PINAR SU SANAYİ VE TİCARET A.Ş.

2011 3Q Investor Presentation
Pınar Su Highlights

**Brand Recognition**
- 2nd brand that comes to mind in PET and PC categories (Nielsen 2009)
- The best packaged water brand*

**Distribution Network**
- 366 PC, 167 PET dealers
- Call Center application

**Quality**
- HACCP Food Security Management System
- NSF Sufficiency Certificate
- ISO Quality Certificates

**Production**
- Natural spring water reaching consumers in most natural and hygenic conditions
- Know-How
- Production from 3 sources close to target markets
- Clean room technology

**Product Portfolio**
- Production in all SKUs form sources of Madran, Toros and Gökçeağacı.

*Kalder, 2011 2Q Customer Satisfaction Survey*
Market Dynamics

Breakdown of Turkish Bottled Water Market Sales Volume

<table>
<thead>
<tr>
<th>Year</th>
<th>8,11 Bn Lt</th>
<th>8,7 Bn Lt</th>
<th>9 Bn Lt</th>
<th>9,3 Bn Lt</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>74%</td>
<td>14%</td>
<td>5%</td>
<td>41%</td>
</tr>
<tr>
<td>2008</td>
<td>26%</td>
<td>28%</td>
<td>16%</td>
<td>33%</td>
</tr>
<tr>
<td>2009</td>
<td>31%</td>
<td>15%</td>
<td>69%</td>
<td>67%</td>
</tr>
<tr>
<td>2010</td>
<td>33%</td>
<td>11%</td>
<td>60%</td>
<td>67%</td>
</tr>
</tbody>
</table>

Resin Prices (USD/Kg)

<table>
<thead>
<tr>
<th>Year</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>1,50</td>
</tr>
<tr>
<td>2009</td>
<td>2,00</td>
</tr>
<tr>
<td>2010</td>
<td>2,25</td>
</tr>
<tr>
<td>2011</td>
<td>2,00</td>
</tr>
</tbody>
</table>

Per Capita Water Consumption by Countries (2010)

<table>
<thead>
<tr>
<th>Country</th>
<th>Italy</th>
<th>Germany</th>
<th>Turkey</th>
<th>Spain</th>
<th>Belgium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumption</td>
<td>189 Lt</td>
<td>165 Lt</td>
<td>126 Lt</td>
<td>123 Lt</td>
<td>120 Lt</td>
</tr>
</tbody>
</table>

Source: Suder (Packaged Water Manufacturers' Association of Turkey)

- There are 264 firms having Ministry of Health license.
- Average capacity usage rate of the sector is 40%.
- SUDER expects per capita water consumption in Turkey to be 135 Lt in 2011.
GDP vs. Turkish Bottled Water Market Growth Rate

- Growth rate of packaged water sector was below that of the GDP in 2010.

SUDER expects a growth of %5 in 2011, in the packaged water market.

The Bottled Water Sector in Turkey 2003 – 2010

<table>
<thead>
<tr>
<th>Year</th>
<th>Production (bn Lt)</th>
<th>Market Value (Bn TL)</th>
<th>Per Capita Consumption (Lt)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>5.7</td>
<td>0.6</td>
<td>81</td>
</tr>
<tr>
<td>2004</td>
<td>6.2</td>
<td>0.8</td>
<td>83</td>
</tr>
<tr>
<td>2005</td>
<td>7</td>
<td>1</td>
<td>93</td>
</tr>
<tr>
<td>2006</td>
<td>7.8</td>
<td>1.2</td>
<td>105</td>
</tr>
<tr>
<td>2007</td>
<td>8.1</td>
<td>2.5</td>
<td>96</td>
</tr>
<tr>
<td>2008</td>
<td>8.7</td>
<td>3</td>
<td>114</td>
</tr>
<tr>
<td>2009</td>
<td>9</td>
<td>3.1</td>
<td>122</td>
</tr>
<tr>
<td>2010</td>
<td>9.3</td>
<td>3.3</td>
<td>126</td>
</tr>
<tr>
<td>2011*</td>
<td>9.8</td>
<td>3.45</td>
<td>135</td>
</tr>
</tbody>
</table>
Market Overview

- In 9M11, PET market has grown by %8 in volume (Nielsen)
- Pınar Su has achieved a growth of %10.9 in volume which is more than market growth.

- Increasing investments of multinational firms like Nestle, Danone and Coca Cola is a sign the room for growth of the market (M&As, spring source investments etc)
- Trend in the market is to increase the number of spring sources in order to optimise logistic costs. Small scale local producers are causing a fragmented market structure.

Source: Volume Share, Nielsen, 9M 2011
- Export sales in USD has increased by %21 YoY, in 9M11.
- Share of exports in all sales for 9M11 is 6,3%. (9M10: %5,5)
With our short-neck investment, the weight of PET bottles is reduced and environmental effect is minimized by decreasing carbon footprint.

A reduction of %10 is attained in the preform costs, due to the diminished preform weights in grams in 0,5 Lt and 1,5 Lt bottles.
New Concept & New Product

- We have emphasized our water sub-brand Yaşar Pınarım on our label designs and our corporate identity has been renovated in this direction.

- We have started 10 litre production in our Hendek facility, to meet market tendencies. The product is launched in January 2011.

- Providing a privilege particularly for the presentations of distinguished cafés and restaurants with its sleek packaging. 75cL and 33cl glass bottles, which are produced in the plant Madran, have been renewed to respond the market trends.
Media Campaign

Consumer communication is achieved through new concept and placement. Customers are reached via different channels.

- TV
- Newspapers
- Outdoor
- Leaflet
Sales & Profitability

Net Sales (Million TL)

- Net Sales with the help of seasonality rose by %12.3 in 9M11 YoY by growing beyond the market and with the help of seasonality.
- Especially marketing expenses, rising due to increased marketing investments, led to a decrease in profit margins in 2011.
- Both high preform costs and the fluctuation in exchange rates affected the raw material costs in 2011.

Net Profit (Million TL)

- Continued strengthening of sales and distribution network and investment in marketing, parallel to our strategies.
- Local and small sized producers caused aggressive price competition in the industry.
## Income Statement

<table>
<thead>
<tr>
<th>(Million TL)</th>
<th>30.09.2011</th>
<th>30.09.2010</th>
<th>Diff.</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue</td>
<td>63,5</td>
<td>56,5</td>
<td>7,0</td>
<td>12,3</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>(34,2)</td>
<td>(27,7)</td>
<td>(6,6)</td>
<td>23,8</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>29,2</td>
<td>28,9</td>
<td>0,4</td>
<td>1,4</td>
</tr>
<tr>
<td>Selling and Marketing Expenses</td>
<td>(23,1)</td>
<td>(18,8)</td>
<td>(4,3)</td>
<td>23,1</td>
</tr>
<tr>
<td>General and Administrative Expenses</td>
<td>(7,2)</td>
<td>(6,7)</td>
<td>(0,5)</td>
<td>6,8</td>
</tr>
<tr>
<td>EBIT</td>
<td>(1,1)</td>
<td>3,3</td>
<td>(4,4)</td>
<td></td>
</tr>
<tr>
<td>Other Income</td>
<td>3,4</td>
<td>1,4</td>
<td>2,0</td>
<td>137,3</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>(1,9)</td>
<td>(0,2)</td>
<td>(1,8)</td>
<td>934,6</td>
</tr>
<tr>
<td>Financial Income / (Expense) - (Net)</td>
<td>0,6</td>
<td>1,4</td>
<td>(0,8)</td>
<td>(57,4)</td>
</tr>
<tr>
<td>Income Before Tax</td>
<td>0,9</td>
<td>5,9</td>
<td>(5,0)</td>
<td>(84,3)</td>
</tr>
<tr>
<td>Taxes on Income</td>
<td>0,1</td>
<td>(0,9)</td>
<td>1,0</td>
<td>(109,8)</td>
</tr>
<tr>
<td>Net Profit</td>
<td>1,0</td>
<td>5,0</td>
<td>(4,0)</td>
<td>(79,8)</td>
</tr>
<tr>
<td>EBITDA</td>
<td>2,7</td>
<td>6,9</td>
<td>(4,2)</td>
<td>(60,2)</td>
</tr>
<tr>
<td>Total Assets</td>
<td>97,9</td>
<td>104,3</td>
<td>(6,4)</td>
<td>(6,1)</td>
</tr>
<tr>
<td>Shareholders' Equity</td>
<td>64,3</td>
<td>70,6</td>
<td>(6,3)</td>
<td>(8,9)</td>
</tr>
</tbody>
</table>
Sales have grown in volume more in PET segment following market tendencies in 2011.
Profit Margins

Gross Profit Margins (%)

- 33,1% (2008)
- 49,0% (2009)
- 50,1% (2010)
- 51,1% (9M10)
- 46,1% (9M11)

Operating Profit Margins* (%)

- 10,6% (2008)
- 8,1% (2009)
- 2,5% (2010)
- 5,8% (9M10)
- 1,7% (9M11)

EBITDA Margins** (%)

- 17,1% (2008)
- 14,4% (2009)
- 9,6% (2010)
- 12,2% (9M10)
- 4,3% (9M11)

Net Profit Margins (%)

- 9,3% (2008)
- 8,2% (2009)
- 5,5% (2010)
- 8,8% (9M10)
- 1,6% (9M11)

* Ex. Other income and expenditures

** Earnings before Interest, Tax, Depreciation, and Amortization
Net sales have increased through the volume growth in 3Q11 compared to 2Q11.

The sales growth in 3Q11 compared to 3Q10 includes both volume and price increases.

We have focused on marketing investments, following our growth strategies.

Both high prices in raw materials and the fluctuation in exchange rates have affected the cost of goods and the margins.
Basic Ratios, Net Financial Debt & Net Working Capital

<table>
<thead>
<tr>
<th></th>
<th>September 30, 2011</th>
<th>December 31, 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Ratio</td>
<td>1.14</td>
<td>1.41</td>
</tr>
<tr>
<td>Leverage Ratio</td>
<td>0.34</td>
<td>0.24</td>
</tr>
<tr>
<td>ST Fin'al Debt/Total Fin'al Debt</td>
<td>0.54</td>
<td>0.49</td>
</tr>
<tr>
<td>Net Fin'al Debt/EBITDA</td>
<td>0.42</td>
<td>0.39</td>
</tr>
<tr>
<td>Total Fin'al Debt/Equity</td>
<td>0.06</td>
<td>0.05</td>
</tr>
</tbody>
</table>

Cash & Cash Equivalents  | 2.53               | 0.92              |
S/T Bank Borrowings      | 1.92               | 1.71              |
L/T Bank Borrowings      | 1.64               | 1.78              |
Net Financial Debt        | 1.03               | 2.57              |

A 9% rise in net cash generated from operating activities

9M10 7,1 Million TL 9M11 7,7 Million TL

Continuous focus on risk management and productivity
Effective working capital management
Strong balance sheet and liquidity management
Overview of 9M 2011

- Mostly local small scale and economic brands cause an aggressive price competition in the market.

- Even though showing signals of recovery in economic conditions, 2010 was a period when consumers’ preferences were similar to crisis period. This also continues in 2011.

- With the positive effects of advertisement campaigns, dealer restructuring and Call Center (444 99 00), net sales have grown by %12.3 through both volume and price increases.

- In 9M2011, both PET and PC segments have achieved growths. 10 Lt bottle sales have contributed PET segment growth.
Strategies and Targets

- To increase our market shares in both PET and PC businesses.
- To maximise our profitability by improving our processes with Lean 6 Sigma, with a cost oriented approach all through the value chain and without compromising quality.
- To increase customer loyalty by, keeping our service quality high and improving communication with consumers (Call Center project etc.)
- To maintain our optimum cost distribution model regarding spring source locations.
- To keep human resource in the forefront for success

2011 TARGETS

- **Growth in Net Sales**: %10 - %12
- **EBITDA Margin**: %3 - %5
- **Capex**: 5 - 6 Million TL
Ownership & Participation Structure
Share Performance

Shareholders Structure

Yaşar Holding; 58%
Free Float; 32%
Pınar Süt; 9%
Yaşar Birleşik Pazarlama; 1%

Share Performance

Relative and Absolute Performance of Pınar Su Shares Relative to ISE-TUM

IMKB-TUM (Left Axis)  PINSU (Right Axis)

Yaşar Dış Ticaret (%1,76)
Yaşar Birleşik Pazarlama (%4,79)
Desa Enerji (%6,07)
Viking Kağıt (%1,69)

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Investor Relations Department

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Thank You
1984 Potable water (for the first time) in non-recycled package... Pınar Şaşal
1985 Pınar Şaşal was exported to Germany for the first time
1985-86 Pınar Şaşal in PVC packages
1997 The first Madran water in plastic bottle. Turkish Standards Institution was awarded Golden Package with the plastic bottle of Madran Memba Suyu
1995 Annual production reached 100,000 tones. New resources were started to be searched.
2001 TSE ISO 14001 Environmental Management System Certificate
2002 Pınar Madran water packed in demijohns was introduced
2003 Pınar, Yaşam, Pınarım and Pınar Denge waters were launched in the market.
2007-2008 Pınar Su receives natural mineral water licenses for all three of its factories.
2003 Marmara Water Inc. Was established upon acquisition of two springs in Adapazarı and Isparta
2004 www.pinarmutfagi.com site was established.
2005 TS 13001 HACCP Food Safety System Certificate
2010 Merged with Birmaş Tüketim Malları Ticaret A.Ş.
2010 Pınar Su Order Hotline 444 99 00 was established.

1984 Pınar Su plant was established in İzmir, Menderes to produce first bottled water in Turkey
1989 %90 of total water exports of Turkey is realised by Pınar Su
1996 Second factory of Pınar Su was established in Nazilli, Aydın and Pınar Madran water, one of the top-notch waters in the world in terms of taste, met with the customers.
1999 ISO 9002 Quality Management System Certificate
2002 Pınar Madran water packed in demijohns was introduced
2003 Pınar, Yaşam, Pınarım and Pınar Denge waters were launched in the market.
2007-2008 Pınar Su receives natural mineral water licenses for all three of its factories.
2003 Marmara Water Inc. Was established upon acquisition of two springs in Adapazarı and Isparta
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2010 Pınar Su Order Hotline 444 99 00 was established.
Production

- Turkey's first bottled natural spring water
- Modern production facilities and sources in 3 territories:
  - Gökçeağac (2003) / Adapazarı with 400,000 tonnes capacity
  - Madran (1996) / Aydın with 490,000 tonnes capacity
  - Toros (2003) / Isparta with 210,000 tonnes capacity

Efficiency in transportation and supply

Long term agreements with the State

Aydin - Bozdogan
Isparta - Egirdir
Sakarya - Hendek
Spring Sources

- High quality natural spring sources in 3 different regions
- Diversified sources in Aydın, Isparta, Sakarya provides benefits in distribution and transportation costs
- Long term agreements with the State

Brings unique gift of nature to consumers in its purest form

PET Preform Supply

- Long term cooperation with local multinational producers sustain quality assurance
- Sustainable improvement in packaging costs (short-neck, light-weight bottle)