approximately 92 GWh energy annually • Providing substantial completion until October 2015 • Reduction of 55 thousand tons of greenhouse gas emission annually		
Bandırma WPP Capacity Increase Bandırma BALIKESİR	Investment Decision: July 2013 Commissioning plants: December 2014 – February 2015	30 MW	35.08 Million \$ (actual)





Environmental Performance

At Borusan Group companies which are leaders in different industries; we aim to develop efficient products and services that respect environment and deliver best benefits for users; engage in many environmental practices that reduce natural resource and energy consumption, waste production, and carbon footprint.

According to the environmental sustainability strategy determined by our Holding, we implement practices across the entire group which will alter the risks associated with climate change into opportunities; constantly reduce

environmental impacts of operations; and apply a proactive approach for protecting the environment and natural resources in our operation geography.

We support activities and trainings that increase the environmental awareness in the community and among employees in order to deploy environmental consciousness in our organization and the value chain. In the reporting period, 1,529 employees from all our companies received 2,163 hours of environmental training. Our environmental investments exceeded TRY 700 thousand.

Energy Management and Combatting Climate Change

Every year, we develop innovative, leading solutions at Borusan Group companies to cater for the purpose of efficient energy usage, reduction of emissions and fight against climate change. With our renewable energy generation investments which play an important role in reducing risks of climate change, we prevented about 480 thousand tons of CO₂.

We intend to reduce our group's carbon footprint constantly through energy and emission management practices we initiate. We define strategies that turn environmental risks into opportunities at group companies, achieve solid results such as energy saving, material and natural resource efficiency by means of our good practices.



First Wind Power Plant (WPP) with LEED Certificate

We received the Leed Gold Building Certificate as a result of a USD 20 thousand budget project to save energy at our Bandırma WPP administration building that started in 2014 April. In the scope of the project, architectural, electrical and mechanical schematics of the building were updated, energy study report we prepared. Electricity meters were fixed to the electricity consumption equipment at the building. We exhibit that the energy used at the building was from a renewable energy source. Many topics were reviewed and measured such as lighting, water consumption and flora.

Borusan Lojistik LED Transformation in Port Lighting!

We initiated LED transformation project in 2012-2013 at Borusan Port in order to reduce lighting costs and improve legal mandatory measures. We co-operated with our suppliers to make measurements and trials at the field and design special LED fixtures in the scope of USD 288 thousand budget project. While contributing in the Green Port efforts to save 1.3 million kWh/year electricity, we also made TRY 380 thousand revenue.



Borusan Oto İstinye LED Transformation in Lighting!

We initiated LED transformation project in 2012 with the objective to save energy and in return, reduce our electricity cost with a budget of TRY 5,000. We changed 150 watt lamps with 50 watt LEDs. This transformation earned us TRY 1,500 monthly electricity saving and TRY 1,000 saving in maintenance cost.

Borusan Mannesmann's Energy Saving Target!

Renovation of SRM furnace inductors by shrinking the internal diameter where the pipe is located and reduction of inductive reactance that generates between external diameter of pipe and inductor internal surface; will save us the lost electricity on this reactance. We intend to achieve TRY 3,225 per production ton energy recovery by implementing the design in 2016 which we initiated in 2015 with a EUR 87,690 budget.

Capacity Increase at Supsan with Efficiency Projects!

In 2014-2015 term, we conducted projects at Supsan to increase hourly production amount and reduce the number of stops at production facilities in order to enhance capacity to meet OEM customer demands and to accommodate the need to improve costs. In the scope of EUR 370 thousand budgeted project, by increasing efficiency; we reduced electricity consumption, materials used, and cooling grease amount per valve to improve cost by 30%. We reduced electricity consumption from 1.36 kWh/piece in 2014 to 1.137 kWh /piece in 2015.



Waste Management

As Borusan Group which involves the leading companies of steel, dealership, logistics and energy industries, we act with the responsibility to protect the environment where we work and live.

We intend to minimize the negative environmental impacts of our companies' operational processes from product and service design and production to delivery and marketing phases. We extend the scope of practices that involve processes such as reduction of natural resource usage including water consumption and prevention of waste at its source.

Scrap Recovery in SRM stops at Borusan Mannesmann

We recovered the pieces of pipe that would otherwise be scrap which are left cold inside the furnace during production by taking them out with the new roller we designed and cutting them with the firing saw. We reduced the duration of assembly stops from 20 minutes to 5 minutes, achieving 75% reduction. In addition, we eliminated all accidents during this process as a result of mechanical improvements. We saved TRY 519 thousand annually by preventing labour loss, recovering scrap and machine efficiency.

Hazardous Waste Reduction at Borusan Mannesmann

In our Halkali plant, particles in water treatment balancing pool accumulated to form a sludge in concrete form. This condition decreased the efficiency of the treatment process and resulted in large amounts of hazardous waste due to the mandatory cleaning activity which we conduct once

every two years with a very high cost. So, we initiated a new practice. We put into use a second filter press system, which was held redundant and connected to water inflow in the system, that would prevent the accumulated particles in the first spill area of the balancing pool to sink in the bottom and solidify. Thus, we were able to reduce the sludge at the beginning and the amount of particles in the water that was chemically treated. As a result, we reduced 132,666 kg waste in 2014 and 70,610 kg waste in 2015.

Reducing Chemical Usage at Borçelik

We ordered an oil decomposition tank and a detergent storage tank in order to reduce surface cleansing chemical and demineralized water consumption by 10% with a budget of TRY 150,000. We reduced water inflow in the system, and changed the cleansing chemical we use. We made several trials with different chemicals. In the first half of 2016, we seek to save 0.35 kg-m³/ton in detergent, and 25 m³/1,000 tons in demineralized water. We will continue to experiment various chemical components that will further reduce our chemical consumption in the following terms.

Reducing Grease Consumption at Supsan

In the 2014-2015 term, we allocated a EUR 20 thousand budget at Supsan for grease channels, new pumps and grease pan repairs with the aim to improve cost by reducing cooling grease consumed for each valve. We reduced the cooling grease/valve from 0.017 gr to 0.010 gr.

Biodiversity is a Priority Aspect for Borusan EnBW Enerji

During our strategy workshop with our managers from all group companies, besides all the mutual aspects discussed and identified for the Group, preserving biodiversity was considered as a priority aspect for Borusan EnBW Enerji specifically because of its business line.

Borusan EnBW Enerji's Yedigöl Aksu HPP and Harmanlık WPP facilities are situated in a Wildlife Protection Area. The ecoflow of Yedigöl Aksu HPP which is necessary for the natural life in the stream is being constantly tracked with academic collaboration. To date, no deterioration in the water quality has been detected as a result of its processes.

A fish passage was constructed over the regulator structure at the Yedigöl Aksu HPP to protect biodiversity and ensure the continuity of the fish population living in the stream.

During the transportation phase of the Fuatres WPP (in İzmir Kemalpaşa) a special device for transportation of the blades has been used for the first time in Turkish wind energy market. Each blade was erected on the special device called "Blade Lifter" and lifted at the connection point by 50 degrees from surface. Thus, transportation was completed

without harming the ecosystem in 1.4-hectare forest area. For this purpose, an extra cost of EUR 650 thousand has been borne by Borusan EnBW Enerji.

"Ornithological monitoring" studies for Koru, Mut, Harmanlık, Fuatres, Bandırma, Balabanlı Wind Power Plants have been made since 2014. "Bat monitoring and Bat Carcass surveys" for Koru, Mut, Harmanlık, Fuatres Wind Power Plants have been made since 2015. These studies being conducted in cooperation with Akdeniz University Biology Department and Third Party consultants. During the preconstruction, construction and operation stages, these studies are made using scientific methods to determine the condition of wild life, particularly the conditions of regional and migrating birds and bats.





GÜLSÜM ÖZKOCA

FOR A SUSTAINABLE WORLD...





‘The Earth Is Our Home’ Start from somewhere...

I myself make the detergent I use at home.

Ingredients of detergent are soap, borax, laundry soda and lavender oil.

I grate the olive oil soap, add borax and laundry soda as well as adding a few drips of lavender oil for it to have a nice

scent. Then, I mix the ingredients and put them into a detergent container.

It's just that simple to make detergent at home.

Chemical ingredients contaminate our nature, environment and harm us.

I took a small step for a clean world, I myself made my own detergent.

#EcologicalBorusan



Social Performance

Our employees are our most crucial assets at Borusan Group. In accordance with the Group's strategic objectives, we constantly invigorate our teams with talents and provide the necessary training and working environment by Borusan Academy's leadership, for the professional and personal of our current employees.

We oversee employee and human rights in all our operations, encourage equal opportunity and raise awareness among employees regarding all kinds of discrimination. For this purpose, we established "Equal Borusan" social equality platform.

In order to improve employee experience, loyalty and thereby increase personal and corporate performance, we measure our employees' satisfaction every year, and work together to provide them with healthy, safe and fair work places.

We initiated many good practices to retain our talents for long tenures. Besides the good practices initiated within the Holding, other projects specific to companies are detailed in this section.

Employment

Maximizing the competence, motivation and performance of its employees and thereby supporting them to create a competitive edge in their industries constitutes the basis for the human resource practices of Borusan Group companies. It's fundamental for our group to attract talents and retain them by constantly supporting their developments.

Total employee number reached 6,677 in 2015 by an 8% increase from previous year at Borusan Group companies. Women employee ratio stayed the same as 16%. We provided more than 150 thousand hours of training to our employees in 2015 in both professional and personal development contexts.

At all Borusan Group locations, we have nursing rooms available for working mothers. We provide special discounts

for those women-men employees who own 0-6 years of age children at specific day-cares, preschools and development programs. All group employees are covered by health insurance that involves both inpatient and outpatient treatment.

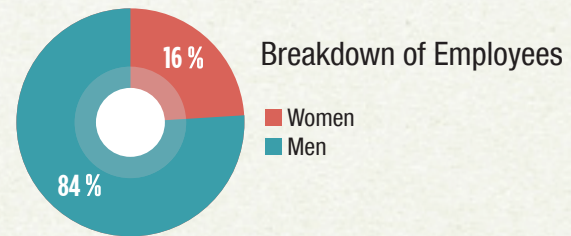
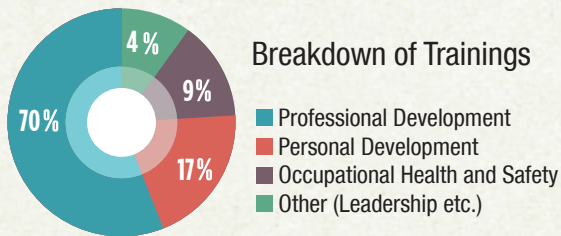
Besides providing yearly check-up and health insurance in various contents according to management level; we also offer Employee Pension Plan for employees who are between 35 to 55 years of age with more than 3-year seniority that would help them manage their retirement. In this context, we deduct a specific amount form employee salaries and add a company share to invest in their plans. Employees who complete 5 years at Borusan Group can redeem their savings.





We did not repeat the Employee Loyalty research in 2015 because we conducted the research at the end of 2014 and received the results in the first quarter of 2015. We plan to hold the research in the middle of the year, starting from 2016, so that we will receive the results in October and be able to reflect the actions to be taken in the following term.

In the reporting period, we gave feedback to 90% of white-collar employees and 12% of blue-collar employees on their performances.



Borusan Holding Employee Satisfaction Approach

- Effective Internal Communication
- Performance Management Practices
- 360° Competence Assessment System
- Borusan Academy Training and Development Programs
- Career Planning
- Recommendation System
- Annual Satisfaction Survey
- Personal Pension Plan
- Borusan Culture and Arts Activities
- Borusan Social Clubs

Avita Employee Support Program

We initiated Avita Employee Support Program in order to support our employees outside their work life and thereby create a better employee experience at our group companies. The program is led by Holding Human Resources Department and with the participation of Borusan Holding, Borusan Danışmanlık, Borusan EnBW Enerji, Borusan Manheim, Borçelik, Kerim Çelik, Borusan Makina ve Güç Sistemleri, Borusan Oto & Otomotiv employees.

The program which reaches approximately 3,500 employees, involves consultancy and information services where our employees and their family members who live together can benefit 7/24 on any topic that may cause

stress on the person or need further inquiry. Psychological and medical consultancy, financial and legal information, back-waist-neck pains and office ergonomics, healthy diet, new born care, social life and similar topics are included in the service.

In the next term, after making some communication adjustments, we intend to deploy this practice that we implement to create happier Borusan employees, increase loyalty thereby increase personal and corporate performance.





SERDAR YEŞİL

REMEMBER! YOU ARE NOT THE
ONLY ONE IN THE ECOSYSTEM...





‘The Earth Is Our Home’ Start from somewhere...

I save leftover food for stray animals.

First I save the leftover food at my home and then take theirs from my neighbours and the butcher in the neighbourhood. My biggest supporter, my mom also save leftover food together with her neighbours. Later on, we take the leftover food to places where street animal population is dense.

I take all bones, pieces of meat and leftover food to the spots with my son.

We prepare mushy rice for birds and leave it on windowsill.

We share a common planet with animals. There is an ecological life.

We consume limited amount of food. After meeting our own need, the rest also need food; those are the street animals in need.

Don't throw the leftover food, set them aside for the street animals.

I have done it! You can do it as well. It's not a hard thing to do.

#EcologicalBorusan

Enhancer Leader Enhancing Borusan Otomotiv!

Borusan Otomotiv Group Human Resources initiated a training project with a TRY 300 thousand budget in November 2014 to establish and sustain performance culture in the company and support managers to lead this process. With this study, we intend to engage all employees to embrace company targets by shifting the perception that performance process is an operational process owned by human resources.

Atla Gelişelim training aims to raise the managers' intuitive awareness and support them in performance and team management topics. GLGB, on the other hand, is structured as a training based entirely on creating performance culture. In 2014, managers and more senior levels attended Atla Gelişelim and GLGB trainings. In 2015 positive leadership trainings were given. 82 managers and above attended all the trainings. Also, 72 Unit Managers attended Atla Gelişelim training.

Starting from 2016, we plan to hold focus group studies and project evaluation surveys to Managers, Unit Managers and employees in order to follow up. To date, employees who do not manage teams did not receive the program. We intend to include all employees in the program in the coming terms.

+Value From Borusan Lojistik

After Borusan Lojistik acquired Balnak Lojistik company, in order to merge both companies' employees as one team and to establish the collective corporate culture that will carry our company to sustainable successful future, we initiated +Value Project at the end of 2014. Human Resources Department and Executive Management sponsored the study that covered approximately 1,200 employees at Borusan Lojistik offices.

To facilitate different corporate cultures and employee profiles to work together, we introduced workshops, class trainings and survey with a budget of TRY 650 thousand. As a result of these studies, we were able to increase employee loyalty and motivation through senior management's actions and maintain all employees from different units to work for mutual goals.

We plan to continue all practices initiated via this project including new suggestion system, performance culture, recognition and rewarding practices, open communication platforms, using "we" language, celebrating achievements and dissemination of feedback culture, in the following years as well.



Employee Rights

At Borusan Group companies, we promise fair, safe and healthy work environment for our employees. Business Ethics Rules policy guides our group regarding human and employee rights. In conformance with laws and regulations; we enable our employees to exercise their personal employee rights accurately and in full and oversee the balance between their work and private lives.

According to our business ethics rules and company policies, child labour and forced labour are strictly prohibited at group companies. In the reporting period, no incidents regarding violation of the freedom of association and union rights occurred and none of our operations carry an obvious risk in this manner at group companies. In 2014, all group operations except Borusan Lojistik's were audited and evaluated in terms of human rights impacts; no infringements were determined in these areas.



Due to the nature of industries we operate in, Borusan Group companies are preferred mostly by male employees and thus, the ratio of women employees to white collars was 16%. The ratio of women executives to all executives was 13% in 2015.

At Borusan Group, we believe that social and personal welfare reside in unconditional equality of women-men. In our country, among the 37 million working population, only 7 million are women; and one every five women has to live at the brink of poverty. Human resources policies based on opportunity and social gender equality constitute the basis for our human resources practices, while works aiming at raising awareness among stakeholders and the society are conducted.

For this purpose, we established the social equality platform named “Equal Borusan”. In the scope of this employee-initiative platform, we transform our language, perspective and the way we do business into an equal structure. We aim to create awareness in mind set via this transformation. Our objective is to form a happy and successful future where no social perception or role, especially gender, will prohibit equality.

Occupational Health and Safety

At all Borusan Group companies, providing a safer, healthier work environment for employees, clients and suppliers is our business priority. We benefit from risk analyses, performance measurements, trainings, practices and infrastructure improvements in accordance with our 0 occupational accident target.

At all Borusan Group companies, we have Occupational Health and Safety (OHS) Committees that represent entire workforce. OHS Committees act as an internal communication mechanism where group employees can convey their suggestions, complaints and expectations

regarding health and safety. Suggestions from committees are one of the main enablers for the constant development of OHS performance.

In 2015, we intended to establish “Borusan OHS Group” in order to develop OHS culture among group companies and provide a platform where companies share their experiences and learn from each other. OHS trainings include 9% of all trainings across group companies. In the reporting period, we provided OHS training to 8,500 people including subcontractor employees in nearly 14,000.

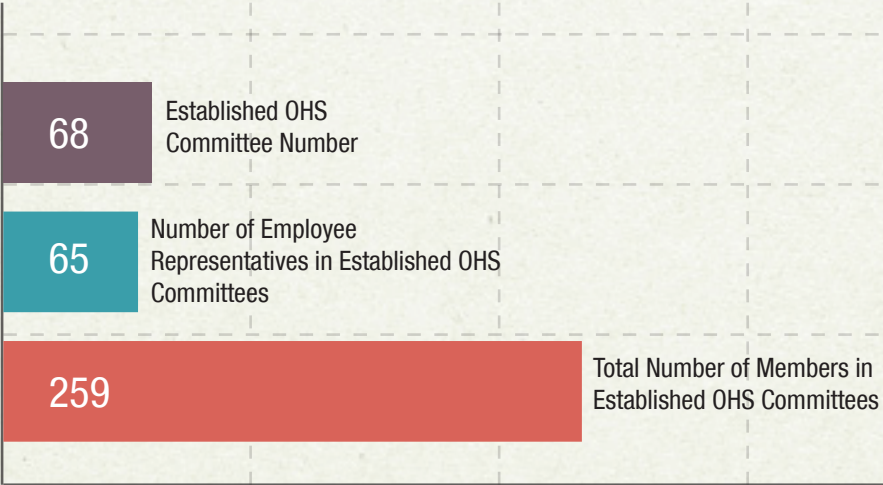


Our Companies and Locations Having OHSAS 18001 Occupational Health and Safety Management System

- Borçelik
- Borusan Makina ve Güç Sistemleri
- Borusan Mannesmann
- Kerim Çelik
- Borusan Oto / Otomotiv
- Borusan Lojistik
- Supsan
- Borusan EnBW Enerji Bandırma WPP
- Holding Head Office



Borusan Group OHS Committees 2015



Occupational Health and Safety Practices

During the reporting period, we continued to develop projects regarding occupational health and safety at most of our companies.

Golden Advices for Occupational Health and Safety at Borusan Mannesmann Boru

As Borusan Mannesmann we implement various practices to; raise level of employees' OHS culture and awareness, provide employees a safe and secure working environment where they are aligned through trainings, make danger-risk surveillance at the field, and show the emphasis our top management gives to occupational health and safety by implementing them at the field. By means of systematic improvements listed below and cultural transformation, we achieved a 42% decrease in accidents during 2014-2015.

- Monday Zero Accident Talks
- On the job Field Trainings
- OHS Spot Trainings
- Mandatory Use of Protective Glasses
- Safety Walks
- I'm not Superman Campaigns
- Right-Wrong Bulletins
- Mission Impossible-Danger Hunt Competition
- Field Tour Discordance Reports
- Unit OHS Scoreboards
- Unit OHS Performance Monitoring

SRM Cooling Bed Lift Pipe Transport: SRM line cooling bed lift carried serious accidental risks such as material hitting as a result of rolling pipes in the lift. Lift clamps design have changed into an inclined shape thanks to suggestions. While eliminating occupational accidents by 100% in this process, we also saved USD 75 thousand annually.

Shaft Change: Squeezing-smashing and musculoskeletal-waist injury risks used to occur in small slitting machine at the slitting line while assembling and dismantling shafts for size rotation and adjustments. We decided to handle shaft assembly-dismantling work by a mechanical system that abolished manual interference and enabled button control. By improving the ergonomic working conditions to prevent hand, finger and waist injuries; terminating occupational accidents and increasing the production capacity, we saved approximately USD 77,500 annually.





Effective OHS Process Management at Borusan Lojistik!

Structuring Health Management Process

We executed structural improvements in health unit when occupational safety specialists discovered that the unit service quality processes and the legal necessities regarding OSGBs at Borusan Lojistik were not monitored effectively.

Criteria such as; workplace doctors' and other health personnel's qualifications, duties, authorities, responsibilities; health unit's business plan, organization, reporting system, performance and evaluation of the service quality of OSGBs helped us to determine the improvement areas and take action accordingly. During the project, we updated current instructions and forms, improved the documentation system by preparing additional necessary documents; we intended to actively use QDMS system.

Activating Risk Assessment Management Process

We completed Borusan Lojistik risk assessment module configuration and infrastructural studies in 2015. By recording OHS specialists, doctors and employee representatives in the system, we correlated them with automatic risk assessments. We added past risk analyses in the system, organized infrastructure and user trainings of the module, ensured that new analyses are added directly through the module.

As a result of these studies, we automated our risk assessment system; standardized the risk sources and risks; linked all risk steps with the current or planned precautions in the system. By providing individual revision of each risk step, we eliminated the need to update the whole analysis for only one step. We began to report and create solutions regarding mutual risks at all our locations.





BURCU BEYENİRSOY KUTLU

A SMALL STEP IS WHAT TRANSFORMS EVERYTHING...
YOU ARE NOT ALONE...





‘The Earth Is Our Home’ Start from somewhere...

I don't pour leftover fry oil into sink,
I recycle it.

After frying potatoes, I pour leftover fry
oil into a jar. I don't use it again.
I hand the accumulated fry oil to my
neighbourhood headman.

She also hands it over to the metropolitan
municipality and they deliver it to relevant
organizations.

**We don't pour leftover fry oil into sink, we spare and hand it over to the
relevant organizations.**

Why do I do this? I care about both my
own well-being and my kids' well-being.
I also care about the environment.

The reason is that one litre of fry oil
contaminates 1 million litres of clean
water.

#EcologicalBorusan



10 Points OHS Project from Borçelik!

Due to the fact that 75% of all work accidents are caused by behavioural issues, we decided to change unsafe behaviour to safe one at Borçelik and reduce accidents originating from behaviour. Since 2012, we hold focus group studies, customized trainings at all levels, surveillance plan and form preparations with a USD 100 thousand budget. As a result of these studies, we observed an increase in communication among employees, feeling of security and safe behaviour.

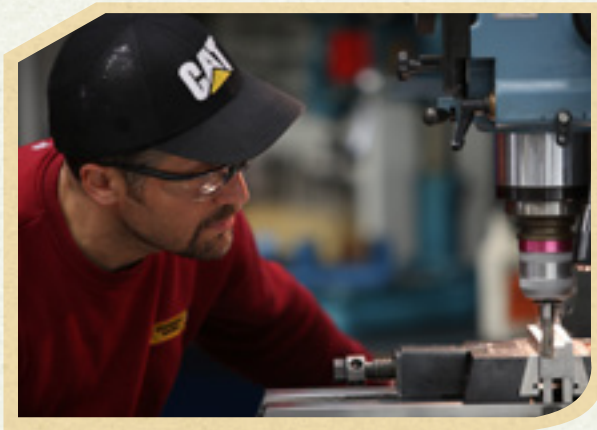
Effective OHS Risk Management System at Borusan EnBW Enerji

We identified the improvement areas in risk assessment processes at Borusan EnBW Enerji particularly to effectively convey our risk management knowledge and experience acquired during investment period to other projects. We realized that by establishing an internal company database for OHS risks, we would be able to monitor risk and prevent accidents proactively.

By cooperating with the IT department, we ensured the establishment of the system in SAP. We uploaded the list of all operating and investment period risks to the system. We provided all premise OHS Representatives and Field HSE (Health Safety and Environment) Specialists who will use the system with user trainings. While preventing accidents through active risk monitoring, we contributed to the development of OHS culture by holding risk assessment oriented studies. We plan to conduct a survey to users regarding the system usage and develop the system by taking actions according to the results of the survey.

OHS Investments Against Fire Risks at Supsan!

Identification of fire as risk element according to corporate risk assessment results led us to reorganize emergency exits and put hydrant system into use in order to facilitate the fast and easy exit of employees in case of emergency and improve effective intervention opportunities in case of fire. With a EUR 76,600 budget, we built six hydrant centres, 10 firefighting inlets and a fire water booster system with electricity and diesel jockey. Our purpose for this investment was to reduce economic loss through more effective fighting in case of a fire risk; safeguard employees and premises and reduce environmental risks.



Corporate Responsibility

BORUSAN KOCABIYIK FOUNDATION

We focus our corporate responsibility work at Borusan, who performs a leading role in terms of social contribution, on three axes; education, culture-arts and women empowerment. Founder and Honorary President, the late Asım Kocabiyık's principles and values play a major role for Borusan in keeping its 'Responsible Company' identity at the forefront. "I have a great debt of gratitude to my country. And I have worked hard all my life to pay back" said Kocabiyık once and this "giving back to the community what we get from society" approach is embraced by each Borusan employee today and is placed in the DNA of corporate culture. We established Borusan Kocabiyık Foundation (BKV) in 1992 for the effective management of Borusan's social activities on a sustainable basis. We conduct all our social works under this roof in three main axes. We allocated **USD 12 million budget in 2015 for BKV** that provides support

in areas of insufficient resources in our country. Besides, The Borusan Ocean Volunteers Platform established by volunteer employees in 2008 shines out with its essential and authentic works as another social responsibility area of the Group.

Educational Activities

BKV' support for education, which Asım Kocabiyık acknowledged as the most crucial area to design Turkey's future, has been continuing for many years. Among the educational facilities built by BKV to date, there are Borusan Otomotiv Zehra Nurhan Kocabiyık Primary School, Gemlik Borusan Primary School, Borusan Asım Kocabiyık Technical and Industrial Vocational High School, Kocaeli University Asım Kocabiyık Vocational School, Uludağ University Asım Kocabiyık Vocational School, and similar examples.



These institutions show high academic and sportive performances in their fields and achieve very successful results to be a role model in our country. In addition, BKV engaged in many significant support projects such as İstanbul University Faculty of Economics Library restoration. BKV still continues its support to some of the institutions it built or meets all their needs according to the public administration contracts signed.

We also grant scholarships at BKV for domestic or international education of youth since 2015. **Last year, 123 students were granted these scholarships.** In the context of classical music and graduate education scholarships which are our focus areas, we gave scholarships to 24

grantees from which we still continue grants to 8 music students. The Foundation contributes to platforms such as Education Reform Initiative to ensure the development of Turkish education sector. Borusan Kocabiyik Foundation also acts as the coordination centre for Ertuğ & Kocabiyik Publications which is a joint project of architect and photography artist Ahmet Ertuğ and Borusan Holding Chairman Ahmet Kocabiyik. This project involves books with collection value in which Ottoman, Byzantium, Roman and Hellenistic era academic text and pictures taken particularly for this purpose are presented.



A Corporate Volunteering Initiative: The Borusan Ocean Volunteers Platform

The Borusan Ocean Volunteers Platform was established in 2008 for the purpose of engaging Borusan employees to volunteer in social responsibility projects of education, culture and arts, environment and human rights by utilizing their knowledge and skills. The Borusan Ocean Volunteers Platform performed **6,536 hours of volunteer projects with 946 volunteer Borusan employees** in 2015. Both Borusan Employees and the group companies continue operations nonstop to “pay back debt of gratitude to their country The Borusan Ocean Volunteers Platform activities

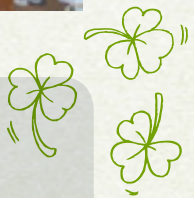
include activities such as; conducting joint projects with various NGOs, blood donation, book collection campaign, shore and sea cleaning activities, book reading to visually impaired, mentorship, school friend program. The most impressive project of 2015 was the campaign designed by Borusan Holding and volunteer employees in **cooperation with The Association for Solidarity with Asylum Seekers and Migrants to meet the school requirements of Syrian children.** We delivered more than a thousand gift packs to children via Borusan volunteers.



Borusan Invests in the Future of Gemlik

Borusan carried the excitement of FIRST® LEGO® League (FLL) tournaments which is organized with the title Science Heroes Meet at Turkey, to Gemlik in 2015. In the project entitled “Science Heroes Meet at Gemlik” initiated by Borusan, **100 children from 10 schools in Gemlik enjoy their creativity and love for science by making robots from LEGO pieces.** The purpose of the project that is

conducted in collaboration with Gemlik Municipality and Gemlik County Education Administration, is to reinforce feelings of science making, innovating, learning enthusiastically and sharing. Gemlik students who will learn the basics of robotics science and develop the skills to solve social problems via innovation, will present their robots in the regional and national tournaments.



Women's Empowerment Principles

Borusan Group is among 1300 companies worldwide and 121 in Turkey, that have signed the Women's Empowerment Principles (WEPs), a joint initiative of the UN Global Compact and UN Women. The WEPs provide holistic guidance to business on how to empower women in the workplace, marketplace and community. In 2014, Borusan joined the WEPs Leadership Group, the first Turkish company to join. The WEPs Leadership Group provides strategic guidance to the WEPs initiative. In the coming terms, we plan to conduct work to expand the dissemination of the principles, whose number of signatories is aimed to be increased, and to provide mentorship for companies that intend to



sign, thereby sharing our knowledge and experience regarding the empowerment of women. We conduct this work under Global Compact Turkey Women's Empowerment Work Group activities.

My Mom's Job is My Future Project

In the context of "My Mom's Job is My Future" project which is one of the most essential Borusan projects for empowering women; we co-operated with the Ministry of Family and Social Policies and Ministry of Science, Industry



and Technology to establish daily child care facilities at 10 organized industrial zones (OIZ) at 10 cities across Turkey for the 0-6 years old children to receive child care and preschool education. Through these facilities entitled "Borusan Joy

Factory", women employment is enabled at premises within OIZs and children are provided with education opportunity. In 2015, 2 child care facilities were built in Malatya and Balıkesir. United Nations honoured the project which we plan to complete in 2017 as exemplary project.



Borusan Holding Micro Finance Branches

In 2009, we opened our first Micro Finance Branch in Afyonkarahisar, the birth place of our founder and honorary president Asım Kocabıyık, in order to realize our goal to support women entrepreneurs. The second Micro Finance Branch is opened in 2013 at Bursa, Gemlik where Borusan Holding owns a large industrial campus including a port.

To date, we provided TRY 4 million loans to women entrepreneurs through both Micro Finance branches to support them for establishing and developing their own businesses. In 2015, number of women entrepreneurs who received micro finance loans reached 1,588.

Culture and Arts Activities

Borusan Sanat that moves toward its 20th year, operates with Borusan Istanbul Philharmonic Orchestra (BIPO) with its dynamic ensemble comprising of the best classical musicians in Turkey, working to become one of the leading symphonic ensembles in Europe, Borusan Quartet, the Borusan Children's Chorus, Borusan Music House and Borusan Klasik, which is the first classical radio in Turkey that broadcasts over the Internet.

BIPO, managed by the art director and permanent chief Sascha Goetzel, and which reaches around 25 thousand music lovers each year through its monthly concerts, greeted 2015 with New Year Concert as usual. For the first time, BIPO presented a baroque program to its audience in a concert where the First Violin Pelin Halkacı Akın was the soloist and proved successful to classic music lovers.

In a concert where Ian Bostridge, Miah Persson and Mark Stone appeared, Haydn's Seasons oratorio was performed and so this profound composition (that is not usually performed in Istanbul) was shared with music lovers. BIPO presents the favourite compositions from concerto repertoire in concerts where star soloists such as Michel Camilo, Arcadi Volodos, Bryn Terfel, Julian Rachlin appear. In the content of Sascha Goetzel's works to earn masterpieces to the ensemble repertoire, BIPO presented Mahler's 5th Symphony. BIPO ended its concerts at Lütfi Kırdar ICEC with the Aida opera's concert version performed in the memory of Leyla Gencer in May 2015. Latonia Moore who is one of the best performers of this role

presented an outstanding performance to classic music lovers in Istanbul. BIPO opened the 2015–2016 season with one of the most vibrant violin virtuosos of our time; Sarah Chang, and in November 2015, presented the Concerto for Two Pianos which was recently composed by the world famous piano couple Katia and Marielle Labèque and Philip Glass which BIPO was one of the commissioners.

The thematic festival BIPO conducts each December had a richer content this year than the previous ones. 9 concerts were performed featuring Güher and Süher Pekinel, Evelyn Glennie, Nicolas Altstaedt, Kit Armstrong and Bang On A Can All-Stars, Hezarfen Ensemble and sa.ne.na with West Side Story theme focusing on American music and composers. In 2016, BIPO will meet with prominent musicians such as Luca Pisaroni, Chen Reiss, Freddy Kempf, Ufuk and Bahar Dördüncü, Rudolf Buchbinder, Krzysztof Penderecki and end the season with Norma opera which will be presented for the first time in 40 years in commemoration of Leyla Gencer.





Furthermore, in February 2016 BIPO will go on a European tour including Wien, Frankfurt, Friedrichshafen and Nürnberg. BIPO will accompany violin virtuoso Nemanja Radulovic and Vadim Repin who's at the peak of his career.

Borusan Quartet, one of the most popular ensembles in Turkey, continued its concerts at Süreyya Opera House, across Turkey and abroad in 2015 and executed the premiere performances of new compositions and popular compositions of chamber music repertoire. Borusan Music House which plays a major role in Borusan Sanat to reach large masses, particularly reached young audience through its concerts accompanied by alternative artists of contemporary music. Celebrating the second year on the air in 2015, Borusan Klasik, Turkey's only classical music station that broadcasts on internet, played its part in Borusan Sanat's efforts to convey classical music to masses through its experienced program designers, guests and content.

Borusan Contemporary

We transformed Yusuf Ziya Paşa Köşk at Rumelihisarı in its 100th year, into Borusan Contemporary where contemporary art pieces are exhibited. We present innovative exhibitions at Perili Köşk where Borusan Holding manages office work during the weekdays and at Borusan Contemporary during the weekends.

During Borusan Contemporary's 2015 program, nearly 16 thousand art lovers visited Borusan Contemporary Art Collection anthology besides the exhibitions regarding diversified media and cognitive content.

Borusan Contemporary hosted two new exhibitions between 29 November 2014 - 22 March 2015. Common Ground: Water is the second exhibition in the series entitled Common Ground: Earth, Water, Air. Selections from the Borusan Contemporary Art Collection by curator Nazlı Gürlek, were on view throughout 2014-2015.



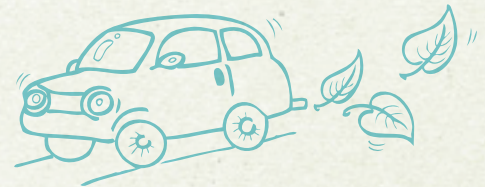
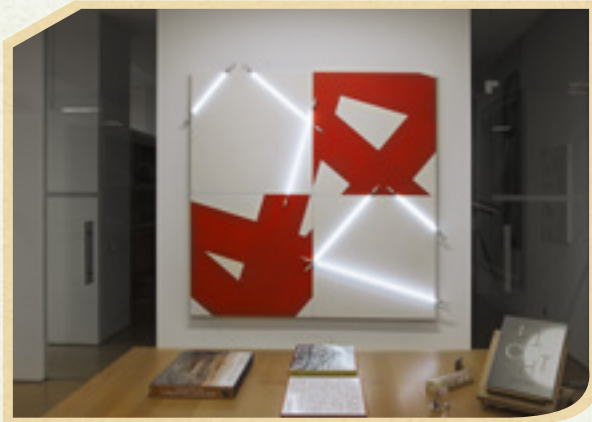


Overture: New Acquisitions by curator Kathleen Forde, from the Borusan Contemporary Art Collection presented recently acquired works not previously on view in the special exhibition galleries at Borusan Contemporary during the same period.

In the spring and summer, an intensive program was prepared at Borusan Contemporary with three exhibitions during April 4 – August 23, 2015: “Carsten Nicolai: Strange Attractors”, “Essential Matters” and “Common Ground: Air” brought together distinguished examples of contemporary art from around the world. Borusan Contemporary enriched the world of art with two new exhibitions entitled “What Lies Beneath” and “Desire in addition to 14th İstanbul Biennale in September.

Borusan Contemporary contributed to Contemporary İstanbul Expo in November by exhibiting one of the pieces in Borusan Contemporary Art Collection in the Plug-in area where new media art is exposed. Borusan Contemporary contributed

to the Moving Image Expo by purchasing Kalliopi Lemos’ ‘In the Centre of the World’ and thereby adding another masterpiece in its collection. While “What Lies Beneath” that gathers prominent names from global contemporary art arena, focuses on immigrants and their issues; “Desire” exhibited an exclusive anthology. “Desire” exhibition also gathered book lovers in a special event. Leylâ Erbil's books which were the inspiration to the exhibition led the way to a distinct art dialogue by enhancing the bond between contemporary art and creative literature through “Leylâ Erbil Book Readings” event that took place in November 14-15, 2015 at Borusan Contemporary. The exhibitions that were on view from September 5, 2015 to February 21, 2016 presented the viewers exclusive examples of contemporary art.



The workshops conducted in parallel with the exhibitions at Borusan Contemporary continued in 2015. The workshops, organized throughout the year, brought together both children and adults with art. Through “Soma Has Dreams” project, we hosted children from Soma at Perili Köşk and with Derviş Baba and ESCEV institutions we organised art workshops for children. Borusan Contemporary initiated “Contemporary Arts Readings” at universities at the end of de 2015. In addition, we invited many university clubs to Perili Köşk to view exhibitions free of charge. Furthermore, Borusan Contemporary hosted Guggenheim Museum and Istanbul Tennis Champions at Perili Köşk and introduced Borusan Contemporary Art Collection and temporary exhibitions to a prominent crowd.

Support for the Excavation Works in the Ancient City of Ephesus

The Ephesus Foundation was established under the leadership of Borusan Holding with the aim of contributing

to the development of the ancient city of Ephesus and its international promotion. The Foundation strives to raise funds for the protection and preservation of ancient Ephesus and bring awareness of this marvel around the world. In 2015, the Ephesus Foundation continued to support the excavation works in the city. This year, wall paintings and floor mosaics protection project, bringing unique, 2000 year-old Serapis temple to its feet and Ancient City of Ephesus documentary shooting projects are conducted.





FİKRET ÇAM

OUR RESOURCES ARE LIMITED...
EVEN ONE DROP IS IMPORTANT...





‘The Earth Is Our Home’ Start from somewhere...

I grow tomatoes, watermelon, strawberry and pepper at my balcony. I use drip irrigation system.

While using traditional flood irrigation, we don't take into account characteristics of the plant and how permeable the soil is.

In drip irrigation system, we have the chance to measure the amount of water the plant

needs according to its characteristics and the weather conditions.

Water actually is the legacy we must pass to our children.

Thanks to drip irrigation system, we use our sources more efficiently and economically.

If I can do it in 2 or 3 square meter area, everyone can do it easily.

#EcologicalBorusan

Appendix

Memberships

Institution Name	Company Name	Duty of Borusan Representative
ADR-Türk	Borusan Oto	Member
All Auto Leasing Institutions Association (TOKKDER)	Borusan Otomotiv Premium Kiralama	Member
Anel Doğa	Borusan Oto	Member
Association of Automotive Parts and Components Manufacturers (TAYSAD)	Borçelik	Member
Association of International Forwarding and Logistics Service Providers(UTİKAD)	Borusan Lojistik	Member
Authorized Automotive Dealers Association OYDER	Borusan Oto	Member
Automotive Distributors' Association	Borusan Otomotiv	Member
Boiler And Pressure Vessel Manufacturers Association	Borusan Mannesmann	Member
Bursa Chamber of Commerce and Industry	Borçelik	Member
Bursa Industry and Business Association (BÜSİAD)	Borçelik	Member
Chamber of Mechanical Engineers	Borçelik	Member
Clean Sea Association	Borusan Holding	Member
Corporate Communication Association	Borusan Holding	Member
Corporate Risk Management Association	Borusan Danışmanlık	Associate Member of the Board
DEİK - Foreign Economic Relations Board	Borusan Holding, (Middle East Business Council) Borusan Mannesmann, Borçelik	Executive Board, Member
Economic Development Foundation	Borusan Holding	Member
Education Reform Initiative Platform	Borusan Kocabiyyık Foundation	Member
Electricity Producers Association	Borusan EnBW Enerji	Member
Energy Traders Association	Borusan EnBW Enerji	Member
English Chamber of Commerce in Turkey Association	Borusan Holding	Member
Gemlik Chamber of Commerce and Industry	Borçelik	Member
Global Relations Forum Association	Borusan Holding	Member
Hydroelectricity Producers Industry and Business Association	Borusan EnBW Enerji	Member
International Investors Association (YASED)	Borçelik	Member
Istanbul Chamber of Industry	Borusan Oto, Borçelik	Member



Institution Name	Company Name	Duty of Borusan Representative
İstanbul Chamber of Certified Public Accountants (ISMMMO)	Borçelik	Member
İstanbul Minerals and Metals Exporters' Associations (İMMİB)	Borusan Mannesmann	Board Member
İstanbul Minerals and Metals Exporters' Associations (İMMİB)	Borçelik	Member
Materials Handling, Storage & Industrial Equipment Association of TURKIYE (ISDER)	Borusan Makina ve Güç Sistemleri	Member
Pet-der	Borusan Otomotiv	Member
Port Operators Association of Turkey	Borusan Lojistik	Member
Private Sector Volunteers' Association	Borusan Holding	Board Member
Railway Transport Association	Borusan Lojistik	Founding Member
SAHA Association for Supporting Contemporary Life	Borusan Holding	Vice Chairman (Founding Member)
Steel Exporters' Association (ÇİB)	Borusan Mannesmann	Board Member
Supply Chain Management Association	Borusan Holding	Auditor
TEMA Foundation	Borusan Holding	Member
The Union of Chambers and Commodity Exchanges of Turkey (TOBB)	Borusan Mannesmann	Member
The Union of Chambers and Commodity Exchanges of Turkey Energy Assembly	Borusan EnBW Enerji	Member
Third Sector Foundation of Turkey	Borusan Kocabıyık Foundation	Member
Turkey Construction Machinery Manufacturers and Distributors Association (İMDER)	Borusan Makina ve Güç Sistemleri	Member
Turkish Constructional Steel Association (TUCSA)	Borusan Mannesmann	Auditor/Member - Board
Turkish Constructional Steel Association (TUCSA)	Borçelik	Member
Turkish Corporate Governance Association	Borusan Holding, Borusan EnBW Enerji	Member
Turkish Employers' Association Of Metal Industries	Borçelik	Member
Turkish Ethics and Reputation Society	Borusan Danışmanlık, Borusan Otomotiv	Member
Turkish Exporters Assembly (TİM)	Borusan Mannesmann	General Assembly Member
Turkish Green Building Council (ÇEDBİK)	Borusan Mannesmann	Member
Turkish Industrialists and Businessmen's Association	Borusan Holding, (Borusan EnBW Enerji Working Group)	High Advisory Board Member

Institution Name	Company Name	Duty of Borusan Representative
Turkish Internal Auditing Institute Association	Borusan Holding, Borusan Lojistik	Member
Turkish Marble, Natural Stone and Machinery Manufacturers Association (TÜMMER)	Borusan Makina ve Güç Sistemleri	Member
Turkish Personnel Management Association	Borçelik	South Marmara Board Member
Turkish Personnel Management Association	Borusan Otomotiv	Member
Turkish Personnel Management Association	Borusan Holding	Member
Turkish Quality Association (KALDER)	Borusan Holding	Member
Turkish Quality Association (KALDER)	Borçelik	Board Member (Auditor)
Turkish Quality Association (KALDER)	Borusan Lojistik	Member
Turkish Steel Pipe Manufacturers Association (ÇEBİD)	Borusan Mannesmann	Member
Business Council of Sustainable Development Turkey	Borusan Holding	Board Chairman, participation in work groups
Business Council of Sustainable Development Turkey	Borçelik	OHS Committee Member
Business Council of Sustainable Development Turkey	Borusan Lojistik	Member
Turkish Tunnelling Society	Borusan Mannesmann	Member
Turkish Wind Energy Association	Borusan EnBW Enerji , Borusan Lojistik	Member
Tümaküder	Borusan Otomotiv	Member
UN Global Compact Turkey Network	Borusan Holding	Board Member
White Goods Supplier Association (BEYSAD)	Borçelik	Member
YenidenBiz	Borusan Holding	Member
Turkish Wind Energy Association	Borusan EnBW Enerji , Borusan Lojistik	Member
Third Sector Foundation of Turkey	Borusan Kocabıyık Foundation	Member
English Chamber of Commerce in Turkey Association	Borusan Holding	Member
Association of International Forwarding and Logistics Service Providers(UTİKAD)	Borusan Lojistik	Member
UN Global Compact Turkey Network	Borusan Holding	Board Member
Turkish Constructional Steel Association (TUCSA)	Borçelik	Member
International Investors Association (YASED)	Borçelik	Member
YenidenBiz	Borusan Holding	Member

Awards

Award Name	Award Institution	Awarded Company	Awarded Project
Golden Compass / Corporate Social Responsibility	TÜHİD	Borusan Holding	My Mom's Job is My Future
2015 Suppliers Summit	Koç Holding	Borusan Lojistik	Business Partner Who Creates Efficiency and Solutions
Ambassador of Excellence Award	KALDER	Borusan Holding	Ambassadors of Excellence
Digitalization Index	Accenture	Borusan Mannesmann	Industry Digital Leader

Performance Indicators

Economic Performance Indicators



Economic Value Created and Distributed	Unit	2014	2015	GRI
Economic Value Created (Revenues)	TRY 1,000	9,836,953,587	11,911,210,090	EC1
Economic Value Distributed to Stakeholders				
Operating Cost (Benefits to Suppliers)	TRY 1,000	8,793,473,523	10,687,844,442	EC1
Benefits to Employees	TRY 1,000	540,435,473	559,554,054	EC1
Benefits to Government	TRY 1,000	85,187,634	114,664,763	EC1
Benefits to Capital Providers	TRY 1,000	120,214,369	146,856,678	EC1
Benefits to Community	TRY 1,000	17,055,489	33,320,067	EC1
Financial Assistance from Government	Unit	2014	2015	GRI
Tax deductions/loans	TRY 1,000	129,233	151,451	EC4
Incentives	TRY 1,000	415,589	443,796	EC4
Financial Incentives	TRY 1,000	36,147,198	83,291,039	EC4

Environmental Performance Indicators

ENERGY and EMISSION		Supsan		Borçelik & Kerim Çelik		
Non-renewable Direct Energy	Unit	2014	2015	2014	2015	GRI
Fuel Oil	litre	7,191	7,701	48,151	45,162	
Diesel Oil	litre	17,394	17,200	68,836	88,741	EN3
Natural Gas	Sm3	297,650	320,559	43,583,747	47,086,054	
Non-renewable Indirect Energy	Unit	2014	2015	2014	2015	GRI
Electricity	kWh	6,034,522	7,677,718	165,680,279	171,047,097	EN3
Greenhouse Gas Emissions	Unit	2014	2015	2014	2015	GRI
Direct CO ₂ Emissions	t CO ₂ e	803	783	80,113	87,996	EN15
Indirect CO ₂ Emissions	t CO ₂ e	2,739	3,485	76,165	77,545	EN16

ENERGY and EMISSIONS		Lojistik		Borusan Mannesmann Gemlik		
Non-renewable Direct Energy	Unit	2014	2015	2014	2015	GRI
Fuel Oil	litre	92,565	69,481	0	0	EN3
Diesel Oil	litre	6,664,371	5,128,789	137,327	147,507	
Natural Gas	Sm3	121,834	93,420	4,414,248	3,887,425	
Non-renewable Indirect Energy	Unit	2014	2015	2014	2015	GRI
Electricity	kWh	9,180,961	9,386,530	73,528,718	78,879,337	EN3
Greenhouse Gas Emissions	Unit	2014	2015	2014	2015	GRI
Direct CO ₂ Emissions	t CO ₂ e	18,676	14,048	8,884	7,895	EN15
Indirect CO ₂ Emissions	t CO ₂ e	4,742	4,837	36,397	39,045	EN16



ENERGY and EMISSIONS		Borusan Makina ve Güç Sistemleri		Borusan EnBW Enerji		
Non-renewable Direct Energy	Unit	2014	2015	2014	2015	GRI
Fuel Oil	litre	md	NA	NA	26,127	EN3
Diesel Oil	litre	NA	88,148	NA	87,373	
Natural Gas	Sm3	NA	67,493	NA	2.5 m3/m²	
Non-renewable Indirect Energy	Unit	2014	2015	2014	2015	GRI
Electricity	kWh	NA	2,304,774	NA	NA	EN3
Greenhouse Gas Emissions	Unit	2014	2015	2014	2015	GRI
Direct CO ₂ Emissions	t CO ₂ e	NA	614	NA	NA	EN15
Indirect CO ₂ Emissions	t CO ₂ e	NA	991	NA	NA	EN16

ENERGY and EMISSION		Borusan Mannesmann Halkalı		Otomotiv		
Non-renewable Direct Energy	Unit	2014	2015	2014	2015	GRI
Fuel Oil	litre	NA	NA	227,445	252,514	EN3
Diesel Oil	litre	42,289	40,234	136,032	148,012	
Natural Gas	Sm3	4,165,863	4,407,344	593,107	608,804	
Non-renewable Indirect Energy	Unit	2014	2015	2014	2015	GRI
Electricity	kWh	18,549,744	NA*	13,309,928	14,009,621	EN3
Greenhouse Gas Emissions	Unit	2014	2015	2014	2015	GRI
Direct CO ₂ Emissions	t CO ₂ e	8,176	8,637	NA	NA	EN15
Indirect CO ₂ Emissions	t CO ₂ e	11,445	11,944	NA	NA	EN16

*Borusan Mannesmann Halkalı premise provides its energy requirement from wind power. Electricity consumption was 11,445 kWh in 2014 and 11,944 kWh in 2015.
NA: Data not available

Total Waste		Borusan EnBW Enerji	Borusan EnBW Enerji	
By Type	Unit	2014	2015	GRI
Hazardous Waste	Ton	Effluents (antifreeze water): 9.760 T Contaminated waste (used diapers, etc.): 0.245 T	Waste Grease: 2.2138 T Waste Batteries: 121 pieces Waste Accumulators: 100 pieces Contaminated waste (used diapers, etc.): 3.31522 T Waste filter: 0.3127 T	EN23
Non-hazardous Waste	Ton	Waste Paper: 0.1437 T Waste Plastic: 0.0944 T Waste Metal: 9,500 T Domestic Waste: 0.780 T	Paper, plastic, metal, glass: 2.867 T Domestic Waste: 1.0435 T Electronic waste: 0.0175 T	
By Disposal Method	Unit			
Recovery	Ton	9.74	2.88	EN23
Other Disposal Method	Ton	780 kg (domestic waste is delivered to municipality)	1.04 (domestic waste is delivered to municipality)	

Total Waste		Supsan		Borusan Lojistik		Borçelik & Kerim Çelik		
By Type	Unit	2014	2015	2014	2015	2014	2015	GRI
Hazardous Waste	Ton	415,922	237,990	22,861	17,476	1,111	1,921	EN23
Non-hazardous Waste	Ton	19,966	10,032	269,835	123,415	64,930	54,921	
Total Waste	Ton	435,888	248,022	292,696	140,891	66,042	56,842	
By Disposal Method	Unit							
Energy Recovery	Ton	9,250	41,240	NA	NA	281	106	EN23
Recovery	Ton	398,272	170,764	269,835	123,415	64,686	56,272	
Dump Site	Ton	NA	NA	22,861	17,476	1,075	208	
Incineration	Ton	NA	NA	NA	NA	0	0	
Other Disposal Method	Ton	28,366	36,018	NA	NA	0,032	0,025	
Total Waste Disposed	Ton	435,888	248,022	292,696	140,891	66,042	56,586	

NA: Data not available

Total Waste		Borusan Mannesmann Gemlik		Borusan Mannesmann Halkalı		Borusan Makina ve Güç Sistemleri		
By Type	Unit	2014	2015	2014	2015	2014	2015	GRI
Hazardous Waste	Ton	2,431	3,610	643	629	NA	239,950	EN23
Non-hazardous Waste	Ton	1,578	16,754	607	9,212	NA	NA	
Total Waste	Ton	4,010	20,364	1,250	9,841	NA	239,950	
By Disposal Method	Unit							
Energy Recovery	Ton	0	0	0	0	NA	13,695	EN23
Recovery	Ton	2,985	20,120	676	9,258	NA	NA	
Dump Site	Ton	1,024	243	0	0	NA	161,325	
Incineration	Ton	0,37	1	0,016	0,039	NA	0	
Other Disposal Method	Ton	NA	NA	574	583	NA	64,930	
Total Disposed Waste	Ton	4,010	20,363	1,250	9,841	NA	239,950	

Hazardous waste amount at Borusan Otomotiv in 2015 was 456,933 tons. 2014 data is not available.

NA: Data not available

Social Performance Indicators

WORKFORCE		TOTAL		
By Category	Unit	2014	2015	GRI
White Collar - Women	Person	946	1,047	G4-10
White Collar - Men	Person	2,845	3,272	
Blue Collar - Women	Person	16	20	
Blue Collar - Men	Person	2,382	2,338	
TOTAL	Person	6,189	6,677	
By Contract Type	Unit	2014	2015	GRI
Permanent - Women	Person	960	1,054	G4-10
Permanent - Men	Person	5,198	5,416	
Temporary - Women	Person	2	13	
Temporary - Men	Person	29	194	
TOTAL	Person	6,189	6,677	



WORKFORCE		TOTAL		
By Age Group	Unit	2014	2015	GRI
18 - 30 Years	Women	204	229	LA12
	Ratio	3.30	3.43	
	Men	726	861	
	Ratio	11.73	12.90	
31 - 40 Years	Women	544	588	
	Ratio	8.79	8.81	
	Men	2,500	2,660	
	Ratio	40.39	39.84	
41 - 50 Years	Women	195	226	
	Ratio	3.15	3.38	
	Men	1,627	1,669	
	Ratio	26.29	25.00	
51 - 60 Years	Women	15	21	
	Ratio	0.24	0.31	
	Men	331	380	
	Ratio	5.35	5.69	
60 + Years	Women	4	4	
	Ratio	0.06	0.06	
	Men	43	39	
	Ratio	0.69	0.58	
TOTAL	Person	6,189	6,677	

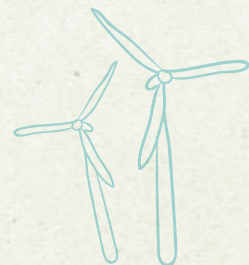




WORKFORCE		TOTAL		
By Gender	Unit	2014	2015	GRI
Men	Person	5,227	5,610	LA12
	Ratio	84.46	84.02	
Women	Person	962	1,067	
	Ratio	15.54	15.98	
TOTAL	Person	6,189	6,677	
By Management Level	Unit	2014	2015	GRI
Senior	Women	8	7	LA12
	Ratio	0.13	0.10	
	Men	44	46	
	Ratio	0.71	0.69	
Mid-level	Women	64	67	
	Ratio	1.03	1.00	
	Men	205	226	
	Ratio	3.31	3.38	
Other	Women	890	1,054	
	Ratio	14.38	15.79	
	Men	4,978	5,277	
	Ratio	80.43	79.03	
TOTAL		6,189	6,677	

WORKFORCE		TOTAL		
Other	Unit	2014	2015	GRI
Foreign	Women	0	0	LA12
	Ratio	0.00	0.00	
	Men	9	9	
	Ratio	0.15	0.13	
Disabled	Women	23	28	
	Ratio	0.37	0.42	
	Men	110	112	
	Ratio	1.78	1.68	

TRAINING INVESTMENTS		All Trainings		
By Employee Category	Unit	2014	2015	GRI
Senior Managers	Man*Hour	224	552	LA9
Senior Managers	Person	15	20	
Mid-level Managers	Man*Hour	9,120	12,379	
Mid-level Managers	Person	227	211	
Other Employees	Man*Hour	43,463	90,110	
Other Employees	Person	2,099	2,189	
By Employment Type	Unit			GRI
Blue Collar	Man*Hour	50,294	40,660	LA9
Blue Collar	Person	2,355	1,593	
White Collar	Man*Hour	61,253	108,278	
White Collar	Person	3,592	2,623	
Contractor Employees	Man*Hour	17,152	9,942	
Contractor Employees	Person	2,450	1,454	
By Gender	Unit			GRI
Men	Man*Hour	94,094	124,473	LA9
Men	Person	3,891	4,683	
Women	Man*Hour	17,830	34,405	
Women	Person	763	985	

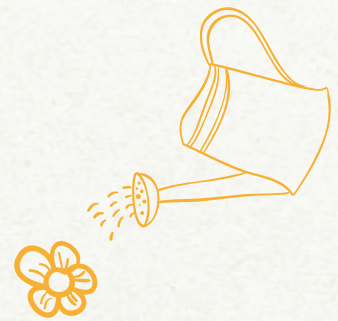


All Trainings	Unit	2014	2015	GRI
Occupational Development	Hour	52,744	105,065	LA9
Personal Development	Hour	36,242	25,753	
OHS	Hour	26,451	14,101	
Other (Leadership)	Hour	6,550	5,848	
TOTAL	Hour	121,987	150,767	

Borusan Mannesmann, Borusan Makina ve Güç Sistemleri, Borusan Endüstriyel Sistemler, Borçelik, Kerim Çelik, Borusan EnBW Energy, Holding, Danışmanlık, Sigorta, Lojistik, Oto/Otomotiv, Supsan



WORKFORCE		TOTAL		
Recruitment and Turnover	Unit	2014	2015	GRI
New Hires - TOTAL	Person	1,204	1,588	LA1
White Collar	Person	632	1,073	
Blue Collar	Person	572	515	
Leaving Employees - TOTAL	Person	1,050	966	
White Collar	Person	544	561	
Blue Collar	Person	506	504	
By Gender	Unit	2014	2015	GRI
Men - New Hires	Person	1,023	1,342	LA1
	Ratio	16.5	20.10	
Men - Dismissals	Person	910	813	
	Ratio	14.7	12.18	
Women - New Hires	Person	181	246	
	Ratio	2.9	3.68	
Women - Dismissals	Person	140	153	
	Ratio	2.3	2.29	



WORKFORCE		TOTAL		
By Age Group	Unit	2014	2015	GRI
18 - 30 Years - New hires	Person	619	938	LA1
	Ratio	10.0	14.05	
18 - 30 Years - Dismissals	Person	210	224	
	Ratio	3.40	3.35	
31 – 40 Years - New hires	Person	436	502	
	Ratio	7.00	7.52	
31 - 40 Years - Dismissals	Person	513	438	
	Ratio	8.30	6.56	
41 – 50 Years - New hires	Person	128	104	
	Ratio	2.10	1.56	
41 – 50 Years - Dismissals	Person	214	158	
	Ratio	3.50	2.27	
51 - 60 Years - New hires	Person	19	38	
	Ratio	0.30	0.57	
51 - 60 Years - Dismissals	Person	98	122	
	Ratio	1.6	1.83	
60 + Years - New hires	Person	2	6	
	Ratio	0.00	0.09	
60 + Years - Dismissals	Person	15	24	
	Ratio	0.20	0.36	
TOTAL		2,254	2,554	

Employees Who Take Maternity Leave (2014-2015)	TOTAL	Women	Men	GRI
Employees who earned maternity leave right	Number	92	183	LA3
Employees who take maternity leave	Number	92	183	
Returning employees after maternity leave	Number& Ratio	76 people 83%	183 people 100%	
Employees who return and work for at least 12 months after maternity leave	Number	76	183	



OCCUPATIONAL HEALTH AND SAFETY			Borusan Mannesmann		Borçelik		Kerim Çelik		Oto/Otomotiv		
Accidents	Group	Unit	2014	2015	2014	2015	2014	2015	2014	2015	GRI
Accident Frequency Rate	Company	Rate	28.82	16.80	13.30	11.90	18.32	51.70	0.00	9.64	LA6
	Subcontractor	Rate	41.96	23.59	15.20	0.00	0.00	0.00	0.00	0.00	
Fatality	Company	Number/Year	NA	NA	0.00	0.00	0.00	0.00	0.00	0.00	
	Subcontractor	Number/Year	NA	NA	0.00	0.00	0.00	0.00	0.00	0.00	
Lost Days	Group	Unit	2014	2015	2014	2015	2014	2015	2014	2015	GRI
Lost days ratio due to occupational accidents	Company	Ratio	0.63	0.74	0.15	0.09	0.37	0.49	0.00	204.00	LA6
	Subcontractor	Ratio	0.91	1.04	0.05	0.00	0.00	0.00	0.00	0.00	
Lost days ratio due to disease and other reasons	Company	Ratio	NA	NA	1.57%	1.51%	NA	NA	NA	NA	
	Subcontractor	Ratio	NA	NA	NA	NA	NA	NA	NA	NA	

NA: Data not available

OCCUPATIONAL HEALTH AND SAFETY			Borusan EnBW Enerji		BMGS&BESYS*		Lojistik		Supsan		
Accidents	Group	Unit	2014	2015	2014	2015	2014	2015	2014	2015	GRI
Accident Frequency Rate	Company	Rate	0,00	0,00	0,00	9,00	6,40	0,73	15,70	8,15	LA6
	Subcontractor	Rate	10,49	1,39	0,00	0,00	13,63	11,89	NA	NA	
Fatality	Company	Number/Year	0,00	0,00	0,00	0,00	1	0,00	NA	NA	
	Subcontractor	Number/Year	0,00	0,00	0,00	0,00	1	0,00	NA	NA	
Lost Days	Group	Unit	2014	2015	2014	2015	2014	2015	2014	2015	GRI
Lost days ratio due to occupational accidents	Company	Ratio	0,00	0,00	0,00	6,23	0,523	0,052	145	195	LA6
	Subcontractor	Ratio	48,96	27,82	0,00	0,00	0,999	1,020	NA	NA	
Lost days ratio due to disease and other reasons	Company	Ratio	0,00	0,00	NA	NA	NA	NA	1,98% (K&E)	193,0%	
	Subcontractor	Ratio	0,00	0,00	NA	NA	NA	NA	NA	0,08%	

- NA: data not available
- OHS data is available by gender only at Supsan and Borusan Otomotiv Group
- No occupational diseases are encountered in any of our companies in this report
- During the reporting period, one of our woman employees died in an accident of Borusan Oto Esenboğa branch personnel vehicle. After then, all vehicles are installed GPRS, all drivers were trained again and wearing safety belt became mandatory for all employees

*BMGS: Borusan Makina ve Güç Sistemleri & BESYS: Borusan Endüstriyel Sistemler



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SPECIFIC STANDARD DISCLOSURES

Material Aspects	DMA and Indicators	Exclusion
Economic Performance	Pages 19-26	None
Employment	Pages 35-37	None
Occupational Health and Safety	Pages 42-45	None
Employee/Human Rights	Page 41	None
Energy and Emissions	Pages 28-29	None
Effluents and Waste	Pages 30	None



CONTACTS



Borusan Holding A.Ş.
Rumelihisarı, Baltalimanı Hisar Caddesi
No:5 34470 Sarıyer / İstanbul
T: +90 (212) 393 52 00 F: +90 (212) 393 00 01

For more information and comments on the report:

Ayşe Yeşer BALMUMCU
ybalmumcu@borusan.com

Sustainability and Reporting Consultant

SERCOM Consutling
Elif Özkul Gökmen
elif@sercomconsulting.com
T: +90 533 648 07 40

Design

Fikriferah İletişim
Özge Kaner
ozgekaner@fikriferah.com
T: +90 533 273 14 96

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