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2018 - Q3

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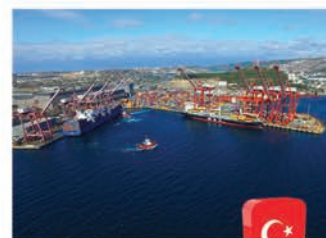
**ERYN
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YILPORT
HOLDING
MOVES FORWARD
FOR THE TARANTO
CONTAINER
TERMINAL
CONCESSION

NEW
EQUIPMENT
ARRIVED AT
YILPORT
SETUBAL

CONTRACT
SIGNED FOR
GÄVLE
CONTAINER
TERMINAL
EXPANSION

YILPORT'S GLOBAL PORTFOLIO



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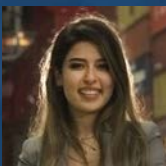


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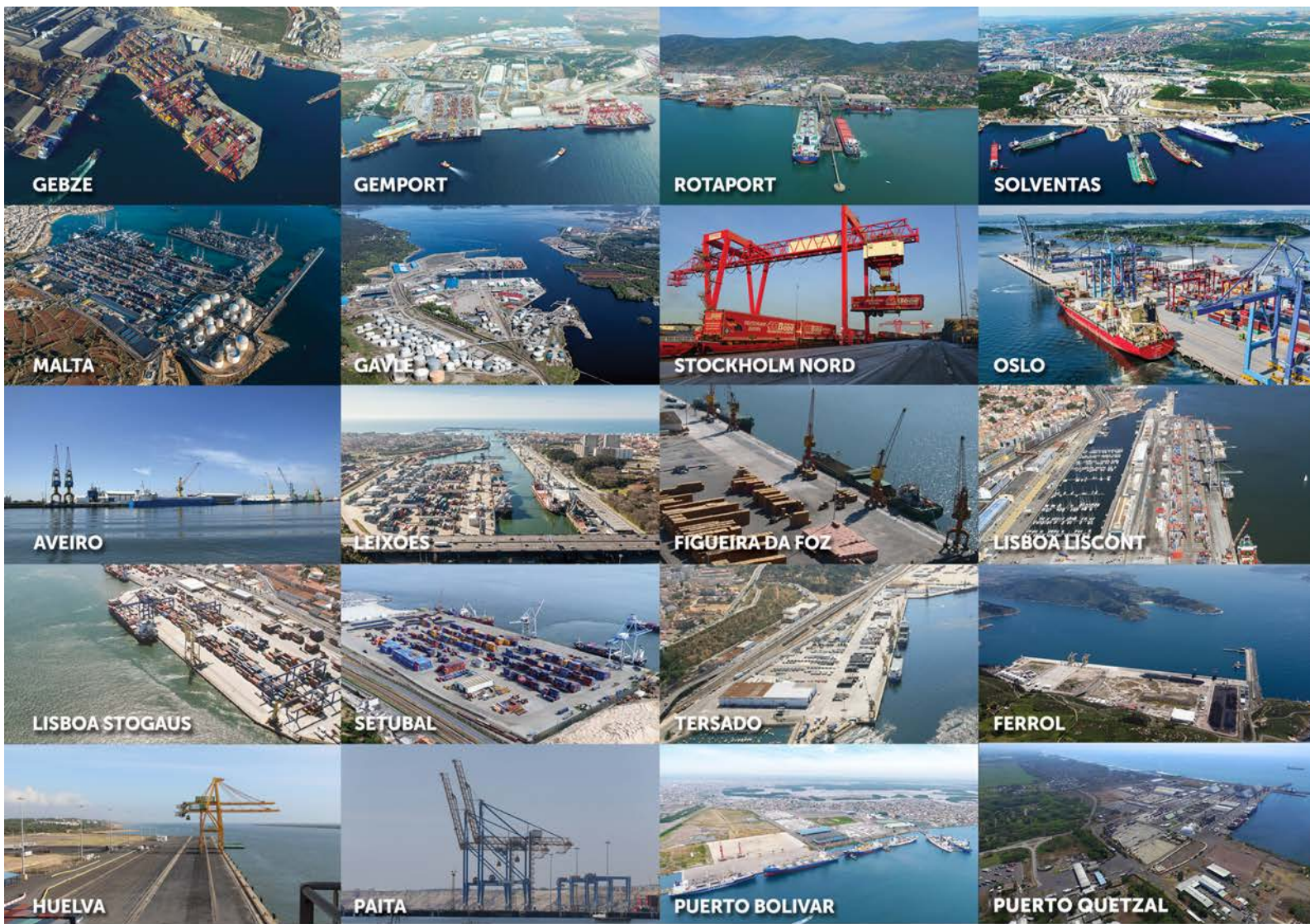


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YILPORT Holding Moves Forward for the Taranto Container Terminal Concession



Port Network Authority of the Ionian Sea (PNAIS), the managing institution of the Port of Taranto, expressed a first positive evaluation about YILPORT Holding’s proposal concerning the concession of the container terminal of the Port of Taranto, and PNAIS has officially published.

“We will prepare the terminal for the future of container shipping industry.”

Robert Yuksel YILDIRIM, Chairman of YILPORT Holding made the following remarks:

“We are very happy to hear that our proposal has been accepted and

published. YILPORT is enthusiastic about Taranto Container Terminal and committed to Taranto’s rise in the port industry. As YILPORT, we are planning at the end of the publication to meet with local authorities, trade unions, logistics companies, exporters, and importers, with particular attention to the agri-food sector. We will explain our business plan for Taranto and deliver YILPORT’s vision to improve Taranto Container Terminal as both a gateway terminal and also a transshipment hub of tomorrow. We will prepare the terminal for the future of container shipping industry. Soon, we will start our talks with major global container shipping lines and feeder services for their commitment to Taranto Container Terminal. We aim to boost container volumes. We will also be working closely with the public and private stakeholders. We will bring YILPORT’s global know-how and network with productive, effective, efficient, customer-oriented, environment-friendly port operation experience to Taranto. We believe Taranto Container Terminal will be one of the best terminals in Italy by 2025. YILPORT also intends to collaborate with local operators to develop breakbulk, project cargo and ro-ro traffic.”

is about 2 million TEUs with a quayside draft of -16.5 meters. YILPORT plans to expand annual handling capacity to over 4 million TEUs via investments in the next 10 years. YILPORT Holding will heavily invest in the infrastructure, equipment and technology. The first developments and investments will be the installation of ship-to-shore cranes (STS), rail-mounted gantry cranes (RMG), and Navis terminal operating system.

YILPORT Holding, a subsidiary of YILDIRIM Group of Companies, targets to be ranked among the top 10 container terminal operators by 2025. Headquartered in Istanbul, Turkey, and active in 8 countries with 21 marine ports and 6 dry terminals, YILPORT Holding is currently the 13th among the global container terminal operators, ranked by Drewry. The parent company YILDIRIM Holding also owns 24% shares of CMA CGM Group, the third largest container shipping company in the world.

Taranto Container Terminal can be the 21st marine terminal of YILPORT’s global portfolio



Taranto Container Terminal could be the 22nd marine terminal of YILPORT’s global portfolio, and the first YILPORT terminal in Italy. Current annual container handling capacity of the terminal

YILPORT Holding Ranked as the 12th Global Container Terminal Operator*



We are honored to share that YILPORT Holding, a subsidiary of YILDIRIM Group of Companies actively operates across Turkey, Nordic, Iberia and Latin America regions in 8 countries with 21 marine ports and 6 dry terminals with Headquartered in Istanbul, Turkey ranked as the 12th Global Terminal Operator on Drewry's List* overall and the 4th in South European terminal owners/operators list. YILPORT Holding which ranked as 13th in 2016 ranking, is now one step closer to its target of being one of the top 10 global port operators by 2025.

YILPORT Holding terminals, in general, showed a 37% increase on the equity basis in 2017 with 7.1 m equity TEUs and 9.2% total TEU increase with 6.1 m TEUs of total handling. YILPORT's Southern Europe terminals which primarily focus on the mature markets consist of Gebze, Gempport/Gemlik, Marsaxlokk, Lisbon, Leixoes, Setubal, Figueira da Foz, Huelva, and Ferrol terminals. The company recorded a 7.6 % regional equity TEU increase and ranked the 4th in the Southern Europe region.

* Global Container Terminal Operators | Annual Review and Forecast Report | 2018 © Drewry

Mr. Robert Yuksel YILDIRIM Meet with Kazakh President Nursultan Nazarbayev



YILDIRIM Group of Companies Board Chairman Robert Yuksel YILDIRIM, meet with the Kazakh President Nursultan Nazarbayev.

Robert Yuksel YILDIRIM and the President of Kazakhstan discussed the implementation of investment projects in the mining of chrome ore and chemical production during the talks. The head of state noted that today the Turkish company is already operating in the Aktobe region and expressed support for investors' plans to strengthen further economic cooperation between the two countries.



YILPORT Holding CEO Christian BLAUERT Shared Vision of YILPORT at Portugal Shipping Week

The Portugal Shipping Week was held between 17- 21st of September in Lisbon. YILPORT Holding CEO, Mr. Christian BLAUERT was invited as a panelist speaker to the event which brought together leaders of the global shipping industry.

On 18th of September at the Flagship Conference, Mr. Christian BLAUERT gave a presentation titled “‘World Trade and Shipping: Portugal’s Potential’ where he mentioned YILPORT’s journey to success over the years starting from the very first terminal, YILPORT Gebze, and its progress to be the fastest growing port company in 2016.

He also shared the company’s general perception on Iberia Region; “We view Iberia as a whole, as a region. By Iberia, we do not only mean Portugal or Spain. We envisage all our activities as a whole in the region. And everybody fights for the loads in the Iberian Peninsula.”

He also stated that YILPORT follows “one stop shop solution” principle and serves as a multipurpose terminal to provide the best possible service to customers. “Our principle is based on the term ‘one-stop-shop solution’ so when the customer comes to us and seeks solutions, we try to do our best.”

In his speech, Mr. Christian BLAUERT drew the global picture of the multifaceted YILPORT Holding and the current activities of the company regarding international shipping landscape. Mr. BLAUERT also mentioned YILDIRIM Group and its presence not only in port management but also in other sectors.

Passionate About Port Management

As the fastest growing international terminal operator in the world, YILPORT Holding Inc has high hopes of breaking into the top 10 of port management companies. "As a 'game changer', we continuously disrupt the ways of doing better business in the industry for customers," Chairman Robert Yuksele YILDIRIM told Andy Probert.

* This interview was published in August/ September issue of Inside Marine Magazine



The inexorable rise of Turkey’s YILPORT Holding Inc through the top 20 rankings of recent years in port and container management leagues seems unstoppable. Its prestigious portfolio of 21 marine terminals and six dry terminals worldwide makes it the ‘one to watch’ thanks to the close eye that Chairman Robert Yuksel YILDIRIM has kept on all its activities since it was founded.

Lloyd’s List ranks Mr YILDIRIM among the top 50 global leaders in the maritime industry, and acclaimed research and consulting company Drewry lists him as one of the top 20 global leaders in port operations. Containerisation International placed him in the top 10 most powerful people in container shipping.

One of YILPORT Holding’s aims is to create world-class, multipurpose facilities on an international scale and, powered by that growth, to become a top 10 global container terminal operator by 2025.

“We always listen to our customers closely, understand and satisfy their needs,” commented Mr YILDIRIM. “We offer whatever they need thanks to our global expertise with one-stop-shop solutions, while they choose YILPORT as their end-to-end service provider.”

Today, the global operation sees five terminals in Turkey; seven in Portugal; two in Sweden; two in Spain, and four others in Norway, Malta, Peru, and Ecuador, as well as six dry terminals – five in Turkey and one in Sweden.

YILPORT’s global capacity handles over 10 million TEUs in containers; 22 million tonnes of dry bulk and general cargo; 2.15 million cubic metres of liquid cargo, and a Ro-Ro capacity of 1 million CEUs. By 2025, the company aims to reach 35 million TEU containers, 40 million tonnes of dry bulk and general cargo, 5 million cubic metres of liquid cargo, and 5 million CEU Ro-Ro handling capacity



In 2017, Drewry acknowledged YILPORT as the 13th biggest international container terminal operator in the world. YILPORT Holding reported a 9.5% year-on-year increase in container throughput for 2017, led by its 10 container handling terminals in Turkey, Scandinavia, Iberia, and Latin America.

Breaking all records

Gross container volume for YILPORT increased to 4.3 million TEU in 2017, a 9.5% rise on 2016’s 3.93 million TEU volume. It also recorded 9.5 million tonnes



Malta Freeport Terminals

of general cargo volume, 364,100 CEU Ro-Ro operations, and 3.67 million cubic metres of liquid cargo volume. YILPORT also owns 50% shares in Malta Freeport (MFTL), which recorded 1.576 million TEU equity-based volume.

Mr YILDIRIM said YILPORT is poised to break records in 2018 with aggressive growth across all operations. Container volume is budgeted at 5 million TEU by more than 15%, while general cargo operations are expected to attain 12.1 million tonnes – a 28% uplift.

“To be highly competitive and to enjoy sustained growth in today’s business environment, our port interests are diversified regarding cargo and customer portfolios,” he reflected. “The terminals aim to be the best service providers in container, bulk, liquid, general and project cargo handling. This is also represented in our corporate motto: Privilege Becomes Standard.

“As a ‘game changer’, we continuously disrupt the ways of doing business in the industry to change the port business characteristics in favour of our customers to have a win-win situation. Our standards and equipment quality are well above the global standards. We have developed close relations with exporters, importers, liners, and feeders.”

All this experience has been built on Mr YILDIRIM’s eventful early career. Born and raised in Turkey, he received his Bachelor’s Degree in mechanical engineering from Istanbul Technical University and later his Master’s Degree in mechanical engineering from Oregon State University in 1988.

From there, he began his career in San Mateo, California, as a design and project engineer at Paceco Corporation, which manufactured container-handling cranes. He worked for nearly five years in the design and production of STS (Portainer), RTG (Transtainer) and RMG cranes.

“At that time, port operations management had entered my mind,” recalled Mr YILDIRIM. “After 10 years studying and working in the US, I returned to Turkey in 1993, and joined the management board of our family-owned company in Samsun at that time.”

In 1997, he moved to Istanbul to expand the family business in new initiatives. By 2006, YILPORT Holding was established in Istanbul and began the first port management activities by acquiring Sedef Port in Kocaeli, Turkey, a former shipyard from STFA Holding. YILPORT Holding was then established in August 2011 to consolidate port and container terminal operations of the YILDIRIM Group under one roof.

“It was at that point the company started making a difference in the world port industry and climbed into the top 20 global league,” he said. YILPORT Holding’s services were quickly expanded to include transportation, mineral storage and loading and warehousing.

“Our domestic strength as a multipurpose port operator has been the foundation of our global expansion plans to serve the industry worldwide,” Mr YILDIRIM noted. “Our marine and dry terminals are powered by continuous investments with the most advanced technology.”

A global force

Mr YILDIRIM added: “I am proud of YILPORT as it is among the world’s leading port operators, and growing upon the experience we gathered in Turkey. We are the only Turkish company among the top 20 global terminal operators and port management companies due to hard work, world class standards and comprehensive ‘one-stop-shop’ customer services.

“When our customers receive service at a YILPORT terminal, they know they will receive a quality service higher than global standards.”

YILPORT Holding is continuing an aggressive strategy to not only acquire container terminals and ports but also liquid and general cargo terminals too. For example, YILPORT Aveiro in Portugal is a bulk and general cargo terminal in its portfolio because there is high bulk cargo demand in the region.

Within that growth strategy, the group has submitted three offers for global terminals. In February 2018, the Mississippi State Port Authority and YILPORT Holding have signed a Memorandum of Understanding to operate and manage the Port of Gulfport, Mississippi, for 50 years.

In August, Ionian Sea Port Authority (AdSP), the managing institution of Port of Taranto in southern Italy, officially published the proposal of YILPORT Holding to operate the Taranto Container Terminal which handles container traffic, general cargo and Ro-Ro traffic. “It is well located as a relay hub for the Mediterranean Sea, and the terminal is integrated to intermodal networks, connecting Southern Italy to Northern Italy and to the centre of Europe,” added Mr YILDIRIM.



YILPORT Stockholm Nord

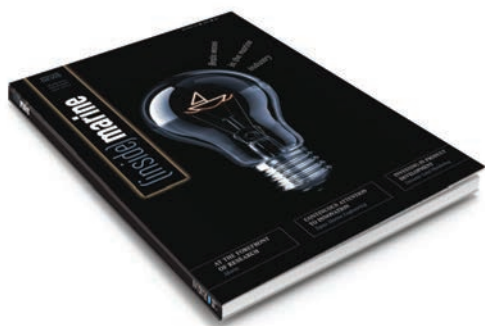
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Another innovation YILPORT's has brought to the industry is the operational excellence seen in its Global Logistics Centre (GLC) in YILPORT Gebze, Turkey.

"We deliver planning and control for YILPORT's terminals from GLC and have installed the Navis N4 terminal operating system for all of our terminals," explained the Chairman. "Safety always comes first for our terminals. By securing our operations, we focus on efficiency and productivity, and we are usually one step ahead of the competition by embracing state-of-the-art technology, infrastructure and equipment."

Pillars of excellence

YILPORT terminals, assured Mr YILDIRIM, offer the highest productivity and efficiency in their surrounding hinterlands. With YILPORT one pillar of excellence amongst the group of companies, Mr YILDIRIM said his companies always improve assets, and acquire terminals to improve them by offering additional excellence and efficiency.

"We can service the largest containerships of the world in some of our terminals," he said. "Since my background is of crane engineering and terminal design, I know how to bring out the most from a terminal and how to design a port for maximum efficiency."

"We are always aiming for perfection in every business penetration. We do not look at a business opportunity for short term returns. We build relationships, build long term assets, build high quality and sustainable services. When we approach a customer, we make sure they are satisfied by our services. We always offer customised solutions in different terminals in different countries. However, one constant never changes: YILPORT's world-class service quality."

The company is keen to change local attitudes and standards in local terminals and offers a unique approach as a gateway cargo service provider. "We invest in our ports and terminals in order to bring new liners, feeders, and larger ships to the region. So, our aim is always to change the game in that region. A recent example is our achievements in Ecuador where we are building the country's first deep sea port in Puerto Bolivar."



Mr YILDIRIM declared that YILPORT is a 'glocal' company of port management: active in international trade and connecting countries via maritime trade around the globe.

"However, we are always very careful about executing local know-how and the local experiences since we conduct business in eight countries," he acknowledged. "Integration is an important part of our daily business, bringing together different cultures and melting them in YILPORT's way of doing excellent business."

As for technology and equipment, Mr YILDIRIM said they are the essentials of a company building ports of the future. With vessel sizes growing every year, handling equipment can quite quickly become insufficient.

"We always invest for tomorrow, and bring the world's best equipment to our terminals. We also invest in digitalisation of our port business, such as automatic gate systems to our terminals, crane OCR, collision avoidance systems, terminal operating systems, and SAP's digital transformation solutions."

"The maritime industry is an ever-changing industry. Alliances in the container shipping are impacting how liners do business. Mergers and acquisitions also impact the port industry. So, we can easily say that container shipping is in rapid change. Some that adapt will survive, and the ones that cannot will be eliminated."

"Since terminals always need continuous investments, we must have a strong financial power to stay competitive and achieve

sustainable growth in our port business. However, to sustain this growth, we must focus on long-term assets, concessions and acquisitions."

Committed to staff development

Mr YILDIRIM said the backbone of the company was the quality of the staff, with YILPORT placing great importance on employee training and talent development. "The greatest advantage we offer our employees is that YILPORT's terminals are setting a good environment for professional growth, improving their skills and talent," he said.

The group plans to establish YILPORT Academy in Istanbul by 2020 in order to educate its staff to advance their job skills and know-how to shape the future of port businesses and activities. In conclusion, Mr YILDIRIM said YILPORT's management team was committed to solid growth and expansion over the next 10 years, while aiming for double-digit stats each year.

"We are currently engaged in negotiations to acquire several small and medium sized ports and container terminals in Europe, Latin America, and North America in order to sustain our inorganic growth."

"YILPORT will continue its growth in the next five years in addition to port acquisitions, since growth is in our DNA. We are looking forward to growing our existing business volume and more than double their annual handling capacities from 2018."

As part of Yildirim Group digital transformation project, Yilport Holding inc. decided to transform their revenue management systems into SAP Billing and Revenue Innovation Management solution. The solution enables Yilport to streamline and transform the order-to-cash process that can be integrated with SAP S/4HANA, the state of art enterprise resources planning system of SAP. Yilport targets to enable unlimited innovation in business models while assuring watertight end to end financial process. Meanwhile, to drive better customer experience through automated self service channels.

Moreover, to assure better control of data, Yilport decided to extend

the order-to-cash process into event-to-cash process using SAP Convergent Mediation solution by DigitalRoute. The solution enables bidirectional realtime smart integration to the Terminal Operating Systems. The configurable logical function in SAP Convergent Mediation solution by DigitalRoute identifies the relevant charge codes and handle exceptions to eliminate any possible scenarios of revenue leakage.

The solution was implemented by Itelligence, a globally leading SAP consulting company, global value added reseller and platinum partner of SAP. Itelligence, whose services range from SAP strategy consulting, SAP license sales and

SAP industry solutions developed in-house to application-management and hosting services, has been the main business partner of Yildirim Group in the wide scoped digital transformation project. Yildirim Group's digital transformation project with the guidance of Itelligence, consists of SAP S/4HANA, SAP SuccessFactors and SAP Billing and Revenue Innovation Management solutions. The project is completed in halfway through with the go-live of S/4HANA, SuccessFactors and first phase of Billing and Revenue Innovation Management solutions and will be finalized when the second phase of SAP Billing and Revenue Innovation Management solution goes live.



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BY 2025**



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Is Everything Okay?



by GORKEM KAVCAK
YILDIRIM Group of Companies
Market Research & Intelligence Director



Three months ago, China, North Korea and the increasing exchange rate volatility and the trade war between China and America were the main topics on our agenda. If we need to assess Turkey specifically, August-September period was too late to establish turmoil axis. But the way the waters after the time seems to have focused on a global scale, both in Turkey. Or is there an annoying sight in front of us?

Primarily, the trade war between China and USA is not a type of condition that can be explained neither the elections in the USA nor with the political acts. The American policy, like the war against Japanese products in the 1980s that has taken over China and seems to continue for a longer period of time. Even though the analysts and the experts emphasize that China has been damaged in the short turn, neither in the middle or long-term America will be the winner of this war.

In addition, China is trying to shift its production lines to other countries as a reaction to trade restrictions imposed by America.

Although this war is less likely to spread to other countries by America, its attitude towards China will not change. As in the case of 1980s Japan, it also imports inflation to the American country. This is another risk factor for the US and world economies, which are already on thin balances.

Perhaps the best indicator to follow the variability of risk perception is the movements of the country's currencies against the US dollar. Not only Turkish lira, but also the continuous weakening of the Chinese yuan and Indian rupee in the last three months in an indicator for the loss of interest to the developing markets.

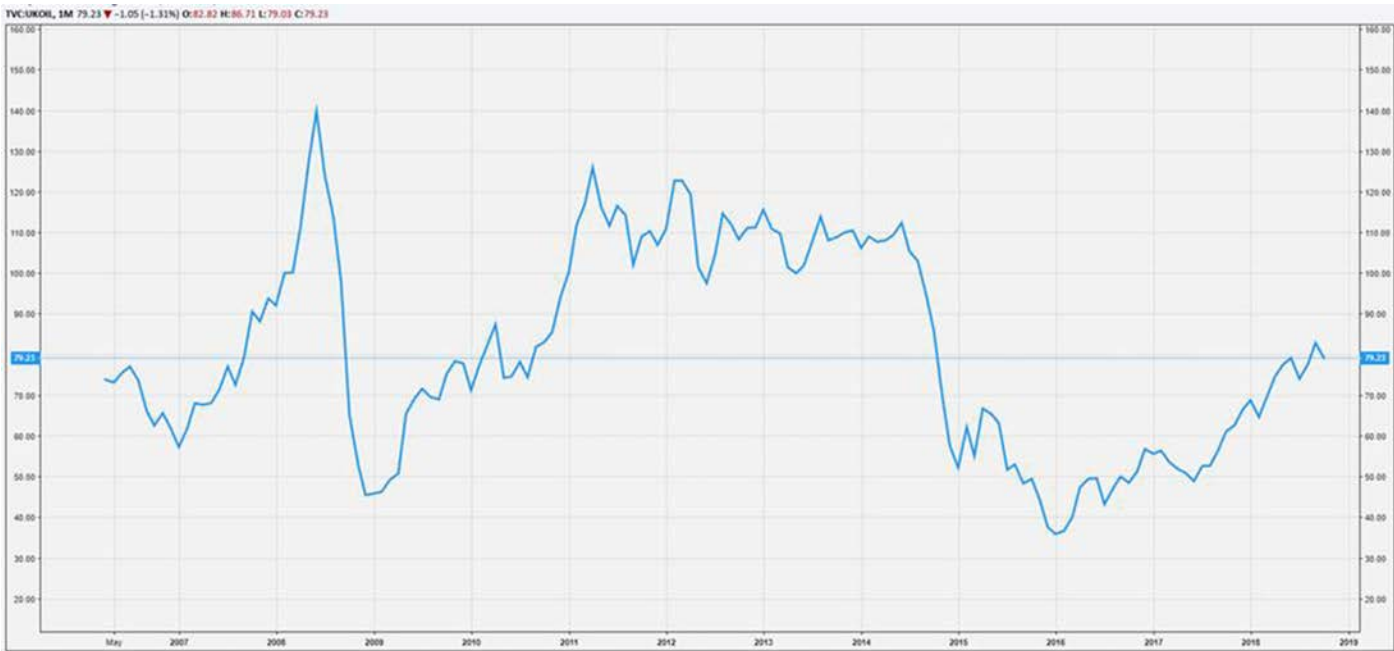
To put a finer point on it, the Indian rupee has lost 15% value since the beginning of the year and has reached the most invaluable level of the last period. Similarly, the Chinese yuan also depreciated by 6% to near 7 against the US dollar. As can be seen from the table below, the currency of the developing countries continues to melt, and this outlook will also indicate the future.

Name :	Daily :	1 Week :	1 Month :	YTD :	1 Year :	3 Years :
US Dollar Index	-0.05%	0.53%	1.04%	3.51%	2.53%	0.62%
USD/TRY	-0.89%	-6.58%	-11.42%	46.06%	51.85%	90.53%
EUR/TRY	-0.56%	-7.00%	-12.41%	40.52%	47.88%	94.21%
EUR/USD	0.17%	-0.63%	-1.30%	-3.98%	-2.79%	1.71%
USD/CNY	0.16%	0.70%	1.32%	6.64%	4.89%	9.09%
USD/ZAR	-0.17%	-2.80%	-3.11%	14.96%	5.48%	7.02%
USD/RUB	0.08%	-1.09%	-1.90%	13.77%	14.44%	5.24%
USD/KZT	0.38%	-1.81%	0.78%	9.51%	8.93%	31.65%
USD/SEK	-0.07%	-0.15%	1.01%	9.24%	10.27%	7.71%
USD/NOK	-0.03%	-0.08%	0.70%	-0.01%	3.52%	0.94%
USD/JPY	-0.18%	0.27%	0.17%	-0.20%	-0.07%	-5.88%
USD/BRL	-0.01%	-2.48%	-10.75%	11.32%	16.43%	-5.10%
USD/COP	0.27%	-0.76%	1.22%	2.77%	5.08%	5.08%
USD/INR	-0.12%	-0.74%	1.58%	15.14%	13.09%	13.23%
GBP/USD	0.04%	-0.88%	-0.18%	-2.92%	-0.30%	-15.16%
CAD/USD	-0.08%	-0.03%	-0.90%	-3.48%	-4.20%	-0.13%
USD/PLN	-0.07%	0.33%	1.53%	7.09%	4.32%	-0.54%

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Source: investing.com

One of the important issues discussed in the LMED Week in London recently was that the signs of foreign trade weakening. Oil prices, which increased at this point, peaked after 2014 with Brent \$ 86 / bbl., emphasizing the increase in energy and logistics costs. In this period of global growth, the uncertainty of the exchange rate and the increase in energy prices will continue to adversely affect foreign trade. Although the expected increase in oil supply may attract oil prices to \$ 70 / bbl. in the coming days, energy inflation may continue to be a problem in 2019.



Source: investing.com

2018 Q3

Container Shipping Industry Outlook



by HASAN GIFTCI
YILPORT Holding
Sales & Marketing Manager

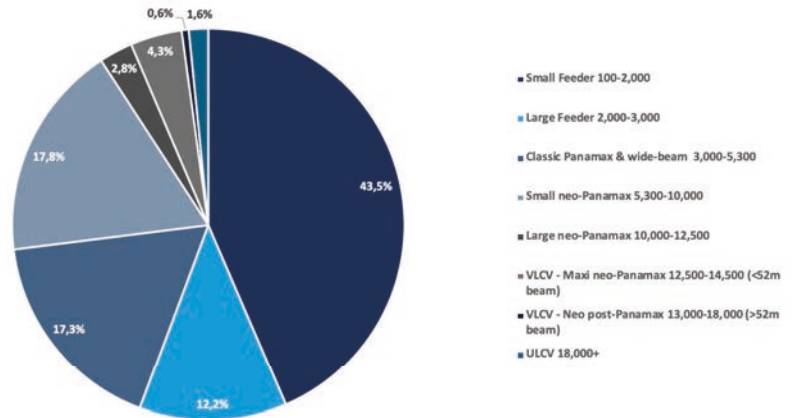
Container Shipping Industry

After a strong growth of 6,8 % in first quarter , a 4 % growth recorded on the second quarter of 2018. Annual growth for 2018 is expected to be 5,1 % which is lower than expected containership supply growth of 5,7 %. Increasing trade war tension, new sanctions on Iran and Russia, currency crashes in Turkey, Argentina and major Emerging economies and Brexit is expected to be a rough impact on container handling numbers in 2019.

China's share of global container activity is over 30 %, escalating trade wars between China and US has already shown its effect on China's ports, this year growth of Chinese ports are expected to be around 4 % even lower than China's GDP however Chinese authorities keep more focus on Consumer driven, service oriented economy than export economy. Some countries may turn this trade tension into an advantage, such as India, Vietnam and Malaysia, however due to lack of infrastructure may cause a delay.

Drewry has revised its 5 years Container growth forecast, due to uncertainties, such as US new tariff and protectionism, new sanctions on Iran and Russia, Growing Vessel Size on Transpacific,

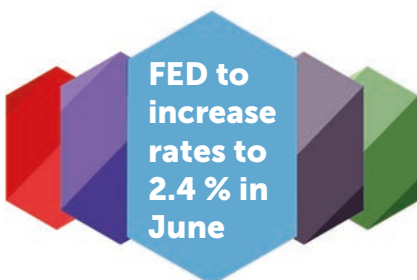
World Containership Fleet by Size



Above table shows World containership fleet by size, Despite the threat of US - China Trade war, more bigger vessel joining to main trade lanes.

OVERVIEW OF GLOBAL ECONOMY

Global growth is projected to strengthen to 3.7% in 2018 and 2019, 0,2 percent lower than previous forecast.



According to the IMF WEO October 2018, the global growth revised down to 3.7% for 2018 and 2019.

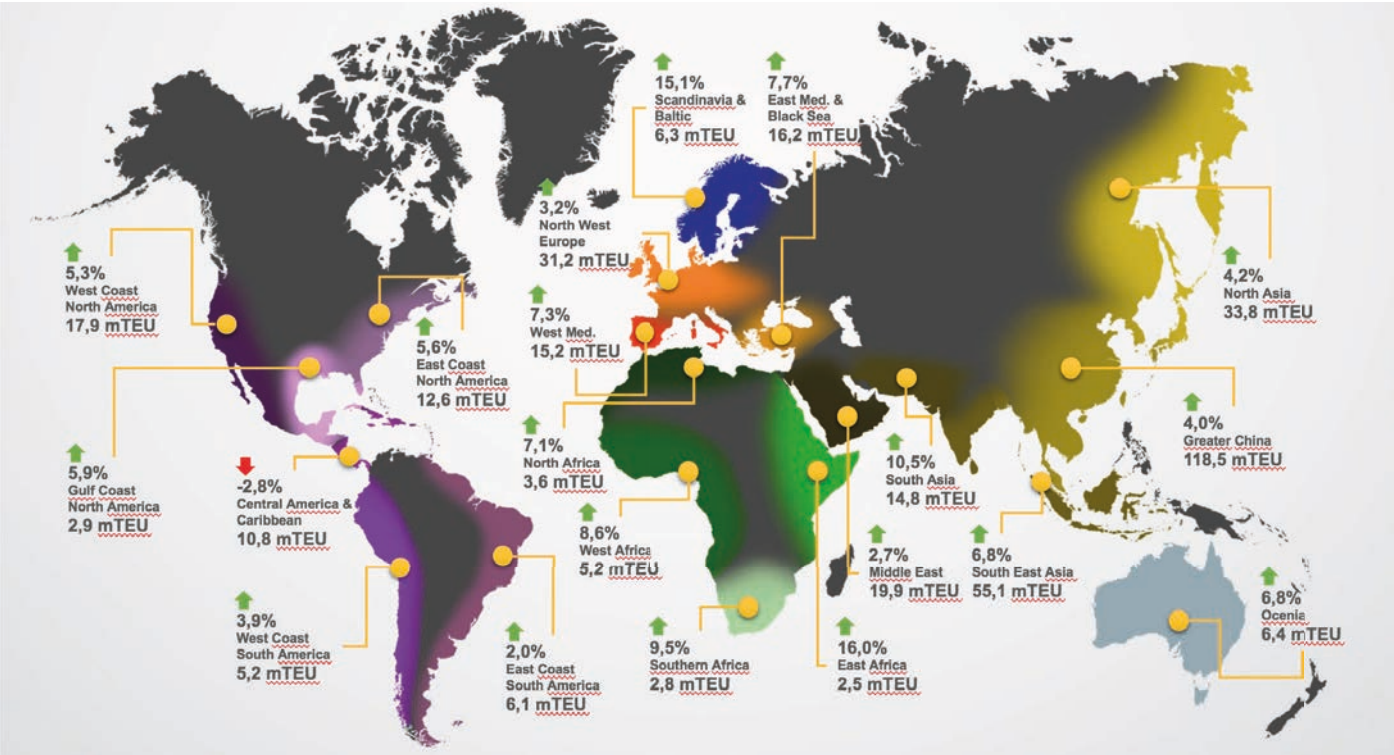
Due to recently announced trade measures of US, 2019 growth is revised down. including the tariffs imposed on \$200 billion of US imports from China

Growth remains generally strong in advanced economies, but it has slowed in many of them, have been revised down for the euro area, Japan, and the United Kingdom, reflecting negative surprises to activity in early 2018.

Among emerging market and developing economies, the growth prospects of many energy exporters have been lifted by higher oil prices, but growth was revised down for Argentina, Brazil, Iran,

and Turkey, among others, reflecting country-specific factors, tighter financial conditions, geopolitical tensions, and higher oil import bills.

China and a number of Asian economies are also projected to experience somewhat weaker growth in 2019 in the aftermath of the recently announced trade measures.

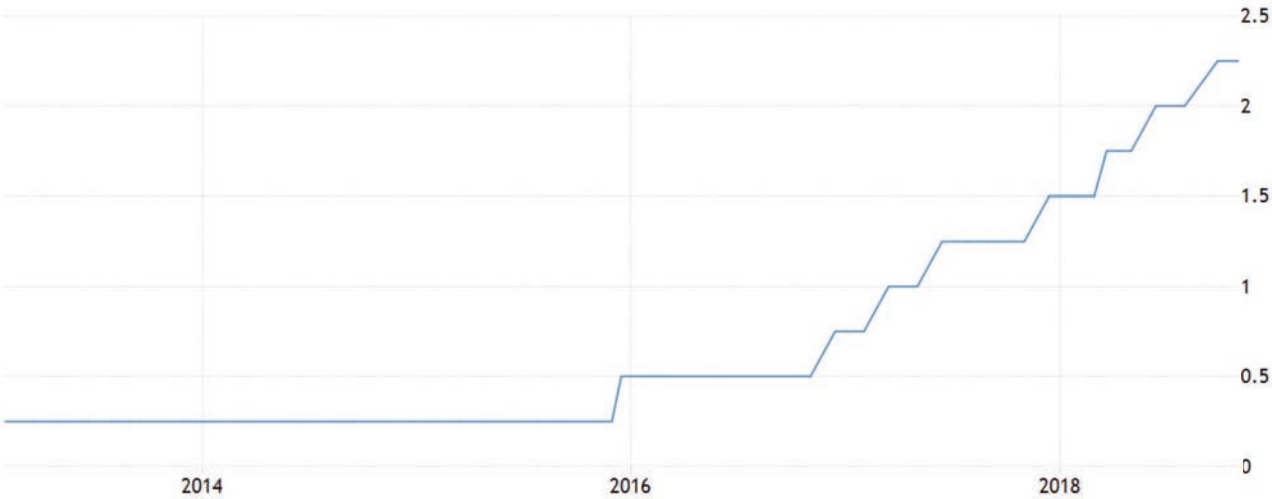


FED expects to raise interest rates in September meeting to 2-2.25 percent .



FED increased the target for the bank’s benchmark rate by 0.25%, to a range of 2%-2.25%. Policy makers see one more rate hike this year in line with market expectations also 3 increases expected in 2019.

US FED FUNDS RATE



CREATING A GLOBAL FINANCE TEAM

MURAT AKBUDAK

Executive Finance Director

Can we have a little background information on you?

I have started my career back in 2008 in Thomson Reuters. As the requirement of my job description, I found the chance to work with the banks/intermediary institutions' treasury units closely. As you know, 2008 was the year that one of the biggest global crisis occurred in the world history. Thomson Reuters was in the data provider position of financial markets along with its only competitor, the Bloomberg. Hence, I found the opportunity to experience the crisis more closely in a global manner.

In 2010, I started to work in TSKB (Industrial Development Bank of Turkey) as a financial analyst. TSKB was undertaking major project financings due to its partnership structure and establishment purpose. During this period, I had the opportunity to get to know the Energy and Infrastructure Sectors closely. Later on, I was transferred to Eczacıbaşı Securities as an Equity Research Analyst. Again, at that time I had the opportunity to monitor Energy, Cement and Telecom sector quite closely. We provided services to foreign investors with the sector and company reports that we prepared for the listed companies.

In 2012, I joined YILDIRIM Group of Companies. I worked as a Senior Manager in the team that carried out both the financial analysis/valuation and long-term project financing of all the acquisitions of the Group. In this period, I took part in all the processes of YILPORT's acquisition journey which has reached from 2 ports to 21 marine and 6 dry bulk terminals. At that time, while the acquisitions amounted approximately to USD 4-5 billion, we had the chance to secure roughly USD 3 billion of financing. I had the opportunity to work closely with all banks / intermediary institutions and funds both in Turkey and overseas. In 2013, our largest acquisition finance in the mining sector had been awarded 2 international prizes by EMEA Finance.

In 2016, I have joined YILPORT Holding as the Head of Finance. I am married and have one boy.

Can you tell us a little bit about being the head of a global terminal operator's finance unit?

The success story of YILPORT Holding with

the latest acquisitions and alluring organic growth not only made a tremendous effect across Turkey but also became successful by grabbing the attention of the world. While YILPORT steadily moves forward as being a global brand, in a structure with 4 regions consisting of 20 marine and 6 dry terminals, working towards the same goal, can get quite challenging from time to time.

In fact, the finance structure within the YILPORT can be named as new. After my transition to YILPORT as Global Finance Director in 2016, I tried to bring together both the newly acquired ports and the existing portfolio. In this process, creating a joint reporting structure and a global finance team were the top priorities I had in my agenda. In current condition, we work with a finance team of 150 people under 4 Region and HQ to guide the Regions in a way that will contribute to YILPORT's 2025 vision.

Although we are not a publicly-traded company, we also create IFRS reporting in addition to management reporting. The main vision here is to meet the expectations of our current lenders and to create the infrastructure that will enable future international partnerships.

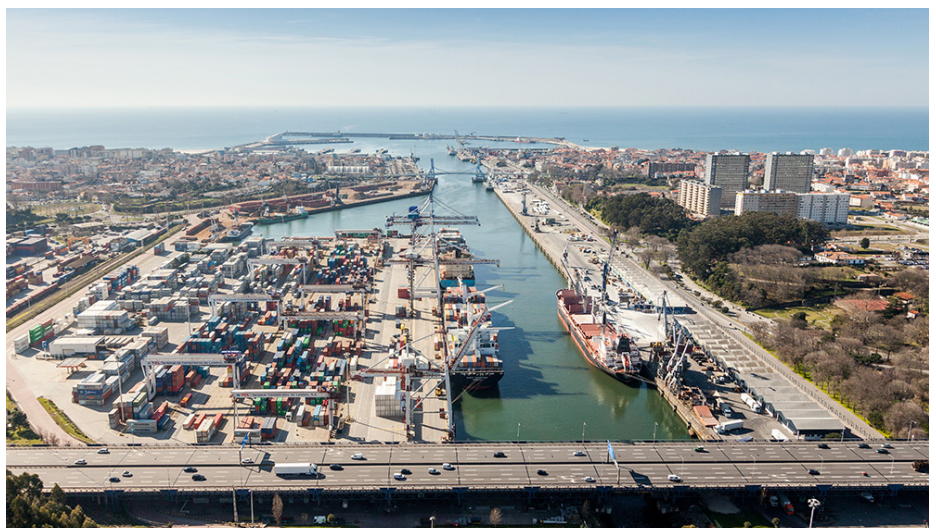
In parallel with the development of technology, the Finance function has been evolved to the structure that supports, guides and is very close to the all stakeholders as much as possible, rather than the mechanism that solely controls or limits. In order to achieve this and gather all ports under the common ground, we try to follow the world financial markets very closely and guide with the most reliable indicators.

As the most basic principle, we apply the 4 Eyes Principle, which is also used frequently by our YILPORT Holding CEO Mr. Christian BLAUERT. The main objective is to ensure as many as stakeholders to adopt the process as possible and ensure that this control is spread throughout the process from the very beginning. Thus, we have the chance to intervene more closely to the problems that may occur. This secures a much more transparent financial management.

How do you provide the control and a structuring of the finance function in this development of YILPORT?

Basically, there are three keys to sustaining this structure successfully. The first and the above all is to provide regular and quality reporting. Thus, we have the chance to create action plans by closely monitoring the possible risks in the future. In order to do this, we monitor the financial/operational performance of all ports in monthly periods. With the participation of the senior management of YILPORT, we are able to discuss these results and create a strategy.

Second, although we have different cultural backgrounds, we try to develop creating a common team phenomenon. In the current condition, what we are talking here is a large global finance team. Hence, I create a common guidance for the teams in HQ and regions to work towards the same goal. In order to achieve this, all members of the team try to solve the problems that we encounter in daily operations by using the principles of open and transparent communication. At this point, although YILPORT has a large finance team, we are working closely with the Finance team of YILDIRIM Group at the top. Finally, the clarity





on the authority and responsibilities with the integration of the developing world trends into the group are also on the agenda as a roadmap.



The third main key is to create a quality internal control environment. In this context, our Internal Control Unit works very intensively to eliminate inter-regional differences and create a common control environment. The main objective here is to establish a control environment through a common sustainable compliance principle, without only being limited to legislative compliance. In doing so, we try to implement the globally accepted COSO model.

While doing all this, of course, there is no other way that we will be successful without technology. For this reason, the most main transformation support of YILPORT Finance was even strengthened by the SAP Project that we started to implement within the Group. The transformation project that we completely implemented in Turkey is now in the process of spreading globally with Iberia region.

We try to limit the human risk factor by making the joint reporting and control environment as automated as possible. Joint ERP allows us to contribute to the standardization of processes and internal transformation. In addition, we try to ensure continuity of the system with manual procedures and regular check points in case of need.

How is the maritime sector financially in recent years, in your opinion?

The world economy moved to another dimension, especially after the 2000s. From the early 2000s until the end of 2008, one of the most prosperous periods of human history had taken place. However, with

the beginning of 2009, we got under the influence of a highly effective global crisis. Both the contraction in the trade volume and the deterioration in the environment of trust have caused a serious contraction in the maritime sector, as they hampered World trade. To achieve the macro prudential, Central Banks shifted from classical structure to the market friendly and monetary easing policies. After the crisis, efforts were made to ensure an environment of confidence through enlarging balance sheet of the governments. Also, in this period, to manage the increasing cost pressure effectively, we witnessed new shipping alliances and the use of larger vessels in the market.

However, the fluctuation in oil prices and new upside trend started to put pressure again. On the central banks side, the end of the monetary expansion, led by the FED, also presses the Emerging Markets due to the strong dollar. The impact of the emerging markets on the other developed economies should be closely monitored. In addition to this, in the new world order in which the trade wars have emerged again, the protectionist policies of the countries constitute global anomalies. Even though World growth is still at a positive level does not mean that the alarm bells are not started to ring for the sector yet. The restriction of access to finance in emerging economies and the rise in interest rates, as well as the braking of domestic demand, stand out as the outstanding risks in the sector.

How do you see the world economy? How do you draw a picture especially when you look at the regions where YILPORT is active?

The current financial system has the potential to produce a crisis between 8-10 years. Particularly, the fact that developed country company values have reached pricing above 2008 level is an important point to be considered as the risk factor. As FED continues its tapering process via increasing the rates, the new paradigm puts under pressure especially developing countries. ECB and BoJ will continue to the monetary expansion for a while to accelerate the growth of the economies of developed countries as they think the current indicators are still moderate. We believe that, the end of monetary easing is a key indicator that everybody needs to be cautious.

If we look at the regions where YILPORT is active; Turkey is facing quite interesting year. First half was incredibly successful in terms of GDP growth, yet the markets tested by a currency turbulence in the 3rd Quarter.

To overcome the exchange rate shock, the Central Bank's aggressive increase in interest rates affected the domestic demand negatively. We can feel the impact of this

on industry growth figures. Both the rise in interest rates and the high exchange rate effect and the increase in costs keep the risk of stagflation alive for 2019.

Although the contraction is on import side, the reason that Turkey's main export trade is to the EU countries, would show the positive side of the growth in exports. Hence, in the import export balance, we see a positive trend, especially on the export side. As YILPORT, we are trying to shape our strategy according to this new equation.

The NORDIC and IBERIA Regions continue to grow very strong this year. We do not foresee a big risk in terms of 2019 under the leadership of macroeconomic indicators. Latin America seems to be among the strongest candidates for alternative market searches for global players with the opportunities it offers.

In summary, after a strong 2018 period, I think that 2019 will be a very successful year for YILPORT. The balanced portfolio that we have is the most effective force that enables us to reach the growth figures that we aim with a balancing mechanism.

Especially with the potential to make a global deal with the Liners and our strong financial structure shows that we will post very strong performance in 2019.

Do you have any additional messages?

I have joined this family in 2012 and it is a truly unique experience to be able to take part in the process of transforming this family into a global player. I would like to reiterate a topic that I have underlined in our meetings with my team: In a world where everything is so intertwined and influenced by each other, the Port sector is a leading indicator due to its importance in the world trade.

To read/understand this sector well actually means to read/understand the world well. This offers the opportunity to be informed of developments and be always dynamic. The insight has been granted by the sector will pave the way to estimate the world in an accurate way.





YILPORT PROVIDES ONE STOP SHOP

www.yilport.com

COMBI & INLAND

mtty Depot (sweeping,
repair, washing & etc...)
Storage (bonded,
temporary bonded,
open, closed
warehouses)
Special yards
(mineral,marble, tiles)



RO-RO

Vessel Operations
Inspection
PDI
Touch-up

LOGISTICS & FORWARDING

Freight Forwarding
Trucking
Rail
Feeder
Combined Services

LIQUID

Vessel Operations
Liquid to Container
Transfer from Container to Tank
Blending and Marking

TUGBOAT & PILOTAGE

Maneuvering
Tugboat
Pilotage

GENERAL & BULK

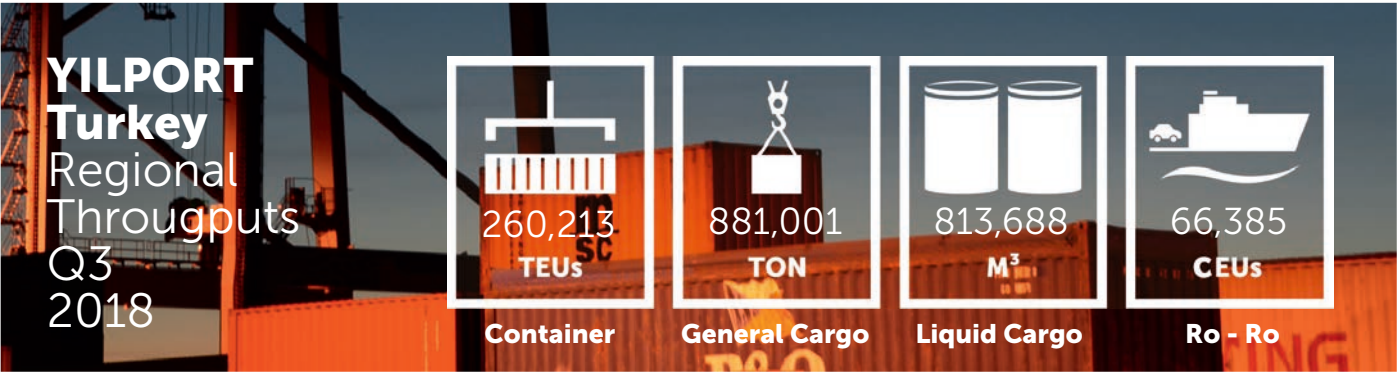
Vessel Operations
G.C./Bulk to Container
Project Cargo
Lashing - Blending
Fumigation

CONTAINER

Vessel Operations
CFS (Stuffing, stripping,
inspection)
Reefer services
IMO Services

YILPORT TUR KEY

Gebze | Solventas | Rotaport | Gemport



CAPACITY INCREASE:

- The new RTG equipped yard is operational with additional 1,000 TEUs capacity.
 - Additional 1 gate in / 1 gate out lane increased the capacity 25%.
 - Phase II will be completed by end of 2018, Additional +650 TEUs area is operational now. Terminal will have additional 1,037 TEU capacity after the completion of the project.
- New Bonded Area with 11,304 m² additional space.

TECHNOLOGICAL INNOVATIONS:

- **Crane OCR:** The 8 QC is equipped with the OCR System to automate the process of verifying ISO container IDs as a vessel is loaded and discharged by dockside STS gantry cranes.
- **Gate OCR:** The system automates Gate transactions by automatically identify Container and Truck information and send TOS system. the interacted kiosks are used by driver to minimize gate transaction waiting time.

WAREHOUSING SOLUTIONS:

- In addition to the existing 201,303 square meters open area of the Gebze terminal, 11,304 square meters opened bonded area is operational now.
- The terminal now has additional 4,400 square meters opened bonded area with the 13,000-storage capacity



Windmill Operations at Gempport



Gempport continues windmill operations. The E-Ship which uses wind energy to cut down fuel costs and also helps to reduce emissions; chose Gempport terminal again to pick up the windmill parts of Enercon company same as previous year.



In 2018, 2 vessels loading (18 sets, 76 units) and 42 pieces of windmill body, 12 pieces of wing, 4 x 40 76 container loading were successfully completed by Gempport Operations Department with its own equipment.

As YILPORT family; Apart from the solutions that we provide for our business partners, we also proud to be the service provider of these special projects for a greener world.

WITH ITS 1KM OPERATIONAL LINEAR BERTH, GEMPORT IS THE BEST MULTI-PURPOSE TERMINAL IN THE REGION.

 <div>CONTAINER 1,200,000 TEU</div>	 <div>GENERAL & BULK CARGO 5,000,000 MT</div>	 <div>LIQUID 500,000 M³</div>	 <div>RO-RO 500,000 CEU</div>
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Direct Discharging

from Bulk to Container Now Available!



As realizing the first among the region, the Gempport terminal continues to conduct its operations with the unique solutions that it offers to its business partners by peaking the utmost performance.

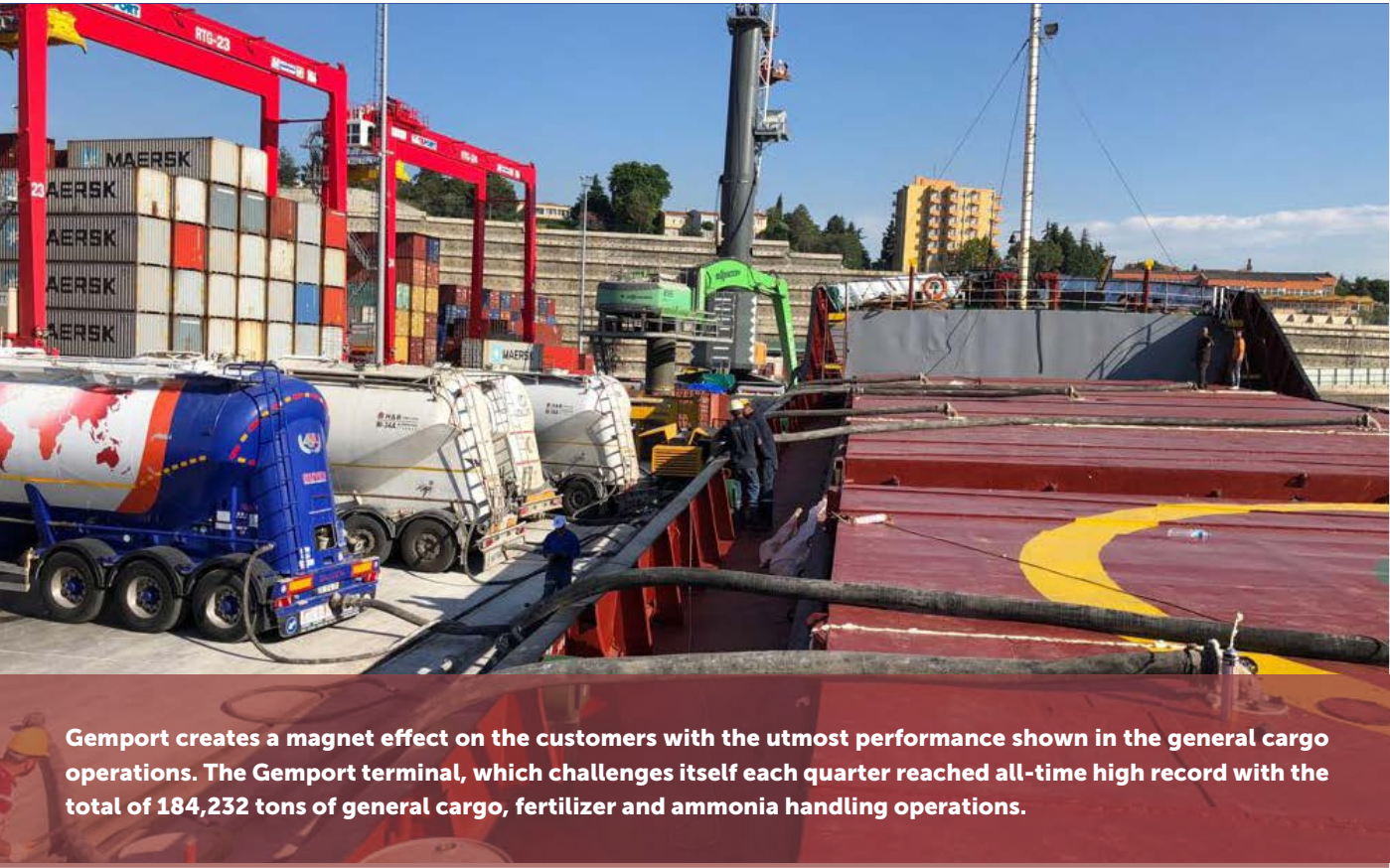
Owing to the special equipment specially designed for our business partner, the terminal, which transfers the grain sent to Russia directly from the general cargo ship to the container successfully conducted its operations. As starting from 1.080 tons primarily, the terminal accomplished containerization operation of 54 containers within the same day

By taking into consideration the annual 12,000 TEUs market volume of grain product of Turkey, the terminal forecasts annual 2,000 TEU's of handling volume which will surpass its competitors in the region.



Primary Choice of Cement Operations

YILPORT Gempport



Gempport creates a magnet effect on the customers with the utmost performance shown in the general cargo operations. The Gempport terminal, which challenges itself each quarter reached all-time high record with the total of 184,232 tons of general cargo, fertilizer and ammonia handling operations.

Gempport, united forces with Cimsa company, which was working formerly with the Gemlik Fertilizer company before the Gempport merger.

The company is now started exporting to Russia, Ukraine, Greece, Egypt actively with the completion of the facility investment in Eskisehir to enlarge the business volume.

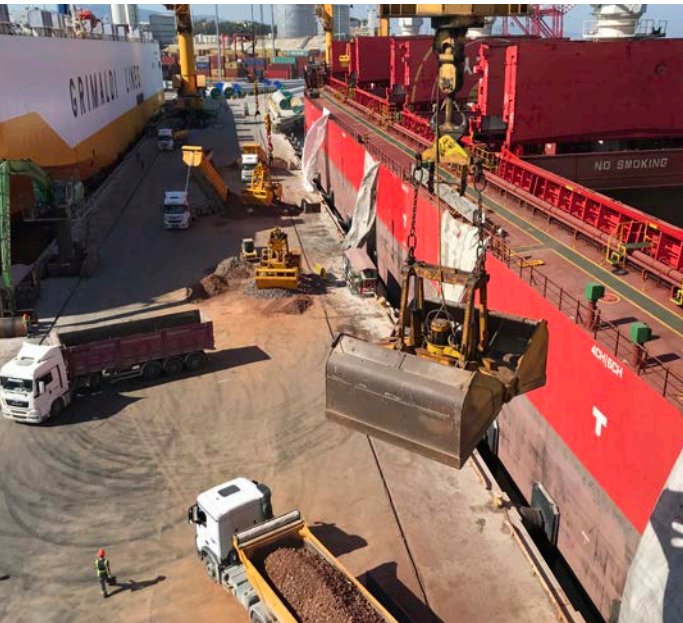
The company which conducts export cargo operations from the Gempport terminal, held its operations sanitarly owing to its state-of-the-art closed-circuit loading system and the expert operation team.

The company which started to export its goods from Gempport terminal with the 4 vessels as a beginning in June;plans to load its next 40,000 tons of cargo at one time.

One-Stop-Shop for Mining Operations

YILPORT Gempport multi-purpose terminal closed and open special mining yards enable the general cargo, bulk cargo warehousing and containerization as well as tailor-made conveyor system for the containerization of cargo. The terminal performs all the services with great care by the time cargo enters the port until loading to the vessel.

The terminal conducted a successful vessel loading operation of the bauxite mineral belonging to our business partner 'Demireller Mining'. As a result of 61,500 tons of bauxite lube vessel loading, our business partner and Gempport terminal recorded all-time-high loading volume ever. As a result of the intensive and meticulous work of the Gempport team, the terminal completed its operation with its own equipment in a short time as 4.5 days.



YILPORT Rotaport Berth Reached Most Intense Day

with Steell Roll Operations of Three Companies



The terminal has been increasing its efficiency day by day with its advantageous services and professional operation team that it offers in general cargo and bulk cargo services.

YILPORT Rotaport terminal reached its all-time-high operational handling volume since its establishment. Terminal successfully conducted 33,000 tons of steel roll operations belonging to two companies with three vessels.

The highest level of 2018 warehousing also achieved with 22,000-tons of aluminum goods...

LEADER IN DIVERSE BULK CARGO

YILPORT Rotaport is found in the economic backbone of Turkey at Yarimca. The facility was further expanded to create a diverse dry bulk and general cargo service center for the largest industrial companies in the steel, grain, cement and minerals business sectors.

for more:
www.yilport.com



Once Again YILPORT Solventas Successfully Completed the CDI-T Audit

YILPORT Solventas, established in 1967, is A Type Customs Bonded Warehouse for the storage of bulk liquid, drummed and packed chemicals and petroleum products. Growing by constant innovation and upgrading, YILPORT Solventas has combined its years of experience with a capacity for adaptation to new technologies, thus managing at once to remain young and ever more experienced.

The company maintains its leading position among other terminals, both in Turkey and the Mediterranean by primarily focusing on the customer satisfaction along with the ever-increasing demands. With this approach YILPORT Solventas enables us to rapidly realize our vision of further raising the industry's current quality standards. YILPORT Solventas Technical Storage Inc. has successfully completed this year's CDI-T audit which is repeated every three years term. This year's audit was conducted by Daniel Raymond between the 8-12th of October.

GLOBAL SAFETY STANDARDS

YILPORT Solventas has gained the trust of its customers by adopting a corporate identity that prioritizes health, safety, environment and safety with ISO 9001, ISO 14001 and ISO 18001 certificates by using today's most important wealth, the know-how. Since the day of its inception, YILPORT Solventas has acted in full awareness of the importance of the concept of trust as a must in the chemicals industry.

GLOBAL OUTREACH

The company quickly came to be known, both locally and internationally, as the safest base in its own service hinterland. As a bonded warehouse for bulk liquid and dry chemicals and petroleum products entering and leaving Turkey, Solventas has its plants at Dilovasi on the İzmit Bay at the Marmara Sea on land owned by Solventas. Being the safest and most expedient exit for all kinds of transit trade with Russia, Central Asian Republics, the Middle East and the Balkans; Solventas is the preferred terminal for local and international industries alike.



CONSTANT DEVELOPMENT PHILOSOPHY

Solventas Terminal, adopts the policy of constant development in quality, people and work place safety. The terminal has ISO 9001 Quality Management System, ISO 14001 Environment Management System and OHSAS 18001 Occupational Health and Safety Management System, Green Port certificates and also signed Responsible Care certificate as well. Solventas is also, a member of the CDI-T (Chemical Distribution Institute – Terminals) multinational chemical producers

INHOUSE DEVELOPED SOFTWARE "MIA"

All terminal operations and tanks in the Solventas terminal have been fully integrated into the automation network and the MIA web system, developed by Solventaş employees, is provided in a continuous and simultaneous computerized communication web for terminal personnel, customers and other business partners. Solventaş enables to storage for all kinds of bulk liquid chemical, mineral oil, mineral oil, vegetable oil, food products, petroleum products and bunker storage, with the 217 units of tanks with a capacity of 331,000 m³ and a capacity of 331,000 m³.

ALL LIQUID SOLUTIONS FROM ONE LOCATION

Solventas provides storage of all kinds of products such as bulk liquid chemical, mineral oil, mineral oil, vegetable oil, food products, petroleum products and bunker storage. The terminal has a total capacity of 217 units and a wide tank capacity of 331,000 m³, ranging between 108 m³ to 8,800 m³, with bare metal / stainless metal sheets, coated / uncoated, heated / non-heated specification and operated with automation systems.



YILPORT MALTA FREEPORT

MAJOR TRANSSHIPMENT HUB IN THE MEDITERRANEAN

YILPORT's first global expansion move in port operations took place in 2011 with the acquisition of 50% shares in Malta Freeport Terminals, one of the leading transshipment and logistics centers in the Mediterranean.

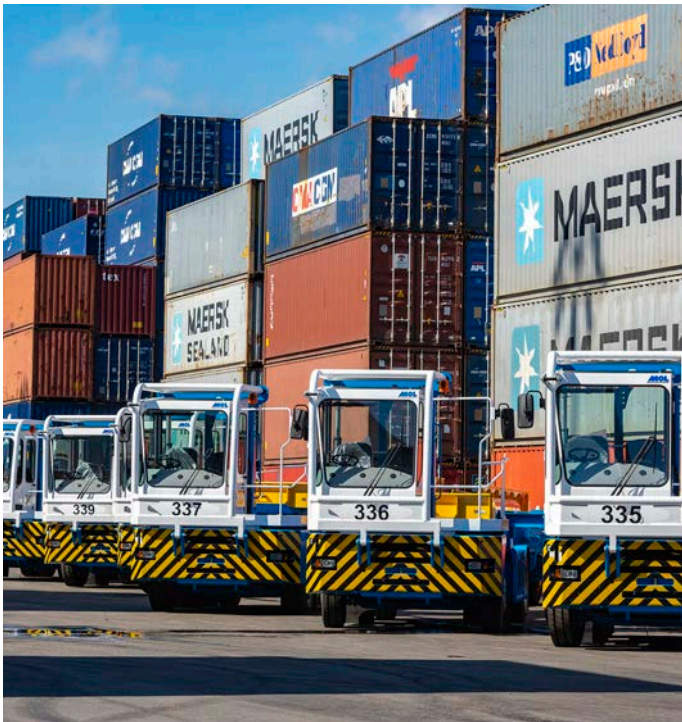


**GLOBALLY LINKED
WITH 135 PORTS**

www.yilport.com



Malta Freeport Terminals is investing further in its future and has embarked on another ambitious investment programme to boost its capabilities of handling higher traffic volumes. Indeed, Malta Freeport has concrete plans to increase its annual capacity to over 4 million TEUs.



Amongst the first investment projects that are being undertaken is the procurement of 15 new Rubber-Tyred Gantry Cranes (RTGs). The first 5 RTGs have already been delivered and were erected on site recently as the RTGs are being delivered in an unassembled form.

More RTGs are being delivered which will continue to be erected on site. These Cranes, which are expected to be fully commissioned between December 2018 and March 2019, will complement the existing 50 RTGs.

These RTGs are capable of stacking containers one-over-six high. Other important features of the Cranes include easy and accurate auto steering and stack profiling. As for performance, these RTGs have the fastest load handling cycle in the market, and carry out a very stable operation due to a rigid structure and a 16 wheel configuration instead of 8.

They are also energy efficient and are greener machines with lower emissions. They are also safer to operate featuring an anti-collision system. The new Cranes are expected to boost

the overall operational efficiency both in terms of productivity as well as in higher turn- around of vessels.

Further investment in yard equipment includes 31 new Tractors, 36 new Trailers and 2 Reach Stackers. The first 14 Tractors and 30 Trailers were already delivered whilst the other yard equipment ordered is expected to be delivered in the coming period.

This investment, worth Euro 25 million, is very important for the Company as it will enable it to further boost its operational capabilities and performance in order to ensure it is able to meet the increasing demands from the world’s largest shipping lines. This investment in equipment is linked to a huge infrastructural development plan which will involve the squaring off of Terminal Two North Quay.



**MALTA FREEPORT:
NETWORK CONNECTIONS
TO 135 PORTS WORLDWIDE**

KEEPING YOU
GLOBALLY CONNECTED

The world’s most renowned shipping lines have chosen Malta Freeport as their main transshipment hub in the central Mediterranean. Their strong global operations are increasingly strengthening Malta Freeport’s accessibility and presently the Freeport’s clients are benefiting from extensive regular network connections to 135 ports worldwide, 64 of which are in the Mediterranean. Such a scenario provides ample proof that Malta Freeport Terminals offers clients the right mix of resources which are fully geared up to efficiently handle 20,000 TEU vessels and larger on both berths. Malta Freeport Terminals has become synonymous with reliable, effective and efficient services – all vital attributes to a successful operation.



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Email: marketing@maltafreeport.com.mt
www.maltafreeport.com.mt



**Malta Freeport
Terminals is rooted
in its mission of
exceeding the
customers’ increasing
expectations.
Renewing our focus
and energy towards its
fulfilment is vital to
our continued success.**



GARIP & ZEYCAN
YILDIRIM VAKFI



yildirim
GROUP OF COMPANIES



YILPORT
HOLDING INC.

GAME CHANGER PORT INNOVATION CONTEST 2019



EFFICIENCY
OPTIMIZATION



AUTOMATION



SAFETY
PEOPLE
SECURITY



ARTIFICIAL
INTELLIGENCE



BIG DATA
BLOCK CHAIN
IOT



PORT
INFRASTRUCTURE



ENVIRONMENT
GREEN PORT



PORT CITY
INTEGRATION



Please visit www.yilport.com for further information and application.

TOP TALK INTERVIEW SERIES :

ERYN DINYOVSKY

YILPORT Nordic General Manager

This quarter, our guest in TopTalk interview series is the YILPORT Nordic General Manager ERYN DINYOVSKY. We wish you a pleasant reading...

Thank you for accepting our interview request. Can you share your background information and your role in the organization?

Sure! Happy to share my thoughts and experiences!

I am the Regional Manager for the Nordic, which covers our terminals in Norway and Sweden. I have been with the group since 2015 and have been in the port and terminal business since I graduated California Maritime Academy in 2000.

I have worked for Maersk, APMT, Abu Dhabi Terminals and have lived in 5 countries over these 18 years. I am American, married, have a 9 year old daughter and dog that eats all my shoes!

It is a long journey and a lots of career experience in a short period of time, what motivated you to come here as a regional general manager of Nordic?

The Nordic is a very interesting market. While not the biggest, keep in mind only 15M people live in Norway and Sweden, it is extremely interesting and full of opportunities.

With YILPORT we don't only look at the quay side, as we are more than a standard 'box' terminal, and that gives freedom to develop the business into what the Nordic market needs! To me this is the best type of motivation.

A great example of this is our newly planned CFS Paper Automated warehouse. This will be a game changer for our customers and is super fun to be leading the team who developed this idea and will see it through to go-live. YILPORT gives me this chance and the Nordic region is a great playing field to make things happen.

You are travelling a lot to Istanbul YILPORT Holding Head office. What do you think about Turkey and Istanbul?

Turkey never ceases to surprise me! I have never had a bad meal, a bad stay, or a bad experience in all my travels there. The hospitality is amazing. I am in awe at the drive, the adaptability, and spirit of getting things done that my Turkish colleagues show.

How does working in a multinational and multicultural company makes you feel? What are the benefits and challenges?

I feel at home in a multinational company. I always joke that if we can take the planning skills of the Scandinavians and the can do now attitude of the Turks and combined them we have the most amazing team ever! Balancing these can be a challenge,



especially in the drastically different communication styles, but that is fun part and where the American in me can shine.

The multipurpose approach of YILPORT expands to YILPORT Nordic terminals as well. What are the strengths and challenges of this diversified service range?

Having a diverse service range, is part of what makes YILPORT unique. This can be looked at from a portfolio like strategy, which is great to have to enable us to ride the shipping cycles.

From this perspective it is a huge strength and allows us to keep the overall growth trajectory and continue investments even in downturns.

It does however come with its challenges. Particularly difficult is balancing the staffing and equipment levels with these cycles. Both have a heavy fixed cost and long lead

time portion that is not easily adjusted on short notice.

Overall the upside of the portfolio view out ways the down side and we have a strong management team who is focused on managing the cost base to match the market.

How do you see the future of the container market in global view and in Nordic view?

The worlds markets are in constant evolution. Globalism versus Protectionism trends combined with other macro variables such as demographics, resource usage, and the ever-increasing use of technology, create cycles that shape the shipping industry and the terminal arenas that we operate in.

Even with all these variables creating the uncertainty, I am confident that cargo will





continue to move and will need a place to change modality. It is our job to build robust business models that can ride along with these cycles and optimize them.

How do you see Norway and Sweden market? What is next at Nordic for YILPORT?

In the Nordic we are very fortunate to have a terminal portfolio that is geographically well situated to the core economic drivers in the countries. Gavle is an export hub with

more than 15M tons of cargo located in a 200KM radius, and Oslo is the center of distribution and consumption for Norway, making it the prime import hub.

Both markets, while small, have opportunities to grow by capturing more of the cargo that is moving by other modes, such as rail and trucks to/from the continent.

What's next! Great Question! We have developed a new Nordic Logistics Organization where we are looking to expand upstream into our key cargo owner's operations/logistics.

Our first contract with Stora Enso in Skutskar has been a great trial for us. We have learned a tremendous amount and we are very confident in our strength to grow this operational segment.

We also have the new CFS Paper Automated warehouse project that will continue to build on our Logistics capabilities and help us show the market that we are the best choice for long term partnerships.

We will also see more and more trains in Stockholm Nord, which we expect to further play a role in changing the game for imports to the east coast of Sweden.

We also have our Remote RTG project in Oslo that is exciting and will pave the way for further automation in YILPORT.

As a woman in the sector, you have a very inspirational working career. What do you recommend to the women who will shape their career route in the port sector?

While it is true that the port and terminal industry is historically dominated by men, this by no means makes it the right choice

for the future, so don't let that be a blocker. Be selfish! So many times, as women we put others needs before our own or down play our strengths. In the business world, if you don't put yourself first no one else will.

What is your message to YILPORT Nordic's business partners?

We are here for the long term and will continue to look for growth opportunities. We are open to new solutions and not afraid to go after these. If you want to be a part of this vision, we are happy to join forces!





THE SHORT SEA SOLUTION



REDUCES
EMISSION



LESS ROAD
TRAFFIC



SUSTAINABLE &
ENVIRONMENTAL

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www.yilport.com

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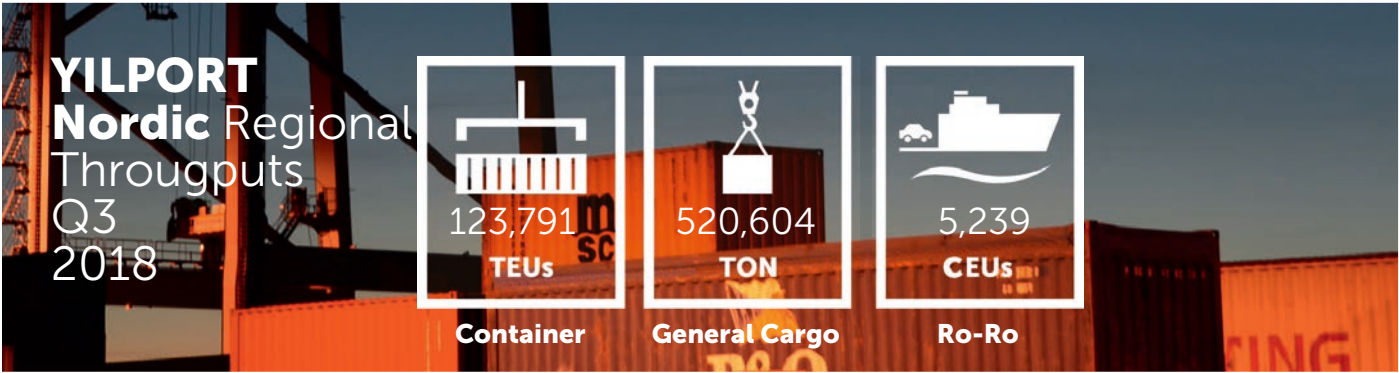


YILPORT
HOLDING INC

THE NORTHERN LIGHTS HAVE LED US TO **SCANDINAVIA**

YILPORT **GAVLE** | YILPORT **STOCKHOLM NORD** | YILPORT **OSLO**

YILPORT commits to bring excellence to all ports of call, and merges its global mark with local know-how. As a result, Gavle , Stockholm Nord and Oslo extend their high quality and privilege service to the Scandinavia market.



Remote Controlled Pilot Project



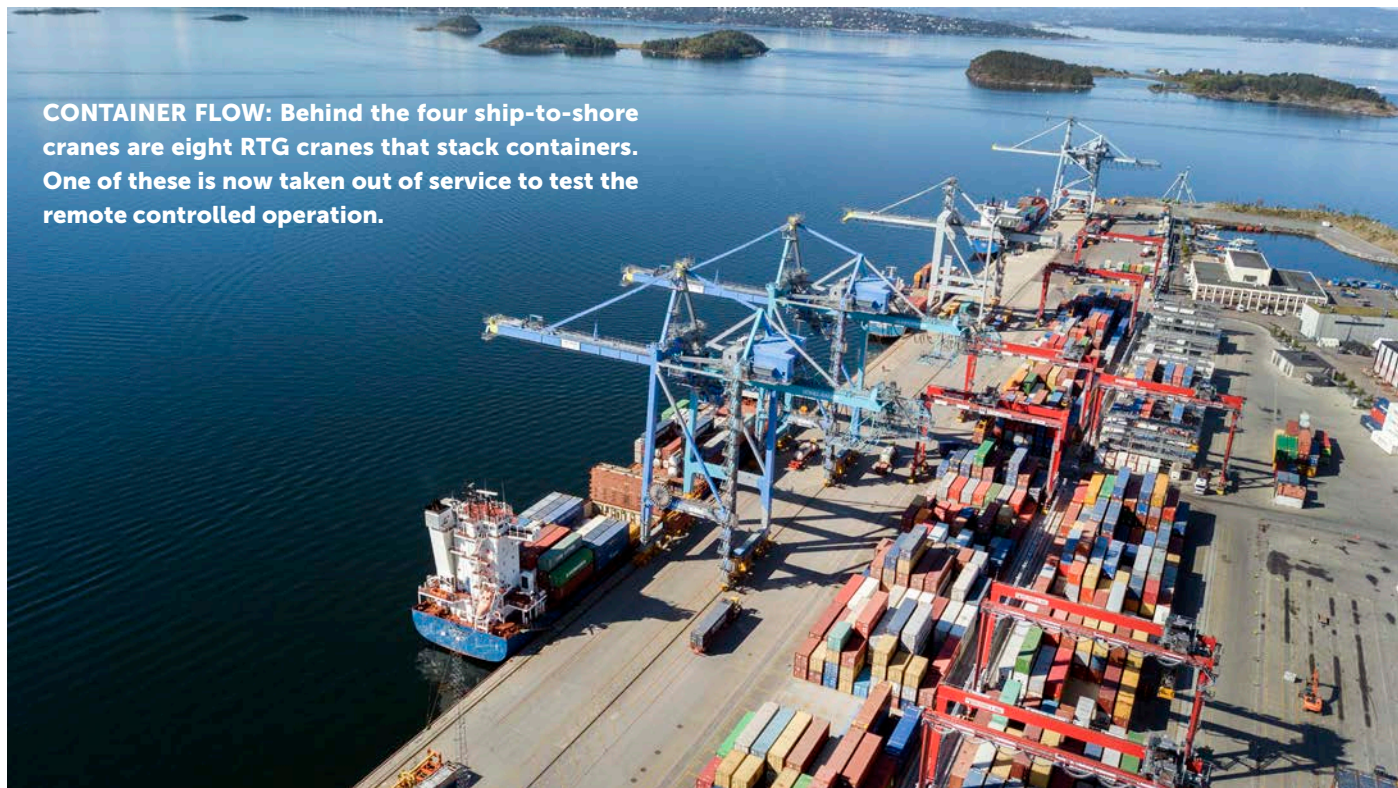
TESTED: Terminal Manager Bjørn Engelsen (left), Shift Supervisor Stian “Buddy” Knudsen and Marketing Manager Maiken Solemdal in front of the RTG crane, which is now being tested for remote controlled operation.

STEPS TAKEN TOWARDS AUTOMATION:

When the RTG cranes on Sjursøya turns remote controlled in 2019, terminal operator YILPORT expects big savings.

At the container terminal at Sjursøya in Oslo, four ship-to-shore (STS) cranes are ready to load and discharge containers from the arriving ships. At the back, eight RTG cranes stack up containers in four areas, loading them on and off the around 700 trucks that enter the container terminal daily.

Each of the cranes have an operator—for now. Ever since YILPORT took over as the terminal operator in the Port of Oslo, focus has been on efficiency and automation. So far, the gates are automated and the number of employees in the gates is reduced from 13 to four.



CONTAINER FLOW: Behind the four ship-to-shore cranes are eight RTG cranes that stack containers. One of these is now taken out of service to test the remote controlled operation.

Pioneering Work

"We are going to remotely control the RTG cranes. This is pioneering work done in the Port of Oslo," says Bjørn Engelsen, Terminal Manager.

At Sjørsøya, YILPORT has taken one of the eight RTG cranes out of operation to test remote controlling and possible automation. At the tip of the peninsula, YILPORT and Kalmar have an area dedicated to testing the technology.

The crane has been equipped with cameras and sensors allowing it to be remotely controlled and to ultimately run fully automated. Currently, YILPORT's eight RTG cranes are scheduled to be remotely controlled over the next year. However, Engelsen is aware that there is a long way to go, but is sure that the proof of concept will be ready during the last quarter of this year. Installing this type of equipment offers a number of challenges.

"We experienced a problem with the bandwidth between the crane and the control center. Since our RTGs have busbars and not cable wheels, the data capacity was not good enough to transfer the information needed from the crane, but this should now be resolved," says Engelsen.

Significant Savings

There is potentially huge savings from having remote controlled RTG cranes, says Engelsen. When a ship is discharged, all eight cranes are manned today, even if there may be relatively few lifts per crane during periods of low traffic. When the cranes are remote controlled, in principle, one operator can control all eight cranes. Although, the operator will only control one crane at a time, he can switch from crane to crane with a keystroke. In real life though, there will be more operators at work, even with the remote controlled cranes, but it is realistic to reduce the number of staff at work from around ten—as needed to staff eight



GOOD OVERVIEW: From the control desk, the operator will have a total of 12 different images from different cameras of the crane, thus a far better view than by sitting in the crane. cranes—to two or three in front of the remote control joysticks.

"You can't run from crane to crane," says Engelsen with a smile.

This applies outside the gate opening hours. Within the gate opening hours, when there is a lot of traffic, there will still be a need for crane operators. In principle the cranes can be operated from anywhere in the world, for example from YILPORT's headquarters in Turkey.

"In theory, the cranes can be run from Turkey, but not in real life—not during my lifetime at least," says Engelsen.

Fully Automated

The system being installed on the cranes opens up the possibility of full automation. Engelsen describes the system as a three-stage rocket where the first stage is the remote control, the second stage is an automated crane operation with an operator who monitors with one hand on a dead man's switch, and the last

stage is full automation. How far YILPORT wants to go in Oslo is uncertain, but Engelsen doubts that full automation is likely for a while yet.

"It's no secret that we want the operation automated and efficient, but it's far ahead in the future. The last two meters down onto the truck will probably be done manually for as long as I'm alive, but anything besides that can be automated," he says.

In the course of next year, the crane operators will probably be gone from the stacking cranes at Sjørsøya. But the ship-to-shore cranes will be manned for as long as Engelsen can see into the future.







"Automation of the ship-to-shore cranes is not a topic for now. For the time being, the volumes are too low," says Engelsen.

He foresees investments and modernization when it comes to terminal tractors and reachstackers in the near future as well. This in order to cut emissions.

"We will look at electric terminal tractors and heavy duty reachstackers in the near future. Electric terminal tractors should be possible to have in operation by 2020," says Engelsen.

FACTS: YILPORT OSLO
Headquartered in Turkey

- Operates the container terminal at Sjørsøya in the Port of Oslo 70 employees
- Turnover of NOK 152 million in 2017
- The container terminal at Sjørsøya:

	LONGITUDE LATITUDE & 59°53'15"N 10°45'20"E		TOTAL LENGTH OF QUAY 665 M		TERMINAL AREA TOTAL 141.000 M²
	CONTAINER 275,000 TEU		EQUIPMENT QC: 4 RTG: 8		DRAFT 12 M



GOT imports to Stockholm?
Short of equipment in the North?
Try the better way, Save positioning and link it up with **YILPORT** rail shuttle!



Oslo: Modernizing, Streamlining and Growth

The quay at Sjursøya is now completed, and with a length of 665 meters, YILPORT has the foundation to increase their volumes considerably. There are also plans to expand the container area westwards (to the left in the picture).



EVERYTHING IS ALL BETTER NOW

When YILPORT took over as terminal operator in Oslo 2015 the plan was clear; modernizing and streamlining. YILPORT's acquisition of the container terminal opened up new dynamics in the container market in the Oslo Fjord.

cargo owners are now benefitting from a very competitive delivery quality.

"The key step taken in 2016 was to adjust shift work arrangements to the shipping lines' arrival times," says Solemdal.

Automation

At the same time, YILPORT has a strong focus on more automation in order to compete. Among other things, Oslo already have automated the gates.

"For transporters and freight forwarders auto gate means less administration and paperwork. A corresponding mindset lies in YILPORT's vision of further automation in the form of Remote Operation, which can help truck owners and transporters to make better use of their vehicle fleet and giving cargo owners an increased delivery quality. In itself, automation can contribute to cost reductions at the terminal, but equally important are cost reductions throughout the chain that can add value to all parties," says Solemdal.



WANTS AN INCREASE: Marketing Manager Maiken Solemdal is ready to hunt cargo to increase the volume. This year, around 225,000 TEU will cross the quayside at Sjursøya, an increase of almost ten percent.

"The container cargo is mainly destined for the Oslo area, and a big advantage for us is that the major investments have been taken, also in terms of future growth," says Maiken Solemdal, Marketing Manager at YILPORT Oslo.

To enhance competitiveness concrete measures has been taken operationally, and on the investment side. Both customers and



EFFICIENT: Every day, between 600 and 700 trucks pass through the automated gates at Sjursøya.



The contract for the expansion of the container terminal in the Port of Gävle is signed

The contract between the Port of Gävle and CYES Maritime Works—ensuring that the East Coast’s largest container terminal will double its size—was signed September 4th. The intent is for the expanded container terminal to be operational by the end of 2019.



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The Port of Gävle has experienced a positive development of containerized transports over the last 10 years, reaching an all-time high in 2017. In order to meet the increased demand, the Port of Gävle is investing—together with the terminal operator YILPORT—in an expansion which will double the container terminal capacity to 600,000 TEU (1 TEU corresponds to a 20-foot container).

The increased demand for containerized transports has enabled YILPORT to deviate from their original plan for the expanded container terminal to have wide-span cranes; to instead feature STS cranes. The STS cranes are faster with about 30 lifts per crane per hour, compared to the wide-span’s 20 lifts per hour. The STS cranes can also handle wider ships than the wide-span cranes.

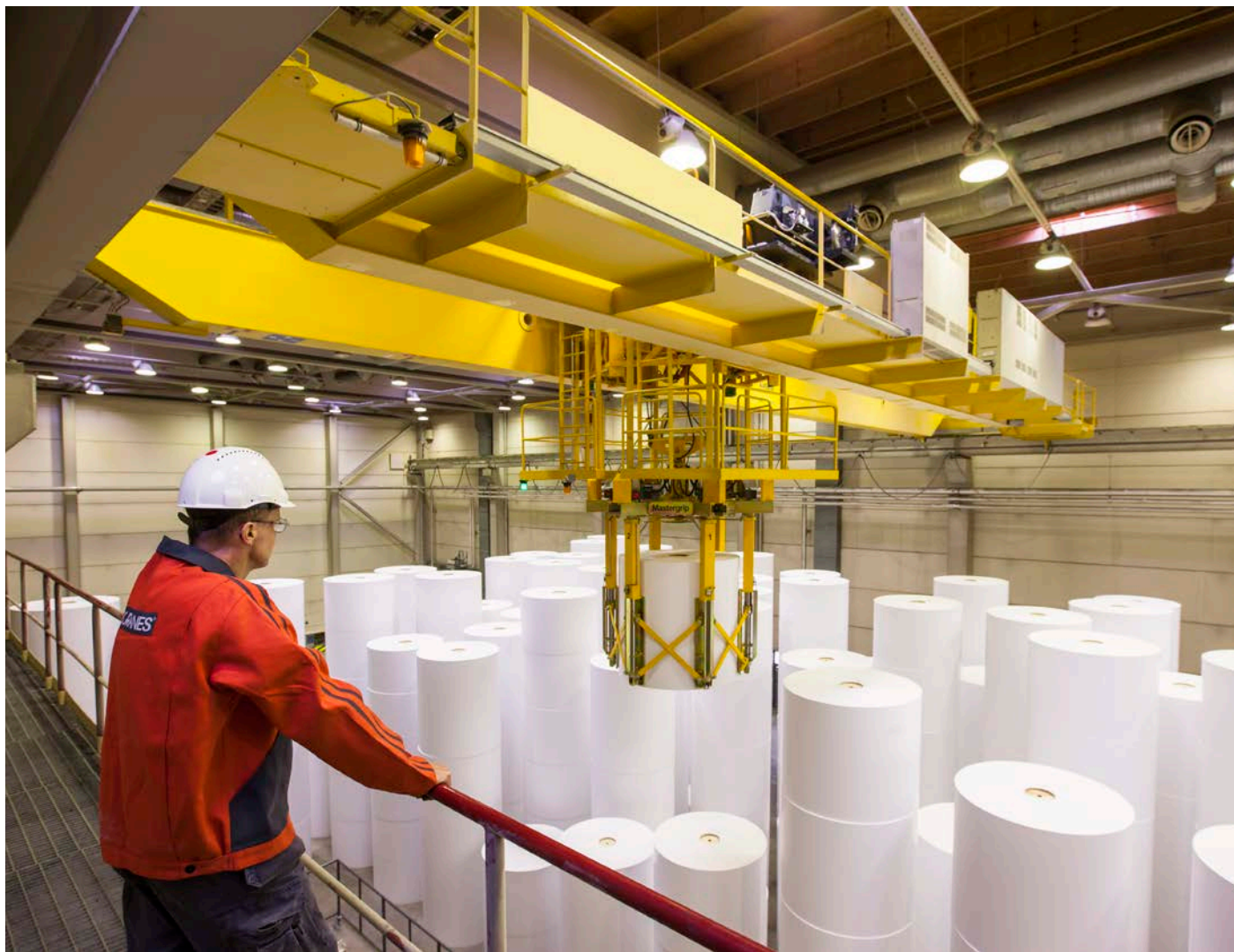
“Over time, we have seen a large increase in volumes in Gävle, and the decision to get even more efficient cranes will greatly boost the competitiveness of Gävle Container Terminal,” says Håkan Bergström, Sales Manager at YILPORT Nordic.

The change to STS cranes requires additional reinforcement of the quayside. CYES Maritime Works is vastly experienced in this type of construction work. The company is specialized in port construction and is currently carrying out several similar assignments in Sweden, including in the Port of Trelleborg.

“We look forward to using our competence and experience in this project. It’s an exciting and fun assignment that will, according to the blueprints, result in a well laid out and highly efficient container terminal,” says Antonio Daban, CEO of CYES Sweden.

The area will be cordoned off within a few weeks and at the same time CYES will establish offices and get their staff in place. The plan is for the groundbreaking to take place in November.

“With this, Gävle grows as a port city and places the Port of Gävle firmly on the international map as a location for trade through import and export,” says Fredrik Svanbom, CEO of the Port of Gävle.



Port of Gävle Makes Major Investment in Paper Handling Automation

Gävle will be the first port in the world with an automated high-bay storage warehouse for paper rolls. The plant will be housed in a 25-meter-high, 10,000 square meter building, which, in the most efficient way, will load paper into containers for further maritime transport.

"This is another investment that strengthens the port's competitiveness and is of great importance for the region's paper industry. The container terminal is doubling its capacity as the volumes in the port have increased sharply, and we will take important steps towards continued strong growth" says Fredrik Svanbom, CEO of Port of Gävle.

The investment is made by municipality owned Gävle Hamn AB, which will lease the facility to port operator YILPORT for a duration of 30 years. The agreement between the parties was signed on August 23rd.

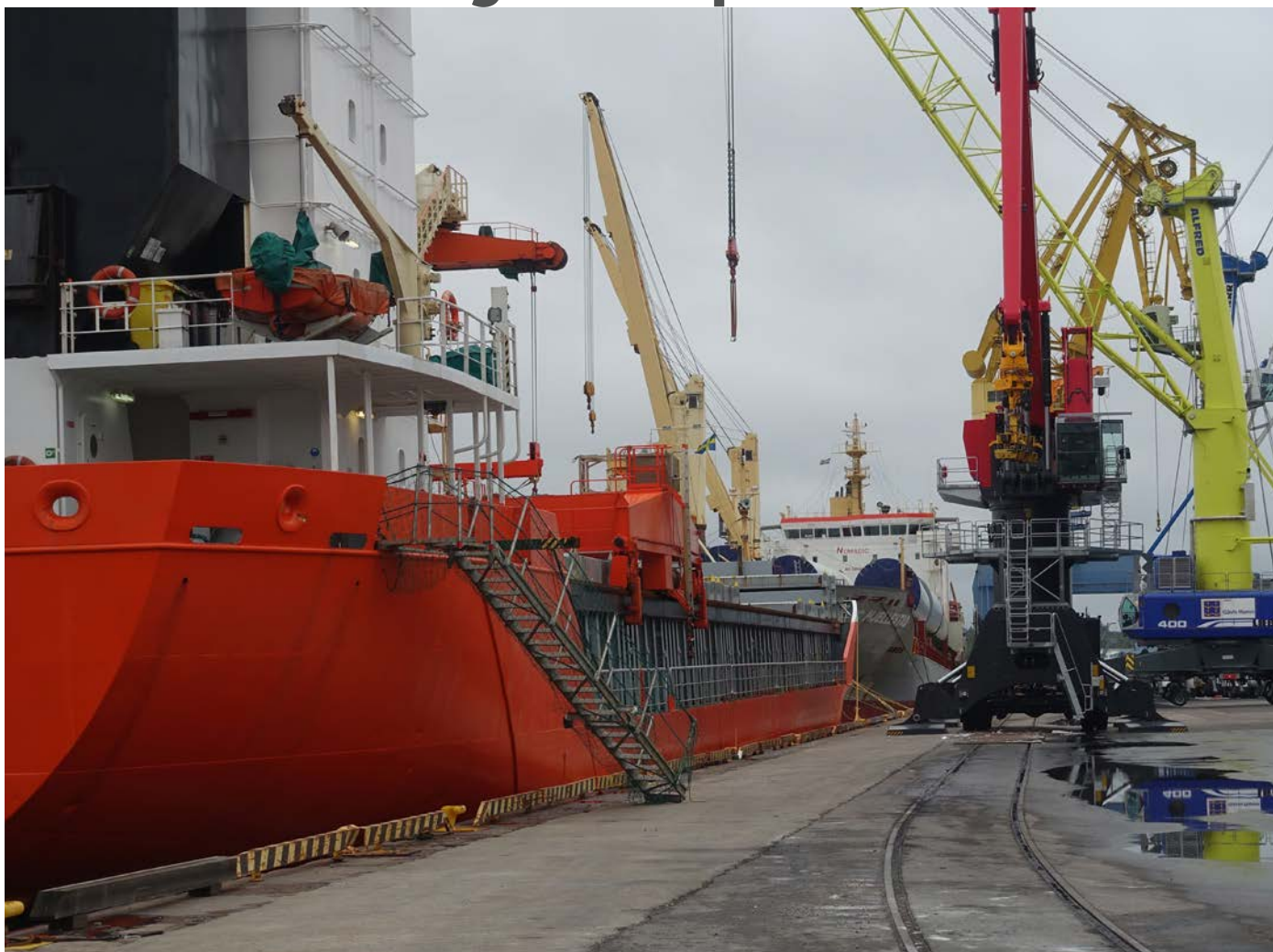
"It is the very productive cooperation we have with the Port of Gävle that makes this important and unique venture possible. Together we will fulfill the needs of the Swedish paper industry with a most efficient solution" says Håkan Bergström, Marketing Manager at YILPORT Nordic.

Paper products will arrive the new high-bay storage warehouse by train and are then handled by automated overhead cranes, ensuring high density storage with minimal risk of damage. The system also consists of a network of horizontal conveyors that move the paper rolls autonomously to respective containers. The facility will be built directly adjacent to the container port for the shortest possible transport to the quay and loading onto vessels.

The capacity of the facility will be 500,000 tonnes annually.

Gävle Container Terminal has long been the east coast's largest—and Sweden's third largest—container port. Growth has been very strong over the last years and volumes are now approaching 300,000 TEU* annually. In order to meet the increasing demand for container transport, the terminal will double its capacity. When the new area is ready in 2020, annual capacity will reach 600,000 TEU as well as giving the terminal an ability to accommodate larger vessels than today.

Gävle sees strong developments in bulk



YILPORT Gävle's bulk terminal continues to grow. Among the major projects currently being developed is a new customized warehouse for alloys for the steel industry, renovation of the ore concentrate handling, as well as larger areas to handle the increasing number of wind turbines discharged in Gävle.



"So far this year, the inflow of goods to the bulk terminal has increased. In the spring we recorded two record months; with an all time high in March and then again in May. So my first six months as terminal manager has been busy. My focus is on investments, streamlining, and adaptation of the terminal to meet the demands and expectations of our customers," says Terminal Manager Jörgen Flank.



Three times more wind turbines in 2019

In the planning for 2019, one of the challenges is to meet an expected trebling of wind power related imports. The different parts of the wind turbines are very heavy and bulky, and are constantly getting bigger and heavier. New paved surfaces have been added this year, but more space is required, perhaps even beyond the current port area. An extension of the "wind power season" with incoming loads earlier in the spring and later in the fall is another way of ensuring efficient operations.

Gävle's increased container volumes means more work for the bulk terminal



The expansion of YILPORT Gävle Container Terminal means a doubling of the container volumes. The bulk terminal, which stuffs and strips containers, sees an increased demand for their services as a result.

The cargo is mostly large volumes of steel as well as products from the paper and pulp industry. The construction of the highly automated CFS Paper, where containers are to be stuffed with

paper products, is a very important and welcomed investment. "It feels great to work in such an expansive and appreciative business.

We are preparing for continued expansion by reviewing our machinery as well as streamlining the bulk terminal so that all hours of the day are used optimal," says Flank.



Gävle: Catering for the mining industry

YILPORT Gävle is now renovating the facility for loading of ore concentrate. The ore concentrate is derived from mines in central Sweden and is shipped onwards for enrichment to, for example, iron ore. The current facility, adjacent to the ore concentrate warehouse, will see improvements and is expected to be completed during the first half of December.



20 trains a week to Stockholm Nord

The influx of trains to YILPORT Stockholm Nord continues. Starting September 10th, the German company Spedition Bode is adding two more trains from Lübeck (via Helsingborg), to a total of five arrivals per week.

“For a long time we have had arrivals to Stockholm Nord with, among other things, cargo destined for Lidl’s central warehouse in Rosersberg, yet we never run empty back to Germany. Increasing our frequency to and from Stockholm Nord is a long-term decision as a result of how pleased we are with how the terminal works and develops,” says Stev Etzrodt, Sales and Intermodal Manager at Spedition Bode.

Every week, Stockholm Nord handles 20 regular trains. The many arrivals and departures opens up opportunities for new logistics flows for the customers of the multimodal terminal.

“Stockholm Nord has rapidly grown to be a focal point in the metropolitan area. And now we also have daily connections covering intermodal transport from Norrbotten to Lübeck, where many trailers are reloaded for further transport to Verona in Italy,” says Håkan Bergström, Sales and Marketing Manager at YILPORT Nordic.

In addition to the five German trains, Stockholm Nord sees the same frequency from the High Speed Polar Circle Train from Luleå via Umeå. The same applies to Axess’s car train from Malmö / Halmstad. The YILPORT Gävle Container Express runs twice a week, but an expansion of that traffic is planned for the terminal’s future.

“The very positive development underlines Stockholm Nord’s excellent location in Rosersberg; on the E4, the East Coast railway, and near Arlanda. All in all, this consolidates our position as Stockholm’s largest multimodal terminal,” says Terminal Manager Britta Lundgren.

IN THE HEART OF STOCKHOLM’S LOGISTICS NETWORK

Stockholm Nord Intermodal Terminal is located in the north of Stockholm, inside the newly developed logistics park. The terminal can handle all types of cargo moved by rail; such as cars, timber, trailers, building elements, and containers.

It is positioned to capture the needs of the growing consumer segments and the supporting supply chain networks. YILPORT Stockholm facility also offers added value as a container depot with direct rail shuttle service for the export-rich Gävle hinterland. The terminals working together are a key part of YILPORT’s growth strategy in Sweden.



YILPORT IBERIA



SYNTHESIS OF EXCELLENCE

"Excellence" as a philosophy underpins all endeavors at YILPORT's global business.

Yilport commits to bring excellence to all ports of call, and merges its global mark with local know-how. Yilport's new terminals are now equipped with state-of-the-art technology, run by top-notch human capital, and develop by continuous investment in all processes.

As a result, Yilport Iberia Terminals extend their high quality and privilege service to the Galicia market.



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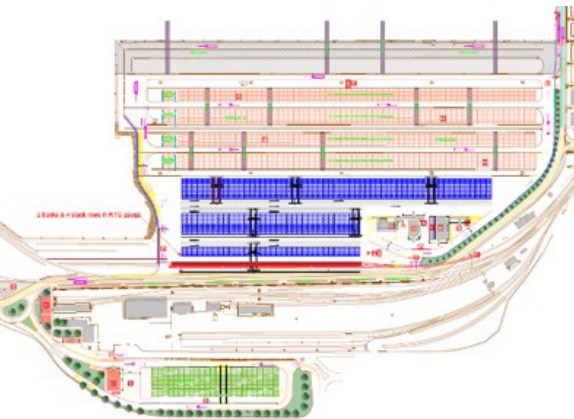




The main steps have been taken to launch the global project works of the YILPORT Leixões South Terminal Expansion Project in 2019. The project, which will cost approximately 43.370 million euros, is expected to be completed in 36 months.

The final terminal design was completed in June 2018, and the construction tender for the global work is expected to be completed by the end of this year. In the meantime, auxiliary works that still fall under the scope of the global project have started. These include the dismantling of the old port gates and the construction of the new terminal substation, which has been relocated to an area outside the main container yard, for the sake of safer operations.

The main purpose of this expansion project is to increase yard capacity by adding 966 ground slots, and to relieve terminal congestion while also increasing the efficiency and safety of the operations. Also, the project can be considered as a complete makeover of the South Container Terminal at Leixões, in



order to update and improve the existing infrastructures. Therefore, the expansion plan comprises infrastructural and superstructural work, reinforcement of the new terminal area, the construction of the new operations/administrative and maintenance buildings, equipment investments and the implementation of NAVIS to provide state-of-the-art support to the terminal's operations.

With this investment, the current concession until 2024 is expected for an extension of five years until 2029. In this way, YILPORT Leixões has the goal of operating its new yard in the most productive and cost-efficient way possible and satisfying its commitment to the Portuguese government to make the Port of Leixões much more competitive than it already is.



YILPORT Leixões Sponsors the 5th Race of Port of Leixões

On the 16th of September, Port of Leixões opened its doors for the Port of Leixões race as a traditional engagement event with the civil society. People had the chance to observe the port operational processes on site in an operationally isolated safe raceway.

The participants walked and run through along the route that encircles, internally, the north entrance, next to the suspension bridge, on the Leça da Palmeira side, to the south entrance, at the other end of the bridge, in Matosinhos, and back, going through the general and bulk cargo terminals and the South Container Terminal.

To the event organized by the Port Authority (APDL), people had a great time under the pioneering of YILPORT Leixões’s sponsorship.



Close Cooperation Polytechnic Institute of Setúbal

As one of the terminals in Portugal, the YILPORT Setubal has established a close cooperation with IPS, a Higher Polytechnic University in Setúbal by hosting their graduate students for internship programs in the company. Our experienced executives and colleagues all over the world have been illuminating the career path of students by bringing global YILPORT standards.

YILPORT Setúbal’s very first trainee of Tomás Melo’s public examination will be based on activities in the field of logistics. We would like to express our thanks to YILPORT Setubal General Manager Ignacio Rodriguez, Ms. Ana Mártires from Human Resources team and IPS Professor Vítor Caldeirinha for their valued contributions.

Richard McNab Mitchell

Appointed as Iberia Regional General Manager

Born in 1955, Mr. Richard McNab Mitchell, completed his education in Business Studies, in Scotland. Mr. Richard McNab Mitchell started his career at Human Resources at Ben Line, Edinburgh, between 1976 and 1979 and later worked in the field of Sales and Trade Management till 1987. Later, at Maersk Line he worked as a Sales Manager in Scotland, then Regional Sales Manager in London till 1995. Between the years of 1995 and 2002, he worked as a General Manager at Maersk Sealand UK (including Operations and Intermodal). Later, he worked as a Regional Scottish Ports Director at Forth Ports till 2004 where he was responsible for 6 ports in Scotland to bring together integration, efficiency and collaboration with the separate business units.

Between 2004 and 2009 he worked as a Director of Sales and Marketing at Maersk Line UK and then was offered a global position at APMT as a Chief Commercial Officer in Netherlands till 2011. Before joining YILPORT Holding, he was offered for a new mission in Luando, Angola under APMT's umbrella, as a General Manager between the years of 2011 and 2017.

Mr. Richard McNab Mitchell has significant experience in the shipping and ports industry especially in sales, general management of multi business units as well as Chief level experience in Sales and Marketing at the HQ function.



YILPORT Leixões is the largest seaport in the north of Portugal, and one of the most prominent marine terminals in the country. The port is also one of the most competitive and versatile multipurpose ports in Portugal, representing 25% of the Portuguese seaborne foreign trade, and handling more than 18 million tons of commodities annually.

YILPORT Leixões is committed to assuring efficient operations, and meets the market's needs in cargo handling. Thus, investing in human resources and technology has been Leixões's top priority. **YILPORT Leixões** is mainly a gateway terminal, committed to shortsea shipping and also offering competitive connections to main European port hubs.

for more: www.yilport.com

New Equipment Arrived at YILPORT Setúbal

The YILPORT Setúbal which is located 50 kilometers south of Lisbon is going forward to strengthen its position in the region by investing in port equipment and will continue forward. With its 725 meters of the berth, the terminal is available for multiple vessel calls.

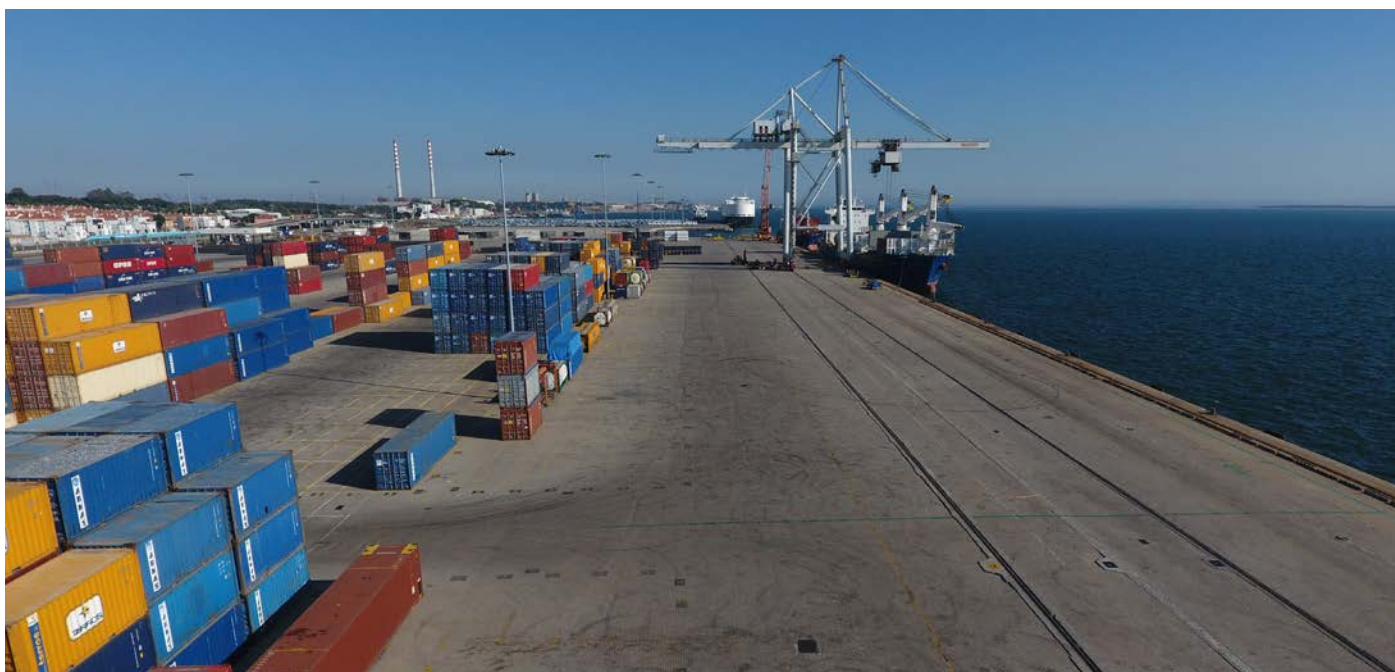
The multipurpose terminal which conducts container, ro-ro, bulk, and breakbulk cargo operations with the 15 meters deep draft at berth and 12 meters deep at canal draft, offers YILPORT privilege to its valuable customers.

In this sense, we would like to share the latest terminal tractors equipment investment that has been added to the terminal's current equipment inventory.

With the two newly arrived MAFI T230 model terminal tractors in July, the terminal is boosting the productivity while transporting the containers inside the port.

By minimizing the turnover time with these two and currently operational 4 units of Kalmar, 1 Terberg unit and 4 units of CVS FERRARI terminal tractors, YILPORT Setúbal has also become the first terminal in Portugal to implement the N4 TOS with the go-live date successfully completed on the 20th June 2018.

As an overall solution provider to entire supply chain process in port operations and management, YILPORT will continue to offer one-stop-shopping service to its valuable customers.



Moving Ahead in Iberia with New Sales and Business Development Organization

The largest Turkish investor of Portugal, YILPORT, moves ahead on its ambition to offer the best solutions to YILPORT Iberia terminals across Portugal and Spain. With the new Sales & Marketing and Business Development & Logistics organizations established, YILPORT Iberia’s growth strategy is at the hands of our new expert team.



YILPORT Iberia
Sales&Marketing Manager
Sandra BORRALHINHO

Sandra Borralhinho joined YILPORT Iberia team in the role of Sales & Marketing Manager in beginning of September

The aim of this new role in the Region, which includes the broader group of terminals in YILPORT Holding universe, is while mirroring the successful structure already in place in the Group, search for synergies within the nine business units, promote new business opportunities and add value in the business relationships with our valued customers, along with an active contribution to internal efficiency and good communication flows.

Also important is the aim to strengthen the YILPORT brand in Portuguese and Spanish markets.

With her background in international trade and shipping industry, namely as Customer Service Manager, Sandra envisions success “When the participation of YILPORT Iberia will make me a part of a team that will drive us to the TOP 10 port operators in 2025. Sustainable growth of all our terminals and articulated team work towards strategic goals will provide loyalty of our customers based in end-to-end first class service”.



YILPORT Iberia
Business Development and Logistics Manager
Carlos RAMALHO

Carlos Ramalho started to work as Business Development and Logistics Manager at YILPORT Iberia (Portugal and Spain) He has a degree in Translation and Interpretation (English, French and Spanish) and started his Logistics adventure in 2001.

He has been in several operational roles both in Liners, Forwarders and Terminals, and had also the opportunity of working in Business Development roles in Forwarders and Logistics companies.

Before coming to YILPORT he worked in the aeronautical industry for a company of Embraer group and was on the team assigned to develop logistics solutions for both internal customers and for suppliers.

Mr. Romalho who is very happy to be become a YILPORTER says: “In spite of the growth company is undergoing these days, you can still relate to the original family values that exist since our company foundation. One typical Monday for me begins with a team meeting to share ideas and talk about the undergoing projects. I also have the privilege of being involved in some investment projects that our Headquarters are planning for Iberia and I am also involved in new Logistics Solutions that we’re developing for our customers.”

YILPORT’s main goal in the Business Development and Logistics team is to take our customers’ logistics needs to the next level, so they can find everything they need inside YILPORT group of companies.

PRIVILEGE IS JUST AROUND THE CORNER



YILPORT Ferrol Container Terminal is the deepest container terminal in South European Atlantic coast. It is the only deep sea container terminal in the North of Galicia, with several important towns and industrial areas within 120 kms radius.

With a quay wall expansible up to 1.450 m, capacity up to 1.500.000 teus per year and -20 m draft alongside, FCT presents you the privilege.

for more:
www.yilport.com



YILPORT Ferrol Container Terminal
SA Puerto Exterior de Ferrol, Cabo Prioriño 15593
Ferrol (A Coruña) Spain
Phone : 34 981 359 421

An aerial photograph of the Yilport LATAM facility, showing a large industrial area with several large white storage tanks, various buildings, and a curved road. The facility is situated near a body of water.

YILPORT LATAM

**FIRST MULTI-PURPOSE GUATEMALAN
PORT ON THE PACIFIC OCEAN**

YILPORT
PUERTO QUETZAL

An aerial photograph of the Yilport PUERTO BOLIVAR facility, showing a large industrial area with several large white storage tanks, various buildings, and a curved road. The facility is situated near a body of water.

**THE BEST CHOICE IN ECUADOR'S
MARINE TRADE**

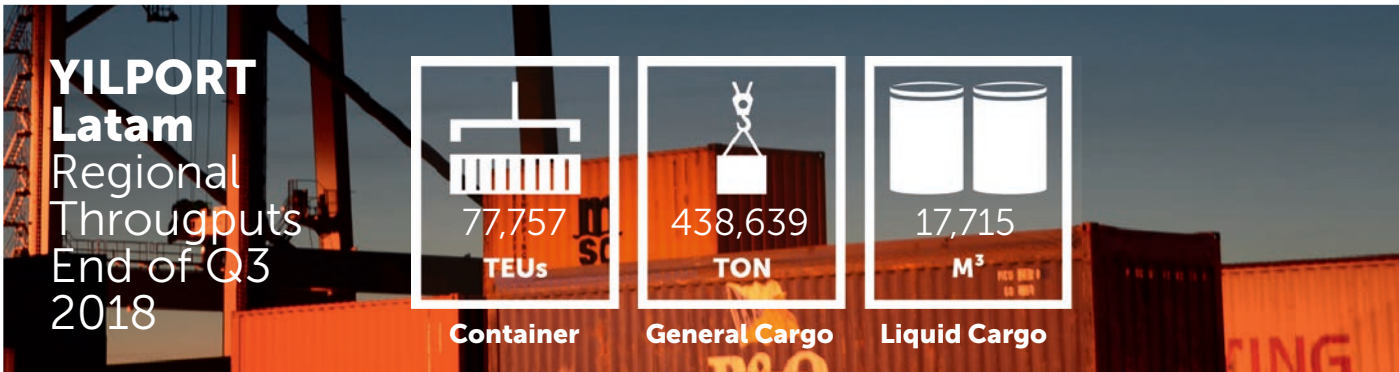
YILPORT
PUERTO BOLIVAR

An aerial photograph of the Yilport PUERTO PAITA facility, showing a large industrial area with several large white storage tanks, various buildings, and a curved road. The facility is situated near a body of water.

**THE MAIN PORT OF
NORTHERN PERU**

YILPORT
PUERTO PAITA

www.yilport.com



As part of its modernization and expansion project, YILPORT Puerto Bolívar has ordered 6 ship-to-shore (STS) cranes and 18 electrified rubber-tired gantry (E-RTG) cranes from Mitsui E&S Machinery Co. to boost capabilities of the terminal and meet customer expectations by YILPORT Holding's global standards.



The cranes will be delivered in three shipments to support increasing volumes and modernization plans of YILPORT Puerto Bolívar. In the first phase, 2 STS cranes and 6 RTG cranes are expected to be delivered in the last quarter of 2019.

The second and third deliveries to include 4 STS and 12 RTG cranes will be shipped in the first half of 2020. The first 2 STS cranes will have 62 meters 22 rows out-reach capacity, designed to serve 14,000 TEU vessels.

The remaining 4 STS cranes will have 67 meters 24 rows out-reach capacity, which will allow them to serve the largest containerships up to 20,000 TEUs. E-RTG cranes will be 1 over 6 high and 7+1 wide to handle the yard operations. All 18 E-RTG cranes will be fitted state-of-the-art technologies and equipment.

Robert Yuksel YILDIRIM, the Chairman of YILPORT Holding made the following remarks:

“YILPORT Holding aims to create world-class, multipurpose facilities on an international scale. When we acquired YILPORT Puerto Bolívar, we committed to bringing state-of-the-art technology, infrastructure, and equipment to Ecuador. Development is a never-ending job for us, so we are more than happy to empower our terminal with the world’s most advanced crane equipment from Mitsui. I believe YILPORT Puerto Bolívar will continue delivering superior performance after the completion of new STS and E-RTG crane investments.”

Katunori Ishii, Mitsui E&S Machinery Co. General Manager of Crane & Systems Sales Department also said:

“It is indeed a great honor for Mitsui E&S Machinery to have this opportunity to supply new cranes to YILPORT Puerto Bolívar container terminals in Ecuador. This order is the first multiple delivery of MES to Ecuador and LATAM Region after a long time. We are committed to keep contributing to YILPORT’s terminal business with our reliable state-of-art gantry cranes.”

In addition to the arrival of 2 state-of-the-art mobile harbor cranes (MHC) on 21

May 2017, the new STS and E-RTG cranes will enhance YILPORT Puerto Bolívar’s equipment portfolio.

The company’s investment is not only limited to STS and RTG. MHC, terminal tractor, reach stacker, and empty handlers are also on the way to expand existing equipment capacity of YILPORT Puerto Bolívar, the first deep sea terminal of Ecuador.

YILPORT Puerto Bolivar, the one and only deep-sea port of Ecuador

The first phase of dredging works ended on 31 May 2018, and the terminal reached -14.5 meters of draft. This is an operational depth capable of generating an important change for cargo handling in southern part of Ecuador. Current draft allows YILPORT Puerto Bolívar to handle large vessels of the world. Latest STS and RTG equipment will enable the port to operate +22,000 TEU ultra large container vessels.

The second dredging phase will be completed before the delivery of new crane equipment and the terminal will reach -17 meters of draft below both berth and channel. The investments aim to elevate YILPORT Puerto Bolívar among the leading terminals prepared and equipped to handle ultra-large ships in West Coast of the Latin American region.

YILPORT Holding, a subsidiary of YILDIRIM Group of Companies is the fastest growing international container terminal operator in the world, and is currently ranked 12th among international container terminal operators by 2018 Drewry Report. The company portfolio consists of 21 marine terminals in 8 countries. YILPORT Holding secured the rights to Puerto Bolívar in Machala City, Ecuador in August 2016.

The 50-year concession deal aiming to turn Puerto Bolívar into the largest and the most advanced state-of-the-art terminal on the Pacific Coast of Latin America also marks the largest Turkish investment in Ecuador and Latin America. At the end of Phase 1 expansion, YILPORT Puerto Bolívar will be able to have 1 million TEU capacity.

YILPORT plans to have 5 phases to increase the capacity of Puerto Bolívar to 2.5 million TEU as per demand continue to increase. In line with the committed expansion and modernization process, YILPORT Puerto Bolívar keeps investing and building infrastructure in the terminal to enhance the terminal’s role in the region.



WHY YILPORT PUERTO BOLIVAR ?

“The **1st.** and **only deepsea terminal** of Ecuador”

The **Lowest Channel Due**

Cost-effective and Efficient Reefer M&R Solutions

Under-shed Area for Banana Inspections

Ready to handle vessels up to **14.000 TEU**

Unique Location in the Region

- Large** Hinterland
- Closeness to **Cuenca**
- Easy** Channel Access
- Proximity to **Banana Farms**

	LATITUDE & LONGITUDE 3° 15' 55" S 80° 00' 01" W		LENGTH OF QUAY 910 M		TERMINAL AREA TOTAL 450.000 M²		DRAFT 14 M
	CONTAINER 450,000 TEU		EQUIPMENT MHC: 2 ECHs: 5 RS: 1				

WHY YILPORT PUERTO BOLIVAR ?

YILPORT Puerto Bolivar continues to keep its development promises with the investments realized up to now. YILPORT Holding aims to turn the terminal into the first choice not only in Ecuador but also in West Coast of Latin America.

1.The First and Only Deepsea Terminal of Ecuador

After the first phase of dredging works, YILPORT Puerto Bolivar became the first deepsea terminal in Ecuador. With its 14.50 m draft and ability to accommodate vessels up to 14.000 TEU, YILPORT Puerto Bolivar is proud to be the deepest terminal in Ecuador.

2.Cost-effective and Efficient Solutions for Reefer M&R

YILPORT Puerto Bolivar provides maintenance and repair services in its 56.000 m2 area only dedicated for this service inside the terminal. YILPORT Puerto Bolivar has 300 container capacity per week and ready to give low-cost reefer maintenance and repair services.

3.Under-shed Area for Banana Inspections

YILPORT Puerto Bolivar has a sun-protected, dust-free, water proof new roofed area of 10.560 m2 only dedicated to banana

inspections. The cargo is in secure hands in YILPORT Puerto Bolivar with 7/24 active security cameras along with the custody of security personnel.

4.The Lowest Channel Due

YILPORT Puerto Bolivar provides the lowest rate on channel due for its customers.

5.Unique Location

- Large Hinterland to Peruvian Market & Banana and Shrimps of Ecuador.
- Closeness to Cuenca, the third most important market of Ecuador, the distance is 166 km / 2 hours 21 minutes.
- Easy Channel Access of 4.5 miles distance. 30 minutes of sailing without any interruption 24 hrs/365 days.
- Proximity to Banana Farms by located in Machala, El Oro Region where 41% of the major banana suppliers concentrated primarily in.

WHAT'S NEW?

Besides the completed projects, YILPORT Puerto Bolivar works on new facility and equipment investments to elevate YILPORT Puerto Bolivar among the leading terminals prepared and equipped to handle ultra-large ships in West Coast of the Latin American region.

1. Cold Storage Facility (Chill Warehouse)

Specific temperatures for the storage of perishable goods providing one of the major parts of our modernization plans offering convenience, logistical support and expedited delivery times.

2. New Equipmet Investment

In the first phase of equipment investment 2 Mobile Harbour Cranes, 6 STS Cranes 18 E-RTG Cranes, Auxiliary Equipment and 1 Tugboat will arrive to YILPORT Puerto Bolivar.

3. Shrimp Inspection Area

2 Super freezer containers will be dedicated to the shrimps to be inspected. The operations will be realized in a closed (under shed) area to maximize the service quality, to provide continuity of the operations as the inspections will not be interrupted by adverse weather conditions.

4. Construction of New Berths #6 and #7

As a part of modernization Project, the construction of Berth 6 to be dedicated to only container operations will be completed in Phase 4. With this new berth of 315 m longitud and -16m draft will enable bigger vessel to be operated in the terminal prior to the built of Berth 7.

Strengthening Relations with the Production Sector of Azuay



Representatives of the industrial sector, automotive, banking, beverages, and various members of the Chamber of Commerce of Cuenca, met to discuss with YILPORT issues of mutual interest, including strengthening the commercial relationship with the port entity. The Port Authority of Puerto Bolívar (APPB) and the District Office of Puerto Bolívar of the National Customs Service of Ecuador (SENAE) and YILPORT showed active participation.

YILPORT made a presentation as regards to overall activities of YILPORT and YILDIRIM Group of Companies, the projects which turn Puerto Bolivar into the first deepwater port of Ecuador and the expanding the logistics chain towards an integral port service. Representatives of the Azuay’s production sector interested in the opportunities to strengthen the trade links with Puerto Bolivar. Puerto Bolivar is seen as an option for Azuay’s business partners that would streamline and optimize the processes of export and import due to its geographical proximity.

The manager of the APPB Mr. Mejia emphasized that; “The articulated work that has begun to be enabled between SENAE, APPB and YILPORT to provide a better port service that includes

efficiency in the clearance process. We want to integrate the territory, with its multipurpose service range Puerto Bolívar offers end-to-end logistics strategy.”

YILPORT representatives got feedbacks as regards to regional business requirements of Azuay business partners for the expansion of access roads that would optimize the logistics of the cargo which will be a highly viable private investment for posterity. YILPORT Puerto Bolivar General Manager Mr. Alfredo JURADO indicated that “Today, YILPORT Puerto Bolívar has been recognized by industrial leading shipping lines, the terminal is a comprehensive gateway to the world for Cuenca and Azuay, we will be moving forward with the projects.”



With the aim of strengthening the theoretical knowledge received at the university, 74 students and teachers from Carchi Polytechnic State University visited YILPORT Puerto Bolívar on July 27. They had the opportunity to observe operations in YILPORT Puerto Bolívar as a part of the current cooperation agreement between SENAE (National Customs Service of Ecuador) and Carchi Polytechnic State University.

The group of professors who accompanied the students expressed their satisfaction with the visit stating that in this way they can reinforce the knowledge they transmit to their students on issues related to logistics chain, exports and operations process. They also emphasized that this visit is also helpful for students to identify what would like to do in the near future.

“We have seen the operational part of the flow of goods and services that the country has with abroad, which is key

to the economy to enhance opportunities for growth and employment,” added one of the teachers.

On the other hand, students mentioned that port operations are now much clearer in their mind and this visit provided a great visibility of their employment interests as soon as they graduate.

At the end of the journey, YILPORT teams gave information about the projects of the company and the upcoming projects YILPORT Puerto Bolívar has.



Bruno Vale, the CEO of Terminales Portuarios Euroandinos (TPE), gave a snapshot of the terminal by answering 4 brief questions we addressed him.

to use technology to reach our maximum potential. As for current equipment, we have two mobile harbor cranes LIEBHERR LHM 550, two STS cranes Pox Panamax (LIEBHERR), four RTG's, three reachstackers, two empty handlers and fourteen TT.

4. How do you view TPE's positioning considering the factors that make the terminal different?

TPE is a developing port and what we focus on is to closely observe the latest trends in shipping industry to make our progress in the most appropriate direction. Vessels are becoming bigger and the ports need to have deeper drafts to meet the market need. So we have a dredging project in which we aim to serve larger vessels. We also have to increase our container pier length to follow the growth of vessel dimensions. In addition to new projects, we want to make full use of our existing facilities such as 1.620 plugs currently we have on the terminal, all of them are connected to emergency generators. We believe in the power of TPE and try to set goals within this framework.



1. What kind of goods do you handle in the Port of Paita?

Regarding Import cargo we mainly handle fertilizers and grains (corn, wheat, barley) in break bulk, and on the export side almost 100% is in container and 80% of it reefer. The reefer cargo is distributed between fresh fruit and frozen fish, Piura is known by the land of the best Mango in South America, we also move avocados, grapes and blueberries that every year are increasing their volume.

2. Could you sum up your ideal way of approaching your customers?

I believe that transparency is the key for the best customer approach. In order not to turn our reciprocal communication into a complicated and artificial customer experience, I take the feedbacks seriously and always prefer to go and listen our customers to get their needs and find a common ground to come up with the best solution to fulfill their requirements.

3. Could you give information on the available equipment and the port technology used in TPE to maximize efficiency and productivity?

Regarding the TOS we use Navis N4 as we believe the technology's vital position to enable improved efficiency and increased productivity. We already had experienced staffs and now we have our new Operations Manager who has experience in terminal operating systems so we expect our port

YILPORT has appointed Eduardo Cerdeira as the new Operations Manager of Terminales Portuarios Euroandinos (TPE) in which YILPORT holds %50 shares. Born in 1967 in Argentina, Eduardo Cerdeira graduated from National Nautical School in Argentina and started his career in 1991 working as 2nd Officer on container and breakbulk vessels.

After having worked on planning departments of various shipping lines, later on he gained valuable experience working as Planning Manager at Terminales Rio del Plata Argentina and as Operation Manager in Brasil Terminal Portuario (TIL-APMT). Prior to TPE, Eduardo worked in Navis as the Sales Director of South America Region. After having started to his new role in TPE, Eduardo Cerdeira visited YILPORT Holding HQ in Istanbul and attended some introductory meetings. He also made a yard tour in the home terminal and center support office of YILPORT portfolio, YILPORT Gebze Terminal.

Terminales Portuarios Euroandinos Operations Manager Eduardo Cerdeira made following remarks on his new position: 'I'm so glad to be part of TPE family and new projects to be executed to develop the operations and the terminal. I have met our colleagues in Istanbul, YILPORT Holding HQ Office and had the opportunity to observe the operations in YILPORT Gebze which helped me to know more about the organizational structure in YILPORT. I want to bring my previous experiences to this role and I'm eager to start working closely with our colleagues to strengthen the position of our terminal and provide more value-added services to our clients.'



Port of Paita Contributes the Development of the Society

Terminales Portuarios Euroandinos supports the industrial and economic development of children and women to enrich a better world in the field of education, health, and culture. With the common actions taken by Port of Paita, Municipality and NGOs, the aim is to raise the standards for the education of children, healthy nutrition, encouragement of women entrepreneurs, and preventing the presence of dengue, chikungunya and zika viruses related diseases.

United Against Diseases & Healthy Nutrition:

National Crib Program (Cuna Más): The Cuna Más program is conducted for under three years old children of low-income families, compromising of the care of children’s health, food and nutrition, early childhood learning by working together with families for training mothers to care for children and helping children and girls to develop their IQ with the motivation of the didactic games to develop their skills.

“Growing healthy”: In 2018, with the context of an agreement signed with the NGO Prisma, it is aimed to reduce the prevalence of chronic malnutrition and iron deficiency anemia in children under three years of age in the Paita district.

United Against Dengue, chikungunya and zika: The program aims to prevent the presence of dengue, chikungunya and zika viruses related diseases by monitoring and control of the Vector Dengue transmitter, Sensitization to the Population in the Taking of Prevention Measures and the Implementation of three modern thermo-foggers.

“La Vaca Mecánica”: The project conducted by the tripartite agreement between the Provincial Municipality of Paita, Euroandinos Port Terminals and the Rotary Club contemplates the free distribution of soybean drinkable food to educational establishments that welcome children under 6 years of age.

For Education and Development of the Society:

Read the Future (Leer Estar Adelante) campaign aims at students from 4th to 6th grade of primary school and aims to establish mechanisms and instruments that help the student population of the province of Paita to raise the standards of reading comprehension through the delivery of study material, training for teachers and pedagogical accompaniment.

“Paper Manitos” program, seeks to develop creative and imaginative capacities in young people with special abilities through the execution of manual works, so that this segment of the population can be inserted into society and generate job opportunities.

Educational infrastructure: Construction and equipment of educational institutions were built three educational institutions of initial level in less favored areas of the city of Paita. Also, Non-Profit Civil Association “Fe y Alegría” and the Social Fund contributed for the construction of a modern educational complex whose objective is to have a modern and advanced infrastructure that provides quality education.

Mathematics for All Initial Educational Project: The Paita Port Terminal Social Fund financed the Mathematics for All Initial educational program, having as a strategic ally the non-profit organization “Instituto Apoyo”, an entity with which the program was developed in a decentralized manner, involving children from the population centers of La Isilla, La Tortuga and Yacila.

ETİ LOGISTICS

Launched in 2011, Eti Logistics was originally established to transport raw materials and end products from Elazığ in the eastern region of Turkey to the port cities of Mersin and Iskenderun on the Mediterranean coast.

Eti Logistics has since experienced exponential growth to become a complete logistics service provider in the Turkish market, offering unimodal, intermodal and multimodal rail, trucking and vessel transport for containers as well as indoor and outdoor bonded/non-bonded storage, project cargo, stevedoring, labor management, maintenance, car handling, ro-ro operation and vehicle PDI services.

Eti Logistics operates with a well-defined strategy; to provide quality, cost-effective logistics services for YILDIRIM Group subsidiaries as well as third parties in order to support their domestic and global expansion plans. In all of its operations, Eti Logistics seeks to develop strategies that suit the growth and changes of the market. With its customer oriented solution approach, the company provides highly diversified services in order to become its customers' best logistics solutions partner.

1 | Railway

Railway transportation service to entire Turkey with its custom-engineered 150 wagons and 1 manoeuvred locomotive with its railway connected logistics yard.

- Marble warehousing service at Turkey's only block based addressing marble open yard with 9,600 m².
- Marble warehousing yard is able to store 20,000 tonnes block marble at the same time with 24 hours monitoring security cameras.

Promoted port operations service with qualified labor recruitment, inland transportation and warehouse/yard management.

+ | Port Sector

+ | Agency

24/7 nonstop agency services for vessels.

+ | Warehouse

Value added solutions with inland and outyard area to customers for bonded and non-bonded, single customer, multiple customers.

2 | Seaway

Rapid, cost saving, qualified and secured service for transportation to entire ports of the world.

- Marmara Feeder Line is established to make transportation between Turkish ports and provide better service to YILPORT and Eti Logistics customers.

- Marmara Feeder Line provides cost effective, efficient, qualified and responsive service by taking into consideration entire security standards and regulations.

3 | Land Route

As well as 30 self-owned vehicles, with 250 contracted carrier infrastructure all manner of transportation is provided domestically according to needs of customers.



Truck Fleet Investment to Gebze Terminal

ETİ Logistics, renewed its fleet with 20 Mercedes-Benz Actros 1842 LS ADR trucks for the mainly be used for YILPORT Turkey Gebze Terminal inland operations. YILPORT Holding, YILDIRIM Holding and Mercedes-Benz Company executives, and employees attended the delivery ceremony.



Mercedes-Benz Türk Fleet
Sales Group Manager
Haluk Burçin Akı

Turkey Region
General Manager
Uygun DEĞİRMENCI

YILPORT Turkey Regional General Manager Uygun DEĞİRMENCI emphasized related to the delivery of 20 new Mercedes-Benz branded vehicles on the ceremony, “As ETİ Logistics, we provide quality and cost-effective logistics services to enable our customers to reach their local and global targets. The low operating costs, high quality and performance, fuel saving, longer maintenance intervals, and broad service networks are among the reasons that we prefer this brand mainly to use for our inland terminal operations. The majority of our current car park is composed of Mercedes-Benz vehicles since 2014. I hope that this successful business partnership will continue to increase; I would like to thank all Mercedes-Benz Turk and Koluman Motor Vehicles officials who have contributed to the realization of this purchase.

In addition, Turkey ETI Logistics Operations Manager Onur KUCUKAKDERE commented on the importance of the new fleet investment; “Our main terminal Gebze is very important for us. The fact that our services are not interrupted at this terminal is of great importance in terms of sustainability. Operations within the port are directly being affected by the traffic outside. Inland terminal, port area, and CFS areas need to be operated in harmony. There are two main reasons for this investment. The first reason is the technological improvement of the current fleet. The second reason is the necessity of a fleet that will support us on increasing the efficiency by eliminating the interruptions. While conducting operations all of the 130,000 containers annually, there are some risks in outsourced transportation. The

most important factor is keeping the transport costs under control and maintaining the operational flexibility. Today, 70% of the service produced in container transports is carried out by our own fleet and only 30% is produced by the outsourced support. We keep ourselves and our operations safe by taking advantage of the flexibility of our self-owned fleet. This investment at the Gebze terminal was an exigency. Owing our new vehicle fleet, our maintenance, and repair costs will be minimized and the loss of time due to break down and repair will be eliminated. We will also be reducing our carbon footprint by reducing carbon emission with Euro 6 technology.”



Global Logistics Executive Director Cihan AKIN (on the right) and ETI Logistics Turkey Operations Manager KUCUKAKDERE (on the bottom)

Long-range vision with a robust know-how

“GloCal Logistic Solutions” Interview

While YILPORT Holding continues its global growth with strong steps, subsidiary companies of the Group continue to invest in order to keep pace with this increasing capacity. We conducted an interview with Global Logistics Executive Director Cihan AKIN and ETI Logistics Turkey Operations Manager Onur KUCUKAKDERE to discuss recent projects and investment in the logistics sector for the forthcoming period.

What is the scope of YILPORT's activities and responsibilities on the logistics sector?

C.A: YILPORT operates across four regions and provides services to its customers in logistics sector in both sea and land terminals. As YILPORT logistics division, our main mission is to reach the cargo in the hinterland and to bring it to our terminals. We operate domestically and internationally, while we operate with ETI Logistics name in Turkey, we also operate in Nordic, Iberia and Latin America regions with YILPORT and Transistex brands. To provide with the most optimized logistics solutions to our customer's requirements, we are committed to customer satisfaction through safe, fast and reliable services. We are continuously adding new solutions to our offering of logistics services to help our customers to improve their profitability.

Under the umbrella of YILPORT Logistics services, with its extensive international experience, Transistex is one of the most valuable part of YILPORT's logistics offering. Transistex became a part of YILPORT holding with the acquisition of TERTIR Group in Iberia in 2016. The company provides full range of services, including freight forwarding, warehousing, transportation and other logistics services in more than

40 countries around the world. Their engagement with different customers from various industries and market knowledge allow us to bring forward the best solutions to our customers.

You are directly responsible for the operations conducted in Turkey. How do you evaluate the position of YILPORT in Turkey's Logistics Sector?

O.K: ETI logistics was established in 2011 for the transportation of raw materials from Elazig to Iskenderun and Mersin. ETI Logistics today continues its operations as a service provider across four terminals located in Turkey and service provider to third-party business partners where it first began with the transportation of one of the group companies, Eti Krom's mineral transportation.

What is the scope of this service range?

O.K: In 2012 Turkey, with the addition of Gempont and Rotaport terminal to Gebze, we faced with an increase in the means of velocity of cargo and container volume. In order to meet this increasing business requirement, we decided to expand our operations to the locations where the port management business is active when we were previously only operating for Eti Krom,



Elazig. In 2013, we opened our Gebze and Gemlik branches. We provide service in road transport, railway transportation and warehousing services for our companies and the third parties. Especially the transportation service between YILPORT terminals and inland terminals outside of the port is provided by ETI Logistics. Our activities in Gebze are mainly based on general cargo and container transportation. Today, ETI Logistics has a total move of 130,000 containers, 450,000 tons of general cargo and approximately 6 million liters of fuel per year with 33 self-owned vehicles and a portfolio of approximately 200 outsourced vehicles.

In addition to the shuttle organization between the port and inland terminals, we also provide service in our mineral facility with warehousing and handling services

Interview by:
Ece YAVUZ
Connection Magazine
Editor-in-Chief



of 300,000 of batch and concentrated mineral goods annually, located on the 25 thousand square meters of opened area and 6 thousand square meters of opened area which has the only automated mineral conveyor system in Turkey. In this facility, 3rd party customers are able to take services such as container stuffing, blending, drying, vehicle loading, Bulk ship loading and Daily stuffing. In addition, each year we conduct the railway transportation of 250,000 tons of chrome ore, coal, and similar products in our Elazığ location with self-owned wagons.

What are the targets for the upcoming period?

O.K: In the upcoming period, we aim to integrate our ports with different transportation models and use more than one model of transportation to reach our port. Today, we provide inland transportation services in both Gebze and Gemlik. In the coming period, we have a goal to bring our customers to the port with the railway transportation with the connection of Gemlik to the railway.

We have same target for Gebze terminal as well. However, the existing geographic conditions in Gebze are not suitable for railway connection. Alternatively, we would like to realize this connection with our nearest terminal, Rotaport. For this reason, we have presented our project to TCDD to re-construct the junction line, which was removed due to high-speed rail line works. We would like to connect the Rotaport terminal to the railway after receiving the necessary approvals for the project. This connection project is extremely important in order to sustain our competitiveness in the region. The realization of these projects will

support our one-stop service and enable us to increase our diversity of rail and service.

What are the advantages of this investment?

O.K: In railway transportation, the cost control on the operations more relies on the less handling and intermediary transportation. The reasonable way to transport these goods by rail is to provide delivery to the nearest location. If not, the costs increase as the transportation distance increase. Thus, the transportation done by railway does not provide a cost advantage. Our aim is to bring the loads to the nearest point to the port by rail and to establish the most cost-effective organization to support our port.

How do you evaluate YILPORT's Global Logistics structure?

C.A: As we grow one of the fastest port operator in the world, we must also develop more value added services in our terminals and grow our global logistics operations to enhance our offerings to our business partners and customers. In addition, we also believe that new port opportunities may occur where we do not have port operations due to the close interaction with customers, market knowledge and experience of Transix. For example, in Africa an acquisition of a port might emerge in result of Transix's logistics activity in the region.

Does YILPORT have a project to carry out all logistic operations under a common roof for the coming years?

C.A: I think that logistics will have a big impact on our global expansion. With



the combination of Transix's market knowledge and YILPORT's technical knowledge, more port opportunities will arise. The inter-regional commercial commodity trade market is another opportunity. For example, we can trade seafood or bananas from South America to Europe, Turkey, and other regions. We can import paper from our Sweden to different regions where we have terminals. As we expand our commercial network, I believe that the outcome of this will be beneficial to the other Yıldırım group of companies as well.

We should think Global logistics not only in the framework of YILPORT but also YILDIRIM Group of Companies. Global logistics is in a structure of developing a business network of the group such as the fertilizer and coal sectors. Although it is too early to talk about, we will expand our service scale with our projects by reaching more customers with further development of our logistics network.

O.K: YILDIRIM Group of Companies has a big network with its investments. It operates in different sectors in many parts of the world. Operating in such a diverse field, managing logistics operations from a single point will increase our logistics purchasing volume. In this way, it is likely to have a more cost-efficient structure with the power of the volume increase.

What are the messages you would like to give to our customers?

O.K.: YILPORT Holding is a pioneer in Turkey with the services that it provides and the 12th largest container terminal operator globally. As ETI Logistics, we have the operational knowledge, experience, flexibility, and quality. It is enough for us them to share the logistics needs, whether in-group or third-party customers. The rest is our business.

C.A.: With the development of our logistic solutions and enhancement of our capability, our aim is to become one-stop-shop and be able to provide door-to-door services to our customers in the near future. unit, we will be a door-to-door service provider to our customers by developing our multi-purpose service model more quickly. We will take the necessary steps to ensure this with our projects this year and in the coming years.



Transitex Attended FACIM 2018

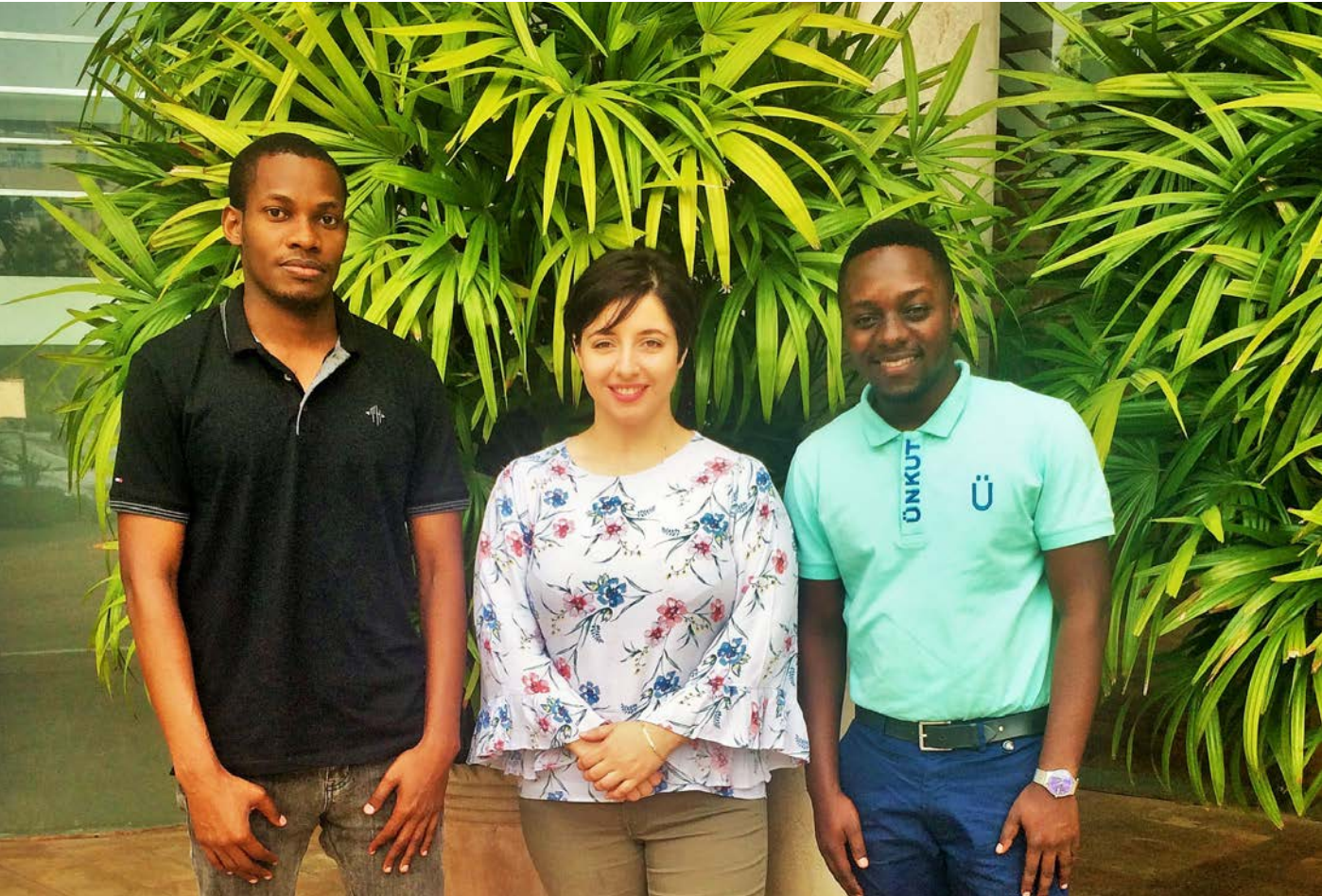
FACIM, the main trade show of Agricultural, Commercial and Industrial Fair of Mozambique, held between the 27th of August and 2nd of September in Maputo this year.

FACIM offers an opportunity for networking with local players and for exposing TransiteX brand to 3.000 Mozambican companies present in the fair, as well as to the ones visiting from thirty-two different countries.

During the event which was, the TransiteX team actively participated in the event with its own stand on the Portuguese Pavilion, where other 23 Portuguese companies had also represented the country.

TransiteX strives to continue to be the ideal partner for trade between Portugal a Mozambique and to create logistic solutions connecting Mozambique to other Southern African countries.





Transitex – Now in Dar es Salaam, Tanzania

In the last year, Transitex Africa has extended its reach into Dar es Salaam, Tanzania; the up and coming economy that is to be reckoned with in East Africa. Transitex Tanzania has enjoyed establishing its roots in the industry as a reputable logistics provider, specializing in the transportation of abnormal cargo and machinery throughout the developing country and its landlocked neighbors.

Although in a highly political climate with heavily regulated industries, Transitex Tanzania has prevailed by promoting its global presence, offering first class services as enjoyed by our clientele throughout the globe and creating synergies between Tanzania and its offices on the continent.

Transitex Tanzania looks eagerly into the future by working on becoming a registered clearing agency in the country, this is a service that will give Transitex Tanzania another added advantage in a country that relies heavily on imported commodities.

Although Tanzania is a mainly importing country, especially being a geographic gateway into the landlocked East Africa and Central Africa (Rwanda, Burundi, DRC etc.); recently its government has taken an aggressive approach on increasing industry within the country by expanding ports and all modes of transport to improve the transferability of goods in and out of the country.

The Tanzanian government has also implemented strict measures on imported goods, making it difficult or unaffordable to rely on imported goods, thus creating a gap in the market or as some

view it as “forcing the hand” of local investors and entrepreneurs to develop the Tanzanian industry and meet demands with locally manufactured products. Tanzanian politicians believe this will, in turn, result in the country finally becoming a reputable player in the global market. In 2017, Tanzania’s real gross domestic product (GDP) grew by 7.1%, according to official statistics.

To date, Tanzania’s main exports consist of minerals, that account 41,6% of the annual value of exports in the country, agricultural produce (28,59%) and tobacco (5,2%). Tanzania enjoys mutually beneficial economic ties with its Southern and Eastern neighbors, India, UAE, and China. Tanzania is a budding economy, it has sustained relatively high economic growth over the last decade, averaging 6–7% a year. Transitex has taken early steps in investing in this promising country and encourage others who have their sights set on Africa to strongly consider Tanzania as their flagship.

For any logistical queries concerning East Africa, please contact us; sales@transitex.co.tz

A woman with short brown hair, smiling, stands in front of a large window. She is wearing a black, short-sleeved, knee-length dress with lace detailing on the shoulders and hem. The window behind her offers a panoramic view of a city with tall buildings, a busy highway with many cars, and some greenery. The text 'OUR MOST IMPORTANT VALUE IS OUR PEOPLE' is overlaid in large white letters, and 'ELÇİN UYGUN' is below it in a slightly smaller font.

OUR MOST IMPORTANT VALUE IS OUR PEOPLE

ELÇİN UYGUN

Human Resources Executive Director

Can we have a little background information on you?

I was born in Istanbul. I completed my undergraduate and graduate studies in the Department of International Business and Marketing in the USA. While working on my master's degree, I had the opportunity to work as a research assistant in some management courses. After graduation, I worked in customer relationship management and sales in healthcare and automotive sectors in Boston, USA. I returned to Turkey in 2005. First, I worked in the fields of key account management and marketing in different companies. After that, I started to work in training and development, which has interested me. I took part in corporate development, career development, training and development efforts in both companies and universities in many projects of this field. In addition to my positions, I volunteered as an internal trainer in many companies. I joined YILPORT Holding in 2014 as the Talent and Organizational Development Manager. I continue to work passionately as the Human Resources Executive Director of YILPORT Holding, learning new things and developing together with our company every day.

Can you tell us what it means to be the director of a global terminal operator's human resources department?

Every day I come to the company with excitement of "What's on the menu today?" I have been working for 4.5 years in a large group, which has been growing with a very rapid momentum, has proved to be a global player, is taking serious steps towards institutionalization, and is also incorporating companies from different sectors including YILPORT Holding. I joined this family after a job interview like many of our employees while I was not even aware of YILPORT's name. Like many others, I was also impressed by the vision that was promised to me. Our adventure started with 3 marine terminals in Turkey to establish the human resources department. Now, we are a global holding, which has reached 21 ports in the last 4 years.

We aim to be one of the top 10 global terminal operators in 2025 with our more than 3000 employees from 15 different countries. I believe that it is only possible to achieve this hard but motivating target by our human resource that adds value to our business processes. For this reason,

we, the Human Resources Department, are at the helm of a very important task. It is more than just employing the most suitable person for the job. The target is to become an institution where our employees can feel valued, competent, and safe. We aim for our managers to embrace employee-oriented programs and become a preferred employer. To sum things up, I still believe that we are at the beginning of the road. We are building our foundations firmly and we are confident that we are walking towards that goal.



How does the Human Resources Department function while YILPORT is developing towards its goals?

The establishment of the human resources department is quite new, but I can say that we have implemented many of our processes from scratch. Since there are no human resources structures in many assets we acquire, we are trying to structure our own organization to respond to those needs and to keep up with the rapid-growing structure of our company. With the support we provide for new terminal acquisitions and integration projects, we are currently supporting our 4 different regions and headquarters in human resources processes with our strong, agile and result-oriented team, who are able to adapt quickly to change and have strong organizational intelligence.

At this point, especially in the scope of corporate resource planning investment as of 2018, we have deployed SAP company-wide,

and SuccessFactors in human resources. We have started restructuring efforts in our own processes. At this point we went live with Payroll and Employee Central modules smoothly in Turkey. Our efforts in upcoming Performance, Recruitment, Training, Talent Management, etc. modules continue full throttle. With these modules going live, it will be possible to create a more effective, more efficient, faster and transparent working environment that contributes to the institutionalization of our company. This will also ensure standardization in the

digital age. In this way, we can develop a model based on systems and processes, not on "people", supported by fundamental strategies.

Can you describe the concept of "people" as one of YILPORT's core values?

We see our people as the most important value in our human resources management approach for YILPORT Holding, which is constantly growing with international acquisitions. We aim to create value for our employees. Of course, it is not easy to reach this challenging goal in a day. For that matter, we need to have a determined and consistent attitude to create a workforce that is nourished by the culture of continuous learning in our company and which welcomes various talents and competences together. On the other hand, we always prioritize gender equality as an awareness. YILPORT Holding has significantly increased the number of female employees since 2014. We

increased that number among not only white-collar professionals, but also blue-collar staff working in the field. Equal opportunity has been created in many positions to bring women to workforce.

How do you assess the multicultural nature of a globally growing company? What is pushing you most in integration?

We are a large family of 15 different nationalities. A smile sets on my face when I say this out loud. When we talk about our company in our interviews both in Turkey and abroad, people are surprised by how fast we grew in such a short time and became a multicultural international Turkish company.

Of course, as in every family, we have some difficulties in communication and being on the same page takes time in a multicultural structure. When I wear my Human Resources hat, I find these difficulties and accidents in communication very common.

Our task is to plan programs that can raise awareness in the areas of emotional intelligence and especially cultural intelligence by looking at the results of the experience. To gain the perspective that should be in an outstanding global company. However, the



processes that will ensure standardization for each function and the infrastructure of these processes must be supported by standard systems.

Communicating as simple, standard, and transparent as possible is also a challenge. Of course, at the beginning of all communications, we never forget the elements of respect and tolerance.

Do you have any messages on the matter?

Our most important value is our people. We can be successful and competitive in this game only by improving our human resources in the face of increasing global competition. Thank you.





YILPORT Signed Protocol for Mehmet YILDIRIM YILPORT Education Campus

YILPORT Container Terminal and Port Operations Inc. signed a protocol for the education campus planned for the Gebze Technical University (GTU) in the framework of "100% Support to Education" campaign.



The campus to be located within the GTU campus will have 54 classrooms, one dormitory with 200 students' capacity and one sports complex.

YILDIRIM Group of Companies Chairman Robert Yüksel YILDIRIM, COO Özer Öz, YILPORT Gebze Public and Corporate Relations Director Bahri Kaya, Attorney Mübeccel Öztürk, Governor of

Kocaeli Hüseyin Aksoy and Rector of Gebze Technical University Dr. Muhammed Hasan Aslan participated to the ceremony held at the governorship.

Kocaeli Governor Hüseyin Aksoy emphasized that "Today, we are signing a protocol with YILPORT Chairman Mr. Robert Yüksel YILDIRIM and Gebze Technical University Rector, for the construction of Mehmet YILDIRIM YILPORT Education Campus within the Gebze Technical University Campus. We have been working on for an educational campus that will have a closed area of 25 thousand square meters. YILPORT is a corporation which contributes to the education both in Kocaeli and other regions of Turkey. In this sense, I thank them for their contributions to education. "

Rector of GTU Dr. Muhammed Hasan Aslan said that GTU is proud to be included such an important educational service. Aslan said that the support of deceased Mehmet YILDIRIM, who gave the name to the campus, will continue to be remembered forever with this complex. He added that they will do their part diligently for the implementation of the project as a university.



Seniority Awards Ceremony at YILPORT Turkey

As a YILPORT Holding tradition, Seniority Awards Ceremony was held with a great event at our port on 13th July. In ceremony, Seniority Awards were presented to employees who have made a tremendous effort to our company in Gebze, Yarimca and Solventas Terminals for 10, 15, 20 and 25 years of service. Our employees and managers from many departments showed great interest in the organization that took place at Berth 2. Deceased Mr. Mehmet YILDIRIM was commemorated with longing and respect during the ceremony.

YILPORT Gebze General Manager Berkan OZKAN, YILPORT Solventas General Manager Elif ARTAN and Turkey Regional General Manager Uygun DEĞİRMENCİ gave speeches by thanking employees for their great efforts.

The celebrations ended after the cocktail party and cake-cutting ceremony by altogether.

At the end of day, our employees who attended to the ceremony expressed that they were extremely satisfied with the organization and being a part of great YILPORT family.

We would like to thank each and every one for their valuable contribution and commitment along the way to develop our company and organization in a great deal.



Gemport Children Set Sails to the High Seas

The Gemlik Sailing Club organized an optimist sailing course for the children of GEMPORT employees between 16-27 th of July at the "Sailing Summer School".

As it was last year, this course took place at Gemlik Hasanaga Scouting Camp with the participation of our children between the ages of 7-14.

In the first two days of training in the presence of professional trainers the theoretical on the land, the days after the sea training was given. Via sailing course, children found an opportunity to have a good time with learning sailing in their summer holiday.



Collect Lids for Wheelchair

The Spinal Cord Paralytics Association of Turkey carried out blue lid campaign with success since 2011. A campaign has been started by YILPORT Holding Turkey Employees, to help the disabled citizens by not throwing away the lids of water or carboy bottle, our olive oil, and soft drinks.

Your support is very important to convert small wastes into big dreams and what needs to be done is very simple: We are kindly inviting you to support this social responsibility project to collect plastic covers in boxes.

Who is The Spinal Cord Paralytics Association of Turkey?

The Spinal Cord Paralytics Association of Turkey was founded in 1998 in order to contribute the solutions of medical, vocational, financial and social problems of the people who have spinal cord paralysis and prevent the occurrence of new spinal cord paralysis.

Turkey Spinal Cord Injury Association within the blue lid campaign with success since 2011 in association with reference to the needs of Turkey's 81 provinces has made the distribution of medical supplies citizens with disabilities to 495 units.

You can find detailed information via the link below.

<https://tofd.org.tr/>





Gempport Employees Gathered at Traditional Family Picnic



Gempport employees and their families gathered together on a traditional family picnic event at Dedelec picnic area.

To the event with a total of 1,700 attendance of Gempport employees and their families; the event had started early in the morning with breakfast and lasted all day long with joyful competitions, activities and lunch in the afternoon. YILPORT Holding CEO Mr. Christian BLAUERT, Turkey Region General Manager Mr. Uygun DEGIRMENCI, YILPORT Gempport General Manager Mr. Mustafa Levent ADALI and several senior executives were among the participants who attended with their families.

Families had a great day owing to unique performance of the "Gemband" live music group of Gempport employees.

Gempport Football Team Rising Clouds of Dust!



As one of the Turkey Terminals, the pearl of Gemlik Region, YILPORT Gempport; does not show its utmost performance on the operations but also proves itself on the football grounds.

The tournaments have started with first-week matches played last week. To the tournament which several government and companies have been attending, YILPORT Gempport attends with the team comprised of our colleagues.

On its first match, Gempport beat the Gemlik Penitentiary team with the 2-1 score recorded by Atahan ATALAR and Ismail CIL.Our colleagues who played the second-week game with Rodaport team, draw with the score of 3-3 at Recep Tayyip Erdogan Sports Complex.



YILPORT continuously invests in state-of-the-art equipment and latest hardware and software development for optimization, simulation for scalability of business to analyze each and every step of supply chain management with the key performance indicators.

The company adopts technology in processes to change the life of its customers and employees for the best. The linear processes are built and improved with terminal operating systems, electronic data interchange & reporting, automation, crane optical character recognition, automated gate, customer access portals, and central planning systems.



Navis Sparcs N4 for Efficient and Damage-Free Vessel Operations

YILPORT Holding terminals utilize the Navis Sparcs N4 Terminal Operating System for all container operations. The terminal operating system producing efficient and damage-free vessel operations. YILPORT focuses on technology and has installed crane OCR systems, greatly improving safety and data accuracy at the quayside.



Crane OCR Systems Boost Operations with Minimized Turnover Time

The Crane OCR systems greatly improving safety and data accuracy at the quayside. The systems were installed in Gebze, Gempport and Oslo Terminals. Just as Gebze Terminal went live with Crane OCR system in July, Gempport Terminal will also be the next terminal to go live with the system. The Crane OCR system is currently being managed and monitored by Global Logistics Center planning team. The long-term aim of the project is to create safer environment by reducing number of workers under the cranes, one of the unsafe work areas at the terminal. Those checkers or tally clerks who

are responsible for recording container numbers that discharge, and load can will be seated remotely in safe work environment.

Gate OCR and RFID Systems for Monitoring Operations Remotely

YILPORT simultaneously conducts several projects across all regions. Oslo terminal, main terminal gate was implemented with ABB gate OCR system, and during this summer, Bukta Depot Gate out also equipped with Gate OCR system with collaboration of local and headquarter teams. Gebze and Gempport Terminals also were installed ABB Gate OCR equipment, however unlike Oslo Terminal due to complexity of Gate Operations, Internal Software was developed and implemented. Gate software is integrated with Navis and also sending/receiving information to/ from Turkish customs system. This integration which is called “Bilge” project, is an integration project which enables harmonious work of the operational software of YILPORT Holding with the system of Ministry of Customs and Trade. The system which is created by inhouse solution engineering team, enables Customs Officers to monitor and track operations in real-time.

Minimum Gate Transaction Time

Terminals with Gate OCR system can monitor and manage the gate transactions from remote office. The technology enables terminals to reduce number of gate personnel and transaction time, also to create safer working environment for workers and record each transaction with images to be used later for liability purposes.

The next step for gate OCR to minimize the gate transaction time. IT teams are investigating if RFID technology can be beneficial for Turkish Ports. With the new project, malfunctions that may occur depending on the weather or plate recognition system will be prevented. The system is planned to be implemented in phases. The first project implementation is planned for ETI Logistics trucks. With the barcoded etiquettes recorded in YILPORT terminals, recognized trucks will be automatically enter the terminals. Additionally, terminal tractors will be also recorded to weighing system. By gate and terminal trucks inside the terminal will be implemented with barcode system.

Inhouse Solutions for Special Operations

Working with YILPORT means one-click operations monitoring and convenience for our customers. With a single click, they can access all the information they need from anywhere they want to connect. The system is not limited to a single device. Every computer, handheld device, tablet, or smartphone our customers own is a gateway to accessing on-time and real-time information.

The Second of Award-Winning Global Logistics Center Opened for Iberia Terminals

The Global Logistics Center has now also expanded its services to Iberia and has opened a new branch office “The Global Logistics Center Iberia” which will provide planning and customer services to all of its Iberian terminals.

Now the GLC’s success and continuous improvement has been brought to Iberia. Beyond just key team members, GLC’s success can be attributed to many people with different expertise and skills, culminating in a multi-department structure that is unique in the industry.



First Steps are Taken for Remote Control Operations

YILPORT is in the process of implementing remote control equipment for our container terminal operations. These specially designed and manufactured remote control systems are supported by purpose-built control rooms for our crane drivers with a focus on safety, smooth shift changes and improved crane efficiency by protecting the operators from environmental effects. The crane has been equipped with cameras and sensors allowing it to be remotely controlled and to ultimately run fully automated. Currently, YILPORT eight RTG cranes are scheduled to be remotely controlled over the next year.

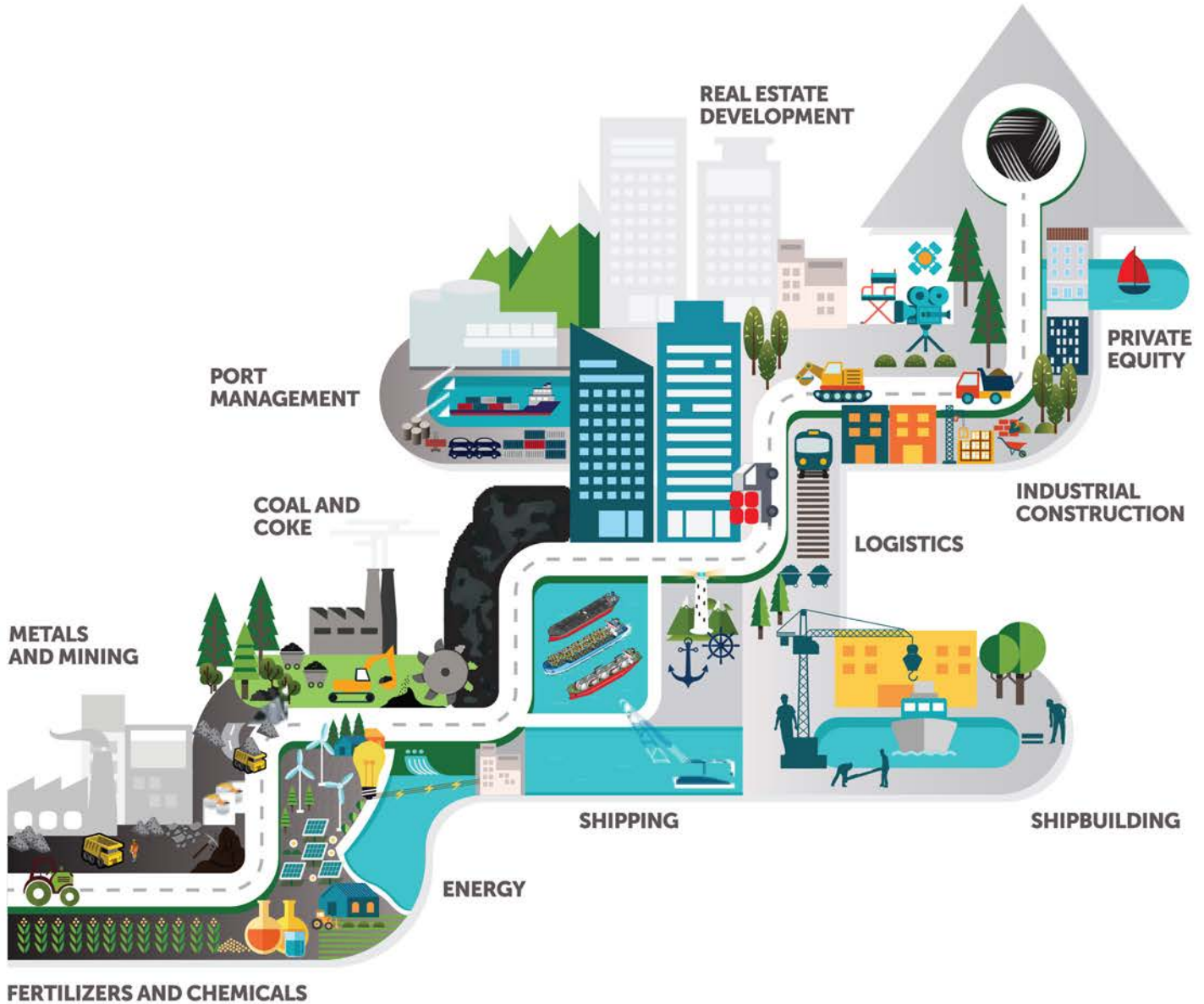
Blockchain is the Next Step

While YILPORT continues state-of-the-art investments, YILDIRIM Technology General Manager Omer ARTUK commented on Blockchain technology projects to be realized in the upcoming period.

“As YILDIRIM Technology, there are three technologies that we have been following closely. These are blockchain, IOT (Internet of Things) and AI (Artificial Intelligence). We have started to take the first steps with the blockchain. We made management briefing sessions and high-level pre-assessment workshops with the PWC Blockchain group. As a result of our meetings with our team and experts, we have seen more opportunities in the port operations management. We also observed port management blockchain practices at the international event that we participated with the YILPORT Holding CIO Mark WOOTTON. We can simplify the essence of this matter as; “Creating a sharing platform where all parties can monitor the related information that they expect reciprocally directly and instantaneously without a transmitter at the moment it is created over a secure sharing environment.” Today, one of the most important features of successful companies is sharing. This is a technology that requires a different perspective which will facilitate the process of transfer of information, such as land transport, Navis and Customs transactions, Invoicing and Bank transfers. But there is much progress to be made. Soon, we will altogether be starting off.

YOUR **GLOCAL** TURKISH PARTNER

YILDIRIM Group has grown to become a global force based in Istanbul, Turkey, active in 11 industries with operations in 49 countries on 4 continents, employing more than 12,000 people.



The key to success is in our DNA



GAME CHANGER IN PORT OPERATIONS AND MANAGEMENT

GLOBAL REACH

YILPORT Holding was established in August 2011 to combine the port and container terminal operations of YILDIRIM Group under one roof.

The Holding has a portfolio of 4 terminals in Turkey, 7 in Portugal, 2 in Spain, 1 in Peru, 1 in Malta, 1 in Norway, 1 in Ecuador and 2 in Sweden.

Also TransiteX, a global forwarding and support services company specialized in refrigerated cargo is part of YILPORT portfolio.

YILDIRIM Group



YILPORT Holding

