

THE ECZACIBAŐI GROUP



Eczacıbaşı

A HEALTHY FUTURE

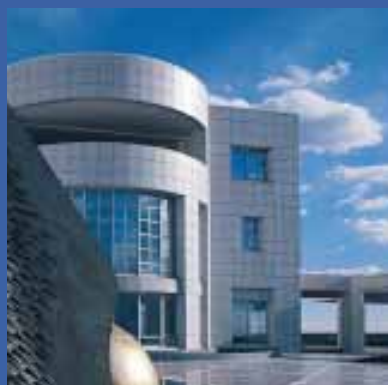


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ECZACIBAŞI GROUP 2003

01



ECZACIBAŞI GROUP PROFILE

Eczacıbaşı is a prominent Turkish industrial group with a combined net turnover exceeding \$ 1.7 billion, 36 companies and more than 7,300 employees in 2003. Eczacıbaşı's core sectors are pharmaceuticals, building materials and consumer products. The Group is also active in finance, information technology and welding technology.

In Turkey, Eczacıbaşı is the leader in seven of its 13 industries, including pharmaceuticals, ceramic sanitary ware, tissue paper and personal care products. It also has the most extensive distribution coverage, reaching over 90 percent of the nation's sales points.

International partnership is a central component of the Eczacıbaşı Group's growth strategy. Eczacıbaşı has eight joint ventures and close to 50 cooperation agreements with leading international companies. All of these are grounded on the principle of long-term mutual benefit, based on firm business criteria and ethical business practices.

Founded in 1942 by Dr. Nejat F. Eczacıbaşı, the Eczacıbaşı Group takes its name from the honorary title "chief pharmacist", conferred on the father of Dr. Eczacıbaşı at the turn of the last century. The Eczacıbaşı Group's mission is to be a pioneer of modern, high quality and healthy lifestyles. Accordingly, the Group encourages each of its companies to surpass established standards in their sectors and raise consumer benchmarks of product and service quality. Through sponsorship and responsible corporate practices, it also promotes social and economic development that nurtures cultural and scientific activity, protects the environment and preserves scarce natural resources.

Eczacıbaşı Holding is the parent company of the Eczacıbaşı Group. This is a family-owned, professionally managed company now directed by the second generation. Five Group companies are traded on the Istanbul Stock Exchange, including Eczacıbaşı Pharmaceuticals Manufacturing Company, Eczacıbaşı Building Materials Manufacturing Company and Intema Building Materials Marketing and Sales Company.



CZACIBAŞI GROUP FINANCIAL HIGHLIGHTS *

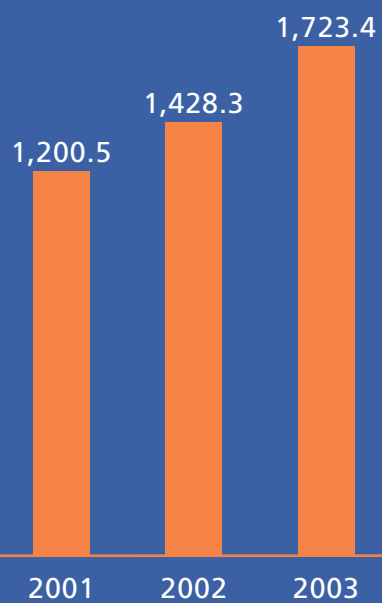
(\$ million)

	NET SALES	EXPORT C&F	PROFIT BEFORE TAX	INVESTMENTS
2003				
Pharmaceuticals Division	631.4	17.9	38.2	30.3
Building Materials Division	413.9	209.8	10.8	24.2
Consumer Products Division	349.2	33.5	19.3	6.3
Others	328.9	8.5	19.5	5.4
ECZACIBAŞI GROUP	1,723.4	269.7	87.8	66.2

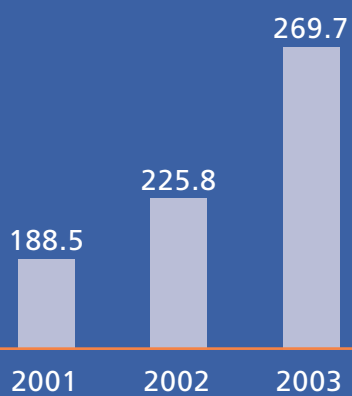
	NET SALES	EXPORT C&F	PROFIT BEFORE TAX	INVESTMENTS
2002				
Pharmaceuticals Division	455.3	16.5	19.7	14.7
Building Materials Division	372.1	167.1	27.0	20.3
Consumer Products Division	332.9	34.5	19.2	4.3
Others	268.1	7.7	24.6	3.1
ECZACIBAŞI GROUP	1,428.3	225.8	90.5	42.4

* Combined results of Group companies excluding marketing subsidiaries incorporated abroad.

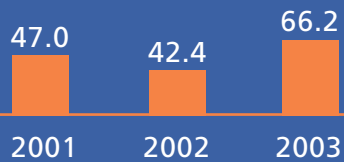
NET SALES
(\$ million)



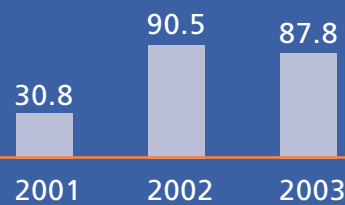
EXPORTS
(\$ million)



INVESTMENTS
(\$ million)



PROFIT BEFORE TAX
(\$ million)



E

CZACIBAŞI GROUP AT A GLANCE

Pharmaceuticals Division



- Eczacıbaşı Pharmaceuticals Manufacturing
- Eczacıbaşı-Baxter Hospital Supply
- Eczacıbaşı Pharmaceuticals Marketing
- Eczacıbaşı Pharmaceuticals Trading
- Eczacıbaşı Fine Chemical Products
- Eczacıbaşı Health Products
- Eczacıbaşı-Corridor Health Services
- Eczacıbaşı Health Care Products-Moscow

Building Materials Division



- Eczacıbaşı Building Materials Manufacturing
- Eczacıbaşı Ceramic Tiles Manufacturing
- Intema Building Materials Marketing and Sales
- Eczacıbaşı Bathroom and Kitchen Products
- ESAN Eczacıbaşı Industrial Raw Materials
- Eczacıbaşı-Koramic Building Chemicals Manufacturing
- Vitra Tiles (Ireland) Ltd.
- Vitra Bad GmbH
- Vitra (UK) Limited
- Vitra USA Inc.
- Vitra Bath and Tiles JSC (Russia)

Consumer Products Division



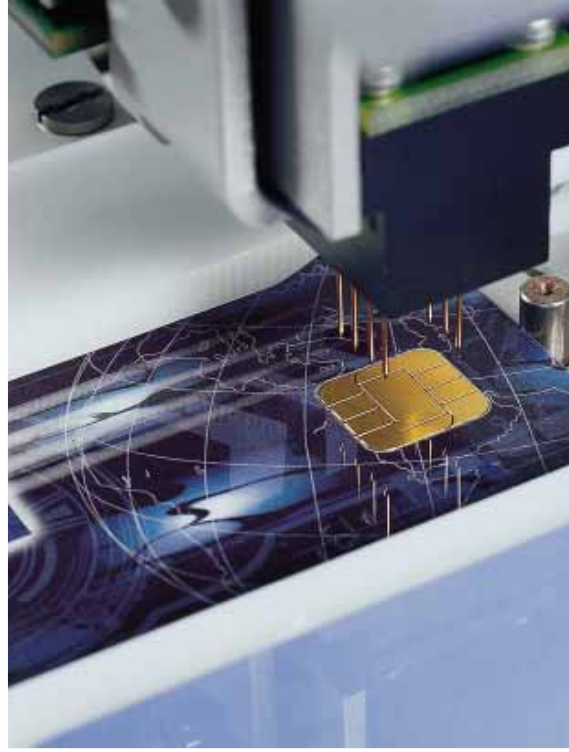
- İpek Kağıt Tissue Paper
- Girişim Marketing
- Eczacıbaşı-Beiersdorf Cosmetic Products
- Eczacıbaşı-Schwarzkopf Professional Hairdressers' Products

Finance



- Eczacıbaşı Securities
- Eczacıbaşı-UBP Asset Management
- Eczacıbaşı Investment Holding
- Eczacıbaşı Investment Partnership

Information Technology



- E-Kart Electronic Card Systems
- Eczacıbaşı Information Technology

Welding Technology



- Kaynak Tekniği Welding Electrodes

CHAIRMAN'S MESSAGE



The year 2003 brought greater political stability to Turkey and a marked improvement in its business environment. Gross national product grew 5.9 percent, somewhat slower than the previous year but a good pace for raising employment and demand without overheating the economy. More importantly, growth was accompanied by a steady decline in inflation and interest rates and stable foreign exchange rates. All of these factors enhanced our ability to make effective business decisions and facilitated a 21 percent increase in the US dollar value of the Eczacıbaşı Group's net sales to \$1.7 billion.

The improved economic and political climate enhanced our ability to make effective business decisions and facilitated a 21 percent increase in the US dollar value of the Eczacıbaşı Group's net sales to \$1.7 billion.

The outlook at the beginning of the year was quite different. Then, we faced two main risks: the growing likelihood of a major military operation in neighboring Iraq and renewed economic volatility caused by slow progress on stabilization and structural reform. Fortunately, well before the start of the war in March, the government reaffirmed its commitment to the stabilization and reform program agreed on with the IMF, thereby removing a major domestic source of uncertainty. As a result, soon after the war formally ended, activity in just about every market improved notably.

This recovery enabled GNP growth to bounce back from a low of 3.6 percent in the second quarter to 7.2 percent in the fourth, resulting in end-year growth of 5.9 percent. Consumer and wholesale price inflation dropped from around 30 percent at end-2002 to 18.4 and 13.9 percent respectively, their lowest rates of the last 27 years. Overnight interest rates, which started the year at 44 percent, declined to the 26 percent level.

This positive environment contributed to a strong recovery in the pharmaceutical industry, one of our core business areas. Last year, Turkey's pharmaceutical market grew 10 percent in unit terms, its fastest growth rate of the last three years. However, in an effort to reduce the deficit of the state-funded health system, the Ministry of Health held down the price increase granted to locally manufactured pharmaceuticals to less than half the year-end inflation rate. It also instructed state-run health institutions to prescribe patients the lowest-cost drug available in the Turkish market, effectively excluding many original products from the official list of reimbursable drugs. These policies affected companies in the industry unevenly, causing tension in the market.

Unfortunately, two of our core business areas did not benefit from the general upward trend. One of these was building materials, which has been severely weakened by the long-running contraction in building construction. For the third year in a row, occupancy permits for new buildings declined in 2003, although permits for new building projects rose sharply for the first time since 1997, signaling the start of a recovery. Similarly, fast-moving consumer good markets, another core business area, have not yet recovered fully from the 2001 economic downturn. Although private consumption grew 6.6 percent in 2003, many consumers continued to compensate for low purchasing power by buying economy brands and private retail chain labels.

The general recovery in national markets was partially offset by slower export growth and the steep increase in imports caused by the rising value of the Turkish lira. Despite lower price competitiveness, however, the Eczacıbaşı Group raised its export sales by 19 percent to almost \$ 270 million in 2003. This achievement was attributable to our longstanding focus on quality and consumer expectations and recent efforts to enhance international consumer recognition and appreciation of our global building material brand, Vitra.

I expect the Eczacıbaşı Group to improve its performance further in 2004, if the government pushes forward with much needed economic and political reforms.

The year 2004 will be critical for Turkey's future. Provided that the government continues to strengthen our country's democratic institutions, as it has done so far, I believe that the European Union will give Turkey a clear date at the December Summit for starting membership negotiations. However, political reforms alone will not ensure sustainable growth and stability. For this, the government must also push ahead with economic reforms and maintain strict budget measures aimed at reducing the burden of public sector debt on the economy and external balances. At the same time, it must avoid divisive issues that could heighten political tension and put pressure on fragile macroeconomic balances.

Once we have completed our political and economic reform process, I am confident that Turkey will move steadily towards greater prosperity and international competitiveness, enabling it to assume its rightful position in the global economy.

Bülent Eczacıbaşı
Chairman of the Board

The Eczacıbaşı Group achieved a solid performance in 2003, expanding its international activities while strengthening its position in the Turkish market.

Last year, the Group raised its combined net sales 21 percent in US dollar terms to \$ 1.7 billion, while increasing its export revenue by 19 percent to just under \$ 270 million. Over the same period, it maintained its profit before tax at \$ 88 million.

The Eczacıbaşı Group's growth in 2003 was driven by the Pharmaceuticals Division, whose focus on new product development, international cooperation agreements and exports contributed to a striking 39 percent increase in its net sales. Our other two core divisions, Building Materials and Consumer

the sharp reduction in price competitiveness caused by the real appreciation of the Turkish lira. The achievement primarily reflects the growing success of the Division's efforts to move the Vitra brand from price-competitive product segments to the quality and design-conscious consumer segments of international markets.

In 2003, the Eczacıbaşı Group raised its investment expenditures 56 percent to \$ 66 million, its highest level since 2000. The single largest investment item last year was the Kanyon Project, a \$ 200 million

LETTER FROM THE CEO

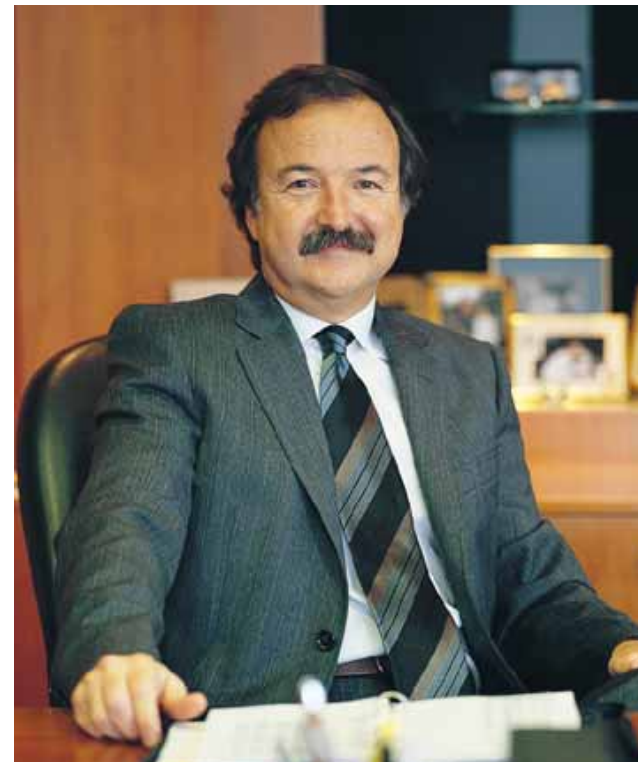
Products, raised their net sales by 11 and five percent respectively. The lower growth rate of the Consumer Products Division was primarily attributable to the conclusion of the Group's decade-long joint venture with Avon in April 2003.

Sales in other operations were also strong, with our newest ventures, Eczacıbaşı-UBP Asset Management and E-Kart Electronic Card Systems, achieving the highest growth rates. Notable improvements in the performance of our longstanding welding technology, finance and information technology operations also contributed to raising the combined sales of other operations by 23 percent.

As in previous years, the Building Materials Division drove the Group's exports in 2003 with a 26 percent increase in export sales. This result was particularly notable in light of

real estate project that the Group is developing with İşbank. This equal-share joint venture combines a 27 story office tower and 157 residential apartments with a partial open-air shopping environment, entertainment centers and numerous venues for cultural events, including a unique outdoor stage for concerts, street musicians and other activities. We expect to start marketing the residential units in 2004 and to complete the project by the end of 2005.

With these sound results confirming the Group's full recovery from the



2001 economic crisis, we are poised to start a new stage of vigorous growth and investment in our core business areas.

In my new capacity as CEO and President of the Eczacıbaşı Group, to which I was appointed in June 2003 following a major reorganization of the executive management structure, we began to fine-tune the strategies of the business divisions with the aim of boosting growth and maximizing shareholder value.

We have implemented measures in the Pharmaceuticals Division

In 2003, we began to fine-tune the strategies of the business divisions with the aim of boosting growth and maximizing shareholder value.

enabling it to expand its share in the national market. A major shift in research and development strategies has strengthened the Division's product portfolio with branded generic pharmaceuticals and biotechnological products mainly targeting new therapeutic areas. In 2003, we launched 18 new pharmaceuticals in the national market; our target for 2004 is close to 60 new launches. We have also increased the productivity and effectiveness of the Division's national marketing and sales operations through restructuring. Consequently, we expect the Division

to become the fastest growing pharmaceutical group in Turkey in 2004.

While consolidating its leadership in the national pharmaceutical market, the Division will continue to develop its access to international markets through licensing activities and international cooperation agreements. Already, we are beginning to harvest the fruits of these efforts; in 2004, we expect to raise our pharmaceutical exports by 60 percent to \$ 27 million. To facilitate higher exports and an expansion in national sales, we plan to invest significantly in new capacity in the coming years, starting with our penicillin and cephalosporin departments in 2004.

Having recently updated its marketing strategies, our Building Materials Division has accelerated activities aimed at raising domestic and international customer recognition and preference for the Vitra brand. In 2003, we set a tangible goal for Vitra – to make it one of the top five bathroom brands worldwide – and a timetable for achieving this: the end of the decade. Here, we will implement strategies that add value to the Vitra brand, such as designer-label bathroom suites and brand alliances in complementary product groups.

To respond to growing demand, we will have to expand our production capacity in three main product groups initially – ceramic sanitary ware, tiles and acrylic bathtubs – and streamline our international marketing and sales organization to improve delivery times and minimize transportation costs. Our new tile plant project in Ireland, which we initiated in 2003, marks the start of an investment offensive that will include manufacturing and marketing projects in other strategic markets. At the same time, we are preparing to move forward with the reorganization of our international marketing and sales structure in 2004.

In the national market, we are already seeing the positive results of

the reorganization we carried out in 2003 of our marketing, sales and distribution operations.

This restructuring has brought our building material manufacturing companies closer to their customers and enabled our sales and distribution company, Intema, to extend its reach through the formation of secondary distribution channels.

For our Consumer Products Division, which has some of the strongest marketing, distribution and sales operations for fast-moving consumer goods in Turkey, we are in the process of negotiating new cooperation agreements that will raise the number of leader brands in our portfolio and expand our presence in the Turkish market. Today, the Division handles 27 consumer brands, 10 of which are leaders in their segments. Several of these belong to our tissue paper manufacturer, Ipek Kağıt, one of the top tissue paper operations in Europe in terms of product quality and production capacity. Less than three years after completing a 50,000-ton capacity expansion investment in a third tissue paper line, our plant is currently running at full capacity.

All of the measures I have outlined above will infuse a new dynamism into the Eczacıbaşı Group's businesses and provide the impetus for rapid growth. Supported by our excellent human resources and the increasingly favorable business environment in Turkey, I am confident that we will see higher growth rates in all of our main operations.



Dr. Erdal Karamercan
President and CEO



BOARD OF DIRECTORS

Prof. Dr.
Erdoğan
Alkin
Director

Sezgin
Bayraktar
Vice
Chairman

Prof. Dr.
Münir
Ekonomi
Director

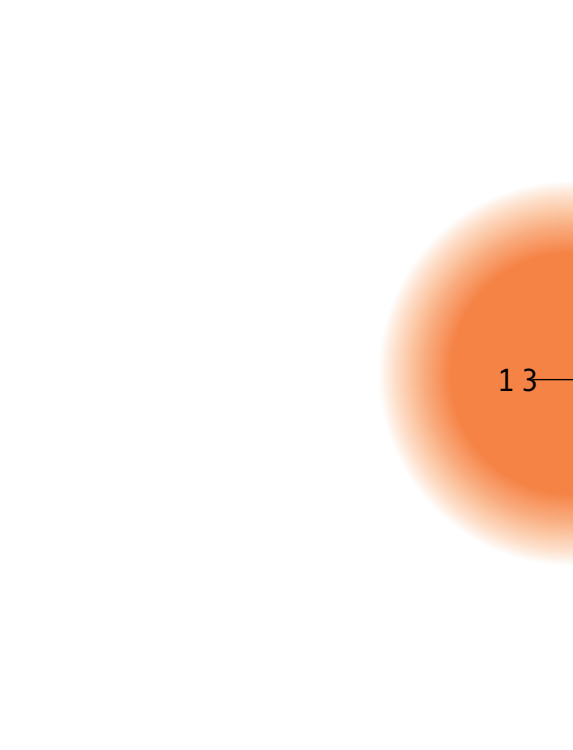
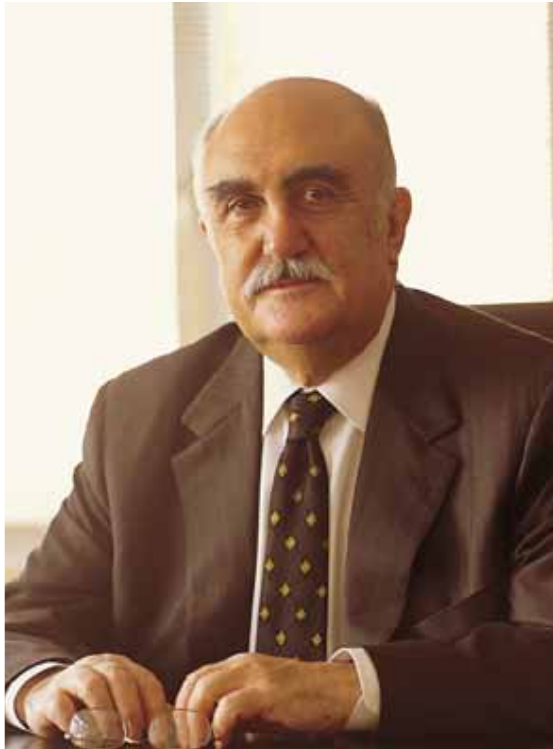
Bülent
Eczacıbaşı
Chairman

Faruk
Eczacıbaşı
Vice Chairman

Prof. Dr.
Asaf Savaş
Akat
Director

Dr.
Öztin Akgüç
Director

Oktay
Tulpar
Director





EXECUTIVE MANAGEMENT

Sedat Birol
Vice President,
Pharmaceuticals

Tayfun İndirkaş
Vice President,
Building
Materials

Osman Erer
Vice President,
Consumer
Products

Dr. Erdal Karamercan
President
and CEO

Toker Alban
Vice President,
Planning and
Finance

Sacit Basmacı
Vice President,
Head
Comptroller

Hüsamettin Onağ
Deputy
Vice President,
Building
Materials

Okşan Atilla Şanön
Director,
Corporate
Communications

Levent Kızıltan
Director,
Information
Technologies







The Eczacıbaşı Pharmaceuticals Division achieved a strong performance in 2003, strengthening its position in the national market while significantly expanding its export potential through international cooperation agreements, new market development and targeted marketing authorization efforts in major European markets.

Last year, the Division earned export revenue of roughly \$17 million through sales to 30 countries, with the European Union accounting for about half of this amount. Export sales are set to rise steadily, starting from \$27 million in 2004.

In Turkey, the Division launched 18 new pharmaceuticals, several of these in new therapeutic segments, including pain relief, osteoporosis, immune system response, lipid lowering and hypertension. Additionally, it introduced 44 parenteral solutions, renal products, hospital supplies and biological products.

The Division has responded to changes in the global pharmaceutical industry by building on its standing as a world class manufacturer of pharmaceuticals, active pharmaceutical ingredients, and parenteral and renal solutions. Backed by cGMP (Good Manufacturing Practices) and cGLP (Good Laboratory Practices) approvals, it has obtained the production line approval of some of the world's most rigorous health agencies and a growing number of marketing authorizations in Europe and elsewhere.

In Turkey, the Division is providing state-of-the-art treatment opportunities through its numerous licensing agreements and international joint ventures with Baxter International, The Corridor Group and Aventis. A marketing agreement signed with AMGEN Inc. in December 2003 means that the Division is now able to offer the latest biotechnology drug for treating anemia associated with chronic renal failure and non-hematological cancers in adults.

Cooperation Agreements with International Companies

3M
 Almirall
 AMGEN Inc.
 AstraZeneca
 Aventis Pharma
 Baxter International
 Beiersdorf
 Boehringer Ingelheim
 Bristol-Myers Squibb
 Chemagis
 Chemo Iberica
 Dainippon Pharmaceutical
 Ebewe
 Fujisawa Pharmaceuticals
 Gerolymatos
 Helm
 ICN Pharmaceuticals
 IVAX Pharmaceuticals
 Johnson&Johnson (Janssen-Cilag)
 Lemery
 LG
 Mediline
 Merck
 Novartis Pharmaceuticals
 Nycomed
 Pfizer
 Pharmacia
 Procter&Gamble
 Rafarm
 RNL
 Roche
 Rovi
 Rüsçh
 Sandoz
 Sanofi-Synthelabo
 Schering-Plough
 Schwarzkopf
 Siegfried
 Solvay
 Sumitomo Pharmaceuticals
 Taro

*Eczacıbaşı
Pharmaceuticals
Manufacturing is steadily
expanding its export
activities through
strategic cooperation
with international
pharmaceutical
companies in production,
marketing and
distribution.*



Eczacıbaşı Pharmaceuticals Manufacturing

Eczacıbaşı Pharmaceuticals Manufacturing has produced pharmaceuticals, veterinary products and personal care products since 1952, when it established Turkey's first modern pharmaceutical plant.

In 1992, two years after going public, Eczacıbaşı Pharmaceuticals Manufacturing moved its operations to a 60,000 square meter production complex 150 kilometers west of Istanbul, in Lüleburgaz. Here, with a combined capacity of 200 million dosage form units per year and

separate production units for penicillin and cephalosporin, the Company manufactures over 400 products in full compliance with the strictest international industry standards, including cGMP and cGLP.

Thanks to its advanced technology, high production quality and strict control systems, Eczacıbaşı Pharmaceuticals Manufacturing has obtained production line approvals from two of the world's most stringent health regulatory agencies – the Medicines and Healthcare products Regulatory Agency (MHRA) of the UK and the Bundesinstitut für Arzneimittel und Medizinprodukte (BfArM) of Germany. It also has ISO 9001 Quality Assurance Certification from Bureau Veritas, which it received in 1996 and last renewed in 2003 to year 2000 standards, as well as ISO 14001 Environmental Management System Certification, which it received in 1999 and renewed in 2002.

Strong bottom-line performance in 2003

Eczacıbaşı Pharmaceuticals Manufacturing achieved a solid performance in 2003, raising its gross sales revenue by a strong 31 percent in Turkish lira terms to TL 364 trillion (\$ 243 million) and its net profit by 106 percent to TL 34 trillion (\$ 23 million).

Sales were lifted by the launch of 16 new products in the domestic market, growing revenues from

contract manufacturing for international companies and increased export sales, which reached \$ 17 million in 2003.

Exports to grow rapidly in coming years

Eczacıbaşı Pharmaceuticals Manufacturing is steadily expanding its export activities through strategic cooperation with international pharmaceutical companies in production, marketing and distribution. In In 2003, it signed agreements with two European companies for the manufacture of 16 pharmaceutical products, deliveries of which started in the last quarter of the year. It also signed an agreement with IVAX, one of the world's largest generic drug companies, to develop, register and manufacture some 20 pharmaceuticals for Eastern and Central European markets. Export revenues from this agreement will climb after 2006.





In addition to multi-country agreements, Eczacıbaşı Pharmaceuticals Manufacturing is collaborating with local production and distribution companies in specific international markets. The Company has accelerated its product registration activities in the Russian Federation and other CIS countries following the reorganization of its marketing and distribution network in these markets. In 2003 alone, it obtained permits for 29 products in Uzbekistan, 10 in the Ukraine, seven in Kazakhstan and four in Russia.

Eczacıbaşı Pharmaceuticals Manufacturing exports to some 26 countries but its main market continues to be the European Union, which accounted for 55 percent of its export revenue in 2003. To facilitate access to international markets, the Company's plant is continuously being audited by international health authorities and business partners. Last year, Eczacıbaşı Pharmaceuticals Manufacturing received 15 auditing teams and obtained the Pharmaceutical Inspection Cooperation (PIC) certificate, which is recognized by 22 European markets as well as Australia, Canada, Iceland, Malaysia and Singapore. In the coming years, Eczacıbaşı Pharmaceuticals Manufacturing plans to obtain the authorization of the Federal Drug Administration (FDA) and to begin drug registration activities in the United States.

Eczacıbaşı-Baxter Hospital Supply

Eczacıbaşı-Baxter Hospital Supply raised its net sales 23 percent to TL 190 trillion (\$ 127 million) and launched 44 new products in 2003, including Endobulin S/D, a new biological product, Brevibloc, a beta blocker used in intensive care units and Amicus, a transfusion therapy machine. Strong financial results were capped by the Company's selection for the prestigious National Quality Award, which made it the first pharmaceutical company in Turkey to receive the top national quality award.

Eczacıbaşı-Baxter Hospital Supply is Turkey's leading manufacturer of parenteral solutions, renal products and other hospital supplies as well as an importer of biological products. With an annual capacity of 70 million units, Eczacıbaşı-Baxter can produce 130 varieties of high-quality parenteral solutions, amino acids and specialty solutions as well as peritoneal dialysis solutions in a variety of single and twin bags. Additionally, Eczacıbaşı-Baxter can manufacture up to 36 million infusion and transfusion sets, arterial vein sets and catheters.

In recent years, Eczacıbaşı-Baxter has expanded the scope of services for people in Turkey with chronic kidney disease. A joint venture that it established with Baxter RTS in 2002 is now serving 13 percent of the private dialysis market. Eczacıbaşı-Baxter sponsors regular conferences, seminars and in-hospital training for patients, their families and health workers, with the aim of advancing local expertise in the treatment of chronic kidney disorders and lowering the peritoneal infection rate to international levels. Eczacıbaşı-Baxter also reaches patients through its dialysis and information center in Istanbul, 24-hour call service and a home delivery service that covers 93 percent of all peritoneal dialysis patients in Turkey.



Eczacıbaşı Fine Chemical Products

Eczacıbaşı Fine Chemical Products raised its sales 58 percent, boosted by the Turkish Ministry of Health's authorization of 10 new active pharmaceutical ingredients, including Rofecoxib, Pioglitazone, Atorvastatin, Sultamicillin Tosylate, and Sultamicillin Base. Last year, the Company also filed an application to the European Directorate for the Quality of Medicines (EDQM) to attain a European Certificate of Suitability for Amlodipine Besylate. This is an important step towards obtaining marketing authorization

for this active pharmaceutical ingredient (API) in EU countries.

Eczacıbaşı Fine Chemical Products is a manufacturer of APIs and a researcher and developer of API processes. Operating in full compliance with cGMP regulations as adopted from ICH and EU guidelines, the Company manufactures APIs for Eczacıbaşı Group companies and provides contract manufacture services to international customers who need high quality products and professional Drug Master Files (DMFs) in CTD format for multi-country registrations. Eczacıbaşı Fine Chemical Products has ISO 9001 certification to year-2000 standards and, since 2003, ISO 14001 Environmental Management System certification.

Eczacıbaşı Fine Chemical Products operates at a newly built production complex that comprises a multi-purpose production plant, fully equipped R&D center, modern QC laboratory and pilot production plant. In line with current regulations, the Company manufactures beta-lactam APIs in an independent building with separate units for penicillin and cephalosporin and has separate drying, milling and packaging rooms with filtered air-handling systems and pressurized corridors to prevent contamination. In addition to synthesis activities, the Company produces API intermediates via fermentation, with an ultimate

Last year, Eczacıbaşı Pharmaceuticals Manufacturing received 15 auditing teams and obtained the Pharmaceutical Inspection Cooperation (PIC) certificate, which is recognized by 22 European markets as well as Australia, Canada, Iceland, Malaysia and Singapore.

capacity of 80 cubic meters.

In 2003, the Company inaugurated a hydrogenation plant with a low-pressure hydrogenation capacity of up to six bars, and a new coating unit for taste-masking operations. One of the most important attributes of the complex is its flexible production capacity, which enables the cost-effective production of both small and commercial-scale batches.

Eczacıbaşı Pharmaceuticals Marketing

Eczacıbaşı Pharmaceuticals Marketing increased its unit sales by 13 percent in 2003 to 85 million boxes and its sales revenue by 28 percent in Turkish lira terms. Aided by the launch of 18 products, a number of these being in new therapeutic segments, the Company raised its treatment coverage from 62 to 67 therapeutic segments in 2003. New treatment areas included pain relief, osteoporosis, immune system



With more than 120 products in almost 250 presentations, Eczacıbaşı Pharmaceuticals Marketing has one of the most extensive product portfolios of any pharmaceutical company in Turkey.



response, lipid lowering and hypertension.

Eczacıbaşı Pharmaceuticals Marketing carries out the marketing, promotion, distribution and sales in Turkey of pharmaceuticals and veterinary drugs manufactured by Eczacıbaşı Pharmaceuticals Manufacturing. It also markets selected products that it imports from licensors abroad. At the same time, Eczacıbaşı Pharmaceuticals Marketing provides full distribution services to a number of international companies, such as including Johnson&Johnson, Schering Plough, Solvay and

AstraZeneca. Its most recent agreement is with AMGEN Inc., the world's leading biotechnology company. Starting in 2004, Eczacıbaşı Pharmaceuticals Marketing plans to market Aranesp®, a protein treatment for anemia associated with chronic renal failure and non-hematological cancers in adults.

With more than 120 products in almost 250 presentations, Eczacıbaşı Pharmaceuticals Marketing has one of the most extensive product portfolios of any pharmaceutical company in Turkey. It also has the largest dedicated pharmacy promotion-sales team and the broadest marketing coverage in the sector, with regular visits to almost 10,000 pharmacies and 45,000 doctors. These visits are coordinated with a comprehensive "rep database" of all detailed doctors in the country, enabling the Company to target new product detailing to doctors specialized in related therapeutic fields.

In the coming years, Eczacıbaşı Pharmaceuticals Marketing plans to continue expanding its product range, with additional focus on the asthma, cardiovascular, diabetes, oncology and osteoporosis segments.

Eczacıbaşı Pharmaceuticals Trading

Eczacıbaşı Pharmaceuticals Trading increased its sales by a strong 40 percent in Turkish lira terms and continued efforts to register six new drugs in the infection, pain relief

and rheumatism segments. Established in 1991 as a joint venture between the Eczacıbaşı Group (95 percent) and Aventis Pharma S.A. (5 percent), Eczacıbaşı Pharmaceuticals Trading is the registration holder and distributor of various Aventis Pharma products, including the most commonly prescribed treatments for infections, sleep disorders and rheumatism. Most of these products are manufactured by Eczacıbaşı Pharmaceuticals Manufacturing and marketed by Eczacıbaşı Pharmaceuticals Marketing.





Eczacıbaşı-Corridor Health Services

Eczacıbaşı-Corridor Health Services is Turkey's largest home healthcare and nursing service provider and a joint venture with the US-based Corridor Group. Established in late 2000, it has grown quickly during its first three years of operation, with net sales rising more than 200 percent in both 2002 and 2003.

Eczacıbaşı-Corridor Health Services is the first in Turkey to provide the full range of home healthcare and support services required for home treatment. Apart from care planning and coordination, the Company

offers home-based nursing care, doctor, therapist and dietician visits; support services like laboratory, x-ray, EKG, ultrasound, IV therapy and wound management; and integrated management programs for cardiovascular disease, pain, diabetes and other chronic illnesses. It also provides long-term rental services of specialized medical equipment, such as oxygen systems, hospital beds and ICU monitoring equipment.

The primary goals of Eczacıbaşı-Corridor Health Services are to enhance the quality of life of patients requiring regular or post-

operative/post-discharge health services and reduce the economic burden of these services on patients and the health system. To this end, the Company has developed agreements with a number of insurance companies and hospitals that enable it to provide home healthcare services to their patients. It also offers comprehensive health services to corporations, including health assessment and preventative health programs for high-risk employees in such areas as ergonomics, smoking cessation, vaccination, weight loss and diet.

Eczacıbaşı-Corridor Health Services has a number of special preventative healthcare programs for families, such as the Health Monitoring Program and the Healthy Mother-Healthy Newborn Baby Program.





BUILDING MATERIALS DIVISION

A strong contender in Germany and the UK, where it has market shares of 13 and six percent, VitrA ceramic sanitary ware is steadily raising its standing in Europe and other highly competitive markets, like the United States and Australia.

Eczacıbaşı's Building Materials Division significantly expanded its export sales in 2003, entering seven new markets while fortifying its presence in the United States and Europe. Export revenues for the Division rose 25 percent in US dollar terms to \$ 210 million, an amount representing almost 70 percent of the Division's manufacturing revenues.

Leading this export drive is the Division's ceramic sanitary ware, fittings and tiles producers and their leading brand, VitrA. Today, in 74 markets around the world, the Division markets ceramic sanitary ware, sanitary fittings, wall and floor tiles, bathtubs, bathroom and kitchen furniture, and accessories under the VitrA brand, claiming important shares of the ceramic sanitary ware and professional tile markets in several European countries.

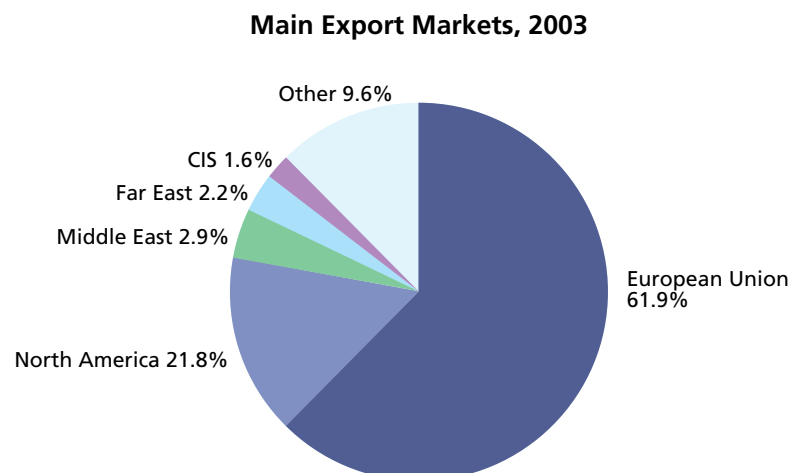
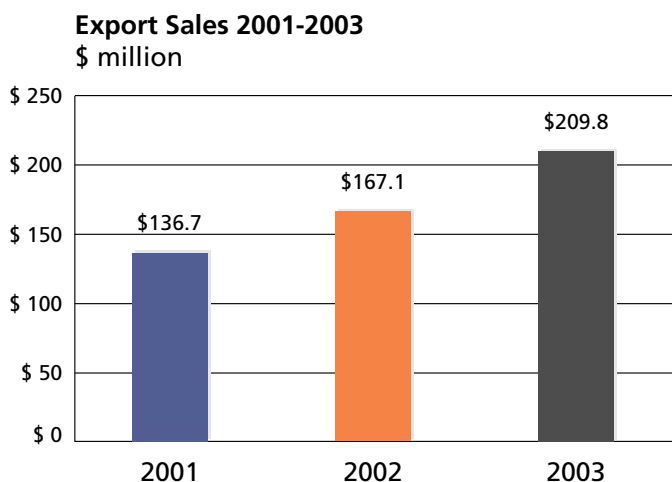
The Division's increasing success in international markets has helped to offset the continuing downward trend in Turkish building material markets, which contracted by more than 50 percent over the last four years and 20 percent during the first nine months of 2003. Moreover, the slow recovery in consumer purchasing power continued to favor sales of low quality, unbranded products at the expense of established brands like VitrA and Artema.

Rather than counter these trends through price competition, the Division sought to maintain its domestic market shares through new product launches and consumer campaigns targeting the renovation segment. In addition to enhancing its image as a supplier of innovative design and function in the high-end segment of the market, the Division

focused on strengthening its domestic distribution network, so as to encourage rapid sales growth in the coming years as demand recovers.

Three strategic decisions will further strengthen the Division's competitive position. In November 2003, the Division completed a major restructuring of its marketing and distribution functions. One outcome of this reorganization is that all of the Division's manufacturing companies are now developing and implementing their own marketing strategies, thus bringing them closer to target consumers. Secondly, in response to the growing demand for washbasins with integrated cabinets, the Division is moving its bathroom cabinet production from its furniture operation to its ceramic sanitary ware company. Thirdly, as of end-December 2003, the

Eczacıbaşı Building Material Exports



VitrA products incorporate innovative technology, like the odor-absorbing toilet system launched in 2003.



Division has merged the operations of its raw material trading company, Doğa Minerals Trading, into its raw material mining and processing company, Esan Eczacıbaşı Industrial Raw Materials.

Eczacıbaşı Building Materials Manufacturing

Eczacıbaşı Building Materials Manufacturing is the premier supplier of high quality ceramic sanitary ware, sanitary fittings and accessories to the Turkish market. The leading Turkish exporter of these products, Eczacıbaşı Building Materials Manufacturing is steadily

augmenting its presence in major international markets under the VitrA brand name.

Eczacıbaşı Building Materials Manufacturing has two divisions: VitrA Ceramic Sanitary Ware and Artema Sanitary Fittings. In 2003, the combined exports of both divisions rose 17 percent to \$111 million, enabling the Company to raise its net sales by 13 percent in TL terms to TL 228 trillion (\$ 152 million).

VitrA Ceramic Sanitary Ware

Strengthened by the launch of 72 new products, several of these innovations on a global scale, Eczacıbaşı Building Materials-VitrA increased its export sales 23 percent to \$ 75 million while maintaining its leading 22 percent share of the premium ceramic sanitary ware market in Turkey.

Strong export sales were capped by a high profile contract to supply all of the ceramic sanitary ware required for the two EURO 2004 football stadiums under construction in Portugal.

Competing for European leadership

Eczacıbaşı Building Materials-VitrA exports to more than 50 countries around the world. A strong contender in Germany and the United Kingdom, where it has market shares of 13 and six percent, VitrA ceramic sanitary ware is steadily raising its standing in Europe and

other highly competitive markets, like the United States and Australia.

Generally recognized as the up-and-coming rival to established European ceramic sanitary ware makers, Eczacıbaşı Building Materials-VitrA is expanding and restructuring its distribution networks, upgrading its display activities in distributors and retail outlets and increasing the number of dedicated VitrA showrooms. It is also accelerating its development of innovative, high quality products targeting the high-end segments of European markets, with the aim of raising further the profile of the VitrA brand name.

Eczacıbaşı Building Materials-VitrA continued to expand its strategic cooperation agreements with international companies in 2003. The exclusive global supplier of ceramic sanitary ware products to IKEA since 2001, Eczacıbaşı Building Materials-VitrA is extending its collaboration to up-market products, with its first delivery of ceramic sanitary ware products to IKEA's luxury brand, Habitat, in 2003.

Designing lifestyle solutions

Eczacıbaşı Building Materials-VitrA has an in-house team of 50 designers working with leading industrial designers to develop bathroom solutions for changing lifestyles and consumer needs. The Matrix bathroom series launched in 2003,

Eczacıbaşı Building Materials-Artema is the first in Europe to produce fittings and components with Chrome + 3 technology.



for example, is a minimalist, modular series for consumers who want a clean, modern look with customized functionality. The series comprises 100 modular products that consumers can choose from to design the bathroom of their choice.

Often, Vitra products incorporate innovative technology, like the odor-absorbing toilet system launched in 2003 and the patented toilet adapter that reduces required flushing volumes from six to 4.5 liters. Current development activities will enable Eczacıbaşı Building Materials-Vitra to launch a growing number of highly innovative products for special

consumer groups in the coming years, including smart bathroom accessories and bathroom solutions for the handicapped.

Cutting edge technology

Eczacıbaşı Building Materials-Vitra's production complex in Bozüyük ranks among the top three in Europe in terms of capacity, production quality and technology. In keeping with the Company's focus on innovation, the Bozüyük complex features the latest technology in ceramic sanitary ware production, including low pressure casting and laser re-firing.

Eczacıbaşı Building Materials-Vitra ensures the continued strength of the Vitra brand through its focus on business excellence and total quality management. To date, the Company has won two prestigious quality awards: the TÜSİAD-KalDer National Quality Award in 1998 and the European Foundation for Quality Management (EFQM) Quality Prize in 2000.

Artema Sanitary Fittings

Eczacıbaşı Building Materials-Artema maintained its strong position in the premium sanitary fittings market in Turkey in 2003, while increasing its export sales to \$ 36 million.

Sales to the premium segment protected Eczacıbaşı Building Materials-Artema somewhat from the continued contraction of the building material market and stiff

competition from cheap, unbranded imports. However, with slow sales in the lower and middle segments, the main focus in the Turkish market in 2003 was product development and brand promotion. Eczacıbaşı Building Materials-Artema's main brand in the national market is Artema. Abroad, it markets all of its sanitary fittings and accessories for bathrooms and kitchens under the Vitra brand.

Export contracts continue to grow

Eczacıbaşı Building Materials-Artema exports about 70 percent of its output to almost 50 countries around the world, with its main markets being the United States, Germany, United Kingdom, Sweden and Australia.

In addition to supplying the Division's international marketing and distribution partners under the Vitra brand, Eczacıbaşı Building Materials-Artema collaborates with a growing number of international brands. In 2003, Eczacıbaşı Building Materials-Artema signed a new contract with IKEA that will lead to an 80 percent increase in its annual sales to this leading international home decoration chain. For the third year in a row, Eczacıbaşı Building Materials-Artema ranked among IKEA's top three suppliers in terms of product quality, costs and timely delivery.



Internationally competitive quality

Eczacıbaşı Building Materials-Artema launched six new series of fittings and 10 series of accessories in export and Turkish markets in 2003. Apart from a number of minimalist series, Artema introduced colored fittings for children's bathrooms and expanded its portfolio for commercial establishments.

The first Turkish fittings producer to obtain ISO 9001 and ISO 14001 certification, Eczacıbaşı Building Materials-Artema strives to achieve product standards that are abreast or ahead of the highest European

standards. Apart from EN 817 and EN 200 standards for single and double-lever mixers and faucets, Eczacıbaşı Building Materials-Artema is certified as meeting the quality standards of Australia (QAS), Canada (CSA), China/Hong Kong (NUTEK), Denmark (ETA), Finland (STF), Norway (BYGGFORSK), Russia (GOST-R), Sweden (SITAC) and the United Kingdom (WRC). In 2000, Eczacıbaşı Building Materials-Artema was the winner of the national TÜSIAD-KalDer Quality Prize.

Minimizing environmental impact

In January 2004, Eczacıbaşı Building Materials-Artema launched its first fittings and components produced with Chrome + 3 technology, in accordance with European Union's Integrated Pollution and Prevention Control directive (IPPC). Eczacıbaşı Building Materials-Artema is the first in Europe to have this production line in place and operating; the deadline for compliance is July 31, 2004. Chrome + 3 technology eliminates three of the six chemicals hitherto used to produce high quality chrome plating.

Eczacıbaşı Building Materials-Artema is also working to reduce significantly the lead content of brass alloy used in fittings components. Again, these will be the first low-lead components in the market when they are launched in 2004.

Eczacıbaşı Ceramic Tiles

Eczacıbaşı Ceramic Tiles advanced its position in European tile markets in 2003 with the inauguration of a special-effect porcelain tile plant that placed it among the top three suppliers of professional products in Europe.

The leading supplier of premium wall and floor tiles in Turkey, Eczacıbaşı Ceramic Tiles has steadily expanded its export sales and standing in international markets under the Vitra brand name. In 2003, the Company raised exports 38 percent to \$ 57 million, offsetting sluggish demand in the national market.

Export sales in 2003 were highlighted by prestigious contracts in Germany, France and the United States that demonstrated the growing awareness among professionals in major international markets of the high quality and wide variety of Vitra brand tiles.

Full range of professional products

Eczacıbaşı Ceramic Tiles manufactures wall and floor tiles for commercial and industrial applications and home interiors and exteriors. The Vitra Arkitekt range of wall and floor tiles, the first of its kind in Turkey, is designed for professionals seeking general use and special function tiles in the full range of tile sizes and the RAL color scheme. Vitra Arkitekt

Eczacıbaşı Ceramic Tiles supplied a number of prestigious projects in Europe and the United States in 2003, including the tiles and components for the five swimming pools on Queen Mary 2.



offers 12 tile sizes from 2.5x2.5 to 60x60 centimeters in three categories: Arkitekt Color, Arkitekt Pool and Arkitekt Porcelain. Many of these are special-use tiles, such as pool tiles, anti-slip floor tiles, exterior tiles for large structures, high quality alternatives to natural marble, granite and terra cotta, tiles for external cladding and elevated floor systems.

For residential consumers, Eczacıbaşı Ceramic Tiles has created Vitra Rezidans, a range of indoor and outdoor tiles for all living areas and geared towards consumers seeking unique designs and features. Vitra Rezidans is best known for its special

collections, which include tile series created by the renowned Turkish designer, Defne Koz, children's series and original patented designs reflecting Turkey's rich tradition in ceramic ware and textiles.

In-house design and flexible manufacturing capacity

Eczacıbaşı Ceramic Tiles has a large team of in-house designers who work with consultants and international designers to develop on average 40 to 50 new series per year to exacting EN standards. The Company's manufacturing facilities in Turkey and Ireland have a combined capacity of 16.5 million square meters that is structured for maximum flexibility in terms of order size and logistics.

As a result, Eczacıbaşı Ceramic Tiles has one of the broadest array of products in its sector – more than 200 series and 4,000 varieties – and a first choice production rate over 95 percent, significantly above the sector average of 90 percent.

Growing prestige in international markets

Eczacıbaşı Ceramic Tiles exports to more than 75 countries, mainly in Central Europe but also in North America and the British Isles. In most of the markets in these regions, Eczacıbaşı Ceramic Tiles is focusing on the professional segments and large projects. In the United Kingdom, Ireland, and Russia, it is also promoting consumer recognition of the Vitra

brand in the residential market. Eczacıbaşı Ceramic Tiles supplied a number of prestigious projects in Europe and the United States in 2003. In Germany, it produced 18,000 square meters of tiles for the Business Class, VIP and general public bathrooms of the new air terminal in Munich. In France, engineers from Eczacıbaşı Ceramic Tiles collaborated with engineers building the Queen Mary 2 to customize Arkitekt Pool tiles and components to the requirements of the luxury liner's five swimming pools. In the United States, Vitra Ceramic Tiles signed an agreement with Waffle House to furnish all of the wall and floor tiles needed to renovate its 3000 outlets. It was also selected by the David Allen Company, one of the foremost tile contractors in the United States, to provide the tiles for the Tennessee University campus project.

Strengthened distribution network

In recent years, Eczacıbaşı Ceramic Tiles has reorganized its marketing and sales network in Europe and North America and enhanced its product range to meet their separate needs. Working through its marketing and sales company in the United States, Vitra USA, Eczacıbaşı Ceramic Tiles aims to be the first European company to export 2.5x2.5 and 5x5 dot-mounted tiles to the United States and Canada and expects export sales to both countries to grow fast as a result. In European markets, where it coordinates with its sister company in Ireland, Vitra



Tiles, and its marketing subsidiary in Germany, Vitra Bad GmbH, Eczacıbaşı Ceramic Tiles aims to increase significantly its project-based and professional sales in 2004.

Eczacıbaşı Ceramic Tiles has eight information centers in Turkey and abroad that provide product information, training and consultancy to end-users and professionals. Two of these Info Centers are in Ireland (Arklow and Dublin), one in Moscow and one in Kerpen, Germany. Apart from consultancy, Info Centers also provide pool project design services.

Vitra Tiles Ireland Ltd.

Vitra Tiles Ireland continued to strengthen its position in European markets, raising its square meter sales by 13 percent and its euro-based sales by 15 percent in 2003. Unit sales to its two main markets, Ireland and the UK, rose by six percent and 25 percent respectively, raising its shares in these markets to five and 1.5 percent respectively. Importantly, tile exports to Continental Europe rose 200 percent in 2003.

Ireland's sole ceramic tile manufacturer

Vitra Tiles Ireland is the Eczacıbaşı Group's first manufacturing investment abroad and Ireland's only ceramic tile plant. Founded in 1998 as a 50/50 joint venture with Qualceram PLC of Ireland, it is now a full subsidiary of Eczacıbaşı Ceramic Tiles. Vitra Tiles Ireland currently has an annual wall and floor tile production capacity of 1.1 million square meters, but this will increase to 1.75 million square meters at the end of 2004 when it moves its operations to a new plant that it is constructing near Arklow.

Promoting consumer demand for Vitra tiles

In Ireland, Vitra Tiles is building on its unique position as the country's only tile producer to raise consumer recognition of the Vitra brand and strengthen its position in the market. Vitra Tiles has two prestigious showrooms in Arklow and Dublin exhibiting a wide range of tiles

produced by Eczacıbaşı Ceramic Tiles and Vitra Tiles as well as a broad selection of Vitra products manufactured by other Division companies, so as to promote complete bathroom concepts.

The Irish tile market is quite developed in terms of consumer understanding of modern tiles and per person tile usage. For this reason, Vitra Tiles plans to establish 'cash&carry' stores and other retailing outlets in selected regions of the country.

In the United Kingdom, Vitra Tiles is focusing on developing its relationships with medium and large-sized regional distributors. In 2003, it initiated sales of ceramic tiles through Vitra UK and the ABDC Group's 'Showrooms of Excellence', and its aim is to extend this to all 170 showrooms in this network. Last year, it also signed a distribution agreement with the Saint Gobain Group that will give another boost to tile sales in the coming years.

Competitive advantage in EU markets

Apart from manufacturing tiles, Vitra Tiles acts as a marketing and sales organization in the European Union. Here, it is coordinating with Eczacıbaşı Ceramic Tiles and the Division's overseas marketing companies to achieve the most competitive combination of tile



products and delivery times to the United Kingdom, Continental Europe and the United States, another target market.

Eczacıbaşı-Koramic Building Chemicals

Eczacıbaşı-Koramic Building Chemicals was established in 1999 to manufacture high quality tile adhesives, grouts and leveling compounds for the domestic and export markets. Its 50/50 joint venture partner is Koramic Building Products NV, a prominent Belgian producer of building materials and chemicals.

Leader in product variety and quality

The Company's plant, located at the Eczacıbaşı Building Materials Division's production compound in Bozüyük, has an annual capacity of 90,000 tons, the third largest in the sector. In product quality and variety, however, the Company is at the forefront of the national market.

Apart from a wide range of adhesives and grouts in colors that complement the Division's tile series, the Company manufactures leveling and insulating compounds. In all of these areas it is quickly expanding the range of products available to professionals

in Turkey, being the first to introduce fast-drying leveling compounds, insulating compounds for pools, environment-friendly adhesives, anti-bacterial silicon, and, in 2003, the first anti-bacterial cement-based grout.

These products are marketed and distributed by Eczacıbaşı-Koramic Building Chemicals under the Vitra Fix brand through the dealership network of the Division's national marketing and sales company, Intema. To ensure full customer satisfaction, the Company has established a team of consultants to advise consumers on the type of grout and adhesive most suitable for their particular application.

Strong export growth in 2003

In 2003, Eczacıbaşı-Koramic Building Chemicals expanded its export sales by 20 percent in euro terms with exports to 25 countries. In 2003, its main markets were Ireland, Russia and several countries in the Middle East. Eczacıbaşı-Koramic Building Chemicals has EN 12002 and EN 12004 certification, giving it a substantial advantage in sales to Western European markets.

Eczacıbaşı Bathroom and Kitchen Products

Eczacıbaşı Bathroom and Kitchen Products was established in 2001 with the merger of two Division companies. In 2003, in response to the growing demand for cabinet top sinks, the

Over the last three years, Eczacıbaşı Bathroom and Kitchen Products has expanded its exports of acrylic bathtubs and shower trays to more than 40 countries in Europe, Asia, the Middle and Far East and Africa.



Company transferred its bathroom furniture line to the Division's ceramic sanitary ware operation, Eczacıbaşı Building Materials-VitrA. As a result, Eczacıbaşı Bathroom and Kitchen Products is now focusing primarily on the manufacture of high quality kitchen furniture and acrylic bathtubs and shower trays.

At the forefront of the luxury kitchen furniture market

In the kitchen furniture market, Eczacıbaşı Bathroom and Kitchen Products is the leader in the superior quality segment, where it offers both modules and custom-tailored

products developed by professional designers and architects at the request of customers. It also has a broad range of products and prices for the middle and economic segments, which are mainly supplied by local small manufacturers. In Turkey, branded kitchen furniture only accounts for about 15 percent of the overall market.

Until now focused exclusively on the national market, Eczacıbaşı Bathroom and Kitchen Products aims to develop sales to prestigious building projects in Europe and the United States. One such opportunity is the "Houses of Sagaponac" project in Southampton, Long Island. Coordinated by The Brown Company, the project involves the construction of 37 model houses designed by architects of international renown. Two of the six houses on which construction has begun are using customized kitchen furniture manufactured by Eczacıbaşı Bathroom and Kitchen Products. Two other project teams have asked Eczacıbaşı Bathroom and Kitchen Products for a proposal.

The first acrylic bathtub and shower tray producer in Turkey

Eczacıbaşı Bathroom and Kitchen Products is also the largest producer and supplier of acrylic bathtubs and shower trays in Turkey, with a 22 percent share of the national market in 2003. The Company produces more than 30 bathtub models and half as many shower trays, as well as three

shower systems and two compact sauna systems. Almost all of its luxury bathtubs can be converted into whirlpools.

Over the last three years, Eczacıbaşı Bathroom and Kitchen Products has expanded its exports of acrylic bathtubs and shower trays to more than 40 countries in Europe, Asia, the Middle and Far East and Africa. In 2003, sales to Germany and the United Kingdom more than doubled on a unit basis and in US dollar terms. These products are available to customers abroad through some 500 showrooms in these regions.

Over the next five years, Eczacıbaşı Bathroom and Kitchen Products plans to reinforce its leadership in the national market, while continuing to develop its exports and expanding its production capacity three-fold.

ESAN Eczacıbaşı Industrial Raw Materials

Esan Eczacıbaşı Industrial Raw Materials expanded its scope of activity in late 2003, when the Division's mineral trading company, Doğa Minerals, was merged into its operations. With this merger, Esan is not only one of the world's major producers and exporters of feldspar, ball clays and china clays, but also a major supplier of industrial minerals, chemicals, insulation materials and ferro alloys to a range of Turkish industries.



Superior clay and feldspar production

Esan owns the largest reserves of clays and feldspars in Turkey for the sanitary and ceramic tile sectors and has grinding and flotation facilities that greatly outpace that of its national competitors.

Abroad, as in Turkey, Esan has gained repute for the high quality of material extracted from its mines and processed by its plants, which produce floated feldspar and refined clay to the high-grade requirements of the ceramic tile and sanitary ware industries.

With exports of about 700 thousand tons to 25 countries worldwide in 2003, Esan accounted for 33 percent of Turkey's kaolin exports to white cement producers on a tonnage basis and 23 percent of feldspar exports on a turnover basis. Esan is strongest in Spain, where it supplied 41 percent of the feldspar market, and in Italy, where it has an important share of the processed material market. It is also increasing rapidly its presence in Poland, Iran and Romania.

International trader of industrial raw materials

Since late 2003, Esan is the leading

supplier in Turkey of a wide range of raw materials for the ceramic, glass, abrasive, welding electrode, refractory, paint and metallurgy industries. Its main products include rutile sand, silicon carbide, calcined alumina and china clays for porcelain producers.

Esan operates its international trade and marketing operations from a large warehouse in Istanbul, from where it also offers a range of logistical services. Esan represents more than 50 companies around the world, including Imerys (English China Clays), Unifrax, Volnogorsk, Cinkarna and Arenas.

Investing in export capacity

In 2004, Esan will complete the second phase of a clay refining facility in Bozüyük that will enable it to produce high-plastic refined ball clays as well as clay products already in Esan's portfolio. It will also complete a feldspar crushing and blending plant that will start exporting through the port of Izmir by the end of March 2004. In the long term, both facilities will reduce local customers' dependence on imported material and enable Esan to export processed clay to neighboring countries.

Intema Building Materials Marketing and Sales

Intema Building Materials Marketing and Sales achieved a solid performance in 2003, raising its sales

Intema's dealership system, which is based on a partnership principle, comprises 97 authorized dealers and 150 sub dealers.



seven percent to TL 137 billion (\$ 92 million), while consolidating its leadership in the premium segments of the Turkish bathroom, kitchen and tile markets. Thanks to its focus on integrated solutions, Intema also increased its share of the shrinking renovation market in 2003.

In the economy segment, fierce competition from cheap imports and unbranded local products lowered Intema's sales volume.

Nationwide network of specialized sales outlets

Intema is the Division's sole distribution and sales company in Turkey and a

publicly traded company. Its primary responsibilities are to develop and manage a large network of dealers and service outlets, a chain of Intema showrooms, and a direct marketing loyalty program. It is also responsible for liaising between the marketing teams of its suppliers and the dealers in its distribution network to ensure that marketing campaigns are effective and responding to retailers' needs.

Intema's dealership system, which is based on a partnership principle, comprises 97 authorized dealers and 150 sub dealers. Intema's authorized dealers, most of which work exclusively with Intema, have in-depth knowledge about Intema's products and the skills and infrastructure to provide superior sales services to customers. In recent years, Intema has also strengthened its relationship with secondary dealers, providing training on products, sales techniques and window displays. Intema plans to expand these activities and its incentives for secondary dealers in 2004, with the aim of regaining market share in the economy segment.

Intema is linked to its authorized dealers through the IntemaNet B2B system, which facilitates the transmission of data between dealers and headquarters. This system handled 85 percent of all dealer orders in 2003.

Full range of consultancy and after-sales services

Intema operates six fashionable bathroom and kitchen showrooms that offer comprehensive architectural services, including suite design and turn-key solutions. The wide variety of bathroom and kitchen displays at these showrooms demonstrate forcefully to consumers and professional buyers the breadth and quality of the integrated bathroom and kitchen solutions offered by Intema's suppliers. Intema showrooms accounted for 14 percent of its sales in 2003.

Complementing Intema's widespread distribution network is its network of 97 authorized service stations providing installation, maintenance and repair services in most regions of the country. To ensure maximum customer satisfaction, Intema provides regular training to service technicians and plumbers on technical subjects and customer relations. Customer satisfaction with these services was a high 97 percent in 2003 according to Intema's internal customer survey.

PartnersClub – premier loyalty sales program

Intema has long given priority to customer relations management and the use of differentiated communication programs tailored to the expectations of targeted customer groups.



In 2003, Intema celebrated the fifth year of its flagship customer relations management program, PartnersClub, a loyalty program for building professionals, retailers, authorized service stations, plumbers and large-scale customers. Sales through the PartnersClub program accounted for 34 percent of total sales in 2003, up from 30 percent a year earlier.

New growth areas in 2004

Intema plans to enhance its product portfolio in 2004 by extending its range of fashionable complementary products to selected home furnishing categories. It also plans to start

expanding its distribution network to include DIY chains and small showrooms in mid-sized cities, while continuing to strengthen ties with sub dealers through incentive programs, training and store visits.

VitrA Bad GmbH

VitrA Bad GmbH is the Division's marketing and sales company in Central Europe for bathroom fittings and furniture, including ceramic sanitary ware, sanitary fittings, acrylic bathtubs, bathroom furniture and bathroom accessories.

Strong sales strengthen market shares in 2003

VitrA Bad GmbH expanded its sales eight percent in euro terms in 2003, raising its share of the ceramic sanitary ware market in Germany from 12 to 13 percent and consolidating its 10 percent share in Austria.

Last year, the German bathroom fittings and furniture market shrank four percent, bringing its cumulative decline over the last four years to 30 percent. VitrA Bad's solid performance under these conditions largely reflected the success of its efforts in recent years to raise consumer awareness of the VitrA brand as a supplier of complete bathroom suites and expand its network of retail sales points.

Enhanced brand awareness through "VitrA corners"

VitrA Bad's primary goal is to make VitrA a leading brand in Central European markets for complete bathroom solutions. To achieve this, VitrA Bad has begun to establish a chain of sales points where VitrA products are exhibited as complete bathroom solutions in a store corner under the VitrA logo. Through this "shop-in-shop" strategy, a first in the European building material market, VitrA Bad aims to raise consumer recognition of the VitrA brand and position VitrA in the medium to high segments. As of end-2003, VitrA Bad had established

Evidence of Vitra's growing prestige in the top level of the market was its selection by the Bathroom Journal for the 2003 Editor's Achievement Award as "Best Foreign Manufacturer".



"Vitra corners" in 35 retail outlets; its goal in 2004 is to raise this to 100 outlets.

Overall, Vitra Bad GmbH reaches 1,200 retail outlets around Central Europe through a network of 350 wholesalers. Vitra Bad's headquarters, located in Kerpen, Germany, houses a stylish showroom and a large warehouse, enabling the Company to deliver products anywhere in Central Europe within 48 hours.

Repositioning for growth in major European markets

Apart from strengthening its position

in Germany and Austria, Vitra Bad GmbH aims to strengthen its position in other large but slow-growing European markets. For this, it is developing the range of Vitra products on offer, so that consumers increasingly associate the Vitra brand with complete bathroom solutions, and establishing extensive sales networks in Germany, Holland and Belgium. It is also raising consumer recognition of the Vitra brand through more effective marketing and by orienting consumer demand to appropriate sales points.

Vitra (U.K.) Limited

Vitra (UK) Limited was established in 1992 to promote the Division's sales to the UK and Irish markets. With the exception of ceramic tiles handled by Vitra Tiles Ireland, Vitra UK manages the marketing, sales and distribution of the full range of Vitra branded products, including ceramic sanitary ware, acrylic baths, sanitary fittings, accessories and bathroom furniture.

Contractor projects boosted sales in 2003

Vitra UK continued to grow faster than the market in 2003, with net sales rising 28 percent in euro terms. A major source of this growth was the contractor segment, where Vitra UK is now working with George Wimpey Homes, the largest home builder in the UK. Last year, Vitra UK also won a contract to supply the bathroom fittings and furniture for

the Royal Bank of Scotland's new global headquarters, which is being built in Inverness, Scotland.

In the contractor segment, Vitra UK supplies products for every income range, whereas in the retail segment, it primarily targets mid to upper-income clientele seeking design-led, up-market items. Evidence of Vitra's growing prestige in the top level of the market was its selection by the Bathroom Journal for the 2003 Editor's Achievement Award as "Best Foreign Manufacturer".

Showrooms of Excellence – a chain of dedicated Vitra retailers

Currently, Vitra UK has a six percent share of the UK ceramic sanitary ware market. Its long-term goal is to double this share to the 10 percent range through first-class customer service in both the contract and retail markets.

Retail consumers can acquire Vitra products at more than 400 sales outlets in the UK. The core of this network is the loyalty chain of dedicated retailers called "Showrooms of Excellence". At present, Vitra UK has 210 showrooms of this caliber; it aims to raise these to 250 over the next two years.

Vitra UK has relocated to a modern warehouse that will allow it to serve a larger, more diverse group of customers in the British Isles, particularly customers with large-scale orders.



CONSUMER PRODUCTS DIVISION



The Eczacıbaşı Consumer Goods Division achieved a small increase in sales revenue in 2003, a considerable achievement given tough competition in its main markets and continuing weak demand. At the same time, the Division continued to strengthen its distribution network, already the most extensive in the sector, and to invest in its 27 consumer goods brands, 10 of which are leaders in their market segments. In this manner, it prepared itself for stronger growth in 2004 and 2005 when consumer purchasing power improves.

For the third consecutive year, fast-moving consumer good demand in Turkey failed to recover to pre-crisis growth rates, rising by only 1.4 percent in inflation-adjusted Turkish lira terms in 2003. Growth was negative in most personal care segments, the Division's main market, with overall personal care sales dropping by eight percent in real terms.

Turkey's away-from-home market also grew slowly in 2003, despite strong growth in the second half of the year. This was primarily due to the negative impact of tension prior to and during the war in Iraq on Turkey's tourism industry.

Additionally, competition increased sharply in all of the Division's main markets due to new entrants and low purchasing power, which continued to push consumption from specialized, high quality products towards unbranded products in the grey market. All the same, Division companies maintained their market shares on the whole, registering only a small slip in one or two segments that they expect to regain in 2004.

Ipek Kağıt Tissue Paper

Ipek Kağıt raised its net sales by two percent to TL 177 trillion (\$ 118 million) in 2003 and maintained its clear leadership in the Turkish tissue

paper market, despite renewed competition in the sector. Export sales contributed significantly to this performance.

A 50/50 joint venture with Georgia Pacific, İpek Kağıt is the foremost supplier of tissue paper products to the Turkish market and a major exporter of tissue paper jumbo rolls and finished products to European and Middle Eastern markets. In 2003, İpek Kağıt exported to 37 countries around the world, including exports to Georgia-Pacific companies.

İpek Kağıt primarily manufactures toilet paper, napkins, handkerchiefs, towels and facial tissues for home and commercial use. Its plant in Altınova, 150 kilometers east of Istanbul, ranks among the top three in Europe in terms of capacity, technological infrastructure and production quality. This position was consolidated in 2000 with the installation of a third tissue paper line, which increased İpek Kağıt's capacity from 37,000 to 87,000 tons and enhanced its ability to produce sophisticated multi-layer products.

Innovative product development

Product development is a fundamental strength of İpek Kağıt. Continual investments in new converting technology, a skilled research and development team and close collaboration with its international partner have allowed it to launch an average of 60 product upgrades, new products and product

İpek Kağıt's share of the national market is nearly four times as high as its nearest competitor.

variants per year. Many of these have been developed specifically for the Turkish market, such as Solo Super Napkin, an extra-oil-absorbent napkin with a patented embossing and fiber furnish, and Selpak Aqua, a temporary water-resistant, super-soft toilet paper. Several are innovations on a global scale, like Selpak Çek-Al, a pull-up towel in a plastic box that İpek Kağıt launched in 2003 and which Georgia Pacific plans to introduce soon to other markets, and Selpak Çift Kapaklı, a patented tissue box with an opening on the side as well as the top, for easy use in vehicle compartments.

İpek Kağıt differentiates itself by surpassing the standards in each segment of the Turkish market. In 2003, it launched a new hearts&flowers quilted embossing for Solo bathroom tissue that has consolidated Solo's position as the softest product in its segment. Selpak Collection, the only surface-printed napkin manufactured in Turkey, competes easily with premium imported napkins in design variety and paper quality. Hanky and facial tissue products are differentiated by Disney characters, of which İpek Kağıt is the exclusive licensee in the Turkish tissue market.

Strong brands

İpek Kağıt has four main consumer brands, one for each segment of the market, as well as several private label brands and two away-from-

home brands for the fast growing dispenser segment. In each of these, it is the leader, with Selpak being its flagship brand at the high end of the market. Overall, İpek Kağıt's share of the national market is nearly four times as high as its nearest competitor.

Leadership has brought challenges and responsibilities. For over three decades, İpek Kağıt has been at the forefront of campaigns to raise consumer awareness of the hygienic benefits of tissue paper products through seminars, advertisements

and the distribution of product samples. Since 2002, it has also organized personal hygiene classes for 1,300,000 students at 1,133 elementary schools in Istanbul, Ankara and Izmir. It plans to extend this program to more provinces and schools in 2004.

İpek Kağıt has led the sector in quality assurance as well. It was the first tissue paper manufacturer in Turkey to receive ISO 9002 certification and to become a member of the European Foundation for





Eczacıbaşı-Schwarzkopf is the long-standing market leader in professional hair coloring, with a market share of 35 percent, and the first in hair styling, where its share is 42 percent.

Quality Management (EFQM). It is the only company in its sector to receive the national TÜSİAD-KalDer Quality Prize presented jointly by the Turkish Industrialists' and Businessmen's Association and the National Quality Association.

Eczacıbaşı-Beiersdorf Cosmetic Products

Faced with a contraction in cosmetics demand and stiff competition from new entrants in its main segments, Eczacıbaşı-Beiersdorf Cosmetics focused on promoting its brands and defending its market shares in 2003.

Last year, the continuing decline in consumer purchasing power caused consumers to shift their demand from specialized to general products and from more expensive to cheaper alternatives. In this competitive environment, Eczacıbaşı-Beiersdorf Cosmetics successfully defended its 35 percent share of the overall skin care market.

Nivea: a household name in Turkey

Eczacıbaşı-Beiersdorf Cosmetics was founded in 1993, some 30 years after the Eczacıbaşı Group first introduced the Nivea line of skin care products to the Turkish market.

Today, Eczacıbaşı-Beiersdorf is the largest supplier of skin care products in Turkey, with a 35 percent share of the overall skin care market and leading shares in facial care, facial cleaning, body care, and water-based

cream products. It also leads the deodorant, lip care, sun protection and after-shave/balsam segments of the market.

A large portfolio of products and brands

Eczacıbaşı-Beiersdorf manages five brands of personal and skin care products and over 500 product variants in 17 main product groups. Two of these brands joined the Company's portfolio from the Eczacıbaşı Group: *Egos* (hair styling) and *Selin* (eau de cologne). The remaining three – *Atrix* (skin care), *8x4* (deodorants) and *Nivea* and its associated brands – were brought to the joint venture by Beiersdorf. Most of these lines are manufactured at Beiersdorf's facilities in Western Europe. *Egos*, *Selin* and *Nivea Cream* are produced at the Eczacıbaşı Pharmaceuticals plant in Lüleburgaz.

In recent years, Eczacıbaşı-Beiersdorf has greatly expanded the range of *Nivea* sub-brands in its portfolio. Currently, it markets 13 *Nivea* sub-brands in Turkey, including: *Nivea Cream* (skin care), *Nivea Visage* (face care), *Nivea Body* (body care), *Nivea Sun* (sun protection), *Nivea Lip Care*, *Nivea Soft* (skin care), *Nivea Beauté* (make-up), *Nivea Deodorant*, *Nivea for Men* (shaving and after-shave products), *Nivea Hair Care* (shampoos), *Nivea Hair Styling*, *Nivea Bath Care* and *Nivea Baby* (gentle products for babies).

Eczacıbaşı-Schwarzkopf Professional Hairdressers' Products

Achieving strong sales in 2003, Eczacıbaşı-Schwarzkopf consolidated its firm position in the professional hair market in Turkey, raising its overall share to 34 percent. Established in 1999, Eczacıbaşı-Schwarzkopf Professional builds on a business partnership that started in 1952, when the Eczacıbaşı Group first introduced Schwarzkopf hair products to the Turkish market. Today, Eczacıbaşı-Schwarzkopf markets five main Schwarzkopf brands in Turkey. These include the Igora line of professional hair coloring products, Bonacure BC hair shampoo and hair care products, the Silhouette and OSIS lines of hair styling and finishing products and Natural Styling permanents. With these brands and about 220 products, Eczacıbaşı-Schwarzkopf is able to offer all the hair products needed by an A-class salon.

Eczacıbaşı-Schwarzkopf is the long-standing market leader in professional hair coloring, with a market share of 35 percent, and the first in hair styling, where its share is 42 percent. It is steadily strengthening its presence in professional hair care products, where it now has a 22 percent share.

In 2003, Eczacıbaşı-Schwarzkopf expanded its services to hair



professionals in Turkey with the Essential Looks Collection, a semi-annual hair color and design catalogue of global trends in hair fashion. Eczacıbaşı-Schwarzkopf attracted several major clients with this catalogue, which exhibits cutting-edge catwalk looks from the world's leading fashion centers. The catalogue, which comes with Igora Spirit's trendy color collection of the season, also serves as a promotional tool for new Schwarzkopf hair colors at training seminars for hairdressers on color, styling and basic business skills.

Girişim Marketing

Underlying the success of the Division's powerful brands is its well established distribution and marketing operation, Girişim Marketing, a fully owned Eczacıbaşı Group company established in 1978.

Distributing major brands across Turkey

Girişim Marketing ranks among Turkey's top FMCG sales and distribution companies in terms of size, sophistication of operation and breadth of product range. Managing 27 brands and just over 1,200 product variants, Girişim is the market leader in 10 of its 21 product categories. Girişim reaches a wide range of trade channels simultaneously through its channel-based sales organization. Regional structuring allows it to control all channels in a specific region, while specializing on a sales team basis.

Girişim's extensive retail distribution network operates from seven regional offices and cooperates with 70 exclusive distributors and 170 large wholesalers. In 2003, Girişim strengthened its distribution capability at wholesalers, with the establishment of sales teams focusing exclusively on Girişim products. Girişim will extend this strategy gradually to most of its wholesalers.

The combined reach of this multi-layered network is 80 to 95 percent of the 180,000 outlets in Turkey

Girişim Marketing ranks among Turkey's top FMCG sales and distribution companies in terms of size, sophistication of operation and breadth of product range.

carrying Girişim's product categories. Girişim's direct coverage through its own sales force is 3,300 outlets; including the sales teams at exclusive distributors and wholesalers, it is 67,000 outlets. Girişim serves chain stores and major local markets directly, with a 320-strong merchandising team at these outlets providing direct service to customers.

Target clientele for Girişim's product categories include:

- ☒ traditional food and grocery outlets
- ☒ modern retail outlets, supermarkets and hypermarkets
- ☒ perfumeries
- ☒ pharmacies
- ☒ hairdressers and beauty salons
- ☒ hotels, restaurants, offices, hospitals and other institutions comprising the away-from-home market.

Girişim has separate sales teams at its headquarters for each outlet category. It is the only marketing and distribution company covering all of these categories in each of Turkey's 81 provinces.

Adapting to market trends

Turkey's distribution structure is changing rapidly. Consumers have been redirecting their purchases from small grocers and traditional outlets to supermarkets, where private label brands represent a growing share of sales. Girişim has structured itself accordingly, establishing, for example, a separate team for supermarket chains. However, Turkey's geographical conditions and

Managing 27 brands and just over 1,200 product variants, Girişim is the market leader in 10 of its 21 product categories.



corporate customers. Girişim utilizes this site, the first of its kind in the distribution sector, to market an extensive line of commercial-use cleaning products under its own brand, Maratem, as well as a wide range of tissue products manufactured by İpek Kağıt, the Division's tissue paper company.

- § Eczacıbaşı-Schwarzkopf (professional hairdresser products)
- § Maratem (professional-use cleaning products)
- § Bayer (rodenticides)
- § 3M (home care products)
- § Jordan (toothbrushes)

Integrated communication infrastructure

Girişim's management infrastructure is based on integrated corporate communication technology, SAP/R3. Currently, this system enables Girişim to monitor, on a daily basis, about 70 percent of sales through distributors as well as distributor inventories. It also permits Girişim to process all orders within 24 hours and deliver these to customers throughout Turkey within two days. In 2002, Girişim also completed a data warehouse project (SAP BW), creating a common data warehouse with a practical reporting and analysis system and single-point access to management information.

Currently, Girişim serves four Eczacıbaşı Group companies, its own brand and three independent global brands, including:

- § İpek Kağıt (tissue paper products)
- § Eczacıbaşı-Beiersdorf (skin care, personal care, baby care, cosmetics)
- § Eczacıbaşı Pharmaceuticals Manufacturing (insecticides, condoms)

infrastructure mean that traditional channels will continue to be an important part of the retailing system for decades to come. These are the channels where Girişim excels, thanks to its strong distributor network and dynamic marketing and sales teams.

e-commerce web site for professionals

Girişim has taken the lead in Internet-based corporate shopping in response to online sales trends, giving it a significant advantage over competition. Since 2000, it has operated an e-commerce site for restaurants, hotels, offices and other



The year 2003 brought relief to financial markets even though it started with considerable uncertainty regarding the new government, the threat of war in Iraq and the lingering impact of the 2001 crisis. The government's adherence to the fiscal policy outlined in the IMF program, combined with the Central Bank's firm and independent stand on monetary policy, ensured fiscal and monetary discipline. This enabled CPI inflation to drop to 18.4 percent and WPI inflation to 13.9 percent – their lowest rates in 27 years. Although fiscal measures restrained domestic demand, GNP grew 5.9 percent in 2003.

After a tense first quarter, nominal and real interest rates declined steadily, lowering compound rates from 55 percent at the beginning of the year to 25 percent at the end, and real interest rates from 24 percent to just over 12 percent. Decreasing real interest rates calmed concerns regarding the sustainability of public debt, as did the IMF's offer to extend repayment terms and the offer by the United States to lend Turkey as much as \$ 8.5 billion, if required.

A surprising development in 2003 was the high value of the Turkish lira, which reflected the increased weighting of Turkish lira assets in foreign investor portfolios. In 2003, the Turkish lira depreciated by only 2.2 percent against the euro and appreciated by 15 percent against the US dollar, leading to 12 percent

In 2003, Eczacıbaşı Securities implemented a number of changes that further strengthened its ability to provide high quality consultancy services for institutional investors.



appreciation overall in trade-weighted terms.

The new government's commitment to the IMF's stand-by program and its decisive steps towards bringing Turkey closer to the European Union and solving the complex Cyprus issue restored confidence both at home and abroad, creating a strong outlook for the Turkish economy in 2004.

After three years of relatively sluggish activity, Turkey's stock market was roused in the last quarter by concrete improvements in the macroeconomic environment,

attractive corporate valuations and encouraging sector prospects. This raised the ISE-100 benchmark to 18,625 points at end year and traded value to nearly five-fold its level at the start of the year

All of these factors contributed to the strong performance of Eczacıbaşı Group companies in the finance sector in 2003. Eczacıbaşı Securities, the Group's primary affiliate in the financial sector, achieved a particularly encouraging performance having reorganized its product and service portfolio in anticipation of recovered demand.

Overall, 2003 marked a turnaround for the Turkish economy, the durability of which will depend on the government's decisive implementation of additional measures to revive domestic investments. If the government continues to push forward with its structural reforms and inflation steadily declines, the strong momentum in financial markets should continue, with the stock market hosting several IPOs and large privatization sales. If international funds continue to flow into the capital market, we may see the most outstanding performance of the Istanbul Stock Exchange to date in the coming periods.

Eczacıbaşı Securities

One of the oldest brokerage operations in Turkey, Eczacıbaşı Securities today is a leading provider

of top-tier investment services in the Turkish market to retail and institutional investors.

Operating from its headquarters in Istanbul and seven branch and liaison offices in major cities around the country, Eczacıbaşı Securities serves one of the largest client bases in Turkey and numerous cross-border institutional investors. In serving its client base, Eczacıbaşı Securities is supported by advanced IT infrastructure, exceptional research material and, above all, proficient and experienced staff.

Eczacıbaşı Securities is owned by Eczacıbaşı Investment Holding, the first publicly-traded investment holding in Turkey. Prudence, efficiency and a client-focused approach to business have been the driving forces behind Eczacıbaşı Securities' steady growth for over two decades.

Prepared for new market trends

In recent years, in response to demand trends in Turkey's financial markets, brokerage houses have shifted their focus from retail to institutional business and concentrated on investment advisory and asset management. Eczacıbaşı Securities has been at the forefront of this trend.

In 2003, Eczacıbaşı Securities implemented a number of changes that further strengthened its ability to provide high quality consultancy

Eczacıbaşı Securities has established a finance portal featuring the entire range of research and strategy products as well as real-time price information and full trading capability in all markets.



services to institutional investors. Eczacıbaşı-UBP Asset Management, a 50-50 joint-venture with Switzerland's prominent financial house, Union Bancaire Privée, continued to expand its product and service offer in its first full year of operation, establishing a B-type variable fund and a Eurobond fund.

Currently, Eczacıbaşı-UBP Asset Management is focusing solely on fund management services for institutional investors, with more than TL 217 trillion assets under management at end-2003.

Another important development in 2003 was the establishment of a finance portal featuring the entire range of research and strategy products as well as real-time price information and full trading capability in all markets.

Additionally, Eczacıbaşı Securities renewed its corporate marketing and consultancy activities in major international markets and implemented several revenue-raising measures aimed at enhancing operational efficiency and profitability.

Investment Advisory Services

Operating as a one-stop financial boutique, Eczacıbaşı Securities offers a broad range of investment products designed to respond to a diverse range of client needs. These products include various mutual funds comprising different components and risk levels, G-bonds, T-bills and repo transactions, and, most recently, F/X-structured hedging funds.

Institutional Marketing and Sales

Institutional marketing and sales are structured to meet the specific needs of a select group of local and cross-border asset managers and institutional investors. Post-trade clearing and settlement functions are performed punctually, in full compliance with ISE and Capital Market Board rules and regulations.

Staff members exert every effort to execute orders in a timely and efficient manner, in line with Eczacıbaşı Securities' strict business principles. Daily strategies are developed and monitored by a strategist, who tracks and forecasts the composite index and share prices of selected companies through technical analyses.

Eczacıbaşı Securities seeks to provide institutional clients a broad range of information and analyses that enable them to maximize the returns on their investments in Turkey. Precise and prompt recommendations, constant briefings and flash alerts on fundamental economic variables are the mainstay duties of personnel.

Mutual Funds

Through Eczacıbaşı-UBP Asset Management, Eczacıbaşı Securities offers a wide range of mutual funds that are formulated to diversify investments and meet a variety of risk perceptions. These currently include five UBAM funds comprising US and European securities and four Eczacıbaşı mutual funds giving access to Turkish fixed-income securities and stocks.

Corporate Finance

Eczacıbaşı Securities has several strengths in this area, most notably long-term relationships with Turkey's leading corporations, the expertise deriving from two decades of



operations in Turkey's securities market and extensive experience in drafting and circulating comprehensive reports on IPO candidates.

Eczacıbaşı Securities has participated in 14 of the 39 IPOs held in Turkey in the past four years, making it one of the most active brokerage houses in this field. Additionally, its long experience in the brokerage business gives it a solid base for providing consultancy services to institutional investors on private equity placements and M&A.

Eczacıbaşı-UBP Asset Management

Established in November 2001, Eczacıbaşı-UBP Asset Management is an equal-share partnership between Eczacıbaşı Securities and Union Bancaire Privée – Switzerland's leading asset management bank. It is the first asset management company in Turkey to be incorporated with foreign fund participation and combines UBP's international market know-how with the local expertise and the solid research support of Eczacıbaşı Securities.

Eczacıbaşı-UBP Asset Management manages and distributes Eczacıbaşı Securities' mutual funds as well as the portfolio of Eczacıbaşı Investment Trust, all of which it took over from Eczacıbaşı Securities. Eczacıbaşı-UBP Asset Management's team of expert fund and portfolio managers develops custom-made portfolios that cater to each client's specific risk profile and expectations using domestic and foreign investment instruments.

Mutual Fund Options for a Variety of Risk Perceptions

Eczacıbaşı-UBP Asset Management currently has five UBAM funds comprising US and European securities and four Eczacıbaşı mutual funds giving access to Turkish fixed-income securities and stocks. Two Eczacıbaşı funds are fixed-income funds – the Eczacıbaşı Liquid Fund and the Eczacıbaşı B-Type Variable Fund. The Liquid Fund is a fixed-income fund of money-market variety, investing predominantly in repo agreements and T-bills with terms less than three months. The B-Type Variable Fund features longer-term T-bills and G-bonds. In 2003, it ranked sixth among a total of 37 funds in its category. Eczacıbaşı Securities plans to strengthen further its position in the fixed-income fund segment in the coming periods.



Eczacıbaşı-UBP Asset Management clients have access to Turkish equities through the flagship Eczacıbaşı A-Type Variable Fund and the Eczacıbaşı A-Type Mixed Fund. The first fund, which maintains a minimum exposure of 25 percent and a maximum of 80 percent, is among the largest equity funds in Turkey, even including the funds of major banks. In 2003, as part of continual efforts to diversify services for institutional clients, Eczacıbaşı Securities' fund-management affiliate, Eczacıbaşı-UBP Asset Management, co-established with Bank Europa an equity fund that

targets non-resident investors willing to take on Turkish sovereign risk.

Looking ahead, privately-structured and managed pension funds are going to become a driving force in Turkey's capital market, and the performance of asset managers will be a crucial determinant of their success. Industry experts expect licensed pension companies to collect nearly \$ 10 billion in private savings and corporate funds over the next five years. Eczacıbaşı Securities is determined to play an active role in this nascent industry by providing consultancy as well as asset management services.

Eczacıbaşı Investment Holding

Eczacıbaşı Investment Holding, the first publicly-traded investment company in Turkey, marked the Eczacıbaşı Group's entry in the financial sector. The initial aim of Eczacıbaşı Investment Holding, which was founded in 1973, was to provide an opportunity for Turkish investors to share the rewards of Eczacıbaşı Group investments. Today, Eczacıbaşı Investment Holding also aims to invest in well respected companies outside of the Group that achieve strong results and show good growth potential.

As of end-2003, Eczacıbaşı Investment Holding had equity participations in 18 companies and a free float of 43.44 percent on the Istanbul Stock Exchange.

While the general economic trend was towards growth and increased stability, many manufacturing sectors – including those in the Eczacıbaşı Group's core divisions – continued to feel the squeeze of the reduction in purchasing power caused by the 2001 economic crisis and subsequent stabilization program.

In 2003, Eczacıbaşı Investment Holding participated in the capital increases of companies in its investment portfolio but did not make any new investments. Instead, Eczacıbaşı Investment Holding maintained a highly liquid balance sheet comprising foreign exchange, T-bills, repos and bank deposits so



strategy. Its investment decisions are based on a thorough evaluation of market conditions, fundamental and technical analyses, and market risk. In principle, Eczacıbaşı-UBP Asset Management pursues a long-term approach to investments.

Eczacıbaşı Investment Holding's portfolio mainly comprises ISE-listed stocks and fixed-income instruments, with the share of stocks varying between 28 and 70 percent depending on market conditions. Risks are diversified by including stocks of financially strong companies with high dividend yields and market value expectations.

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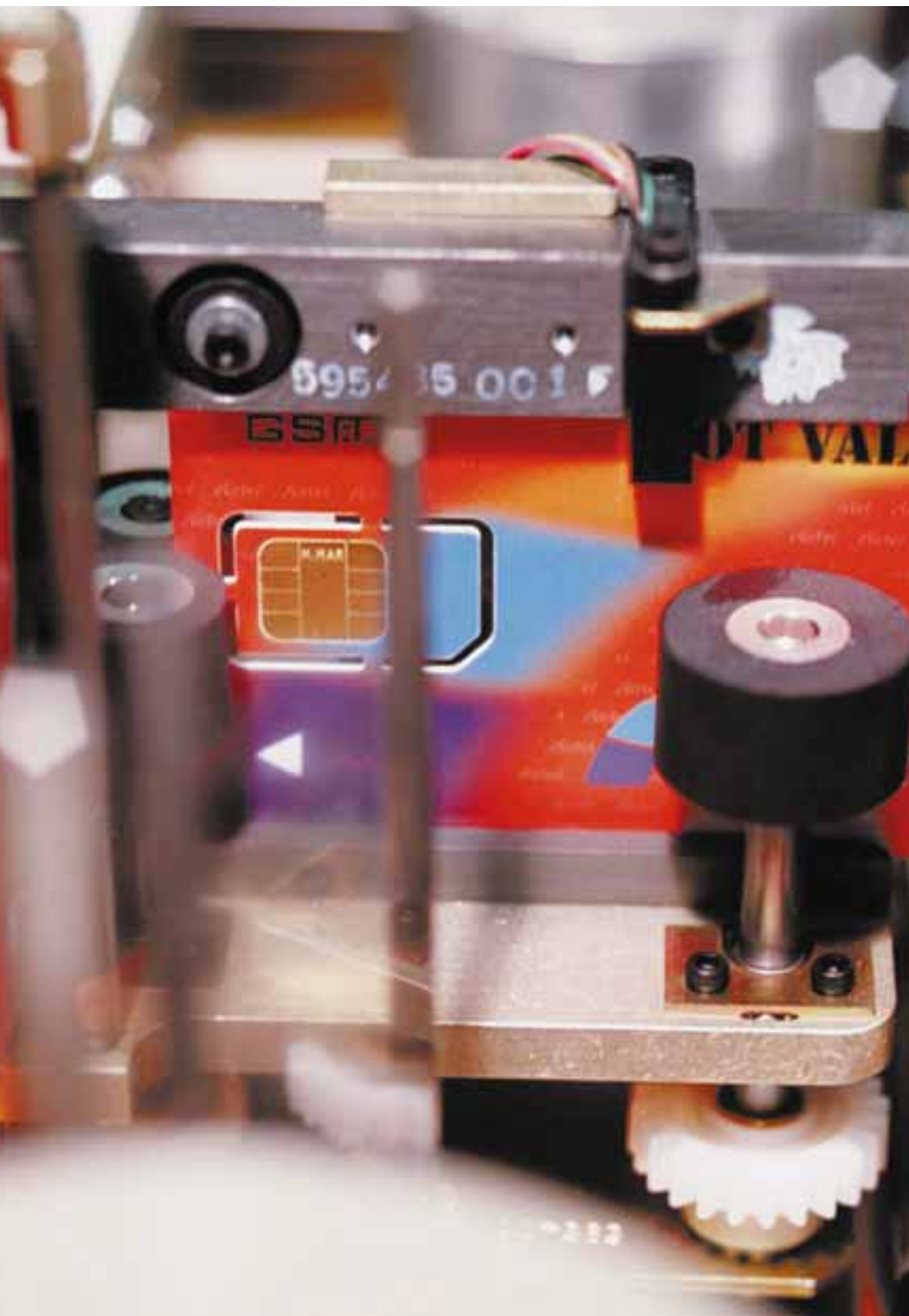
as to protect itself from the risk of renewed volatility even as markets improved notably in the second half of the year.

Eczacıbaşı Investment Holding's net profit slipped in 2003, largely deriving from the effect of the decline in interest rates on its high liquidity position. Eczacıbaşı Investment Holding does not have external debt.

Eczacıbaşı Investment Partnership

Eczacıbaşı Investment Partnership is a closed-end investment trust that was established by Eczacıbaşı

Investment Holding in June 1998 and offered to the public in January 1999. The aim of the Trust is to provide investors access to the strong returns available from equity investments, utilizing the professional expertise of Eczacıbaşı-UBP Asset Management. Currently, more than three-quarters of the Trust's stock is trading on the Istanbul Stock Exchange, with 80 percent owned by stock investors other than Eczacıbaşı Group companies. Eczacıbaşı-UBP Asset Management, the manager of Eczacıbaşı Investment Partnership's portfolio since January 2002, pursues a prudent yet dynamic investment



E-Kart Electronic Card Systems

E-Kart Electronic Card Systems, established in 1999, is Turkey's first manufacturer of magnetic stripe and smart cards for commercial, military and civilian applications. In this pioneering role, E-Kart draws on the expertise of Eczacıbaşı's equal share joint venture partner, Giesecke&Devrient (G&D), a world leader in banknote printing and smart card technology.

Sole manufacturer in the region with VISA/MasterCard EMV card authorization

E-Kart's plant, operational since April 2001, incorporates the best engineering features of Giesecke & Devrient's 14 other production facilities worldwide. In addition to an annual manufacturing capacity of 30 million cards, the plant is equipped with cosmic security infrastructure and hi-tech machinery to design, produce, personalize and securely deliver smart cards.

E-Kart is the only smart card manufacturer east of Italy and west of China with both MasterCard and VISA certificates for the manufacture and personalization of magnetic stripe and EMV credit and debit cards. E-Kart also holds the ID-1 manufacturing and personalization certificates of the TSE (Turkish Standards Institute) and has finalized the audit process for the SAS certificate.

E-Kart is the only smart card manufacturer east of Italy and west of China with both MasterCard and VISA certificates for the manufacture and personalization of magnetic stripe and EMV credit and debit cards.

Focusing on customer and need-based card solutions

Initially, E-Kart is focusing on customer and need-based card solutions for corporate clients in Turkey and countries in the region, such as Georgia, Azerbaijan, Moldova and Kazakhstan. Apart from the manufacture and personalization of magnetic stripe and EMV cards for banks and other financial institutions, E-Kart is producing a large quantity of native and Java GSM SIM cards, ID cards, PKI cards, contact and contactless transportation cards and a variety of loyalty cards. It is also authorized to produce the complete range of digital tacography cards, including intelligent driver cards, which are going to be obligatory for all commercial vehicles registered in the European Union starting in August 2004.

Eczacıbaşı Information Technology

Eczacıbaşı Information Technology is a provider of comprehensive information technology services with a particular expertise in enterprise solutions and electronic business.

New areas of specialization

Established in 1989, Eczacıbaşı Information Technology initially focused on assisting Eczacıbaşı Group companies develop IT strategies and infrastructure that would enhance their business performance and enable them to take full advantage of the opportunities offered by electronic commerce.

Reinforced by an organizational restructuring in late 2001 that relieved it of its advisory function within the Group, Eczacıbaşı Information Technology now focuses exclusively on operational services. In its new role, Eczacıbaşı Information Technology specializes in enterprise resource planning, strategic enterprise management, budget and long-term planning, knowledge management (including workflow, document management and fax management systems), human resources management, data warehousing and business intelligence, application development and integration, mobile business and smart card solutions, professional services and consulting. Owing to its extensive experience with a wide variety of work processes, Eczacıbaşı Information Technology is well equipped to assess client needs and develop effective and efficient solutions.

Today, the largest IT-investing sectors are distribution, energy, retailing, manufacturing, utilities and telecom. The Turkish government's recent signing of the e-europe+ initiative is expected to spur public sector IT investments in the coming years. Still, the Turkish IT services market continues to be dominated by hardware and software support services.

Eczacıbaşı Information Technology plans to capture an increasing share of several high-growth markets, including electronic and mobile

business solutions. Here, it will focus especially on human resources, strategic enterprise management, budget and long-term planning and application integration solutions.

Competitive advantages

In its new endeavors, Eczacıbaşı Information Technology possesses numerous advantages over its peers, including hands-on experience in a large number of sectors and competent staff. Equally important are its affiliation with the Eczacıbaşı Group and strategic partnerships with technology leaders such as SAP, Microsoft, IBM, HP, Oracle, and Attachmate.

Several of the new products and technologies that Eczacıbaşı Information Technology developed or launched first in Turkey are:

- MRP II Implementation in Process Industry (1990, Eczacıbaşı Pharmaceuticals)
- Local Workflow Management Product Development (2001, EBIFlow)
- Constraint Logic Programming Technology Implementation (1994, P&G)
- SAP Implementation in Turkey (1994, İpek Kağıt)



Kaynak Tekniği Welding Electrodes

Kaynak Tekniği Welding Electrodes was established in 1970 and ranks among Turkey's top two manufacturers of welding electrodes and wires with a 35 percent share of the national market. Kaynak Tekniği is a joint venture with Lincoln Electric, the world leader in the design, development and manufacture of arc welding products, robotic welding systems, plasma and oxyfuel cutting equipment.

The relationship between Kaynak Tekniği and Lincoln Electric dates back to 1992, when Kaynak Tekniği became the exclusive distributor in Turkey for Lincoln Electric welding machinery and equipment. In 1998, this agreement was transformed into a full-fledged partnership with Lincoln Electric's acquisition of a 50 percent stake in the Company. Through this partnership, Kaynak Tekniği has developed valuable links with Lincoln Electric's global activities, which include manufacturing operations, joint ventures and alliances in 18 countries, and a network of distributors and sales offices covering more than 160 countries.

Strong position in a highly competitive market

Kaynak Tekniği's modern plant has an annual capacity of 20,000 tons of stick electrodes, 3,000 tons of submerged arc welding wire and 15,000 tons of MIG wires. It markets

these under its own brand names, Askaynak and Kobatek, as well as that of Lincoln Electric and distributes through a 100-strong nationwide dealer network.

Kaynak Tekniği's strength in the highly competitive Turkish market reflects the accurate positioning of its two main product lines. Askaynak focuses primarily on welding electrodes and wire products (MIG/MAG and submerged arc welding wire) for the manufacturing industry, while Kobatek mainly carries welding products for protective maintenance and repair welding.

Careful monitoring of global markets

The substitution of stick electrodes with GMAW has accelerated price competition and reduced margins worldwide. While the global shift in manufacturing and construction from developed to developing countries has increased the demand for welding consumables in developing countries, so has it raised the demand for sophisticated products in developed countries. Kaynak Tekniği is responding to both trends by enriching its product mix, pursuing export opportunities, taking full advantage of the value of both the Askaynak and Lincoln brands, and developing new marketing strategies.

Turkey's welding electrodes market grew 10 to 12 percent in 2003, facilitating a 29 percent increase

in the Company's net sales. Advertisement campaigns and a new marketing approach stimulated sales of Askaynak-branded welding machines. At the same time, special focus was given to new products like stainless TIG-MIG wire and Gullco-branded full and semi-automatic welding and cutting equipment.

In the coming years, to improve its market share in Turkey, Kaynak Tekniği aims to strengthen its dealer-based distribution network with secondary dealers and industrial customers.

Strong exports

Kaynak Tekniği generates 40 percent of its sales from exports to more than 45 countries around the world and accounts for half of all welding consumable exports from Turkey. In 2003, the Company increased significantly its exports to markets in the Balkans, Caucasus and Western Europe.

Kaynak Tekniği derives its strength from its long standing focus on quality, earning it the TÜSİAD-KalDer Quality Award for Small and Medium-Sized Enterprises in 1999. Kaynak Tekniği has ISO 9001 certification from RWTÜV and product approvals from leading international certification bodies.

To improve its market share in Turkey, Kaynak Tekniği aims to strengthen its dealer-based distribution network with secondary dealers and industrial customers.

CORPORATE CITIZENSHIP



Corporate citizenship is a fundamental component of the Eczacıbaşı Group's identity that derives from the Eczacıbaşı family's tradition of community service and pioneering role in the development of modern Turkish industry and institutions.

Dr. Nejat F. Eczacıbaşı, the founder of the Eczacıbaşı Group, firmly believed that every investor had a duty to use a portion of the wealth generated by his or her business to improve the community. During his lifetime, he sought to achieve this through the establishment and sponsorship of non-profit institutions involved in culture and the arts,

education, scientific research, public policy and sports.

Dr. Eczacıbaşı summed up his view of corporate social responsibility with: "The real measure of private entrepreneurship is its success in increasing the wealth of the whole community." Today, every Eczacıbaşı Group company regularly contributes to one or several non-profit institutions and one of the primary corporate values that all Eczacıbaşı employees are expected to share is the "tradition of serving our community".

For more than 60 years the Eczacıbaşı Group and its individual companies have sponsored a wide range of projects in four broad categories: education, culture and the arts, sports, scientific research and public policy.

EDUCATION

Dr. Nejat F. Eczacıbaşı Foundation Music Scholarships

These scholarships enable outstanding young Turkish musicians to pursue graduate musical studies abroad. To date, the Foundation has provided financial support to 76 musicians studying a wide range of instruments as well as orchestration, direction and composition.

Primary School Sponsorship

The Eczacıbaşı Group has built four primary schools for the Turkish public school system to which it provides annual funding. Around 4,200 students attend these schools.

Eczacıbaşı Sports School

The Eczacıbaşı Sports School teaches volleyball to young girls in the 6-14 age group, who often have less access to organized sports. It also assists young girls develop their motor and coordination skills.

The Turkish Foundation of Education Volunteers (TEGV)

The Eczacıbaşı Group contributes regularly to this NGO through direct budgeting or special fund-raising events, like the 2002 auction of ceramic statues created by the Vitra Ceramic Art Studio.

Reproductive Health Hotline

In 2000, Eczacıbaşı Pharmaceuticals Marketing established a free, 24-hour reproductive health hotline (ALO-OKEY) with the Family Planning Association of Turkey. The aim of the hotline is to enhance public access to professional and accurate information about reproductive health.

Babycare Classes for Low-Income Mothers

In cooperation with the Rotary Club and the Social Assistance and Solidarity Foundation, Eczacıbaşı-Corridor Health Services teaches low-income mothers registered with the national healthcare system how to care for their newborn and carries out preliminary health checks of mothers and babies.



İpek Kağıt Personal Hygiene Project

İpek Kağıt has long been at the forefront of public awareness campaigns on healthy personal hygiene practices. In 2002, it began cooperating with the national educational system to provide primary school students basic information on personal hygiene. To date, it has organized personal hygiene classes for 1,300,000 students at 1,133 elementary schools in Istanbul, Ankara and Izmir.

Jordan Healthy Teeth Project

The Healthy Teeth Project, established in 2003 by Girişim Marketing and the Norwegian

toothbrush manufacturer, Jordan, teaches primary school children and their families about oral healthcare and balanced nutrition.

The project offers classes on oral healthcare at primary schools, free preventative oral treatment by volunteer dentists and free toothbrushes.

ARTS AND CULTURE

Istanbul International Music, Film, Jazz, Theatre and Visual Art Festivals

The Eczacıbaşı Group is a staunch supporter of the Istanbul International Festivals, both through

its sponsorship of the Istanbul Foundation for Culture and the Arts, founded in 1973 on the initiative of Dr. Nejat F. Eczacıbaşı, and its direct patronage of selected festivals. In particular, the Eczacıbaşı Group's unwavering support of the Istanbul International Music Festival and Visual Arts Biennial has contributed greatly to their growing international prestige. Through the Dr. Nejat F. Eczacıbaşı Foundation, the Eczacıbaşı Group also gives the awards for the Best Turkish Film and Director Competition of the Istanbul International Film Festival.

Eczacıbaşı Virtual Museum

The Eczacıbaşı Group has long been committed to raising public awareness and appreciation of Turkish modern art. To this end, it has developed one of the largest permanent collections of abstract and figurative work by Turkish painters, which it has sought to exhibit in a variety of forums.

In 1999, in an effort to increase public access to this collection and other paintings, the Group established a virtual museum of Turkish visual art.

In line with contemporary museum norms, the Eczacıbaşı Virtual Museum contains both permanent and temporary collections supplemented by curatorial text.

VitrA Ceramic Arts Studio

Dr. Nejat F. Eczacıbaşı established the VitrA Ceramic Art Studio in 1957, with the goal of encouraging ceramic artists and public appreciation of this medium. Over the years, the VitrA Ceramic Arts Studio has opened its doors to a large number of young and talented ceramic artists, organized public exhibitions of their work and hosted master classes, conferences, slide shows and workshops on ceramic art. The VitrA Ceramic Arts Studio is a member of the Geneva-based International Academy of Ceramics (IAC).

Eczacıbaşı Arts Encyclopedia

Published in 1997 by the Dr. Nejat F. Eczacıbaşı Foundation, the Eczacıbaşı Arts Encyclopedia is a three-volume work on international art and architecture that begins with pre-historic Anatolian cultures and focuses especially on the Byzantine, Seljuk, Beylik, Ottoman and Republican periods in Turkey. About 250 researchers, writers and university faculty worked on the project, which contains 4,400 articles.

SPORTS

Eczacıbaşı Sports Club

Established in 1966, the Eczacıbaşı Sports Club single-handedly trained



many of Turkey's best athletes in the fields of basketball, volleyball, gymnastics and table tennis before focusing its resources exclusively on women's volleyball in the early 1990s. During this period, the Club won six National Championships in table tennis, eight National Championships in men's basketball and 13 National Championships in men's volleyball. Since 1968, the women's volleyball team has won 24 National Championships, five National Cups and played in seven European Cup Finals, winning the Championship Cup in 1999. The team is also cited in the Guinness Book of World Records for winning the National Championship 17 consecutive years in a row between the 1972-1973 and 1989-1990 seasons.

In addition to its A-team, the Club has three teams for younger girls. To date, these teams have won 25 national championships and 36 Istanbul championships. Many of the girls trained by the Club have later joined the National Volleyball Team.

PUBLIC POLICY AND SCIENTIFIC RESEARCH

Eczacıbaşı Scientific Research and Medical Award Fund

The Eczacıbaşı Group established this fund in 1959 to promote high caliber medical research. To date, the fund has supported 165 medical research projects and presented 58 awards to Turkish scientists for valuable research in health and medicine. Since 2002, the Scientific Research



and Medical Award Fund is also supporting promising research carried out by medical students.

Turkish Economic and Social Studies Foundation (TESEV)

Eczacıbaşı is an active supporter of the Turkish Economic and Social Studies Foundation, an independent, non-profit think-tank dedicated to conducting and supporting research on public policy issues. TESEV is the successor of the Economic and Social Studies Conference Board, which Dr. Eczacıbaşı founded in 1961. Every year, the Eczacıbaşı Group sponsors a competition organized by TESEV to promote public policy-oriented

research and encourage young researchers in this field.

Turkish Informatics Foundation

The Eczacıbaşı Group is a corporate sponsor of the Turkish Informatics Foundation, established in 1995 through the efforts of the Group's vice-chairman, Faruk Eczacıbaşı, also the foundation's current chairman. The foundation's main goal is to contribute to the development of the legal, technical and physical infrastructure required for Turkey's full transition to an information-based society.

Eczacıbaşı Medical Day

This biannual event aims to provide a forum for scientists and health professionals to discuss current medical topics and developments in the health sector and to recognize Turkish scientists carrying out valuable medical and health-related research. More than 700 people attended the second Eczacıbaşı Medical Day in 2004, which focused on developments and the outlook for Cardiology in the 21st century.

Documentary of Turkish Pharmaceuticals (1840-1948)

This five-volume book published by the Dr. Nejat F. Eczacıbaşı Foundation traces the development of Turkish pharmaceuticals using documents and historical objects belonging to pharmacists, pharmacies, pharmaceutical wholesalers and pharmaceutical laboratories. The history begins in 1840 with the first graduates of the School of

Pharmaceutical Science and fills the 108-year gap in Turkey's pharmaceuticals history before the publication of the first Pharmacist Almanac in 1948.

ECZACIBAŞI AND THE ENVIRONMENT

Apart from direct contributions to the community, the Eczacıbaşı Group believes that corporate social responsibility means managing businesses in ways that respect human beings and the environment. The Group pursues this through human resource policies that encourage career and personal development, initiative, teamwork and strict business ethics. It also seeks to minimize the impact of its operations on the environment through investments in waste treatment and efforts to reduce the use of scarce resources.

The Eczacıbaşı Group is committed to investing the necessary resources to ensure healthy workplaces and minimize the impact of its industrial activities on the environment. Because the Group's operations include industrial activities with significant waste by-products, Eczacıbaşı equipped all of its manufacturing plants with essential biological and chemical waste-water treatment facilities and, where possible, with facilities that enable the recycling of waste products. To reduce air pollution, the Group's heavy energy-using manufacturers have converted their energy sources to natural gas. Four of the Group's

main manufacturing operations (Eczacıbaşı-VitrA Ceramic Sanitary Ware, Eczacıbaşı-Artema Sanitary Fittings, Eczacıbaşı Pharmaceuticals Manufacturing and Eczacıbaşı Fine Chemical Products) have received ISO 14001 environmental management system certification. Eczacıbaşı-VitrA has also received twice the recognition of the Turkish Ministry of Energy for its energy-saving projects.

In addition to continually upgrading the treatment facilities of its own manufacturing plants, the Eczacıbaşı Group is active in efforts to improve the scope, standards and control mechanisms of Turkey's environmental regulations.



LIST OF ECZACIBAŞI GROUP COMPANIES
(As of April 30, 2004)

	Paid-In Capital (TL Million)	Share of Eczacıbaşı Group (%)
ECZACIBAŞI HOLDING CO.	190,100,000	100.00

PHARMACEUTICALS DIVISION

Eczacıbaşı Pharmaceuticals Manufacturing Co.	182,736,000	77.26
Eczacıbaşı-Baxter Hospital Supply Co.	30,319,300	50.00
Eczacıbaşı Fine Chemical Products Co.	9,044,000	100.00
Eczacıbaşı Pharmaceuticals Marketing Co.	7,750,000	100.00
Eczacıbaşı Pharmaceuticals Trading Co.	50,000	100.00
Eczacıbaşı-Corridor Health Services, Inc.	3,400,000	80.00
Eczacıbaşı Health Care Products JSC	\$ 7,200,000	100.00
Eczacıbaşı Health Products	122,000,000	100.00

BUILDING MATERIALS DIVISION

Eczacıbaşı Building Materials Manufacturing Co.	56,250,000	68.02
Eczacıbaşı Ceramic Tiles Manufacturing Co.	50,114,500	98.57
ESAN Eczacıbaşı Industrial Raw Materials Co.	12,931,410	100.00
Eczacıbaşı-Koramic Building Chemicals Manufacturing Co.	4,920,000	50.00
Eczacıbaşı Bathroom and Kitchen Products Co.	11,495,000	100.00
Intema Building Materials Marketing and Sales Co.	4,860,000	51.48
VitrA Bad GmbH	€ 255,646	100.00
VitrA (UK) Ltd.	£ 410,000	100.00
VitrA USA Inc.	\$ 540,000	100.00
VitrA Bath and Tiles JSC (Russia)	\$ 129,000	100.00
VitrA Tiles (Ireland) Ltd.	€ 4,180,000	100.00

CONSUMER PRODUCTS DIVISION

İpek Kağıt Tissue Paper Co.	105,750,000	50.00
Eczacıbaşı-Beiersdorf Cosmetic Products Co.	800,000	50.00
Eczacıbaşı-Schwarzkopf Professional Hairdressers' Products Co.	2,500,000	50.00
Girişim Marketing Co.	2,900,000	100.00

OTHER PRODUCTS AND SERVICES

Kaynak Tekniği Welding Electrodes Co.	4,835,000	43.34
EKOM Eczacıbaşı Foreign Trade	3,481,000	100.00
Eczacıbaşı Securities Co.	11,000,000	100.00
Eczacıbaşı-UBP Asset Management Co.	3,000,000	50.00
Eczacıbaşı Investment Holding Co.	19,800,000	56.56
Eczacıbaşı Investment Partnership Co.	4,987,500	20.00
Eczacıbaşı Information Technology Co.	1,135,000	100.00
E-Kart Electronic Card Systems Co.	10,839,500	50.00
Eczacıbaşı Construction Co.	85,000	100.00
Eczacıbaşı Insurance Agency Co.	100,000	100.00
Yapı-İş Real Estate and Construction Co.	2,220,000	100.00

CONTACT NAMES AND ADDRESSES

Eczacıbaşı Holding Co. Eczacıbaşı Holding A.Ş.

Chairman of the Board: Bülent Eczacıbaşı

Vice Chairman: Faruk Eczacıbaşı

Vice Chairman: Sezgin Bayraktar

President and CEO: Dr. Erdal Karamercan

Vice President, Pharmaceuticals: Sedat Birol

Vice President, Building Materials: Tayfun İndirkaş

Vice President, Consumer Products: Osman Erer

Vice President, Planning and Finance: Toker Alban

Vice President, Head Comptroller: M. Sacit Basmacı

Deputy Vice President, Building Materials:
Hüsamettin Onanç

Director, Corporate Communications:
Okşan Atilla Sanön

Director, Information Technologies: Levent Kızıltan

Büyükdere Cad. Ali Kaya Sok. No: 7
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Fax: +(90. 212) 280 82 44
www.eczacibasi.com.tr

PHARMACEUTICALS DIVISION

Eczacıbaşı Pharmaceuticals Manufacturing Co.

Eczacıbaşı İlaç San. ve Tic. A. Ş.
General Manager: Erol Dönmez
Büyükdere Cad. Ali Kaya Sok. No: 7
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Plant

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39780 Lüleburgaz
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Almaty Office

Area Sales Supervisor: Gürsal Tüccar
Shagabutdinova Str. 3/38 Almaty Kazakhstan
Phone/Fax: +(7. 3272) 53 65 22

Tashkent Office

Area Sales Supervisor: Gürsal Tüccar
Chilanzar 8, Katartal 60/510 Tashkent Uzbekistan
Phone/Fax: +(998 711) 73 90 53

Kiev Office

Area Sales Manager: Dr. Ivan Soroka
Chigorina Str. 18 Office: 230-231
Kiev 01042 Ukraine
Phone: +(380. 44) 294 80 09
Fax: +(380. 44) 494 28 69

Cyprus Office

Eczacıbaşı İlaç Cyprus Ltd.
Directors: M. Ülkü Kabadayı / Yıldız Özalp
Şehit Hüseyin Ruso Caddesi
Ermataş Binaları Lefkoşe KKTC

Eczacıbaşı Health Products Co.

Eczacıbaşı Sağlık Ürünleri San. ve Tic. A.Ş.
General Manager: Erol Dönmez
Büyükdere Cad. Ali Kaya Sok. No: 7
Levent 34394 İstanbul
Phone: +(90. 212) 350 80 00
Fax: +(90. 212) 350 86 17

Eczacıbaşı Health Care Products JSC

Export Manager: Hakkı Uçan
Ulitsa Malaya Lubyanka Dom 16 / 4 / 11, Str. 1
101000 Moscow, Russia
Phone: +(7. 095) 923 48 67
Fax: +(7.095) 924 58 97

Eczacıbaşı-Baxter Hospital Supply Co.

Eczacıbaşı-Baxter Hastane Ürünleri San.
ve Tic. A. Ş.
General Manager: Dr. Can Hisarlı
Cendere Yolu, Pırnal Keçeli Bahçesi,
Ayazağa 34390 İstanbul
Phone: +(90. 212) 329 62 00
Fax: +(90. 212) 289 02 61
www.eczacibasi-baxter.com.tr

Eczacıbaşı Fine Chemical Products Co.

Eczacıbaşı Özgün Kimyasal Ürün.
San. ve Tic. A. Ş.
Plant Manager: Dr. Adil Gören
Büyükdere Cad. Ali Kaya Sok. No: 7
Levent 34394 İstanbul
Phone: +(90. 212) 350 87 08
Fax: +(90. 212) 350 87 20

Plant

Çerkezköy Organize Sanayi Bölgesi
Fatih Cad. No: 12 Çerkezköy, Tekirdağ
Phone: +(90. 282) 758 17 71
Fax: +(90. 282) 758 17 70
www.eos.com.tr

Eczacıbaşı Pharmaceuticals Marketing Co.

Eczacıbaşı İlaç Pazarlama A.Ş.
General Manager: Ayşe Özger
Büyükdere Cad. Ali Kaya Sok. No: 7
Levent 34394 İstanbul
Phone: +(90. 212) 350 80 00
Fax: +(90. 212) 350 84 64
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Eczacıbaşı Pharmaceuticals Trading Co.

Eczacıbaşı İlaç Ticaret A.Ş.
General Manager: Ayşe Özger
Büyükdere Cad. Ecza Sok. Safter Han 6/3
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Phone: +(90. 212) 282 59 43
Fax: +(90. 212) 282 59 49

Eczacıbaşı-Corridor Health Services Inc.

Eczacıbaşı Sağlık Hizmetleri A.Ş.
General Manager: Dr. Sarper Tanlı
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Levent 34394 İstanbul
Phone: +(90. 212) 317 25 00
Fax: (90. 212) 279 25 05
www.eczacibasisaglik.com

BUILDING MATERIALS DIVISION

Eczacıbaşı Building Materials Co.

Eczacıbaşı Yapı Gereçleri San. ve Tic. A. Ş.
Managing Director: Şadi Burat
(In charge of Vitra Ceramics Division)
Managing Director: Haluk Bayraktar
(In charge of Artema Fittings Division)
Büyükdere Cad. No: 193
Levent 34394 İstanbul
Phone: +(90. 212) 339 90 00
Fax: +(90. 212) 282 67 45 (Vitra)
+(90. 212) 270 07 77 (Artema)

Vitra Ceramic Division (Plants)

Vitra Seramik Grubu

- Eskişehir Yolu üzeri 4. km
Bozüyük 11300 Bilecik
Phone: +(90. 228) 314 04 00
Fax: +(90. 228) 314 04 12
- Yunus Tren İstasyonu yanı
Kartal 34860 İstanbul
Phone: +(90. 216) 389 59 00
Fax: +(90. 216) 353 67 56
www.vitra.com.tr

Artema Fittings Division (Plant)

Artema Armatür Grubu

P. K. 34 Bozüyük 11300 Bilecik

Phone: +(90. 228) 314 07 90

Fax: +(90. 228) 314 07 96

www.artema.com.tr

Eczacıbaşı Ceramic Tiles Manufacturing Co.

Eczacıbaşı Karo Seramik San. ve Tic. A. Ş.

General Manager: Ahmet Yamaner

Şifa Mah. Atatürk Cad. Çayırova,

Tuzla 34941 İstanbul

Phone: +(90. 216) 423 46 00

Fax: +(90. 216) 423 46 13

www.vitrakaro.com

Eczacıbaşı Bathroom and Kitchen Products Co.

Eczacıbaşı Banyo ve Mutfak Ürün.

San. ve Tic. A. Ş.

General Manager: Zeki Birlik

Bathtubs

Cumhuriyet Mah. 13. Sok. No: 10

Şekerpınar 41400 Gebze

Phone: +(90. 262) 648 95 00

Fax: +(90. 262) 658 85 94

www.vitra.com.tr

Furniture

E-5 Karayolu Üzeri Şifa Mah. Aslı Sok.

Tuzla 34950 İstanbul

Phone: +(90. 216) 423 23 60

Fax: +(90. 216) 423 23 67

www.vitra.com.tr

ESAN Eczacıbaşı Industrial Raw Materials Co.

ESAN Eczacıbaşı Endüstriyel Hammaddeler

San. ve Tic. A. Ş.

General Manager: Sinan Özman

Kısıklı Cad. Ak İş Merkezi No: 1/3

Altunizade 34662 İstanbul

Phone: +(90. 216) 474 40 50

Fax: +(90. 216) 474 40 85

Intema Building Materials Marketing and Sales Co.

Intema İnşaat ve Tesisat Malzemeleri

Yatırım ve Pazarlama A. Ş.

General Manager: Engin Bayraktar

Büyükdere Cad. No: 193, Levent 34394 İstanbul

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Fax: +(90. 212) 278 10 88

www.vitra.com.tr

Eczacıbaşı-Koramic Building Chemicals Manufacturing Co.

Eczacıbaşı-Koramic Yapı Kimyasalları

Sanayi ve Ticaret A. Ş.

General Manager: Hüseyin Bilmaç

E-5 Karayolu Üzeri Şifa Mah. Atatürk Cad.

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Fax: +(90. 216) 423 50 02

VitrA Bad GmbH

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Heinrich-Hertz Str. 10, 50170 Kerpen Germany

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www.vitra-bad.de

VitrA (UK) Ltd.

General Manager: Levent Giray

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7WB UK

Phone: +(44. 1235) 750 990

Fax: +(44. 1235) 750 981

VitrA USA Inc.

Marketing and Sales Manager: Esin Aksan

1645 Lakes Parkway Suite A Lawrenceville,

GA, 30043 USA

Phone: +(1. 678) 376 07 55

Fax: +(1. 678) 376 74 14

www.vitra-usa.com

VitrA Tiles (Ireland) Ltd.

General Manager: Robert Hickson

South Quay, Arklow Co. Wiclow Ireland

Phone: +(353. 402) 265 00

Fax: +(353. 402) 913 55

VitrA Bath and Tiles JSC

Showroom Manager: Şöhret Ufuk

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Moscow Russia

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Fax: +7 (095) 911 30 07

CONSUMER PRODUCTS DIVISION

İpek Kağıt Tissue Paper Co.

İpek Kağıt San. ve Tic. A. Ş.

General Manager: Baki Gökçümen

Büyükdere Cad. No: 193, Levent 34394 İstanbul

Phone: +(90. 212) 339 90 00

Fax: +(90. 212) 269 77 65

www.ipekkagit.com.tr

Plant

Tokmak Köyü Altınova 77700 Yalova

Phone: +(90. 226) 462 85 23

Fax: +(90. 226) 462 90 55

Eczacıbaşı-Beiersdorf Cosmetic Products Co.

Eczacıbaşı-Beiersdorf Kozmetik Ürünler

San. ve Tic. A. Ş.

General Manager: Hakan Uyanık

Büyükdere Cad. Ecza Sok. Safer Han

No: 6 Kat: 2

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www.nivea.com.tr

Girişim Marketing Co.

Girişim Pazarlama A.Ş.

General Manager: Şefik İşeri

Mehmetçik Cad. Fulya Mah. No: 63

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www.girisimpazarlama.com.tr

Eczacıbaşı-Schwarzkopf Professional Hairdressers' Products Co.

Eczacıbaşı-Schwarzkopf Kuaför Ürünleri Pazarlama A. Ş.

General Manager: Coşkun Bedük

Mehmetçik Cad. Fulya Mah. No: 63

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Phone: +(90. 212) 216 90 26

Fax: +(90. 212) 216 90 36

www.eczacibasi-schwarzkopf.com.tr

FINANCE

Eczacıbaşı Securities Co.

Eczacıbaşı Menkul Değerler A. Ş.

General Manager: Salih Reisoğlu

Büyükdere Caddesi No: 209

Tekfen Tower Kat: 5-6

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Fax: +(90. 212) 319 59 00

www.emdas.com

Eczacıbaşı-UBP Asset Management Co.

Eczacıbaşı-UBP Portföy Yönetimi A.Ş.

General Manager: Gökhan Güven

Büyükdere Caddesi No: 209

Tekfen Tower Kat: 5-6

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Fax: +(90. 212) 319 56 26

www.eczacibasiubp.com.tr

Eczacıbaşı Investment Holding Co.
Eczacıbaşı Yatırım Holding Ortaklığı A. Ş.
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Büyükdere Caddesi No: 209
Tekfen Tower Kat: 5-6
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Fax: +(90. 212) 319 57 90

Eczacıbaşı Investment Partnership Co.
Eczacıbaşı Yatırım Ortaklığı A. Ş.
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Büyükdere Caddesi No: 209
Tekfen Tower Kat: 5-6
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Fax: +(90. 212) 319 57 90

INFORMATION TECHNOLOGY

E-Kart Elektronik Card Systems Co.
E-Kart Elektronik Kart Sistemleri San.
ve Tic. A. Ş.
Co-Company Manager: Enver İrdem
Co-Company Manager: Tayfun Tonguç
Gebze Organize Sanayi Bölgesi İhsan Dede Cad.
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Fax: +(90. 262) 648 58 97-98
www.e-kart.com.tr

Eczacıbaşı Information Technology Co.
Eczacıbaşı Bilgi İletim San. ve Tic. A. Ş.
General Manager: Tarkan Aşkın
Büyükdere Cad. No: 193, Levent 34394 İstanbul
Phone: +(90. 212) 339 90 00
Fax: +(90. 212) 278 62 55
www.e-bi.com.tr

WELDING TECHNOLOGY

Kaynak Tekniği Welding Electrodes Co.
Kaynak Tekniği San. ve Tic. A. Ş.
General Manager: İlkay Bayram
Yakacıkaltı, Ankara Asfaltı Yanyol
Mermer Sok. No: 16, Kartal 34876 İstanbul
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Fax: +(90. 216) 377 00 00
www.askaynak.com.tr

OTHERS

Eczacıbaşı Construction Co.
Eczacıbaşı İnşaat ve Ticaret A. Ş.
General Manager: Namık Kemal İzler
Büyükdere Cad. Ali Kaya Sok. No: 7
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EKOM Eczacıbaşı Foreign Trade Co.
EKOM Eczacıbaşı Dış Ticaret A. Ş.
Managing Director: Hüsamettin Onanç
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Phone: +(90. 212) 339 90 00
Fax: +(90. 212) 324 16 42

Yapı-İş Real Estate and Construction Co.
Yapı-İş Emlak ve İnşaat A. Ş.
Büyükdere Cad. Ali Kaya Sok. No: 7
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Phone: +(90. 212) 339 90 00
Fax: +(90. 212) 236 56 08

Eczacıbaşı Insurance Agency
Eczacıbaşı Sigorta Acenteliği A. Ş.
General Manager: Ateş Erker
Büyükdere Cad. Ecza Sok. Safer Han
No: 6 Kat: 2
Levent 34394 İstanbul
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